Leading Through the Whitewater of Change

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TODAY’S PRESENTERS

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Leading Through the Whitewater of Change
Introduction

• Why change is difficult to assimilate
• Best practices at the heart of achieving change
• The role of corporate culture
• Q&A
The nature of “change” has changed
Over the last 50 years, the average lifespan of S&P 500 companies has shrunk from around 60 years to closer to 18 years.

POLL: What level of change is your company currently experiencing?

✓ No change
✓ Minor change
✓ Significant change
✓ Constant change
More than 70 percent of all major change initiatives are unsuccessful.

Source: Kotter International, *The 8-Step Process for Leading Change*
Why is Change so Hard?
Two sides to every change

• **Rational**
  Somewhat predictable, knowledge and skills

• **Emotional**
  Under the surface, motivation
Three reasons change is resisted:

- They don’t understand it (intellectual)
- They don’t like it (emotional)
- They don’t like you (personal)

We tried that before.

It’s not our problem.

We can’t take that chance.

What a waste of time and money!
Three Phases of Change

Current ➔ Transition ➔ Desired
Three Phases of Change

**Current** → **Transition** → **Desired**

**EMOTION:**
- Loss of control
- Disorientation (everything seems different)
- Detachment
- Shock, fear
- Depression
- Loss
- Resentment (more work)

**CLOSING THE GAP:**
- Repetitive communication
- Town hall meetings
- 1:1 meetings
- Transparent conversations
- Active listening
- Truthful reassurance
- Support with tools and resources
- Celebrating elements of the past worth remembering

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Three Phases of Change

**Current**

- Anxiety
- Lethargy
- Overwhelm
- Concerned about competence
- Creativity
- Anticipation
- Experimentation

**Transition**

**Desired**

**EMOTION:**

**CLOSING THE GAP:**

- Smaller, obtainable goals
- Create and celebrate small wins
- Build on momentum
- Tap into creativity
- Reward excellent failures
Three Phases of Change

EMOTION:
• Acceptance, confidence
• Satisfied, internally committed
• Compliant, amenable
• Competent
• Stable

CLOSING THE GAP:
• Highlight successes and transformation to encourage
• Creating confidence & acceptance for future change/challenges

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POLL: What resistance factor does your organization experience most?

- People don’t understand the change.
- People don’t feel capable of making the change. (Lack skills or confidence)
- People lack motivation to change.
- There are too many changes.
Determining Readiness, Sequencing and Capacity
Readiness, Sequencing, Capacity

What else is happening in the organization right now?

- What other initiatives or priorities are diverting our attention from completing or continuing this change effort?
- How much change is going on right now?
- What are the benefits of implementing this change for employees and managers?
- How have past changes been managed?
Readiness, Sequencing, Capacity

Is this a priority?

- How urgent is the situation?
- What are the consequences of doing nothing?
- What are the overall risks associated with a failed implementation?
Pilot Test

• How did they feel about the change?
• What were perceived concerns?
• What were they excited about?
• What barriers might exist in terms of cascading out to the whole group?
Building the Communication Plan
## Change Management Communication Template

<table>
<thead>
<tr>
<th><strong>WHO is the Audience</strong></th>
<th><strong>WHAT Needs to Be Communicated</strong></th>
<th><strong>Communicator &amp; Developer</strong></th>
<th><strong>HOW will the Information be Communicated</strong></th>
<th><strong>WHEN will the Information be Communicated</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider the various levels</td>
<td>Determine what needs to be communicated and why – the key reasons for communication. What does the audience need to know and/or do?</td>
<td>Who develops the communication piece and who delivers the actual message?</td>
<td>Determine the format of the message (email, phone, in person, etc.)</td>
<td>At what point in the process (the sooner, the better) – consider the frequency of updates</td>
</tr>
</tbody>
</table>

### Leading Through the Whitewater of Change

[Insperity Logo]
Inspire a Shared Vision

- Story so far
- Business case/rationale
- What won’t change
- What will change
- Q&A

“Clarity helps to dissolve resistance.”

- Chip and Dan Heath, Authors of Switch: How to Change Things When Change is Hard
Making Change “Stick”
Engage Change Champions
Recruit Adaptive People

• Look for optimism as a personality trait
• Look for untraditional solutions
• Hire for character and execution
Foster a Change Ready Culture

- Encourage fast approvals
- Tolerate uncertainty
- Reward excellent failures
- Recognize/reward those who try new things
Track Your Results

• Modify performance systems to recognize change leaders

• Provide consequences to ineffective managers
Case Study:

Insperity client organization

- U.S. based gourmet food manufacturer with 350 employees faced with restructuring and layoffs

- Leadership meetings
- Town hall meetings
- Individual meetings
- Quick wins
- Quarterly measures
“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”

- Socrates
Questions?
Thank you for joining us

For more information, or to speak with an Insperity Business Performance Advisor about your business, visit insperity.com/acg
or call us at 866-814-6817.

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