

**Module: Leadership Training Workshop for Health Professionals**  
**Organization: East Africa HEALTH Alliance**  
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## **Session 9: Managing Change 2: Leading Change**

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### **Managing Change**

Effectively addressing an important organizational challenge almost always means that something in the organization must change

- Sometimes the changes are small e.g. change in a procedure, a rule, the way work is organized, or in how people interact with colleagues, subordinates, or clients.
- Sometimes the changes are larger and require a shift in priorities and strategies or a change in the services and products offered by the organization

### **Change creates unexpected consequences in the organization and beyond**

A leader's task is to systematically plan for the change by initiating, organizing, managing, and monitoring the change process.

Leaders need to be familiar with the behaviors, methods, and techniques for successfully introducing change and anticipate the consequences.

Successful management of change includes creating conditions (climate, rewards, encouragement, inspiration, resources) that encourage stakeholders to get involved

All of these changes alter the usual ways of working, and sometimes the prevailing patterns of power; *leading change is not for the 'faint hearted'*

### **Human Reactions to Change**

If we look at the changes over the last 200 years, it is remarkable how good we are as human beings in adapting to change.

Some changes have made life better and others have made it worse

When people perceive a change as bad, they tend to push back.

This resistance can take various forms: passive resistance, active resistance, sabotage, or lethargy (indifference)

- In organizations we call all this “resistance to change”;
- Between organizations, or even nations, we may call this competition or even war.

One thing we can learn from history is that most human beings resist being changed.

If the initiators take pains to involve, listen to, and empower people in the process, outcomes almost always are different from when the initiators impose the change.

Rather than saying “people resist change,” it is much more practical to say “people resist being changed,”

Change is a phenomenon that, in itself, is neither good nor bad. It is our reaction to change that gives it a value and that leads to either cooperation or resistance.

Our first reactions are influenced by what we think we will gain or lose:

- If the initiators engage us in conversations, public debate, negotiation and we feel that our views are being listened to, we may eventually change our minds
- If we do not feel listened to we tend to respond to change by digging in our heels, by sabotaging, or disengaging altogether.

## **Leading Change**

### **Common errors in change initiatives**

- Allowing too much complacency
  - Failing to create a sufficiently powerful guiding coalition
  - Underestimating the power of vision or under communicating the vision
  - Permitting obstacles to obscure the new vision;
  - Failing to create short-term wins or declaring victory too soon;
  - Neglecting to anchor changes firmly in the corporate culture.
- The problem with failed change initiatives is not only wasted time and other resources, but, more importantly, the wasted good will of employees
  - Failed change creates cynicism, and cynicism acts like a virus in an organization: it spreads rapidly and makes future change initiatives less likely to be embraced

## **Eight stages of change**

Kotter proposes a sequence of eight stages when initiating any change. Each is intended to keep one of the eight errors above from occurring. The following is a description of Kotter's eight stages:

### **1. Establishing a Sense of Urgency**

We need to communicate that the need for change is unavoidable.

### **2. Creating the Guiding Coalition**

Which allies should be included in such a guiding coalition?

### **3. Developing a Vision and Strategy**

Generate a point of reference in the future.

### **4. Communicating the Change Vision**

Articulating the vision and strategy is important, but not sufficient.

### **5. Empowering Broad-Based Action**

People are energized and they take initiative, risks and innovate

### **6. Generating Short-Term Wins**

People need concrete reinforcement through some tangible short-term wins

### **7. Consolidating Gains and Producing More Change**

We build on current gains to create more change and sustain the innovations

### **8. Anchoring New Approaches in the Culture**

The have to cultivate the new change as a culture or norm of the organisation