

PRINSIP-PRINSIP DALAM MEMIMPIN DAN MENGELOLA PERUBAHAN PADA SUATU ORGANISASI

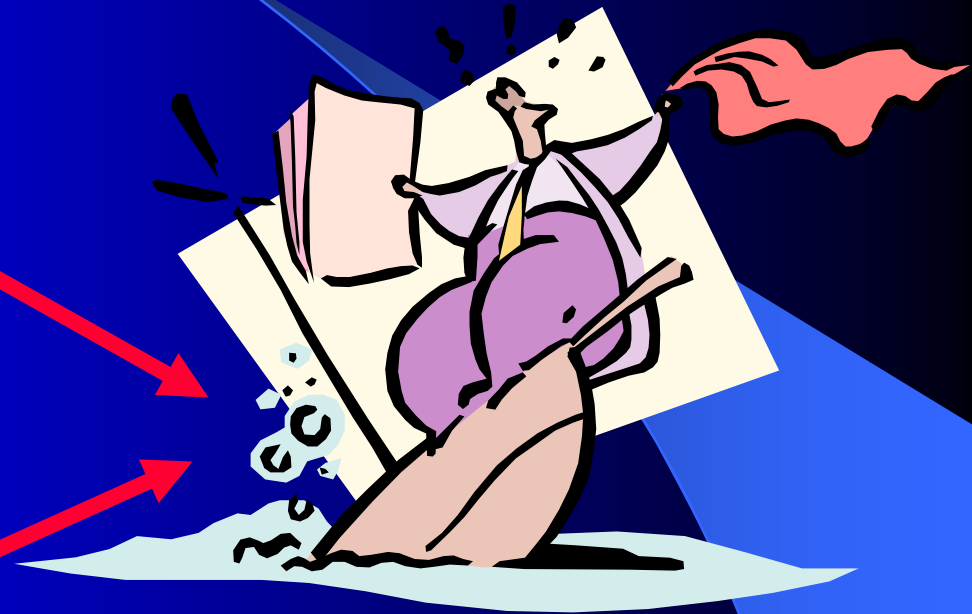
FIRMANTOKO

DISAMPAIKAN PADA RAPAT KOORDINASI TEKNIS
DITJEN HUBDAR – DIREKTORAT LLAJR
DEPARTEMEN PERHUBUNGAN

What is a Change

Technical

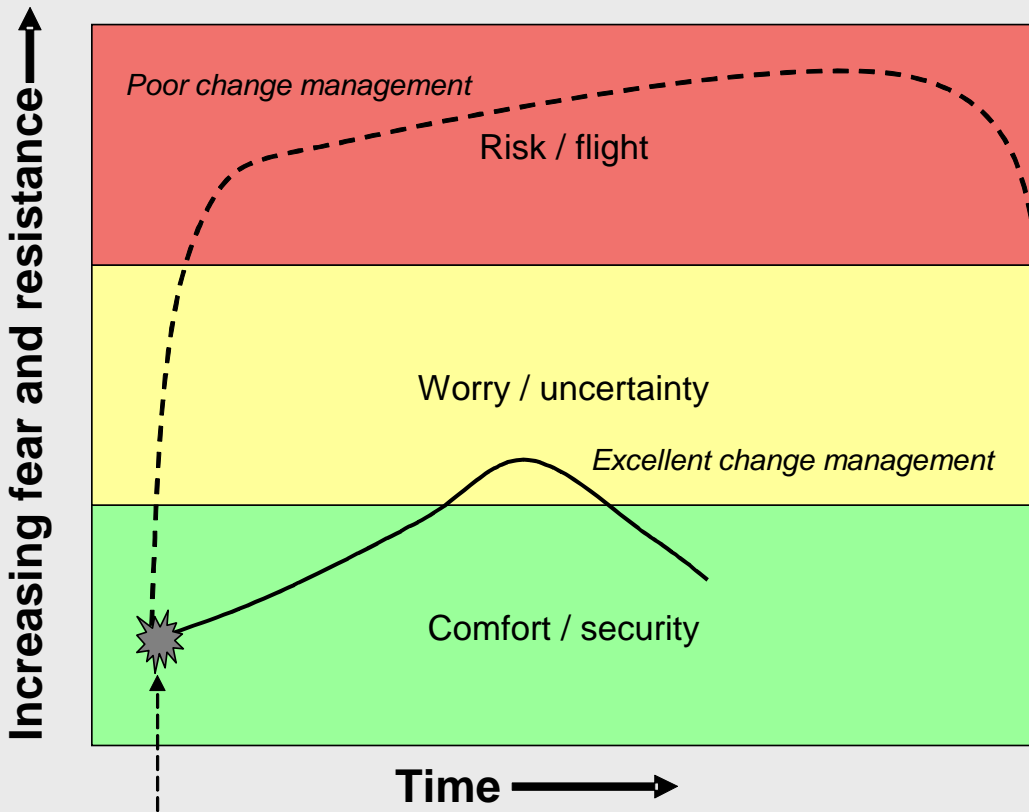
Human



CHANGE

ORGANIZATION DO NOT CHANGE, PEOPLE DO

Goal of Change Management



Turnover of valued employees
Tangible customer impact
Active resistance

Productivity loss
Employee dissatisfaction
Passive resistance

Normal work environment

1st communication or
1st rumor

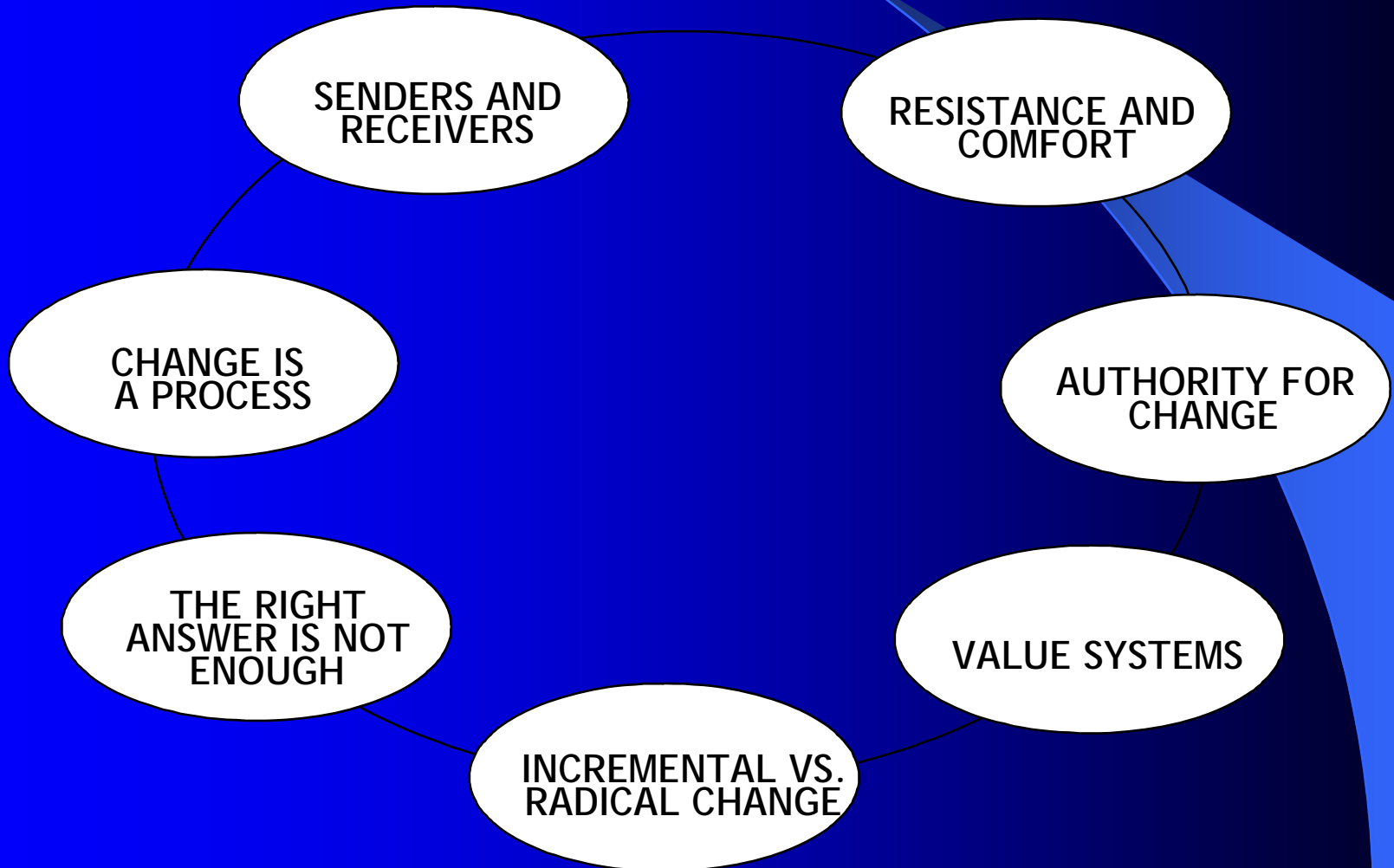
Greatest Contributors to Success

1. ACTIVE AND VISIBLE SPONSORSHIP
2. BUY-IN FROM FRONT-LINE MANAGERS AND EMPLOYEES
3. EXCEPTIONAL PROJECT TEAM
4. CONTINUOUS AND TARGETED COMMUNICATION
5. WELL PLANNED AND ORGANIZED APPROACH

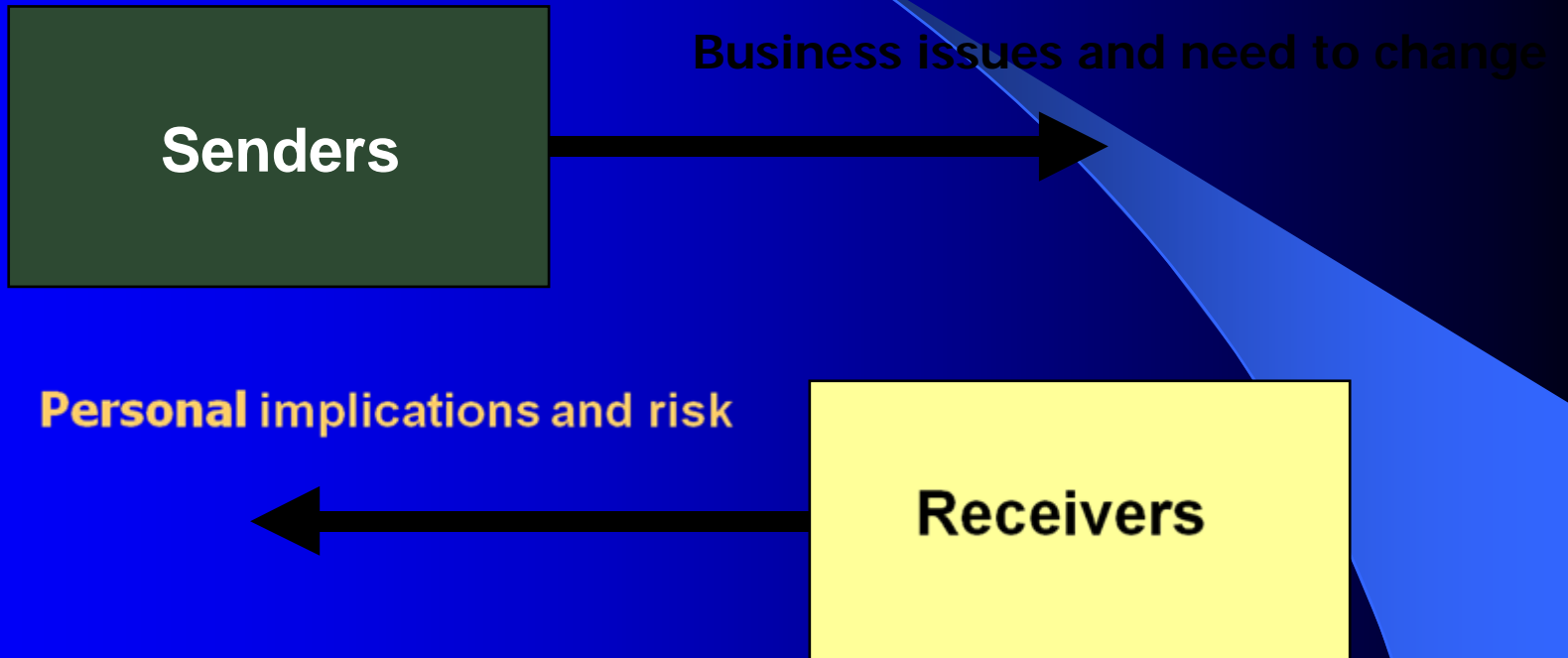
Manage a Change: Key Activities

- Communications
- Sponsorship Roadmap
- Training and Coaching
- Resistance Management

CHANGE PRINCIPLES



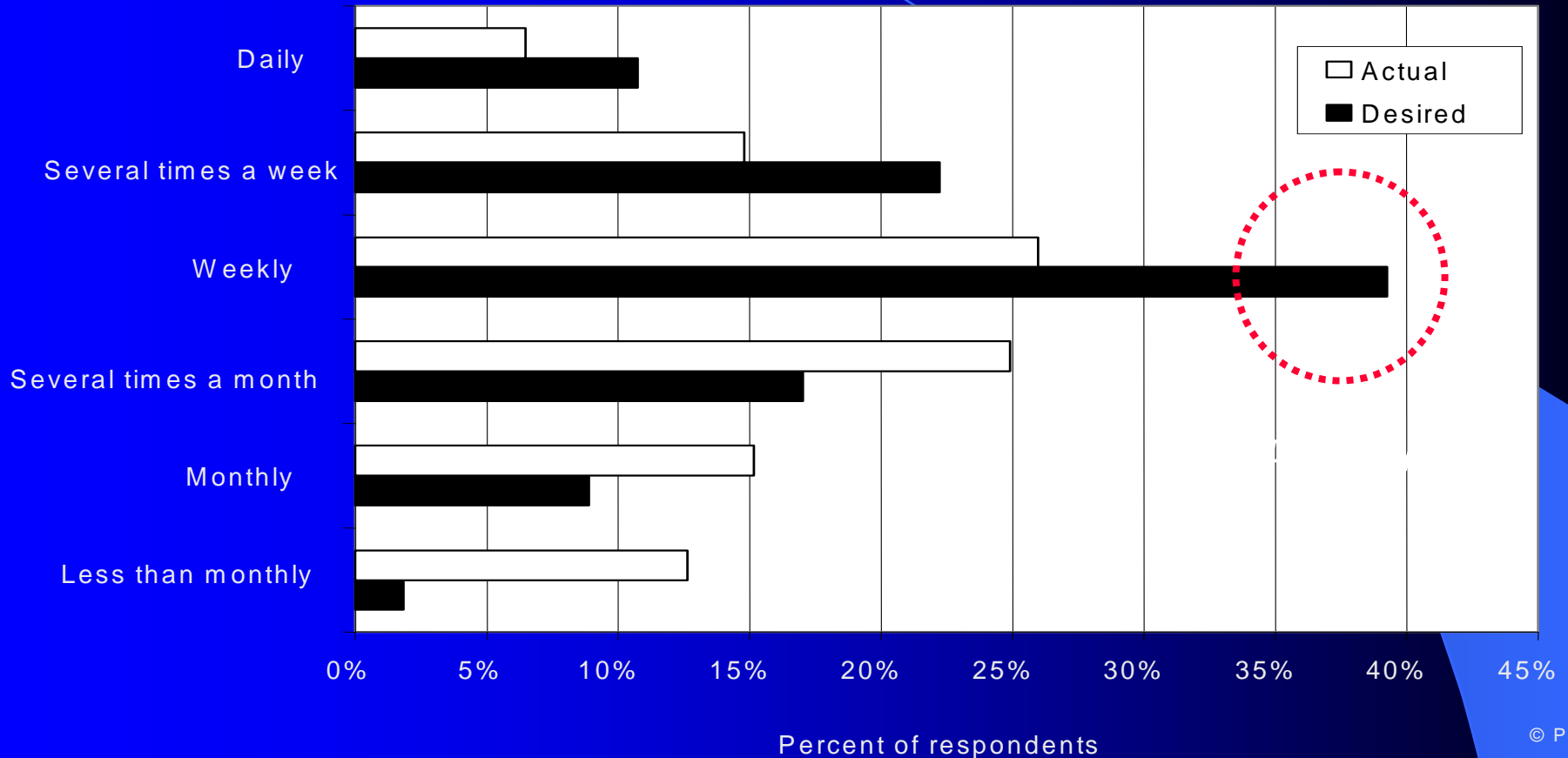
#1 SENDERS AND RECEIVERS



WHAT'S CONTENTS OF THE MESSAGE?

- Keadaan yang dihadapi kini dan alasan untuk berubah
- Visi Perubahan
- Apa hal mendasar yang akan dirubah, bagaimana caranya dan kapan dilaksanakan
- Ekspektasi bahwa perubahan akan terjadi dan bukan merupakan suatu pilihan
- Progres perubahan dan kisah sukses
- Dampak perubahan pada kegiatan sehari-hari

COMMUNICATION FREQUENCY



Example is not the Main Thing Influencing Others. It is the Only Thing

#2 RESISTANCE AND COMFORT

- Comfort and the status quo
 - Do not underestimate the power of “comfort” with how things are today
- The natural reaction to change is resistance

“Many change agents are surprised by resistance to change, when in fact they should expect it and plan for it.”

WHY PEOPLE RESISTANCE TO CHANGE

1. LOSS OF POWER AND CONTROL
2. OVERLOAD OF CURRENT TASKS, PRESSURES OF DAILY ACTIVITIES AND LIMITED RESOURCES
3. LACK OF SKILLS AND EXPERIENCE NEEDED TO MANAGE THE CHANGE EFFECTIVELY
4. FEAR OF JOB LOSS
5. DISAGREEMENT WITH THE NEW WAY
6. SKEPTICISM ABOUT THE NEED FOR CHANGE

Resistance to Culture Change

$$R = M \times S$$

M = Magnitude of the change in the content of the culture (radical-incremental)

S = Strength of the prevailing culture (strong-weak culture)

#3 AUTHORITY FOR CHANGE

#1 SUCCESS FACTOR CITED FOR IMPLEMENTING CHANGE IS VISIBLE AND ACTIVE EXECUTIVE SPONSORSHIP

SOME EMPLOYEES WILL DISTRUST THE CHANGE SPONSOR IF:

- THEY OBSERVE EXAMPLES OF INCOMPETENCE
- THEY KNOW OF A HISTORY OF FAILED CHANGES

THE CREDIBILITY OF THE CHANGE SPONSOR WILL BE JUDGED BY EMPLOYEES (THIS COULD BE GOOD OR BAD FOR THE CHANGE)

**Lack of a strong senior sponsor is a good indicator for failure.
Presence of active sponsorship is a good indicator for success.**

EXECUTIVE SPONSOR MOST COMMON MISTAKES

- ❑ Not visibly supporting the change throughout the entire process
- ❑ Abdicating the responsibility or delegating down
- ❑ Not communicating the the reason and need for change and the future state multiple times through multiple media
- ❑ Failing to build a coalition of business leaders and stakeholders to support the project

EXECUTIVE SPONSOR MOST COMMON MISTAKES

- ❑ Moving on to the next change before the current change is in place or changing priorities too soon after the project has started.
- ❑ Underestimating resistance to change and the need to manage the people side of the change process.
- ❑ Failing to set expectations with mid-level managers and front-line supervisors.
- ❑ Spending too little time on the project and with the project team.

#4 VALUE SYSTEMS

THE ADOPTION OF NEW VALUES AROUND:


- **Empowerment**
- **Accountability**
- **Ownership**
- **Adaptability/Readiness to Change**

These new values make change management even more important than before.

The more accountability and ownership employees have in the current state, the more they will resist a change that they are not part of creating.

Why does corporate culture matter?

Culture matters because decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences.



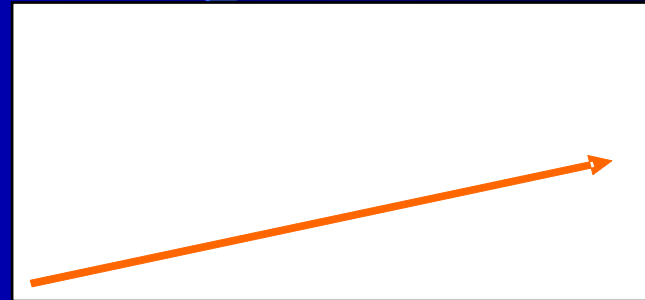
Culture is a powerful, latent, and often unconscious set of forces that determine both our individual and collective behavior, way of perceiving, thought patterns, and values.

Organizational culture in particular matters because cultural elements determine strategy, goals, and modes of operating..

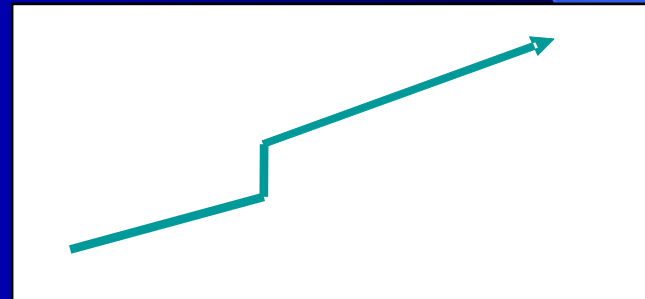
The values and thought patterns of leaders and senior managers are partially determined by their own cultural backgrounds and their shared experience.

#5 INCREMENTAL VS. RADICAL CHANGE

Incremental
improvement
(TQM, Six Sigma)



Radical
improvement
(BPR, reengineering,
restructuring)

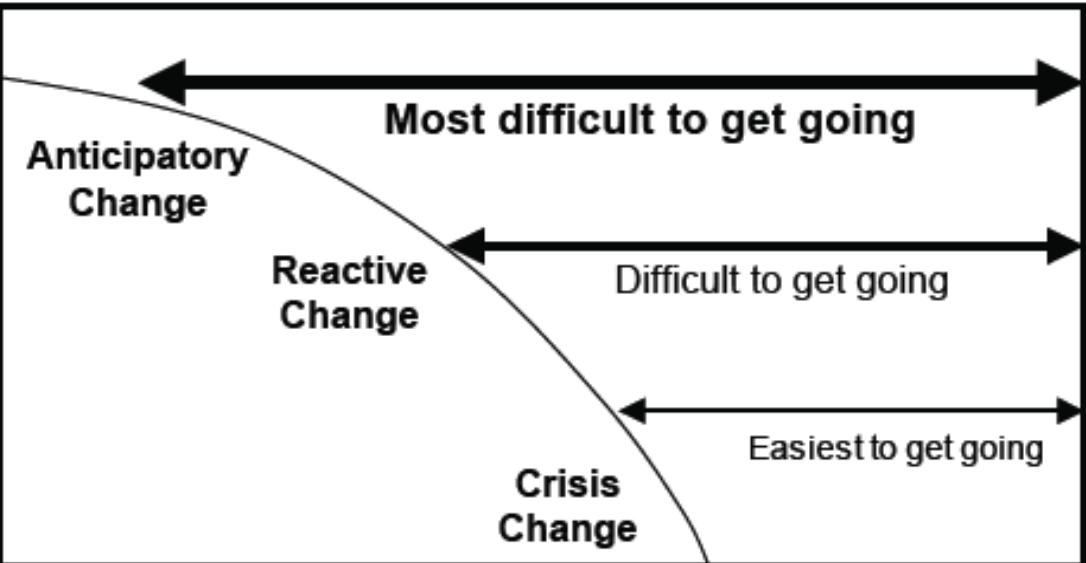


Your change management plans must be scaled to fit each change and the impacted organization.

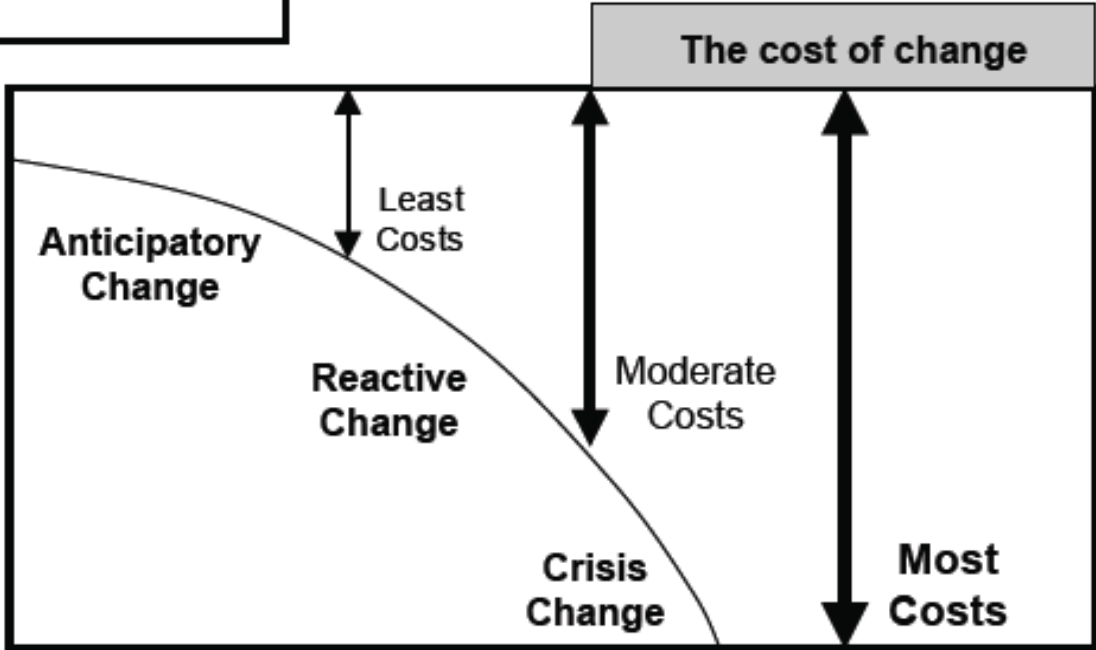
THE BEST BALANCE BETWEEN DRIVE AND INVOLVEMENT

- Type of Change
- Degree of Urgency to Make Change Happen
- Speed of Change Required
- Reaction to Change and Likely Triggers of Resistance
- How much Cooperation is Needed from Employee ?
- Who has Necessary Information and Expertise to Make the Change Happen ?
- What are our Other Options ?

The Difficulty and the Cost of Change



The difficulty of change



The cost of change

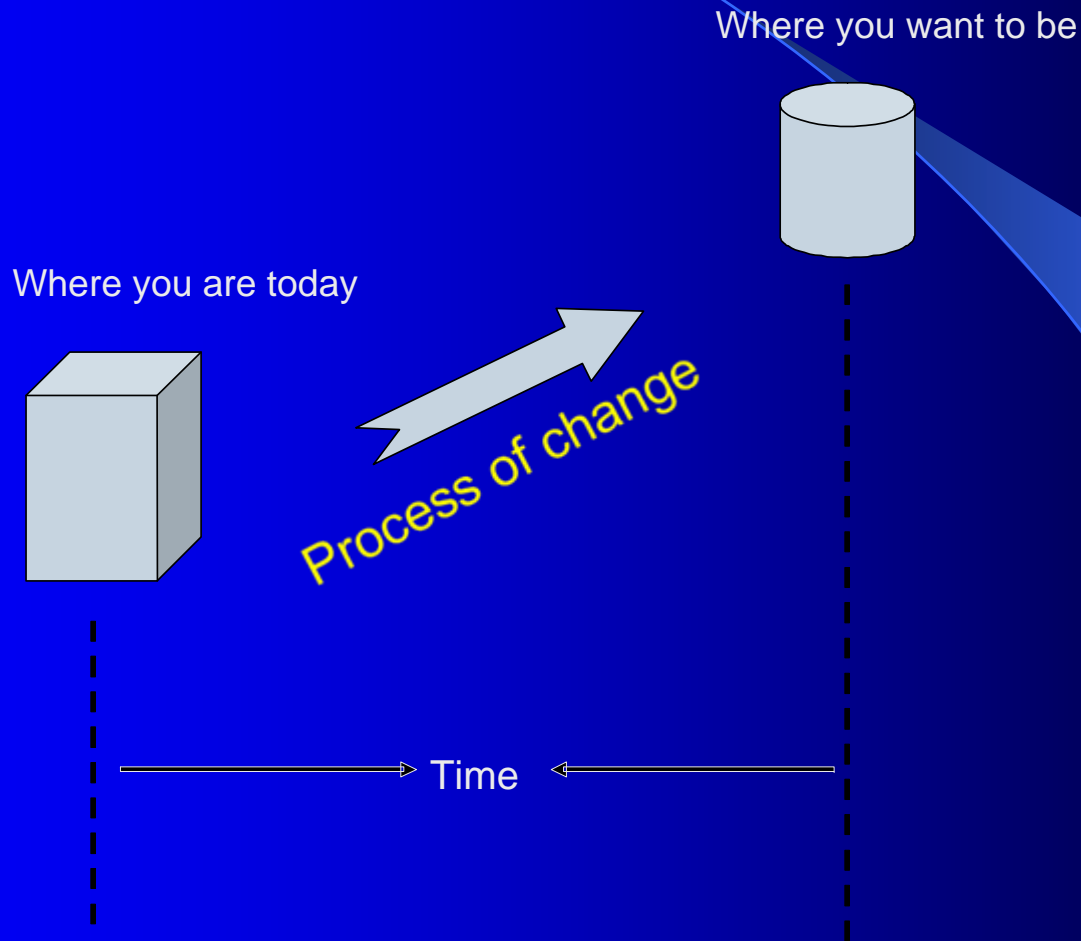
#6 THE RIGHT ANSWER IS NOT ENOUGH

"Being right is not enough."

Early employee involvement and input will be a key success factor.

Correctness is not the key to securing employees support for the change.

#7 CHANGE IS A PROCESS

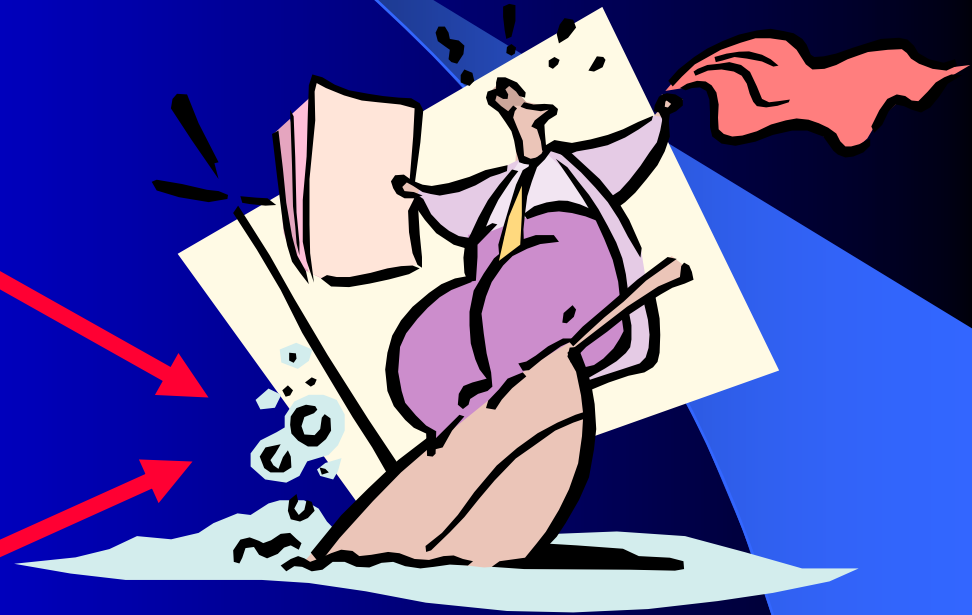


Employees go through the change process in stages and go through these stages as individuals.

CHANGE IS A PROCESS

(within)
INDIVIDUAL

(within)
ORGANIZATION



CHANGE

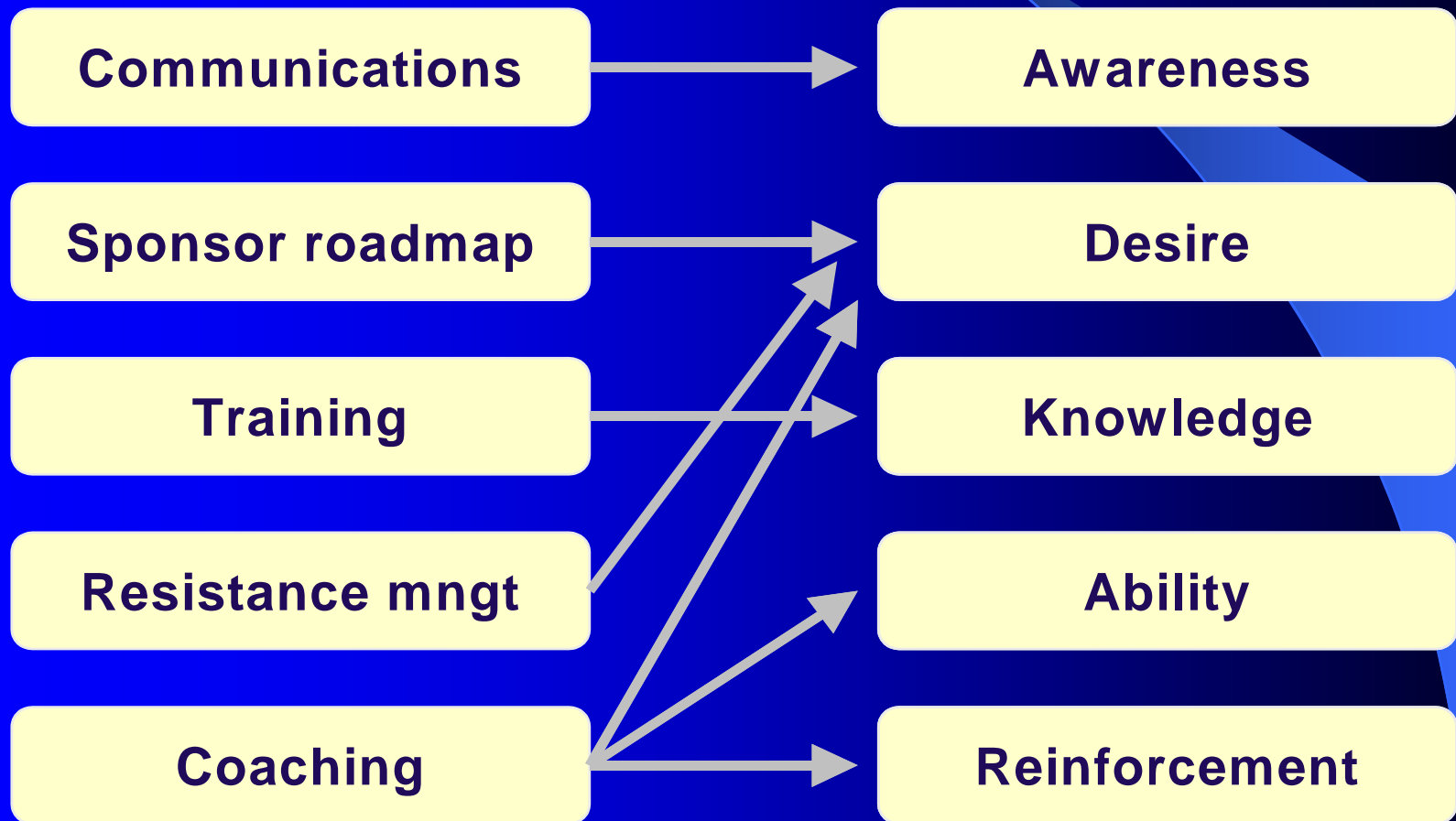
POSITIVE EMOTIONAL CHANGE CONTINUUM WITHIN INDIVIDUAL

Change starting



Change success

CHANGE IS A PROCESS (WITHIN) INDIVIDUAL – ADKAR MODEL



KEY SUCCESS FACTORS

- INTEGRATE AND FOCUS YOUR EFFORT
- GIVE MORE ATTENTION THAN YOU THINK IS NEEDED TO PEOPLE ISSUES
- MANAGE DIFFERENCE CONSTITUENCIES DIFFERENTLY
- DISPLAY COMMITTED EXECUTIVE LEADERSHIP
- COMMUNICATE EFFECTIVELY
- DEPLOY IN A SERIES OF STEPS

Look at First, and Then



- Leadership's Behavior
- Culture
- The Right People in the Right Job