

Special Report:

Are You Sabotaging the Future Of Your Company Through Ineffective Organizational Change?

**The Top Five Barriers to Organizational Change
And How You Can Overcome Them**

By Gayla Hodges



Introduction

Do you know you could be sabotaging the future of your company by failing to make critical strategic changes, and to make those changes at the right time and in the right way? In fact, if your company has not made significant organizational changes within the last five years, you might have already jeopardized the future of your company.

No business operates effectively in a rapidly changing business environment without periodic adjustments to the organization of the company in response to new technology, new staffing needs and trends, new markets, new customer needs, and new production and distribution networks. In the current business environment, in fact, businesses need to adjust to multiple changes that *should* require some organizational adjustment. If your company is not adjusting to these changes you might have placed limits on the future growth of your business.

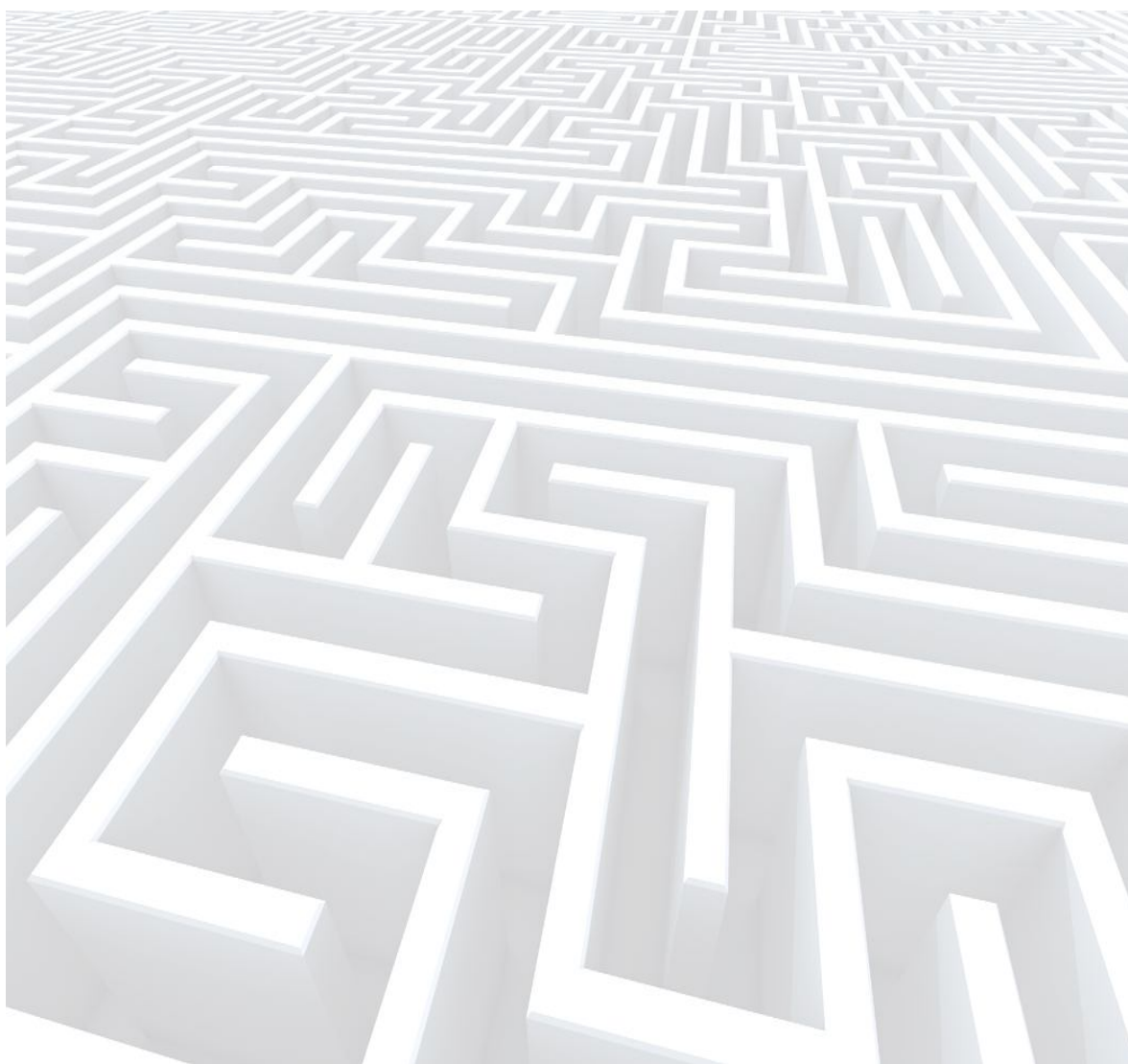
You should also understand that a critical leadership skill is the ability to recognize the need for strategic change and to lead the company in defining and implementing the changes that position the company to better meet the changing needs of the market and the organization. Many business leaders have not had the need or the opportunity to sharpen change leadership skills. They know how to leverage technical skills and produce a quality product, but most need help when it comes to large-scale cultural change for building the capability of their organization.

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If you don't want to leave money on the table, please read on. Remember, the future of your business could depend on your response to the information in this special report.

Please begin by honestly answering the questions in the assessment that follows. The assessment is designed to help you assess the future strategic readiness of your organization.



Future Strategic Readiness Assessment

Your answers to these questions will tell you if your company is strategically prepared for the challenges and the opportunities of the future.

1. Do you know and are you leveraging the strengths of your teams and your employees?

Yes

No

2. Is the culture of your company consistent with your strategic vision for the business?

Yes

No

3. Has your company undergone a comprehensive analysis of the ability of the organization to capitalize on the opportunities of the future?

Yes

No

4. Are you certain your organization is positioned to provide the greatest efficiencies and effectiveness in facing future challenges?

Yes

No

5. Are you certain you know how to analyze need, develop strategy and lead your company through the entire change process?

Yes

No

6. Do you know where the land mines are in your organizational change model?

Yes

No

7. Do you know the top five barriers to organizational change?

Yes

No

If your answer to any of these questions was "no," this special report is for you.

Executive Summary

The need for rapid organizational change is a fact of life in today's business environment. While there may be a few companies whose leaders are committed to a belief that it is good for everyone to "shake things up" from time to time, most organizational change should be undertaken to accomplish key strategic goals.

No matter how necessary change seems to be, many barriers must be broken down if a planned strategic change is to be implemented successfully. The key to successful change is in the planning and, most importantly, in the implementation.

The top five barriers to organizational change are most often the following:

1. Inadequate culture-shift planning
2. Lack of employee involvement
3. Flawed communication strategies
4. Lack of integration with other strategies and the culture
5. Failure to synchronize culture change



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Each of these barriers to organizational change can be overcome. Change Agents, Inc. helps organizations overcome barriers to change and create new organizational processes and structures in order to respond more confidently and efficiently to changing needs.

Barrier #1

Inadequate Culture-shift Planning

Most companies are good at planning changes in reporting structure, work area placement, job responsibilities, and administrative structure. Organizational charts are commonly revised again and again. Timelines are established, benchmarks are set, transition teams are appointed, etc.

Failure to foresee and plan for resultant impact of change, however, is also common. When the planning team is too narrowly defined or too focused on objective analysis and critical thinking, it becomes too easy to lose sight of the fact that the planned change will affect *people*. Even at work, people make many decisions on the basis of feelings and intuition. When the feelings of employees are overlooked, the result is often deep resentment because some unrecognized taboo or tradition has not been duly respected or because people feel the change is being imposed upon them rather than planned by them.

The first step in overcoming this barrier to organizational change is to recognize that organizational change *will* create anxiety and stress in the organization. Changes in responsibilities, reporting relationships, processes, and job descriptions inevitably affect the way people perform their jobs.

Organizational change *will* create anxiety and stress in the organization.

Demolishing this barrier to organizational change requires intentional effort to create open conversations about feelings, corporate culture, taboos and traditions. These conversations should occur primarily between employees and their immediate supervisors. They must address how the change will affect each person and give people time to adjust to the idea of change.

In these conversations, it is important to address how the culture will be changed, how relationships will change, how reporting relationships will change, and how departmental relationships will change. It is critical that the leadership team plan for employee input and for a period of employee adjustment and enculturation. The first thing people want to know is, "How will this affect me?" They need to be given as much information and input as possible, and enough time to assimilate the idea of change before they can embrace the plan.

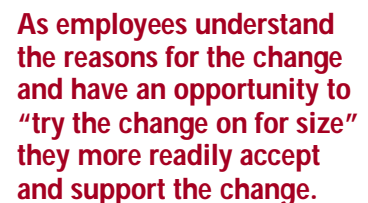
Barrier #2

Lack of Employee Involvement

People have an inherent fear of change. In most strategic organizational change, at least some employees will be asked to assume different responsibilities or focus on different aspects of their knowledge or skill. The greater the change a person is asked to make, the more pervasive that person's fear will be. There will be fear of change. More importantly, however, there will be fear of failure in the new role.

Involving employees as soon as possible in the change effort, letting them create as much of the change as is possible and practical is key to a successful change effort. As employees understand the reasons for the change and have an opportunity to "try the change on for size" they more readily accept and support the change.

Overcoming this critical barrier to organizational change begins with recognition that people support what they help to create. The more involved people are, and the more people who are involved in the change, the more widely and enthusiastically the change will be accepted and supported.



As employees understand the reasons for the change and have an opportunity to "try the change on for size" they more readily accept and support the change.

Demolishing this barrier to change requires involvement of employees at every level and in every division of the organization. It is important to keep in mind that these employees are the people who perform the tasks, possess the specific skills, and hold the applied knowledge to understand the intricacies of what will or will not work. Involving employees usually results in better plans and greater support for change. Listening to the employees involved, often results in more practical and more readily accepted strategies.

Finally, allow sufficient time for the employees throughout the organization to “try the change on for size.” If significant changes are made to the original plans in light of employee input, allow additional time for employees to accept the new plan. Breaking down this obstacle to change will reduce resistance to change and reluctance to accept new roles. It will also help to prevent an exodus of good people you don’t want to lose from the organization.

Barrier #3

Flawed Communication Strategies

Ideal communication strategies in situations of significant organizational change must attend to the message, the method of delivery, the timing, and the importance of information shared with various parts of the organization. Many leaders believe that if they tell people what they (the leaders) feel they need to know about the change, then everyone will be on board and ready to move forward. In reality, people need to understand not only why the change is being made, but more importantly, how the change is likely to affect them. A big picture announcement from the CEO does little to help people understand and accept change. People want to hear about change from their direct supervisor. A strategy of engaging direct supervision and allowing them to manage the communication process is the key to a successful change communication plan.

Breaking down this change barrier requires change leaders to recognize that people within the organization want to know what *they* believe they need to know. What people want or need to know can be vastly different from what leadership believes they need to know. Failure to communicate what people feel they need to know will result in confusion, misunderstanding of planned changes and the reasons for those changes, and reluctance to support change.

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Demolishing this barrier requires frequent conversations about the change between supervisors and employees. These conversations should focus on how the change is likely to affect individuals. These conversations are just as important in parts of the company that interact with divisions affected by the change as they are for those directly

affected by the change. A detailed communication process throughout all levels and divisions of the organization, specifically focused on the effect of the change will allow employees to enthusiastically embrace the planned change.

Barrier #4

Lack of Integration with Other Strategies and the Culture

Organizational change affects processes, structures, culture and individuals and teams. It is very easy for leadership to initiate culture change with a big bang and then notice sometime later that it has dissipated due to failure to keep the momentum going. It is also not uncommon for change leaders in an organization to assign a specific task or function to a team or an individual, only to pull them from that task to take on a different task because they are succeeding. The result is that the original function falls by the wayside and energy and attention shift to the new function.

The key to overcoming this barrier to organizational change is the recognition and planning by leadership that (a) organizational change requires multiple strategies, functions and processes; (b) all of the strategies, functions and processes need to be integrated; and (c) that leadership is charged with being the juggler who keeps all the balls in the air at once.

Demolishing this barrier to change requires a consistent and concerted effort on the part of change leaders to ensure that all change strategies, including communication, are integrated in a big picture plan that is consistent with the nature and pace of cultural change, as well. Leadership must also recognize that all strategies and cultural change need to remain on a managed schedule and receive appropriate emphasis and enthusiasm.

Leaders must keep in mind that maintaining momentum in implementing strategies and initiating and winning acceptance of cultural change must be continuous.

Leaders must keep in mind that maintaining momentum in implementing strategies and initiating and winning acceptance of cultural change must be continuous. Momentum lost will be hard to regain. By the same token enthusiasm lost will not be rekindled easily.

Barrier #5

Failure to synchronize culture change

Many organizations sabotage their change plans by trying to do too many things at once. No matter how popular multi-tasking is today, there are limits to the number of tasks any individual can handle at once. Many organizations simply lack the strategic focus to synchronize change and suddenly discover they have launched too many competing strategies. The result is either that the strategies cannot be implemented or that the organization cannot cope with so many changes at once.

The first step in dealing with this potential barrier to organizational change is to understand that change is a bit like comedy – timing is everything. If you have ever heard a band try to play a song when each member of the band is playing at a different tempo or rhythm, you understand the cacophony that results. Failure to synchronize culture change creates the same kind of mental and emotional cacophony in the minds of the people who comprise the organization.

Dismantling this barrier to change requires careful planning and an excellent sense of timing. To prevent confusion, stress and resentment within the organization, all of the strategies that are part of the complete change must be scheduled and orchestrated to maintain a constant and universal tempo and rhythm that people in the organization can absorb. This means that every strategy must be launched at the appropriate time, not only according to the calendar, but according to the development and implementation of other strategies and communication plans so they are fully integrated into the



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big picture in ways that are not in conflict and do not overwhelm employees.

This barrier underscores the importance of having people from every level of the organization involved in planning and implementation. It also underscores the importance of having people continuously involved throughout the change.

Conclusion

There are other barriers to organizational change, to be sure, but the five outlined above are extremely common and highly likely to create havoc in the organization. By planning and dealing with these five areas thoroughly, carefully, and sensitively, people will be most likely to get on board and help implement the change and adapt to organizational change far more readily and supportively.

The chart that follows provides a quick summary of the top five barriers to organizational change and what you can do to overcome or demolish those barriers. Assessment questions also follow. These questions will help you assess your Natural Effectiveness™ leadership readiness.

Finally, also included is some information about Change Agents, Inc and the services we offer to businesses, teams and individuals. Our mission is to help organizations, teams and individuals achieve Natural Effectiveness™ and face the future with confidence and strength.

If you are ready to lead your team into the future, please contact us for a free thirty-minute consultation. During the consultation we will evaluate your need for our services and discuss those programs and services that will capitalize on your leadership style and the effectiveness of your organization. Call today (623-632-37-876) or email us at ouragents@changeagentsinc.com.

Overcoming Barriers to Organizational Change

Barrier	Signs/ Symptoms	Effect	How to Overcome
Inadequate Culture-shift Planning	Planning team too narrowly defined or too focused on objective analysis and critical thinking	Lose sight of How <i>people</i> will be affected; Feelings are Overlooked; Resentments arise	Create conversations about feelings, culture, taboos, Traditions; Analyze how the Culture will be changed, how relationships will change; plan for employee input and for a period of adjustment and enculturation.
Lack of Employee Involvement	Fear of change; fear of failure in new roles; lack of understanding of the reasons for the change	Resistance to change; reluctance to accept new roles; exodus of good people	Involve employees at every level throughout the planning and implementation process; let them "try the change on for size"; recognize that people support what they help to create.
Flawed Communication Strategies	Leaders share only what they think people need to know about the change	Confusion, misunderstanding of changes and reasons for changes; reluctance to embrace or support change	Have frequent conversations about the change between supervisor and employees; discuss how the change is likely to affect individuals; develop a detailed communication process.
Lack of Integration with Other Strategies and the Culture	Loss of momentum and commitment; shifting strategic priorities; clash of strategies and culture	Loss of the big picture; confusion; loss of momentum and buy-in energy and commitment	Recognize that the necessary multiple strategies, functions and processes must be concurrent; consistent and concerted effort to ensure that all change strategies, including communication are integrated into a big picture plan that is consistent with the nature and pace of cultural change.
Failure to synchronize culture change	Trying to do too many things at once; confusion and frustration due to conflicting strategies and priorities; failure to cope and failure to succeed.	Loss of strategic focus; people cannot cope with the amount or pace of change; demands and expectations cannot be handled.	Ensure that all strategies that are part of the complete change are scheduled and orchestrated to maintain a constant and universal tempo and rhythm that people can absorb; all programs, functions, processes and strategies – as well as communication plans – are fully integrated into the big picture.



Natural Effectiveness™ Philosophy
Change Agents, Inc.

Effectiveness revolves around your personal traits. If we can measure how you work most efficiently and effectively (and we can), and then focus leadership around being your most efficient and effective self, amazing things can happen.

This is our Natural Effectiveness™ Philosophy. It is about defining the way *you* work most efficiently and effectively and positioning you to leverage your natural strengths to meet your goals.

“All you have to do is be your most efficient and effective self, and it will give you tremendous power to lead, achieve and develop!”

Are You Capitalizing on *Your Natural Effectiveness*™?

1. Is your leadership style based on a model you heard or read about as practiced by someone else?
 - a. Yes
 - b. No

2. Do you often feel that you are “in the zone” when leading other people?
 - a. Yes
 - b. No

3. Are the people you lead energetic and enthusiastic about where you are going?
 - a. Yes
 - b. No

4. Do you get regular positive feedback on the effectiveness of your leadership style?
 - a. Yes
 - b. No

5. Do people in the organization volunteer to be on the team you lead?
 - a. Yes
 - b. No

If you answered “no” to any of these questions, you are missing the potential of your most natural and effective leadership style. Call us today at 623-632-3876.



Coaching Values Change Agents, Inc.

Goal: to energize your entire organization toward achieving your goals.

Values and Assumptions:

- Employee engagement reduces the work load for the leader.
- Strategies should build upon one another rather than offering the flavor of the month.
- Accelerated processes achieve results to help keep pace with changing environments.
- We build on what you have rather than reinventing the wheel.
- Leadership is both an art and a science.
- Coaching through implementation is as important as developing a winning strategy.
- Do not leave a client hanging with a partial skill set: develop both hard skills and soft skills.
- Everyone has the ability to build leadership competence and strength upon the foundation of Natural Effectiveness™.
- We are committed to innovative application of tested and proven strategies.
- Strategic change should be a positive experience.
- Learning should be fun.



Company Overview

Change Agents, Inc. is the consultant of choice for leaders who need direction and support in energizing employees to meet strategic goals. We leverage our industry knowledge and change management expertise to energize your workforce. Using our signature *Natural Effectiveness™ Coaching and Teaming* we help corporate team leaders achieve personal, team and corporate goals.

We offer high impact programs tailored to facilitate the definition, achievement and implementation of our clients' strategies. Each client's program is uniquely developed based on the results of their workforce assessment, which is conducted using technologically advanced people assessment tools. Change Agents, Inc. is a catalyst for corporate change at all levels of the organization.

Our clients are usually very good at operating their businesses from a technical standpoint. They need help with the "soft" side of the business. That is where we shine. We are highly skilled in organization and workforce development and change management processes.

Unlike other consultants who only help develop strategy, we specialize in developing and executing implementation strategies, not only developing the strategies but actually coaching leaders through implementation and execution of the plan

We offer pre-selection assessment, executive coaching, workforce development and leadership training. All of our programs build upon each other to offer an integrated package of services designed to meet your strategic objectives in the most efficient and effective manner possible.

Gayla Hodges, who serves as President and Principal Consultant, founded the company in 1997. The business serves large, mid-sized and small business and is certified through the City of Phoenix as a woman-owned business and Small Business Enterprise.



Company Fast Facts

Corporate Mission:

The mission of Change Agents is to provide direction and support to business leaders in energizing employees to meet strategic goals by leveraging industry knowledge and change management expertise.

Company Overview:

Change Agents, Inc is a consulting and coaching company that uses their *Natural Effectiveness™ Coaching and Teaming* to help corporate team leaders achieve personal, team and corporate goals. Unlike other consultants who only develop strategy, we specialize in developing and executing implementation strategies, not only developing the strategies but actually coaching leaders through implementation and execution of the plan.

Company History:

Founded: 1997

Founder: Gayla Hodges

Financial Information:

Change Agents, Inc. is privately held.

Corporate Headquarters:

8605 West Northern Avenue

Glendale, AZ 85385

www.changeagentsinc.com

623-632-3876



SERVICES OFFERED

Utilizing our proprietary Natural Effectiveness™ Coaching Philosophy, Change Agents, Inc. provides direction and support to business leaders in energizing employees to meet strategic goals by leveraging industry knowledge and change management expertise. We help business leaders achieve the desired results. Unlike most executive coaching companies and change management consultants, Change Agents works with people at every level of your company. Our effectiveness can be attributed to the fact that we recognize, leverage, and build upon the natural strengths of the organization and its leaders.

Executive & Leadership Development Coaching

Our leadership development process is based on a leader-initiated change model that was the result of intensive research on how leaders make (or break) change efforts in an organization. The outcome of participation in this process is a personal leadership plan tailored to the specific organization and designed to support the strategic direction of the company.

We coach executives as change leaders, helping you to develop both a personal leadership plan tailored to the needs of the organization and an organizational plan tailored to your vision for the company. Our specialized coaching is designed to help leaders leverage their natural strengths to build effectiveness levels.

- Succession Planning
- Integrated Culture Planning
- Organization Diagnosis
- Managing Change
- Leader-Initiated Change
- Strategic Planning Facilitation

Team Coaching

We coach middle management in the organization, moving them into a Natural Effectiveness™ Teaming process. We coach your team to buy in to your vision and support the organizational change. We coach for performance, development and leadership skills.



SERVICES OFFERED

We coach and train front-line employees to become change leaders in the organization. All of our teambuilding programs are built around teams engaging in real work to build team skills. Sessions are focused on the objectives of the team and designed to promote buy-in and accountability for team outcomes.

We provide an integrated program of executive coaching, team coaching and individual and team training to move your organization toward maximum effectiveness in achieving strategic goals.

- Natural Effectiveness™ Teaming
- Performance Management
- Future-Based Decision Making
- Strategic Change Anchoring
- Team Strategy

Change Management Training & Workshops

We offer a number of change management training events and workshops for persons at all levels of your organization. We train participants in skills necessary to manage organizational change effectively, as well as opportunities to learn to utilize new skills in practical contexts.

Training programs and workshops are customized to meet the specific needs of your organization and the people at every level of the organization. The goal of all training and workshops is to build confidence, competence, and communication throughout the organization.

- Target Setting
- Leadership You!™ (A Leadership Course for Frontline Employees)
- Outdoor Team Building
- Equine Assisted Learning
- Personal Strategic Planning
- Natural Effectiveness™ with People (coming soon, check our website for more details)



Equine Assisted Learning & Coaching

In our continuing effort to bring innovative and accelerated change processes to our clients, we are pleased to offer Equine Assisted Learning (EAL) as an alternative to traditional corporate and personal development approaches.

Equine Assisted Learning uses horses as active participants to help facilitate the learning experience. Horses are social animals. By examining equine behavior, and how the horses may or may not react to us, we can better understand what may be more effective in our own human relationships. The equine-assisted model helps individuals learn about themselves and others by participating in activities with horses and then processing thoughts, feelings, behaviors and patterns. Because horses have personalities, much like people do, they provide instant and honest feedback.

The way a horse reacts to an individual's interaction provides a visual metaphor for how co-workers or peers may react internally to that person's actions in a work or personal environment. This gives insight as to why individuals are (or are not) getting the results they desire from their personal and professional relationships.

EAL uses a team approach, bringing together a horse specialist, a trained facilitator and the horses, to complete the learning environment. All activities are conducted from the ground, making EAL less strenuous than most ropes courses and more fun than classroom teambuilding. Working with the horses provides insights not often found in traditional teambuilding, executive coaching, leadership development and conflict resolution experiences. Our Phoenix facility, Renewal Ranch, offers a full range of development opportunities.