

Executive Briefing: The Chocolate Model of Change

Dean Simms-Elias

Diane Dormant



- Leader in the facilitation of change.
- Founded & directed “Dormant & Associates”
- Was the “sponsor” for change at companies such as Toyota, Delphi-Delco.
- Former professor at Indiana University, Boise State University, & Ithaca College.
- Specializes in Instructional Systems Technology and Psychology.

Dimensions of Change

Change- The new system, process, or other change you want a group of people to accept

Adopters- The group targeted to adopt the change

Change Agent- Change leader and their team

Organization- The organization, or part of the organization, the change will impact



Steps of a Change Project

Specify your C.A.CA.O

Analyze the Change - Specific adjustments and why

Analyze the Adopters - Who are they personally and professionally

Analyze the Change Agent - Change team, relationships, strengths

Develop Action Plan - Implementation Strategy and Tactics

Analyze Organization - Culture, Hierarchy

Analyze Big Picture - How to meet objectives

Revise Action Plan - Always measuring and improving

Adopters View Point

5 Ideal Change Characteristics:

Relative Advantage - Change offers advantages over old way

Simplicity - Easy to understand

Compatibility - Consistent with past practice

Adaptability - Fit into current conditions

Social Impact - Little impact on social relationships

“How these characteristics are communicated is critical for adopters acceptance.”

The Change Agent Team

Divisibility-by-Part: Change is implemented in parts gradually

Divisibility-by-Site: Whole change is implemented in a single demonstration site

Composed of Experts & Opinion Leaders

Compose a diverse team that can use their skills and possess these qualities:

- Credibility
- Empathy
- Ethics
- Listening

Change Agent Techniques

Lewins 3 Stage Bridge Model

Unfreeze:

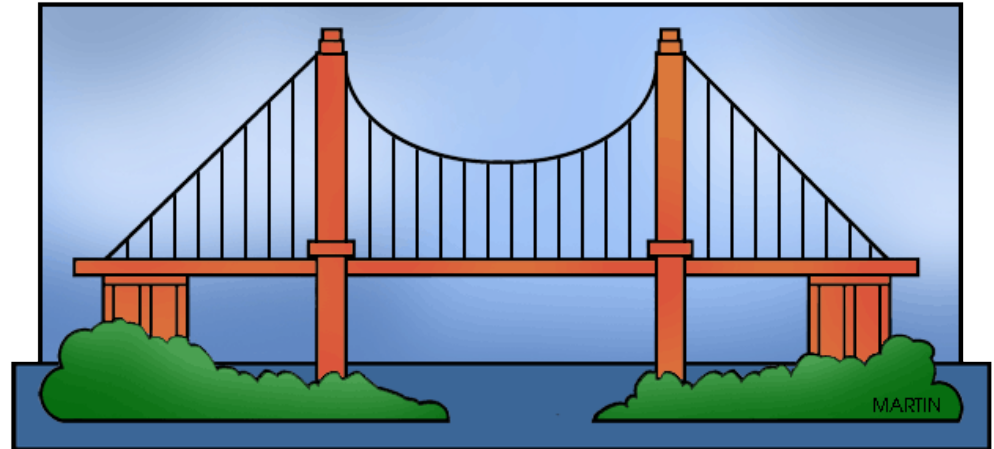
- *Inform* with valid data
- *Motivate* with a positive vision of the change
- *Modify the environment* to support the change

Transition:

- *Coach* adopters in change
- *Assign* meaningful roles
- *Involve them in planning*
- *Plan* small steps

Refreeze:

- *Burn* the bridge
- *Provide* feedback on performance
- *Provide* recognition/rewards for changing



The Organization

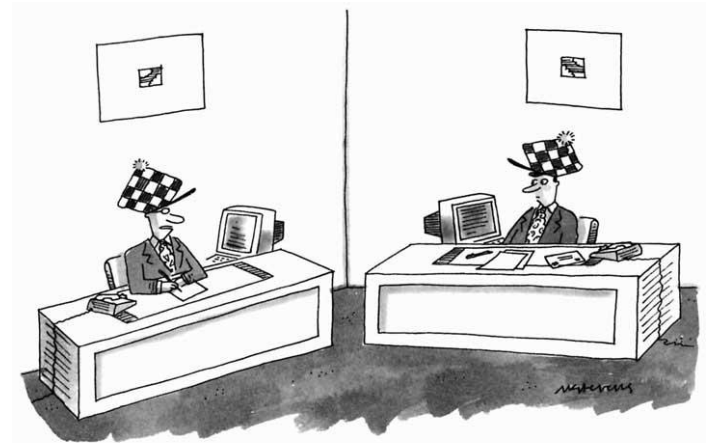
“How well does your change project align with its organizational context?”

“If change does not align with the organization’s culture, get read to modify you change or fail”

Company Culture & History

Employee Demographics

Opinion Leaders and Sub-Groups



“I don’t know how it started, either. All I know is that it’s part of our corporate culture.”

The Stages of Adoption

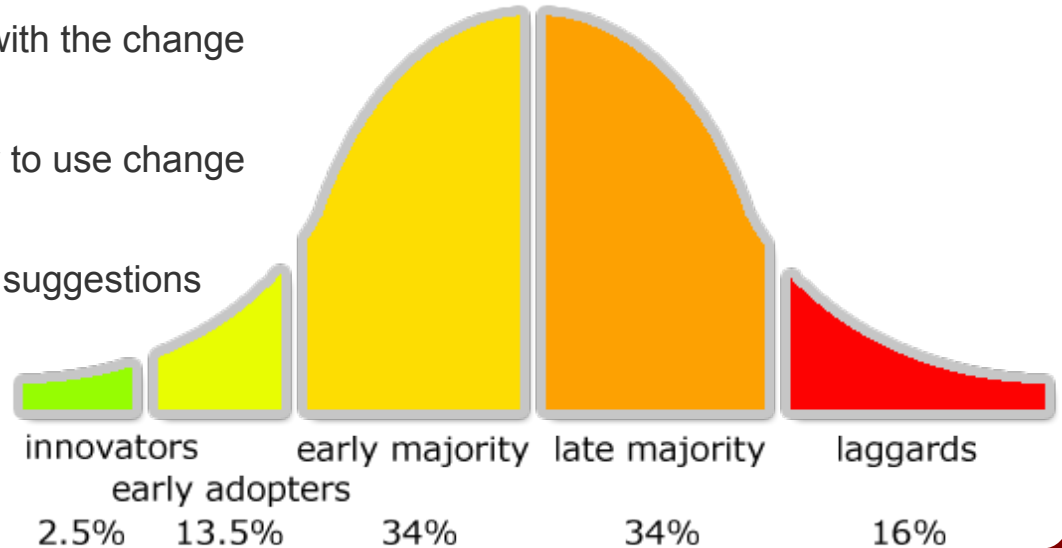
Awareness - Little or no information or opinion about change

Curiosity - Asks questions about impact on themselves

Mental Tryout - Imagines how it will be with the change

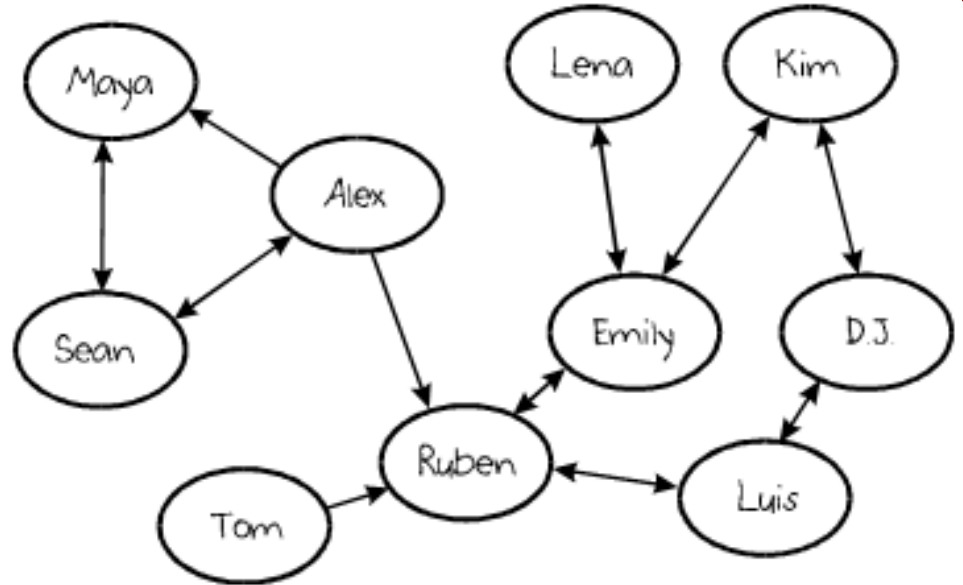
Hands-on Training - Ready to learn how to use change

Adoption - Uses the change and makes suggestions



Leveraging Relationships

Who is the opinion leader?



- Influence the adopter group
- Hub of adopter communication network
- Observe innovators to see pros and cons of change

The Big Picture

3 factors to consider after implementing change:

- ❖ External Influences
- ❖ Change Project System
- ❖ Create a Balance Sheet

Recommendations for Change Communications

Incremental Change is the Best - “Ease in”

Palatable and Logical

Understanding social dynamics for tactical implementation

Clear resonance to company objectives is key

