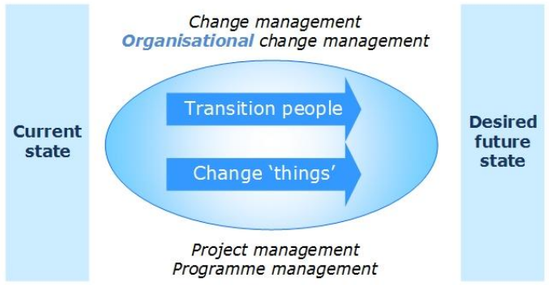
APMG International™ Change Management

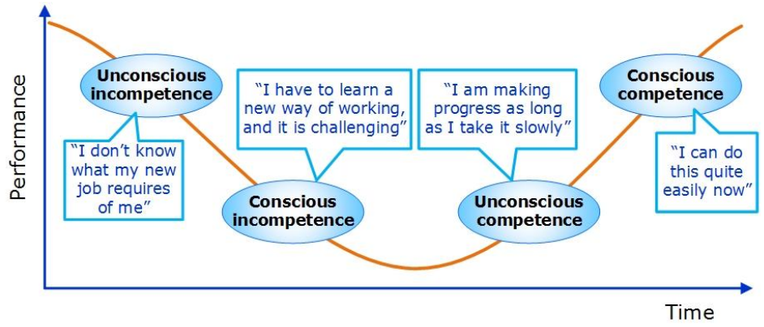
Desk Reference

inspiring projects

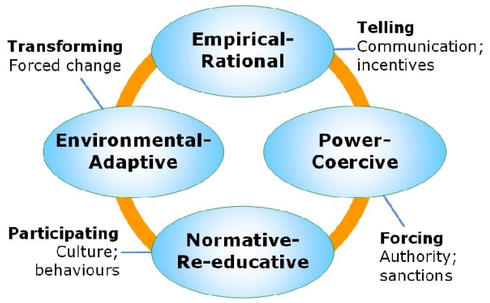
Change and Transition



Conscious Competence Learning Model



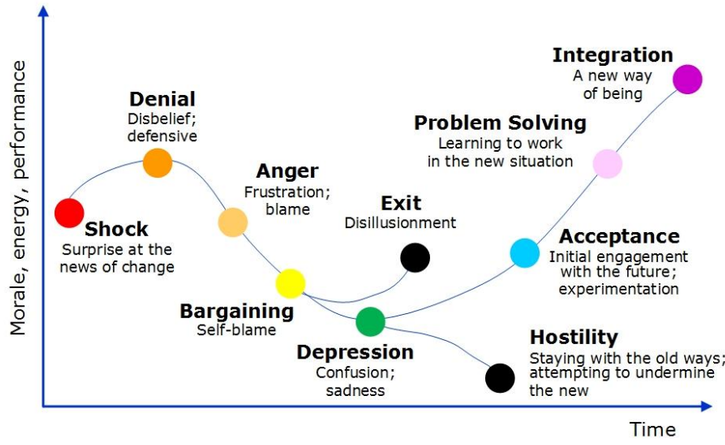
Change Strategies



Anxieties

Anxiety	Description	Action
Learning anxiety	The feeling of incompetence whilst trying to unlearn an old skill and learn (or improve) a new skill. This can inhibit change to a greater or lesser degree	Decrease by creating a psychological safety net in the form of assurance that it is ok to fail, facilitated by good training, coaching, group support, feedback, positive incentives, etc
Survival anxiety	The realisation that previous beliefs are now seen as invalid, and to survive we must change. This is necessary for change to occur at all	Increase by creating disconfirmation, guilt or anxiety, for example by threatening loss of jobs or valued rewards
Principle 1	For learning to occur, survival anxiety must be greater than learning anxiety	
Principle 2	Reducing learning anxiety (which can be extremely hard in times of change) is likely to be more effective than increasing survival anxiety (the usual corporate approach)	

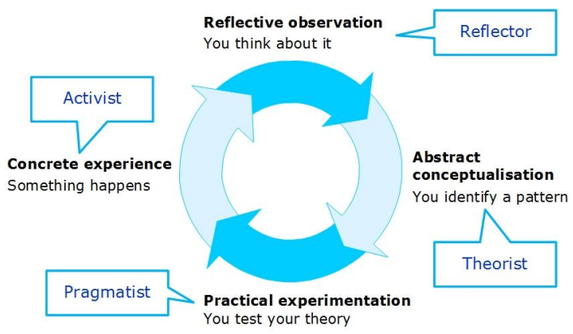
Change Curve



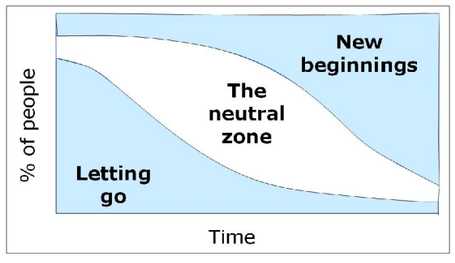
Motivation

Satisfiers	Dissatisfiers
Motivators	**Hygiene factors**
Intrinsic to the job	**Extrinsic to the job**
If met, tend to lead to higher job satisfaction	**If not met, tend to lead to lower job satisfaction**
Achievement Recognition Job content Responsibility Advancement Personal / professional growth	**Company policy and administration Supervision Working conditions Salary Relationships with peers and subordinates Personal life Status, Security**
Key motivators: autonomy; mastery; purpose	

Learning Styles



Stages of Transition



Change Formula

C if D x V x F > R

- **C change**
- **D dissatisfaction with the status quo**
- **V vision of the future; its desirability**
- **F first practical steps; risk; disruption**
- **R resistance; perceived cost of the change**

Resistance

CAUSES	Loss of control	Excessive uncertainty	Surprise	Change hurts
	Too much change	Loss of face	Personal exposure	Imposition
	Too much work	Ripple effects	Past resentments	Mistrust
TYPES	Logical, rational	Psychological, emotional	Sociological, group	
FORMS	Audible unhappiness	Sabotage	Disengagement	
GROUPS	Enthusiasts	Followers	Objectors	Underground

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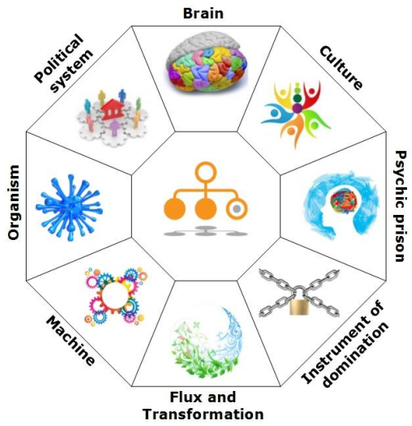
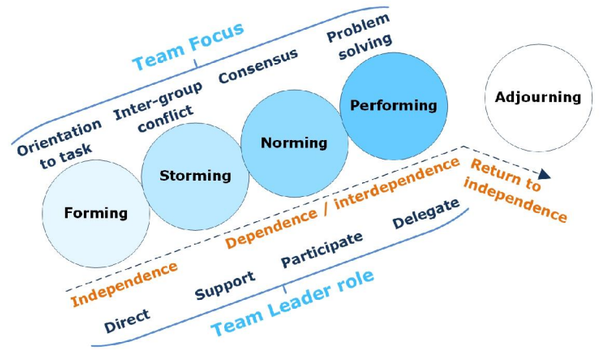
Desk Reference

Organisational metaphors

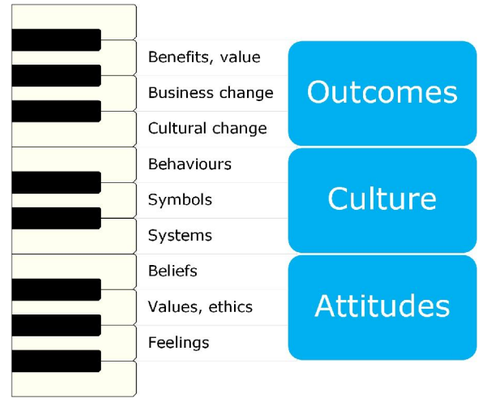


Hierarchy of Needs

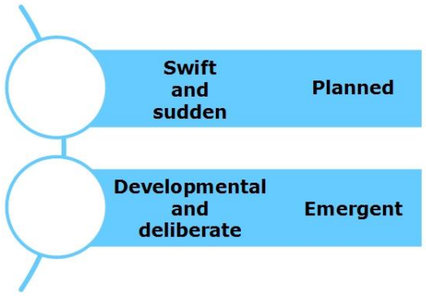
Team Development



Context of Culture



Archetypes of Change



Lewin – Three Stages

Unfreeze

Inertia is overcome, and existing habits and mindsets are broken down ...

- **Define the current situation**
- **Create a vision of the desired end-state**
- **Identify the forces that will help drive and resist change**

Change

... a period of confusion, challenge and clarification ...

- **Strengthen driving forces; weaken resisting forces**

Refreeze

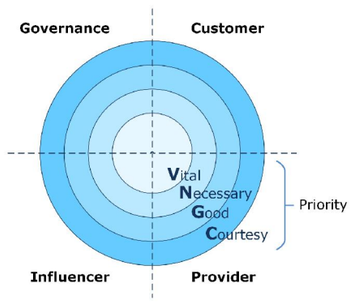
... new mindsets and habits are formed and established.

- **Internalise and institutionalise the change**

Common Cognitive Biases

Bias	Description
Confirmation bias	The tendency to search for, interpret, favour, and recall information in a way that confirms one's pre-existing beliefs or hypotheses, while giving disproportionately less consideration to alternative possibilities that might disconfirm one's beliefs.
Status quo bias	An emotional preference for the current state of affairs. The current baseline (or status quo) is taken as a reference point, and any change from that baseline is perceived as a loss.
Availability bias	A tendency to perceive the more memorable or easily available information as the most significant. Overestimation of the probability of events associated with memorable or dramatic occurrences.
Bandwagon bias	The rate of uptake of beliefs, ideas, fads and trends increases the more that they have already been adopted by others. As more people come to believe in something, others also "hop on the bandwagon" regardless of the underlying evidence.

Stakeholder Radar



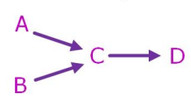
Kotter – Eight Steps

- **Create a climate for change**
  - Create urgency
  - Build a guiding coalition
  - Create a vision for change
- **Engage and enable the organisation**
  - Communicate the vision
  - Empower broad-based action
  - Create quick wins
- **Implement and sustain the change**
  - Build on change
  - Embed the change in the culture

Senge – Systems Thinking

Linear Thinking

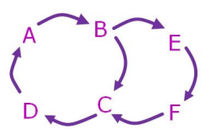
Thinks about sequences



In linear thinking, everything can be explained by causal chains of events. From this perspective, **root causes** are the events starting the chains of cause and effect, such as A and B in this diagram.

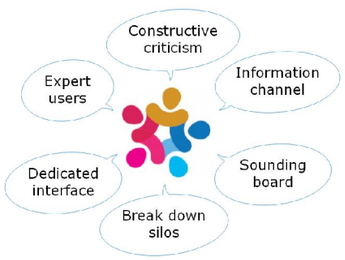
Systems Thinking

Thinks about connections



In systems thinking, a system's behaviour emerges from the structure of its feedback loops. **Root causes** are not individual nodes; they are the influences emerging from particular feedback loops.

Benefits of Change Agents



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