

LEADING PEOPLE THROUGH CHANGE[®]

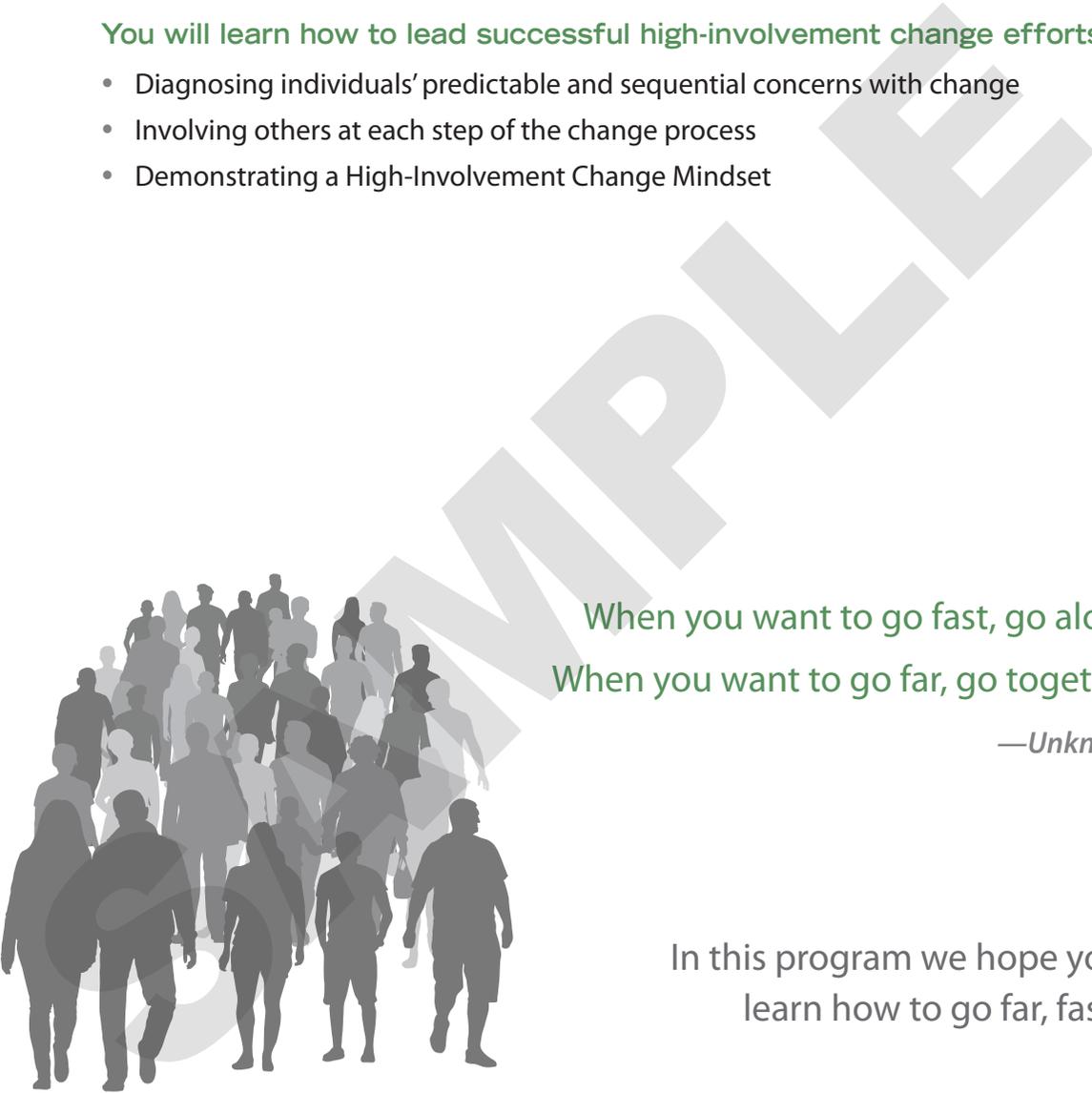
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Leading People Through Change

You will learn how to lead successful high-involvement change efforts by

- Diagnosing individuals' predictable and sequential concerns with change
- Involving others at each step of the change process
- Demonstrating a High-Involvement Change Mindset



When you want to go fast, go alone.
When you want to go far, go together.

—Unknown

In this program we hope you'll
learn how to go far, faster.

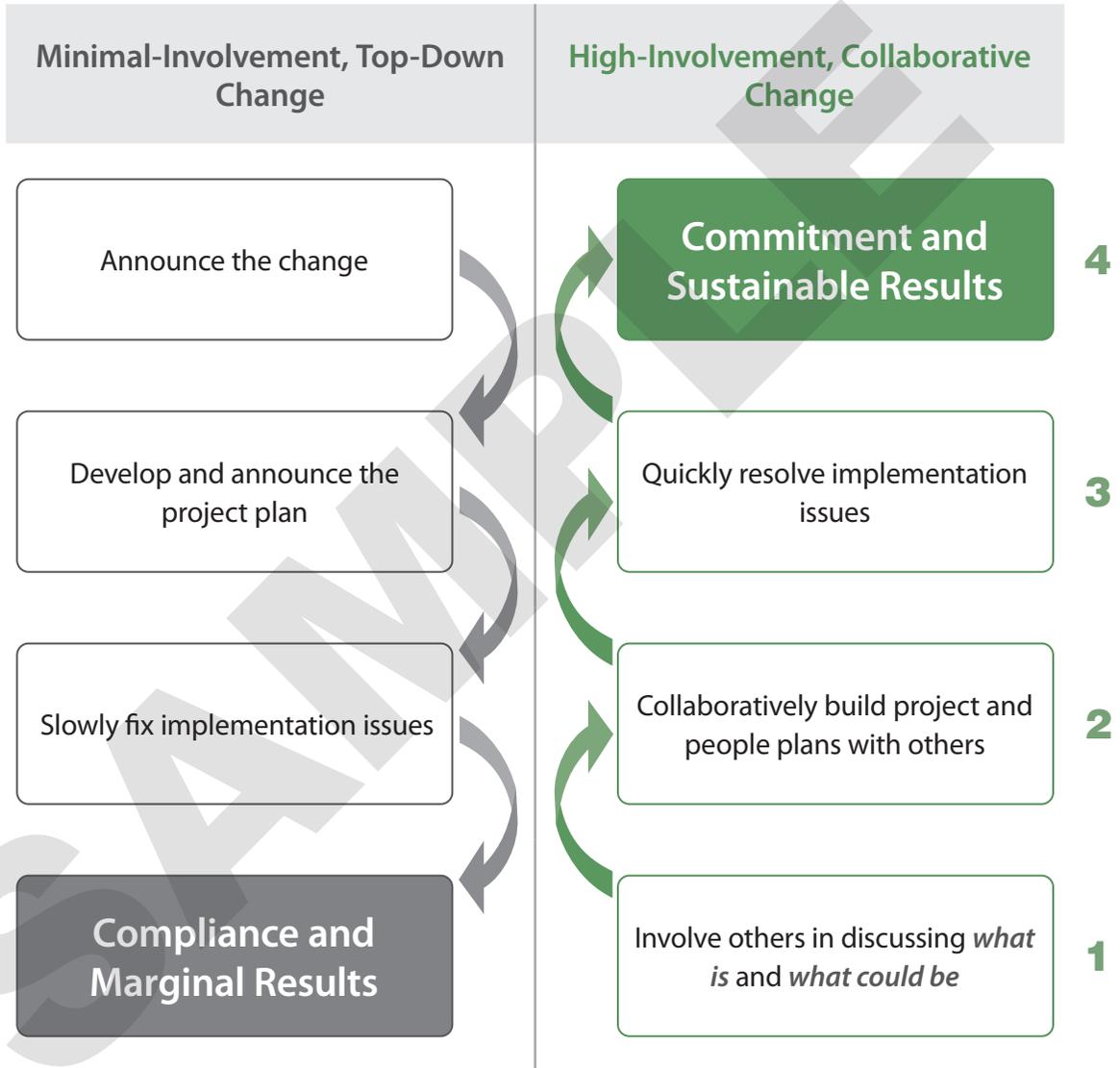
Why Change Efforts Derail

- 1** People's concerns and questions about the change are not surfaced or addressed.
- 2** Those being asked to change are not involved in planning the change.
- 3** People leading the change don't identify advocates to influence those who are undecided or resistant.
- 4** People leading the change think announcing it is the same as implementing it.
- 5** People leading the change don't communicate a compelling case for change.
- 6** People leading the change don't define what success looks like.
- 7** Barriers to change are not identified and fixed.
- 8** The change plan is unrealistic and incomplete.
- 9** People leading the change don't learn from resisters.
- 10** The change is under-resourced in terms of time, talent, money, and tools.
- 11** Leaders fail to prioritize, leading to death by a thousand initiatives.
- 12** The change is not tested or piloted.
- 13** Success stories are not collected or shared.
- 14** People leading the change don't model the mindset and behaviors the change requires.
- 15** Unwarranted resistance to change is not addressed.

Your Top Three

Your Team's Top Three

Two Approaches to Leading Change



High-involvement, collaborative change is the best way to **increase people's commitment** to change.

High-Involvement Change Mindset

Change leaders who demonstrate these attributes will be more comfortable with high-involvement change and will nurture these abilities in others, which will create more openness to change in the organization.

Courage

Strength in the face of challenges and uncertainty

Curiosity

A strong desire to know, learn, or understand something

Agility

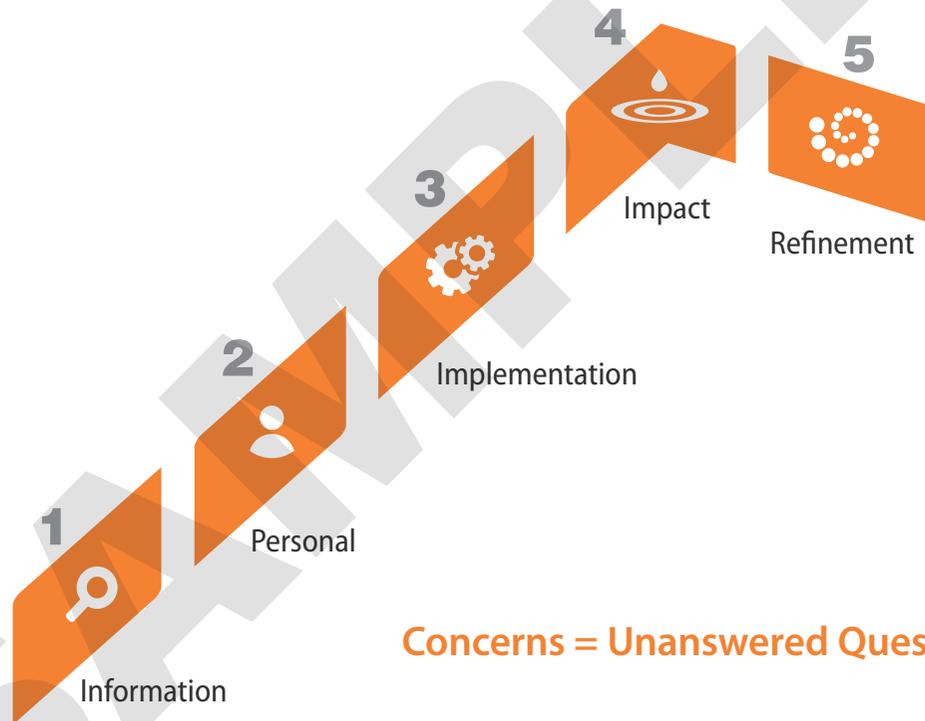
The ability to think, understand, and move quickly

Grit

The ability to withstand discomfort; resilience

Stages of Concern

People who are being asked to change go through five **predictable and sequential stages of concern** about a proposed change.



Concerns = Unanswered Questions

People's comments or questions are clues to their attitudes and concerns about the change. Concerns are not necessarily resistance to the change.

If change leaders diagnose stages of concern, they can respond by communicating the right information or taking the right action at the right time to address and resolve people's concerns.



Information Concerns

Questions from People with Information Concerns

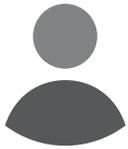
- What is the change?
- What's wrong with the way things are now?
- What do we hope to accomplish?
- Why now?
- What opportunities will I have to raise questions and voice my concerns?
- Do people I respect support this change?

People with Information Concerns Need

- To know **what** the change is, **why** it is important, **what success looks like**, and whether it will be worth the effort
- To have **opportunities to ask questions** and **voice their concerns**



People with **Information Concerns** do not want to be *sold* on the proposed change; they want to be *told* about it. They need to understand **what** is being proposed before they can decide whether the change is good or bad.



Personal Concerns

Questions from People with **Personal Concerns**

- How will this change impact me personally?
- Will I win or lose?
- Will I be able to learn how to do this?
- How will I find the time?
- How will my relationships be impacted?
- How can I influence this change?

People with **Personal Concerns** Need

- To be **inspired and excited** about the future
- To be **reassured** they can make the change
- To **have a voice** in planning the change



People with **Personal Concerns** want to know how the change will play out for them. They wonder if they have the skills, support, and time to implement the change.

When You Don't Address Concerns

When **Information Concerns** are not addressed ...

What increases?

What decreases?

When **Personal Concerns** are not addressed ...

What increases?

What decreases?

When **Implementation Concerns** are not addressed ...

What increases?

What decreases?



A Concerns Conversation

What questions did Emi ask?

What were Rohan's concerns?

Tips for Conducting Concerns Conversations

- Listen and write down the person's responses to your questions in their words.
- Don't respond or try to answer their questions, even when you have the answer. You want the person you're having a conversation with to do most of the talking.
- Use this conversation to demonstrate the high-involvement change mindset, particularly Courage, Curiosity, and Agility.

A **Concerns Conversation** is a high-involvement change action in and of itself.

In voicing their concerns, people often feel better and are more likely to commit to the change.



Attitudes about Change

Advocates

Feel positive about the change because they have the skills and experience the change requires, understand the need for change, and/or are committed to it.

Undecideds

Are neither Advocates nor Resisters because they are unaware of the change, not interested, not engaged, or are ambivalent about it.

Resisters

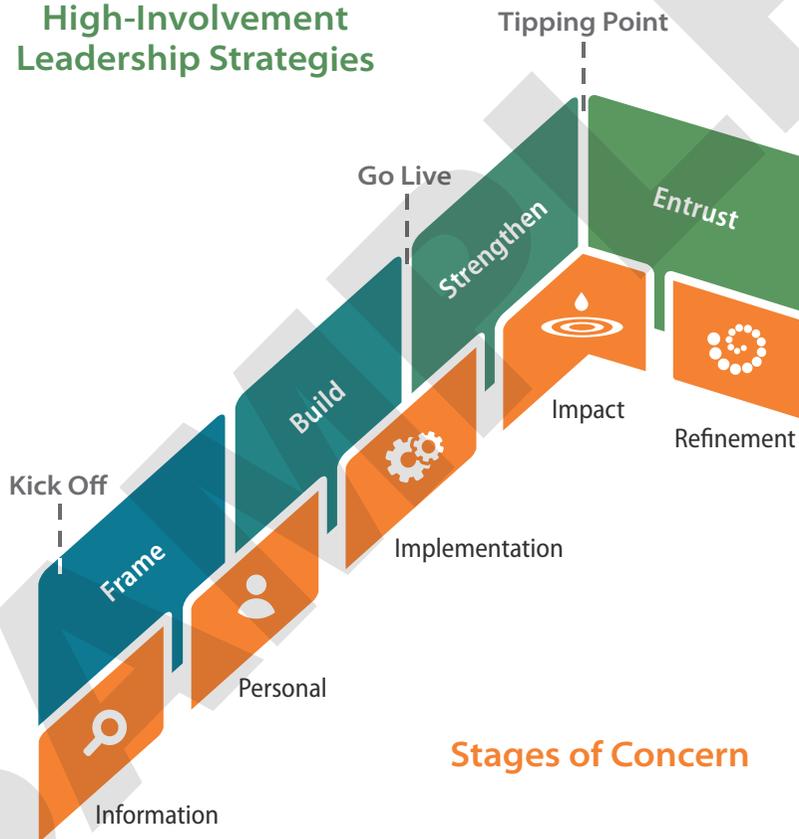
Are opposed to the change because they don't like change in general, do not think the change is needed, or have had a bad experience with this or similar changes. Resisters may or may not be vocal about their resistance.



Change Leadership Strategies

Each Leadership Strategy addresses two Stages of Concern.

High-Involvement Leadership Strategies



Stages of Concern

Kick Off

When the proposed change is announced

Go Live

When the proposed change is rolled out

Tipping Point

When there are more Advocates with Impact Concerns than Undecideds and Resisters with Personal and Implementation Concerns



Information and Personal Concerns

Outcomes

A compelling case for change

An inspiring vision

Which of these **Frame** leader actions are underused in your organization?

- Describe the gap between *what is* and *what could be*
- Explain *why now*
- Communicate the *why* repeatedly and consistently
- Involve Advocates in framing the change message
- Surface predictable Information and Personal Concerns

What are some good examples of **Frame** leader actions?

Writing a Case for Change: Gap Statement

1 The first part of a Gap Statement is factual and frames a proposed change by describing *what is*—the rationale for the change.

The best change leaders bring others into the change process by sharing why the organization needs to change in the clearest, most dramatic terms.

When people being asked to change get the same facts as the people proposing the change, they generally come to the same conclusion about the need to change.

2 The second part of a Gap Statement is aspirational and frames a proposed change by describing *what could be*—a vision of the future.

The best change leaders are curious about what would inspire people to change.

The difficulty lies not so much in developing new ideas as in escaping from old ones.

—*John Maynard Keynes*



Change Scan Report

Overview

LEADING PEOPLE THROUGH CHANGE® **SAMPLE REPORT** CHANGE SCAN REPORT

Overview

The Change Scan is a snapshot of the likelihood of successfully implementing a specific change. It provides insight as to where the change is set up for success and where it could fail or derail.

Scan Details

		Date	March 2020	xxx	xxx
Company	ABC Company	Scan Instance	1	xxx	xxx
Change Initiative	Enterprise-wide software	Number of Respondents	100	xxx	xxx

Attitude	Percentage
Resisters	16%
Advocates	19%
Undecideds	65%

Attitudes about Change

Attitudes about change are displayed here as a percentage of respondents who selected "Supportive of this change," "Undecided about this change," or "Not supportive of this change."

Date	xxx	Advocates	xx%	Undecideds	xxx%	Resisters	xx%
Date	xxx	Advocates	xx%	Undecideds	xxx%	Resisters	xx%

Level	Percentage
Focus	48%
Monitor	
Acknowledge	

Level of Involvement

Level of involvement was calculated by totaling the number of Strongly Agree/Agree responses to the first four questions related to High Involvement, and then dividing that by the total number of respondents.

If the barometer is in the

Focus = People are not feeling involved in making this change. Change leaders should focus on increasing opportunities for involvement and on encouraging peer-to-peer advocacy.

Monitor = People feel moderately involved in making this change. Change leaders should monitor who is Undecided and intentionally connect Advocates with Undecideds.

Acknowledge = Change leaders should continue to involve and engage people impacted by the change at all levels of the organization.

Date	xxx	xx%	Date	xxx	xx%

Change Scan Report

Data

LEADING PEOPLE THROUGH CHANGE® **SAMPLE REPORT** CHANGE SCAN REPORT

Data

Focus	≤ 55% Strongly Agree/Agree	<input type="radio"/>	Number of Respondents	100	xxx	xxx				
Monitor	56%–74% Strongly Agree/Agree	<input type="radio"/>		Date	March 2020	xxx	xxx			
Acknowledge	≥ 75% Strongly Agree/Agree	<input type="radio"/>								
Number	Statement		1	2	3	4	Mean	% Agree or Strongly Agree	% Agree or Strongly Agree	% Agree or Strongly Agree

Strengthen

LEADING PEOPLE THROUGH CHANGE® **SAMPLE REPORT** CHANGE SCAN REPORT

Data

Focus	≤ 55% Strongly Agree/Agree	<input type="radio"/>	Number of Respondents	100	xxx	xxx				
Monitor	56%–74% Strongly Agree/Agree	<input type="radio"/>		Date	March 2020	xxx	xxx			
Acknowledge	≥ 75% Strongly Agree/Agree	<input type="radio"/>								
Number	Statement		1	2	3	4	Mean	% Agree or Strongly Agree	% Agree or Strongly Agree	% Agree or Strongly Agree

Build

LEADING PEOPLE THROUGH CHANGE® **SAMPLE REPORT** CHANGE SCAN REPORT

Data

Focus	≤ 55% Strongly Agree/Agree	<input type="radio"/>	Number of Respondents	100	xxx	xxx				
Monitor	56%–74% Strongly Agree/Agree	<input type="radio"/>		Date	March 2020	xxx	xxx			
Acknowledge	≥ 75% Strongly Agree/Agree	<input type="radio"/>								
Number	Statement		1	2	3	4	Mean	% Agree or Strongly Agree	% Agree or Strongly Agree	% Agree or Strongly Agree

High Involvement

1	I have/will have opportunities to influence decisions related to this change.	20	50	30	0	2.10	30%	<input type="radio"/>			
2	People being asked to change are/will be involved in planning for it.	10	30	50	10	2.60	60%	<input type="radio"/>			
3	I have/will have the opportunity to raise questions/express concerns with this change.	20	40	30	10	2.30	40%	<input type="radio"/>			
4	I have peers who actively support this change.	0	40	50	10	2.70	60%	<input type="radio"/>			

Frame

5	I understand why we need to change.	0	10	60	30	3.20	90%	<input type="radio"/>			
6	I have a clear picture of what we're trying to achieve.	10	70	20	0	2.10	20%	<input type="radio"/>			
7	Communication about the change is/will be consistent, regardless of who is communicating.	10	50	40	0	2.30	40%	<input type="radio"/>			
8	I am excited about the impact this change will have on the organization.	0	20	50	30	3.10	80%	<input type="radio"/>			
9	I see myself benefiting from this change.	0	40	40	20	2.80	60%	<input type="radio"/>			

1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

MASTER Tools

1. Deploy the [Change Scan](#) to determine attitudes about your change efforts.
2. Refer to the [Change Scan Guide](#) for how to use the [Change Scan](#) and [Change Pulse](#) to monitor progress of and attitudes about your change efforts.
3. Complete the [Leading People Through Change Action Plan](#).
4. Refine your [Gap Statement](#).
5. Read [Making Change Stick](#) to gain a deeper understanding of the key concepts of leading high-involvement change.
6. Share [Leading Up During Change](#) with your teammates so they can become active participants in the change process.

