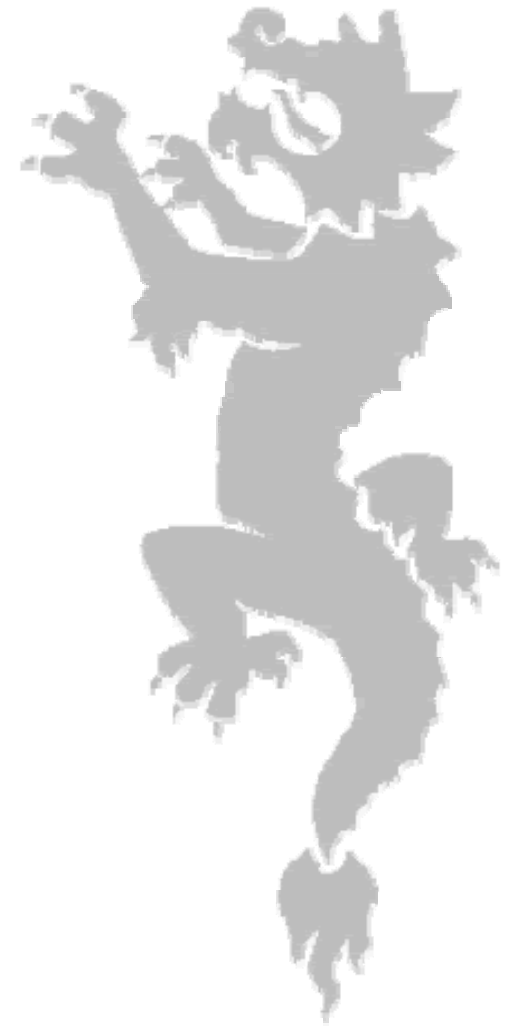


**APMG**

**Best Practice Showcase  
June 2011**

**Change Tactics**

**MIRAGROUP**



# Workshop Facilitator

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# Introduction

## Subject

Change Tactics

## Introductions

Quick Introductions

## Handouts

- Session Notes (extract from Miragroup workshop session)
- Case Study (used in Miragroup workshop sessions)
- Flyers (IRMUK Business Analysis Conference, Cranfield/Miragroup Short Courses)
- Miragroup Brochure & Contact Cards



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# Session Format

- Walkthrough of Business View, Change Assessment, Tactics, Contingency, Planning, Dealing with the People, Involving the Business, Shifting Entrenched Thinking
- Notes are Extracts from a five-day workshop series following a project lifecycle from Initiation to Embedding Change
- Use the Case Study or a delegate “real life” situations
- Discuss, Engage, Question, Share, Learn

SEE NEXT PAGE FOR SOME “STARTER” QUESTIONS

# Questions to Start...

- Is anyone finding it difficult to engage the business?
- Is anyone finding the business very resistant?
- Is anyone frustrated with the characters and behaviour of the business?
- Is anyone concerned the business has not been engaged enough?

# Analysis & Management of Impacts

## Impact Analysis - Business View of Impacts

- By now the business understand the design in sufficient detail to understand the day-to-day impact
- The design may mean they must change:
  - How they receive their work
  - The procedures they follow
  - The systems they use
  - The way they deal with customers
  - The authorisations they may need
  - Their access to reference data/information
  - Who they need to communicate with to do their job
  - The business rules they apply to their work
  - Where they do their job
  - The areas that work around them who they may need to talk to
  - The way in which they can call up records
  - How they access archive or related data/systems
  - Etc.
- The design may look simple but these types of impacts can be very worrying for people doing the work



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# Analysis & Management of Impacts cont...

## Impact Analysis - Business Experience of Change

- The business areas are measured on their delivery
- Any changes to how they do their work will often worry them
- *'If it aint broke, don't fix it'* is often the motto and, from their perspective, it's probably not broken
- They may have bad experiences with change:
  - Systems don't do what they expected
  - Processes and procedures have been designed in isolation and don't really work
  - They lost access to key data/information
  - The change didn't make their job any better or worse, it was just different
  - The change was a trivial aspect of their job and therefore they paid very little attention
  - They didn't have time to deal with the change so they coped rather than improved
  - To them it was a lot of additional work for minimal gain
  - Business can be either worried or frustrated by change



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# Analysis & Management of Impacts cont...

## Impact Analysis - Improving the Change Experience

- To make change more successful we must improve the business experience of change
- And we can do that by:
  - Appreciating how change impacts them personally
  - Understanding their concerns
  - Empathising with any worry or frustration
  - Learning what they need to make it work for them
  - Helping them understand why the change is good for them
  - Adapting the implementation approach and tactics to work with their realities



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# Analysis & Management of Impacts cont...

## Impact Analysis - Making the Gap Personal

- We now have the detailed solution design so we can continue to work with the business to define how it will work in the future
- The business can quickly assess the impacts to their daily work
- They can also identify any risks to the current operation and implementation

Change	Impact
The sub process	<ul style="list-style-type: none"> <li>• Different steps, different authorisations, different decisions, different interfaces, different reference data, different business rules, etc.</li> </ul>
By job / role	<ul style="list-style-type: none"> <li>• Different responsibilities, different authorities, different skills, different knowledge, different time to process, etc.</li> </ul>
By system	<ul style="list-style-type: none"> <li>• Different systems, different login, different security, different screens, different data identifiers, different reports, etc.</li> </ul>
By delivery	<ul style="list-style-type: none"> <li>• Different timing to deliver, different risks, different peak processing, etc.</li> </ul>
By related Business area	<ul style="list-style-type: none"> <li>• Different handovers, different receiving / forwarding, different notifications, different business rules, etc.</li> </ul>

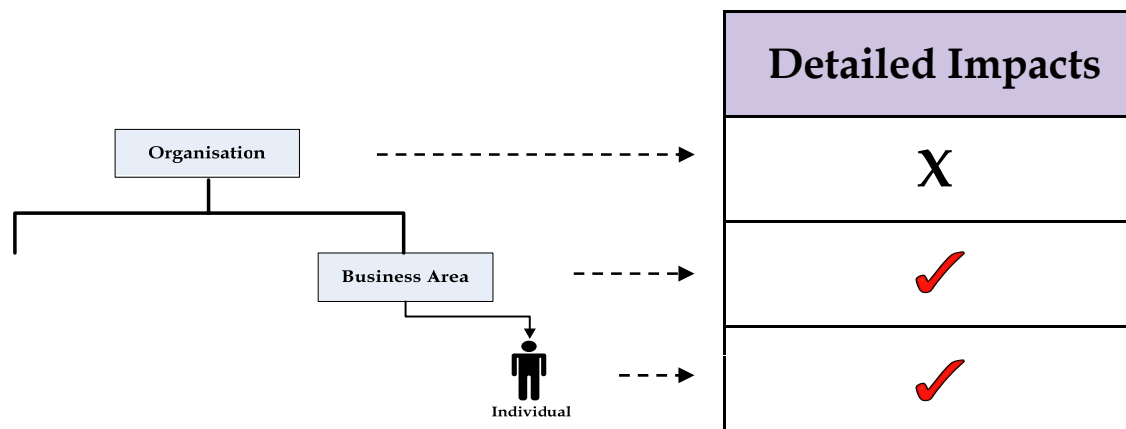
- The business will help you assess the gap between current and future

# Analysis & Management of Impacts cont...

## Impact Analysis - Making the Gap Personal cont...

- In addition to validating the design the feedback will add to our analysis
- We created a business area/individual benefits & impacts during scoping
- Update the benefits & impacts with the outcomes of the detailed design
- We'll need that information to do good implementation planning

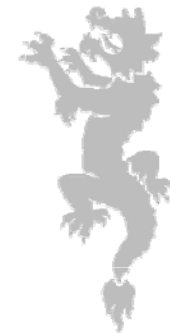
Group / Individual	Current & Future	Change
<ul style="list-style-type: none"> <li>• Group with same job</li> <li>• Individual with unique job</li> </ul>	<ul style="list-style-type: none"> <li>• Current &amp; future processes, systems</li> <li>• Current &amp; future authority &amp; responsibilities</li> <li>• Current &amp; future skills</li> <li>• Current &amp; future workloads</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• What is changing?</li> <li>• How significant is the change?</li> </ul>



# Analysis & Management of Impacts cont...

## Impact Analysis - What is Change Assessment?

- We need to understand the full nature of the change
- Change Assessment is the assessment of:
  - The business view of impact
  - Their previous experiences with change
  - Other changes they may be dealing with
  - The stress of their current operation
  - The capacity they have to cope with changes to their environment
  - How well they can articulate their current situation
  - Their coping skills as individuals and a team
  - Their relationship and communication with their Managers and Team Leaders
  - The trust they have in the organisation
- This is an assessment of them as people, a team and their current situation



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# Analysis & Management of Impacts cont...

## Impact Analysis - Importance of Change Assessment

- The change assessment of a business area is beyond the practical realities of training, processes and any data migration
- Change assessment is how ready the people are to make the required changes to how they work
- If they are not ready, the end result is changes that fail to entrench:
  - People cope with the change rather than benefit from it
  - Workaround the intended change
  - Modifications to Processes and Systems but not behaviours
  - Failure to expand on the basics of the original change
  - Resistance & disinterest in future changes
  - A belief that change is done to them not something they embrace
  - A deep cynicism when confronted with future change
- When we fail to make realistic assessments of change we can do deep damage to people's attitudes towards change



# Analysis & Management of Impacts cont...

## Impact Analysis - Making the Assessment

- Change Assessment is a subjective assessment

Key Questions	Assessment (good, average, poor)
Are there are other changes being done to this area?	•
Have the people had poor change experiences?	•
Are people still angry/disappointed/frustrated with previous changes?	•
Do they work together as a team?	•
Are there good communications/support between managers, Team Leaders and staff?	•
Do people cope with change well?	•
Is this area under a lot of other pressures?	•
Are the people well skilled & confident with current operations?	•
Are there a lot of new staff?	•
Is there a good mix of age groups in this area?	•
Is this a process driven area?	•
How well do people speak up in this area?	•



# Analysis & Management of Impacts cont...

## Managing Implementation - Tactics to Manage Impacts

- Individual/team coaching
- Communication forums
- Using standard communication methods (meetings, memos, etc.)
- Personal Development training
- Rewards & Recognition
- Teaming building activities
- User Groups
- Early access to information, technology, training, etc.
- Mentors
- Merging teams to train, learn, think together
- Engaging with others (e.g. Other sites etc.)
- Leadership sessions
- Peer to peer influence
- Sell the concepts through the benefits
- Etc.

The list is anything you believe could improve the change experience and reduce the risk to the change failing!

# Analysis & Management of Impacts cont...

## Managing Implementation - When to Use Each Tactic

Tactics	Application?
Individual / Team Coaching	<ul style="list-style-type: none"> <li>• Difficult individuals; Insufficient team work</li> </ul>
Communication forums	<ul style="list-style-type: none"> <li>• Lot of people impacted</li> </ul>
Using standard communication methods (meetings, memos etc.)	<ul style="list-style-type: none"> <li>• Good existing communications</li> </ul>
Personal development training	<ul style="list-style-type: none"> <li>• Need behavioural / cultural change</li> </ul>
Rewards & recognition	<ul style="list-style-type: none"> <li>• Need to encourage behavioural change</li> </ul>
Teaming building activities	<ul style="list-style-type: none"> <li>• Some skill gaps</li> </ul>
User groups	<ul style="list-style-type: none"> <li>• Lots of people impacted / diverse groups</li> </ul>
Early access to information, technology etc.	<ul style="list-style-type: none"> <li>• Significant conceptual shift</li> </ul>
Mentors	<ul style="list-style-type: none"> <li>• Limited change experience</li> </ul>
Merging teams to train, learn, think together	<ul style="list-style-type: none"> <li>• Isolated / silo teams</li> </ul>
Engaging with others (e.g. Other sites etc.)	<ul style="list-style-type: none"> <li>• Need to improve credibility of solution</li> </ul>
Leadership sessions	<ul style="list-style-type: none"> <li>• Need to improve management skills</li> </ul>
Peer to peer pressure	<ul style="list-style-type: none"> <li>• Difficult or worried individuals</li> </ul>
Sell the concepts through the benefits	<ul style="list-style-type: none"> <li>• Give Team Leaders / Managers tools to persuade</li> </ul>
Etc.	

# Analysis & Management of Impacts cont...

## Managing Implementation - Compromising Recommended Tactics

- The Change Management tactics need to be integrated with the Project Plan
- There are some potential conflicts:
  - Change Management needs more time than planned
  - There is insufficient budget for all tactics
  - There are not enough resources for all the tactics
  - The Senior Responsible Officers (SRO), Stakeholders, Project team do not agree with the proposed tactics
- This is the real world and we have to deal with these issues every day
- There are always other ways of managing a problem
- If you believe that a recommendation is critical it probably is, but look for alternative ways of solving the problem
- If there are no alternatives then list it as risk



# Analysis & Management of Impacts cont...

## Managing Implementation - Developing the Plan

- Plans are really a rough guide about:
  - The activities we think we will need to do
  - How long each activity will take
  - Who we will need to involve in the activity
  - Roughly how much we think each activity will cost
- The plan:
  - Allows us to forward plan what we can do when, sequentially & concurrently
  - Helps us understand the dependencies and demand we are placing on the resources
  - Enables us to communicate our future intent to a wider audience
  - Allows us to gain the commitment of others to our intent
- But the plan should not rule the Project
- The success of the change should rule the Project
- Plans need to be adapted whenever we find a critical risk to the success of the change



# Analysis & Management of Impacts cont...

## Managing Implementation - Keep the Plan Simple

- There is a tendency to include too much detail in the plan
- Rule of thumb:
  - The plan is the high level activities to achieve an outcome
  - The tasks within an activity are the top level sequence of events to deliver the activity
  - If we create too many activities and tasks the plan becomes very difficult to maintain

# Analysis & Management of Impacts cont...

## Managing Implementation - Building in Contingency

- Some projects are easier to estimate than others:

Change Type	Contingencies
Organisation Change	<ul style="list-style-type: none"> <li>Any change that involves job loss or negative change in conditions               <ul style="list-style-type: none"> <li>This will usually take far longer than expected to negotiate and agree with the managers and personnel, there may also be Union involvement</li> <li>Always assume worst case timing</li> </ul> </li> <li>Any change that creates a new area or significant change in roles               <ul style="list-style-type: none"> <li>This means job design and grading setting</li> <li>Always assume worst case timing</li> </ul> </li> </ul>
Systems Change	<ul style="list-style-type: none"> <li>Any change that involves fully replacing systems or major customisation               <ul style="list-style-type: none"> <li>Interfacing and data conversion is an intensive, highly skilled and can cause delays</li> <li>Always add contingency for these activities</li> </ul> </li> <li>Any new system implementation               <ul style="list-style-type: none"> <li>New automation seems easy but sometimes we need to create data from current manual data</li> <li>Always add contingency for interfaces, data management &amp; training</li> </ul> </li> </ul>



# Analysis & Management of Impacts cont...

## Managing Implementation - Building in Contingency cont...

Change Type	Contingencies
Process Change	<ul style="list-style-type: none"> <li>• Any significant changes to processes &amp; procedures               <ul style="list-style-type: none"> <li>- Changes confined to Task Instructions are fairly easy but changes in processes and procedures will require training and supporting documentation</li> <li>- If there is no associated system or organisation change these changes tend to be straight forward</li> </ul> </li> </ul>
People Change	<ul style="list-style-type: none"> <li>• Any change to culture, behaviour or attitude               <ul style="list-style-type: none"> <li>- These changes are the hardest to quantify, qualify and implement</li> <li>- Changing people is an evolutionary process</li> </ul> </li> </ul>
Process & People	<p>Change that affects how people do their jobs:</p> <ul style="list-style-type: none"> <li>• Behavioural change takes a long time and often the changes will not really happen until well after the implementation.</li> <li>• Post implementation activities are critical to success.</li> </ul>

# Analysis & Management of Impacts cont...

## Managing Implementation - Building in Contingency cont...

Project Type	Contingencies
Process & People & Systems (Bespoke)	Change that changes all aspects of the business area including basic tools: <ul style="list-style-type: none"> <li>• As systems are customised there is less demand on the people but good design is critical.</li> <li>• Allocate more time to solution design &amp; review.</li> </ul>
Process & People & Systems (COTS)	Change that demands the business to adapt to the systems: <ul style="list-style-type: none"> <li>• Adapting business process to systems processes usually mean the business must compromise.</li> <li>• Allocate more time for the business to modify their practices and to check related processes.</li> </ul>
Process & People & Organisation	Changes that affect the organisation structure significantly and therefore people and processes: <ul style="list-style-type: none"> <li>• The creation of job roles or significant change in existing roles can create a lot of concern.</li> <li>• Allocate more time to the Change Management activities.</li> </ul>



# Analysis & Management of Impacts cont...

## Managing Implementation - Balancing the Demand

- The most common complaints of the business are:
  - *There is too much change happening at once*
  - *No one is co-ordinating all the changes we are dealing with*
- Unreasonable demands can create resistance and resentment
- If you need the business to commit to the change then you will need to consider any other impacts
  - Understand any other changes that may be happening
  - Adapt your plan to develop a realistic and achievable schedule for the business
  - If necessary work with other Projects to negotiate a shared schedule



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# Preparing to Implement

## Preparing the Business - Going Back to the Business

- We need to go back to the Managers and Team Leaders to discuss our implementation plan
- Any implementation plan needs the commitment from the business to:
  - Agree to the critical changes
  - Agree to the critical Change Management activities
  - Understand the benefits of the approach
  - Make the right people available for the activities



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# Preparing to Implement cont...

## Preparing the Business - Getting Feedback

- If you have engaged with the business fully they are usually very receptive to the plan
- However, be aware:
  - Pressures on the business to change
  - What was feasible earlier may not be now
  - People may add to their concerns/ideas once they have had more time to think
  - New people may be introduced and they need to be brought up to speed
  - New people may also have other ideas
- There is a tendency for analysts to 'lock down' to a plan
- But we need to stay flexible, adaptive and be ready for contradictory or unexpected feedback

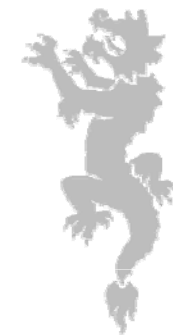


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# Preparing to Implement cont...

## Preparing the Business - Assessing Feedback & Commitment

- The feedback may raise more issues/concerns/ideas/barriers
- Generally the more thought people put into the change the more committed they are:
  - The worst response is no response
  - The best response is a detailed discussion about what they need to do
- If there is no response then you may need to talk to people one-on-one to understand if:
  - There really are no issues, or
  - They are not interested in the change, or
  - Simply do not have the time to focus on the change
- Real commitment is critical or you will find people will not be available or pay attention to the change



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# Preparing to Implement cont...

## Preparing the Business – Feedback vs. Resistance

- There is a tendency to think people are resisting when they raise issues
- This is not usually the case, if they raise issues they are interested & paying attention
- Usually resistance comes in the form of avoidance, disinterest or deep cynicism
- If you think you are dealing with resistance:
  - Try and understand why they are resisting
  - Perhaps they are busy, cynical, doubtful, fatigued
  - Work with individuals to find a shared path forward
- It is human nature to:
  - Want to be helpful
  - Be successful in life
  - Be part of a team
  - Be heard and respected
- Often once a person has aired their resistance they will commit to the change
- But it takes time to work people through their resistance



# Preparing to Implement cont...

## Preparing the Business - Dealing with Tough Comments

Typical tough comments...

Comments	Possible Responses
This didn't work last time	Ask them what failed. Explain what you are doing to address that problem. Ask what they would like to do differently.
We haven't got the time	Ask what time they do have. Consider temporary resource support.
This only solves part of my problem	Ask what isn't solved. Is it in scope? Explain why it is not in scope or feedback to Business Solution Design or Systems.
There are too many changes happening at once	Ask them about the other changes. Speak with Managers/Team Leaders about the scheduling. Understand if there is an issue to be addressed with the Project teams.
This doesn't help me much	Ask if it helps others in their team/area. Discuss whether there are benefits for them later.
I don't trust IT	Ask what experiences they have had. Explain what you are doing to address previous problems.

# Preparing to Implement cont...

## Preparing the Business - Dealing with Tough Comments cont...

### Typical tough comments... cont...

Comments	Possible Responses
You are the umpteenth person to analyse us	Apologise! Commit to using their time effectively & efficiently. Thank them for the time they do provide.
Nothing ever really changes	Ask them why they think that. Ask why other changes have failed. Explain what you are doing differently. Ask what they would like to do differently.
The Project is wrong	Ask what is wrong with it. If it makes sense then feedback to Business Solution Design or Systems teams. If appropriate have someone meet with them, Listen to the concern. If it's valid then you may need to investigate. However, often they don't know the whole situation so update them.
We'll do it because we have to	This can be resentment or no ownership for the change. Ask them why they can't see any benefit. Talk through the benefits to the area/individual. Ask them if there is anything they would like you to do that would improve how they feel about the change.

# Preparing to Implement cont...

## Preparing the Business - Giving the Business Ownership

- The implementation tactics need to be 'owned' by the business
- This is not something being done to them but something they are doing
- The business feel they have ownership when:
  - They can see how the tactics will help them
  - They have input into the timing and the delivery of the Project
  - They have been involved from the start of the Project (e.g. during Scoping)
  - They feel they have been consulted with
  - Meetings have been useful and constructive
  - They are working with people who they believe will listen and respect their views
  - The Project team are accessible and receptive to their comments and needs
  - They are kept informed at all times of the status of the Project
  - They are told immediately of any changes to timing, delivery and tactics
- People are usually unhappy when they feel out of control
- If you give people involvement they will feel 'safer' and more willing to support the change



# Preparing to Implement cont...

## Preparing the Business - Giving the Business Ownership cont...

- There are two types of Projects:
  - Improvement based
  - Ministerial directive
- Projects that are Ministerial directive may not have clear benefits or financial return on investment
- It can be very difficult to justify the change (and the effort to change) to the business
- Always be honest with the business, SRO and Stakeholders:
  - If you are concerned with the change or approach - state your concerns concisely and clearly
  - Always pass forward the concerns to the business - without compromising confidentiality
  - However, it is our job to deliver - once we have raised our concerns we must focus on delivery
- We may not always fully understand or appreciate why a change must be made, but once we have raised our concerns we must be professional and make the change professionally

# Preparing to Implement cont...

## Preparing the Business – Serious Change Sensitivities

- Most changes, with a bit of effort, can be well managed
- But there are a few types of changes that can truly upset people

Serious Issues	Managing the Issue
Job Loss	<ul style="list-style-type: none"> <li>• Any time jobs may be lost there is always a period when people know it will happen but don't know who will lose their job</li> <li>• This creates an enormous amount of stress and often people 'wind' one another up</li> <li>• Be sensitive to their concerns and fears and, if possible, reach an early conclusion about who will be affected</li> </ul>
Reorganisation / Redeployment	<ul style="list-style-type: none"> <li>• This is where people must reapply for their jobs</li> <li>• People can resent this process as they feel they are having to apply for a job they already have</li> <li>• Be sensitive to their concerns and fears and, if possible, accelerate the process</li> </ul>

# Preparing to Implement cont...

## Preparing the Business – Serious Change Sensitivities cont...

Serious Issues	Managing the Issue
Promotions	<ul style="list-style-type: none"> <li>• People can be very resentful when a peer is promoted above them</li> <li>• The promoted person could need to address this issue with any disgruntled people</li> <li>• Be aware people may be feeling de-motivated about the change</li> </ul>
Relocation	<ul style="list-style-type: none"> <li>• People are creatures of habit and they take time to adjust to new patterns</li> <li>• There is often a period of ‘grumbling’ but they usually will adjust</li> <li>• However be sensitive to impacts such as travel time, school runs and small differences in site benefits (e.g. parking, coffee areas, security)</li> </ul>
Cancelling Leave	<ul style="list-style-type: none"> <li>• People may have their leave cancelled to fit with schedules and may be quite unhappy</li> </ul>
Change in entitlements / conditions	<ul style="list-style-type: none"> <li>• Where there is any change to benefits, or local agreement (financial, work hours, part time status, etc) people can be upset</li> <li>• Be sensitive to the change and work with Managers/Team Leaders to help people adjust</li> </ul>

# Energising the Change

## Gaining Critical Momentum - Creating Ownership

- For change to succeed everyone must feel responsible for the change
- There is a tendency for people to assume it is someone else's problem to make the change succeed
- You need to move the ownership for the change to the right people by:
  - Making them responsible for specific actions and following up with them
  - Asking them what they will do for the change
  - Encouraging people when they do take responsibility
  - Being receptive to ideas to make the change succeed
  - Actively encourage involvement in the change (decisions, meetings, planning)
  - Letting them take ownership for their aspects of the change
  - Being persistent without being a pest
  - Not leaving their involvement until the last minute
- This needs to be done with all the people involved in the change regardless of their position



# Energising the Change cont...

## Gaining Critical Momentum - Widening the Business Involvement

- Although we are now working with all Managers/Team Leaders we may not have reached all impacted areas
- We need to widen the awareness of the change to include:
  - All personnel within the Manager/Team Leader areas
  - Any related areas (e.g. related processes, related functions)
  - Any customers that may be affected
  - The wider organisation
- We want these people to feel informed and provide any feedback we may need
- By now we can be confident that the change is well defined and is going ahead
- To reach these people we might use different communication approaches, for example:
  - *Email*
  - *Intranet*
  - *Internal publications*
  - *Attend general team meetings*
  - *Newsletter*
  - *Road shows*
- This is usually an easy audience group as they usually do not feel any significant or personal impact



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# Energising the Change cont...

## Gaining Critical Momentum – Business Leading the Business

- Up to this point we have been leading the change and much of the communications
- Now the Managers/Team Leaders should be managing most of the communications and activities for their teams
- You may be providing them with information such as:
  - *Presentation tools*
  - *One-on-one briefings*
  - *Schedules for implementation activities (e.g. demonstrations, site visits, training, etc.)*
- But it is critical that the Managers/Team Leaders are seen to own the change
- This is an important step in getting the business to own the change



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# Energising the Change cont...

## Gaining Critical Momentum - Managing You

- As Change Agents we can feel a bit frustrated:
  - Dealing with negative attitudes
  - Always being told what can't be done
  - Often dealing with cynicism, boredom, disinterest, anger & fear
- While under the pressure of time, money and delivery
- It's not a job for the faint hearted!
- We need to:
  - Be committed to the change
  - Absorb other people's issues and, at times, poor behaviour
  - Maintain our positive outlook
  - Listen and enlist people to the change
- Don't take other people's attitudes and issues personally
- Maintain your perspectives and work through issues calmly and logically



# Energising the Change cont...

## Gaining Critical Momentum - Dealing with Different Characters

- There are many characters involved in change

Character	Typical Behaviour
Worrier	• Worries about everything, only sees risk
Detailed thinker	• Studies the detail and nit picks everything
Eternal Optimist	• Sees no risks and assumes best case scenario every time
Evangelist	• Claims to 'love' change and is insanely enthusiastic
Joker	• Takes nothing seriously, doesn't care
Cynic	• Thinks it will fail, seen it all before
Blocker	• Will block every idea, may seem reasonable
Predictor of Gloom	• Doesn't believe anything ever works
Red Herring	• Throws curve balls at the last moment
Underminer	• Undermines the change discretely
Controller	• Won't play unless they are the boss and can withhold information
Angry	• Too angry over other issues to listen to anyone
Withholder	• Won't commit until they know it will succeed

- We need to listen to all of them and deal with them calmly & logically
- Listen, analyse, articulate & be assertive

# Energising the Change cont...

## Gaining Critical Momentum - Dealing with Different Characters cont...

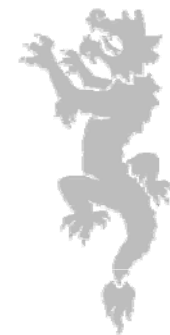
- These 'characters' are usually very poor communicators
- Our communications with these 'characters' should be excellent
- This means:
  - Always be willing to meet with them
  - Stay in contact through phone and email
  - BUT do not enter into email wars - if one starts always make personal contact
  - Give them every opportunity to communicate with you
  - Always be calm, logical, pleasant and assertive
- These 'characters' can absorb a lot of time but can also cause a lot of trouble
- As frustrating as it is take the time to manage your most difficult people well
- Never give a negative 'character' the opportunity to cause trouble 'behind your back'



# Energising the Change cont...

## Gaining Critical Momentum - Shifting Entrenched Thinking

- The problem with entrenched thinking is that people can't see they are entrenched
- We are hearing entrenched thinking when people say:
  - *That's not how we do it*
  - *There is no other way of doing this*
  - *We tried it before and it failed so it will fail now*
  - *Nothing will ever change*
  - *Management think they make changes but nothing ever really changes*
- What we are really hearing is:
  - *I don't want to think about this*
  - *I don't want anything to change*
  - *I don't care enough to make anything change*



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# Energising the Change cont...

## Gaining Critical Momentum - Shifting Entrenched Thinking cont...

- But we have to move that entrenched thinking by:
  - Challenging their thinking, make people justify their entrenched position
  - Listen to why they believe what they believe
  - Offer alternative perspectives and ways of looking at their environment and the future
  - Help them work through their entrenched thinking to see different perspectives
- It takes time and it can be frustrating but if you need their commitment this is what it takes
- But when you get their commitment they can be your greatest Change Agents and win others



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# Energising the Change cont...

## Gaining Critical Momentum - Shifting Entrenched Thinking cont...

- Project teams can also develop entrenched thinking
- They can become:
  - Confined by their perception of the scope
  - Overcommitted to their own solution design
  - Driven by the Project deadlines
  - Limited by budget constraints
  - Fed up with the business 'complaining'
- The Project team are human too!
- However, we must remain independent and detached
- We cannot afford to get caught up in our own entrenched thinking
- If we do we are no longer Change Agents
- Everyone in the Project team must aim to maintain an open mind



# Energising the Change cont...

## Gaining Critical Momentum - Tracking Tactics

- We created the Implementation Tactics based on risk to the success of the change
- Tactics should be timed for maximum effect (e.g. train at the right time)
- As we are implementing the tactics we need to track the success
- If a tactic is not working we need to change it
- To understand if a tactic is working:
  - Talk to people, gather feedback
  - Understand any issues they raise
- Typical comments:
  - *I don't know why we had to attend the session/course/meeting/event*
  - *It wasn't what I expected, we could have gotten more out of it, it was not tailored to my area*
  - *I don't know what is supposed to happen next, what was the point?*
  - *I will have forgotten this by the time I need to know it*
- Sometimes the tactics are right but they are being implemented poorly
- Sometimes the tactic is the wrong tactic
- You need to make an assessment and adjust the tactics accordingly
- This may impact the plan, if so then discuss this with the Project team



# Thank You!

## Q&A

For more information about Miragroup and methods please visit:

[www.miragroup.co.uk](http://www.miragroup.co.uk)

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