



Unleash the magic within your organisation

Issue: 3

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What's new from Change Designs

- Book now for the Change Leader workshop.
- Change Designs has applied for SETA accreditation on 6 training courses.

The Change Designs newsletter is free to clients and members of the Change Designs Community.

The purpose of this newsletter is to provide topical articles, useful hints, new change tools, and news in the change management field.

I hope you find the information contained in this newsletter practical, inspirational and useful.

Please feel free to email me suggestions of topics you'd like to see in future issues. And forward this newsletter to friends who are interested in strategy or change.
Kind regards

Ruth Tearle. ruth@changedesigns.co.za

SETA APPLICATION

Change Designs has applied to the SERVICES SETA for accreditation for the following courses:

- TEAM BASED STRATEGIC PLANNING.
- STRATEGIC INNOVATION.
- THE CHANGE LEADER.
- THE SUCCESSFUL CHANGE FACILITATOR.
- IMPLEMENTING STRATEGY.
- CREATIVE THINKING.

"Companies who pay their levies to the Services SETA can claim back on their levies for training provided by Providers whose Letters of Intent to apply for accreditation with the Services SETA ETQA have been accepted and confirmed by the SETQAA. For more information contact Tertia Strauss, Accreditation Manager, Services SETA. 021 914 7740."

Your last chance to book for THE CHANGE LEADER PROGRAMME.

**19th & 20th March. Jhb
22nd & 23rd May. Cape Town**

Learn how to implement change successfully in your organisation. Learn how to:

- remove barriers to your change .
- select the right tools and approaches to make your change work.
- develop a comprehensive change strategy.
- avoid change fatigue.
- overcome resistance to change.
- handle political agendas and 'difficult people'
- manage change in an inspiring and exciting way.
- inject fun and creativity into your organisation through your change process.

Bookings close on 3rd March for the Jhb workshop.

www.changedesigns.co.za or contact Ruth Tearle at 021 712 2154 or Sandy Goldberg at 021 434 6313.

10 REASONS WHY CHANGE DOESN'T WORK

So much time, money and effort is spent on managing change, implementing strategy, transformation, and 'going global.' Consultants are hired, project teams are created, CEO's go on 'road shows' to share their new vision, staff are trained, and yet, a few years later, few organisations can claim success.

Here are ten common reasons why changes don't work, and why company strategies don't get successfully implemented.

1. **Change fatigue.** Many employees are exhausted by the constant stream of changes they are expected to make. And while they are mastering the new change, they are also being held accountable for doing their 'normal jobs' and achieving operational results. Many employees cope with the additional pressure by simply doing nothing. They adopt an attitude of "this is just another management fad. If we wait long enough it will blow over." Or "its only a matter of time before they change the structure again. Then we'll get a new leader with a new way of doing things. Sit tight and nothing will change." Or they try to do everything and burn out.
2. **Ineffective communication.** Formal presentations about 'the new strategy', 'the challenges facing our organisation', or 'the results of our detailed research' usually fail to *capture the imagination* of the people inside the organisation. Usually employees interpret the change as simply 'more work and more stress for the same pay.'
3. **People simply don't want the new strategy or change to be successful.** When hearing about a new strategy or change, many people assess the implications the new strategy will have on their own positions. For example, the change may reduce their take home pay, undermine their status, affect their power base, and increase the hours they are expected to work. Neither they *nor their spouses* will actively support a change that affects them in this way.
4. **The change is implemented in isolation.** Often a seemingly simple change, will require other changes to be made to support it. E.g. the launch of a new company brand may require the introduction of new products, new marketing material, new services, and new ways of dealing with customers. This in turn would require the introduction of new supporting systems, structures, and cultural changes. A lack of *systems thinking* often prevents project teams from identifying all the related changes that need to be made to support their new strategy.
5. **Mixed messages and confusion.** Many employees lower down the line get confused by a stream of contradictory messages. Their managers tell them to follow strict procedures. The new change requires them to do anything to delight their customer. They are rewarded for keeping to their budgets and cutting costs. They get confused and find their own way of determining 'what really is important around here'.
6. **Lack of a single integrated change strategy.** The lack of a single change strategy detailing what changes will happen when, results in the organisation being bombarded by unnecessary changes. For examples lack of change strategy may result in staff attending 5 training courses where they could have attended one course which is designed to achieve 5 changes. Similarly the same system may be changed five times, rather than one integrated change being planned to achieve five benefits.

"Managing change is like preparing a team to run an ultra marathon.
Over training results in a disappointing performance, burnout or injury."

Ruth Tearle

"A coach's role is to develop an effective strategy for their team.
One that allows the team to peak at the right time.
and balances performance, self confidence and love of the game."

Ruth Tearle

10 REASONS WHY CHANGE DOESN'T WORK

7. **A focus on knowing rather than doing.** Many changes are presented in such a theoretical or complex way, that people feel that once they have understood what the change is about, the battle has been won. Few people in the organisation can tell you in simple words 'what they have to **do** to make the change work.' When people cannot answer the simple question 'who will do what by when', nothing gets achieved.
8. **Being put off by 'resistance to change'.** Many change leaders are surprised when they are confronted with 'resistance to their change'. They believe that people are being destructive, negative or even disrespectful when they refuse to embrace the change wholeheartedly. The leader often reacts defensively or simply gives up when faced with too much resistance.
9. **Expectations of instant success.** Many change leaders fail to realise that in change, things get worse before they get better. Standards do drop. Mistakes are made. Barriers arise. Problems occur. People do get stressed. Many change leaders forget to make allowances for the inevitable learning curves and difficulties that will arise, in their change schedules.
10. **Change has a negative image.** Because change has often been implemented poorly in the past, many people associate change with stress, blaming, extra work, and problems – rather than as a source of growth, purpose and excitement.

THE SEVEN ATTRIBUTES OF A SUCCESSFUL CHANGE LEADER.

He /she has:

1. **Self knowledge** – he knows and accepts himself, which allows him to accept and care about others.
2. **Energy** – he looks after his own energy. This allows him to get things done, and to remain excited and positive about life.
3. **Enthusiasm** – he has a natural enthusiasm, which allows him to transmit positive energy to others.
4. **A belief in the greatness of others** – so he inspires people to believe that they are important and what they do has meaning.
5. **A belief in the ability of others.** – he believes in others when they don't believe in themselves, and so encourages them to take personal risks and to grow.
6. **Flexibility** – which allows him to explore other ways of achieving the same goal, when faced with insurmountable problems.
7. **Commitment.** He accepts that problems will occur, and that his role is to find a way to achieve in spite of the difficulties.
8. **Humility.** He never pretends to be anything other than human. He shares his own fears, and hopes with others, which gives others permission to be themselves with him.

**"Change is not about knowing.
It's about doing and becoming."
Ruth Tearle**

10 STEPS TO MANAGING ORGANISATIONAL CHANGE.

Here are 10 practical steps you can follow to successfully implement a strategy, or manage a change within your own organisation.

1. Develop a clear vision of your change having been successfully implemented.
2. Understand what the stakeholders of your change expect from the change. Develop a strategy for communicating your vision to your stakeholders, in a way that obtains their support.
3. Remove the obvious barriers to change.
4. Understand how your change is going to impact on the organisation as a system. Use *systems thinking* to identify related changes that need to be made to support *your* change. Also identify other changes that are being made within the organisation and how these changes will impact on your change.
5. Develop a single integrated change strategy showing what will be done, when and by whom.
6. Identify the change tools you will use.
7. Identify the people barriers to change. Develop strategies to overcome these barriers.
8. Understand the psychological phases people experience when changing a habit. For example, refusal to accept the need for change, resistance to change, confusion, and mastering the change. Develop strategies for dealing with each psychological phase.
9. Anticipate and deal with hidden agendas and 'difficult people'.
10. Use energy, rewards, beliefs, and values to inject magic into the change journey, and make the process fun, exciting and developmental.

**The Change Leader programme provides specific strategies and tools for implementing each of these steps.*

Some thoughts on time and energy

- **The most precious gift we have as humans, is our time and energy.**
- **How we use our time and energy determines who we are, what we achieve, and how we live our lives.**
- **We owe it to ourselves and our families to care about how we use our time and energy.**
- **As leaders, we owe it to our people to respect their time and energy. This we can do taking care to plan our organisational changes so that we respect our and our people's work/life balance.**

