Organizing Evidence-Based Change

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- **New team member**
- **Leader succession**
- **Tech introduction**

CHANGE

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Summary of Prescriptive Change Models

Summary of Change Steps	Lewin (1948)	Beer (1980, 2009)	Cooperrider and Srivastva (1987) AI	Judson (1991)	Kanter et al. (1992)	Kotter (1996, 2012)	Hiatt (2006) ADKAR
Assess the opportunity or problem motivating the change	Unfreeze	Mobilize commitment to change through joint diagnosis of business problem	Discovery	Analyzing the organization and planning the change	Analyze the organization and its need for change. Create a sense of urgency	Establish a sense of urgency	Awareness
Select and support a guiding change coalition			—	—	Line up political sponsorship	Form a powerful guiding coalition	
Formulate a clear compelling vision	Transition	Develop a shared vision of how to organize and manage for competitiveness	Dream	—	Create a shared vision and a common direction. Separate from the past	Create a vision	
Communicate the vision		Foster consensus for the new vision, competence to enact it, and cohesion to move it along	—	Communicating about the change	Support a strong leader role	Communicate the vision	
Mobilize energy for change		Spread revitalization to all departments without pushing it from the top	Design	Gaining acceptance of the required changes in behavior; making the initial transition from the status quo to the new situation	Craft an implementation plan; communi-cate, involve people, and be honest	—	Desire
Empower others to act			Destiny			Empower others to act on the vision	
Develop and promote change-related knowledge and ability		—	—	—	—		Knowledge Ability
Identify short-term wins and use as reinforcement of change progress		—	—	—	Develop enabling structures	Plan for and create short-term wins	Reinforcement
Monitor and strengthen the change process	Refreeze	Monitor and adjust strategies in response to problems in the revitalization process	—	Consolidating new conditions and continuing to promote change to institutionalize it		Consolidate improvements and produce more change	—
Institutionalize change in company culture, practices, and management succession		Institutionalize revitalization through formal policies, systems, and structures	—		Reinforce and institutionalize change	Institutionalize new approaches	—

No recipes

Change is dealing with uncertainty
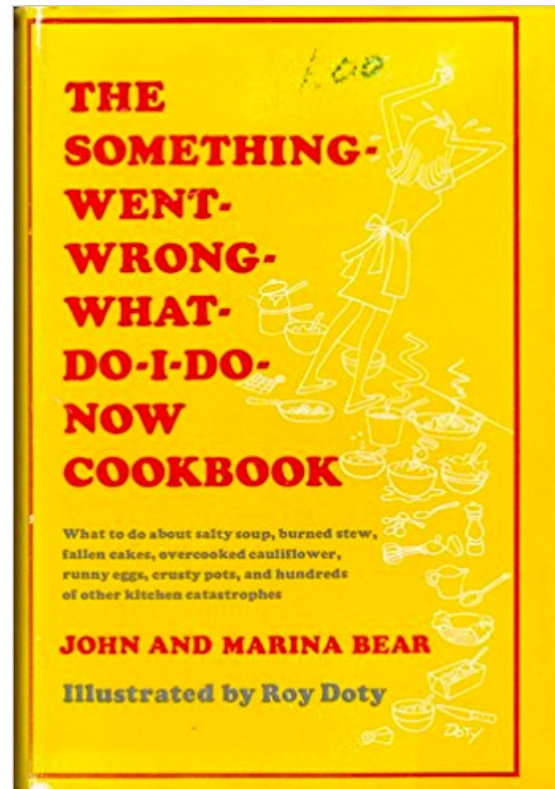
AMO framework of change
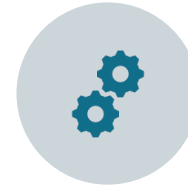
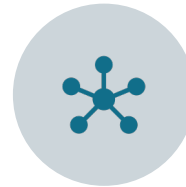# What works in change management

DIAGNOSIS

READINESS

CHANGE COMPETENCE
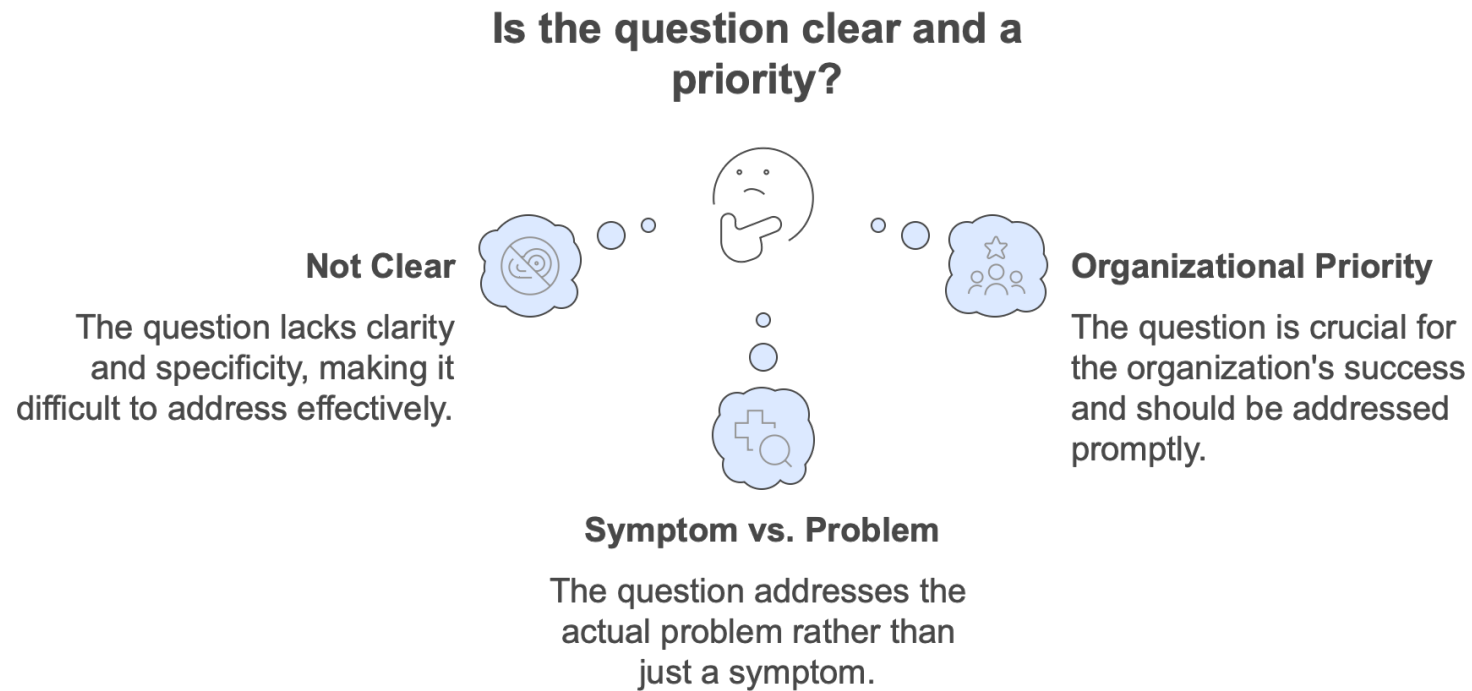
MOTIVATING PROCESSES

VISION

MONITORING

INTEGRATION

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Solving the right problem: diagnosis

Example

- Company wants a team building
- Members of project teams compensate for work from other members
- There is frustration and conflict

Diagnosis

Is the question clear and a priority?

Not Clear

The question lacks clarity and specificity, making it difficult to address effectively.

Organizational Priority

The question is crucial for the organization's success and should be addressed promptly.

Symptom vs. Problem

The question addresses the actual problem rather than just a symptom.

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Adding is favoured over subtracting in problem solving

A series of problem-solving experiments reveal that people are more likely to consider solutions that add features than solutions that remove them, even when removing features is more efficient.

Tom Meyvis ✉ & Heeyoung Yoon ✉

Consider the Lego structure depicted in Figure 1, in which a figurine is placed under a roof supported by a single pillar at one corner. How would you change this structure so that you could put a masonry brick on top of it without crushing the figurine, bearing in mind that each block added costs 10 cents? If you are like most participants in a study reported by Adams et al.[1] in *Nature*, you would add pillars to better support the roof. But a simpler (and cheaper) solution would be to remove the existing pillar, and let the roof simply rest on the

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Appropriate solutions – Designing change

An intervention plan indicating a timing

Combining mutually reinforcing interventions

Employee involvement

The role of "coalitions" is unclear, but trust in management is crucial. There is limited evidence regarding training opinion leaders as ambassadors of change.

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Vision

Common goal based on common interests

Communicating for the purpose of understanding why

High-quality evidence to argue

Repetition of the message through different channels and media

Continuous communication and updating

~~Sense of urgency~~

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Communication plan

Audience	Objective	Actor	Channel	Timing

Change readiness

READINESS

'Change has a past and a present'

1. Success of previous changes
2. Barriers and motivators, needs:
   - Current workload
   - Mindset and attitudes
   - Existing support and resources

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Management readiness

Building change competence is essential — don't assume managers have it

Building change competence is essential — don't assume managers have it

Importance of senior management: Link with strategic objectives

Prepare and train leaders

Anticipating impact on managers

"**A new technological development might seem like techie trivia until you explain how it supports a strategic goal.**"

Motivating process

- **Objectives**

Motivating process

- **Developing objectives with a focus on achievable goals**
  - First: **Learning objectives** to develop skills
  - Then **performance targets** to put results first
  - Objectives lend themselves well to **monitoring progress**: skills, participation, effectiveness of change initiatives

  Unpacking larger objectives into smaller scalable initiatives

Learn

Motivating process

- **Learn**:
 - Knowledge and skills
  - Developing a psychologically safe environment
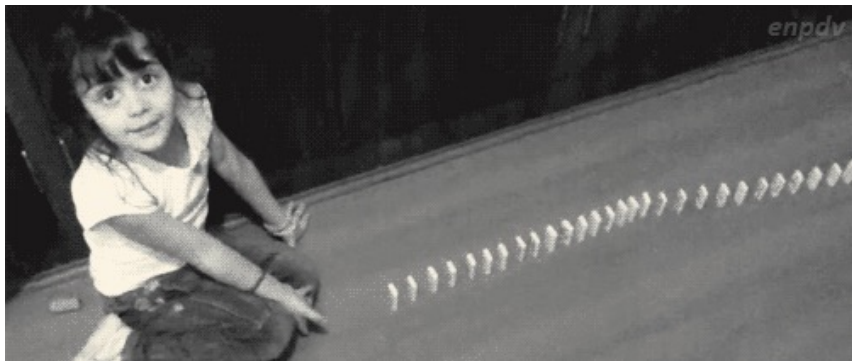
"After you plant a seed in the ground, you don't dig it up every week to see how it is doing."

William Coyne

vice president 3M R&D till 2000

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Motivating process

- **Learn**:
  - Knowledge and skills
  - Developing a psychologically safe environment
  - **Space and time to enable learning**
  - **Bringing problems to the surface**
    - Tackling solutions locally where possible
    - Encouraging initiative (bottom up)
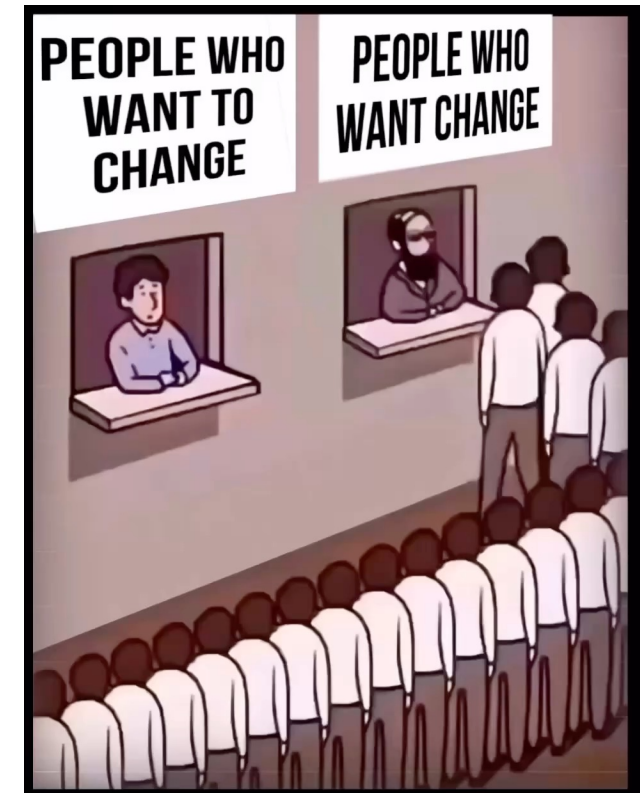
Industry example: Tackling solutions locally

- Detecting a problem
- Propose a solution
- Without the permission of the chef

Motivating process

Transition structures

Temporary structures that facilitate the transition

Developing knowledge and change capacity

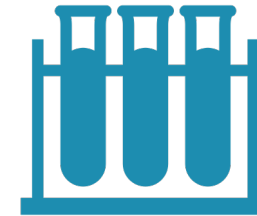Projects, practices or trials

Motivating process

Transition structures

Temporary structures that facilitate the transition

Developing knowledge and change capacity

Projects, practices or trials

Microprocesses

Test and adjust(sandboxes)

No one-size-fits-all.

Small wins

Sandboxes

Monitoring

Follow-up and adjustment:

Measure expected results

Local support and sufficient resources
for change

After action review

- **structured evaluation** of the activities;
- an exchange of ideas and an in-depth analysis of **what happened**
- identification of what can be addressed immediately
- AND
- identification of what can be done in the **longer term** to improve responses in the future.

Focus on learning and sharing experiences

Integrate into systems and processes
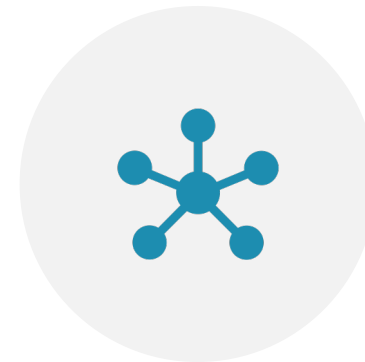
Integrate into systems and processes

• **Pre-existing policies** and the extent they are **consistent or inconsistent with the new practice**

(Currie & Procter, 2003; Khilji & Wang, 2006; Kossek, Ollier-Malaterre, Lee, Pichler, & Hall, 2016; Morris, 1996; Riach, 2009)

• …or even with another policy that is simultaneously being introduced (Raja et al., 2010)

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What works in change management
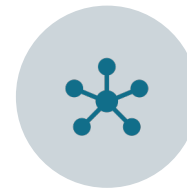

DIAGNOSIS   READINESS   CHANGE COMPETENCE   MOTIVATING PROCESSES   VISION

MONITORING   INTEGRATION

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reading

Stouten, J., Rousseau, D. M.,& De Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals*, *12*(2), 752-788.

https://www.researchgate.net/publication/324850641_Successful_Organizational_Change_Integrating_the_Management_Practice_and_Scholarly_Literatures

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Summary of the research

Beyond Popular Belief: What Works in Organizational Change

By Dr. Jeroen Stouten and Dr. Denise M. Rousseau

https://www.promptumagazine-digital.com/hracb/0122_summer_fall_2022/MobilePagedArticle.action?articleId=1801881#articleId1801881

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