



You can lead a horse to water...  
Managing the human aspects of change in  
EA implementations

Joanne Macgregor  
*The Open Group EAPC*

2015



## You can lead a horse to water...



Managing the human aspects of change in  
EA implementations

# Change Management in the EA Context

## Overview

- What is Change Management?
- Differences between Change Leadership and Change Management
- John Kotter's 8 steps to successful Change Leadership
- Overview of Change Management process
- The psychology of change

*“It is not the most intelligent species that survives, nor the strongest; it is the one that is best able to adjust to the changing environment in which it finds itself.”*

*- Leon Megginson*

Nearly 40 years of research by leadership and change guru Dr. John Kotter have shown that more than 70% of all major transformation efforts fail because the change wasn't holistic (didn't include CM).



WE THOUGHT WE'D PUT IN THE DETAIL LATER...

HERE → THERE

FRAN

CHANGE MANAGEMENT

# What is Change Management?

- *Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize that business change effectively within the social infrastructure of the workplace.*

*(Change Management Learning Center)*

- *“...a systematic approach to dealing with change, both from the perspective of an organization and on the individual level...proactively addressing adapting to change, controlling change, and effecting change.”*

*(Case Western Reserve University)*

# What is Change Management?

- Draws on multiple disciplines (psychology, behavioural sciences, business science, engineering, systems thinking)



- Underlying principle:

Change does not / cannot happen in isolation – it impacts the whole organization (system) around it, and all the people touched by it, and is in turn influenced by them





# What is Change Management?



# The difference between Change Management (CM) and Change Leadership (CL)

- Overlap, both necessary
- Change Management: tools, techniques, interventions to keep change under control, aims to minimize disruption and negative impacts of change
- Change Leadership: the driving forces, visions and processes that fuel large-scale transformations



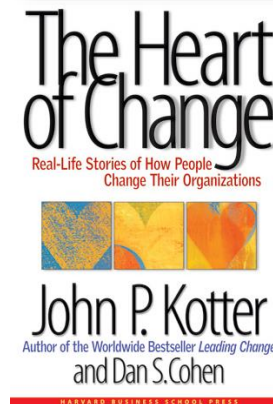
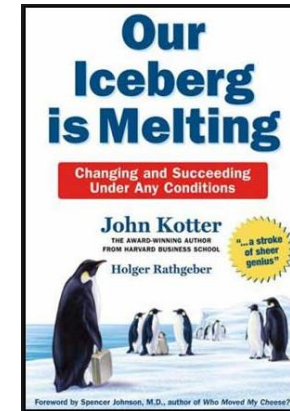
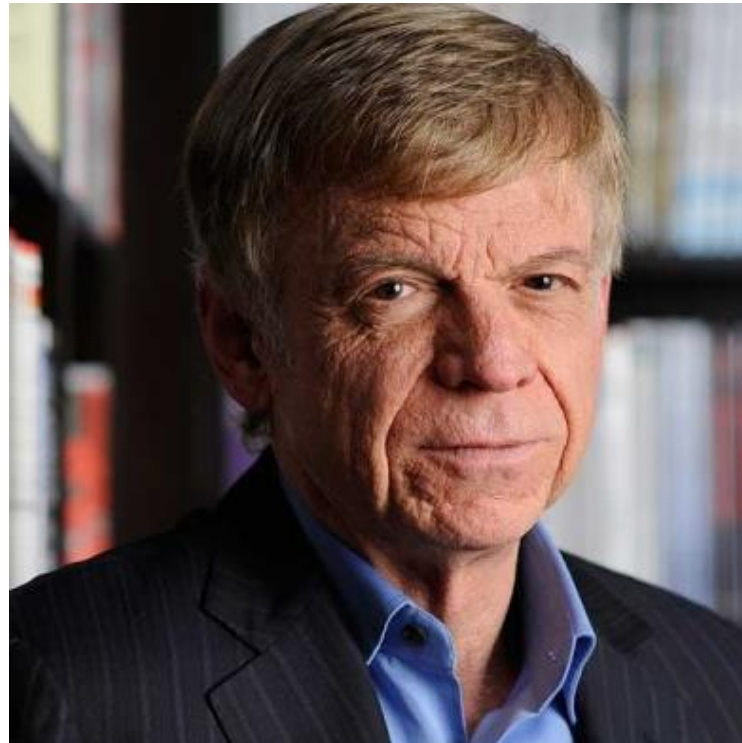
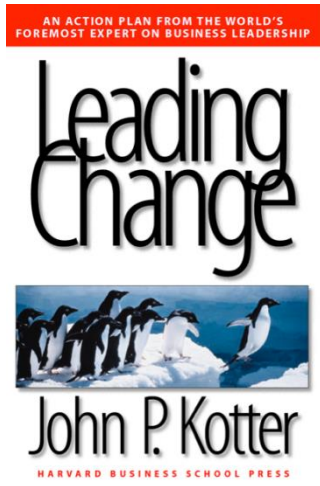
# Managing versus Leading Change



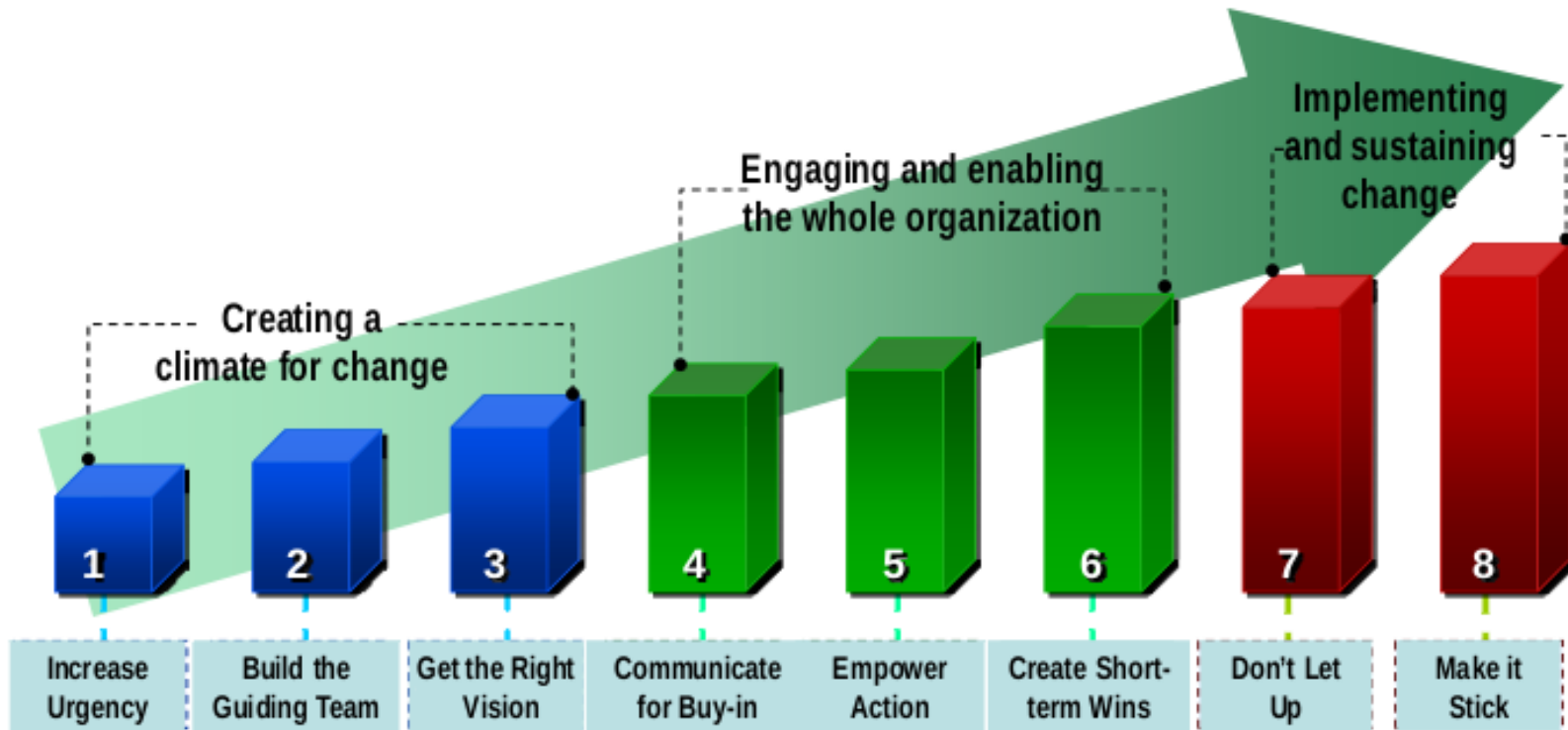
# Managing versus Leading Change

<b>Managers</b>	<b>Leaders</b>
Are operational: they plan, budget, staff, organize, delegate, monitor, solve problems	Are strategic: they create visions, establish direction, create strategies, steer the business
Work at level of detail	Work on macro-level
Short – to medium – term focus	Long term focus
Use policies and procedures to guide staff	Align people/teams/divisions to each other and the vision
Identify deviations from plan and course-correct	Identify deviations from vision and course-correct
Produce stability and predictability	Produce change
Are obeyed	Are followed

# Leading Change: John Kotter's 'eight steps to successful change'



# Leading Change: John Kotter's 'eight steps to successful change'



<sup>5</sup> Kotter, John P. and Cohen, Dan S. The Heart of Change. Boston: Harvard Business School Press

# Managing Change



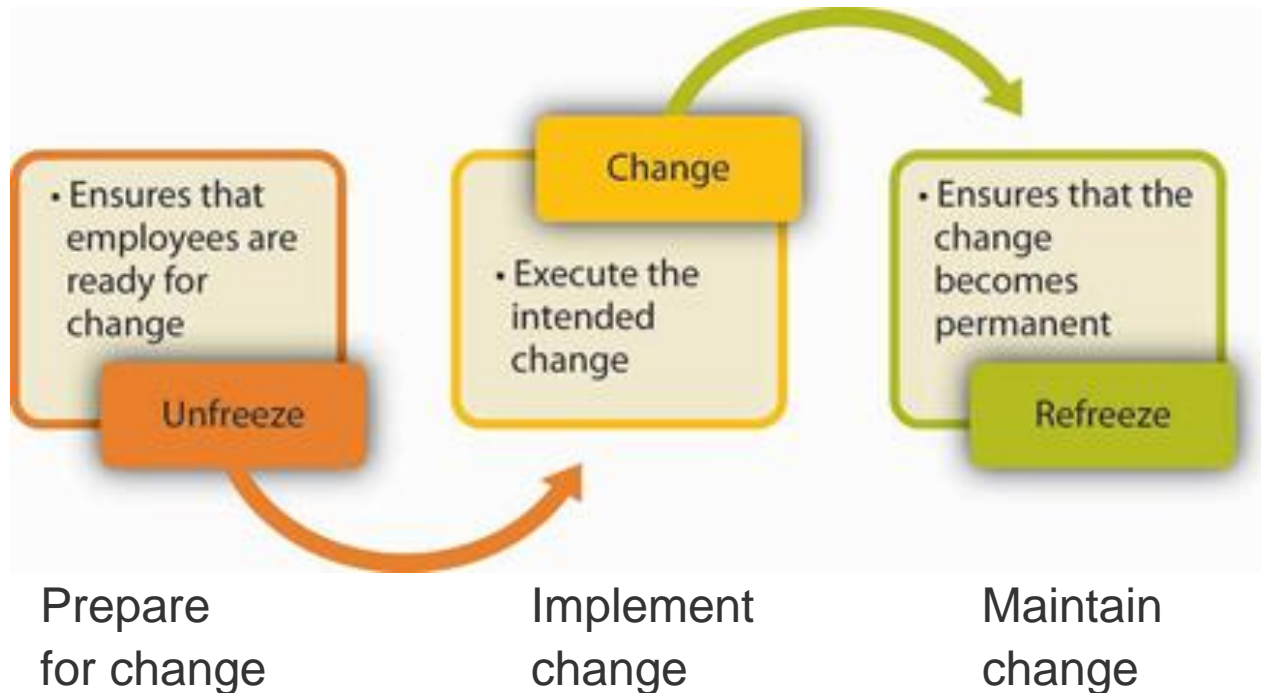
# Managing Change - Overview

## The change management process

Unfreeze,

Change,

Refreeze. (Kurt Lewin)





# Managing Change - Overview

## 1. Prepare for Change

- Form the change team
- Understand Current Scenario
- Develop Preferred Scenario
- Create Clear Vision



# Managing Change - Overview

## 2. Implement Change

- Develop a change management action plan
- Awareness / persuasion
- Training
- Empower action
- Communication

Far too often, leaders expect everyone else to change, but in reality this isn't possible until they first change.

(McKinsey Quarterly, A)



# Managing Change - Overview

## 2. Implement Change

- Communications
  - Early, often, continual
  - Formal and informal



# Managing Change - Overview

## 2. Implement Change

- Communications
  - Relevant
  - Tailored to audi



# Managing Change - Overview



# Managing Change - Overview

## 3. Maintain Change

- Identify and manage resistance
- Reinforce and reward change
- Collect and analyse feedback
- Iterative cycles and continuous improvement
- Embed the changes



# The Psychology of Change



# The Psychology of Change

## How do people resist?

- Refusal, continue unchanged
- Passive-resistance
- “Yes, but...”
- Stigmatize the EA and CM programmes, mock the change team
- Leave the organisation
- Absenteeism
- Bunk training
- Maintain duplicate systems/processes
- Undermine change (termites)
- Warp the message (gossip, rumour)
- Industrial sabotage
- Dissuade the customer
- Strikes, go-slows, underperformance
- Theft, sabotage
- Dirty laundry in public (e.g., social media accounts)





# The Psychology of Change

## Resistance

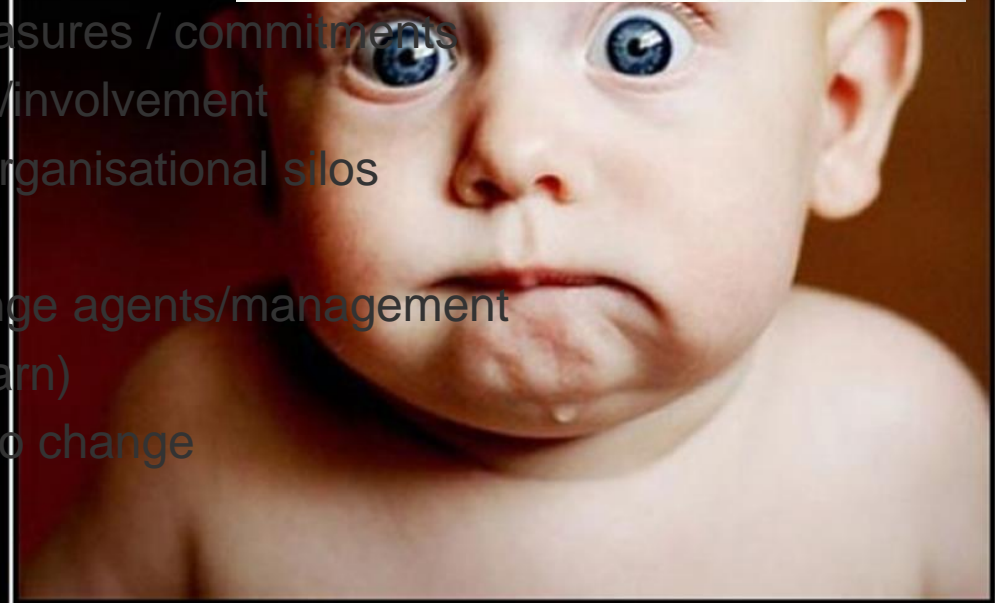


**“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”**

# The Psychology of Change

## Why do people resist?

- Fear
- Inertia
- Fight, flight, freeze
- Conflicting performance measures / commitments
- Perceived lack of ownership/involvement
- Parochial self-interest and organisational silos
- Organisational politics
- Lack of trust in product/change agents/management
- Lack of skills (or ability to learn)
- Perceived lack of incentive to change



**FEAR**

# The Psychology of Change

People do what works



# The Psychology of Change

People do what they can get away with



# The Psychology of Change

People do what they are rewarded for

And

Avoid what they are sanctioned for



# The Psychology of Change

People do what is easiest

And

People are pleasure-seeking  
and pain-avoiding



# The Psychology of Change

## Change “hurts”



**“The computer says I need to upgrade my brain to be compatible with the new software.”**

# The Psychology of Change

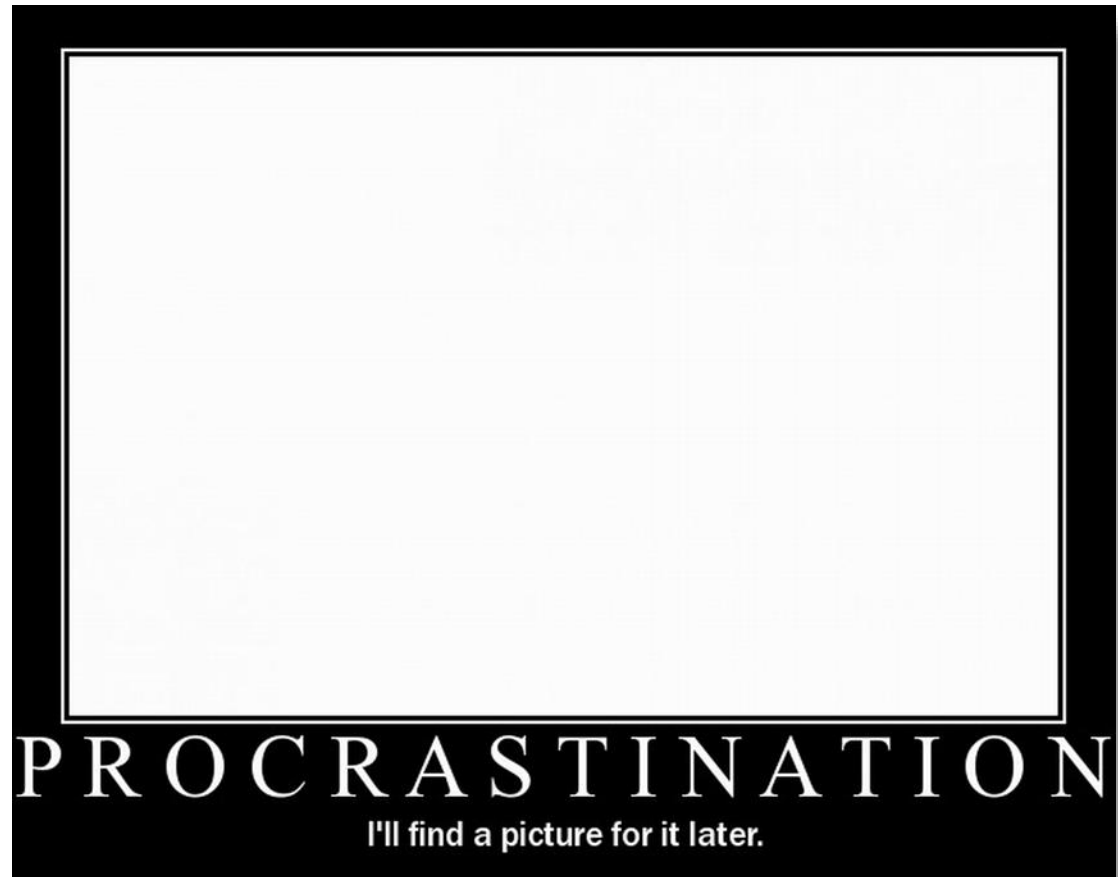
Behaviour-change drives attitude-change





# The Psychology of Change

## Procrastination....

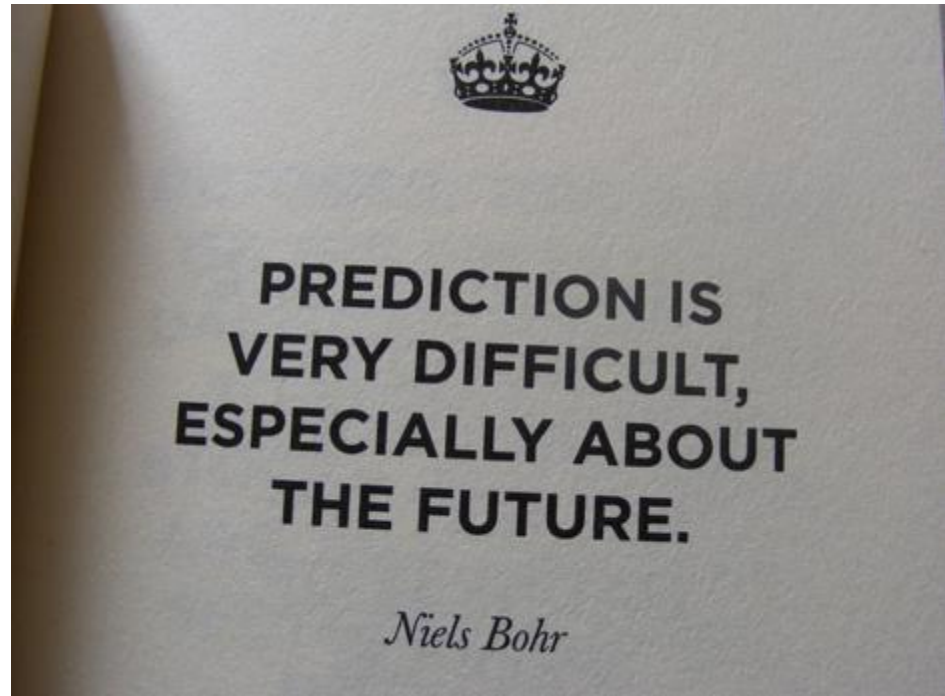


# The Psychology of Change

**Change not consistent, or predictable.**

**And**

**People seek control.**



# The Psychology of Change

## Continuous vs step-change

- Business environment demands continuous change
- *But* excellent service and consistently great products come from regular, optimized routines
- Leads to *conflict* between delivering the goods and changing
- Therefore need *islands of stability* to catch breath and optimise performance



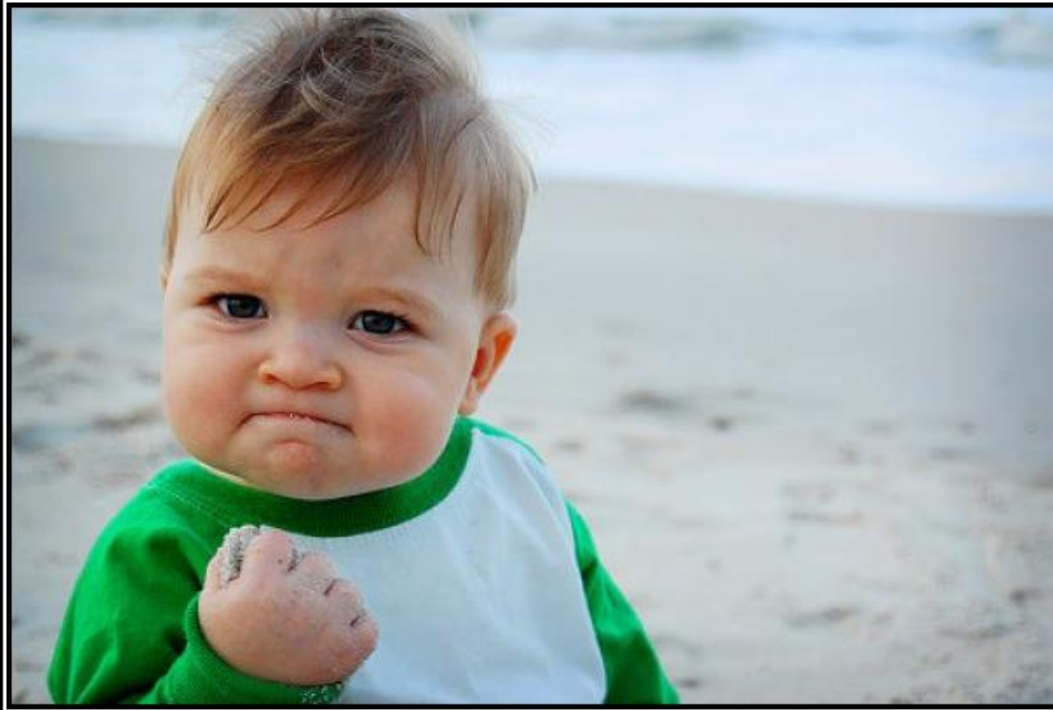
# The Psychology of Change

Change is non-linear



# The Psychology of Change

**Success breeds success**



# S U C C E S S

Because you too can own this face of pure accomplishment