

OceanWise



where your data matters

Implementing Successful Change!



John Pepper
Director
OceanWise



What Constitutes 'Change'?

- Doing things differently
- Giving a different position, course, or direction
- Making radically different
- Replacing with another
- Making a shift from one to another (to switch)
- Undergoing a modification of
- Putting a fresh covering on
- Exchanging for an equivalent
- Becoming different
- Shifting one's means of conveyance (to transfer)

at the personal and / or organisational level

Why Change Matters!

Change can be the foundation of competitive or organisational advantage

To be effective, a 'change' programme must;

- identify areas of potential conflict
- address the needs of everyone in an organisation
- bridge the 'gap' between the aspirations of executives, technical project teams and the people affected by the change

What is 'Change' Management

A structured approach to moving an organisation from its current state to the desired future state

- Factors that usually act as a catalyst for change;
 - dissatisfaction with the current situation
 - desirability of the proposed change
 - practicality of the proposed change
- Organisations and individuals respond to change in different ways
- Organisations that are not adapting to 'change' are effectively moving backwards

Drivers for Change

- Type of Change;
 - Transformational/ Radical
 - Incremental
 - Developmental
 - Remedial
 - Process & System
 - People & Culture
 - Structural
- Environmental forces
- Business strategy
- Organisational
- Cultural
- Behavioural



Making the Case for Change

- Identify initial impacts that will inform the change
- Target groups affected by the change: who must change?
- Scope out the change
- Identify the urgency for change
- Demonstrate the need for change
- What will happen if you do nothing?
- Is the change a reaction to a weakness, threat or opportunity?
- What do other institutions do?
- What is considered best practice?
- Leverage points for changing the system dynamics of the organisation in support of the initiative

People and Change

- People are adaptable!
- People react to change in different ways
- The aversion to risk at individual and collective level
- The ‘psychological contract’ between people and the organisation
 - Conditions
 - Rewards
 - Holidays
 - Relationships
- Personal standing or prestige
 - Value of the Job
 - Imposition of change

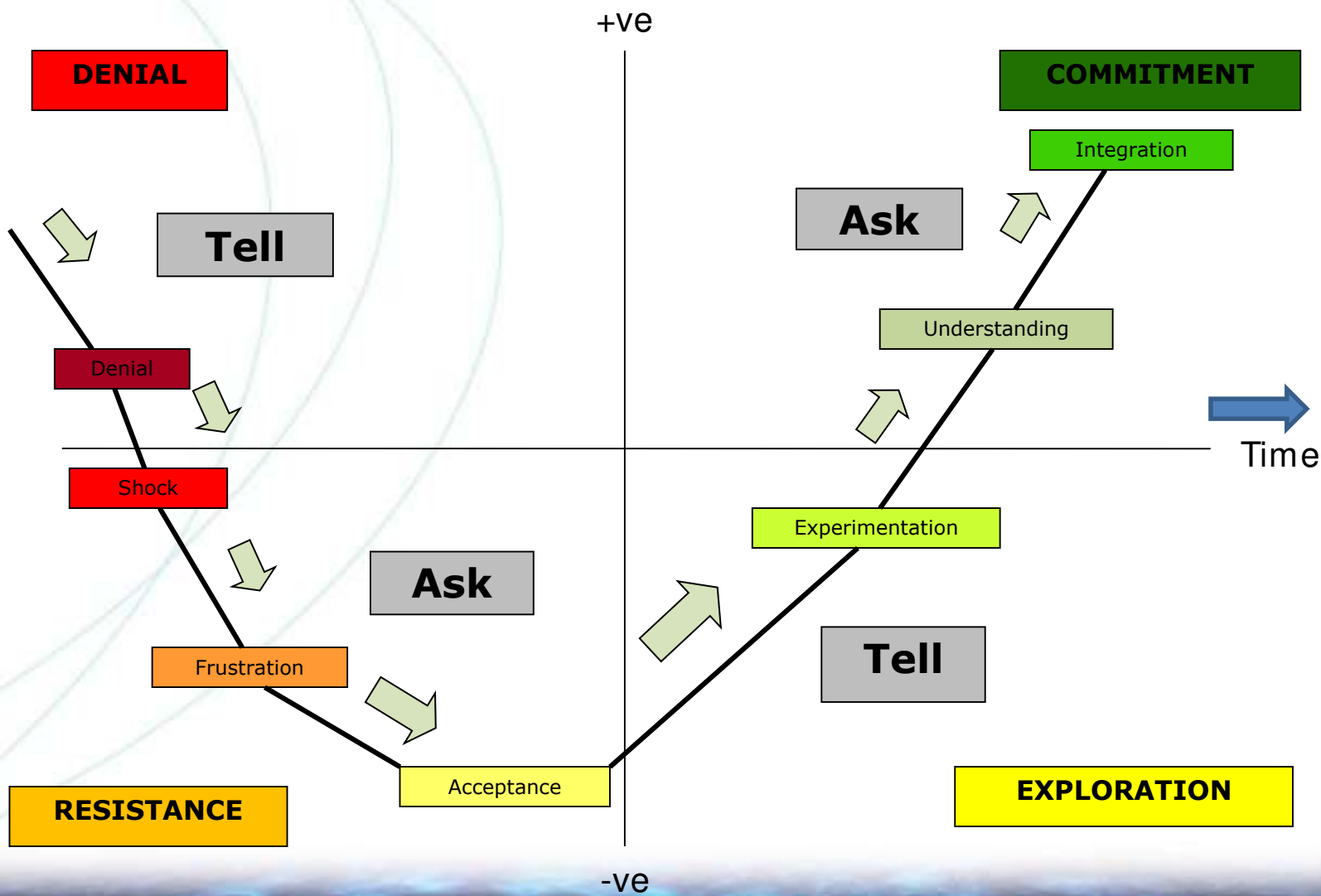


Why Humans Resist Change

- They do not believe the change will work
- They believe the old way is better
- They might fail in doing things differently
- They do not trust the change 'agent'
- The old way of doing things works!
- There is no evidence that the 'new' way will work
- The pain of change is greater than staying the same

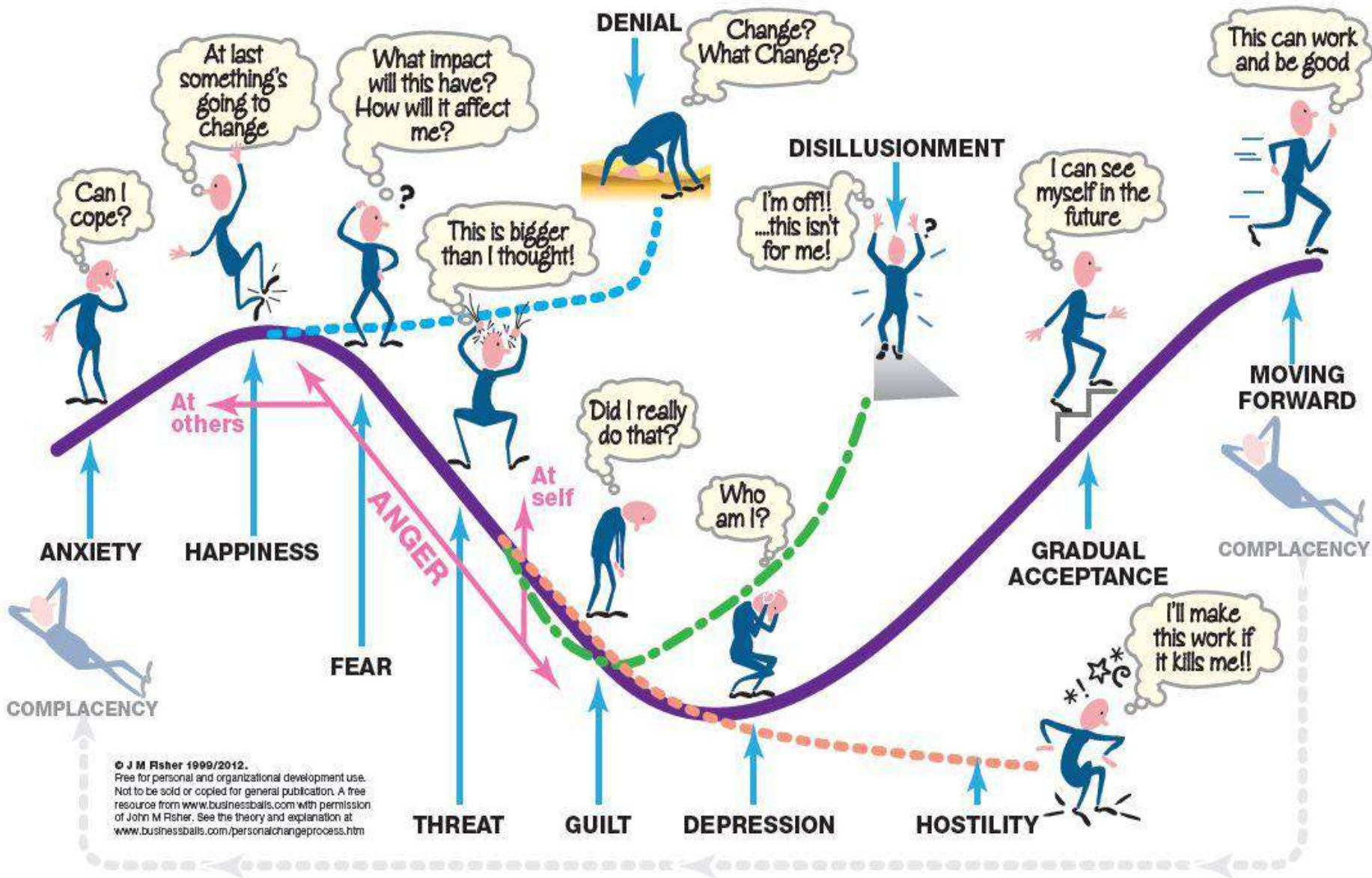


The Psychological Journey of Change

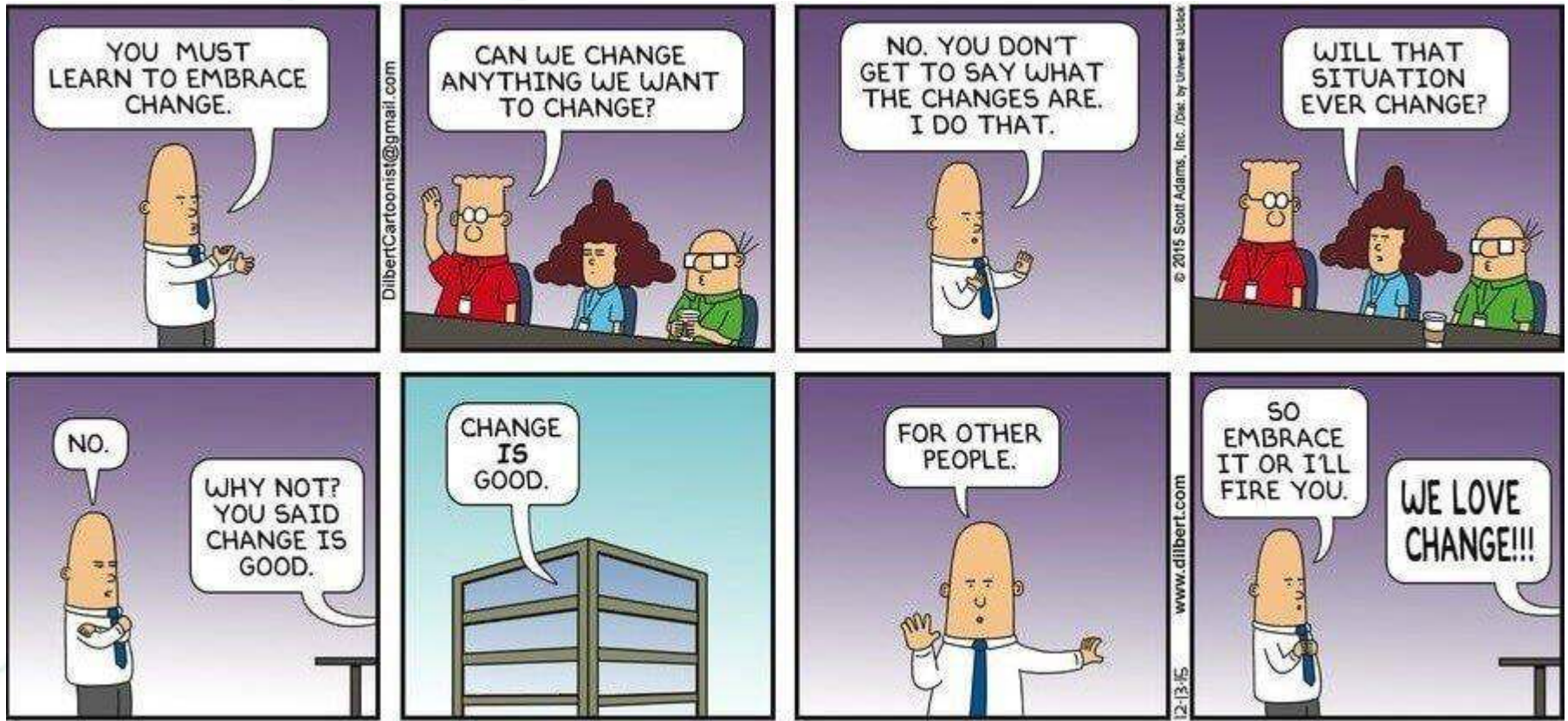


The Process of Transition - John Fisher, 2012

(Fisher's Personal Transition Curve)



Is this you?



Types of Human Resistance

- **Active resistance**

- Being critical and finding fault
- Manipulation and sabotage
- Blocking
- Blaming
- Ridiculing

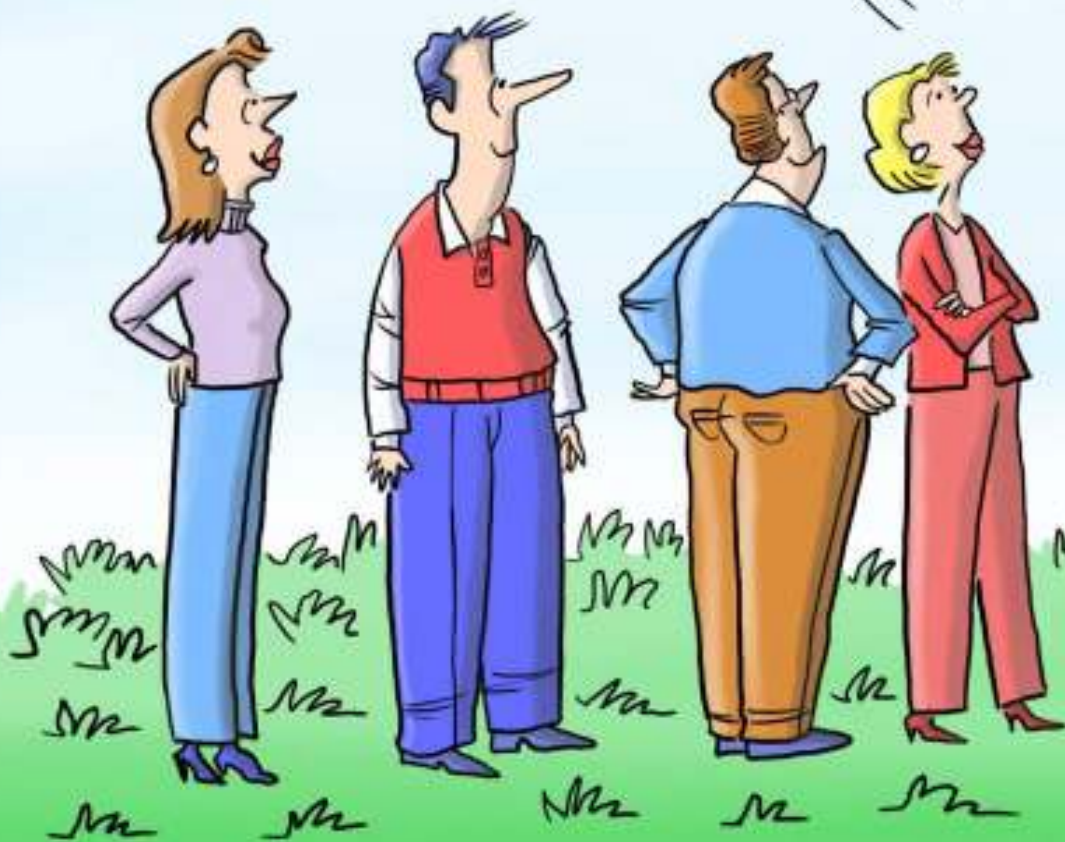
- **Passive resistance**

- Verbal agreement but failure to deliver
- With-holding information or resources
- Gate-keeping: selecting what you want to hear
- Lack of knowledge about the changes required
- Fear of failure
- Lack of involvement in the process
- Ignoring
- Procrastination



...which is worse???

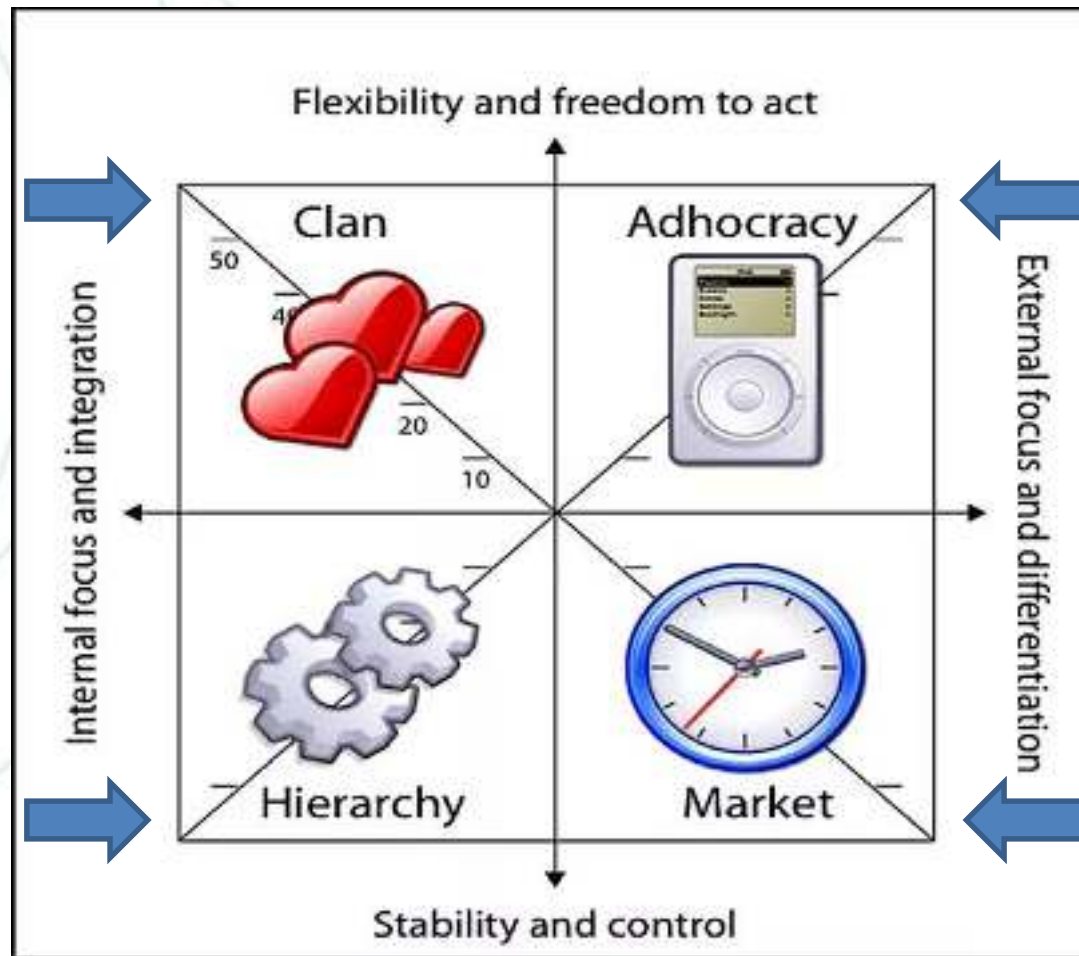
ONCE YOU'VE MASTERED THIS
SIMPLE TECHNIQUE, WE'LL
MOVE ON TO SOMETHING
MORE CHALLENGING, LIKE
CHANGING YOUR CORPORATE
CULTURE.



The Organisation and its Structure



Types of Organisational Culture



Mentoring, nurturing; 'doing things together'

Structured and controlled, focus on efficiency, stability and 'doing things right'

Dynamic and entrepreneurial, focus on risk-taking

Results oriented, focus on competition, achievement and 'getting the job done.'

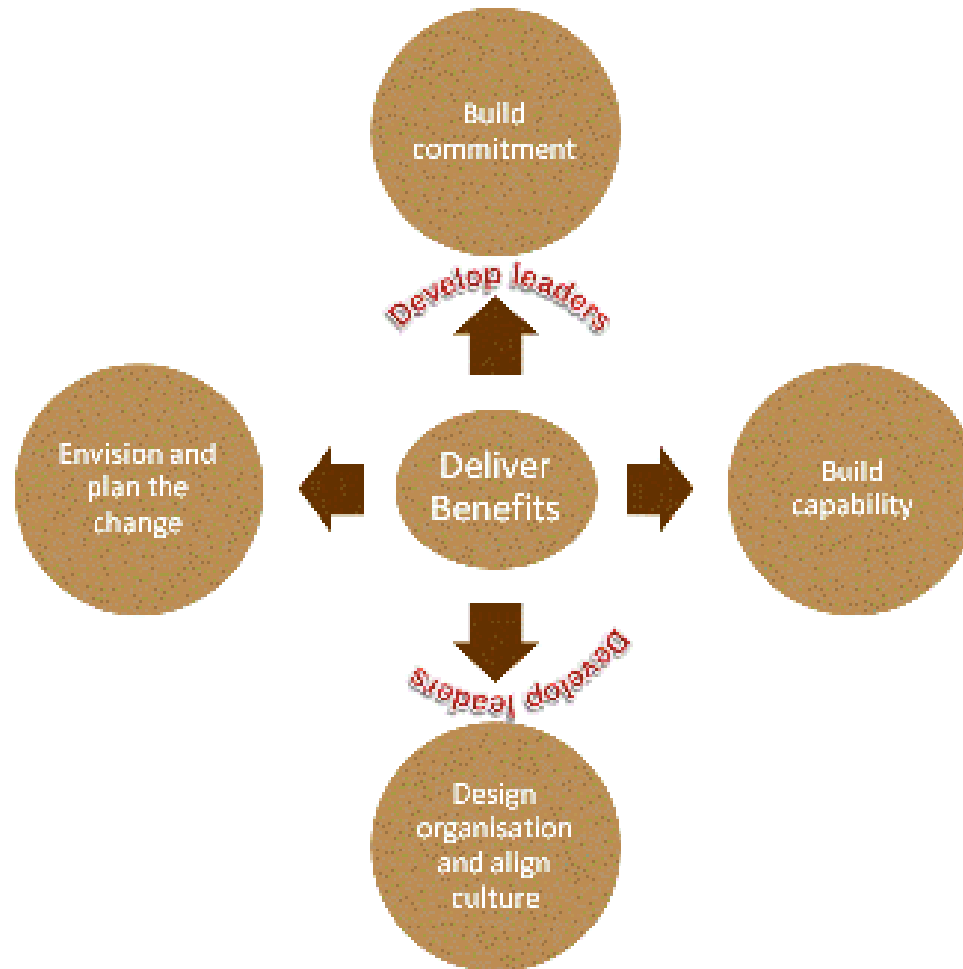
What type of Organisation is Yours?

- Nimble or 'agile' with a culture for 'change'?
- No real culture for 'change'?
- Core business remains unchanged for many years?
- There is a need now to modernise and overhaul production processes (e.g. spatial and business data management)?
- Hierarchically structured?
- Risk averse by nature?

Not sure...?



A Plan for Change



Kotter's 8 Steps to Success

Kotter identified eight steps that need to be taken in order to manage change successfully. These steps translate the best of change management theories into practice



Delivering Change

1. Set the Stage

- *Create a sense of urgency* - help others see the need for change
- *Pull together the Guiding Team* - with leadership skills, credibility, communications ability, authority and analytical skills

2. Decide What to Do

- *Develop the Change Vision & Strategy* to make the future a reality

Delivering Change

3. Make it Happen

- *Communicate to get Understanding and Buy-In*; make sure others accept vision and strategic approach
- *Empower Others to Act* - remove barriers so that those who want to make the vision a reality can do so!
- *Produce Short-Term Wins* - create visible, clear successes as soon as possible
- *Don't Let Up* - press harder and faster after first success to initiate change after change until vision is reality

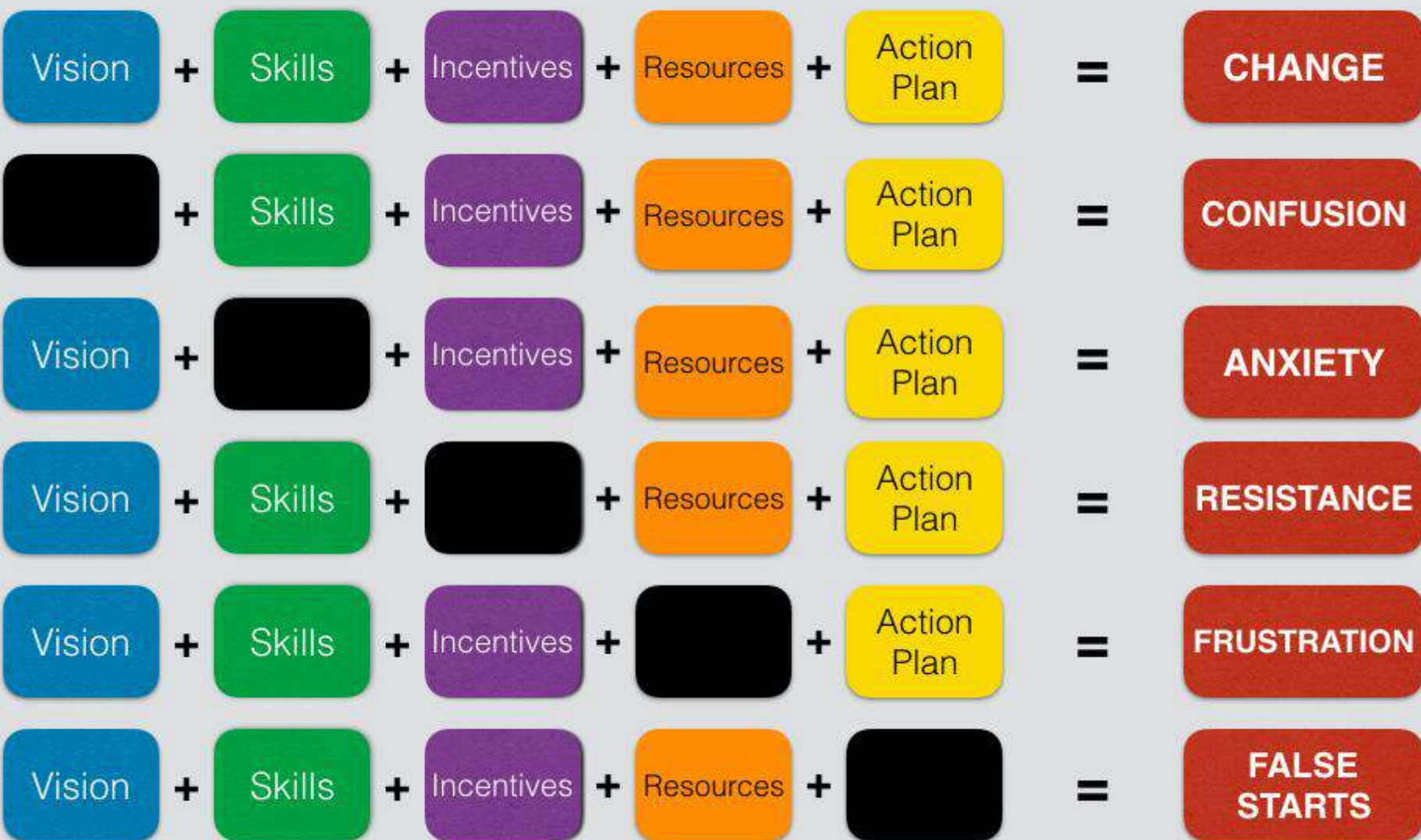
4. Make it Stick

Create a New Culture - ensure momentum is maintained by all that replaces the old ways of doing things

Making Change Sustainable

1. Remember the organisation(s) that you are working with (history, thinking, processes, behaviours)
2. Identify 'what is the change that needs to be implemented'
3. Be aware of how change is viewed by the organisation
4. Know how change will affect groups and individuals
5. Involve staff and stakeholders from all levels of the business (including a 'sponsor' at the top!)

Managing Complex Change



Some points to remember...

- Create a Vision of what success will look like
- Putting considerable effort into the planning and execution of the 'change' will reap rewards
- Change never ends - it should be harnessed in the ethos of the organisation
- People are critical to 'change' being a success

...otherwise you are doomed to fail!

Any Questions?

"Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up."

- James Belasco and Ralph Stayer, Authors of "Flight of the Buffalo"

John.pepper@oceanwise.eu

www.oceanwise.eu