WELCOME TO NEXT. WELCOME TO EPPF PEAK

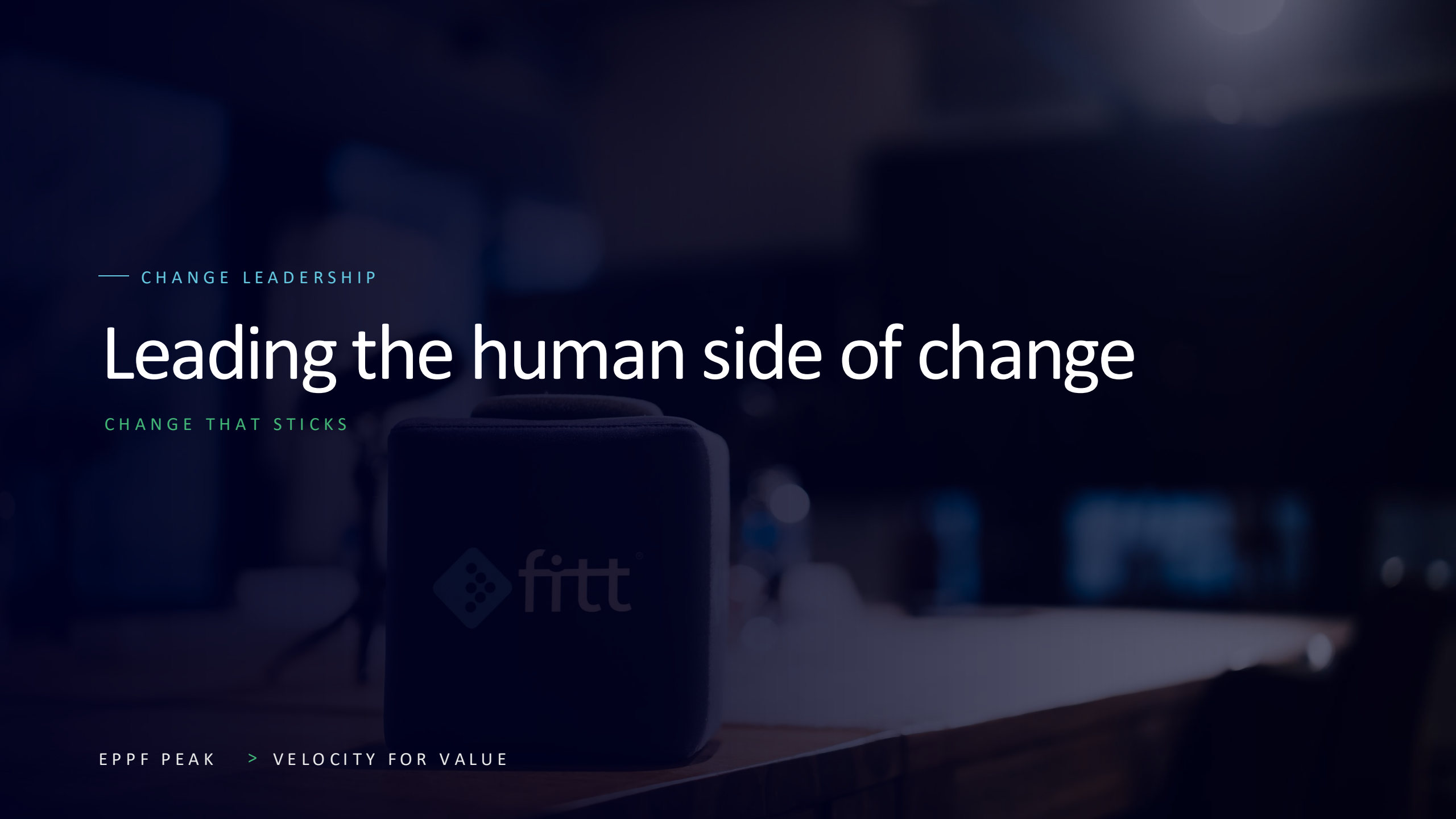
Velocity > Value

An Executive Immersion: Crafted for EPPF

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The Psychometrics Centre

eppf

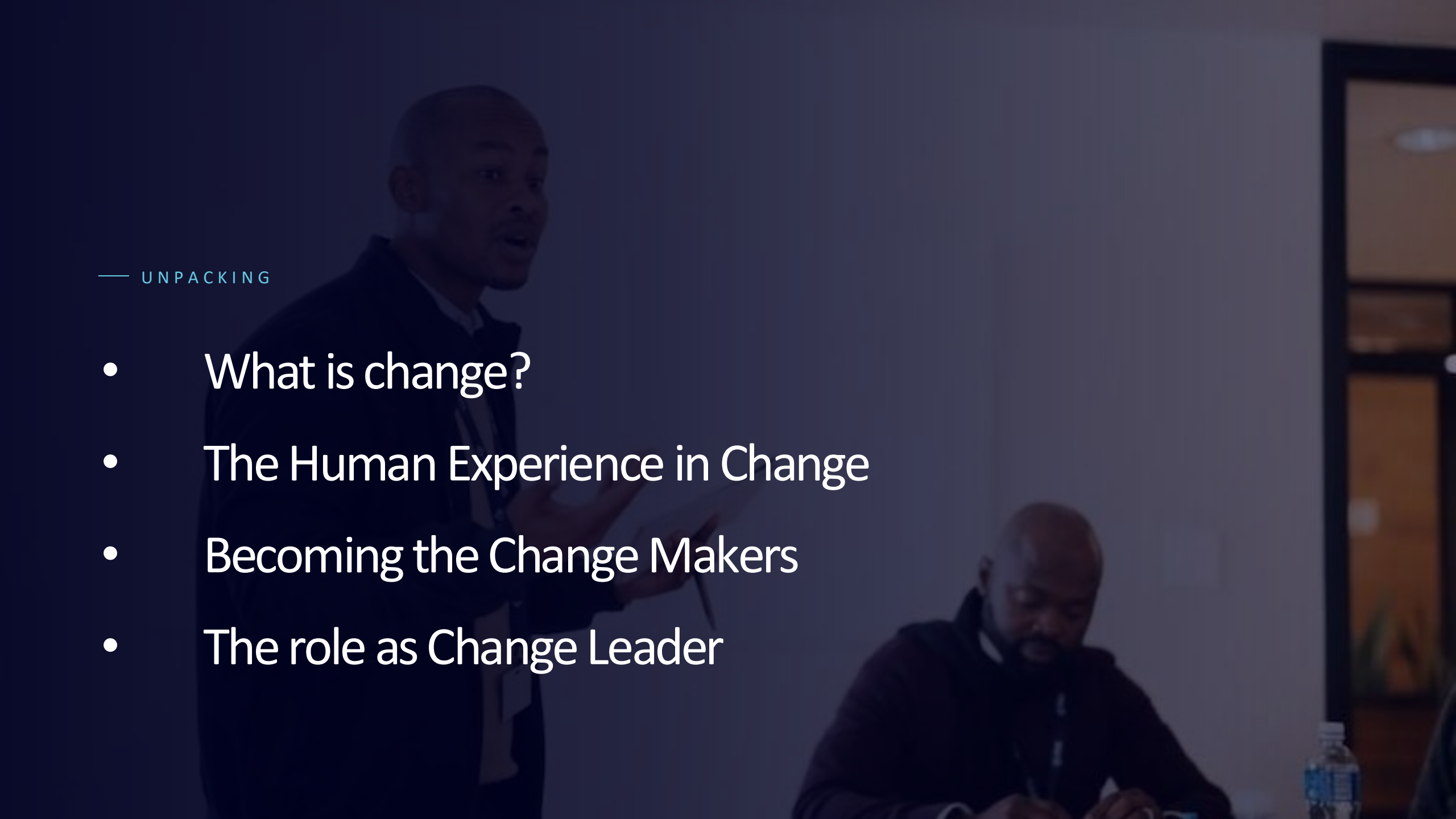


CHANGE LEADERSHIP

Leading the human side of change

CHANGE THAT STICKS

EPPF PEAK > VELOCITY FOR VALUE



UNPACKING

- What is change?
- The Human Experience in Change
- Becoming the Change Makers
- The role as Change Leader

A DISTINCTION

Incremental change vs transformational change

INCREMENTAL CHANGE

- Doing things differently - even doing the wrong things better
- Reversable
- Short-term consequences
- Diagnostic in nature (fixing illness)
- Planned or Reactive (externally driven)

Geared towards changing

- Activities
- Performance
- Task, procedures & processes
- Improving current strategy

TRANSFORMATIONAL CHANGE

- Doing different things – irreversible shift
- Systematic & fundamental – requires a holistic approach
- Long-term consequences
- Redefining current state entirely
- Creating “health” and sustainability
- Planned or Reactive (internally driven)

Geared towards changing

- Behaviours
- Culture
- Redefining the current state
- Creating an ideal future state (Parisien design)

Source: Dostal, Elisabeth (2005). Biomatrix: A Systems Approach to Organisational and Societal Change. South Africa



CHANGE MODELS

A QUICK MODELS TOUR

CHANGE LEADERSHIP

The shape of change

Lewin

3-step model on Group Dynamics

Behaviour is held in place by opposing forces. Loosen them, move, then let them set again.



Driving forces push toward change - restraining forces push back. Lewin argued the restraining side is usually the cheaper lever to move.

USE IT FOR

A first shared vocabulary for any change conversation. Explaining why a stable system pushes back before it moves at all.

WATCH FOR

The model is about group dynamics and participation. "Refreeze" fits poorly where change never really stops.

Source: Lewin, K. (1947), Human Relations

CHANGE LEADERSHIP

Who is stuck, and where

ADKAR

Hiatt / Prosci

Organisations do not change -> People do. Five outcomes, in strict order, one person at a time.



Strictly sequential — the first unmet element is the barrier point, and no amount of training closes a Desire gap.

USE IT FOR

Diagnosing precisely where an individual or team has stalled. Joining people-side work directly to a project plan.

WATCH FOR

Its strongest, best-replicated claim— that active, visible sponsorship drives success - holds up against the broader evidence.

Source: Hiatt, J. (2006), ADKAR — Prosci

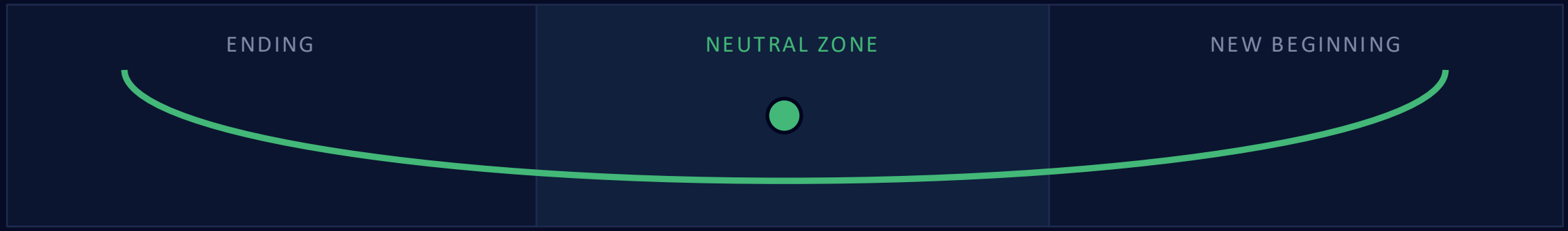
CHANGE LEADERSHIP

Bridges

Transition model

What it feels like

Change is external and fast. Transition is internal and slow. It always starts with an ending.



Losing, letting go

Confusion, low output, real invention

New identity, new energy

USE IT FOR

Timing communication. Explaining the mid-change dip in productivity and morale before it happens. Naming the loss out loud.

WATCH FOR

Conceptual and clinically informed. It gives leaders language for what people feel, not a process to run.

Source: Bridges, W. (1991), Managing Transitions

CHANGE LEADERSHIP

What people go through

The Interchange Cycle™

Personal change model

Change is not necessarily good or bad. How people deal with it is.

> “Some luck lies in not getting what you thought you wanted, but getting what you have, which, once you have it, you may be smart enough to see is what you would have wanted had you known. “ Garrison Keillor.

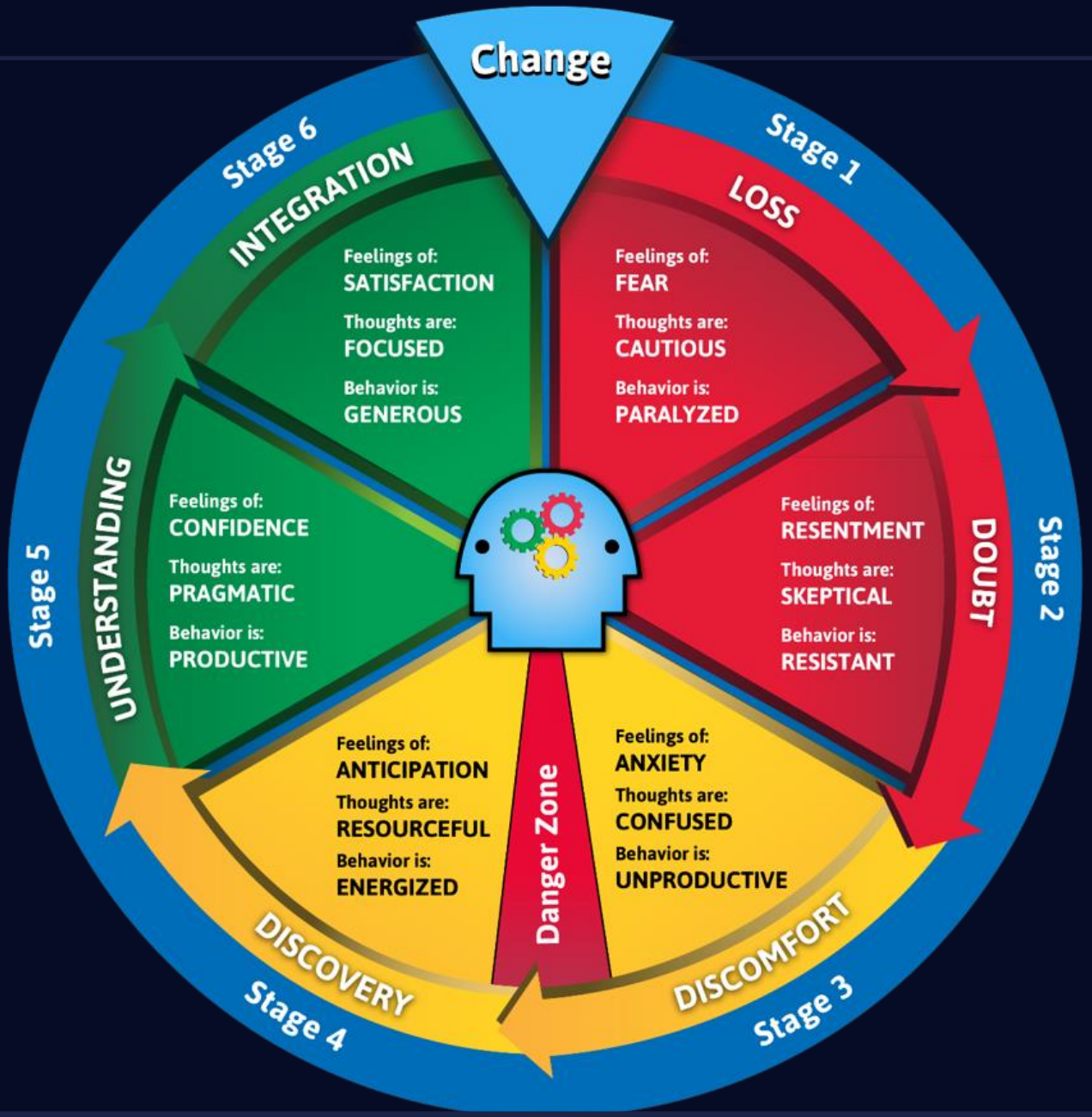
USE IT FOR

Traumatic organisational change, for eg major restructuring or job loss possibilities

WATCH FOR

What people say , how they think, and what they express in language

Source: Bridge Builder Media. (1996). *The interChange cycle: The secret to getting through life's difficult changes*.



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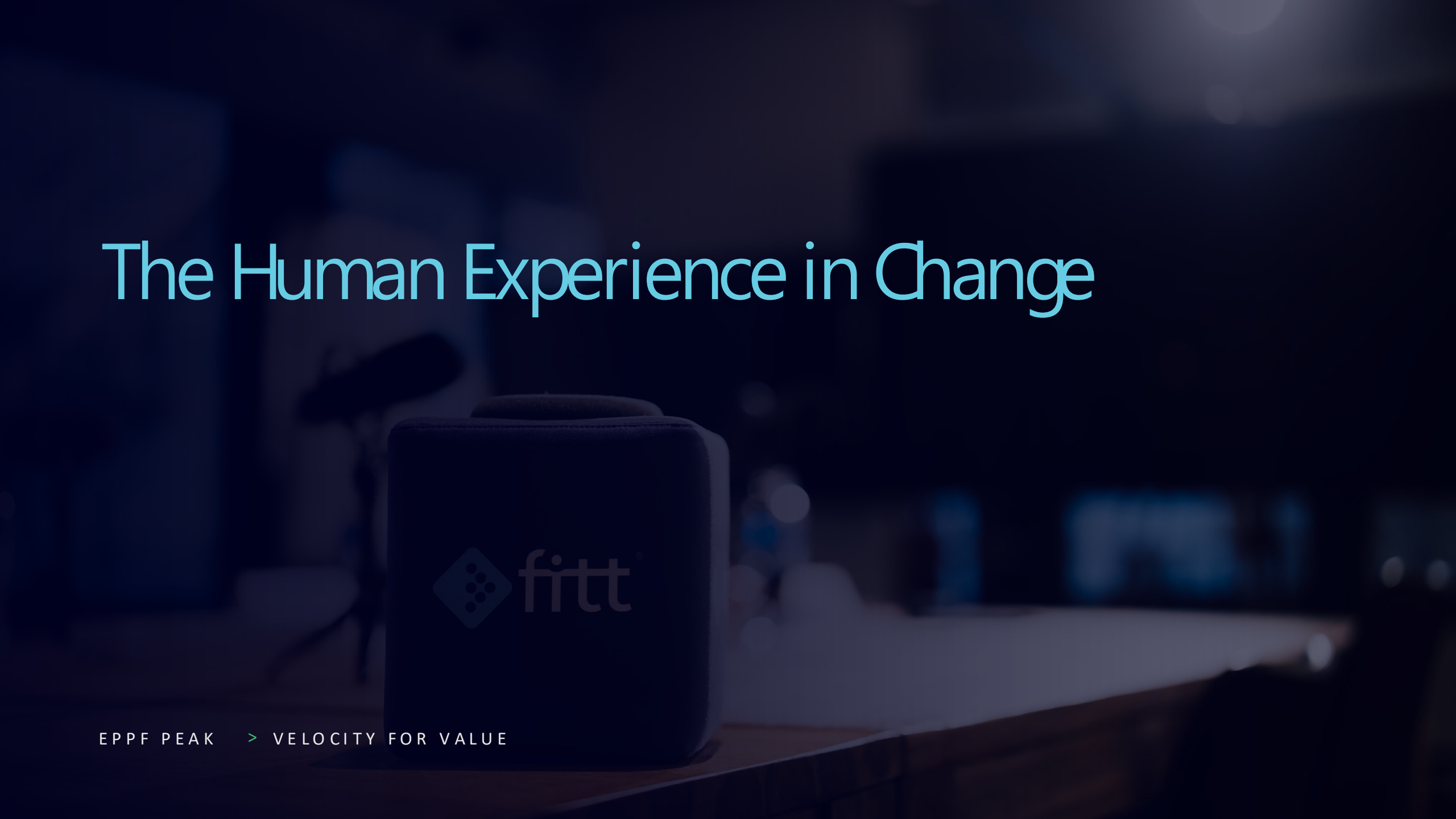
None of them is a diagnosis

Lewin	gives you the shape	a stable system resists, then moves, then settles again
ADKAR	tells you who is stuck, and where	a diagnostic for an individual or a team
Bridges	tells you what it feels like	language for the loss and the dip nobody names
The Change Cycle ™	gives you how people experience change	dealing with the thoughts, feelings & behaviours of people

Start from the actual problem, use whichever model your organisation already speaks, and let the evidence decide what you do.

Sources: Stouten, Rousseau & De Cremer (2018), Academy of Management Annals; Oreg, Vakola & Armenakis (2011), JABS; Hughes (2011), Journal of Change Management; Prosci benchmarking; Gartner / HBR (2023)

The Human Experience in Change



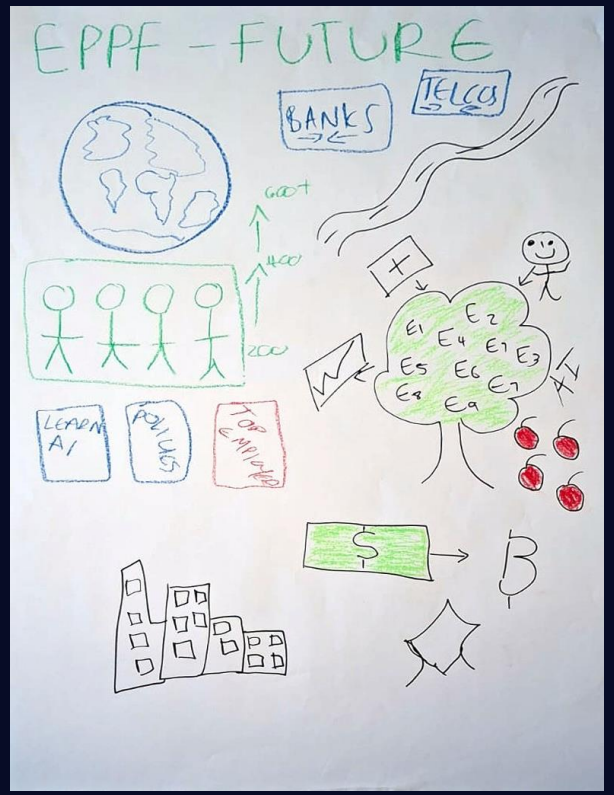
REFLECT

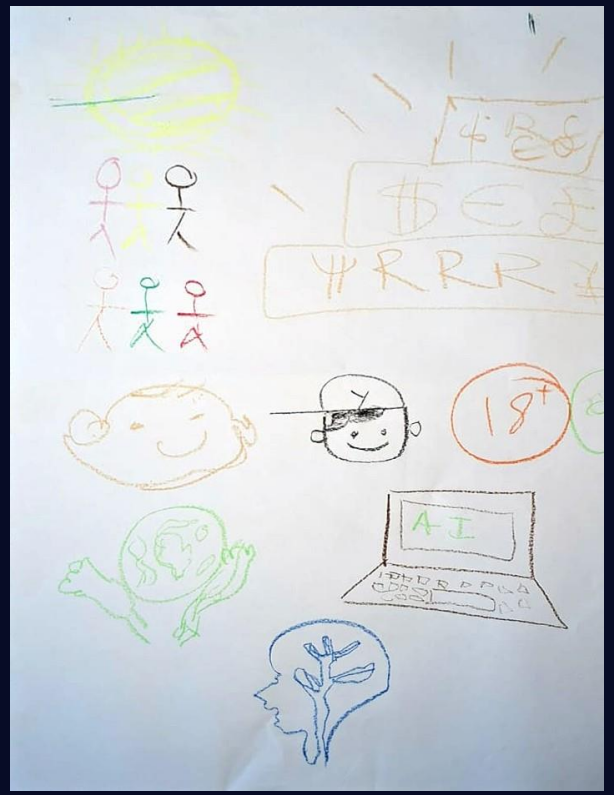
Reflect on a change process you went through, either in your personal or your professional journey.

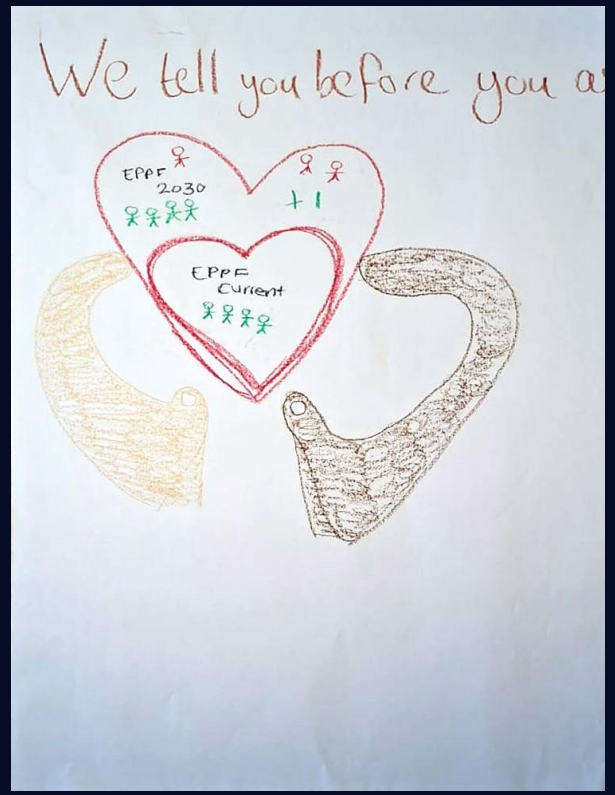
- What was your initial reaction to the change? Did it make you uncomfortable?
- How did you manage the change? What did you do well? What could you have done better?
- What have you learned that will help you manage change in the future?

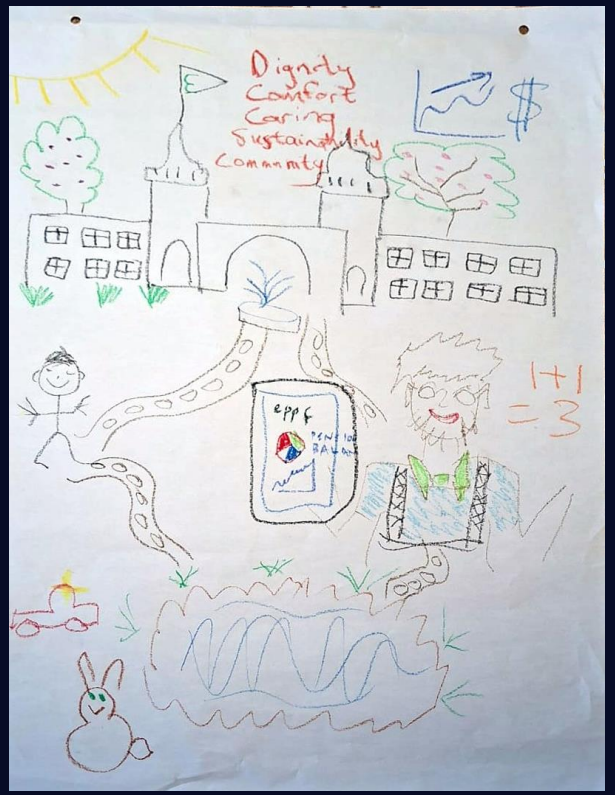
> EPPF Reimagined

Created by you











Change

What do we want to change as leadership?

How do we get to EPPF 2.0?


This is what we WANT to change
The next question is…. CAN we change?
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CHANGE READINESS

Six focus areas for a change effort



Capability

Can employees make the change stick?

Impact

Where and how do changes impact the organisation?

Readiness

How ready are people and the organisation for this change?

Structure

Where does change reside

Sponsorship commitment

1 success factor in change

Strategic alignment

Optimal change portfolios for max ROI



CHANGE LEADERSHIP

Becoming the Change Makers

EPPF PEAK > VELOCITY FOR VALUE

Change happens at multiple levels

	1. Understand	2. Define	3. Implement	4. Embed
Organisational	What is our situation / issue today?	What does the solution look like? Will new policies and procedures need to be designed?	What is the plan to implement the solution?	How do we sustain and reinforce the new way of working?
Team	What does this change mean for our team?	How will we work together differently?	How is my job changing?	What support do we need to keep this going?
Individual	Why are we doing this?	What is in it for me, what impact will it have?	Will I have the skills / support I need to do my new job?	Am I confident working the new way?

End result

Ownership

Shared accountability

Organisational and individual transitions have to be acknowledged and managed

Source: Adapted from Hiatt, J. (2006), *ADKAR: A Model for Change in Business, Government and our Community*, Prosci Learning Center Publications; and Bridges, W. & Bridges, S. (2017), *Managing Transitions: Making the Most of Change*, 4th ed., Da Capo Lifelong Books.

YOUR KEY ROLE

The leader as sponsor

THE CHANGE MAKER

Three roles carry a change initiative

1

Sponsor

Owns the WHY.

Provides authority, resources and legitimacy.

Models the change first.

2

Change Leader

Owns the HOW.

Designs and drives the structured approach to the human side of change.

3

Manager / Supervisor

Owns the day-to-day.

Coaches their own team through the transition, one conversation at a time.

Source: Prosci

Critical sponsor activities

1

Active & visible sponsorship

Show up consistently, from launch through to close. Presence signals priority.

2

Coalition with peers & managers

Align the next level of leadership so the message is consistent wherever it's heard.

3

Communicate directly with employees

Go beyond cascaded messaging. Speak with the people affected, not just to them.

Source: Prosci Best Practices Report

A sponsor engagement checklist, in five questions

1. Is my message consistent with what my peers and senior leaders are saying?
2. Do my communications explain the business rationale, and answer “what's in it for me?” honestly? The positives and negatives?
3. Have I created a real two-way, face-to-face dialogue. Not just a one-way broadcast?
4. Have I captured and escalated the concerns I'm hearing from employees?
5. Am I repeating key messages consistently, without going off-script?

How will we measure successful change?

- User/Employee Adoption
- Effective Utilisation
- Application with Proficiency

How can this change initiative contribute to my personal development and leadership brand?

CHANGE LEADERSHIP

Final Reflection and Questions?

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