

# Managing Change

## In an Evolving Supply Chain Landscape

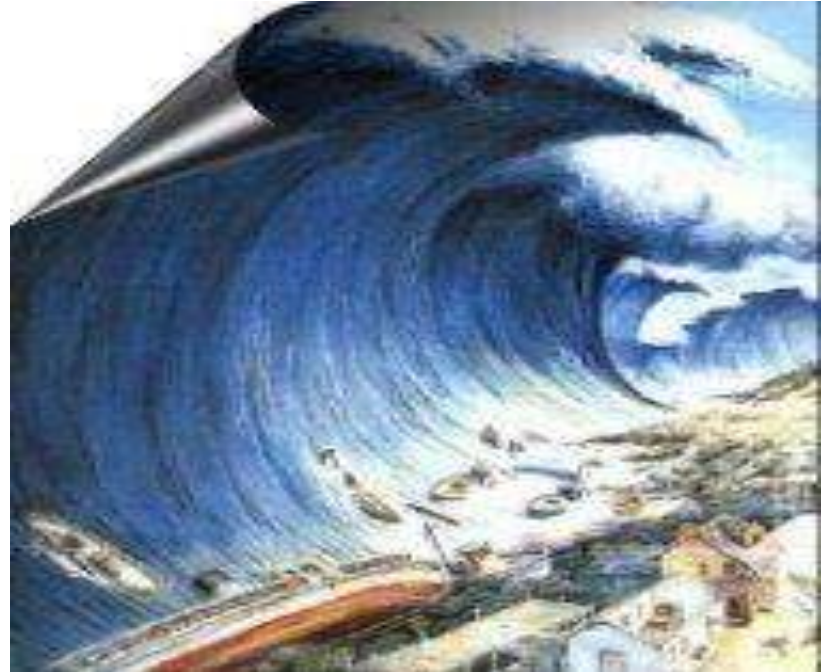
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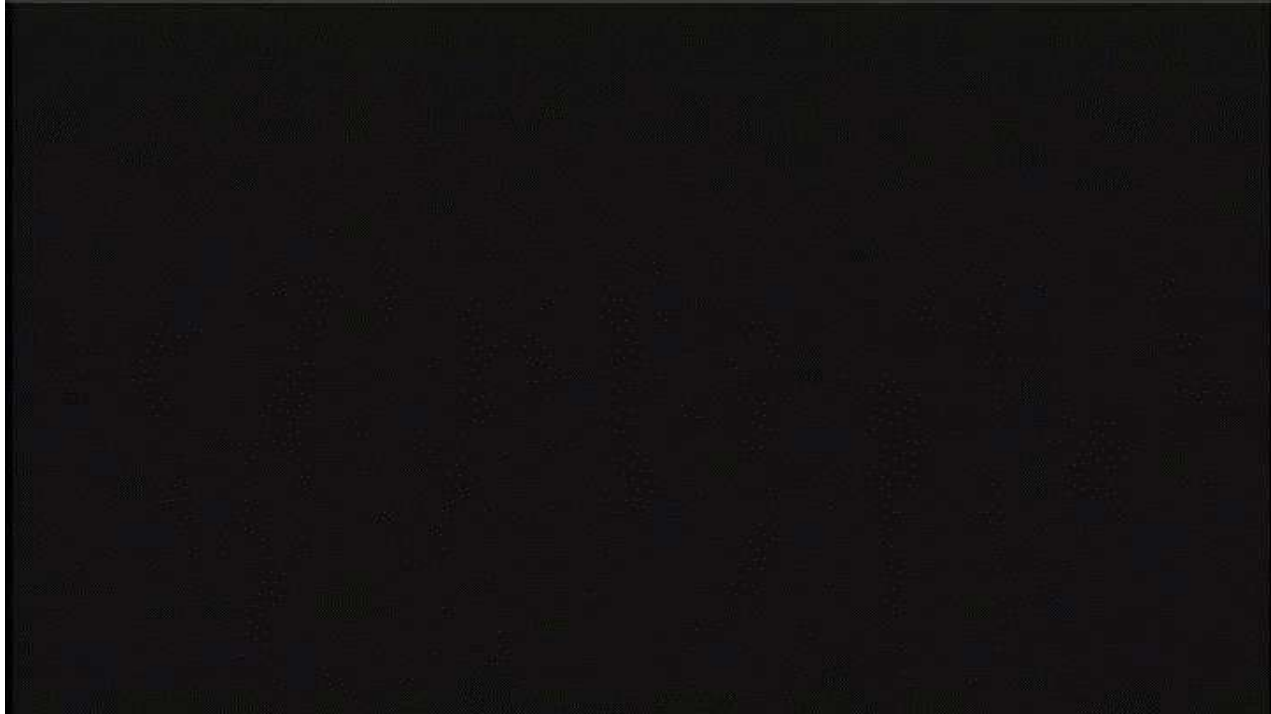
# Managing Change

- “It is not the strongest species that survive, nor the most intelligent, but the ones who are most responsive to change”
  - Charles Darwin





- “To cope with a changing world. An entity must develop the capacity of shifting and changing – developing new skills and attributes; in short, the capability of learning”
  - A De Gues, The Living Company
- “When the rate of change outside exceeds the rate of change inside, the end is in sight”
  - Jack Welch
- “Change your thoughts and you change your world”
  - Norman Vincent Peele



# Much Has Changed - What Has Remained the Same?

- The two fundamental reasons behind most transformations are still the need.....
  1. To increase revenue/profits/service to our constituents or decrease costs
  2. To become more effective or more efficient

**OR BOTH!**

# Change-Then and Now

## 1990's View

Implementing A  
Change

=

New Toolset To  
Support Day-to Day  
“Operations”

=

‘A Sprinkling of  
Communications  
and a Dab of Training’

“The definition of insanity is...doing things the same way,  
and expecting a different result”

## 2000+ View

Implementing A  
Change

=

Modified/New  
Policies

Modified/New  
Technology

=

Modified/New  
Process/  
Practices

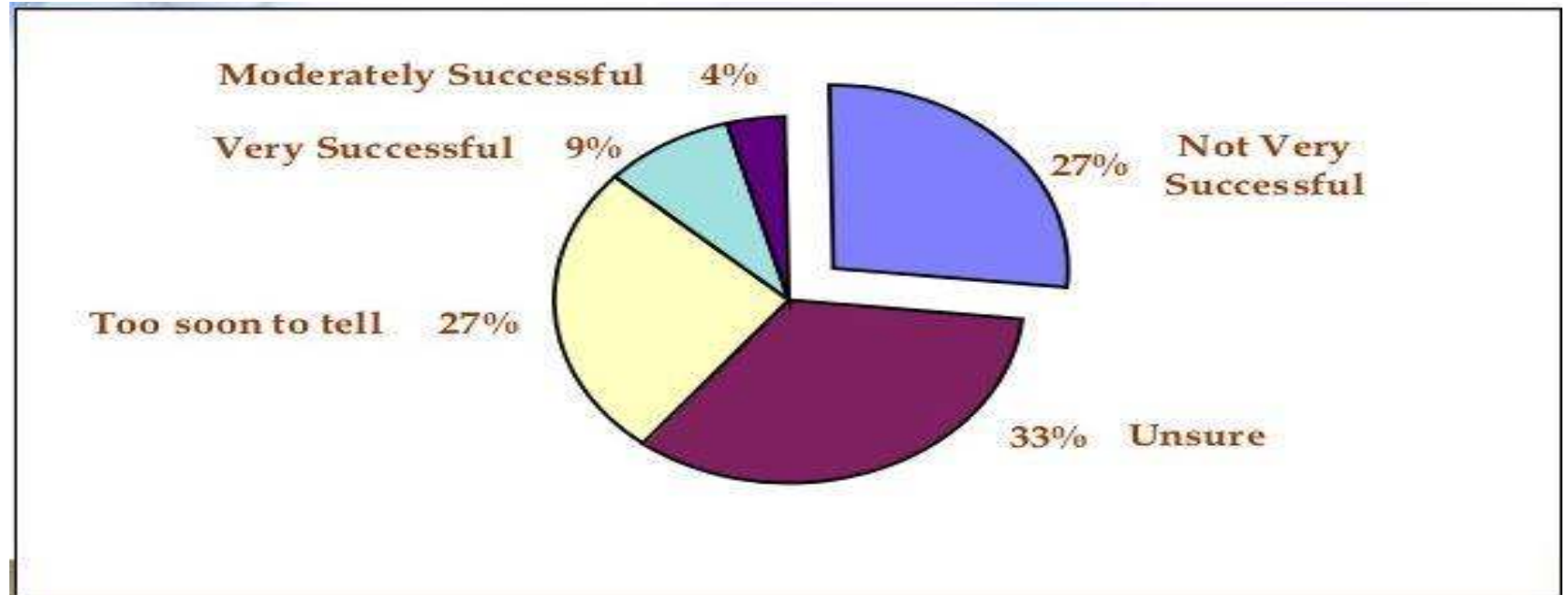
Modified/New  
Organizations,  
People, Roles

Significant  
“CHANGE”  
Therefore,  
proactive  
Organizational  
readiness

# Why Change?

- Environmental – internal or external factors
- Systems
- Processes
- Culture
- Things Could be Better
- Continuous Improvement
- Merged Divisions
- Competition
- Innovation
- Legal
- New Strategy
- Economy
- New Technology
- Centralization
- Restructuring
- Etc.

# Rate of Success in Change Efforts





# Percent of Projects that Met Objectives



*Initiatives with excellent change management are 6 times more likely to meet objectives than those with poor change management\**

# So--- What's Stopping Us?

## Reasons for Resistance

- No reasons to change
- Lack of good information
- Fear of the unknown
- Fear of loss of security
- Fear of loss of power
- Lack of resources
- Bad timing
- Habit

# Have you heard these before?

- Its' not my job
- I haven't got time
- The boss doesn't care anyway
- I'm keeping my head down this time
- If its such a good idea, why didn't we do this last time management changed its mind
- It will all change again next month
- Nobody told me about it.....

# What is Change Management?

- Change management is a structured and intentional approach to support people through change. It prepares, equips and supports individuals through the changes to their jobs. With a dedicated focus on mobilizing adoption and usage, change management supports holistic and successful change.

# Change – Two Givens

- Most people do not like change
- Change is inevitable

**So What are We to Do?**

# Two Sides of Change



Technical Side of Change



Human Side of Change

# Let's look at the “Psychology of Change

# The Kübler-Ross change curve

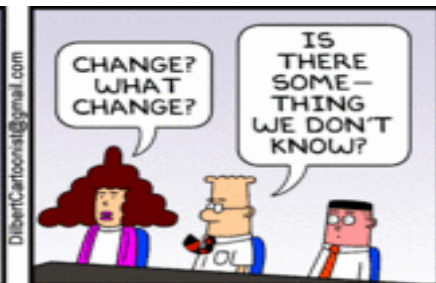






# Change-Readiness “belief” Requirements

- Employees must believe change is necessary to improve effectiveness
- End-users must believe the change is an appropriate response to a current situation
- Staff must believe they are capable of successfully implementing the change
- Employees must believe their organization, managers and co-workers will provide support (resources & information)



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7-11-0

# What is Your Big Opportunity

Windows of opportunity are appearing, opening, and closing more quickly than ever before.

If you are able to identify even a glimmer of a Big Opportunity, it's important to quickly and urgently engage and mobilize around it before competitors seize the window, or inertia is lost!

# Kotter's 8 Steps to Change



# Benefits and Results of Change Management

**6x**

MORE LIKELY TO  
ACHIEVE PROJECT  
OBJECTIVES

**5x**

MORE LIKELY TO  
STAY ON OR AHEAD  
OF SCHEDULE

**2x**

MORE LIKELY  
TO STAY ON OR  
UNDER BUDGET

**With an embedded change management capability:**

- ✓ Organizations had **2x more** successful projects

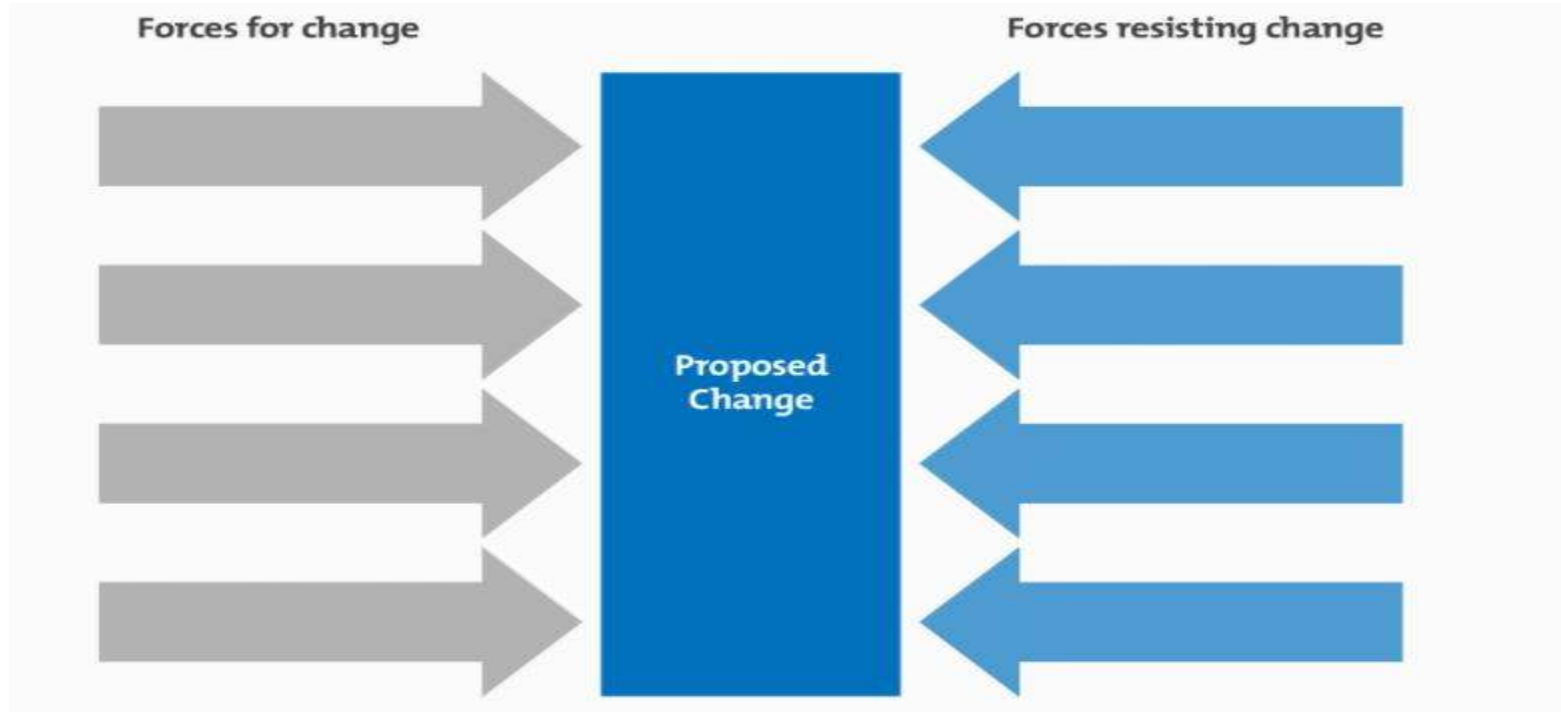
**With excellent change management, employees:**

- ✓ Adopt changes faster, more completely and more proficiently
- ✓ Stay engaged in the organization during disruptive change
- ✓ Understand why the change is happening
- ✓ Have the time and tools to get on board and feel heard and supported

# Kurt Lewin's Strategic Tool for Implementing Change

# Force Field Analysis

- Analyzing the pressures for and against change

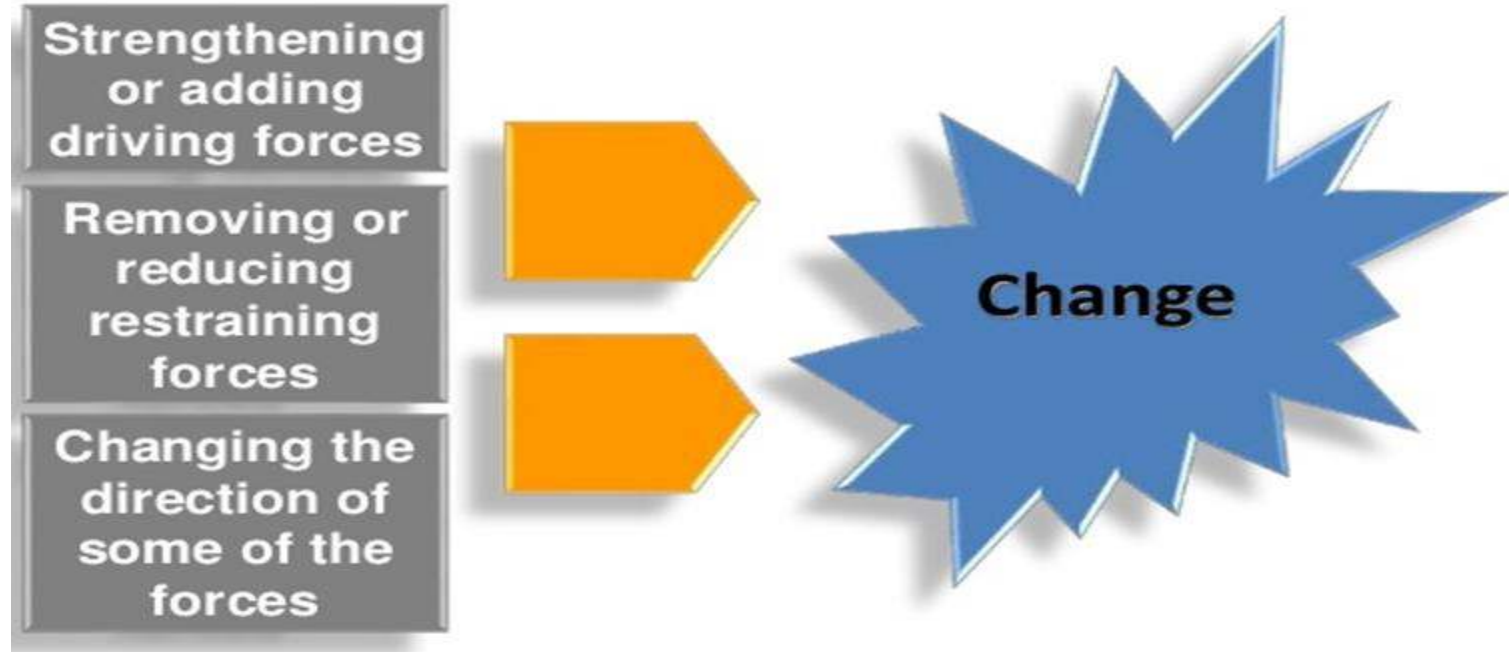




# How to use the Tool

- Describe your plan or proposal for change
  - Place goal or vision in box (proposed change)
- Identify forces for change
  - Outdates technology
  - Declining team moral
  - Changing demographic trends – growth in county.....
- Identify forces against change
  - Fears of the unknown
  - Existing organizational structure
  - State/Federal regulations
- Assign scores
  - Score each force from 1(weak) to 5 (strong) according to the degree of influence each has on the plan, then add up the scores for each side
- Analyze and Apply

# Force Field Analysis Model



# Group Exercise

- Take this opportunity to think of a situation in your organization where Force Field Model could be demonstrated. Begin by identifying a change being instituted in your organization.

- List the driving forces

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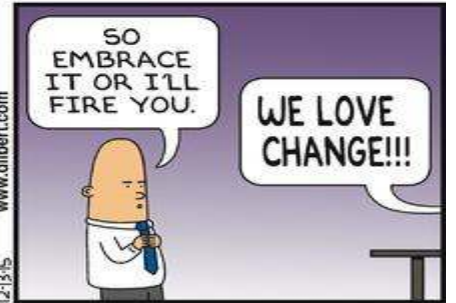
- List the restraining forces

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# DILBERT



# BY SCOTT ADAMS

# Parting Thought: A Wise Man once Said...

- **“The Secret of Change Is To Focus All Of Your Energy, Not On Fighting The Old, But On Building The New”**  
- Socrates



***EVERY ENDING  
IS REALLY JUST A  
NEW BEGINNING***

L. Drew Rosen, Ph.D. JONAH

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