"Change is the only constant in life"

In today's business environment organisations are undergoing change constantly. Factors such as globalisation, rapidly evolving technology, growth opportunities and consumer behaviour all drive change.   Many organisations also have strong competitive pressures driving change. The speed of change is also increasing, so leaders need to be treating change as just part of their everyday business.

To remain competitive, organisations need to have leaders who have the ability to respond to the pace of change and the capability to lead the people though those changes.   Organisations that embark on transformational change understandably have high hopes.   Fixing broken processes, eliminating activities that don't add value, creating more fulfilling jobs, and delegating more power to the front line all hold out the promise of a better way of working and a more successful business.

Today's businesses rely on you as leaders to plan for change, prepare yourselves and your people to implement that change, and then deliver sustainable transformations so that the business can continue to be sucessful and profitable.

Purpose of guide

Sandar's Centre of Excellence believes in the capacity of leaders to grow and also in their ability to make a difference. Therefore, this guide provides the underlying knowledge, tools and tips for change leaders to grow their capability and lead transformation. The guide is a "how to" manual for leading change and helps you to structure your change leadership activities.

What is change leadership?

Change management and change leadership are often seen as synonymous; however, John P. Kotter (a Harvard University leading expert on change) has made a clear distinction between the two:

Change management: is a set of processes, tools and mechanisms that are put in place to help implement a new initiative or project.

Change leadership: is a set of skills for influencing and empowering people through communicating the vision and objectives, then coaching new behaviours to adopt and sustain that vision.

Our focus is on leading people through change. The true benefits of a transformation will only be realised when team members do things differently i.e. the new way is the only way we do things around here.

Research tells us that for sustainable change to occur, we need to capture the hearts and minds of our team members. If we do this, it encourages and enables them to embrace and commit to the new initiative.

For an initiative or project to be successful, it requires both change management and change leadership.

"A leader has the vision and conviction that a dream can be achieved. They inspire the power and energy to get it done"

The study of change has been a scholarly pursuit since the time of the Pharaohs. We have built on these change leadership theories and frameworks, adapted and developed them to meet create P.O.D.S. framework, and created this guide to help deliver sustained outcomes.

The change curve

The change curve model demonstrates the personal reactions to change by team members as they move through the cycle of change.

Morale and productivity are both impacted as people react to change. Your role in leading change is to support your team members through the various stages and gain their commitment to new practices and approaches as early as possible.
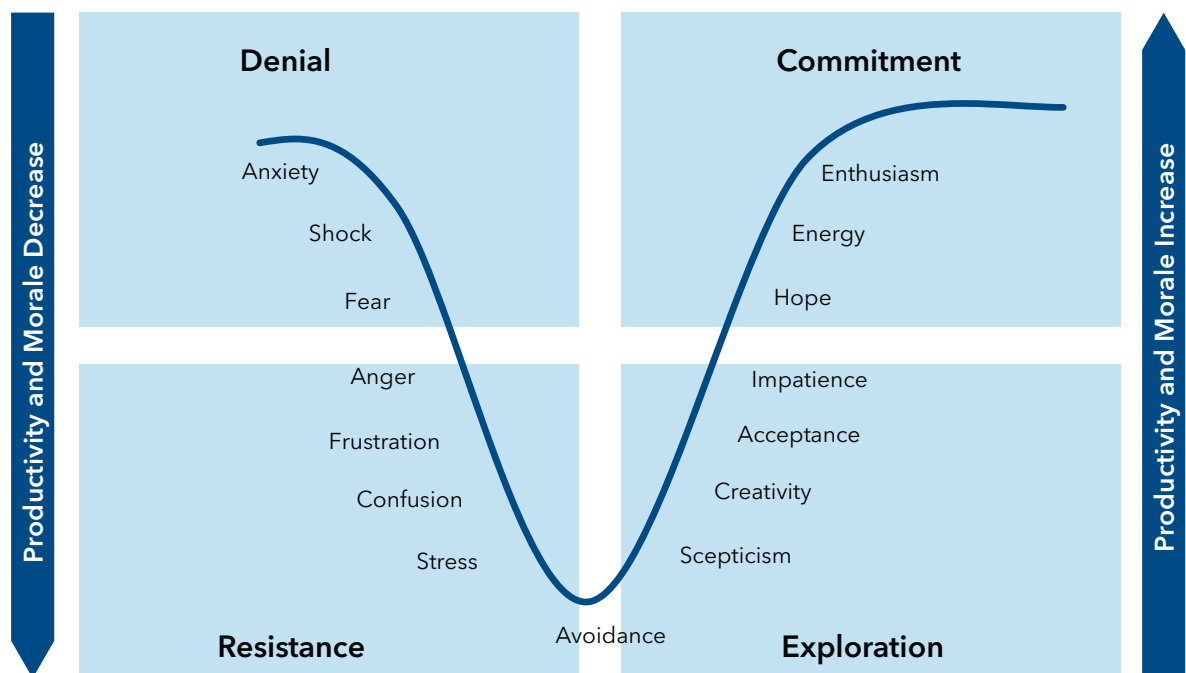

Denial

Anxiety

Shock

Fear

Resistance

Anger

Frustration

Confusion

Stress

Avoidance

Commitment

Enthusiasm

Energy

Hope

Exploration

Impatience

Acceptance

Creativity

Scepticism

Productivity and Morale Decrease

Productivity and Morale Increase

Figure 1 - The Change Cycle (After Kubler Ross et al)

Productivity and morale decrease as people deal with uncertainty. Highly emotional responses are possible in the denial and resistance phases. Leaders need to communicate the plan early to minimise uncertainty.

It is important to recognise that an 'advocate' for one change, may be a 'victim', 'bystander', or 'critic' for another.

Typical role responses to change

The four common responses to change are listed in the Figure 2 below and show how people's State of Mind is displayed as behaviours.

Roles in change	Definition	What behaviour do they display?
Victim	'The Victim' views change as a personal attack on them, their role, their job, or their area of responsibility. They view everything at a personal level based on how they perceive the change will directly and indirectly impact them.	• Tend to isolate themselves as they can't see a way forward in the change. • Feel powerless about what is happening. • Don't ask for assistance. • Language reflects a feeling of helplessness e.g. "Why me?" or "Why all this again?"
Bystander	'The Bystander' will not oppose the change nor will they proactively support the change. They will go with the flow in the hope that they can fly under the radar.	• Reluctant to get involved. • Waits for others to make decisions and take the lead. • They believe that if they ignore the change then it may go away.
Critic	'The Critic' opposes the change. They may openly criticise the change and/or may try to derail the change by influencing others.	• Vocal in questioning and challenging the change. • Provide many reasons why the change will not work. • Will use statements such as: "It didn't work last time, so why will it work this time?"
Advocate	'The Advocate' embraces change and will be committed to achieving success for the change initiative. They have a genuine sense of optimism around the change.	• Will consider the responses and reactions of others and ways to support them through the change. • Will ask direct questions around any aspects of the change that are concerning them. • Seek out the benefits of the change.

Figure 2 - Behaviours in Change

Accepting change is a subjective mental process that team members will go through as they progress through the change cycle. You can support your team by acknowledging the 'below the line' behaviours and encouraging them to take responsibility.
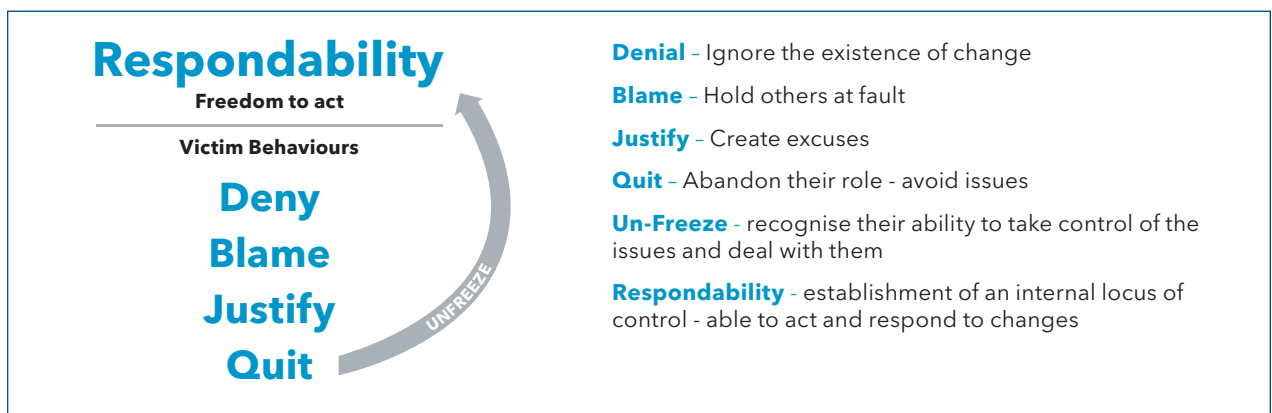

Respondability
Freedom to act
Victim Behaviours
Deny
Blame
Justify
Quit

UNFREEZE

Denial – Ignore the existence of change

Blame – Hold others at fault

Justify – Create excuses

Quit – Abandon their role - avoid issues

Un-Freeze - recognise their ability to take control of the issues and deal with them

Respondability - establishment of an internal locus of control - able to act and respond to changes

Figure 3 - Accepting Responsibility by being able to Respond

When appointing a change champion, do not think that the 'advocate' is always your best option. Choose the individual that has the most influence over the rest of the team, and focus on getting them on board with the change initiative.

Return on investment

Most organisations continually invest in projects and initiatives to improve the way they work. As an organisation we rely on our project teams and leaders to ensure that we achieve the benefits of each project and initiative.

The delivery of benefits is generally the responsibility of the business unit.   The project team makes a significant contribution by ensuring that team members are capable of, and committed to, employing the new way of working.

It is the project team's role to identify what people need to do differently to achieve the identified success measures, and ensure that these are understood and achieved by all stakeholders.

It is the role of the leader to motivate and empower their team members to undertake the new behaviours. The leader is accountable for measuring the key success measures during the implementation and assessing the benefits realised post-implementation.

If you are unsure of what needs to be done differently by you and your team, you need to seek clarity before implementation. Having a specific and detailed plan helps focus on achieving the desired change.

Leaders are accountable for specific key success measures. More information on measuring success is included in the Sustain Change section of this guide.
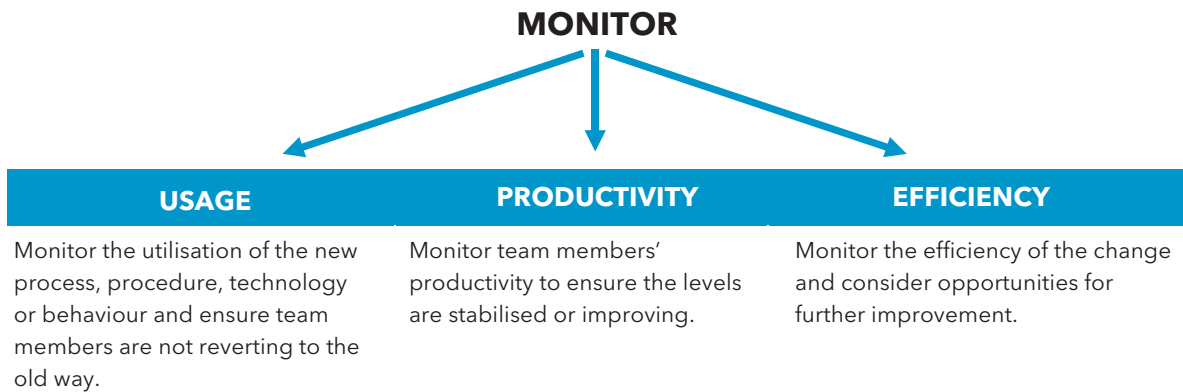
MONITOR

USAGE	PRODUCTIVITY	EFFICIENCY
Monitor the utilisation of the new process, procedure, technology or behaviour and ensure team members are not reverting to the old way.	Monitor team members' productivity to ensure the levels are stabilised or improving.	Monitor the efficiency of the change and consider opportunities for further improvement.

Figure 4 - Leaders' Success Measures Accountabilities

Provide regular feedback to your leader, the implementation managers in the business and the project team directly.

Strong leadership accelerates the adoption of change and ensures the benefits are realised sooner. Supervision allows you to catch people doing the right thing (congratulating them for their efforts), and also correct behaviours that don't match expectation.