

Essential Change Management Skills for the 21st Century

2008 CSREES Administrative Officers Meeting

Dr. Jairy C. Hunter, Jr.

President, Charleston Southern University

May 5, 2008

Outline

- I. Changing Times
- II. Understanding Change
- III. Implementing & Managing Change
- IV. Sustaining Change

I. Changing Times

What is Change?

“Great spirits have always encountered violent opposition from mediocre minds.”

Albert Einstein

I. Changing Times

A. Networked World

1. “In a networked world, rules no longer apply, boundaries disappear and ambiguity prevails.” (Battin)
2. “Networks are collapsing physical barriers between nations, markets, cultures and people.” (Hawkins)
3. The World Is Flat, Thomas Friedman

I. Changing Times (continued)

B. Competitive Marketplace

- 1. Changing Economy**
- 2. Competition**
- 3. Paradigm shift from “Industrial Age” to “Information Age”**
- 4. Global Economy**
- 5. Other?**

I. Changing Times (continued)

C. Changing Times

- 1. Political/Economic/Social/
Technological (PEST)**
- 2. Organizational Frameworks**
- 3. Consumer Expectations**
- 4. Education Anywhere - Anytime**

II. Understanding Change

“The only person who likes change is a wet baby.”

R. Blitzer

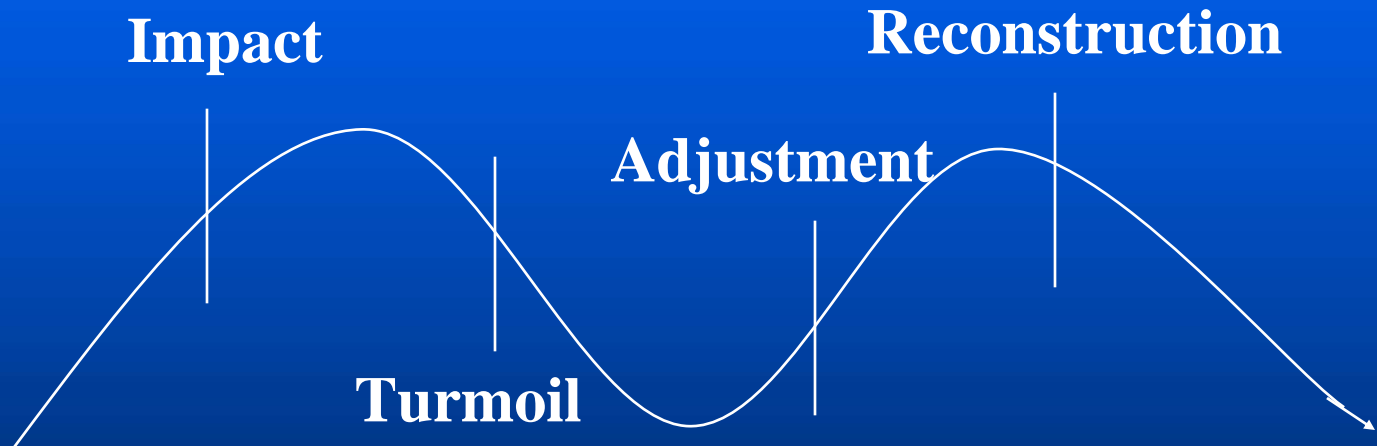
II. Understanding Change

A. Change Test Exercise

- 1. Name a piece of furniture.**
- 2. Identify a color.**
- 3. Choose a number between 1-10.**
- 4. Give an example of a flower.**

II. Understanding Change (continued)

B. Roller Coaster of Change



Source: Steven Haines

II. Understanding Change (continued)

C. Views About Change

1. “Danger”

- ▶ Too often our own process paralyzes us.
- ▶ Change is a “no pain, no gain” game.

II. Understanding Change (continued)

C. Views About Change (continued)

2. “Opportunity”

- ▶ Nothing we have ever done will be quite good enough again.
- ▶ The notion that the bar of progress keeps rising higher is a positive and exciting concept which moves one toward achieving a COMPETITIVE ADVANTAGE.

II. Understanding Change (continued)

D. Reactions to Change

1. Choose change

- ▶ Change is inevitable.
- ▶ Change affects all organizations and everyone.

2. Chase change

- ▶ “Even if you’re on the right track, you’ll get run over if you just sit there.” (Will Rogers)
- ▶ A person or organization that’s not growing is dying.

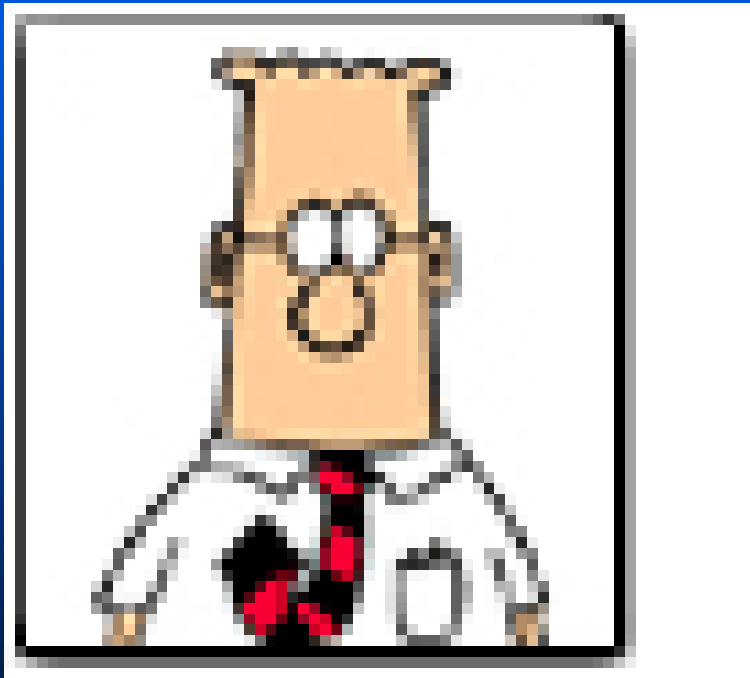
II. Understanding Change (continued)

E. Barriers to Change

- 1. Ineffective Leadership**
- 2. Inwardly focused cultures**
- 3. Low level of trust**
- 4. Lack of teamwork**
- 5. Arrogant attitudes**
- 6. Fear of the unknown**

III. Implementing & Managing Change

Dilbert's View of "Change"



Change is Great!!!

You go first

III. Implementing & Managing Change (cont.)

A. Questionnaire:

- Describe a major change taking place in your organization that some are accepting and others are resisting
-

- Why are people resisting the change?
-

- Why are people accepting the change?
-

- How do you feel about the change?
-

III. Implementing & Managing Change (cont.)

B. CEO Change Management Survey

1%	Have successfully achieved change in their organization.
2%	Have no plans for significant change in their organization.
15%	Are beginning a significant change in their organization.
23%	Have a change program or concept on target with regard to goals, results, etc.
58%	Noted that change never ends in their organization.

Source: Business Week Conference

III. Implementing & Managing Change (cont.)

C. Effective/Ineffective Leader Exercise

■ Effective:

■ Ineffective:

III. Implementing & Managing Change (cont.)

“Leaders cannot of themselves change an organization, but they certainly are directly responsible for establishing the environment within which change can occur.”

**Dominique Abrioux, President
Athabasca University, Canada**

III. Implementing & Managing Change (cont.)

D. Maxwell's Law of the Lid

1. Success without Leadership

2. Success with Leadership

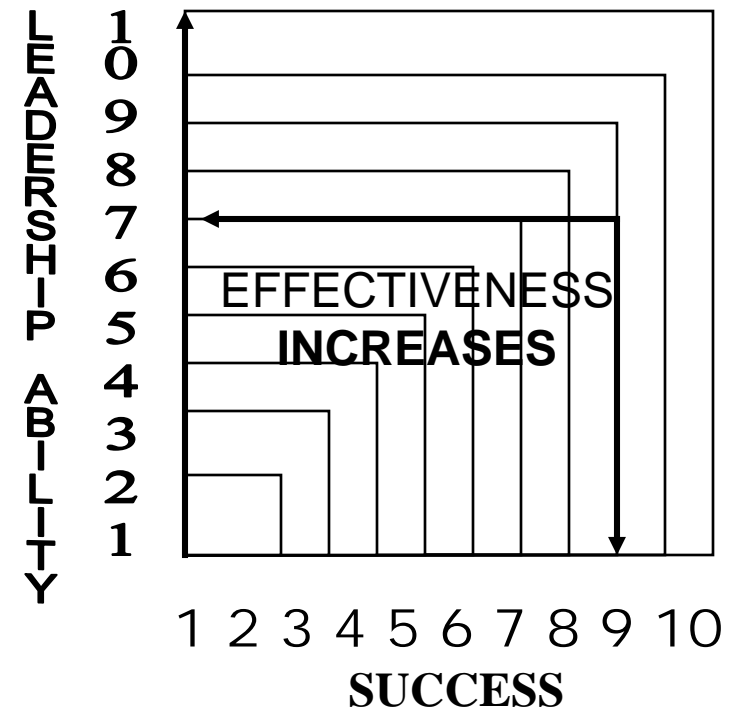
III. Implementing & Managing Change (cont.)

D. Maxwell's Law of the Lid (cont.)

Success Without Leadership



Success With Leadership



III. Implementing & Managing Change (cont.)

E. Change Process

1. “Change is the process by which the future invades our lives and organizations.” (Alvin Toffler, Future Shock)
2. “Sometimes we stare so long at a door that is closing that we see too late the one that is open.” (Alexander Graham Bell)
3. “Nothing is more dangerous than an idea when it is the only one you have.” (Bill Carter)
4. “Press here for a message.” (Hunter)

III. Implementing & Managing Change (cont.)

F. Conditions for Successful Change

1. Effective leadership
2. Shared vision
3. Sense of urgency
4. Empowerment
5. Valid information
6. Trust
7. Commitment
8. Teamwork
9. Crisis

III. Implementing & Managing Change (cont.)

G. Key Elements for Change

- 1. Understanding one's own preferences and orientation towards leadership and change.**
- 2. Understanding the organizational environment – external and internal.**
- 3. Understanding the organizational culture.**
- 4. Sensing and building upon organizational strengths and capabilities.**

III. Implementing & Managing Change (cont.)

H. Skills and Strategies for Change

- 1. Political skills**
- 2. Analytical skills**
- 3. People skills**
- 4. System skills**
- 5. Business skills**

III. Implementing & Managing Change (cont.)

I. “What if someone moves our cheese?”

- Accept persistence of change.
- Anticipate it.
- Monitor for small changes that signal more to come.
- Let go of the old cheese as quickly as possible.
- Change ourselves.
- Enjoy it.
- Be ready to change again.

“Who Moved My Cheese?: An Amazing Way To Deal With Change In Your Work And In Your Life”

Spencer Johnson, Kenneth Blanchard, Penguin USA, 1998

III. Implementing & Managing Change (cont.)

J. Moving the Organization From Good to Great

- 1. First who, then what**
- 2. Match people with the right job**
- 3. Confront the brutal facts**
- 4. Discover what you do best and stick with it.**
- 5. Have disciplined people, not a hierarchy.**
- 6. Technology should not be used as a primary means to create change.**

From Good to Great, Jim Collins

IV. Sustaining Change

“Success is the ability to move from one failure to the next without losing your enthusiasm.”

Winston Churchill

IV. Sustaining Change

A. Communicate

- 1. The visionary results from the change initiative.**
- 2. What is changing?**
- 3. The benefits of change.**

IV. Sustaining Change (continued)

B. Celebrate

- 1. Successes along the way**
- 2. Stories**
- 3. Individual and team contributions**

Summary

1. Change is inevitable
2. Change is constant
3. Choose change
4. Celebrate change

Imagination is the Beginning of Creation.
You imagine what you desire.
You will be what you imagine.
And at last, you create what you will.”

George Bernard Shaw

Questions?