Enabling the Change Leader

March 2004

The training was stimulating and offered fresh insights in how we can work together effectively as we move forward. I commend it to you.

Bishop Kenneth

KAIROS

seizing God's moment for growth

PURPOSE OF THE TRAINING

1. To support clergy in their leadership, management and understanding of invited and uninvited change from the perspective of change leader
2. To allow clergy in leadership roles to engage with the process of change within their parishes as part of the Kairos process
3. To allow a safe exploration of the purpose of the change, with a feedback mechanism for issues and concerns to Kairos

AGENDA

Timing	***Theme***	***Activity***
1000	***Exploring The Change***	*Outline of the agenda, objectives and expected outcomes* *Agreeing ground-rules for working through the days agenda* *Current snapshot of hopes, fears and concerns in relation to: the Kairos process*
		Change curves and resistance to change input
		Win/Win Matrix input and examination in relation to Kairos *Understanding own approach to change*
1245		*Lunch*
1345	***Change Skills***	*Kairos process input*
		Stakeholder and RACI analysis – Kairos and Parish
		Messages for the Kairos Executive
		Review of the day and evaluation of further learning needs
1600		***Close***

ANTICIPATED OUTCOMES FROM THE DAY

- Questions/feedback for the Kairos process
- Identification of further learning needs
- A shared and explicit process of examining change and the Kairos process together
- Greater confidence in understanding change and approaching the future
- More feeling of “we” and facing this together
- Some more concrete ideas on how to move forward within own parish.

OVERCOMING ISSUES OF RESISTANCE – MOTIVATING CHANGE

People naturally resist change. They have a need for stability, and change can cause anxiety and uncertainty and reduces the sense of self-control. Change not only upsets formal structures, but also informal structures. There are two broad reactions to change, especially to the type of radical change which business re-engineering or redesign can bring. The two types can be classified as the negative curve and the positive curve. Both reactions give rise to resistance, both are natural and both need to be managed in active (rather than reactive) way.

The negative curve is normally the reaction of those who are targeted for the change (as opposed to the change agent teams which are designing and planning the change). This is summarised in Figure 1.

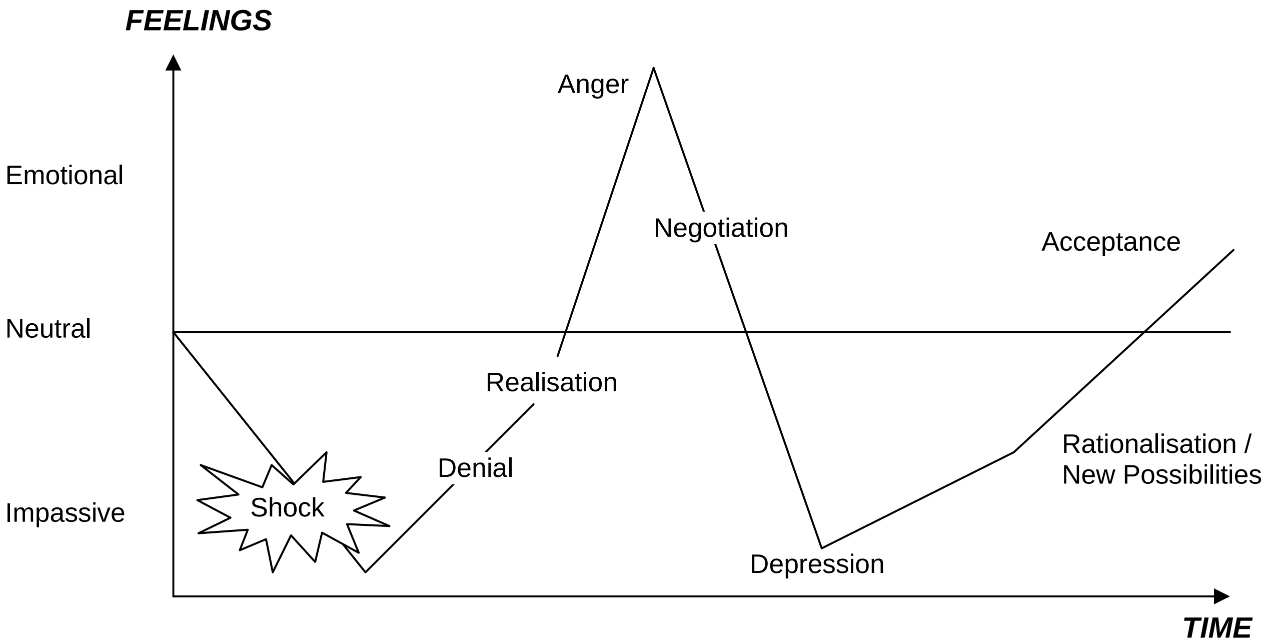


Figure 1. The negative curve to major change

After shock the first reaction is to deny change (‘Oh no – you must be joking!’). When realisation sets in (‘You mean you’re *not* joking?!’), anger follows. Then a stage of negotiation begins (‘Maybe I can dodge the changes’), depression following. Acceptance follows only after realisation.

This will occur more often than not. For some it will be very fast, while others may remain angry (and resistant), or depressed (and not so supportive). The secret is to recognise the various stages in people, and help them get through the curve as fast as possible.

It is often assumed that those who are involved in designing and planning the changes do not go through such a reaction, and this is broadly correct. However, these teams (and the top management team which originally instigates the changes) can go through the positive curve, which has its own dangers as shown in Figure 2.

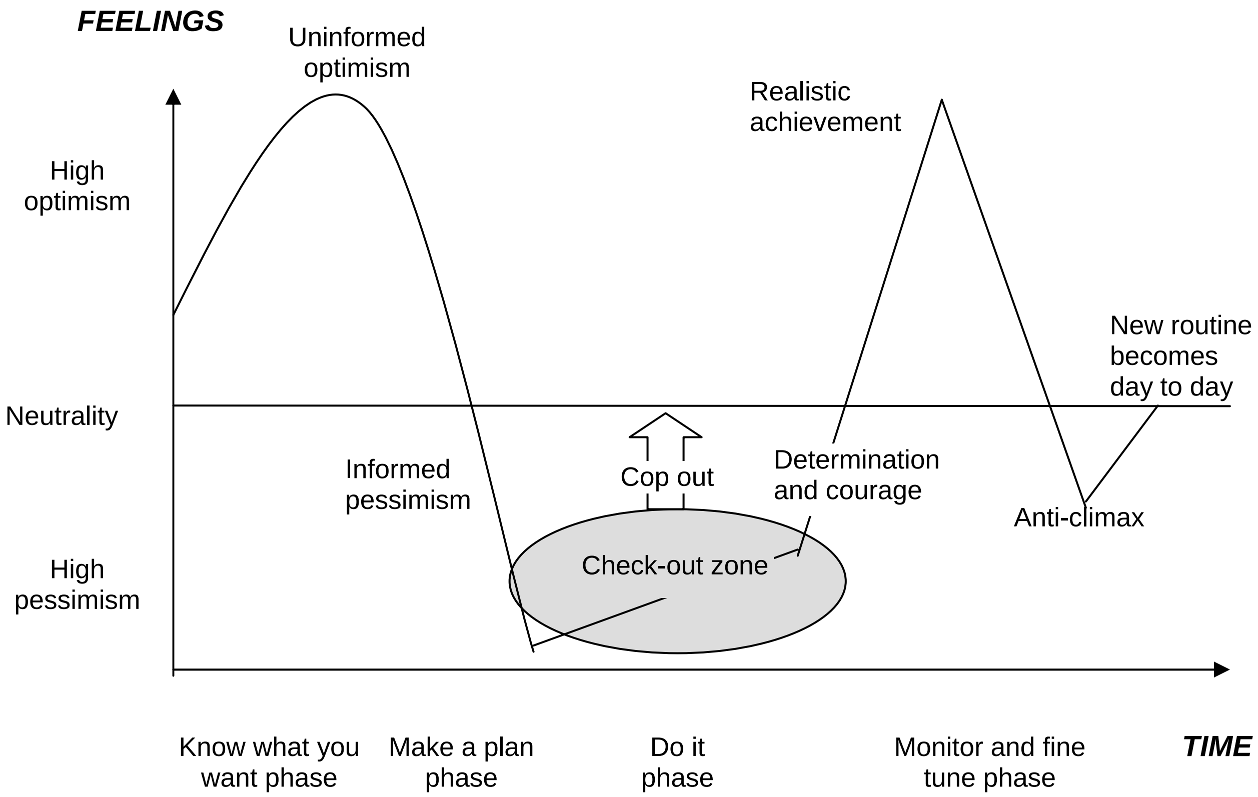


Figure 2. The positive curve to major change

Once the initial optimism occurs, and the details of what is involved dawn, change teams can quickly move to the stage of 'informed pessimism'. This pessimism can be reinforced by the resistance of others not involved (but aware) of the re-engineering or change programme. This resistance can even manifest itself by open threats to the change team members. What can happen is that the member 'cop out', either publicly (by distancing themselves from the programme), or privately (by staying on the programme, but not enthusiastically so). Those who pull the re-engineering and change teams together needs to be aware of this dynamic, and continue to inspire, motivate and support the members of the teams who are doing the work.

So resistance is a natural occurrence. To overcome it, one must *motivate changes* in people's behaviour. There are several techniques that can be used to this:

- Bring resistance to the surface and continually gauge readiness for change.
- Create and maintain dissatisfaction of the status quo.
- Generate new training for new skills.
- Allow participation in planning and implementing change.
- Reward needed behaviour and results in the transition and future states.
- Provide time for people to disengage from the current state.
- Use pilots and reposition the remainder.
- Burn bridges and build ambassadors.
- Actively manage in/out-placement in a firm, clear and sympathetic way.

WIN/WIN MATRIX

Strengthening People – Working for Mutual Success

We offer the win/win matrix below, as a tool to look at the players in any relationship transaction, and to consider strategies for strengthening the relationship through the use of courage and consideration.

However, if after listening to each other, creating new ideas, attempting to find common ground and to develop a way forward which is mutually beneficial, this still does not seem to be possible, it may be better to agree to disagree and separate. Covey calls this “win/win or no deal”. More details are available in Stephen Covey’s book “The Seven Habits of Highly Effective People”.

Lose/Win • I lose, you win • Go ahead. Have your way with me • I’m a peacemaker. I’ll do anything to keep peace	**Win/Win** • A frame of mind that constantly seeks mutual benefit in all human interactions
Lose/Lose • Can be vindictive, “get back” or “get even” • If no-one else wins, maybe being a loser isn’t so bad	**Win/Lose** • If I win, you lose • I get my way, you don’t get yours • Use of power, position, credentials, personality, possessions

STAKEHOLDER ANALYSIS

(Who do we have to take into account, to enable this to succeed?)

Stakeholders in a particular venture are the groups and individuals who can, by their own actions and reactions, affect the outcome of that venture.

The groups are identified as those individuals sharing a common view of the venture, either formally or coincidentally.
The distinction between one group of stakeholders and another group is that they hold differing views; they have differing drivers.

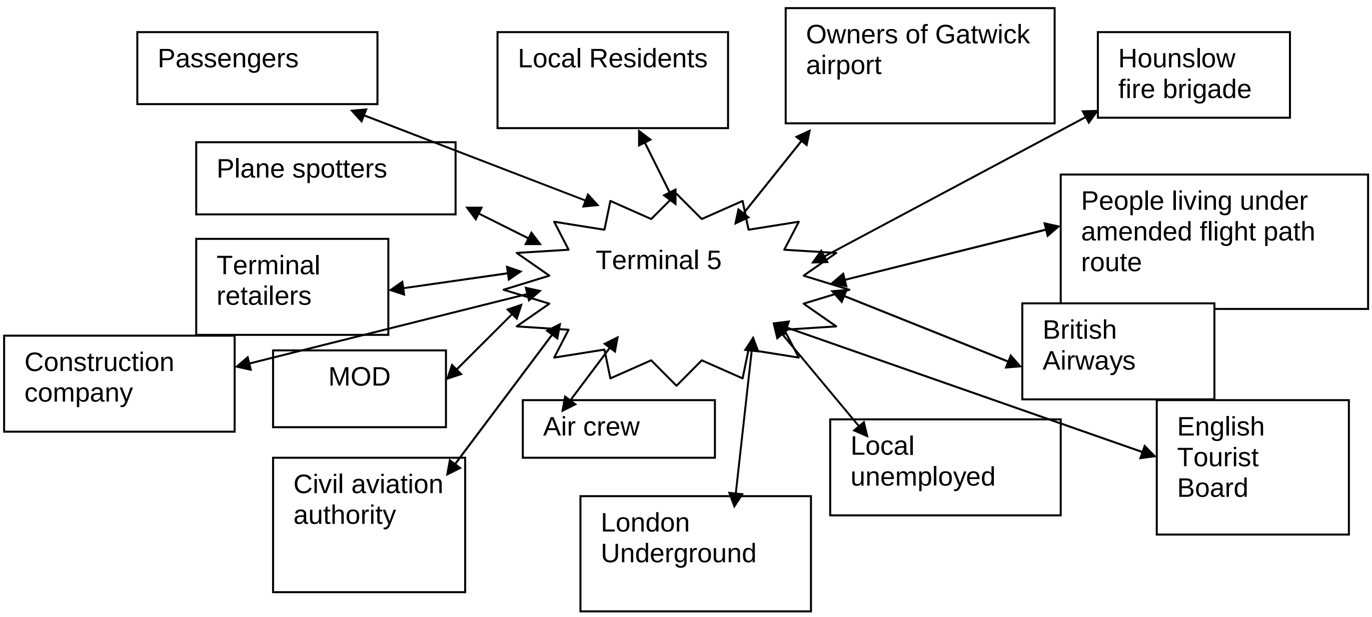
The reason we identify various stakeholders in a venture is to ease communications, and facilitate dealing with the groups.

For each stakeholder we identify (or make an educated guess at):

- The basis of their interest in the venture
- Their drivers, views and expectations they are likely to hold already
- Their fears and concerns
- Their power to affect the outcome (the kind of power and influence they have and how strong it is)
- What they can offer – which will help the venture?

Once these have been identified, it is simpler to manage the various stakeholders better. It is now considered good project management to give the interested parties a chance to speak out.
Include them when they could make a difference.
Speak to them in terms of their drivers and concerns – i.e. 'Begin dealing with them, where they are'. Identify who is short of what information.
Identify which ones could become ambassadors / spokespeople for your own benefit.
Realise that the stakeholder groups will have differing degrees of impact at different stages in the project, and include them accordingly.

Example:
For the building of Terminal 5 at Heathrow, a complex stakeholder analysis was conducted in the early days of the public enquiry. The initial findings will have produced something like this:



THE RACI MODEL

R = Responsible: determine who is responsible for the delivery of each identified task

i.e. the person who is responsible for the delivery of an identified task, who has to ensure that the job gets done, irrespective of other distractions and demands on their time. The do-er.

A = Accountable: establish who the appropriate decision maker at the highest level is

i.e. the person who is accountable for the delivery of the identified task (who will lose their job if the task is not delivered) the decision-maker at the highest level. There should only ever be a single person accountable for a task, no split accountabilities.

C = Consult: decide who you need to consult (but don't allow them to control!)

i.e. clarify who you need to consult in order to get the job done, and remember that while they are consulted, the decision about what gets done remains with the accountable person, and how it is done with the responsible person. Those who are consulted are able to make their views and suggestions known, but that is the extent of their contribution.

I = Inform: agree who you keep informed of progress

i.e. clarify who you need to tell what you are doing and what have you done. They have no input, but are kept in the picture about what is going on. This is normally quite a large group of people, and it may be appropriate to identify various forms of communication to suit the receiving populations, while the message remains the same.

It may be useful to use the RACI model against key tasks and activities in your change programme using a matrix similar to the one below:

Key Task/Activity	**Responsible**	**Accountable**	**Consult**	**Inform**
1.				
2.				
3.				