

Why change agendas often fail

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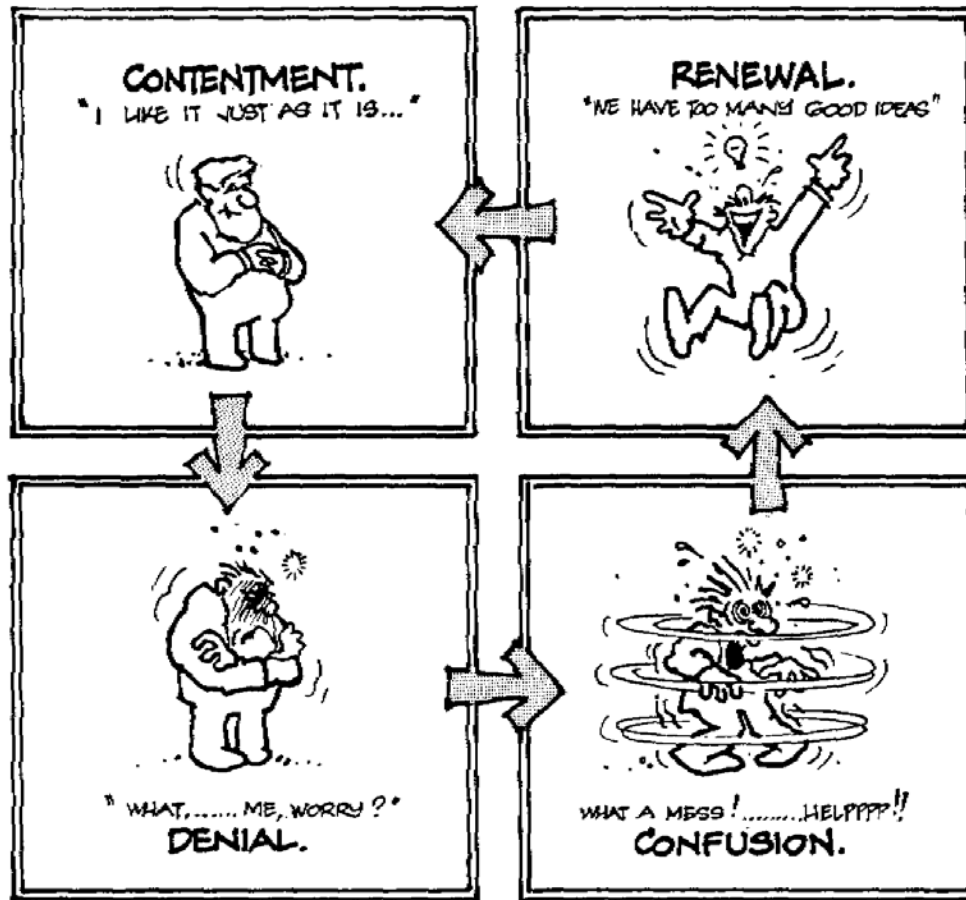
- Complacency
- Failing to create teams with enough power to lead the change
- Underestimating the power of vision
- Failing to communicate the vision
- Allowing obstacles, real or imagined to block the vision
- Failing to create short-term gains
- Declaring victory too soon
- Neglecting to embed the changes in the culture
- Failure to consult

Adapted from John P Kotter, "Leading Change" 1996.



At a personal level, we move in and out of “4 rooms” during a change process ... and confusion is good!

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(Claes Janssen, adapted by T Richardson and J Macneish)

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All individuals will naturally move through each of these “rooms” during a change process.

Leaders and managers play a valuable role supporting people as they move through the rooms.

Knowing which room we are in helps us move through the change process

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The Contentment Room may seem the most desirable. It's not – it's just a good place to rest in. It's pleasant for people to have time in this room but they need to beware.

The Denial Room is the only unhealthy room. There is nothing good about this room ... and we enter it without realising. The occupants are dining out on yesterday's good ideas. Staying there requires something between blindness and dishonesty – but leaving it requires courage.

There is only one exit ... to the Confusion Room. It is hard for some of us to admit that we "don't know what to do" – and yet that is the entry condition for the next room.

(Claes Janssen, adapted by T Richardson and J Macneish)



Knowing which room we are in (continued)

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The Contentment and Denial Rooms have little energy in them. The next two have plenty

The Confusion Room is stressful, uncomfortable and even emotional to be in. But somehow this room is the central dynamo of improvement – the degree of confusion determines the degree of improvement

Spending time working with the confusion and focusing on the future is the path to renewal. Trying to escape the intensity of this room can only lead back to the Denial Room.

The Renewal Room is fantastic. There is high energy and the focus has moved to dealing with a multitude of good ideas. People will be keenly moving towards agreements to make things happen.

(Claes Janssen, adapted by T Richardson and J Macneish)

