

Making Change: A Primer in Change Management

TWO TYPES OF CHANGE:

1. Incremental: surface relationships change, but underlying architecture of the organization is not changed
2. Transformational: the underlying architecture, or way of understanding, changes.

CHANGE STARTS WITH A VISION:

- Change is prompted by either:
 - external factors like economics or social-cultural trends. or
 - internal factors like policy, systems, or structures

Either way, creating a Vision will:

- clarify the direction for the change, and
- assist in motivating the people who are impacted to take action in the right direction

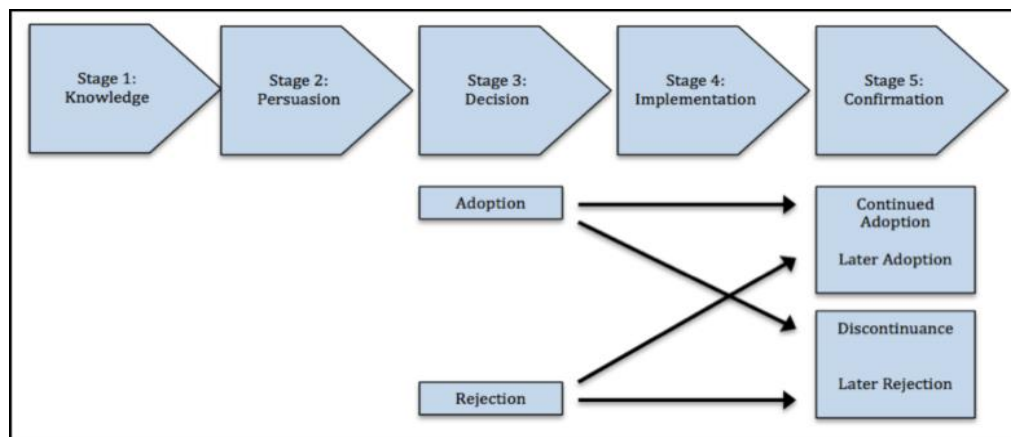
In change management, a vision statement tells you where you are going. It paints an amazing picture of the future your organization desires.

- Six characteristics of an Effective Vision of Change:
 1. Imaginable – it conveys a picture of what future will look like
 2. Desirable—it appeals to the long-term interests of people connected with your organization.... in business terms, ...customers, shareholders, stakeholders,
 3. Feasible—comprises realistic, obtainable goals
 4. Focused—clear enough to give guidance in your decision-making
 5. Flexible—general enough to make room for initiative and alternative responses
 6. Communicable—can be fully explained in 5 minutes or less

- Hold up the Vision for all to see... and keep it there!

ROGERS' DIFFUSION OF IDEAS

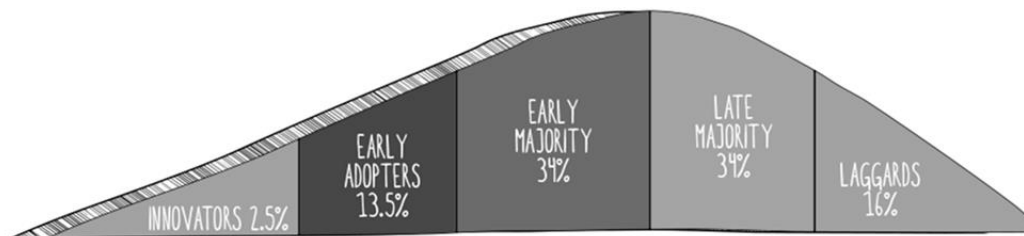
- Four elements influence decision-making process.
 1. Innovations – a new idea, practice or object perceived as new
 2. Communications Channels – ways the message travels
 3. Time – influencing the decision-making and rate of adoption
 4. Social systems – the group or organization you're attempting to change
 - a. how the relationships function
 - b. how they joint problem-solve a common goal
- Five Phases of Decision-Making Process:



- Decisions are Influenced by:
 1. The Innovation—a new idea, practice, or object (or perceived as new)
 2. Communication channels – ways the message travels
 3. Time
 4. Social Systems—the group or organization you’re attempting to change
 - how the relationships function
 - how they joint problem-solve a common goal

- Adopters and Adoption Rates:

Different People need a different amount of time and information to take-up an innovation.



- Innovators: First to adopt innovations. Risk-takers, young, highest social class, financially lucid, sociable. Closest connects with scientific sources and other innovators
 - Early Adopters: Opinion leaders, younger, higher social status, financially lucid, more educated. More discreet in adoption choices than innovators
 - Early Majority: Take longer to adopt, have above average social status, contact with early adopters, seldom hold opinion leadership positions in social systems
 - Late Majority: Adopt innovation after the average member of society, highly sceptical of innovation after most of the community has accepted the idea. Typically below average social status, low financial lucidity, little opinion leadership
 - Laggards: the last to change. Change adverse, tend to be advanced in years. Focus on traditions, likely lowest social status and limited circle of contacts beyond family and friends.
- Innovations that are adopted share common characteristics:
 1. Relative advantage – change is viewed as an improvement
 2. Compatibility – ease to incorporate change into life
 3. Degree of Complexity – how difficult will it be to adopt or use
 4. Trialability – an opportunity to test or experiment
 5. Observability – can others see the innovation and how will they react

CHANGES FAIL BECAUSE OF:

- allowing too much complacency
- failing to garner leadership support
- underestimating the power of vision
- under-communicating the vision
- permitting obstacles to block the vision
- failing to create short-term wins
- declaring victory too soon
- neglecting to anchor changes firmly in the culture

FIVE C’S OF EFFECTIVE COMMUNICATION: Be Clear, Concise, Complete, Correct, Courteous

Vital Church Maritimes Conference November 2018: Making Change Workshop.

Sources: NSWACI, Ryerson, MC² Marketing Communications