A Change Will Do You Good

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"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."

– Socrates

"Change is difficult. Not changing is fatal."

"It is not the strongest or the most intelligent who will survive but those who can best manage change."

– Charles Darwin
Session Objectives

- What does the change process look like?
- Introduction to a Six Step Change Model
- How do you manage internal resistance?
- Tools to take away and implement in a major change initiative
Mind Playing Tricks – Why resist change?

- It’s too difficult.
- It’s not our problem.
- We don’t have the resources.
- We’ve always done it this way!
- It’s too complicated.
- It’s not my job.
- What’s in it for me/us?
- We didn’t budget for it.
- It’s not broken; why fix it?
- It’s too much effort.
- Others??
Why do change efforts often fail?

• Lack of leadership
• Insufficient consensus across all levels within an organization
• Not enough clarity in purpose and focus
• Misalignment in strategic philosophy and goals

Source: Forbes Leadership, June 30, 2014
The Change Process

You don't have to see the whole staircase, just take the first step.

If nothing ever changed, there'd be no butterflies.
- Unknown

One reason people resist change is because they focus on what they have to give up, instead of what they have to gain.

RICK GODWIN

The industry lives here.
Change & Transition

- *Change* is **external**, situational (new site, new boss, new company, new policies)

- *Transition* is **internal**, the psychological process people go through to come to terms with the new situation.
Change and Transition Are Two Very Different Phenomena

CHANGE
- Events
- Situational
- Outcome-focused
- Relatively quick
- Gain

TRANSITION
- Experience
- Psychological
- Process-focused
- Gradual and slow
- Loss
The Transition Process

Old Way Ends: Transition Begins

High

Personal Mood/Productivity

Low

Denial

The Pit

Acceptance

Testing New Way

Commitment

Letting Go of the Past

New Way

Time
6 Step Change Model

“The most effective way to manage change is to create it.”

Either you’re an agent of change, or you’re destined to become a victim of change. You simply can’t survive over the long term if you insist on standing still.

- Norm Brodsky, Entrepreneur

“The Pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.”

John Maxwell

#NAAEduConf
6 Step Change Model

1. Challenge the Current State
2. Harmonize and Align Leadership
3. Activate Commitment
4. Nurture and Formalize a Design
5. Guide Implementation
6. Evaluate and Institutionalize the Change
1. Challenge the Current State

- Gather and analyze data
- Establish a sense of urgency
- Establish change management roles
- Determine organizational readiness
2. Harmonize and Align Leadership

- Consider your change leader’s qualities
- Select a change implementation team
- Create a compelling change vision
- Define alignment
- Design a change communication plan
3. Activate Commitment

- Design the implementation plan
- Prepare for reactions to change
- Plan to manage resistance
4. Nurture and Formalize a Design

• Identify systems and solutions to support a successful change effort
• Select appropriate metrics
• Conduct a risk assessment
• Select appropriate implementation and planning tools
5. Guide Implementation

- Clarify the change agent’s role during implementation
- Identify ways to generate short-term gains
- Determine ways to increase motivation
6. Evaluate and Institutionalize the Change

- Create a process to evaluate the change effort
- Identify ways to institutionalize change efforts
Manage the Transitions: Systems and Solutions to Support Success

- Processes, both primary and those related that need to change
- Procedures that are part of processes that changed and the standard operating procedures that support them
- Pay and benefit systems, and other recognition efforts to support the new design
- Selection and hiring efforts to bring on people with required competencies
- IT systems that support the change either directly or peripherally
- New employee orientation and other training efforts
- Support for supervisors and managers since they hold the organization together during times of change
Managing Internal Resistance

- Plan for Resistance
- Change Agents
- The Learning Function
- Set Boundaries
Tools & Techniques to Support Change Effort

Executive Support
- Top down support
- Change ambassadors

Plan
- Create a road map
- Define roles and responsibilities
- Establish a timeline with milestones

Communicate
- Answer the WHY?
- Identify the BENEFIT
- Share the plan

Celebrate
- Share achievements
- Communicate results from the change initiative
- Gather input for future improvement
10 Essential Elements of Any Change Journey

1. Ensure that there is a good rational for making the change and readily share the value it will add.

2. The people leading the change must be trusted, respected, and recognized for follow through.

3. Create teams to plan, coordinate, implement, and troubleshoot the change intervention.

4. Involve as many people as possible.

5. Provide coaching, mentoring, training, and guidance to ensure individuals are successful in the new process or the changed organization.
6. Communicate, communicate, communicate. Listen, listen, listen.
7. Create new signs and symbols, logos, or events to celebrate the change.
8. Reward and reinforce people; celebrate success, large and small.
9. Use the power of an external consultant if you need to reinforce the plan or add credibility.
10. Help people align with the effort by maintaining the traditional relationships with them as human beings, while at the same time helping them create their new relationship with the changed organization.
Don't be afraid to change.
You may lose something good but you may gain something better.
Thank You

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