Change Management Workshop

Friday October 28, 2022
11:00 am - 4:30 pm

A conversation with
Glenn Tecker
Chair & Co-CEO

VMAE | Fall Conference 2022

October 27-29, 2022   San Diego, California   InterContinental San Diego

FRIDAY PROGRAM

The Case for Change: The Latest Trends in Veterinary Economics and Business

9:00 - 10:00 am

- What is recent data telling us about changing realities in the veterinary profession? What are actionable items for veterinary associations and their members? Dr. Matthew Salois, President of Veterinary Management Groups, will share with us the latest trends and research.

Panel Reaction and Discussion

10:00 - 10:45 am

- Facilitator Glenn Tecker will lead a panel of veterinary medical executives and meeting participants to provide their reactions and thoughts to the findings and issues presented in the opening session. Conference participants are invited to engage in this important conversation about the state and future of veterinary medicine, as well how our associations can best support the profession in uncertain times.

Change Management Workshop

11:00 am - 4:30 pm

- As association executives, we play a key role in supporting and guiding the veterinary profession to implement strategies for managing and adapting to change. Facilitator Glenn Tecker will help us explore how to engage our leadership for lasting and meaningful change management. We will gain a deeper personal understanding of the meaning of change leadership to help deliver resources and programs that are practical, actionable, and truly result in the behavioral changes necessary to sustain initiatives that improve the functioning and performance of veterinary practices and workplaces.

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Kotter's 8 Step Change Model

 Change is difficult. Especially in the context of an organization, change could interrupt the status quo and lead to conflict. But change is needed. And to successfully implement change, you need to rely on a proper framework.

This is where Kotter's 8 step change model comes into play. It outlines how to systematically and effectively implement change in an organization.

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What is Kotter's 8 Step Change Model?

John Kotter's 8 step change model is a popular framework for [successfully implementing organizational change and](#) is used across many industries. It was introduced in his book "Leading Change" which was based on years of research that revealed there's only a 30% chance of successful implementation of organizational change.

Change can come as new technologies, mergers, and acquisitions, new strategies, cultural transformation, etc.

John P. Kotter, professor at Harvard Business School, is known worldwide as the authority on leadership and change.

His best-selling book "[Leading Change](#)" which discusses mistakes organizations often make when implementing change and an eight-step process for successfully bringing about change, is widely referred to by managers as the bible of change across the world.

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CONDITIONS ASSESSMENT

What are the major barriers to <u>me as an executive</u> leading change in our members' organizations?

Current State

Driving
Forces (+)

Restraining
Forces (-)

BARRIERS

Success

❑ _____

❑ _____

❑ _____
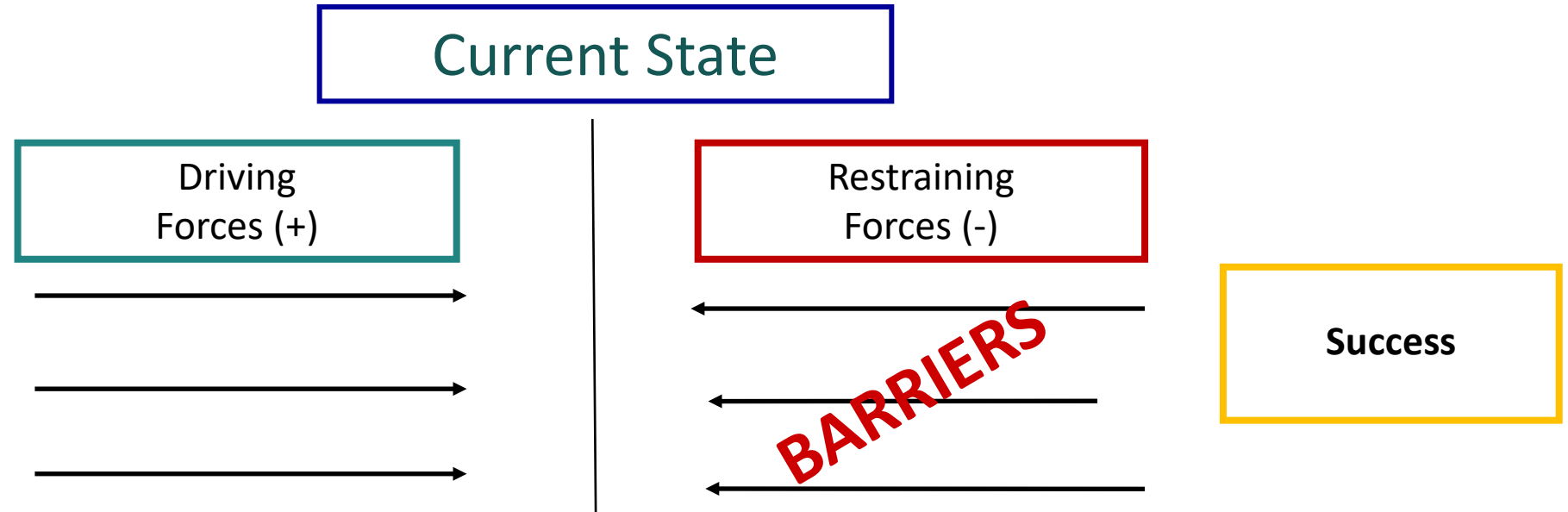
CONDITIONS ASSESSMENT

What are the major barriers to <u>the association</u> leading change in the organization?

| Current State |

| Driving Forces (+) | Restraining Forces (-) | Success |

BARRIERS

❑ _____

❑ _____

❑ _____

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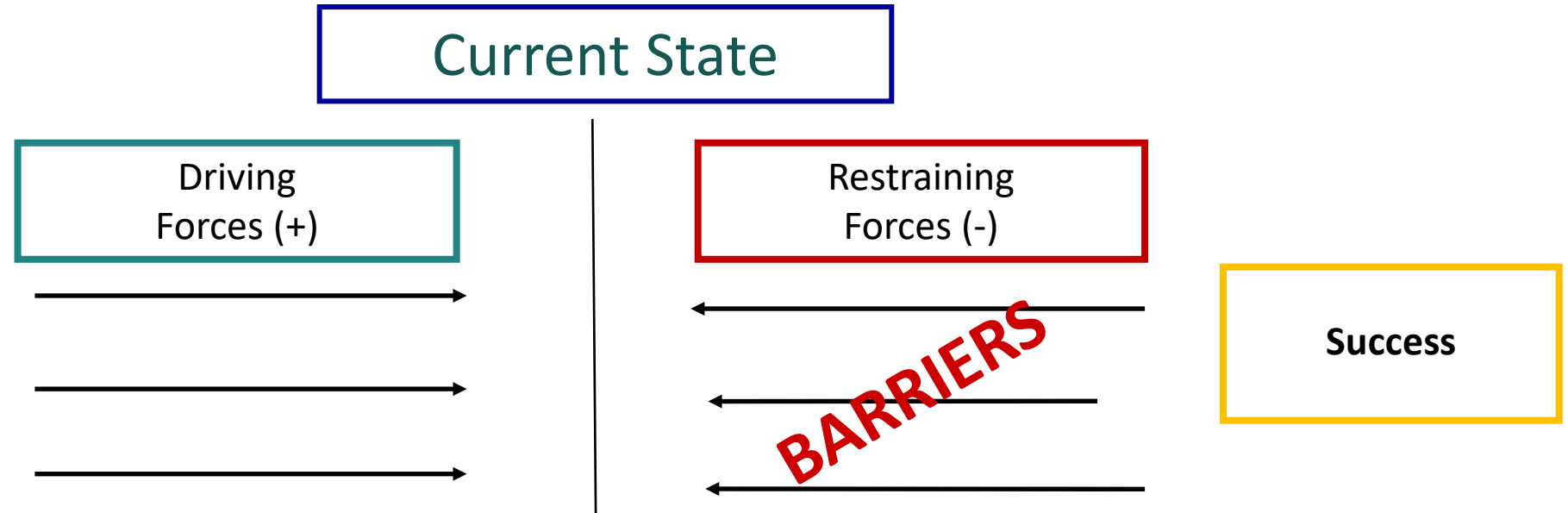
CONDITIONS ASSESSMENT

What are the major barriers to _our members'_ leading change in their practices?

Current State

Driving
Forces (+)

Restraining
Forces (-)

Success

BARRIERS

❑ _____

❑ _____

❑ _____

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Kotter's 8 Step Change Model

1. Create a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategies
4. Communicate the change vision
5. Remove barriers to action
6. Accomplish short-term wins
7. Build on the change
8. Institute change

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The 8 Steps in Kotter's Change Model

1. Creating a Sense of Urgency
2. Putting Together a Guiding Coalition
3. Developing Vision and Strategies
4. Communicating the Change Vision
5. Remove Barriers to Action
6. Accomplish Short-Term Wins
7. Build on the Change
8. Make Change Stick

Implementing change isn't always easy. Barriers can come in various forms; lack of teamwork or leadership, rigid workplace cultures, arrogant attitudes, general human fear, etc. can disrupt any change implementation project.

1. Creating a Sense of Urgency

The process should start with establishing a sense of urgency among both managers and employees. Everyone involved should feel the need for change or that change is critical for organizational growth. Without their support, it will make it difficult to keep the momentum of the change initiative and achieve lasting transformation.

The objective of this step should be to prepare the employees for the upcoming change and motivate them to offer their contribution.

• For this step to succeed, roughly 75% of the organization's management should support the change initiative. In order to create an environment where everyone is aware of the existing problem

• Identify existing threats and opportunities affecting the organization. Here you can use a SWOT analysis with the team. Based on it you can then develop future scenarios portraying what could happen

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Identify existing threats and opportunities affecting the organization. Here you can use a [SWOT analysis](#) with the team.

Based on it you can then develop future scenarios portraying what could happen.

[SWOT Analysis Template](#)

- Openly discuss with employees about what is happening and why change is necessary at this time

- Create a forum to talk about the issues, threats and the possible solutions

- Ask support from stakeholders and industry experts to back you up on your stance

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S

W

Strengths

Weaknesses

Opportunities

Threats

O

T

12

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Step:_____

Goal/Desired Outcome:_____

Action Plan				Resource Requirements	
Key Events	Responsible	Consulted	Target Date	Line items	$

Comments:

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Vetting Potential Action Plans

Use the following criteria to assess each action plan:

Necessity: Is execution of these actions necessary to achieve the desired outcomes?

Feasibility: Is it reasonable to expect that these actions can be effectively executed?

Appropriateness: Is this organization best positioned to execute these actions; are they consistent with our purpose and values?

Use the following criterion to assess the tentative set of strategies

Sufficiency: If all of these actions are executed reasonably well, will we achieve the desired outcome?

❑ What are the potential "downsides " of these actions?

❑ What unintended consequences might they incur?

❑ How can we best manage those risks?

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2. Putting Together a Guiding Coalition

This step is dedicated to bringing together a competent team with the right skills, qualifications, reputation, connections and sufficient power to provide leadership to the change efforts and influence stakeholders.

The size of the team will vary depending on the nature of the proposed change. However, an effective team should include the following supporters,

➢ **The sponsor:** this is usually a senior executive who will be responsible for the change initiative. His/ her responsibilities include providing executive-level support and the needed resources to carry out the change initiative.

➢ **The senior guiding team:** the members here are selected by the sponsor. It consists of individuals (leaders) with sufficient authority in the area to make decisions and gather the relevant resources and support for the project. The team will be responsible for developing the vision and strategies, providing the resources, removing obstacles, guiding the organization during the process, resolving conflicts and communicating with the stakeholders.

➢ **Filed guiding team:** this includes highly credible and respected people who represent the constituencies in the organization that have a stake in the change. Their role is to communicate the vision and guide the organization through the process.

➢ **Change teams:** these are the groups of managers and supervisors whose responsibility is to make sure that the tasks are successfully completed on time. They'll also play a part in the design and the deployment of the change program.

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2. Putting Together a Guiding Coalition

Once a team is assembled, focus on setting clear goals and developing an environment of trust and commitment. An effective team should:

- Have a shared understanding of the need for change

- Have a common understanding of the mission and purpose of the team, as well as the goals and objectives it's trying to achieve

- Have a clear idea about the roles and responsibilities of each other as well as the performance measures

- Understand the risks and challenges associated with the change initiative and the success factors

- Have clear processes for measuring success, decision-making, tracking issues, and resolving conflicts

- Have clear communications channels

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3. Developing Vision and Strategies

The objective of this step is to create a sensible vision to direct the initiative and to develop effective strategies to help the team achieve it. It helps create a picture of what the future of the organization looks like once the change is implemented.

The right vision help achieve change successfully by inspiring and guiding team actions and decisions. It should also define clear and realistic targets to help easily measure success and appeal to the interest of the company stakeholders.

- To set a clear and appealing vision:

➢ Align it with values central to the organization and the change initiative

➢ Accept the ideas of employees when developing the vision

➢ Make sure that it can be communicated easily and is easy to understand by everyone

➢ Incorporate data such as forecasts, market research data, business trends, etc.

➢ Ensure that it is simple enough to be explained in five minutes or less

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4. Communicating the Change Vision

In this step, the focus is on effectively communicating the vision and the strategies in ways that help encourage the rest of the organization to accept and support the change initiative.

- The goal here is to capture the hearts and minds of the employees; to get them to make sacrifices to support the change, to get them to believe that change is possible, and the resulting benefits are for the best of the organization as well as themselves.

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4. Communicating the Change Vision (cont'd)

- To do this effectively:

> Communicate the vision and strategies as frequently as you can by incorporating it in the daily decision-making, [problem-solving and actions](#)

> Walk the talk. It's important that the senior management demonstrate the ideal behavior that they expect from the rest of the employees

> Encourage feedback from employees and address their anxieties, problems, anger, and concerns openly and honestly

> Use simple words when communicating the message to avoid confusion and doubt

> Make [use of all](#) the organizational communication channels to get the word out. This may include platforms varying from emails and newsletters to the company intranet

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5. Remove Barriers to Action

When implementing organizational-wide change, obstacles may occur frequently. Barriers may come in the form of insufficient processes, resistance to change by employees themselves, disempowering managers, organizational policies and its structure, etc.

• And in this step, the guiding coalition and the senior management should focus on removing such obstacles that block the organization's path to achieving the change vision.

➢ Clearly understand the barriers within the organization that are blocking the implementation of change. The guiding coalition that consists of employees with different expertise can help in this step. And openly communicating with employees and stakeholders can also help identify the barriers.

➢ Make sure that organizational processes, structures, policies, reward systems, etc. are aligned with the new change vision.

➢ Recognize and reward employees that actively work on implementing change

➢ Empower employees to do their best and face challenges successfully by giving them the necessary training, coaching and mentoring.

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6. Accomplish Short-Term Wins

Achieving complete real transformation may take time. Going so long without any victories to celebrate may discourage employees. To keep the momentum going and to encourage employees to keep backing the initiative, it's important to have short-term goals to accomplish and celebrate early in the change process.

• A short-term win is an [organizational improvement](#) that can be implemented within a short period of time. Such a quick win should be visible throughout the organization, unambiguous, and related to the change initiative.

➢ Identify feasible short-term wins; for example, this could include efforts that may help cut back costs, improve processes, increase profit, etc. It's important to thoroughly consider the pros and cons of the target you select as failing an early goal may discourage the team.

➢ Break down the change project into smaller parts with short-term goals

➢ Acknowledge and reward those who are responsible for these quick wins to encourage other employees as well

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7. Build on the Change

This step is all about sustaining the implementation of change by ensuring that the teams are working persistently towards achieving the change vision while measuring progress. It's important to make sure that the team doesn't declare victory prematurely after a few quick wins.

- To continue the momentum of change:

➤ After every win, identify what worked and what went wrong to decide what needs to be improved

➤ Consolidate the gains from the quick wins and continue to work on implementing larger change throughout the organization

➤ Identify and remove unnecessary processes and inter-dependencies

➤ Continue communicating the vision and delivering benefits

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8. Make Change Stick

In this step, the change leaders work on nurturing a new culture where change can stick. This includes changing organizational norms and values, processes, reward systems, and other infrastructure elements to make sure that everything aligns with the new direction.

- To successfully implement change:

  ➢ Discuss the importance of the new changes by pointing out the benefits they bring

  ➢ Identify and incorporate norms and values that reinforce the change

  ➢ Incorporate these new norms and values when selecting and hiring new talent, promoting employees, etc.

  ➢ Create new training and development programs to help employees develop skills and competencies relevant to the new changes

  ➢ Improve or eliminate organizational processes that do not align with the new culture. Also, remove individuals who are hindering progress.

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Glenn Tecker

Glenn Tecker is Chairman and Co-CEO of Tecker International, LLC, a multinational consulting practice that has completed projects for over 2000 groups in the U.S., Europe, Canada, Asia, Scandinavia, Mexico, and Central America.

Glenn is widely acknowledged as one of the world's foremost experts on leadership and strategy. Having worked in an executive capacity with businesses, public agencies, and non-profit organizations, he has also served as a board member for a number of non-profit and for-profit organizations. Glenn's particular expertise in the areas of governance, program strategy, organizational design, research analysis and presentation skills will be critical to the effort. Some highlights of his accomplishments include:

- Guiding National Collegiate Athletic Association [NCAA] member and staff leadership of the through a participative and transparent process that redefined the organization's core purpose and values, developed vision based strategy and action plans, and realigned the NCAA's priorities to lead a re-focusing of the university athletic experience for the 21st Century.
- Developing new organizational, program, and operational strategy with the United States Green Building Council [USGBC] to provide innovative solutions to global ecological concerns in order to successfully navigate a period of multiple opportunities, complex demands and rapid growth.
- Designing and conducting an institute for an international philanthropic organization to train representatives from 10 Asian nations with a tradition of conflict.
- Devising strategy and developing competencies with school districts, educational agencies, and school board and teacher associations working to improve teaching, learning, and organization.
- Assisting the United States Environmental Protection Agency, the American Water Works Association, the Technical Institute of the Pulp and Paper Industry and other environmental advocacy organizations to foster global use of technologies that contribute to quality of life.
- Facilitating planning activities of information, telecommunications and entertainment related organizations in high technology industries challenged by tough competition and constant dramatic change.
- Supporting research and program planning efforts of agricultural organizations addressing complex issues related to food safety, industry prosperity, and shifts in the demography and economics of agriculture.

Glenn is also the co-author of three best-selling books – The Will to Govern Well: Knowledge, Trust and Nimbleness; Building a Knowledge-Based Culture: Using 21st Century Work and Decision-Making Systems in Associations; and Successful Association Leadership: Dimensions of 21st Century Competency for the CEO. Currently he serves as Board Chair of New Hope Academy – a nonprofit multi-campus nontraditional alternative school in Pa. and as Vice Chair of the National Board of Guide Dogs for the Blind Foundation and America's Vet Dogs in NY. In 1998, Glenn was honored as the recipient of ASAE's Academy of Leaders Award - the highest possible recognition awarded by ASAE's Board of Directors.

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About Tecker International, LLC

For more than 35 years, Tecker International (LLC) has helped thousands of clients meet goals, impact lives and change the world. TI is a client-focused, mission-driven international consulting practice offering a broad range of services tailored to fit our clients' unique needs. In partnership with our clients, we identify opportunities, overcome challenges and create structures and processes nimble enough to adapt to environments of rapid change. Our knowledge-based, outcomes-oriented approach has helped to transform associations, not-for-profit organizations, institutions and businesses of all kinds.

The collective competencies of the Tecker team enable us to provide the talent, skills and expertise to achieve the goals of each of our clients. Drawing on the firm's knowledge base and experiential resources, we employ a friendly, collaborative approach to empower organizations to succeed. In additional to being expert strategists, skillful facilitators and subject-matter experts, Tecker consultants are also top-notch educators who are always willing to share fresh ideas and proven methods of success. When you engage with Tecker, you choose a team of friendly, responsive, respected professionals, with extensive knowledge of personal and organizational dynamics. Their passion and enthusiasm inspires and motivates leaders to take action and tackle challenges head on.

TI specializes in managing change, strategic planning, governance remodeling, repositioning companies and programs, strategic alliances and consolidations, market and member research, executive coaching, parliamentary procedure and a variety of other disciplines. We offer in-depth subject matter knowledge of specific industries, businesses and professions. TI builds a sustaining culture of innovation to support an organization's ability not only to survive but to thrive. Our clients return to us again and again because they experience the measurable, positive outcomes our knowledge-based strategic thinking and planning creates. We guide volunteer and staff leaders to lead with confidence and clarity.

With so many consultants to choose from, what factors set the Tecker team apart?
- We are committed to superior thinking achieved by a team that is constantly learning and sharing through client engagements, original research, full community participation and by serving as faculty for the ASAE CEO Symposium.
- We listen to our clients and their needs are our first priority.
- For each engagement, we build a shared vision of the future based on knowledge, not opinion.
- We provide practical tools to achieve the shared vision of the future.
- We ensure implementation by including all key stakeholders in building and supporting change.
- We understand that there are no best practices, only good practices customized to the unique needs and cultures of each of our clients.
- We develop successful volunteer/staff teams based on their unique roles and their importance to the success of the organization.
- We help staff create plans for communication, action and evaluation to ensure successful follow through on decisions made.
- We have a genuine love of what we do and a deep appreciation of the value diverse perspectives bring to analytic and creative discussions.

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