ORGANIZATIONAL CHANGE

Overcoming fear and resistance in the pursuit sustainability
Why Resistance?

- Loss of control
- Excess uncertainty
- Surprise, surprise!
- Everything seems different
- Loss of “face”
Why Resistance?

- Concerns about competence
- More work
- Ripple effects
- Past resentments
- Sometimes the threat is real
Realize that...

- All change is emotional
- Emotions are 4 times more powerful than logic
Overcoming resistance, or a process I call: **LICK ’EM TO DEATH**

- Create a climate for change
- Engage and enable your CWRT
- Implement an unassailable change process…
- You may wish to call it “modernization”.
PLANNING FOR CHANGE INITIATIVE

- Identify & Prioritize Opportunities
- Develop Purpose Statement
- Describe Current Process
- Collect Data Current Process
- Identify All Possible Causes
- Identify Potential Improvements
- Develop Theory of Improvement
- Develop A Plan Of Action
Identify, Collect & Analyze the Data

Document Problems

Identify, Collect & Analyze the Data

Test the Improvement

Document Observations

Document Observations

Develop A Statement of Lessons Learned

Review Analysis & Develop Conclusions

TESTING & STUDYING THE CHANGE
Adapt the initiative
Based on Lessons Learned

Adopt
Implemented Change

Abandon

Standardize Process

Modify &
Try Again

Plan
Change Example

• Accept CREDIT CARDS to pay for dues, meals & donations.
Articulate Urgency

• Lay the groundwork for buy-in by sharing why change must happen now, rather than later

• Our members experience long lines to check in to make payments at monthly meetings. Many complain…
Generate a Coalition

• Select a team to help guide the change.
• The coalition members must be competent, articulate and able to provide wise counsel.

• Minimum: Need treasurer & check-in team.
Determine & Articulate the Vision

• Tell everyone involved where the change will take the CWRT in both the long and short terms.

• Increased transaction efficiency for check-in and payments.
• Better record-keeping.
• Little training required.
Empower Individuals & Teams

• If you select a great team, turn them loose. Empower people and teams to make important decisions without fear.

• The team may decide to try an expansion to an online system of payment that includes cards.
Quick Wins & the Consolidation of Change

- Document other change needs identified along the way and be willing to address them if necessary.

- As the CWRT began to attack the issue, they received many compliments.
Sticking the Change

• Without monitoring and re-assessment, the positive gains of a change may erode over time.

• When the initiative was completed, lines were practically non-existent, members were happier and donations had increased.
DISCUSSION