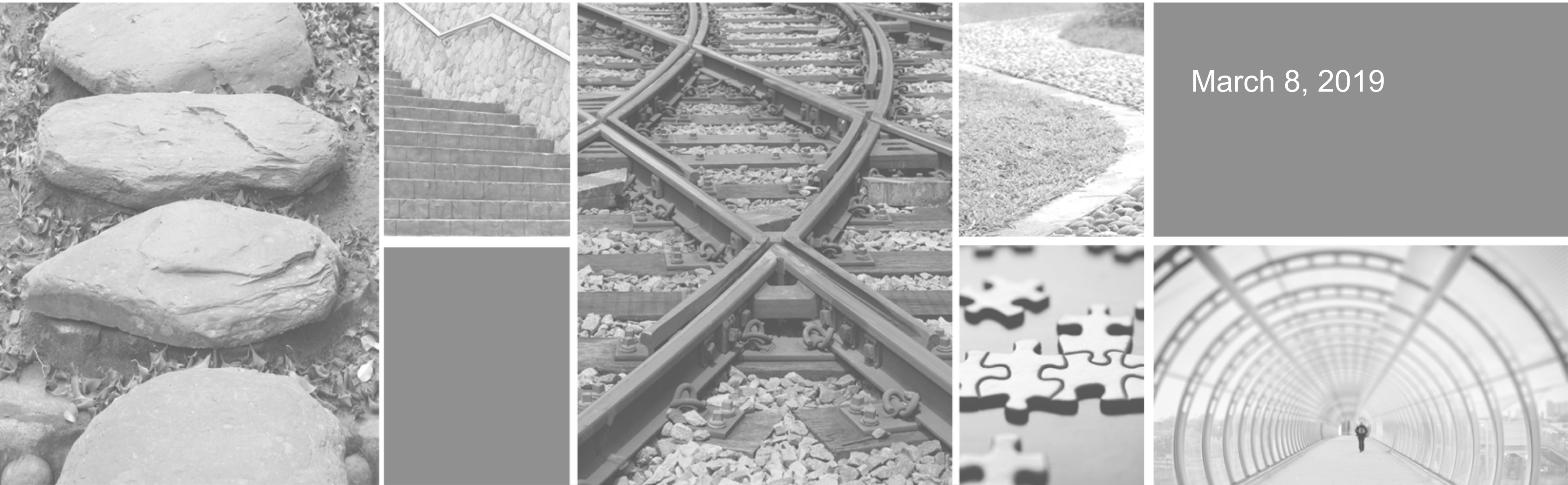
SPRINGBOARD INTERNATIONAL

we help you get there

Tom Pickett
Senior Associate
Leadership Practice Manager

Change Management

It’s not the ‘What’, but the ‘WHO’



March 8, 2019

It’s not necessary to change.
Survival is not mandatory.

W. Edwards Deming

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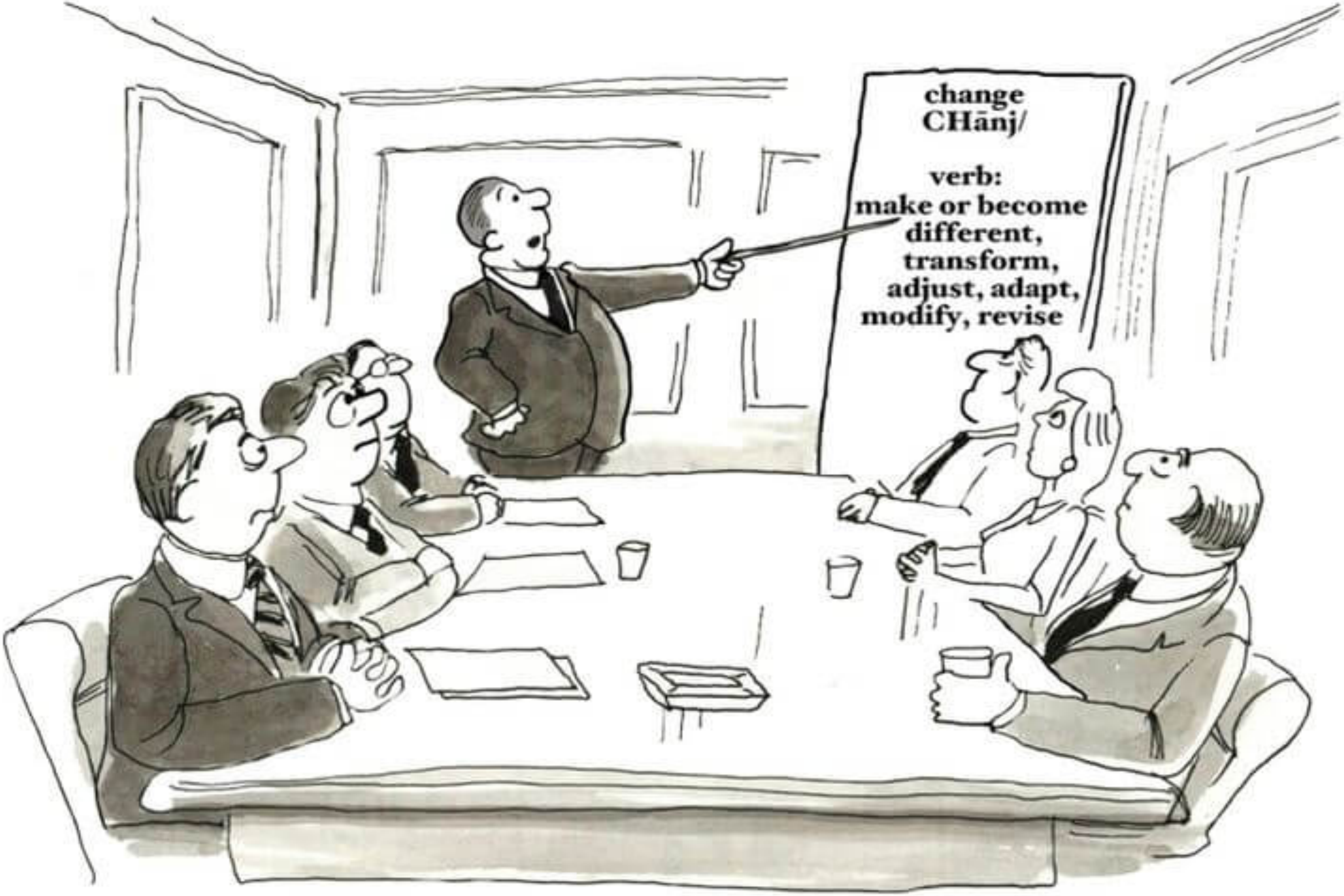
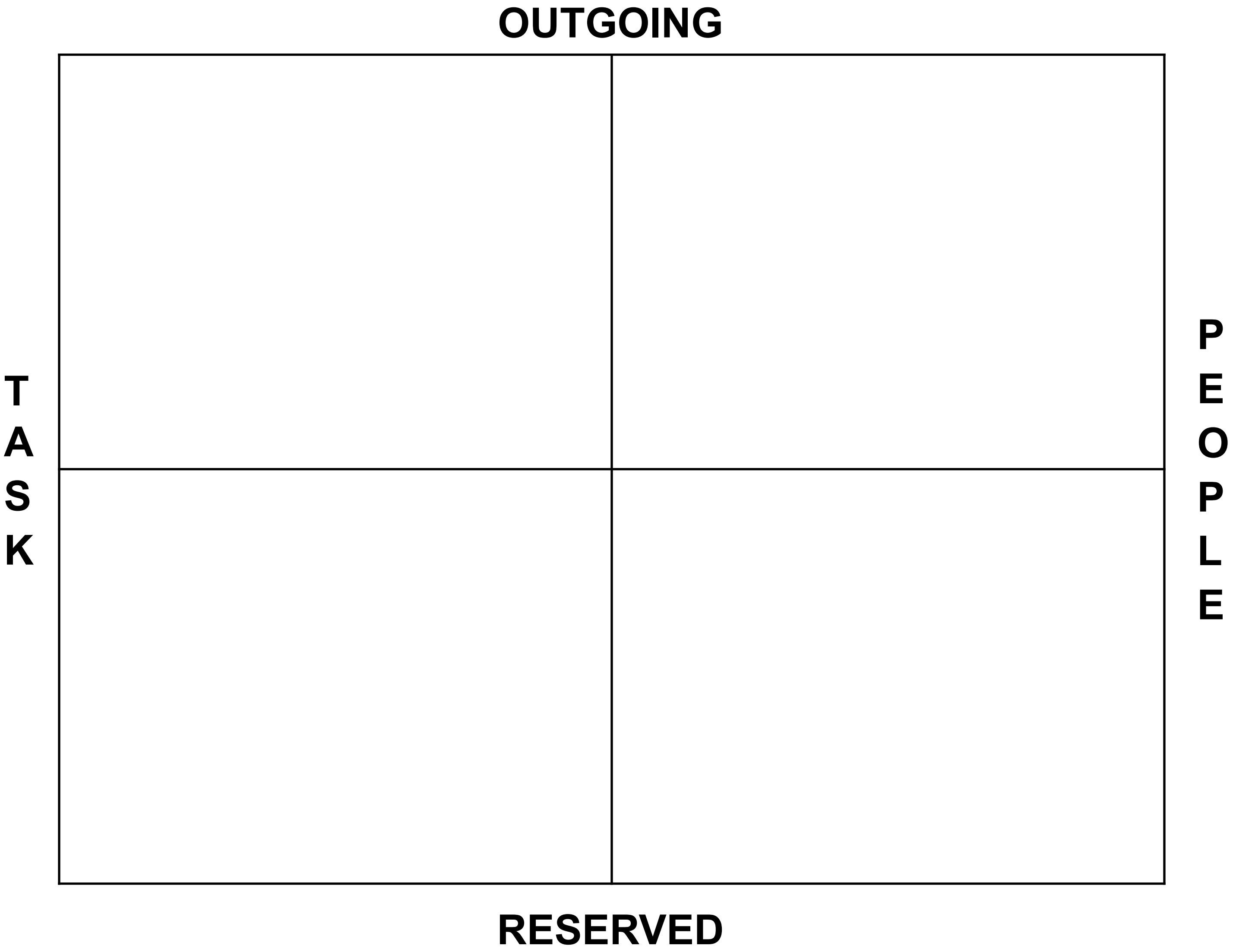

change
CHānj/
verb:
make or become different, transform, adjust, adapt, modify, revise

“It turns out we don’t know the definition of change.”


OUTGOING
TASK
PEOPLE
RESERVED

OUTGOING

TASK

**“Let’s make DECISIVE change.
Let’s start NOW and get it DONE!
Whatever it takes.
Risk & people are least important.
I will LEAD the change.
I want RESULTS!”**

Dominant

PEOPLE

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"Let's make DECISIVE change. Let's start NOW and get it DONE! Whatever it takes. Risk & people are least important. I will LEAD the change. I want RESULTS!" **Dominant**	"Let's make INSPIRING changes. Let's talk about it. Let's think outside the box. Risk & facts are least important. I will INSPIRE the change. I want RECOGNITION & EXCITEMENT." **Inspiring**

[redacted]

RESERVED

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[redacted]	**Supportive** **“Let’s make STABLE & SLOW changes. Let’s see how we feel about it! Let’s keep things the same. Reality & facts are least important. I will SUPPORT the change (if I feel safe). I want PEACE & HARMONY!”**

PEOPLE

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OUTGOING

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“Let’s make DECISIVE change. Let’s start NOW and get it DONE! Whatever it takes. Risk & people are least important. I will LEAD the change. I want RESULTS!” **Dominant**	**“Let’s make INSPIRING changes. Let’s talk about it. Let’s think outside the box. Risk & facts are least important. I will INSPIRE the change. I want RECOGNITION & EXCITEMENT.”** **Inspiring**
Cautious **"Let’s make CALCULATED changes. Let’s see how the numbers look! Let’s keep the risk low. Feelings & people least important. I will CALCULATE the change needed. I want to be RIGHT!”**	**Supportive** **“Let’s make STABLE & SLOW changes. Let’s see how we feel about it! Let’s keep things the same. Reality & facts are least important. I will SUPPORT the change (if I feel safe). I want PEACE & HARMONY!”**

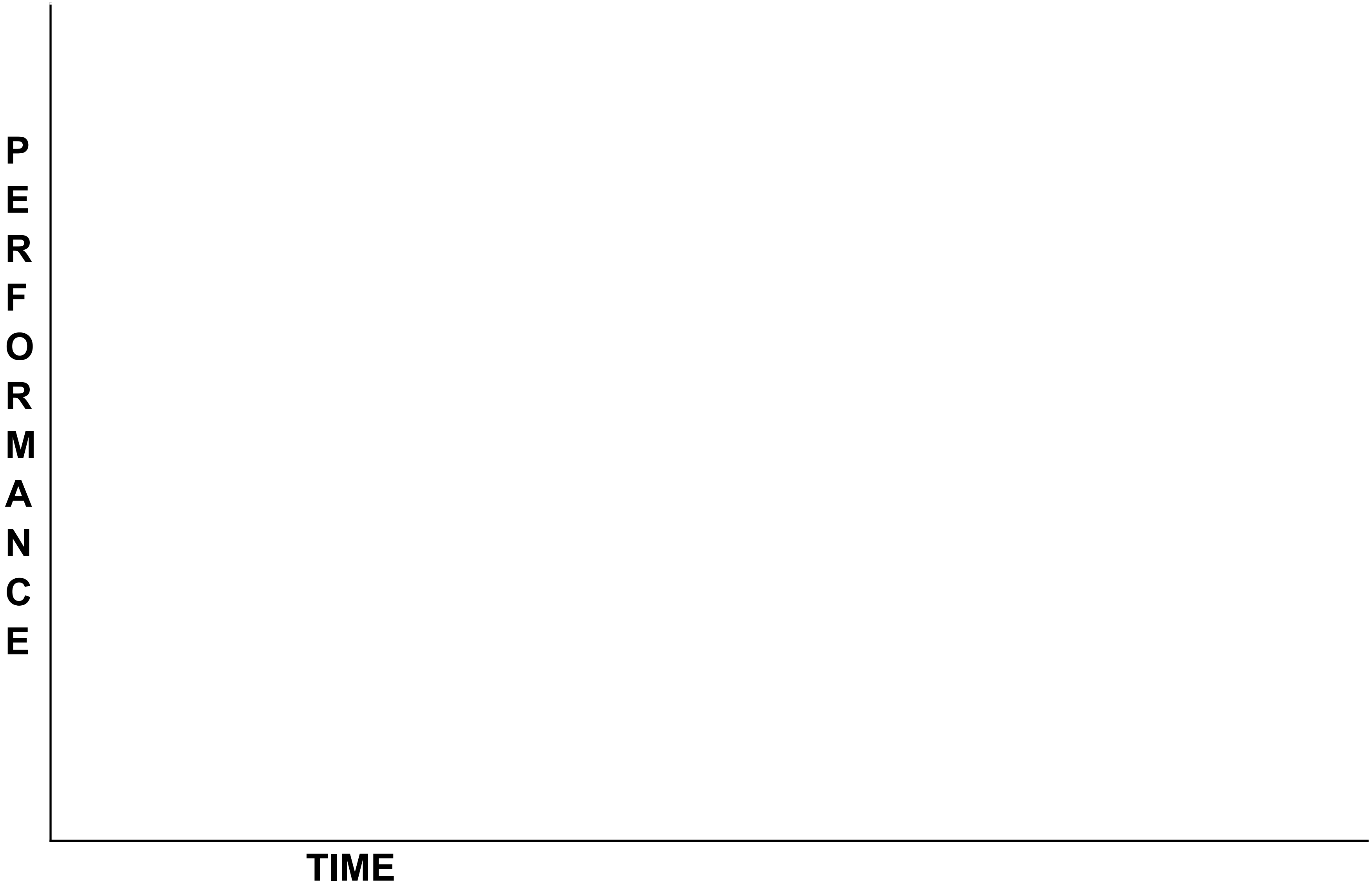
PEOPLE

RESERVED

Change Models

- SATIR
- ADKAR
- LEWIN’S
- BRIDGES’
- KUBLER-ROSS
- PROSCI’S
- KOTTER’S
- ROGER’S
- BECKHARD’S
- TUCKMAN

TUCKMAN



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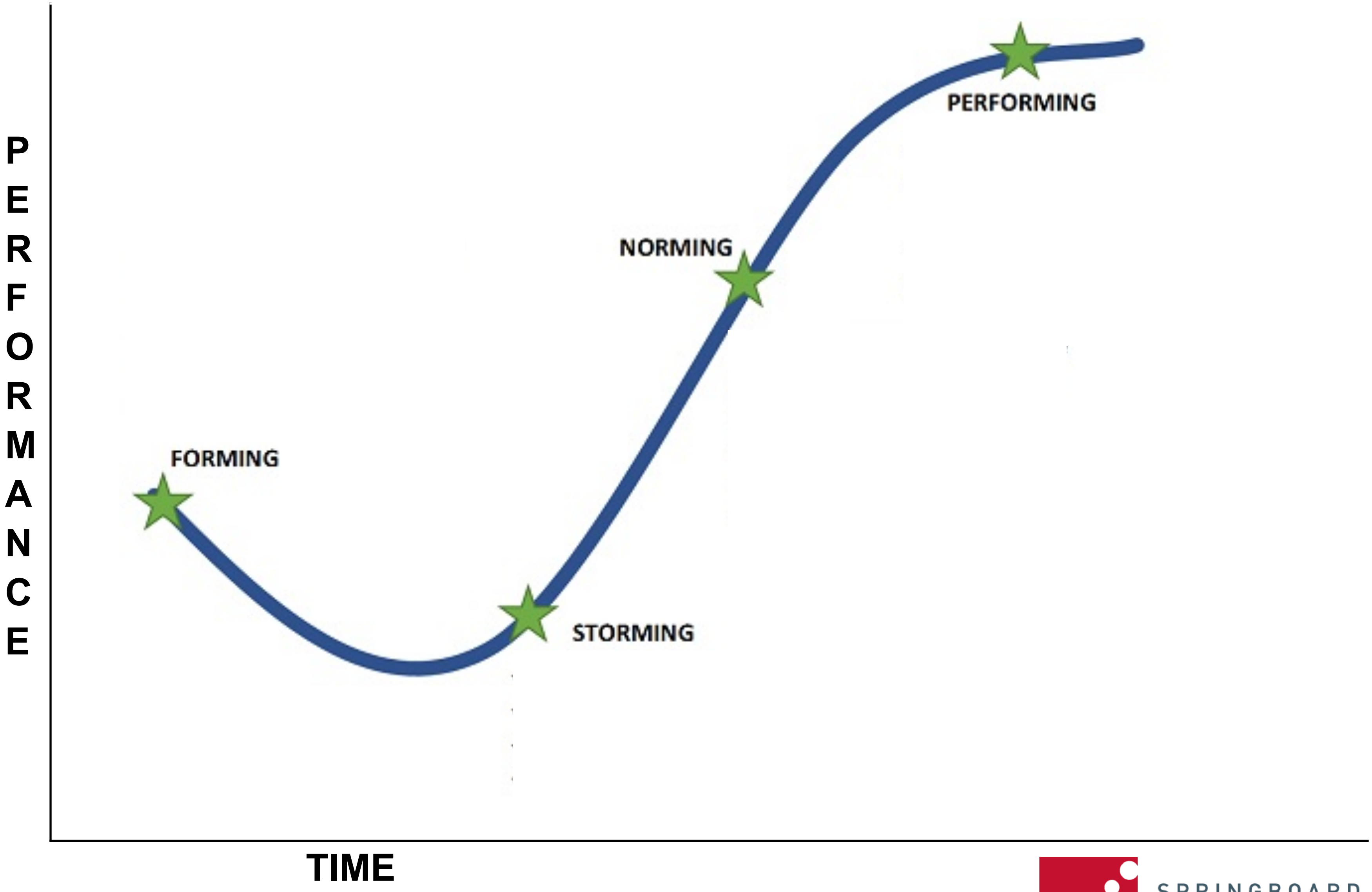

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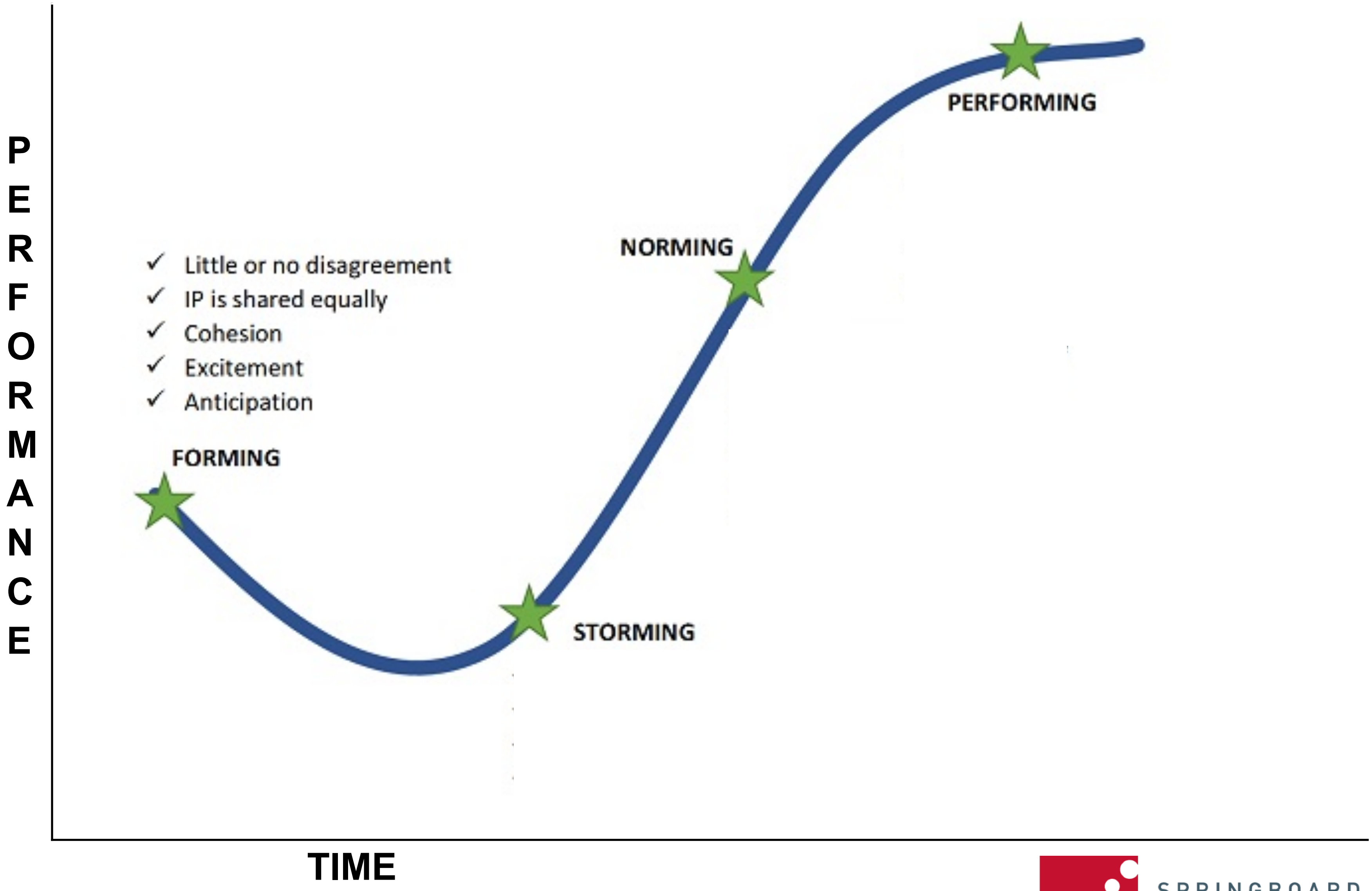
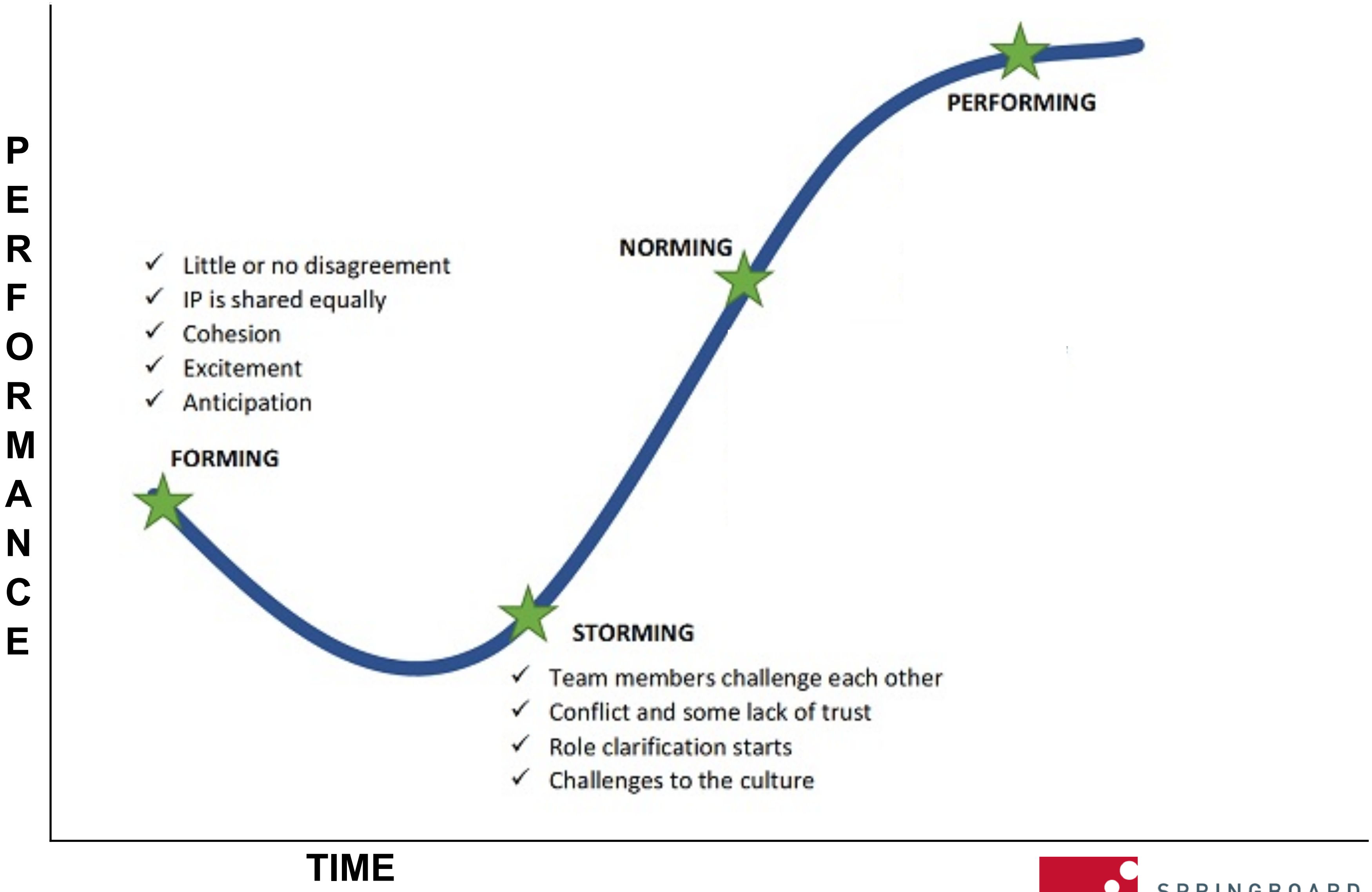

P E R F O R M A N C E
✓ Little or no disagreement
✓ IP is shared equally
✓ Cohesion
✓ Excitement
✓ Anticipation
FORMING
STORMING
NORMING
PERFORMING
TIME

TUCKMAN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- ✓ Team members challenge each other
- ✓ Conflict and some lack of trust
- ✓ Role clarification starts
- ✓ Challenges to the culture

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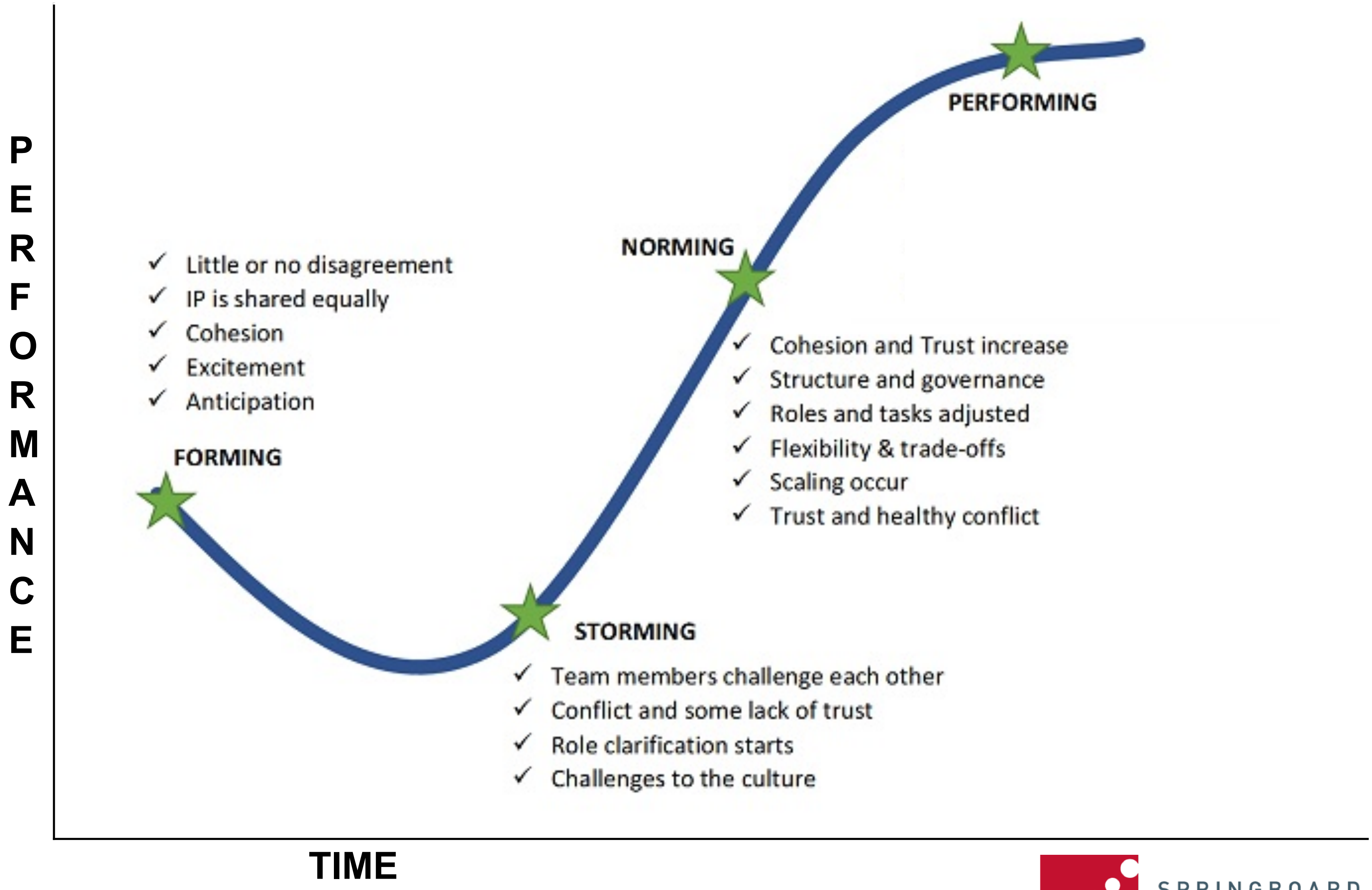

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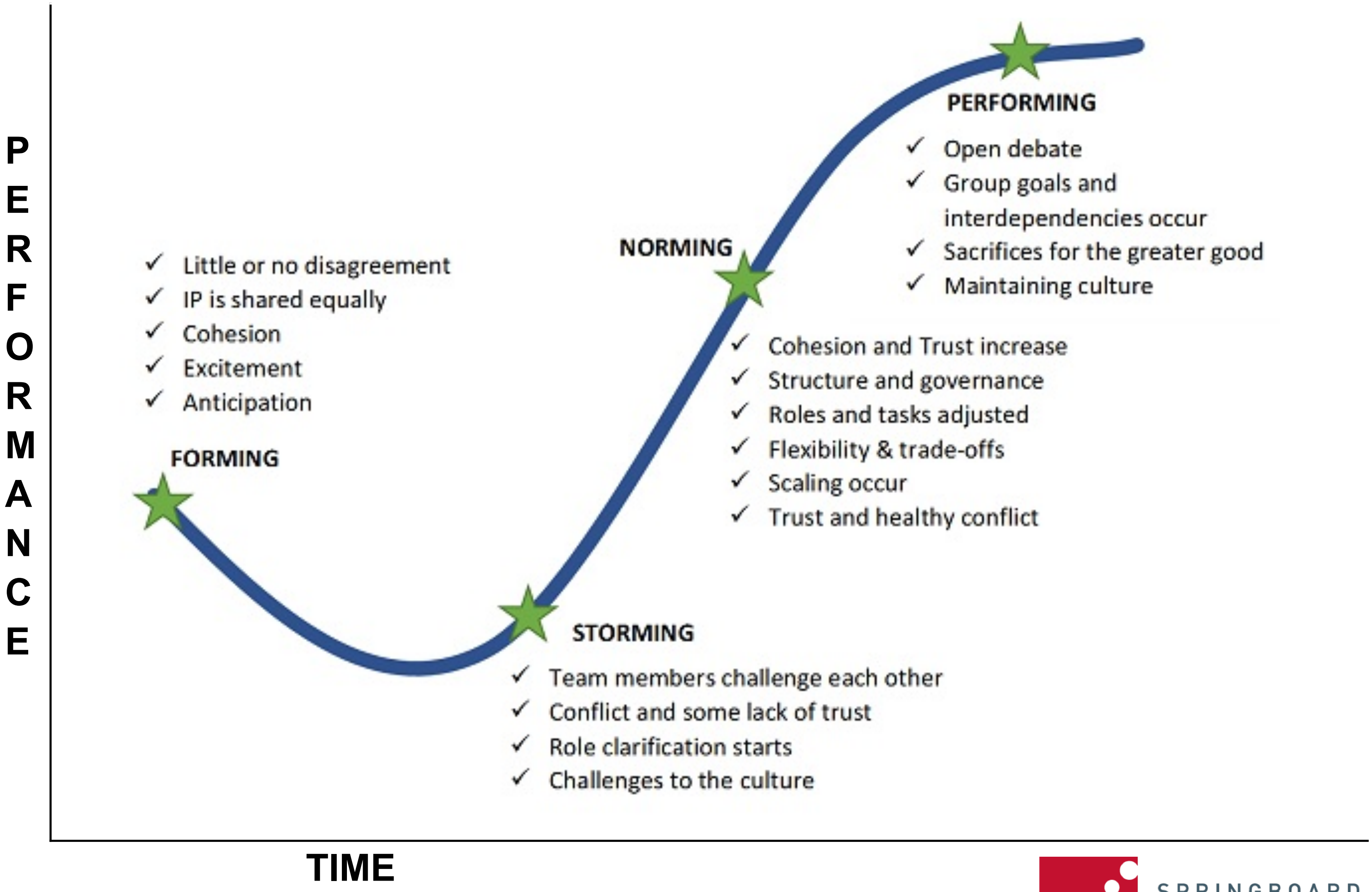
NORMING

- ✓ Cohesion and Trust increase
- ✓ Structure and governance
- ✓ Roles and tasks adjusted
- ✓ Flexibility & trade-offs
- ✓ Scaling occur
- ✓ Trust and healthy conflict

PERFORMING

TUCKMAN



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- ✓ Group goals and interdependencies occur
- ✓ Sacrifices for the greater good
- ✓ Maintaining culture

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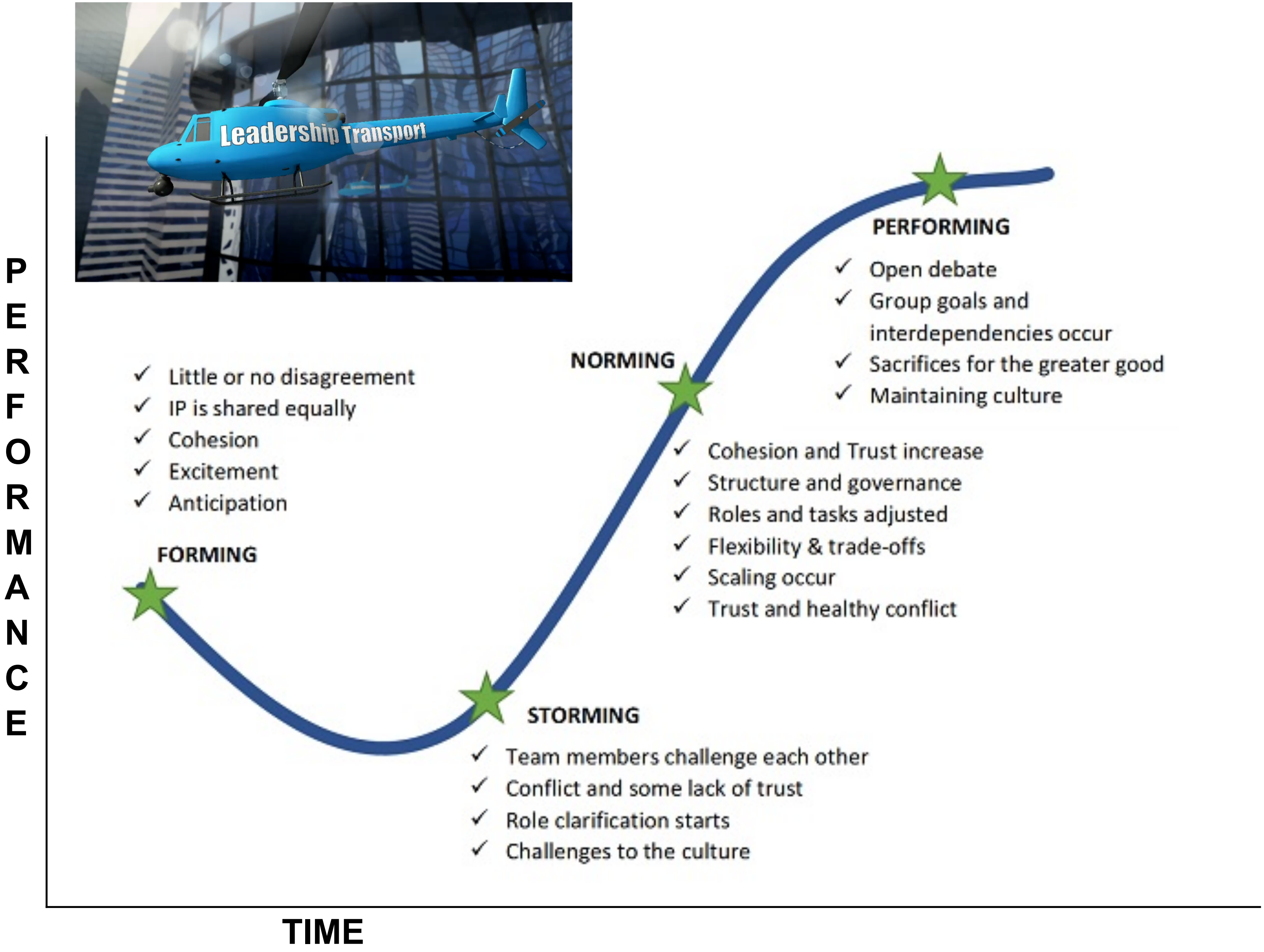

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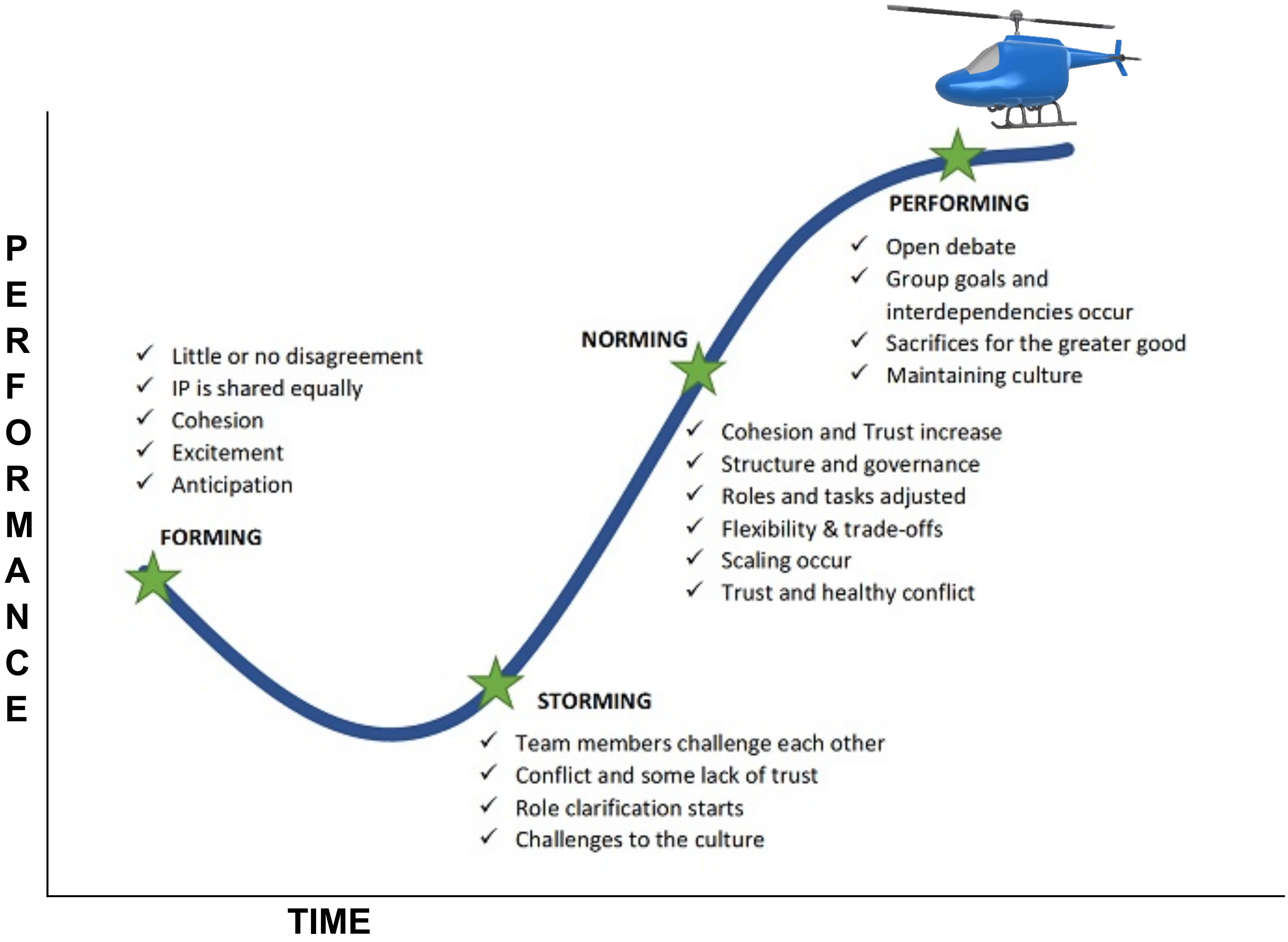

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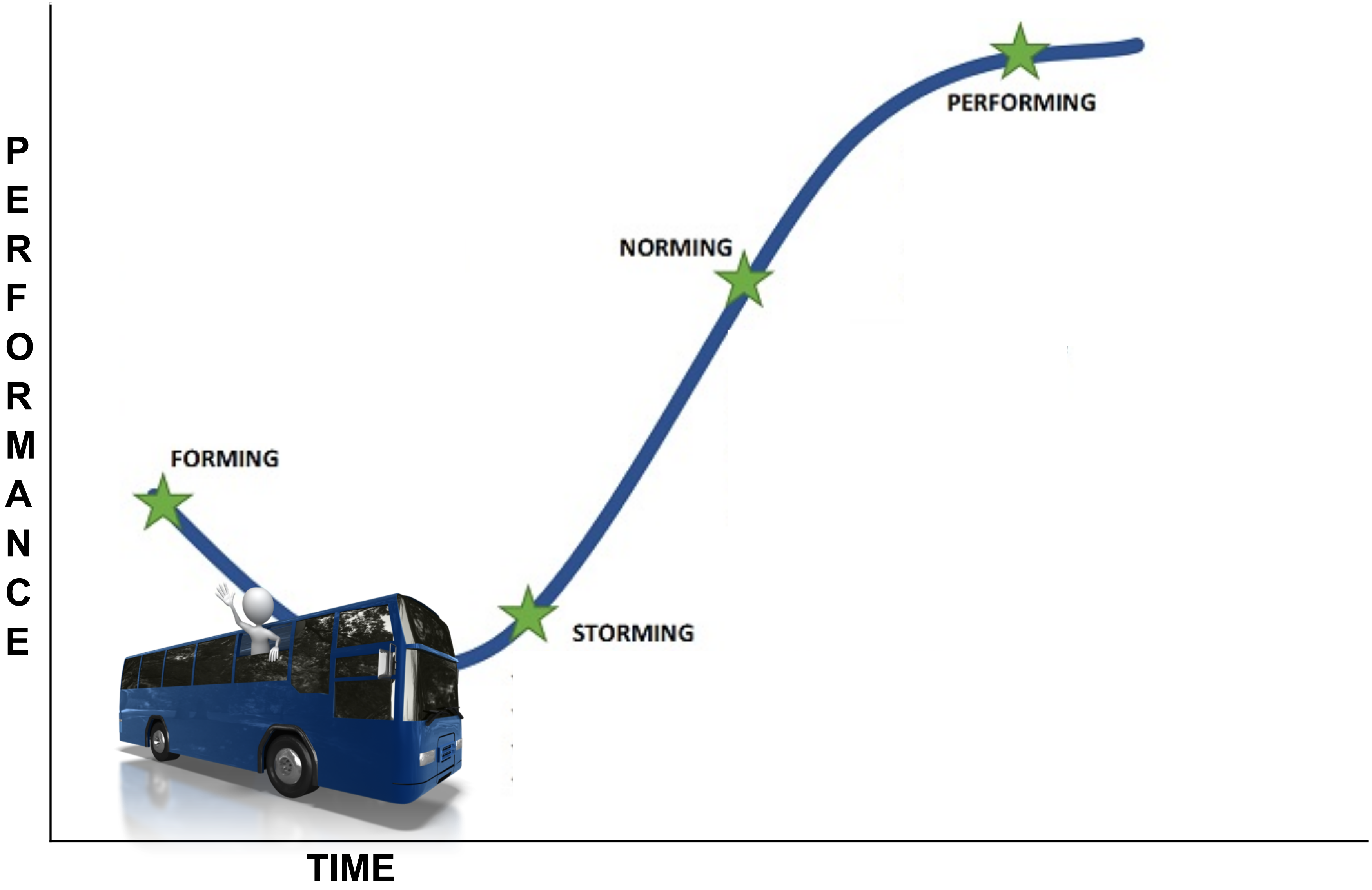
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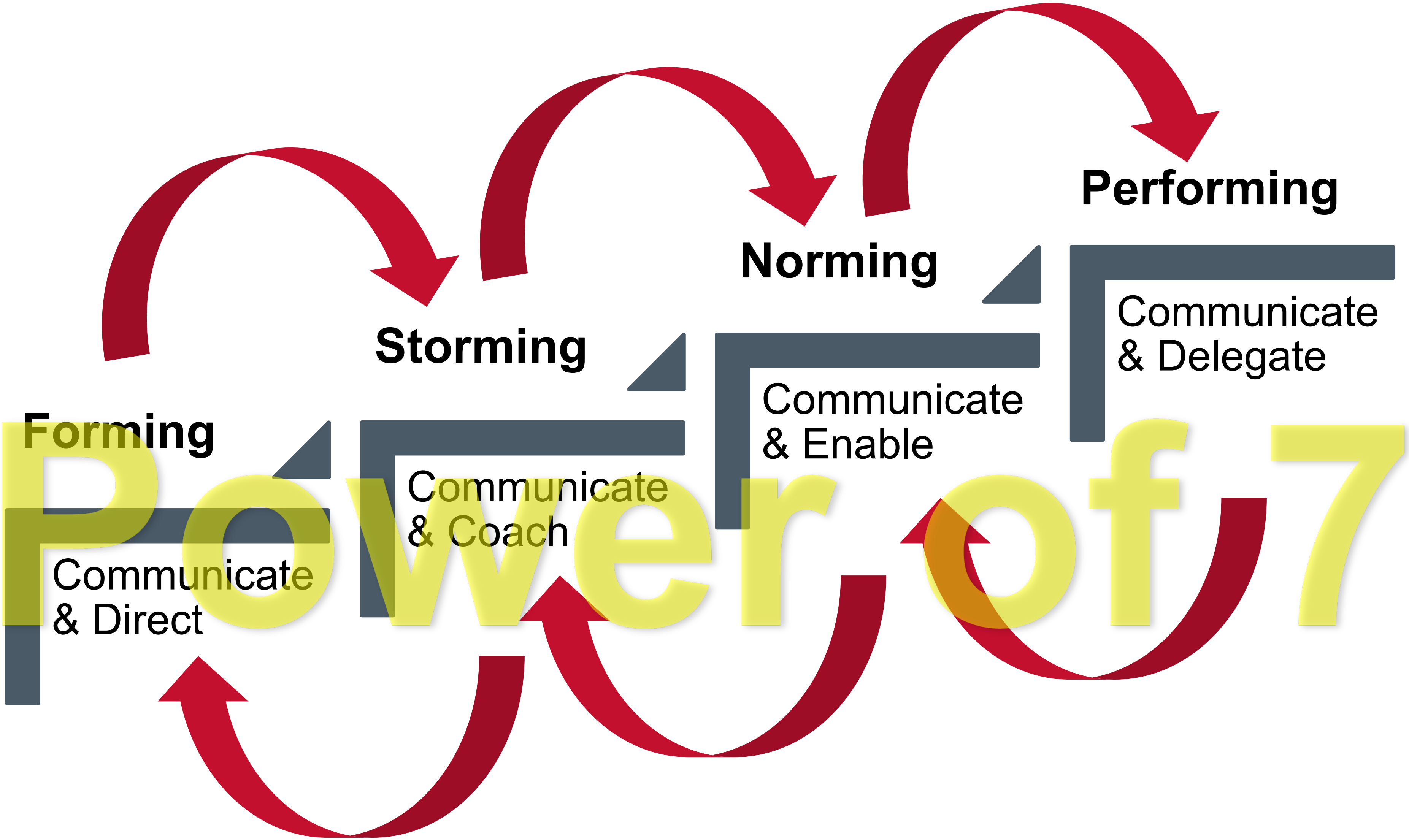


Forming

Communicate
& Direct

Storming

Communicate
& Coach

Norming

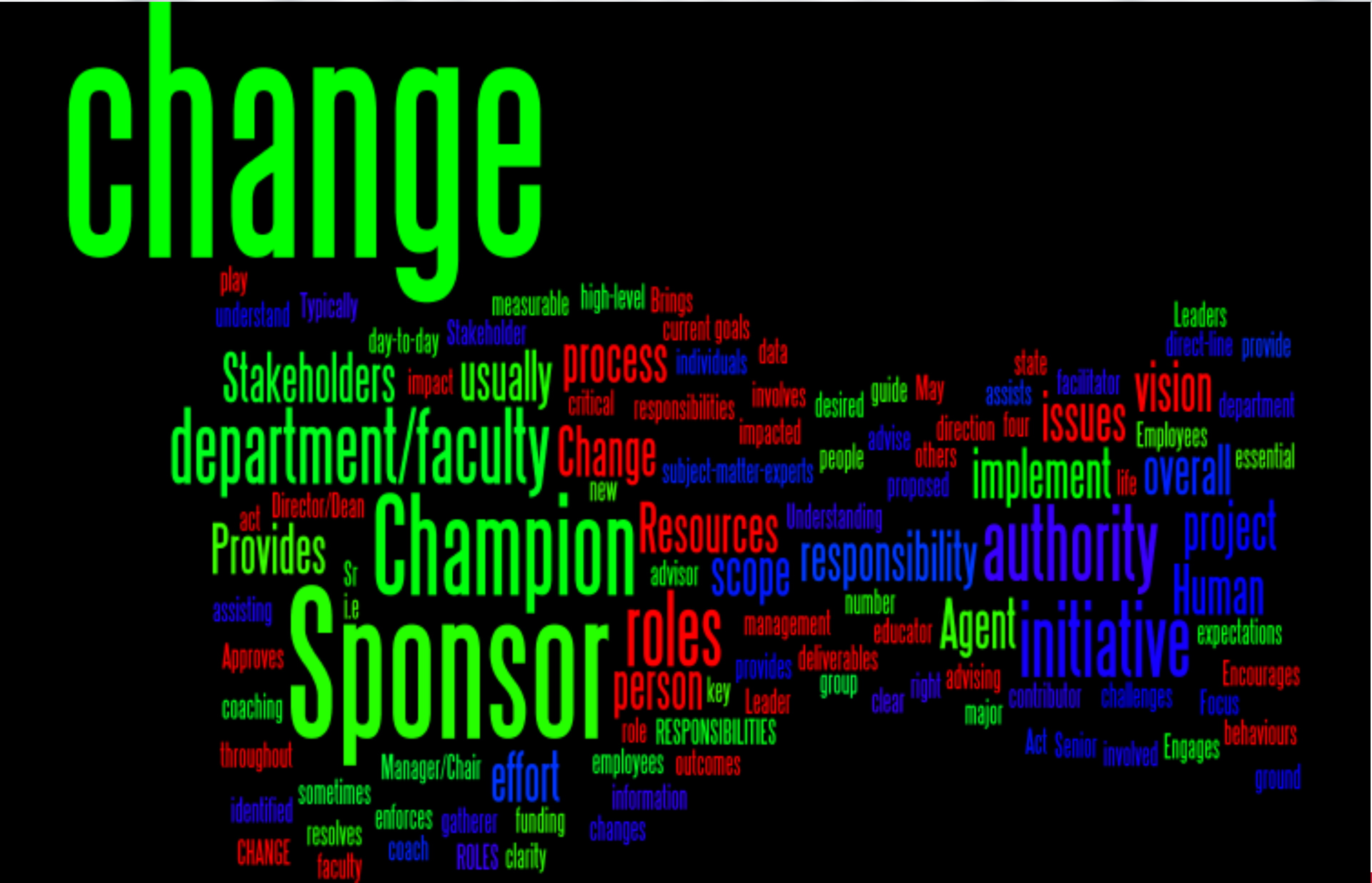
Communicate
& Enable

Performing

Communicate
& Delegate

Power of 7

What’s my Role?

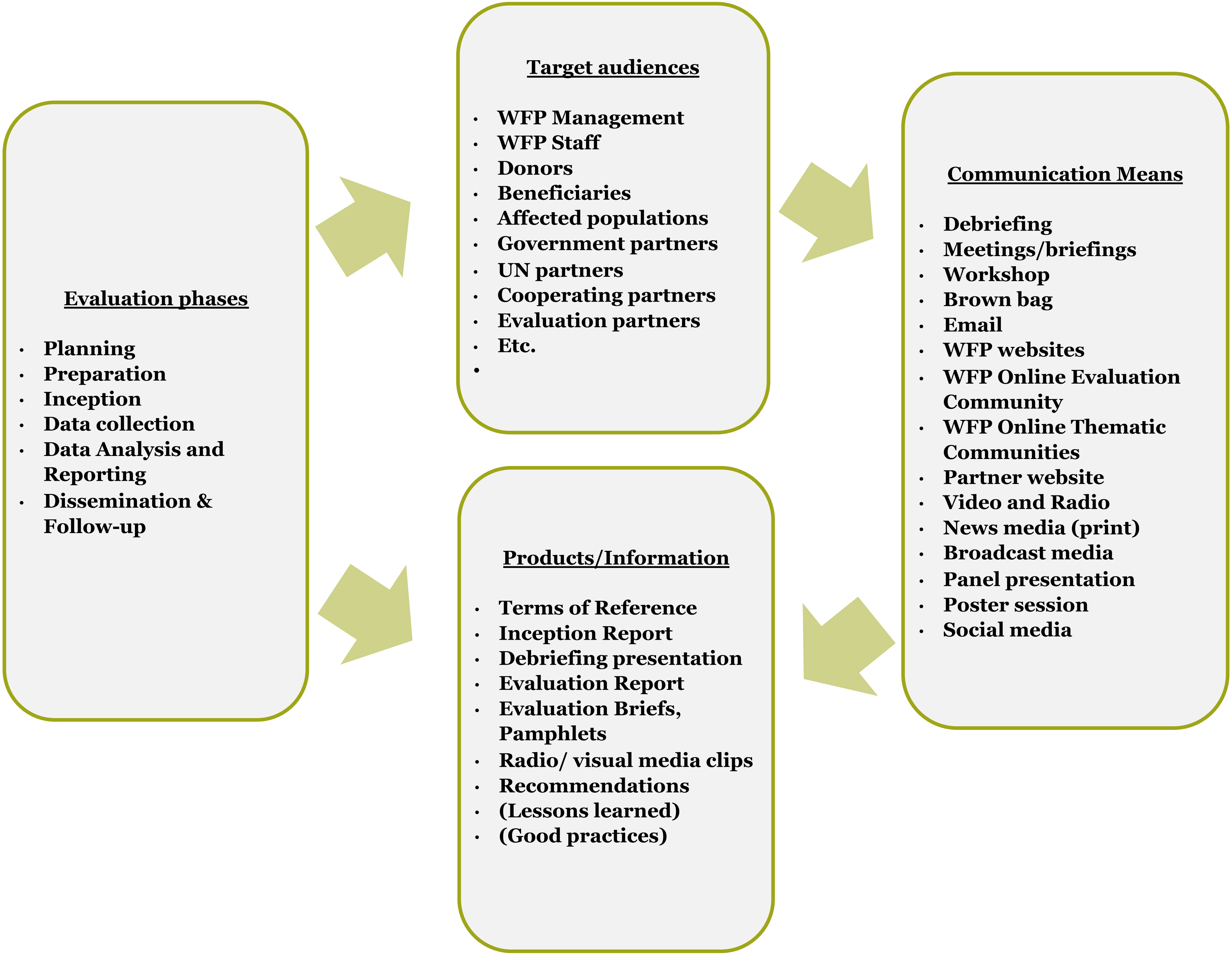

change
play
understand
Typically
measurable
high-level
Brings
Leaders
day-to-day
Stakeholder
current goals
direct-line
provide
Stakeholders
impact
usually
process
individuals
data
state
facilitator
vision
department
critical
responsibilities
involves
desired
guide
May
assists
issues
Employees
department/faculty
Change
impacted
advise
direction
four
subject-matter-experts
people
others
implement
life
overall
essential
new
proposed
act
Director/Dean
Provides
Champion
Resources
Understanding
responsibility
authority
project
Sr
advisor
scope
Human
assisting
i.e
Sponsor
roles
number
management
educator
Agent
initiative
expectations
Approves
provides
deliverables
group
right
advising
Encourages
coaching
person
key
Leader
clear
major
contributor
challenges
Focus
role
RESPONSIBILITIES
Act
Senior
involved
Engages
behaviours
throughout
Manager/Chair
effort
employees
outcomes
ground
identified
sometimes
information
enforces
gatherer
funding
changes
resolves
coach
CHANGE
faculty
ROLES
clarity

Communication Plan

9.58

Physical Preparation
Mental Preparation
Technique & Form
Body Fuel

Start
Mid-race
Finish
Climatic Conditions



Evaluation phases

- Planning
- Preparation
- Inception
- Data collection
- Data Analysis and Reporting
- Dissemination & Follow-up

Target audiences

- WFP Management
- WFP Staff
- Donors
- Beneficiaries
- Affected populations
- Government partners
- UN partners
- Cooperating partners
- Evaluation partners
- Etc.

Communication Means

- Debriefing
- Meetings/briefings
- Workshop
- Brown bag
- Email
- WFP websites
- WFP Online Evaluation Community
- WFP Online Thematic Communities
- Partner website
- Video and Radio
- News media (print)
- Broadcast media
- Panel presentation
- Poster session
- Social media

Products/Information

- Terms of Reference
- Inception Report
- Debriefing presentation
- Evaluation Report
- Evaluation Briefs, Pamphlets
- Radio/ visual media clips
- Recommendations
- (Lessons learned)
- (Good practices)

When Evaluation phase	What-Communication product/ information	To whom-Target group or individuals / position (e.g. country office staff, technical staff etc)	What level Organizational level of communication (e.g. strategic, operational, field etc.)	From whom Lead commissioning office staff with name/position (e.g. Country Office Director, evaluation manager etc)	How (in what way) Communication means (e.g. meeting, interaction, written report, email etc.)	Why-Purpose of communication (e.g. solicit comments, seek approval, share findings for organizational learning)

WHEN- Evaluation Phase, First session, etc.

WHAT- Communication product/information

TO WHOM- Target audience, group, individual

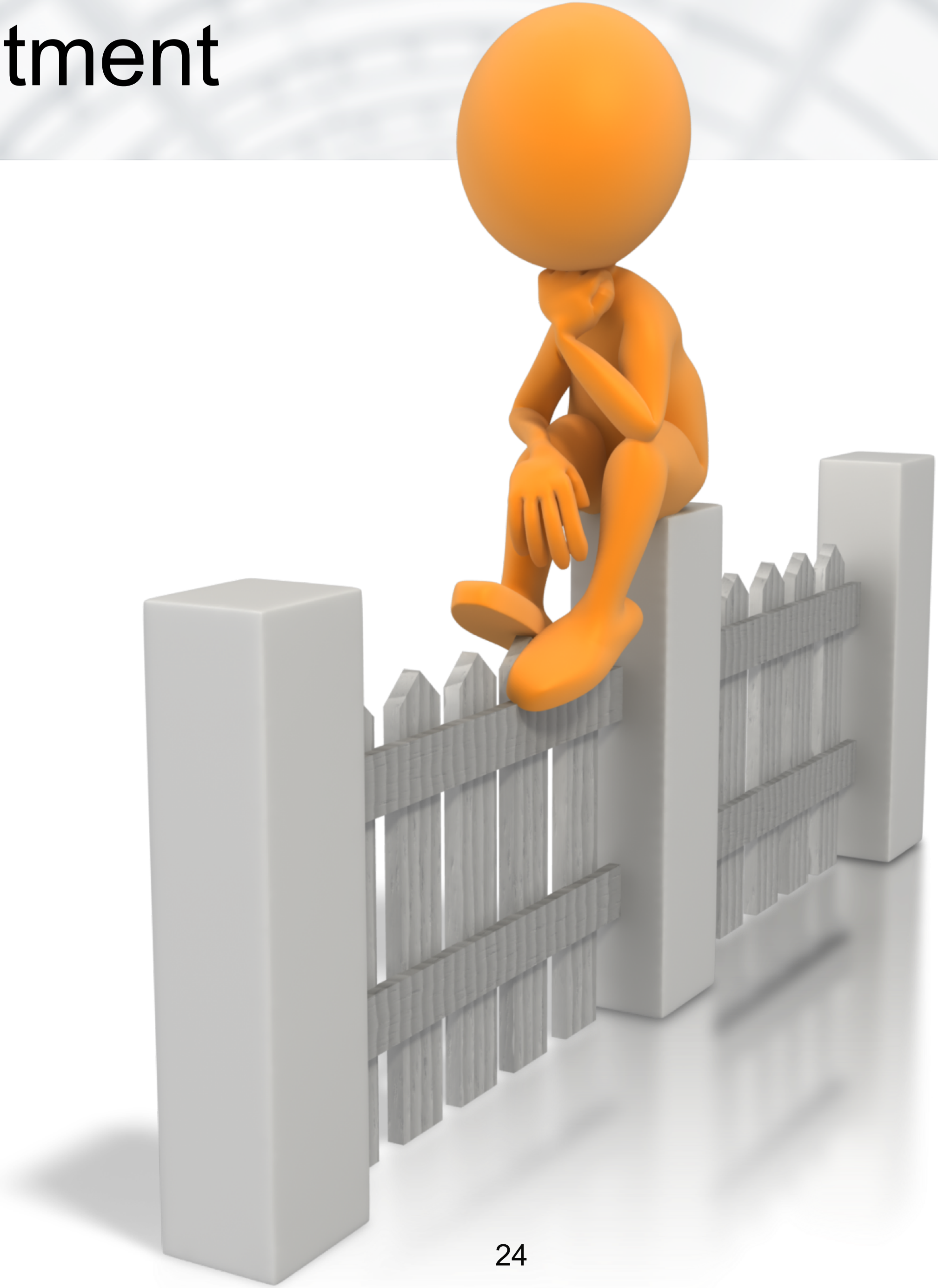
WHAT LEVEL- Organizational level, executives, field, etc.

FROM WHOM- leading the communication

HOW- Meeting, email, written report, text, etc.

WHY- Purpose of the communication

Commitment



Did You Know?

3%	Actually write goals down
22%	Accomplish in their heads
43%	Accomplish written goals
52%	Accomplish with action steps
65%	Accomplish when sharing
78%	Accomplish with check-ins

Dr. Gail Matthews
Dominican University of California

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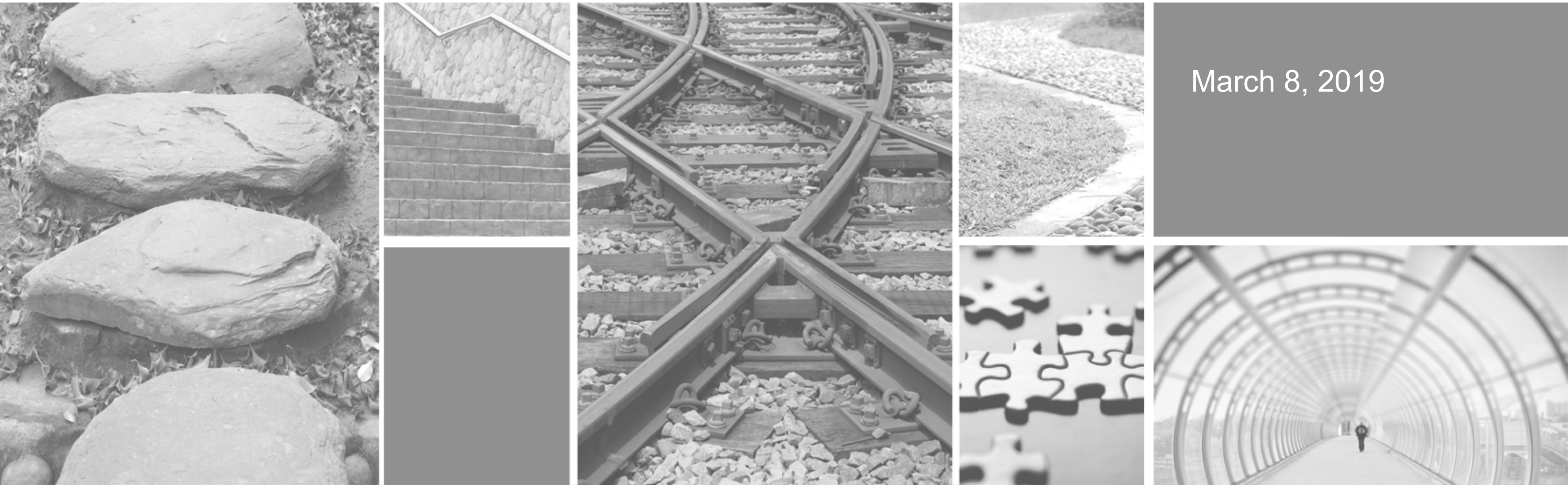

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