

Change Management Appreciating the Challenge Band Administrator Workshop

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Ismo Heikkila





Agenda

- The Community
- Change Management
- Communication
- Appreciative Inquiry



Enhancement

“A society doesn’t change
by adopting new tools,
but by adopting new behaviors”

.....*World Future Society*



Dimensions of capacity

- Leadership
- Participation
- Social support – collaboration
- Sense of Community – readiness to improve
- Access to resources
- Skill development and empowerment



What might be lacking

- Strategies and tactics for building capacity
- Effectively measuring change



“Positioning...”

“Communities are the agents of civic reform...”

...World Future Society





Community uniqueness

- Process on own terms, own skills, collective assets, link to other community initiatives
- New large initiatives can overwhelm resources and staff
- Long term initiatives have value, yet substantial immediate needs may have priority



Time

- **Time** is needed to fully establish and integrate a capacity building process
- Some models may expect too much too soon
- Historical, cultural, political environment plus **time** is needed
- Pressure to succeed may cause failure – need **time** to build trust, improve communication, develop solid working relationships



Sustainability

- **Time** for long term support and evaluation
- Is there an assumption that current and future leadership will actually use the tools and processes?
- Communities want to preserve natural balances in nature and life
- Need to minimize linear, static, **time** – oriented format
- Member involvement must include community specific orientation



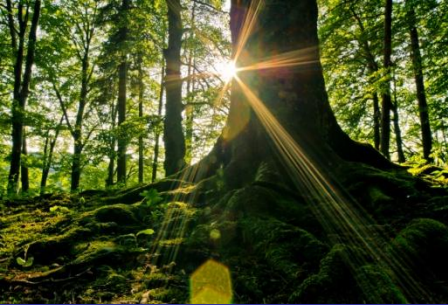
Community relationship management

- Creating a Framework
- The Change Curve

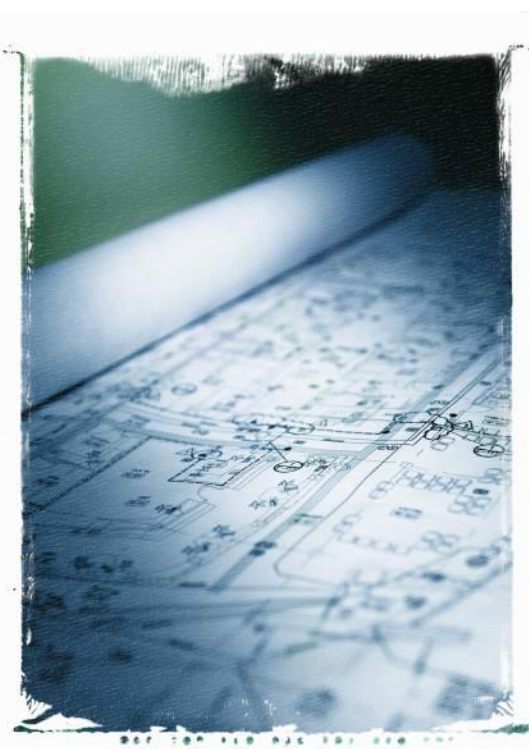


Creating a Framework

- Create personal and professional relationships
- Development of individual and group skills
- Create effective working partnerships
- Promote commitment to issues, the group, the process
- Core is your community's culture



Going beyond...



- Standard approach;
 - Action planning
 - Engaging leadership
- Need to Acknowledge;
 - Disparities, poor conditions, healing
- Future seeking;
 - Collective identity
 - Trust
 - Reflect the Community's reality



The Change Curve

Notice your Denial

- Seek information
- Face reality

Acknowledge your Commitment

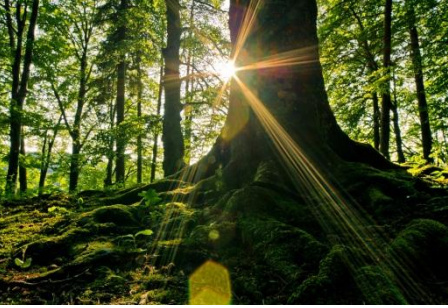
- Reward yourself
- Stay vigilant

Accept your Resistance

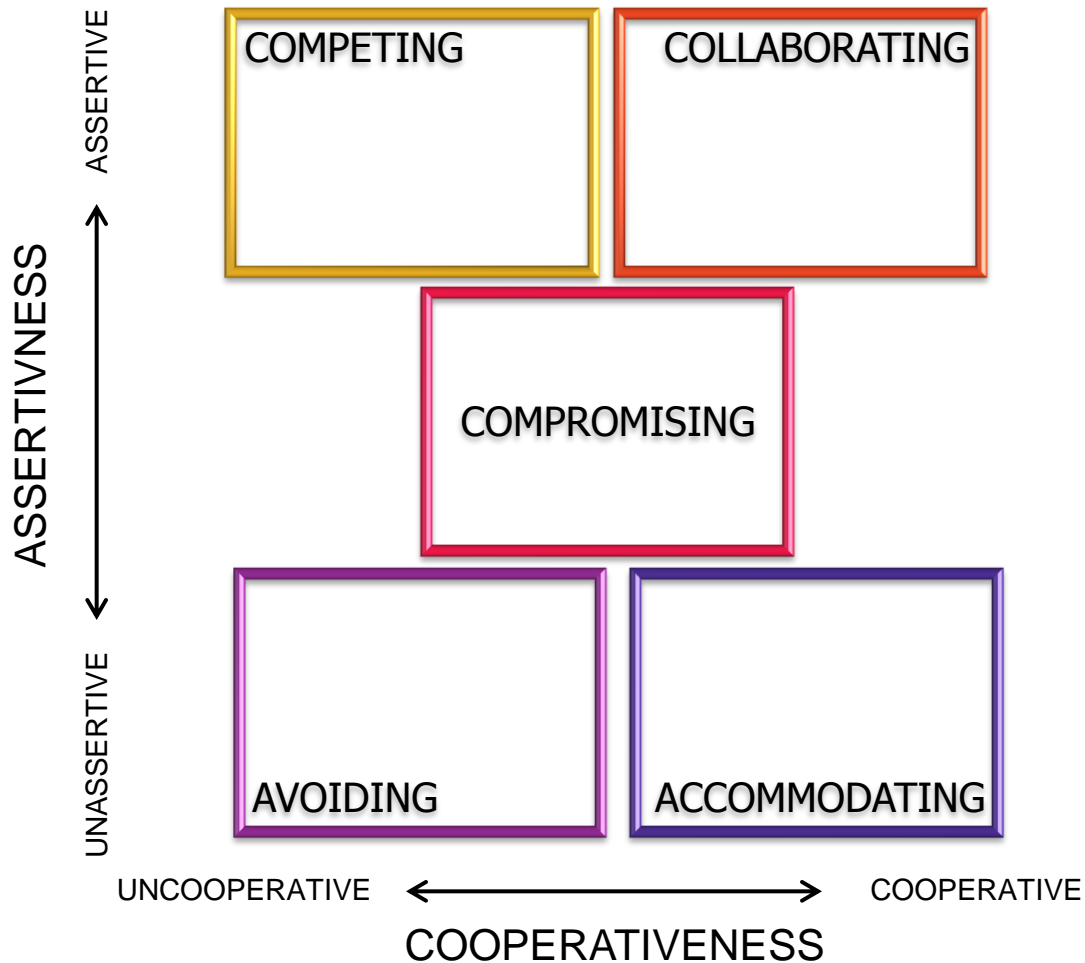
- Acknowledge your feelings
- Take a small step

Exploration

- Create a vision
- Seek learning opportunities



The five conflict-handling modes





Managing change



- The relationship of events to **time**
- Conditions
- External & internal
- The growth process

What we know...

- Strategy
- Tactics
- Templates
- Leadership
- Influencers





Review of the learning process

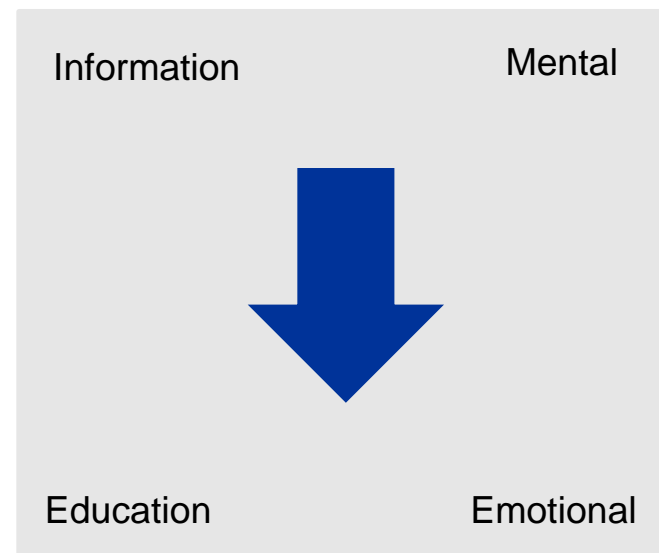
Awareness

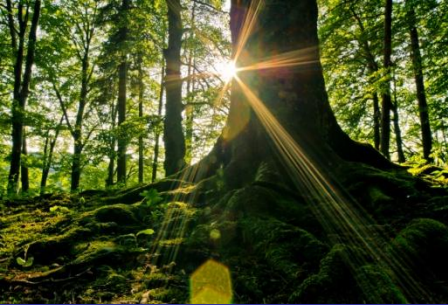
Understanding

Acceptance

Competency

Action





Factors to consider

- Age
- Gender
- Health
- Marital/family status
- Income
- Personal assets
- Literacy
- Current events
- Culture
- Residency
- Personal values
- Education



“Future Shock”

“The illiterate of the 21st century will not only be those who cannot read and write – but those who cannot learn, unlearn, and relearn”

Alvin Toffler





Overview of managing change

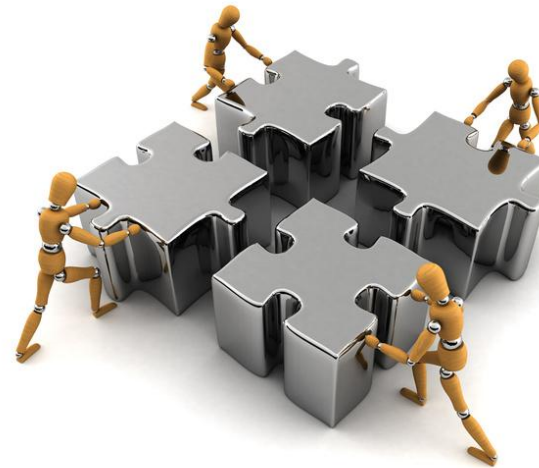
What we want to accomplish....

- guide to appreciating the “people issues”
- acquire tools we can use to manage change
- stimulate discussion among members



What major issues do individuals think about every day?

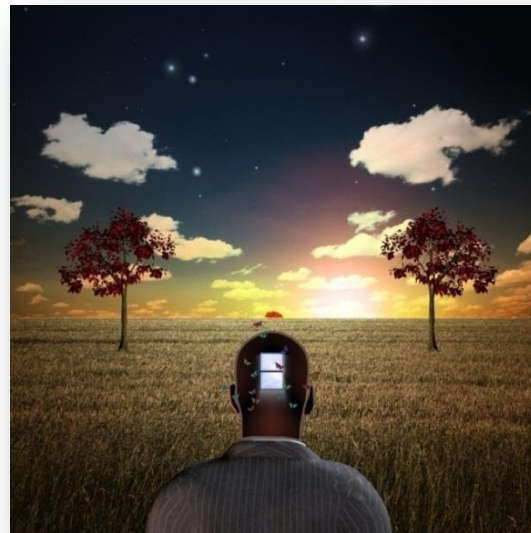
- Health
- Relationships
- Career
- Finances





People challenges

- Understand the members are on the receiving end of change
- Manage change so the members will “own” the process



“Real change begins with the simple act of people talking about what they care about”

Magaret J. Wheatley



The members



“ We don’t have a single person to waste”

Maggie Kuhn

Founder of the Gray Panthers

People Factors



Culture

- comfort in routines
- fear of change
- “initiative” fatigue



People & Change



“Everyone thinks of changing the world, but no one thinks of changing himself”

Leo Tolstoy



The challenge:



... Overcome anxiety while preserving ego

... Fear → “Saving Face”



Gaining buy-in

Progress requires four pre-conditions:

- knowing what to do and why
- knowing how to do it
- wanting to do it
- having the resources





Leadership

“The noblest joy is the joy of understanding”

Leonardo da Vinci





Resistance

Overt

- Memos, meetings, one-on-one, public behaviors
- More constructive than covert because it can be heard and be addressed



Covert

- Is hidden and can go unnoticed until it destroys a change initiative
- Clandestine unrest from indirect complaining to sabotage
- Usually the result of low trust and inadequate preparation



The community



“Social advance depends as much upon the process through which it is secured as upon the result itself.”

Jane Addams

*Nobel Peace Prize laureate,
social worker, and suffragist (1860-1935)*

Community sources of resistance

- ***Diverging Goals***
 - change is seen as a threat to established goals and means of achieving goals
- ***Economic Motives***
 - change seen as a threat to current resource allocation
- ***Political Motives***
 - change seen as a threat to established power relationships





Learning for an unknown future

- Knowledge and skills aren't enough!
- Human qualities and dispositions
- “Truth of a situation” not really known
- Judgements should not be seen as flowing easily from personal evidence



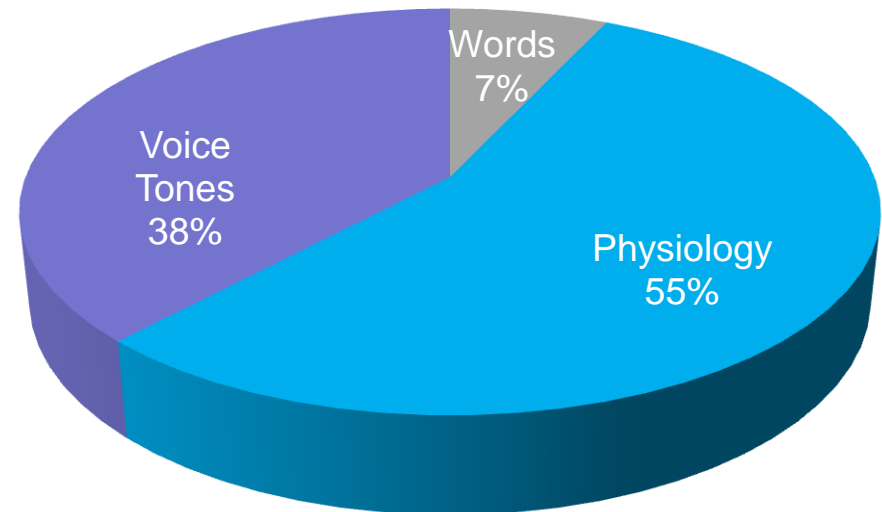
Skills for an unknown future

Basic Technical Skills

- Listening
- Paraphrasing
- Challenging
- Summarizing, etc

Advanced Relationship Skills

- Patterns
- Processes
- Procedures





The need to act quickly

- Urgency with partial information
- Stress and contradictory evidence





Integrating reflection within process

- Not “after the fact”
- Developmental evaluation
- Provides balance between rigid decision-making and allows for emergence



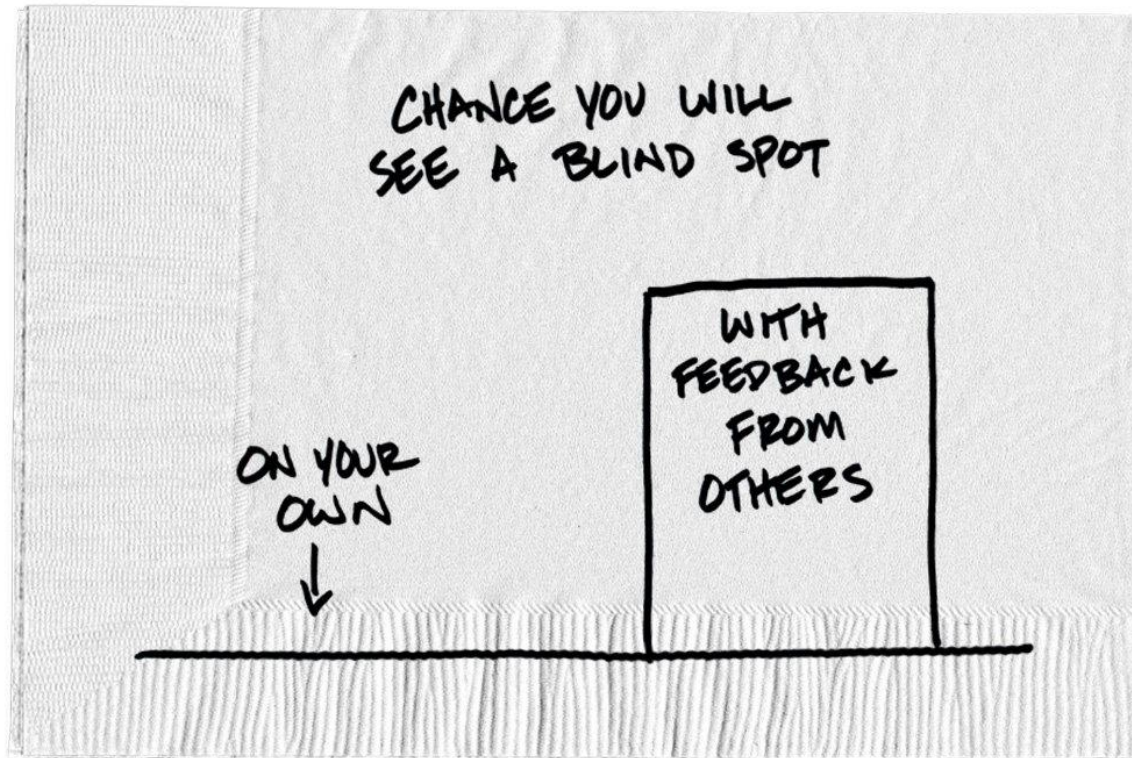


Curators of space





Feedback





Communication

Step 1



Step 2



Step 3





Communicating key messages

Answer the **5 W's**

- **WHO:** Who is affected? Who is championing? Who is Watching? Who cares?
- **WHAT:** What impact will it have on me? What will I have to do differently?
- **WHERE:** Where can I ask for help? Where can I get more information?
- **WHEN:** When will I hear more? When will these changes happen?
- **WHY:** Why is this necessary? Rewards & Consequences



Who will be affected?

- Internally – the community members
- Externally – non-members
- How will they react?
- What are their expectations?
- How can they impact the success of the initiative?
- What approaches will be successful with each?





Communication delivery

- What are the current methods?
 - Face-to-face
 - Print
 - Electronic
- What are the potential methods?
 - Committees
 - Special Events
 - Surveys and Focus Groups
- What methods do the members prefer?
(do the research...get the support of the “go to” members)



Appreciative Inquiry



- Theory and practice of organizational change



Advocacy

An educational & business tradition that stresses:

- critical thinking - critiquing
- adversarial thinking - confrontation
- testing one viewpoint against the other

Tendency to focus almost exclusively on advocacy

- presenting views and arguing strongly for them
- debating forcefully to influence others



Appreciative Inquiry

Appreciate

- Recognize the quality, significance or magnitude of...
- To be fully aware of or sensitive to...
- To raise in value or price

Inquiry

- The process of gathering information for the purpose of learning and changing.
- A close examination in a quest for truth.



Why Appreciative Inquiry

- **Consult** with people
- **Learn** from past experience
- **Involve** whole organisation or community in change
- **Build a vision** for the future that everyone can share and help put into practice





Application areas

1. Strategic Planning
2. Leadership & Management Development
3. Community Development
4. Business Excellence
5. Collaborative alliances & joint ventures
6. Organization Culture Change
7. HR Practices: Staffing, Orientation, Performance Management
8. Mentoring

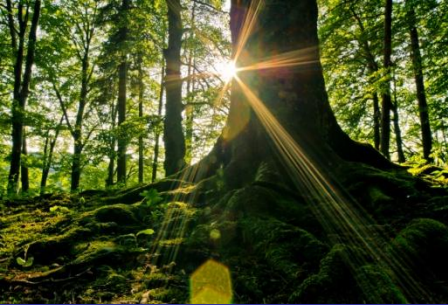


Appreciative Inquiry involves a shift



“ No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.”

Albert Einstein



Why Appreciative?



- Appreciation is a process of affirmation, it is an act of attention
- Create change by paying attention to what you want
- Appreciation helps groups generate images for themselves based on an affirmative understanding of their past



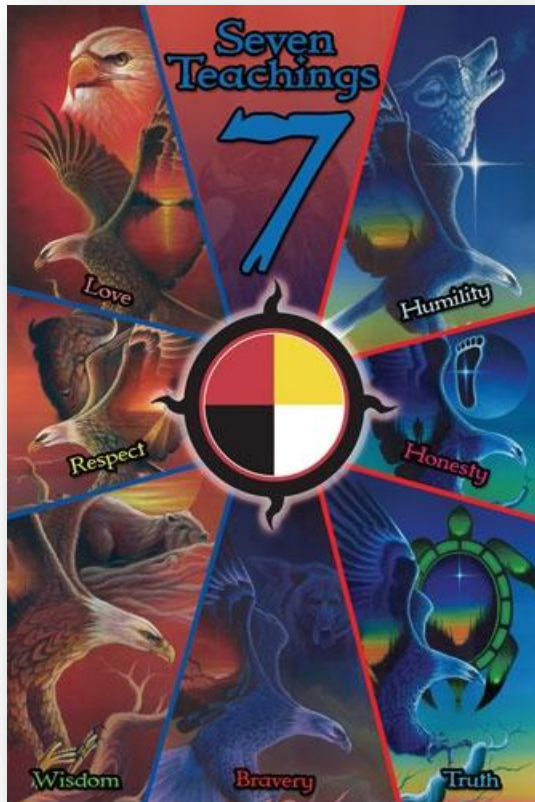
Assumptions of Appreciative Inquiry

- In every society, community, organization, group or family, something works
- What we focus on becomes our reality
- Reality is created in the moment and there are multiple realities
- The act of asking a question influences in some way
- People have more confidence and comfort to journey to the future when they carry forward parts of the past





Assumptions of Appreciative Inquiry



- If we carry parts of the past forward, they should be what is best about the past
- It is important to value difference
- The language we use creates our reality



How it works...generally

- **First, understand the positive core of a living system. What makes it most effective and vital, in economic, ecological and human terms?**
 - We move in the direction of our deepest and most frequently asked questions.
- **Positive guiding images of the future trigger action in the present.**
 - Images are found in our dialogue with each other.
 - Ratio of positive to negative statements is a success factor for change.
 - Individuals & groups can then weave the best of what is into formal and informal practices.
- **This new approach to change, based on the power of the positive question, has emerged from many fields**



The future...

- Predictable...
- Probable...
- Preventable...
- Preferable...

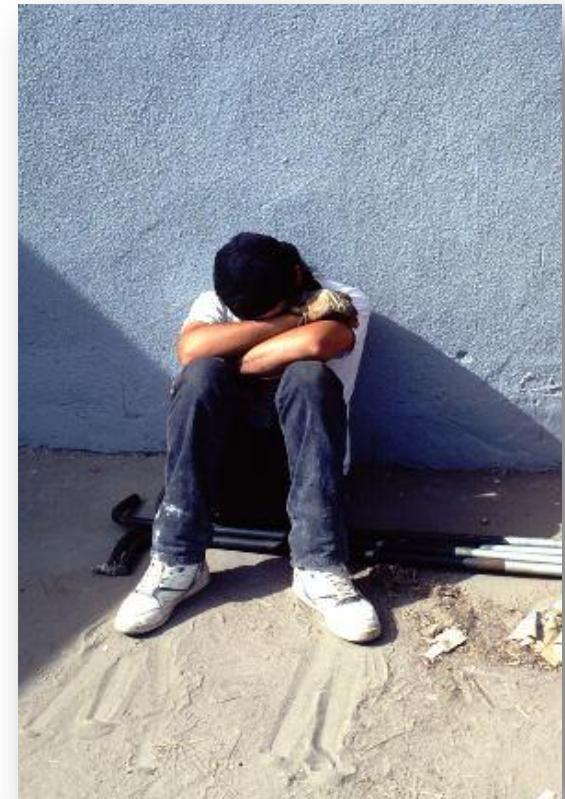


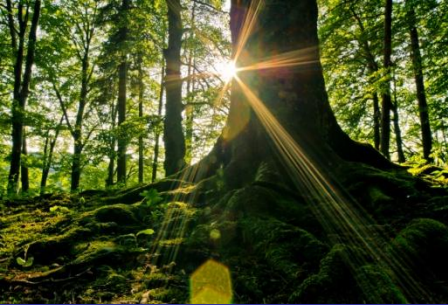
World Future Society



Deficit focus: consequences

- Fragmentation
- Few new images of possibility
- Negative frames are self-fulfilling
- Visionless voice leads to fatigue
- ‘The experts must know’
- Weakened fabric of relationships & defensiveness leads to negative culture
- Slow: puts attention on yesterday’s causes





Problem solving & Appreciative Inquiry

Problem solving

Felt need 'identification of problem'



Analysis of causes



Analysis of possible solutions



Action planning



Basic assumption: community is a problem to be solved

Appreciative Inquiry

Appreciating and valuing the best of what is



Envisioning what might be



Dialoguing what should be

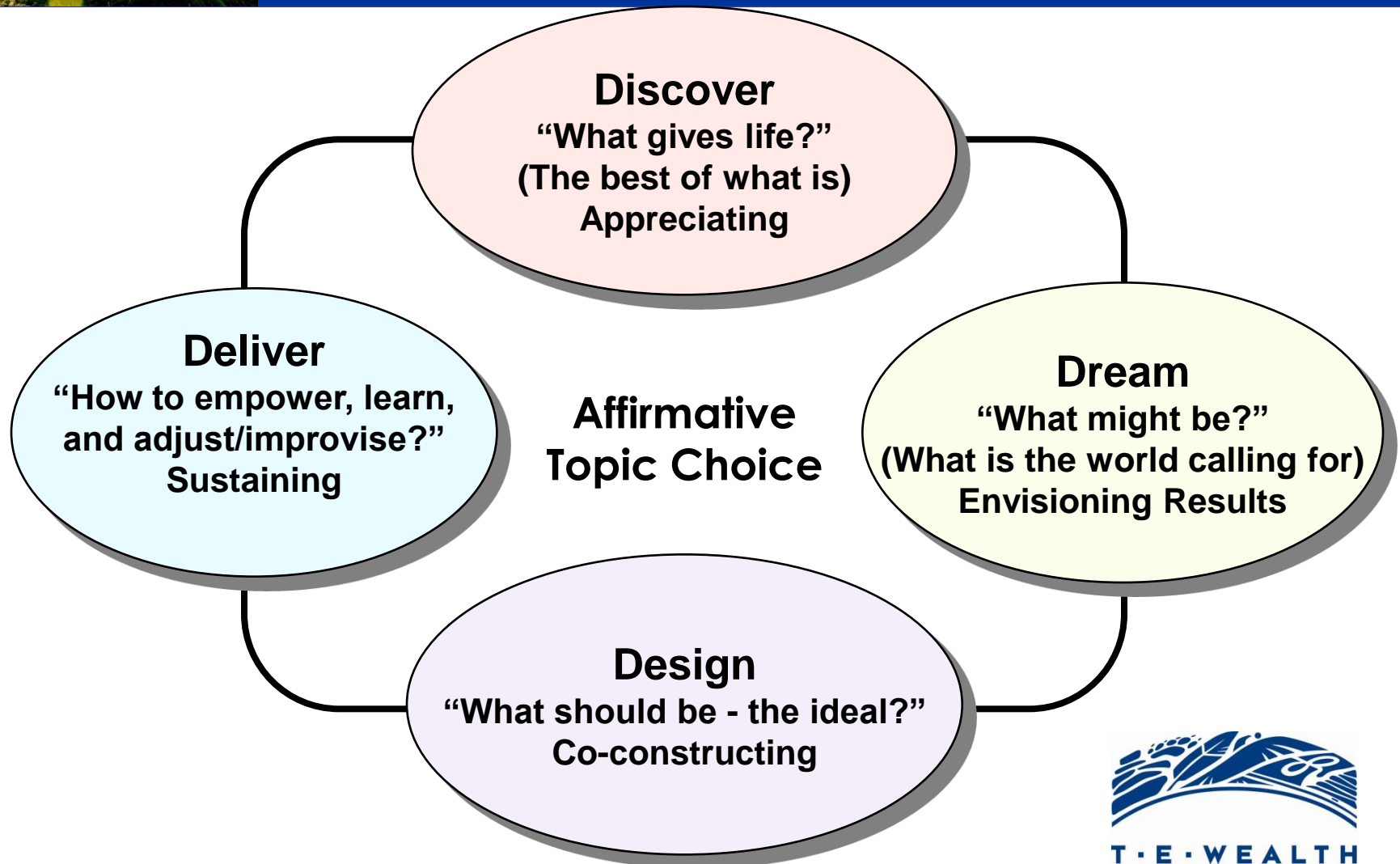


Innovating what will be

Basic assumption: community is a mystery to be embraced



Appreciative Inquiry process





3 truths about human nature

- **Exceptionality:** We're all exceptions. We respond best when this is noticed & conditions for exceptional performance are enhanced.
- **Essentiality:** We each need to be seen as essential to the group. If we “lift up” meaningful contributions, it creates a compelling guiding image for others
- **Equality:** Creates a way for the community to be in “full voice” about the true, good, better, possible.



Focus

- Self

Think about a time when...



Deciding on a topic

A Hopeful Act:

People, organizations and communities move in the direction of what we most frequently and systematically ask questions about!

“Answers reflect the past.

Questions advise you about the future”

Margaret Sommerville





Generic questions

- Best experience. A time when...
- What do you value about... yourself, work, organization.
- What do you think is the core life-giving factor or value of your community?



Why it works

- Doesn't focus on changing people → Relief that the message isn't about what they've done wrong or have to stop doing.
- Invites people to engage in building the kind community that they want to live in.
- Helps everyone see the need for change, explore new possibilities, and contribute to solutions.
- Through alignment of formal and informal structures with purpose and principles, it translates shared vision into reality and belief into practice.



Amplification

Stories

- Quality of stories told
 - new telling, new insight
- Sharing of stories told
 - thematic feedback, documents





How does this connect with what I am doing?

You should be:

- thinking
 - hoping
 - planning
 - dreaming
- transition points of connection
- separation & integration





Appreciative Inquiry summary

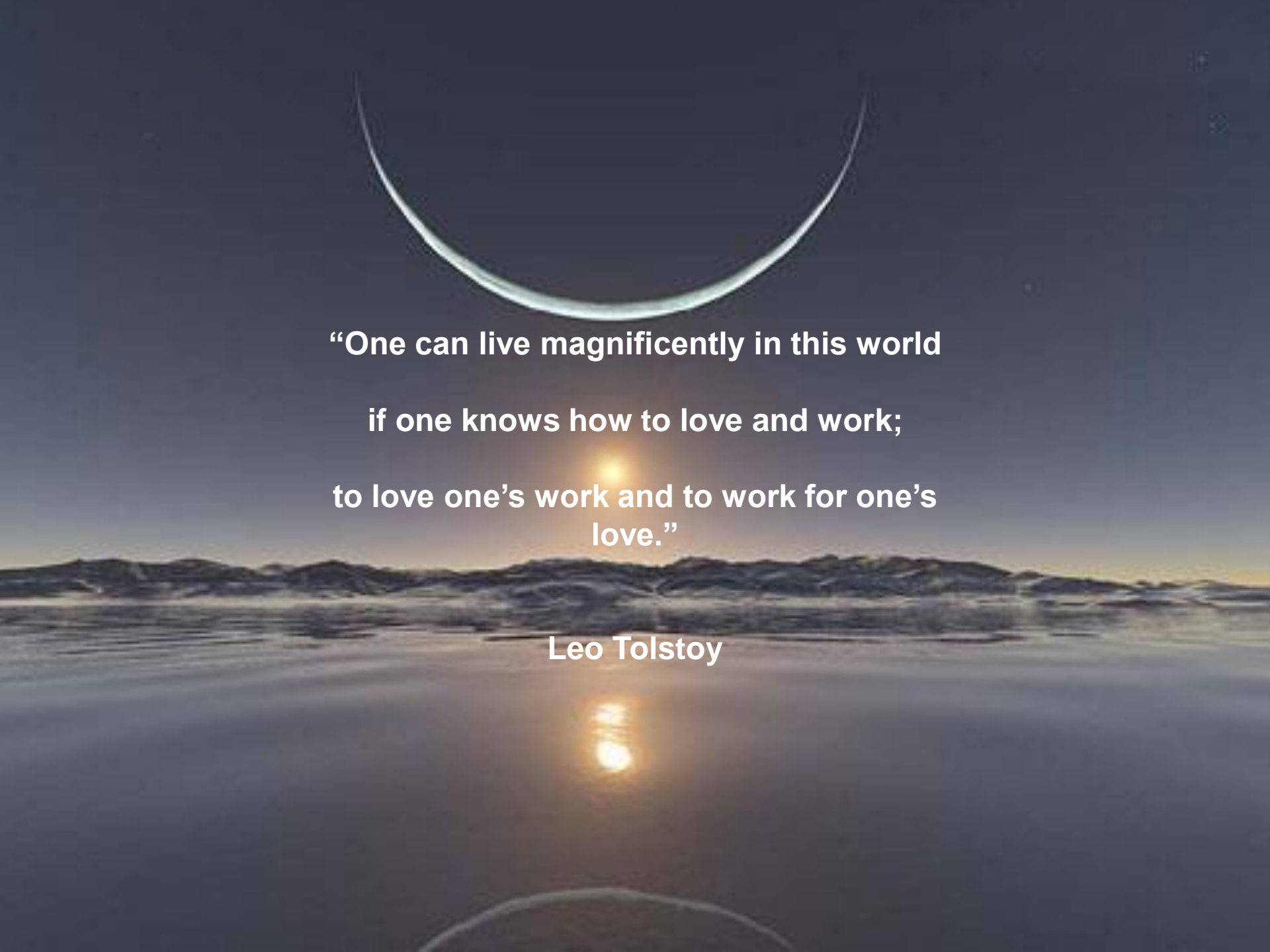
1. A high-participation, full-voice process targeted at community innovation
2. A learning process to identify and disseminate your best practices
3. A way of managing and working that fosters positive communication that can result in the formation of deep and meaningful relationships
4. An approach to enhance the governance structures and processes of the community.
5. Mobilizes strategic change by focusing on the core strengths of the community, then using those strengths to design the future.



Change Management summary



- The task of management is meaning - making and creating possibilities
- Communities are networks of conversation
- Affect action through communication
- Communication contains moral order
- Manage change by managing the communication



**“One can live magnificently in this world
if one knows how to love and work;
to love one’s work and to work for one’s
love.”**

Leo Tolstoy



Contact information

Ismo Heikkila *Consulting*



ismo@ismoheikkila.com

Cell: 647.520.3879

<http://ismoheikkila.com>

<https://www.linkedin.com/in/ismo-heikkila/>



Thank you!

