• Change is Like Heaven

• Everyone Thinks it’s a Good Idea...

• But Nobody Wants to go First
Crossing the Chasm, Geoffrey Moore proposes a chasm between the first two adopter groups (innovators/early adopters), and the early majority.

GARTNER GROUP’S HYPECYCLE

Visibility

Maturity

Technology Trigger  Peak of Inflated Expectation  Trough of Disillusionment  Slope of Enlightenment  Plateau of Productivity
SEVEN STAGES OF GRIEVING

• SHOCK & DENIAL
• PAIN & GUILT
• ANGER & BARGAINING
• DEPRESSION, REFLECTION, LONELINESS
• THE UPWARD TURN
• RECONSTRUCTION & WORKING THROUGH
• ACCEPTANCE & HOPE
CONTEXTS

• MIS/IT
  • Formal Procedures to implement code/documentation changes
    • Version Control, Sign In/Out Code, Change Meetings, Testing, etc.
  • Broader Context
    • How to Bring About Change/Innovation
EXAMPLES OF FORMAL PROCESSES

• Lewin
  • Freeze - Change - Refreeze
• Force Fields
• Scenario Planning
• Systems Approaches
FREEZE-CHANGE-REFREEZE

Present
[increased uncertainty and anxiety]

Change
[turbulent]

Desired
[resetting norms]

Change Issue

Driving Forces
- Weak
- Strong
- No Change

Restraining Forces
- Moderate
- Change
- Equilibrium

- Investigate the balance of power involved in an issue
- Identify the most important players (stakeholders) and target groups for a campaign on the issue
- Identify opponents and allies
- Identify how to influence each target group

http://www.valuebasedmanagement.net/methods_lewin_force_field_analysis.html
1. Describe the current situation
2. Describe the desired situation
3. Identify where the current situation will go if no action is taken
4. List all the forces driving change toward the desired situation
5. List all the forces resisting change toward the desired situation
6. Discuss and interrogate all of the forces: are they valid? can they be changed? which are the critical ones?
7. Allocate a score to each of the forces using a numerical scale e.g. 1=extremely weak and 10=extremely strong
8. Chart the forces by listing (to strength scale) the driving forces on the left and restraining forces on the right.
9. Determine whether change is viable and progress can occur.
10. Discuss how the change can be affected by decreasing the strength of the restraining forces or by increasing the strength of driving forces.
11. Keep in mind that increasing the driving forces or decreasing the restraining forces may increase or decrease other forces or even create new ones.
SCENARIO PLANNING

• Decide Assumptions/Drivers for Change
• Bring the Drivers Together into a Viable Framework
• Produce Initial (7-9) Mini-Scenarios
• Reduce to 2-3 Scenarios
• Write the Scenarios
• Identify Issues Arising
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<th>Digital Reference Desk</th>
<th>Universal Answer Center</th>
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DEVELOPING AN AGENDA

Today

Predicted Future

Ideal Future

Gap

Agenda

Task n
Task 3
Task 2
Task 1

Wednesday

3

Today

Predicted Future
• Change and Innovation can be Managed

• Recognizing a Problem and Proposing a Solution is Insufficient

  • “Don’t Rally the Troops until You are Ready to Give Marching Orders”

• Methods to Prepare for Change

• Change is a Dynamic Process that Must be Constantly Monitored