



# Alabama SHRM State Council

Affiliate of the Society for Human Resource Management

*Birmingham, AL*

## Welcome to Alabama SHRM State Conference

### **“Changing People Who Don’t Want to Change”**

*Presented by: Reut Schwartz Hebron*



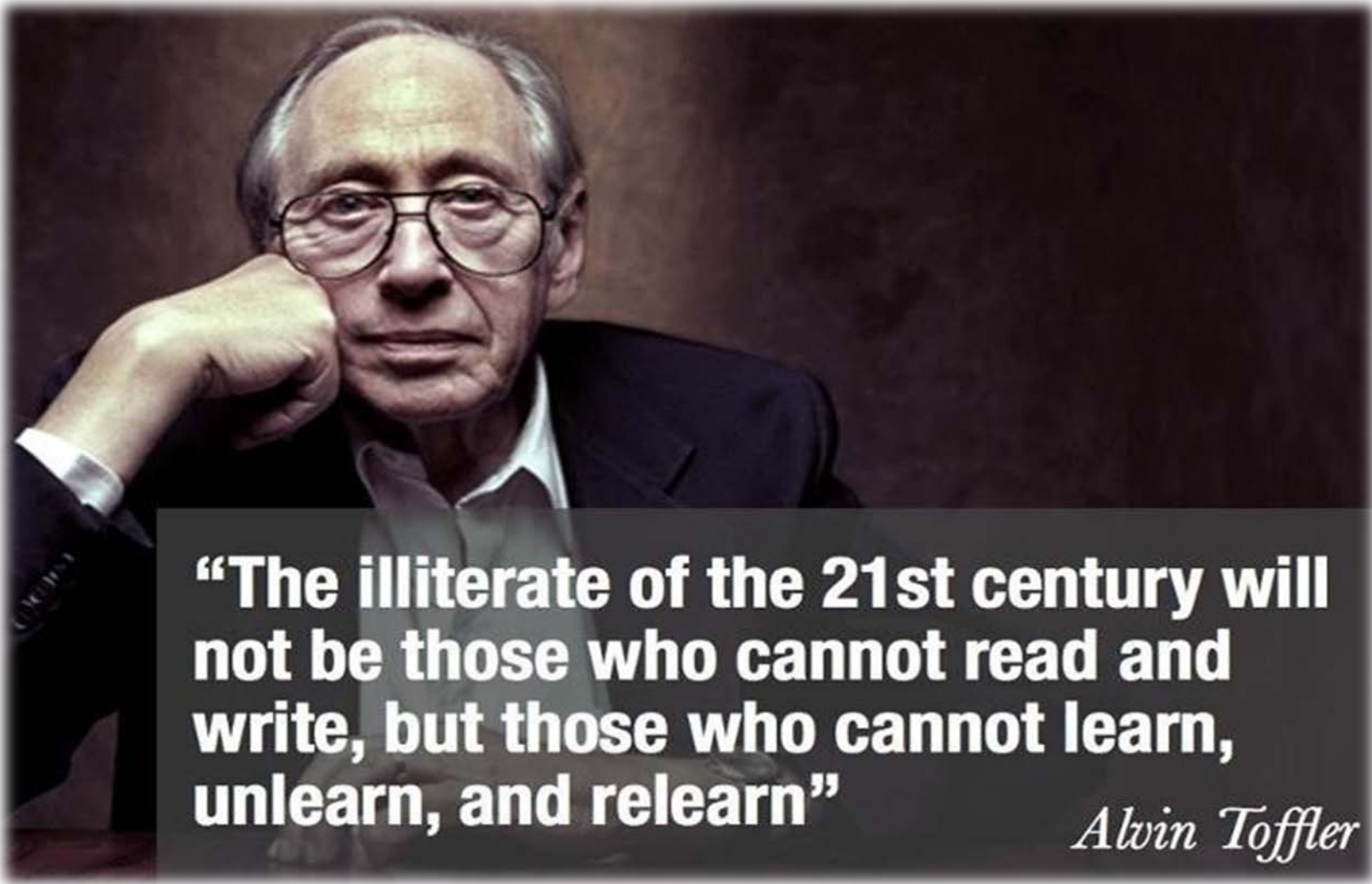


# Today

- Managing unlearning
- Anticipating resistance
- Case studies
- Next Steps

# Making Difficult Change Simple

- A large BioTech company: adopting a culture of inclusion when people don't want to change.
- A national transportation company: implementing recommendations of a six sigma-lean restructuring report when politics and resistance get in the way.
- A large manufacturing corporation: changing organizational culture from top-down, directive leadership style to a Servant Leadership culture when the old culture was in place for decades.



**“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”**

*Alvin Toffler*

## Case Study: BioTech Corporation

A large international biotech company wants to get people to practice values of inclusion so managers optimize the authentic and unique talents of every employee:

*“Create a culture that activates, respects, leverages, and enables differences. A culture in which employees feel welcomed, live honestly and openly, without the need to conform to anyone else’s expectations.”*

# Case Study: BioTech Corporation

First Key Question: Which behaviors and thinking habits do you want to see people practice?

- Collaboration and teamwork
- Open debate
- Honest communication
- Effective accountability and personal integrity
- Empowering independent thinking, innovation and shared decision making

## Case Study: BioTech Corporation

Second Key Question: What behaviors and thinking habits do people need to unlearn?

- Thinking there is always only one “right” answer
- Overly critical-negative thinking, looking to find what needs to be fixed everywhere
- Over analyzing
- Intellectual argumentativeness



# Case Study: Transportation Corporation

One of our clients, a national transportation company was trying to become more lean to achieve their financial goals. They brought in an excellent six sigma expert who gave them fabulous recommendations for restructuring but then as a result of politics and resistance, the report wasn't implemented. For a year they did not implement a single recommendation.

## Case Study: Transportation Corporation

- First Key Question:

Which behaviors and thinking habits do you want to see people practice?

- Second Key Question:

What behaviors and thinking habits do people need to unlearn?

# KEY CHANGE INSTITUTE™

Unlocking Productivity for Amazing Results



## Case Study: Snyder's Lance

Transitioning from a more traditional, top-down culture to a Servant Leadership culture. Change proved difficult as the management team had been in place under the old structure for decades.

*“We have included everyone in this process, but not all line managers have adopted the new culture. We really want to see them make a smooth transition. Most of them have worked with us for over 20 years and we’d really hate to see them go.”*

## Case Study: Snyder's Lance

- Don't show up to meetings
- Meetings are cancelled
- Manipulation
- Don't hold each other accountable
- Head-nodding but no changes made
- Focus on why the change won't work
- Focus on improvements needed elsewhere
- Strong emotional responses such as anger, apathy and disengagement

## Case Study: Snyder's Lance

- Managers should always seem like they know the answers
- Not trusting employees to make decisions
- Segmentation of information
- Being in control and supervising every detail
- Gaining control through authority
- “Because I said so”

## Next Steps

- Re-writing goals in a way that takes unlearning into account
- Communicating expectations in a way that leaves no wiggle room
- Creating an accountability structure
- Monitor and measure change
- Cascade change
- Get the buy in of a disengaged leadership team
- Bonus: Free sample diagnostic to help you anticipate resistance

# About Key Change Institute

- A national organization that provides leadership development and change Implementation consulting services.
- Our methodology is rooted in brain science research.
- We help businesses overcome visible and invisible resistance to change.
- KCI's approach has been validated and successful in organizations ranging from small agencies to Fortune 500 companies.



# Questions and Answers

