

# Surviving re-organisation and change

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# How organisations deal with it\*...

- Education & Communication
  - Participation & Involvement
    - Facilitation & Support
      - Negotiation & Agreement
        - Manipulation & Co-optation
          - Explicit and Implicit Coercion

(\*Kotter & Schlesinger '79)

# How to implement culture change....

1. Define and clarify the concept of culture change
2. Explain why culture change is critical to organizational success
3. Define a process for assessing the current culture, desired future culture, and the gap between the two
4. Identify alternative approaches to creating culture change
5. Create an action plan that integrates multiple approaches to culture change
6. Implement and manage the culture change
7. Monitor the culture change
8. Integrate change into the culture.

(Gilley and Gilley, 2003; Kotter, 1996; Lewin, 1951)

# How employees react to change....

Employees at all levels should understand the phases of change and human reactions in each phase. Scott and Jaffe (1988) identified four phases of response to change:

**Denial**  
**Resistance**  
**Exploration**  
**Commitment**

Each manifests specific behaviours and emotions of those facing change.

## CORRELATIONS OF POSITIVE FACTORS WITH PROJECT SUCCESS

### Factors that were VERY highly correlated with failure:

- Sponsor was left, uninvolved or ambivalent
- Key executives did not support the change effort
- The goals seemed vague
- There didn't seem to be a plan
- No one in charge
- Problems not communicated to the sponsor
- Executives more concerned with other issues
- People didn't understand the reasons for change
- Vendors/suppliers failed to deliver service promised
- The change clashed with the way things are done.

### Factors that were highly correlated with failure :

- No attempt to keep people informed about progress
- Executives clashed over control of the change effort.

### Factors that correlated with failure :

- Resources were diverted to other priorities
- Schedule was unrealistic; frequent schedule changes.

## CORRELATIONS OF NEGATIVE FACTORS WITH PROJECT FAILURE

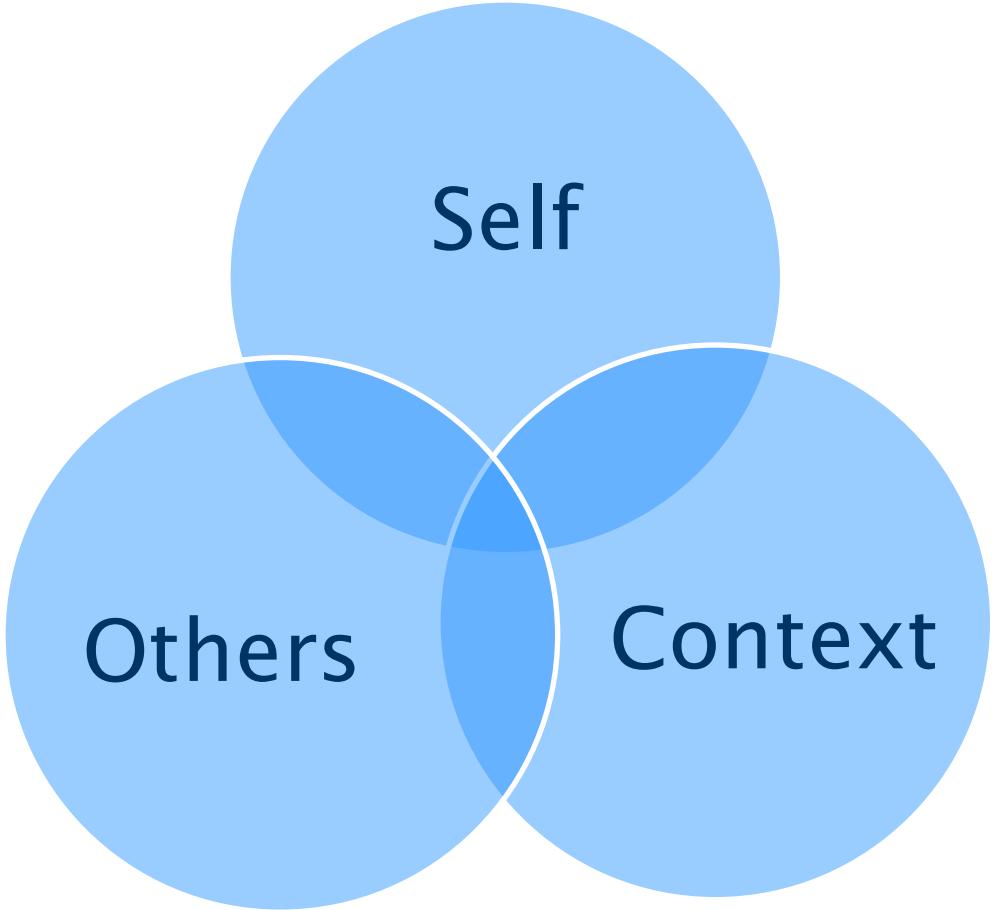
### **Factors that were VERY highly correlated with success:**

- Visible support from the sponsor throughout the project
- People understood what they had to do in order to make the change work
- The effort was adequately staffed and funded
- Dedicated, capable project team
- Strong project manager
- Other organizational priorities didn't get in the way
- Progress toward the goals was tracked and publicized.

### **Factors that were highly correlated with success:**

- The change was explained to everyone
- Continued support of the sponsor throughout the project
- The change was kept small and manageable
- Fair treatment of employees
- The sponsor had the support of other key executives
- There was a detailed plan.

# The Mindset\*



\*Adapted by Brown & Whitton '85



# Some tips....

1. Find a buddy/mentor
2. Create a list
3. Familiarise quickly
4. Consider others
5. Focus on one thing at a time
6. Exercise patience with yourself
7. Ask productive questions
8. Take control - Action
9. Don't get too comfortable

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