Surfing the Chaos: A Discussion About Leading Change

Acronyms and trivia

1. DCRE: Deny – Commit – Resist – Explore
2. ADKAR: Awareness – Desire – Knowledge – Ability – Reinforcement
3. ABC+ER: Actively participate – Build coalition – Communicate directly – Create environment – Provide resources
4. FUD: Fear, Uncertainty, and Doubt
5. Vroom: Motivational force MF comes from expectancy E (likelihood of achievement), instrumentality I (likelihood achievement will be rewarded), and valence V (meaningfulness of reward)

People questions

P1. How do you equip your team to recognize the **change curve** and work with it?
P2. How do you ease people into change, so they **thrive** instead of getting knocked flat?
P3. Who are the **right people** to involve early in a change, and how do you get them constructively engaged?
P4. How do you equip people to **take initiative** rather than be passive?
P5. What are the most important things a **change sponsor** should and should not do?
P6. What is the **role of supervisors and first line managers** in a change?
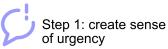
Solution questions

S1. How do you help your organization deal with the **ambiguity and fear** that often come with change?
S2. What are effective ways to deal **resistance** (whether pockets or wider)?
S3. What are some tactics to make change **stick**, so the organization does not revert back to old ways of doing things?
S4. How do **remote and hybrid work** affect your approach to change management?
S5. How do you lead a **stressed** team?
S6. How can you build up your organization's **capability** to deal with the accelerating rate and size of changes?
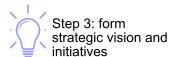
Bonus questions

B1. How do you **manage knowledge** during change, whether losing institutional knowledge due to turnover or acquiring new knowledge for new ways of working?
B2. What are the **most challenging types of change** to deal with and what's an effective strategy for tackling them?
B3. What should the role of **formal change management** be and how should that relate to **project management**?
B4. How can you **pick your battles** to avoid organizational change fatigue or starving important change efforts via too few resources?
B5. What are the most **essential things** a senior leader must do to increase the success of changes?
B6. How do you arrive at a good balance between **top-down** planning for change while still staying **adaptable**?

Kotter's essential steps for successful change

Step 1: create sense of urgency

Step 5: enable action by removing barriers

Step 2: build guiding coalition

Step 6: generate short-term wins

Step 3: form strategic vision and initiatives

Step 7: sustain acceleration

Step 4: enlist a volunteer army

Step 8: institute change

Adapted from http://www.kotterinternational.com/the-8-step-process-for-leading-change retrieved 6/30/16

Discussion notes (include question numbers such as S2)

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