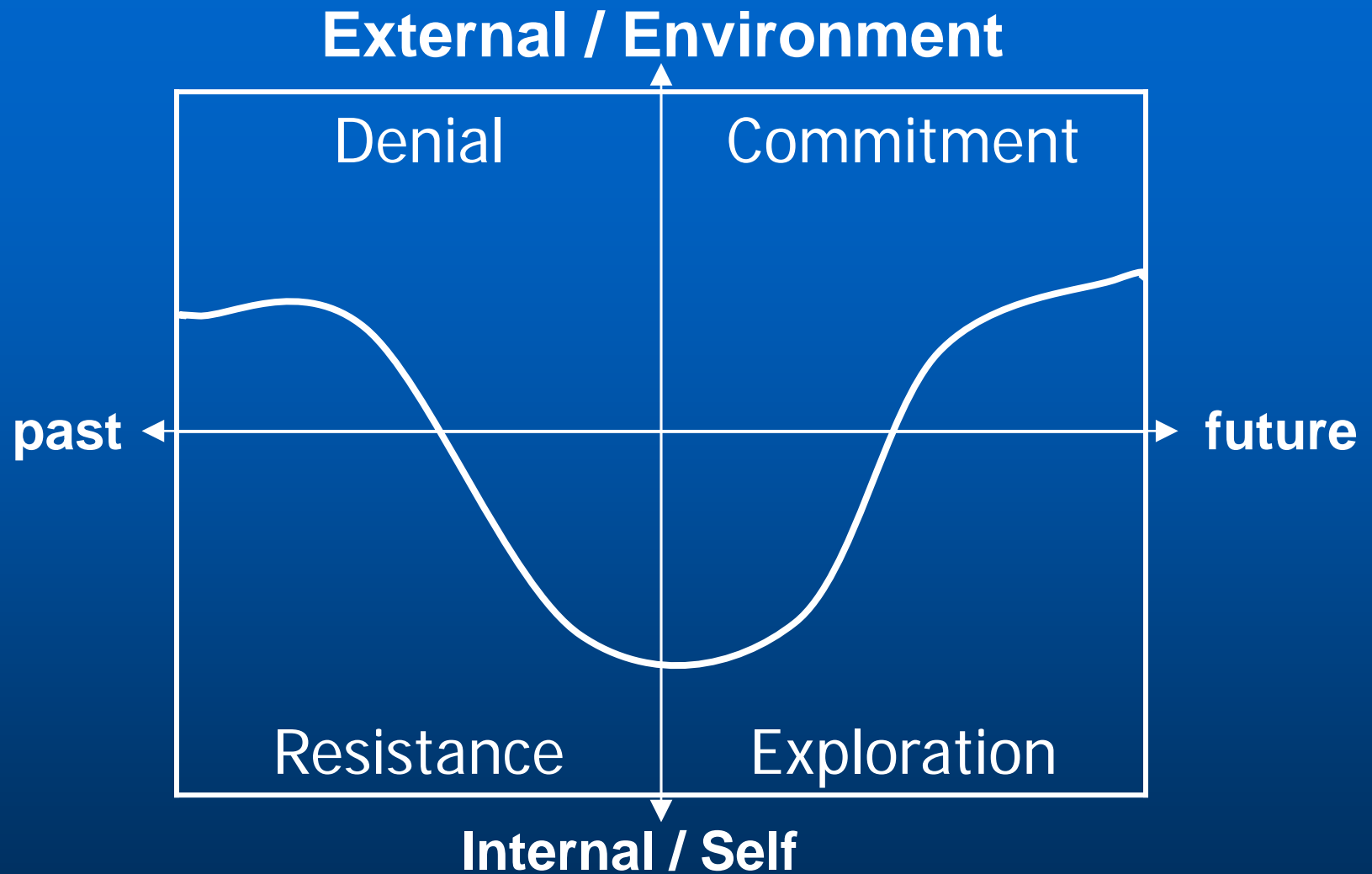


Managing Change

Managing Change

**"You can either Change
people
Or you can change
People!"**

The Change Process



The Transition Curve – *How People Move Through Change*

How much time should you spend with those in each Quadrant?

- **Deniers**
- **Resistors**
- **Explorers**
- **Committed**

**How do you deal with
DENIERS?**

Deniers

- **Explain why change must happen.**
- **Provide context for the change.**
- **Be specific about how the change will add value.**
- **Restate the change and what to expect.**
- **Give it time to sink in.**

**How do you deal with
RESISTORS?**

Resistors

- Let them express their feelings, but don't debate/ argue.
- Remember that "resistors" are not bad people; we are all there at some point.
- Remember that you may be "ahead" of your stakeholders in accepting the changes ahead.
- Seek to understand the perceived losses. "Seek first to understand, then to be understood."
- See what you can do to compensate for the loss.
- Look for ways to manage endings, saying good-bye. (e.g. time capsule for a closing unit)
- Keep performance requirements clear. (e.g. patient care, quality)

**How do you deal with
EXPLORERS?**

Explorers

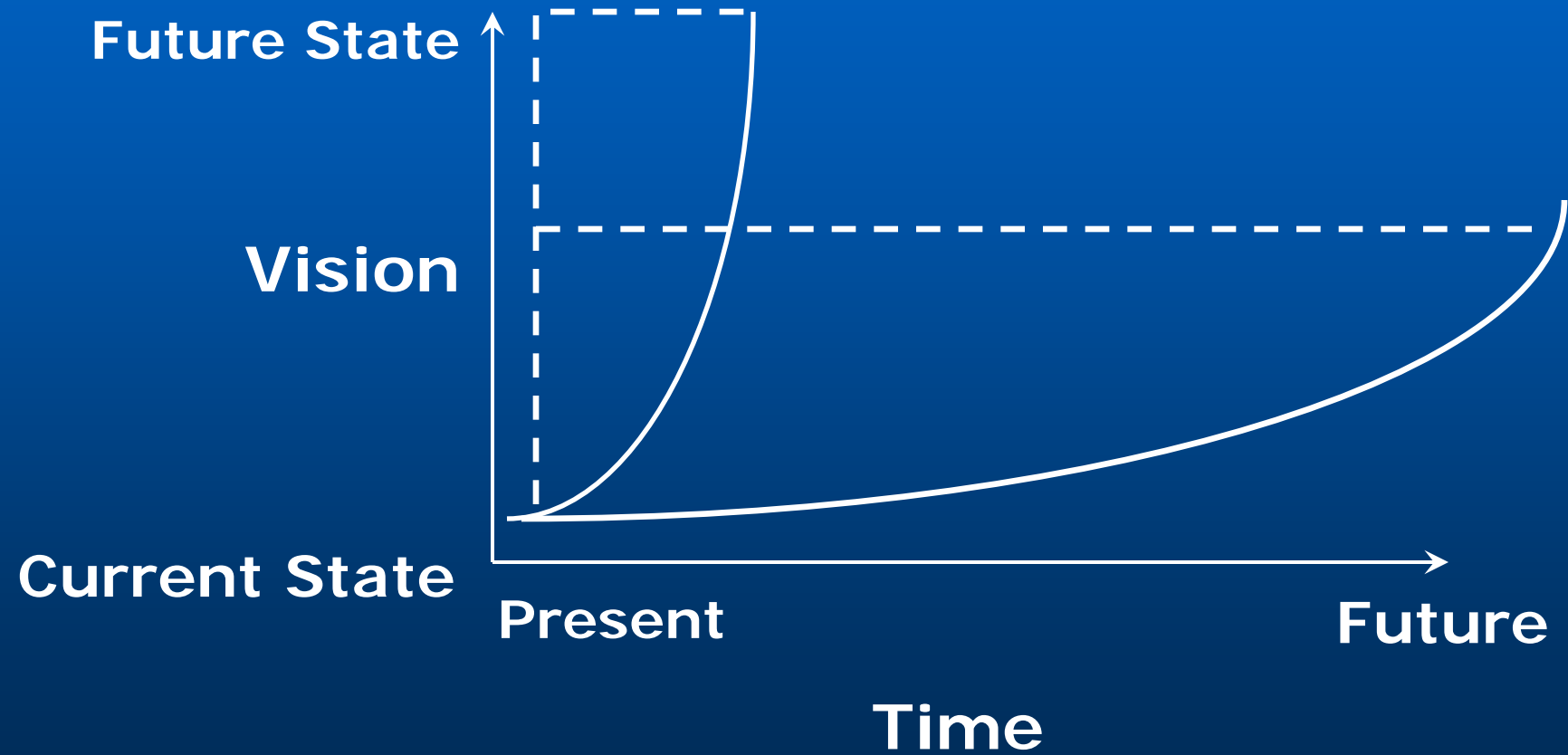
- **Acknowledge the ambiguity.**
- **Explain how future information will unfold, or be found.**
- **Focus on priorities and provide possible training.**
- **Set short-term goals.**
- **Conduct brainstorming, visioning, and planning sessions.**

How do you deal with
the COMMITTED?

Committed

- **Mark new beginnings.**
- **Note and celebrate the progress made.**
- **Set short term and long-term goals.**
- **Show appreciation.**
- **Make them "Ambassadors"**

The Pain Curve



Six Ways to Derail Change

1. **The Dog and Pony Show must go on**
2. **A Culture of "NO"**
3. **The Grass is always Greener**
4. **After the Meeting ends, the Debate begins**
5. **Ready, Aim, Aim....**
6. **This too shall Pass**

Source: Garvin and Roberto

How did Levy Manage Change?

- How did he create a sense of Urgency?
- How did he deal with Resistance?
- How did he Institutionalize Change?
- How did he use different Managerial Styles to effect change?
- How did he address the different Motivational Needs of others?
- What qualities of Transformational Leadership did Levy demonstrate?