

# Managing Change and Transition Processes

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“Nothing is harder to do than to initiate a new order of things.”

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The Prince  
Nicolo Machiavelli  
1513

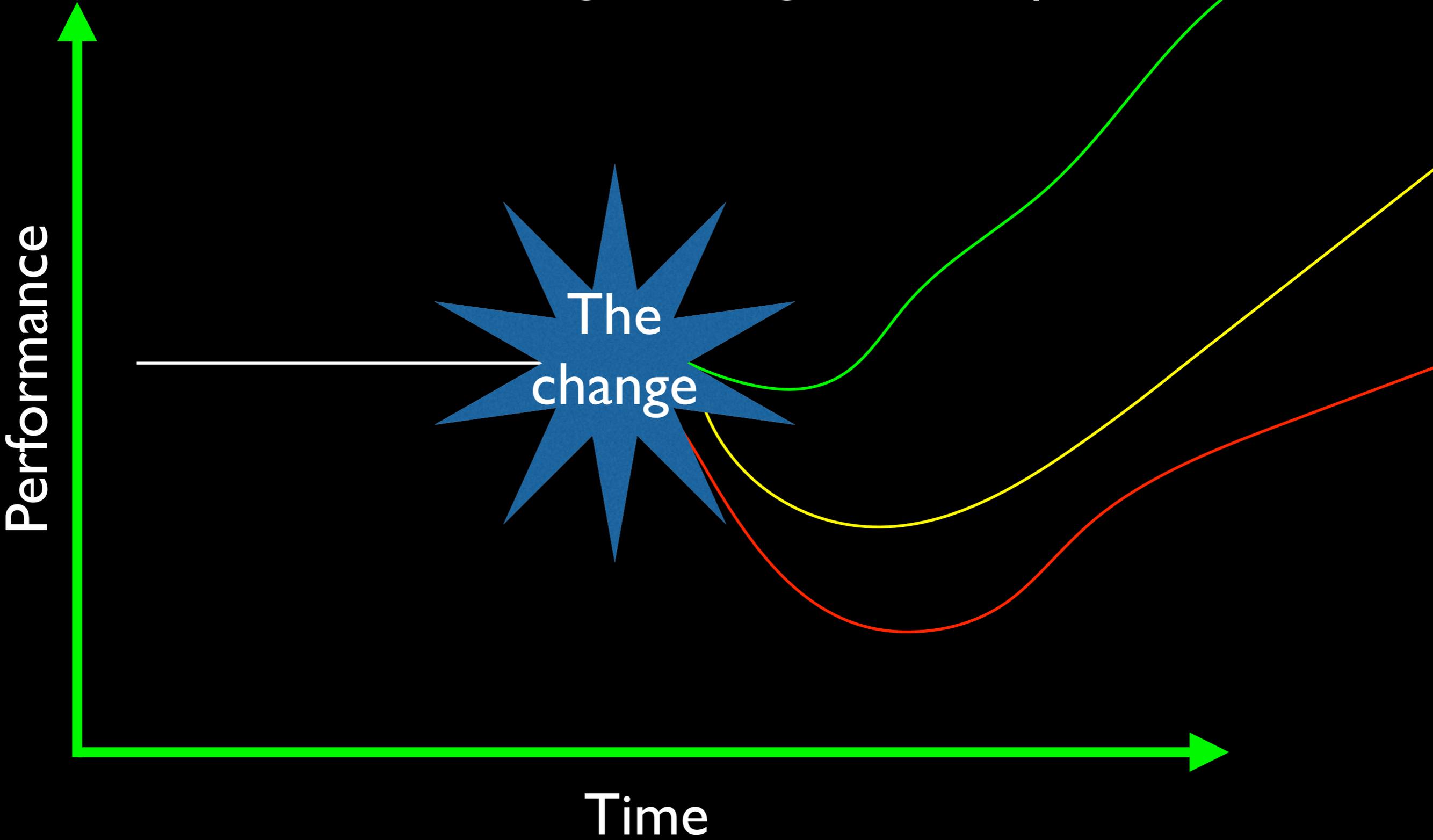
If it's so hard to change something or someone,  
then why bother?

The only constant is change  
Heraclitus (535 BC-475 BC)

Ultimately, all change efforts boil down to the same mission:

Can you get people to enthusiastically start behaving in a new way as soon as possible?

# The Change Management Dip



Let's look at the speed of change....

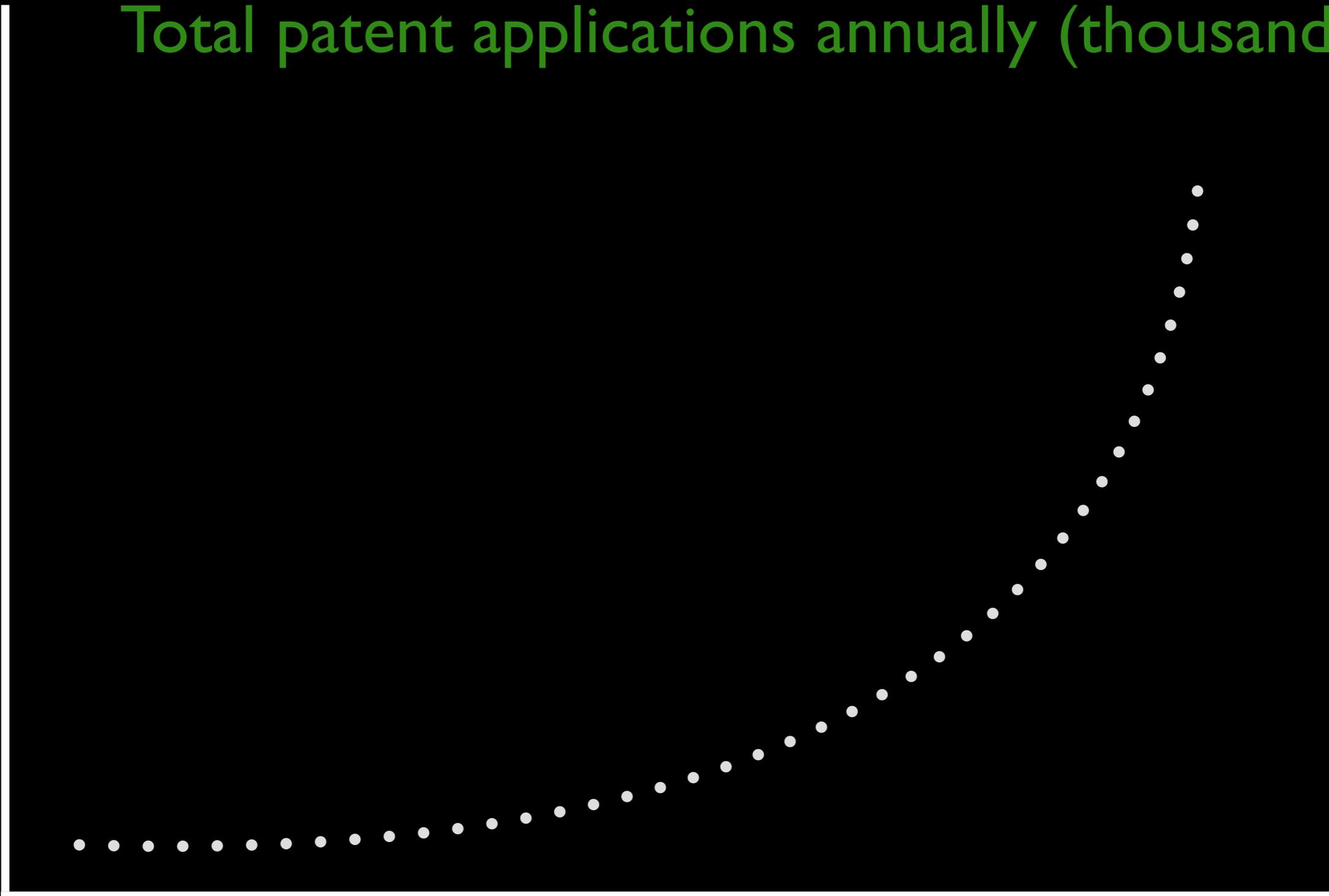
“Everything that can be invented.....  
.....has been invented.”

*Charles Duell, Commissioner of the US Patent Office, 1899*

# Total patent applications annually (thousands)

700  
600  
500  
400  
300  
200  
100  
0

1940 1950 1960 1970 1980 1990 2000 2010 2020



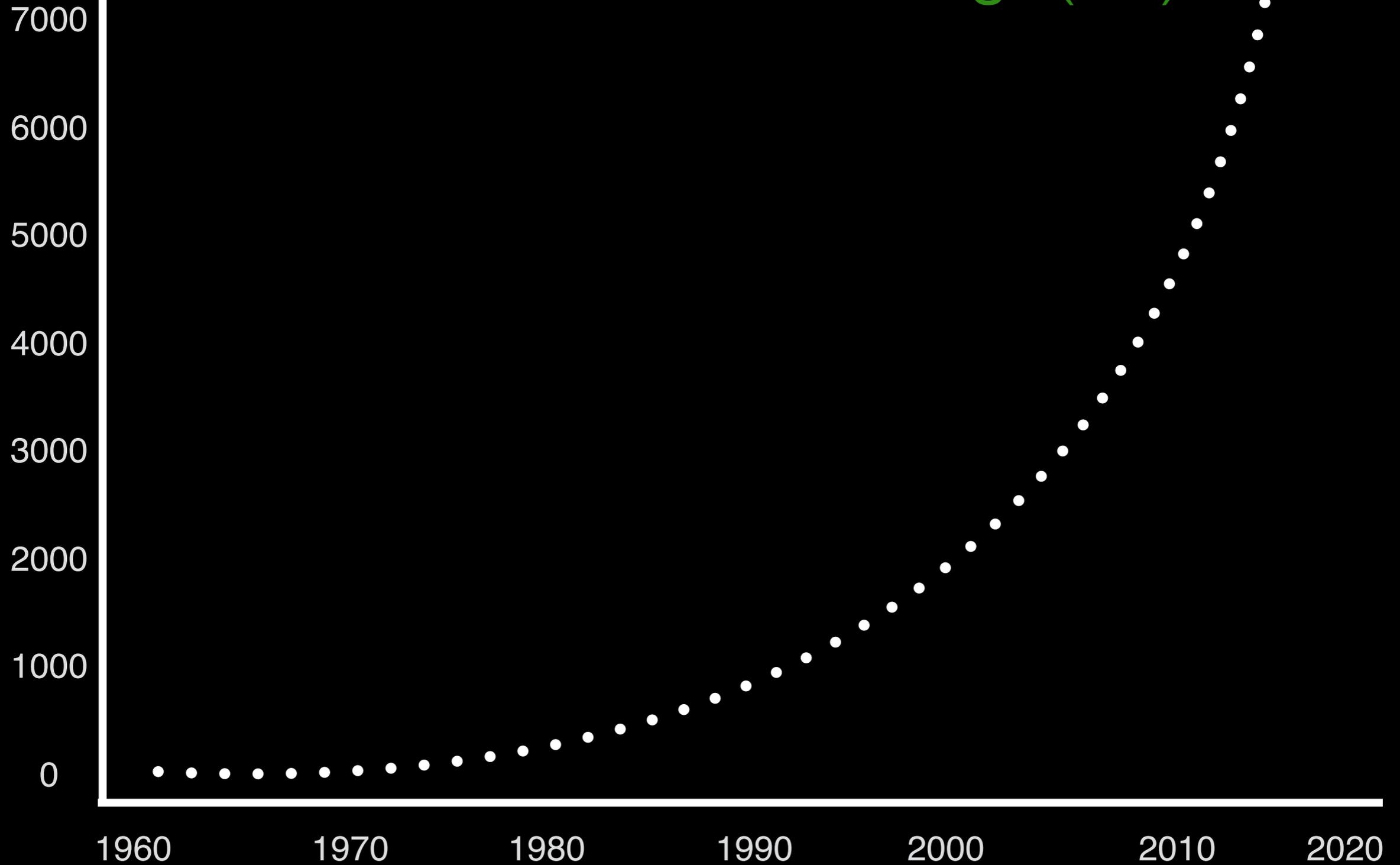


60 MB hard drive  
in 1988...

.....for **\$750**

that was \$12.50/mb

# Growth in Hard Drive storage (GB)



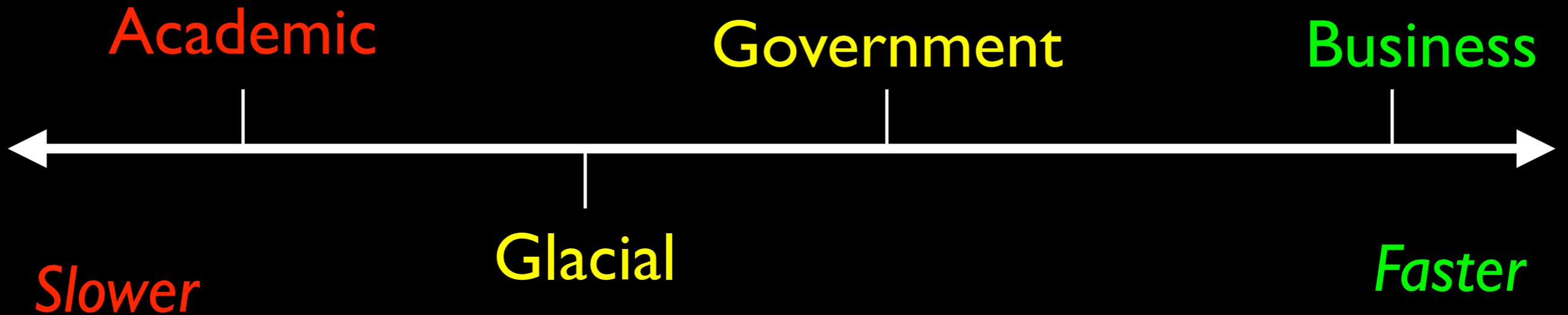
Paul Otellini, former CEO of Intel in describing the 32nm chip which was 5000X faster, and its transistors were 100,000X cheaper, than the 4004 processors the industry began with.

“With all respect to our friends in the auto industry, if their products had produced the same kind of innovation...

...cars today would go 470,000 mph, they would get 100,000 miles per gallon of gas, and

they would cost \$0.03.”

# Pace of Change



# Anticipating Change

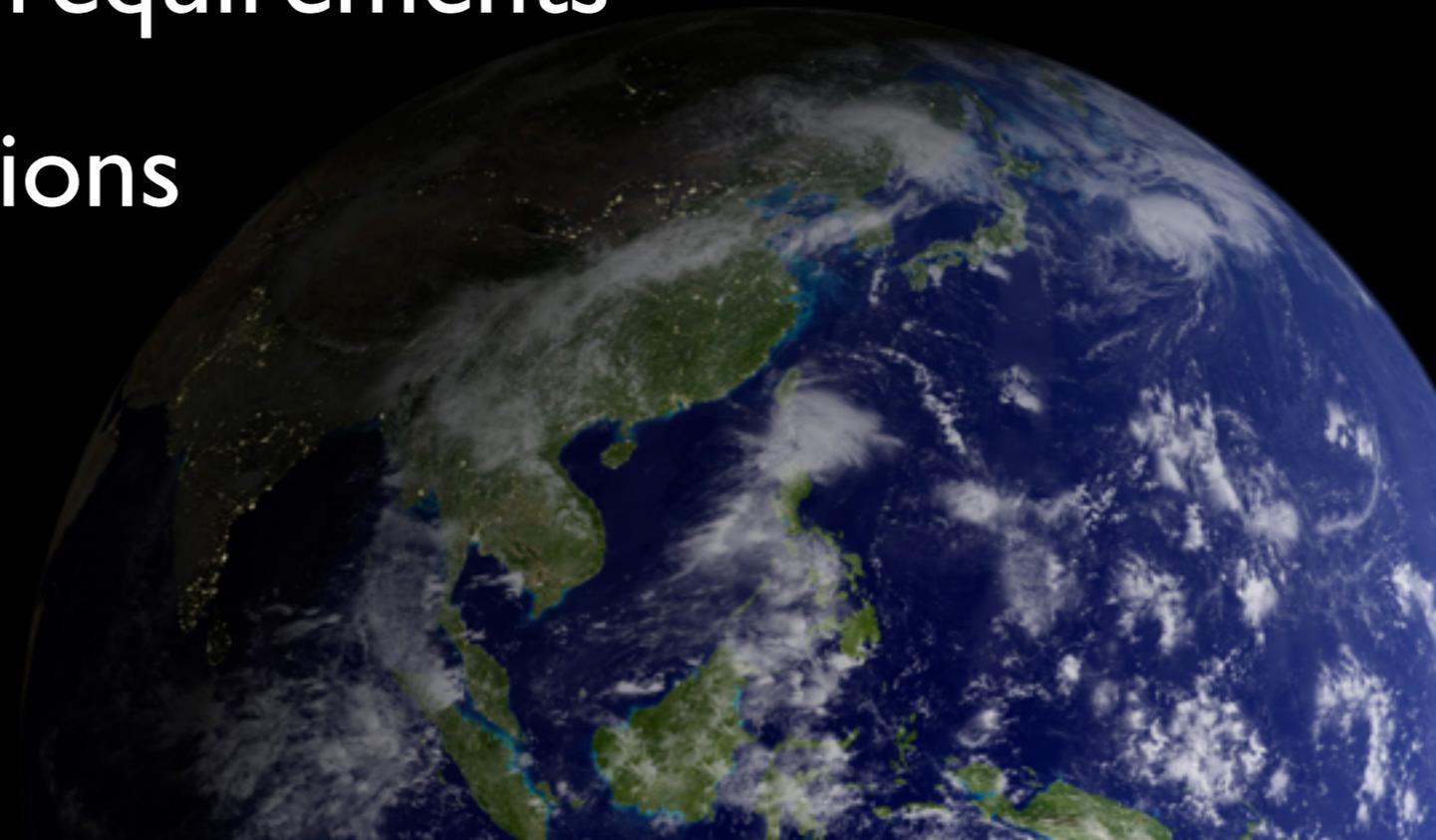
Change in a our world means that you must deal with:

a chaotic and inconsistent environment

changing stakeholder requirements

new (and old) regulations

constant innovation



...as an **organizational leader**, you must

help implement change programs  
(**knowing that 70% will fail**)



When the organization **CHANGES** to meet a new requirement, threat, or respond to an environmental reality, etc.,

You as an organizational leader are responsible for the **TRANSITION PROCESS** of the folks around you as they progress to implement the change.

# However...

..if change happens too fast, chaos ensues. If too little change happens too slowly, it results in organizational inertia. Both extremes can lead to organizational underperformance.

*Huy, Q. N., In praise of middle managers*

# Change in Organizations

When organizations are undergoing significant change, they can talk out both sides of their mouth:

*Innovate--but avoid mistakes*

*Think long term--but improve productivity now*

*Reduce costs--but increase morale*

*Downsize--but improve teamwork*

*Empower staffs--but be sure they follow the rules*

*Embrace the new--but honor the past*

# Change in Organizations

However, what happens when you change to “and” instead of “but”?

“Reduce costs **AND** increase morale **AND** you must achieve both to reach your goals.”

This is the **CHANGE and TRANSITION PROCESSES** you have to manage.

# Change creates conflict...

...between the **business side** of an organization and the **human side**.

# Organizational changes

**Business Side** includes the **NEED** for change and its

impacts on:

Culture

Policies

Procedures

Budgets

Organizational structures

Work processes

Work flows

# Individual changes

Human side includes **RECOGNIZING** the organizational need for change and its impacts on:

- Set patterns of behavior
- Defined relationships with others
- Work procedures and job skills

*“Change would be easy if it weren’t for all the people”*

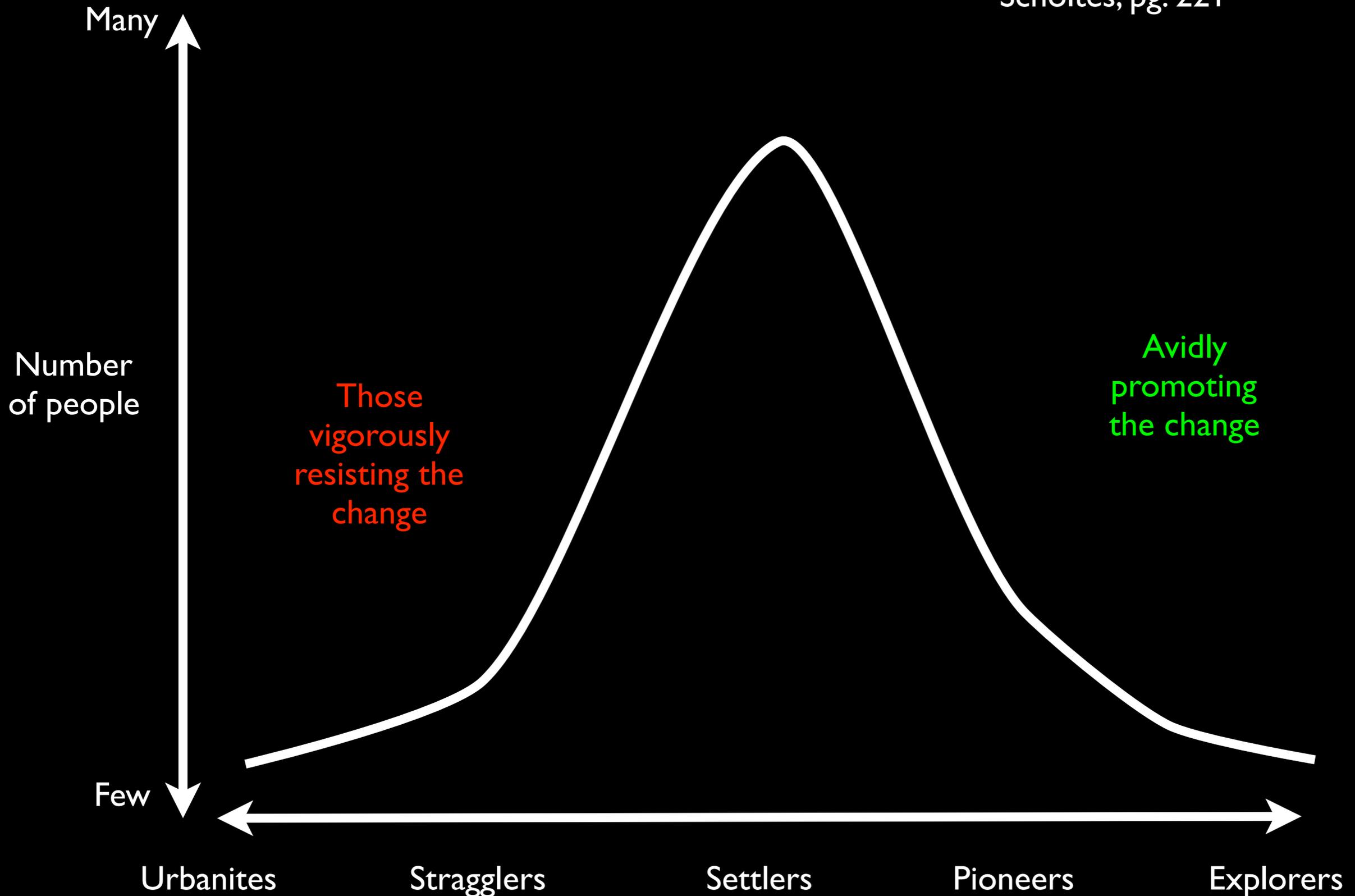
# Resistance to change

It is much easier to agree that problems exist, than agree on **what should be done about them.**

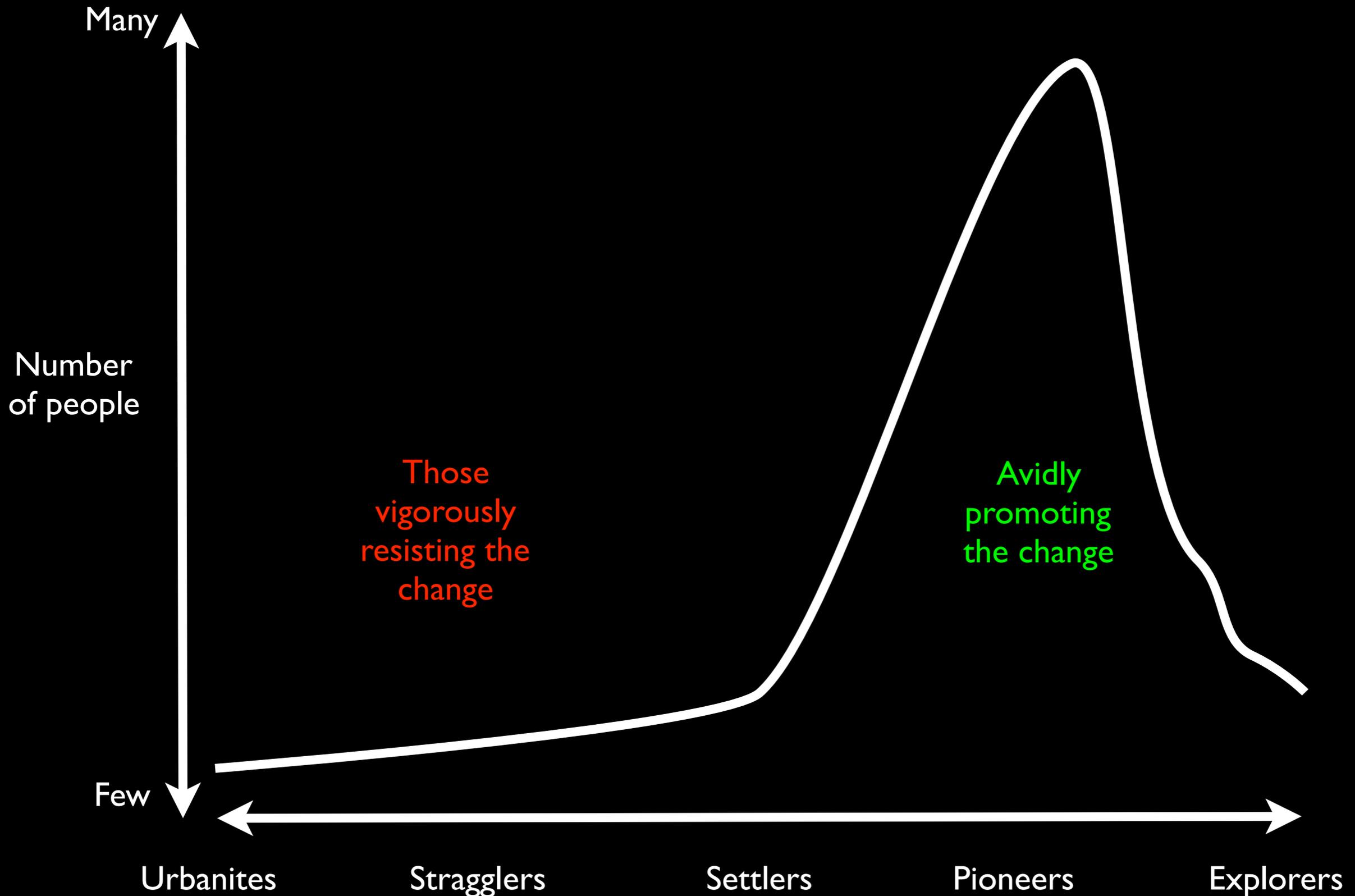
Everyone has to be **dissatisfied “enough”** with the current situation to offer little or no resistance.

# Continuum of resistance to change

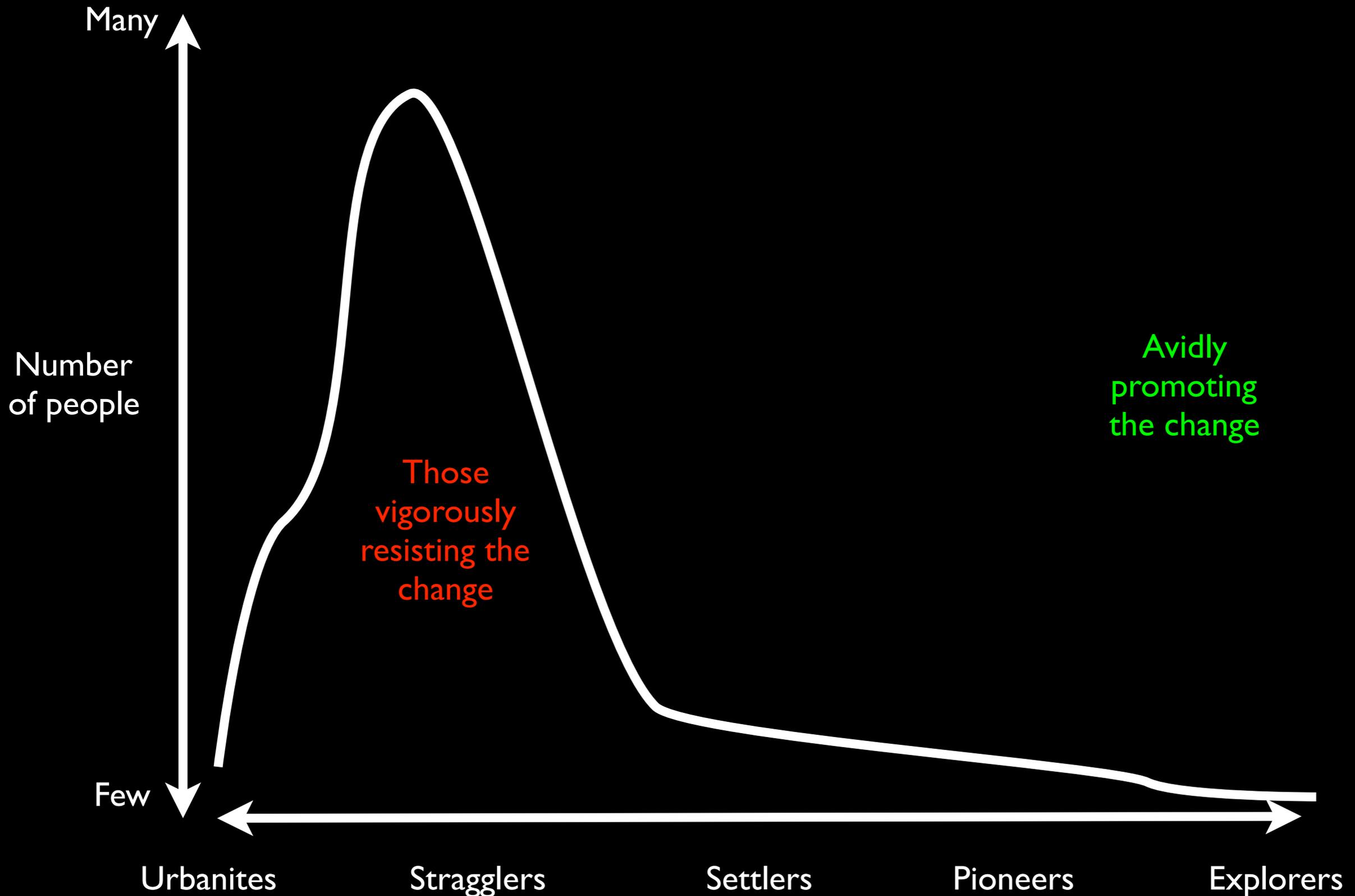
Scholtes, pg. 221



# Continuum of resistance to change



# Continuum of resistance to change



So how do we implement change in the  
face of resistance?

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face of resistance?

3 Methods:  
Coercion  
Rationalization  
Socialization

There's the Coercion (NIKE) Method

JUST DO IT.



There's the Rationalization Method

Here's **WHY** you'll JUST DO IT

# The Rationalization Method

Here's **WHY** you'll JUST DO IT

The focus is solely on the **logic** and **reasoning** for the change (**no emotion**)

When the organization **CHANGES** to meet a new requirement, threat, etc.

You as an organizational leader are responsible for the **TRANSITION PROCESS** of the folks around you as they progress to implement the change.

# Change creates conflict...

...between the **business side** of an organization and the **human side**

“**Just do it**” and the **rationalization** method focus solely on the **business side**

**Failure to consider**, or an inability to deal with, the **human elements** leads to an unsuccessful implementation

## There's the Socialization Method

Change is a collectively **SOCIAL** and **EMOTIONAL** transformation.

Starts with a rational approach (focus on the **logic** and **reasoning** for the change), but then incorporates aspects of socialization (**including others in the process**)

# The **Socialization Method** of implementing change

Where on the continuum are your **managers** and the more **influential** people?

# French and Raven's Power Bases

Formal

Informal

---

Legitimate

Referent

Reward

Expert

Coercive

Informational

# The **Socialization Method** of implementing change

	Moved and Shaken	Moderately Influential	Movers and Shakers
Formal	Those in the lower ranks of the hierarchy	Those in the middle ranks	Those in the top levels of the hierarchy
Informal	Those in the lower ranks of the hierarchy	No position of importance yet moderate influence	Those without a high level but with great influence

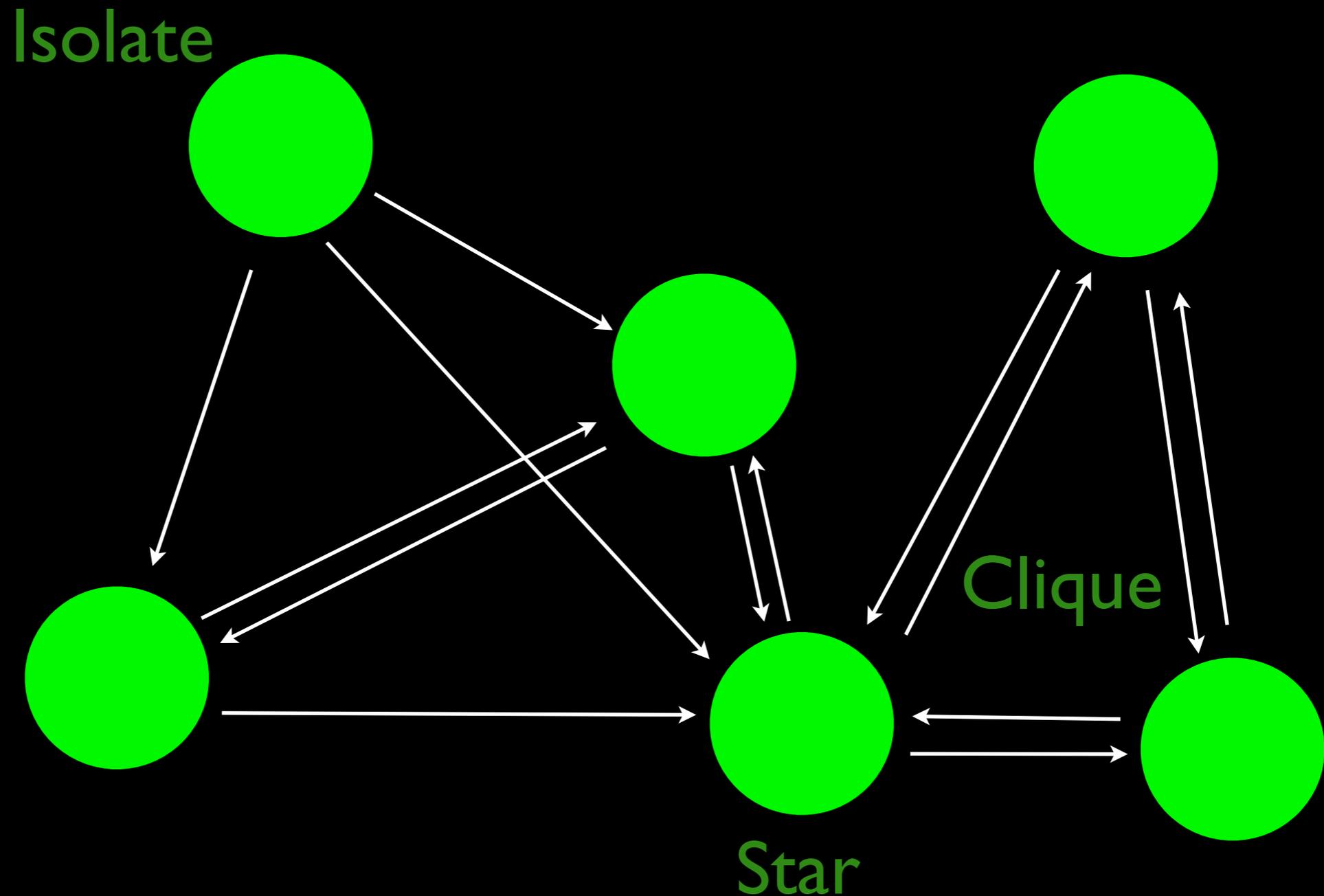
Scholtes, pg. 225

One's **influence** in an organization

The **Socialization Method** of implementing change requires identifying those who have informal power.

How do you do this?

The **Socialization Method** of implementing change requires identifying those who have informal power.



The **Socialization Method** of implementing change requires identifying those who have informal power...

and then following a process that helps your **chances of succeeding.**

# Kotter's 8-step Change process

1. Establishing a **SENSE of URGENCY** (crises or need).
2. Forming a powerful **GUIDING COALITION**  
(encouraging them to work as a team)
3. Creating a **VISION** for the change (what is the goal?)
4. **COMMUNICATING** the vision and **TEACHING** new behaviors

# Kotter's 8-step Change process

5. **EMPOWERING** and **ENABLING** others to act on the vision.
6. Planning for and **CREATING short-term wins**. Recognize and reward those involved
7. Consolidating improvements and **PRODUCING still more change** (evaluating how the change is working)
8. **INSTITUTIONALIZING** the new approaches and relating it to organizational success

# Kotter's 8-step Change process

...helps you focus less on analysis (only **Step 1** creates the need).

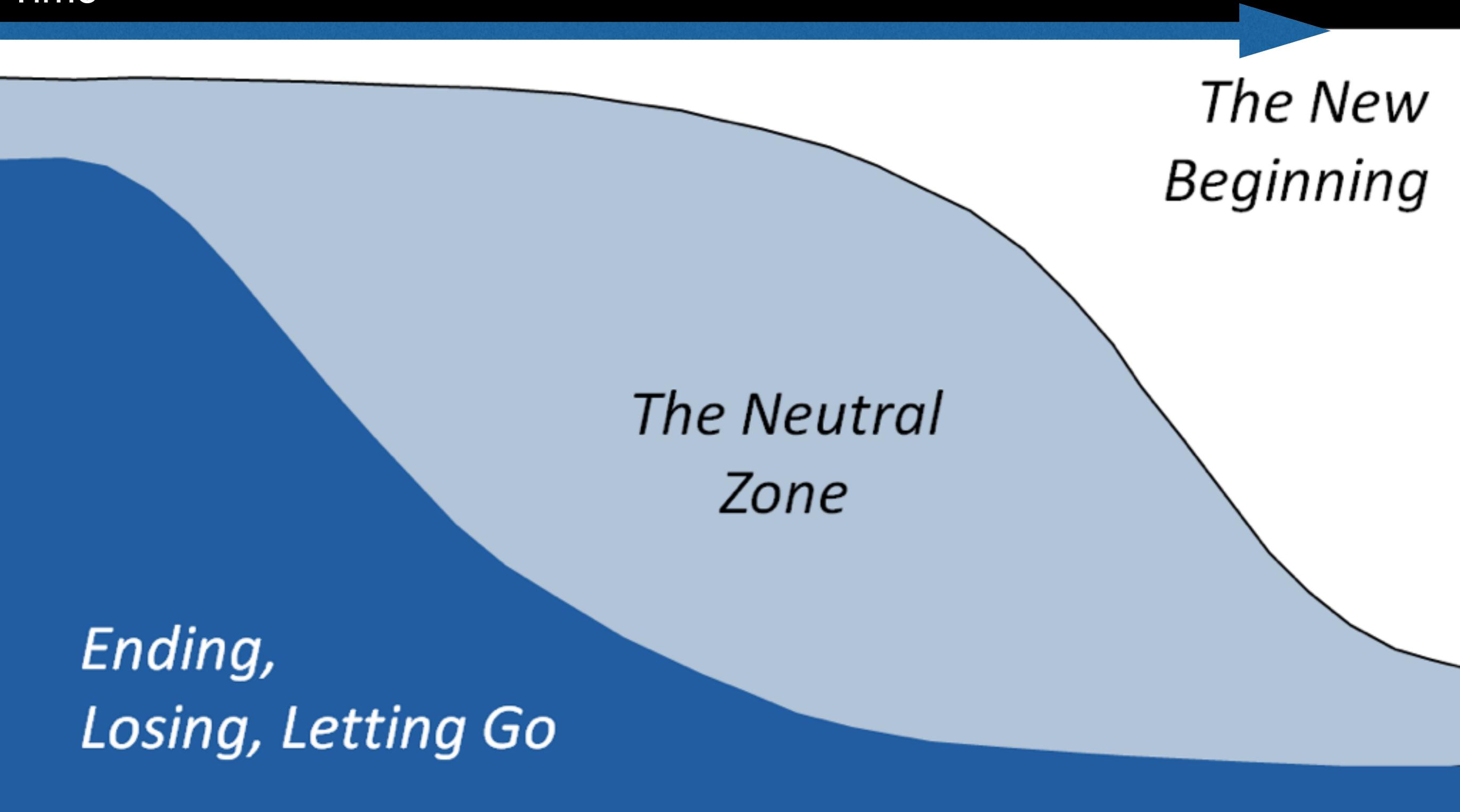
Kotter says “people change what they do less because they are **given analysis that shifts their thinking** than because they are **shown a truth that influences their feelings.**”

# Kotter's 8-step Change process

...if you think you are communicating enough, you probably aren't. Over communicate by a factor of 10 and get rid of the jargon.

# Bridges' Transition model

Time



# Bridges' steps in the “ending/losing stage”

Identify **who** is losing **what**

Accept the reality and importance of the subjective losers  
(**don't argue**)

Don't be surprised **by overreaction**

Acknowledge the losses **openly and sympathetically**

Expect and Accept the **signs of grieving (DABDA)**

Compensate for the losses

# Bridges' steps in the “ending/losing stage”

Give people information and do it again and again and again

Define what is over and what isn't (be specific)

Treat the past with respect

Let people take a piece of the old way with them

Show how endings ensure the continuity of what really matters (meeting stakeholder requirements)

The **Socialization Method** of implementing change

Change is a collectively **SOCIAL** and **EMOTIONAL** transformation.

Starts with a rational approach (focus on the **logic** and **reasoning** for the change), but then incorporates aspects of socialization (**including others in the process**) and managing the emotions of those involved.

# The **Socialization Method** and Kotter's First four steps

Your organization has to reduce employees and reorganize (become more centralized) because of budgetary constraints.

# The **Socialization Method** and Kotter's First four steps

Starting with a rational approach (focus on the **logic** and **reasoning** for the change), how do you create a sense of urgency? What will you do here? What is/are the message(s) that you need to communicate?

Incorporate aspects of socialization (**including others in the process**) and manage the emotions of those involved. Who is on your guiding coalition? Who are your formal and informal leaders? How do you prepare them for the process?

# The Socialization Method and Kotter's First four steps

What's your end goal (**vision**) and what do you need to accomplish and for whom?

How will you **communicate**? What will you **communicate**? What channels? With whom? How often?

# The Socialization Method and Kotter's First four steps

Ultimately, how do you manage the transitions (“ending stage”) from Bridges during this initial process?

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The Prince  
Nicolo Machiavelli  
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“You make the change at the  
University.”

Pres. Mike Schill

What **QUESTIONS** or  
**CONCERNS** do you have?