

Change Management

Mike Hudson



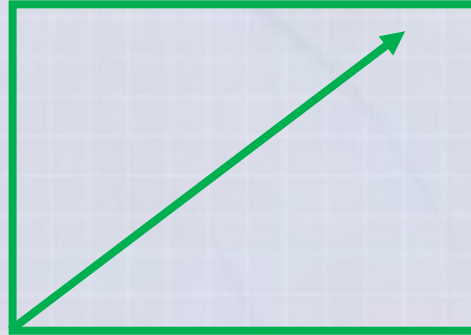
Compass Partnership

Part 1

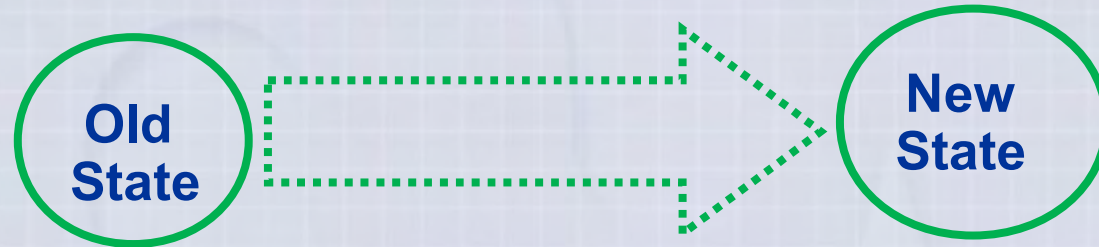
Some Principles

Types of change

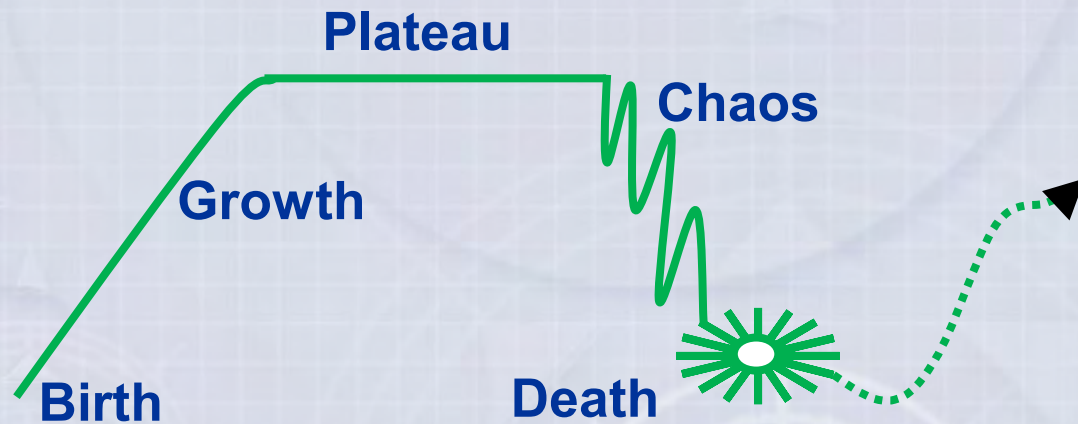
**Developmental
Change**



**Transitional
Change**



**Transformational
Change**



What are the principles of major change?

1. Build and maintain a coalition for change

2. Build a powerful case for change

3. Make careful judgements about scope

4. Take a staged approach

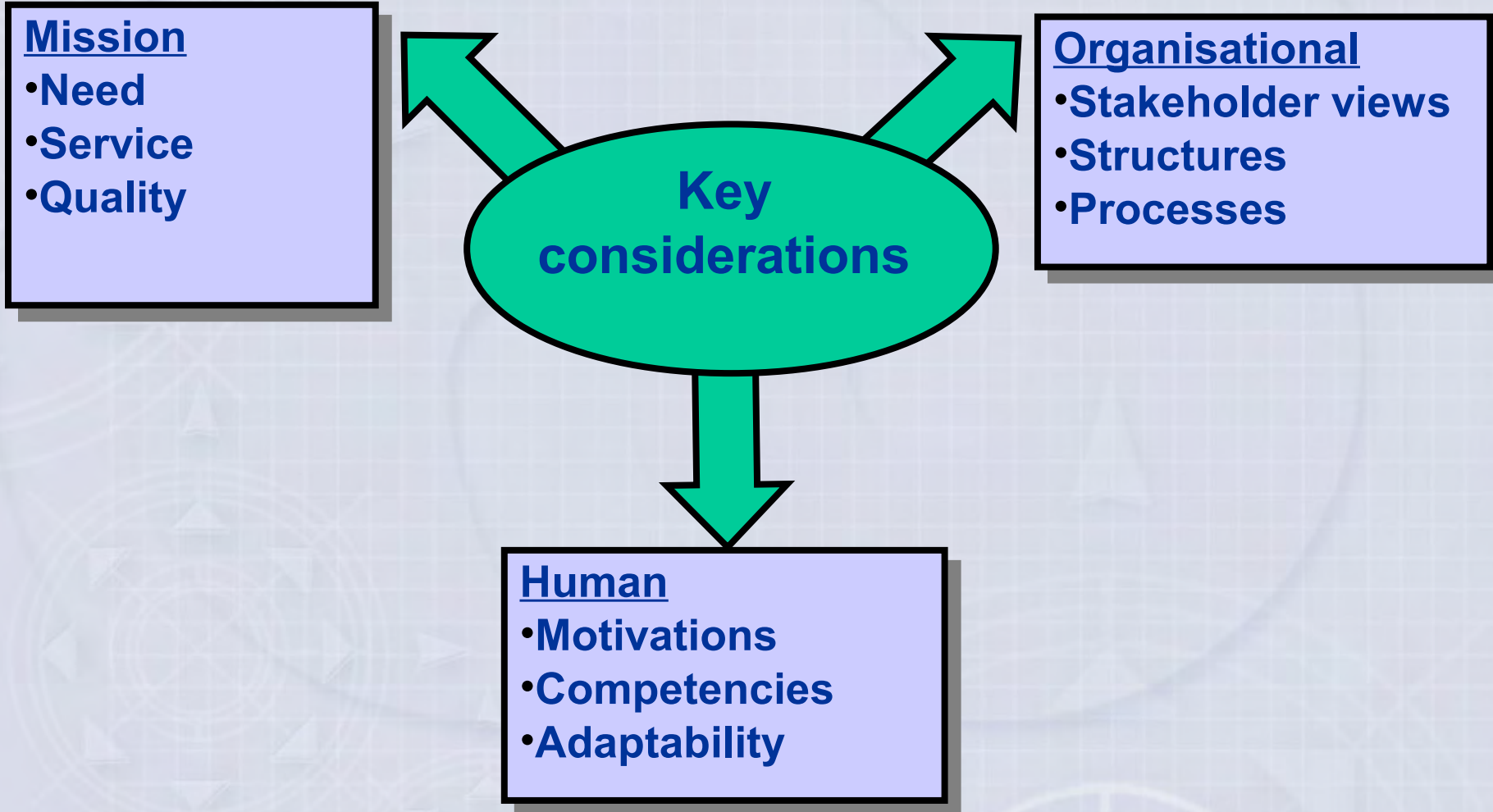
5. Communicate extensively

6. Re-define performance measures

7. Plan thoroughly

8. Integrate all initiatives

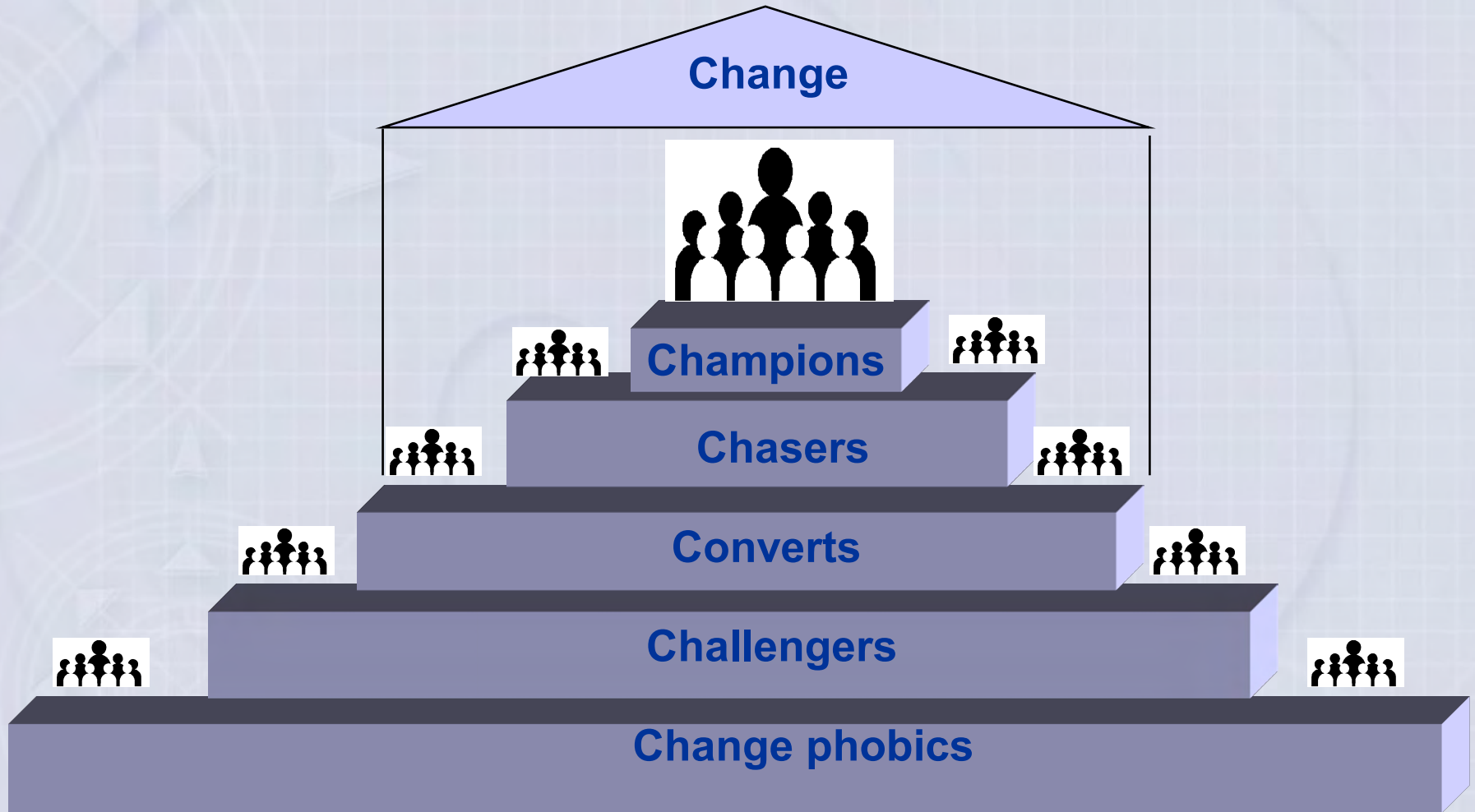
How ambitious should change be?



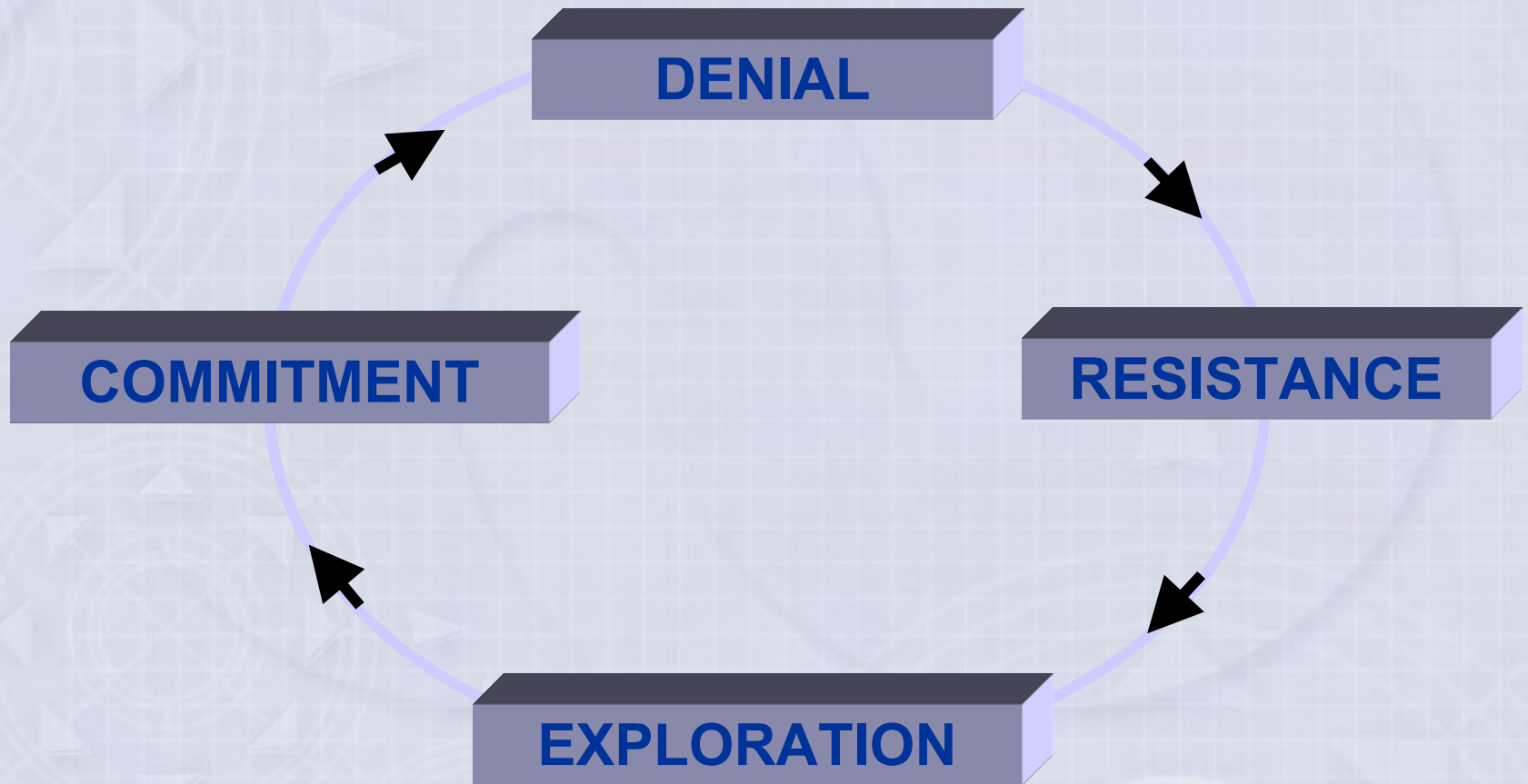
Some characteristics of major change

- **Long time-scale**
- **Real honesty and openness**
- **Tough choices**
- **No sure-fire instructions**
- **Envisioning, planning and implementing are interrelated**
- **Need plans/milestones and flexibility**
- **Messy, confusing and things will go awry**

People's orientation towards change



Stages of people's response to change



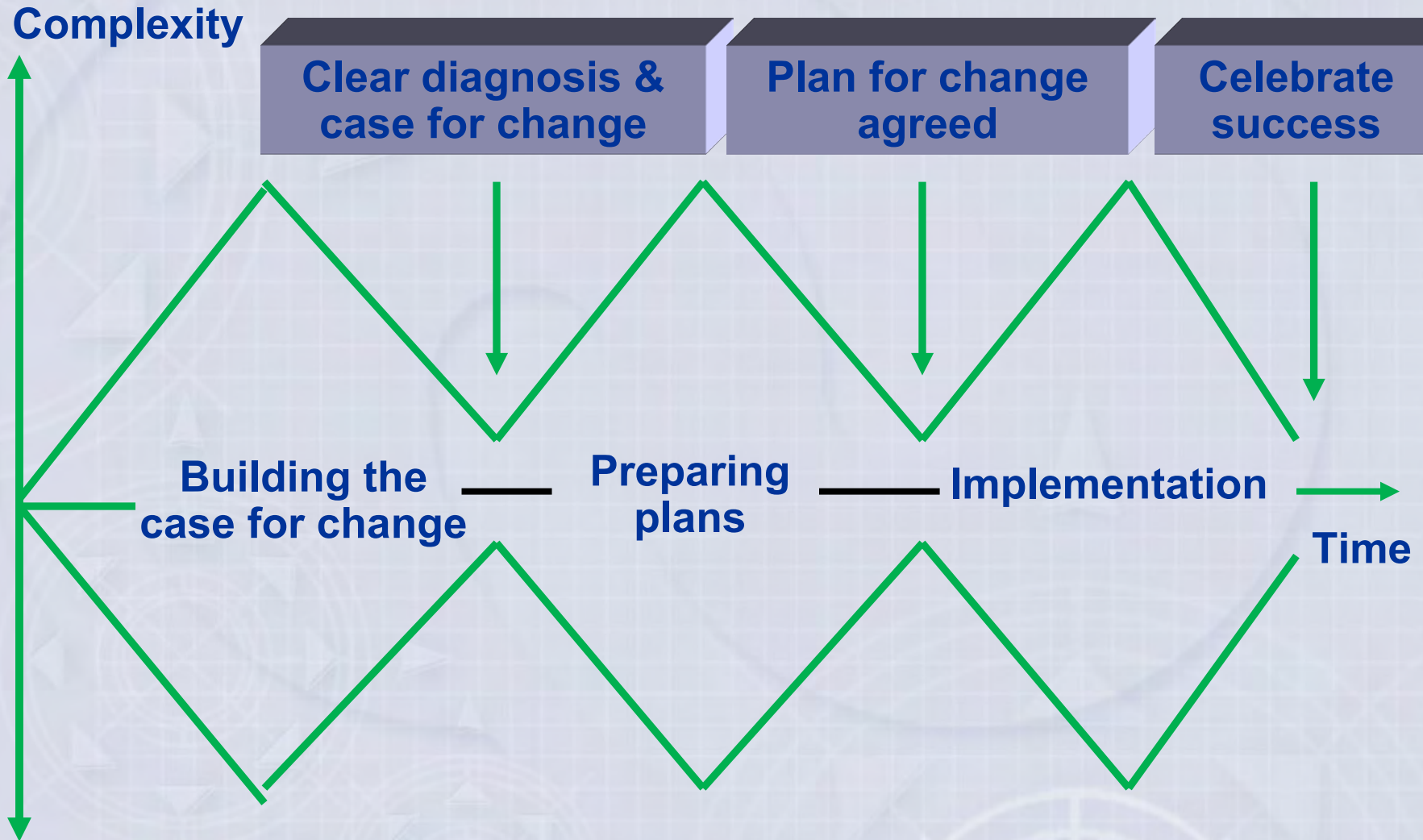
Part 2

Some lessons

Eight stages of managing change

1. Define scope and scale
2. Establish a team
3. Prepare a staged plan
4. Build commitment and listen to concerns
5. Create a motivating vision
6. Plan and communicate extensively
7. Implement by empowering people
8. Embed change into the organisation's culture

Complexity varies with time



Common problems

Process problems:

- Missing out a stage
- Insufficient communication
- Organisation overload
- No quick wins
- Drowning in detail
- Everything is high priority
- Sponsor loses confidence

People problems:

- Disrespect of the past
- User voice is absent
- Staff voice is absent
- CEO won't let go
- Too few innovators
- Unclear benefits to stakeholders

Key attributes of change leaders

- **Leadership and listening skills**
- **Emotional intelligence**
- **Political skills**
- **Clarity about key issues, flexibility about detail**
- **Long term commitment - 3 to 5 years**
- **Reflect and learn - individual and team**
- **Seek support - for self and organisation**

Compass Partnership books:

Managing Without Profit, Mike Hudson, (DSC, 2009) sets out the theory and practice of creating highly successful nonprofit organisations.

Managing at the Leading Edge, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from www.dsc.org.uk

Compass Partnership

Greenbanks, New Road, Bourne End, Buckinghamshire SL8 5BZ

Tel: +44 (0)1628 478561

email: info@compassnet.co.uk

