

ignite

Change management:  
the key ideas



ignite. *believe.*



## **Trigger Warning**

This presentation is partial, one-sided and may contain opinions.

# #1 Change management is a mongrel



Project management



Organisational psychology



Learning and development



Communications theory and practice



## Interdisciplinary way of thinking

Each discipline used to inspire  
and inform the other

*Projects ↔ Psychology ↔ Learning*

E.g. Change Management

Potential for creative solutions and a  
dynamic understanding of the  
behaviours you can see

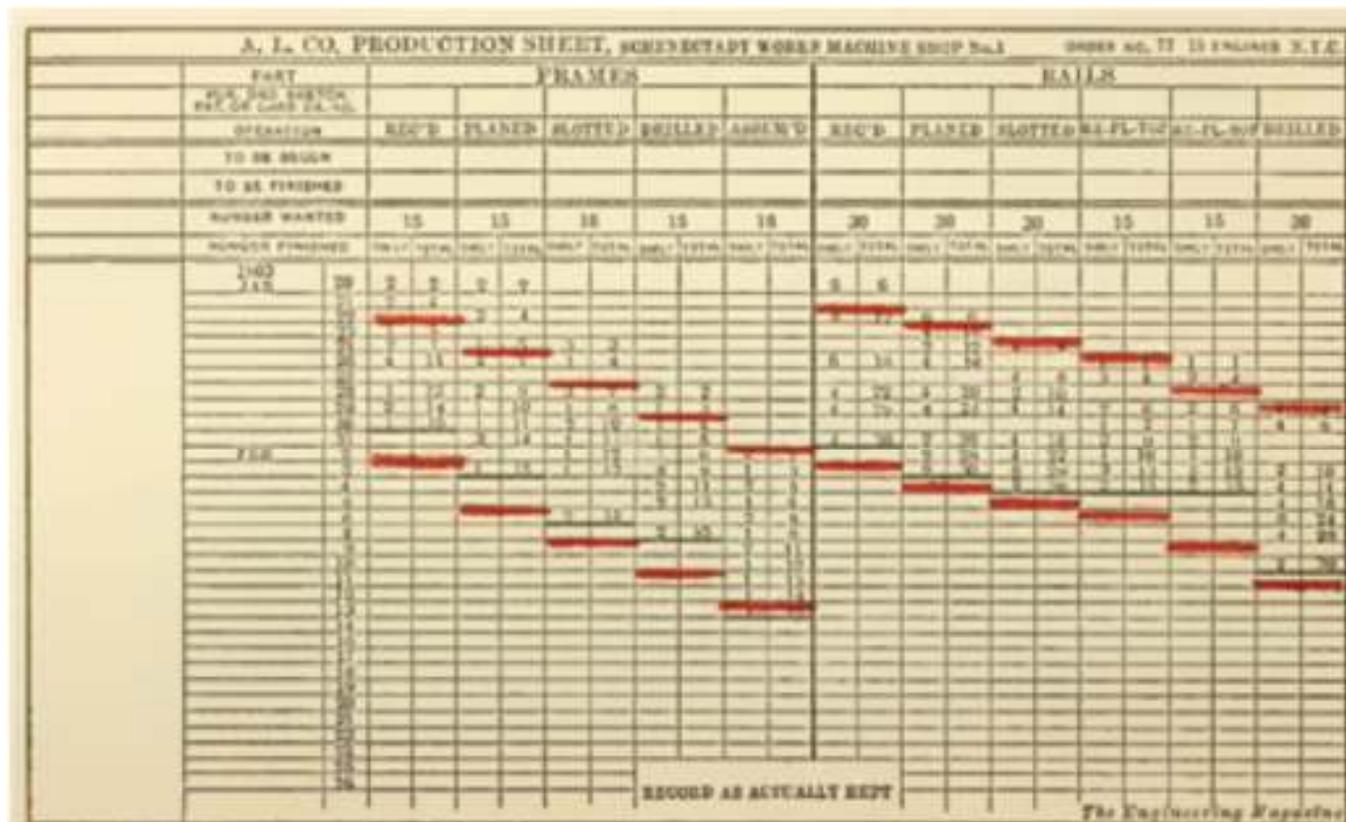
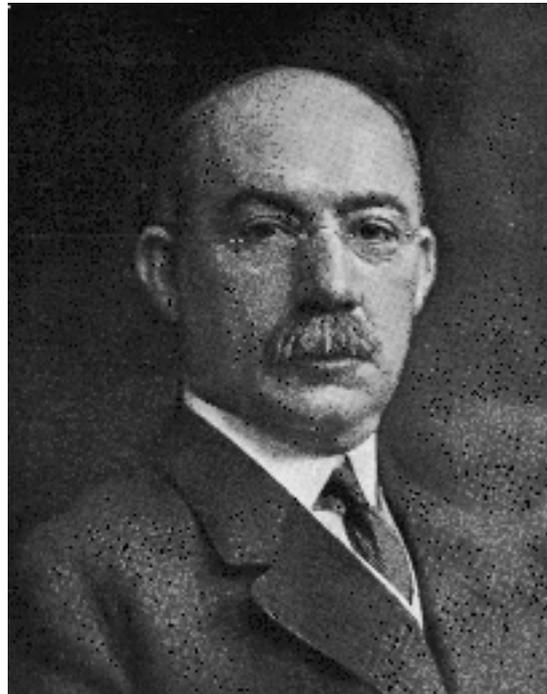


FIG. 23. GRAPHICAL RECORD OF WORK ON 15 LOCOMOTIVES AS ACTUALLY KEPT

Gantt Chart - invented 1917



**Henry Gantt**  
**Mechanical Engineer**

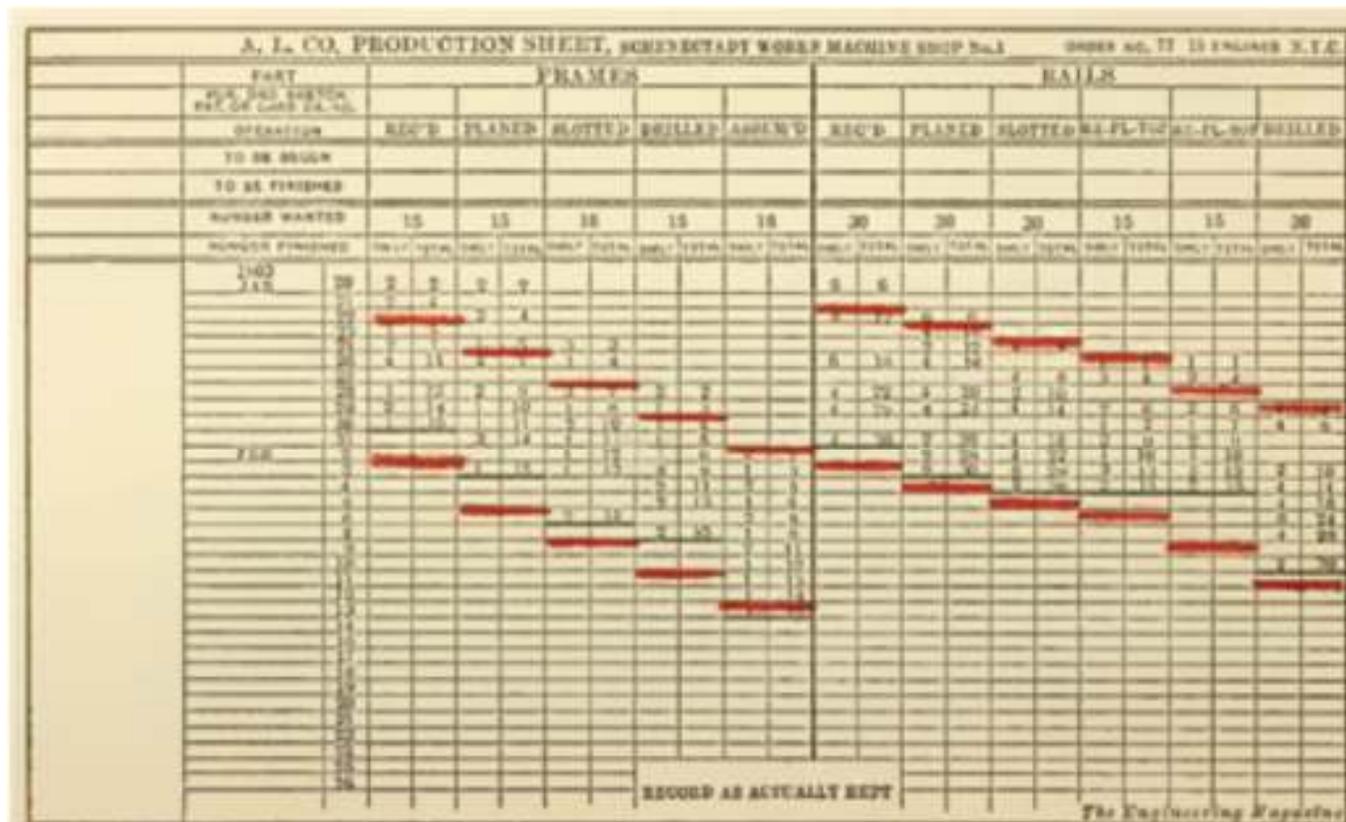
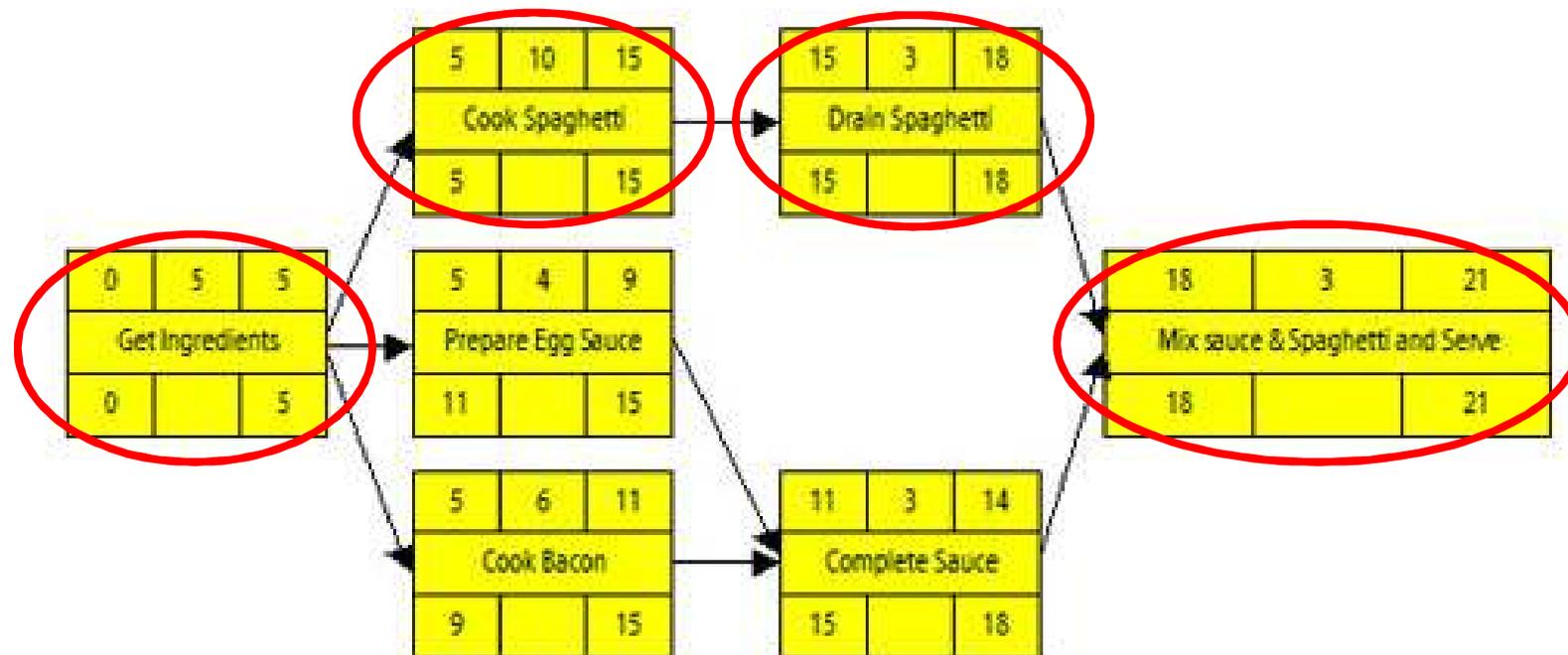


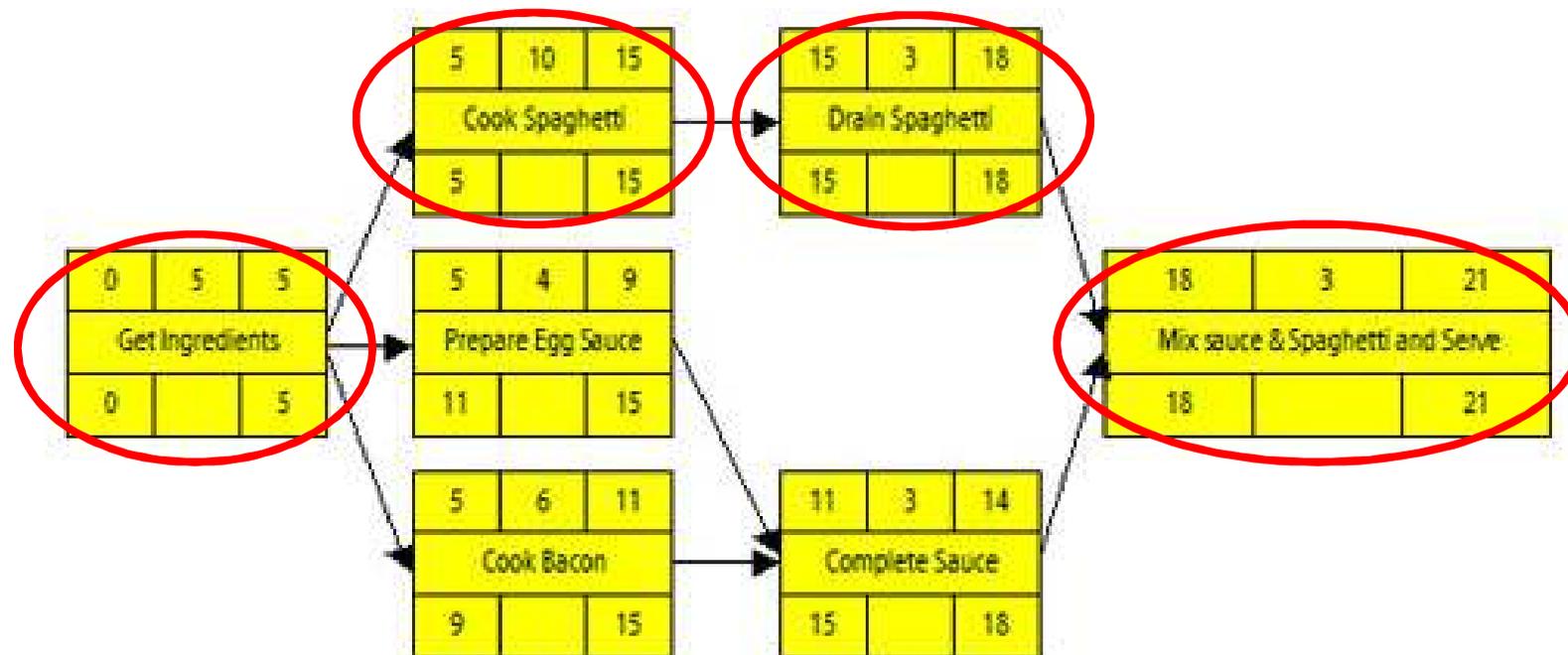
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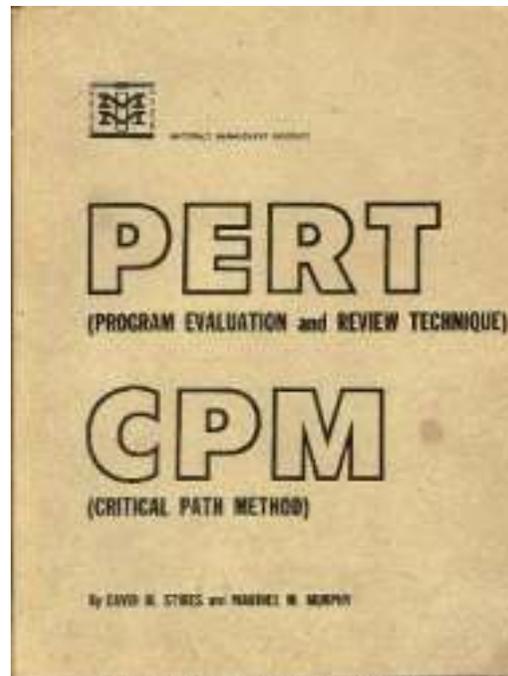


Critical Path Method (CPM) - invented 1957





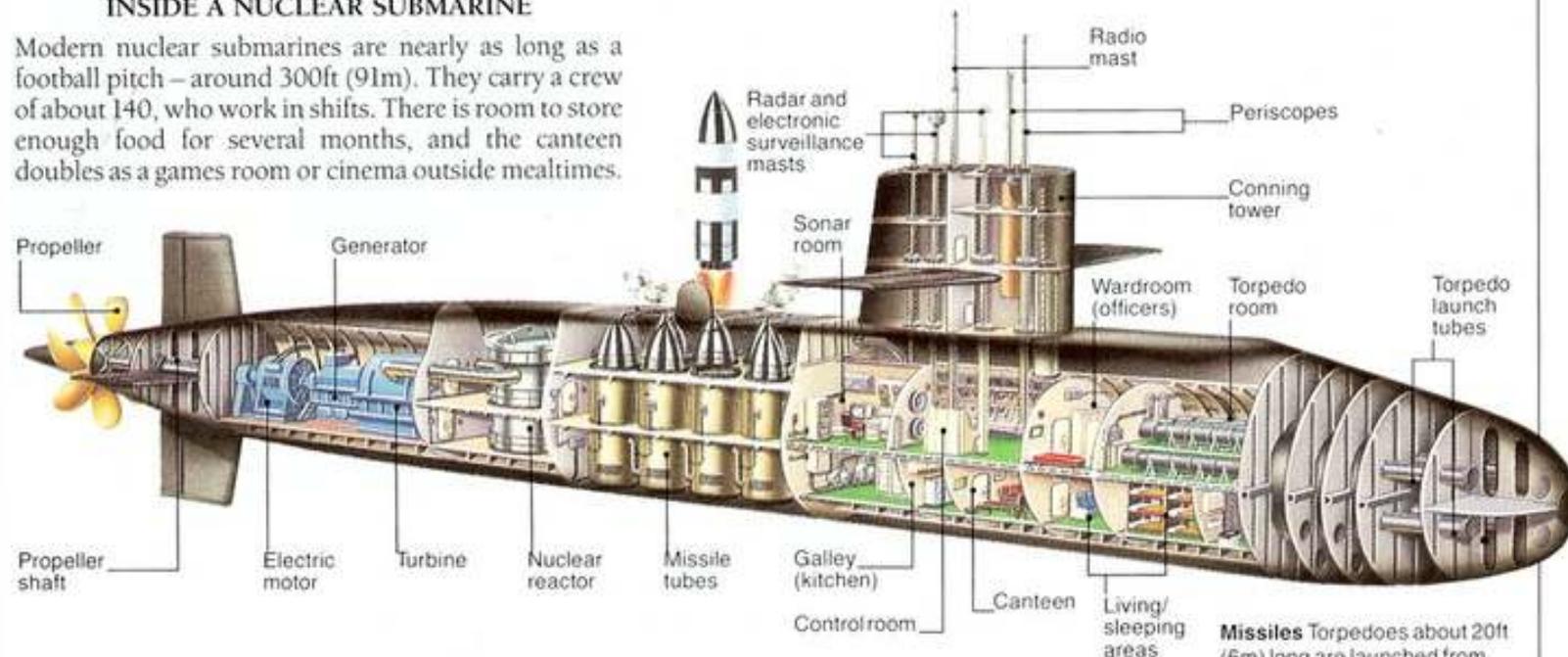
Critical Path Method (CPM) - invented 1957



**Program Evaluation Review Technique(PERT) - developed by engineers  
at the US Department of Defence**

## INSIDE A NUCLEAR SUBMARINE

Modern nuclear submarines are nearly as long as a football pitch – around 300ft (91m). They carry a crew of about 140, who work in shifts. There is room to store enough food for several months, and the canteen doubles as a games room or cinema outside mealtimes.

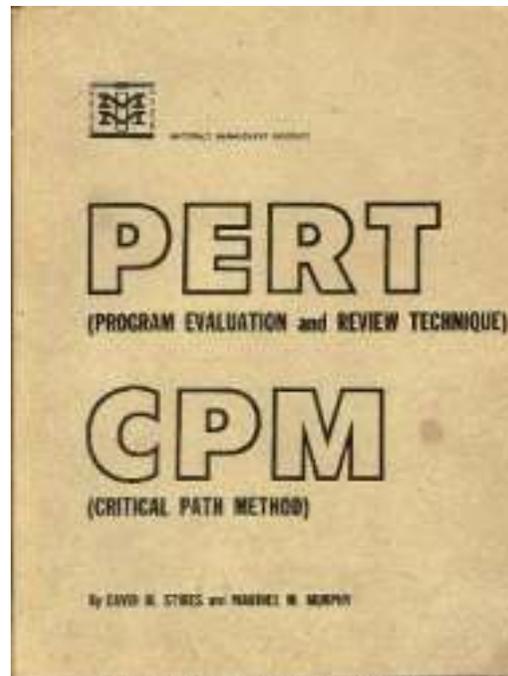


**Power** Heat from the nuclear reactor, fuelled by uranium, generates steam to drive the turbines that turn the vessel's propeller shaft.

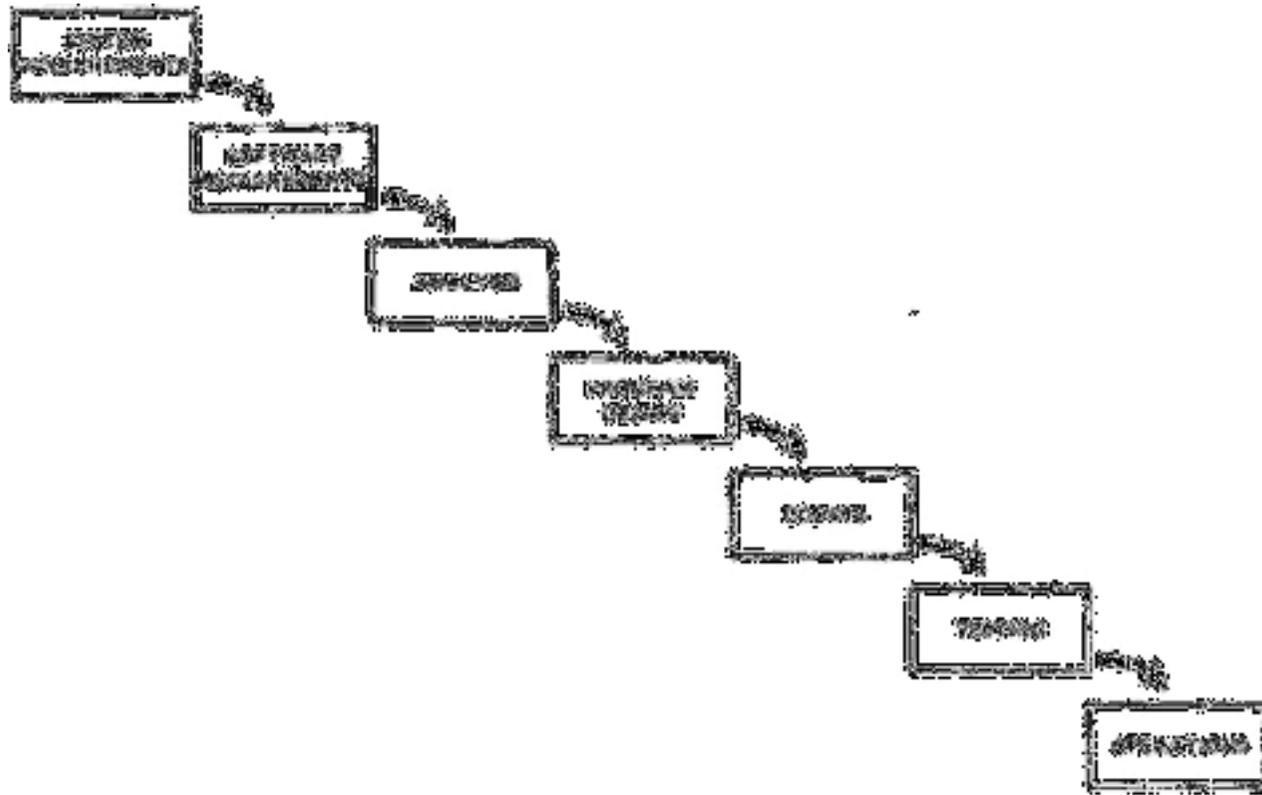
**Nuclear weapons** On some submarines, long-range missiles for firing from underwater to land are kept in vertical tubes.

**Control Room** Navigation, steering, and weapon firing are controlled here. Two 'pilots' steer, in front of instruments that show the course, speed and depth.

**Missiles** Torpedoes about 20ft (6m) long are launched from bow tubes at targets in the water. Aiming is computer-controlled. Missiles that float to the surface then launch into the air to attack ships are fired from the same tubes.



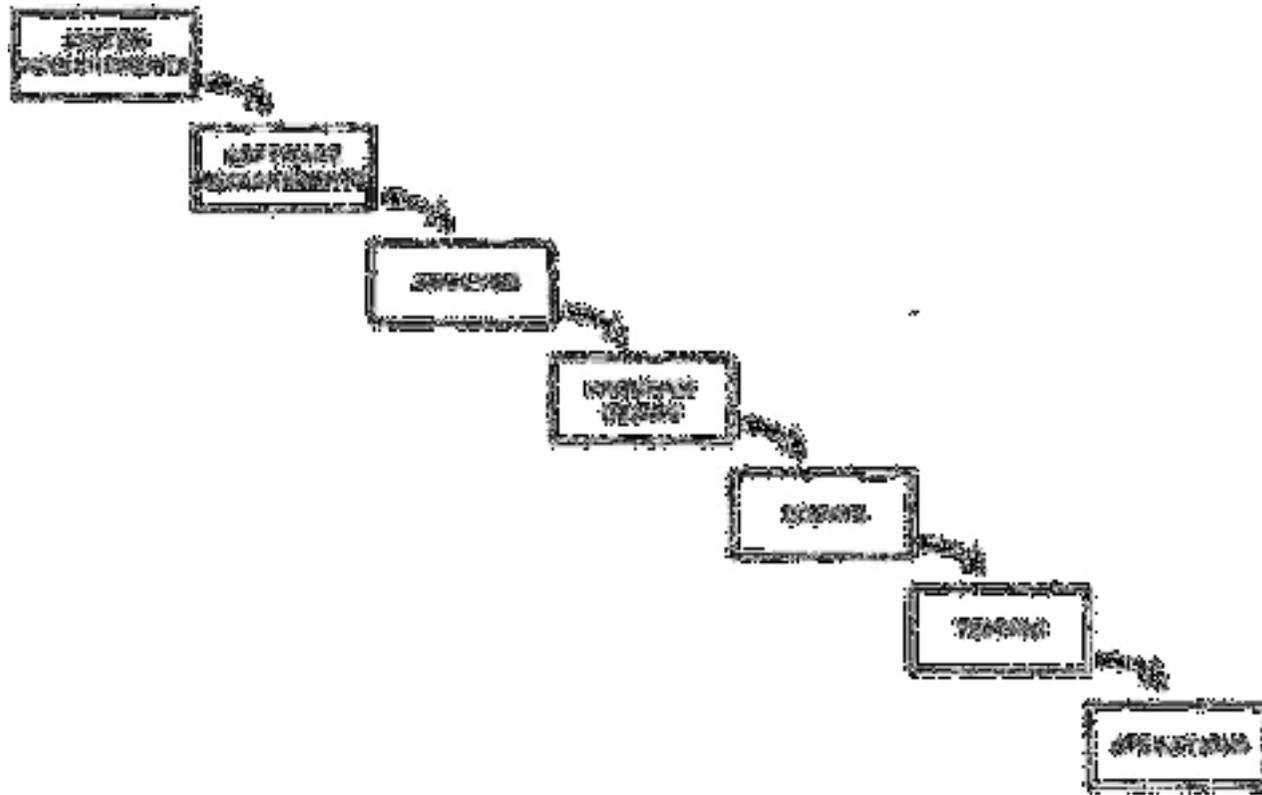
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Waterfall Method - invented 1970



**Winston Royce - software engineer at Lockheed**



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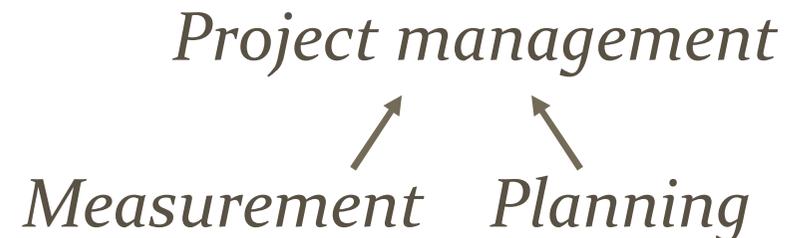
*Projects ↔ Psychology ↔ Learning*

E.g. Change Management

Potential for creative solutions and dynamic understanding of reality based on behaviours you can see

Integrated way of thinking

Support disciplines used to inform the key discipline



E.g. Project management

Depth of focus and detailed understanding of reality based on things you can count

#1 Change management is a mongrel

## #2 Psychology matters (and it helps if you're an outsider)



**Kurt Lewin**



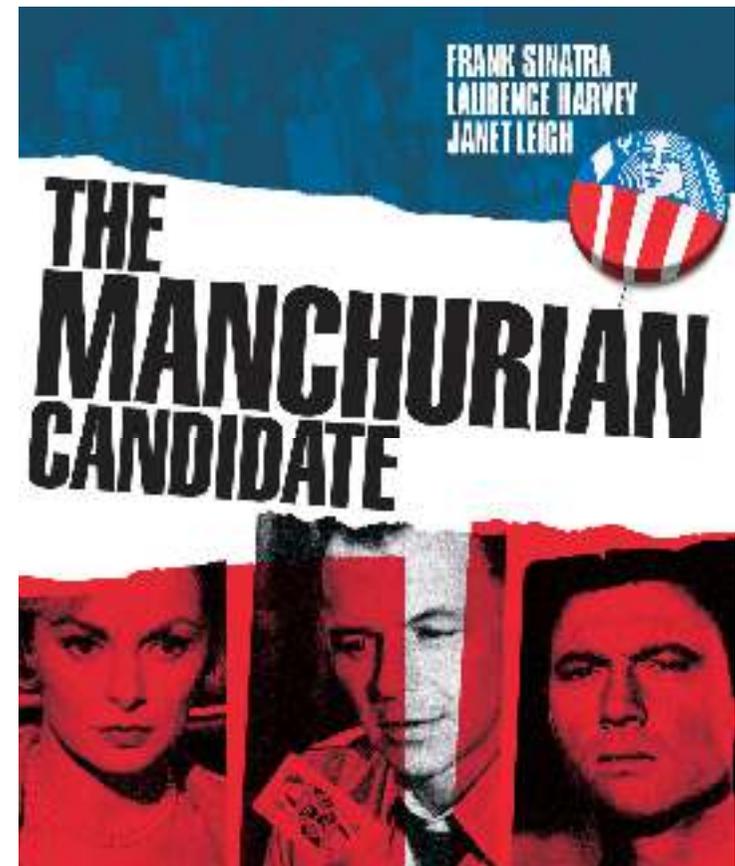
**Frederick Herzberg**



**Edgar Schein**



“I had earned my doctorate under the auspices of the US Army Clinical Psychology Programme, so I had to pay back that education by serving three years in the army. This turned out to be a piece of luck.”

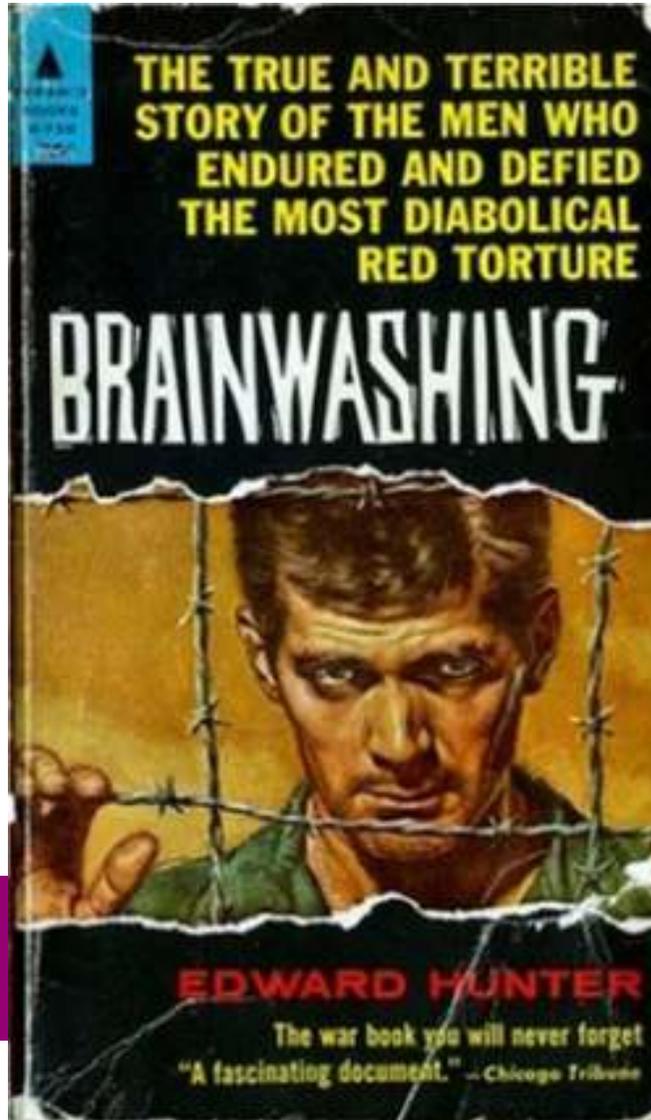




Refuse to 'learn'  
the new situation



10%



Decide to learn the  
new situation



10%

## Survival anxiety

The feeling that the current position is not sustainable and that there are negative consequences in not changing



## Learning anxiety

The feeling of incompetence whilst trying to learn or improve a new skill and the psychological discomfort caused by accepting that your previous beliefs were mistaken



It may seem far-fetched that I would compare the coercive persuasion that happened in Korean prison camps with a leader's attempts to institute a major change programme. But if that leader is serious about changing the company's fundamental assumptions and values, then he should expect levels of anxiety and resistance comparable to those we saw in the POW camps.



*Edgar Schein*

*Harvard Business Review, 2002*

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# #3 Models are useful - a model is not

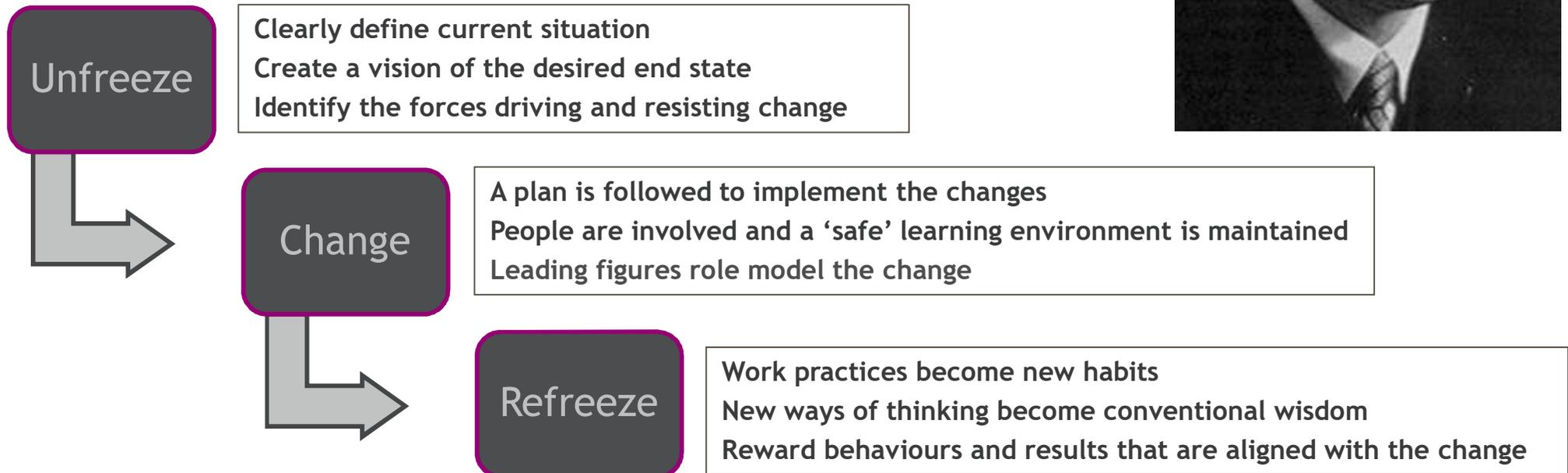


## John Kotter - Eight step model

- 1 • Establish a sense of urgency
- 2 • Create a guiding coalition
- 3 • Develop a vision and strategy
- 4 • Communicate the vision
- 5 • Empower employees for broad-based action
- 6 • Generate short-term wins
- 7 • Consolidate gains and produce more change
- 8 • Anchor new approaches in the culture

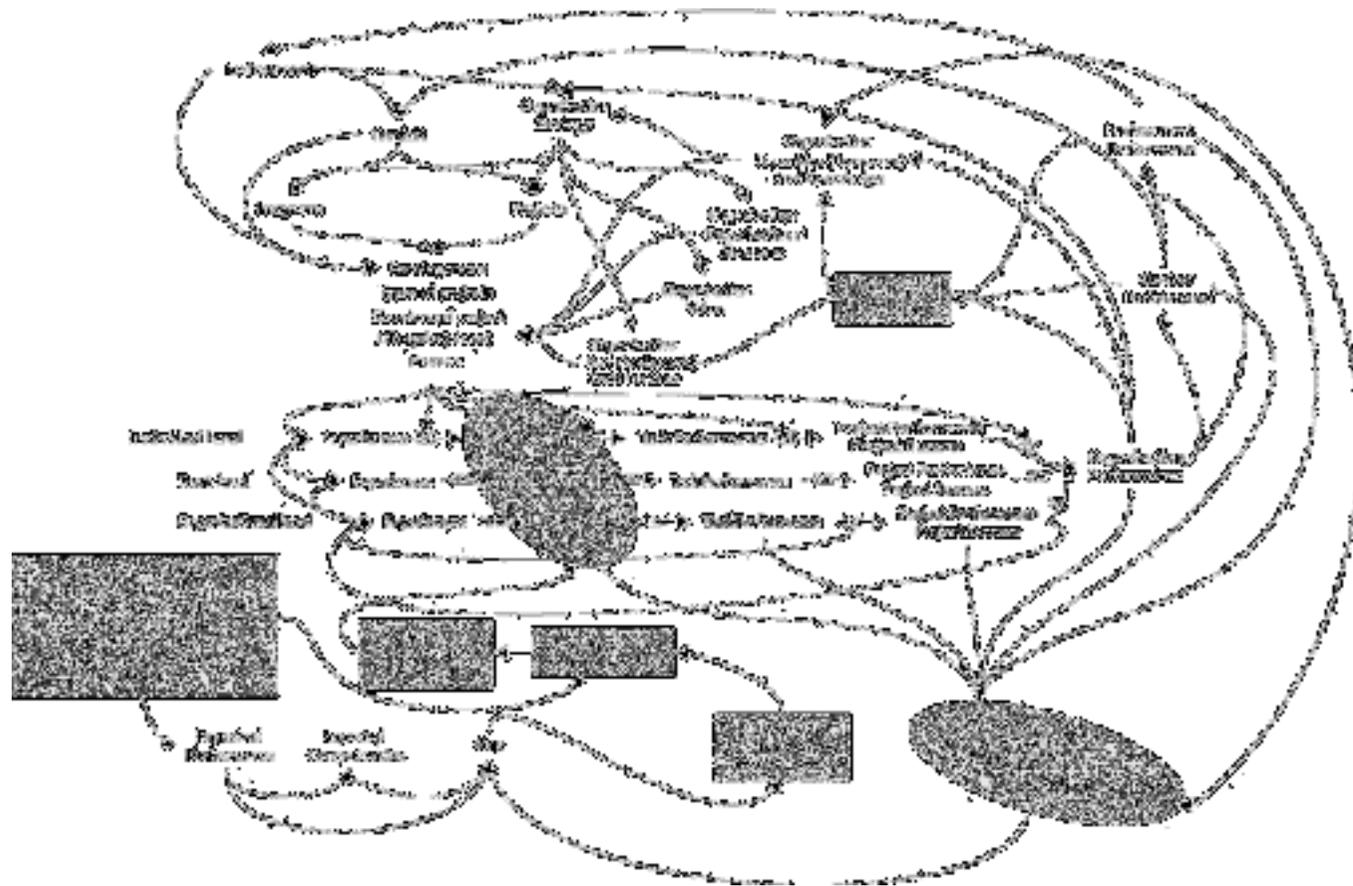
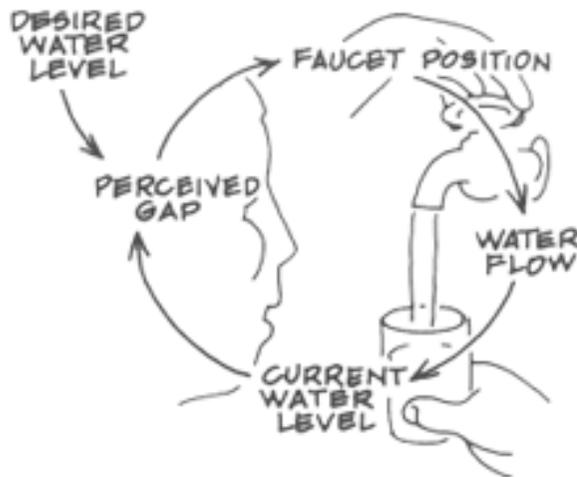


## Kurt Lewin - Three step process

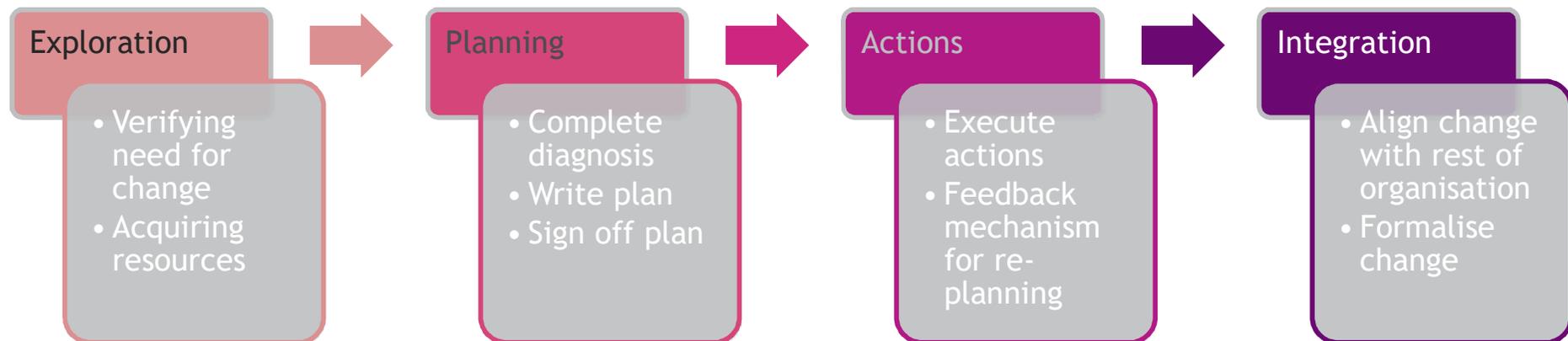




## Peter Senge - Systems thinking



## Bullock and Batten - Four step process



## Bridges - Transition Model



**Endings** - I let go of something, usually by first realising that I am holding it

- Describe the change in very clear terms
- Do not dismiss any concerns as trivial
- Tell people what will not change
- Identify the reasons why the current situation cannot continue

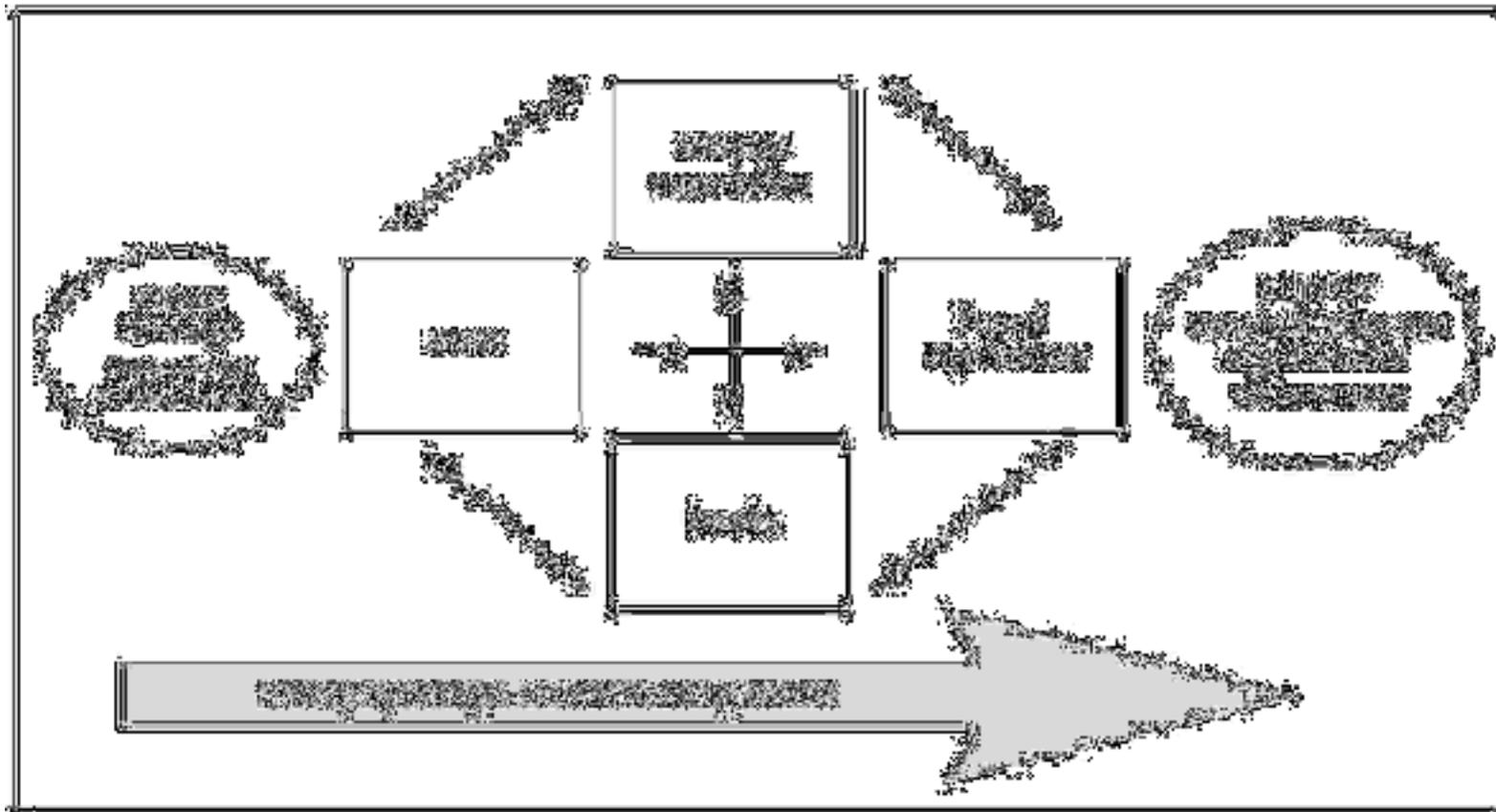
**Neutral zone** - the in-between time when I feel disorientated, different and begin to experiment

- Think of this as a journey - a vision of the destination is important and you'll be 'living out of a suitcase'
- Plan social events to bring people together - a journey can be lonely
- Provide guidance - travel agents have helpline numbers and ways for people to revise arrangements

**New beginnings** - I commit to a new kind of future, a risk that I recognise and accept

- Aim for early visible successes
- Symbolise the shift with highly visible leadership actions and group events
- Celebrate key milestones - particularly the journey's end!

## Nadler and Tushman - Congruence



## Beckhard and Harris - Change Formula

$$C = DVF > X$$

C = Change (i.e. the amount of change possible)

D = Dissatisfaction with the status quo

V = Vision for a better future

F = Feasible first steps towards that vision i.e. change resources

X = The cost of the change including financial, goodwill, reputational etc.

## Carnall - Praxis Framework



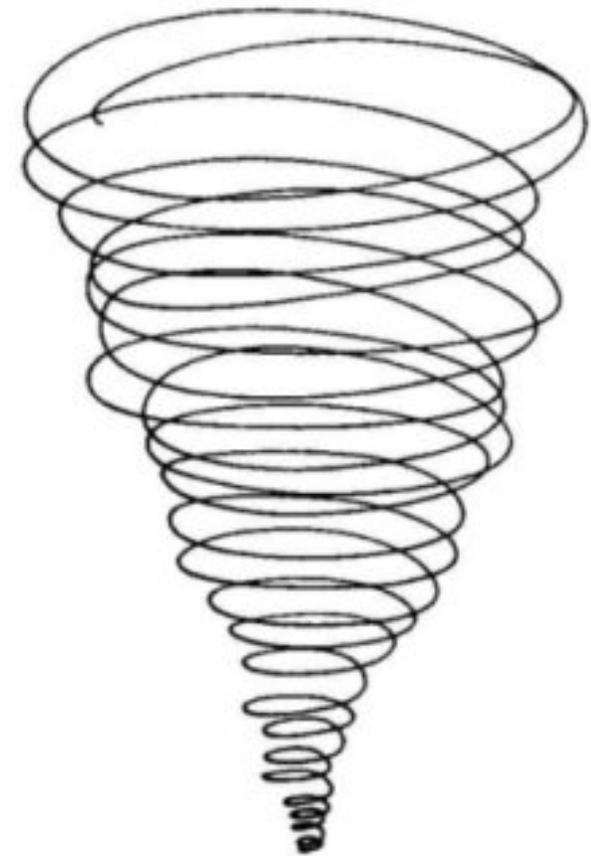
## Stacey and Shaw - complex response process

The change cannot ultimately be controlled by any one person or group

Three dynamics:

- Formal and informal relationships
- Conscious - unconscious impact
- Legitimate - shadow

Skillful communication and an intelligent understanding of how much tension and conflict is required for change to emerge naturally



Model	Machine metaphor	Political system metaphor	Organism metaphor	Flux and transformation metaphor
Kotter - 8 step	✓			
Lewin - 3 step			✓	
Senge - systems thinking		✓	✓	✓
Bullock and Batten - 4 steps	✓			
Bridges transition			✓	✓
Nadler and Tushman - Congruence		✓	✓	
Beckhard and Harris - Change formula			✓	
Carnall - Praxis Framework	✓			✓
Stacey and Shaw - complex response				✓

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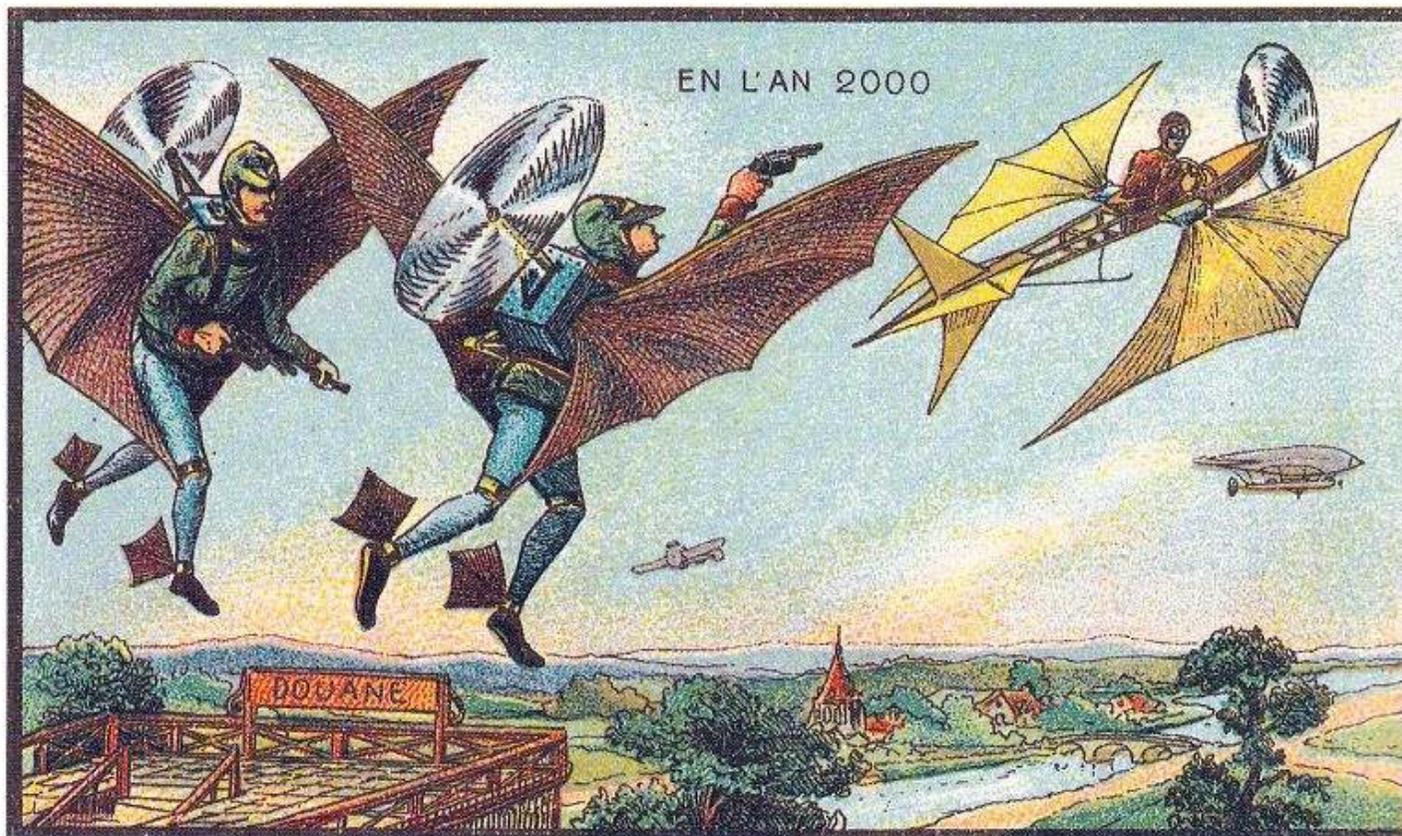
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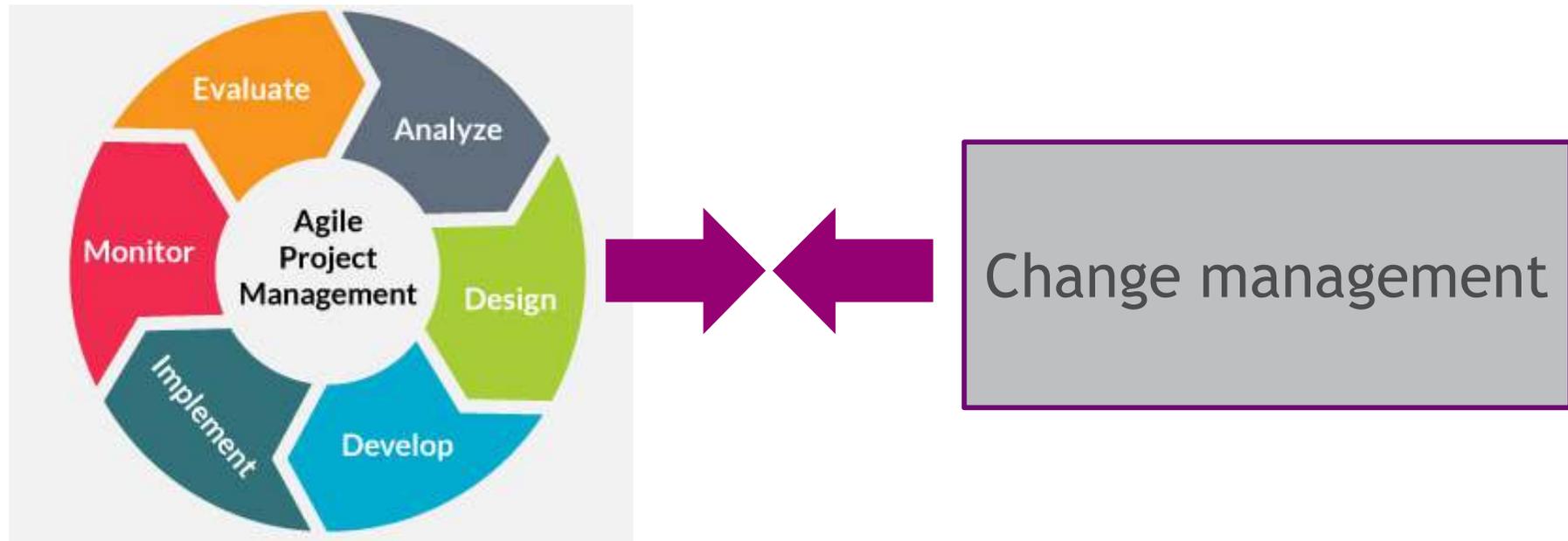
Change managers must avoid becoming ideological and think like doctors, making a diagnosis and recommending a treatment.

# #4 The future is ours to write and predict (wrongly)



In Pursuit of a Smuggler

# 1. Change management and agile project management will increasingly converge



2. Change management is going to professionalise further



3. There will be an increasing shift towards using of organic metaphor and flux and transformation change models

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Carnall - Praxis Framework	✓			✓
Stacey and Shaw - complex response				✓

4. Change management will draw on behavioural economics as a way of establishing its value separate to project and programmes



Louis Aylward

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