

# Pragmatism & Principles

## Tools for Effective Change

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# What am I covering today?

- Why is change management important?
- What are we doing wrong?
- What are some proven methods to get better results?
  
- Principle based innovation
- Pragmatic steps for action
- Progressing despite setbacks

# What does Change Management mean to you?

- “Consultation”
- Restructures, job losses, redundancies
- Hopelessness, resignation or despair?
- Cynicism (obviously)
  
- Change Management spells **DANGER**

# What *should* change management be?

- Helping people to understand why changes are needed, and how we will improve services
- Helping them to understand where they fit into the big picture
- Helping them to get used to new ways of working
- Listening to their ideas, working with them towards agreed goals

# Why is this important?

~~*Change is the only constant.*  
Heraclitus, Greek philosopher~~

- Change isn't just continuous, it is exponential
- Technology driven change is profound
  - Radically changing industries, markets, customer behaviours
  - Huge challenges and opportunities

**We must build change capacity and capability**

# Changes...

- Changing the comfortable routines of daily work
- Changing expectations or standards for work
- Changing how your performance is measured
- Creating transparency or oversight where there was none
- Changing the way you do your work
- Changing the tools you use
- Changing where you work
- Changing who you report to (power/politics/relationships)
- Changing the internal culture
- Changing habits

# Changing technical staff

- IT staff find change particularly challenging
- Experience a high rate of change
- Threatens roles, threatens expertise
- Threatens “support ego”
  
- Behaviours: fortress-building, corner-pissing, complexity millstones, impenetrable jargon
  - Indispensable, high-risk, specialised expertise

# Principles: Internal culture

*The patterns of shared values and beliefs that produce norms of behaviour.*

- Perceptions
- Shared assumptions
- Traditions
- Habits
- Politics
- War stories
- Feelings
- Language



# Change frameworks

- The frameworks/models are fine, they'll get you there
  - But they miss the point somewhat
  - They are misinterpreted by many
- Can't be blindly applied – just like ITIL
  - They aren't just a series of steps
    - (analogy: the stages of grief, Kubler-Ross)
  - Must be tailored to the context of your organisation

Will frameworks create lasting change?

# Principles: Starting the ball rolling

- What reason do we have to change?
- What is wrong? – “if it ain’t broke”
- What are we trying to achieve and why?
- WIIFM?
- Use interactive training/simulations to demonstrate the “why”

Setting expectations – what would YOU expect from a service?

- Is that what we’re delivering?

# (Dis) Satisfaction surveys

- Direct input from customers:
  - What matters to our customers?
  - How are we performing in those areas?
- Timeliness, accessibility, professionalism, knowledgeability, courtesy, empathy and understanding, reliability
- Open questions for honest responses
- No defensive reactions

Perception = Reality

# Pain: Where is your pain?

- What problems can we agree on?
- Where do the complaints come from?
- Where are our client's frustrations?
  - Front line staff often have considerable insight
- What is soaking up all our time?
- What *should* be soaking up all our time?

# Progress: Low hanging fruit

- Resolve pain points
- Implement small pilots
  - Measure results and share to prove success
- Deliver “quick wins”
  - Demonstrate real benefits
  - Make a difference to staff and clients
  - Build momentum

# Principles: Service Charter

- Articulate customer expectations of service quality
- Encourage appropriate behaviours
- Agreed improvement goals/aspirations
- Expectations of customer interactions
- Language – clients/customers not “users”
  - “Users” have track marks
  - “Only professionals like doctors and lawyers use the word client!”

# Principles: Senior ownership - not just support

- Senior staff as champions
- Integrate into regular communications
- Address conflict and issues
- Champion service charter
- Take ownership - walk the talk
- Build executive understanding in person to increase buy-in

# Principles: Grass roots change

- Who are the fans?
- Who are the internal leaders and influencers?
- Include in discussion and planning
- Harness, cultivate and support their enthusiasm
- Ensure they are fully informed
- Contact points within their peer groups
- Enlist passionate practitioners to train and communicate

Shape opinions from within



# Principles: REAL engagement

- Not just “consultation” – listening to staff properly
  - Strengths and weaknesses, issues and risks
  - Allows them to own and take responsibility for the change
- Adjusting plans in response
- Changing direction where required
- Including great ideas for improvement
- Remember - **strong opinions are often good indicators**
- Turn them to your advantage, get resistors onboard early

Communication = Participation

# Pragmatism: Continual improvement

- Feedback, ideas box
- Clear contact points for questions
- Forum for discussion
  - In person
  - Online
- Positive and negative important
- Give credit for improvements
- Improving understanding and maturity leads to greater engagement

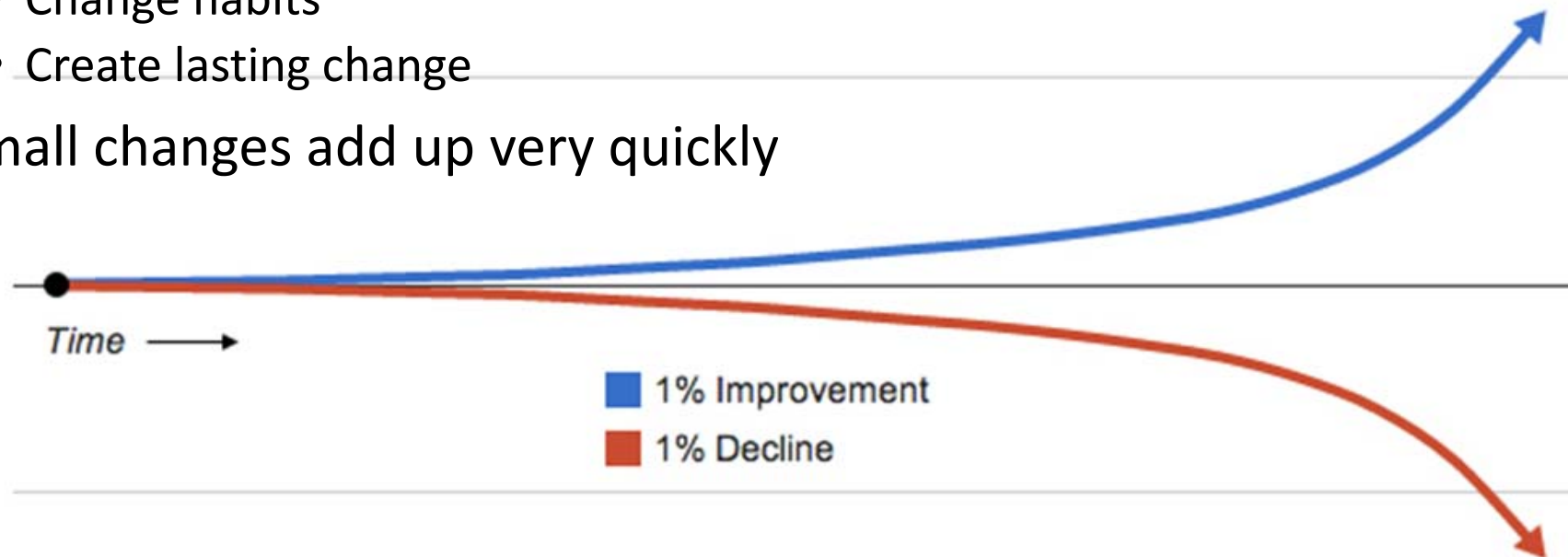
Make sure you act on feedback

# Progress: Big rocks (often little pebbles)

- Prioritise visible changes
- Make a direct improvement to clients
- Beneficial to front line staff (WIIFM)
  
- Don't plan your project only to realise the iceberg has melted part way through - be agile
- Identify opportunities and include them
- Set that expectation with your project stakeholders

# Pragmatism: Incremental improvements

- Guided by principles of service management
- Accumulating incremental changes
  - Build momentum
  - Change habits
  - Create lasting change
- Small changes add up very quickly



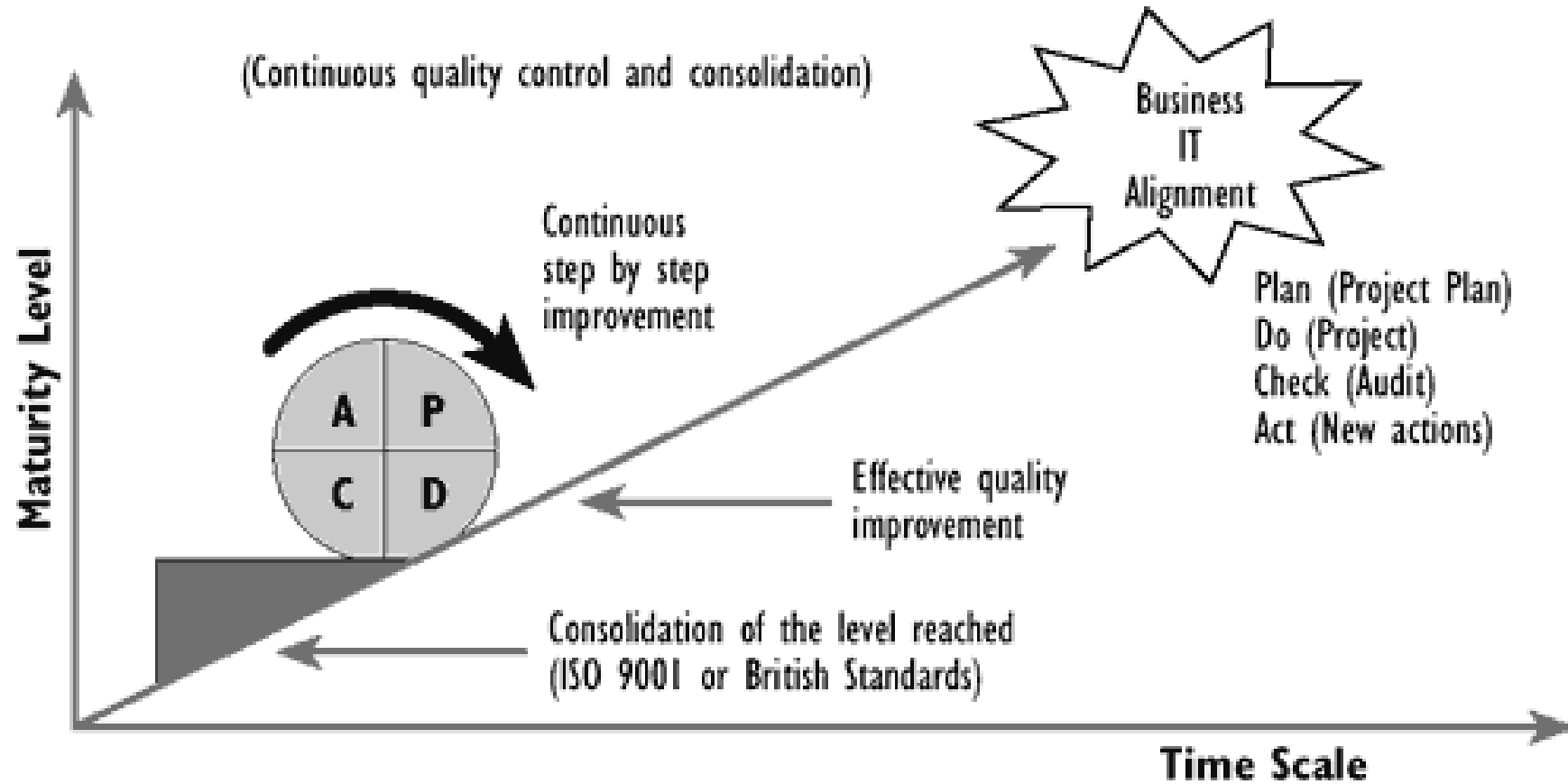
# Pragmatism: “The smell of an oily rag”

- Keep it simple
- Streamline processes
  - Focus on changes that improve service directly
  - Invest in the essential elements of improvement
- Involve as many staff as possible
  - Spread the load
  - Embed changes into daily activity

# Progress + Momentum = Enthusiasm

- The Progress Principle - Teresa Amabile & Steven Kramer
- Staff are motivated by seeing improvements
  - Forward momentum
  - Meaningful progress
- Encourage
  - Initiative
  - Autonomy
  - Enthusiasm
  - Experimentation
- Target to remove
  - Obstacles and roadblocks
  - Meaningless tasks

# Pain: Set-backs (Sisyphus)



# Pain: “Disaster” management

- Failure is a compelling driver for change
- Enhanced visibility of problems
- Provides real-life examples of the benefits
- Use “survivors” as champions for change



# Principles: Please stop the jargon

- ITIL/Incidents/CSIP/impact vs urgency/continuity/availability
  - All internal terminology, and have their place for common language
  - Also just MORE IT jargon
  - Impenetrable for business staff
  - Increase the “us and them” rift
- Buy-in, empowering, engagement, quick wins, best-practice
  - Managementese at best
  - Glib, insincere at worst

# Summary

- Establish the need to change
- Set expectations
- Get the ball rolling
- Involve and enable staff
- Communicate effectively and engage
- Build and maintain momentum
- Use opportunities/failures
- Incremental improvements create lasting change
- Keep it simple!

# Questions?



# Last Word

What is the single most effective strategy you've used (or experienced) to implement lasting, successful change?

- Technology success for non-IT managers
- Making smart technology decisions
- Business driven technology change
- Planning for project success
- Project review, rescue and recovery
- Independent problem review and analysis
- Pragmatic roadmaps for improvement
- CIO for hire

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