



Implementing Workplace CHANGE

Presenter: *J. Gwen Kennedy, Ph.D./www.gkennedy.com*

Overview of the Presentation



Introductions

- Self
- Others



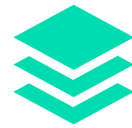
Stages of Planned Change

- Lewin
- Kotter
- Kennedy



Types of Change

- Transactional
- Transitional,
- Transformational



Tool to Assess Resistance

- Force Field Analysis
- Exercise
- Q/As



Why is change so hard?

- Change Square Exercise



Conclusion

- Additional resources
- Evaluation

Presenter: *J. Gwen Kennedy, Ph.D.*

- Organization Development Consultant for 30 plus years.
Expertise in:
 - Leadership Development
 - Team Development
 - Change Leadership
 - Systems Change
- Professional Development Programs:
 - Triple Impact Leadership
 - Facilitating Extraordinary Groups



www.gkennedy.com

Professional Vision: Expanding your capacity to create the change you envision for yourself, your team, your organization, and your community.



Who is in the room?

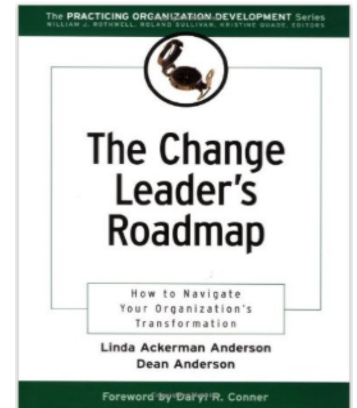
- Table tops:
 - Name, organization
 - # employees in your organization
 - Location(s)
 - What would make this session valuable to you?
- Report outs

Types of Change

- Types of change: (Ackerman-Anderson)
 - Transitional
 - Developmental
 - Transformational



Developmental Transitional Transformational

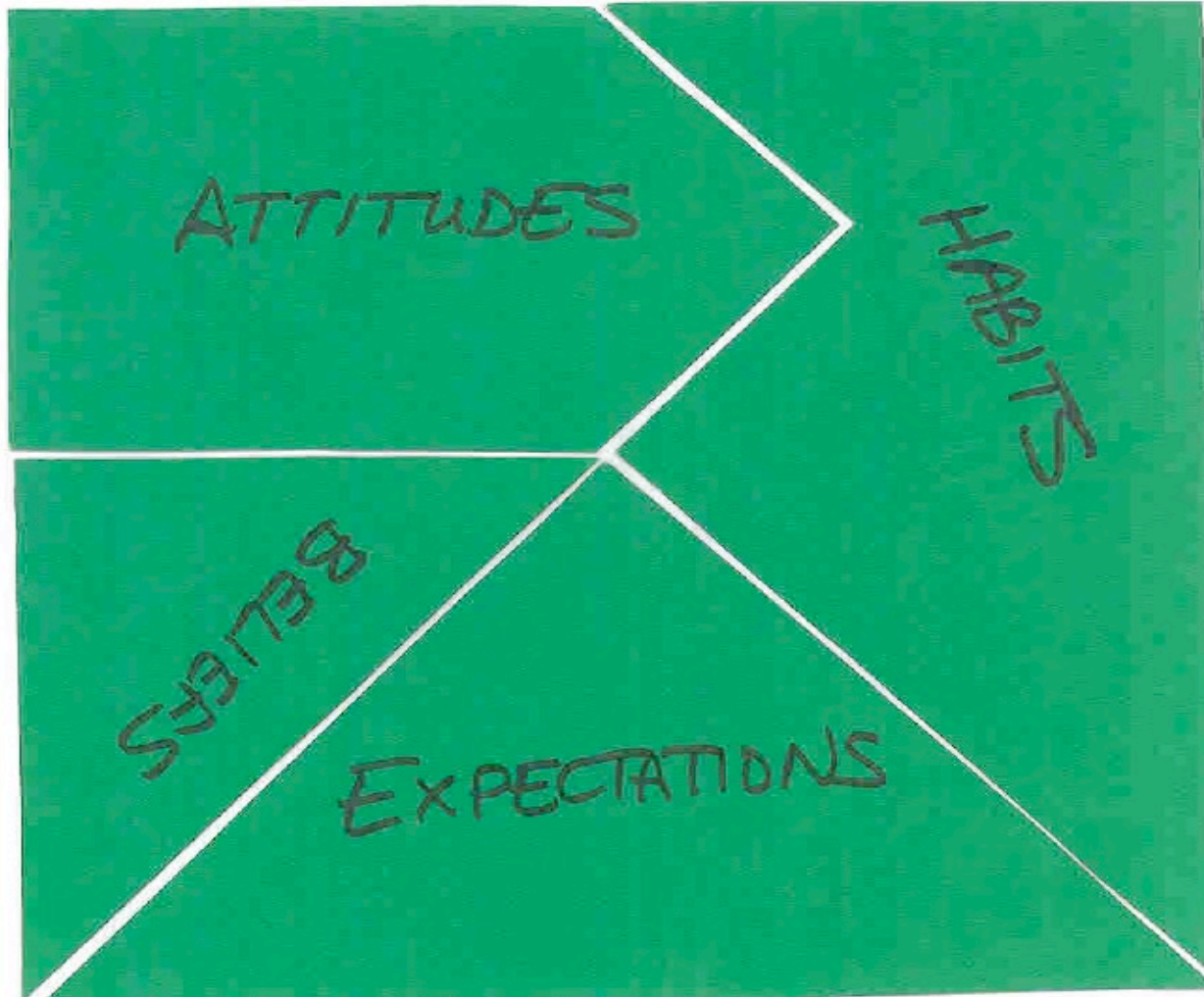


Developmental	Transitional	Transformational
<ul style="list-style-type: none"> • Process Improvements • Greater accuracy, speed or productivity • Individual or groups 	<ul style="list-style-type: none"> • Something different from what exists now • Systematically put the new way into place. • Process can be planned, paced and managed against a timeline, budget and quality measures. 	<ul style="list-style-type: none"> • Fundamental shift in the way one views themselves and their world that results in a change in how they take action and operate • Requires a shift in organizational culture, mindsets and people's behaviors • The new state may be unknown but emerges as a result of the change effort itself

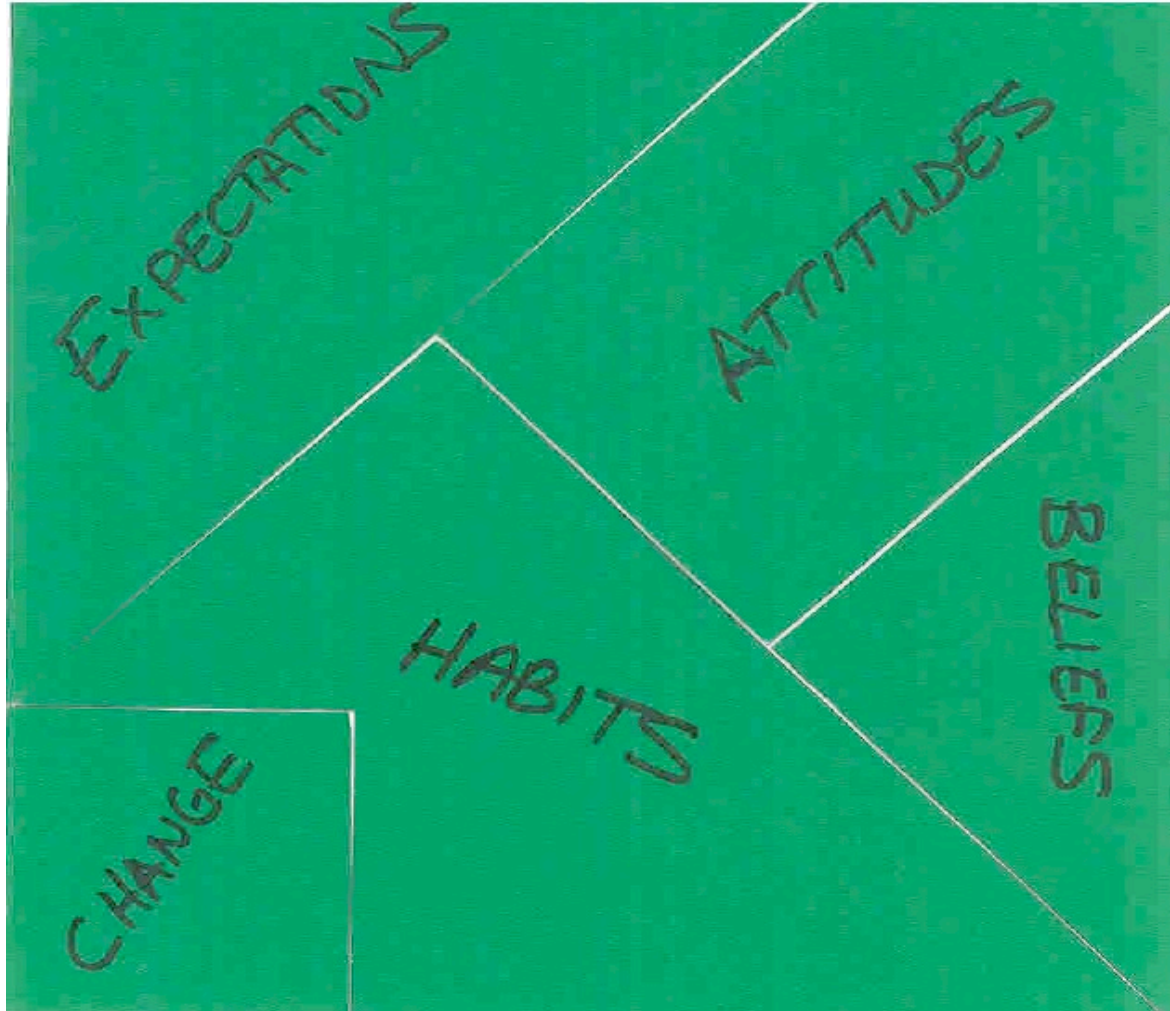
Your change...

1. *What kinds of change are you facing?*
2. *Identify one of your change efforts that you want to work on today.*

Why is Change so hard?

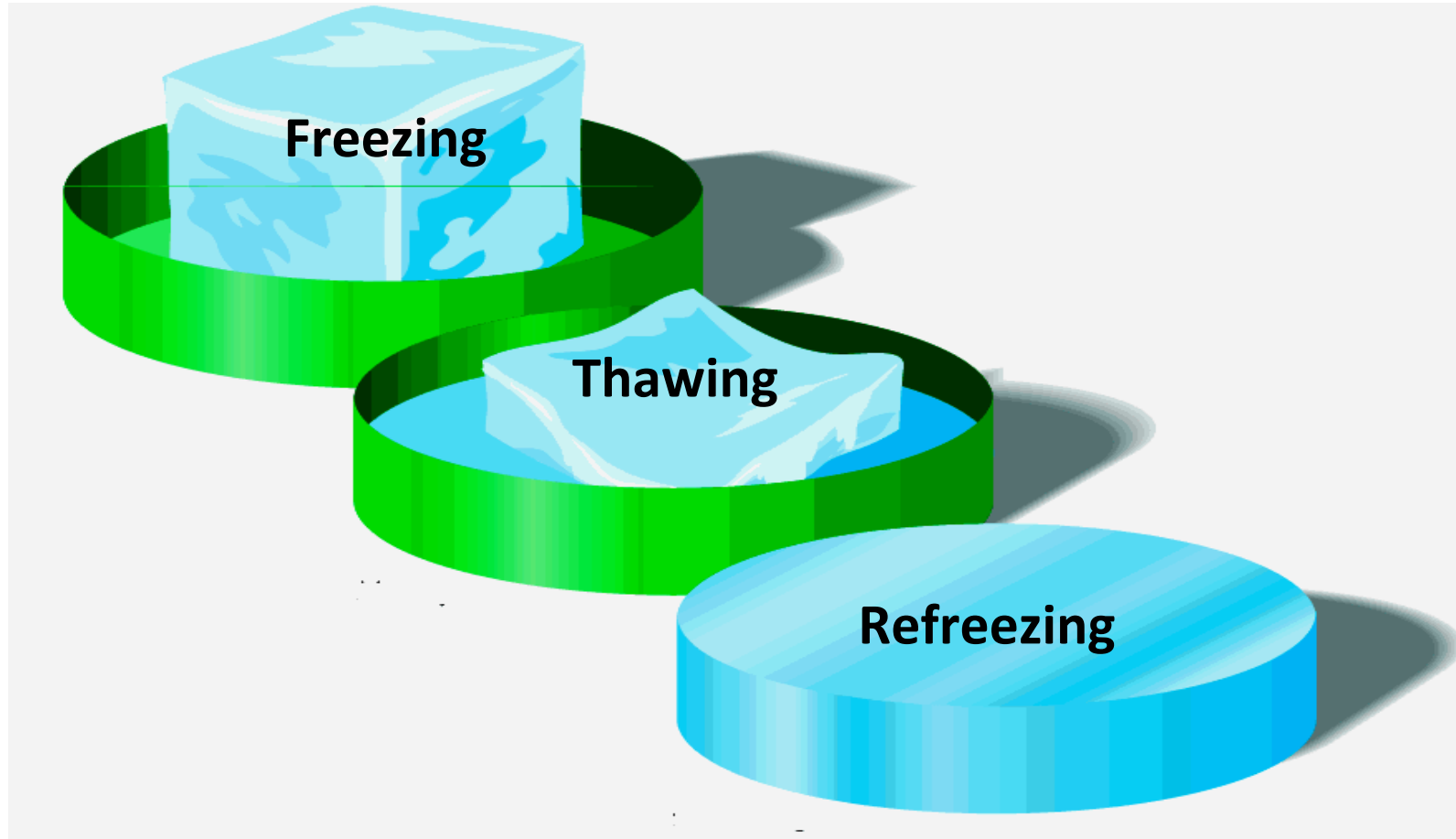


Adding Change to the Square





Kurt Lewin's Stages of Planned Change

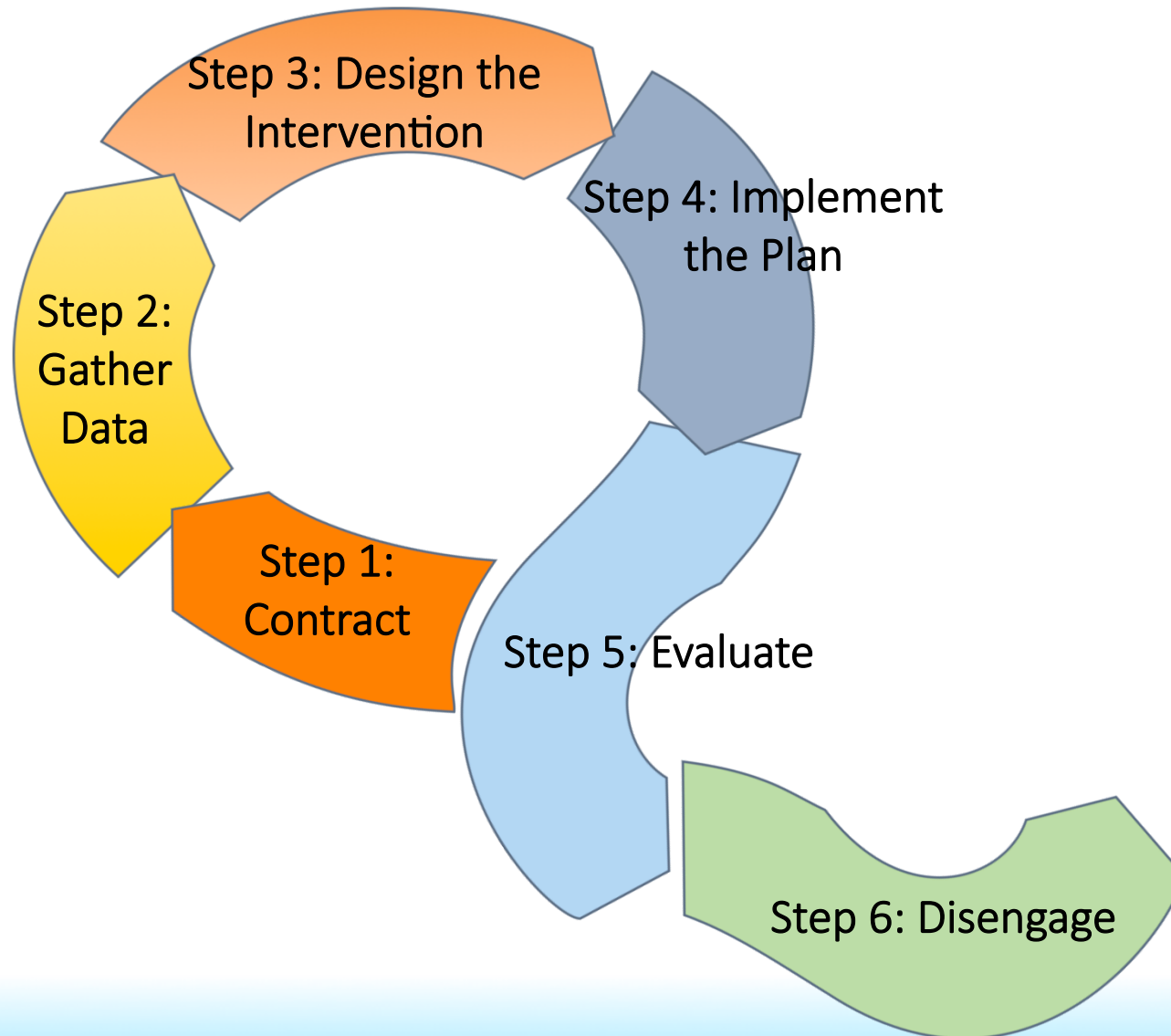




Kotter's 8 Step Change Model

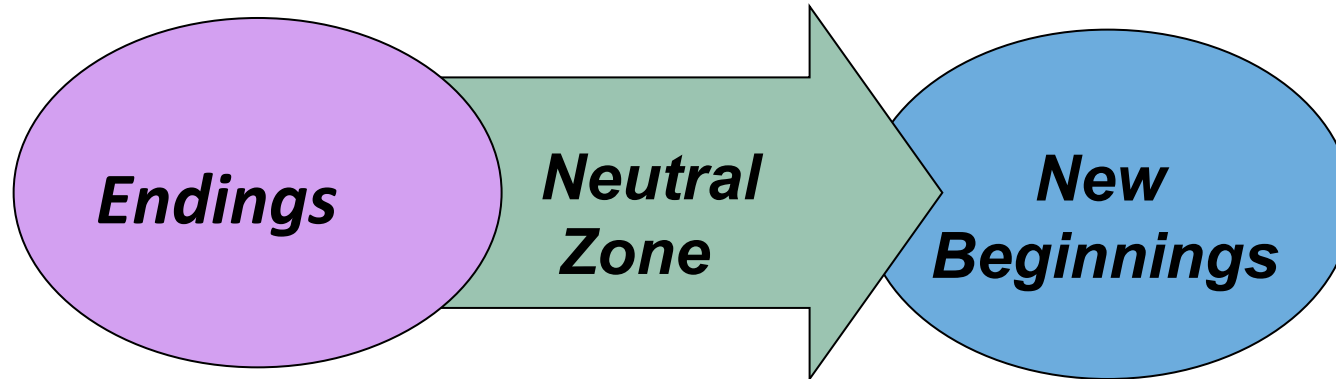


Stages of Planned Change



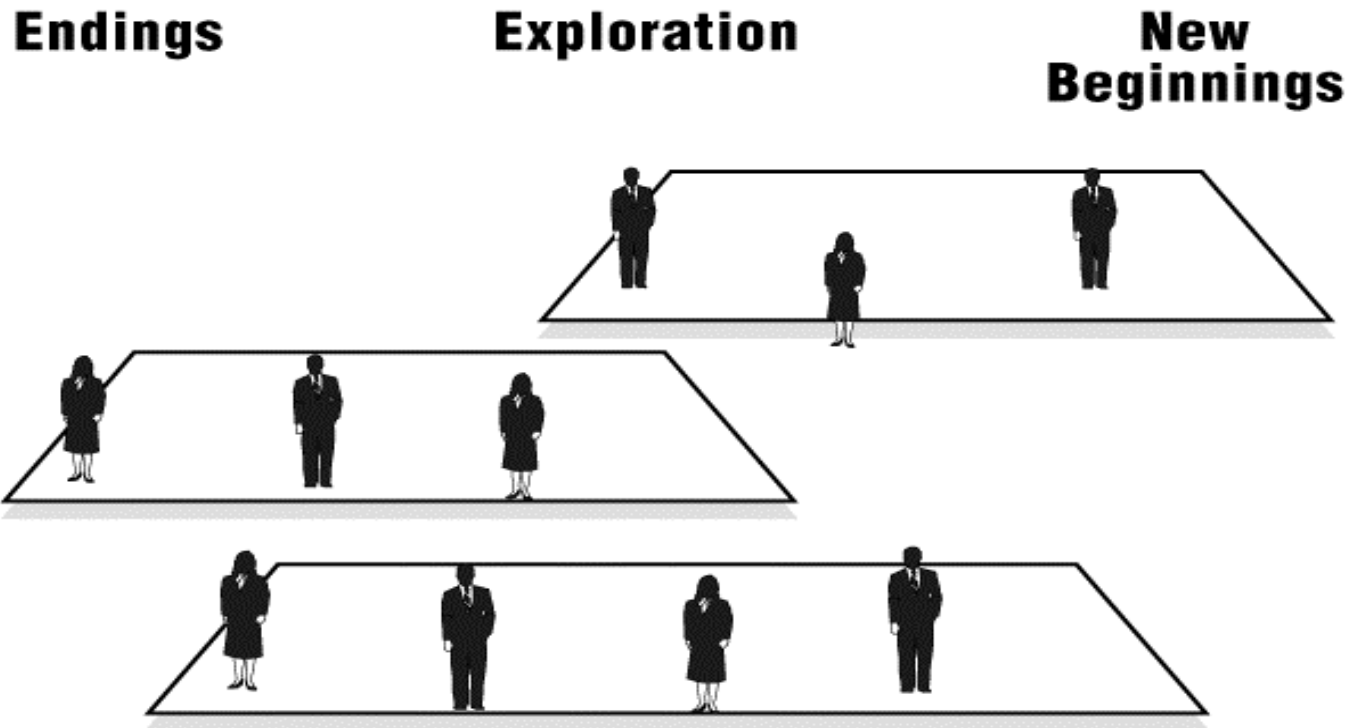
Transitions

(based on William Bridges Transition Model)



Ending	Neutral Zone	New Beginnings
Feelings of separation, loss and abandonment	Feelings of uncertainty, fear of the unknown, stuck in the mire	Feelings of hope and concern
<ul style="list-style-type: none">✓ Reflect upon what had been important to you✓ Recognize what has been of value to you✓ Honor the past	<ul style="list-style-type: none">✓ Acknowledge you are in transition✓ Seek more information and support✓ Try to reframe the situation	<ul style="list-style-type: none">✓ Create a vision of the desired future✓ Develop appropriate boundaries and agreements

The Marathon Effect

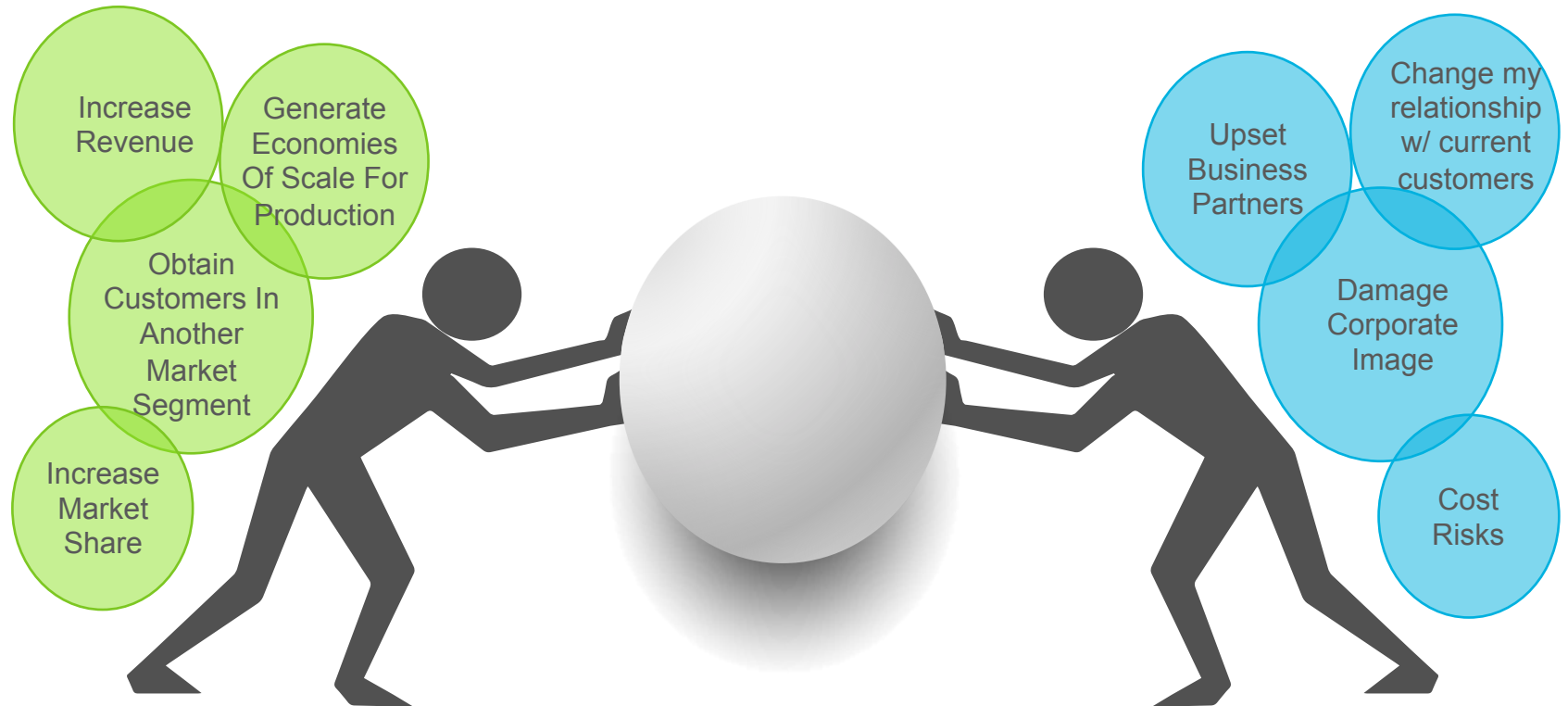


The Marathon Effect

- Leaders are often out ahead long before their staff begins the change process.
- Leaders are often congratulating themselves and announcing victory when others in the organization have yet to cross the finish line.
- Recognize where you are in the race and where others are.
- Remember the personal impact the change process had on you and allow time for others to process the change.
- Always communicate with people based on where they are in the race...not from where you are or wish they were.

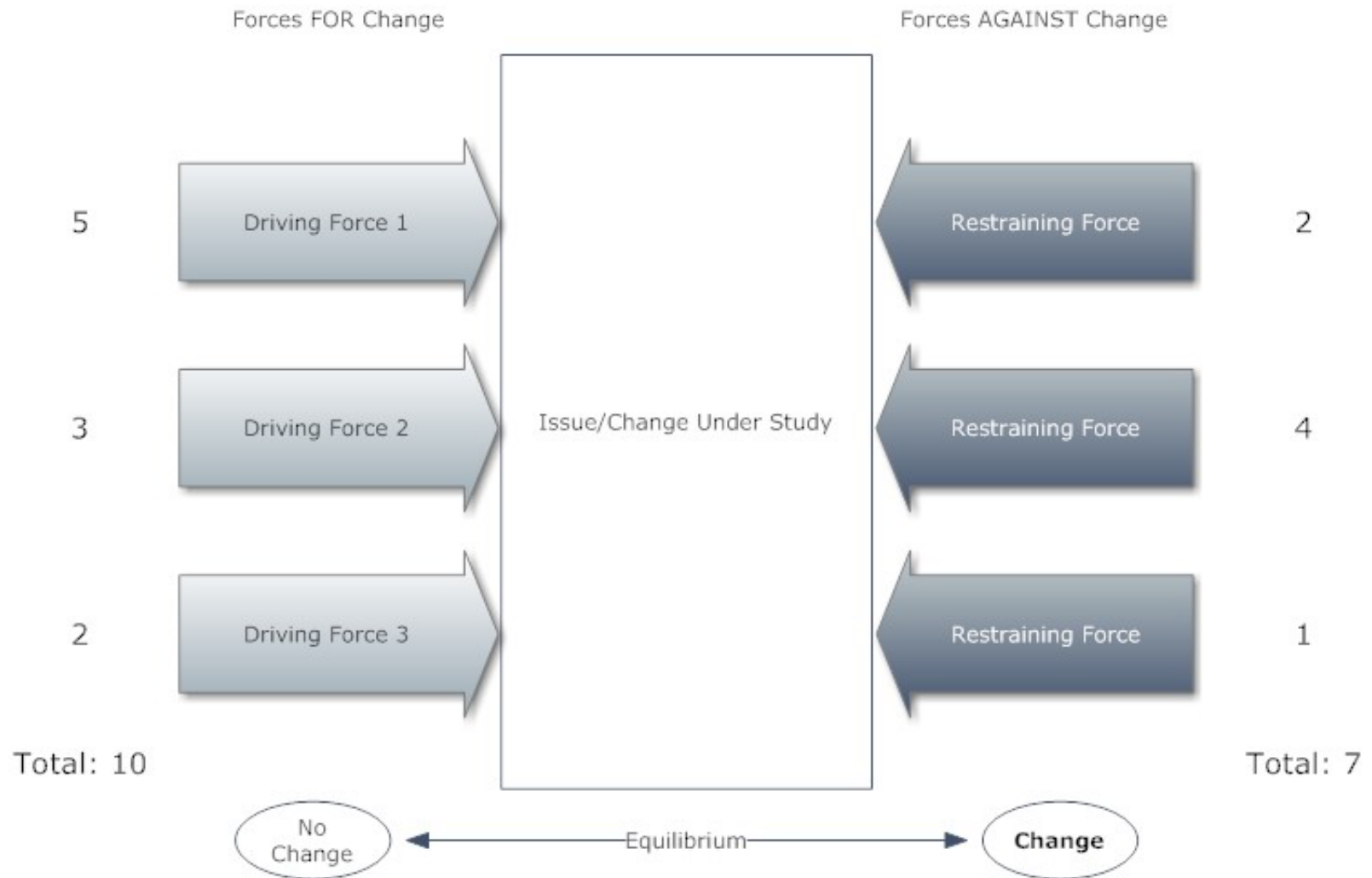
Force Field Analysis

Kurt Lewin's Force Fielding Analysis: What are the forces that are holding the current state in place? What are the forces that are moving the current state to the desired state?



Force Field Analysis

Each force is scored according to their 'magnitude', ranging from one (weak) to five (strong)



Force field analysis is a management technique developed by Kurt Lewin, a pioneer in the field of social sciences, for diagnosing situations.

Exercise:

Conduct a force field analysis on your change effort:

1. What are the forces **for** change?
2. What are the forces **against** change?
3. What is the strength of these forces?
4. Which forces might you strengthen or weaken?
5. What forces might you add or remove?

Q/As

Thank you

J. Gwen Kennedy, Ph.D.

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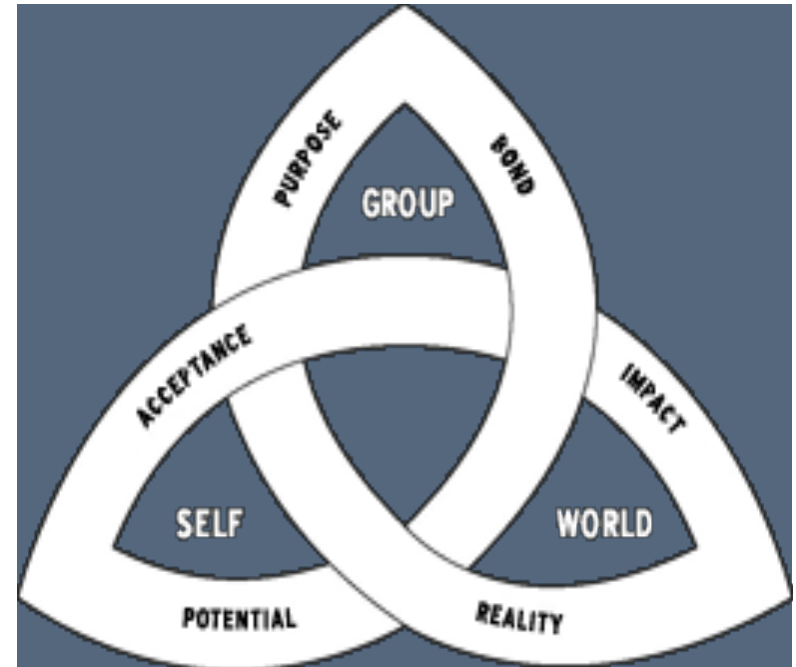
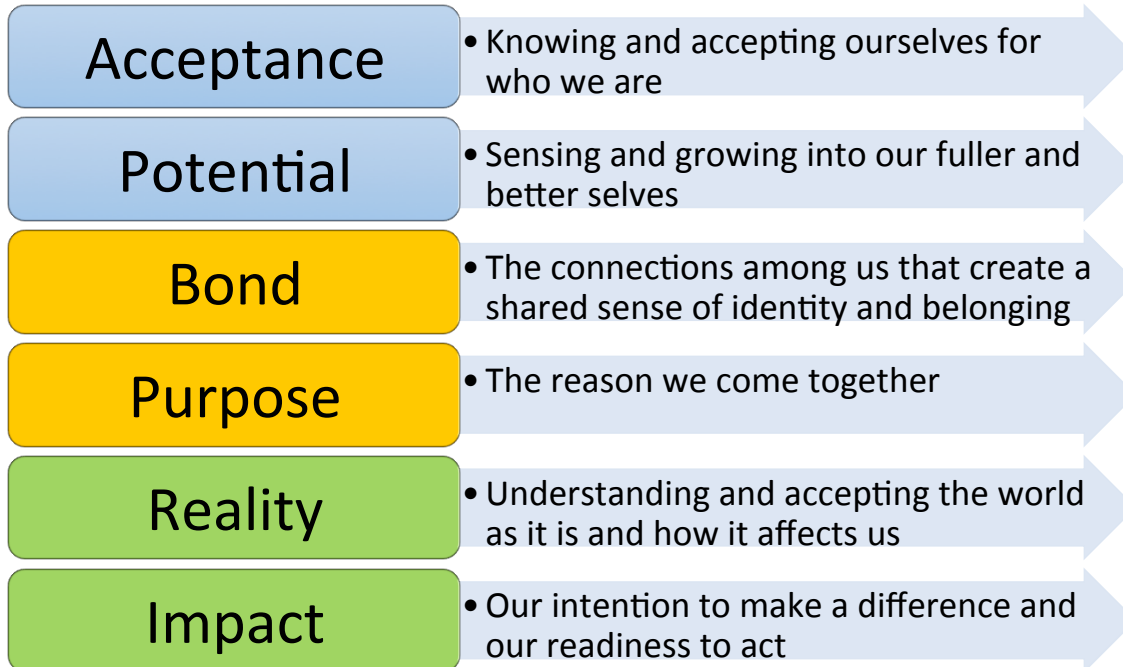
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Change Leaders' Disciplines



Gwen Kennedy, PhD &
Wendy Fraser, PhD

Extraordinary Groups



Indicators of Extraordinary Groups

Compelling Purpose

Shared Leadership

Just-enough Structure

Full Engagement

Embracing Differences

Unexpected Learning

Strengthened Relationships

Great Results

Geoffrey M. Bellman and Kathleen D. Ryan (2009). *Extraordinary Groups: How Ordinary Teams Achieve Amazing Results*.

Levels of Systems Change

