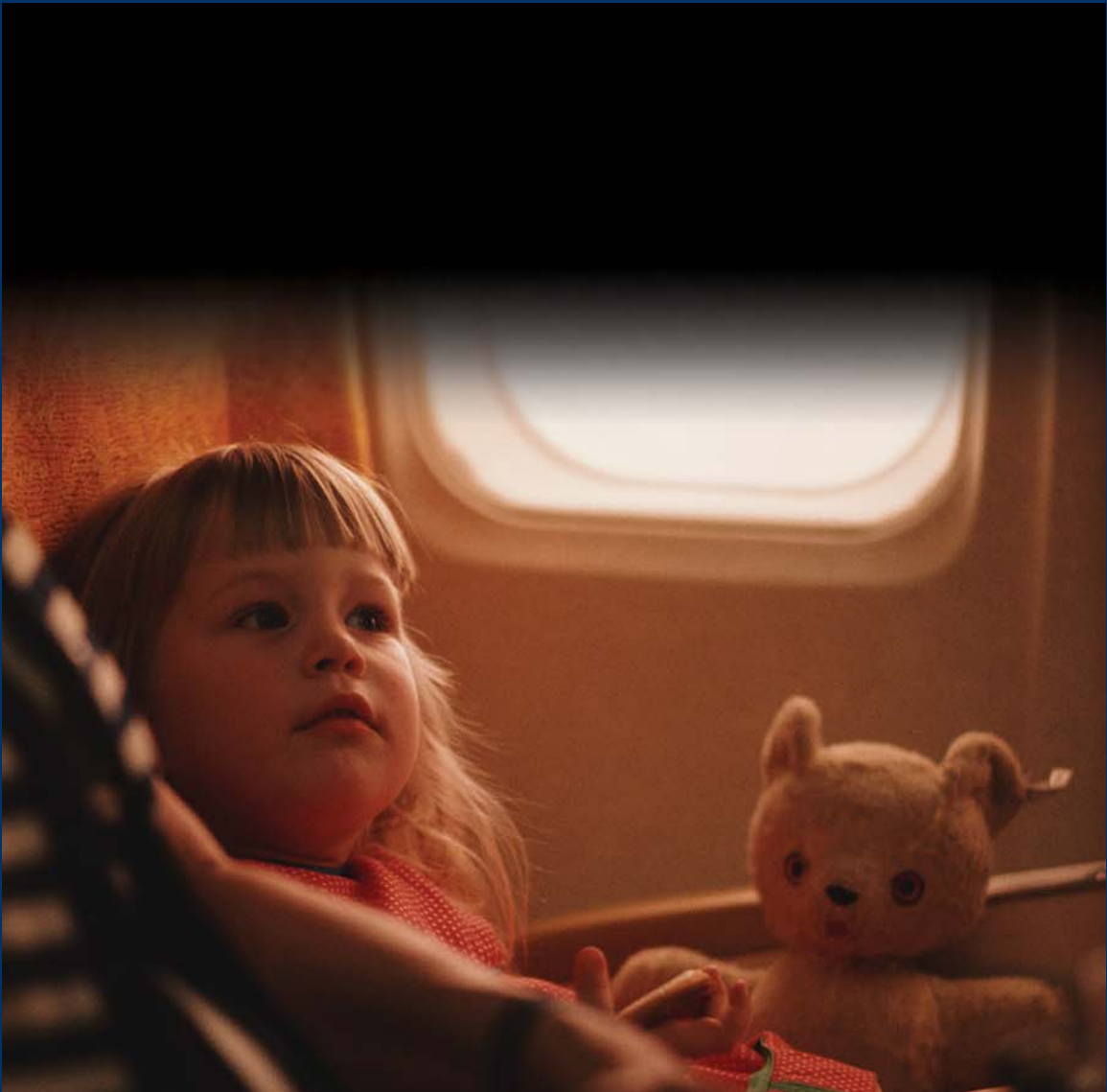




The Fundamentals of Change Leadership

Differentiation Strategies, Inc.





The Power of Communication

You're on a routine airplane flight, contemplating the important business meeting you are about to attend. Suddenly, there is a bang and a shudder. The plane makes a hard turn to the right. Turbulence continues to jostle the plane, but not a word from the pilot. The longer you and the other passengers wait for an explanation, the greater your anxiety grows.

As tension mounts, you forget about your approaching meeting. Your thoughts turn inward. Thoughts of your family and your own mortality. You want to know what you can do, but immediately recognize that you have no control. You can't even influence the outcome. You feel despair...overwhelmed...unable to contribute, even to your own survival.

*A few simple words from the pilot are all you, the crew, and the other passengers need to make appropriate decisions about what to do and where to focus your concentration—after all, the pilot is only a few feet away. But without the leadership of the pilot and the communication he can provide, each individual on the plane becomes an island. Each person concentrates only on him or herself and his or her own needs. Whatever can be done **won't** be done.*

When communication fails in an organization, just as it did on the airplane, uncertainty grows. Focus moves from common goals to individual needs. The organization flounders and is unable to take advantage of the creativity, knowledge, and skills of its people.

Only when they understand and internalize where the organization is going, how it will get there, how the change will contribute to their own successes, and how each of them can contribute to the organization's success, can the people in an organization fully focus their abilities.

That's why effective communication is so imperative in times of great change. The failure of countless corporate change initiatives is directly attributed to poorly conceived and executed communication plans. Successful change requires clear, consistent, and credible communication within the context of a well-planned strategic communication process.

At Differentiation Strategies, Inc., our proven Change Leadership Implementation SystemSM puts the right messages in front of the right people at the right times to accomplish the key objectives of alignment, agility, and pride.



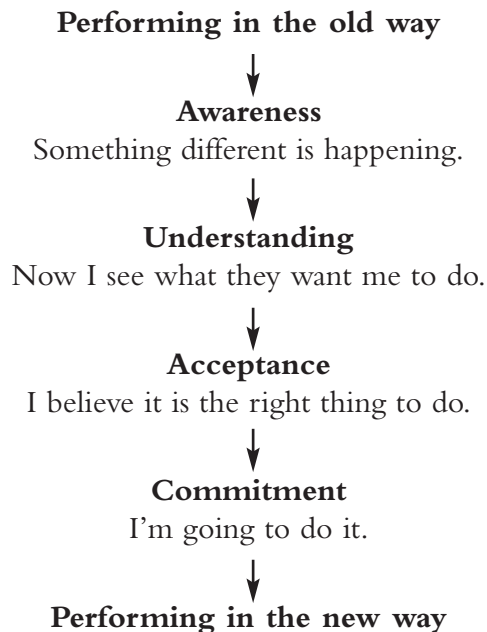
The Fundamentals of Change Leadership

As organizations attempt to remake and revitalize themselves, the single greatest obstacle to creating organizational change is the basic inertia of people who continue to act in ways that have made them successful in the past. In spite of all the recent technological advances and the increasing ability of technology to deliver much greater results, it is still the people issue that causes most change initiatives to fail.

Change leadership, therefore, is primarily about capturing the hearts and minds of people to work together in new ways that ensures the achievement of an organization's business goals.

The Evolution of Commitment to New Methods

The evolution of commitment begins with people performing in the old way and ends with people performing using new methods.



Throughout the process, most people will naturally crave returning to the old ways. They look for disconnects in logic and watch supervisors and other employees carefully for cues about how to behave. When they sense incongruity, they become skeptics. Skeptics seek security in old methods and will attempt to subvert change initiatives.



Resistance to Change

Resistance to change is to be expected. Resistance may take many forms, from completely open to stealthily hidden. Regardless, the root cause of resistance is fear. That fear may be realistic or completely unfounded, but it is insidious because it drives undesirable behavior. The longer resistance continues, the lower the productivity of the individual, the work team, and the company.

Change Leadership Communication

The purpose of change leadership communication is to win the hearts and minds of all employees through direct intervention.

Historically, organizations have relied on the chain of command to “cascade” or “trickle down” new goals, strategies, methods, etc., throughout the organization. Cascading has always been an inefficient method, with numerous opportunities for the message to become diluted. Further, cascading offers resistant managers the opportunity to subvert or change the message at will. Finally, and perhaps most importantly, in today’s world there simply isn’t time to use cascading as a method of organizational change.

Direct intervention is essential because change is not the natural order of things. According to Newton’s First Law of Motion, a body in motion will remain in motion unless acted upon by an outside force. Similarly, if left to its own devices, the organization would continue on the same path as before. Managers would encourage this trend because their own power is wrapped up in the current ways of doing things. Put to a vote in most organizations, change would be resoundingly defeated.

Massive change is best understood as a guerrilla movement, even if initiated by the CEO. Any guerrilla leader bent on gaining control of a country knows his first move must be to take control of radio stations, TV stations, and newspapers. Those leaders understand it is critical to control the means of talking directly to the people.



Change Leadership Communication (cont.)

DSI's Change Leadership Implementation SystemSM is a strategic, direct intervention process using various vehicles to saturate the audience with targeted, timed, relevant, logical, and emotional messages. That strategic process flow is based on leading people through the evolution of commitment phases. The steps of the process answer the questions employees ask themselves as they consider whether or not to commit to a new way of doing things:

- Haven't we been successful?
- Why change?
- Change to what?
- What's in it for me?
- What can I expect?
- How will I succeed?
- How do I commit?
- Follow-up on commitment

Haven't we been Successful?

In response to the "Haven't we been successful?" question, the Change Leadership Implementation SystemSM provides the opportunity for employees to honor the old ways of doing things. They are encouraged to celebrate past personal and organizational successes. The process appeals to both logic and emotion and involves as many senses as possible.

Honoring the old ways is critical to achieving successful change. If not given the opportunity to celebrate past successes, employee resistance to change intensifies. Furthermore, the resistance will "go underground" where it is much more difficult to address and solve.

Why Change?

In answering the "Why change?" question, the Change Leadership Implementation SystemSM creates a sense of urgency and describes the "burning platform". The "Why change?" message must clearly define the consequences of not changing and link those consequences to personal discomfort or failure. Communicating "Why change?" requires the use of a variety of vehicles in a rapid-fire sequence.



Change to What?

The Change Leadership Implementation SystemSM clearly paints the desired future state in vivid and rich detail, contrasting it carefully against the current situation.

What's in it for Me?

In answering the “What’s in it for me?” question, the Change Leadership Implementation SystemSM describes the benefits of change for the organization and links those organizational benefits to personal benefits.

What can I Expect?

The Change Leadership Implementation SystemSM provides a clear map of the transition. It must also honestly and frankly describe the processes that will be used and the frustrations that will be experienced along the way. Just as a clear understanding of the six-step grieving process can help a bereaved person deal with his/her emotions, a clear understanding of the frustrations to be expected can help employees deal with those challenges.

The process must communicate expected changes in roles and responsibilities; it must also communicate predictable difficulties and obstacles.

How will I Succeed?

The Change Leadership Implementation SystemSM links personal success factors to corporate initiatives and concepts, prepares leaders to facilitate change, and clearly identifies desired actions and attitudes necessary for success in the new environment. Critical to this step is creating and communicating a “personal leadership model” that shows employees how to become change leaders on an individual basis.

How do I Commit?

The Change Leadership Implementation SystemSM provides an opportunity for employees to make a commitment to the new ways of doing business. Employees must have the opportunity to state their commitment aloud and they must write action plans. The process must also provide symbols of personal commitment.



Follow-up on Commitment

The organization must provide additional training and learning opportunities, create structured reinforcement, provide coaching, and deliver ongoing spaced repetition of messages.

Overall Goals of the Change Leadership Communication Process

The Change Leadership Implementation SystemSM results in three outcomes:

Alignment

All employees of the organization are doing the highest and best work to move the organization toward its business goals.

Agility

The organization is able to change direction quickly to adapt to shifting markets and customer needs.

Pride

The employees of the organization feel personally responsible for the current and future success of the company.

Casualties

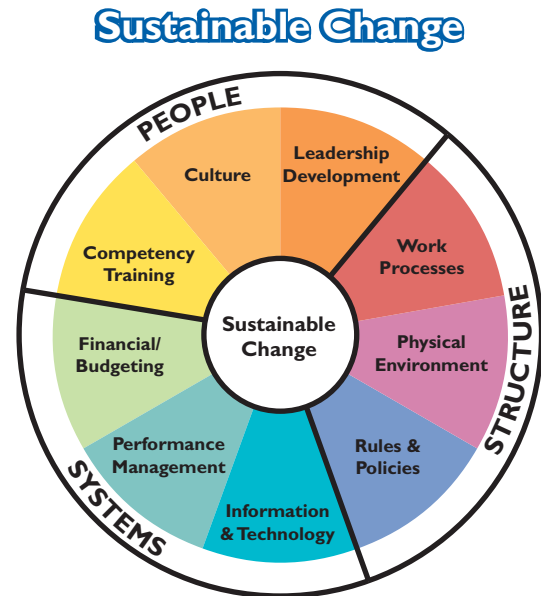
Successful organizational change does not happen without casualties. Not all employees will be willing or able to make the personal changes necessary to adapt to the new methods and environment. Early identification of those who can't or won't change is essential to a rapid and successful change initiative.



Implementing and Sustaining Change

A strong vision and powerful communication strategy alone will not ensure the success of a change initiative. The biggest barriers to change beyond winning the hearts and minds of employees will be internal systems and structures that perpetuate old methods.

For example communicating the importance of doing X and training people to do X will not cause them to do X if the compensation system tells people to do Y. Any successful change requires identification of those institutional barriers that will undermine the new methods.



People

Competency Training

Carefully evaluate your current training. Replace any training that reinforces the old way of doing things with new training that will help build new capabilities to operate in the new environment.

Culture

Replace cultural procedures and icons that reinforce the old ways with new customs and norms. Pay attention to language, and seek to instill a new vocabulary that reinforces the new way. Remake ceremonies and events to match the new culture you are committed to achieving.

Leadership Development

Cultivate active leaders from the top, and search out leaders throughout the organization that will keep the organization moving toward the new way. Analyze leadership development programs to ensure they are developing leaders for the new way, instead of creating more leaders for the old way.



Structure

Work Processes

Ensure that work processes and job roles and responsibilities reinforce the operational changes. Combine overlapping divisions; re-organize around customers as opposed to functions. Redesign cross-functional job roles to fit the new environment.

Physical Environment

Create a physical environment that reflects the change and supports the new desired behaviors. If knowledge and information sharing is your goal, get people out of offices and into open, shared areas. If you want them to talk to their customers, create 'virtual' offices so that your people are encouraged to work outside the office with customers.

Rules and Policies

Eliminate rules and policies that hinder the change and create new ones that reinforce the desired way of operating. Develop and document new policies and best practices.

Systems

Information and Technology

Analyze information and technology systems to ensure they support the changes you are making. Develop integrated information systems that support the new way, and pursue technology that will help institutionalize the change within your organization.

Performance Management

Human resources systems must be aligned with the new way of doing business. Develop performance goals and measurements that support the desired change, and restructure recognition and reward systems to ensure the right behavior is being reinforced.

Financial/Budgeting

Financial priorities and resource allocation within the organization must provide employees and teams with the resources needed to succeed in the new way.



The DSI Change Leadership Implementation SystemSM

As leaders in implementing change leadership programs, DSI can help your people commit to the new ways of doing business that are critical to your future success.

DSI's proprietary Change Leadership Implementation SystemSM combines our custom-designed training and strategic communication expertise to manage the dynamics of organizational change. Our direct intervention process integrates senior change leadership with various types of media to saturate the audience with targeted, timed, relevant, logical, and emotional messages. Furthermore, we help your people develop personal action plans that lead to effective and successful organizational transformations.

To learn more about DSI's Change Leadership Implementation SystemSM and how it can work for your organization, contact us at 888-945-4049. We welcome the opportunity to discuss how our approach to change leadership can help your company achieve alignment, agility, and pride.

Change Leadership Implementation SystemSM





3349 Southgate Court SW
Cedar Rapids, IA 52404-5424

888.945.4049

www.diffstrat.com

© 2001 Differentiation Strategies, Inc.

Printed in U.S.A.