

CHANGE MANAGEMENT

Relating to "Change Management Presentation by:
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THEORIES AFFECTING CHANGE

DEFINITION OF CHANGE: CHANGE IS ANYTHING THAT FOR SOMEONE IS DIFFERENT FROM WHAT HAS BEEN, IS, OR IS EXPECTED TO BE, WHETHER THEY ARE AWARE OF IT OR NOT.

Change Management Concepts:

Change is ALWAYS occurring. It can't be stopped entirely, but it may be accelerated, slowed or directed to some extent.

The object is to control the **RATE OF CHANGE** so that the "System" and the people in it ADAPT and SURVIVE. Think of "Change" as a "Product" that uses organizational resources to occur. Therefore, it is important to control the nature of change, the rate of change and provide for periods with relatively small amounts of change. This is so the organization can internalize recent changes and it can get back to doing the job it was created to address. The planning, training, monitoring and discipline of the change requires time and money that might have been spent on other matters.

CONTINUUM OF CHANGE

The rate of change is the essence of "Change Management". It is well expressed by a continuum with "No change" on the left and rapid, explosive "Chaotic change" on the right. Change is occurring at variable rates that slides between the two extremes as if there were a rubber band pulling in each direction. The concept of a condition of "No change" is theoretical and would require the system to be "Frozen" or petrified. A system that excludes change, to the extent possible, will become irrelevant and will perish. Nature provides an example of this. Animals that environmentally adapt survive. The others become extinct.

Continuum of Change

NO CHANGE <-----> *Tension* <-----> RAPID CHANGE
Stability ----- Chaos
Petrified ----- evolution <-----> revolution
Death ----- Crisis

STAY AGENT <-----> CHANGE AGENT
Police Organization's <-----> Activist's
Role ----- Role

PERCEPTIONS ARE THE REALITY YOU MUST DEAL WITH

Life experiences are the basis for a person's attitudes, perceptions of a situation and response to it. The past becomes a filter that relates to the present and anticipated future. This may well be an involuntary or unconscious process, somewhat of a "conditioned response." It may be controllable to some extent.

When using this concept as a component of a change management plan, it is important to first determine where the culture of a person or an organization is at that moment. What are the values and norms, and how does that person or group see itself? It is helpful to understand how it evolved to be as it is. To be effective, your new change must start at a point where the person or group is comfortable. If you start where you wish them to be, it may be too large of a move and therefore resisted.

COGNITIVE EMOTIONAL CONTROL THEORY:

EXPERIENCE----->ATTITUDES (beliefs)-----> FEELINGS----->BEHAVIOR
(knowledge)
From Self & Personal &
Others Shared

Role play, that I am tossing a snake at you, what do you feel? After I describe that it was a rubber snake, a joke, how do you feel now? Most people in the U.S. today have not had personal contact with a snake, yet they believe the snake might feel cold or slimy or always be dangerous. While this is not accurate, it controls both emotional and physical responses as indicated below.

<u>Action</u>	<u>Thoughts</u>	<u>Feelings</u>	<u>Reaction</u>
#1.SNAKE	SNAKES BITE/BAD	AFRAID	JUMP
#2.RUBBER SNAKE	MADE A FOOL OF ME (YOU JERK!)	EMBARRASSED (ANGRY)	SHOUT HIT?

It was the SAME ACT, I threw something at you. But, because you perceived it differently, you felt different emotions AND REACTED DIFFERENTLY!

What you THINK can control what you FEEL.

Therefore, training may be helpful. Help a person learn to see an event from a different perspective and perhaps that person will have a modified response.

Remember,
CHANGE IS ALWAYS PERSONAL

PARTICIPANTS IN CHANGE

There are always two groups involved in change.

1. **DOER: THOSE WHO WANT AND PROMOTE CHANGE**
(The Boss, Manager, Change Agent)
2. **DOEE: THOSE AFFECTED BY CHANGE**
(Employee, Family, Community)

PRIME DIRECTIVE OF CHANGE MANAGEMENT

EVERYONE WANTS TO BE A DOER (NOBODY WANTS TO BE DOEE'ED)
Human Nature: People want to be in control....NOT to be Controlled

FIVE RESPONSES TO A PROPOSED CHANGE

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1. **ACCEPT IT (WITHIN THE "COMFORT ZONE")----- (DOEE)**
 2. **RESIST THE CHANGE----- (DOER)**
 3. **MODIFY THE CHANGE----- (DOER)**
 4. **PASS IT ON DOWN THE ORGANIZATIONAL CHART----- (DOER)**
 5. **PARTICIPATE IN PLANNING FOR CHANGE, co-ownership (DOER).**

Notice that ONLY when the proposed change is within the "Comfort Zone" of the person involved will that person just accept it. They seek and gain power and control in every other response.

RESISTANT BEHAVIOR IS A SYMPTOM...TREAT THE CAUSE of the resistance

CHANGE AGENT/MANAGER: already knows the need for the change

STAY AGENT/EMPLOYEE : sees the GOODNESS in the OLD Way &
(RESISTER DEFENDER) & WEAKNESS in the NEW way proposed

(NEITHER may see whole picture)

Find the ROOT CAUSE with a CONTROLLED INTERACTION (MEETING)
Plan to have the meeting run with a MINIMUM of RANCOR & MAXIMUM of RESPECT (find common ground).

SIX SOURCES OF RESISTANCE

1. **Change Agent, not the Change (don't trust him).**
2. **The Process of change (Started wrong place - too fast).**
3. **The change itself (Too drastic).**
4. **Nature of the Organization promotes resistance.**
(like Police)
5. **Something peculiar to the individual (Don't like it).**
6. **Context of the Change / Too Many other Changes in adjacent areas (off Balance).**

PLAN FOR SUCCESSFUL CHANGE

THE FIVE "WHO" QUESTIONS (Pre-Project Checklist)

1. WHO will be affected? (both real & perceived)
2. WHO will be needed to support the change? (influencers)
3. WHO has the information that is needed to implement the change?
4. WHO Should be involved & when?
5. WHO has the power to kill the change, how can it be controlled?

CHANGE IMPACTING ON POLICE ORGANIZATIONS

All organizations are subject to change, the origin of which can be divided into two general sources. They are:

1. Internally motivated/directed change (Organizational)

"We've decided to do it to ourselves."

2. Externally imposed change (Environmental)
(Includes social/economic mandates.)

"They've decided that we need to do it."

Police operations are more likely to be subject to external controls other organizations and businesses because of the very nature of police work. That certainly includes the extensive authority conferred upon police by law. That authority even permits police to legally kill another person in given circumstances!

Police Departments and their functions are:

- 1). Highly Visible
- 2). Interact with public's lives
- 3). Public sector has external politics
(private sector/mostly internal)
- 4). Trend for Gov't Accountability
(Since 1972 with President Nixon)

FINAL THOUGHTS on Change Management

- * Do your homework before you start to implement change. Look at such books as "Megatrends" by John Naisbitt. He teaches "Content Analysis" to assist in forecasting trends. It is easier to move with a trend than to start one or to reverse it.
- * Read Dale Carnegie's, "How to Win Friends and Influence People." It teaches a very common sense human relations concept that relates in many ways to change management.
- * Combine the respect for others so much a part of **Dale Carnegie's Philosophy** of "Building on personal and organizational strengths, not weaknesses", to promote acceptance.
- * Lead with a smile. (Would you rather follow an angry person?)
- * Acknowledge people's right to feel uncomfortable with change.
- * Since resistance to change is personal, as well as organizational, look for people within the organization who are performing most closely as you wish and use those people as "models" and salesmen for others.
- * **Change Management is really "Marketing" change.** How you "wrap it", "label it" and "describe it" are very important in their decision to "Buy" it.
- * **Timing is all important.** Good timing is perhaps more important than the process selected to implement the change. Sometimes, in order to be successful, you must pick another time for **that** project and work on an increment of that change or another project entirely. The need for the change may not diminish, but to try to force something on a person or group that is not prepared for the change is a serious mistake. Build on successes to lead in the direction you wish to go. Be patient. It took a long time to get where the person or organization is at the present. Evolutionary change sustains.
- * Sometimes, when confronted with resistance or indifference it is necessary to pre-plan how you will implement your change and then put it on the shelf for a better time.
- * Watch for key events which create an opportunity for your change. A crime, an accident or disaster may be the catalyst you need. The event need not be local to your community. The only requirement is that it is relevant to your program and that may need to be pointed out by you.

SUCCESSFUL CHANGE MANAGEMENT IS THE RESULT OF CAREFUL PLANNING

*"Whether you believe you can or,
Believe you can't,
You are probably right!
Henry Ford*

SURVIVAL

**YOUR SURVIVAL
DEPENDS NOT SO MUCH
ON WHAT HAPPENS TO
YOU AS TO HOW YOU
ADAPT TO WHAT
HAPPENS TO YOU.**

P.J. Laun

Epilogue

During Peter Laun's presentation, he asked the attendees for their views on what the most drastic changes/challenges in their jobs. The responses were:

- 3 votes Internet (one specified problems with quality of the information on the Internet and making users aware of the problems with Internet-based sources)
- 2 votes Getting clients to use resources already available
- 2 votes Marketing the library and instructing users
- 1 vote each Getting funds to change/survive;
 methods of searching/delivery;
 preserving information and data migration/transfer;
 demographics of staff (older, problems recruiting younger help);
 merging, positioning for survival;
 demand for electronic copies vs paper;
 leading management;
 information overload and overkill. Hard to stay motivated in keeping up with
 change;
 service mentality and demand for instant service.