CONCEPTUAL DISCUSSIONS ON CHANGE MANAGEMENT

PRESENTED AT NITDA TRAINING COURSE ON DIGITAL TRANSFORMATION AND E-GOVERNANCE

PRESENTED BY

Muhammad Auwal Umar (PhD)

Bright Project Support Services (BPSS)

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Objectives

- The presentation will focus on the following:

- Meaning of change management;

- Reasons why change management is undertaken in an organization;

- The most common Human Reaction to change;

- Reasons why many people object to change; and

- Organizational change Models.

What is Change Management?

- There are multiple understanding of change management but for the purpose of this discussion:

- Change management is a structured approach to moving an organisation from its present operational state to a desired future state.

- Organisations develop and implement a process that will enable it transform itself such that it can progress to a new operational state.

- Change management can also be seen to be the effort made to manage a planned change such that it leads to expected improvement in the organization.

Why Change Management?

- Change management is usually required when the following three situations become evident in an organisation:
  - dissatisfaction with the current situation (A);
  - desirability of the proposed change (B);
  - practicality of the proposed change (D).

- These factors are often included in the following formula (with X being cost of the change):

- $C = (ABD) > X$

- This demonstrates the fact that, for change (C) to be successful, the combination of A, B and D must be greater than the cost of the change (X).

Why Change Management? (cont.)

- While it is easy to initiate a change effort, the desired benefits can only be realised if:

- The change initiated has to be stable and become the normal way of working.

- The change must be sustained for a reasonable period of time (usually beyond the P3 life cycle).

- This sustainability will ensure that value is continually realised from the investment in the project, programme or portfolio.

- It is often assumed that projects do not often bring about major change. This is imprecise

- It is assumed that projects often conclude with the delivery of an output and any change management is expected to happen as a follow up.

Why Change Management? (cont.)

Project

►In reality projects can also bring about change management when the project management team supports the assessment, preparation and planning steps of the change management process and coordinate with the change management team to facilitate implementation.
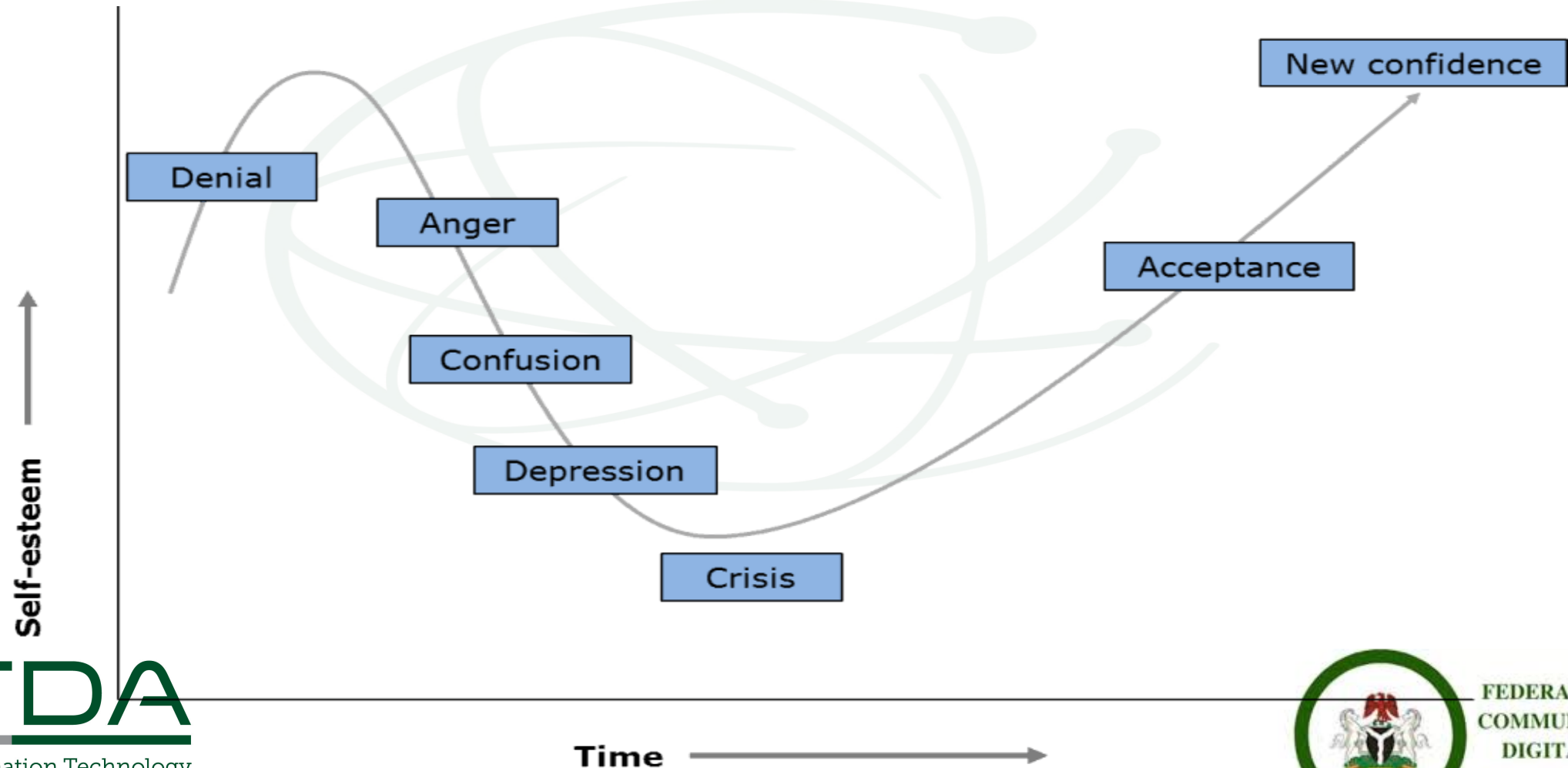
Programme

►Programmes are usually coordinated across multiple projects and it is expected to bring about significant change. Focus is on both delivery of outputs and the management of the resultant change.

Portfolio

►The portfolio management team's role in change management is one of coordination, validation and governance.

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Human Reaction to Change

Normally people psychologically react differently to change. They include:

Resistance to Change

With the increasing technology and IT use in modern organisations, change is now becoming a common-place thing. But not all employees readily accept change. The most common reasons for resisting change include the following:

▶**Fear of Loss of status or jobs:** Employees, peers, and managers are likely to resist administrative and technological changes when they percieve such changes to result in their role and status being eliminated or reduced. They resist such change because they see it to be harmful to their interests.

▶**Poor rewards for implementing change:** Leading to poor motivation from stakeholders. Management must reward the willingness to change ("Management gets what it rewards").

Resistance to Change (cont.)

- **Surprise and fear of the unknown:** when the planned change and its details are not widely known stakeholders are likely to be apprehensive, worried, surprised and possibly scared of the impending change.

- **Developing and maintaining two-way communication with stakeholders:** this will inform on the change content, process and expected outcome. In its absence, grapevine rumours will fill the void and sabotage the change effort.

- **Peer Pressure:** while many stakeholders might support the change at the beginning, there is the tendency for some to be influenced agains the change by their resistant colleagues. Team leads might exert pressure to prompt members of their team to resist change.

- **Climate of Distrust:** When stakeholders mistrust each other they are likely to resist change thus preventing any success for the change.

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Resistance to Change (cont.)

- **Organisational Politics:** when the organization is broken into competing and often antagonistic groups, resistance to change could happen when such change is spearheaded by an opposing group. This resistance is aimed at sabotage, defiance, retaliation and undermining the success of the opposing group or manager.

- **Fear of failure (Lack of competence):** resistance to change can also happen when stakeholders perceive the change as demanding new skills and competencies from them which they are not confident in delivering. Their fear of failure can push them to resist the change.

- **Low trust** — When people don't believe that they, or the company, can competently manage the change there is likely to be resistance

Resistance to Change (cont.)

- **Lack of tact or Poor Timing in implementing the change:** it is known for stakeholders to resist change simply because the timing for the change is not auspicious. They could also resist when the change management team is deploying the change in an insensitive and tactless manner.

- **Misunderstanding about the need for change:** resistance happens when the reason for the change is unclear or confusing. Resistance will likely be stronger from those who believe that the current way of doing things works well and has worked well for a long time. So why change?

- **Connection to the old way:** Old ways are difficult to change and some people might resist change simply because it requires them to adopt new ways of doing things. Even if the new ways are better people may resist the need to change their ways.

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- **Marginalisation and failure to consult** — People like to know what's going on, especially if their jobs may be affected as such it is less likely for them to resist the change if they are adequately consulted and informed. Keeping them out of the loop will cause resistance.

- **Poor communication** — It's self evident isn't it? When it comes to change management there's no such thing as too much **communication**

- **Changes to routines and preferences:** Resistance is likely when people feel they need to leave their comfort zones or familiar routines for the change to take place.

- **Exhaustion/Saturation:** when so much change is happening at the same time some stakeholders might take on passive resistance in which they appear to be cooperating on face value but are not really embracing the change. They might be part of it in body but their motivation to begin realistic change is very low.

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Organisational Change Models

- Three best known models include ADKAR, Lewin's Change Model and John Kotter's Eight Steps for Leading Organizational Change.

- While each has its strengths and weaknesses, there are overlaps between them.

- The nature of the desired change will determine which model is best applicable to the situation as such the effectiveness of each model is decided on the basis of its suitability to the needed change.

- Despite the apparent clarity of which models fits what need, the reality is that preferences also play a major role in deciding which model best fits the organizational need.

Organisational Change Models (ADKAR)

Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR) Model:

▶This model was created to implement change "in business, government and communities" It focuses on principles of change that are effective on an individual level but could also apply to groups and organisations. .

▶Awareness-To initiate a change, an individual must know what needs to change and why. What are the risks of not changing? How will the change benefit the individual?

▶What will she or he gain by making the change? Without knowing that there is a need for change, an individual will not likely have a desire to change.

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Organisational Change Models – ADKAR (cont.)

- **Desire:** Once an individual knows what needs to be changed, it is imperative to help him or her find the desire to support the change. Without this support, a lot of resistance may be given to those who are implementing the change.

- The desire to accept change can be stimulated through intrinsic and extrinsic motivation, deploying tried and tested methodologies as well as gaining stakeholder buy-in to make them support the desired change.

- **Knowledge:** Effort should be made to provide individuals with all the information necessary to make a change possible (programmes, projects, work plans, responsibility, their individual roles, compatibility with other roles, linkages and synergies, expected outputs, expected outcomes and results, etc. Without knowledge there will be no action.

Organisational Change Models – ADKAR (cont.)

- **Ability:** This is the step where knowledge or concepts turn into action or reality. Just knowing is inadequate, it must be followed by action in order to achieve the desired change. Knowing something does not in itself achieve any change. But things will begin to change the moment action is taken.

- **Reinforcement:** This requires informing and possibly rewarding the individual when she or he is achieving the desired outcome. This is strongly supported by a robust M&E mechanism which will ensure accountability of actions, resource use and outputs/results.

- The reward could be a small celebration or even a simple public acknowledgement of the individual effort. Such recognition is crucial especially when the individual faced great difficulties in achieving the outputs.

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Organisational Change Models – Lewin's Model

Kurt Lewin's Change Model

▶This model has three steps: Unfreezing, Changing, and Refreezing.

▶The Lewin Change Model begins on the assumption that any intended change (i.e. structure-, system- or behavior-related) is planned and tends to make people the root of the change. It also places a heavy focus on reducing resistance to change.

▶It states that the two key forces in an organization are the driving forces and the resistance forces.

▶Driving forces: are reasons people are motivated to change.

▶Restraining forces: are reasons people are hesitant to change.

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Organisational Change Models – Lewin's Model (cont.)

- **Unfreezing:** The preparatory stage for a change to occur and takes places as driving forces become greater than restraining forces as such people are more motivated than hesitant to change.

- To get to this point a lot of resistance must be overcome. They include fear of the unknown or breaking old habits. Resistance is reduced through effective communication, training to prepare people for the change, managing stresses related to change, negotiation or coercion where necessary.

- **Changing:** This stage is when the change process is initiated and the desired change itself actually occurs. At this stage people are expected to learn the new structures, systems and even behaviours that have now become the new modus operandi for the organization.

Organisational Change Models – Lewin's Model (cont.)

- **Refreezing:** This stage is where the change is reinforced. This is done through feedback and organizational rewards for demonstrating the desired behavior. This will also provide a chance for the change to be entrenched and strengthened such that it becomes sustainable.

- Stakeholders will thus be frozen in the new changes operational status of the organization.

- The Kurt Lewis Model shows a simple process whereby change can be ushered in and controlled while also ensuring the involvement and buy-in of all stakeholders in the process.

- It is a model that seeks to depict how the most common resistance can be disabled in order to give the desired change a good chance of being actualized.

Organisational Change Models – Kotter's Model

▶John Kotter's Model uses eights steps to combat what, in his view, are the eight main reasons for unsuccessful organizational change.

▶This model focuses on leading change by upper management rather than managing it.

▶Without leadership clearly sponsoring and leading change the process is likely to be extended, erratic, slow and lacking entrentchment or sustainability.

Eight Steps

▶**1. Establish a sense of urgency for change:** Explain why the change is needed to get employees on board. People don't change the way they do things because it's a good idea, it is better if they are lead into and through it.

Organisational Change Models – Kotter's Model (cont.)

- **2. Create the change guiding team:** the process should include putting together a change leadership team drawn from all departments. Representation is very important to the change process to gain buy-in a support from all stakeholders. Team members should have the knowledge, skills, and authority necessary to make the change possible. Individual tasks and responsibilities must be clear and delineated. Each member must be held to account for their roles.

- **3. Establish a vision and strategy:** This step is mean to guide the process in a result oriented direction. It will give a clear understanding of what needs to change and why. This should also be communicated to all stakeholders which could be very demanding. It's also important to identify indicators and measures of success for the planned change.

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Organisational Change Models – Kotter's Model (cont.)

- **4. Communicate the change vision:** Constantly communicate the new vision and strategy, especially to those who will be impacted. This will reduce fear and apprehension. Take the time to show how the change will benefit them. Listen to their feedback or concerns. Two-way communication is very crucial.

- **5. Empower broad-based action:** Make time to remove obstacles preventing the realization of the vision. This will encourage and motivate stakeholders to get on board with the change.

- **6. Create short-term wins:** Plan periodic wins and recognize those who help achieve them so employees don't get discouraged.

- **7. Consolidate gains and produce more change:** Use the reputation of short-term wins to continue making changes. Don't celebrate too soon.

Organisational Change Models – Kotter's Model (cont.)

- **8. Anchor new approaches in the culture:** Changes can take years to become entrenched in the organization's culture, so a process needs to be developed to ensure successors in leadership continue reinforcing the change.

Thank you for your attention