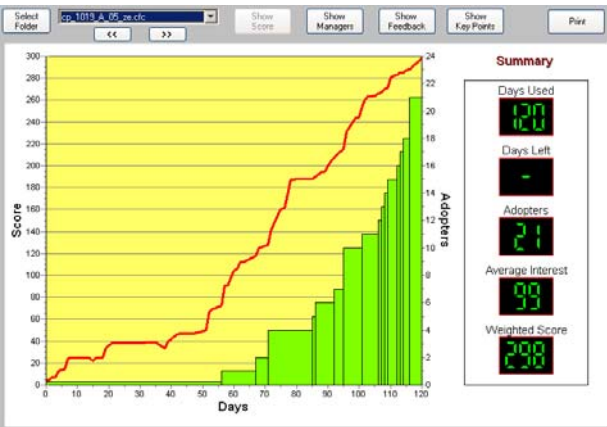




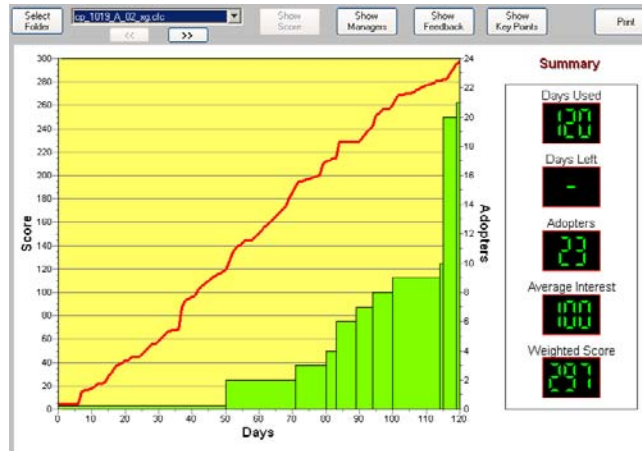
Change Pro Debriefing

Your results

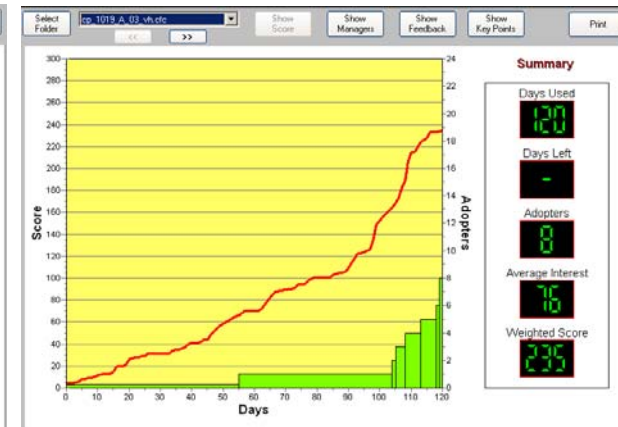
Group 5



Group 2



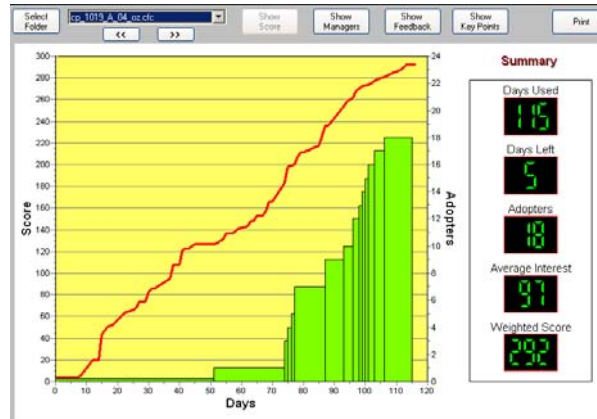
Group 3



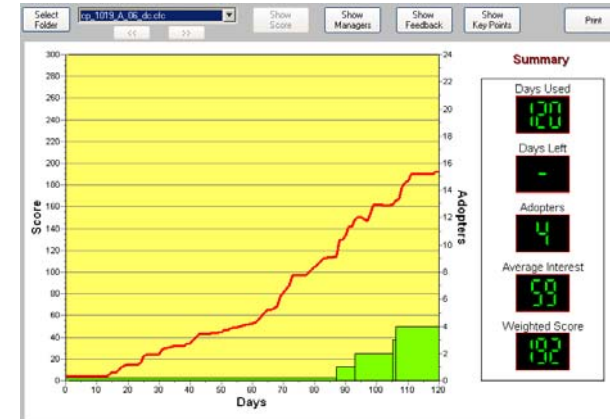
Group 1



Group 4

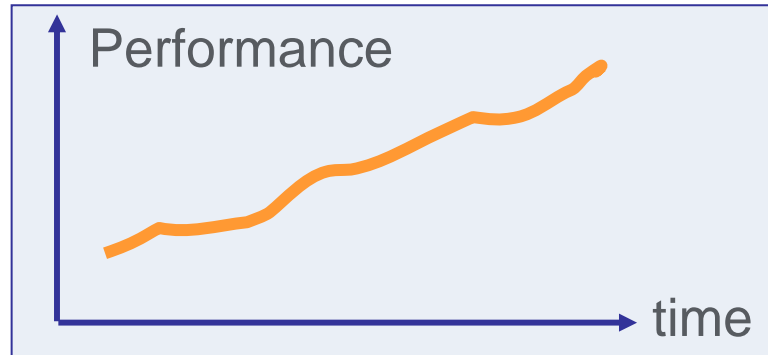


Group 6

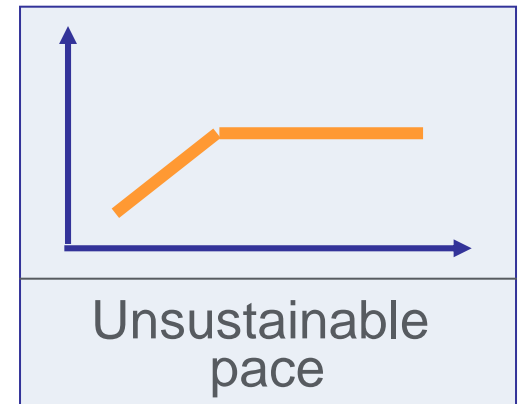


Results often fall short of objectives

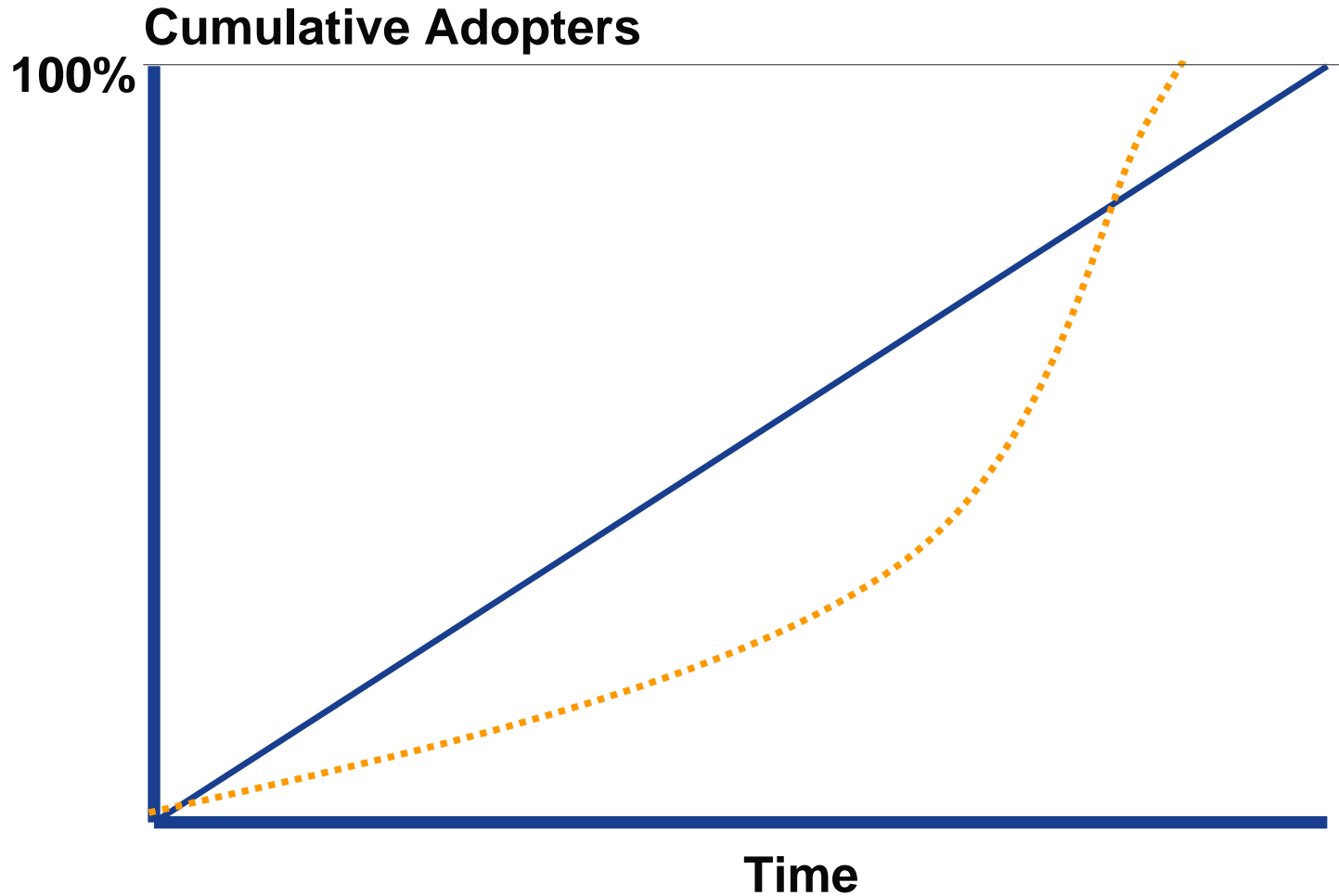
Ideal world



Results more often look like...



Even successful adoption curves often leads to frustration by those leading change



Group lessons

What worked	What did not work

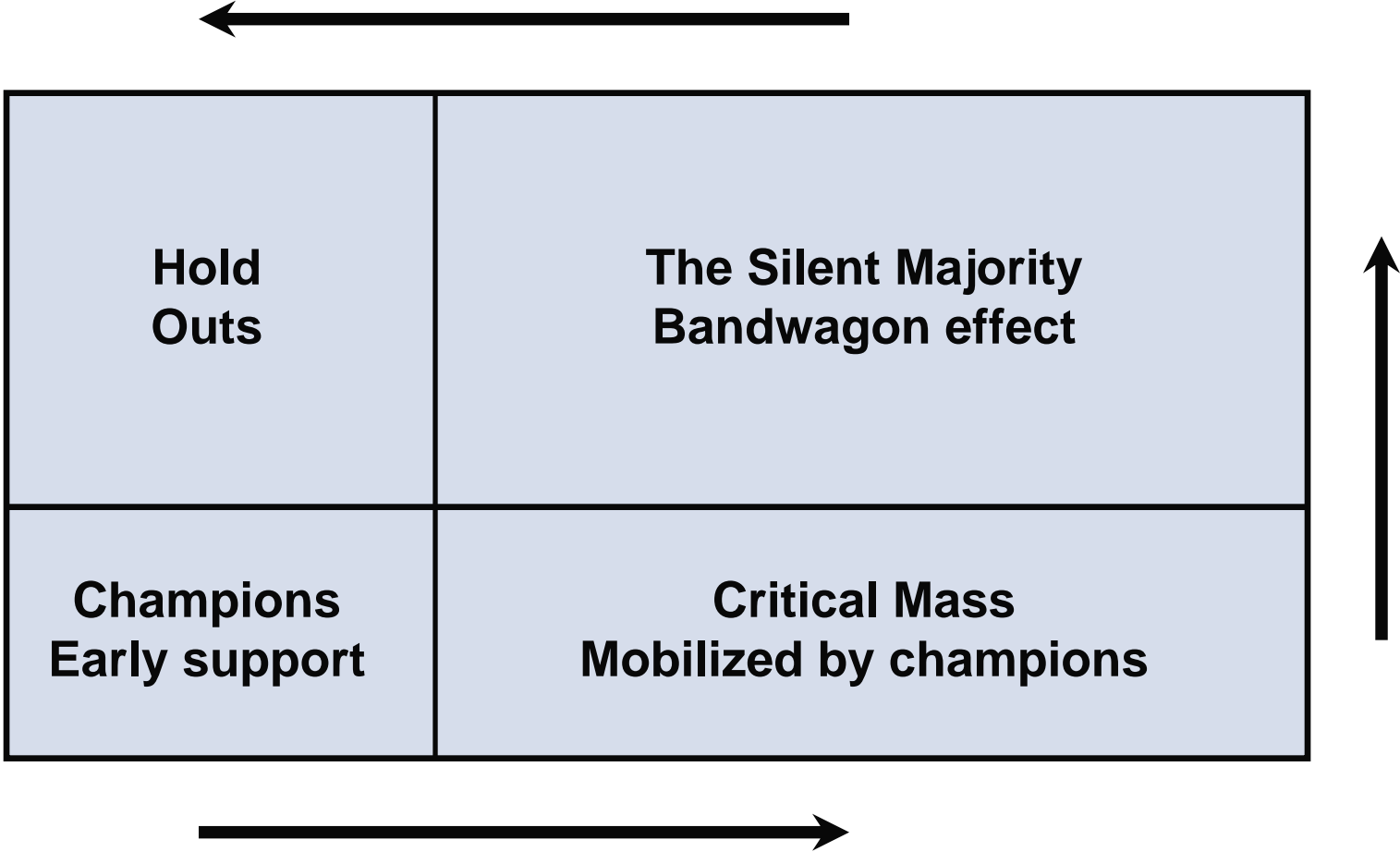
What you do matters a lot,
but



How you do it
matters at least as much!



Understand attitude toward change and use it! sell, influence & silence

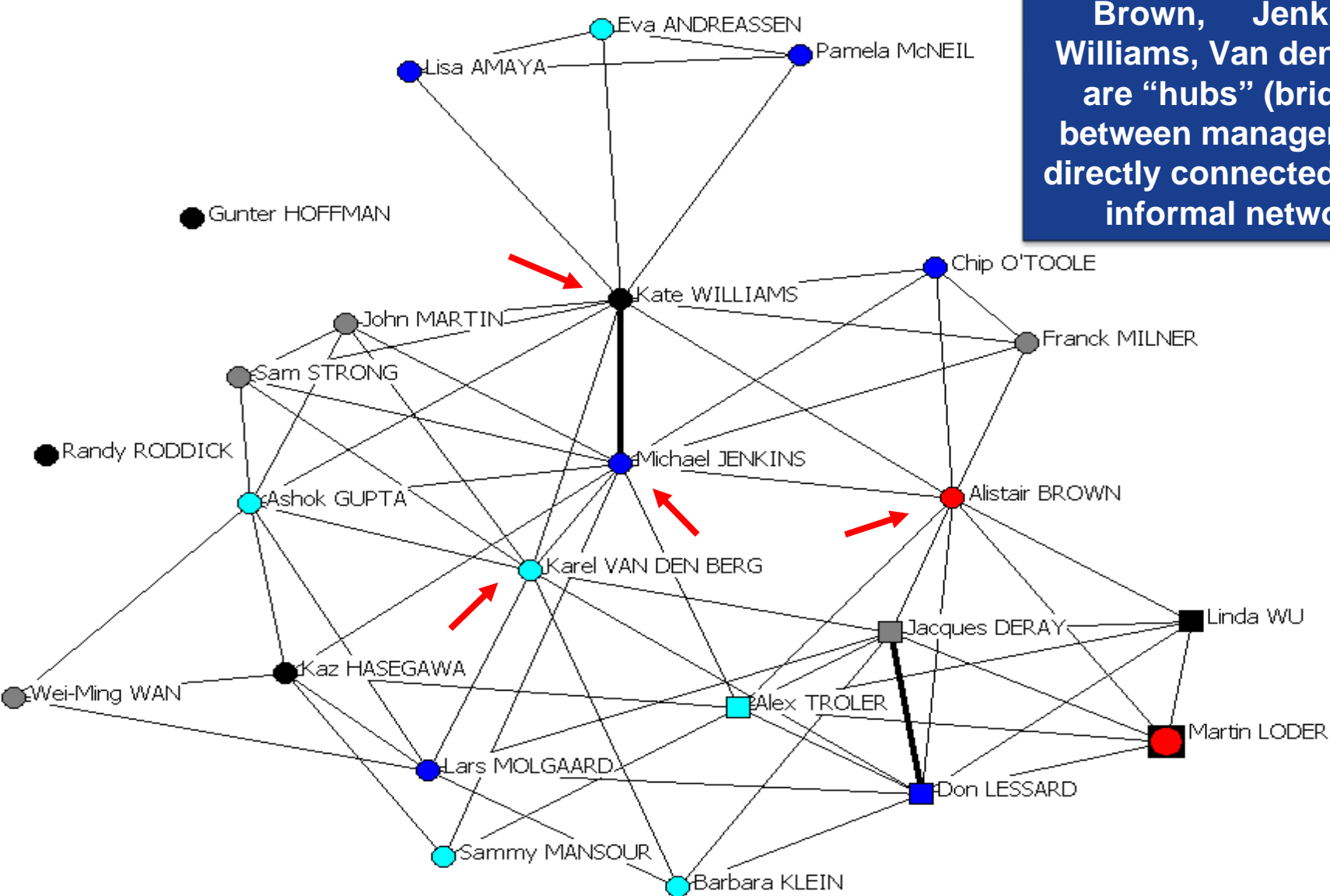


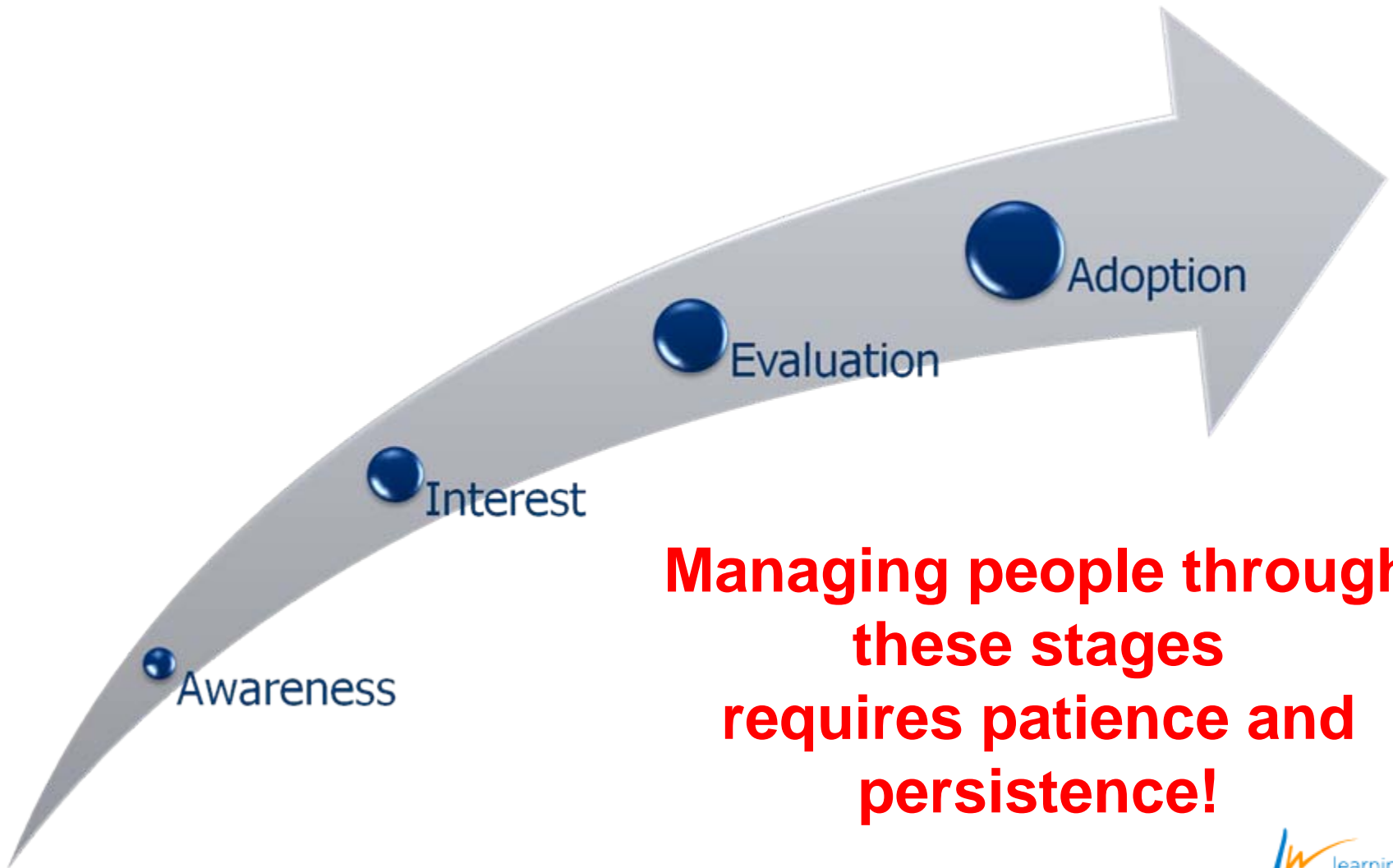
Use natural forces and the support you have

Informal Networks in ChangePro

Courtesy of Professor Martin Gargiulo

Brown, Jenkins, Williams, Van den Berg are “hubs” (bridges between managers not directly connected in the informal network)





Managing people through these stages requires patience and persistence!

How does an optimal strategy would look like?

Apply the right **tactics**, with the right **stakeholders** at the right **time**

<p>1 20 days</p>	<p>Background information of everyone Get information on Informal Networks Seek advice from Browne Meet Loder</p>	<p>Issue a newsletter Meet or seek advice with/from 4 VPs Hire experts Meet or seek advice with/from early adopters</p>
<p>2 40 days</p>	<p>Meet or seek advice with/from gate keepers External speaker Seek advice from Loder Meet Browne Close deals Set up intranet communication</p>	<p>Ask for time at the Executive Committee Meeting Send Browne, a VP and a potential pilot engine to a Benchmark Visit Workhop Close deals</p>
<p>3 40 days</p>	<p>Communicate results of benchmark visit Send and 3 VPs to a Benchmark Visit Meet or seek advice with/from opinion leaders Customer survey Send early adopters and opinion leaders to training Close deals</p>	<p>Communicate results of second benchmark visit Run a pilot project Send your supporters to see resistors (informal networks) Communicate results Send opinion leaders and resistors to training Close deals</p>
<p>4 20 days</p>	<p>Communicate results Send your supporters to see resistors (informal networks) Top Management Meeting Close deals</p>	<p>Close deals</p>

Key take-aways

✓ Develop momentum

- ✓ Target early adopters early! (They're like a "quick win")
- ✓ Establish widespread awareness early
- ✓ Make the case for change
- ✓ Establish some goodwill with key players, including the hierarchy
- ✓ Discover about corporate culture and use it to your favor

✓ Later, maintain momentum

- ✓ Communicate on your successes
- ✓ Select your pilot projects wisely (they are supposed to succeed!)
- ✓ Targeting and timing of tactics (using the right tactic at the right time on the right target – people must go through the four stages)
- ✓ Maintain focus on key players

Key take-aways

- ✓ **Alternate the targets**
 - ✓ Individual
 - ✓ Small group
 - ✓ Large group (for efficiency early on, and later on to leverage enthusiasm)
- ✓ **Process-wise**
 - ✓ Have a strategy and be consistent ...
 - ✓ ...but don't be stubborn! Don't forget to stay alert and learn from the feedback you're getting
 - ✓ Don't lose heart (you may not have adopters yet but you're gaining points)
 - ✓ Don't lose patience and start sending directives left and right



Managing your “goodwill account”



Deposits

- Respect for the past
- Employee involvement in decision making
- Solving employees' problems

Withdrawals

- Breaks from the past
- Decrees/directives