

## Ask Andi: Change Management Step 3



Welcome to On the Brink: A Fresh Lens to Take You and Your Business to New Heights. Hi, I'm Andi Simon, I'm your host, and today is an Ask Andi.

But it's also Part 3 of the work we've been doing on change management, change mapping and creating change management strategies.

I hope you've been enjoying these podcasts, and you're always welcome to go back to <https://blog.simonassociates.net/podcast>

to listen to them again.

We also create transcriptions of each of the Ask Andi's so you can have the actual scripts from the podcasts if you'd like to refer to them. Today, though, it's time to talk about how you actually do a ChangeMap, and how you put together a change management strategy.

Now there's certainly no shortage of literature on this, but I really like the research called [How to Have Influence](#), published in *MIT Sloane Management Review*. It's an excellent piece of research that involved three different studies and because it's so grounded in culture and culture change, I like to refer to it, and refer you to it.

The piece here that is so important is that the research team was able to break down how influencers really move organizations to new places. They found that two things have to be in place: motivation as well as ability.

I say that to you because, if you remember from all of my speaking and blogging and podcasts, humans hate change. They're afraid of it. And so typically they will give you a hurdle.

The first one is, "I don't understand it," and the second one is, "I'm not motivated to do it." Sometimes they even go to hurdles three and four, which are, "I don't have the resources," and "It's not politically correct." But the understanding and the motivation ones are extremely important. So let me talk about those first, and then we'll talk about how you can actually get past them. That's what my talk is going to be about today.

So the first part. From the point of view of people's motivation, this is about making the undesirable desirable. When you think about change, you are going to be asking people to change the story in their minds from what they believe to be true to something they are unfamiliar with. There is a need for visualization that you cannot expect to come forth simply by telling them, "Hey, the data says we have to change, so we're going to change."

Everybody will make up a story with that data that reflects their own hero or personality, such as a magician or a ruler. Their archetype. And you'll be sitting there with maybe a

dozen or two dozen or three dozen different understandings of what that change means. It's all very important that you understand the archetype of the person, and also of the organization and the culture, because now you're going to start a change process.

If you can make the undesirable desirable, and begin to understand what that means, the second thing you have to focus on is how to invest in skill building so you can overcome the cognitive hurdle of, "I don't know what you mean, and I don't know how to do it."

If the ability isn't there, telling someone they should jump higher won't get you anywhere, because they won't know what higher means, much less how to do it. So if you're trying to build an organization that's, for example, more innovative, or more self-motivated, how do you do that? What are the skills you need in order to be more innovative?

Your people might very well say, "I'm really very comfortable being told what to do, and now you want me to take responsibility for my own actions. How do I do that?"

At [SAMC](#), we worked with one large healthcare system that wanted to be more innovative. And so we said, "Give me an illustration about how that would work." Oh my goodness. There was nothing where they could be innovative. That proved to be aspirational, not realistic. So we began to do small wins to show them how they could innovate and become comfortable in the skills needed to have an idea and test it. And it wasn't chaotic, it was systematic. And in the systematic skill building, we were making undesirable things—innovation—very desirable, which they wanted.

Another thing that has to happen is that you have to harness peer pressure. We often talk about the fact that people live in groups, they have cultures. They're different. Marketing may be different from sales, which may be different from human resources. But let's assume they all share a common culture that matches the archetype of what they are as a company. Nike has heroes. I bet the folks who work at Nike, regardless of where they work, share a common sense of purpose and value and culture.

As you go about changing that, you'll need to harness people who are going to have to change their own stories. How they talk to each other, what they say and how they do it, where they do it.

We're working with a client who bought a number of family firms which were built by a father and an uncle who were very controlling. And they had told everybody what to do, so people basically waited to be told what to do. Or they did the same thing all the time. But the people who acquired the company now wanted to build a more innovative, self-motivated company. That was fine but the people who were there had self-selected to be in a hierarchical company and knew how to support not innovation but doing things the way they had always done them.

So now they needed new skills for how to be more innovative, fast-moving and getting things done accountably and on time. Those are very different behaviors and very different values.

So from a social point of view, we had to motivate people to want to learn how to do this, and then we needed to give them social support, mentors, coaches and other tools so they could actually learn and test how to do this.

You would never tell someone that they should learn to play golf without some coaching or a pro to help them. And often the managers are the weak ones in the whole link. They need the most training in order to enable their staff to learn how to do something. And then you need to have rewards and accountability, timeliness. If your whole compensation system is designed for the past, you need to take a good look at it and think through what will be a suitable compensation process for the future.

But don't think that this change is going to be motivated by money. Because I suspect that most of the staff you're going to work with are motivated by other things: about their self-worth, about the simplicity of their day, about not having to risk things. So give some careful thought to their archetype and to your own and to that of your organization.

Next, you have to change the environment. What do you do for celebrations? What are the symbols? What are the things on the wall? What are the images? What's on your website? Nothing should go unchanged when you're trying to make something undesirable highly desirable.

So let's take a look at how you might do this. First, making the undesirable desirable is not about finding new people, though at times you might have to. It is about changing how people see, feel and think. Remember, culture is the essence of who they are. Change requires them to create a new story, because that's how the brain works. It takes the facts, and it creates a story, and that story is a mind map of how every day, we go about our habits. And it can be shared. But if it's a new story, we need to tell it, and tell it often.

So they have to visualize the new story, the new desirable. What's so important about this is that it has to be visual, because if you don't draw pictures about it, and have your people draw pictures, and tell you stories about it, it will remain abstract data, and everybody will make up their own story.

You need to realize that nobody will say, "I don't know what you mean." They will tell you a story about what they think, and usually in the story, they're the hero. Then you need to develop their skills. This is not a one-time, "Come to a class, we're going to spend three hours, I'm going to teach you." Uh-uh. These are skill developments that are pervasive throughout the entire organization.

There needs to be lots of mentoring and coaching and other types of support. There could be some online, there could be some in person, there could be some role-playing. I often like to think of this as theater. You want everyone who's been playing Macbeth to now play Hamlet. They haven't got a script, they've never rehearsed it, and they don't really know what the new role means. But they're going to get on stage on Monday, and have to play it. That's neither fair, nor really good business management. So as you're thinking about this,

give enough time to prepare your folks to develop their skills, to rehearse, and to get some expertise at this.

The next thing to pay attention to is the why. Why's matter. You determine success by talking and talking and talking about why. You'd be amazed. When people know why the change is necessary, they stop resisting. However, they may not change. But the resistance and the hurdles begin to diminish. Explaining why, in a sense, communicates caring and esteem to people. This is not to be underestimated.

Also, readiness for change is extremely important. So, expect resistance, create readiness and talk about the disadvantages of not changing. Make your people part of the whole process. They can't run away from it. Do not dictate it—engage them and facilitate it, which leads to small wins. It's important to build skills in small wins. Take some things that are easy to change, change them and celebrate.

So say, you want to get something done with better quality, and you want it done at the beginning of your computer programming process. First, have a small win where the program developers sit with the developers themselves, and talk about how they're going to do this with fewer errors. And then do a two-week scrum to see, actually, how it's being done.

It doesn't matter what kind of business you're in. We work with a large manufacturing company of plumbing supplies. What's a small win? Something like, "Remember the first time you sold that product into a new market chain? That was great. How did you do it?" Then understand how to celebrate what it taught the person, that the old way wasn't the way it was going to work in the future, that this is a new way of doing it. Lots of small successful steps build momentum, and practice does make perfect.

Next, peer pressure. This is very important, beside follow-up and accountability. Specify the timeframes for changes to be completed. Design follow-up and reporting events. Don't let change be "someday," which is open-ended.

There's wonderful research that found that people who set a time and a place to achieve a result get it done 60% of the time. People who say they're going to get it done but don't give a time and a place, they don't get it done. This is very important.

So when are you going to get what done and how? Then visualize, visualize, visualize and over-communicate as much as possible. This is a time for a deep dive. Share as much information as possible on a regular basis. Do it in person and try to visualize it. Get those who are doing it to tell the stories. If there's no information, people will make up a story. They just like to tell stories, even if they're not right.

Then make sure you have the right measures. Measures could come first and last. What are you trying to achieve? How will this change it? And what will be the right metrics to indicate you're making progress and that it's working? What are the criteria that will

indicate successful change? Define data gathering systems and a time frame for assessing the results—often.

We often talk about having funerals. There are things that no longer matter. Sometimes it's important to stop something people reflect on as being important. Respect that. Have a celebration of how important it was and make much of the fact that it's no longer going to be what you do.

The right symbols really matter. We're humans. We live our symbols, so think about taking a look at your organization and what people do now to recognize accomplishments. And begin to think through how you're going to change those.

The most important changes are in the symbols. Most important changes are in the symbols. Help people rally around the new and get the leaders, particularly those who can undermine this, to become leaders in the symbolic process. This is more than just a gig. People are comfortable in their culture. They love it even when they're frustrated by the way it works, and people hate change. It's painful. But you can make it work with a ChangeMap strategy.

Now what I would suggest you do next is to take a look at our webinar, "[Managing the Process of Change](https://bit.ly/2v9EH4u)" (bit.ly/2v9EH4u) because on it we have an actual ChangeMap process. What we suggest that you begin with a visualization of the future, making the undesirable desirable. Then train, develop and explain the power of why. Over-explain it. Plan small wins and test results. Harness the power of peer pressure. Find those informal leaders and help them lead. If they embrace it, others will too.

Remember, we're mimics. Over-communicate and celebrate. Hold a funeral to say goodbye to past practices. And then, metrics matter. Keep measuring the right things, eliminating the old and use the data that helps you tell the story. Then tell the story again, visually.

So I've provided you with a bunch of pages to fill in for yourself. If you've been listening to this podcast, when you get a second, come visit us at [simonassociates.net](http://simonassociates.net) and the webinars are there for you to look at. Or you can email us at [info@andisimon.com](mailto:info@andisimon.com) or [info@simonassociates.net](mailto:info@simonassociates.net).

As always, we're here for you to help you change. As much as you might hate it, I will tell you that once you get going, you'll find it extremely exciting. You may even change your archetype. Even if you're the ruler now, you may find that being the explorer is exciting and innovative. You might actually become the hero in the process. And along the way, maybe a caregiver as well, because your folks are going to need some hugs as you shepherd them through the changes that are happening.

Of course, it's possible that not everybody will embrace it and get there. But it's also possible that they all can if you help them along the way. Assume nothing. Humans have evolved by changing over millions of years. And those of today can as well.

Hey, have a great day. Thanks for joining me for On the Brink, A Fresh Lens to Take You and Your Business to New Heights. You can read more in my book, "[\*On the Brink, A Fresh Lens to Take Your Business to New Heights\*](#)," on Amazon or get it through my website [andisimon.com](http://andisimon.com). It's all there for you, even free chapters. Take care now. Bye-bye.