



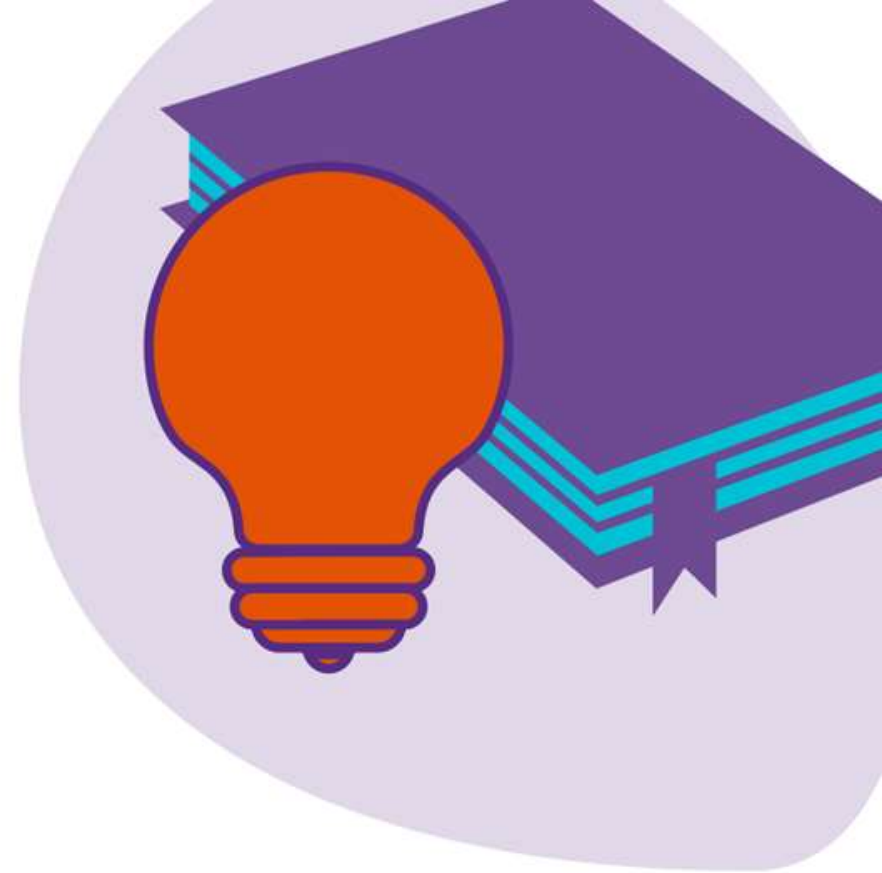
Re-thinking Organisational Change

Lucinda Carney – C.Psychol



Learning Outcomes

- Thinking differently about leading change
- Building an effective change team
- The change equation and how communication overcomes resistance
- Using Kotter's eight step change process
- Putting it into practice



LUCINDA CARNEY C PSYCHOL

- Too many years in Corporate L&D roles!
- Chartered Psychologist
- Founder and CEO Actus Performance, Learning & Talent Management Software
- Host of No. 1 ranking The 'HR Uprising' Podcast
- Author of the best-selling book "How to be a Change Superhero"
- Mum of 2
- Enjoys Netball and Tennis

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[How To Be A Change Super Hero Book](#)



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E-learning via Actus Academy

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Comprehensive Change Superhero In-house Training programmes

Extensive Consultancy Services

“The trainer’s style helped everyone to feel comfortable in an online environment and really made sure the material landed and was well grounded with each of us.”

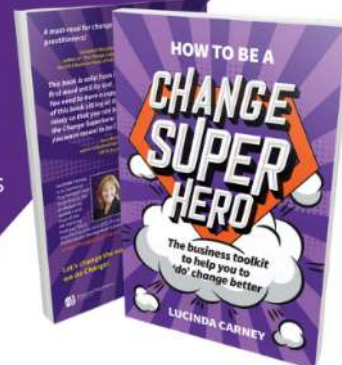
“Great principles & visuals that I will be able to apply at board-level meetings. Highly engaging content & delivery style!”

Virtual Change Superhero Training

Let's change the way we do Change!

A series of 3 highly interactive, virtual training sessions:

- Module 1 - Developing your own Change Superpowers
- Module 2 - Managing People through Change
- Module 3 - Managing Large Scale Change



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Poll:
**What is
your usual
response to
Change?**

Love it

Neutral

Hate it

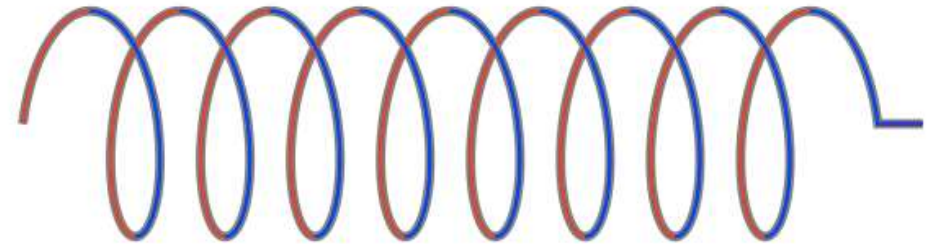


**“People don’t resist change –
they resist being changed”**

Peter Senge

Thinking differently about change...

- Effective communication overcomes resistance
- Hybrid working can mean less informal communication
- Individual differences affect how we hear and respond to change
- Change Superheroes are flexible in their communication approach
- Change isn't a linear process, maybe it's more of a spiral?

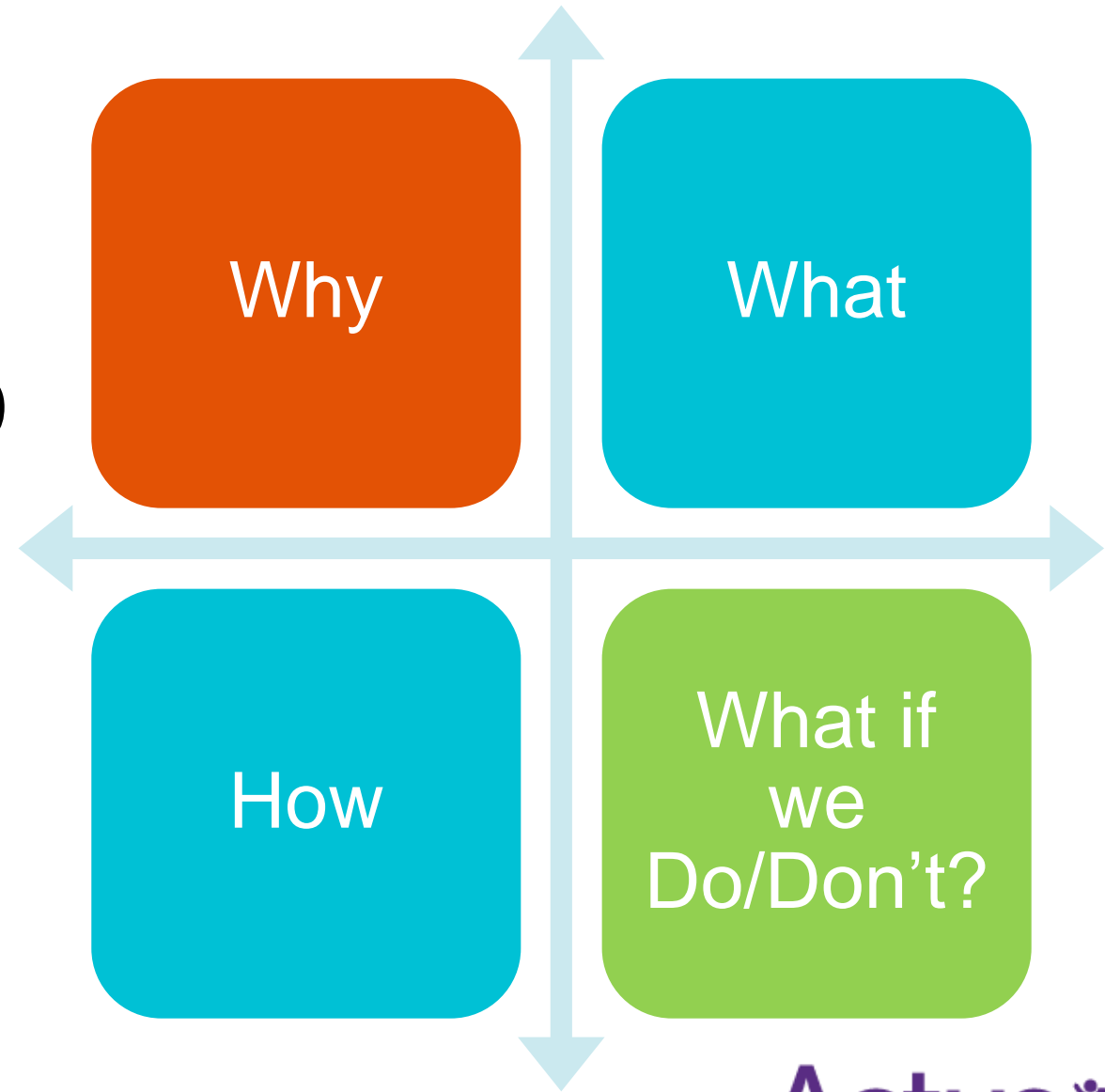




The 5 Superpowers of a Change Superhero

- **Courage**
- **Connect with Strategy**
- **Corroboration**
- **Communication**
- **Collaboration**

Using 4-Mat to communicate change





Personality & how it may impact our response to change

How our communication style can adjust for this

Who knows their MBTI preferences?

Extraversion Energised externally	Introversion Energised internally
Sensing Builds forward from facts & detail	Intuition Starts with the future/big picture
Thinking Facts driven	Feeling Values driven
Judging Decisions and closure	Perceiving Flexibility and possibilities

Myers Briggs Type Indicator (MBTI)



Extraverts – Energised externally

- Wants to talk the change through
- Will discuss with others
- Enjoys interacting and discussing as a group



Introverts – Energised internally

- Wants time to reflect and process the change
- May withdraw initially and have questions later
- Prefers small group or one to one discussion

Myers Briggs Type Indicator (MBTI)



Sensing – practical and organised

- Wants facts and details
- Prefers practical, straightforward language
- Like real examples of how it will work



Intuition – drawn to patterns

- Sees connections and possibilities from the change
- Wants to understand the bigger picture or end game
- Appreciates metaphors and analogies

Myers Briggs Type Indicator (MBTI)



Thinking – fact & logic

- Wants to know the logical rationale
- Is objective and non-emotional about change
- Considers the pros and cons



Feeling – values and feelings

- Wants to understand the impact on others
- Considers change in relation to personal values
- Appreciates personal information

Myers Briggs Type Indicator (MBTI)



Judging – decisions and closure

- Focused on definitive timelines
- Wants clear, structured communication
- Appreciates definite decisions and reaches closure quickly



Perceiving – flexibility and possibilities

- Likes to consider options and possibilities created by change
- Enjoys open ended discussions
- Wants to be flexible in relation to change

The Change Equation

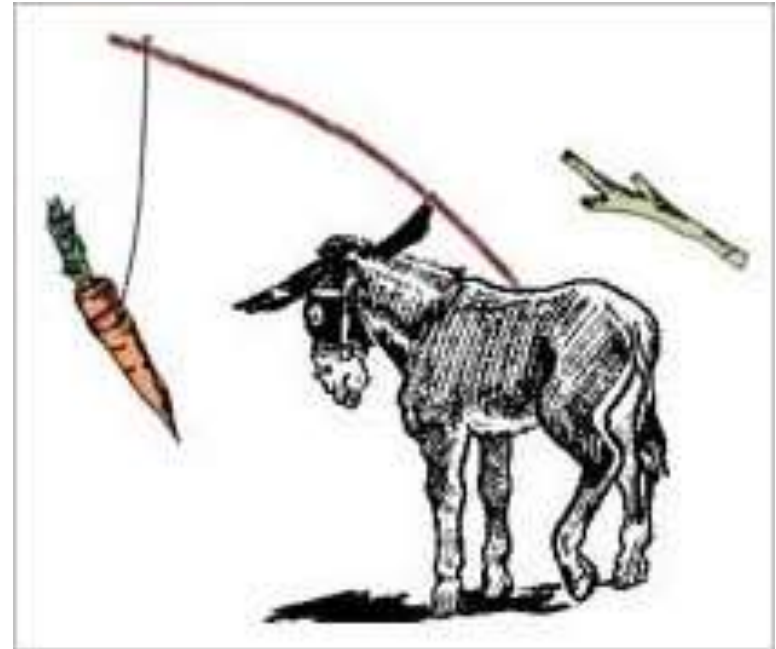
$$\text{CHANGE} = D \times A \times E > \text{£}$$

D = Dissatisfaction with Status Quo

A = Attractiveness of Future

E = Ease of making change

£ = Cost both personal and financial

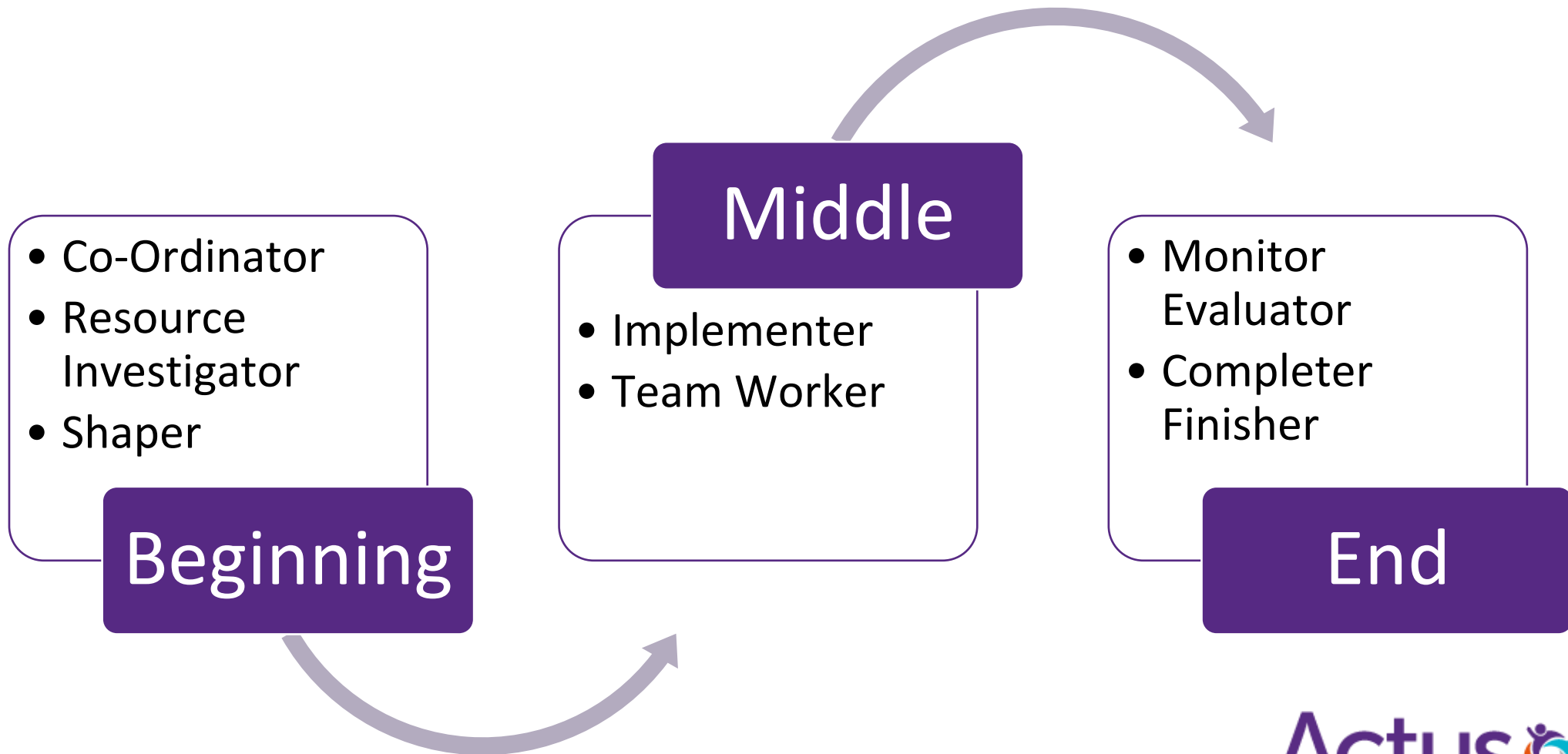


Handling persistent resistance to change

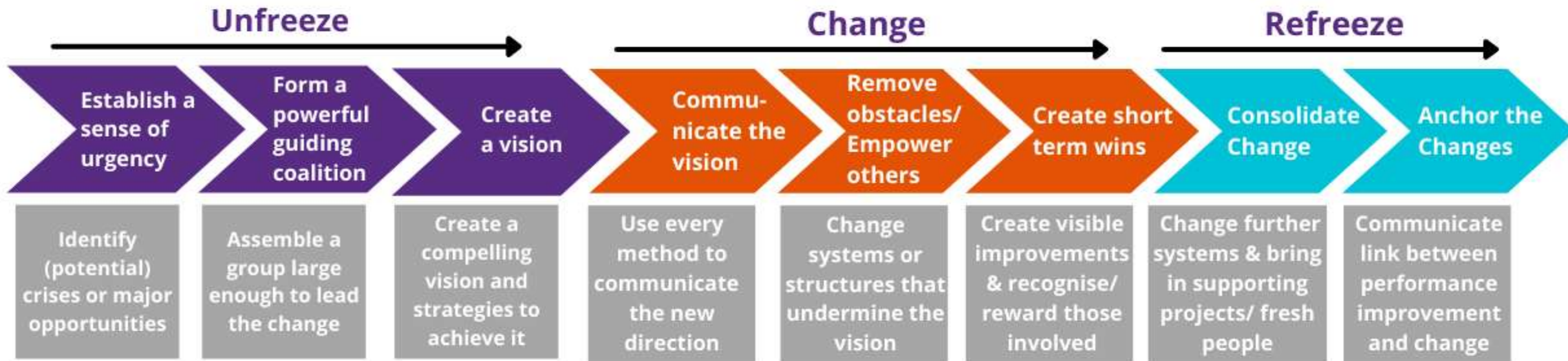
- Have we considered the change equation (sufficient carrot and stick?)
- Emphasise sameness rather than difference
- Patiently overcome “Deletion, Distortion and Generalisations”



Building a Change League



Kotter's Change Model



“Our Iceberg is melting” – John Kotter

Poll:
At which stages in the change do you think change fail most frequently?

Establish a sense of urgency

Form a powerful guiding coalition

Create a vision

Communicate the vision

Remove obstacles/ Empower others

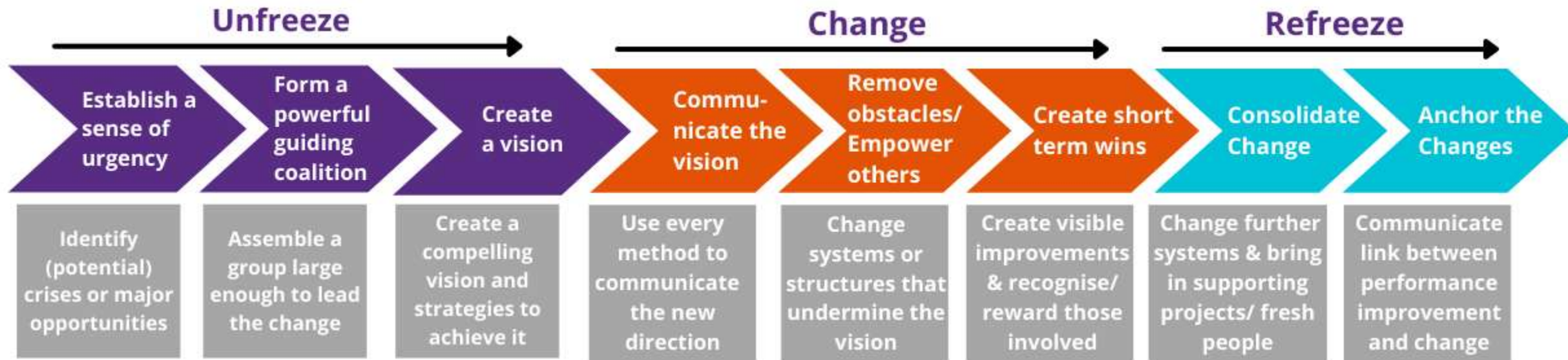
Create short term wins

Consolidate Change

Anchor the Changes

How we can use the Kotter Model to be Change Agents?

Agents?



Approach

Role of HR Change Agent

Ensure clear start and end time for change with clear sponsorship to support urgency. Understand WHY Change	Make sure the right people are included – consider personal attributes, possible resistors, seniority & availability	Vision needs to be exciting & relevant to staff. It needs thinking through in detail – how to overcome issues?	Must have a senior & convincing sponsor . Ensure a variety of approaches & styles with time for people to ask questions	Ensure natural reactions to change are accommodated Keep momentum & refocus people positively on the future	Look for little wins and positives and SHOUT . Get senior and visible recognition for change leaders. Have a quiet word with laggards	Don't stop – set ongoing milestones & next steps to embed change. Bring in fresh blood, choose Implementers & Completer Finishers now	Implement monitoring & checks for some time after change has ended. Ensure sponsors communicate value of new way
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**Kotter says: “You can’t
overcommunicate change”**

However, our message needs to be
“heard” in a language that resonates
with others

Summary

- 4-Mat – Why, What, How, What if...(Carrot & Stick)
- Personality differences in receptiveness to change
- Language differences in ‘hearing’ change messages
- Much of change breaks down due to miscommunication
- Change may spiral rather than continue linearly
- Be prepared to flex styles and people to get the best result



What's Coming Up...

Actus Webinars

Rethinking Organisational Development (O.D)
Tuesday 23rd April @ 12:30. [Register Here.](#)

Re-energising High Performance
Tuesday 21st May @ 12.30 [Register Here](#)

High Performance Strategies
Tuesday 11th June @ 12.30 [Register Here](#)

Education & Demo:

Join your webinar host, Lucinda Carney & Katie Wingfield for an insight into
“*Understanding 360Feedback Discovery Session*” together with a **DEMO** of the Actus
360NOW tool.
Tuesday 26th March @ 12.30 [Register Here.](#)



Useful Resources

Infographic – **10 Steps to Creating a Successful Hybrid Workplace**
[Download here](#)

Blog - **The Future of Work: What should we be doing now to prepare for hybrid working?** [Download here](#)

Blog– **5 ways performance management software supports hybrid working.** [Read more](#)

Blog- **Virtual Management Practices within a Hybrid Workplace.** [Read more](#)

Podcast Episode 81: **[The Employment Law Challenges Of Hybrid Working – Masterclass with Vicky Roberts](#)**

Actus Academy Courses: [Hybrid Working](#)

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 [How to be a Change Superhero Book](#)

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**Thank you for joining us
today!**