Create a Culture
of Resilience
and Agility

Create a Culture of Change Readiness that Results in

Change Leadership Capabilities

Increased Buy-in and Resilience

Getting Results Faster

Reduced Risk and Increased Confidence

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Leading People Through Change®

Change can be hard. It doesn't have to be.

Organisational change is a fact of business life. Reorganisations, mergers and acquisitions, technology implementations, and other business initiatives are disruptive because they require large numbers of people to change at the same time.
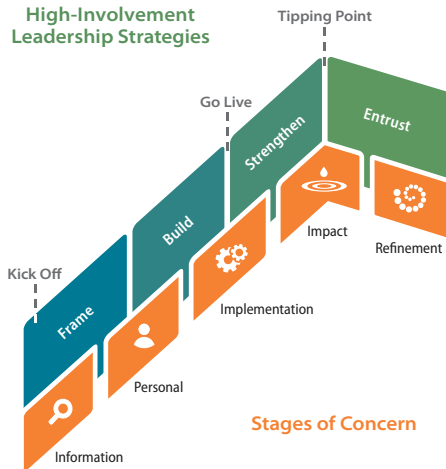
Change efforts often fail because the organisation and their leaders lack the framework and skills to guide their people through it effectively. Failed or stalled change initiatives waste time and money, reduce productivity and engagement, and increase employee turnover.

It doesn't have to be this way. At Blanchard®, we know the most successful companies are agile and embrace change as part of their culture to stay ahead of the competition. We know change is difficult and overwhelming if you don't have a track record of success and people start resisting the change and derailing it.

Our Leading People Through Change® program teaches your executives and managers how to lead successful change initiatives by involving others throughout the change process. Collaborative conversations allow challenges and concerns to be identified early for people to understand why the change is needed, what to change, and how to do it. This high-involvement approach decreases the feeling of being controlled and builds momentum for the change.

Leading People Through Change®

High-Involvement Leadership Strategies

Tipping Point

Go Live

Kick Off

Entrust

Strengthen

Build

Frame

Impact

Refinement

Implementation

Personal

Information

Stages of Concern

Who Should Attend?

Intact Teams

Executives

Managers

High Potentials

The Proven Formula to Develop Change Leaders

Leading People Through Change® applies to change initiatives of all types and sizes. Workshops can be delivered to an intact team working on a specific change initiative or in an open-enrollment format to build change leadership capability across your organisation. Implement Leading People Through Change in your organisation as a one-day, face-to-face workshop or as two 2-hour plus two 90-minute virtual sessions. Both designs include compelling visuals and materials, engaging videos, and proven learning activities.

When people are given the opportunity to be involved in the process and their concerns are heard and addressed, they are less likely to resist change. When you have buy-in and commitment early on from the people you are asking to change, they will feel good about the direction of the organisation and you'll get results faster.

Don't risk wasted time, effort, and money on failed change initiatives. Equip your leaders to make sure they're a success.

Ready to Get Started?

Here's our five-step plan to creating resilient, agile leaders:

1. Identify challenges and desired outcomes
2. Understand your history
3. Develop your leaders' change leadership skills
4. Plan and execute with excellence
5. Evaluate progress

**Contact Blanchard Australia
on 1300 25 26 24 to Get Started**

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EBOOK

FIVE COMMUNICATION STRATEGIES THAT MAKE LEADING CHANGE WORK IN TURBULENT TIMES

The pace of change gets faster each year and the challenge to stay ahead of the game becomes more daunting, more challenging, and more necessary.

Change is happening everywhere we look. Markets, technology, competitors, and especially the way we work are radically different today than they were just weeks ago.

Leading change was predicted to be the number one issue leaders would face in 2020.

In a study conducted by
The Ken Blanchard Companies® in 2019

When change initiatives go well, they improve innovation, creativity, success, productivity, engagement, and employee retention.

When they don't, organisations fail to meet their goals and, as a result, time, energy, resources, and morale can all be lost.

Gartner Research, Gallup, and Harvard Business Review continue to estimate that about

60–70% of change initiatives fail.

A recent study from Gartner showed that

66% of CHROs are dissatisfied with the speed of change implementation

in their organisations.

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A study conducted by Blanchard® in 2018 showed that only

50% of the respondents surveyed felt they could help their teams embrace change and innovate,

only **43%** felt confident managing change initiatives,

and only **39%** felt their teams were a good example of creativity and innovation.

? IF THE NEED TO **LEAD CHANGE EFFECTIVELY** IS CRITICAL TO ORGANISATIONAL SUCCESS, WHY AREN'T WE GETTING BETTER AT IT?

Ineffective communication, poor leadership, and lack of training and resources are key reasons change efforts fail. But research shows that people go through predictable stages of concern during times of change. And the better that leaders understand how to diagnose and address these concerns and communicate effectively about them, the better they are at keeping the change process on track.

Powerful and sustained change requires constant communication, not only throughout the rollout but after the major elements of the plan are in place. The more kinds of communication employed, the more effective they are.

—DeAnne Aguirre

Research shows that in times of change, people go through predictable stages of concern.

1. **Information Concerns**

2. **Personal Concerns**

3. **Implementation Concerns**

4. **Impact Concerns**

5. **Refinement Concerns**

Addressing these stages can remove roadblocks to the change process.

A key reason that change efforts fail is not simply a lack of communication but a lack of focusing communication on the five stages of concerns people have about the change process.

The First Stage of Concern

Information Concerns

People want specifics about the change process. They want to have the chance to ask questions about the gap between what is and what could be. They want honest and direct answers. And they don't want to be sold on the proposed change. They need to understand what is being proposed before they can know whether the change is bad or good.

The First Stage of Concern

Information Concerns

Key questions at this stage include:

- **What is the change?**

- **What's wrong with the way things are now?**

- **What do we hope to accomplish?**

- **Why now?**

- **What opportunity will I have to raise questions and voice my concerns?**

- **How do people I respect feel about this change?**

The Second Stage of Concern

Personal Concerns

Personal Concerns, are often the most ignored stage and the primary reason so many change initiatives fail. At this stage, people want to know how the change initiative will benefit them or what they will lose.

The Second Stage of Concern

Personal Concerns

Specifically, people want to know:

- **How will the change impact me personally?**

- **Will I win or lose?**

- **Will I be able to learn how to do this?**

- **How do I find the time?**

- **How are my relationships going to be impacted?**

Implementation Concerns

Implementation Concerns, include system alignment, best practices, and the daily mechanics of making the change happen. In this stage, people ask themselves,

"What do I do first? Second? Third? How do I manage all the details?"

The Third Stage of Concern

Implementation Concerns

Additional concerns include:

- **How are we going to do this?**
- **How will the people being asked to change be involved in planning for it?**
- **How realistic is the change plan?**
- **How could this change get derailed?**
- **Is there a Plan B?**
- **Who can help me?**

The Fourth Stage of Concern

Impact Concerns

At this stage, people are interested in learning whether the change is paying off. If leaders have done a good job of addressing the first three stages of concern, this is the point in the process where people will sell themselves on the benefits of the change.

Impact Concerns

Impact Concerns focuses on issues such as:

- **Is the change working for me, my team, our organisation, and our customers?**

- **Is the change effort worth it?**

- **Has anyone figured this out?**

- **What can we learn from their success?**

- **How do we get everyone who is still undecided on board?**

- **How are we dealing with resistance?**

The Fifth Stage of Concern

Refinement Concerns

Refinement Concerns focus on making continual improvements. At this stage, the change is well on its way and employees are focused on innovation. Employees may be wondering whether alternative approaches might work better. They may want to play a role in modifying the approach to the change process to leverage lessons of the past. The leader's role is to encourage this refinement, support further innovation, and invite others to challenge the status quo.

The Fifth Stage of Concern

Refinement Concerns

At this stage, people need to know:

- **How can we do this better or faster?**
- **What have we learned that we can leverage?**
- **Do you trust us to lead this change going forward?**

Mastering the art of leading change doesn't need to be mysterious or complicated. Acknowledging that people go through predictable and sequential stages of concern— which can be anticipated and addressed—can help your organisation accelerate change.

By training leaders on how to address the stages of concern and respond with strategies to increase involvement and influence at each stage of the change process—and build the capacity for future change—organisations can dramatically increase the probability of successfully initiating, implementing, and sustaining change.

Visit us here to learn more.

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The Ken Blanchard Companies is the global leader in management training. For more than 40 years, Blanchard® has been creating the best managers in the world, training over 150,000 people per year. From the award-winning First-time Manager program—based on best-selling business book, *The New One Minute Manager®*—to SLII®, the most widely taught leadership model in the world, Blanchard is the expert in management training across all levels of an organisation and is the provider of choice by Fortune 500 companies as well as small to medium businesses, governments, and educational and nonprofit organisations.

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LEADING
AT A
HIGHER
LEVEL

BLANCHARD ON LEADERSHIP AND CREATING HIGH PERFORMING ORGANIZATIONS

THIRD EDITION

Leading Change

Constant change is a way of life in organizations today. How do managers and leaders cope with the barrage of changes that confront them daily as they attempt to keep their organizations adaptive and viable?

Leaders often feel trapped in a lose-lose situation when they try to launch a change effort. On one hand, they risk unleashing all kinds of pent-up negative feels in people. On the other hand, if they don't drive change, their organizations will be displaced by those that are committed to innovation.

To lead a successful change, leaders must listen in on the conversations in the organization and surface and resolve people's concerns about the change. They must strategize to lead change in a way that leverages everyone's creativity and commitment.

Five Change Leadership Strategies

The following five change leadership strategies and their outcomes describe an effective process for leading change.

Strategy 1: Expand Involvement and Influence (Outcome: Buy-In)

By involving people in decision making about the change, leaders significantly increase the probability that the change will be successfully implemented. People are less likely to resist the change when they have been involved in creating the change.

Strategy 2: Explain Why the Change Is Needed (Outcome: Compelling Case for Change)

This strategy addresses information concerns. When leaders present and explain a rational reason for the change, the outcome is a compelling case that helps people understand the change being proposed, the rationale for the change, and the reason the status quo is no longer a viable option.

Strategy 3: Collaborate on Implementation (Outcome: The Right Resources and Infrastructure)

When leaders engage others in planning and piloting the change, they encourage collaboration in identifying the right resources and building the infrastructure needed to support the change.

Strategy 4: Make the Change Sustainable (Outcome: Sustainable Results)

Rather than simply announcing the change, leaders must make the change sustainable by providing people with the new skills, tools, and resources required to support the change. By modeling the behavior they expect of others, measuring performance, and praising progress, leaders create conditions for accountability and good results.

Strategy 5: Explore Possibilities (Outcome: Options)

Possibilities and options should be explored before a specific change is decided upon. By involving others in exploring possibilities, you immediately lower information concerns when a new change is announced, because people are "in the loop" about deciding what needs to change.