



CHANGE MANAGEMENT

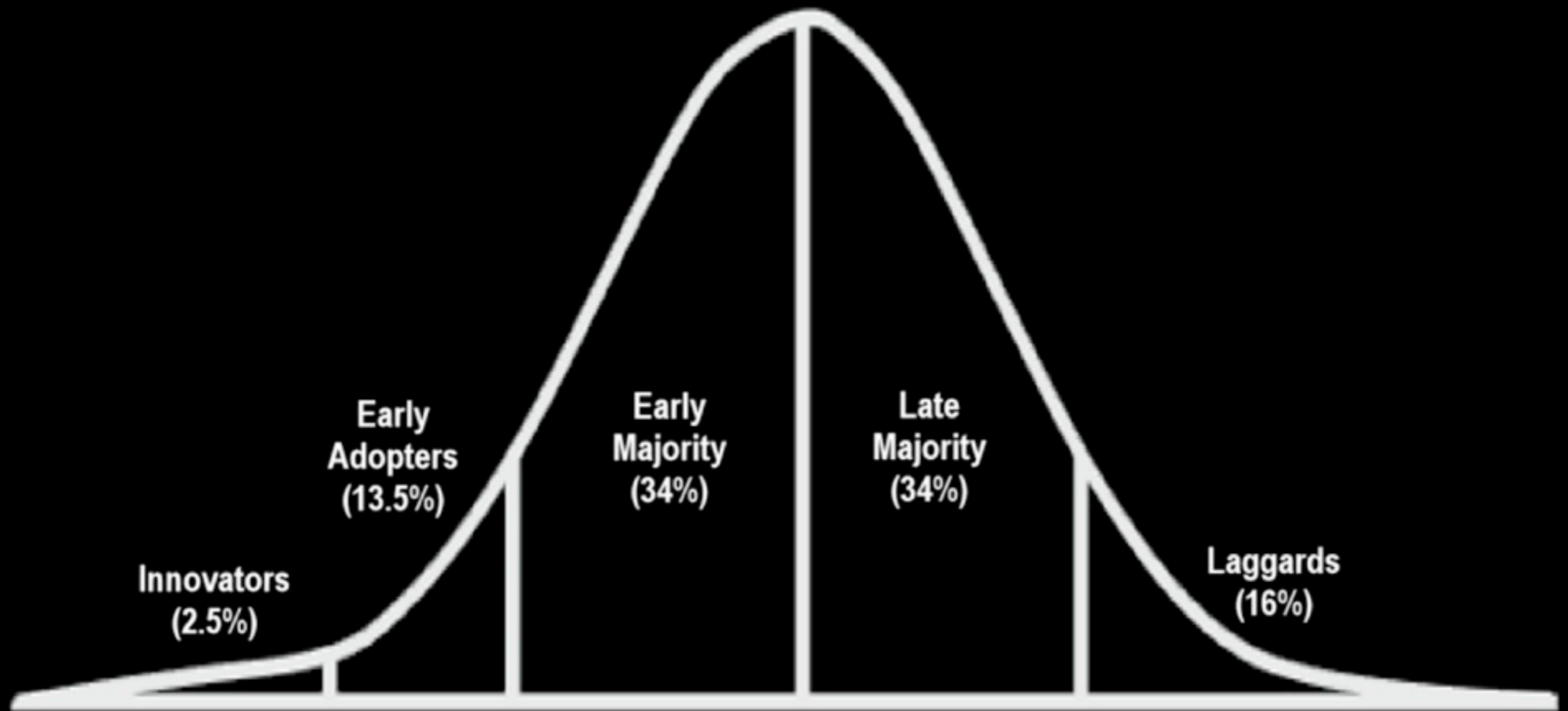
# JEFF KATZER

- 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.

## Categories of Innovativeness



(E.M. Rogers, "Diffusion of Innovations", 4th edition, 1995)

(E.M. Rogers, "Diffusion of Innovations", 4th edition, 1995)

# GARTNER GROUP'S HYPECYCLE

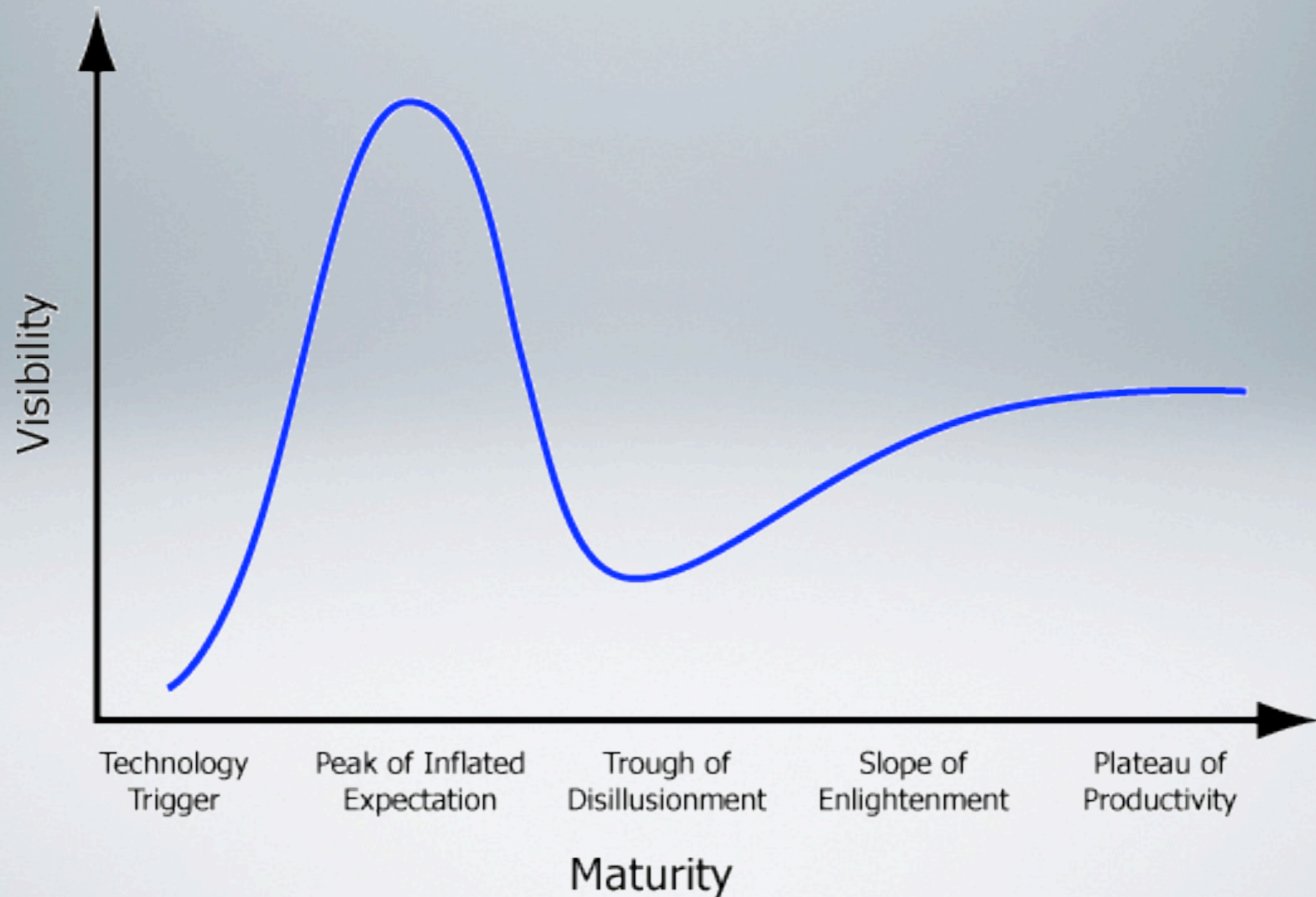
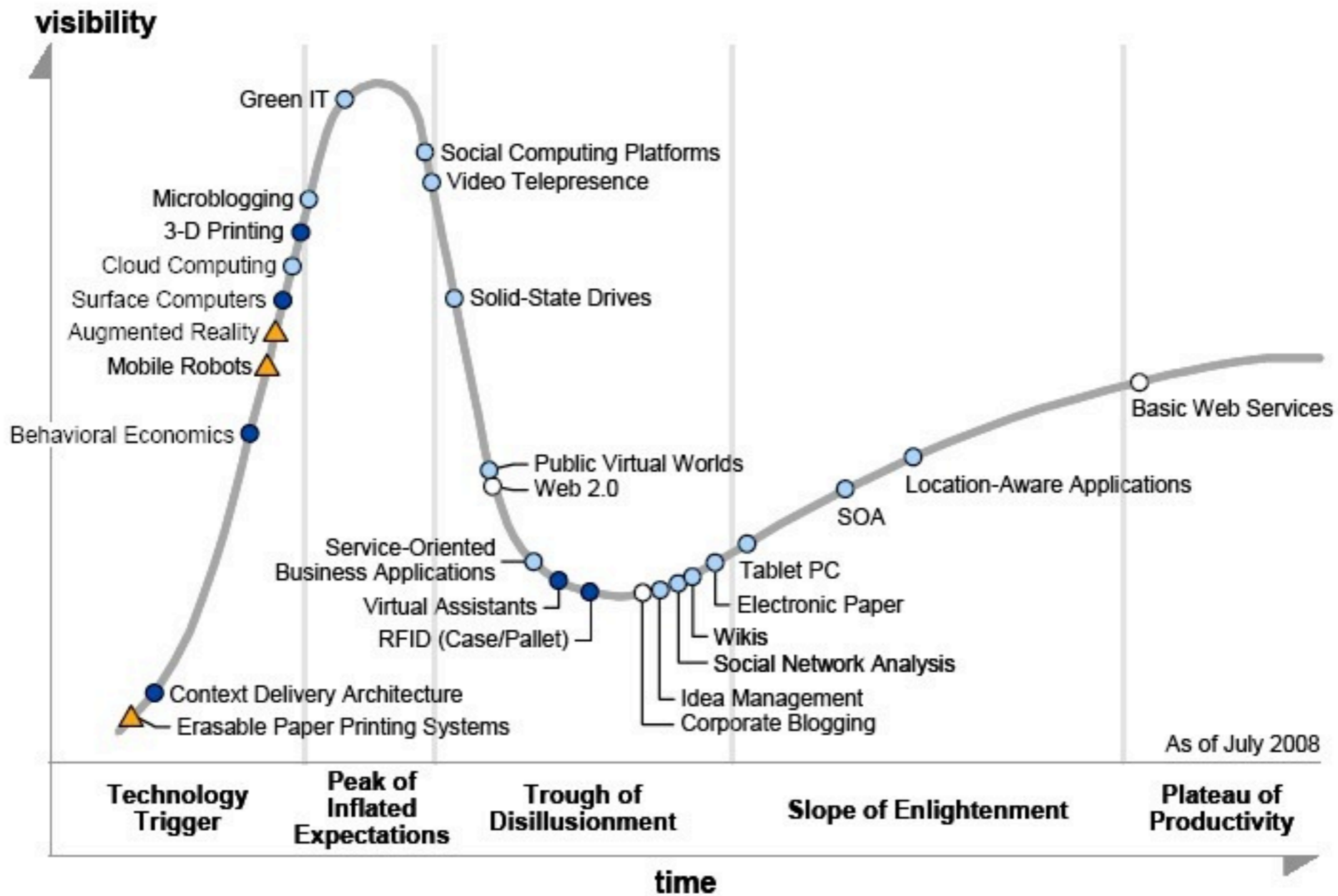


Figure 1. Hype Cycle for Emerging Technologies, 2008



**Years to mainstream adoption:**

- less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▲ more than 10 years
- ⊗ obsolete before plateau

Source: Gartner (July 2008)

Source: Gartner (July 2008)

- less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▼ more than 10 years
- ⊗ obsolete before plateau

**Years to mainstream adoption:**

time

# SEVEN STAGES OF GRIEVING

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

# CONTEXTS

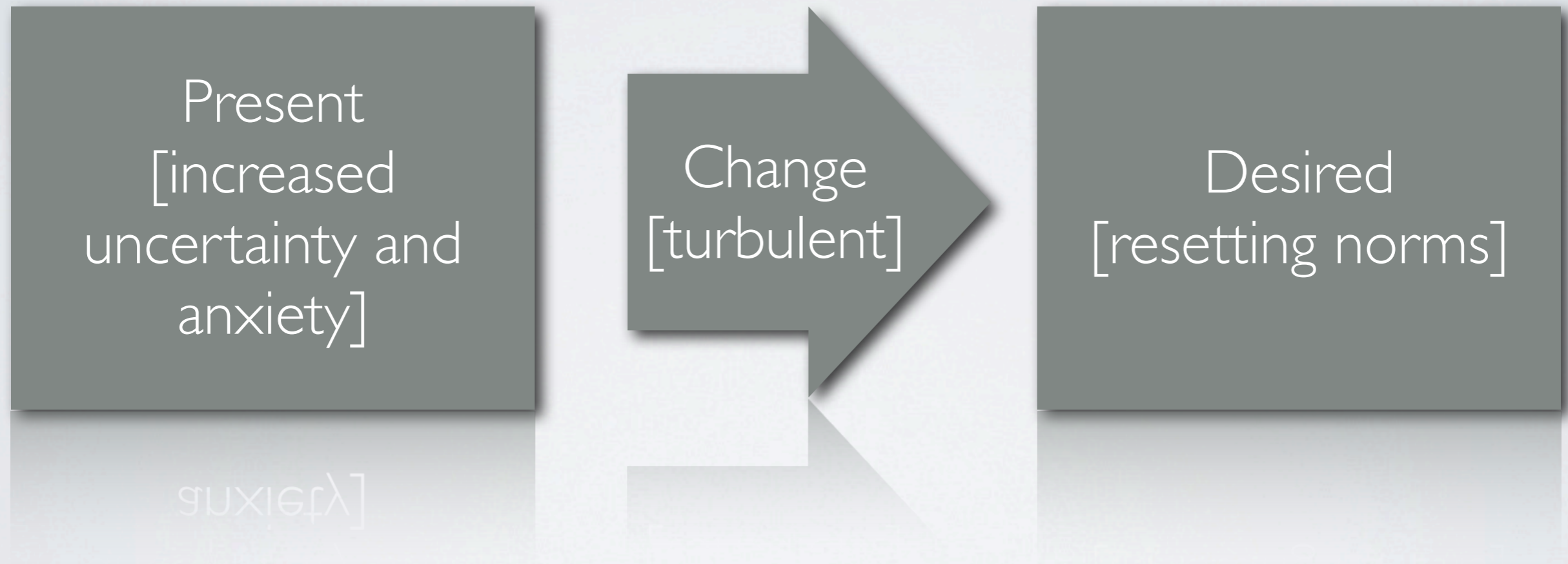
- MIS/IT
  - Formal Procedures to implement code/documentation changes
    - Version Control, Sign In/Out Code, Change Meetings, Testing, etc.
- Broader Context
  - How to Bring About Change/Innovation

# EXAMPLES OF FORMAL PROCESSES

- Lewin
  - Freeze - Change - Refreeze
  - Force Fields
- Scenario Planning
- Systems Approaches

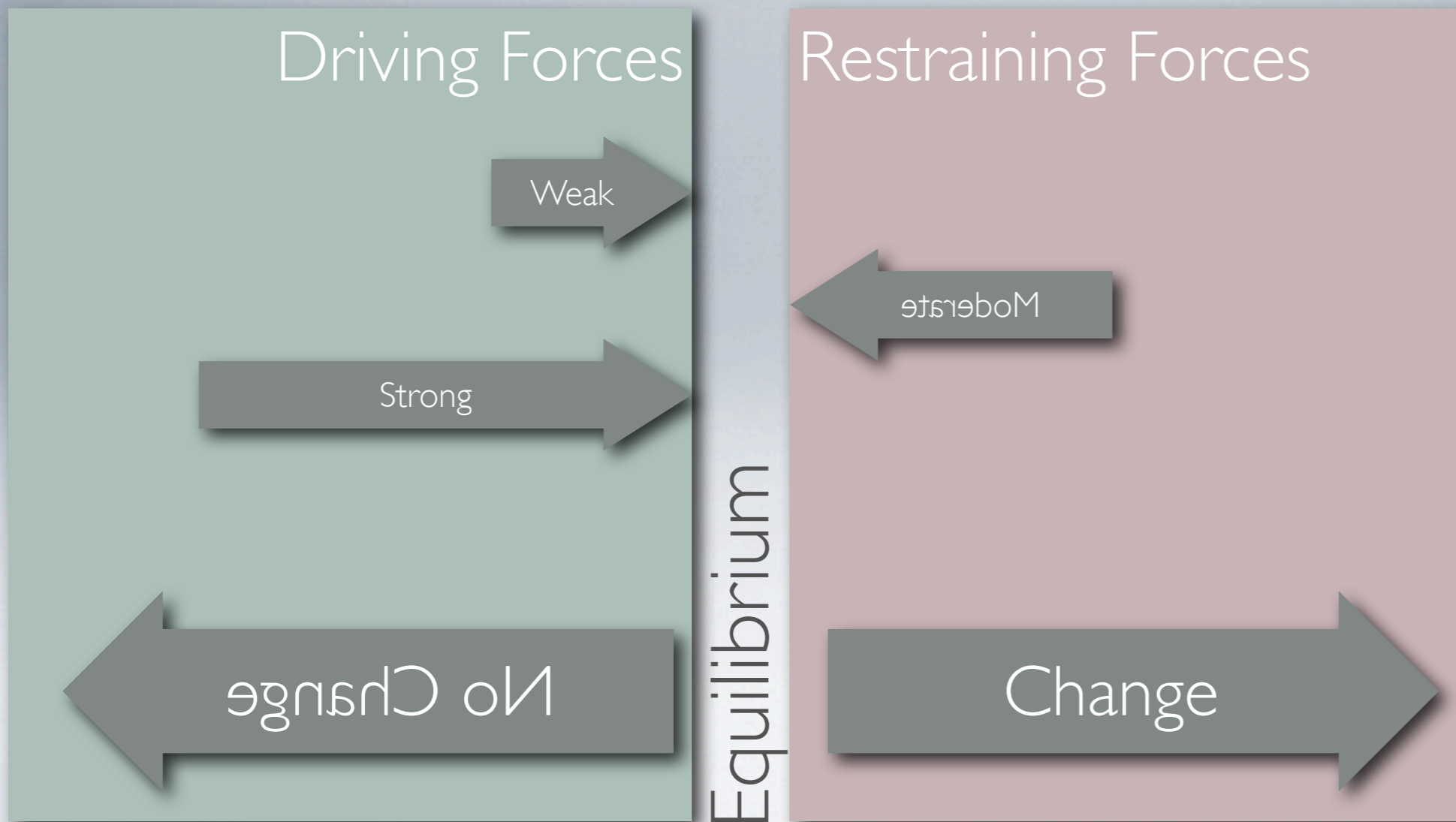


# FREEZE-CHANGE-REFREEZE



# FORCE FIELD MODEL

Change Issue



- 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

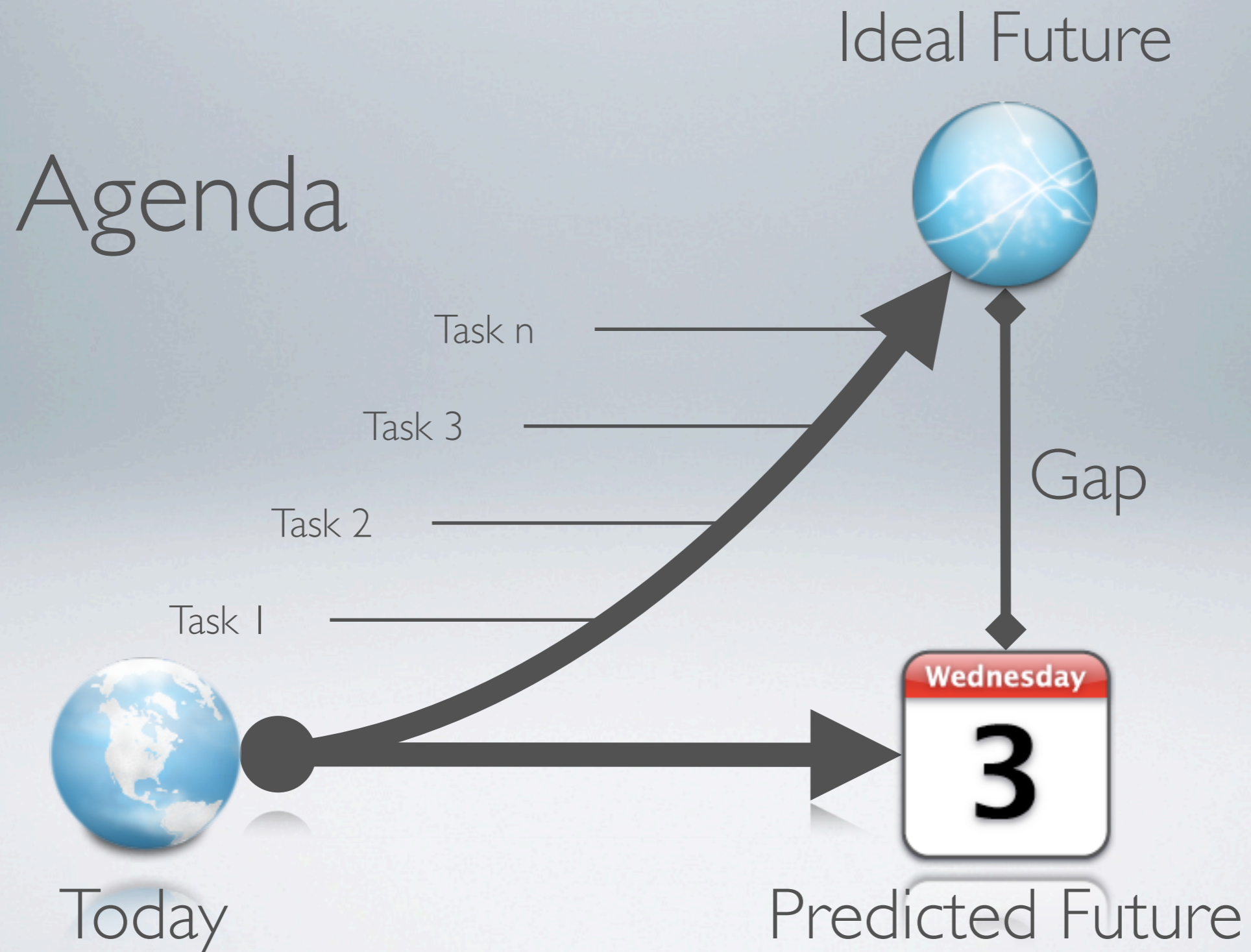
1. Describe the current situation
2. Describe the desired situation
3. Identify where the current situation will go if no action is taken
4. List all the forces driving change toward the desired situation
5. List all the forces resisting change toward the desired situation
6. Discuss and interrogate 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

		Funding	
		Public	Commercial
Automation	Human	Digital Reference Desk	Universal Answer Center
	System	AutoRef Library Service	GigaSearch Service

# DEVELOPING AN AGENDA



# TAKE AWAYS

- 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