Prifysgol Cymru
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University of Wales
Trinity Saint David

Change Management

The Role of the Change Agent

Airbnb in the news…….

- https://youtu.be/O2h8FHQ3yqU

Uber…..really?

- https://youtu.be/7mJ1ispFBb0

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)

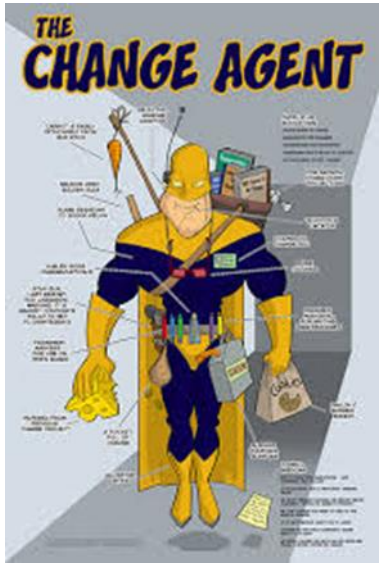
….be assured that the client is someone with a very expensive watch who doesn’t know the time of day (The Times, 16/10/14)

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)

Conceptual Overview

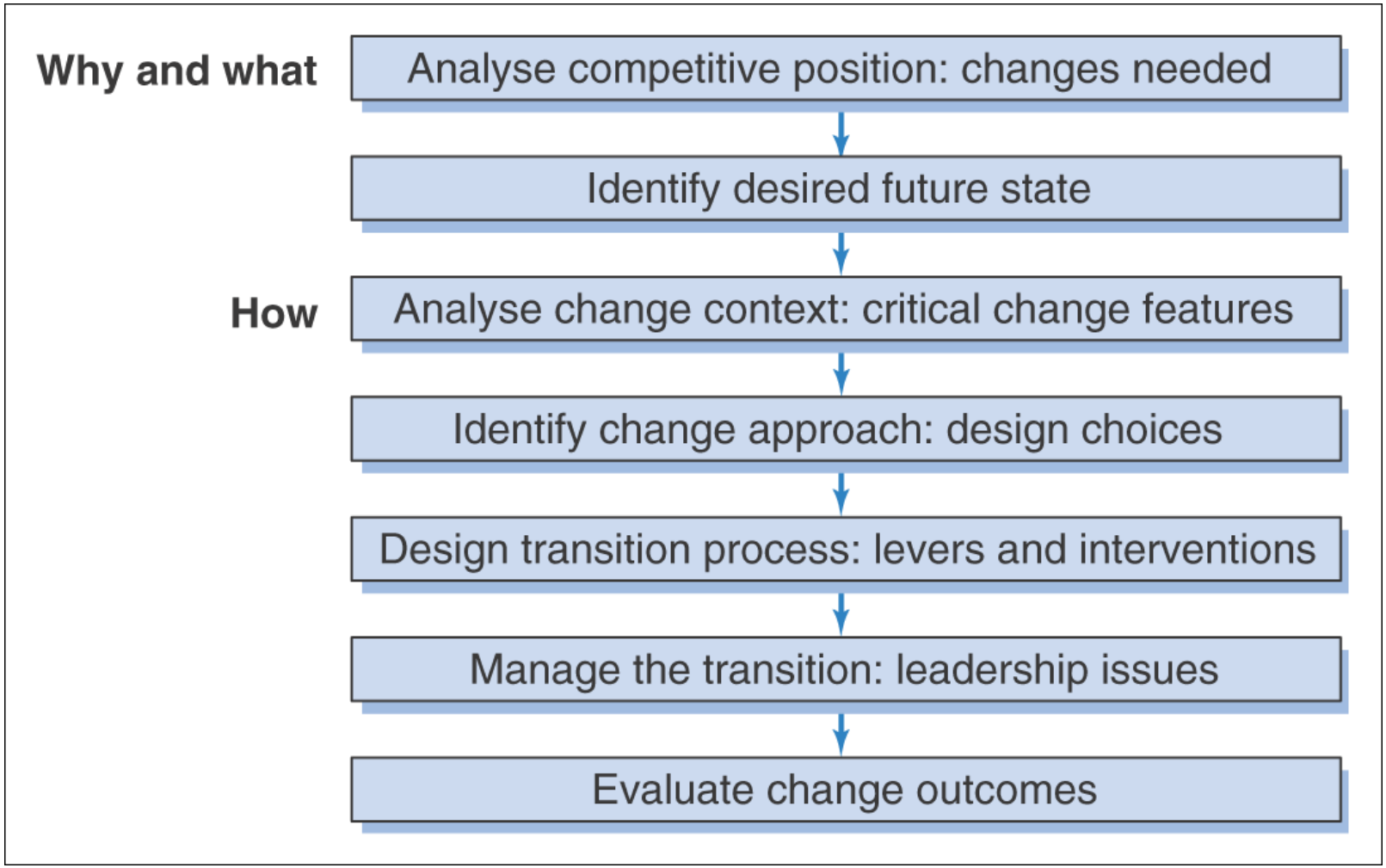
- Change agents are key to the entire change process
- Change success is a function of the person, a vision and the situation
- Identify the traits and competencies that contribute to change agent effectiveness
- Experience plays a big role in skill development
- Four change agent types: the Emotional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

CHANGE AGENT
Enthusiastic, passionate and inspiring
Strong, engaging and dynamic communicator
Effective networker and facilitator
Capable of engaging in self-assessment, self reflection and analysis
Committed to the lifelong learning of themselves and others
Understanding of environment, social and economic connections
Ability to act as a responsible citizen
Critical and systems thinker with the ability to solve problems creatively
Works in cooperation with others
Proactive not reactive

The Change Agent Role – Is It Worth the Risk?

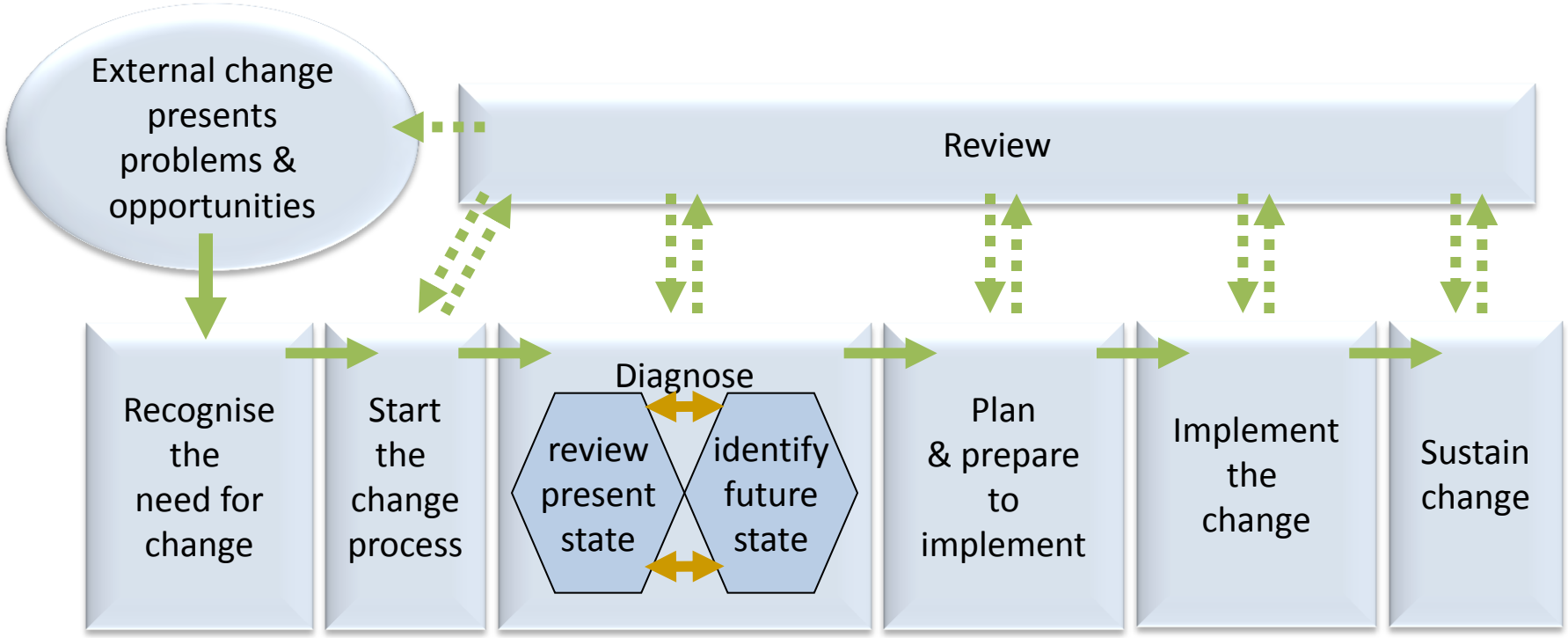
- Being a change agent can be professionally hazardous
- It can also prove energizing, exciting, educational, and enriching
- You are likely to improve your understanding of the organization, develop special skills and increase your network of contacts and visibility
- Failure experiences, though painful,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

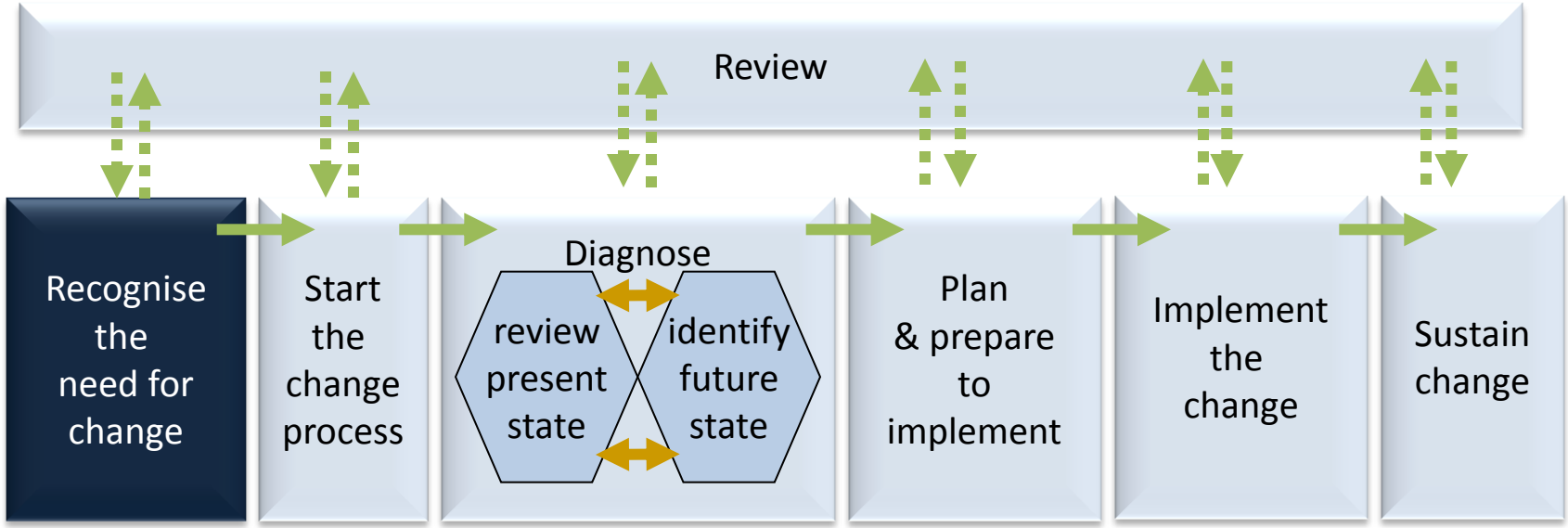
Context: The Change Management Process


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

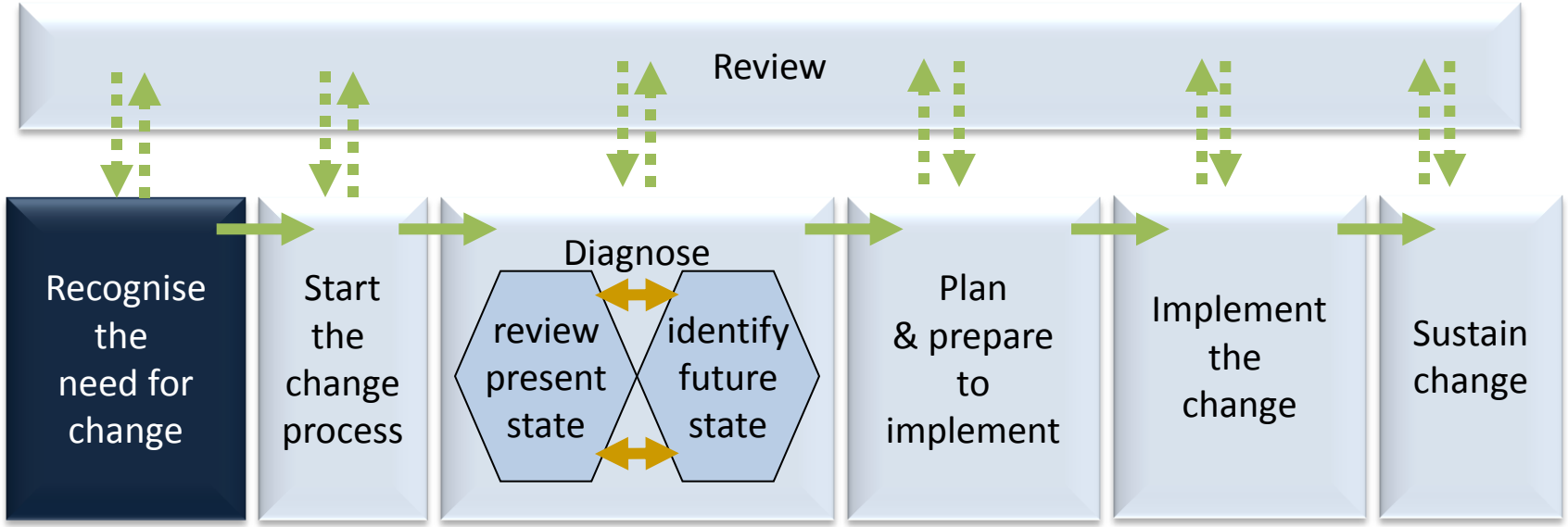
Building on Lewin's notion that change is a process, Hayes and Hyde developed a model that identifies some of the critical aspects of managing change.





1. recognising the need for change

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

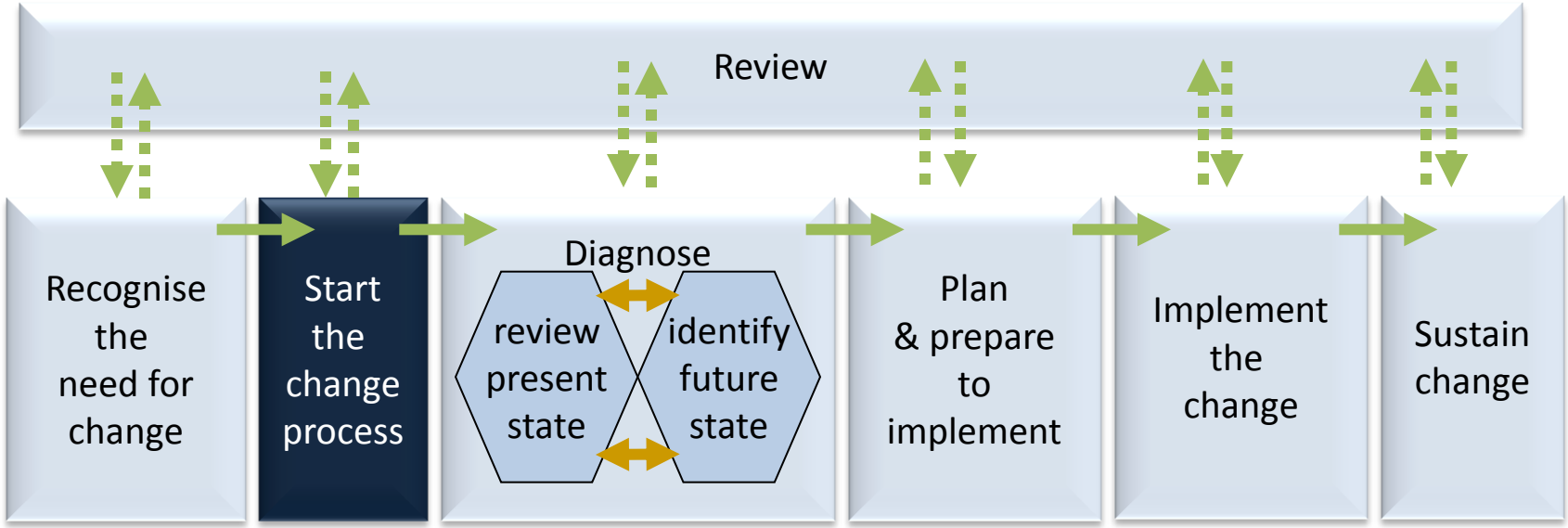


Who formulates the agenda for change?

Do leaders listen to informed others?

Do informed others voice their opinions?

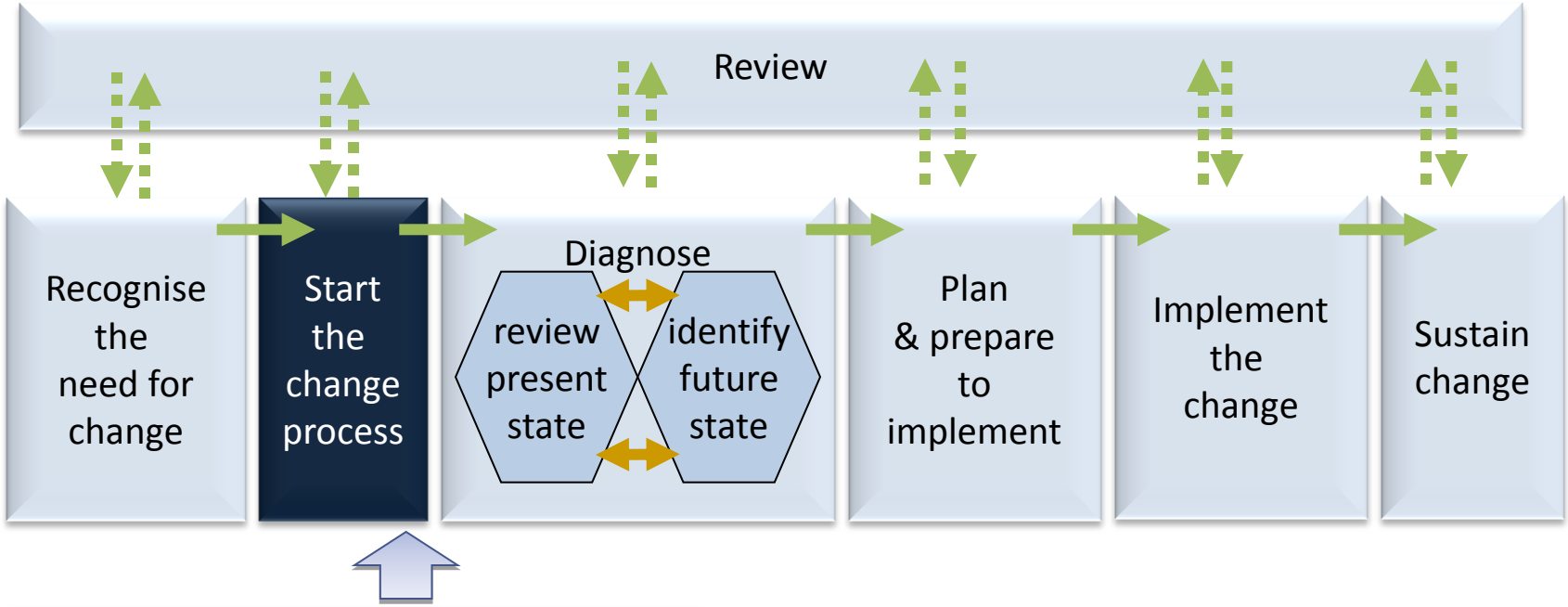
Some of the questions that have to be addressed at this stage



2. Starting the change process

This involves

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

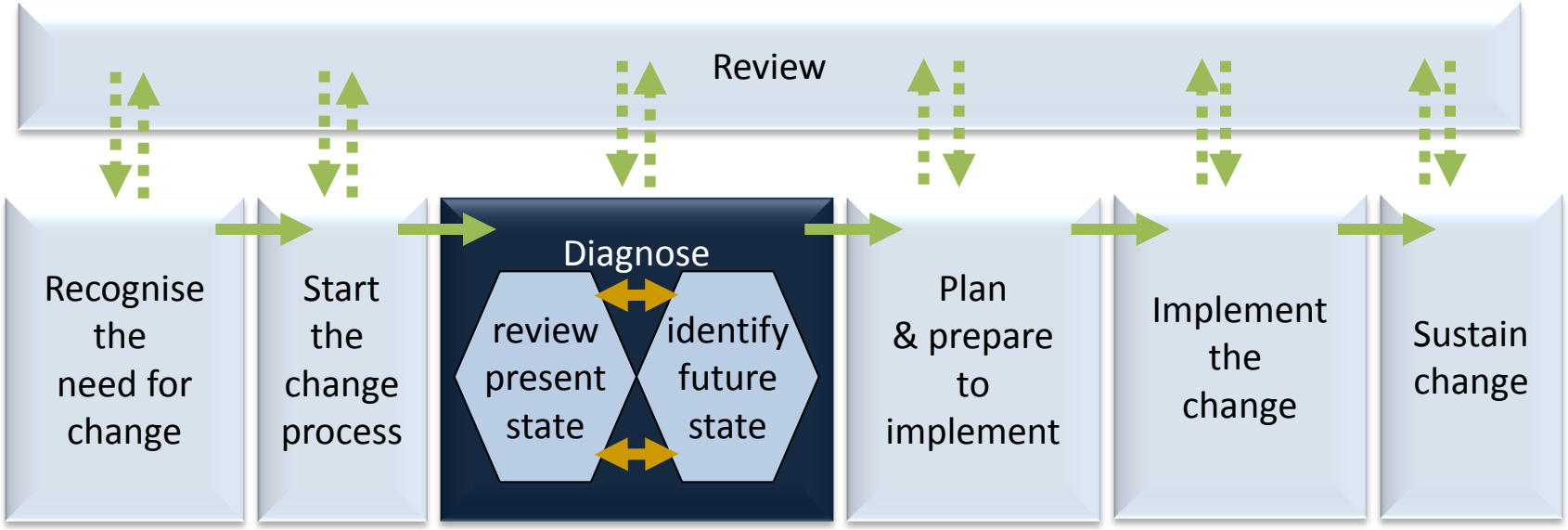


Is there a guiding coalition with sufficient power to get things done?

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

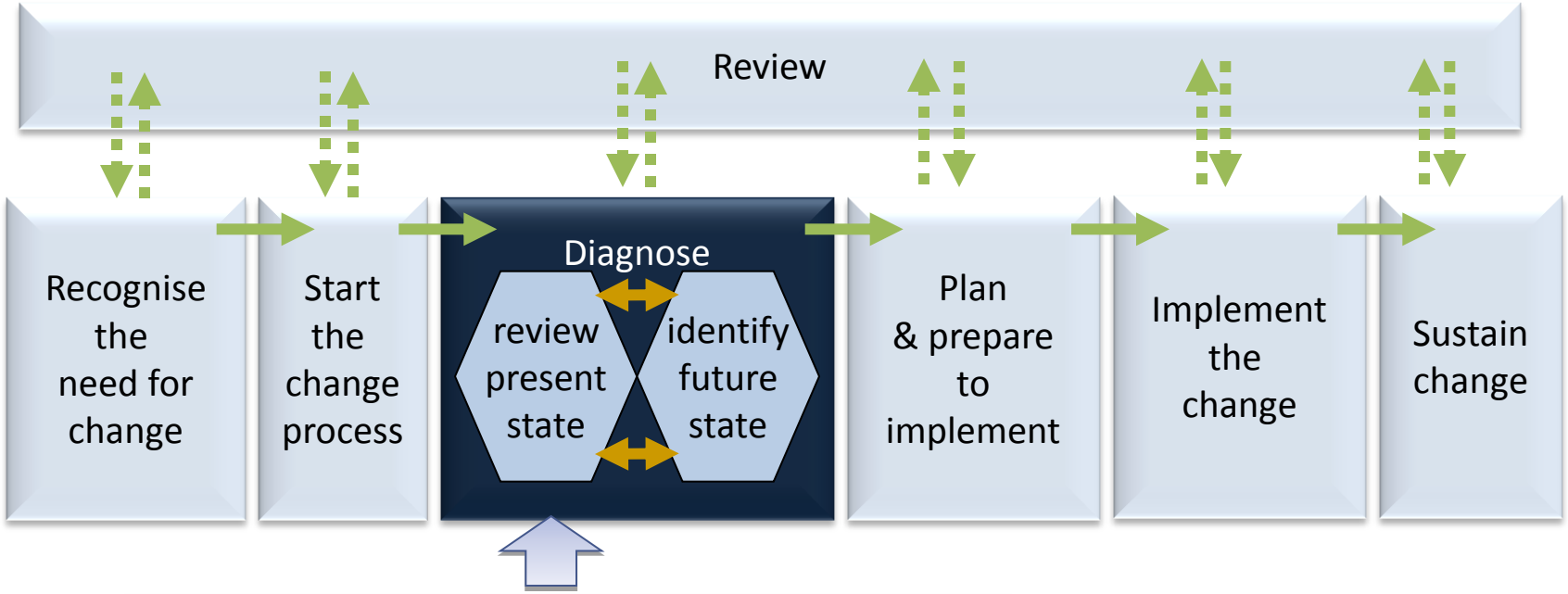


3. Diagnosis

- 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

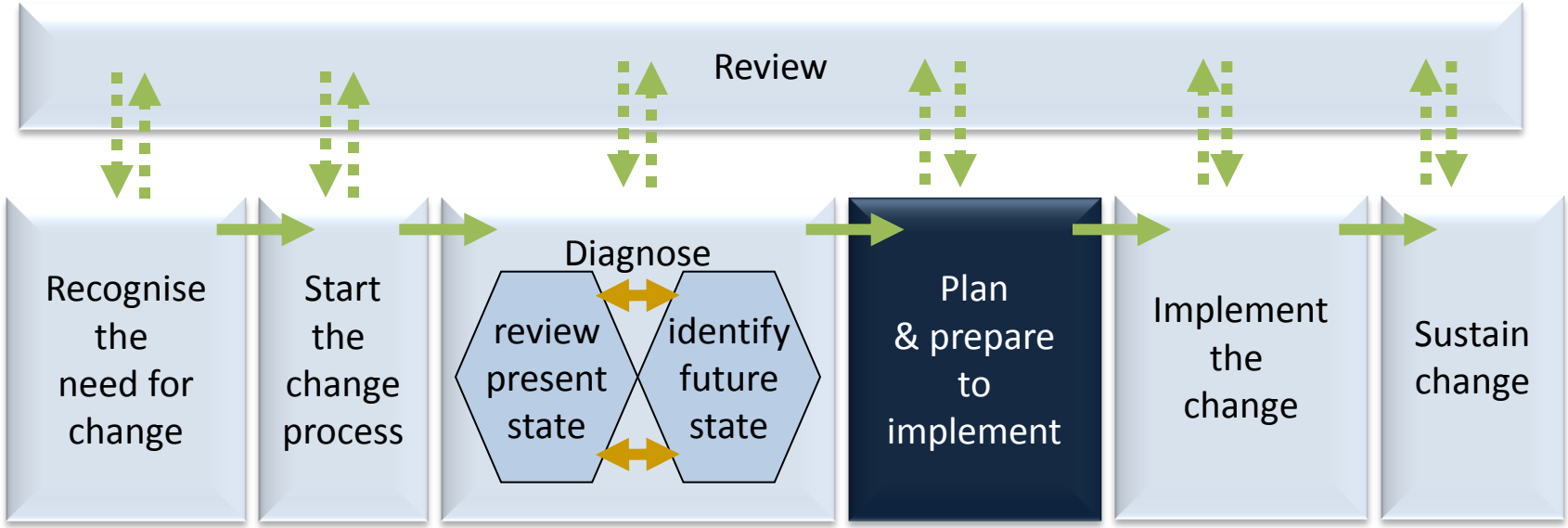


Who does the diagnosis
(senior managers, experts or users/operators)?

Are they willing to accept new data or do they defend the status quo?

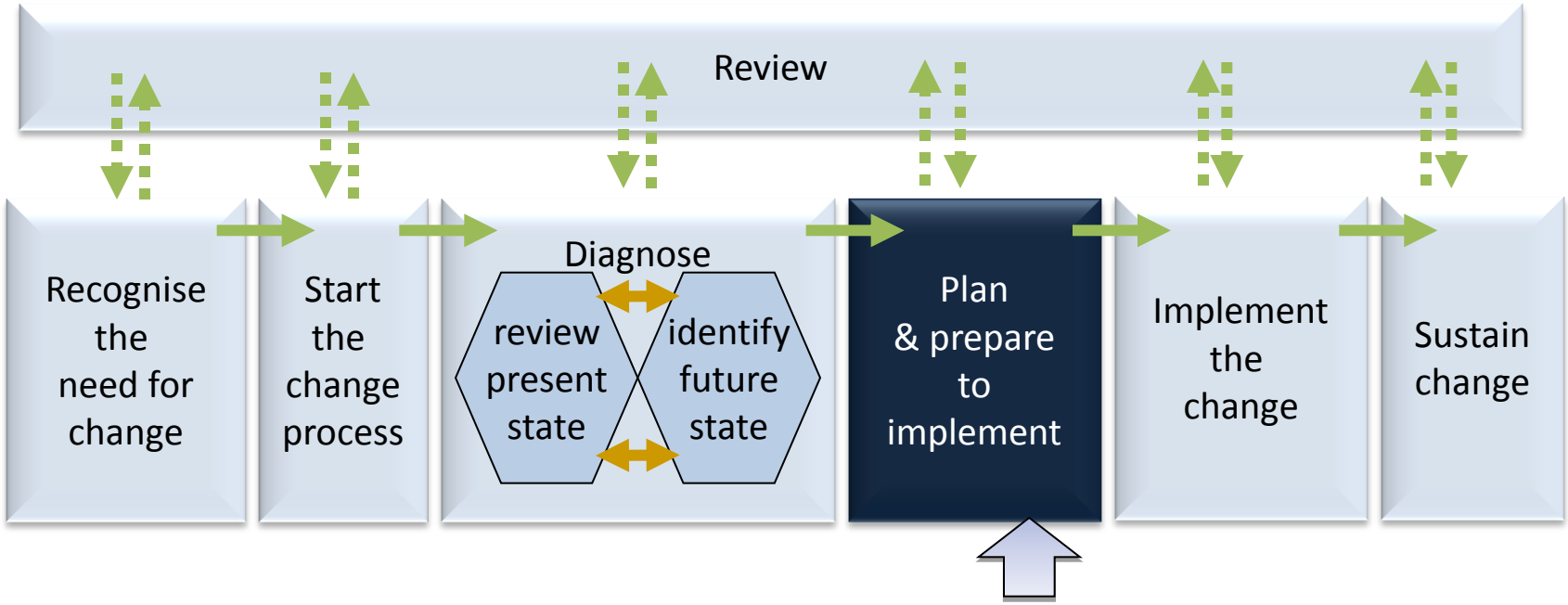
Does the diagnosis create a shared vision that helps direct change efforts ?

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



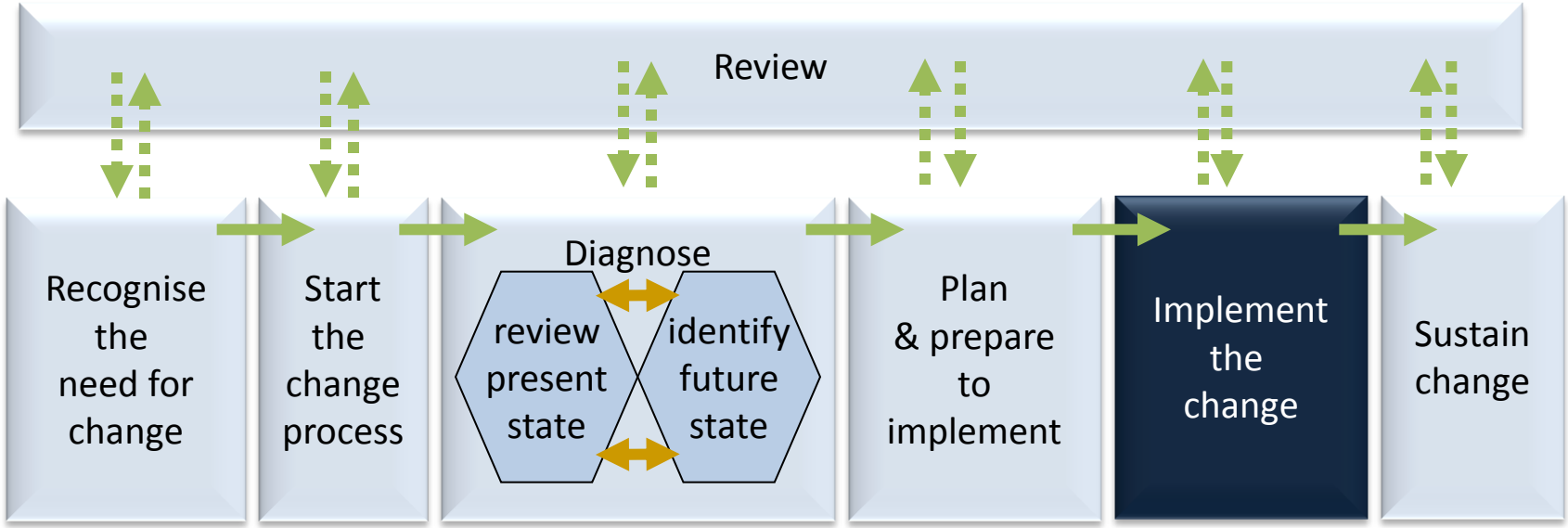
4. Preparing and planning for implementation

- 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.



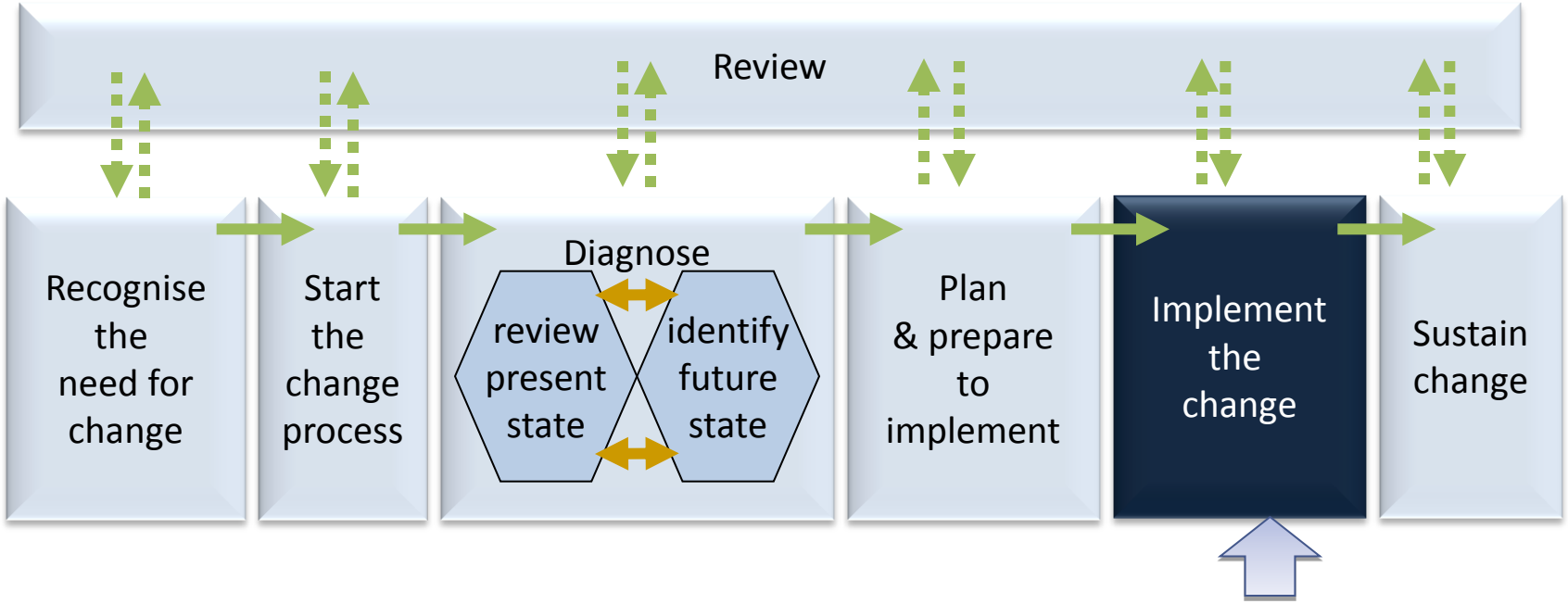
Some of the questions that have to be addressed at this stage

- Is it clear what needs to be done?
- Is the change strategy appropriate – for example, push or pull?
- Is sufficient attention given to stakeholders?



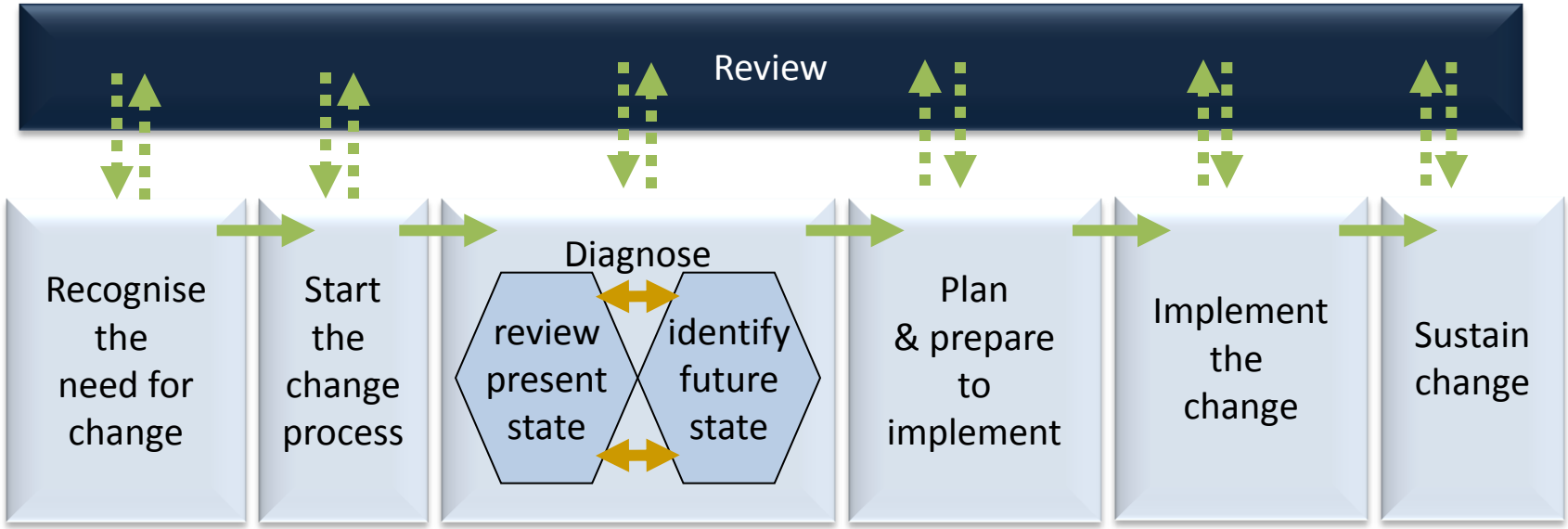
5. Implementing

- 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.



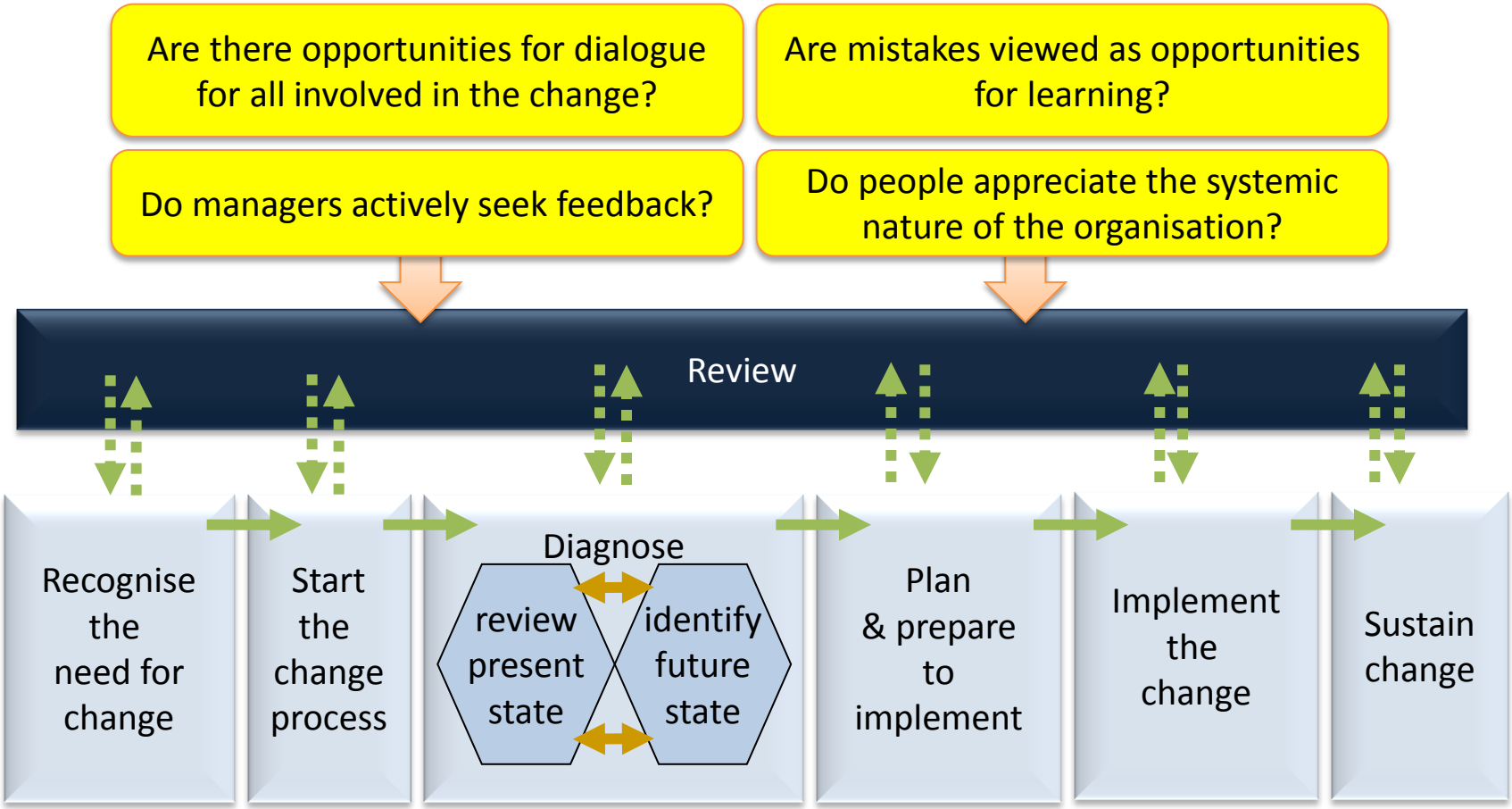
Some of the questions that have to be addressed at this stage

- 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.



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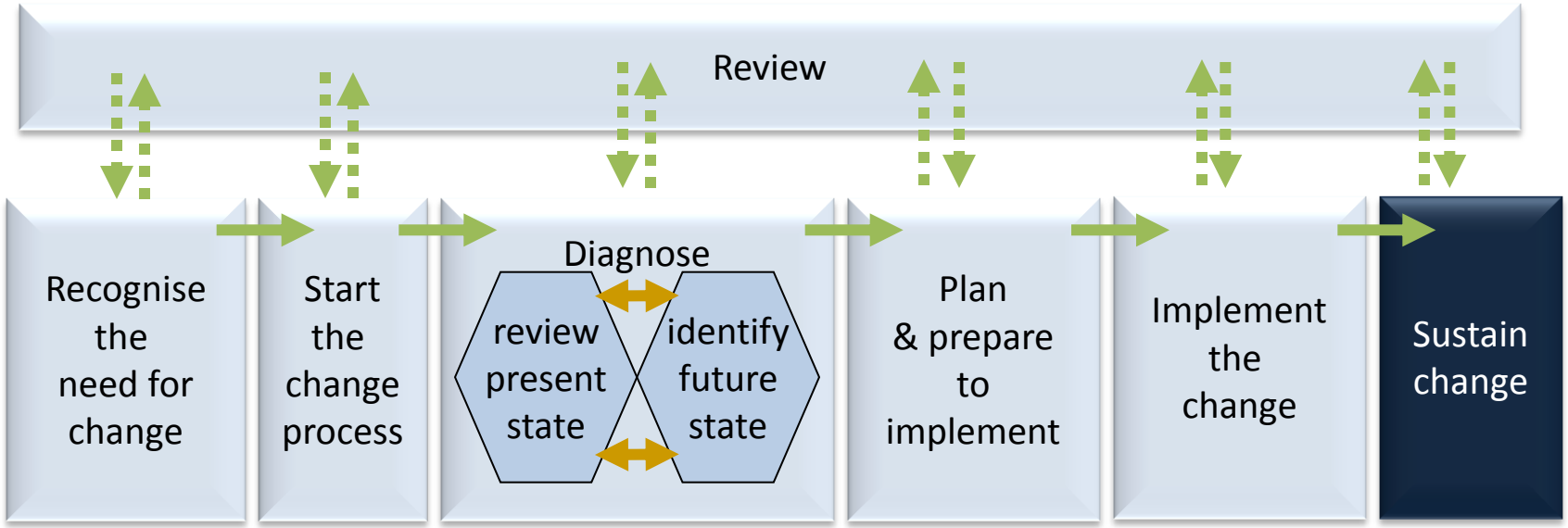
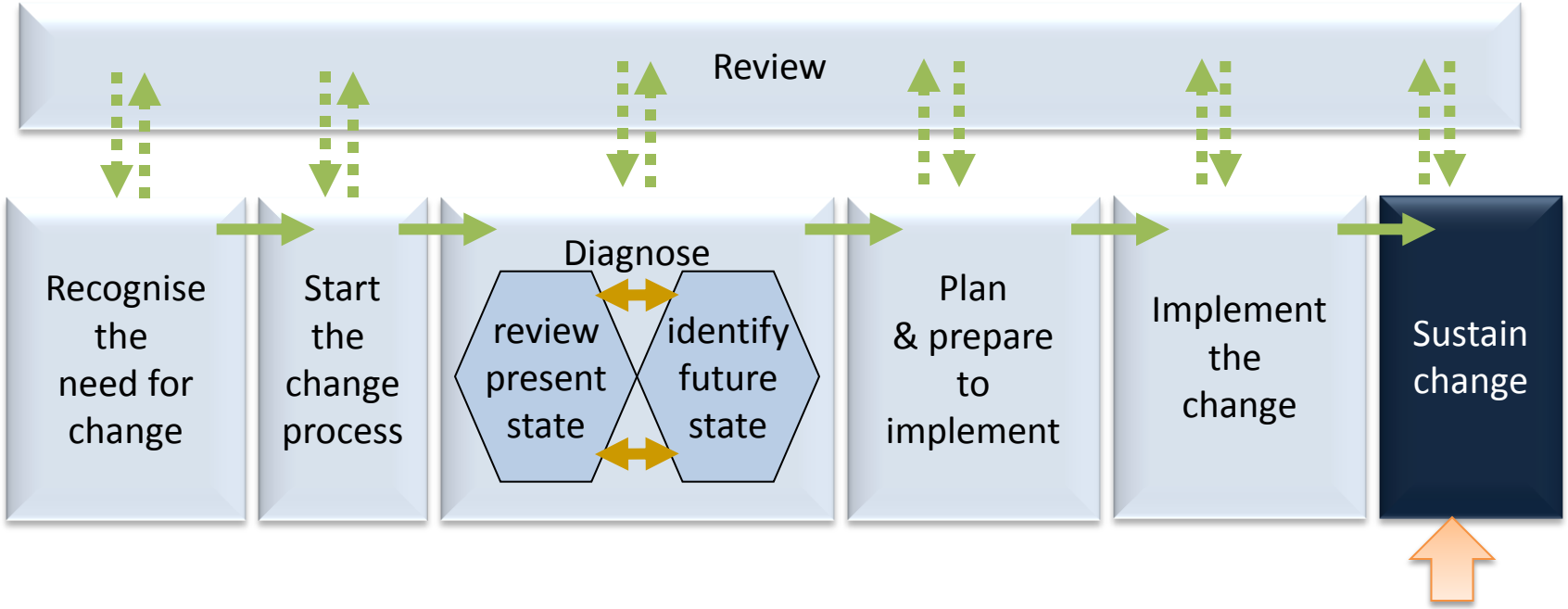


6. Sustaining

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

It includes:

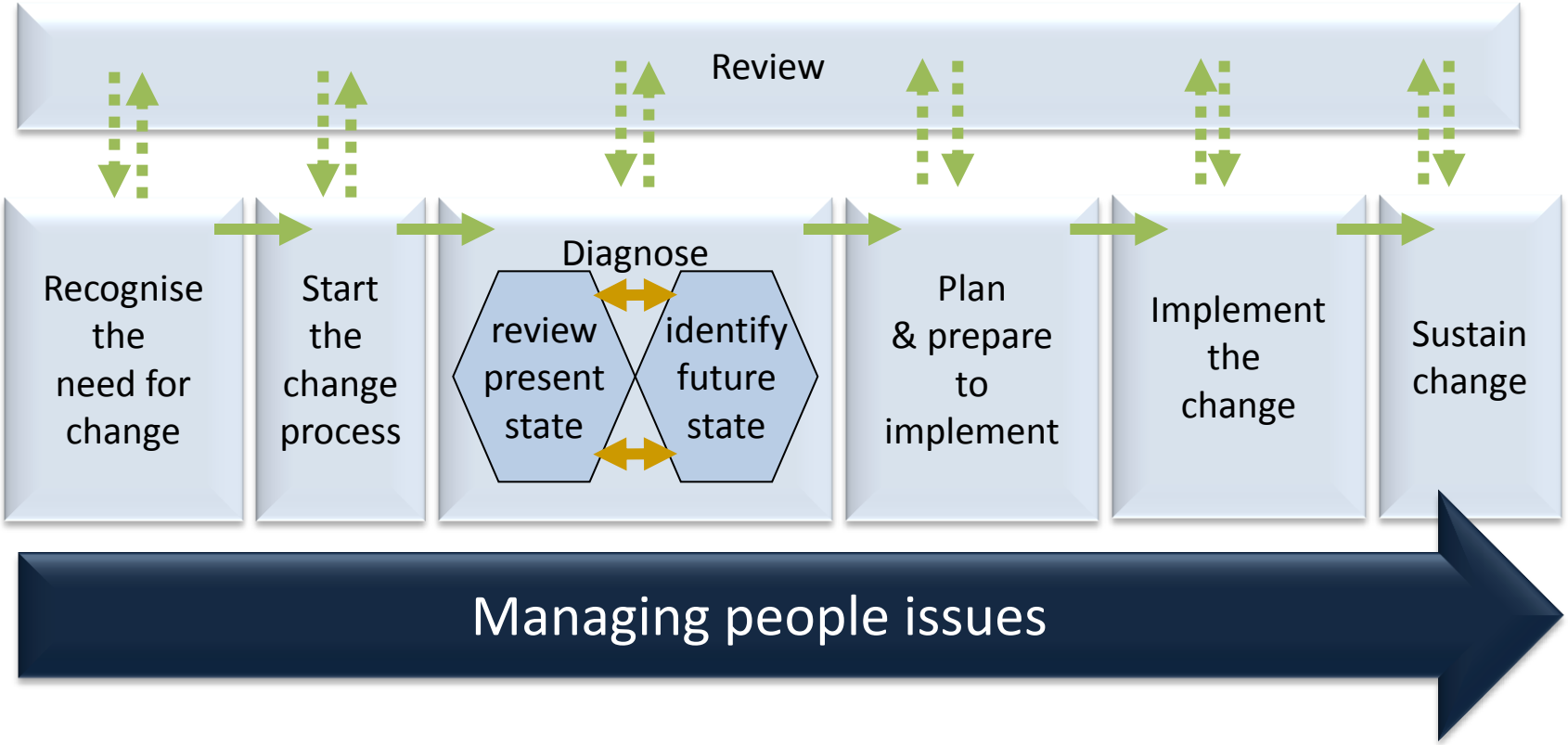
- Consolidating and building on gains
- Spreading new methods and process across the organisation.



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?

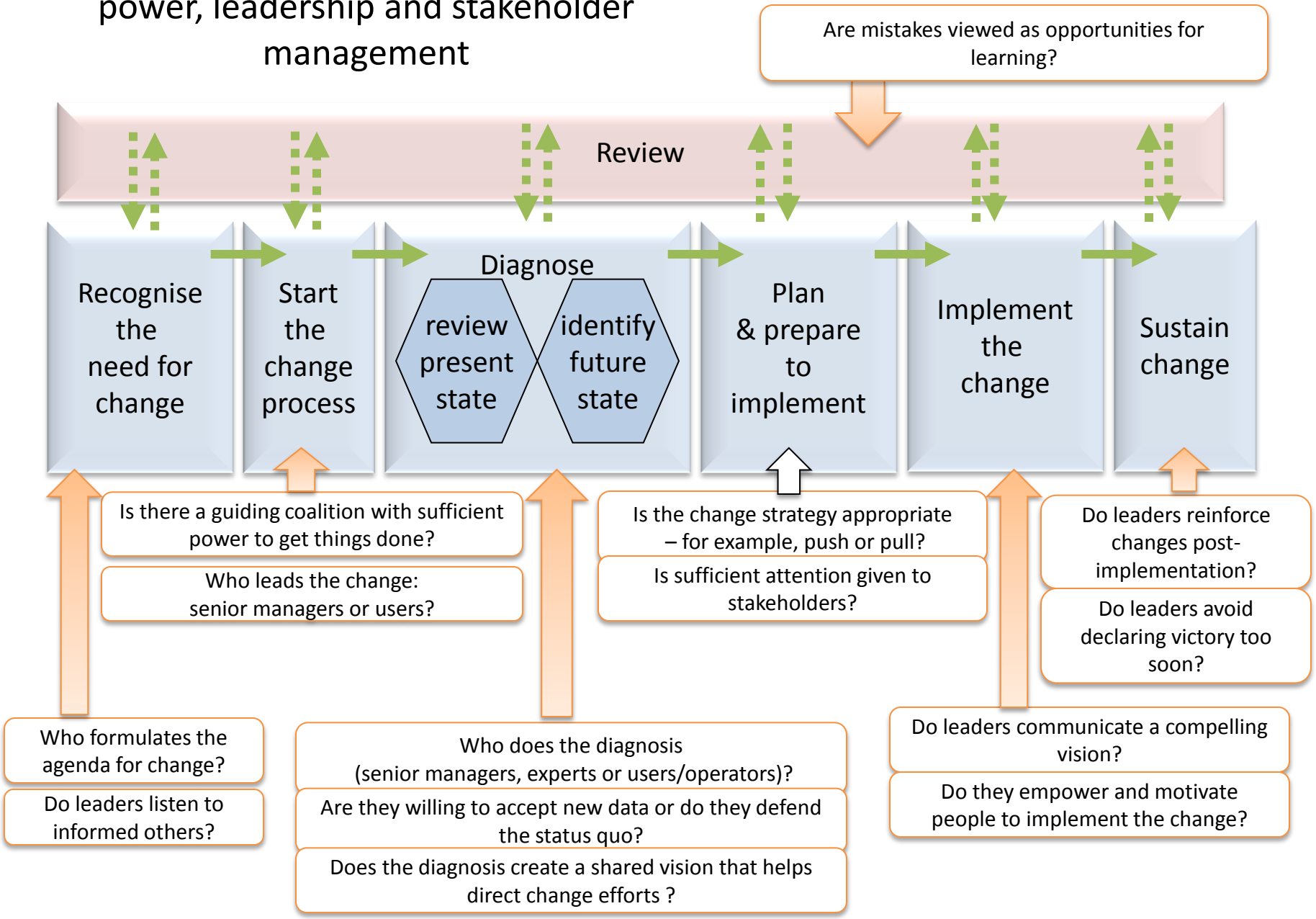


Throughout the whole process a number of people issues have to be addressed.

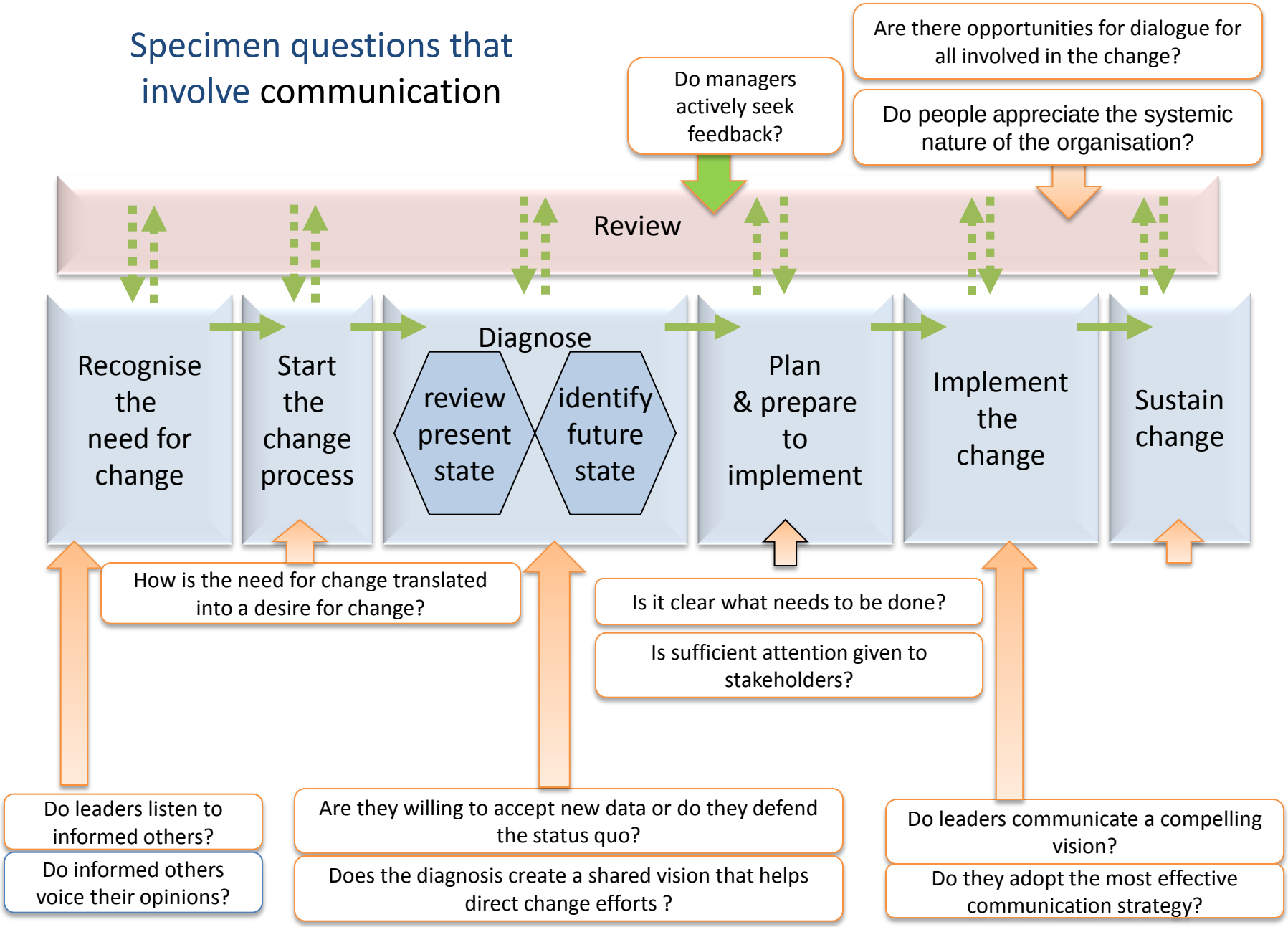
These include:

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

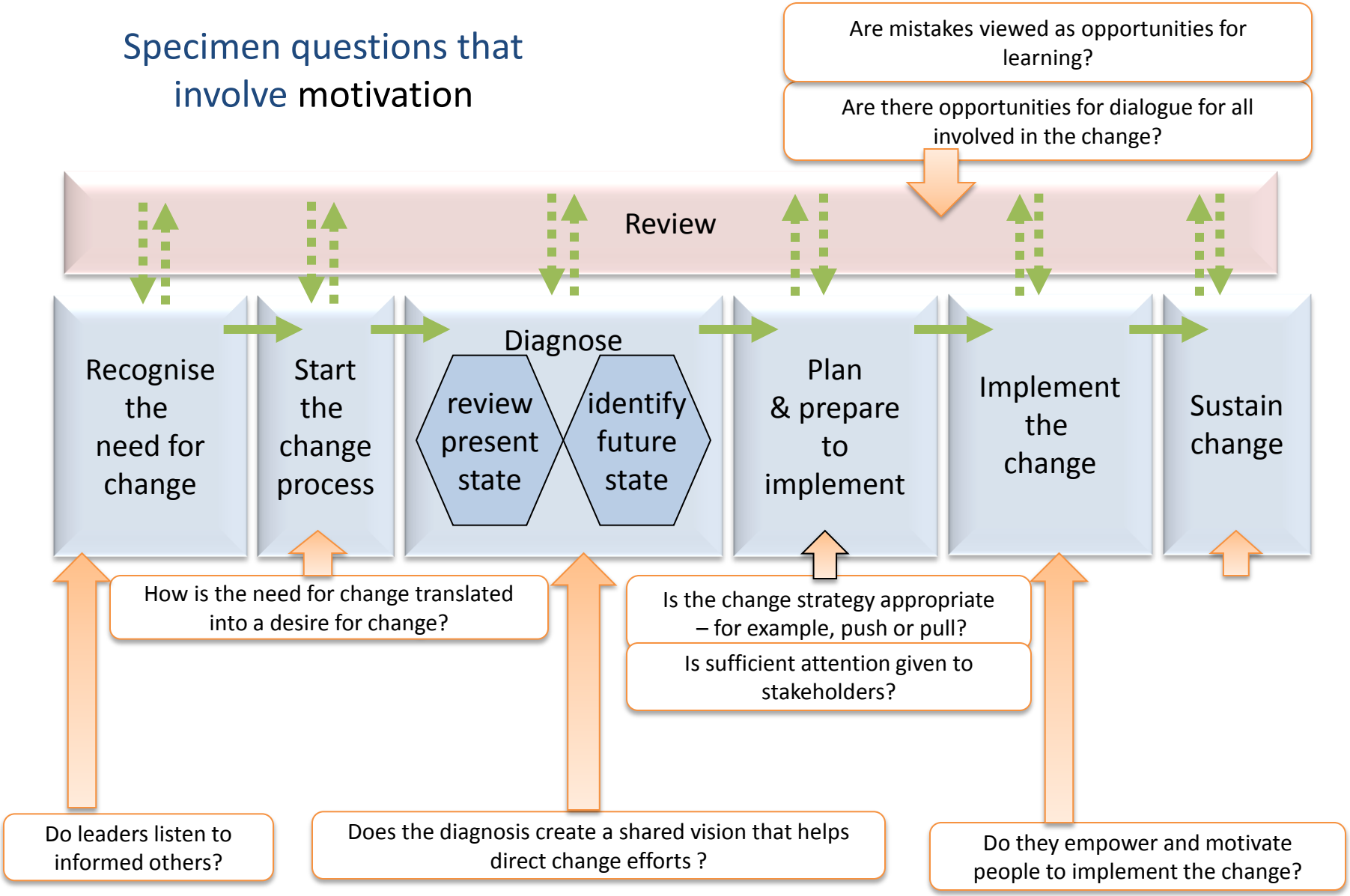
Specimen questions that involve power, leadership and stakeholder management



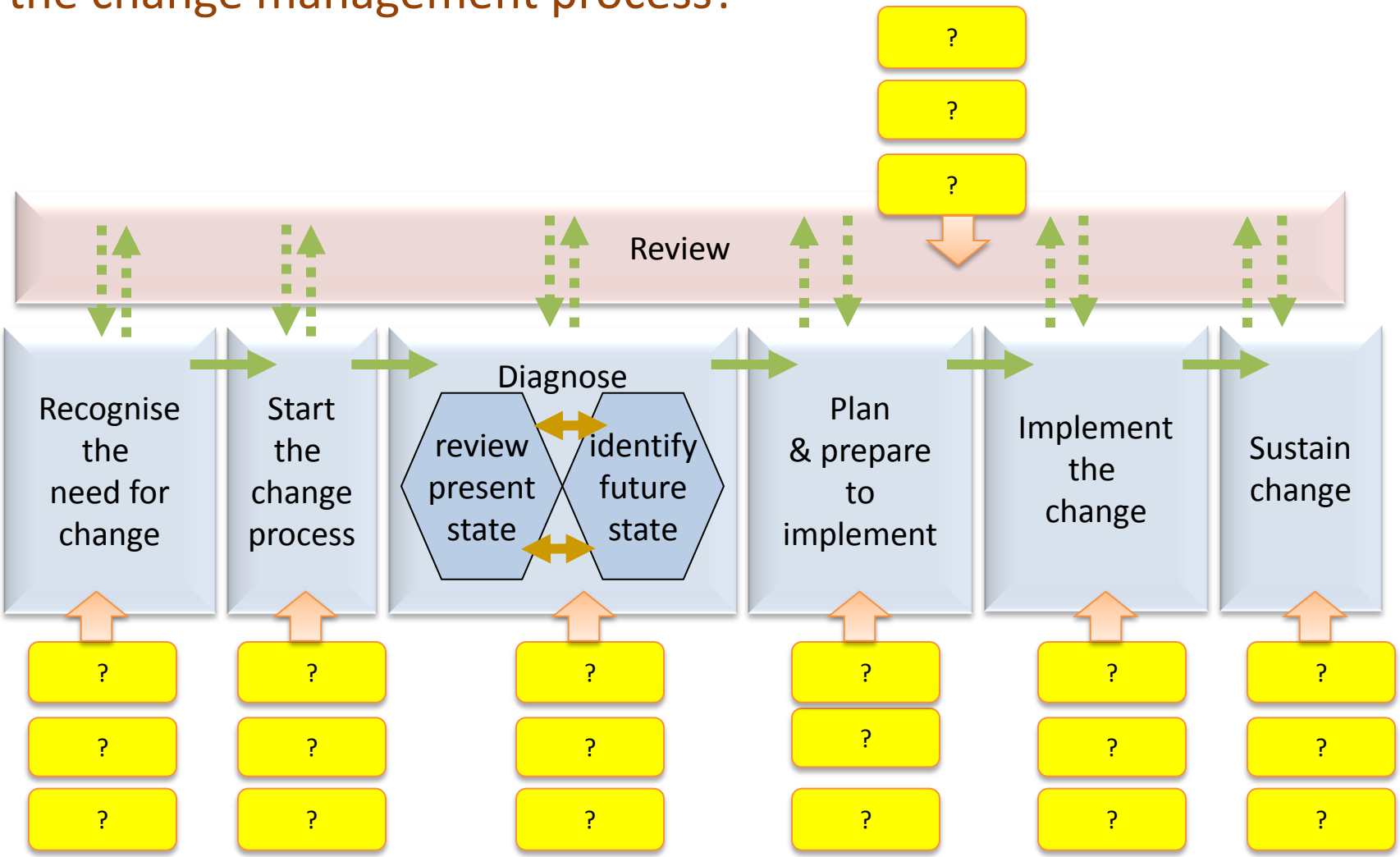
Specimen questions that involve communication



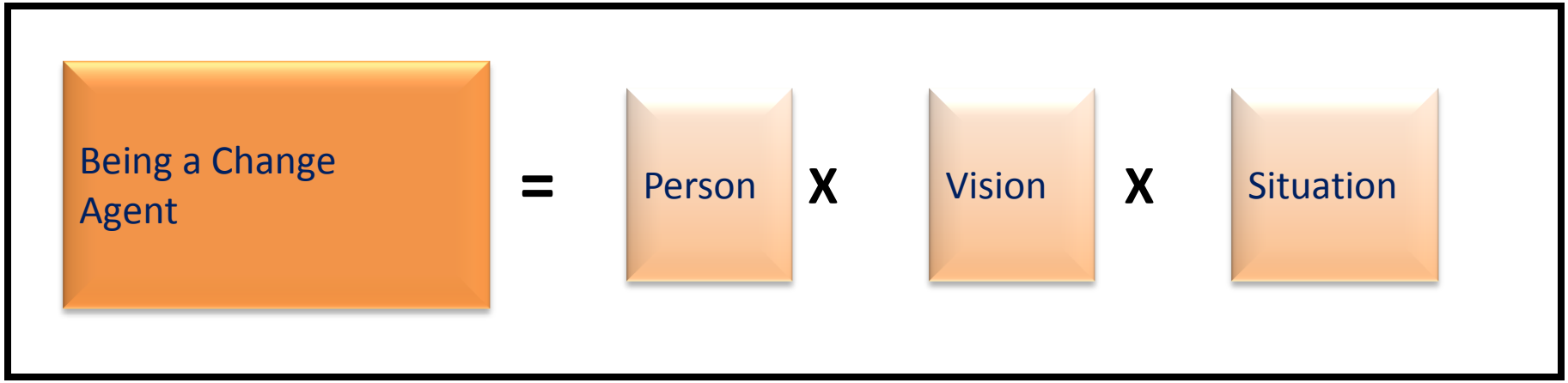
Specimen questions that involve motivation



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

Practical books for profitable business
Kogan Page

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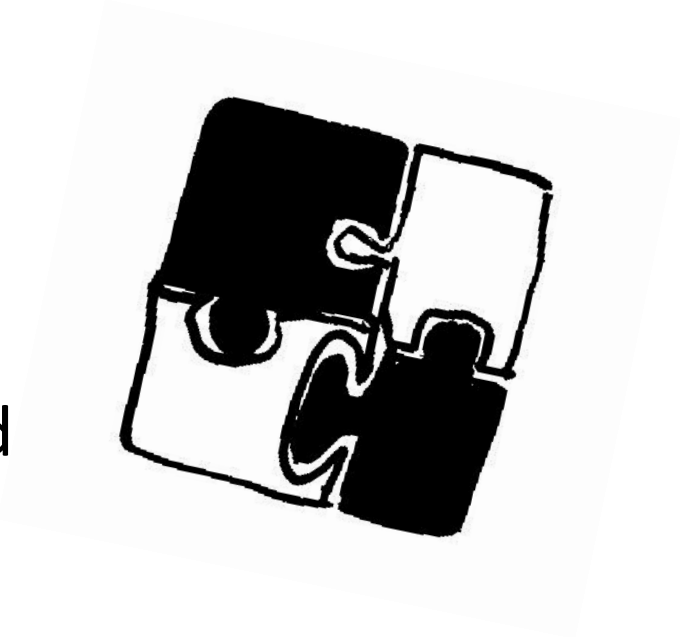
Four Key Roles in Change

- **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)

Practical books for profitable business
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Activity

- **SPONSOR** – Has the authority to make the change happen. Usually executive level.
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- **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/tranformational 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/tranformational change.
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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/tranformational 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

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

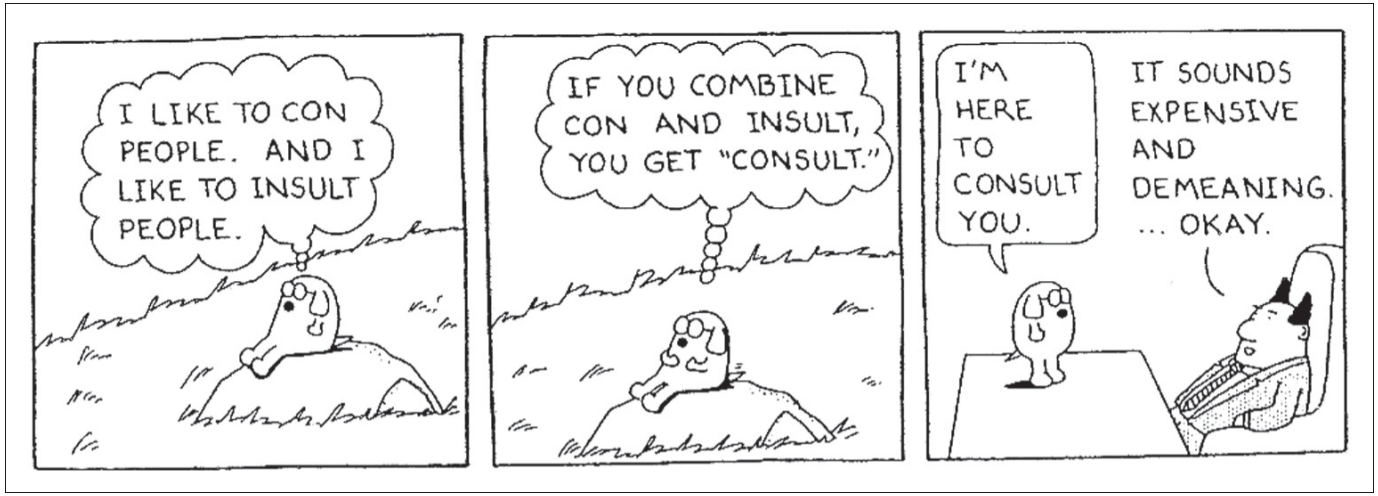

Figure 3.2 The consultant must always convince the client that the service on offer is of real value!

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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

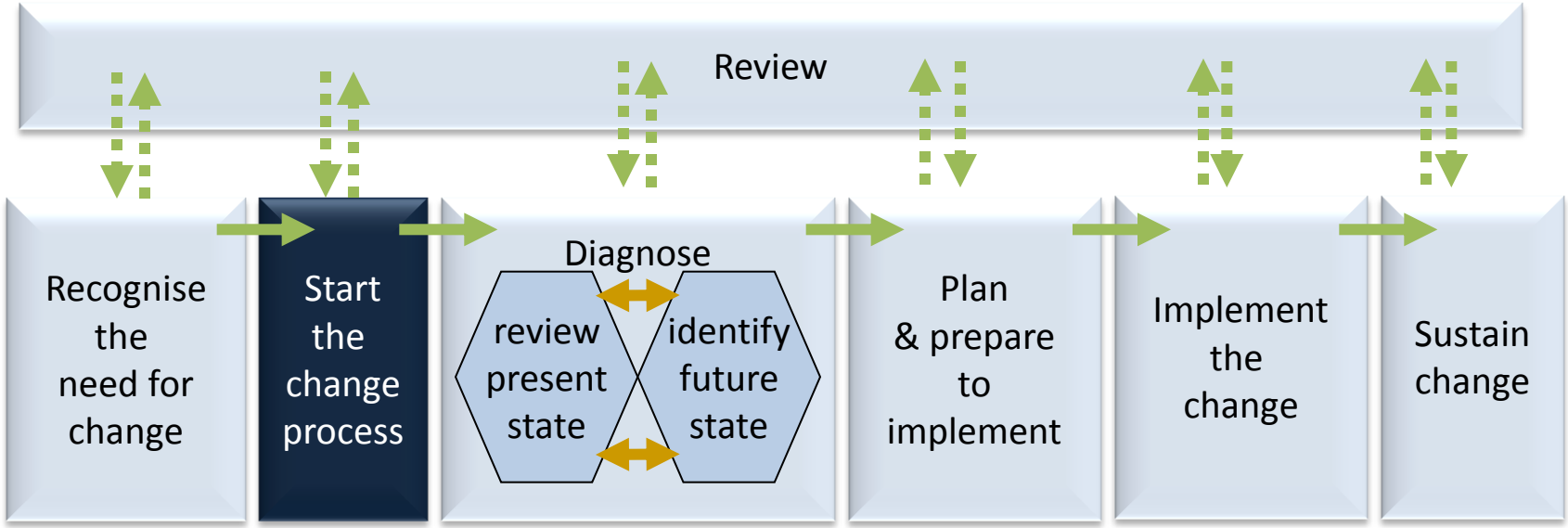
- Can replicate organisational dysfunction
Can become insular/isolated from rest of organisation
Superiority complex; ‘we know best’

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)

Change Management

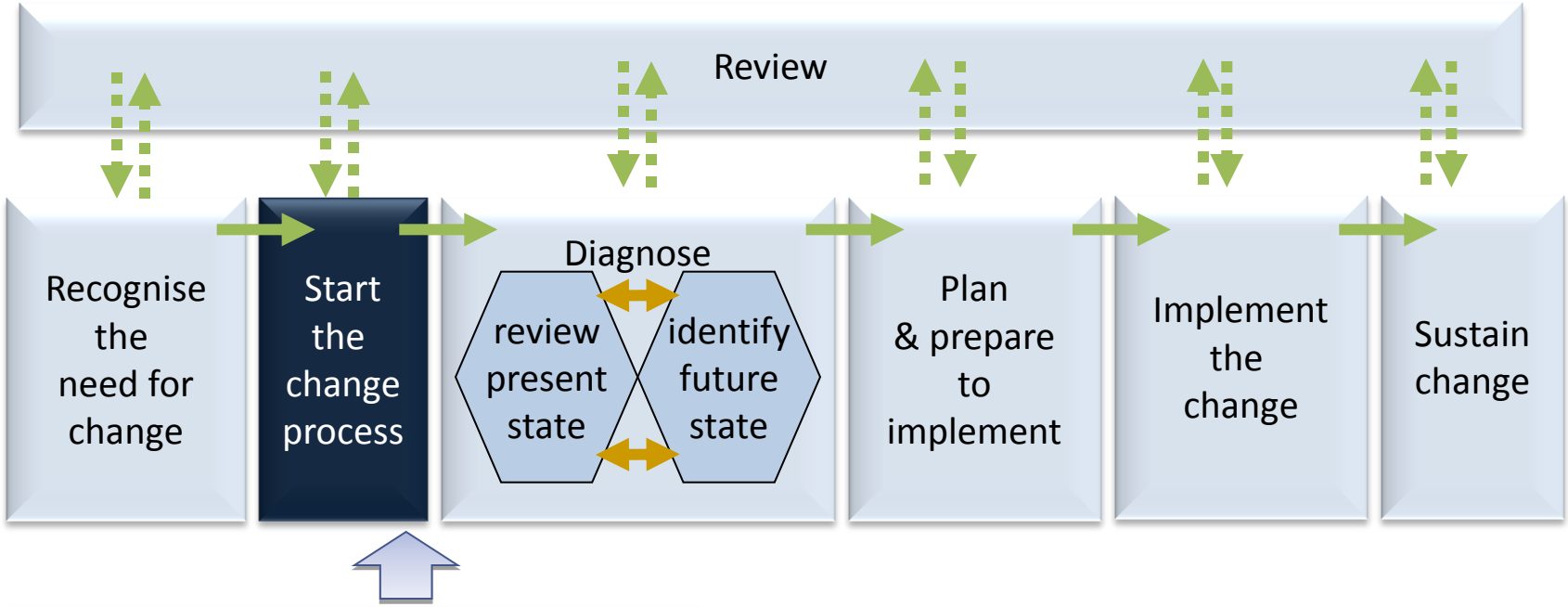
Starting



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

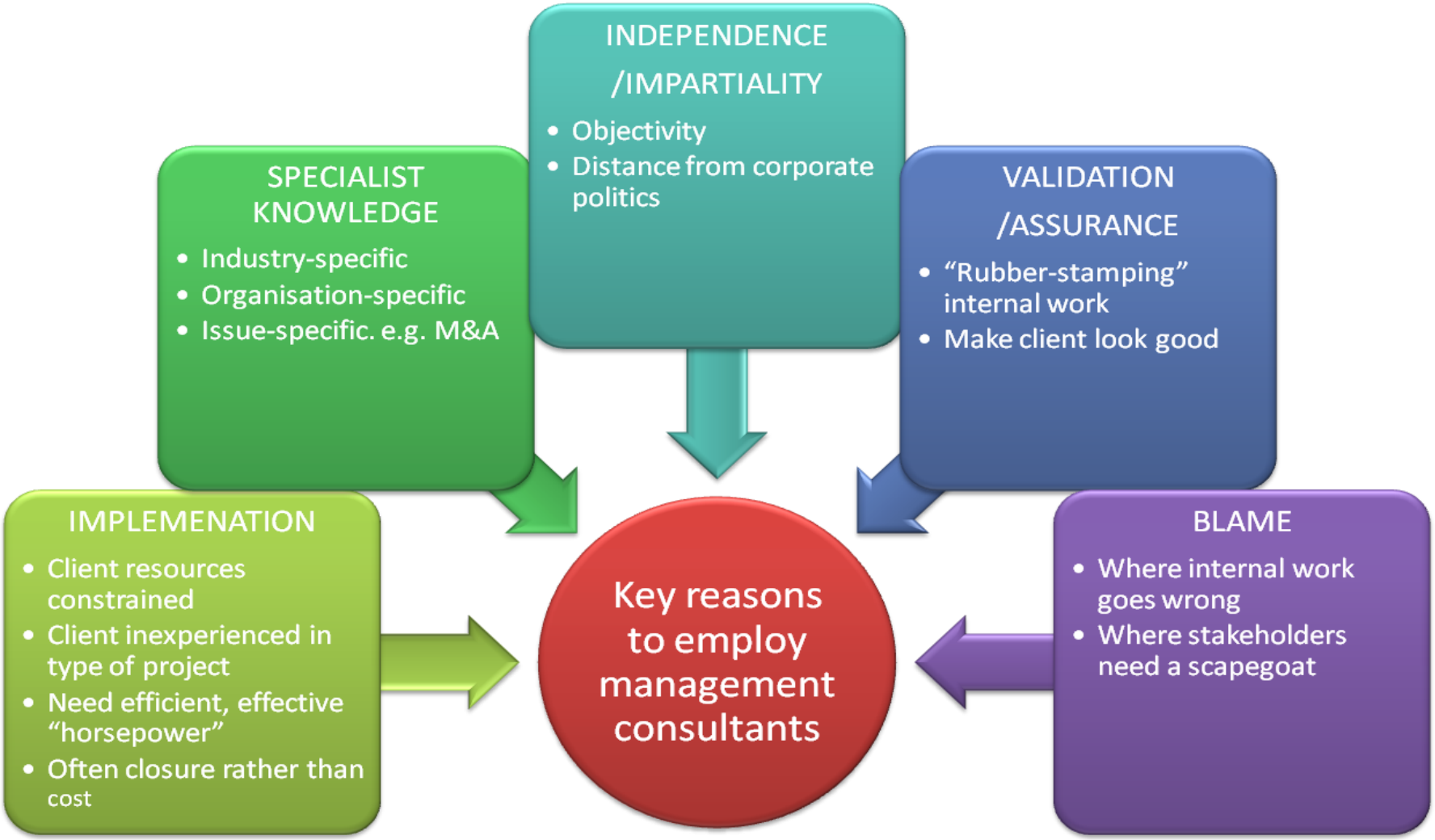
- Who owns the problem and is responsible for doing something about it?
- Who can have a direct impact on the change issue?

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.

Change Agent Types

Strategic Change

Emotional Champion	***Developmental Strategist***
Intuitive Adapter	***Continuous Improver***

Vision Pull — **Analysis Push**

Incremental Change

Organizational Change: An Action-Oriented Toolkit, 2e by Tupper F. Cawsey, Gene Deszca. and Cynthia Ingols ©2012 SAGE Publications, Inc.

Change Agent Types (con't)

- Emotional Champion
  - Has a clear and powerful vision of what the organization needs and uses that vision to capture the hearts and motivations of organization members.
- Intuitive Adapter
  - Has the clear vision for the organization and uses that vision to reinforce a culture of learning and adaptation.
- Developmental Strategist
  - Applies rational analysis to understanding the competitive logic of the organization and how it no longer fits the organization's existing strategy and the environment. Seeks to alter structures and processes & shift the organization 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

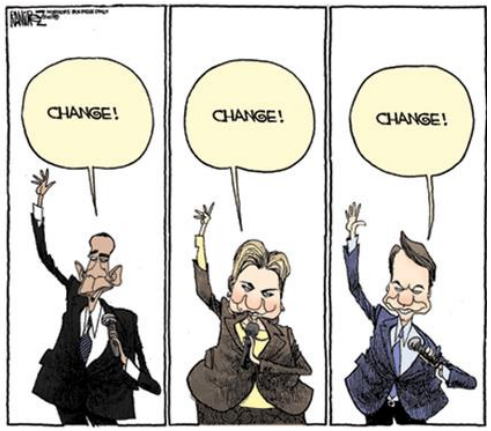
- Organisations can and do defend themselves
- Challenge for change agents

‘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

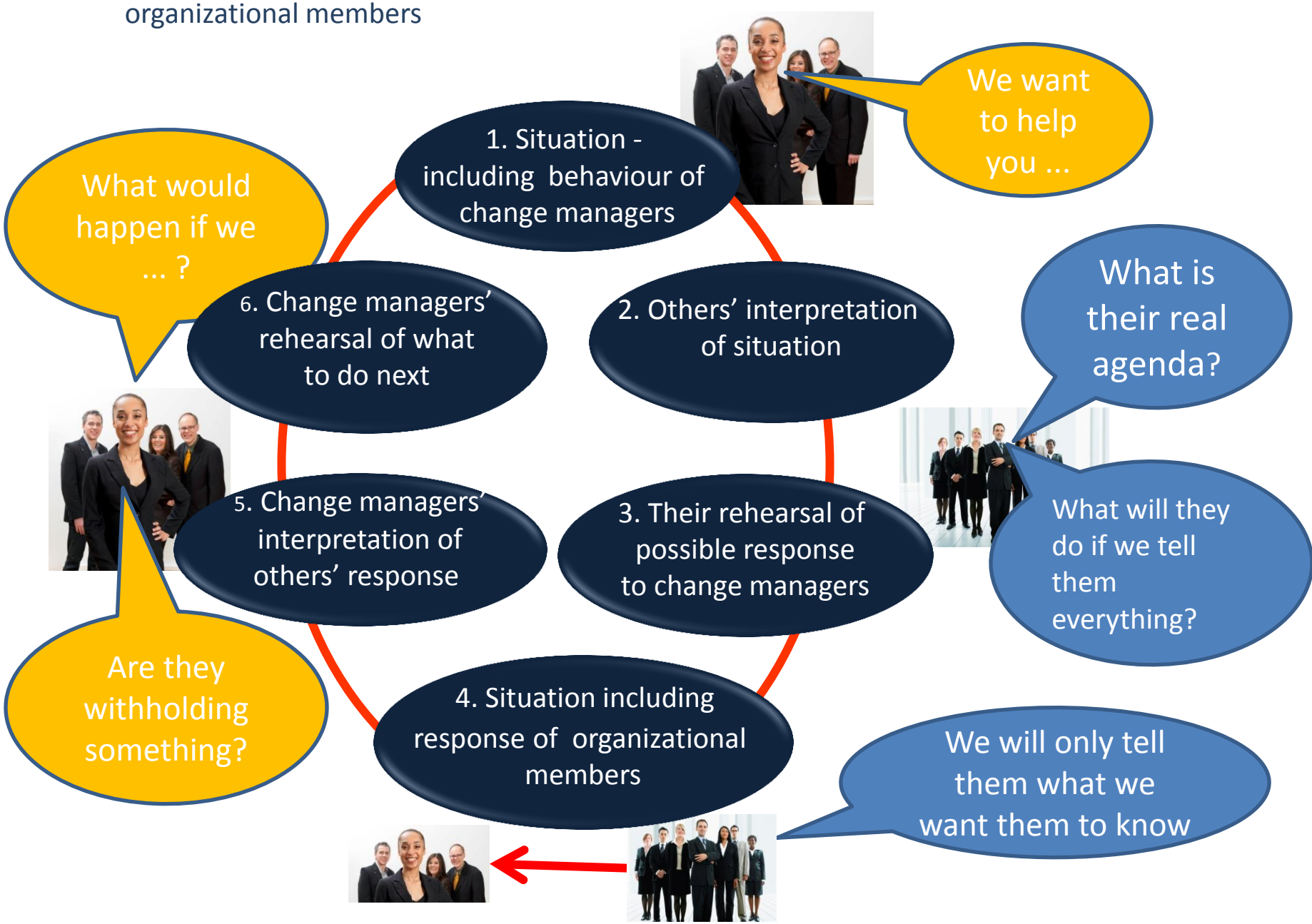
Why? (Argyris,1990)

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 organizational members



Role of the CA

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

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:

Leadership and Change
Restructuring/M&A