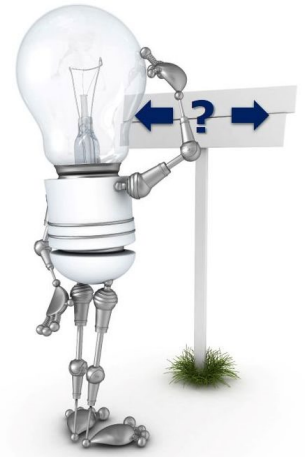


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Change Management with Emotional Intelligence (No. 1 in a series of 20)



Why Change is Necessary

Change is constant. Learning happens through daily experiences; accepting, rejecting, modifying, experimenting, refining, emulating, and growing. It's natural to want to continually progress, develop and do things better.

Tangles of inter-personal connections occur all the time. Every contact has a psychological impact on your sub-conscious. Thoughts, attitudes and emotions have a bearing and will influence you as you negotiate your way through interactions.



Change drives opportunities for progress and improvement.

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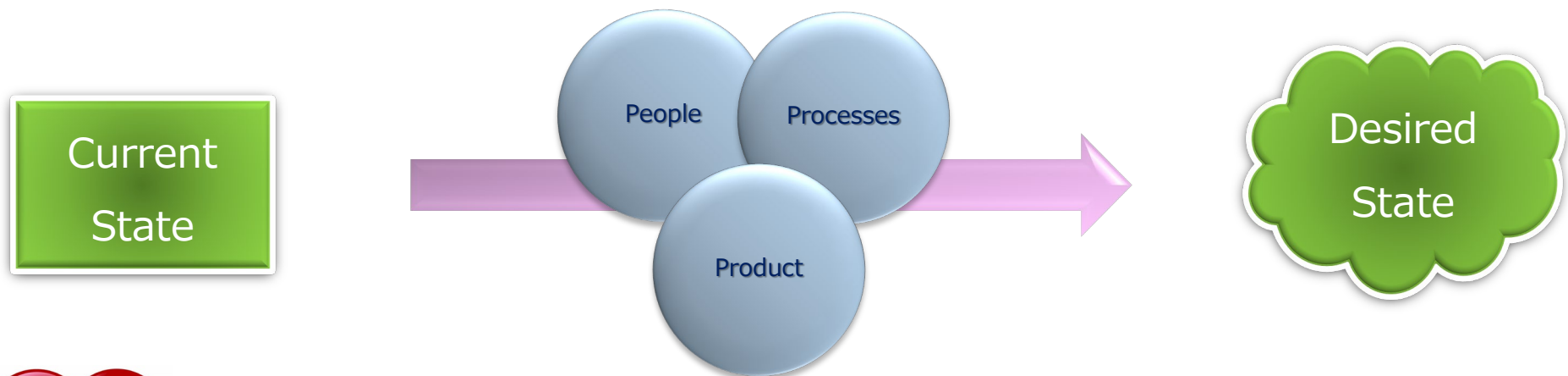
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Change Management with Emotional Intelligence (No. 2 in a series of 20)



Change Management is a structured approach to moving or converting individuals, teams, and organisations from a current state to a desired future state.

It is an organisational process aimed at empowering employees to accept and embrace changes in their current business environment.

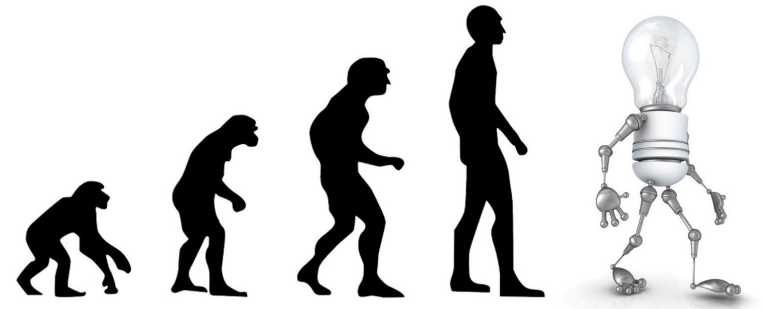


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Change Management with Emotional Intelligence

(No. 3 in a series of 20)



The Reasons for Change

Forces greater than the immediate environment drive the need for change.

- 🔑 Efficiency improvements
- 🔑 Structural improvements
- 🔑 Behavioural change
- 🔑 Innovation
- 🔑 Competition
- 🔑 Broader environmental / economic factors



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Change Management with Emotional Intelligence (No. 4 in a series of 20)

The Types of Change

Strategic: Changes to the approach to doing business: markets targeted, products to be sold, how they will be sold, overall strategic orientation, level of global activity, partnerships

Process efficiencies: Changes to make processes faster, more reliable, less costly, more savings, reducing waste

Structural effectiveness: Changes in hierarchy, goals, structural characteristics, administrative procedures, management systems

Cultural change: Changes to the human side of operations: empowerment, attitudes, behaviours, skills, performance of employees

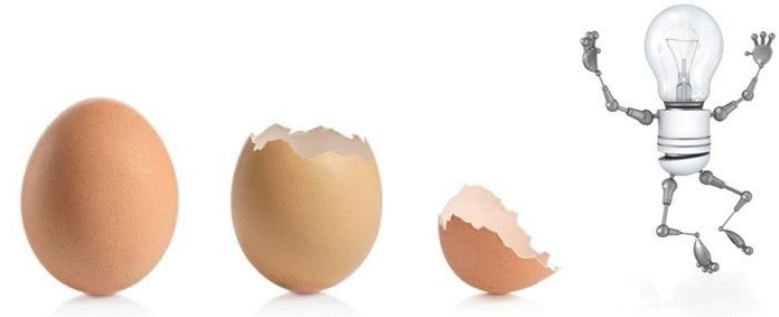


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Change Management with Emotional Intelligence

(No. 5 in a series of 20)



The Principles of Change Management

1. Understand where you and the organisation are at the moment
2. Understand where you want to be, when, why, and what measures will get you there
3. Plan development in appropriate, achievable, measurable stages
4. Involve and agree support from all the people within the system
5. Communicate, involve, enable and facilitate involvement from the people



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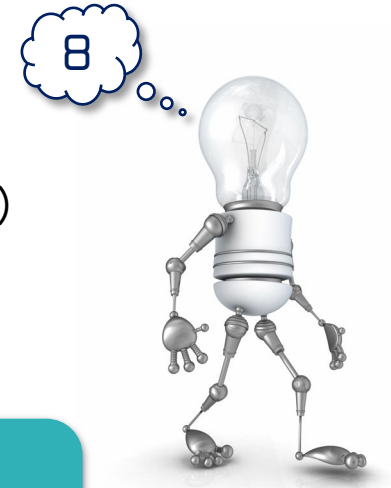
Change Can Be Good

Well managed, change can

- 💡 stimulate clear thinking and creativity
- 💡 lead to different ways of working and better solutions
- 💡 bring employees closer together
- 💡 help to discover something new about ourselves and others
- 💡 force development and personal growth



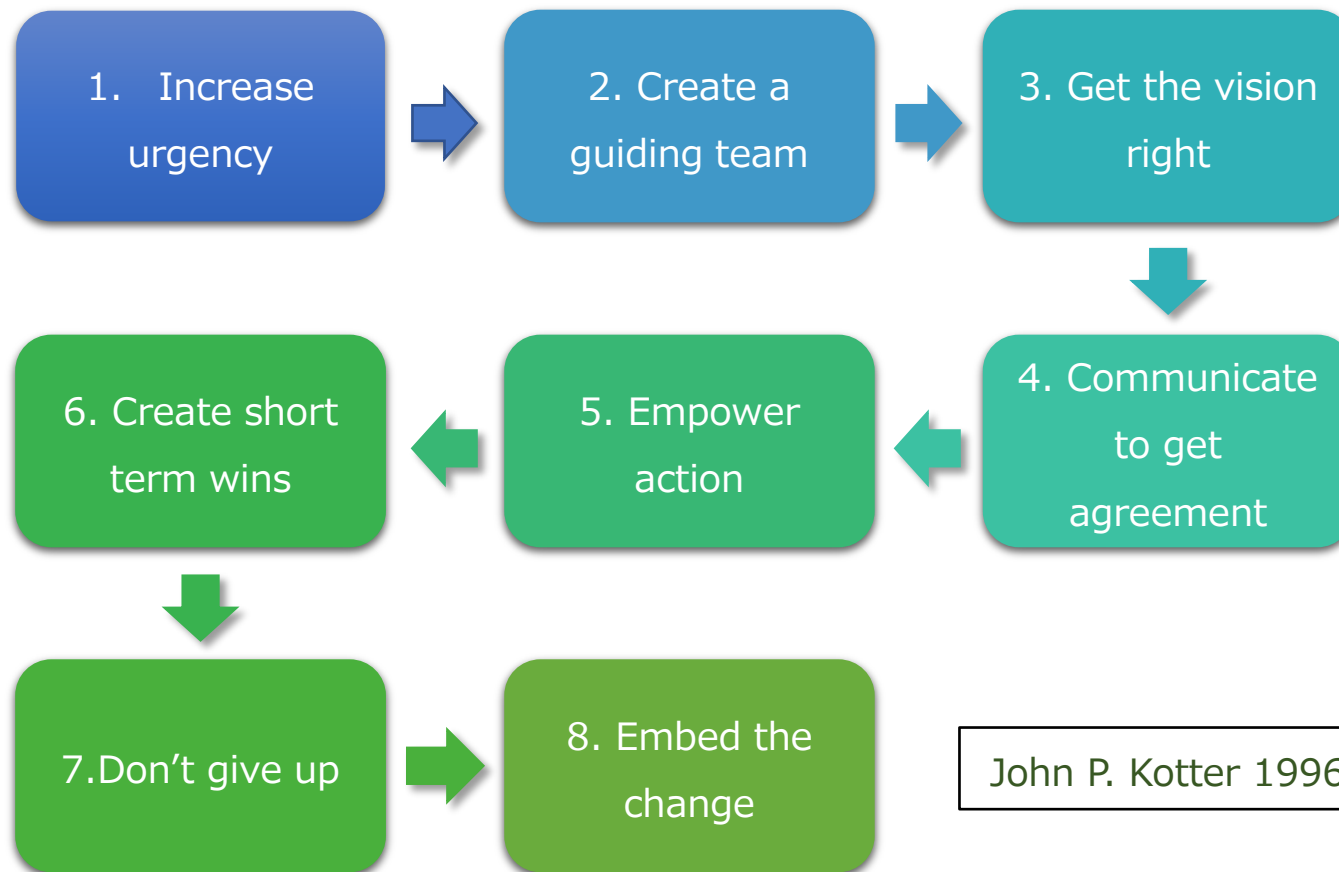
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Managing Change in 8 Steps



John P. Kotter 1996



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Preparing for Change – Creating the Right Climate



Increase urgency

Create a guiding team

Get the vision right



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Change Management with Emotional Intelligence (No. 9 in a series of 20)

Managing Change – Engaging and Enabling Others



Communicate to get
agreement

Empower action

Create short term wins



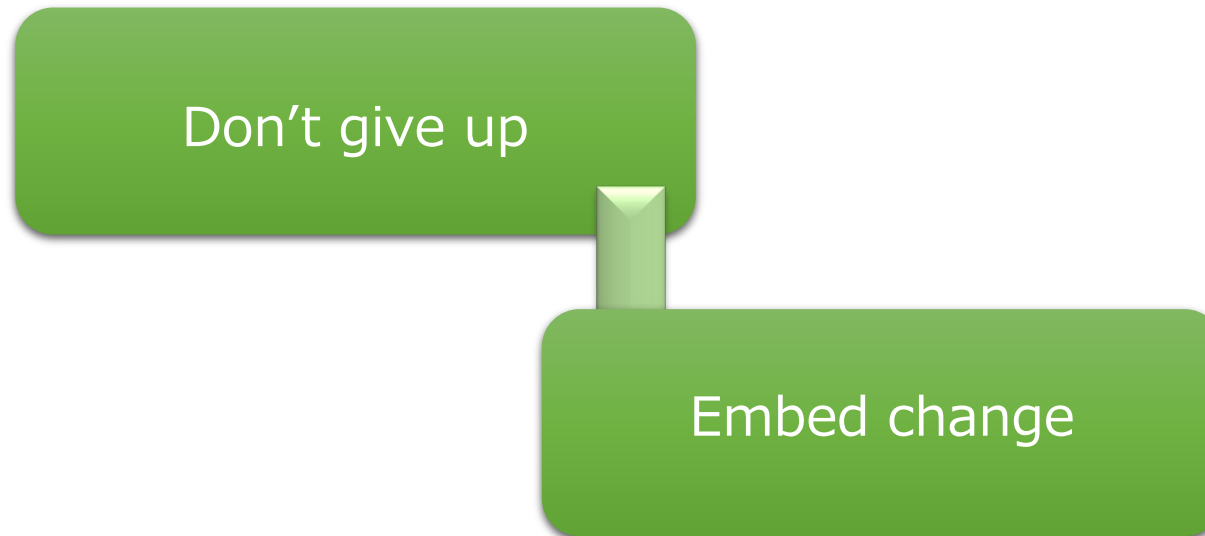
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Reinforcing Change – Implementing and Sustaining



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Change Management with Emotional Intelligence (No. 11 in a series of 20)

Communicating the Change Process

1. Use face-to-face, two-way communication wherever possible
2. Get everyone driving change to create the communication strategy
3. Tailor messages to the receiver's perspective
4. All those involved in the changes or impacted by the change need frequent and regular communication
5. Seek feedback and, where possible, take it on board

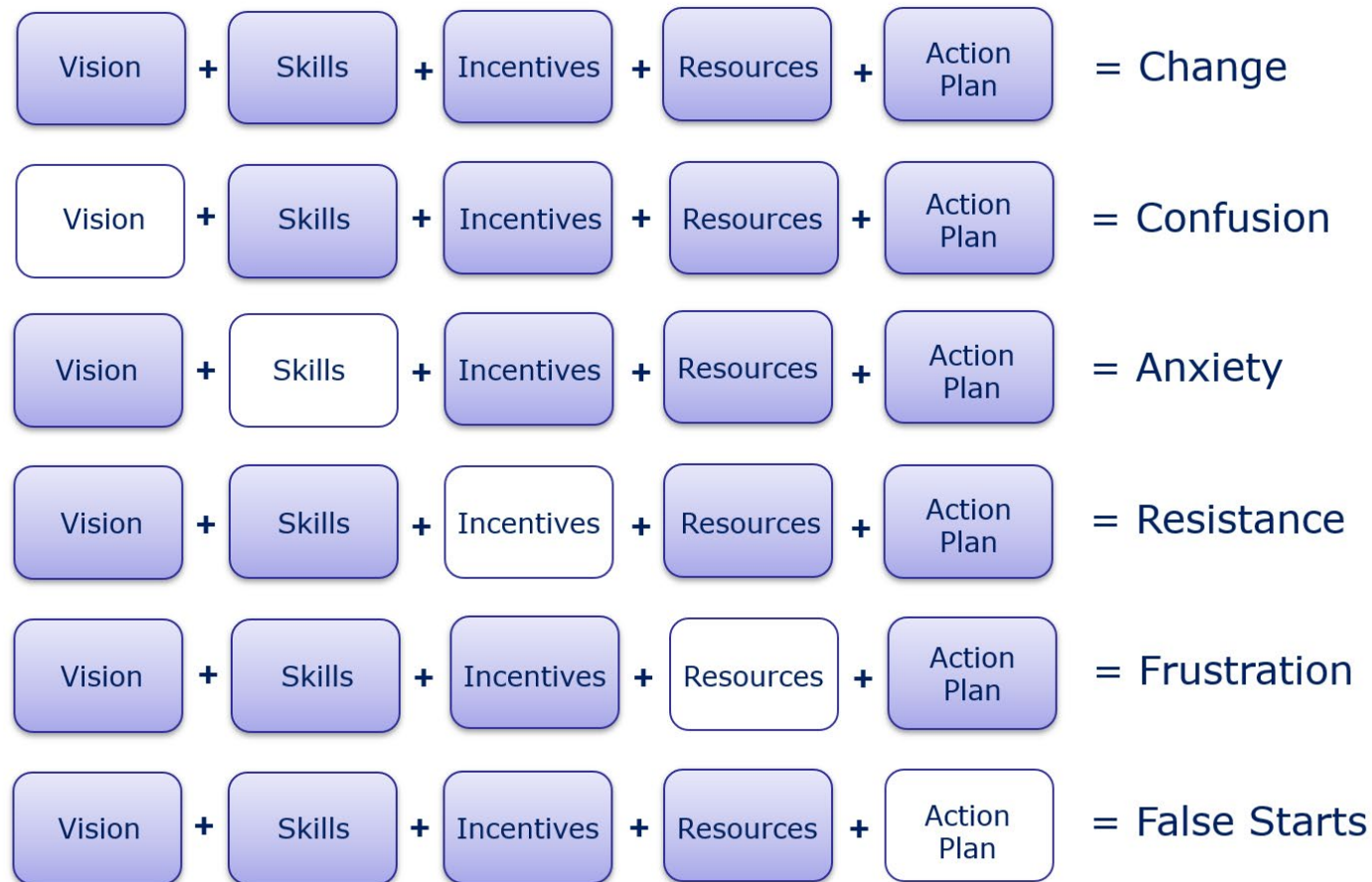


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Managing Complex Change



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Change Management with Emotional Intelligence (No. 13 in a series of 20)

Good Change Management includes

- 💡 Clear standards and rules
- 💡 Clear and distinct job boundaries
- 💡 Lots of communication
- 💡 A focus on appropriate detail
- 💡 Expectations being met
- 💡 Reasonable deadlines
- 💡 Sharing of resources
- 💡 Interdependent tasks
- 💡 Well managed conflict
- 💡 Consultative decision making
- 💡 Compatible values
- 💡 Decisive leadership
- 💡 Effective organisation



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Poor Change Management can lead to

- 💡 Unclear objectives
- 💡 Vague performance measures
- 💡 Ill-defined decision-making processes
- 💡 Strong competition - group or individual
- 💡 Conflict



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Issues Around Change

- 💡 Low morale and decreases in productivity
- 💡 Delayed and missed deadlines
- 💡 Reduced customer satisfaction
- 💡 Increased supervision overheads and legal costs
- 💡 Abusive behaviour
- 💡 Increased sick leave
- 💡 Excessive employee turnover



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Change Management with Emotional Intelligence (No. 16 in a series of 20)

Coaching for Change - Supportive



What do
you need?



How can I
help you?



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Change Management with Emotional Intelligence (No. 17 in a series of 20)

Coaching for Change - Challenging



How did
that work?



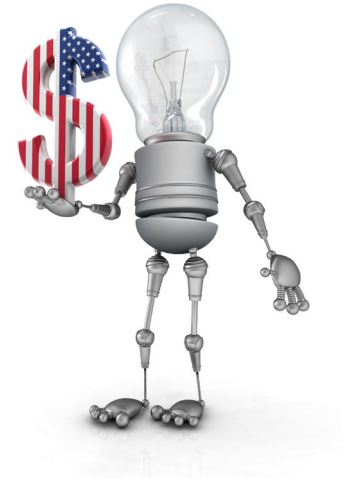
What could
we improve?



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The Cost of Change

Change is often not budgeted for but can have very high costs.

Issues around change in the workplace that are left unresolved can have serious consequences which can further increase costs substantially.



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All change involves some conflicts of interest.

To be resolved, the conflicts need to be recognised, brought into the open, negotiated, and a solution arrived at which largely meets the interests of all parties involved in the situation.

Successful change strategies require institutional mechanisms which will enable all these interests to be represented and participation provides these.

Enid Mumford

Designing Human Systems 1998



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Change Management with Emotional Intelligence

(No. 20 in a series of 20)



A Few Bits of Wisdom

- 💡 How you handle change impacts upon team attitude and performance
- 💡 Challenging and clear goals can help change
- 💡 Personalities affect how we manage change
- 💡 How disagreement is expressed influences change
- 💡 There is no gender or age effect in coping with change
- 💡 Don't dwell on the symptoms of change



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