

Agile ORLANDO JULY 24-28 2023

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Change Management

The journey from decisions to actions

By: Arpita Mukherjee



About the Speaker

Arpita Mukherjee,

Agile Coach at N26
and

Curator of 'theagilesoul.xyz'

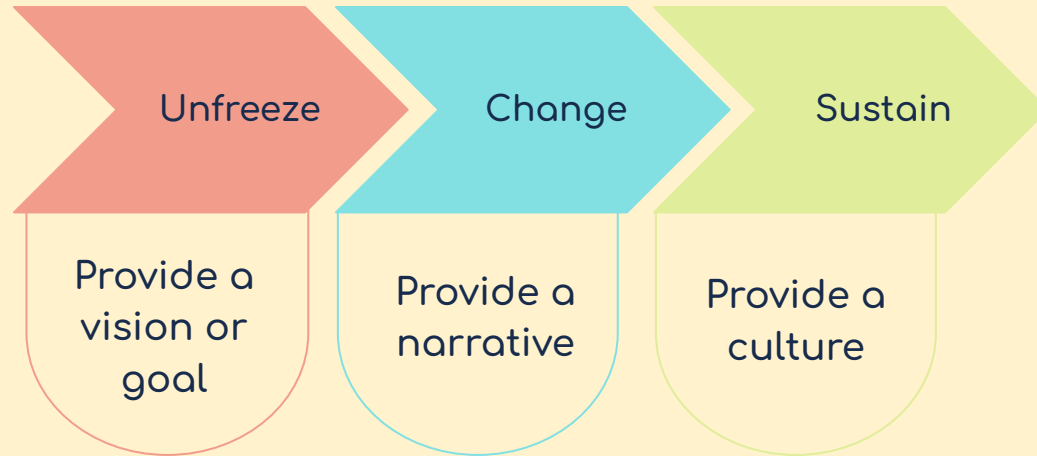


Agenda

- Section 1: Determining the Type of Change
 - Kurt Lewin's Change Model
 - Cynefin Framework
- Section 2: Communication Strategy
 - E.C.G Model of Communication
 - Change Curve
- Section 3: Overcoming Resistance
 - REDUCE model



Kurt Lewin's Change Model





Section 1

Determining the Type of Change



Why is this important?

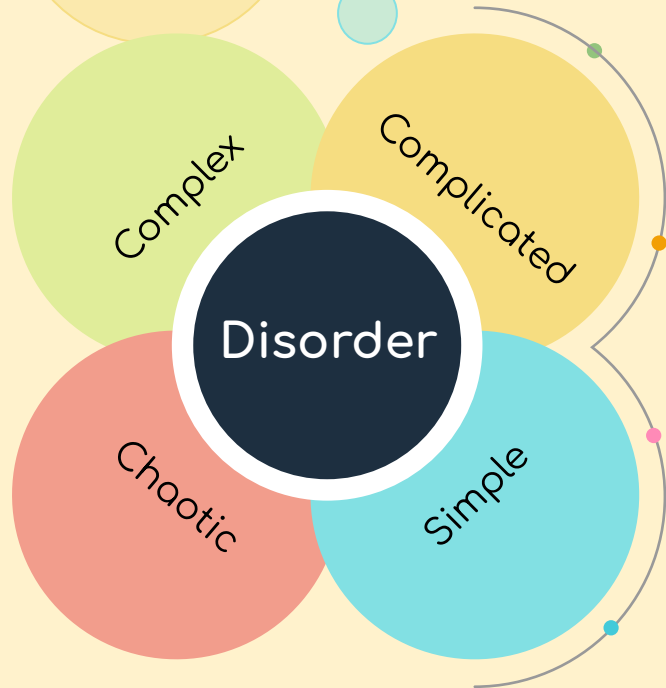
Approach
determines the
future

Provides
direction

Adds structure
to the process



Cynefin Framework



The framework you
know



Decision Making

Disorder

The space of not knowing which system you are in

Complicated

Decision Model:

- Sense
- Analyse
- Respond

Simple

Decision Model:

- Sense
- Categorise
- Respond

Complex

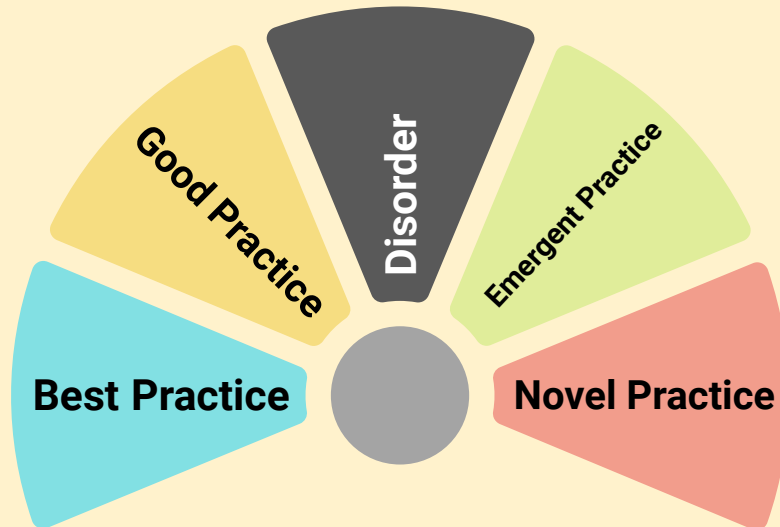
Decision Model:

- Probe
- Sense
- Respond

Chaotic

Decision Model:

- Act
- Sense
- Respond



Section 2

Communication Strategy



Why is this important?

Helps with
buy-in

Provides clarity

Generates
engagement



E.C.G Model of Communication



Echo

Clarify

Guide



E.C.G Model of Communication

Echo: Amplifying the message



- Echo unites the organization with a consistent message.
- Team members act as message amplifiers.
- Echo ensures understanding of the change throughout the organization.

E.C.G Model of Communication

Clarify: Address doubts and questions



- Clarify focuses on concise and easily understood messages.
- Eliminates confusion and misinterpretations.
- Enhances decision-making and collaboration.

E.C.G Model of Communication

Guide: Providing direction and support



- Provides clear direction and actionable steps for implementing the change.
- Offers support and resources to ensure successful adoption of the change.
- Guides the organization through any challenges that may arise during the change process.
- Motivates long-term commitment to the change and its success.

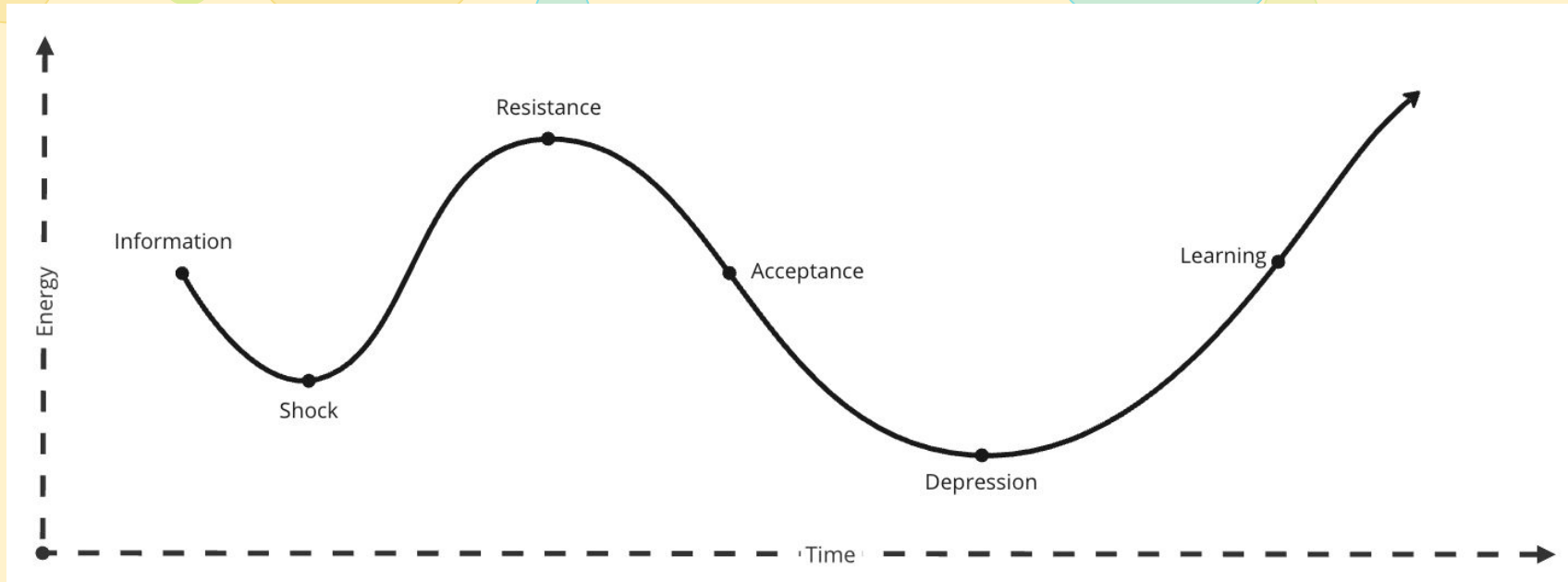


The Change Curve

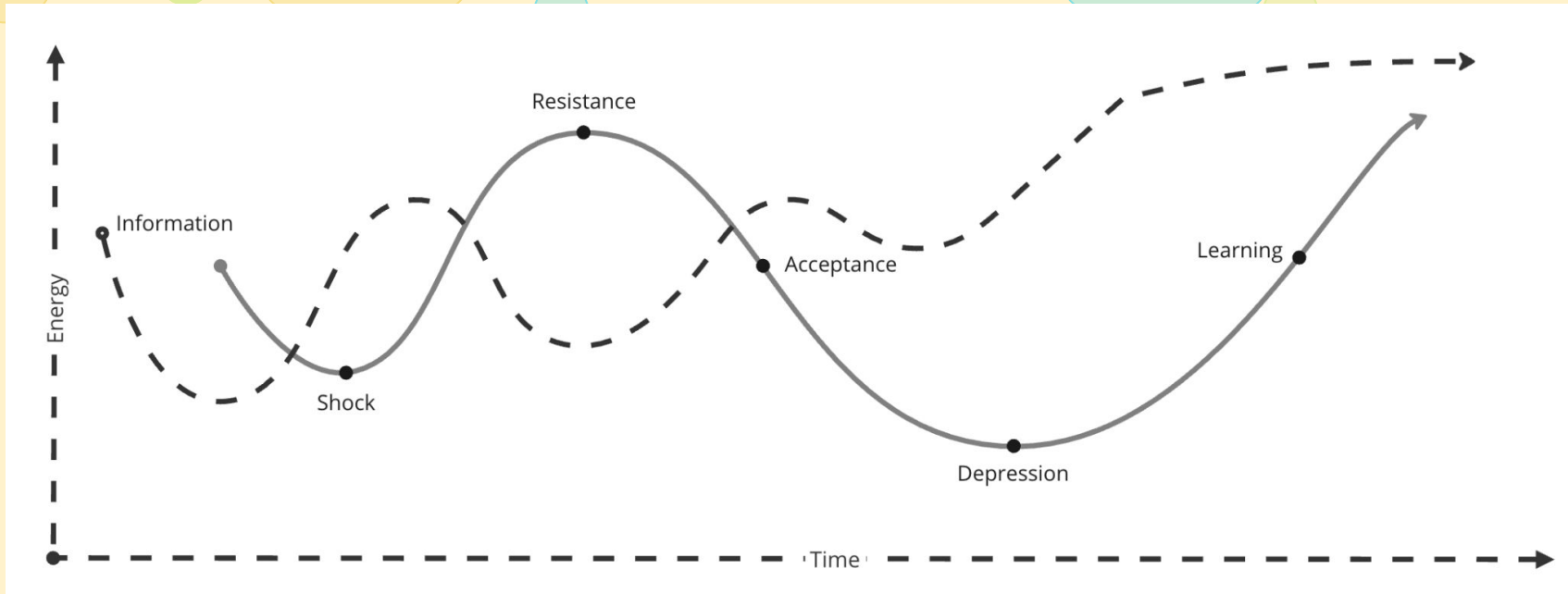
The different stages people go through when they experience change.



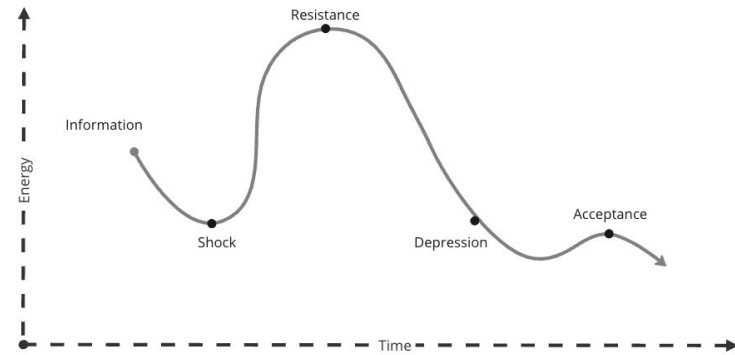
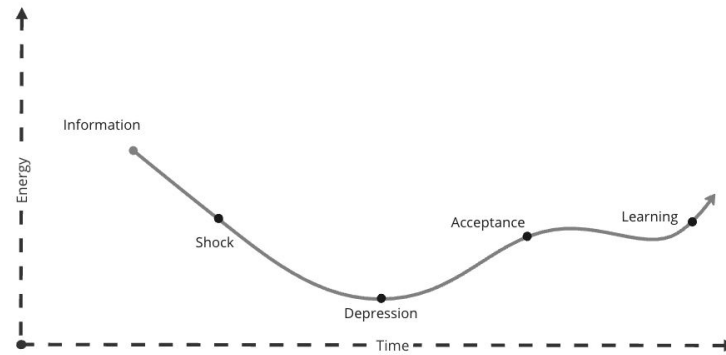
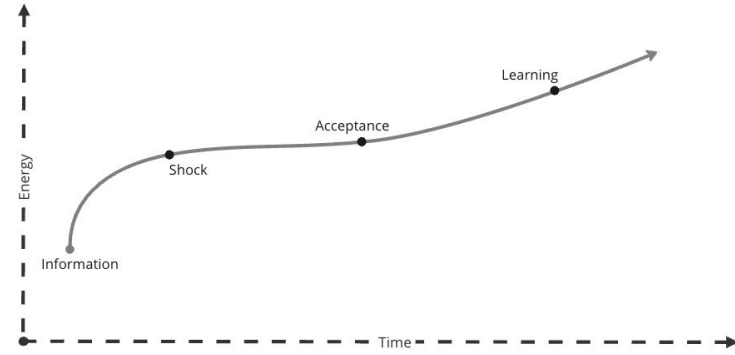
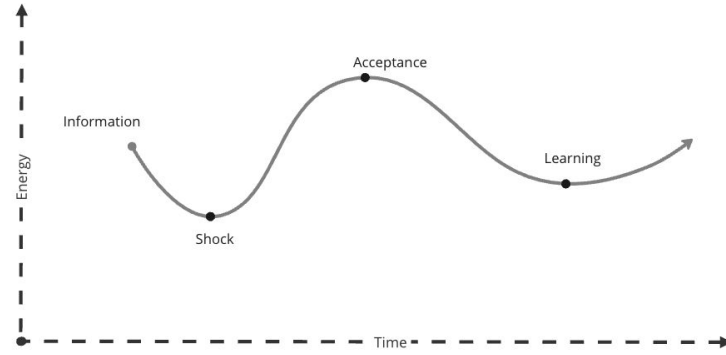
How can you assess the impact of decisions



How can you assess the impact of decisions

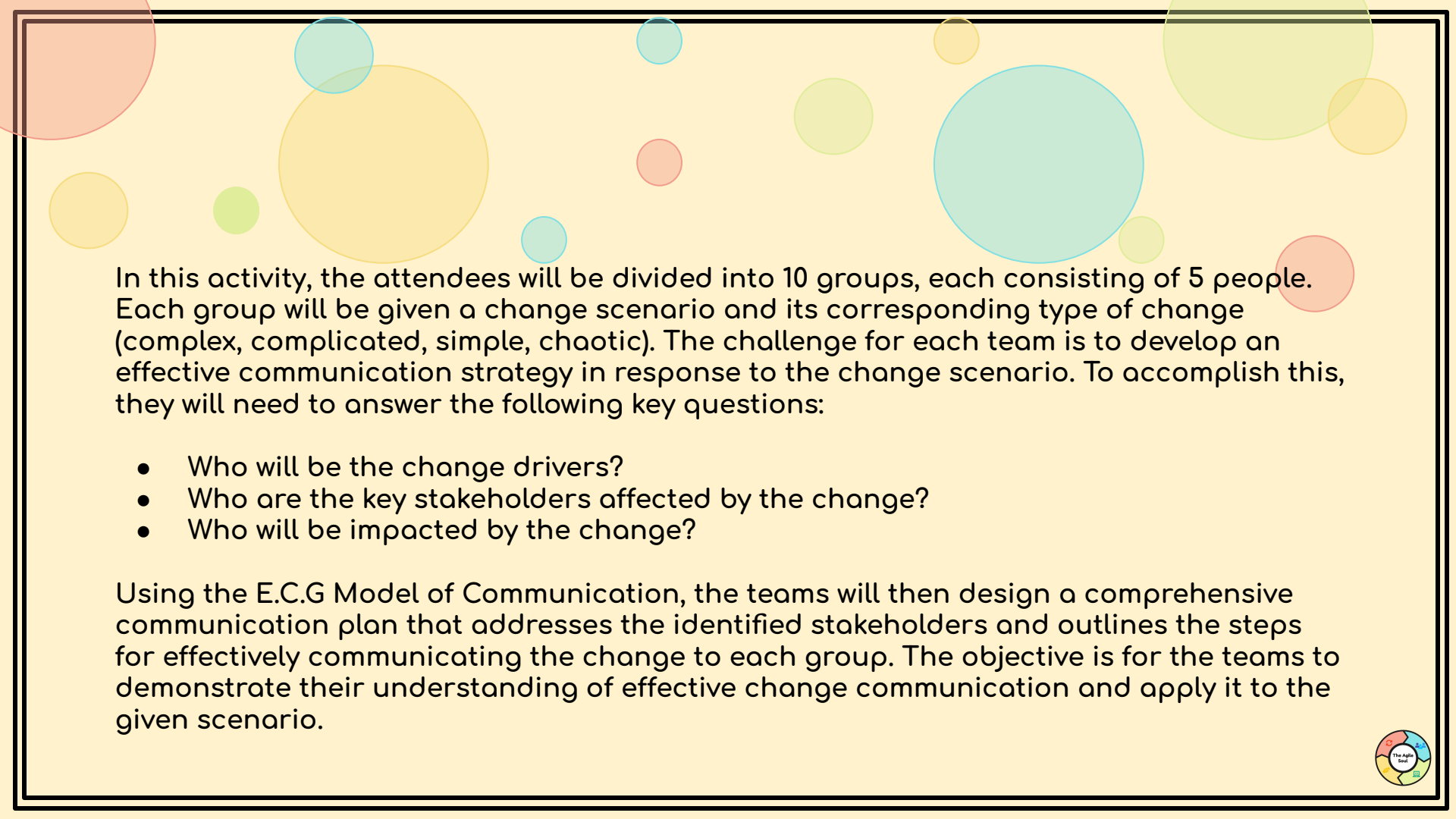


Curve can vary



Group Work





In this activity, the attendees will be divided into 10 groups, each consisting of 5 people. Each group will be given a change scenario and its corresponding type of change (complex, complicated, simple, chaotic). The challenge for each team is to develop an effective communication strategy in response to the change scenario. To accomplish this, they will need to answer the following key questions:

- Who will be the change drivers?
- Who are the key stakeholders affected by the change?
- Who will be impacted by the change?

Using the E.C.G Model of Communication, the teams will then design a comprehensive communication plan that addresses the identified stakeholders and outlines the steps for effectively communicating the change to each group. The objective is for the teams to demonstrate their understanding of effective change communication and apply it to the given scenario.





Section 3

Overcoming Resistance



The Catalyst Method for Persuasion

Concept

Not using energy and brute force to change someone minds

Helps teams reach conclusions by provide them with context and information

Approach



The Catalyst Method for Persuasion

Reactance

Endowment

Distance

Uncertainty

Evidence



REDUCE MODEL

Reactance

Endowment

Distance

Uncertainty

Evidence

REDUCE

Reactance

Don't push me

Start with understanding

In order to gain trust you need to understand

Provide options

Provide options so that everyone is involved in the process

Ask don't tell

Include stakeholders in the process to avoid top-down feel



REDUCE

Endowment

Things are fine the way they are...

Surface the costs of inaction

Highlight the risks and costs of not changing

Burn the ships

Gradually remove status quo as an option

REDUCE

Distance

You are asking too much

Ask for less

It's better to have small changes than none at all

Find the movable middle

Identify and utilise those who are already on board

Find a sticking point

Approach change from a common problem statement

REDUCE

Uncertainty

I am not sure about that

Reduce upfront costs

Redress the cost benefit timing gap by removing some of the costs

Trialability

Find a way to get stakeholder to test drive the change

Reversibility

Demonstrate that returning to the status quo is a possibility

REDUCE

Evidence

That can't be true

Credible Evidence

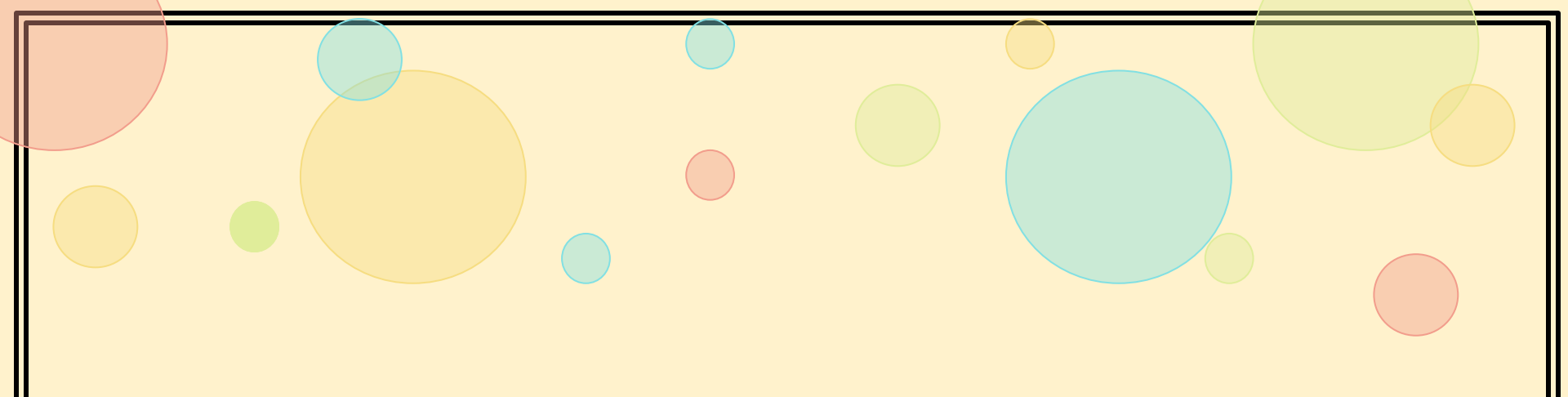
People will trust the evidence more if it comes from someone they trust

How much evidence?

Decide if you moving a boulder or pebbles.

Group Work





In the second part of the group activity, teams will be given 1 of the catalysts and you need to modify your communication strategy and ensure the same as been incorporated.



Let's review our Journey

- Section 1: Determining the Type of Change
- Section 2: Communication Strategy
- Section 3: Overcoming Resistance



Questions?



Thank you!

