



# Managing Change in the New Millennium

Presented by  
**Carolyn Warden**  
Certified Credit Union Executive,  
Change Agent & Management Coach



## Why Study Change?

- Progress is a nice word.  
But change is its motivator.  
And change has its enemies.

- Robert F. Kennedy



## We Need Another Joshua Chamberlain

- Leadership in the heat of battle.
- Getting team members to cooperate who wanted to quit.
- The vision was bigger than self.



## What are the Challenges to Change?

Leadership needs to have a clear focus of the core business and value generators.



## What are the Challenges to Change?

Strategic thinkers must be aware of the importance of the external environment and look into how & why it's changing.



## What is Your Vision?

Use a "systems" approach to ensure that all aspects of the organization are considered when planning and implementing change.



## Team Approach

Use an approach that involves many stakeholders in the change process.



## What is Your Vision?

Share power with teachers and others to encourage the implementation of the change efforts.



## What is Your Vision?

While preparing people intellectually for change consider:

Change should not take so much time and effort that people lose interest and momentum.



## What is Your Vision?

Provide generous amounts of training and staff development.

These activities can include everything from holding study groups to continuous coaching.



## Take the long view:

Change takes time and should not be forced to occur too quickly.

Behavior changes often must precede changes in thinking patterns.

Don't ever give up!



## What is Your Vision?

Create a positive, constant conversation about the project with peers, managers and those at all levels.



## **What is Your Vision?**



Provide frequent updates on the project's progress.



Let employees know what they can expect and when.



## **What is Your Vision?**



Stay engaged and up-to-date on the project; attend key project meetings and training sessions.





## What is Your Vision?

Reinforce why the change is happening; explain the business reasons and the priority for the business.

WIIFM must be the focus.



## What is Your Vision?

Listen to resistance and respond to feedback from all levels of the organization.



## What is Your Vision?

Any change that  
requires  
more than one page  
to articulate  
is doomed to failure.



## The Power of Acceleration:

Change is happening  
faster.

Plateaus are becoming  
shorter.



## **A Sense of urgency.**

Change managers make  
the external forces  
seem important...  
because they are!



## **Scarcity vs. Abundance**

How do you describe  
your credit union's  
culture?

Who fights the change,  
abundance thinkers or  
scarcity thinkers?



## **Be First.**

Who was the  
second person to fly  
across the Atlantic  
Ocean solo?



## **Be First.**


Be first  
Be different or  
Be dead.



**Focus on Our Strengths:**

Organizational change:

Personal change:



**Only 2 Choices:**

- Us against The Challenge.
- Us against Us.



## **Focus on our Strengths:**

How do you manage the organization's energy?

Do you focus on the competition or do you focus on what you can achieve?



## **Cooperation and Synergy**

The whole is greater than the sum of the parts.



## Processes to Change

- A State of Urgency
- Creating the Guiding Coalition
- Develop a Vision and a Strategy
- Communicating the Vision



## Processes to Change

- Empower Broad-Based Action
- Generate Short-term Wins
- Consolidating Gains and Producing More Change
- Anchoring New Approaches in the Culture



## Leadership

People trust leaders to not to lead them into a minefield.

Managers who are not trusted cannot lead anyone anywhere.



## Top 10 List

What are we going to start doing differently?



## My Top Picks

- Leadership needs to have a clear focus of the core business and value generators.
- Use a "systems" approach to impact all aspects of the organization.
- Involve as many stakeholders as possible.
- Share power.
- Provide generous amounts of training.
- Behavior changes often must precede changes in thinking patterns.
- Create a positive, constant conversation
- Let employees know what they can expect.
- Listen to resistance and respond.
- You must put your own oxygen mask on first before you can help others



## Manage Change – Resources:

- Enhancing Organizational Performance by Daniel Druckman
- Organization Development Classics : The Practice and Theory of Change- -The Best of the OD Practitioner by Donald F. Van Eynde (Editor)
- Leading Beyond the Walls by Frances Hesselbein (Introduction), Marshall Goldsmith (Preface), Iain Somerville (Editor)
- Harvard Business Review on Change by Harvard Business



## **Manage Change – Resources:**

- Strategic Renaissance and Business Transformation by Howard Thomas, Don O'Neal, James Kelly (Editors)
- Fast Forward : The Best Ideas on Managing Business Change by James Champy, Nitin Nohria
- Organizational Innovation by Jerald Hage (Editor)
- Managing Strategic Innovation and Change : A Collection of Readings by Michael Tushman and Philip Anderson (Editors)
- **Whale Done, Ken Blanchard Group**