



## Implementing Workplace CHANGE

Presenter: *J. Gwen Kennedy, Ph.D./www.gkennedy.com*

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### Overview of the Presentation

 <b>Introductions</b> <ul style="list-style-type: none"><li>• Self</li><li>• Others</li></ul>	 <b>Stages of Planned Change</b> <ul style="list-style-type: none"><li>• Lewin</li><li>• Kotter</li><li>• Kennedy</li></ul>
 <b>Types of Change</b> <ul style="list-style-type: none"><li>• Transactional</li><li>• Transitional</li><li>• Transformational</li></ul>	 <b>Tool to Assess Resistance</b> <ul style="list-style-type: none"><li>• Force Field Analysis</li><li>• Exercise</li><li>• Q/As</li></ul>
 <b>Why is change so hard?</b> <ul style="list-style-type: none"><li>• Change Square Exercise</li></ul>	 <b>Conclusion</b> <ul style="list-style-type: none"><li>• Additional resources</li><li>• Evaluation</li></ul>

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### Presenter: *J. Gwen Kennedy, Ph.D.*

- Organization Development Consultant for 30 plus years. Expertise in:
  - Leadership Development
  - Team Development
  - Change Leadership
  - Systems Change
- Professional Development Programs:
  - Triple Impact Leadership
  - Facilitating Extraordinary Groups



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*Professional Vision: Expanding your capacity to create the change you envision for yourself, your team, your organization, and your community.*

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### Who is in the room?

- Table tops:
  - Name, organization
  - # employees in your organization
  - Location(s)
  - What would make this session valuable to you?
- Report outs

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### Types of Change

- Types of change: (Ackerman-Anderson)
  - Transitional
  - Developmental
  - Transformational



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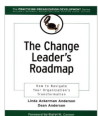
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<b>Developmental</b> <b>Transitional</b> <b>Transformational</b>			
<b>Developmental</b>	<b>Transitional</b>	<b>Transformational</b>	
<ul style="list-style-type: none"><li>• Process Improvements</li><li>• Greater accuracy, speed or productivity</li><li>• Individual or groups</li></ul>	<ul style="list-style-type: none"><li>• Something different from what exists now</li><li>• Systematically put the new way into place.</li><li>• Process can be planned, paced and managed against a timeline, budget and quality measures.</li></ul>	<ul style="list-style-type: none"><li>• Fundamental shift in the way one views themselves and their world that results in a change in how they take action and operate</li><li>• Requires a shift in organizational culture, mindsets and people's behaviors</li><li>• The new state may be unknown but emerges as a result of the change effort itself</li></ul>	
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**Your change...**

1. *What kinds of change are you facing?*
2. *Identify one of your change efforts that you want to work on today.*

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**Why is Change so hard?**

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### Adding Change to the Square

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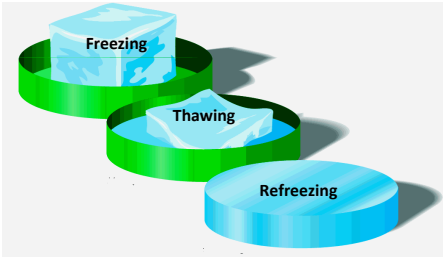
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### Kurt Lewin's Stages of Planned Change



The diagram shows three blue cylindrical blocks arranged in a descending staircase pattern. The top block is labeled 'Freezing', the middle block is labeled 'Thawing', and the bottom block is labeled 'Refreezing'. Each block is set on a green circular base.

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### Kotter's 8 Step Change Model



The diagram features a central orange circle labeled 'THE BIG OPPORTUNITY'. Surrounding it are eight blue circles, each representing a step in the change model:

- 1. CREATE: A SENSE OF URGENCY
- 2. BUILD: A GUIDING COALITION
- 3. FORM: A STRATEGIC VISION & INITIATIVES
- 4. ENLIST: A VOLUNTEER ARMY
- 5. ENABLE: ACTION BY REMOVING BARRIERS
- 6. GENERATE: SHORT-TERM WINS
- 7. SUSTAIN: ACCELERATION
- 8. INSTITUTE: CHANGE

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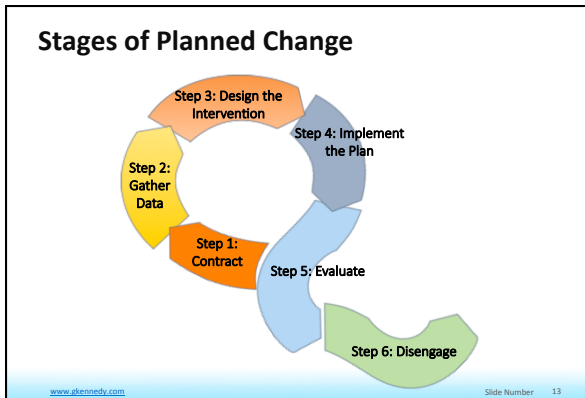
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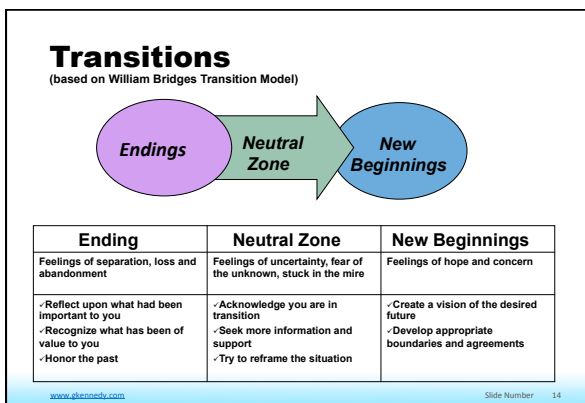
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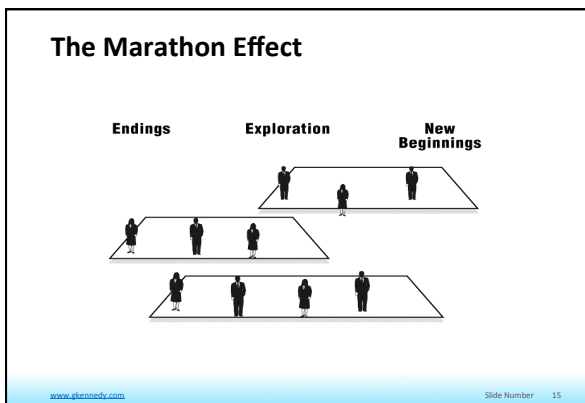
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## The Marathon Effect

- Leaders are often out ahead long before their staff begins the change process.
- Leaders are often congratulating themselves and announcing victory when others in the organization have yet to cross the finish line.
- Recognize where you are in the race and where others are.
- Remember the personal impact the change process had on you and allow time for others to process the change.
- Always communicate with people based on where they are in the race...not from where you are or wish they were.

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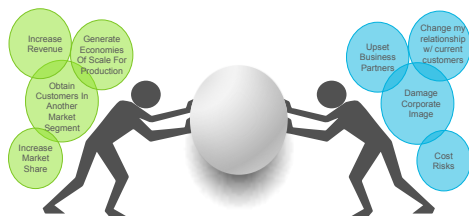
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## Force Field Analysis

Kurt Lewin's Force Fielding Analysis: What are the forces that are holding the current state in place? What are the forces that are moving the current state to the desired state?



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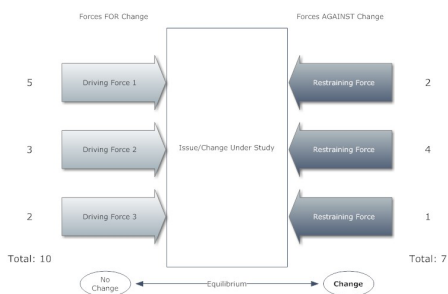
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## Force Field Analysis

Each force is scored according to their 'magnitude', ranging from one (weak) to five (strong)



Force field analysis is a management technique developed by Kurt Lewin, a pioneer in the field of social sciences, for diagnosing situations.

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**Exercise:**

Conduct a force field analysis on your change effort:

1. What are the forces **for** change?
2. What are the forces **against** change?
3. What is the strength of these forces?
4. Which forces might you strengthen or weaken?
5. What forces might you add or remove?

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**Q/As**

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**Thank you**

J. Gwen Kennedy, Ph.D.  
Kennedy & Associates  
[www.gkennedy.com](http://www.gkennedy.com)  
907-337-4562

[www.gkennedy.com](http://www.gkennedy.com)

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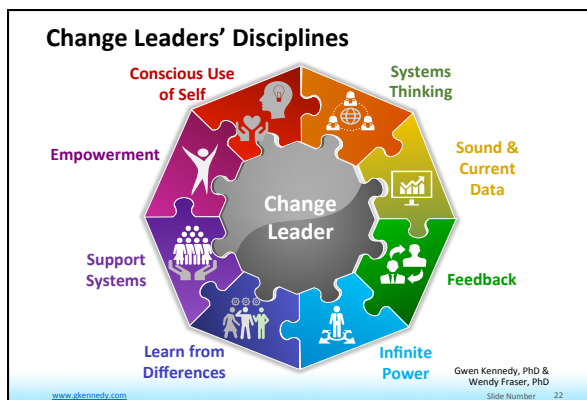
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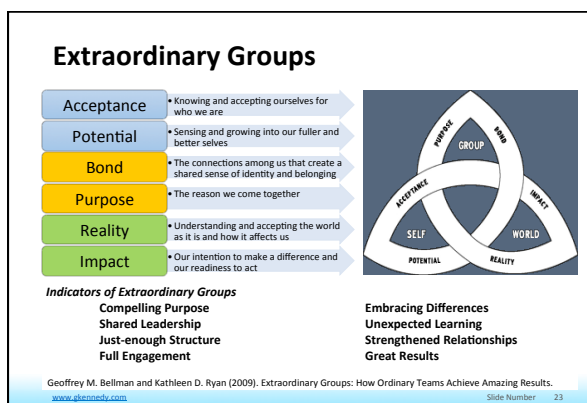
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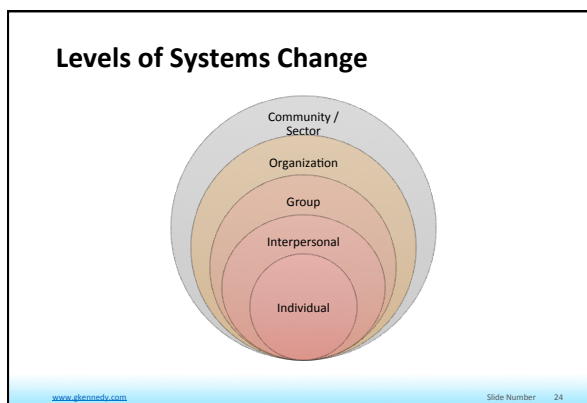
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