

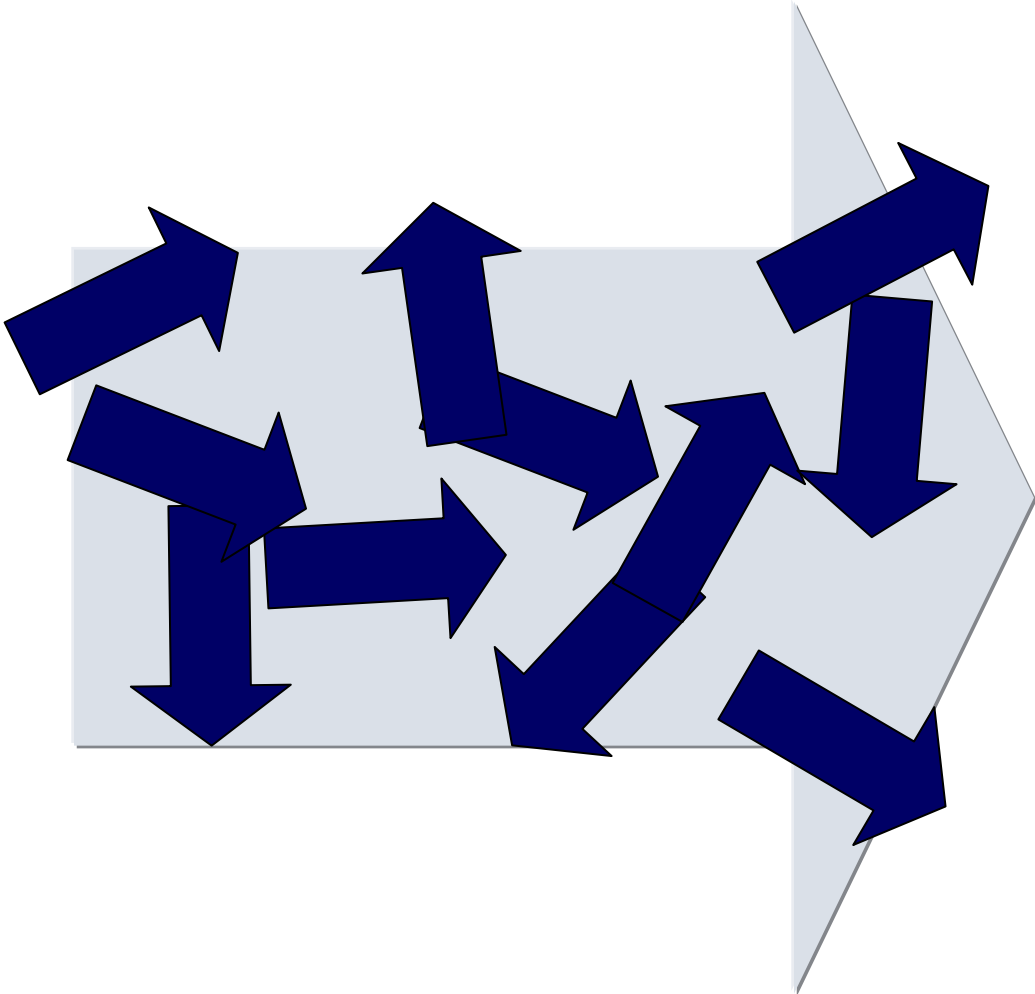
***12 TYPICAL BUT AVOIDABLE TRAPS
IN LEADING CHANGE EFFORTS***

Synthesis

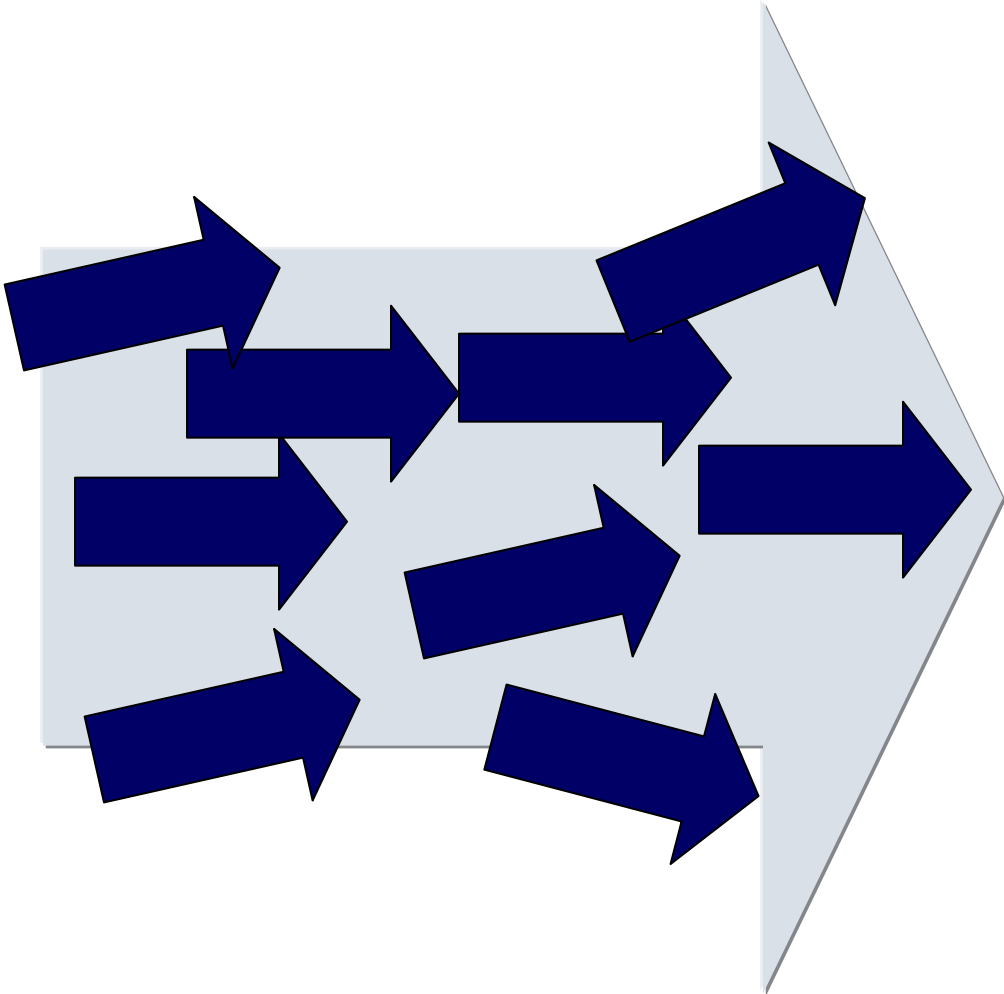
Victoria V. Doebbel



TYPICAL ORGANIZATION



ALIGNED ORGANISATION



DURING CHANGE PROCESSES, MANY TECHNIQUES AND RECIPES ARE TRIED

- ❑ Re-organisations
- ❑ Cost reduction programmes
- ❑ Total quality management
- ❑ SAP, Oracle
- ❑ Downsizing
- ❑ Outsourcing
- ❑ Flattening the pyramid
- ❑ IT investment
- ❑ Customer satisfaction programmes
- ❑ Rationalisation
- ❑ BPR
- ...

"Less than 10% of strategies effectively formulated are effectively executed"

Fortune Magazine

WHY DO SERIOUS CHANGE EFFORTS FAIL?

12 typical but avoidable traps

TRAP 1:

No real sense of urgency nor understanding of the need to change nor challenge the status quo : why change?

TRAP 1: No real sense of urgency

WHY CHANGE?

TRAP 1: No real sense of urgency

Threats – Costs / Opportunities - Benefits



TRAP 1: No real sense of urgency

Key questions to ask in change scenarios

- Is status quo acceptable?
- What are the risks of doing nothing?
- What do we need to change?
- Why change?
- What are the costs and benefits?

MAKE YOUR CASE FOR CHANGE

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TRAP 2:

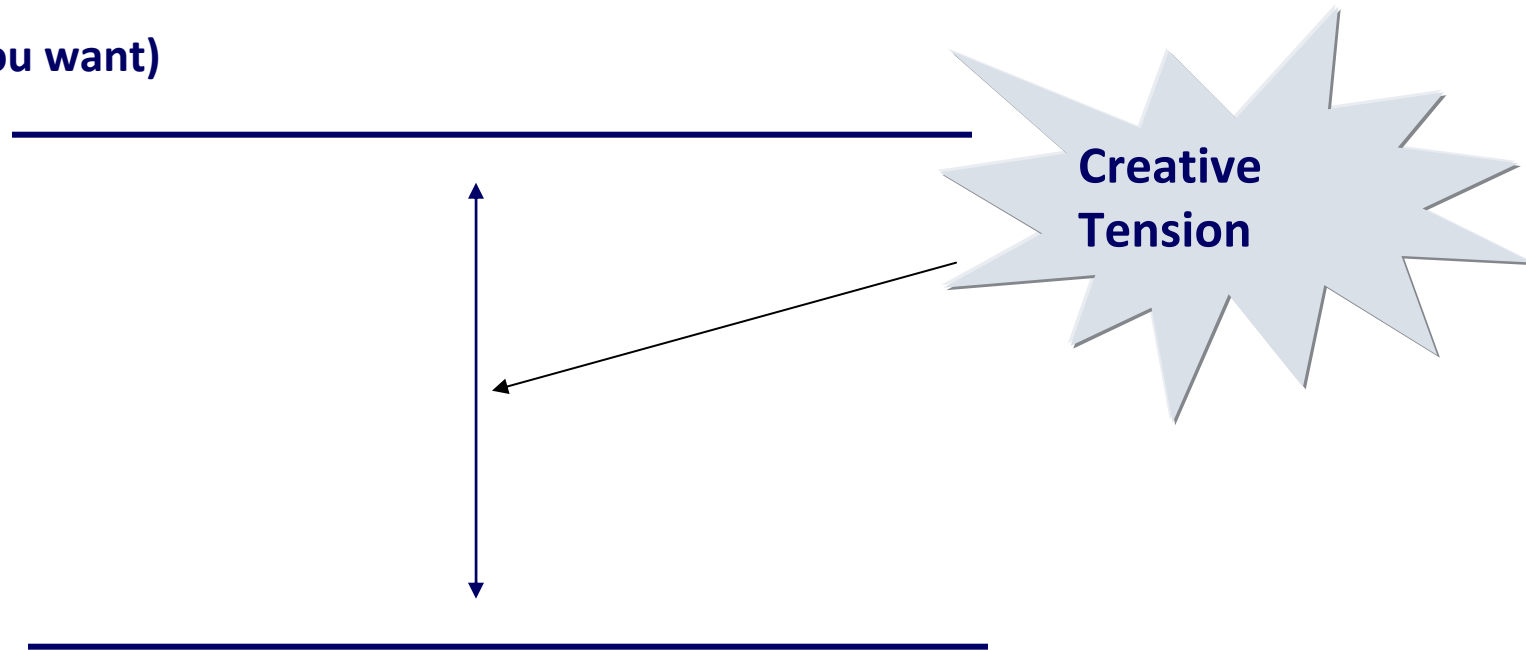
Overambitious or not sufficiently clear and compelling vision: Excessive or insufficient gap with the present situation

TRAP 2: Overambitious or not sufficiently clear and compelling vision

The Creative Dynamic

Vision, Aspiration, Purpose, Meaning

(What you want)



Current reality

(What you have)

TRAP 2: Overambitious or not sufficiently clear and compelling vision

Three types of change:

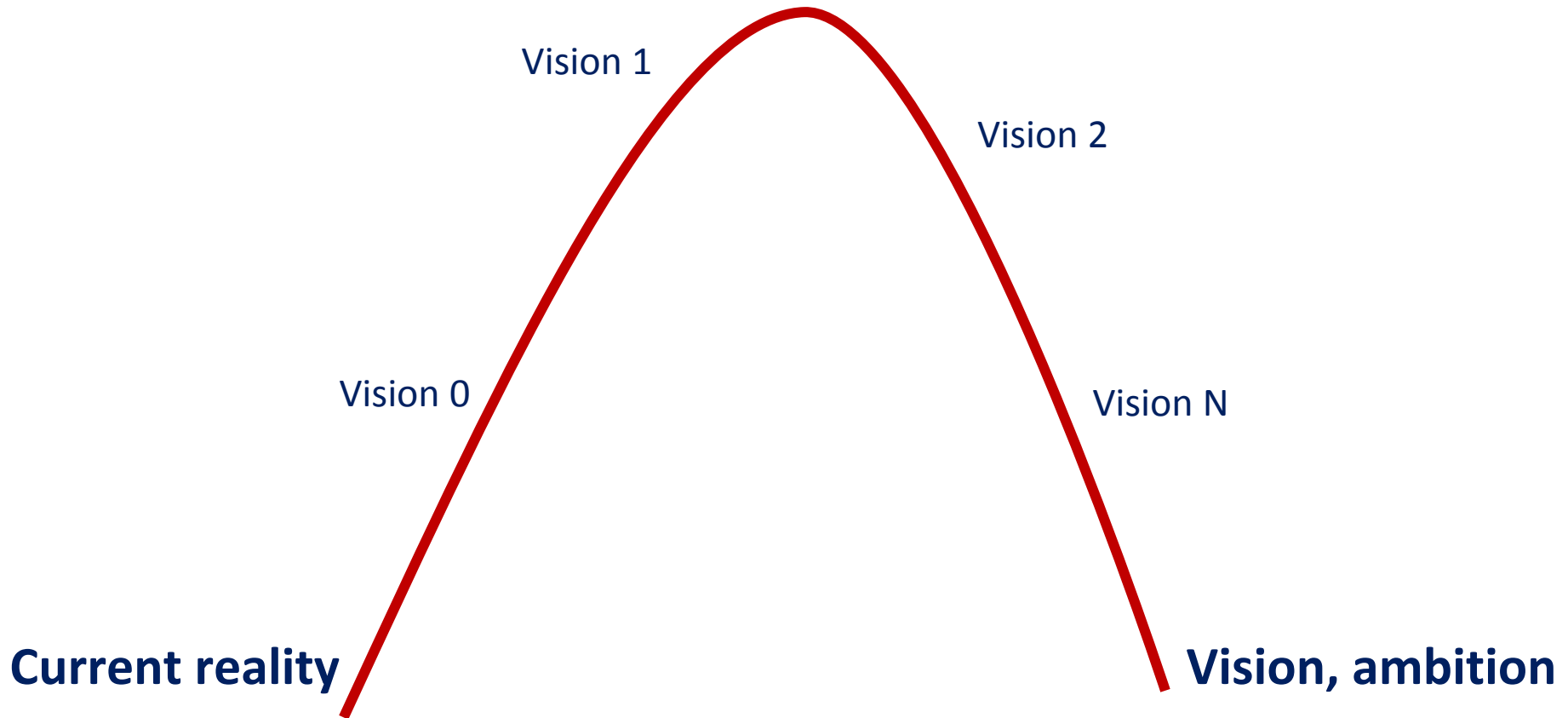
CRISIS

REACTIVE

ANTICIPATORY

TRAP 2: Overambitious or not sufficiently clear and compelling vision

Milestones



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TRAP 3:

*No lucid understanding of present situation:
complacency, « drunkenness of success
syndrome », denial of existing barriers*

TRAP 3: No lucid understanding of present situation

- SUCCESS breeds arrogance**
- ARROGANCE breeds complacency**
- COMPLACENCY breeds blindness**
- Low tolerance for confrontation**
- Denial of issues**
- Ivory tower syndrome**

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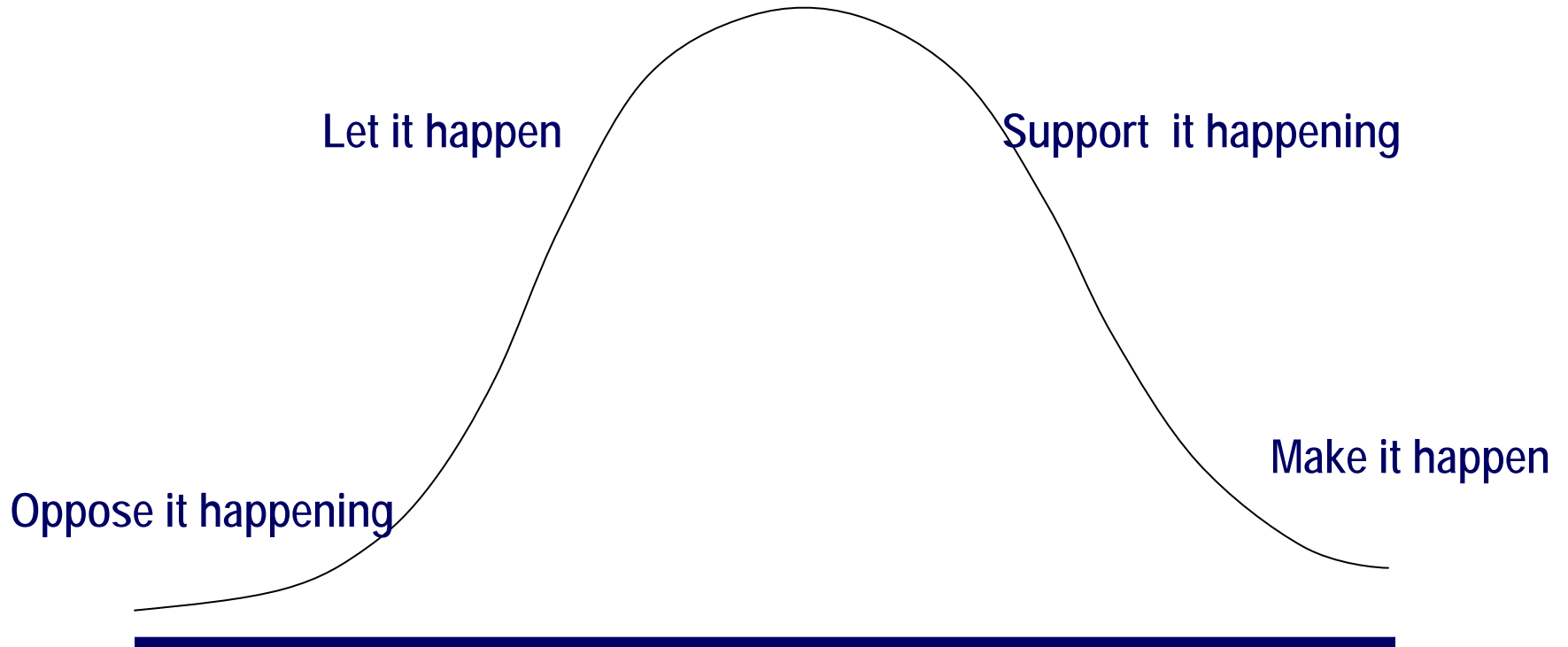
TRAP 4:

*Underestimating key stakeholder's needs
and sources of resistance:*

*Insufficient critical mass of support within
the organization*

TRAP 4: Insufficient critical mass of support

PLANNING FOR NEXT STEPS



Source: Innovation Associates

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TRAP 5:

Use of inappropriate ways to manage change and resistance: from overly directive crisis management to excessively participative processes

TRAP 5: Underestimating key stakeholders's needs and sources of resistance

WHO LOVES CHANGE?

**The only ones who love change
are wet babies**

TRAP 5: Underestimating key stakeholders's needs and sources of resistance

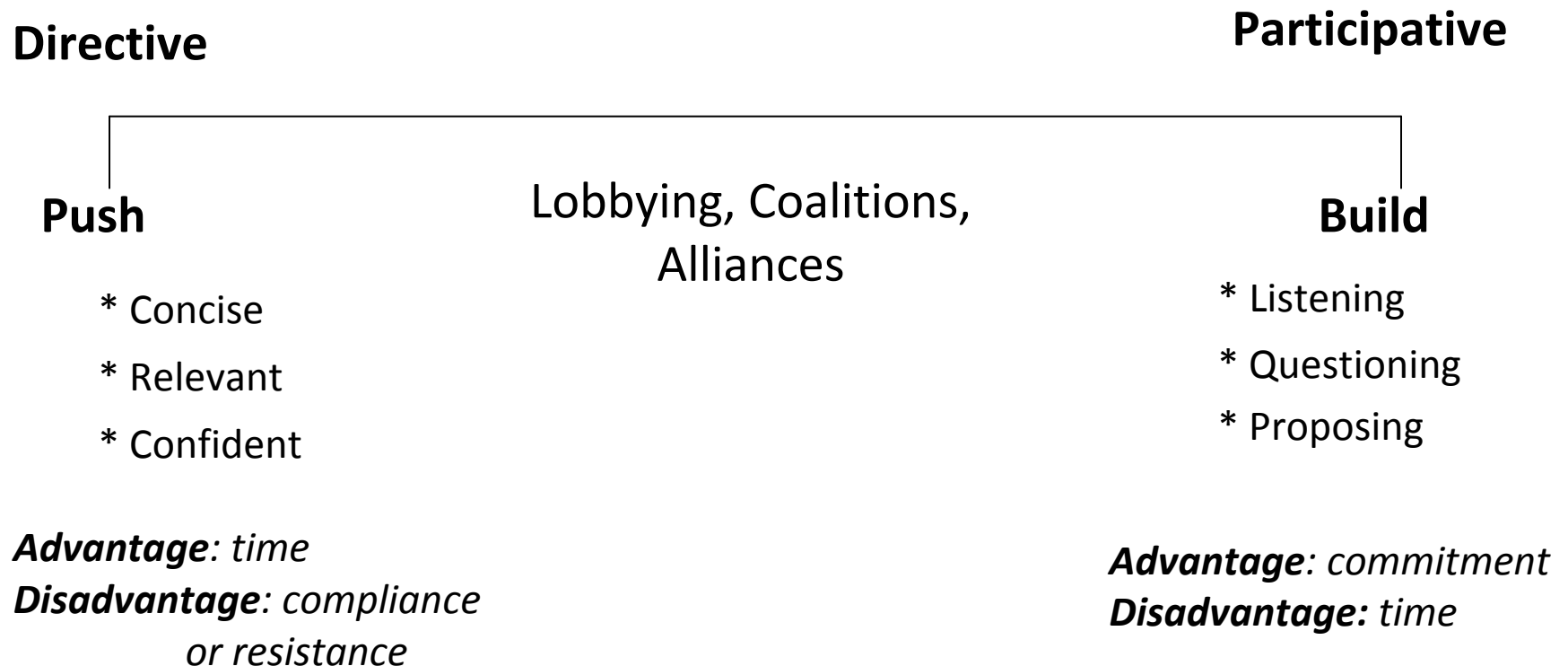
DEFINITION

Resistance is simply the way each individual regulates the pace of change for himself/herself

V. Doebbel, 2003

TRAP 5: Underestimating key stakeholders's needs and sources of resistance

Strategies for Leading & Managing Change: Push vs Build



Source: Tannenbaum & Schmidt

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TRAP 6:

*Untimely, excessive, ambiguous,
contradictory messages: inadequate,
unilateral, unreliable flow of information*

WHY DO SERIOUS CHANGE EFFORTS FAIL?

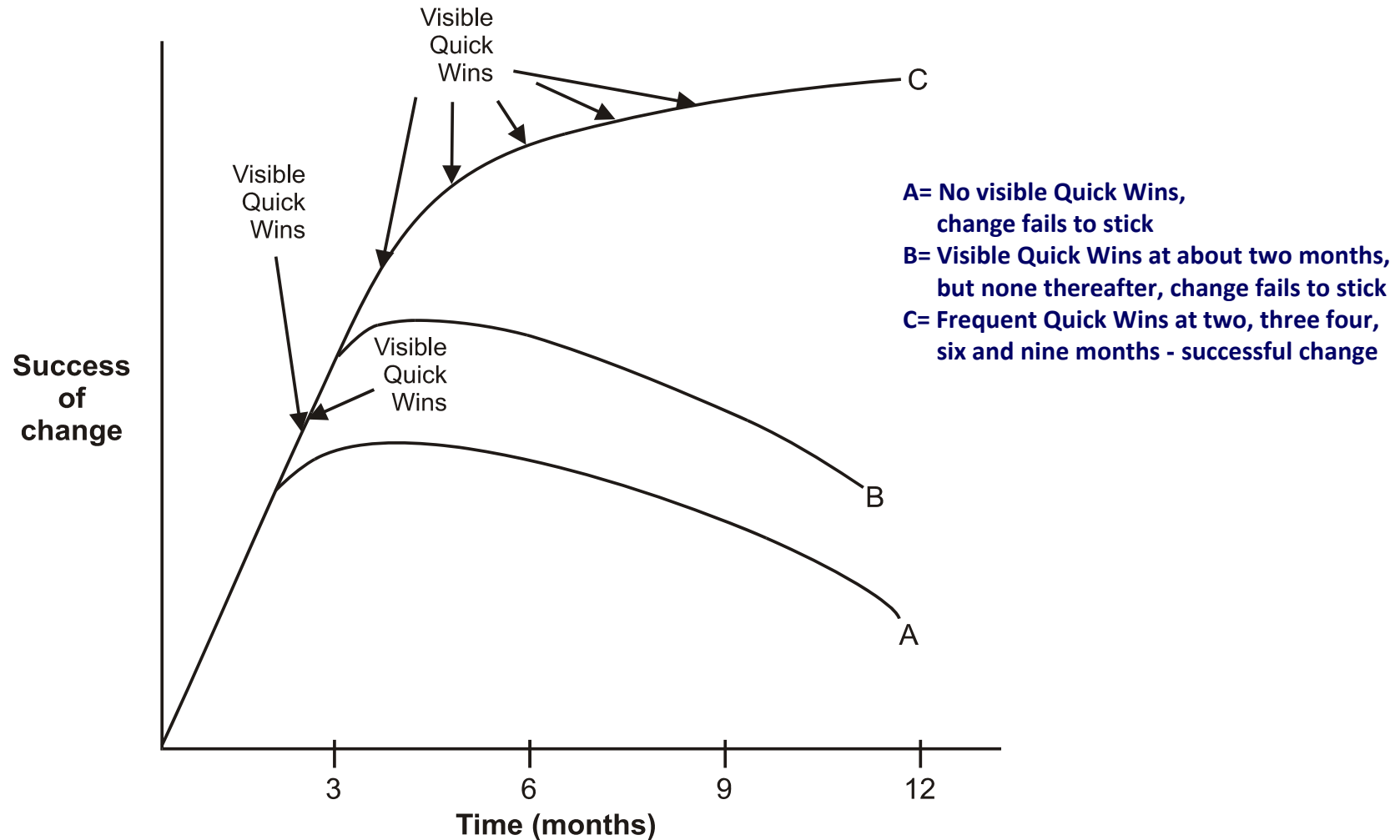
12 typical but avoidable traps

TRAP 7:

Inappropriate pace of change: moving too slowly. Losing momentum. No visible, concrete progress

TRAP 7: Inappropriate pace of change: moving too slowly

The effect of quick wins on the success of change efforts



Source: Innovation Associates

TRAP 7: Inappropriate pace of change: moving too slowly

Maintain the momentum – build on the quick wins

- ✓ **Use the increased credibility of early successes to change the remaining more difficult systems, structures and policies that still do not fit in with the vision.**
- ✓ **Keep the momentum going with new projects and new catalysts for change.**

WHY DO SERIOUS CHANGE EFFORTS FAIL?

12 typical but avoidable traps

TRAP 8:

*Loss of focus: dispersion. Excessive priorities,
planning task forces, committees*

WHY DO SERIOUS CHANGE EFFORTS FAIL?

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TRAP 9:

Not aligning systems, processes and culture to the vision. Incoherent performance management systems

WHY DO SERIOUS CHANGE EFFORTS FAIL?

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TRAP 10:

Contradictory decisions: hiring, promoting and rewarding the wrong people and behavior.

Allowing resistance at the top.

Top management does not model desired behavior

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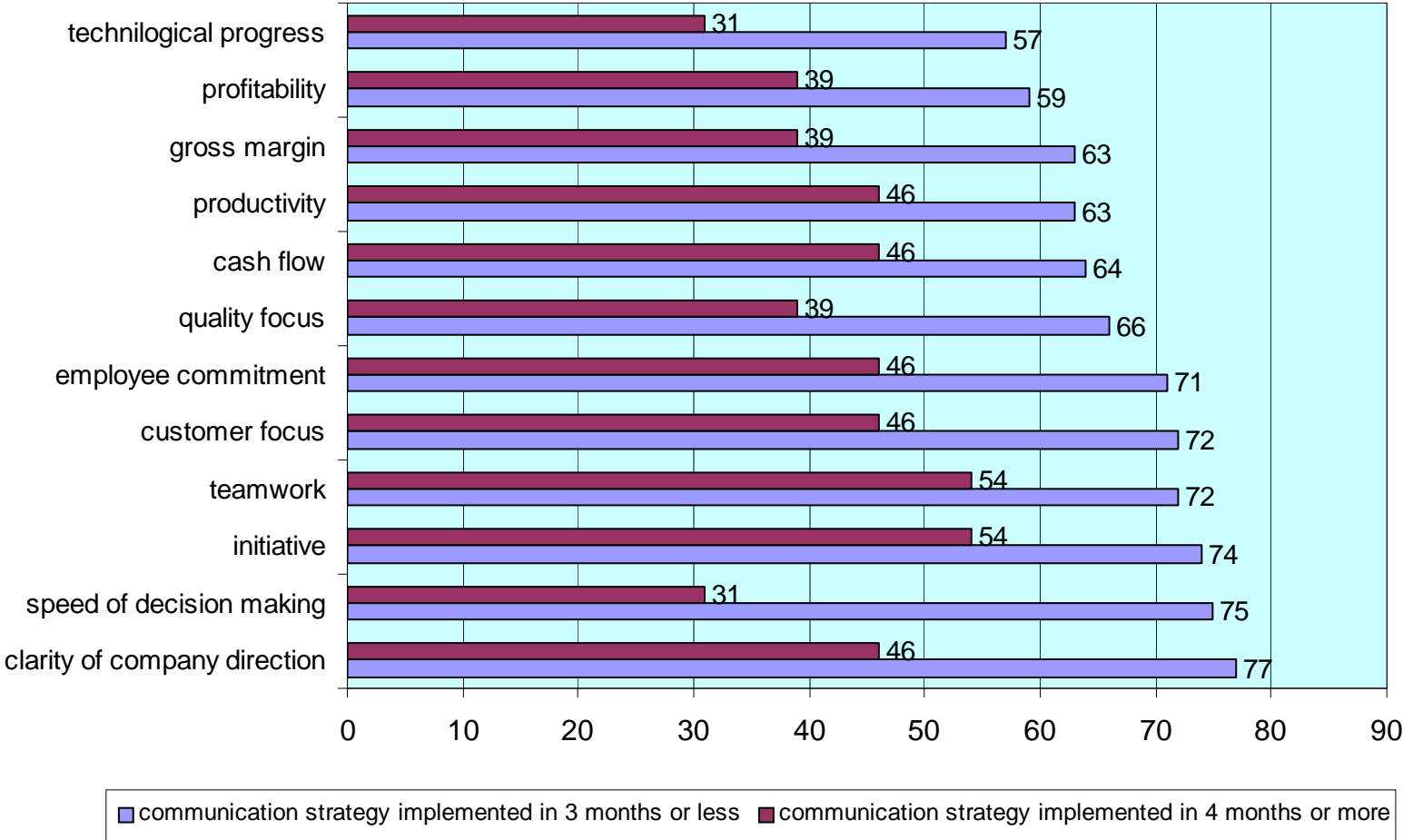
12 typical but avoidable traps

TRAP 11:

No continuous, regular follow-up, measuring and candid communication of progress or lack of progress of action plans

TRAP 11: No continuous and regular follow-up, measuring and candid communication of progress

Early Communication Yields more Favourable Results in...



Source: Innovation Associates

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TRAP 12:

« Falling in love with vision » syndrome.

Insufficient internal and external scouting

so as to revisit and adapt the vision.

Forgetting that the vision is a means not

an end in itself.

Five frogs on a log

A riddle from the book « Five frogs on a log »

– Mark L. Feldman & Michael F. Spratt

*“Five frogs are sitting on a log.
Four decide to jump off. How many are left?”*

Answer: Five

Why?

“Because there is a difference between deciding and doing”