

All idenk support is tailored to the specific needs of each client.

However, underlying our suggestions for each stage of a project are a number of change management frameworks which have been consistently demonstrated to be effective in working with teams on challenging issues.

The first model was popularised by Dick Beckhard (Beckhard and Harris, 1987) and is based on the simple formula:

$$C = (DVF) > R$$

Where

C = possible change

D = Dissatisfaction with the status quo

V = Vision to be achieved

F = First Steps to be taken

R = Resistance to change

This model suggests that significant change can only be achieved where there is a clear sense of the need to do something different, where there is an agreed idea of what the group is going to try and achieve, where some achievable first steps to get there have been identified and where these factors taken together are more than the resistance to change.

As these 3 factors driving change are multiplied together, if any of them are low or zero, then the overall potential for change is low or zero. So, for example, there may be dissatisfaction and a vision but if there are no achievable first steps then the inertia in the status quo will win out.

More recently, Kotter's work (1996) picks up on the elements in the Beckhard and Senge models in suggesting eight factors that must be in place in order for a change to be successful:

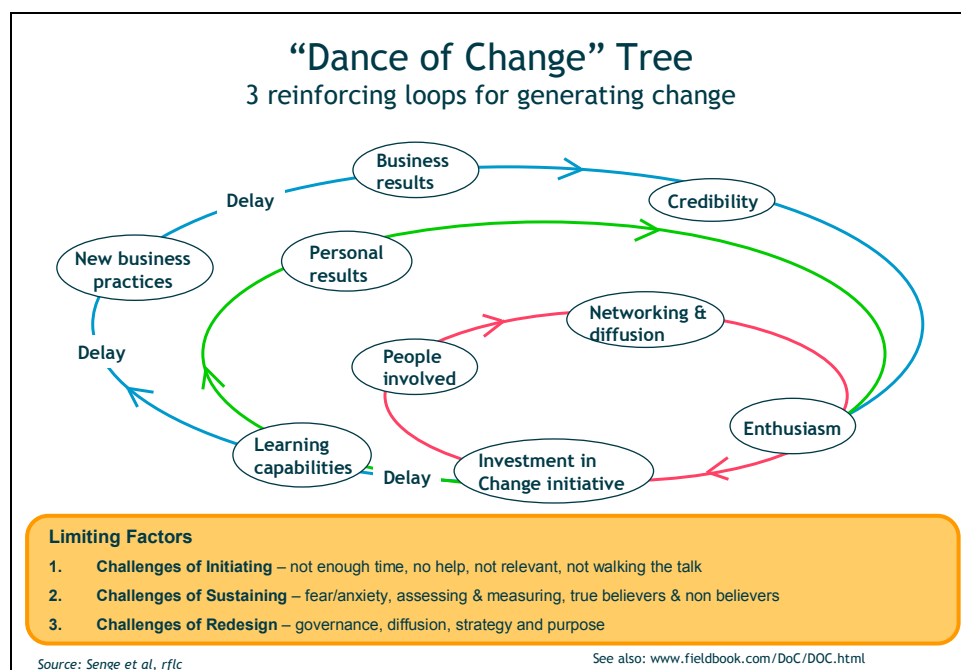
1. Establishing a sense of urgency (ie dissatisfaction with the status quo)
2. Creating a guiding coalition (ie a team to lead)
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering employees for broad-based action
6. Generating short term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

This checklist introduces important concepts around communication of the vision/strategy and empowering staff to begin to make the changes set out in the first steps.

The challenge in making change both deep and sustainable is picked up by Senge. His 'Dance of Change' tree emphasises the need to invest in and see through a number of reinforcing loops:

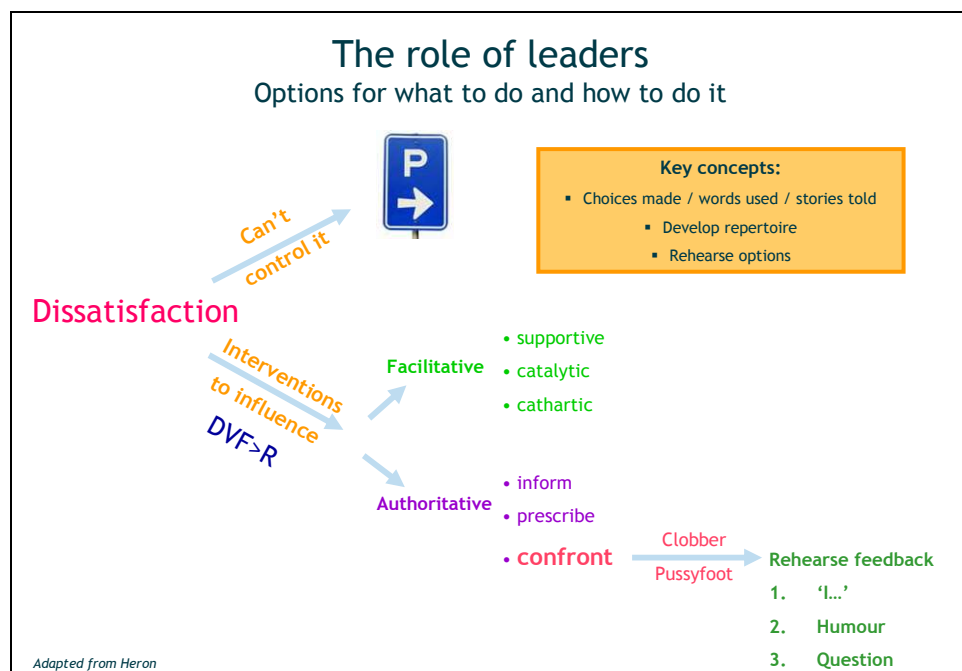
1. Initial investment in change resulting in enthusiasm amongst 'early adopters'
2. extended learning leading to personal results for a wider group
3. organisation-wide learning giving rise to new business practices, improved results and credibility for the change process.

Only by getting all the way through these is change embedded successfully across the whole organisation. Senge's model also sets out the most common limiting factors which block the progress of change in each loop.



Finally, in supporting any stage of the change process, a leader or facilitator has a number of options in choosing how to intervene to make progress. Heron’s framework for this suggests that these interventions broadly split into those which aim to be facilitative and those which are based on authority. All of the six modes of intervention are useful and offer different ways of unblocking obstacles or gaining buy-in to the change process.

The framework gives some particularly useful advice around the role of confronting. Often confronting fails because the leader/facilitator either falls into ‘pussyfooting’ around the issue or ‘clobbering’ - one avoids difficult conversations and the other leaves the recipient alienated.



Contact details for idenk

Ross Pow
+44 (0)7787 125 800
ross.pow@idenk.com

Phil Hadridge
+44 (0)7867 538 184
phil.hadridge@idenk.com