Change Is Good . . . You Go First!

The Five Keys for Overcoming Resistance to Change

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Partner & President
Ascent Advisor

Sky diving
Bungee jumping
Implementing change
Who wants to go first?
Learn how to embrace and grow from change
Change is inevitable
Growth is optional

Who We Are

Ascent Advisor is a management consulting firm taking organizations to the next level.

We are a trusted advisor to innovative leaders at the most successful companies seeking performance breakthroughs.

We help you achieve critical results in 100-days.
We build your organization’s capacity for change.
Objectives

1. Recognize the changes affecting your organization
2. Identify the root causes hindering results
3. Learn how to apply the Ascent Process
4. Build support for change through influence
5. Set goals to make a positive difference

Topics of Interest

Questions from participants:

1. How do you narrow the scope of a project without limiting its value or getting side tracked in tangents?
2. How do you get those that are against change to move closer to accepting change as good?
3. How can I help employees buy-in to new goals and direction and see change as an opportunity - not as a threat?
4. How do you successfully enforce accountability through influence, for those not reporting to me?
5. How to best engage management on critical activities for managing the change process?
6. Are carrots or sticks better for promoting change?
7. How to unite a team around a shared vision when no one has the final say?
8. What tools shall I use for managing change effectively?
Done Spinning?

Whether a change is an opportunity or a threat is up to you.

It’s Your Choice!

Change is Inevitable.

Growth is Optional.
Seven out of ten change initiatives fail to deliver the desired results.

WHAT CAN YOU DO TO SUCCEED?

The 5 Faces of Resistance

1. “We tried that and it didn’t work.”
2. “We’ve got other priorities.”
3. “We need more training.”
4. “Why this now?” (Can you believe this?)
5. “Sure, but it may take some time.”
The 5 Faces of Resistance

1. Low Trust
   “We tried that and it didn’t work.”

2. Lack of Focus
   “We’ve got other priorities.”

3. Weak Commitment
   “We need more training.”

4. Delayed Results
   “Why this now?”
   (Can you believe this?)

5. Poor Capability
   “Sure, but it may take some time.”

The Root Causes

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<tr>
<th>The Five Widening Gaps</th>
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<td><strong>Low Trust</strong></td>
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<tr>
<td>- Divisions between departments</td>
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<td>- Hidden agendas and politicking</td>
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<td>- Distrust of management</td>
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<td><strong>Lack of Focus</strong></td>
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<td>- Too many initiatives</td>
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<td>- Scope creep</td>
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<td>- Competing priorities</td>
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<td><strong>Poor Capability</strong></td>
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<td>- Getting the right person for the job</td>
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<td>- Unclear roles and responsibilities</td>
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<td>- Poorly defined work process</td>
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<td><strong>Weak Commitment</strong></td>
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<td>- Inconsistent leadership example</td>
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<td>- Playing favorites and ignoring bad conduct</td>
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<td>- Rewards misaligned with performance</td>
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<tr>
<td><strong>Delayed Results</strong></td>
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<td>- Unclear goals and measures</td>
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<td>- Lack of accountability</td>
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<td>- No feedback on results</td>
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There is no resistance to change. There is only resistance to pain.

You can change effectively by removing the root causes for resistance.

Research Findings

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<th>Change Masters</th>
<th>10 Most Successful Changes</th>
<th>Stock Appreciation</th>
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Average Gain from a Successful Change: 363%

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<th>Change Failures</th>
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Average Loss from a Failed Change: -42%

1,000% Growth Maximum Difference!
400% Growth Average Difference!
Recognizing the Course

Change Patterns
Stock Price of Companies during Change Period

The Ascent Process

Build Common Purpose
Clarify Direction
Develop Capacity
Inspire Commitment
Achieve Results

Envision
1. Vision
2. Customers
3. Alignment

Evaluate
4. Situation
5. Strategy
6. Priorities

Empower
7. People
8. Process

Engage
9. Work
10. Example
11. Recognition
12. Teamwork

Evolve
13. Goals
14. Measures
15. Feedback
The Ascent Process

Applying the Ascent Process

To apply the Ascent Process:
• Focus on closing a specific performance gap, or
• Apply the entire process to achieve peak performance
Creating the Ascent Plan

A1 Ascent Project Plan

**WHY**

**ENVISION:** What is the desired result?
1. Vision: What is the desired result? Describe the project expected outcome.
2. Customers: What is the benefit to others? Describe the value to end-user.

**HOW**

**EMPOWER:** How will you build capacity?
4. People: Who is responsible for doing what? (see the say plan and their name)
5. Process: What is the action plan? (see the steps for implementing the project)
6. Skills: What knowledge, skills and tools are needed? (see the required competencies)

**ENGAGE:** How will you increase commitment?
7. Leadership: What behaviors will demonstrate commitment? (see the say steps)
8. Recognition: What actions will ensure participation? (see the steps)
9. Teamwork: What level of support and collaboration is required? (see the necessary)

**EVOLVE:** How will you measure progress?
10. Stake: What are the project critical milestones? (see the say steps)
11. Measures: What are the key progress indicators? (see the outcomes-focused measures)
12. Feedback: How will you report progress? (see the reporting process)

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Building Buy-In

**Roles we play based on level of Influence and Commitment for change**

- **Allies**
- **Challengers**
- **Followers**
- **Blockers**

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The Role of Allies:

- An Ally is an active supporter of the change
- Allies have positive attitudes towards the change
- Allies are willing to play a role during the implementation process
- A strong Ally is a formal or informal leader in the group

How to Engage Allies?

The Role of Followers:

- A Follower is a friendly supporter of the change
- Followers are generally open to change
- Followers are willing to lend their votes in support of the process
- As a group, Followers can be very influential

How to Engage Followers?
Challengers

The Role of Challengers:

- A Challenger is either not committed, or decidedly opposed to the change
- Challengers have reasons to believe the change is not good, or likely to fail
- When Challengers gain a new perspective, they become the strongest advocates
- Challengers, as an organized group can present significant resistance

How to Engage Challengers?

Blockers

The Role of Blockers:

- A Blocker is decidedly opposed to the change
- Blockers are convinced that the change is not good, or likely to fail
- Blockers will use their influence to prevent the change from happening
- The most powerful Blockers, will mask their true identity, to further their cause

How to Engage Blockers?
Barefoot Doctors

By changing yourself, you change how others respond to you. What actions will make you more effective at work and in your life?

Be the change you want to see happen.
Change is Inevitable.
Growth is Optional.

Take Aways

You can use the Ascent Process card to plan your next project.

You can receive an A1 with a copy of the Case Study reviewed today with your contact information.

You can purchase at the store the book: The Path of Ascent.
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