

Reflection Points (EIS Simulation Follow-up)

Level 1: My experience – and the one of my Team

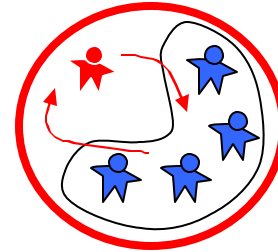
1. My **assumptions** on how to best manage change

- those validated by our experience ?
- those challenged by our experience ?

2. My **role** within our 'Change Agents' **team**

- significant changes in the team dynamics, and what caused them ?
- imagine your team without you
 - what did your presence change ?
 - what would you have liked to change even more but didn't succeed ?

ME and my TEAM



- Argumentation
- Negotiation
- Mutual learning & adaptation
- Emotions mgmt
- Group Dynamics
- ...

3. Reflecting on the **team dynamics**

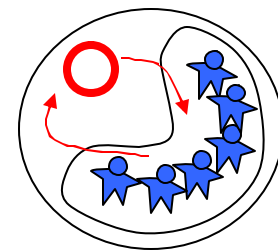
- how well have you as a team managed to 'translate' your initial strategy into action ?
- how have you reacted to unexpected events ?
- what could have made the team experience
 - more 'productive' ?
 - more 'pleasant' ?

Level 2: Our Change Management Experience

4. Reflecting on the **Strategy** side

- which were the strong points, and the less strong ones ?
- what would you change in your 'diagnostic' approach and the way you integrated emerging information ?

US and TELESWITCHES



5. Reflecting on the choice of change **Tactics**

- which ones did work well ?
- which ones did not work as expected ?
- which ones could have helped too ?

6. Change **Diffusion Dynamics** & **Resistance**

- which resistance forms did you encounter ?
- which ones did you find most challenging ?
- how to best address them ?

Management of the change implementation process

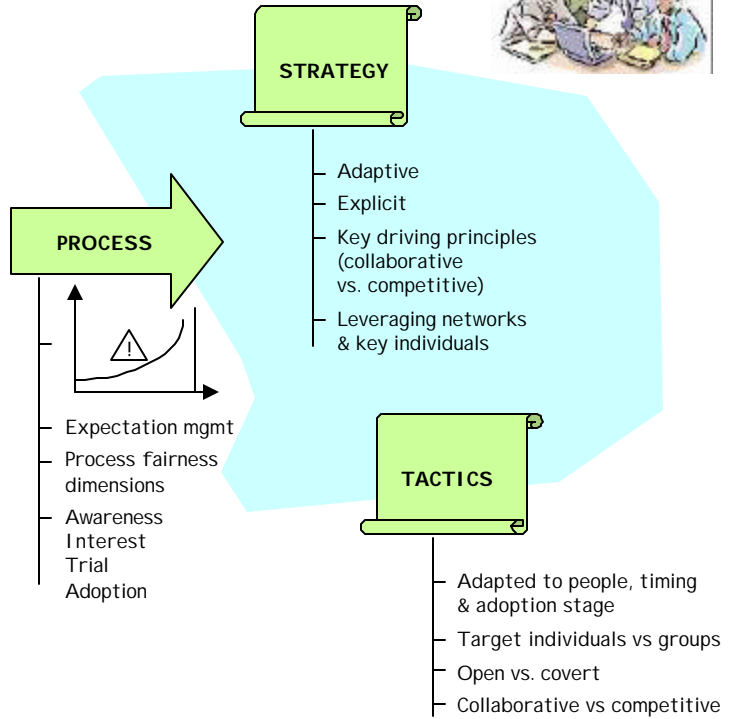
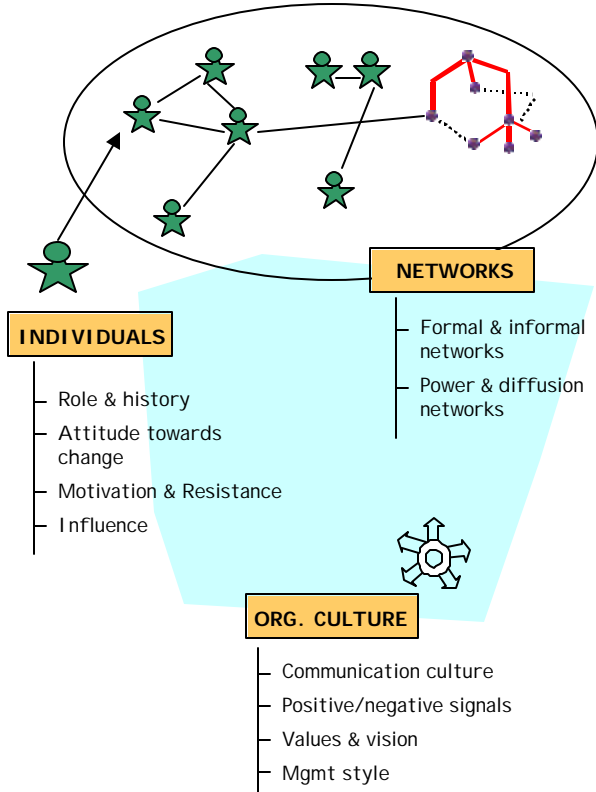
- Addressing Individuals
- Addressing Networks
- Addressing "Culture"
- Strategy
- Tactics/Initiatives
- Process management

The EIS Challenge

www.calt.insead.edu/eis

ORGANIZATIONAL DIAGNOSIS

EFFECTIVE ORG.^L INTERVENTIONS

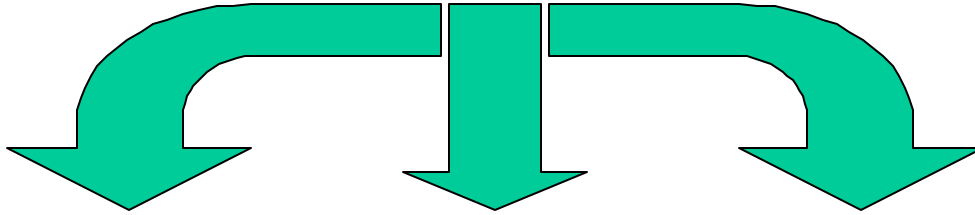


The EIS Challenge

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Change Implementation Traps



Change Process Traps

- (1) *Optimism Trap*
- (2) *Illusion of Control Trap*
- (3) *Naivety Trap*
- (4) *Push Through Trap*
- (5) *History Blindness Trap*
- (6) *Solution- vs People-orientation Trap*
- (7) *Single Perspective Trap*
- (8) *Backfiring Trap*
- (9) *Quick Win Trap*
- (10) *Context Sensitivity Trap*
- (11) *Individual Progress Blindness Trap*
- (12) *Change Project Progress Blindness Trap*


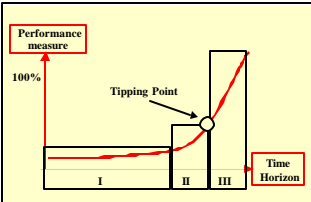
Change Tactics Traps

- (1) *Selection Traps*
- (2) *Narrow Focus Trap*
- (3) *No Follow-up Trap*
- (4) *Target Blindness Trap*
- (5) *Shooting in the Dark Trap*
- (6) *Stakeholders Blindness Trap*
- (7) *Give Up Trap*
- (8) *Network Naivety Trap*
- (9) *Get it Done Quickly Trap*

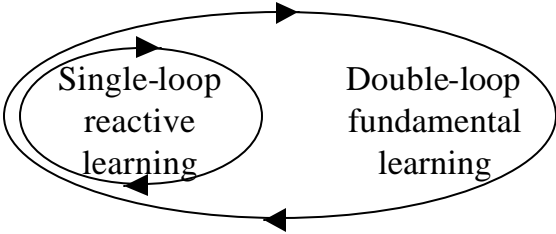
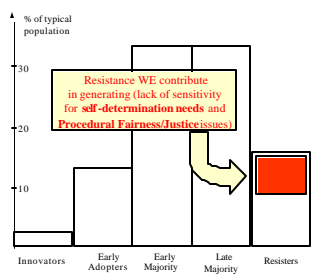
Strategy & Resistance Traps

- (1) *Blind Flight Trap*
- (2) *Visibility & Assessment Trap*
- (3) *Single-Loop vs Double-Loop Trap*
- (4) *Rigid Assumptions Trap*
- (5) *Outcome vs Learning Trap*
- (6) *Lack of Differentiation Trap*
- (7) *Distributive Justice Trap*

I. CHANGE PROCESS TRAPS

<p>(1) <i>Optimism Trap</i> Not be aware of complexity & high failure rate thinking that the necessity to change and the quality of the selected “solution” will remove barriers.</p>	
<p>(2) <i>Illusion of Control Trap</i> Forget that change has both intended/predictable and unintended/unpredictable consequences.</p>	
<p>(3) <i>Naivety Trap</i> Forget that change always corresponds to a redistribution of power, and expect that people will change behavior irrespective of incentives.</p>	
<p>(4) <i>Push Through Trap</i> Ignore that we all tend to dislike ‘to be changed’ and are sensitive to its origin (from where/whom it actually comes).</p>	
<p>(5) <i>History Blindness Trap</i> Ignore that change is rarely ‘totally new’.</p>	
<p>(6) <i>Solution- vs People-orientation Trap</i> Underestimate the impact of ‘soft’ consequences.</p>	
<p>(7) <i>Single Perspective Trap</i> Not take into consideration the 3 different perspectives: ‘Change Strategists’ – ‘Change Agents’ and ‘Change Recipients’.</p>	
<p>(8) <i>Backfiring Trap</i> Not foresee that resistance might not come only from the ‘bottom’, but also from the ‘top’.</p>	
<p>(9) <i>Quick Win Trap</i> Forget that change initiatives are only successful if they are sustainable too.</p>	
<p>(10) <i>Context Sensitivity Trap</i> Ignore that if changing individuals is hard, changing culture is even harder.</p>	
<p>(11) <i>Individual Progress Blindness Trap</i> Not acknowledge that people need to move through different stages (A-I-T/A) and will do it at a different pace.</p> <div style="text-align: center;">  </div>	
<p>(12) <i>Change Project Progress Blindness Trap</i> Not acknowledge that change projects don’t progress linearly, but ‘virally’.</p> <div style="text-align: center;">  </div>	

III. STRATEGY & RESISTANCE TRAPS

<p>(1) <i>Blind Flight Trap</i> Fail to HAVE ONE, and STICK TO IT, being ready to revise it whenever necessary</p>	
<p>(2) <i>Visibility & Assessment Trap</i> Fail to always keep it in mind and define clear intermediate target/goals and ‘milestones’</p>	
<p>(3) <i>Single-Loop vs Double-Loop Trap</i> Fail to review it regularly, building in enough time and linking the review to clear implications for action</p> 	
<p>(4) <i>Rigid Assumptions Trap</i> Fail to recognize that a strategy is always a reflection of our biases and assumptions, which might not be suited in that context, and to build in enough flexibility, as things are unlikely to unfold as we initially expected</p>	
<p>(5) <i>Outcome vs Learning Trap</i> Not distinguishing between Experimentation and Trial&Error – the first starts with the explicit formulation of hypotheses to be validated to generate real learning</p>	
<p>(6) <i>Lack of Differentiation Trap</i> Forget that resistance might have different reasons – as people might feel threatened in different ways (power, job, comfort, competence, etc.)</p> 	
<p>(7) <i>Distributive Justice Trap</i> Only focus on negotiation with potential resisters unintentionally generating additional resistance through a process people might find unacceptable as it signals they are not valued in terms of information and involvement</p>	