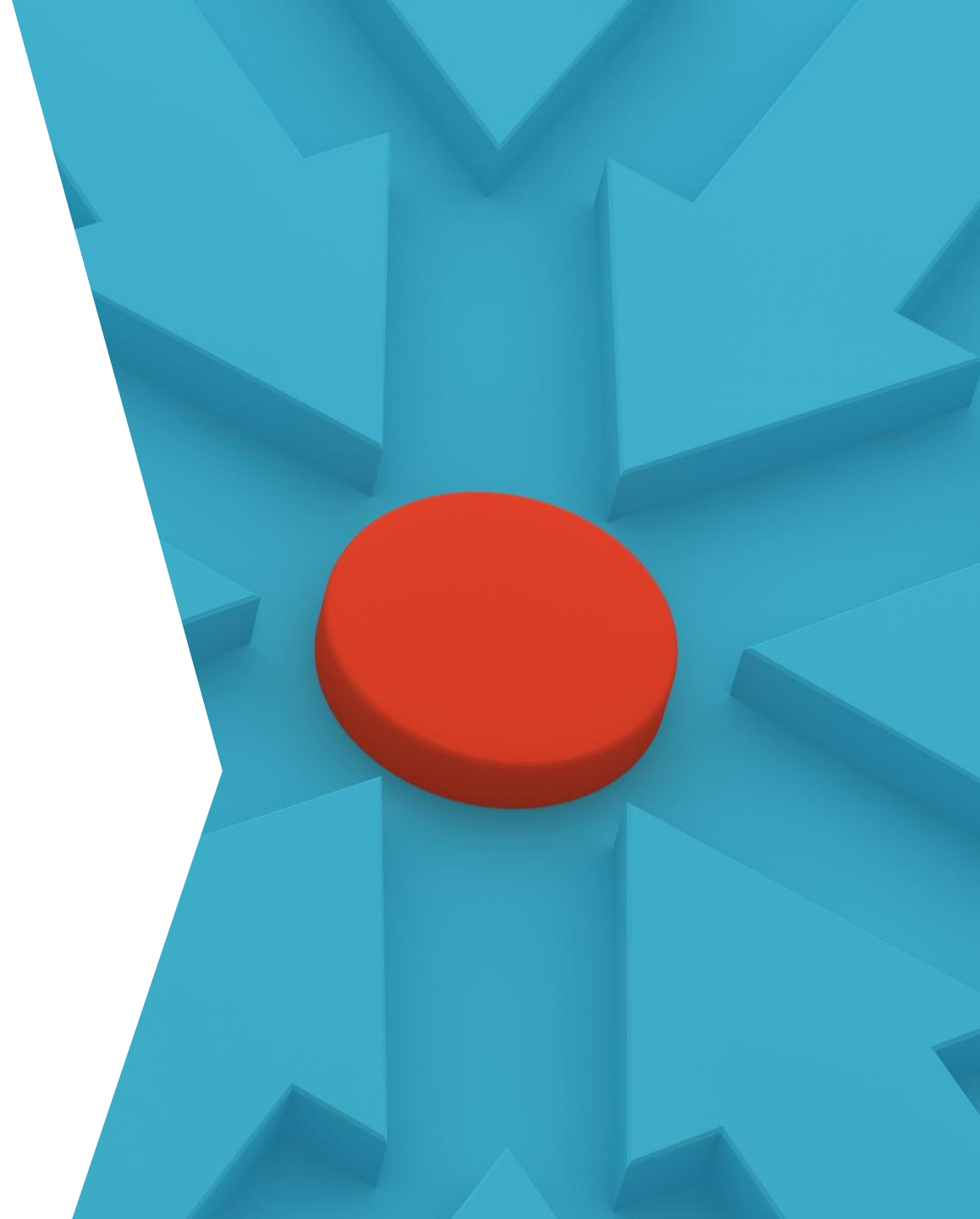


Leading Successful Organisational Transformation: Change Management

Dr. Lim Peng Soon

7 September 2023

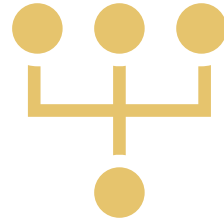
OBJECTIVES



OBJECTIVES



Assess the impact of change on people and organizations.



Determine where people are in the 3-phase transition process.



Apply transition strategies for each phase.

2 QUESTIONS



What are some of the organizational **changes** you are involved in?

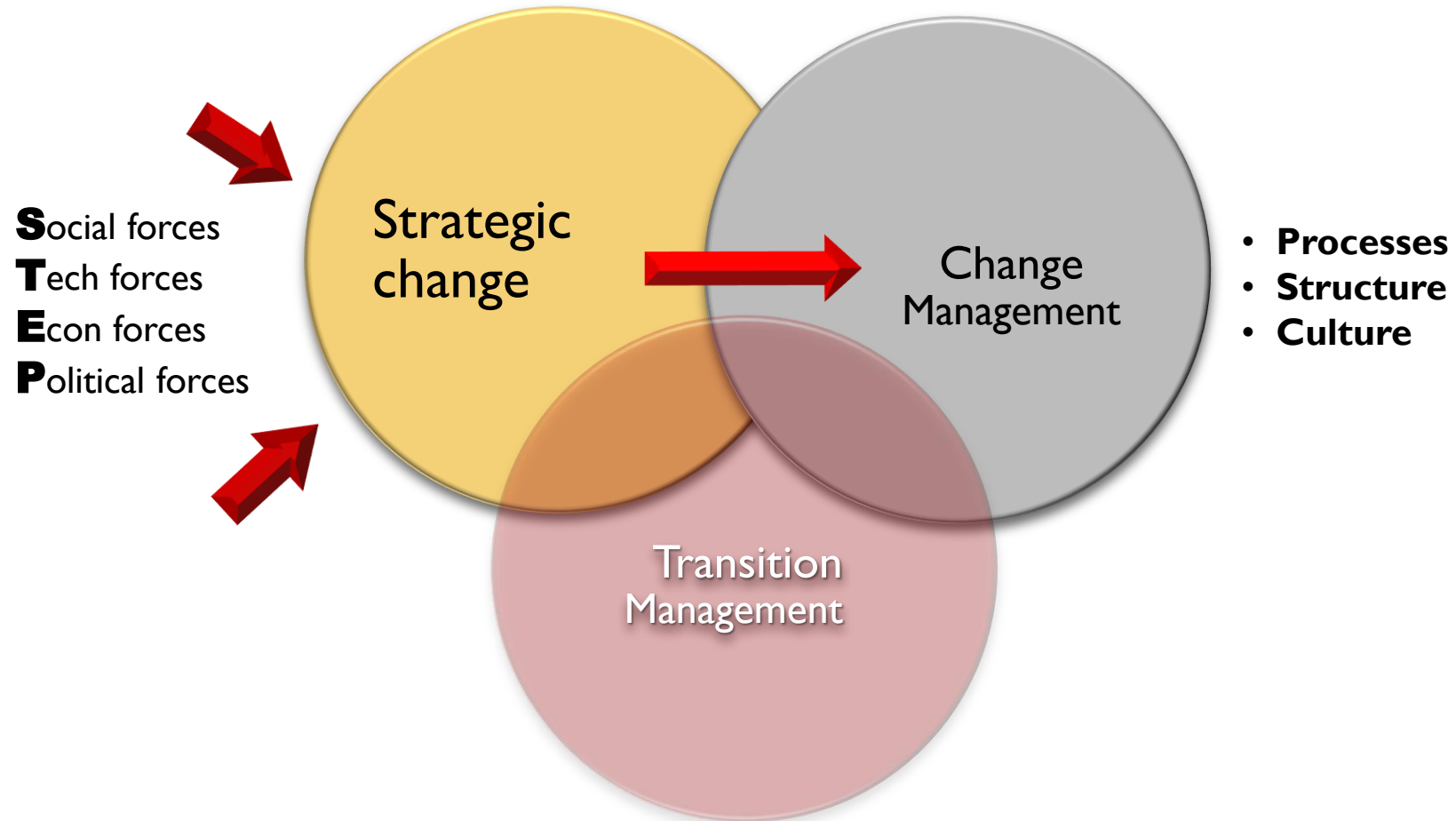


What are some of the **challenges** you face in those changes?



WHY CHANGE?

THE MISSING PIECE





THE NEW KEYBOARD

HOW TO IMPROVE PRODUCTIVITY

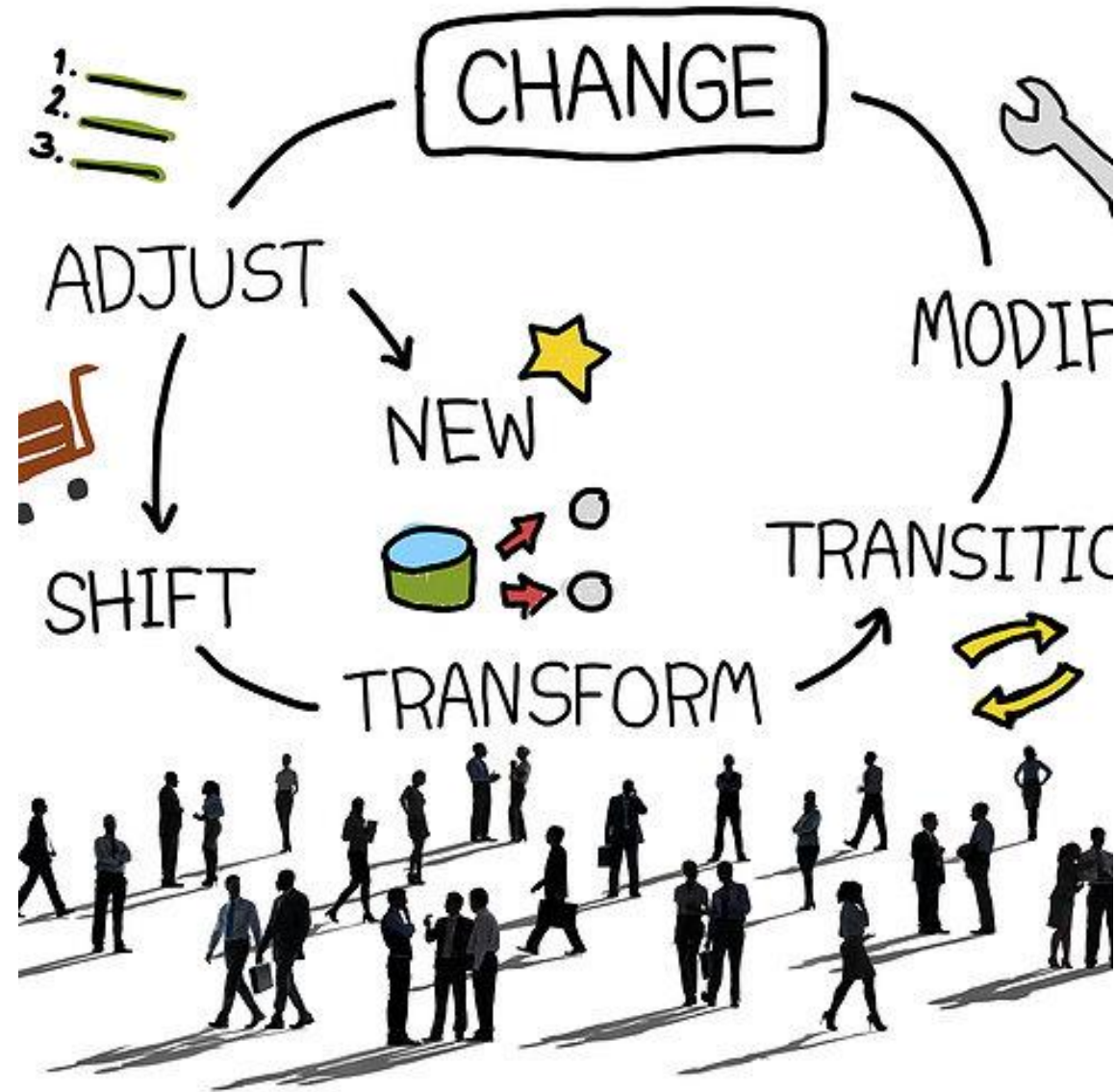
~	!	@	#	\$	%	^	&	*	()	{	}	←
1	2	3	4	5	6	7	8	9	0	[]	Backspace	
Tab	"	<	>	P	Y	F	G	C	R	L	?	+	
↔	,	.									/	=	\
Caps Lock	A	O	E	U	I	D	H	T	N	S	-	Enter	
⬆												↵	
Shift	:	Q	J	K	X	B	M	W	V	Z	Shift		
⬆	;										⬆		
Ctrl	Win Key	Alt						Alt Gr	Win Key	Menu	Ctrl		

US\$25 per keyboard (Amazon)

TIME TO CHANGE

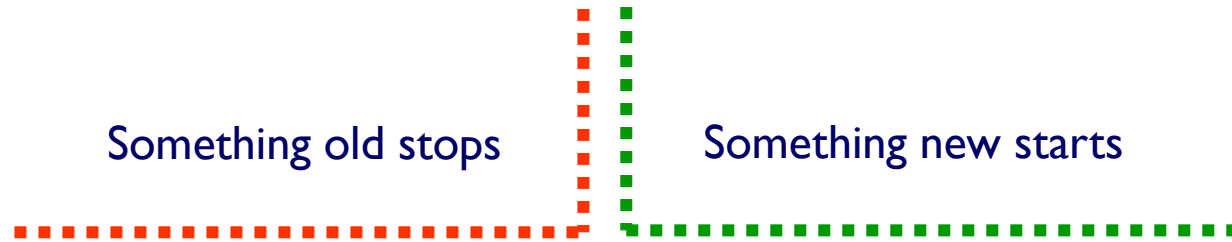
1. We have a new product that has the potential to be tremendously beneficial to our organization – the Dvorak keyboard for typewriters and word processors. It has the potential to increase operator efficiency by more than 40 per cent.
2. Predict all the reasons why people will resist using the new keyboard. ❖

CHANGE & TRANSITION



CHANGE

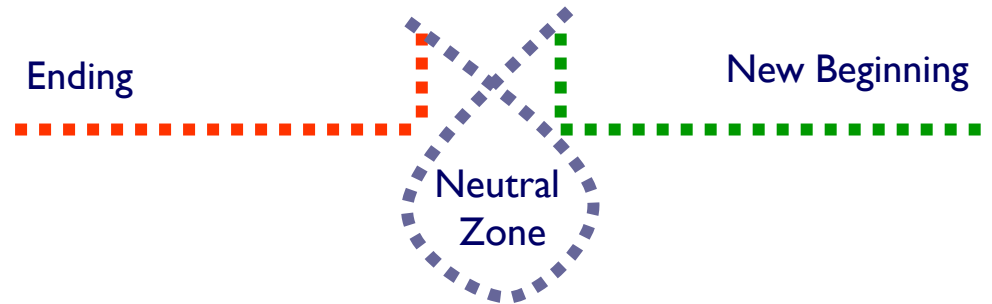
An event that is situational and is external to us.



Source: Bridges, W. M. (1991). *Managing transitions: Making the most of change*.
Cambridge, MA: Perseus Publishing.

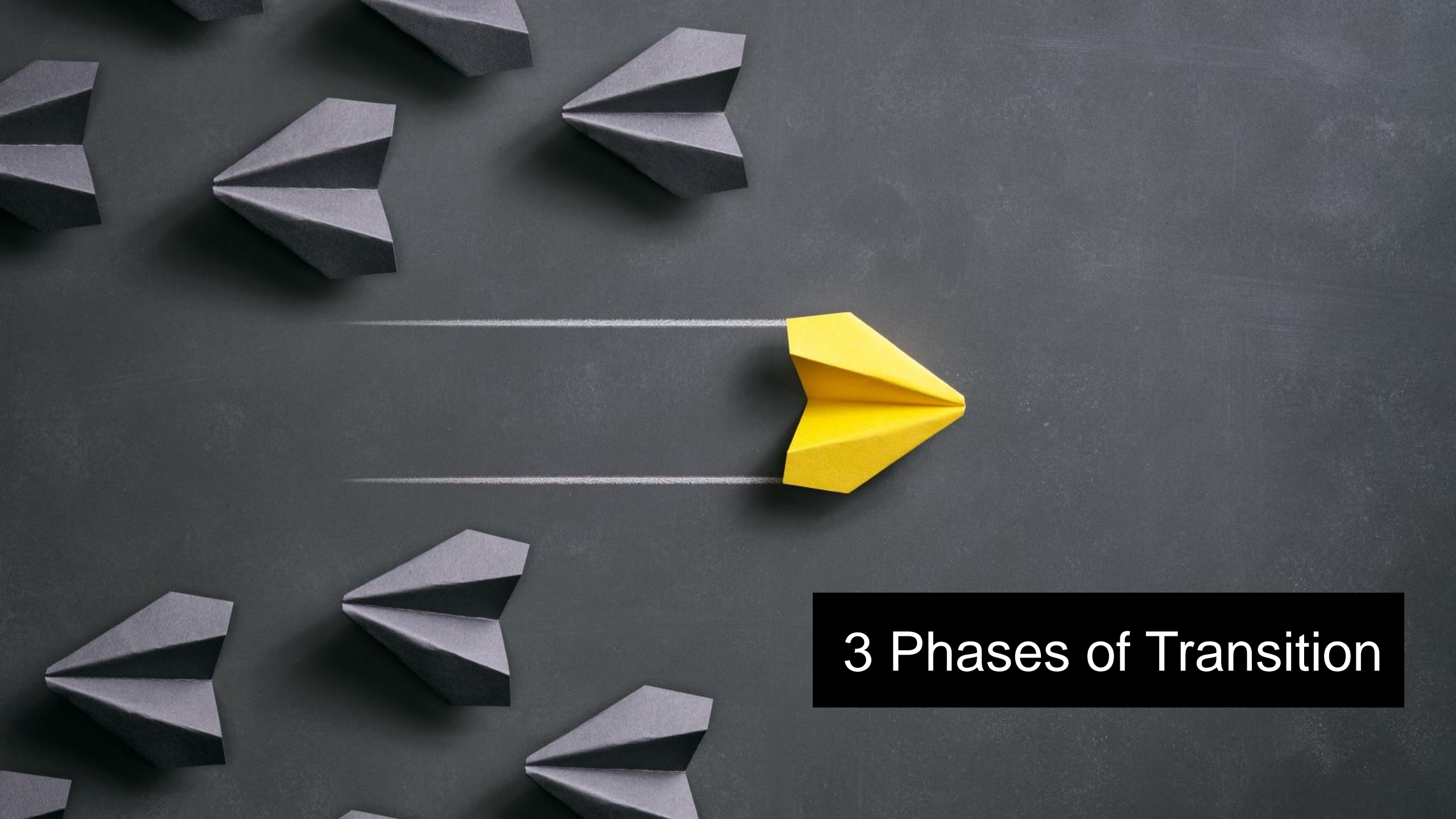
TRANSITION

The gradual, internal reorientation that happens as we adapt to change



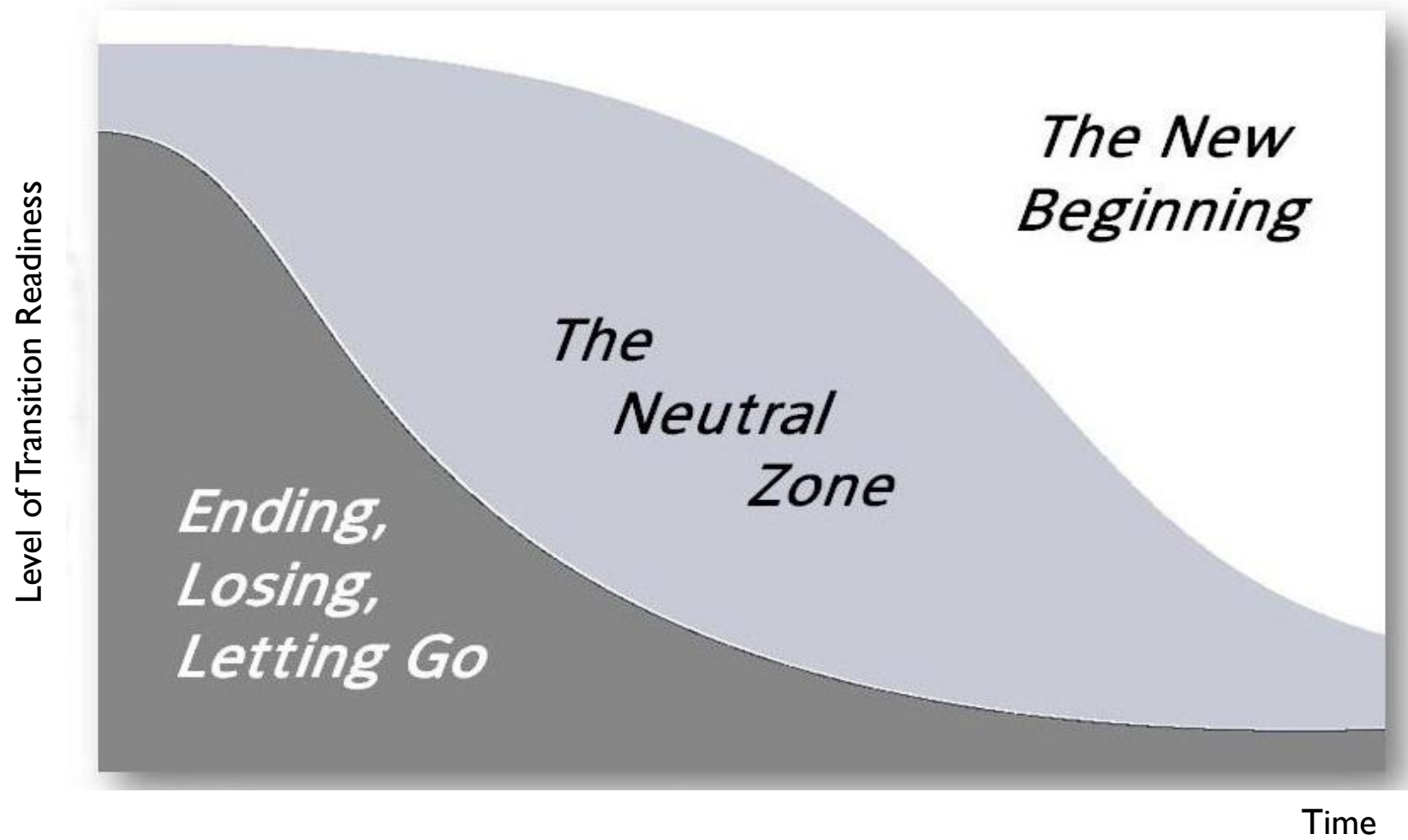
Change = Gains

Transition = Losses

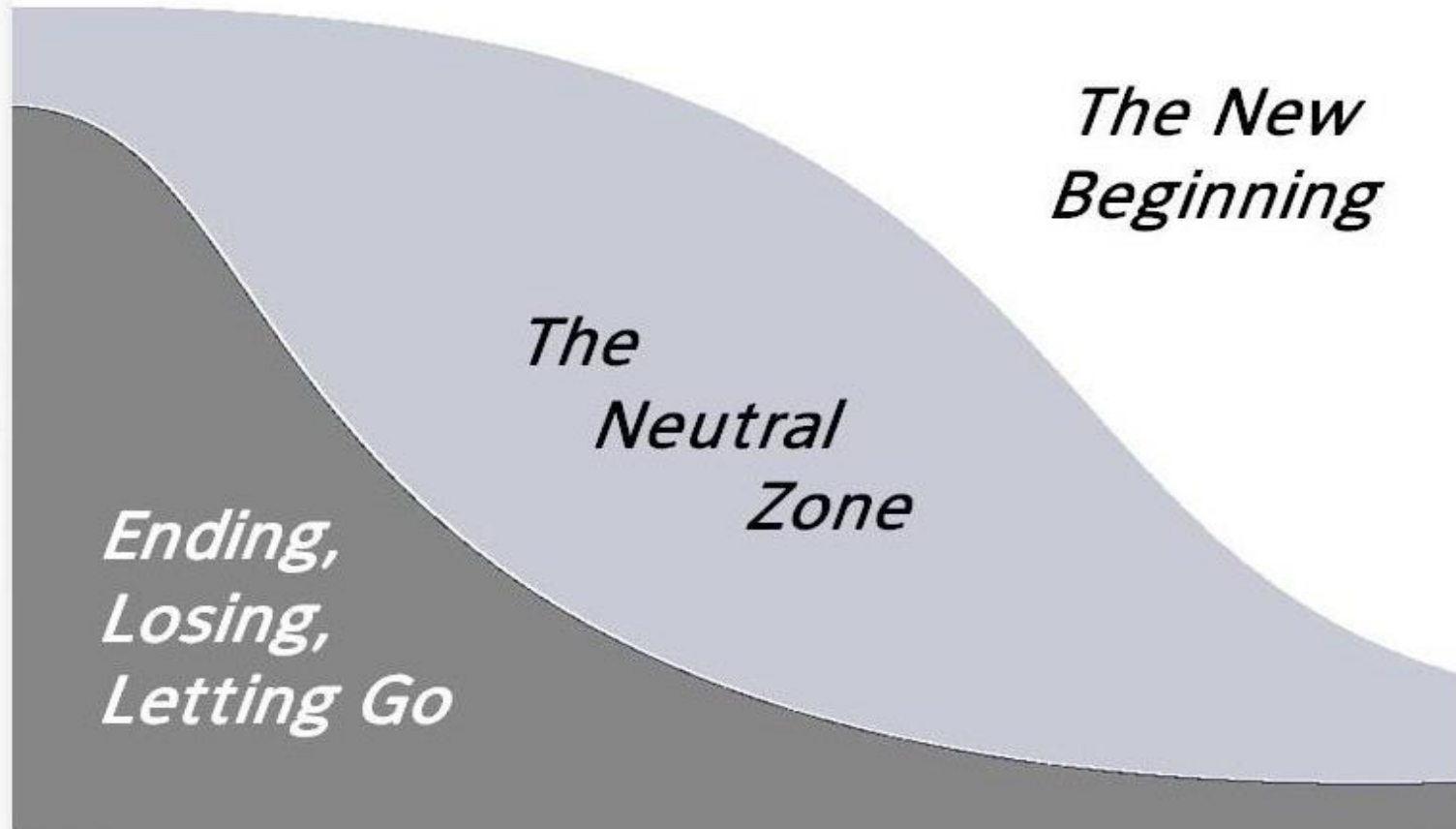


3 Phases of Transition

TRANSITION PROCESS



TRANSITION MAP





It's transition, not change
that people resist.

WILLIAM BRIDGES
(1933 – 2013)

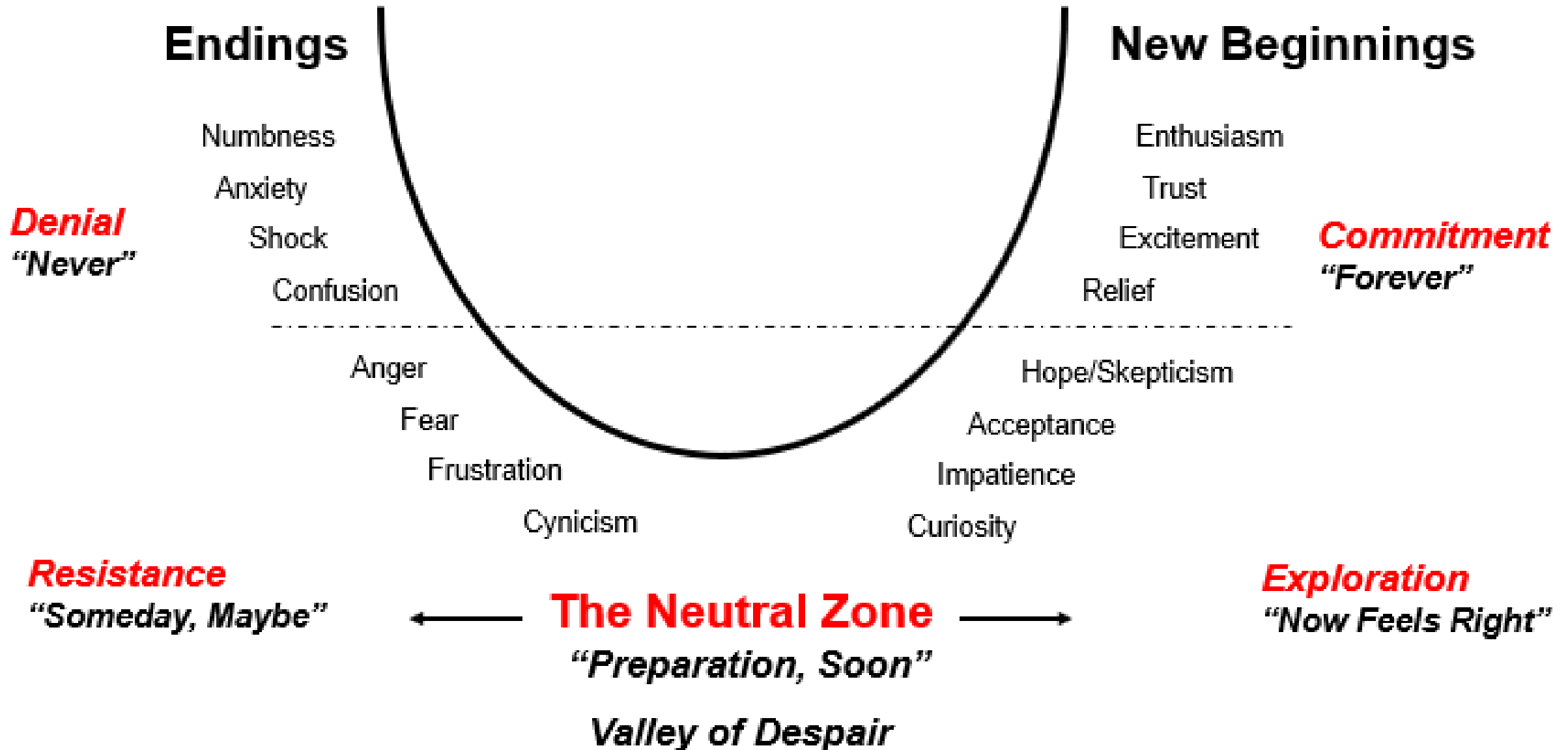
WHERE ARE PEOPLE (YOUR
STAKEHOLDERS) IN
TRANSITION?



EMOTIONS & BEHAVIORS



PHASES OF TRANSITION - EMOTIONS





WORDS & PHRASES

LOSSES





LOSSES

Comfort zone, routines

Relationships

Power, influence, network

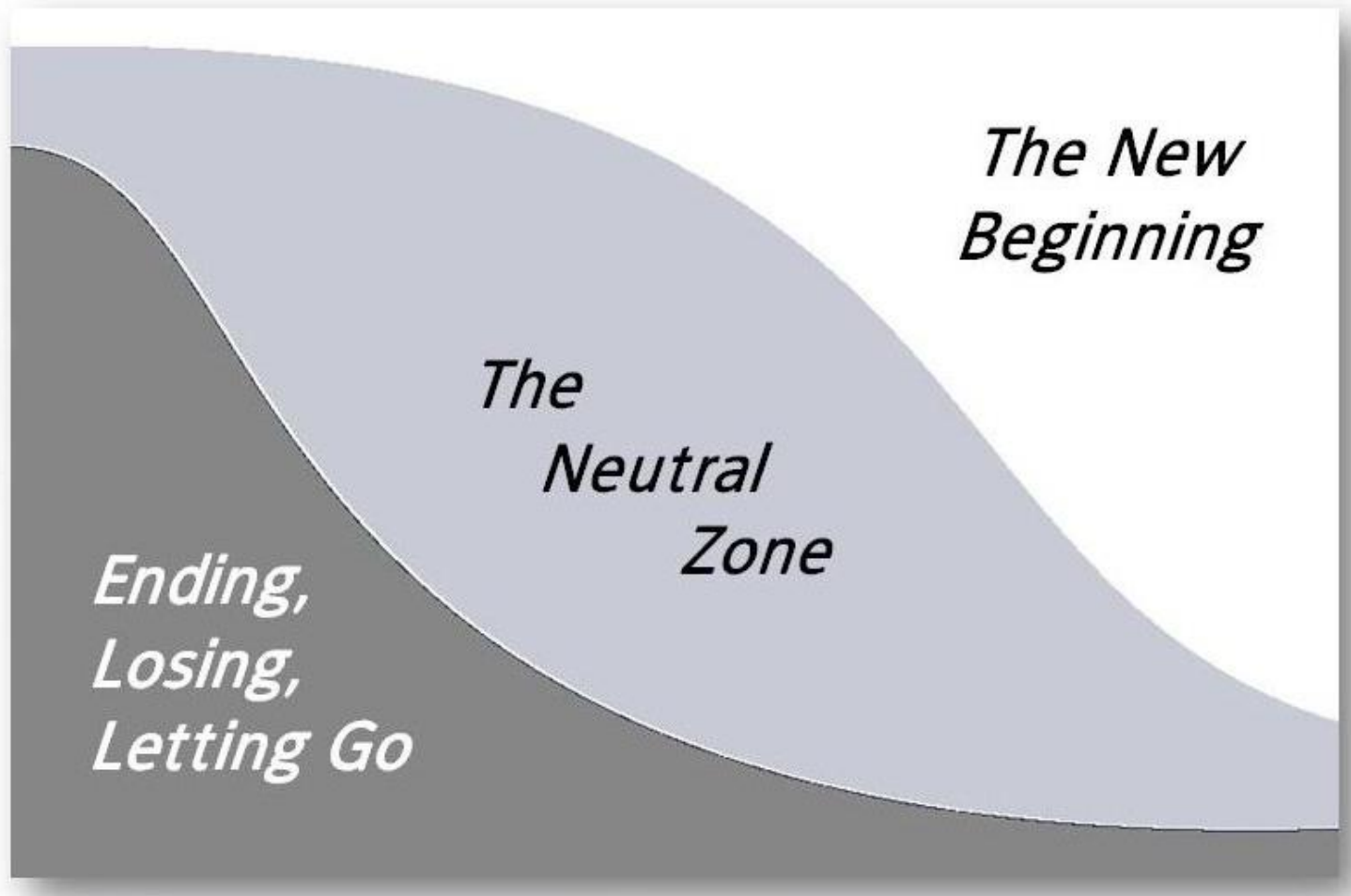
Perks, benefits

Competencies

Identity

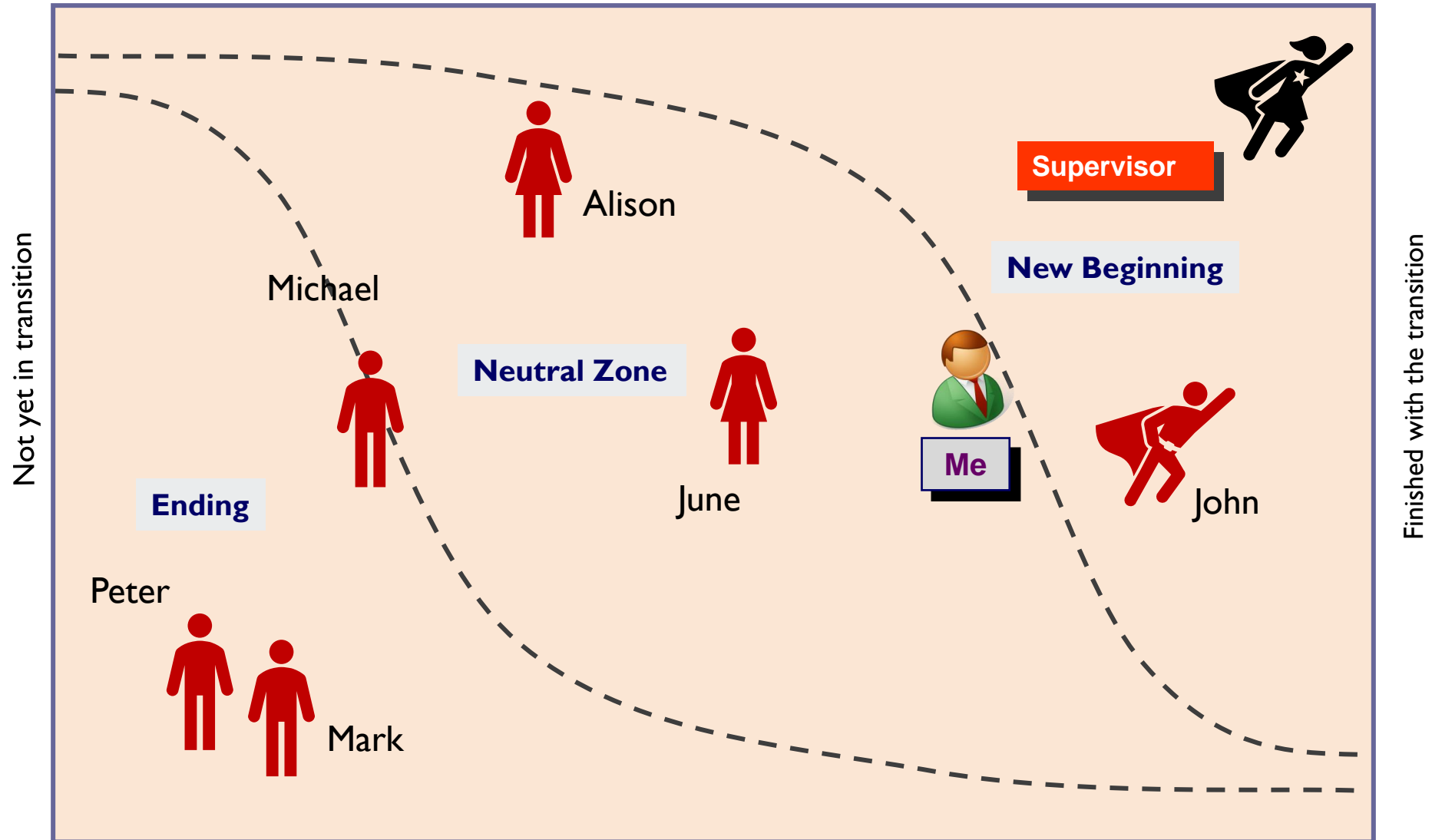
Face

WHERE ARE PEOPLE (STAKEHOLDERS) IN TRANSITION?



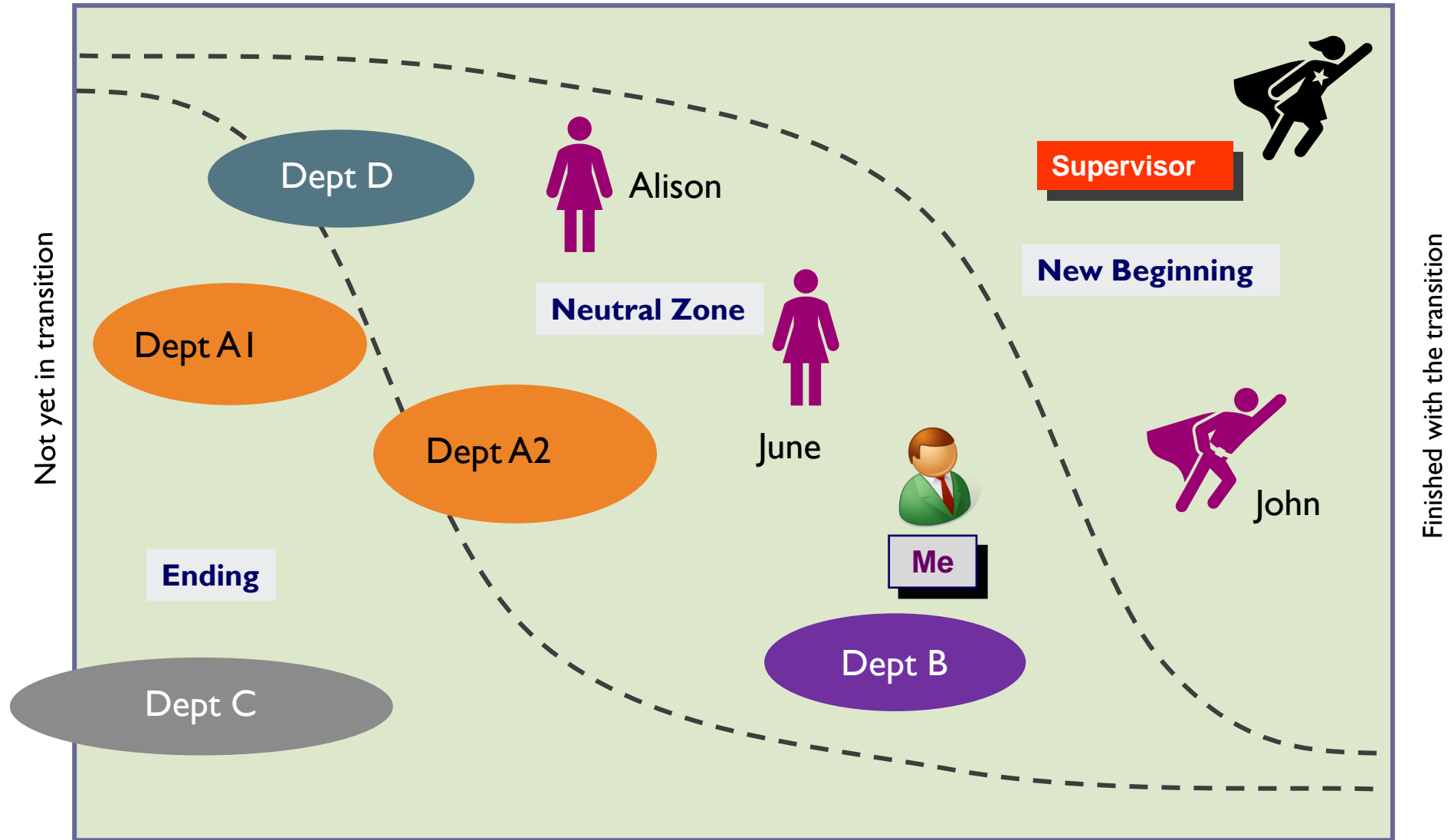
Org Change: Restructuring (Dept.)

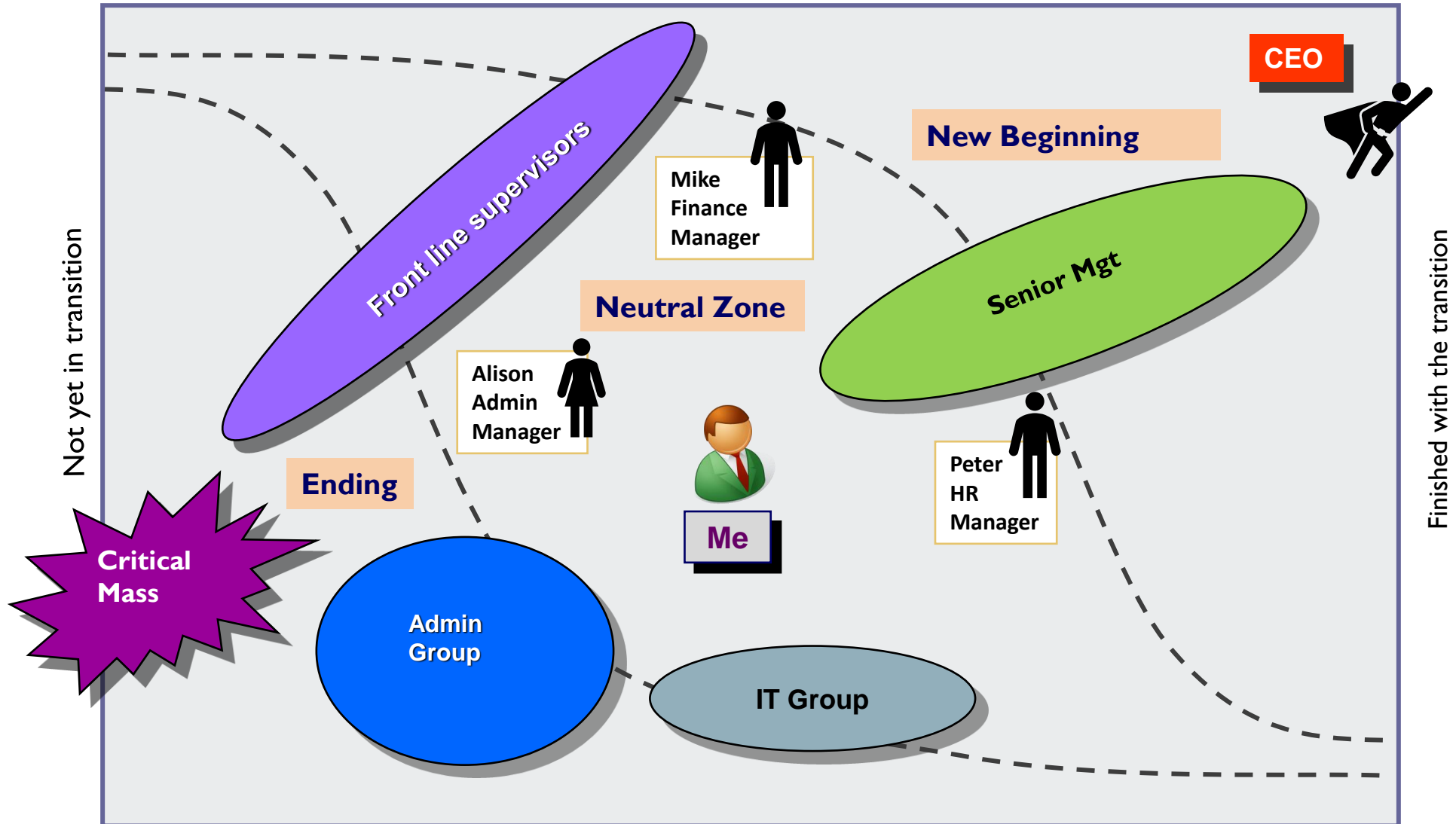
Date of Transition Map: 2 Sep 2021



Org Change: Restructuring (Div.)

Date of Transition Map: 2 Sep 2021





YOUR TRANSITION MAP



Plot where you and your stakeholders are in the transition map, as of today.

You have 6 minutes to draw your transition map.

IMPLICATIONS

1. Beware of the **“Marathon Effect”**.
2. Leaders expect followers to be at The Beginning; followers begin at The Ending.
3. Leaders are managing the change; followers are managing their transition.
4. The Ending phase is not a “bad” place, nor is it a place for “troublemakers”.
5. You can use the transition map to track the progress of your change. ❖



TRANSITION STRATEGIES



MANAGING ENDINGS



MANAGING ENDINGS

Characteristics:

- Loss, letting go, getting closure, saying goodbye

Strategies:

- Losses are subjective
- Mark endings
- Honor the past
- *See handout*

Leader's main task:

- Help people disengage from the past
- Empathize ❖

THE NEUTRAL ZONE





LEADING THROUGH THE NEUTRAL ZONE

Characteristics:

In-between time; chaos, wilderness

Reframe, rebuild, re-skill, renew

Strategies:

Communication – 2Cs and 4 Ps

Training support

See handout

Leader's main task:

Provide support systems

Go for the “low hanging fruits”

COMMUNICATION

2Cs

- Connection
- Concern

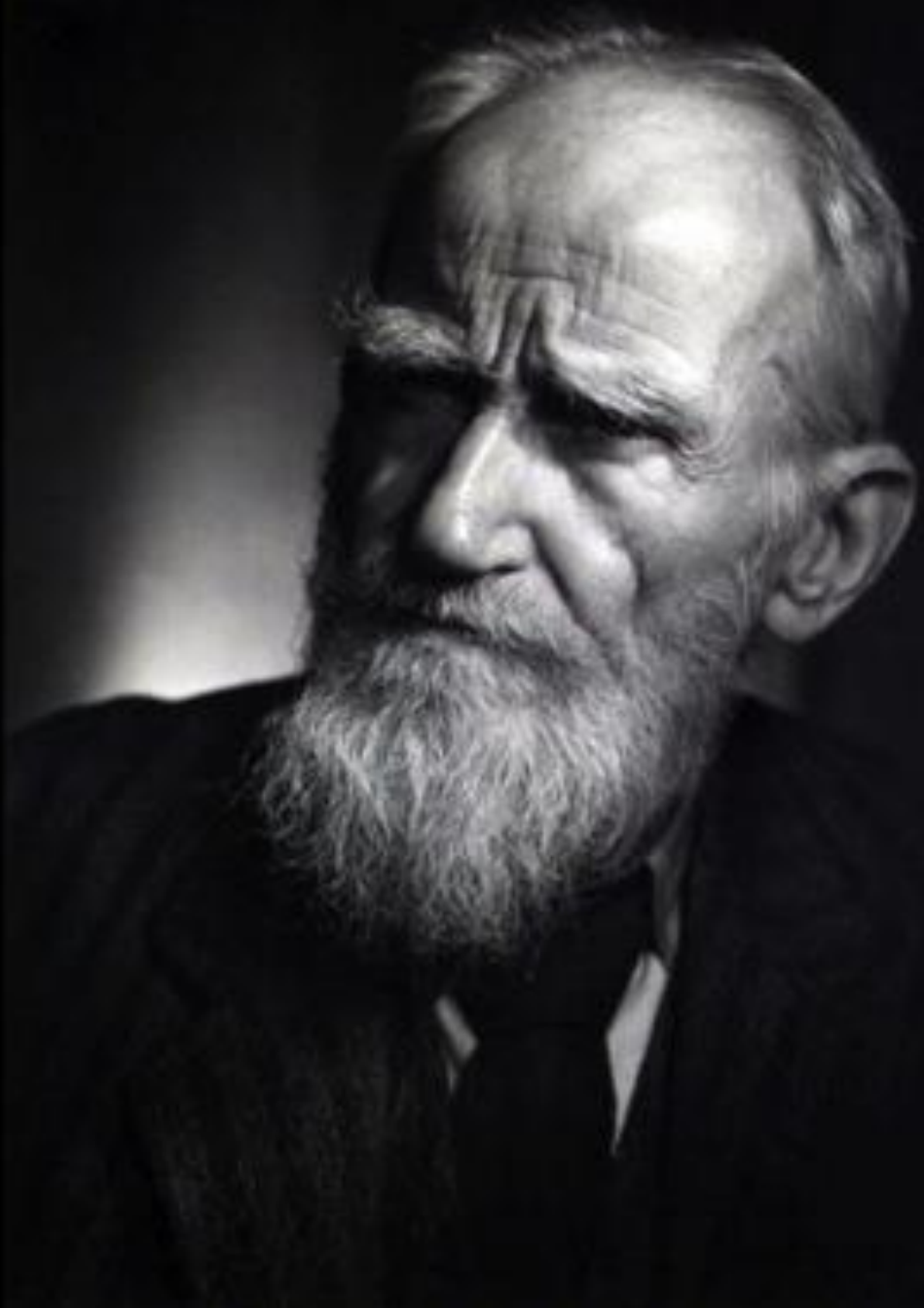
4Ps

- Purpose
- Picture
- Plan
- Part

“

THE SINGLE BIGGEST
PROBLEM
IN COMMUNICATION
IS THE ILLUSION THAT IT
HAS TAKEN PLACE.

- GEORGE BERNARD SHAW





HOW MUCH COMMUNICATION IS NEEDED?

6x



Use 6 different media,



On 6 different occasions.

THE NEW BEGINNING





FACILITATING THE NEW BEGINNING

Characteristics:

Being “with it”; the new chapter, renewal

Strategies:

Rewards and recognition

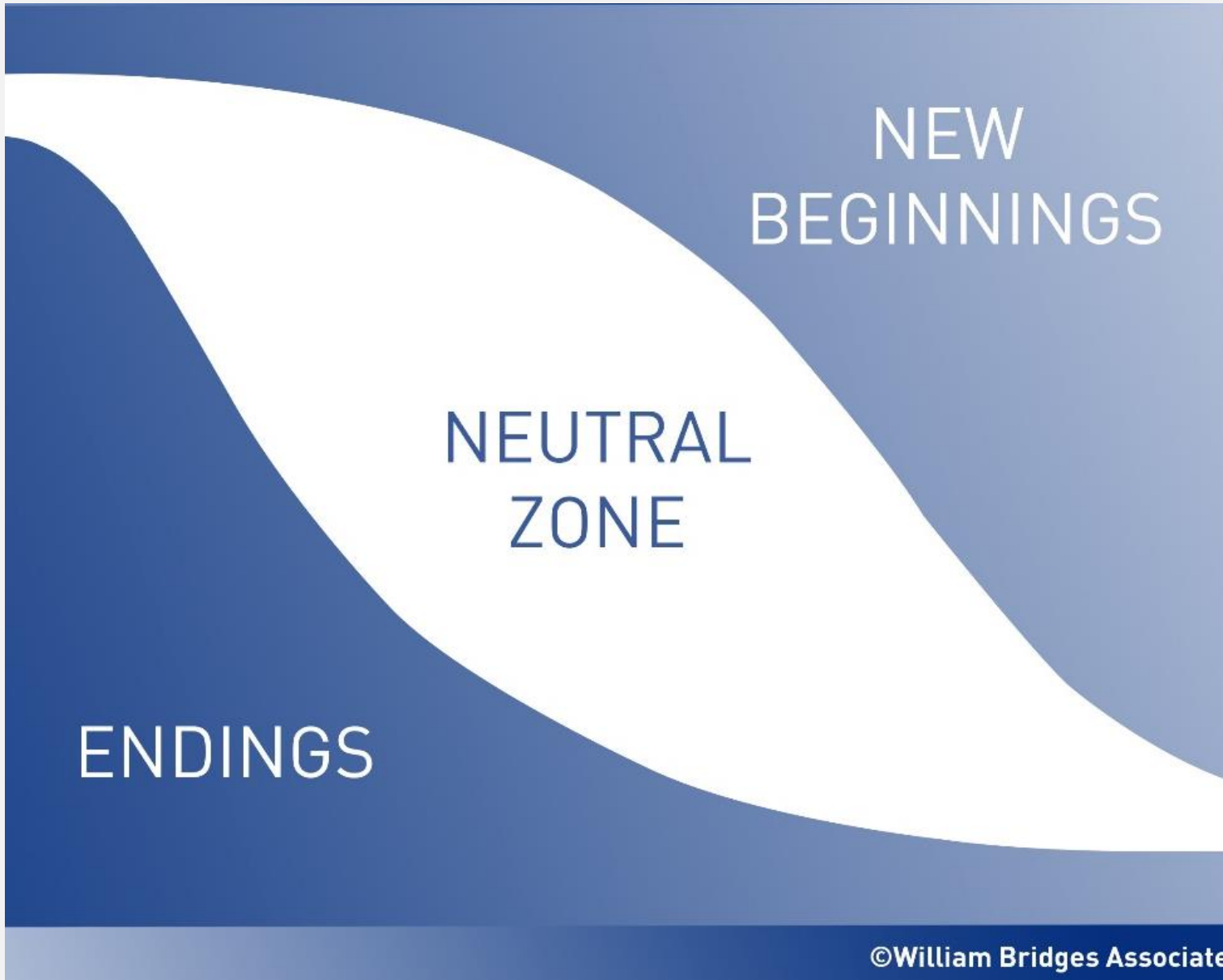
Engineer quick wins

Celebrate the success

See handout

Leader’s main task:

Help people adapt



PUTTING IT ALL TOGETHER

Your Transition Map Activity



TOOLKIT

CHANGE & TRANSITION PLAN

Tasks	Year 1												Year 2											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Planning	John																							
Research		John																						
Lit Review			Mary																					
Survey			Mary																					
Interviews				Mary																				
Design							Peter																	
Implementation														Peter										
Follow up	John			Mary				Mary					John							John				
Communication	Townhall		Division			Dept		Townhall																
Training							Peter					Peter												

I COMMIT TO ...

X





It's transition, not change
that people resist.

WILLIAM BRIDGES
(1933 – 2013)