Leading Change
Change topics

- Understand why change is hard
- What happens in an organization during change
- Effective change leadership
- Planning & Implementation Process
- Skill practice
WHY IS IT SO HARD TO CHANGE?
CORE HUMAN NEEDS
Security

- Feeling physically and emotionally safe

Inclusion/Belonging

- Be a part of what’s happening

Control

- Predictable map to follow / order

Competence

- Be seen as capable, effective, skilled, and right

Appreciated

- Be cared about, admired, recognized
Coping

The Change Curve

- Shock
- Frustration or Anger
- Denial
- Despondency
- Tentative Acceptance
- Exploration
- Resolution

Performance or Self-Esteem

Time
THE LEADER’S ROLE
The Process of Transition

Can I cope?

At Last something’s going to change

What impact will this have?
How will it affect me?

Denial
Change?
What Change?

Disillusionment
I’m off!!
… this isn’t for me!

At others

Anger

This is bigger than I thought!

At self

Who am I?

Gradual Acceptance

I’ll make this work if it kills me!!

Moving Forward

Anxiety

Happiness

Fear

Threat

Guilt

Depression

Hostility

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COMMUNICATION

RELATIONSHIPS

MOST VITAL ELEMENTS OF EFFECTIVE CHANGE PROCESS
A “Change Agent”...

- Visionary
- Unsatisfied with the current state
- Have a set of values
- Fosters trust
- Shows empathy
- Has respect for history
A Change Agent isn’t...

- Judgmental
- Impatient
- Black and white
- Close-minded
- Boring
CHANGE LEADERSHIP PROCESS
What’s happening when we try to change an organization?
THE ICEBERG
that sinks organizational change

Visible Organizational Culture

"The way we say we get things done"

"The way we really get things done"

Strategy
Vision
Goals
Policies
Procedures
Tradition
Norms
Unwritten Rules
Values
Shared Assumptions
Beliefs
Perceptions
Structures
Shared Values
The usual suspects

- **Promoters**: Positive attitude towards change, support it
- **Opponents**: Negative attitude towards change, negative behavior supports their attitude
Opportunities

- **Hidden Opponents:** Put forth supportive face, but have a negative attitude toward the change.

- **Potential Promoters:** Undecided voters. They are not convinced yet.
Process

1. Motivating change
2. Creating a vision
3. Developing political support
4. Managing the transition
5. Sustaining momentum
Motivating Change

- Plant the seeds for readiness to change
- How is the current state failing to meet our needs?
- How will the future state meet our needs? (Process and personal)
Motivating Change

Security

Inclusion/Belonging

Control

Competence

Appreciation
CRAFT & deliver YOUR VISION
Effective Change Vision

- Imaginable
- Motivating
- Feasible
- Flexible
Imaginable

- We can’t begin our journey without a destination
- What will it look like?
- Keep it as simple as possible
Future State

- **What**
  - Is changing?
  - Is staying the same?

- **When**
  - Does change begin/end?

- **How**
  - What does this mean *for me*?
  - What must we learn?
  - Do we have a say in *anything*?
Motivate

- Find a connection point
  - Business needs
  - Personal needs
- Create a sense of urgency
Feasible

- How do you eat an elephant?
  - One bite at a time!
  - Create opportunity for small wins along the way

- Milestones
Flexible

- When can you allow input from stakeholders?
- Can we be flexible if the concerns or needs change?
Delivery

- What avenues/media are appropriate?
- Set in place processes to address the person
- How often do we need to revisit our vision?
Political support

- Key players (who can make or break this thing? - Get them on board)
- Show appreciation for current state
- How will they survive the change?
- How will you address resistance?
Managing Transition

- Training
- Coaching
- Practice & learning

What needs to be removed?
Transition

- Continue to address concerns/fears/etc.
- Prepare to be flexible
Sustain momentum

- This is where most organizations fail
- Changes are easy to design and try; not so easy to maintain
Sustaining Momentum

- Providing the resources for change
- Developing new competencies and skills
- Reinforcing new behaviors
What would an ideal hiring process look like?
Hiring Processes

Recruitment

Selection

Onboarding
Match skills to job

Match candidate to university/department
Step 1: Search committee

- 5 members
- Diverse representation of the organization
- Vested interest in the role
RECRUITMENT
Recruitment Planning

- Reach candidates where they are
- Reach a diverse candidate pool
- Create a job ad that motivates candidates to apply
Attractive job ads include...

- Who is our organization?
- For faculty, what is the focus of that department/discipline?
- What is exciting / motivating /empowering about the job?
Job description & requirements

- Job requirements should be driven by job description
- Can we cast a wide net to include a greater candidate pool?
- Are we unnecessarily weeding out any candidates or candidate groups?
Highlight

- Education
- Skills
- Key competencies
SELECTION
Selection Process

- Review CV/Resume
- Phone screen
- Reference Checking
- Interview
Resume review best practices

- Hard skills/technical competencies
- Overall picture of the candidate
- Does their cover letter discuss what they want with their next job? Does it match our organization? This particular role?
Objective review

- Do they meet minimum requirements?
- All candidates who meet minimums should then be ranked on items such as preferred requirements, education, years experience with key competencies, etc.
INTERVIEWS
Prior to the interview...

- Create your rating system - what experience, which competencies are we after, and allow a rating of 1-5 for each
- Create interview questions
- Identify ideal responses/experience shared from interview questions.
WHAT SHOULD AN INTERVIEW ACCOMPLISH?

ALWAYS REMEMBER INTERVIEWS SERVE BOTH PARTIES; WHY SHOULD THIS PERSON WANT TO WORK HERE?
Interviews

- Make time to ensure the candidate gets a clear picture of the university, the department, and the role
- Assess their fit from our side
Phone interviews

- Focus on hard/technical skills
- Assess availability and interest
- Typically don’t focus on interpersonal or soft skills - due to time and difficulty in assessing response
Behavioral Interviewing
Behavioral interviews

- Are intended to gain information on a person’s skill level and/or experience with soft skills and competencies
- Use past experience to predict future experience
Behavioral interviews

- Can be used to assess organizational/departmental fit:
- “Describe the best partner or supervisor with whom you’ve worked. What part of their managing style appealed to you?”
BEHAVIORAL INTERVIEWING

- **Situation**: What was the situation the candidate was in?
  - “Tell me about a time…”

- **Task**: What was the task the candidate needed to accomplish?
  - “where you were faced with multiple competing deadlines.”

- **Action**: What were the actions the candidate took to accomplish this task?
  - “What did you do and…”

- **Results**: What were the results of these actions?
  - “how did it turn out?”
ONBOARDING
What does a good onboarding experience include?

- **Introduction to organization:**
  - Actual spaces, resources, coworkers
  - Values, norms, socializing patterns

- **Introduction to leader:**
  - Leadership style
  - Relationship Expectations
What does a good onboarding experience include?

- **Introduction to role:**
  - Performance expectations
  - Performance assessment process
  - Important contacts
  - Resources
  - Where to go for help
Other things to think about...

- Account access
- Supplies
- Access to a support person
A guy dies and meets St. Peter who tells him, "Look, you've lived a good life, we do things a little differently than what you'd expect. I'm going to let you choose where you'd like to spend eternity. Hear me out, spend a day or two in heaven and in hell and then decide for yourself." The guy chooses heaven first and finds it beautiful and pleasant, the choirs of heaven singing, animals getting along, streets paved with gold. Nice.

"OK," St. Peter says. "Now spend a few days in hell." There the guy enjoys endless beach volleyball games, parties that last forever, many of his friends are there (naturally), beautiful people everywhere all laughing at his jokes, front row NBA finals tickets, you name it. He rushes back to St. Peter and says, "I can't believe I'm saying this but I choose to live the eternities in hell."

He's dispatched back to Hades where he finds brimstone and burning lakes, miserable people chained to each other; and endless whippings from Satan. "Hey, what gives?" he yells at Lucifer, "Last week I was here and it was all fun and games and pretty women and partying!"

"Last week you were a recruit," Satan responds. "This week you're an employee!"