

State Of Florida

“Passport To Prevention

20th Annual  
Prevention Conference

***“Strategic Systems Change  
Field Manual”***



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## Key Disciplines in Managing Change

“Managing Change” is one of the true oxymorons. Directing and controlling the outcome of a moving target is a near-impossible task. Real success in dealing with change begins with a method that makes the target “stand still” long enough to gauge its direction, potency, and characteristics. Once this is accomplished we can then develop strategies to move the change in the direction we would like it go—either forestalling it or compelling its progress.

1. Understanding the life cycles that change moves through
2. Understanding various types of change and their implications
3. Identifying the interrelationship of environmental factors that determine the direction a change issue will take
4. Developing strategies to move the change issue in the desired direction
5. Implementing Change:
  - ◆ Analyzing the position(s) of the network of stakeholders who have a vested interest in the change issue
  - ◆ Formulating approaches to address the natural resistance that accompanies change

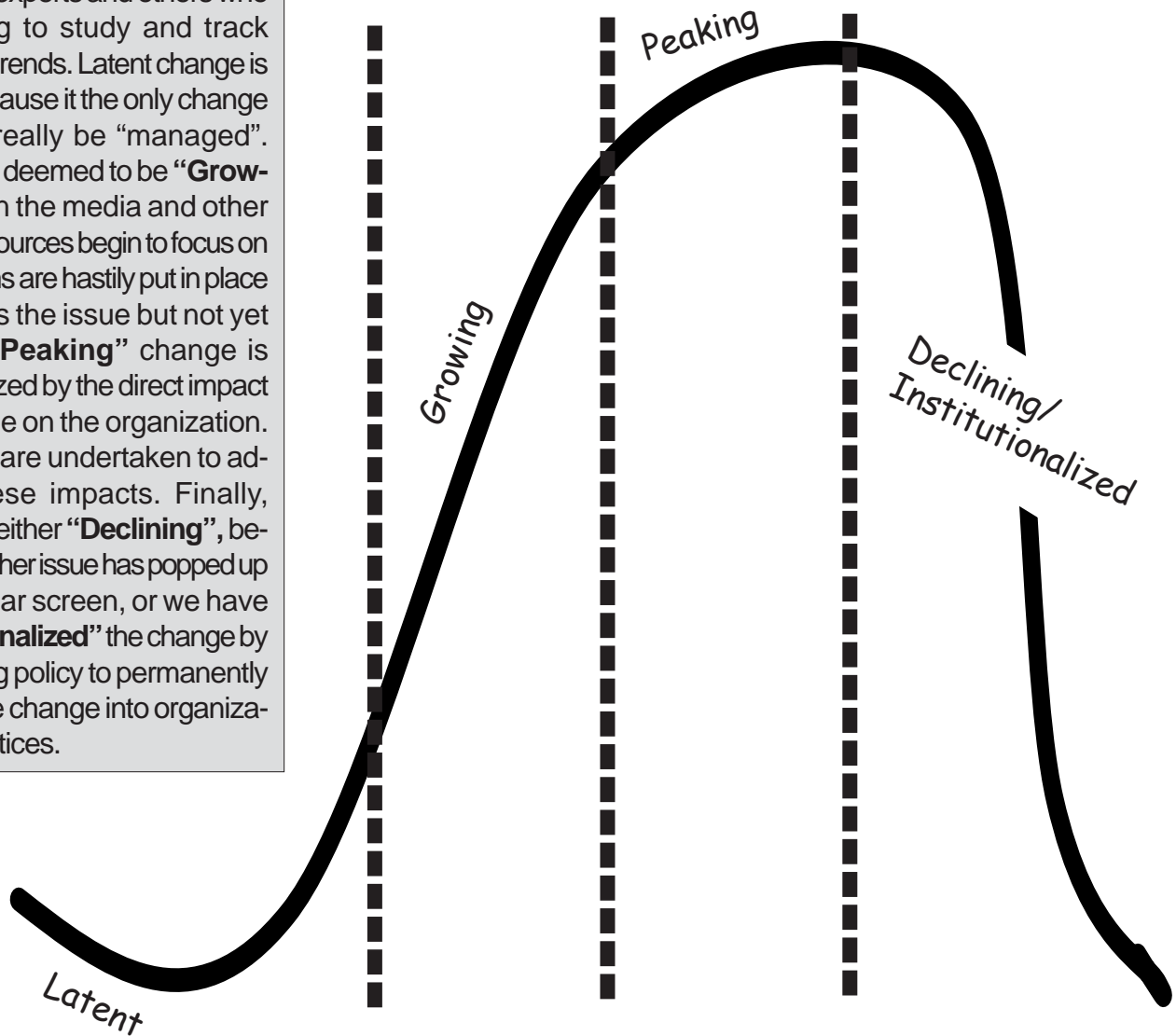


# Analyzing Life Cycles and Types of Change



## Life Cycles of Change

Change moves through a fairly predictable life cycle, although the duration of each phase will vary. “**Latent**” change is that which has not yet taken shape, but is known by experts and others who are willing to study and track emerging trends. Latent change is critical because it is the only change that can really be “managed”. Change is deemed to be “**Grow-ing**” when the media and other informed sources begin to focus on it. Programs are hastily put in place to address the issue but not yet funded. “**Peaking**” change is characterized by the direct impact of the issue on the organization. Initiatives are undertaken to address these impacts. Finally, change is either “**Declining**”, because another issue has popped up on the radar screen, or we have “**Institutionalized**” the change by developing policy to permanently engraft the change into organizational practices.





## Guidelines to Assess Life Cycle

Use these guidelines to assist you in the assessment of the life cycle of a change issue:

### **Latent Changes:**

- ◆ issues lurking on the horizon that have not been broadly discussed or publicized
- ◆ changes that are now only affecting constituents/stakeholders outside of the organization
- ◆ trends that experts and those “close to the action” suggest will ultimately affect the organization

### **Growing Changes:**

- ◆ issues that have forced themselves on the organization but for which there are no clear plans for addressing them
- ◆ newly-implemented initiatives or programs whose effects are slowly being felt
- ◆ trends whose magnitude has increased to the point where action will soon be needed

### **Peaking Changes:**

- ◆ issues that are having a direct and significant impact on the organization
- ◆ changes for which training, education, policy-formulation, and technical assistance are being implemented to address them

### **Declining/Institutionalized Changes:**

- ◆ issues for which strategies have been implemented to address them and no longer require action, though people may still be dealing with the effects (Declining)
- ◆ trends that have lost potency or relevance to the organization (Declining)
- ◆ changes for which policies/procedures have been developed to deal with the effects and to provide a conscious approach to addressing them (Institutionalized)



Change will take on three basic forms or “types”. **“Strategic”** change typically is generated by forces outside the agency. For example, legislative initiatives or budgetary constraints at the Federal level could cause your effort in Florida to recast its mission, scope, and/or fundamental objectives. Most strategic changes will lead to myriad **“Methodological”** changes—alterations in the way that work is done. Changes in methods are the most debilitating for a system and especially for the people in it. They create an unsettling environment and meet substantial resistance. Managing methodological change is the most critical activity for leaders as it can define the effectiveness of the organization overall. Happily these changes are normally well within the leader’s sphere of responsibility and influence. **“Tactical”** changes are smaller adjustments to existing changes and typically are easy to deal with.

## Types of Change

**“Strategic”**—change that affects the nature, direction, or purpose of the organization

**“Methodological”**—change that affects the systems, processes, and procedures impacting ‘how’ work is done

**“Tactical”**—small adjustments to existing systems, processes, and procedures



## Guidelines to Assess Types of Change

Use these guidelines to assist you in the assessment of the type of change issue you are addressing:

### **Strategic Change:**

- ◆ initiatives that affect the scope of programs/services that the organization is responsible for carrying out
- ◆ changes that have the potential for ‘testing’ the organization’s stated mission
- ◆ changes that require a re-evaluation of the organization’s key competencies, resource strengths, and human capital requirements

### **Methodological Change:**

- ◆ changes that will require the development of new skills and abilities in order to maintain the organization’s efficiency and effectiveness
- ◆ changes that alter the manner in which work is organized, processes are oriented, and procedures are executed
- ◆ changes that impact the structure, logistics, and mechanics of producing organizational outputs

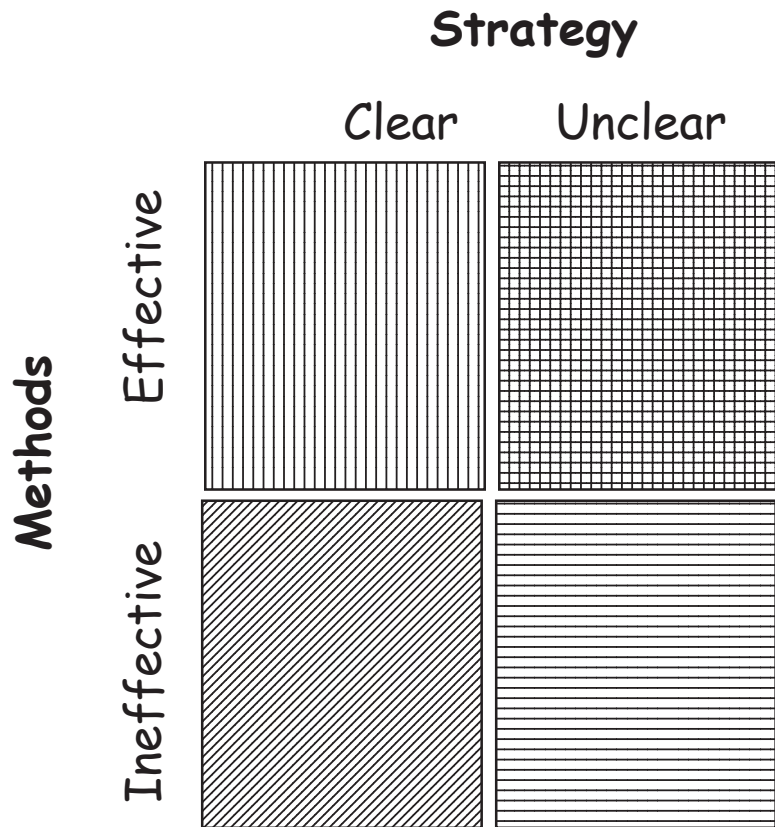
### **Tactical Change:**

- ◆ changes that only slightly enhance or modify processes, procedures, or systems
- ◆ changes that require little in the way of new knowledge, skill, or capability to address



# Shared Vision and Empowered Actions

The State's Prevention Strategy clarifies the results expected at all levels of the system. Much of it will require changes in direction (strategy) as well as in how you operate (methods). In addressing the critical dimensions of strategic and methodological change, a leader's greatest challenge is in creating a shared vision of the future and empowering others to execute towards that vision. The ability to clarify and communicate future direction in the midst of complex change, is vital to encouraging others to engage in the transformation process. The lack of understanding of where we're headed can paralyze decision making and impede a collaborative approach. At the same time, failure to deal with methods can take a toll on efficiency and effectiveness. Furthermore, the ability to respond to the demands of outcome measurement is severely hampered.





## Application Tips

On the following page you will have the opportunity to identify current change issues and analyze their life cycle and the type of change they represent. Here are a few tips to enhance the practical value of the application:

- A.** Focus on changes that are within your ‘sphere of responsibility and influence’. These are issues that you are directly charged to provide leadership for and/or those that you believe you can productively impact.
  
- B.** Break global issues into more manageable pieces. You will have a tough time dealing with the “Communications Problem” but will find it possible to address the various underlying issues that, taken together, result in the “Communications Problem”.
  
- C.** State the change issue in as specific terms as possible. Up to a point, the more words you use to describe it, the more valuable any subsequent analysis will be.
  
- D.** Use your best judgement as to ‘cycle’ and ‘type’. Often it will depend on where you “sit” as change can have multiple ramifications. Use the Guidelines on pages 5 and 8 to structure your thought process.
  
- E.** Probe for Latent changes. Peaking and Declining changes will be much easier to come by but of less value to you than Latent (or in some cases even Growing) changes.



**Application:** 1. List the change issues that you are currently facing  
 2. For each change:  
     ♦ identify where it is in its life **cycle** (L-G-P-D/I)  
     ♦ identify what **type** of change it is (S-M-T)

Change Issue	Cycle	Type
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		



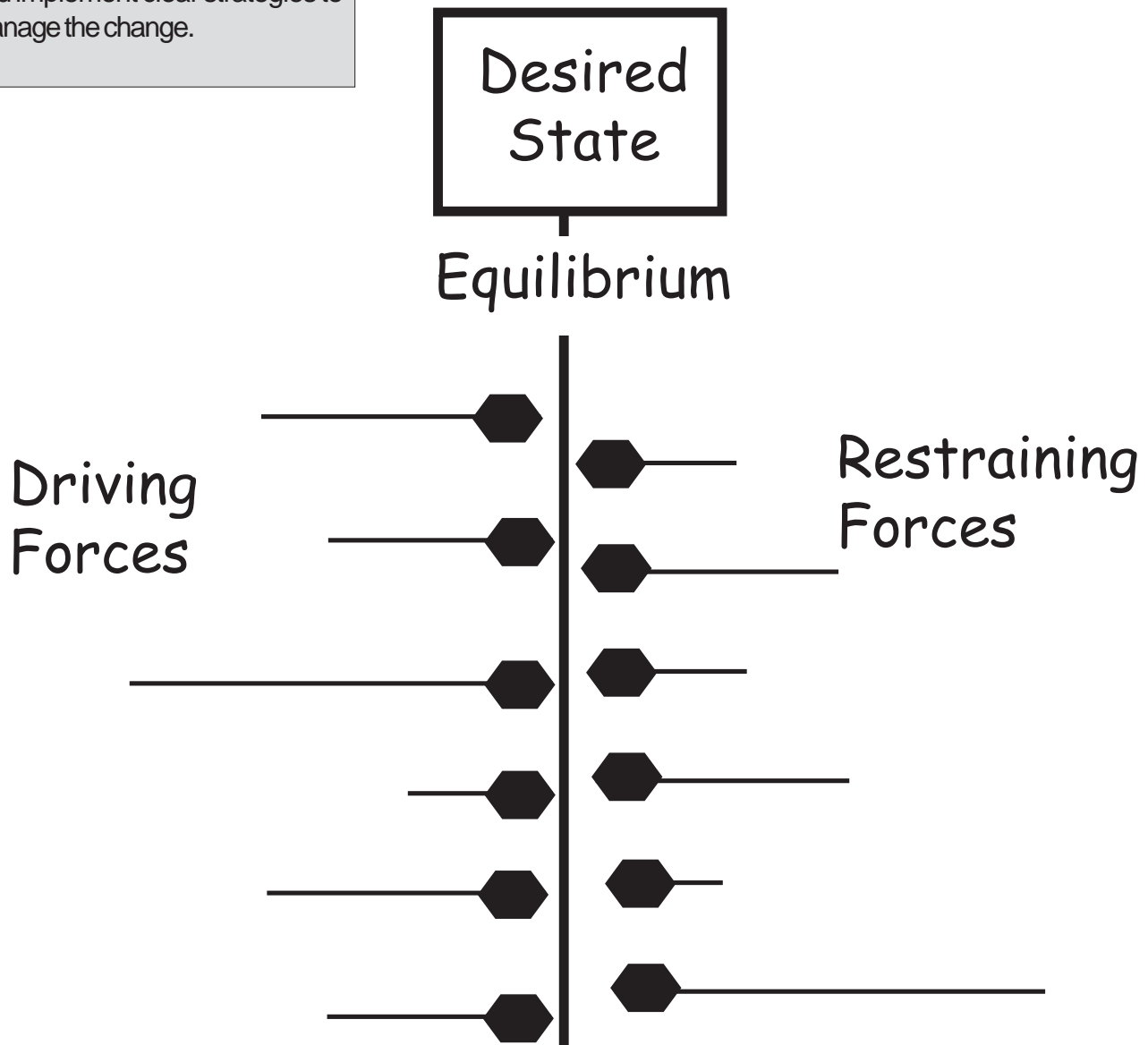
# Developing Change Management Strategies:

- Identifying the environmental factors that determine the direction of a change issue
- Specifying action steps to move the change issue in the desired direction



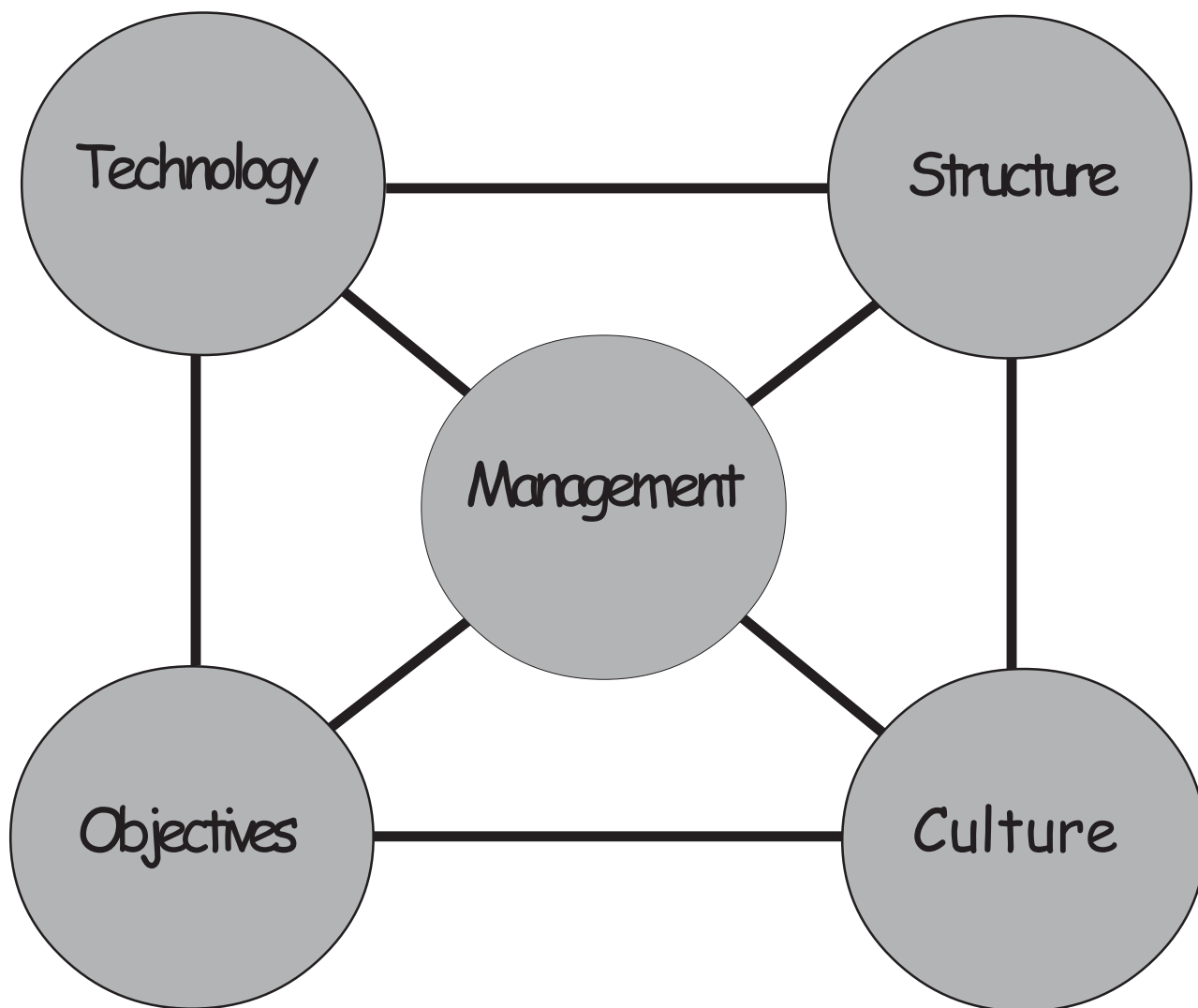
By identifying all of the factors (forces) that will make a specific change issue come about ("Driving") and those that will forestall it ("Restraining") you can develop and implement clear strategies to manage the change.

## Force Field Analysis



## Sources of Force Field Factors

Systems Theory tells us that the interaction of the “parts” is more important than the “parts” themselves. By probing each of these areas you can develop a comprehensive Force Field that will automatically account for these interrelationships in your development of strategies.





## Application Tips

On the following page you will have the opportunity to conduct a Force Field Analysis on one of your change issues. Here are a few tips to assist you in being able to develop useful strategies to address the change:

- A.** If at all possible choose a “Latent”-”Methodological” change. It will have the most impact on maintaining or augmenting your organization’s effectiveness and you generally will have more leverage in directing the outcome.
- B.** Determine which side of the Force Field you are on-do you want to see the change come to pass ? (the “Driving Force” side) or do you want to forestall it? (the “Restraining Force” side).
- C.** Detail the forces as specifically as you can. As with cycle and type, the more descriptive you are, the more insightful the analysis of strategies will be.
- D.** Be comprehensive in the identification and listing of Driving and Restraining forces. It is common to see the same forces listed on both sides of the Force Field. You might even want to use some sort of weighting system to evaluate the relative potency of each of the forces.
- E.** To develop effective strategies start with the forces you want to increase or decrease in potency and consider actions to accomplish it. Next, look for opportunities to convert forces from one side of the force field to another. Finally look for ways to add or combine forces.
- F.** State your strategies as a clear “actions with a clear outcomes. From there you will be able to detail the implementation steps and then consider issues concerning resistance.





## Change Management Strategies:

Consider how you can move the change in the desired direction. Often information, education, persuasive analysis, and collaborative planning are effective approaches. You will be able to further refine your strategies when you take a look at resistance.

### Strategy #1:

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### Strategy #2:

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### Strategy #3:

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### Strategy #4:

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# Implementing Change

## Dealing with Resistance



## Stakeholder Analysis

The position of each stakeholder will be determined by how they feel about the current state of affairs (Present Condition) compared with how they feel about the change (Proposed Condition). Your approach to engaging them should be tempered by their stance towards the change.

### Proposed Condition

		Proposed Condition	
		Like	Dislike
Present Condition	Like	<b>“Allies”</b>	<b>“Vocal Opposition”</b>
	Dislike	<b>“Lobbyists”</b>	<b>“Fence-Sitters”</b>



People deal with ‘variety’ a lot easier than change. New ideas and ways of doing things can be unsettling. Stability, predictability, and formality are needed in some degree, for people to maintain a healthy outlook. Resistance to change will occur quite naturally when our delicate balance (Equilibrium) is disrupted. Here are the key types of equilibria you should watch out for, and be prepared to attend to, when change is introduced.

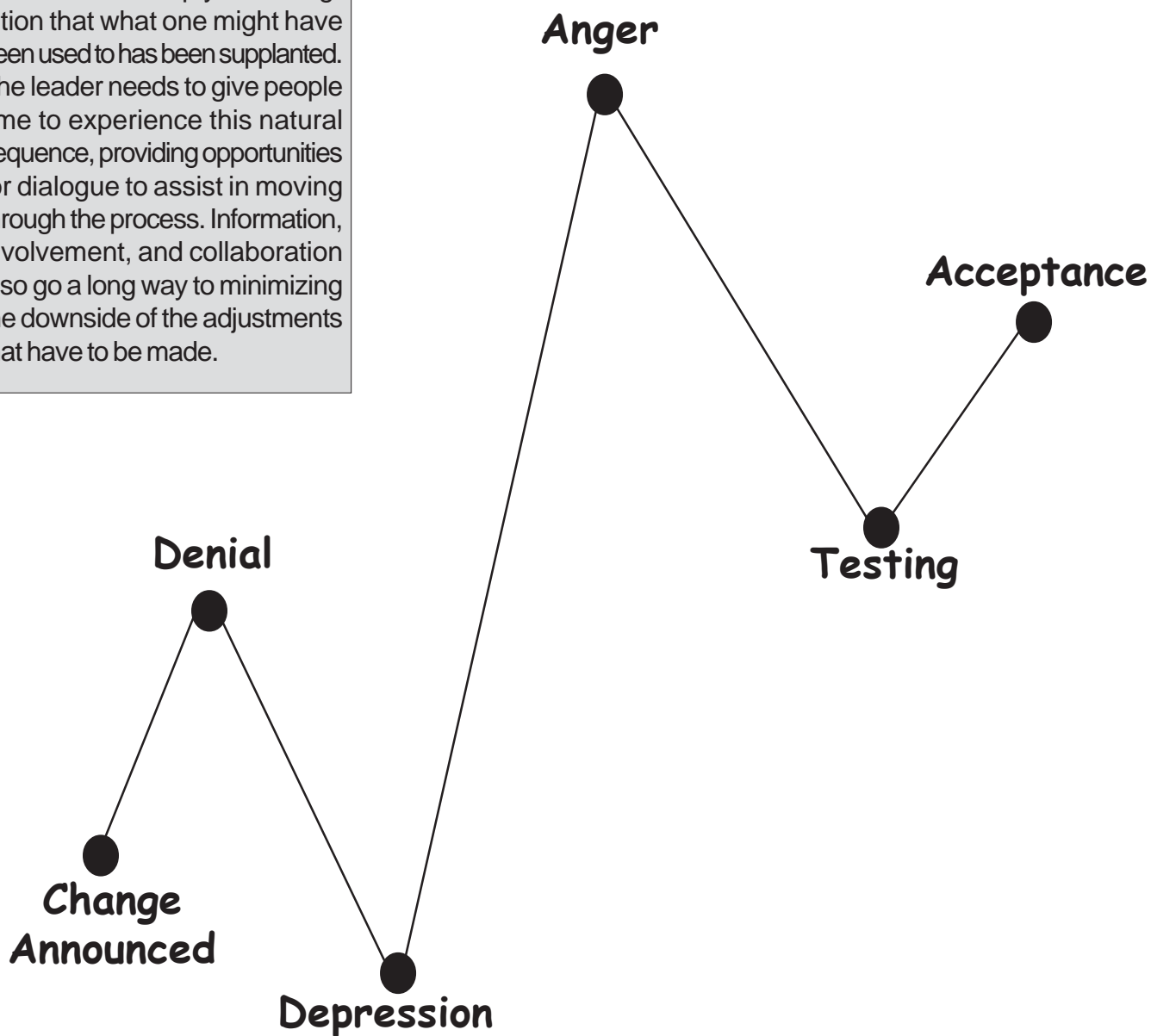
## Managing Equilibrium

- 1. Technical**-when a change requires the mastery of new skills resistance will naturally occur.
- 2. Social**-when a change alters the communications channels, information networks, and relationships that have been traditionally maintained, resistance will naturally occur.
- 3. Personal**-when a change affects an individuals' preference for when things get done according to their “internal schedule”, or any pattern they have become used to, resistance will naturally occur.



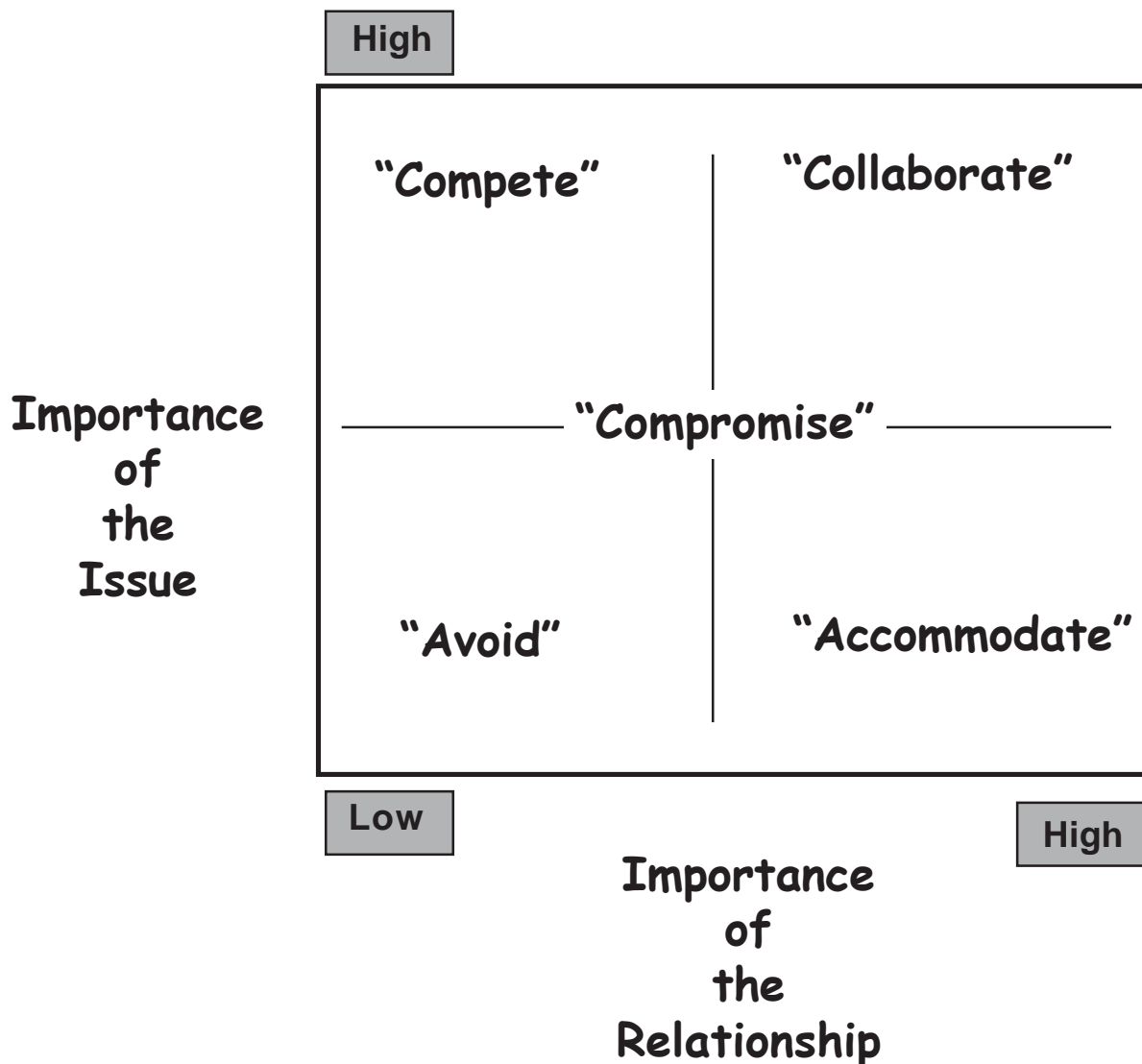
The bottom line with change is that it affects people emotionally. Interestingly enough, the response is similar to what Dr. Kubler-Ross discussed in “Death and Dying”. In a change situation the “death” is simply the recognition that what one might have been used to has been supplanted. The leader needs to give people time to experience this natural sequence, providing opportunities for dialogue to assist in moving through the process. Information, involvement, and collaboration also go a long way to minimizing the downside of the adjustments that have to be made.

## Understanding Emotional Responses to Change





# Resolving Conflict



Conflict is a necessary part of bringing change to a prevention system. The key is have a conscious approach to each conflict situation rather than adopting a inflexible 'policy' about conflict. Some people always see a conflict situation as a 'win-lose' proposition. Others approach conflict by routinely 'giving in'. Neither extreme (or the options in between) will work consistently. The key is to make a conscious trade-off between the importance of he "Issue" that the conflict surrounds, and the "Relationships" involved. This will provide you with a dynamic strategy for each conflict situation.

# Dr. LeRoy Thompson, Jr.

*...His expertise covers strategy consulting, group facilitation and nearly every major discipline in training and organization development.*

**LeRoy Thompson** is Managing Director of Top Management Assistance, a consulting and training firm. TMA specializes in helping clients manage change in the strategic, technical, and human dimensions of their organizations.

## Client Work

LeRoy has worked with a broad range of private, public, and nonprofit sector organizations. Private sector clients have included Citigroup, Motorola, Marriott Corporation, BMW, McCormick, and Lockheed Martin. He has assisted public sector organizations such as the U.S. Departments of Energy, Justice, Defense, Interior, Commerce, Agriculture, and Treasury, the Governor's Office of the Commonwealth of Pennsylvania, the Ohio Department of Public Welfare, Riverside (CA) County Department of Public Social Services and Sarasota County (FL) government. He has extensive not-for-profit experience including United Way of America, numerous local United Ways, American Cancer Society, and the National Urban League among others.

## Professional Experience

Prior to Top Management Assistance LeRoy was an Associate with McKinsey & Company in their Washington, DC office. He was a part of the engagement team that submitted recommendations to Congress for the establishing of the Amtrak system. He has been a Practice Leader with Kepner-Tregoe in the Worldwide Strategy practice as well as a Senior Consultant with Booz, Allen and Hamilton specializing in large-scale change management projects with Federal agencies.

## Media Expertise

He is a much sought-after national and international conference speaker as well as award-winning author, radio, and television personality. He has been a featured speaker with the American Bankers Association, American Society of Association Executives, American Press Institute, International Personnel Management Association, American Bar Association, and the National War College, among many others.

His book "*Mastering the Challenges of Change*", published by the American Management Association, received a Newberry Book Award in 1995. His AMA-By-Satellite seminar on "*Effective Business Writing*", broadcast to over 300 locations across the country, won the 'Best of Business Television' Award. His article "*E Commerce-Changing the Rules of Strategy Implementation*" was published in October of 2000 by Strategy and Leadership magazine.

## Affiliations

LeRoy was educated at Harvard University where he received his Bachelor's degree in English and American Literature and Language, and an MBA in Finance and International Business from Columbia University Business School. He serves on numerous Boards and Commissions including the Parents Executive Committee for Choate Rosemary Hall (Wallingford, CT), the Board of Directors of the Virginia Small Business Financing Authority, the Fairfax County Organ & Tissue Donation and Transplantation Commission and the Assist Pregnancy Center.