

# Change Management Overview

Effective Change Management

A decorative graphic at the bottom of the slide consists of a grid of small, colorful squares in shades of teal, orange, yellow, and brown, arranged in a pattern that suggests a landscape or a data visualization.

# People Resist Change...

## Common Organizational Assumptions

- Organizations are made up of people who perform processes.
- Changes in processes and work activities requires changes in behavior.
- Resistance comes when people have reasons to believe that the future will be different from their expectations (whether for better or worse)

## People will immediately seek resolution of three worries...

1. What will happen to me?
  - Worried about security- losing their job, responsibilities, status, respect
2. What is expected of me?
  - Worried about not being able to cope, with being “shown up”.
3. What is in it for me?
  - Worried about missing an opportunity, of “losing out”.

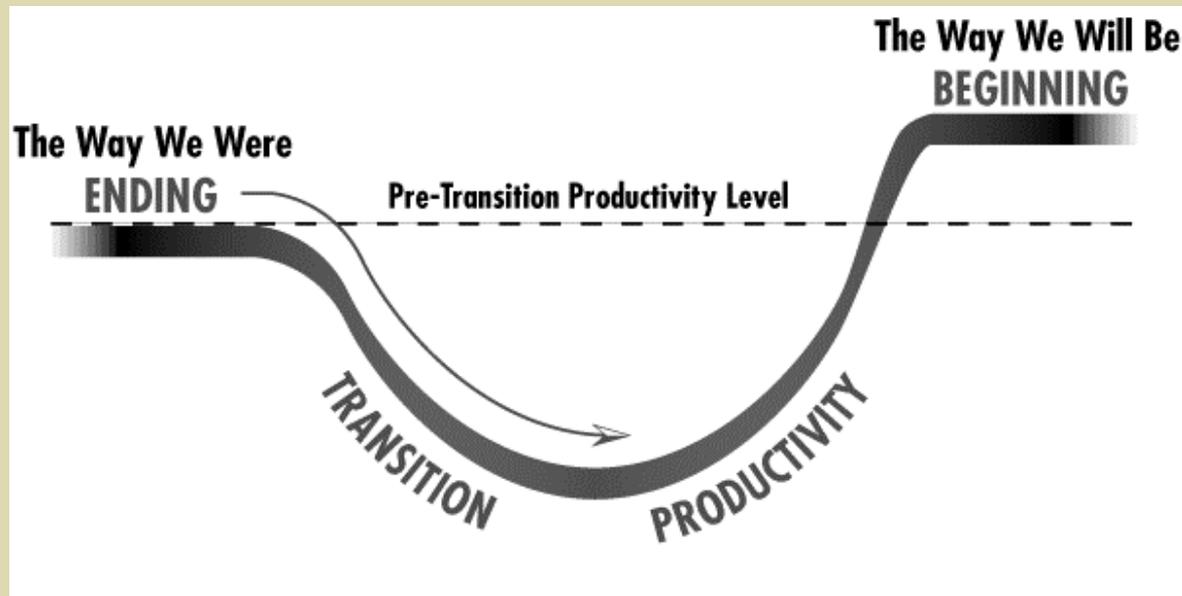
# Change is a Process of Transition



- Characteristics of the transition state
- Low stability
- Perceived high levels of inconsistency in the environment
- High emotional stress
- Uncertainty regarding outcomes
- Uncertainty of being successful in the “new” environment
- High, often undirected energy
- Emphasis on control
- High value placed on past behavior patterns
- Increased conflict

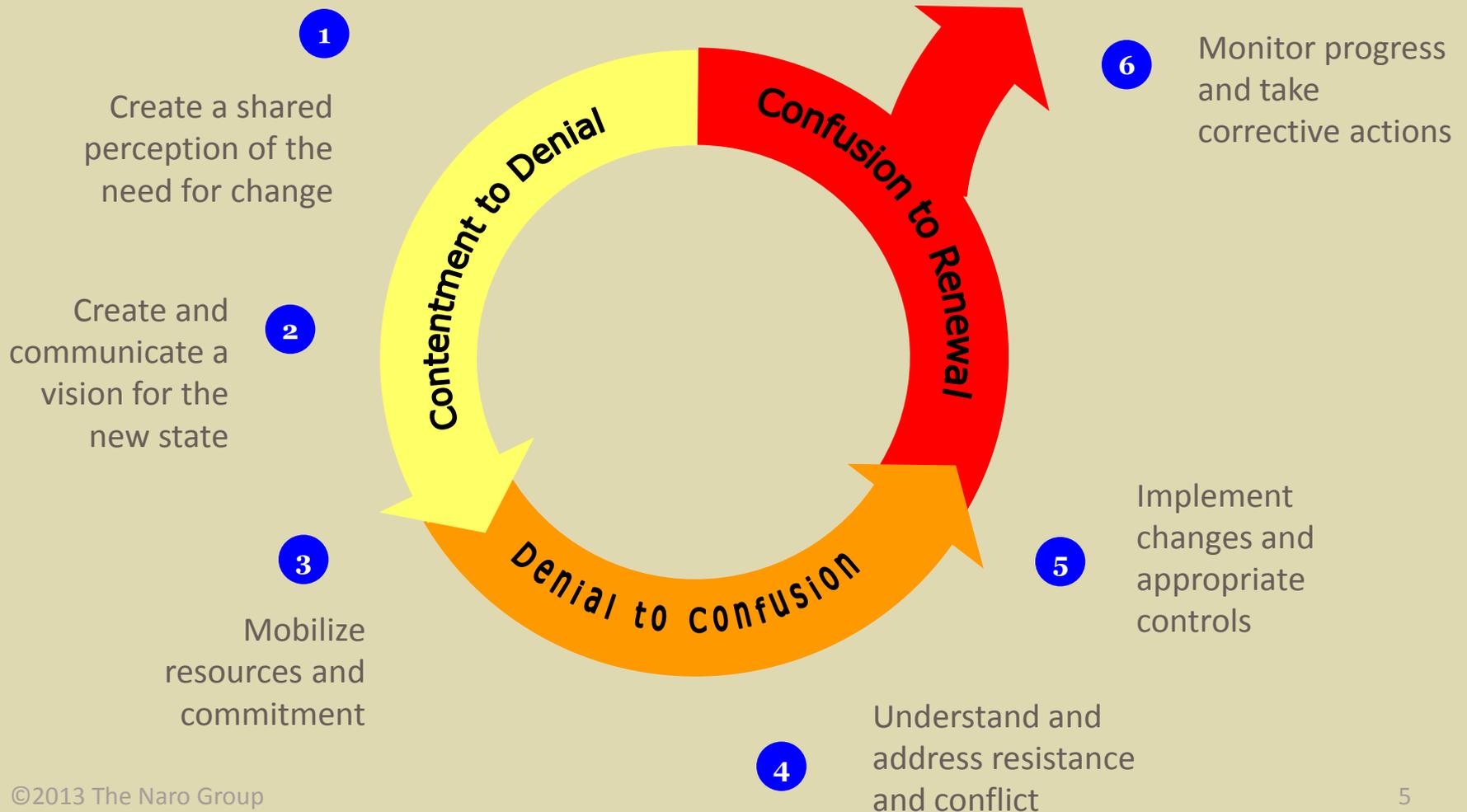
Adverse impact  
on individual and  
organizational  
performance!

# Leading Change: The Change Roadmap

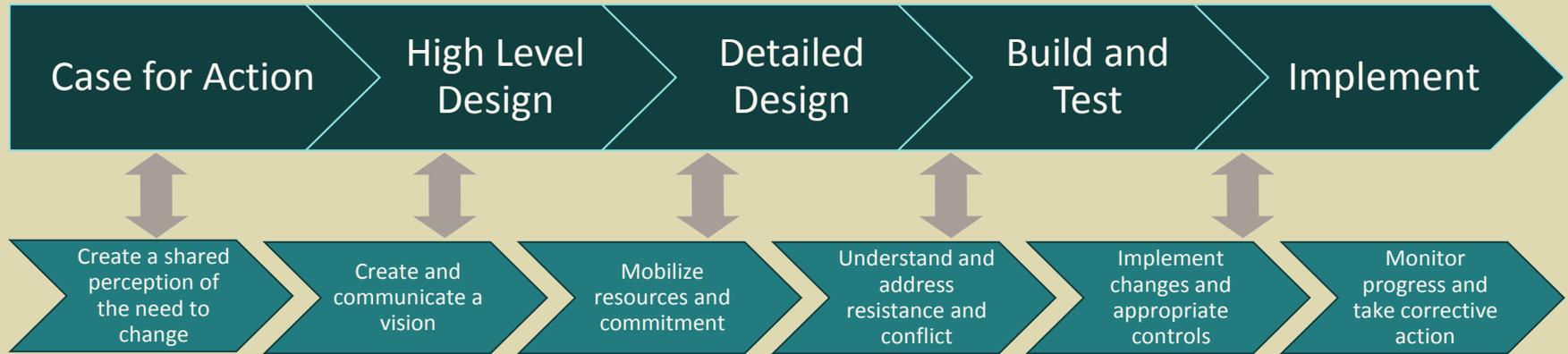


The effect on people during the transition causes a drop in performance in direct contrast to the desired effect

# The Four Phase Model: Identify Appropriate Change Actions



# Project and Change Lifecycles



- The change lifecycle and the project lifecycle need to be tightly linked
- Change management activities start with project launch and run through implementation and control
- If the two become separated or out-of-phase, the success of the project and its associated benefits are at risk

# Need help assessing your sales force's readiness for change?

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