



## CHANGE MANAGEMENT

DIAL 844- WEB ADIGO

**(844-932-2344)** *NO ID NEEDED*

**START TIME: 5 MINUTES AFTER THE HOUR**  
WE'LL GO FOR 20 MINUTES UNTIL 25 PAST



**A Conferencing Tips  
Webinar with Brad Volin,  
President of Adigo –  
5/12/2015**



## AGENDA

- Intros
- Basic introduction to change management characters: allies, adversaries, rivals and supporters.
- Tips for getting buy-in from the team – and keeping all members focused.
- Suggestions for how to push change through – and then keep it in place.



## INTRODUCTIONS

- President, Adigo
- Experience at Public and Private companies
- Change, change, change!
  - Always lots of change involved when running companies, especially startups!



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## WHAT'S THE PROBLEM?

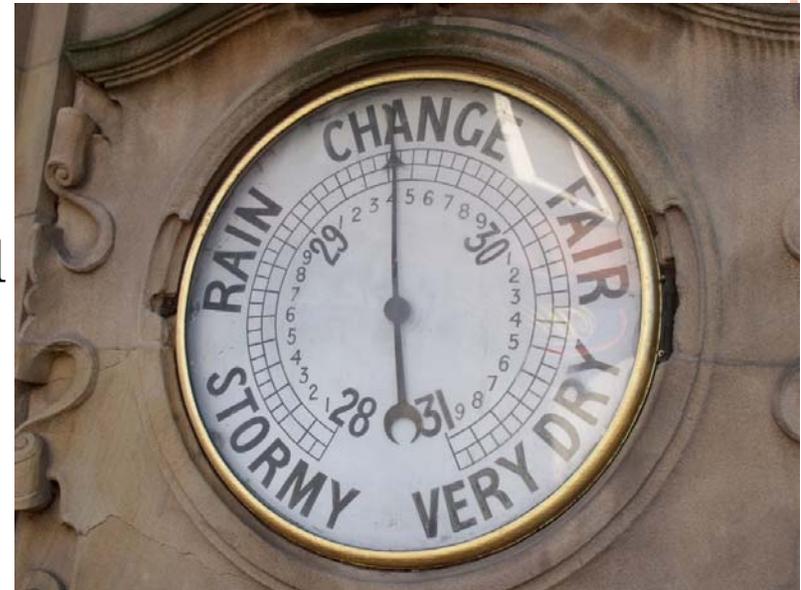
- **Change – a scary thing.** It can be uncomfortable, complex, even painful.
- **Change = a necessity.** In order to stay nimble and dynamic, companies must not only welcome change; they must also enact it.





## IMPORTANT CHANGE QUESTIONS

- What is our mission? How can we accomplish more, remain competitive, become more profitable?
- What does success look like operationally and financially – and how does this benefit our employees and customers?
- What resources and relationships are mandatory to accomplish our goals?



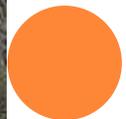


## MORAG BARRETT'S CHANGE CHARACTERS

- **Ally** – looks out for you and is invested in your success. Unconditional relationship that goes beyond the transactional.
- **Supporter** – cheers you on and provides positive feedback when asked. *A network of supporters may result in complacency.*



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## MORAG BARRETT'S CHANGE CHARACTERS

- **Rival** – Competes with for resources and rewards. May be for or against you depending on agenda.
- **Adversary** – Can be overt/covert in efforts against you. Consistent antagonism.





## DEALING WITH CHANGE CHARACTERS

- **Nurture allies** – initiate high-quality, intentional interactions.
- **Rally supporters** – strengthen your connection and move them into “ally” position.
- **Manage rivals** – manage potential volatility. Understand your rival’s perspective and anticipate when he/she may be against you.
- **Address adversaries** – consider strengthening allies, supporters and rivals. Don’t waste time or energy confronting an adversarial relationship head-on.



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## PRE-CHANGE RELATIONSHIP BUILDING

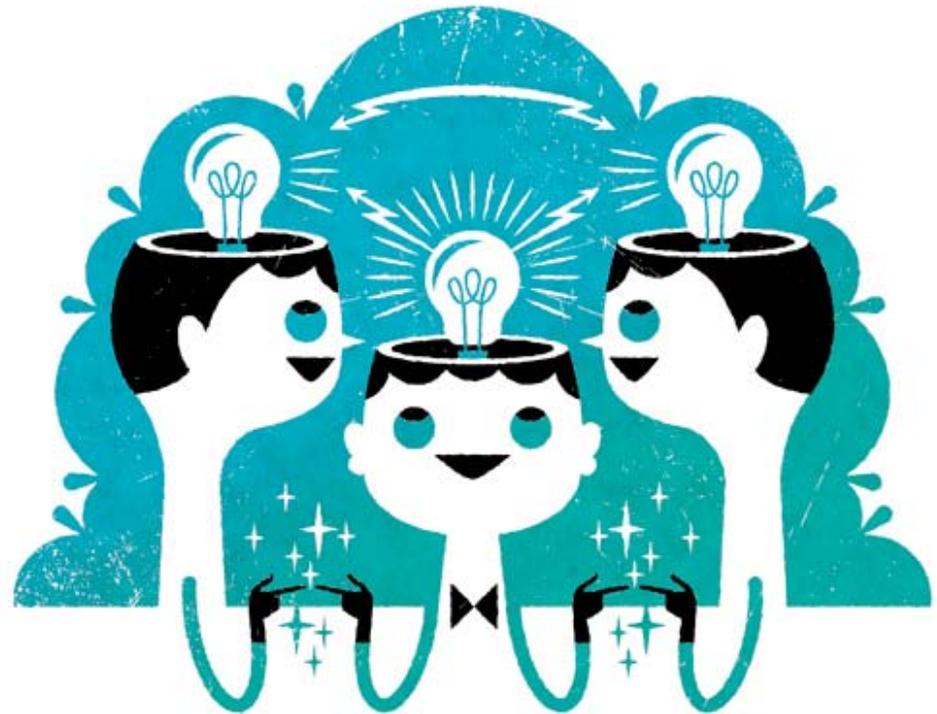
- **Align:** specify rules of engagement, address work style, outline decision-making procedures.
- **Adjust:** Give feedback, correct the course, or as a last resort – say goodbye.
- **Baggage:** Apologize, forgive, and name the elephant (or adopt the elephant!) in the room.
- **Applaud:** Say thank you, celebrate successes, and tell them “I am your ally.”





## A FEW MORE RELATIONSHIP HINTS

- **Abundance and generosity:** share your expertise and time to coach others. (supporter → ally)
- **Courage and vulnerability:** let your guard down to enable learning. (rival → supporter)
- **Candor and debate:** discuss the undiscussables before they become barriers. (adversary → rival)
- **Action and accountability:** demonstrate the behaviors of an ally without fail. (everyone → ally)





## JOHN KOTTER'S 8-STEP CHANGE PROCESS

### SET THE STAGE

- ✓ **Create a sense of urgency:** help others see the need for change and the importance of acting immediately.
- ✓ **Pull together the right team:** assemble a powerful group – one with leadership skills, credibility, communications ability, authority, analytical skills, and a sense of urgency to lead the change charge.





## JOHN KOTTER'S 8-STEP CHANGE PROCESS

### DECIDE WHAT TO DO

- ✓ **Develop the change vision and strategy:** clarify how the future will be different from the past, and how you can make that future a reality.





## JOHN KOTTER'S 8-STEP CHANGE PROCESS

### MAKE IT HAPPEN

- ✓ **Communicate for understanding and buy-in:** does everyone understand the vision + strategy?
- ✓ **Empower others to act:** remove barriers so people can get the job done.
- ✓ **Produce short-term wins:** create visible, obvious successes ASAP
- ✓ **Don't let up:** press harder and faster after success. Be relentless until vision = reality.

~~“IT'S TOO COLD”~~

~~“IT'S TOO EARLY”~~

~~“IT'S TOO HOT”~~

~~“IT'S TOO LATE”~~

MAKE IT HAPPEN.

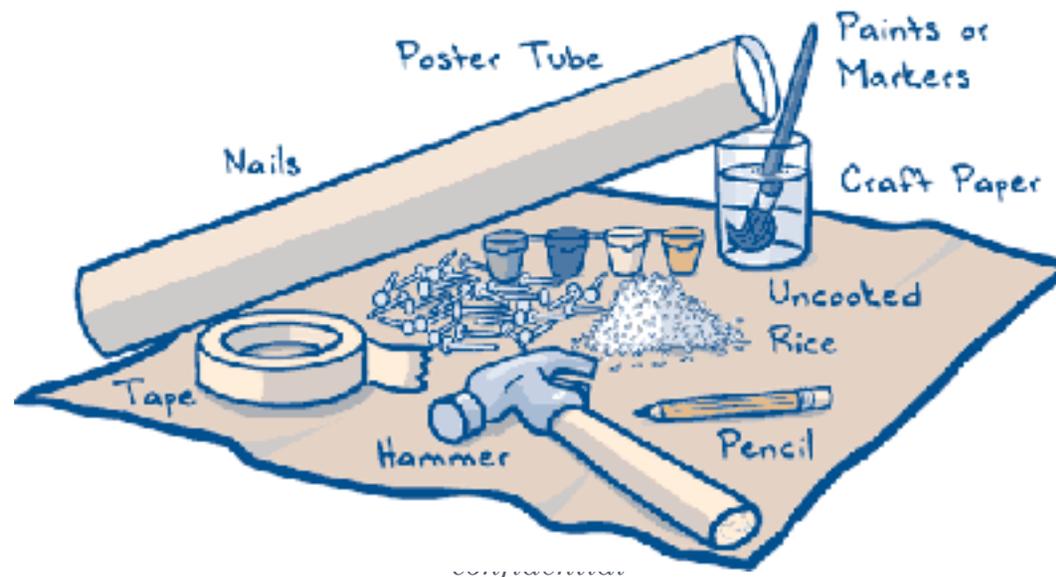


## JOHN KOTTER'S 8-STEP CHANGE PROCESS

### MAKE IT STICK

- ✓ **Create a new culture:** hold on to the new ways of behaving, and make sure they are strong enough to replace old traditions.

### You'll Need



## THINKING ABOUT CHANGE

- **TRY THIS:**
  - Collect data.
  - Analyze it.
  - Present the information **logically.**
  - Watch people change the way they **THINK** about change.



## FEELINGS ABOUT CHANGE

- **TRY THIS:** Create surprising, compelling, and if possible visual experiences to help change the way team members FEEL about the change.
  - What sort of visual, compelling, and surprising experience could you provide to help your team FEEL the necessity/importance of the change?





## ADDITIONAL RESOURCES FOR BETTER CHANGE MANAGEMENT

- *Our Iceberg is Melting* by John Kotter
- *Cultivate* by Morag Barrett
- “Change Management Requires Clarity and Alignment” by Glen Llopis at Forbes.com
- “6 Keys To Change Management: Why Willpower Alone Isn't Enough” by Ken Krogue at Forbes.com.
- *Strengthfinder 2.0* by Tom Rath
- Myers Briggs Personality Resources - <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>



## CONNECT

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<http://linkedin.com/in/bradvolin>

**How helpful was this? 1 (not much) – 5 (super)**

**For links, details and references, see our post:**

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