Facilitating Change

Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.

Key Actions

- **Encourages boundary breaking**—Encourages associates to question established work processes or assumptions; challenges associates to ask “why” until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.

- **Values sound approaches**—Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.

- **Rewards change**—Recognizes and rewards associates who make useful changes.

- **Addresses change resistance**—Helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.

- **Manages complexity and contradictions**—Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

Quick Tips

- Challenge tradition by asking “Why?” and “Why not?”
- Model a positive attitude toward change.
- Empathize with others about the “pain” that change can cause.
- Keep an open mind to new ideas.
- Reward others for useful contributions to change efforts.
- Keep things simple.
- Provide clear direction.
Developmental Activities

Self-Directed

- Assess your own reactions to past changes. Evaluate what you did to successfully manage the change.
- Put yourself in the shoes of the people who will be affected by the change. How will they react? What can you do to minimize their fears?
- Formulate a clear, simple way to communicate the purpose and process of change. Don’t use jargon.
- To head off some resistance, be prepared to explain the benefits of the change.
- Make a list of everyone who will be affected by a change and how. Think of ways that you can help these people feel comfortable with the change.
- Think about whether your actions are consistent with your messages about change. For example, do you ask others to question established work practices but continue to reward those who don’t criticize them?
- Establish formal and informal ways to reward people for embracing change.

Partnerships

- Brainstorm with others to identify 15 or 20 things that could be done differently. Refrain from judging the ideas until the end of the brainstorming session.
- Sell problems, not solutions. Get the people who will be affected by the change involved in determining how it will be implemented.
- Interview or survey others to get a “real” impression about how people view the change. Ask for ideas that would make the change experience more bearable.
- Talk with others about how change is affecting them and you.
- Ask “Why?” when someone claims that things must be done a certain way.
- Ask “Why not?” when someone says that something can’t be done. Get the person to think about how to simplify processes and procedures.

Targeted Assignments

- To ensure that organizational messages support change, volunteer to serve on task forces that define policies and procedures.
- Organize a multifunctional task group to identify opportunities for change.
- Seek projects that require initiating and planning change within your organization or community.
• Use books and workshops to learn about a change model that can help you understand how people change and how to better manage change.

• Set up a reward system to recognize individuals who are improving their effectiveness and behavior on the job.

**Workshops**

Look for a workshop that addresses the following:

• Rewarding people for their ideas.

• Dealing with resistance to change.

• Communicating complex messages in a clear, simplified manner.

• Evaluating all ideas before making a decision.

• Involving others in developing solutions.

**Readings**

**Books**


The focus of this book is on overcoming resistance to change. It examines the forms that resistance takes and describes strategies for addressing them. The author also details how to gain commitment to change.


The range of emotions that accompany change is great, and the author uses her experience in guiding change initiatives to explain what reactions to expect during organizational change. She also explains how to harness the useful emotions and overcome negative feelings that turn into resistance.


The author views organizational change as an impetus for creativity and innovation. Based on chaos theory, his ideas take change from being a process to be endured to being a constant cycle that encourages adaptability. Numerous examples are provided.


Three case studies demonstrate the power of reengineering as a management tool. First detailed by Hammer and Stanton in 1993, the process of reengineering has not lost its relevance and can be successfully applied to address today’s challenges.
This collection of *Harvard Business Review* articles on change brings the works of change experts together to provide a comprehensive resource of thought leadership.


Aimed specifically at managers, this guide provides tips for managing change from the planning stages through implementation. It addresses overcoming resistance to change, articulating new visions, creating and sharing goals, and motivating workers.


The change process outlined in this book addresses both the capital and human assets involved in organizational change. The authors show change leaders and executives how to develop strategic focus, align processes and systems, make key business and cultural measurements, and gain employee commitment to the change effort.

**Articles**


This article guides leaders through the change process and helps them communicate their message, deal with resistance, build trust, and foster a change culture.


Instead of reacting to change, the author suggests that leaders anticipate change, then adapt to it immediately. In order to do this, the organization as a whole must be change-ready. This article shows how to prepare workers for change by fostering an environment of agility, learning, and strategic anticipation.


Even middle managers can effect profound change within a company using the 11 rules outlined in this article.


This classic article lists eight mistakes organizations commonly make when attempting organizational change. Most of these mistakes are made when companies try to take shortcuts and skip important steps that help build commitment to change or embed change in the corporate culture.

This excellent article provides guidelines and strategies for successful change efforts and creating an environment for change. The author lists four of the biggest mistakes commonly made by organizations when trying to implement and facilitate change.


The author uses three in-depth case studies to illustrate different ways to change the mindset and behavior in an organization. The three methods described include converting people, transfusing people, and modeling behavior.


This article addresses the importance of leadership’s attitude toward change. The authors examine the cycle of change so that leaders can anticipate problems and deal with them in ways that set an example for employees.