Creating the Conditions for Change

When the status quo is not optional

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GIVE LIP SERVICE TO CHANGE TODAY
The Transformation Equation

\[ T = D \times V \times P \]

**T:** Likelihood of successful *Transformation*

**D:** *Dissatisfaction* with the Current State

**V:** *Vision* for the Future State

**P:** *Process* that removes obstacles blocking access to the desired state
Multiplicative Relationships among Components

\[ \text{D} \times \text{V} \times \text{P} = \text{Successful, lasting change} \]

\[ \text{X} \times \text{V} \times \text{P} = \text{Bottom of the Inbox} \]

\[ \text{D} \times \text{X} \times \text{P} = \text{Anxiety & Frustration} \]

\[ \text{D} \times \text{V} \times \text{X} = \text{Fast start, Then trouble} \]
Elements of Change Leadership

- **Change Leadership**
  - “D” Activities: Creating a Shared Need
  - “V” activities: Shaping a Vision
  - “P” activities: Mobilizing Commitment

Organizational Alignment & Re-Alignment
Example: The American Revolution

<table>
<thead>
<tr>
<th></th>
<th>Taxation without representation is tyranny!</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>We hold these truths to be self-evident….</td>
</tr>
<tr>
<td>P</td>
<td>Yours Faithfully, G. Washington</td>
</tr>
</tbody>
</table>
Or how about the American Women’s Movement?
The Patsy T. Mink Equal Opportunity in Education Act

• Otherwise known as Title IX
  • *No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance...*

• —United States Code Section 20
## Resistance to Change

| R:          | Reduce the cost of change for those carrying out the change |
“They moved my bowl.”
Change and Resistance

COPING STAGES -- PREDICTABLE

Impact (Shock)
- "Can't be!"

Denial
- "Woe is me."

Depression
- "Why me?? It's not fair!"

Anger
- "Maybe if _____, then _____."

Bargaining
- "OK ...."

Acceptance

Reconstruction

Adapted from Elizabeth Kubler-Ross
Change and Resistance

Tools to use at each stage

- **Impact** (Shock)
  - Mutually acceptable data (D Tool)
- **Denial**
- **Depression**
  - Encourage, focus on future (V Tool)
- **Anger**
  - Empathize, listen, provide support (P Tool)
- **Bargaining**
  - Negotiation, Problem Solve (P Tool)
- **Acceptance**
  - "OK ....“ (P tool)
- **Reconstruction**

Adapted from Elizabeth Kubler-Ross
Assessment

• Try the nifty one-page assessment of where your personal case project stands on “D” “V” and “P”

• If you’d like this in soft copy form for use back home, that’s great
TIME PERMITTING ONLY
THE NECESSARY ART OF POLITICS
It can pay off to be systematic

1. Identify your goal for your project in specific terms
2. Identify the key stakeholders (individuals or groups)
3. Map them
4. Develop a strategy for each category
5. Use a multi-pronged approach to influence them
Political Mapping of Stakeholders

<table>
<thead>
<tr>
<th>Perceive they will benefit</th>
<th>Perceive they will suffer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actively Engaged</strong></td>
<td>Heroes</td>
</tr>
<tr>
<td><strong>Passive</strong></td>
<td>Allies Unaware</td>
</tr>
</tbody>
</table>

Heroes and Opponents are active participants in the political mapping process, while Allies Unaware and Sleeping Dogs are passive or unengaged.
Dealing with opponents…core idea is to make it more expensive to oppose than to go along

1. Can you co-opt them?
   - Common themes / common enemies
   - Shared “Vision”? 

2. Can you buy them off?
   - Horse trade
   - Side payments

3. Can you get them to neutral?
   - Compromise goal, timing, locations?

4. Can you make their resistance visible to those who want you to succeed?

5. Can you remove them from the focal situation?
Sources of “clout” – what resources are at your disposal?

Control of resources
- Scarcity (Johnson)
- Alternative structure
- Social capital
- Budget
- Staffing

Authority
- Position
- Approval/Veto
- Expertise
- Decision-making committee
- Inner circle
- Position of Respect

Allies
Persuasion: The Work of Cialdini

1. The Principle of Liking:
   • People like those who like them.
   • Uncover real similarities and offer genuine praise.
   • “I like you” on a postcard!

2. The Principle of Reciprocity:
   • People repay in kind.
   • Give what you want to receive.
   • Asking for help can create surprising ties

3. The Principle of Social Proof:
   • People follow the lead of similar others.
   • Use peer power whenever it is available.
Persuasion: The Work of Cialdini

4. The Principle of **Consistency**:
   - People align with their clear commitments.
   - Make their commitments active, public and voluntary.

5. The Principle of **Authority**:
   - People defer to experts.
   - Expose your expertise; don’t assume it is self-evident.

6. The Principle of **Scarcity**:
   - People want more of what they can have less of.
   - Highlight unique benefits and exclusive information.
   - “Last one in stock! Don’t delay, buy it now!”
The mothership challenges are real – forewarned is forearmed