

Understanding Why Change Efforts Fail



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Why Change Efforts Fail



Do change efforts begin with a bang but die out as time goes on within your organization?

Does it seem like you do not have access to the true change agents within your organization?

Have you had a difficult time understanding why change efforts you have initiated have not worked?

Understanding Why Change Efforts Fail



Takeaways from the Presentation should be:

- 1. Knowledge of the reasons why change efforts fail**
- 2. Examples of activities from successful change efforts**
- 3. Knowing what to do to make change efforts successful**

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What do We Know?

1. Few change efforts are Super Successful!
2. Some change efforts are Utter Failures!
3. Most change efforts fall somewhere in between with a leaning toward the Failure end of the scale.

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Lessons Learned from Successful Change Efforts?

1. Successful change efforts go through phases.
2. A critical mistake at any phase can slow the change effort or cause it to fail.
3. All successful change efforts take a considerable amount of time.

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REASON #1

Not Establishing a Great Enough Sense of Urgency

- Must be established by senior management
- Easier for a new manager
- 50% of efforts fail because of Reason #1

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REASON #2

Not Creating a Powerful Enough Guiding Coalition

- Senior managers form core group
- First Year - 5-8 people
- Big companies - Group needs to grow
- Lead by THE senior manager

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REASON #3

Lacking a Vision

- Developed by the guiding coalition
- Clarifies direction in which the organization needs to move
- A clear and compelling statement of where all this is leading

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REASON #4

Under Communicating the Vision

- Initial communication - Senior Management
- Ongoing communication - Senior Management
- Actions that communicate the vision
- Behavior communicates more than words
- Walk the talk

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REASON #5

Not Removing the Obstacles to the New Vision

- Organizational Structure
- Organizational Policies
- Vision becomes part of actions
- Individuals
- Fear

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REASON #6

Not Planning for and Creating Short-Term Wins

- Constraint focus – Economic and emotional
- Give credit where credit is due
- Management be willing to implement easy fixes
- Non constraint focus – Small sure win activities
- All activities focused on Vision

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REASON #7

Declaring Victory Too Soon

- Organizational mentality
 - Award – We are good
 - Little understanding Continuous Improvement
- Problem relates to earlier Reason/s
- Management needs to pursue larger scope

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REASON #8

Not Anchoring Changes in the Corporate Culture

- Organizational improvements relate to change effort
- Top Level succession planning
- Hiring practices
- Change is easier to undo than to do

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~~REASONS~~

- #1 - Not Establishing a Sense of Urgency**
- #2 - Not Creating a Powerful Guiding Coalition**
- #3 - Lacking a Vision**
- #4 - Under Communicating the Vision**
- #5 - Not Removing the Obstacles to the New Vision**
- #6 - Not for Planning and Creating Short-Term Wins**
- #7 - Declaring Victory Too Soon**
- #8 - Not Part of Corporate Culture**

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Acknowledgement

Dr. John Kotter
Professor of Leadership
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Thank You for your attention

Questions?

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