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Change & Stability Management

The Role of the Change Agent

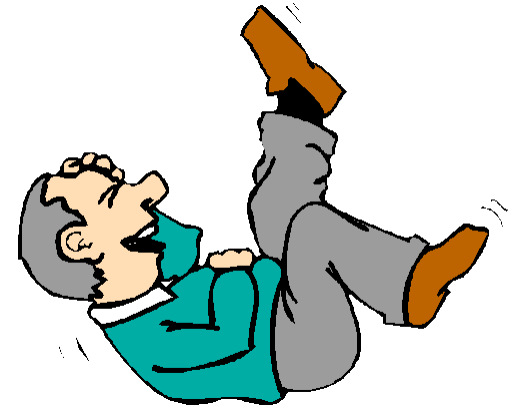


Today's objectives

- To consider the role of the change agent
- To review models of change agency
- To assess the competencies required



A 1960s joke.....



A management consultant is someone who will borrow your watch to tell you the time
(Sturdy et al, 2009)

....be assured that the client is someone with a very expensive watch who doesn't know the time of day (The Times, 16/10/14)

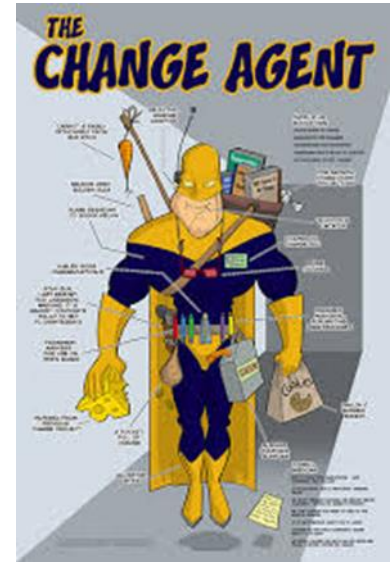


A management consultant is someone who knows how to make love in 120 exciting, spectacular and exotic ways, but does not know any women.

D.Himsworth, letter to The Times, 16/10/14

What is a change agent?

- Someone who ensures that change takes place/
has responsibility for it



“These are the people responsible for directing, organising, and facilitating change in organisations” (Burnes, 2015)

<https://youtu.be/ZR1Dn1HdSpA>

Conceptual Overview



- Change agents are **key** to the entire change process
- Change success is a function of the **person**, a **vision** and the **situation**
- **Identify the traits and competencies** that contribute to change agent effectiveness
- **Experience** plays a big role in skill development
- **Four change agent types**: the Emotional Champion, the Intuitive Adapter, the Developmental Strategist and the Continuous Improver
- Internal & external **change agents & change teams**



The Change Agent Role – Is It Worth the Risk?



- Being a change agent can be professionally hazardous
- It can also prove energizing, exciting, educational, and enriching
- You are likely to improve your understanding of the organisation, develop special skills and increase your network of contacts and visibility
- Failure experiences, though painful, are seldom terminal - change agents tend to be resilient

Role of the change agent

Buchanan and Boddy suggest a process model based on 15 generic competences of the change agent



Diagnostics	Competences	Process outcomes	Personal & organisational outcomes
1. Organisational type	Goals	The logic of problem solving	Perceived organisational effectiveness
2. Change category	1. Sensitivity 2. Clarity 3. Flexibility	The logic of ownership	Positive evaluation of change
3. Personal Roles vulnerability	4. Team Building 5. Networking	The logic of legitimacy	Perceived personal effectiveness
4. Agenda Priorities	6. Tolerance of ambiguity		Positive evaluation of personal credibility
5. Public Performance & backstage activity	Communication 7. Communication 8. Interpersonal skills 9. Personal enthusiasm 10. Stimulating motivation Negotiation 11. Selling 12. Negotiating Managing up 13. Political awareness 14. Influencing 15. Helicopter perspective		
		(Buchanan and Boddy 1992 The expertise of the change agent Prentice- Hall)	



Context: The Change Management Process

Why and what

Analyse competitive position: changes needed



Identify desired future state



How

Analyse change context: critical change features



Identify change approach: design choices



Design transition process: levers and interventions



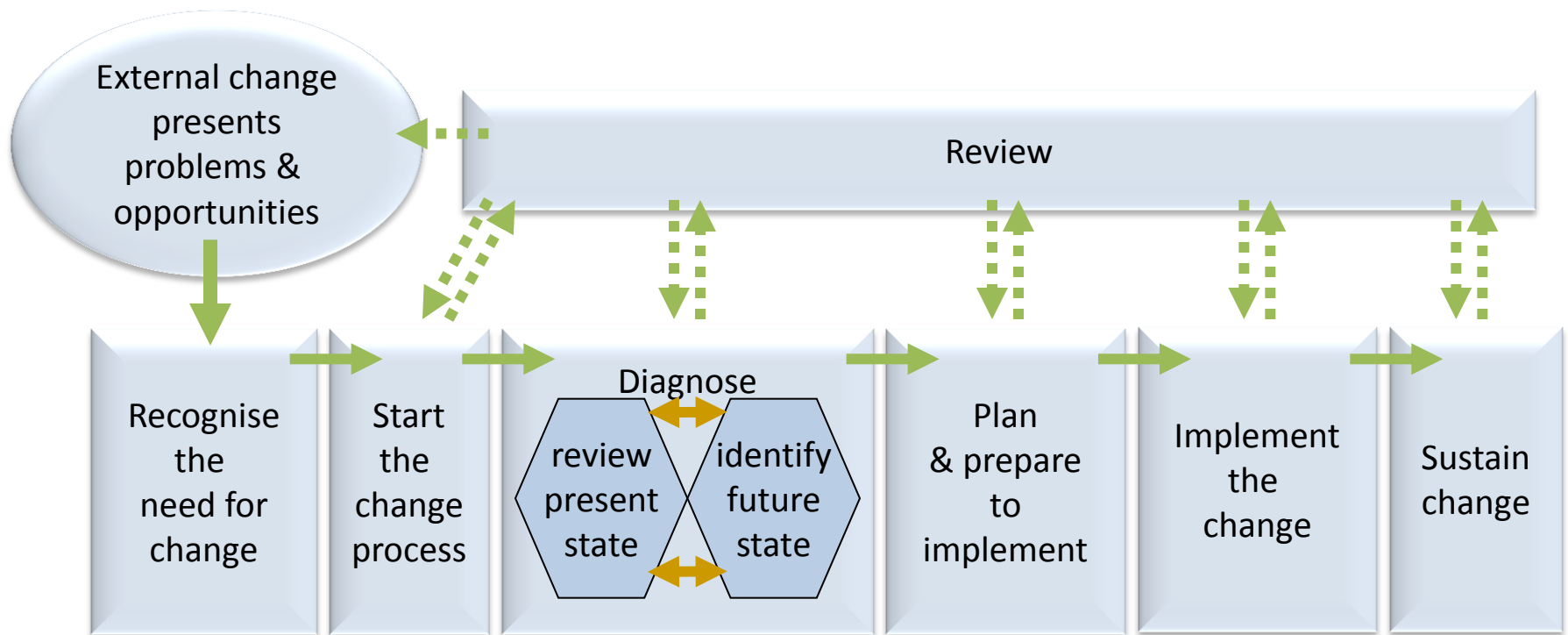
Manage the transition: leadership issues

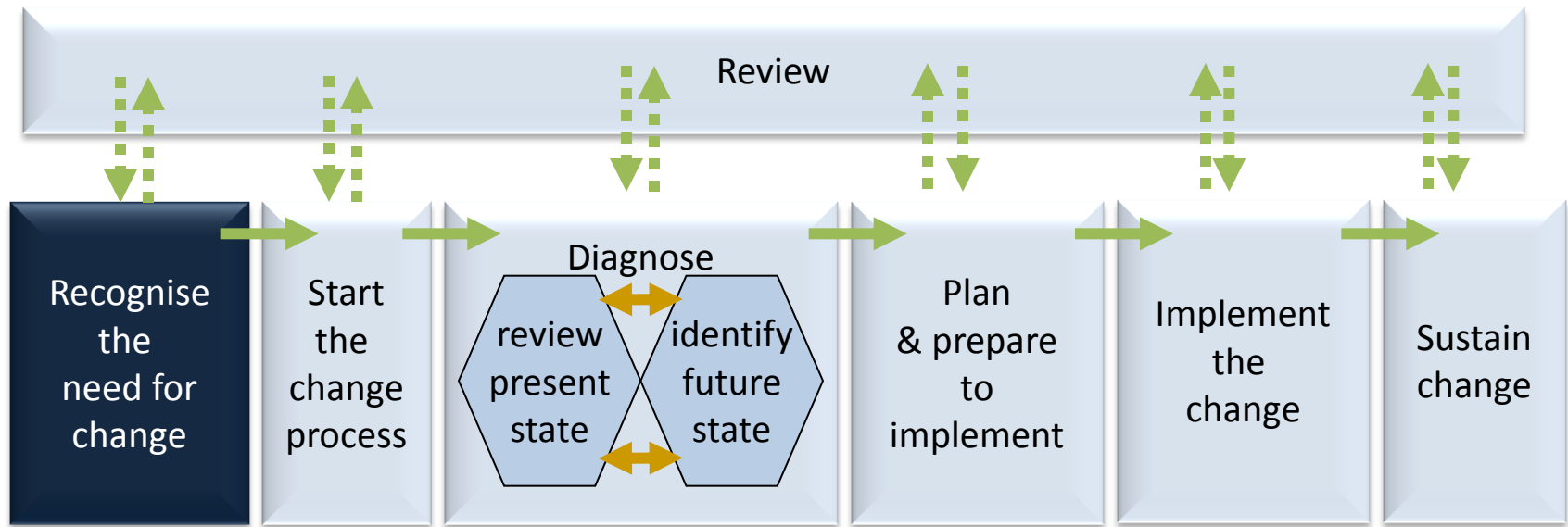


Evaluate change outcomes

The process of change management

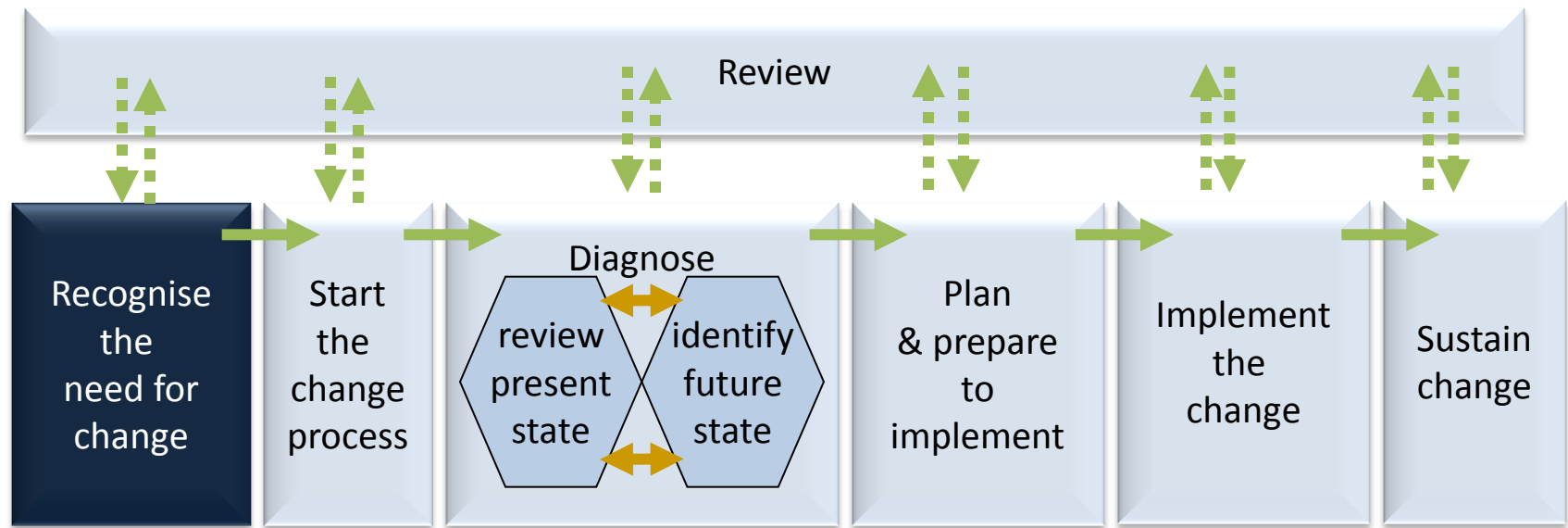
Building on Lewin's notion that change is a process, Hayes and Hyde developed a model that identifies some of the critical aspects of managing change.





1. recognising the need for change

Recognition involves complex processes of perception, interpretation and decision making.

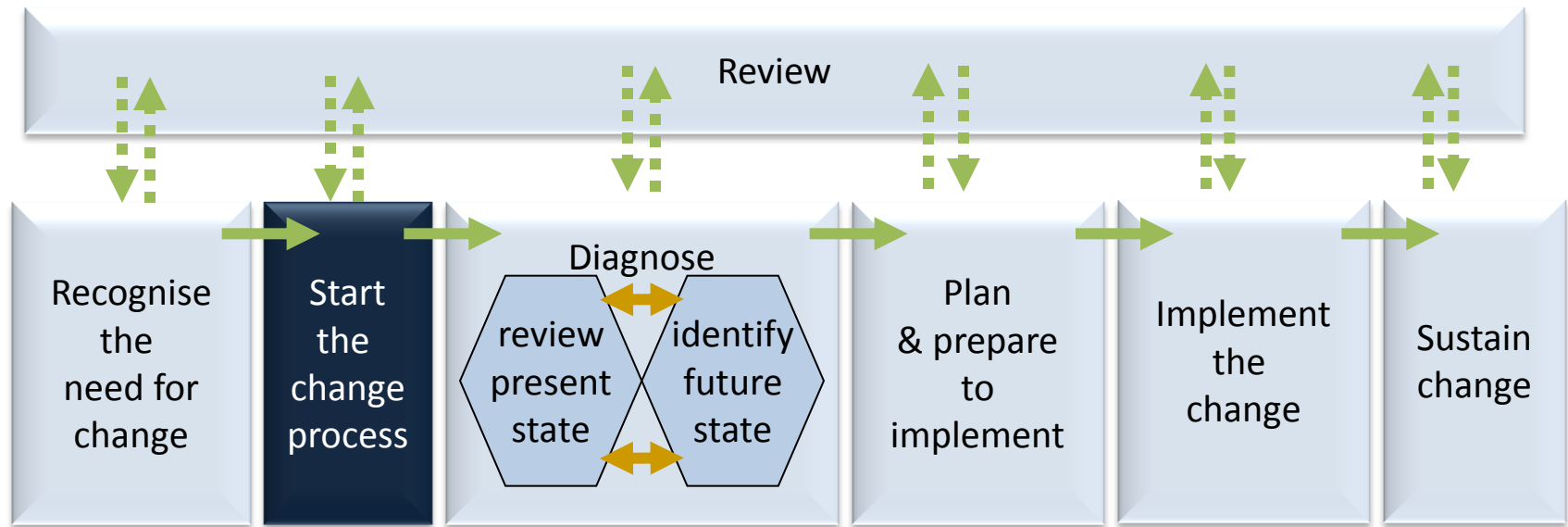


Who formulates the agenda for change?

Do leaders listen to informed others?

Do informed others voice their opinions?

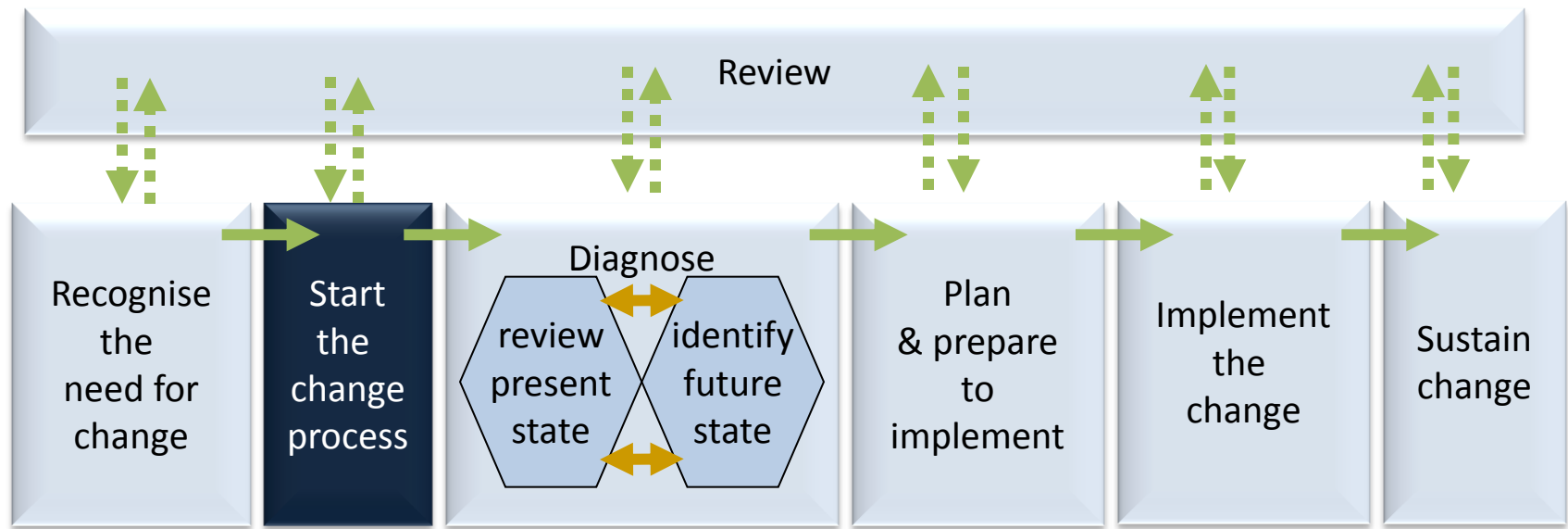
Some of the questions that have to be addressed at this stage



2. Starting the change process

This involves

- translating the need for change into a desire for change
- Deciding who will manage the change

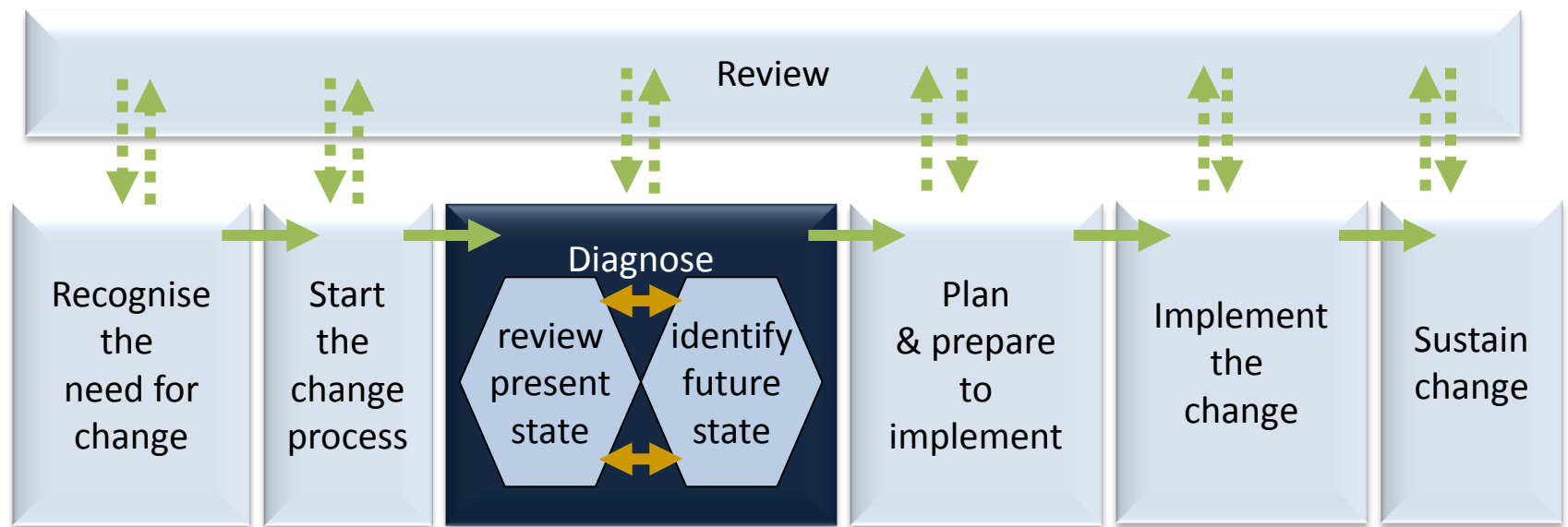


Is there a guiding coalition with sufficient power to get things done?

How is the need for change translated into a desire for change?

Who leads the change: senior managers or users?

Some of the questions that have to be addressed at this stage

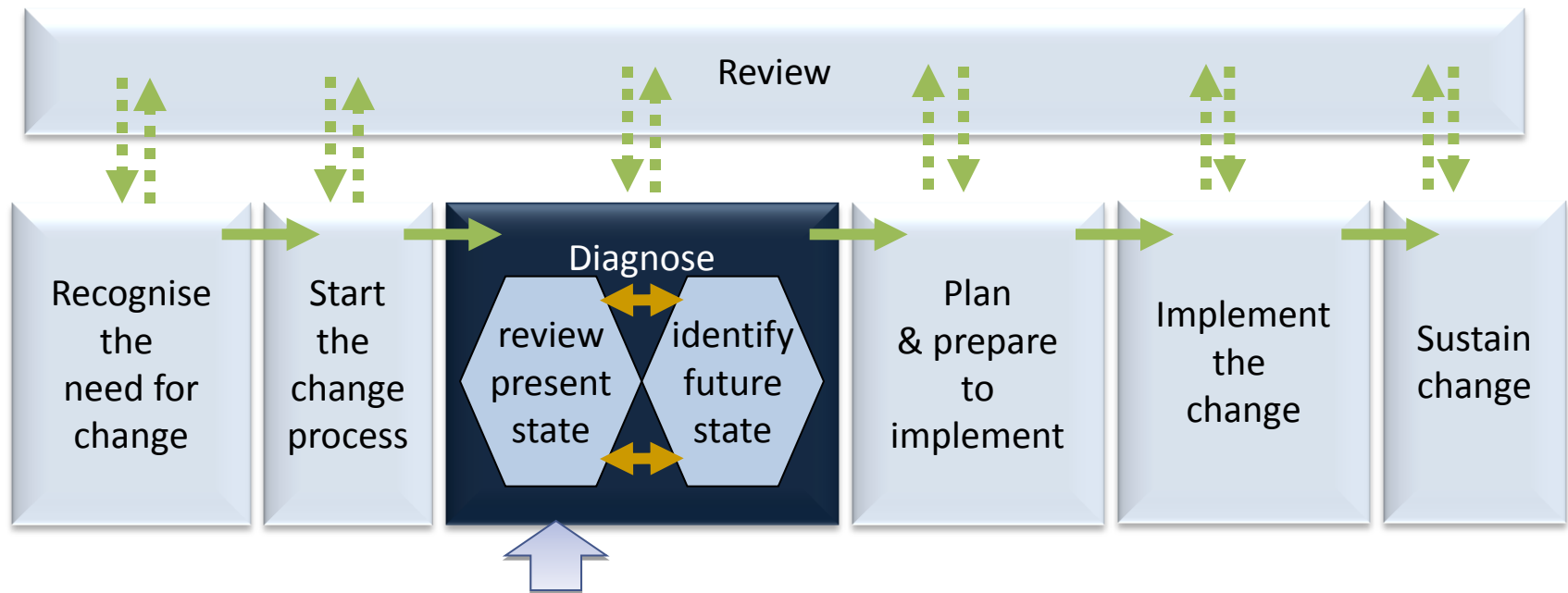


3. Diagnosis

- Reviewing the present state
- Identifying the desired future state

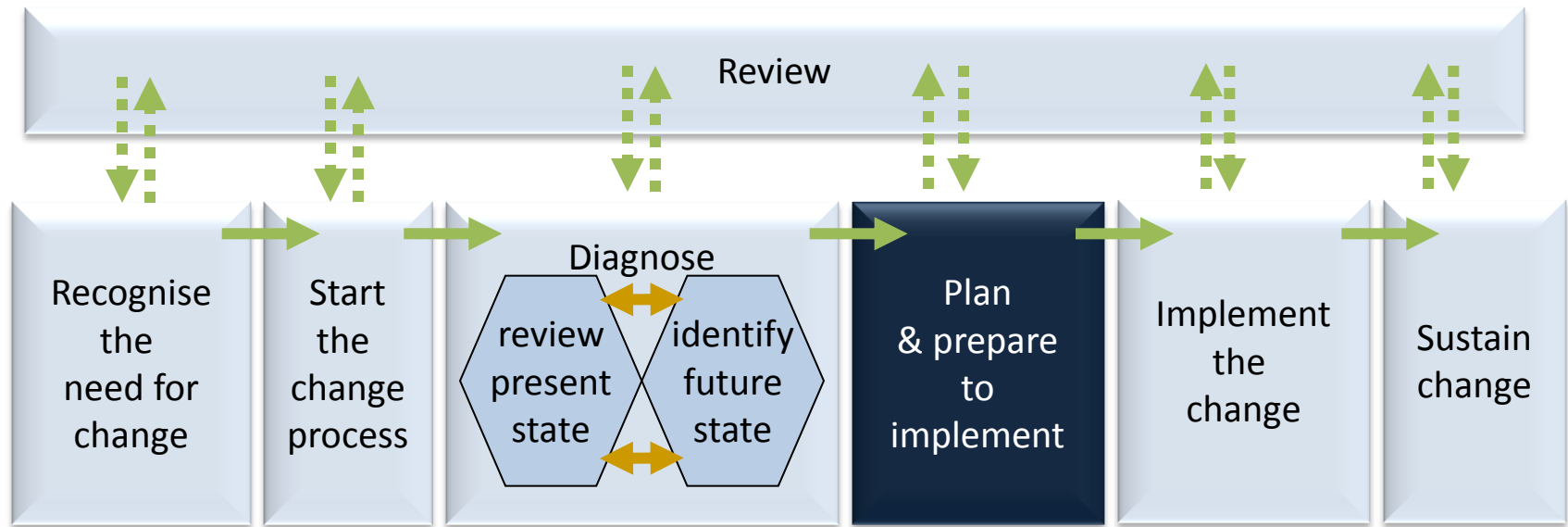
People are more likely to be motivated to change if the diagnostic process:

- Disproves their view that all is well
- If this challenge produces an appropriate level of anxiety
- The vision offers sufficient incentive



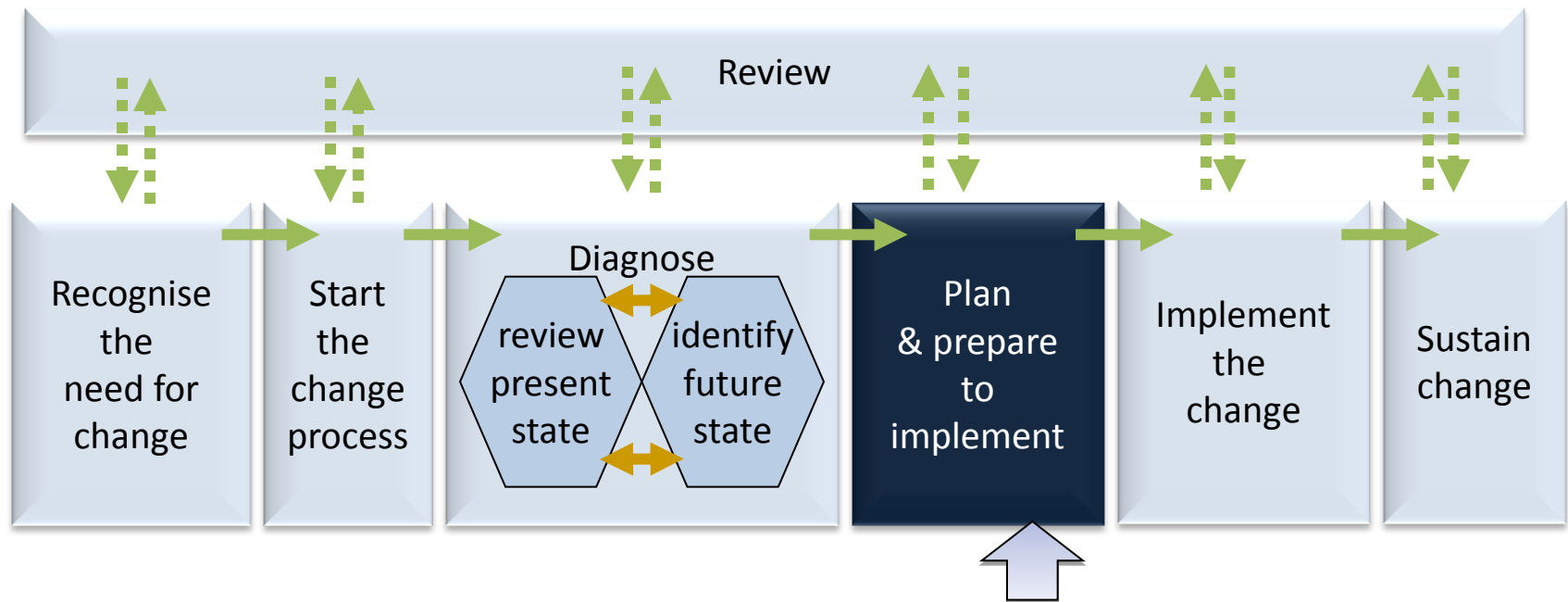
- Who does the diagnosis
(senior managers, experts or users/operators)?
- Are they willing to accept new data or do they defend
the status quo?
- Does the diagnosis create a shared vision that helps
direct change efforts ?

Some of the questions
that have to be
addressed at this stage



4. Preparing and planning for implementation

- Plans have to take account of different lead times, interdependencies, necessary resources and other constraints
- Most important of all, plans need to address political issues.

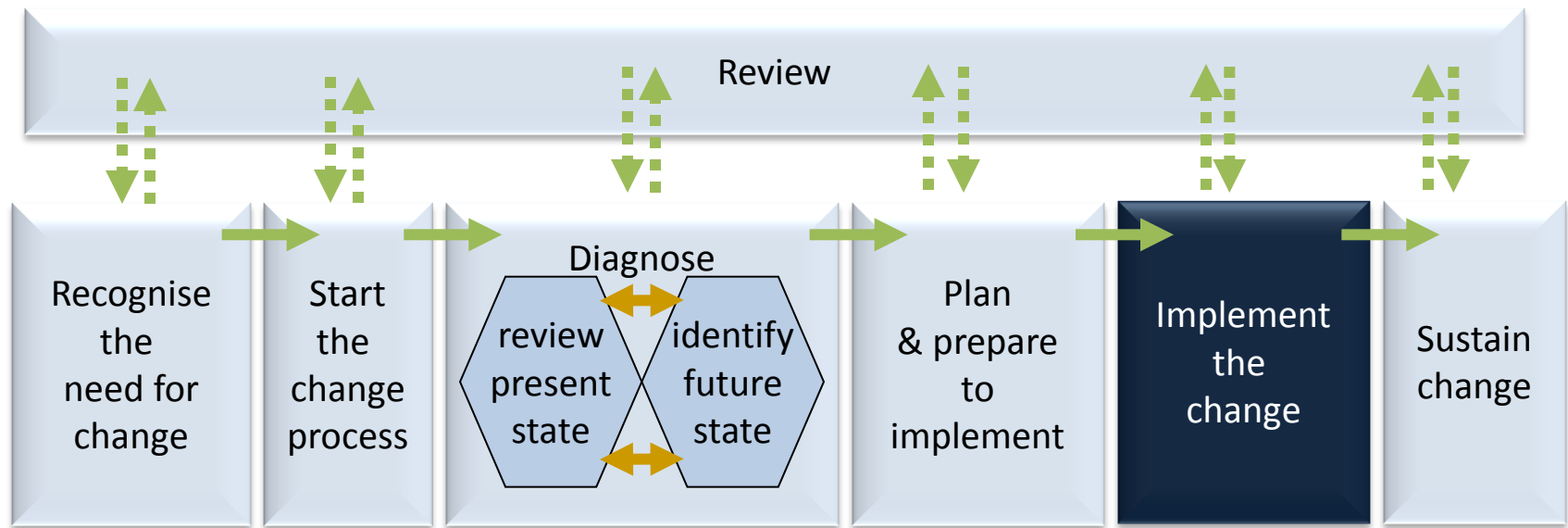


Some of the questions that have to be addressed at this stage

Is it clear what needs to be done?

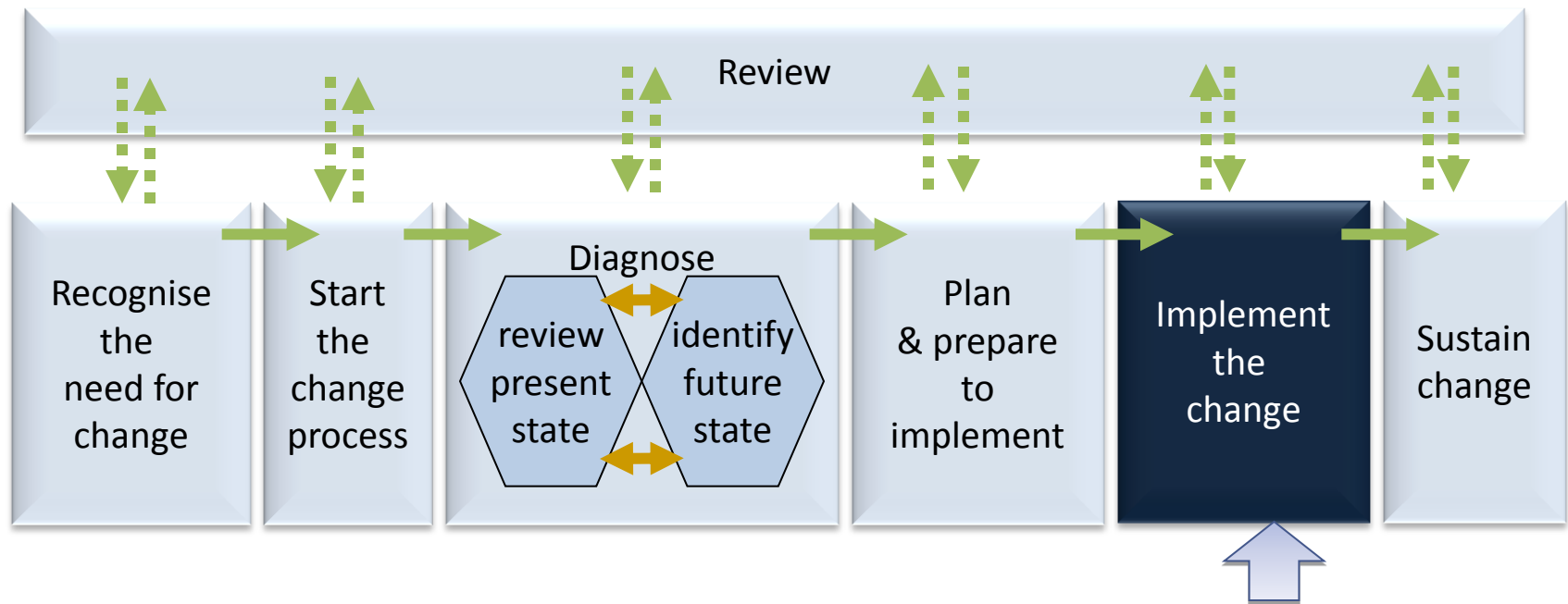
Is the change strategy appropriate – for example, push or pull?

Is sufficient attention given to stakeholders?



5. Implementing

- Implementation may involve following a 'blueprint plan' to move from A to B.
- However, sometimes it is impossible to specify B. Implementation becomes an open-ended, iterative process. It involves taking tentative steps in what is hoped is the right direction and then reviewing whether the step worked and the direction still holds good.

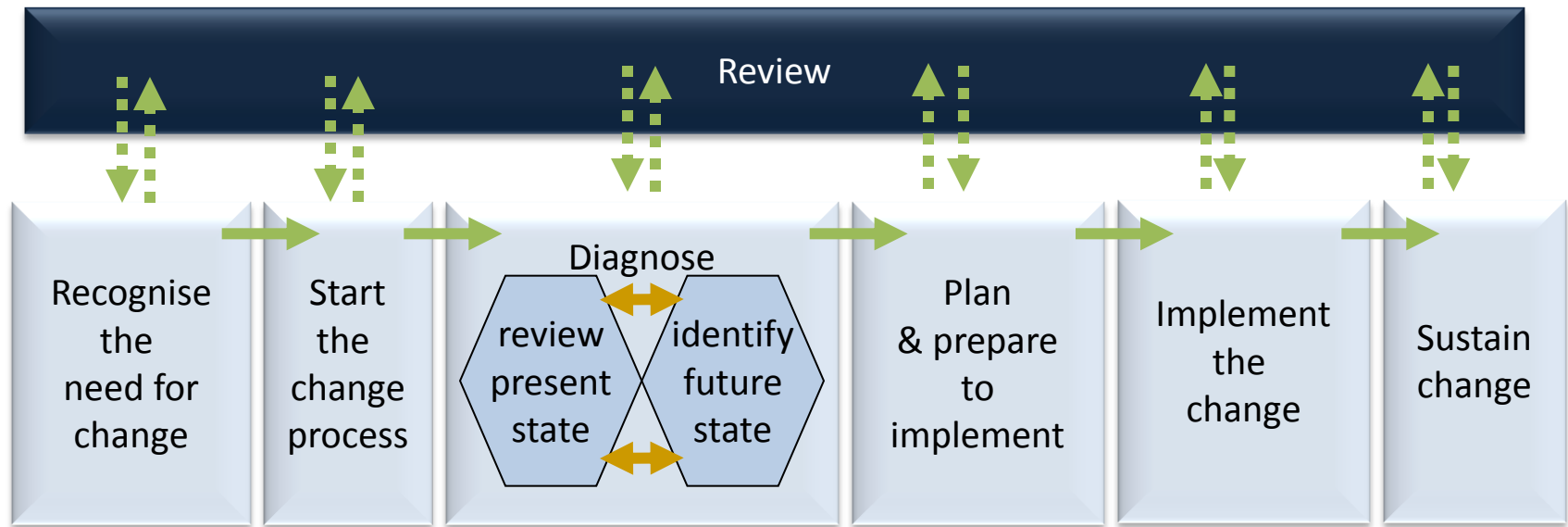


Some of the questions
that have to be
addressed at this stage

Do leaders communicate a compelling vision?

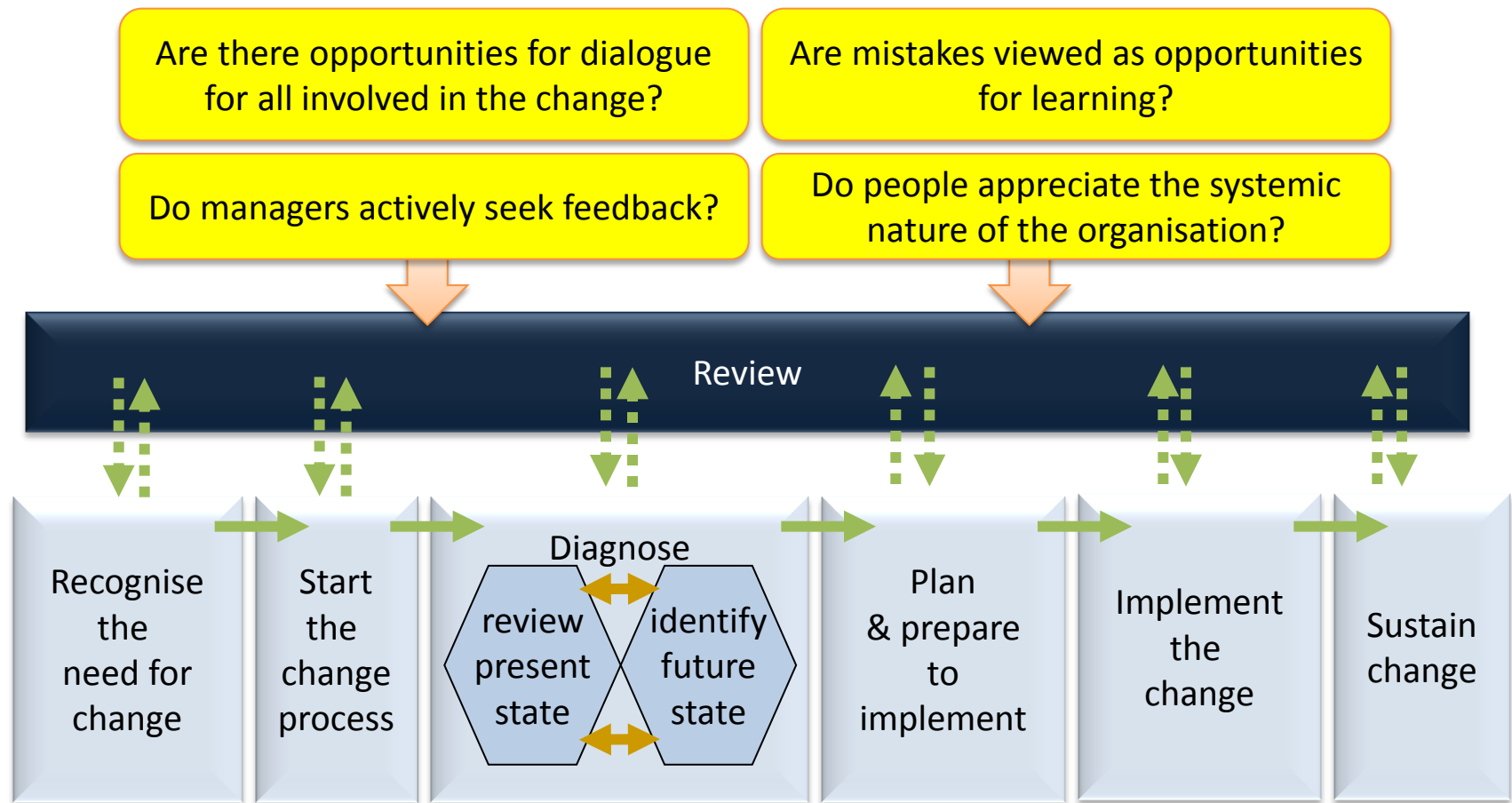
Do they adopt the most effective
communication strategy?

Do they empower and motivate people to
implement the change?

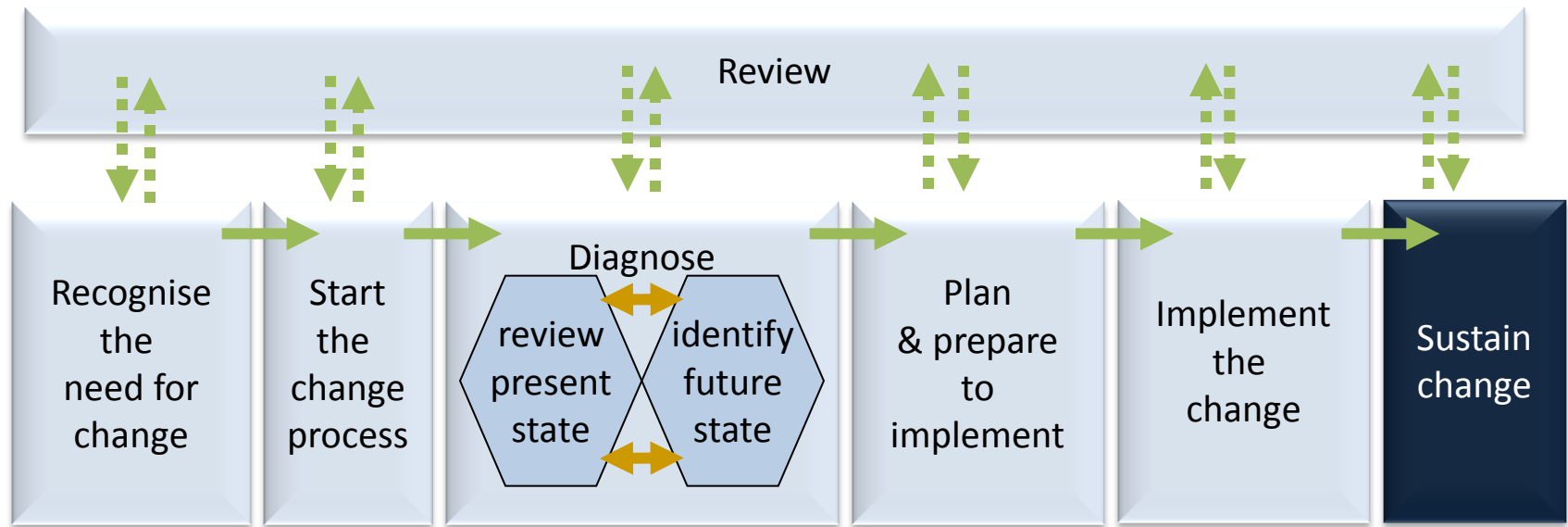


6. Reviewing

- Reviewing not only refers to a post-implementation review. It is an on-going activity, checking progress against agreed milestones.



Some of the questions that have to be addressed at this stage

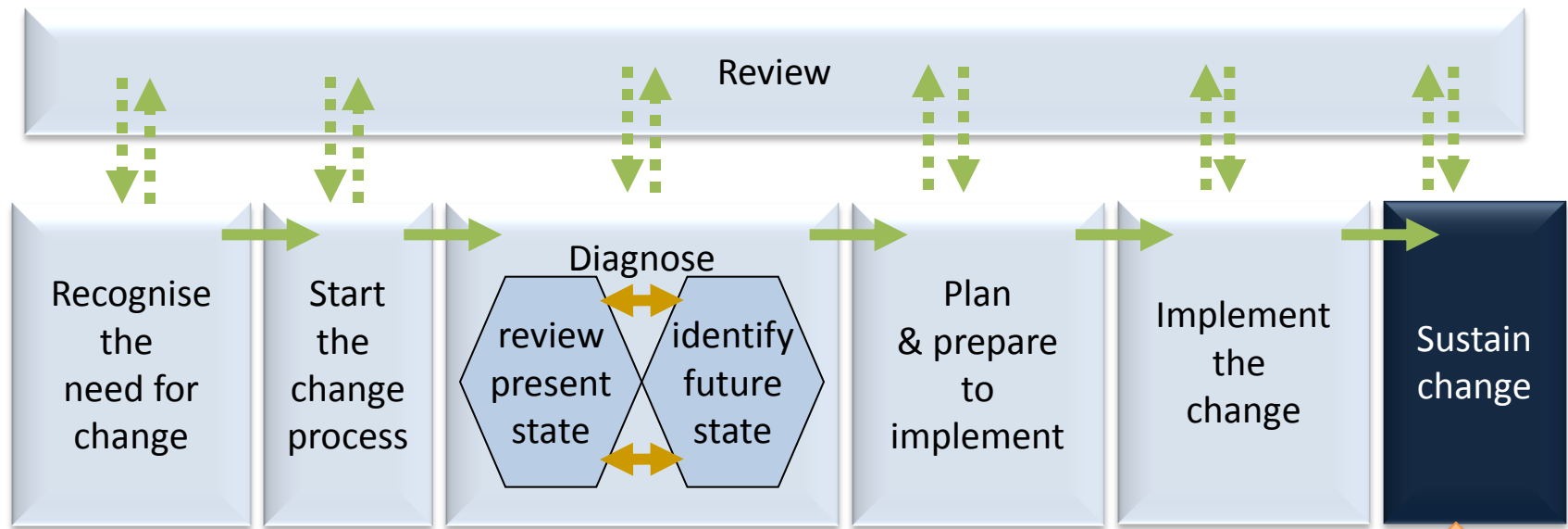


6. Sustaining

Sustaining involves refreezing behaviour at the new level for as long as it is beneficial to do so.

It includes:

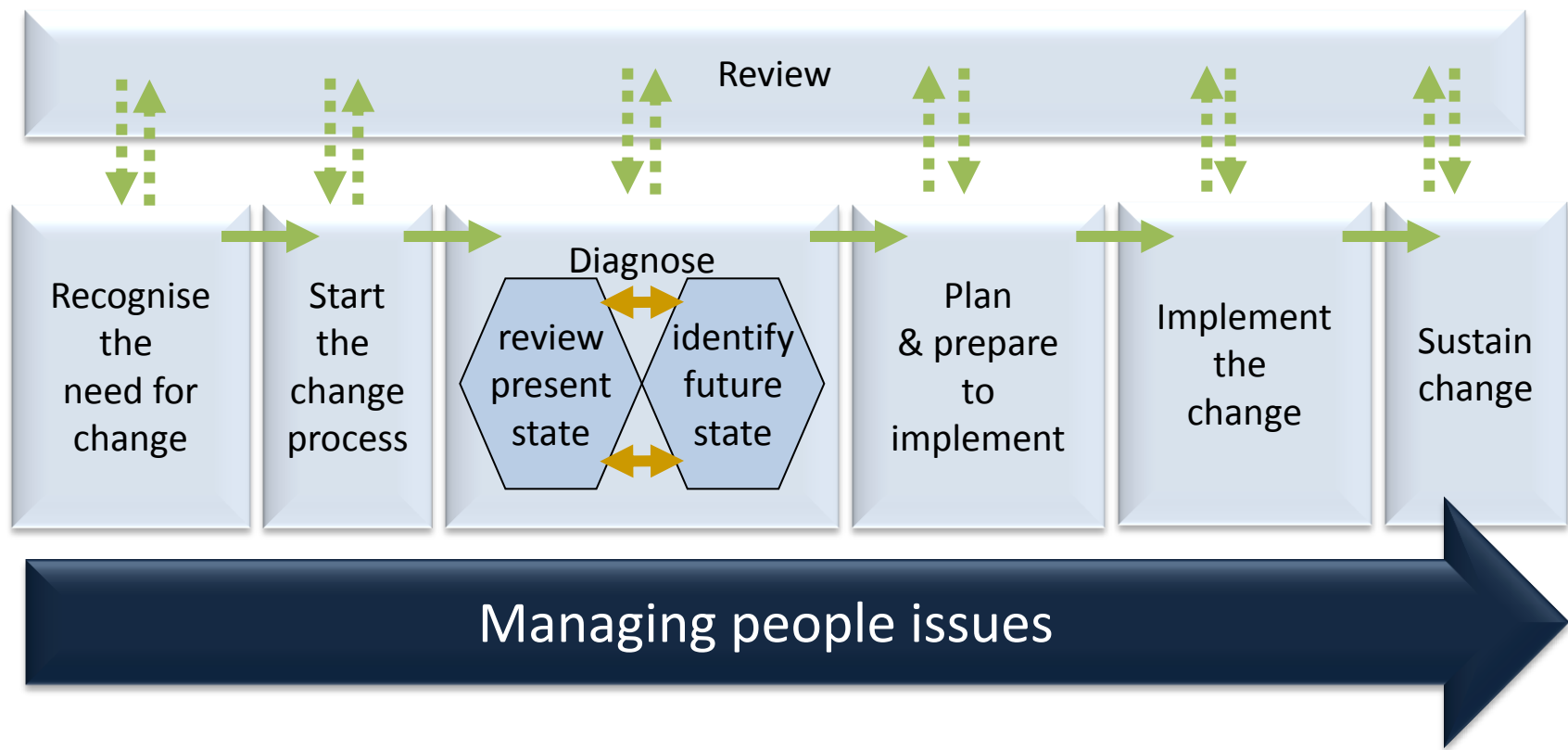
- Consolidating and building on gains
- Spreading new methods and process across the organisation.



Some of the questions that have to be addressed at this stage

Do leaders reinforce changes post-implementation?

Do leaders avoid declaring victory too soon?

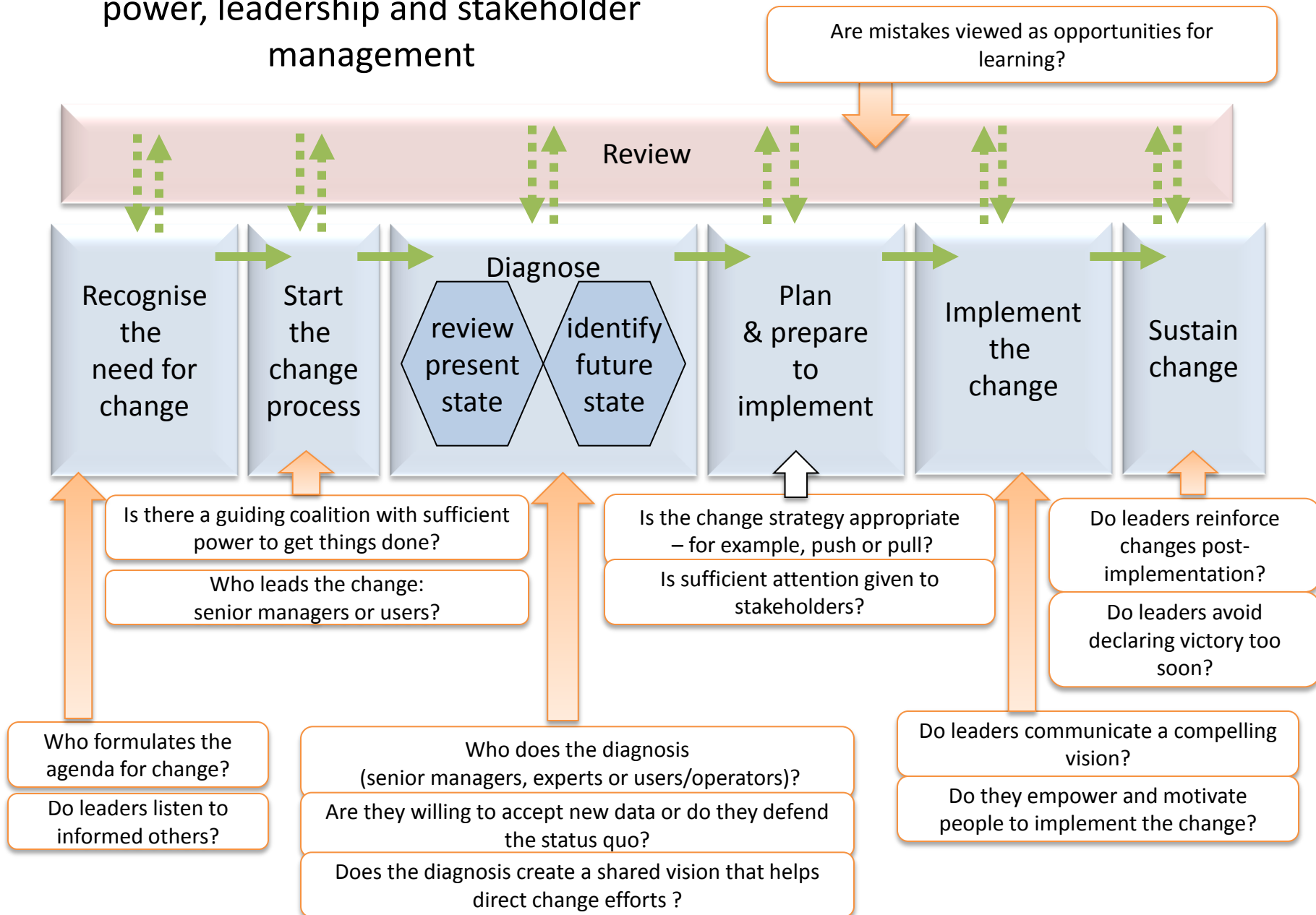


Throughout the whole process a number of people issues have to be addressed.

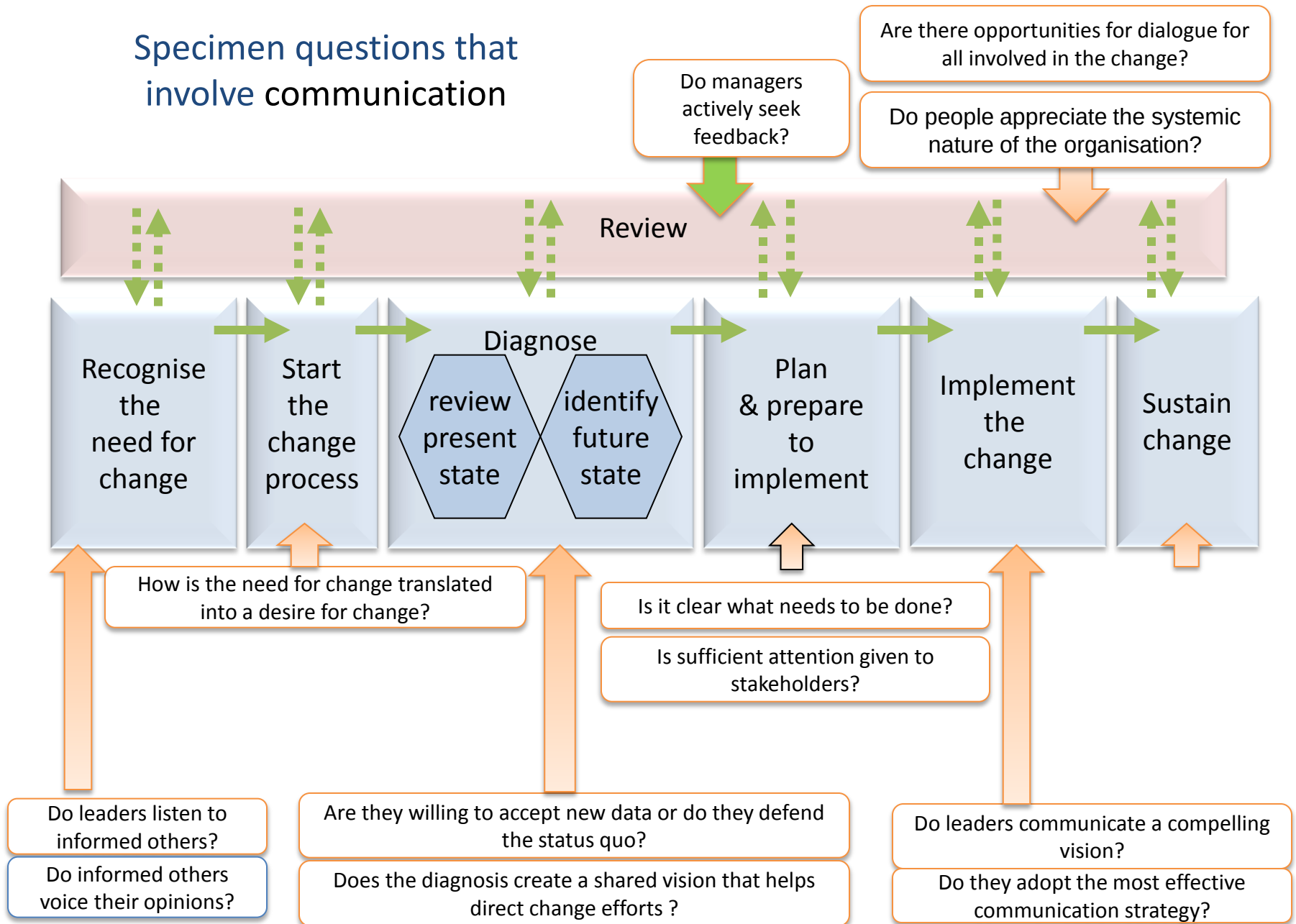
These include:

- Power, leadership and stakeholder management
- Communication
- Motivating others to change
- Support for others to help them manage their personal transitions

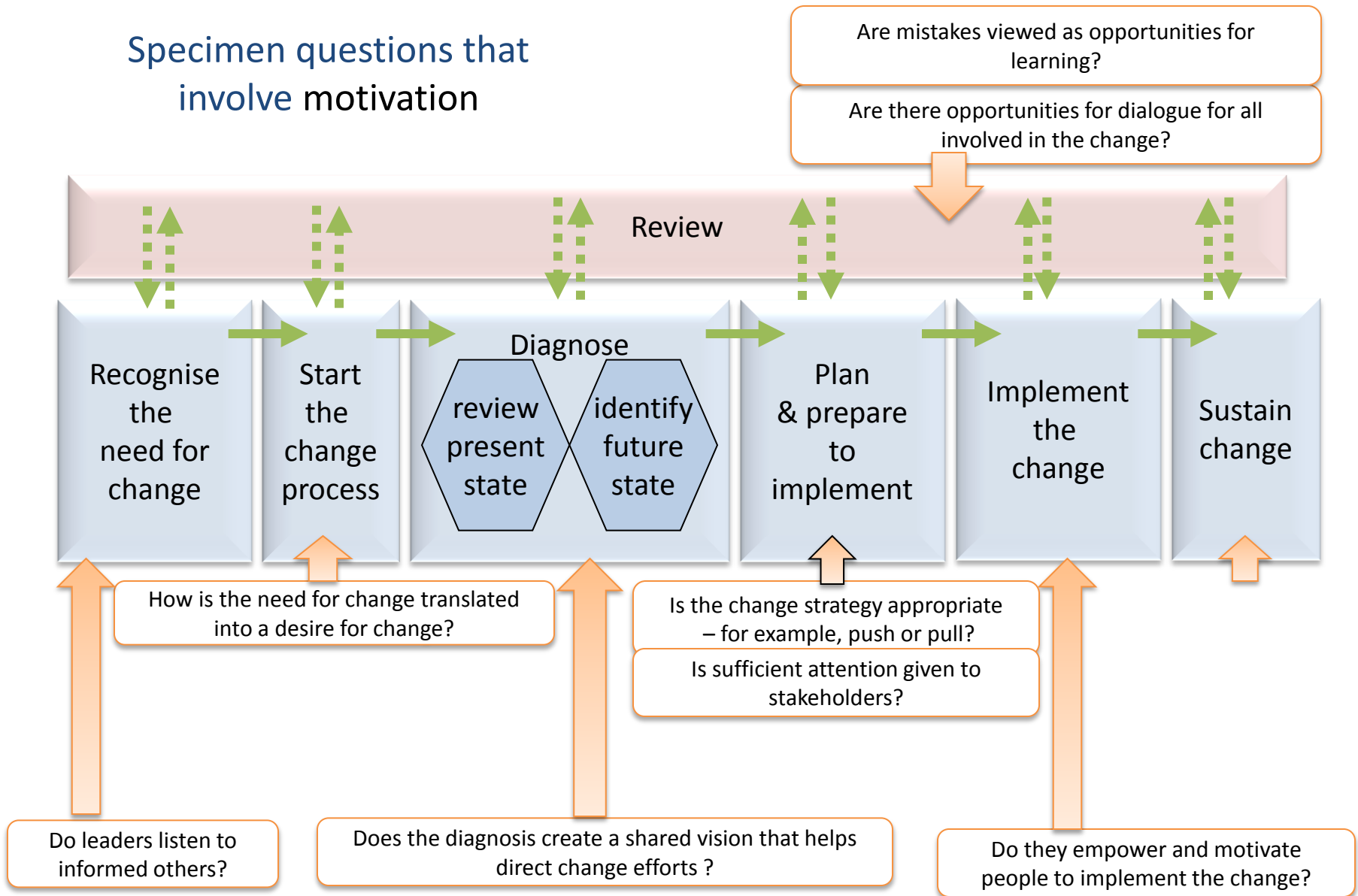
Specimen questions that involve power, leadership and stakeholder management



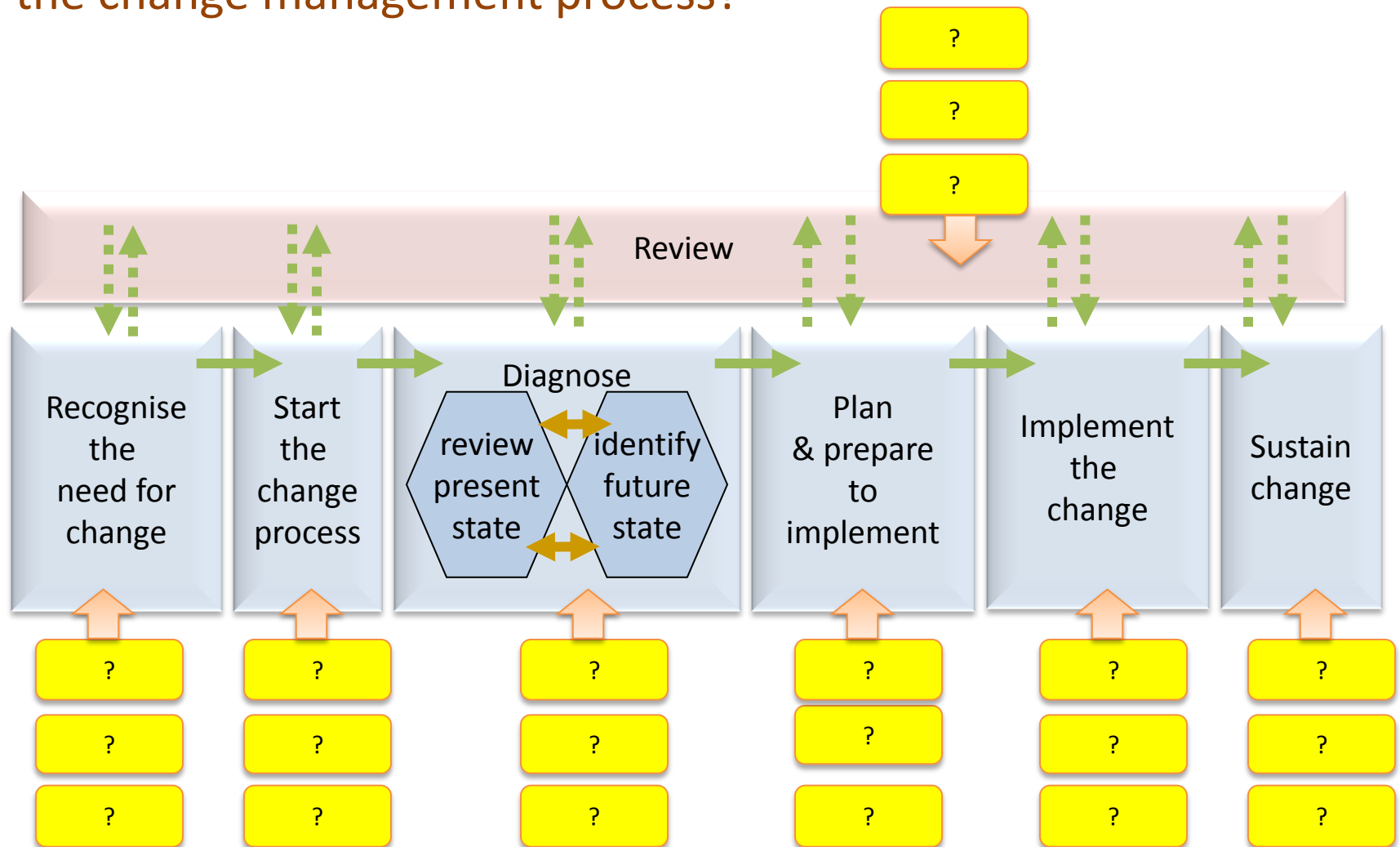
Specimen questions that involve communication



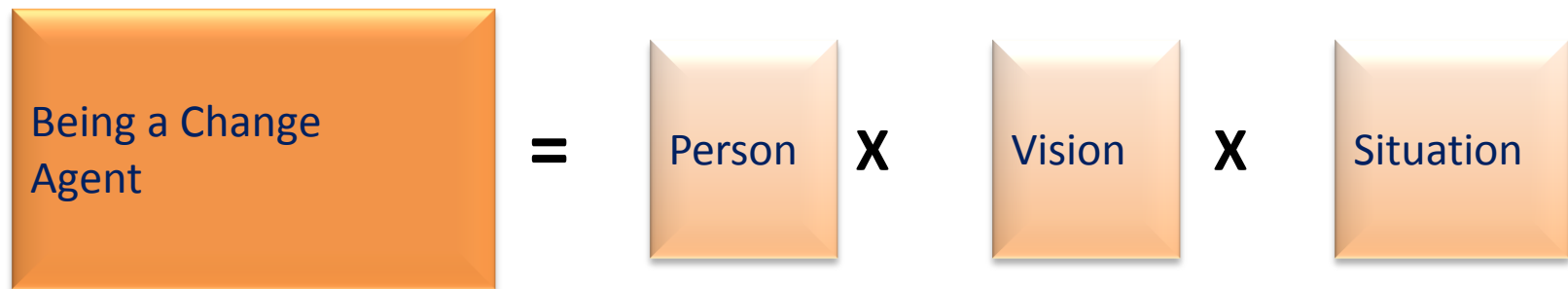
Specimen questions that involve motivation



What other questions need to be addressed at each step in the change management process?



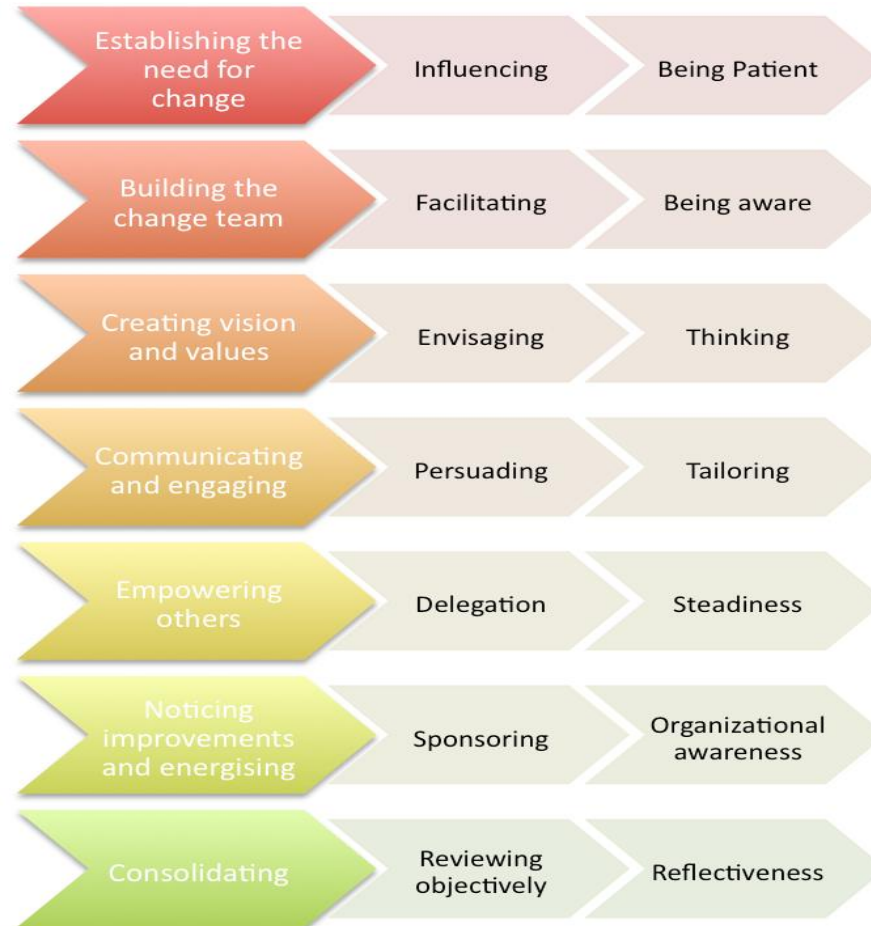
Being a Change Agent



Various titles.....

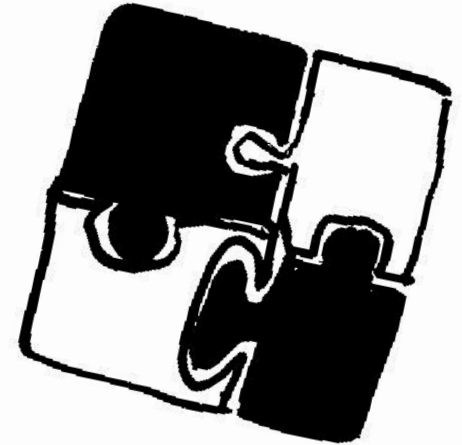
- change consultant
- change practitioner
- project manager
- troubleshooter

Different Leadership for Different Phases of Change



Four Key Roles in Change

- **SPONSOR** – Has the authority to make the change happen. Usually executive level.
- **IMPLEMENTER** – Implements the change and reports to sponsor.
- **CHANGE AGENT** – Helps sponsor and implementer stay aligned.
- **ADVOCATE** – Has an idea and need a sponsor to make it happen.



O'Neill (2000)

Activity

- **SPONSOR** – Has the authority to make the change happen. Usually executive level.
- **IMPLEMENTER** – Implements the change and reports to sponsor.
- **CHANGE AGENT** – Helps sponsor and implementer stay aligned.
- **ADVOCATE** – Has an idea and needs a sponsor to make it happen

Relate these to your own organisation/personal change experience

Who performed which role? How well?

What contribution did each role make to the overall success of the project/exercise?

Ideas have evolved.....

- Lewin > OD > Caldwell
- Who is it?
- Role and competencies necessary?
- It depends.....emergent/planned

Emergent change

- The art of leadership in the management field would seem to lie in the ability to shape the process of change in the long term rather than direct single episodes (Pettigrew and Whipp, 1991).

Emergent Approach to Change:

Critical Success factors

Role of Change Managers/agents

- Change generators:
 - Key change agents; demonstrators; patrons; defenders
- Change implementers:
 - External; external/internal; internal
- Change adopters:
 - Early adopters; maintainers; users

(Ottaway, 1983, in London, 1988)

Role of Change Managers/agents

- Planned approach:
 - logical
 - planning & analysis
 - structures & controls
 - resources
 - detailed timings
- Emergent approach:
 - stresses behaviour
 - beliefs & assumptions
 - needs commitment
 - values learning

Attributes of Change Leaders

(Caldwell, 2003)

Inspiring vision	92
Entrepreneurship	87
Integrity and honesty	76
Learning from others	72
Openness to new ideas	66
Risk-taking	56
Adaptability and flexibility	49
Creativity	42
Experimentation	38
Using power	29

Attributes of Change Managers

Empowering others	88
Team building	82
Learning from others	79
Adaptability and flexibility	69
Openness to new ideas	64
Managing resistance	58
Conflict resolution	53
Networking	52
Knowledge of the business	37
Problem solving	29

Caldwell's change agency models

- **Leadership models** where change agents are senior managers responsible for identifying and delivering strategic/transformational change.
- **Management models** where change agents are seen as middle-level managers/functional specialists who have responsibility for delivering or supporting specific elements of strategic change programmes or projects.
- **Consultancy models** where change agents are external or internal consultants who can be called on to operate at any organisational level (strategic/operational/task/process).
- **Team models** where change agents are seen as teams that operate at various levels in an organisation and which are composed of the requisite managers, employees and consultants necessary to accomplish the particular change project set them.

Caldwell (2003)

Backstaging

“This is concerned with the exercise of power skills during the change process. In particular, it involves influencing the recipients of change to accept it. Buchanan & Boddy (1992) see this as being an essential skill of a **change agent**.”
(Burnes, 2015)

- ‘backstage activity’ to support process and block resistance: influence/selling

Activity: List the pros/cons of each approach

- **Leadership models** where change agents are senior managers responsible for identifying and delivering strategic/transformational change.
- **Management models** where change agents are seen as middle-level managers/functional specialists who have responsibility for delivering or supporting specific elements of strategic change programmes or projects.
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Caldwell (2003)

Caldwell model:

Key Strengths/Possible concerns

- **Leadership models** where change agents are senior managers responsible for identifying and delivering strategic/transformational change.
- + clear sponsorship/direction
power/authority to 'make change happen'
Senior management commitment visible to stakeholders
- Potential for change to be too top down/directive
If leaders unresponsive 'voices from below' go unheard
Different views seen as resistors

Caldwell: Key Strengths/Concerns

- **Management models** where change agents are seen as middle-level managers/functional specialists who have responsibility for delivering or supporting specific elements of strategic change programmes or projects
- + translate strategic vision into local action
nearer 'coal face' – know what works/doesn't
more immediate feedback
- capacity/capability – busy people
insufficient skills
senior managers can abdicate responsibility

Roles for Middle Management

- **Linking** -- with Above, Bottom, Others
- **Offering advice/help** -- as a Top, Bottom, a Link
- **Influence Up**
 - Championing Strategic Alternatives
 - Synthesising Information
- **Influence Down**
 - Facilitating Adaptability
 - Implementing Strategy

Advice to Those in 'The Middle'

- ❖ **Be the top** when you can & take responsibility for being top
- ❖ **Be the bottom** when you should. Don't let problems just flow through you to the subordinates
- ❖ **Be the coach** to help others solve their problems so they don't become yours
- ❖ **Facilitate** rather than 'carry messages' when you're between parties in conflict
- ❖ **Integrate** with one another, so that you develop a strong peer group you can turn to for advice & support

Caldwell: Key Strengths/Concerns

- **Consultancy models** where change agents are external or internal consultants who can be called on to operate at any organisational level (strategic/operational/task/process).
- + Ability to coach/advise in partnership with the organisation
CM expertise/experience in many settings
Objectivity – no personal/career ‘axe to grind’
No investment in solutions (hopefully)
Take more of a whole systems view
- Can be detached /no commitment to the changes
Staff feeling ‘done to’
No power/authority to progress changes
Must deliver (to get paid)
Better than the others (due to experience)
Limited internal skills transfer

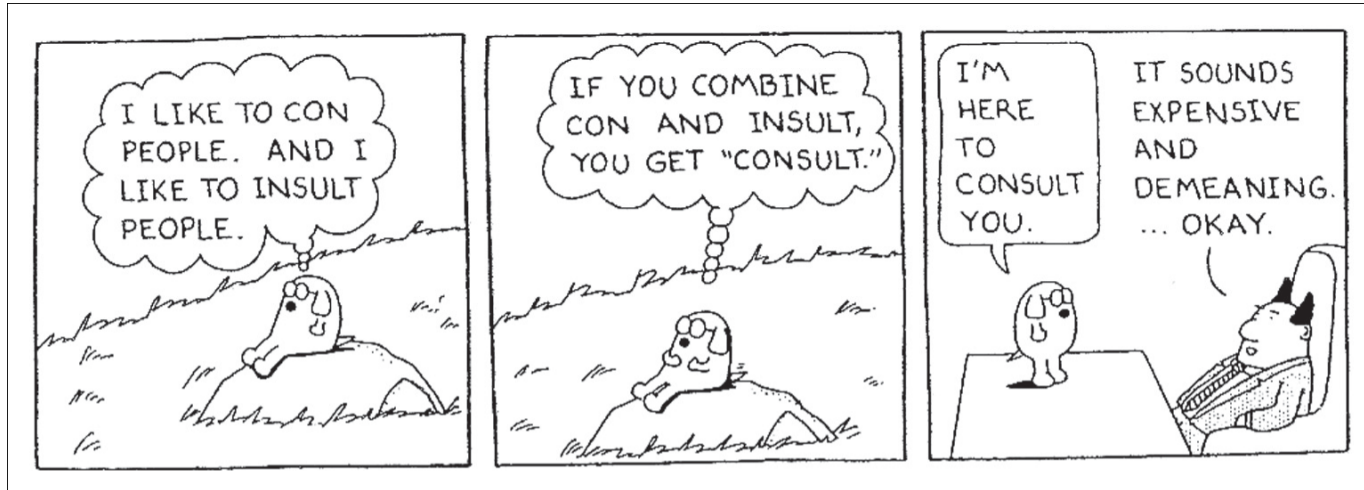


Figure 3.2 The consultant must always convince the client that the service on offer is of real value!

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Development of Management Consultancy



- Harvard Business School
- 1963 Boston Consultancy Group established
- Management Trends
- Sales
- Marketing
- HR/Personnel Resourcing & Development
- Managing Change
- Strategic Management
- Brand Management
- Corporate Cultures
- Funding
- Management Fads and Buzz Words

Caldwell: Key Strengths/Concerns

- **Team models** where change agents are seen as teams that operate at various levels in an organisation and which are composed of the requisite managers, employees and consultants necessary to accomplish the particular change project set them.
- + 'Requisite variety' of team members
CM expertise plus business knowledge
Greater organisational network
- Can replicate organisational dysfunction
Can become insular/isolated from rest of organisation
Superiority complex; 'we know best'

Change Management Teams

- Need support too
- They plan, oversee, motivate others
- Or they may become demoralised/demotivated
- Change Agents can be incentivised/rewarded
- Praise key tool (Barnard, 1938)

Characteristics of a Good Change Team Member

1. Knowledgeable about the business & enthusiastic about the change
2. Possesses excellent communications skills, willing to listen & share
3. Totally committed to the project, the process & the results
4. Able to remain open-minded & visionary
5. Respected within the organisation as an apolitical catalyst for strategic change

Developing a Change Team

- Clear, engaging direction
- A real team task
- Rewards for team excellence
- Availability of basic material resources to do the job, including the abilities of individual team members
- Authority vested in the team to manage the work
- Team goals
- The development of team norms that promote strategic thinking
- Dedication and willingness to give it their “all”
- Careful consideration of the personalities and skills of team members, when designing the team

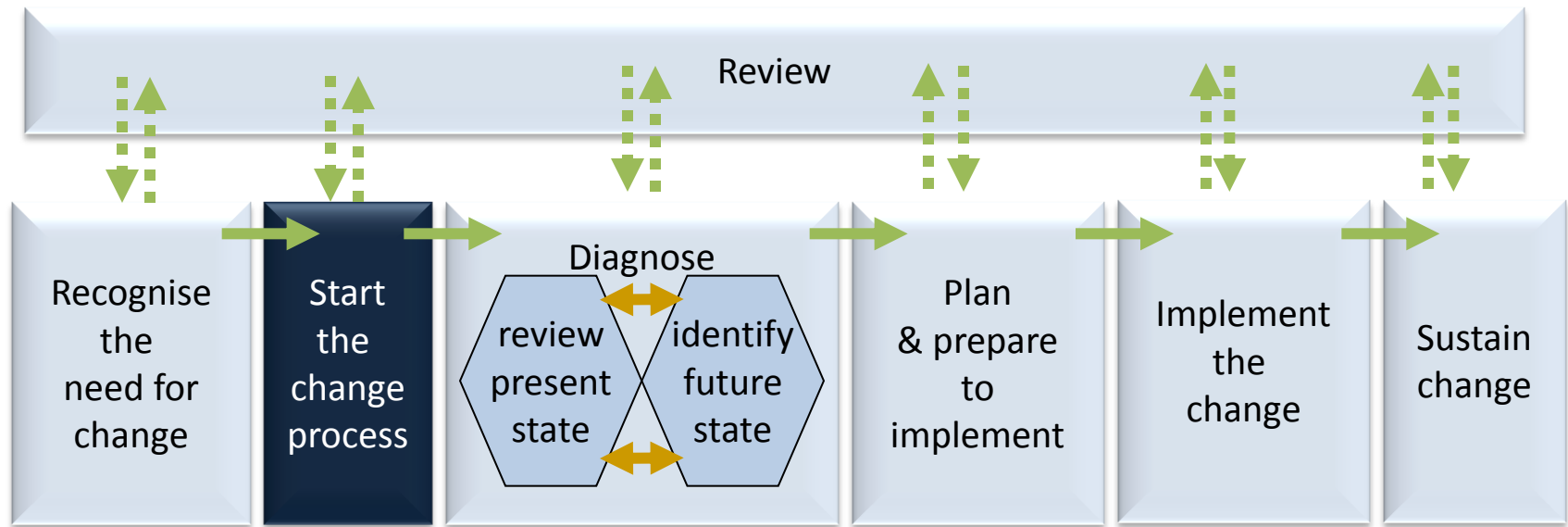
Design Rules for Top Change Teams

1. Keep it small – 10 or fewer members
2. Meet at least bi-weekly & require full attendance
 - Meeting less often breaks rhythm of cooperation & coordination
 - Frequency is more important than how you meet (e.g., virtual vs. face-to-face)
3. Everything is your business – no team-related information is off-limits to other team members
4. Each of you is accountable for your business
5. No secrets & no surprises within the team
6. Straight talk, modelled by the leader
7. Fast decisions, modelled by the leader
8. Everyone rewarded partly on the total results



Change Management

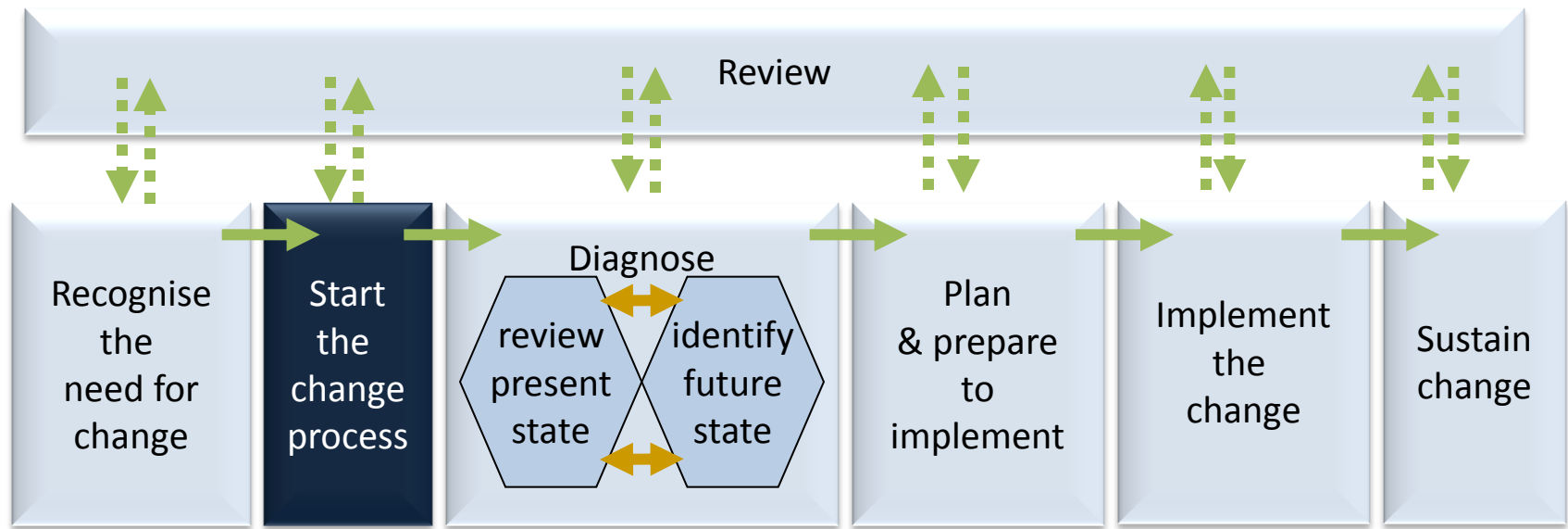
Starting



2. Starting the change process

This involves

- translating the need for change into a desire for change
- Deciding who will manage the change



Is there a guiding coalition with sufficient power to get things done?

How is the need for change translated into a desire for change?

Who leads the change: senior managers or users?

Some of the questions that have to be addressed at this stage

Starting the change process

- Selecting the change agent
- Developing the change relationship
- Identifying the client/target group
- Clarifying the issues
- Build a guiding coalition



Selecting the change agent: insider or outsider?

Insiders may take on the role when:

- They have the required competence and commitment
- There are insufficient resources to buy-in an outsider
- Issues of confidentiality and trust prohibit use of an outsider
- It proves difficult to identify a suitable outsider



Outsiders may be invited to take on the role of change agent when:

- There is nobody on the inside who has the time and competence to act as the facilitator of change
- It is felt that all of the competent insiders have a vested interest and are less acceptable to all parties than a neutral outsider.



The development of a change relationship is affected by:

- The client's need for sympathy versus objectivity
- Perceptions of the change agent's motives and loyalties
- Perceptions of the change agent's competence



Identifying the client and/or the target group for change

- Who owns the problem and is responsible for doing something about it?
- Who can have a direct impact on the change issue?



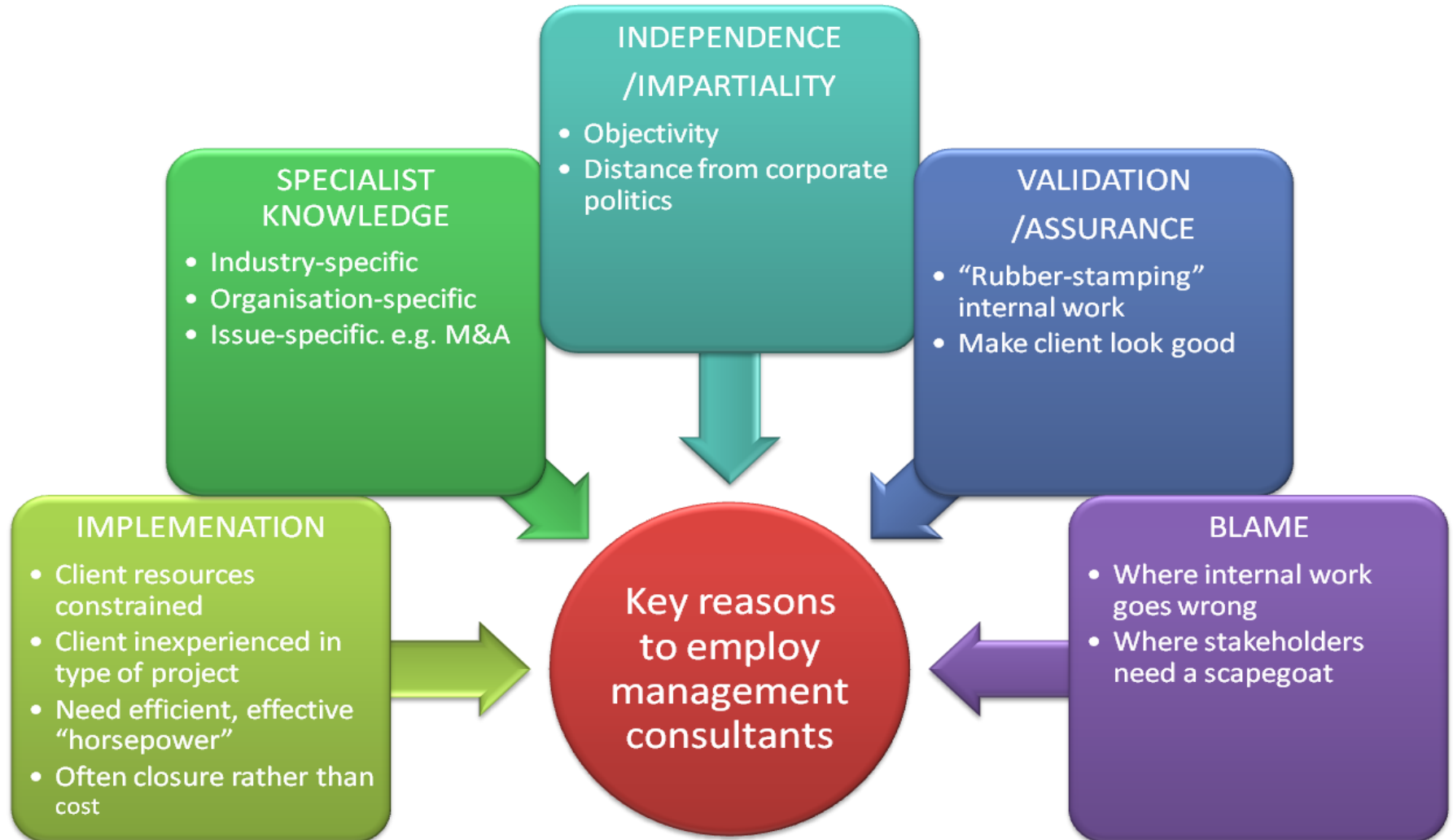
Change Agent's Roles as a Consultant

- **The Expert**
- **The Extra Pair of Hands**
- **The Collaborative Role**

(Block, 2000 in Cameron & Green, 2015)



Ringland and Shaukat (2004)



Primary tasks (Block, 2000)

- Establish a collaborative relationship
- Solve problems so that they stay solved
- Ensure attention is given to both the technical/business problem and the relationships



Skill set required: Cameron & Green (2015)

- **Analytic**
- **Personal**
- **Project Management**
- **Interpersonal**

at the following project phases.....

**Entry/ Contracting/ Diagnosis/ Consulting/
Intervening /Evaluating**

Slightly different for internal/external agents



<http://youtu.be/w0PO1eSqm7E>

Activity

Work in pairs

Identify a suitable change intervention

List the pros and cons of using internal and external consultants for this particular change.

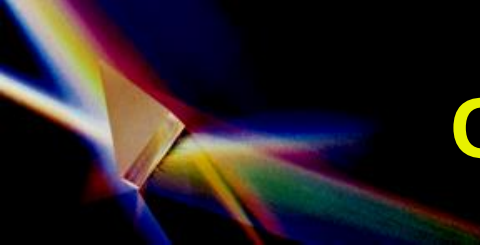


The Inside Change Agent Roles

- The **Catalyst** overcomes inertia and focuses the organisation.
- The **Solution Giver** knows how solve the problem.
- The **Process Helper** facilitates the "how to" of change playing the role of third party intervener.
- The **Resource Linker** brings people and resources together to solve problems.

Benefits of Using External Change Agents /Consultants

- Provide subject-matter expertise
- Bring fresh perspectives
- Provide independent, trustworthy support
- Provide third party expertise to help facilitate discussions and manage the process
- Extra assistance when talent is in short supply and/or time is of the essence



Change Agent Types

Strategic Change

*Emotional
Champion*

*Developmental
Strategist*

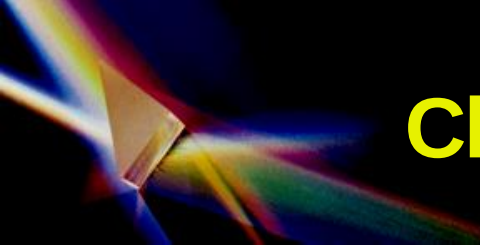
Vision Pull

Analysis Push

*Intuitive
Adapter*

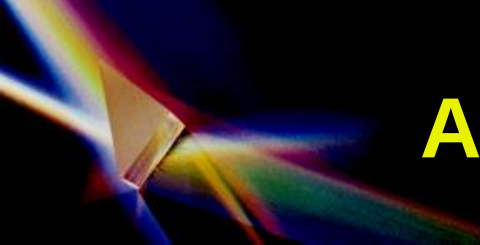
*Continuous
Improver*

Incremental Change



Change Agent Types (con't)

- **Emotional Champion**
 - Has a clear and powerful vision of what the organisation needs and uses that vision to capture the hearts and motivations of organisation members.
- **Intuitive Adapter**
 - Has the clear vision for the organisation and uses that vision to reinforce a culture of learning and adaptation.
- **Developmental Strategist**
 - Applies rational analysis to understanding the competitive logic of the organisation and how it no longer fits the organisation's existing strategy and the environment. Seeks to alter structures and processes & shift the organisation to the new alignment
- **Continuous Improver**
 - Analyzes micro-environments and seeks changes such as re-engineering to systems and processes looking for smaller gains instead of giant leaps.



Are You an Adaptor or Innovator?

- Are your preferences more aligned with those of an Adaptor?
 - These conservative individuals who are more oriented towards incremental change
- Are your preferences more in line with those of an Innovator?
 - These risk-takers prefer more radical or transformational change

Overcoming organisational defences

- Organisations can and do defend themselves
- Challenge for change agents

‘I don’t mean to interrupt you.....’ MEANS?

‘Thanks for your feedback....’

‘That’s an interesting idea....’

‘Let me go away and think about it’



Embedded behaviour > cultural impact

Why? (Argyris,1990)

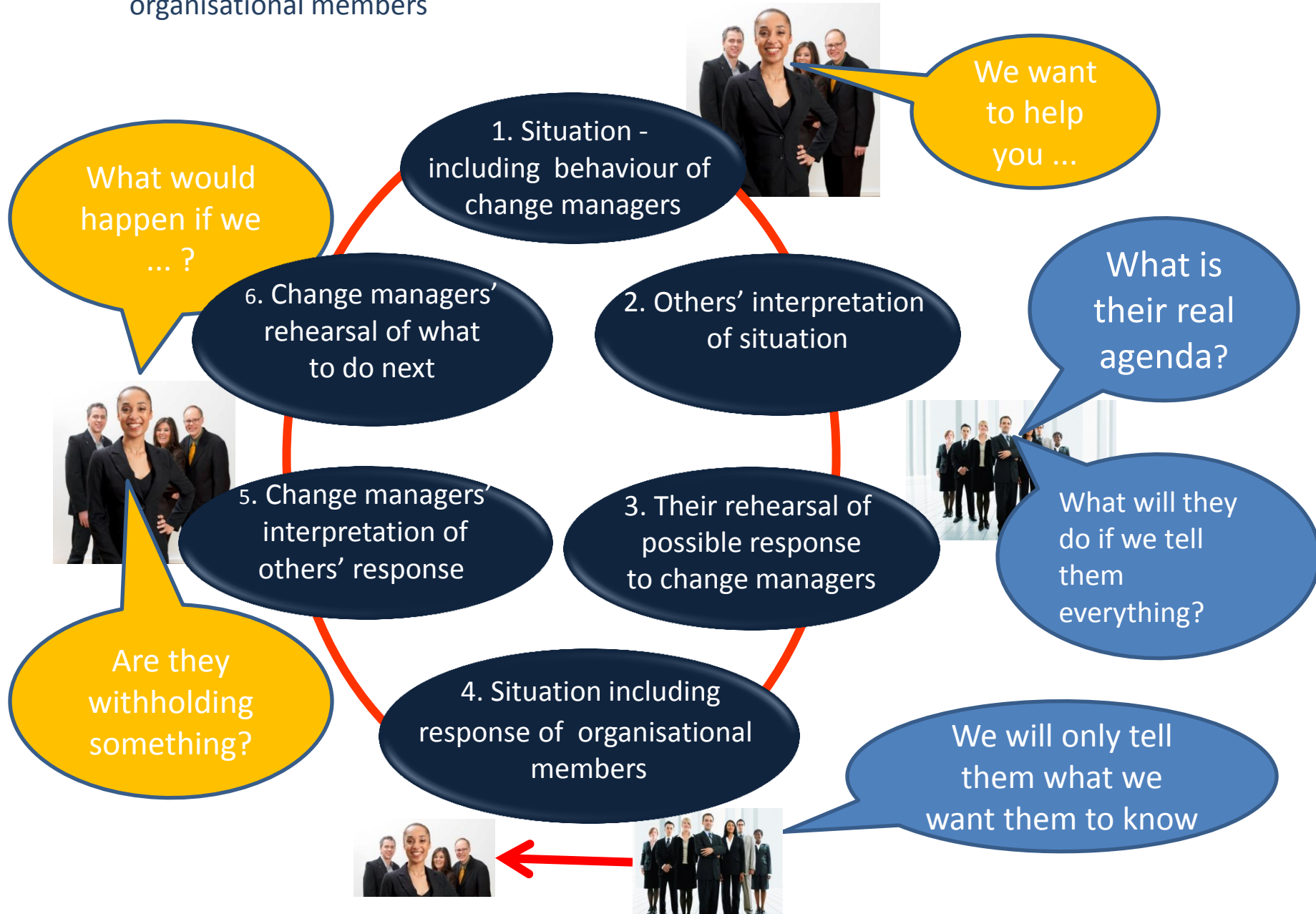
Issues highlighted are too embarrassing and threatening to individuals/groups/organisations

So they will often:

- Ignore them as if they weren't happening
- Refuse to discuss them
- Refuse to discuss discussing them



The interaction between change agents and organisational members



Role of the CA

- Privileged position to challenge these but needs skill
- Awareness needed of other people's reactions and behaviours

Never apologize for being sensitive or emotional. Let this be a sign that you have got a big heart and aren't afraid to let others see it. Showing your emotions is a sign of strength



Essential Change Agent Characteristics

- Commitment to improvement
- Communication & interpersonal skills
- Determination
- Eyes on the prize & flexibility
- Experience & networks
- Intelligence



Sense of Presence Tolbert & Hanafin (2006)

- **Be honourable**
 - state the obvious
 - speak the unspeakable
- **Be an effective agent of change**
 - help client achieve closure
 - create problem solving methods
- **Be curious**
 - be in a space of perpetual wonderment
 - show genuine interest in client



Rules of Thumb for Change Agents

1. Stay alive - no self-sacrifice
2. Start where the system is - diagnose & understand
3. Work uphill
4. Don't over-organise
5. Don't argue if you can't win – win / lose strategies deepen conflict & should be avoided
6. Load experiments for success



7. Light many fires - don't work in just one subsystem. Understand patterns of interdependency
8. Just enough is good enough – don't wait for perfection
9. You can't make a difference without doing things differently
10. Reflect on experiences
11. Want to change
12. Think fast and act fast
13. Create a coalition



...and remember:

- **Keep your optimistic bias**
- **Be patient**
- **Be ready to seize the moment!**



Assignment

Who are the change agents in your chosen case study organisation?

Are they **effective**?

Why?



Today's objectives

[Recap]

- To consider the role of the change agent
- To review models of change agency
- To assess the competencies required

Next: Change Leadership

