Alaska State Council
SHRM Annual Meeting
September 2015

AFFILIATE OF

SHRM®
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

MISSION: POSSIBLE
CHANGE MANAGEMENT

Dr. Charla Brown
University of Alaska Southeast

Medieval Help Desk

https://www.youtube.com/watch?v=pQHX-SjgQvQ

Reasons Not To Change

50 Reasons Not To Change

50 Reasons Not To Change

50 Reasons Not To Change

50 Reasons Not To Change

50 Reasons Not To Change

M:I *Change Management*

VIDEO: https://youtu.be/CCuxnofBIKI

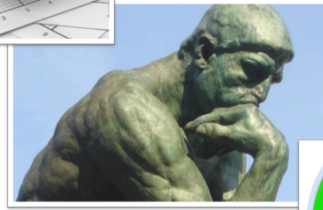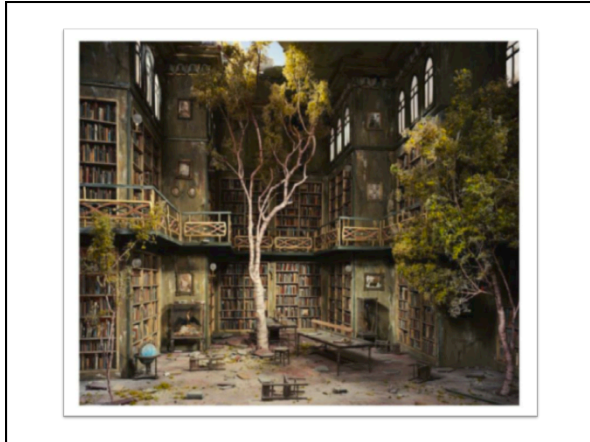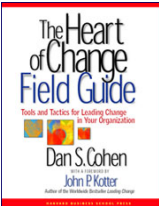## M:I *Change Management*

ANALYZE > THINK > CHANGE

SEE > FEEL > CHANGE

Kotter's Change Model

Step 1: Increase Urgency
Step 2: Build the Guiding Team
Step 3: Get the Vision Right
Step 4: Communicate for Buy-in
Step 5: Empower Action
Step 6: Create Short-term Wins
Step 7: Don't Let Up
Step 8: Make Change Stick

STEP 1
Create a Sense of Urgency

Signs of Complacency

STEP 2
Build the Guiding Team

Team Effectiveness

It's **NOT** Working!

X Cannot get resources
X Cannot get information
X Cannot get support
X Cannot get on agenda
X Cannot make decisions
X Do not motivate/inspire
X Do not have confidence
X No one-on-one time
X Must consult with experts

Team Effectiveness

It **IS** Working!

✓ Stay on track
✓ Constructive conflict
✓ Make tough decisions
✓ Communicate often
✓ Enjoyable atmosphere
✓ Autonomous
✓ Clear roles
✓ Believe in importance
✓ Have sense of urgency

STEP 3
Get the Vision Right

1987

https://www.youtube.com/watch?v=3EBxk6Rl1w

Vision Evaluation

- Futuristic (visual, compelling)
- Compelling (understand need for change)
- Desirable (appealing to many)
- Realistic and Feasible (concrete & viable)
- Clear and Focused (eliminates confusion)
- Flexible (allows for individual initiative)
- Easy to Communicate (appeal to emotions)

STEP 4
Communicate for Buy-in

STEP 5
Enable Action

STEP 6
Celebrate Short-term Wins

STEP 7
Don't Let Up

STEP 8
Make Change Stick

Fly to Win
• Be profitable every year

Fund the Future
• Maintain appropriate liquidity and use our assets to build our future

Make Reliability a Reality
• Deliver clean, safe and reliable air transportation and a competitive product

Working Together
• Make the new United a great place to work

UNITED

How to Change a Culture?

WHINING

Change Effectiveness

INDICATORS	CHANGE IS WORKING	CHANGE IS NOT WORKING
Change Leaders	Influence & Input	Criticized & Rejected
Change Resistors	Depart	Attention
Change Results	Evaluative	Challenged
Individual Focus	Success & Learning	Cost & Sacrifice
Organizational Emphasis	Improvement	Status Quo
Decision Making	New Vision	Past Practice
Organizational Emphasis	Improvement	Status Quo
Awareness	External	Internal
Performance	High Standards	Mediocre or Minimal
Perspective	Long-term	Short-term

The Heart of Change Field Guide
Tools and Tactics for Leading Change in Your Organization
Dan S. Cohen
John P. Kotter

Step 1: Increase Urgency
Step 2: Build the Guiding Team
Step 3: Get the Vision Right
Step 4: Communicate for Buy-in
Step 5: Empower Action
Step 6: Create Short-term Wins
Step 7: Don't Let Up
Step 8: Make Change Stick

Change Management