The Elephant's Blank Dance Card
The Failure of Most Change Efforts

➢ Kepner-Tregoe found that only 20% of survey respondents indicated that their change initiatives met or exceeded expectations.

➢ An Ernst and Young study of 584 companies found that the majority of quality initiatives failed to achieve significant improvement.

➢ Michael Hammer and James Champy estimate that "as many as 50 to 70% of the organizations that undertake a reengineering effort do not achieve the dramatic results they intended."

➢ Another Kepner-Tregoe study found that nearly 2/3 of executives surveyed felt that employee morale was "worse" or "the same" as a result of change initiatives. More than sixty percent of these executives rated their employees' reactions to organizational change as neutral, skeptical, or actively resistant.

Teaching the Elephant to Dance

James Belasco:

" . . . many companies are bound by earlier conditioning constraints. '*We've always done it this way*' is as limiting to an organization's progress as the unattached chain around the elephant's foot.

Success ties you to the past. The very factors that produced today's success often cause tomorrow's failure."

What Enables Successful Change?

➢ Think of a <u>successful</u> change that you've experienced (personal or organizational).

➢ What were the key factors that contributed to the success of getting the "elephant to dance?"

Top Factors

➤ Share your "success" factors with those around you.

➤ Agree upon the top factors that your small group thinks are most critical for getting the big elephant to dance.

Do people
resist change?

People don't resist
change, they resist
BEING changed!

© 2010, Photograph by Jeff Russell

People _CRAVE_ Change!

- Change is an _extraordinarily_ natural and normal practice that people routinely embrace . . . on their own terms!

- When people are in the _driver's seat_ of change, seeking out learning, opportunity, and growth, they usually view change as their _ally_ to and a _wellspring_ of their personal success.

Portrush Harbor, Northern Ireland

Imagine a world without change . . .

➢ You live in the same house with the same family next to the same annoying neighbors.

➢ You never read another book.

➢ Your children *never* grow up – or (worse) they *never* leave home!

➢ You eat the same meal at the same restaurant with the same rude waiter for the rest of your life.

➢ You do the same work every day at a job that is forever the same for a boss who is always cross

➢ You never visit a foreign country.

➢ You never marry . . . or never divorce.

➢ You never see a blazing scarlet sunset.

➢ You never experience awe, wonder, or joy!

So . . . If people *don't* resist change . . . Why do we see so much resistance?

If the elephant just naturally just *wants* to dance . . . Why isn't the elephant dancing?

The Cliffs of Moher - County Clare

It's not change that people resist, but *how* organizations manage it!

Our Agenda:
Inviting the Elephant to Dance

➢ Understand that it's **what organizations do** that stifles the elephant's "jig."

➢ Assess **Organizational Change Readiness** — the degree of receptivity to change.

➢ Avoid the most **common mistakes** made when introducing change initiatives.

What is Change "Readiness"

➢ A cognitive/emotional state that occurs when employees have positive *attitudes, beliefs,* and *intentions* toward a change.

➢ When readiness exists . . .
- Greater openness to new ideas
- Lower resistance to learning/growth
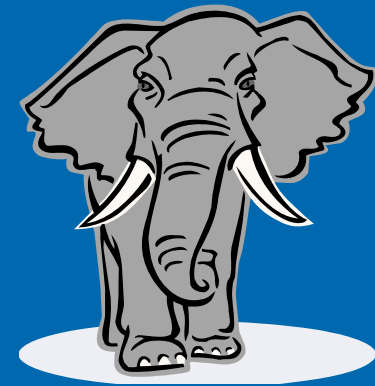- Earlier acceptance of the change

Moving *Toward* Change . . .

- **Readiness** — being cognitively/emotionally receptive to change; evident in openness toward the change in attitudes/beliefs/intentions.

- **Acceptance** — a deepening belief in the change and a willingness to work *with* the change <u>on one's own terms</u>.

- **Integration** — having attitudes/beliefs/intentions that *wholly* reflect the change . . . The change is difficult to separate from individual's thoughts and actions. Integration is evident when new ways of thinking and acting are *deeply engrained* in the attitudes, beliefs, and actions.

Why is Assessing *Readiness* Important?

Turn to a neighbor and discuss:

➢ Why is assessing *Readiness* important to dancing elephants?

➢ How might you *use* a readiness assessment when implementing a change initiative?

Components of Change Readiness

❑ **Organizational <u>Support</u>** . . .
- Clarity of the vision
- Centralized vs. distributed decision making
- History of employee involvement in decision making, goal setting, and past change initiatives
- Strength of training and development
- Extent to which the employees' voices are heard/responded to
- Quality of organizational communications
- Performance accountability

Components of Change Readiness

❑ **Organizational <u>Culture</u>** . . .

- Cultural receptivity to new ideas/innovation
- Level of teamwork/collaboration
- Level of trust
- What people do under stress
- Past *active* participation levels
- Whether people feel responsible for their own success

Components of Change Readiness

❑ **The <u>Change</u> Environment**

- ● Awareness of the forces driving change
- ● Clarity of the change and its effects
- ● Quality of the measures to gauge the success of the change (we'll know if we're getting there)
- ● The organization's track record with change
- ● The <u>number</u> of changes occurring simultaneously (Change overload! At the *breaking* point!)
- ● Cost/benefit analysis — advantages outweigh the perceived disadvantages

Components of Change Readiness

❑ <u>**Employee**</u> **Attitudes and Behaviors**
- People feel a sense of "**urgency**"
- Level of job engagement
- Level of employee autonomy/independence
- The presence of innovators and risk takers
- Employee-perceived ability to influence the change
- Degree of receptivity
- Confidence in the managers' and supervisors' ability to guide people through the change

Kylemore Lough
Wild Connemara

It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change.

— Charles Darwin

British naturalist

c. 1809-1882

Organizational Change Readiness Assessment (OCRA)

➢ Help understand the barriers to change.

➢ Intended for use by change leaders to assess *their* perceptions of the level of organizational change readiness.

➢ Offers insights into the overall likelihood of success or failure of a change initiative.

➢ Assists in identifying individual components that contribute to *low* readiness — identifies the Red Flags.

➢ Is primarily a *planning* tool vs. a *predictive* one.

Take Five Minutes . . .

➢ Review the OCRA's four components and its related behaviors . . .

➢ Respond to the behavioral statements and calculate your four OCRA dimension scores and your overall OCRA score.

Interpreting Your OCRA Scores

➢ If **zero or a negative number**, your organization is probably *not* ready for the change and the elephant shows ZERO interest in dancing shoes.

➢ If **between 0 and 27**, success is in jeopardy! No need to hire the orchestra just yet!

➢ If **between 28 and 56**, your organization has a moderate level of change readiness. The elephant *may* dance . . . but only with careful attention to its change vulnerabilities.

➢ If **between 57 and 84**, your organization has a high level of change readiness. The elephant is *already* dancing — and will continue to do so as long as everyone *stays* aligned with and receptive to the *idea* of change as the source of organizational renewal.

Enhancing Organizational Readiness

➤ Reflect upon *your* organizational change readiness . . . Taking a peek into each component . . .

➤ Discuss with your neighbor(s) three actions that you can take in your HRD role to enhance organizational change readiness and get your elephant "a dancing!"

Our Finale!

Ballynakill Harbor and Letterfrack
Connemara National Park

The Top Eleven reasons why elephants have a devil of a time dancing . . . even when they really really want to!

© 2010, Photograph by Jeff Russell

Why the Elephant Won't Dance
#11: *A Lack of a <u>Urgency</u>*

➤ Many change efforts fail because they have failed to create a "felt need" or a sense of urgency throughout the organization.

What? Me worry?

➤ Before selling people on the opportunities and benefits of a change, *people must first experience the need to change.*

Why the Elephant Won't Dance
#10: *A Lack of a Shared Vision*

➢ Without a truly shared vision of the destination of the change stakeholders may remain in the dark as to the purpose and intention of a change and they will find it much harder to bring their positive energy to help drive the change.

Where there is no vision, the people perish.

— Proverbs 29:18

Boglands and Clouds
Connemara National Park

Why the Elephant Won't Dance
#9: *An Absence of* <u>*Measurable*</u> *Outcomes*

➢ Change efforts often fail because they neglect to define and focus on *specific and measurable outcomes*.

➢ Every change effort must have *clear metrics* that enable everyone from those in the boardroom to those on the frontline to know if and when progress is being made on the change objectives.

#8: *A Failure to* <u>*Communicate*</u> *the Vision*

➢ It's not enough to have a vision of the change and effective measures of the change outcomes.

➢ Stakeholders must understand and share this vision, they must understand the "whys" of the change, and they need to know the organizational and personal benefits resulting from a change.

Why the Elephant Won't Dance
#7: *Being Surprised at the "Push-Back" from a Change*

➢ Every change, no matter how positively it is viewed by change leaders and others throughout the organization, will create emotional stress for some.

➢ If not anticipated or understood, this emotional stress is likely to result in higher levels of change resistance.

➢ We need to see resistance as a gift!

Why the Elephant Won't Dance
#6: *A Failure to Integrate __Dissident__ Perspectives into the Vision*

➢ The questions, issues, and concerns of the dissidents and other resisters who lead the "push back" on the change can help improve and strengthen any change effort — but only if they are encouraged to offer up their concerns.

➢ Successful change leaders pay attention to what the change nay-sayers are concerned about — and then do their best to integrate these dissident perspectives into the change vision.
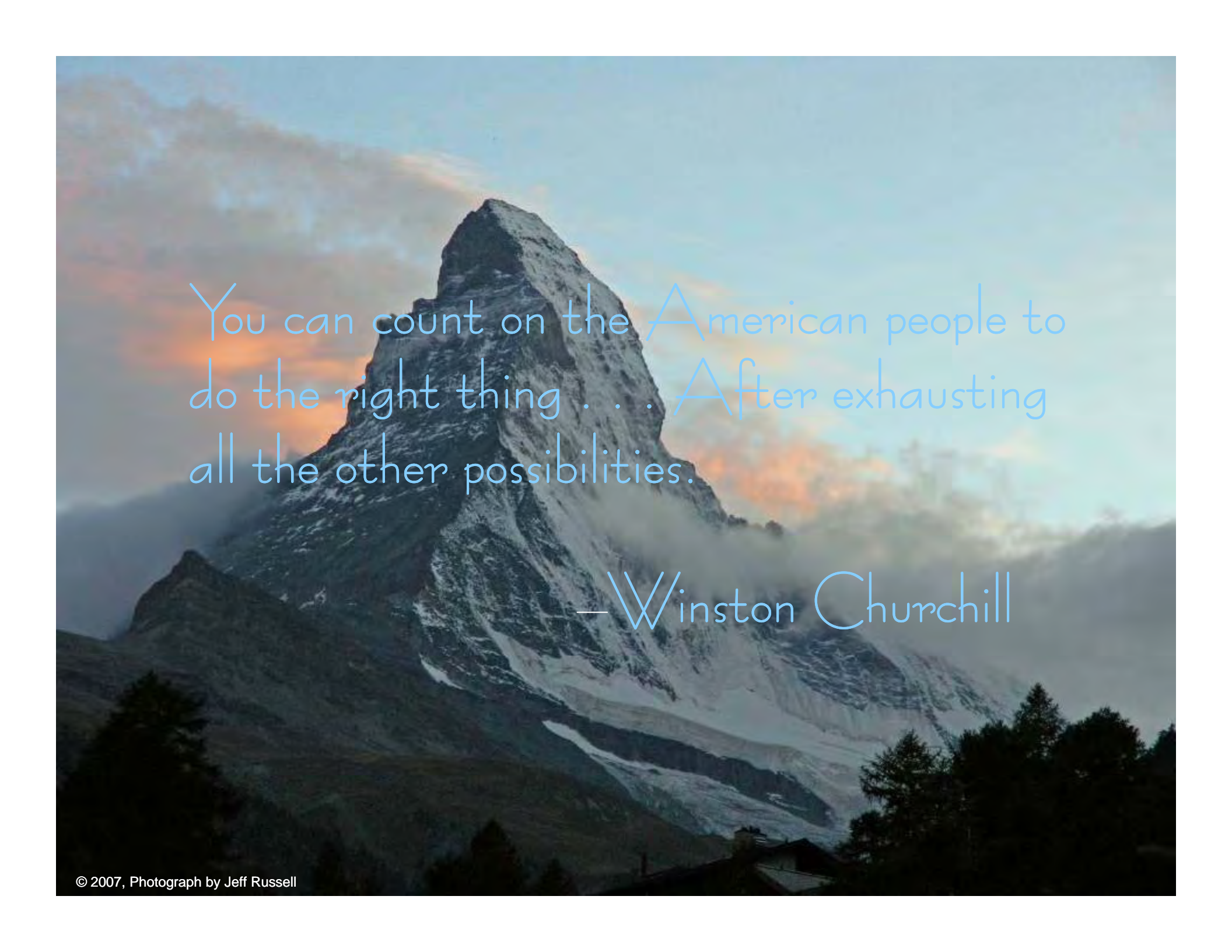
Why the Elephant Won't Dance
#5: *Failing to Anticipate and Confront* *Obstacles* *to the Change*

➤ All organizational change initiatives experience more than a few bumps in the road.

➤ One characteristic of successful efforts is that the change leaders proactively anticipate, identify, and directly confront systemic and structural obstacles to the change vision and plan.

Why the Elephant Won't Dance

#4: *A Failure to Integrate What Works or Doesn't Into the Vision*

➢ Successful change initiatives benefit most when change leaders have a high level of self-awareness that results from a critical assessment of the successes, missteps, and inevitable setbacks that they experience throughout the change implementation process.

➢ Then, based upon this self-assessment, change leaders *change* what they do next.

You can count on the American people to do the right thing . . . . After exhausting all the other possibilities.

—Winston Churchill

Why the Elephant Won't Dance
#3: *An Ignorance of the Organization's <u>Culture</u>*

➢ Culture plays a powerful and often underestimated role in the success or failure of a change initiative.

➢ Successful changes are guided by leaders who have a deep respect for and understanding of the organization's culture and its role in the change process.

➢ Culture is a central contributor to the success or failure of every change.

Why the Elephant Won't Dance
#2: *Failing to Establish Interim Benchmarks of Success*

➢ The failure to establish interim benchmarks to measure the progress of the change can diminish stakeholder buy-in.

➢ Interim measures bring the added benefit of helping people see and feel progress — something that may be especially important for maintaining stakeholder motivation during a long-term change initiative.
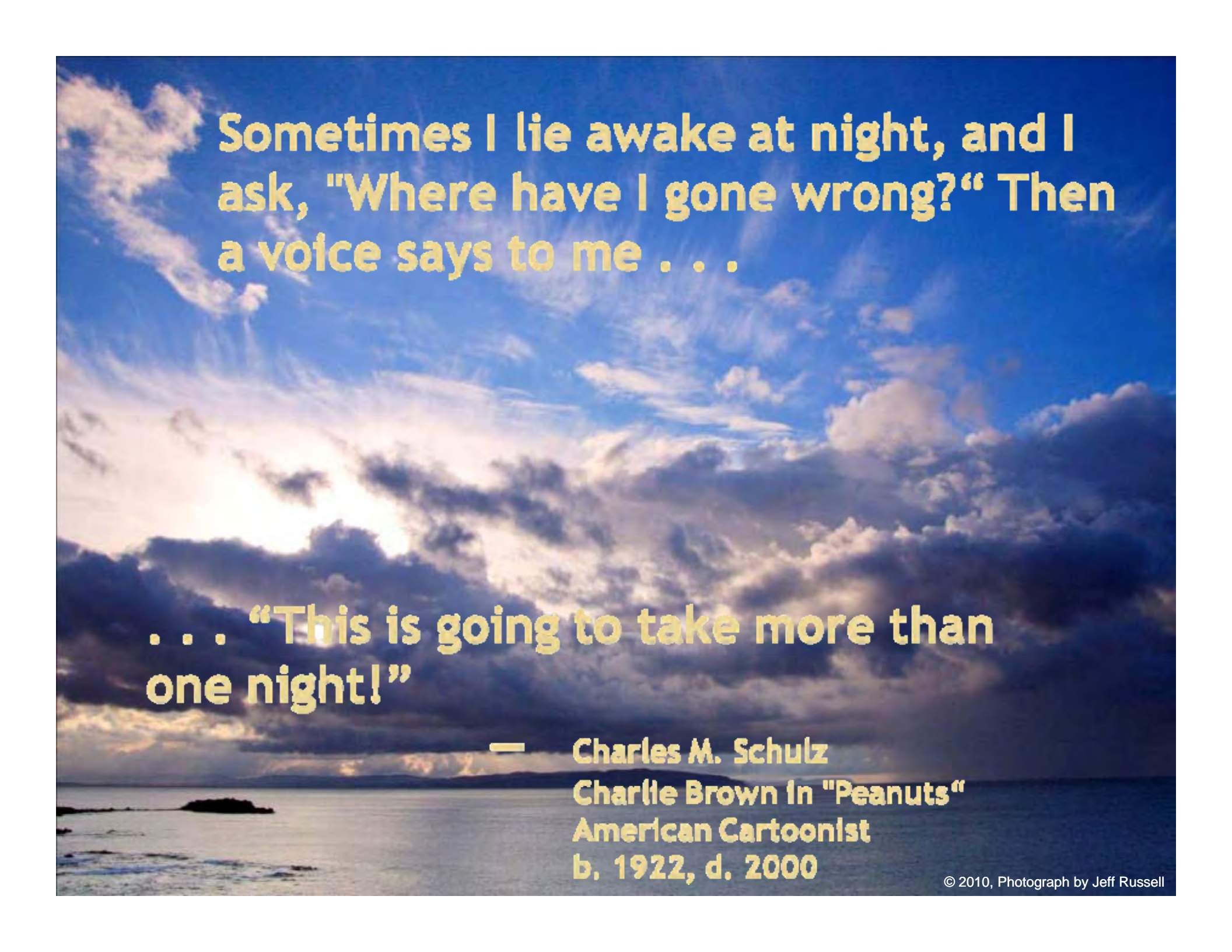
Why the Elephant Won't Dance
#1: *The Lack of Structural Reinforcers Sustaining the Change*

➢ The most significant cause leading to the failure of change initiatives is the failure to create organizational infrastructure to help stabilize the change and reinforce the new ways of thinking and acting.

➢ Without structural reinforcements, change leaders, those on the front line, and everyone in between will tend to drift back into old mindsets and behaviors.

Somebody has to do something . . .
and it's just incredibly pathetic that it
has to be <u>us</u>.

— the late Jerry Garcia
(of the Grateful Dead)

Sometimes I lie awake at night, and I ask, "Where have I gone wrong?" Then a voice says to me . . .

. . . "This is going to take more than one night!"

— Charles M. Schulz
Charlie Brown in "Peanuts"
American Cartoonist
b. 1922, d. 2000

After the Rain
Howth Harbor, County Fingal

Thank you for being a part of this exploration of *change readiness* . . .

For a copy of this PowerPoint presentation and for more information about leading change in your organization contact Russell Consulting at www.RussellConsultingInc.com

Russell consulting, inc.