

Change Management

Presentation to Chief Executives of National Voluntary Organisations Held at the Royal Society of Arts

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Compass Partnership

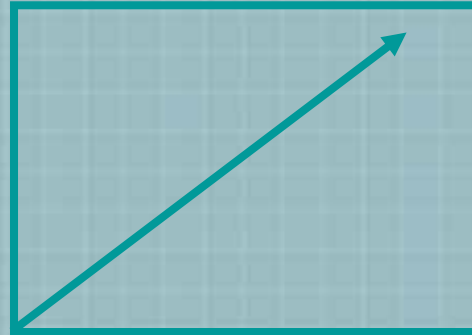
Part 1

Some Principles

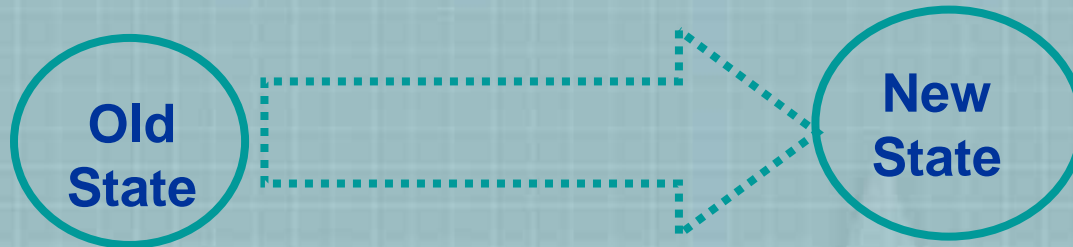


Types of change

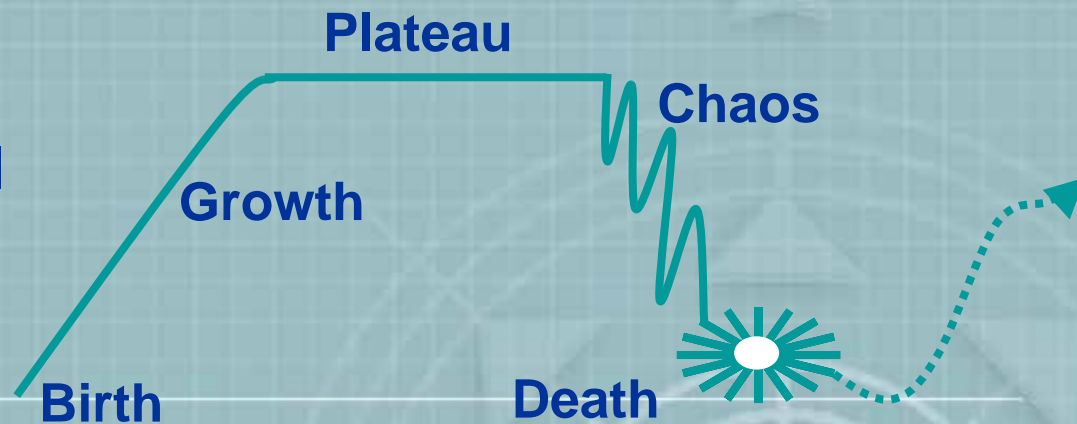
Developmental Change



Transitional Change



Transformational Change



What are the principles of major change?

1. Build and maintain a coalition for change

2. Build a powerful case for change

3. Make careful judgements about scope

4. Take a staged approach

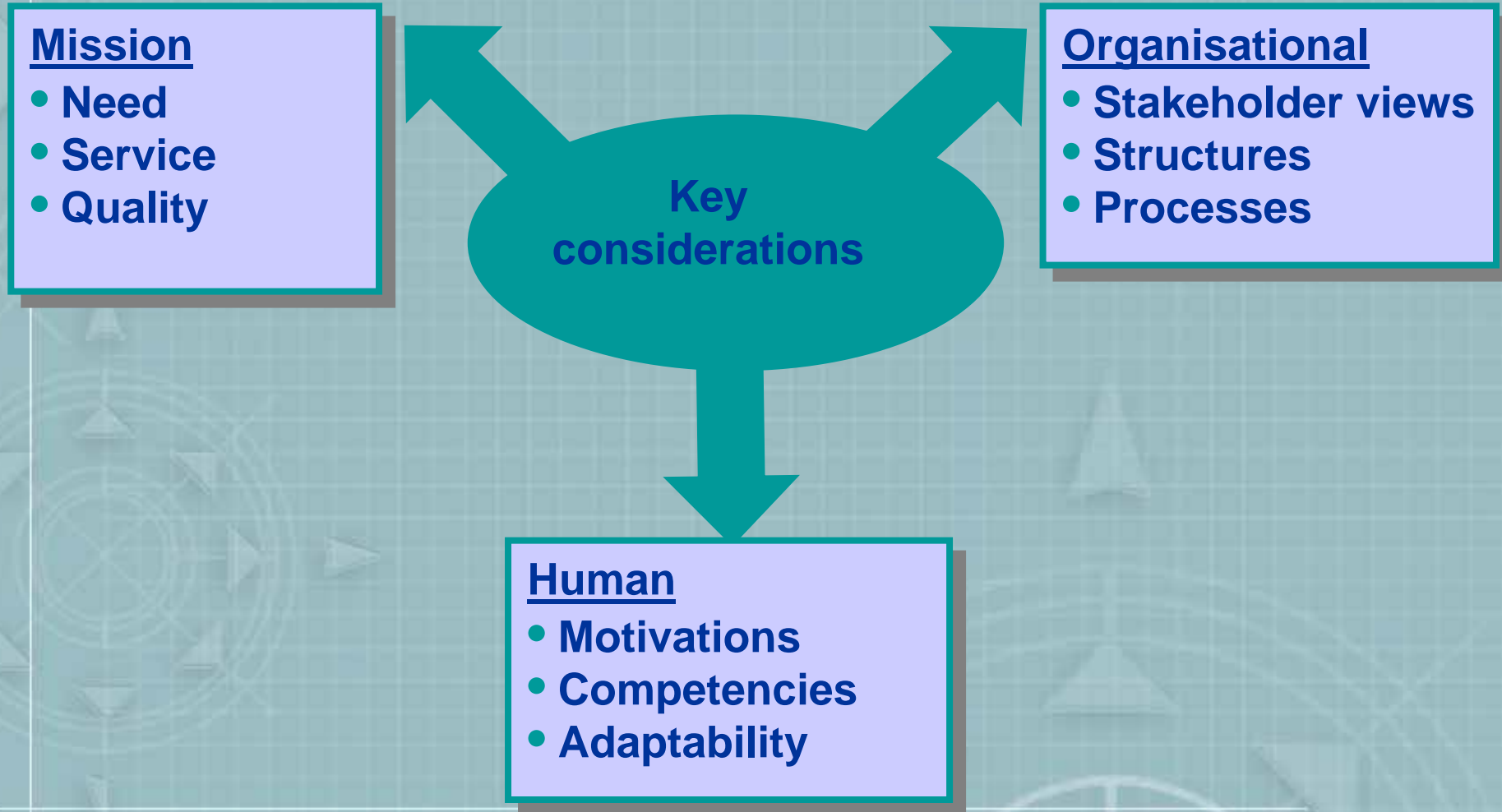
5. Communicate extensively

8. Integrate all initiatives

7. Plan thoroughly

6. Re-define performance measures

How ambitious should change be?

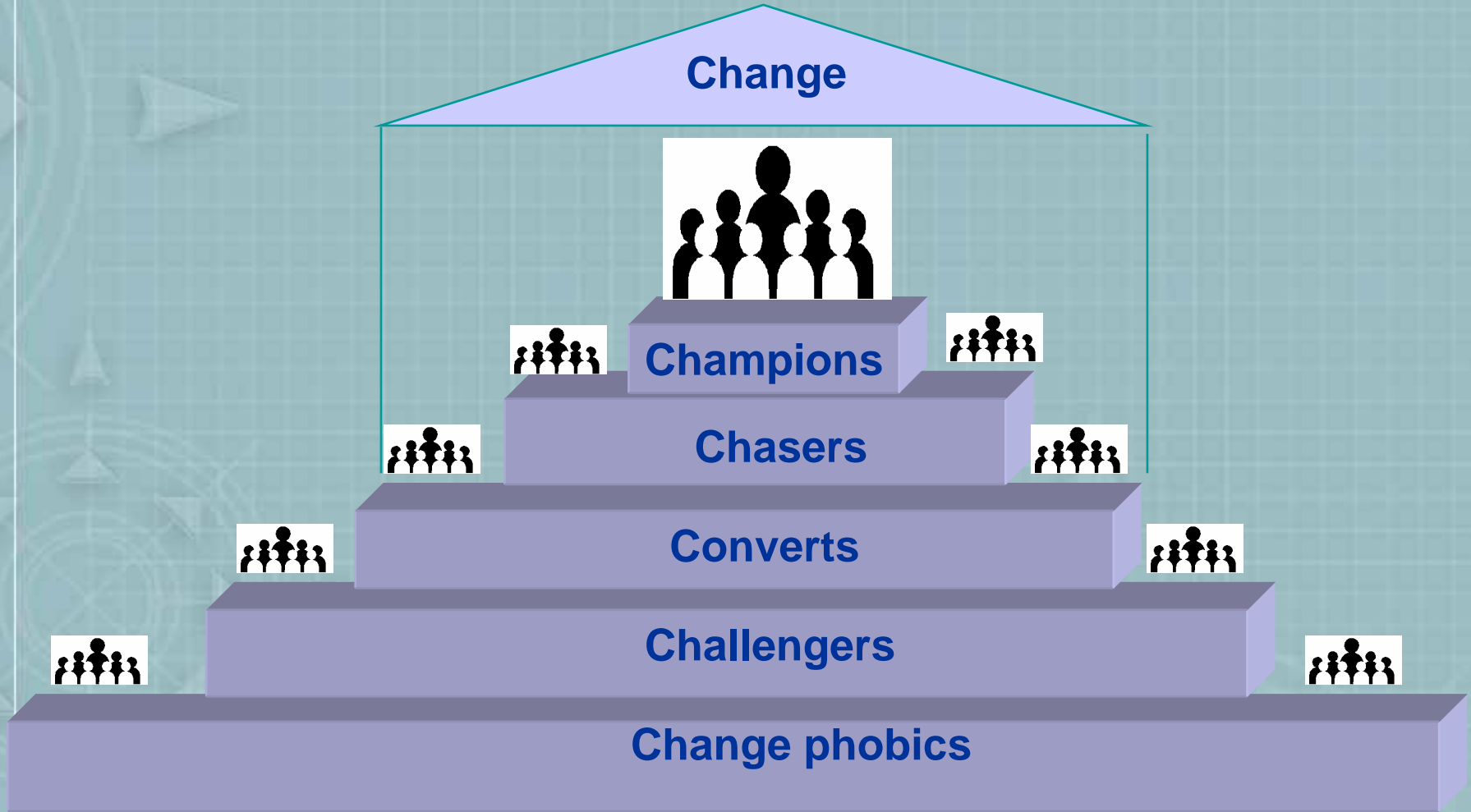


Some characteristics of major change

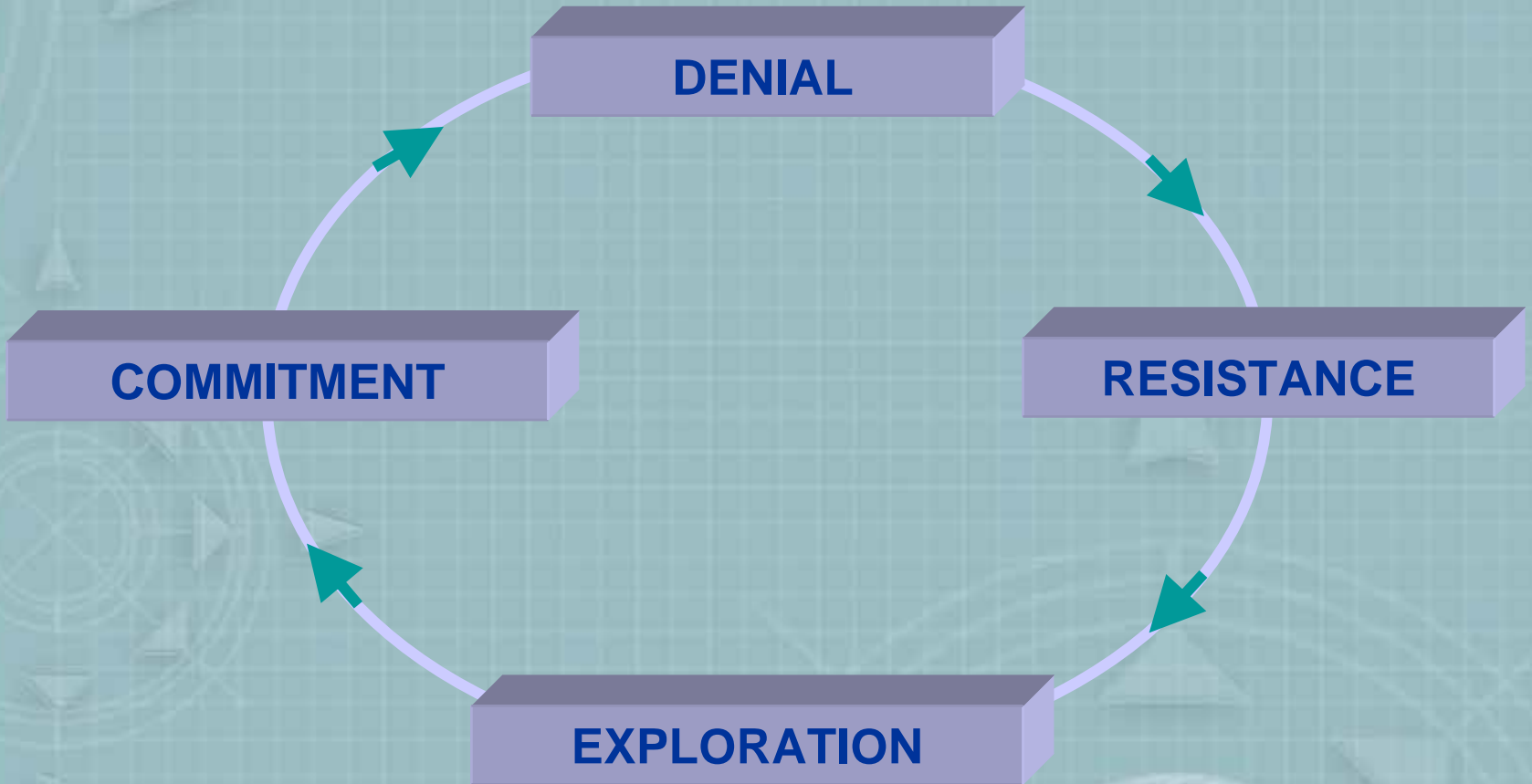
- Long time-scale
- Real honesty and openness
- Tough choices
- No sure-fire instructions
- Envisioning, planning and implementing are interrelated
- Need plans/milestones and flexibility
- Messy, confusing and things will go awry



People's orientation towards change



Stages of peoples' response to change



Part 2

Some lessons

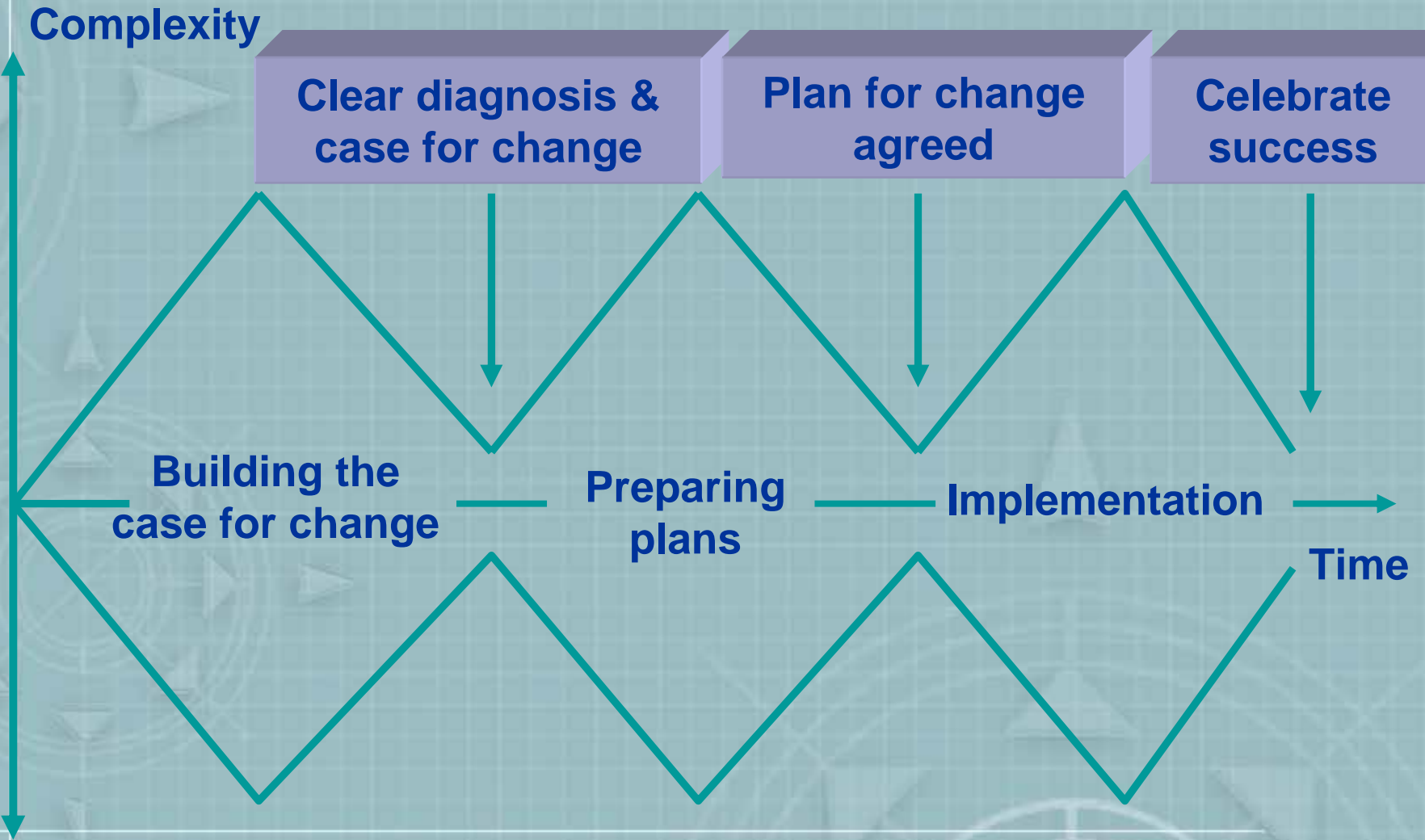


Eight stages of managing change

1. Define scope and scale
2. Establish a team
3. Prepare a staged plan
4. Build commitment and listen to concerns
5. Create a motivating vision
6. Plan and communicate extensively
7. Implement by empowering people
8. Embed change into the organisation's culture



Complexity varies with time



Common Problems

Process problems

- Missing out a stage
- Insufficient communication
- Organisation overload
- No quick wins
- Drowning in detail
- Everything is high priority
- Sponsor loses confidence

People problems

- Disrespect of the past
- User voice is absent
- Staff voice is absent
- CEO won't let go
- Too few innovators
- Unclear benefits to stakeholders



Key attributes of change leaders

- **Leadership and listening skills**
- **Emotional intelligence**
- **Political skills**
- **Clarity about key issues, flexibility about detail**
- **Long term commitment - 3 to 5 years**
- **Reflect and learn - individual and team**
- **Seek support - for self and organisation**



Compass Partnership books:

Managing Without Profit, Mike Hudson, (DSC, 2000) sets out the theory and practice of creating highly successful nonprofit organisations.

Managing at the Leading Edge, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from www.dsc.org.uk

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