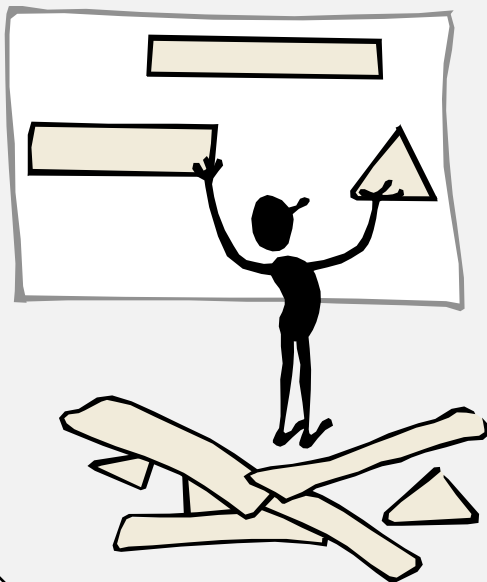


Helping People and Organizations to Change



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Why Change Management?


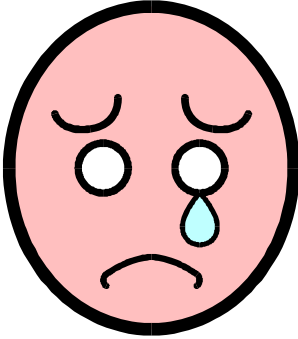
Success in agriculture depends on adapting to change. Those that adapt quickly often profit while those that cannot adapt, suffer. Think about the businesses you know and pick about three of the issues below. Make notes for yourself about how they have gained or suffered as a result of the issues.

Issues	<u>Gainers</u>	<u>Sufferers</u>
Organic		
Expansion		
Hispanic workforce		
Globalization		
Urbanization		
Nutrient management		

Change Responses Patterns of Behavior

How Individuals Respond to Change

- Change as loss
- Change as opportunity



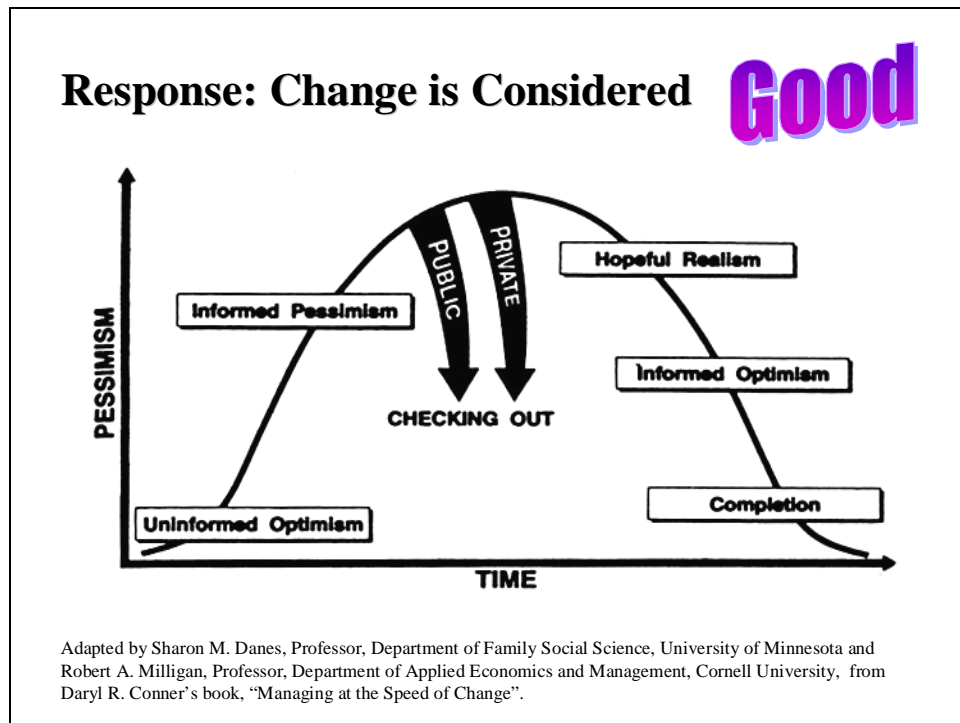
Research verifies that we follow one of two patterns of behavior following any change in our personal or work life

- change as loss
- change as opportunity

Notes:



Change as Opportunity



Change as Opportunity

Axes:

- Horizontal is time – exact time is different for each change and each individual
- Vertical – the level of pessimism about the change

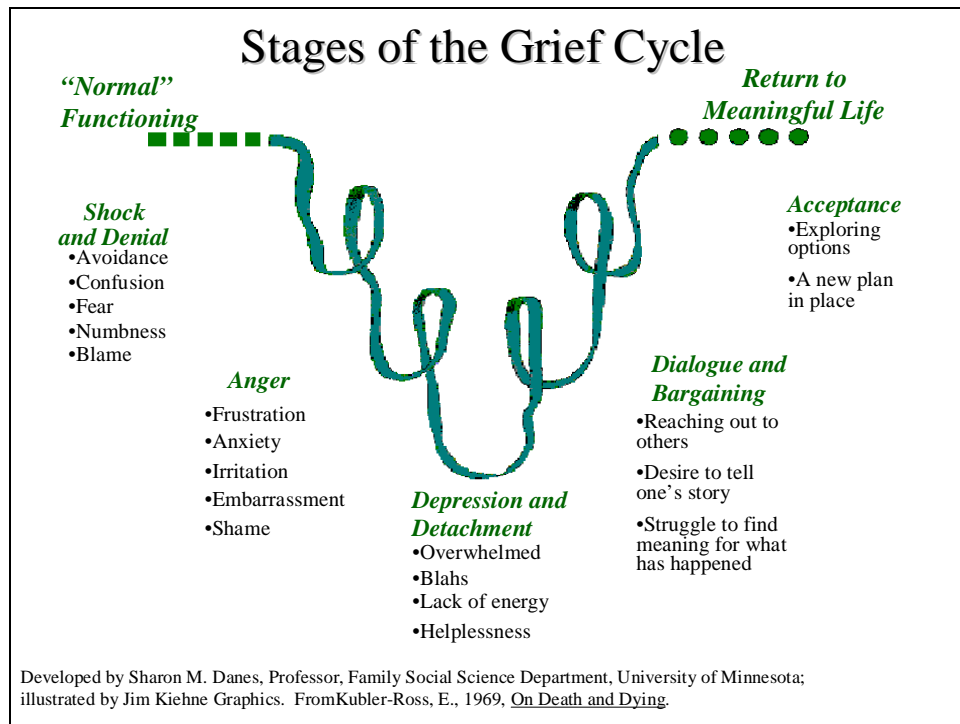
Stages:

- Uninformed optimism - There is excitement about the change decision and belief that this is the best decision. This is the "honeymoon" phase of implementation.
- Informed pessimism - The true impact, including the "warts," become apparent. Doubts arise about whether the change is good.
- Checking Out - The change is now viewed as a loss rather than an opportunity

Note: Informed pessimism is an inevitable part of change as opportunity; checking out is not.



Change as Loss



Change as Loss

The pattern that all individuals go through when they view change as loss is portrayed by the Grief Cycle. Develop for grief, further research has shown it to describe all change viewed as loss.

The Grief Cycle is not necessarily a linear progression.

People can get stuck at any stage or flip back to a previous one.

Decision-making is very difficult and unwise in the shock, anger and detachment stages.

An individual views the situation differently after completing the Grief Cycle.



STAGES OF THE GRIEF CYCLE PERSONAL AND CONFIDENTIAL EXERCISE

1. Identify and describe a major change as loss you have experienced in your personal or professional life.

2. Reflect on your change and the grief cycle. Briefly describe your feelings and actions in each stage.

shock and denial

anger

depression and detachment

dialogue and bargaining

acceptance

3. Personal reflection: what lessons come to mind from these reflections?

What happens when there is too much change?

What
symptoms
might you
observe in a
person who is
unprepared
for the speed
of change in
his or her life?



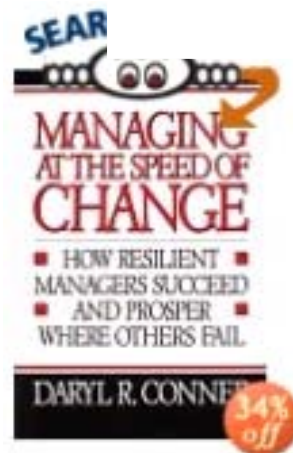
List emotions:



Managing at the Speed of Change

- We each have a certain amount of **resilience** for change.
- When the change we are facing exceeds our resilience capacity, we become overwhelmed
- To be successful, our **resilience** must be large enough to handle the change we are facing.

We must learn to manage at the speed of change



How:

- Learning – understand change
- Increase our resilience – our capacity to manage at the speed of change!
- View change as opportunity

Normative and Non-Normative Change

Types of Change

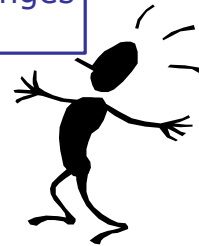


Normative Change

The normal, everyday changes that everyone faces

Non-normative Change

Unexpected change often referred to as a crisis



Let's divide the current and potential change faced by farmers into normative and non-normative:

Normative:

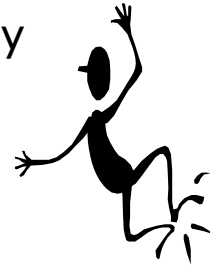
Non-normative:



Resilience Defined

Resilience Defined

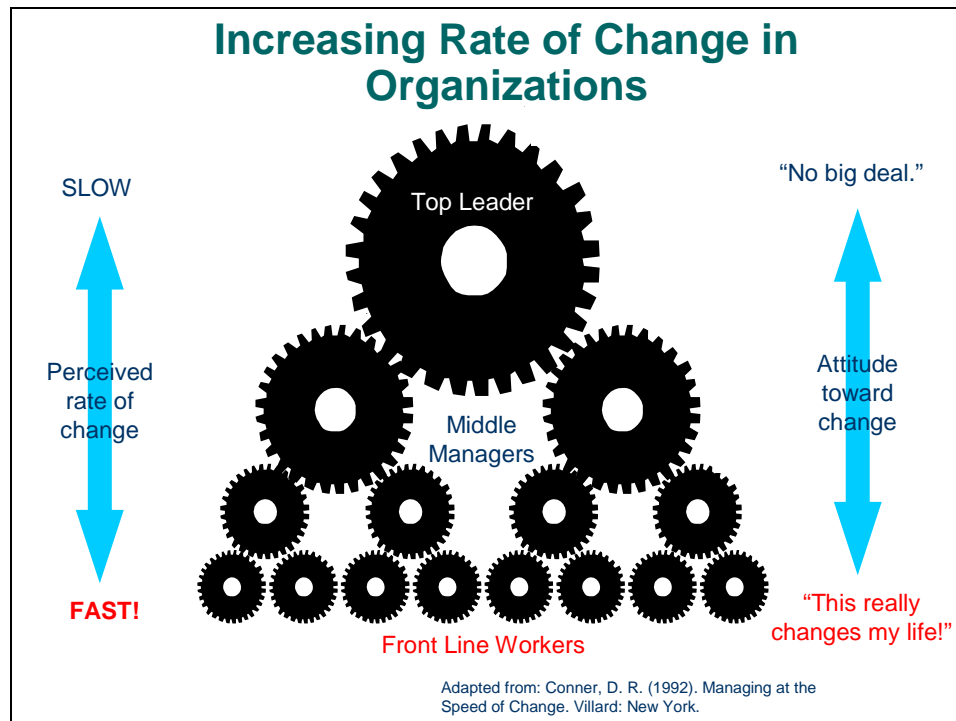
- For normative change:
Continued ability to view change as opportunity; ability to manage at the speed of change.
- For non-normative change:
Ability to bounce back from the consequences of unexpected change.



Roles in Change

Change Roles	Normative Change	Non-normative Change
Personal	Resilience makes possible view as opportunity	Resilience makes possible bouncing back
Organizational	Leadership & culture makes possible view as opportunity	Leadership and colleagues make possible bouncing back

Leading Change in Organizations



The perceived rate of change varies depending on where one is in the organization.

What a top leader perceives as “no big deal” might have a huge effect on a front line worker.

“What?! We’re changing how we prep cows?!”

“Why do we have to change the timed breeding schedule again, I was just getting used to the old way?!”



Eight Steps for Successful Organization Change

(Adapted from Kotter, J.P. and Cohen, D.S. (2002). *The heart of change*. Harvard Business School Press: Boston)

Step	Action	New Behavior
1	Increase urgency	People start telling each other, “Let’s go, we need to change things!”
2	Build the guiding team	A group powerful enough to guide a big change is formed and they start to work together well.
3	Get the vision right	The guiding team develops the right vision and strategy for the change effort.
4	Communicate for buy-in	People begin to buy into the change, and this shows in their behavior.
5	Empower action	More people feel able to act, and do act, on the vision.
6	Create short-term wins	Momentum builds as people try to fulfill the vision, while fewer and fewer resist change.
7	Don’t let up	People make wave after wave of changes until the vision is fulfilled.
8	Make changes stick	New and winning behavior continues despite the pull of tradition, turnover of change leaders, etc.



Roles of Change

- **Sponsor:** Individual or groups who has the power to sanction or legitimize change.
- **Agents:** Individual or group who is responsible for actually making the change.
- **Targets:** Individual or group who must actually change is the target.
- **Advocates:** Individual or group who wants to achieve a change but lacks the power to sanction it.
- **Obstacles:** Individual or group who wants to resist change for reasons real or imagined.

Adapted from Connor, 1992

Roles Consultants/Agents Choose: Expert

- “You are the expert, find out what is wrong and fix it.”
- Sponsor gives complete responsibility to agent
- Solution is owned by the agent alone and may not get support from anyone in the organization



Roles Consultants Choose: Pair of Hands

- “Here’s the problem we’re having, I want you to take these steps to solve it.”
- Sponsor keeps control of the situation and limits the agent’s ability to look for the real solution
- If the plan fails (which it probably will), the agent still gets the blame

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Roles Consultants Choose: Collaborative

- The consultant’s specialized knowledge is joined with the manager’s knowledge of the organization
- The manager and the consultant work together to gather data, define problems, and develop and implement solutions
- Responsibility is shared



Your Plans for Advocating Organization Change

Step	Action	Your Plan Notes
1	Increase urgency	
2	Build the guiding team	
3	Get the vision right	
4	Communicate for buy-in	
5	Empower action	
6	Create short-term wins	
7	Don't let up	
8	Make changes stick	



CONSOLIDATING WHAT WE HAVE LEARNED

Answer the following two questions:

1. What is the most valuable lesson I have learned today?

2. Share your answers to the first question and reach a consensus for your group. You will share your consensus about the most valuable lesson with the large group.



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