

# Change Management

**Mike Hudson**



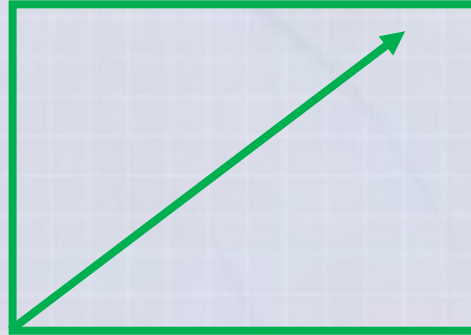
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# *Part 1*

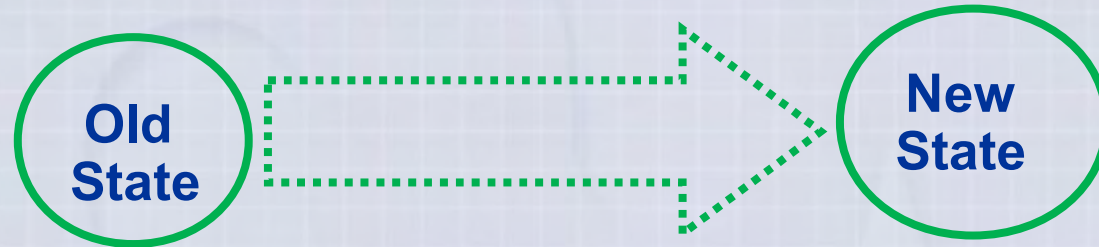
## *Some Principles*

# Types of change

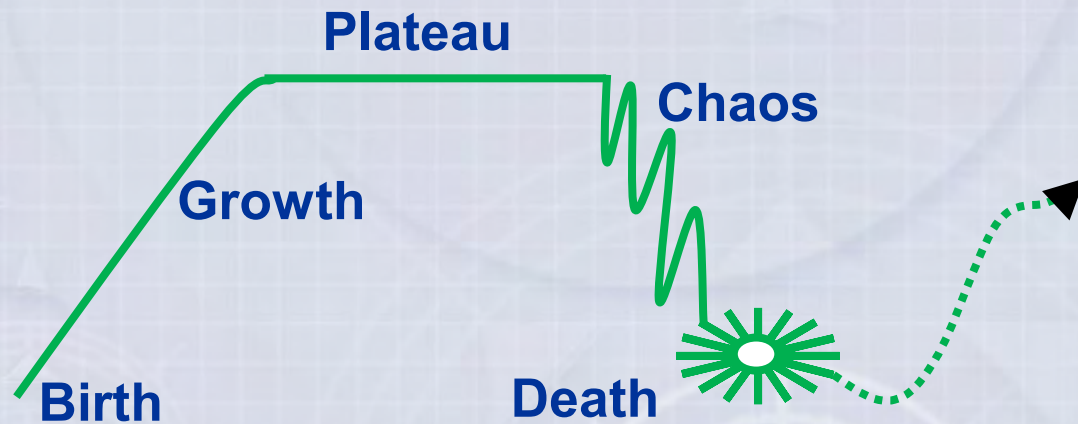
**Developmental  
Change**



**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**

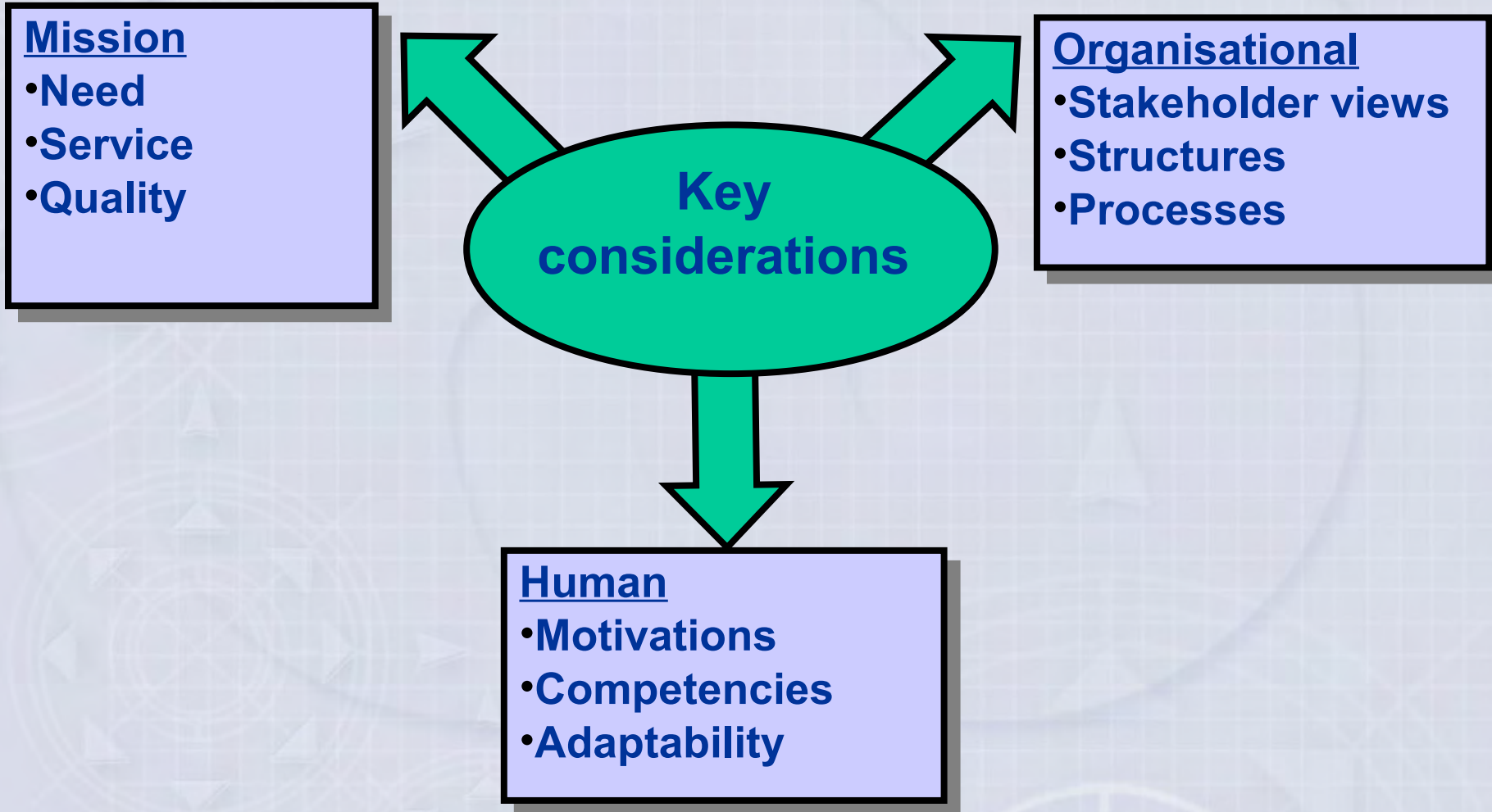
**5. Communicate extensively**

**6. Re-define performance measures**

**7. Plan thoroughly**

**8. Integrate all initiatives**

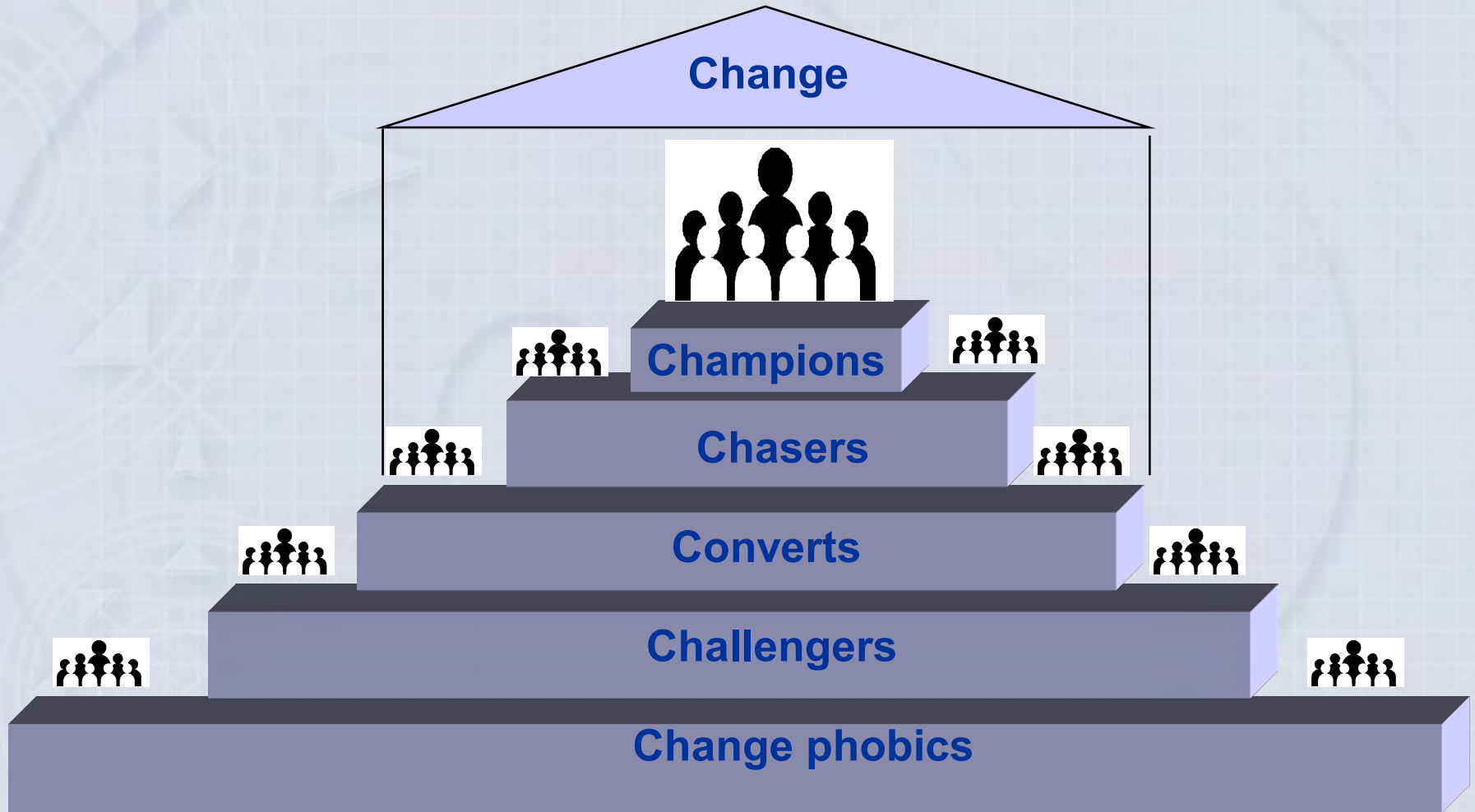
# How ambitious should change be?



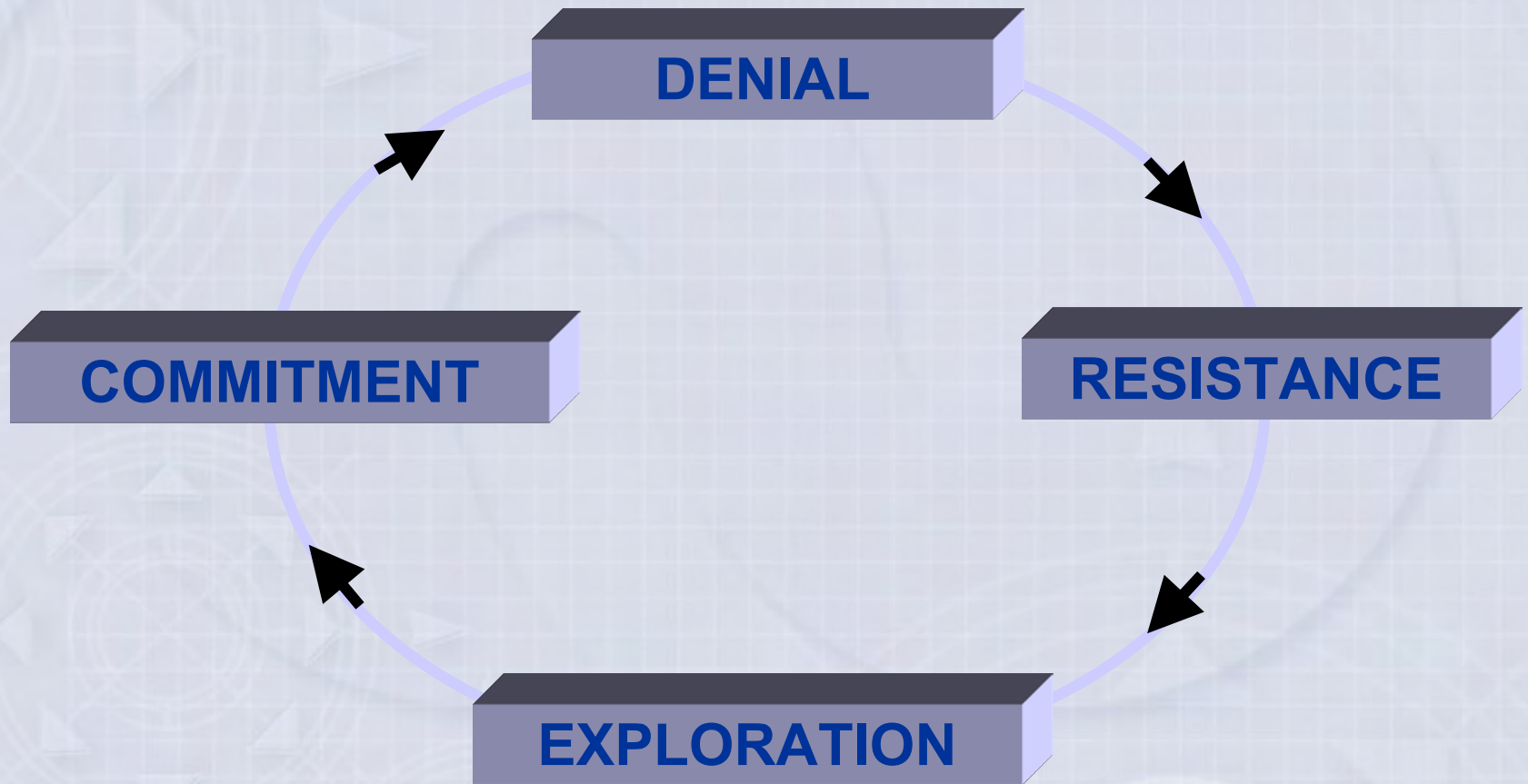
# Some characteristics of major change

- **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***

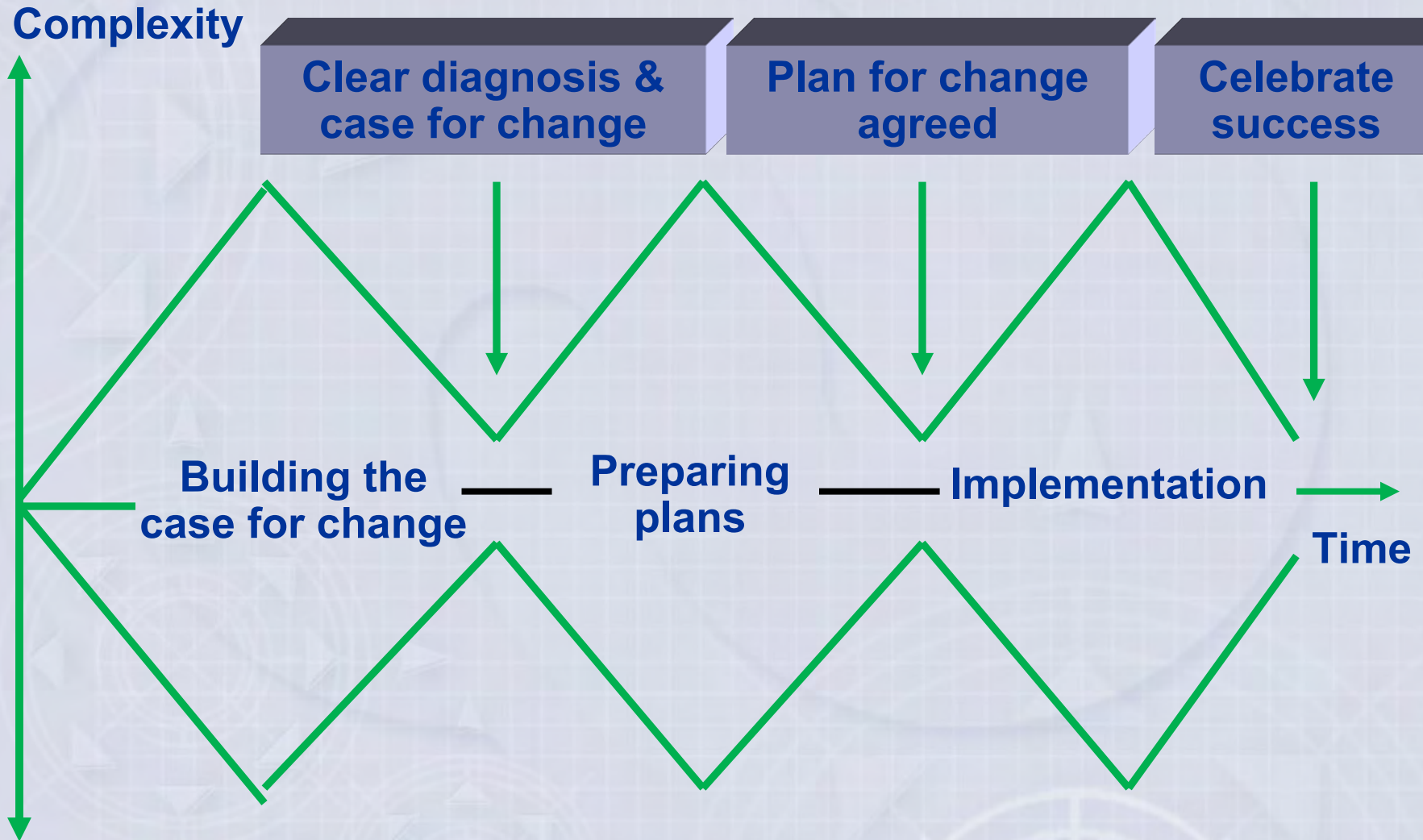


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# Eight stages of managing change

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](http://www.dsc.org.uk)

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