



POSITIVE CHANGE MANAGEMENT

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CHANGE
MANAGEMENT
is a core
leadership skill



The twin capabilities of
managing change
and
coping well with change
are now central
management skills.



Many change programmes fail





“Management typically over-estimates the degree of co-operation it will get and under-estimates the transition costs.

Among the by-products of significant restructuring are discontinuity, disorder and distraction — all of which tend to reduce productivity.”

Rosabeth Moss Kanter
Professor of Harvard Business School

Managers should avoid

- Making assumptions about what drives others
- Poor communication
- Forcing people into things that (you think) will be 'good for them'
- Forgetting about the need for inspiration and excitement in the workplace.

Motivating Your Employees in a Time of Change
CMI Checklist 068

Four Strategies for Positive Leadership - Kim Cameron

Positive Climate

Positive Connections

Positive
Leadership

Positive Communication

Positive Calling
Orientation

Over to you...



Take a moment to recall the last change process you were involved with

- How did it go?
- What did it feel like?
- What did you learn?



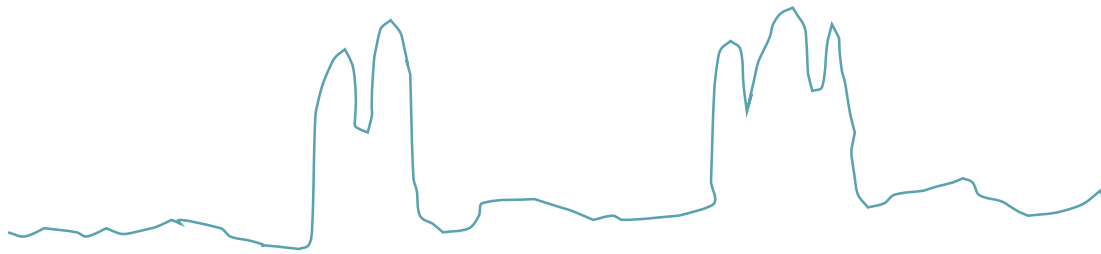
CHANGE MANAGEMENT

The basics

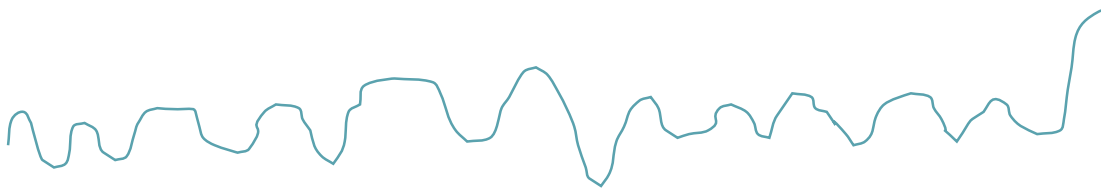


Types of change

Discontinuous change



Continuous change



Kubler-Ross change curve



Know your stakeholders



“ Find the appropriate balance of competing claims by various groups of stakeholders.

All claims deserve consideration but some claims are more important than others.”

How to Understand Your Stakeholders

4-step template to
plan engagement for your change project

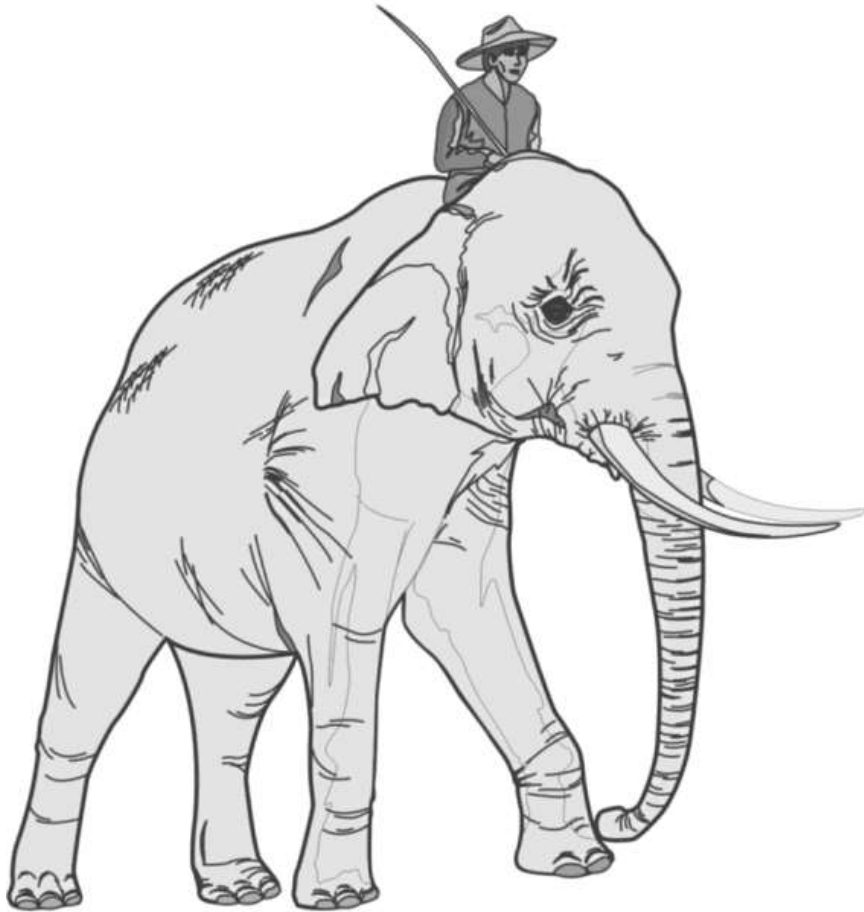


FORMIUM
DEVELOPMENT

Download the
stakeholder
template:

<http://formium.co.uk/gifts/stakeholders>

Switch model - Chip & Dean Heath



Over to you...



Recall a time when you were part of a well managed change (however big or small).

What made it work so well?



Positive change
management



"A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more."

Rosabeth Moss Kanter



Deficit theory of change



Appreciative Inquiry – strength based-change

- Appreciate “Best of what is”
- Imagine “What might be”
- Design “What should be”
- Create “What will be”

David Cooperrider





Benefits of an appreciative approach





“The task of leadership
is to create an
alignment of
strengths, making a
system’s
weaknesses
irrelevant.”

Peter Drucker





So,
what could you do?



Bring people along



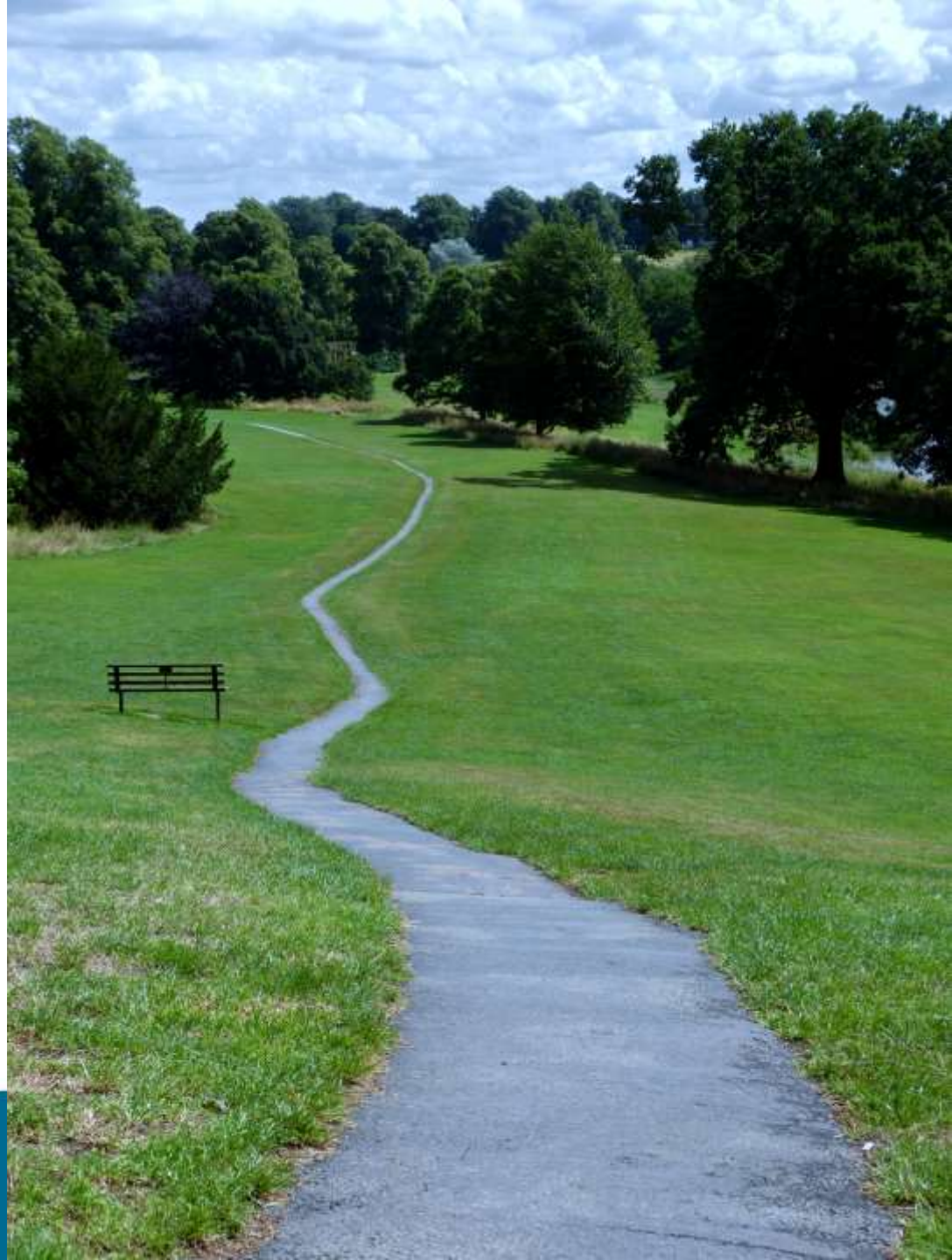
Use an appreciative approach



Acknowledge
the emotion



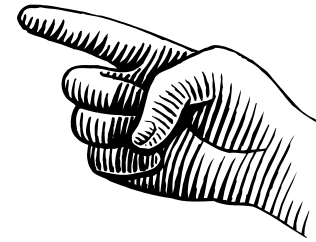
Make
following
the new
behaviours
and
expectations
it easier



Communicate, communicate,
communicate



Over to you...



Think about the next time you need to make a change (however big or small)

How could you use a positive approach?



What stood out to you?

What are you taking away?

What will you do?

Questions?

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