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## Managing Change Effectively

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As Peter Senge says, “*organisational change and individual change are two sides of the same coin*”. To effectively manage change, it’s important to understand individual responses – those that may limit or strengthen how we work during the tough times. Managing the messages and the people component are also integral to successful change processes.

### Workshop opportunities

We have a ‘tried and true’ two-day change workshop that we can use as a basis for discussion about your needs. This workshop addresses the individual contribution to successful change as well as providing the opportunity to plan for the implementation of change processes. It is practical and provides real-time learning and planning opportunities.

### Workshop content

- Change and learning – identifying how this fits into a busy working life
- Know yourself first – A TMS product, QO2, administered on-line, which measures an individual’s opportunities and obstacles quotient
- Change basics – *Change is what happens to us: transition is how we adapt to the new reality*. This material has been adapted from the Bridges change model. There are three phases:
  1. Separation – what do we need to consciously leave behind in order to move forward?
  2. Leading people through the in-between – working with the new while discarding the old
  3. Ensure effective integration – how will we know the change has occurred, at all levels and in an integrated way?
- Clarifying and customising the change messages for your team
- Communicating effectively with the team, including strategies to stay positive and bring others along
- Identifying where the resistance will come from and develop strategies to work with these
- Establishing support networks and building resilience

We also have a tool kit, where each card provides accessible ‘how to’ ideas for managing change.

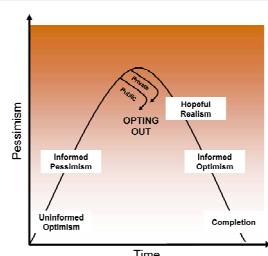
## Why QO2?

It measures the following opportunities and obstacles quotients:

- Energy for moving towards goals
- Multi-pathways – the ability to find alternative routes
- Optimism – positive thinking
- Fault-finding – the extent to which possibility of what could go wrong is examined
- Time focus – how fast time moves and the extent to which people live in the future, the past or the here-and-now
- Hope index – measures the extent to which people have the *will* and the *way* to achieve goals
- Handling change – how well people adapt to change

All change needs to start with us as individuals, and self-awareness adds to our ability to manage through difficult times. QO2 has been effective in enabling individuals and teams to recognize and adapt their styles to suit the tasks or challenges being worked with.

### Typical Responses to Change



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Source: Kelly and Conner (1978)

### Putting change into context

Effective leadership of change requires clarity about overall strategy i.e. the choices that are being made about the purpose and direction of an organisation. The test is whether the strategy can be simplified into a set of simple key messages. As you think about the ways in which you lead your people through the change, go through these questions and develop a set of simple key messages.

- 1 What is our purpose?**  
Think about why this group exists, and the value we add to the organisation.
- 2 What principles guide our behaviour?**  
Clearly state the organisation's values and use them to highlight how they assist with choices and dilemmas.
- 3 Why is change necessary?**  
Spell out the top three to five major threats or opportunities currently facing you. These need to be facts-based not opinion-based.
- 4 What are the consequences of inadequate action?**  
This needs to honestly describe what will happen if the organisation chooses to do nothing, or responds in a less than successful way. This too must be facts-based.

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## Up-skilling, refresher or new approaches?

We have other programmes, materials and experienced coaches who can assist you to manage change effectively.

**For more information please contact Thought Partners Ltd:**

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