Managing Organizational Change

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This session is eligible for 1 Continuing Education Hour

For these hours to appear on your certificate, you must:

- Scan your badge at the door
- Attend 90% of the session
- Fill out the online evaluation

Learning Objectives

- Learn how to create improvement in organizations
- Develop the capability to lead organizational change
- Acquire the ability to mobilize the capabilities of others

Are you Leading?
The Manager vs The Leader

- The Manager
  - Makes the system work better
  - Expects obedience
  - Looks for people getting things wrong
  - Focuses on the job at hand
  - Looks for short-term results

- The Leader
  - Creates a better system
  - Motivates to encourage commitment
  - Looks for people getting things right
  - Focuses on achieving the vision
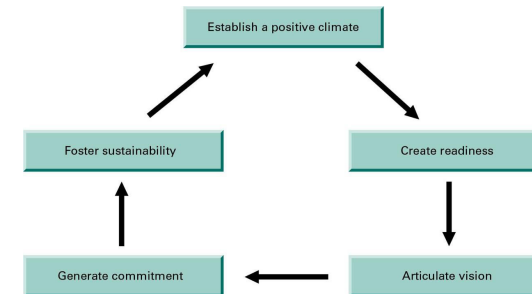 - Looks for long-term effectiveness

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Creating a Vision for Change

- Communicate
  - Elevator Speech
  - Explaining the Why
    - Is there a burning platform?
    - Timing / Frequency
- Type of Change
  - Adaptive
  - Transformational?

A Framework of Positive Change

A Framework of Positive Change

Whetten and Cameron, Developing Managing Skills, 10th edition

Daily Positivity

- Are you positive in your interaction with your:
  - Internal partners
  - Clients (including General Contractors)
  - Vendors
  - Field
  - Warehouse
  - Accounting?

- Do you give off energy or do you consume energy from others?

Is Your Organization (or Project) Ready for Change?

Benchmark best practices:
- Internal
- External
  - Comparative standards
  - Goal standards
  - Improvement standards

Work to Overcome Resistance

- Identify supporters
- Identify resistors
- Use participation
- Identify what is broken
- Identify the need for change

What is Your Vision?

- For the Department?
- For the Project?
- How does it fit with the Organizational vision?

- Include Your Passion
  - Should reflect the organizations core values and be easy to communicate

Where are the Wins?

- Find something that is easy to change.
  - Change it.
  - Publicize it.

- Rinse and Repeat
  - Pick a second thing that's easy to change and repeat the process.
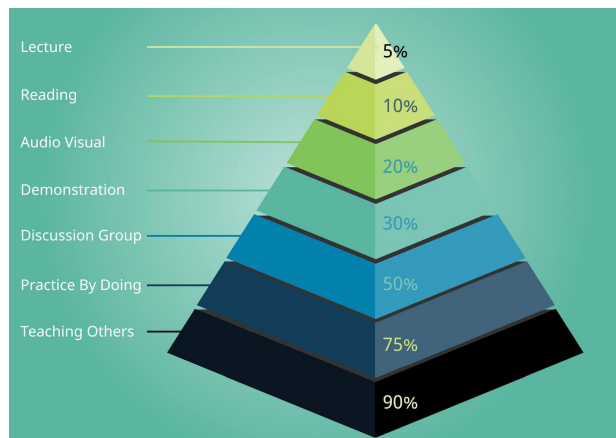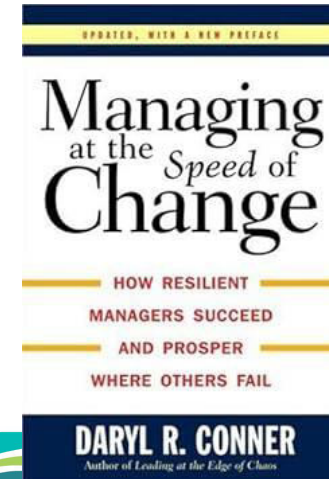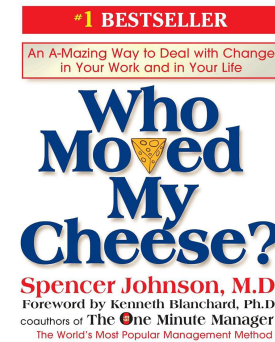
Create Long-term Sustainability

- Let others lead through teaching / showing
- Invest in training
- Identify success metrics, measures, and milestones

The Learning Pyramid (from the NTL Institute)

Lecture	5%
Reading	10%
Audio Visual	20%
Demonstration	30%
Discussion Group	50%
Practice By Doing	75%
Teaching Others	90%

Resources to Help

#1 BESTSELLER
An A-Mazing Way to Deal with Change in Your Work and in Your Life
Who Moved My Cheese?
Spencer Johnson, M.D.
Foreword by Kenneth Blanchard, Ph.D.
coauthors of The One Minute Manager
The World's Most Popular Management Method
A GEM SMALL AND VALUABLE

UPDATED, WITH A NEW PREFACE
Managing at the Speed of Change
HOW RESILIENT MANAGERS SUCCEED AND PROSPER WHERE OTHERS FAIL
DARYL R. CONNER
Author of Leading at the Edge of Chaos

Who Moved My Cheese?

1. Change Happens
2. Anticipate Change
3. Monitor Change
4. Adapt Quickly
5. CHANGE
6. Enjoy it
7. Be Ready for MORE!

Managing the Speed of Change for Electrical Contractors

- Faster Communications
- Global Engineering
- Increasing Competition
- Limited Resources
  - Material Availability
  - Labor Availability
- Sustainability

Labor

- Employment of electricians is projected to grow 6% annually until 2032 — twice the rate of all other occupations — with about 73,500 job openings each year, according to the Bureau of Labor Statistics.

- More electricians retire or leave the job each year than come into the profession, leading both labor union and non-union organizations to increase recruiting and begin career messaging as early as middle school.

Investing in Change

- Technology enhancements
- Automation
- Streamlined workflows
- Access to data
- Markets

The Nature of Change

- We seek control
- Are we able to exercise some control over the change
- Is the speed of change matching how we can assimilate the change?
- Do we understand the implications of the change?
- Can we see the path between the current and desired state?

Leading Change

- Understand the impact based on the perception of others
  - Know their reality, not yours

Key Principles

- Change is a process
  - Processes can be managed / lead
- Change is expensive
  - Pay now (training) pay later…
- Status Quo versus burning platform
- Ambiguity leads to discomfort
- Obvious and Simple may be easy to see, but may not be enough
- Frame of Reference matters

Key Principles Continued

- Expect Resistance
- Commitment is expensive, Compliance is cheaper
- Must manage the culture
- Monitor and Reinforce

Questions?

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