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Tool	When to use it	What it does
Change definition	At the start	Force you to be specific about who needs to change in what way rather than talk blandly about 'vision'
Force field analysis	Any time	Simplifies everything down to allow you to have a conversation about what really will drive change in behaviour in a particular group and how to achieve this by reducing barriers or amplifying enablers
Change 'system' question checklist	When initiating or reviewing a change initiative	Reminds you of key questions to work through to determine your approach to making a specific change initiative work and to build the feedback loop to allow you to track and refine approach based on people's reactions
Stakeholder map	At start of a change initiative	Helps you think through who is most impacted and who has the power to stop or promote the change
Kotter's options for change	When considering how to deal with different groups	Provides simple structure to think through how to deal differently with 'winners' and 'losers' in change initiatives
Factors in successful change	When planning or reviewing a change initiative	Prompts you to consider the most significant drivers of success or failure in your overall approach Using the 'emotions in successful change' helps you think through the practical steps to get people involved and then increase their degree of commitment to the initiative



Contents (2 of 2)

Tool	When to use it	What it does
Balancing challenge and support	When planning a conversation, meeting, workshop or initiative	Help create a more energising climate in your meeting or in your overall approach
A starter kit of 'change hacks'	Before deciding how to enable or force change	A short list of 'hacks' capable of providing either challenge or support to drive change – this is a small subset of the full change hack list currently under development – email hello@willwechange.com for updates when available
Change tracking survey (see separate PDF file on www.willwechange.com)	To track ongoing progress of a change initiative	Provide simplest possible approach to engaging leaders in change – simply track your initiative against the factors our survey shows are correlated with success – show leaders this data and ask what they propose to do in response
Roots of resistance	When thinking about why people are resisting your change initiative	Help you think about what's really going on in their heads in order to figure out how to address the root problem rather than a symptom

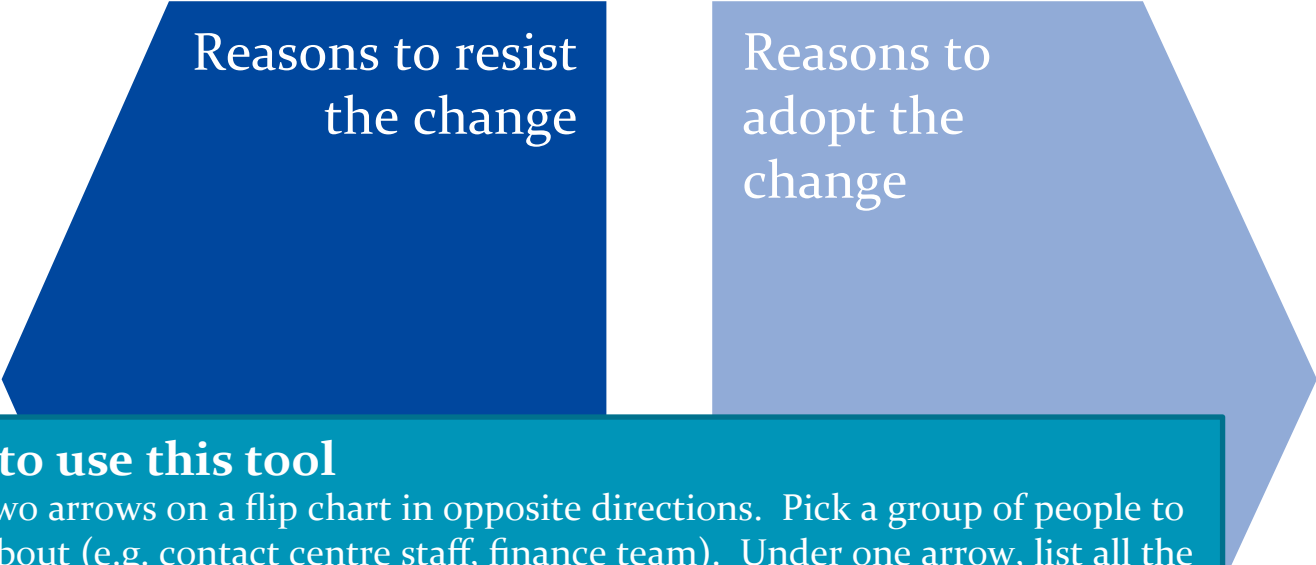


Defining the change

Question		Answer
What are the benefits (as precise as possible) to the organisation or externally from this change?		
Which internal stakeholders will be the primary beneficiaries of the change?		
What external impacts will there be and on which stakeholders?		
Which groups / individuals internally will have to change to deliver the benefits?		
For each group/individual, as specifically and precisely as possible, what will be different for them after the change?		
Group:	Impact:	
Group:	Impact:	
Group:	Impact:	
Group:	Impact:	



Force field analysis (from Kurt Lewin)



Reasons to resist
the change

Reasons to
adopt the
change

How to use this tool

Draw two arrows on a flip chart in opposite directions. Pick a group of people to think about (e.g. contact centre staff, finance team). Under one arrow, list all the practical reasons why that group of people may adopt the change.

Under the other, list all the practical reasons they might ignore or sabotage it. Having done that, ask what can be done to reduce the reasons to resist and what can be done to amplify the reasons for adopting the change



Force field analysis (from Kurt Lewin)

Example

Adopting a new computer system – a ‘force field analysis’ for contact centre staff

Reasons to resist the change

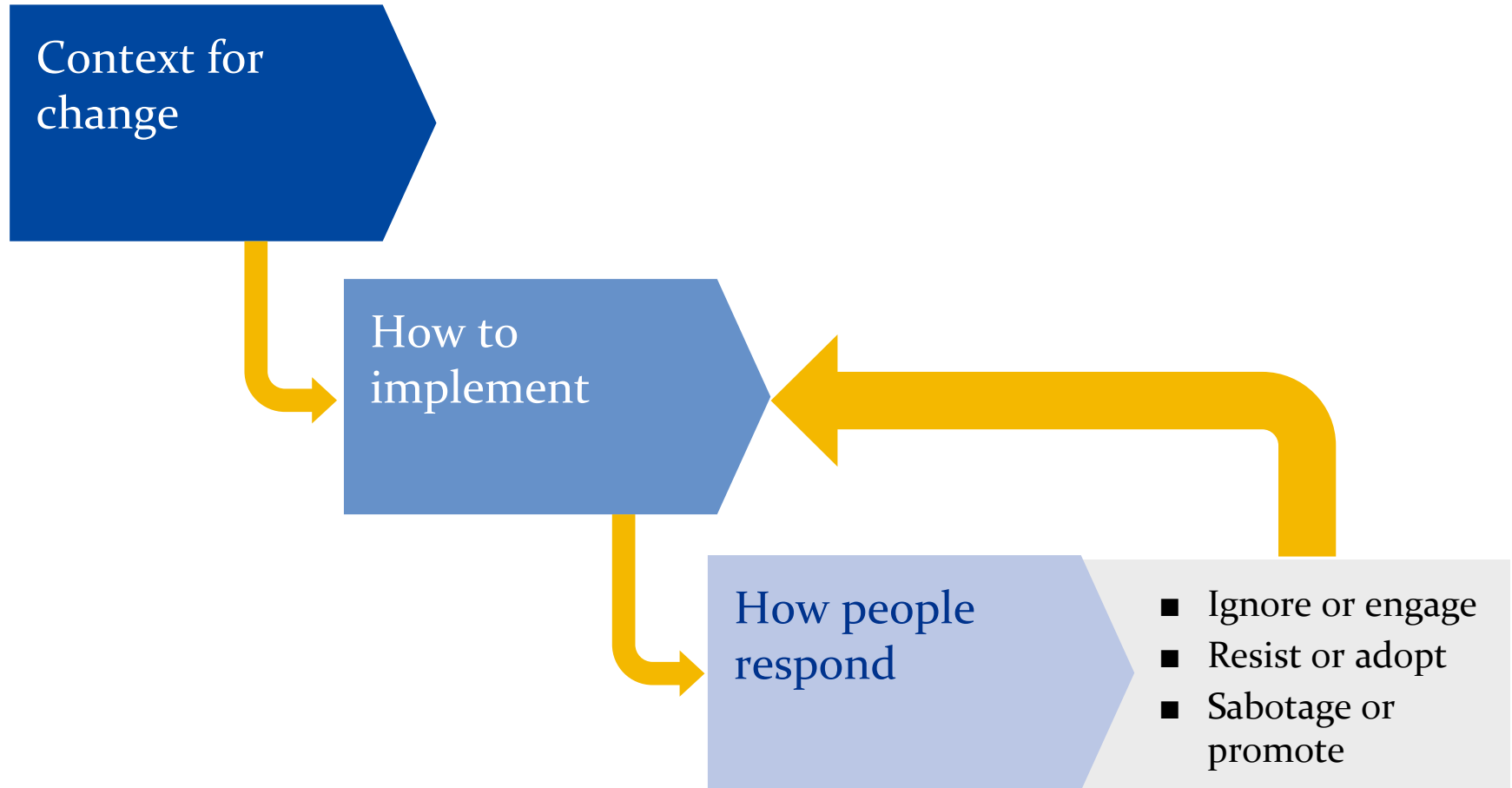
- Slower using the new system while I’m learning
- No benefit to me – I just have to enter more information
- I’m measured on how fast I handle calls and not on entering information

Reasons to adopt the change

- ‘The broader good’ – the other departments will benefit from the extra information I enter
- I’ll probably get hassle if I don’t use the new system



Seeing the change 'system'



The 'change system' checklist

Context for change

- About the change
 - Case for change & benefits
 - Learning from elsewhere
 - Biases & strengths of leaders
- About this organisation
 - Current climate & initiatives
 - Change history
 - Networks of influence

How to implement

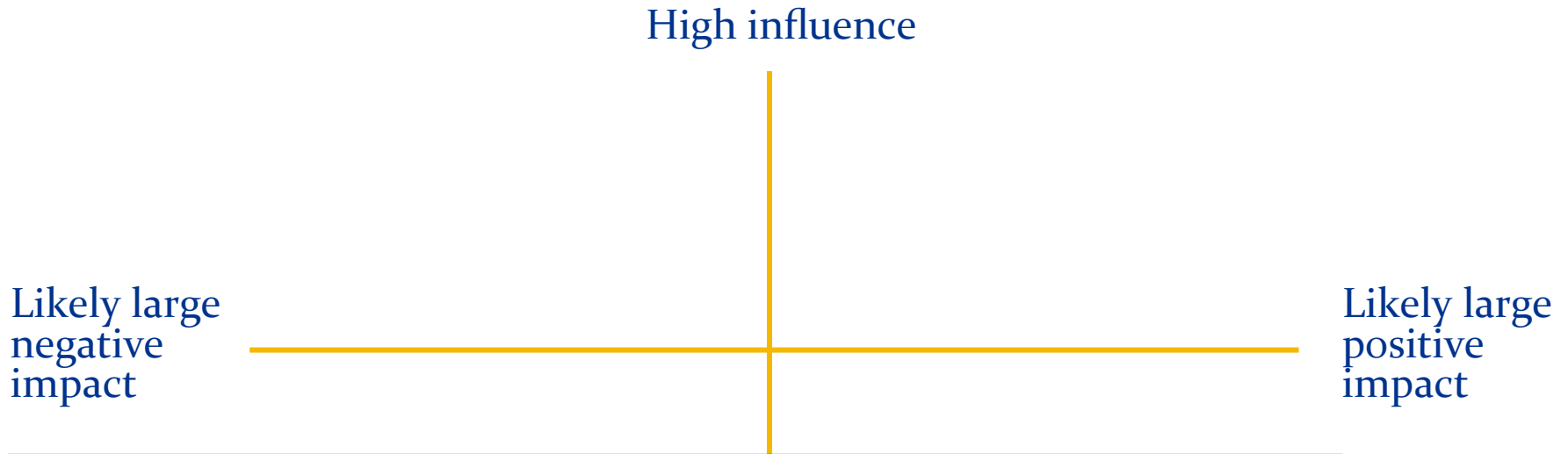
- 'Top down' or 'bottom up'
- Which of >100 'change hacks' to use
- How to involve & make decisions
- Who does what when

How people respond

- Ignore or engage
- Resist or adopt
- Sabotage or promote



Stakeholder map



How to use this tool

Draw two axes as shown here on a flipchart or brown paper chart on the wall. Brainstorm a list of stakeholders who are impacted by the change, listing each on a Post-it. You could use different coloured Post-Its for internal / external stakeholders. Then get the group to position each stakeholder Post-It in the rough area that represents how impacted they are by the change, whether that impact is likely to be felt to be positive or negative, and how influential they are. Then you can get the group to discuss how to use the high influence positive stakeholders to engage the others, and how to work with the stakeholders likely to view the change negatively. You may want to refer to the Kotter list of options for dealing with stakeholders or to refer to the 'change hacks' tool to generate more ideas



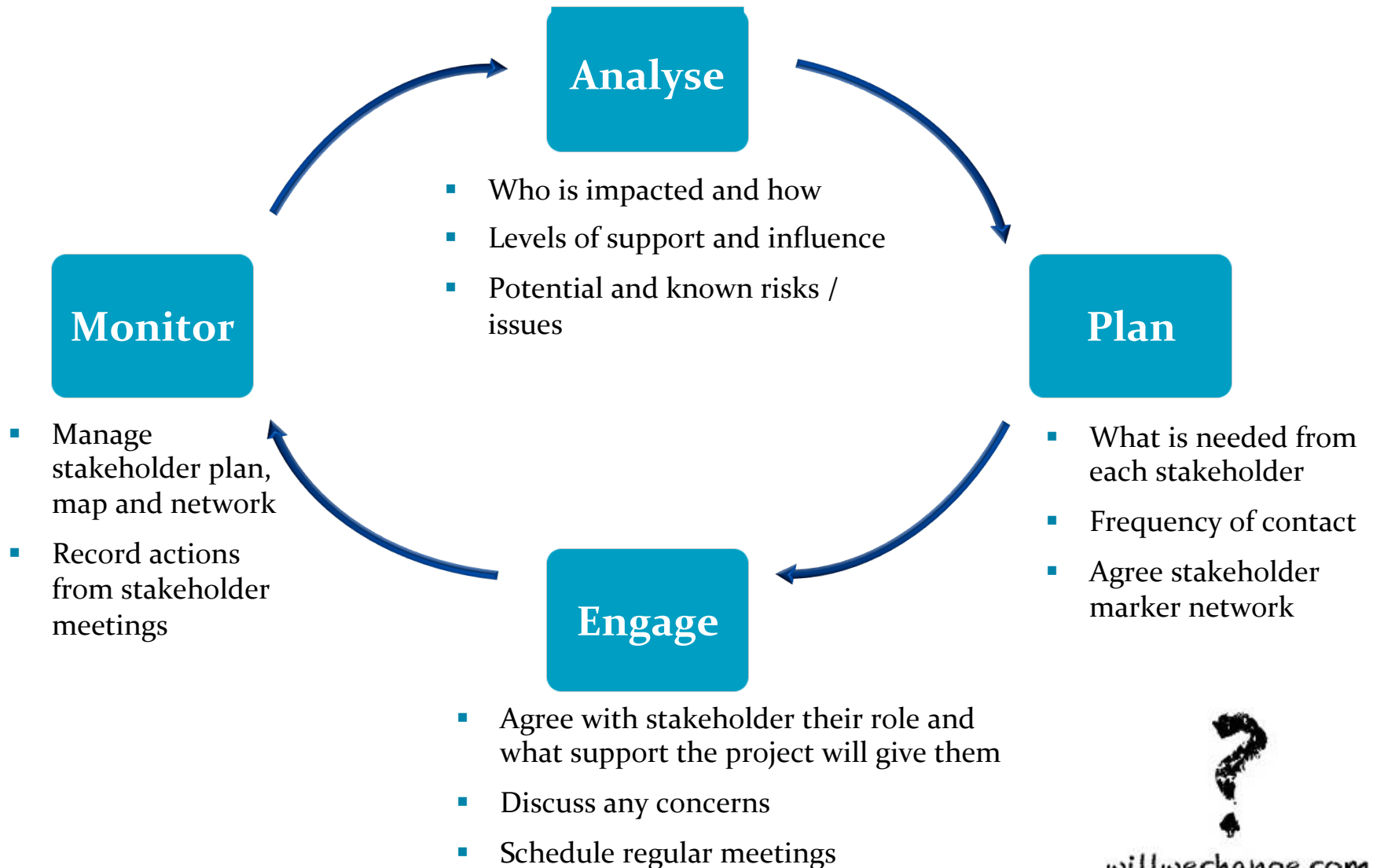
Kotter's options on approach

Approach	Commonly used	Advantages	Drawbacks
Education & communication	Where there is a lack of information or inaccurate information	Once persuaded, people will often help with implementation	Can be very time consuming if large audience
Participation & involvement	Where initiators do not have all information	Better design; people who co-design change are more likely to be committed	Can be very time consuming if participants design inappropriate change
Facilitation & support	Where people are resisting because of adjustment problems	No other approach works as well with adjustment problems	Can be time consuming, expensive & still fail
Negotiation & agreement	Where someone or some group will clearly lose out	Sometimes it is a relatively easy way to avoid major resistance	Can be too expensive in many cases if it alerts others to negotiate
Manipulation	Where other tactics will not work or are too expensive	It can be a relatively quick and inexpensive solution to resistance	Can lead to future problems if people feel manipulated
Explicit / implicit coercion	Where speed is essential and the change initiators possess considerable power	It is speedy and can overcome any kind of resistance	Can be risky if it leaves people mad at initiators

Reproduced from the excellent 'Leading Change', John Kotter, Harvard Business School Press
ISBN 978-0875847474

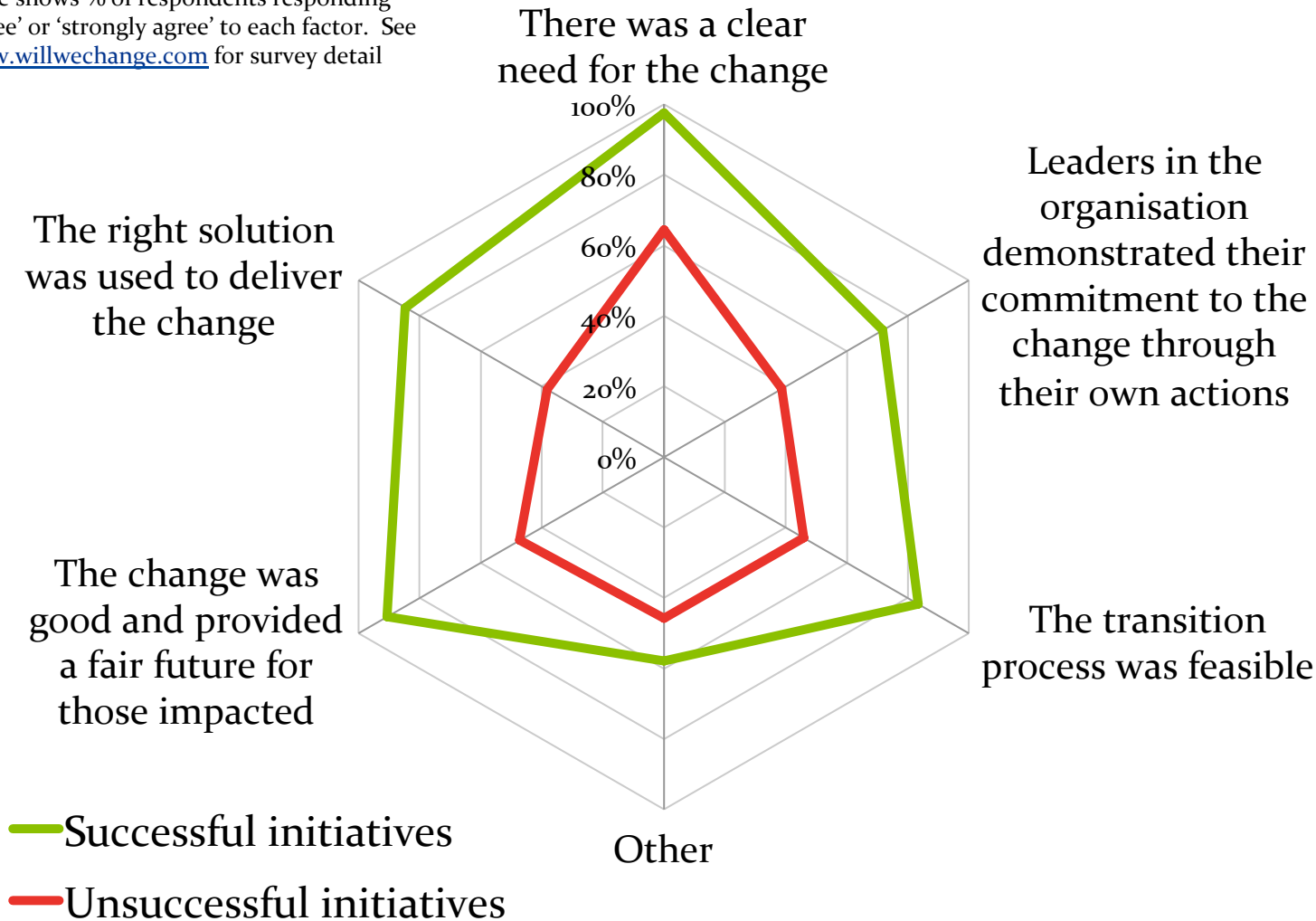


Approach to managing stakeholders



Factors in successful change: (1) Approach

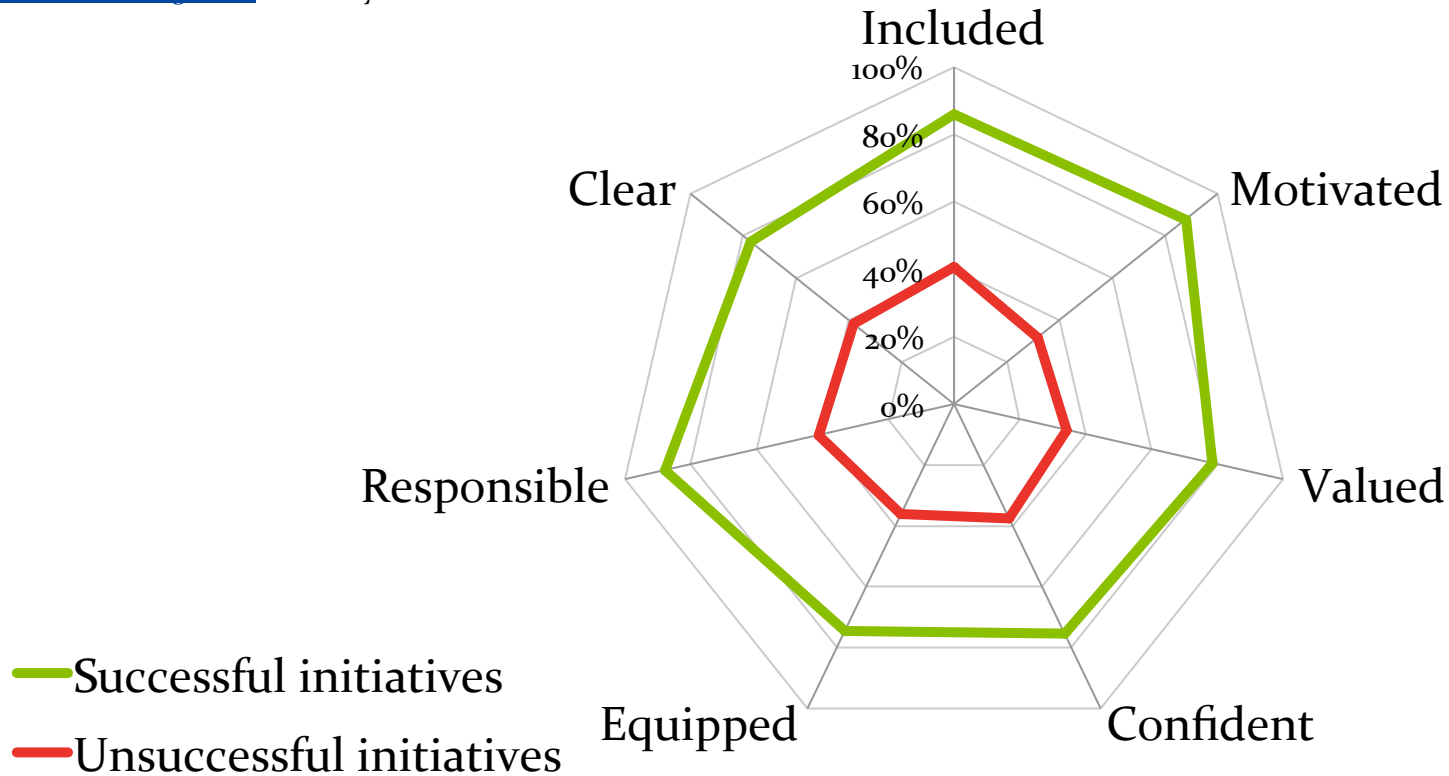
Scale shows % of respondents responding 'agree' or 'strongly agree' to each factor. See www.willwechange.com for survey detail



Factors in successful change (2) Feelings

How leaders make people feel during change

Scale shows % of respondents responding 'agree' or 'strongly agree' to each factor. See www.willwechange.com for survey detail



Source: willwechange.com/IGD survey of retail sector March 2014 (330 respondents)

Survey questions © Jon Dean, Celebrate the Corners



Change tracking survey

A very simple approach to change management...

Invite the leaders to adopt
our list of factors in
successful change on a
defined change initiative



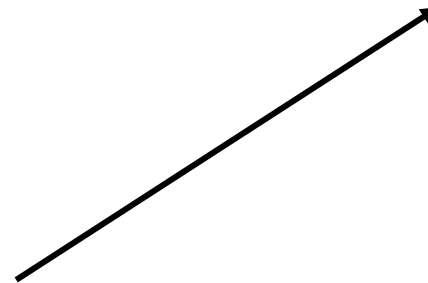
Leave them to it



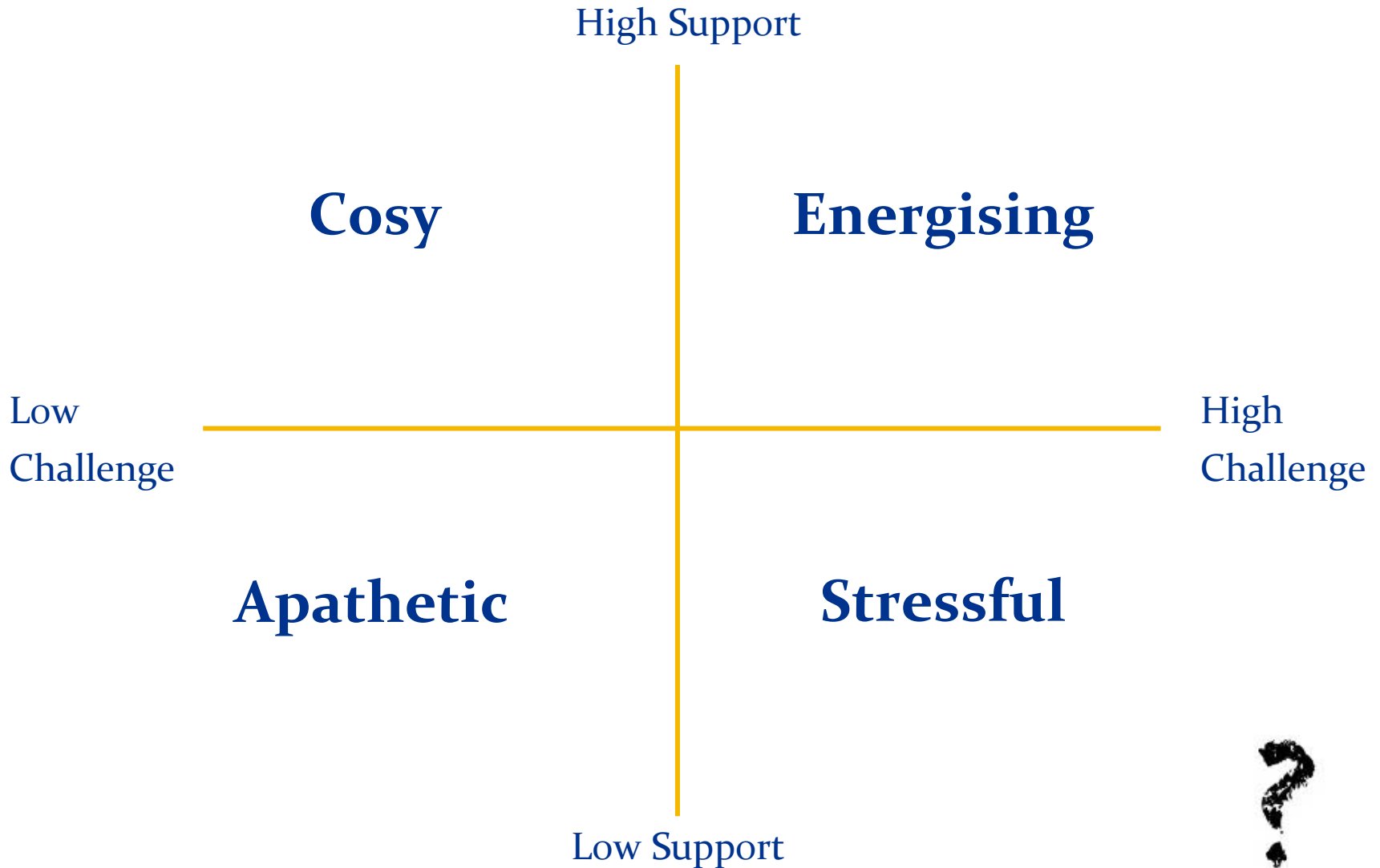
Track perceptions of the wider
audience for change against the
factors

(see survey tool on
www.willwechange.com)

Confront the issues
raised by feedback with
the leadership group



Balancing your style



A few 'change hacks'

'Challenge' examples

- Make it hard to do the old thing
- Cut resources
- 'Change or die' communications
- Set hard targets
- Benchmark to show what others are achieving
- Clarify role to increase accountability
- Show people 'how bad it really is'
- Name and shame / peer pressure
- Publicly criticise old ways of doing things

'Support' examples

- Make it easier to do the new thing
- Ask how people would like things to be
- Show 'what good looks like'
- Describe an attractive future state
- Provide new skills / tools
- Provide additional resources (temporary or permanent)
- Praise adoption of 'right' behaviour
- Engage people's curiosity
- 'Gamification'



Common roots of resistance

Fear of the unknown

Responsibility anxiety

Survival anxiety

Learning anxiety

Fear of social loss

Need for control



Thank you for downloading

Register at willwechange.com for:

- a) updates as new free tools are available
- b) opportunity to be in the group testing a new change hacks online tool / app

If you want more sophisticated tools or Powerpoint versions of these tools for tailoring into your own tools, you may want to subscribe to our chargeable toolkit service.

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