

Understanding Change

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At it's core, leadership should attempt to accomplish or change something. Therefore, change is an opportunity, not a curse!

My Philosophy

Agenda

- ▶ Definitions - Change and Change Agents
- ▶ Your typical response to change: Activity
- ▶ The individual and change - resistance and coping
- ▶ Organizational Change - 8-stage framework
- ▶ Identifying your organization's critical issues and beginning to craft a plan for change

What is *Change*?

- ▶ “to make the form, nature, content, future course, etc. [of something] different from what it is or from what it would be if left alone”
- ▶ “a transformation or modification”
- ▶ “variety or novelty”

- ▶ Change disrupts the status quo—things will be different!

*Definitions from Dictionary.com

Who are *Change Agents*?

- ▶ People who act as catalysts for change
- ▶ Those within a change effort that are working directly with an issue
- ▶ Three Types of Change Agents (Gladwell, 2000):
 - ▶ *Connectors* - know lots of people in different social, political, economical, and professional circles and have a habit of making introductions
 - ▶ *Salesmen* - Persuaders: charismatic individuals with powerful negotiation skills
 - ▶ *Mavens* - Information Specialists: they accumulate knowledge about the “marketplace” and share it with others

How do you feel when you discover something in your life/routine will be changing?

Let's find out!

Activity time



Activity Rules

- 1) Everyone must have both feet in a square.
- 2) When I (the facilitator) say, “Switch!”, everyone must move to a new square immediately.
- 3) We cannot continue this activity unless **EVERYONE** has both feet in a square.

Resistance to Change: O'Toole's Hypotheses (1996)

- ▶ Satisfaction: Being satisfied with the status quo
- ▶ Fear: Being fearful of the unknown or of failure
- ▶ Self-Interest: Change may result in an alteration of one's status/perks/responsibilities

O'Toole continued...

- ▶ Lack of self-confidence: Change makes us vulnerable and requires confidence to inspire others to see the possibilities
- ▶ Myopia: Not being able to see beyond the present
- ▶ Habit: Groups/People can be driven by traditions, customs and patterns, which can inhibit change

Factors influencing one's ability to cope with change: The 4 S's (Schlossberg, 1989)

- ▶ Situation
- ▶ Self
- ▶ Social Support
- ▶ Strategies



4 S's continued...

▶ Situation

- ▶ Trigger: What precipitated the change?
- ▶ Timing: Is this change considered “on time”?
- ▶ Control: What aspects does one perceive as being in her control?
- ▶ Role Change: Is there a change in role involved? Is it a gain or a loss?
- ▶ Duration: Is the change permanent, temporary, uncertain?
- ▶ Does one have previous experience with a similar change?

▶ Self

- ▶ Psychological resources
 - ▶ Ego development
 - ▶ Outlook
 - ▶ Commitment and values
- ▶ Personal and demographic characteristics affect how one views life
 - ▶ Socioeconomic status
 - ▶ Gender
 - ▶ Age
 - ▶ Stage of Life
 - ▶ State of Health
 - ▶ Ethnicity

4 S's continued...

▶ Social Support

- ▶ Intimate relationships
- ▶ Family units
- ▶ Network of friends
- ▶ Institutions and Communities

*People and resources that can be of assistance

▶ Strategies (Coping Responses)

- ▶ Steps taken to proactively engage the change
- ▶ Three categories of responses:
 - ▶ Those that modify the situation (action/inaction)
 - ▶ Those that control the meaning of the problem (reframing)
 - ▶ Those that aid in managing the stress in the aftermath (self-care)

The 8-Stage Process of Creating Major Change (Kotter, 1995)

1. Establishing a Sense of Urgency

- ▶ Examining the market/competitive realities
- ▶ Identifying and discussing crises (real or potential) or major opportunities
- ▶ THERE MUST BE A COMPELLING REASON TO MAKE CHANGE!

2. Creating the Guiding Coalition

- ▶ Putting together a group with enough power to lead the change
- ▶ Getting the group to work as a team

3. Developing a Vision and Strategy

- ▶ Creating a vision to help direct the change effort
- ▶ Developing strategies to achieve the vision

The 8-Stage Process continued...

4. Communicating the Change Vision [for buy-in]

- ▶ Using every vehicle possible to constantly communicate the new vision and strategies
- ▶ Having the guiding coalition model the behavior expected of the rest of the organization

5. Empowering Broad-Based Action (more people feel able to act)

- ▶ Getting rid of obstacles
- ▶ Changing systems or structures that undermine the change vision
- ▶ Encouraging risk taking and nontraditional ideas, activities and actions

6. Generating Short-Term Wins

- ▶ Planning for visible improvements in performance, or “wins”
- ▶ Creating those wins
- ▶ Visibly recognizing and rewarding people who made the wins possible
- ▶ Fewer and fewer resist change at this stage

The 8-Stage Process continued...

7. Consolidating Gains and Producing More Change

- ▶ Using increased credibility to change all systems, structures, and policies that don't fit the vision
- ▶ Hiring, promoting and developing people who can implement the change vision
- ▶ Reinvigorating the process with new projects, themes and change agents
- ▶ The vision is fulfilled at this stage

8. Anchoring New Approaches in the Culture

- ▶ Articulating the connections between new behaviors and organizational success
- ▶ Developing means to ensure leadership development and succession (make the change stick!)

What critical issues need changing in your organization?

- ▶ Identify the issue(s)
- ▶ Then, ask yourself these questions:
 - ▶ About what issue(s) am I the most passionate?
 - ▶ Am I willing to take the time and make sacrifices to work on this issue(s)?
 - ▶ Am I willing to face the challenges associated with this issue(s)?
 - ▶ For which issues am I most likely to be able to recruit others?
 - ▶ Who are the stakeholders or shareholders who might join me in working on this issue(s)?
 - ▶ With which issue(s) can I (and interested/powerful others) really make an impact?



Be seen. Be heard.

Thank You!

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