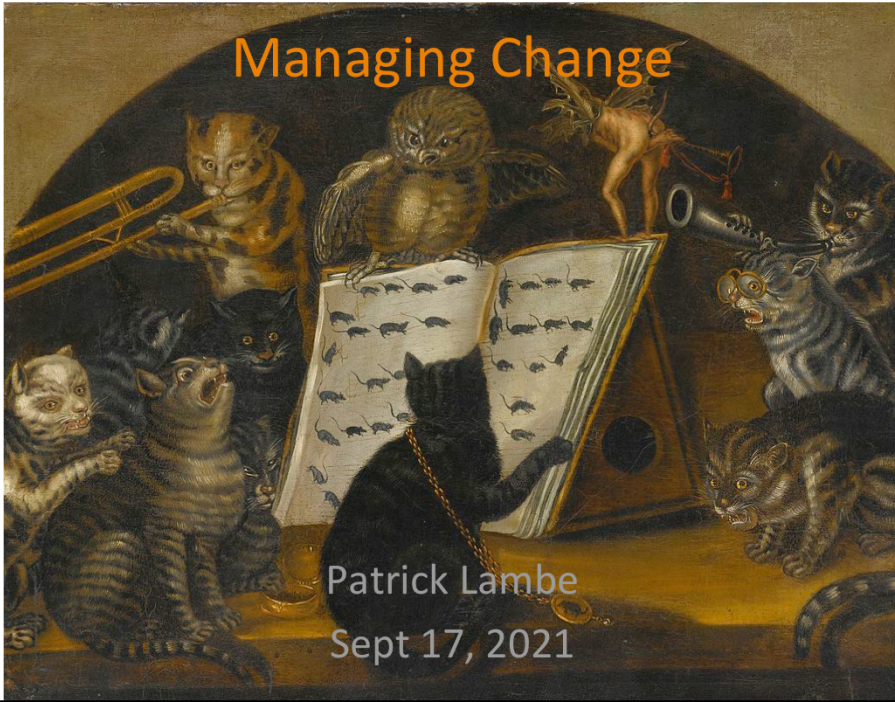


Managing Change



Patrick Lambe
Sept 17, 2021

Lombard School c1700. Cats being instructed in the art of mouse-catching by an owl.
Source: Wikimedia Commons. This photographic reproduction is considered to be in the public domain in the United States

Agenda

1. Change and the Pandemic
2. A short biography of change management
3. Change management in theory and in practice
4. Change management and KM: observations from the field
5. Discussion

Poll: Which statement resonates MOST?

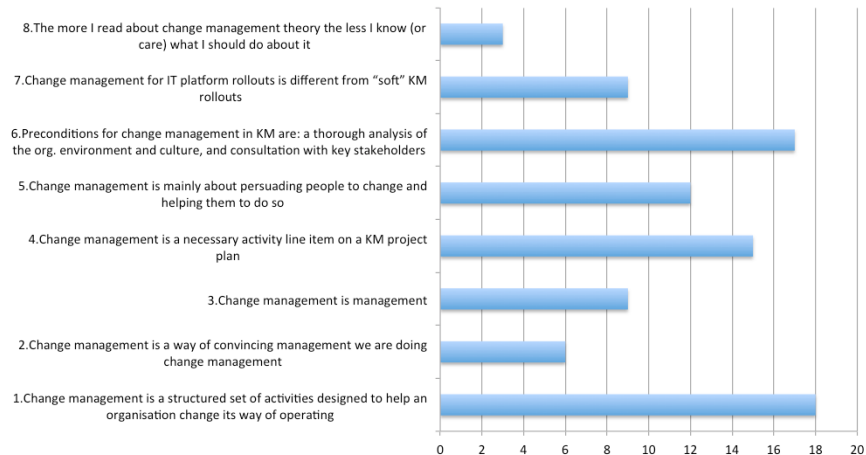
1. Change management is a structured set of activities designed to help an organisation change its way of operating
2. Change management is a way of convincing management we are doing change management
3. Change management is management
4. Change management is a necessary activity line item on a KM project plan
5. Change management is mainly about persuading people to change and helping them to do so
6. Preconditions for change management in KM are: a thorough analysis of the org. environment and culture, and consultation with key stakeholders
7. Change management for IT platform rollouts is different from “soft” KM rollouts
8. The more I read about change management theory the less I know (or care) what I should do about it

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Poll Results: Which statement resonates MOST?



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I commented that I agreed the most with the statements that were least favoured in the poll: i.e. statements 8 (specifically referring to change management theory, not change practice) and 2 – there is a lot of “theatre” about change management, we have to look like we are doing it, even if it’s not especially effective. I also commented in relation to statement 4 that separating change management as a line item neutralises its effectiveness – I made the point that all management is change management (cf. statement 3). Brett Patron remarked that he thought the use of a noun as change management as if it is a thing has a similar effect, and it should really be referenced as a verb – i.e. doing actions to support change.

Change and the Pandemic

Early Reports

- Digitalisation has jumped between 3 and 7 years ahead of expectations (McKinsey Oct 5 2020)
- We adapted rapidly by using existing social capital reserves – how do we replenish them? (Sloan Management Review July 1 2021)

Anecdotes

- Planned KM programmes accelerated/decelerated/dropped, new ones added
- Onboarding support has become a major issue in KM (not just in KM)
- “Change management” in KM has gotten better (how change is supported)
- We have had to become more deliberate about meetings – why did it take a virus to do what KM and Change Management couldn’t? Can we sustain this improvement?

Puzzles from KM Exchange 2021

- Strategic change vs. Tactical change? (Securities Commission Malaysia)
- Change as a Phase vs. Change as “New Normal”? (Nick Milton)
- Logic Model vs. Theory of Change vs. Stuff Happens (Asian Development Bank)

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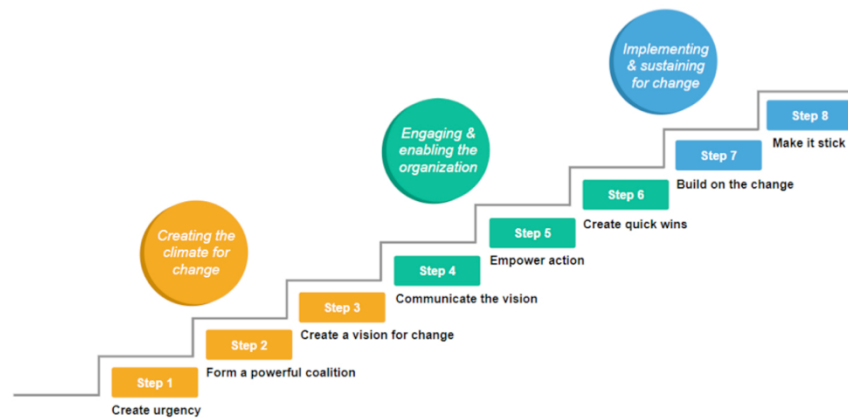
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<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever>

https://sloanreview.mit.edu/article/figuring-out-social-capital-is-critical-for-the-future-of-hybrid-work/?use_credit=28b5c16e94780f8c5c1b9431a8a4a164

<https://www.mykmroundtable.org/2021-edition.html> (review discussion notes for each of the individual sessions)

Models of Change Management



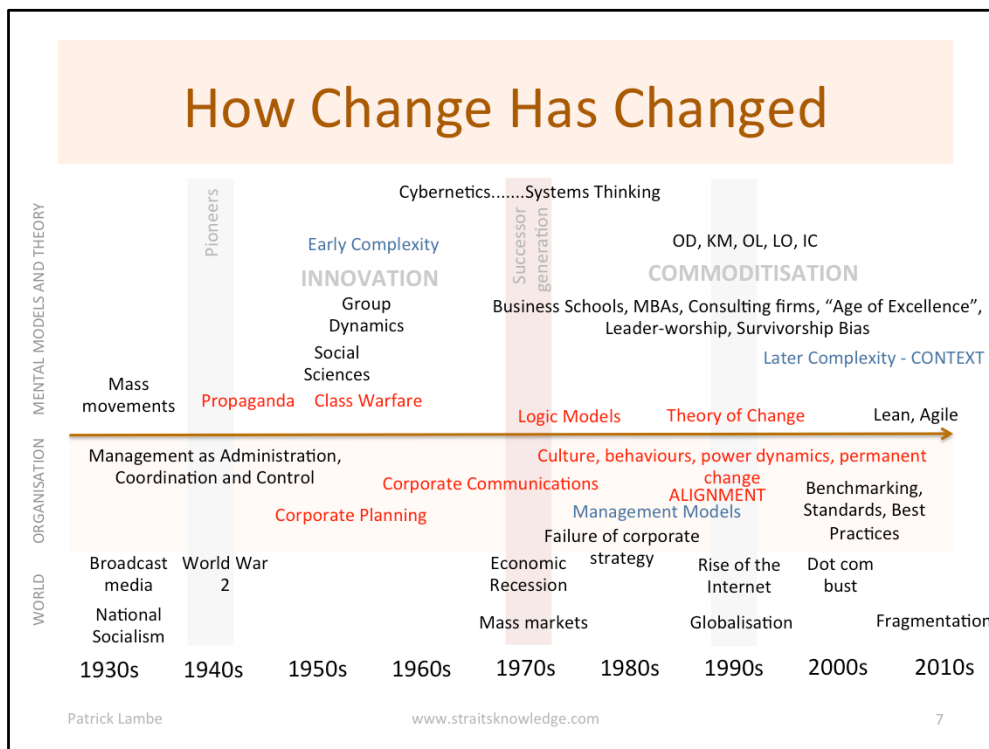
Source: Kotter's 8-Step Change Model, https://do-wiki.org/wiki/Kotter%27s_8-Step_Change_Model
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Models like this are “thin” and full of hard to argue with motherhood statements, but they are abstracted from the real, messy contexts of organisational change.



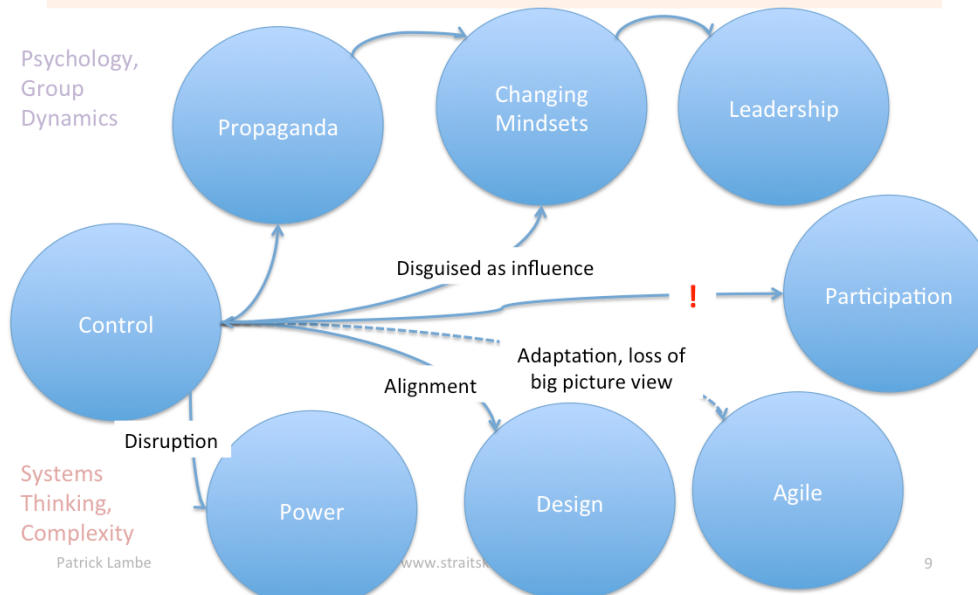
Mintzberg, Henry (1994) *The rise and fall of strategic planning: reconceiving roles for planning, plans, planners* (New York: Simon & Schuster).

Mental Models

1. Propaganda – persuasion (Corporate Communications)
2. Changing mindsets – understanding culture (Organisation Development/ Leadership)
3. Control – alignment (Corporate Planning)
4. Power – disruption/reorganisation (Organisation Design/ CEO+ Consultants)
5. Design – systems thinking/ later complexity (Design Thinking)
6. Agile – adaptive (Project Management)

- Participation – acceptance in principle, but poses challenges to the other mental models and centres of authority

Mental Models



Ladder of Participation

- 1960s: Sherry Arnstein, policy analyst, US Dept of Health, Education and Welfare
- Worked on urban planning and policy at a time of major activism and social change in the US
- Her “Ladder of Participation” exposes the power dynamics in the design of change
- Caution: employees are not citizens!



Reflection Question:
Where is your KM
programme? Where
should it be?

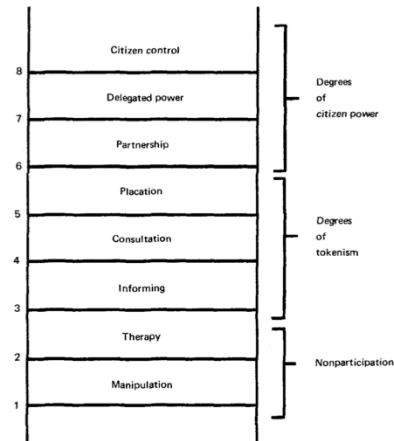


FIGURE 2 Eight Rungs on a Ladder of Citizen Participation

Source: Arnstein, Sherry R. "A Ladder of Citizen Participation." *Journal of the American Institute of Planners* 35, no. 4 (1969): 216-224. Reproduced under fair use. No copyright infringement intended.

'The law of chaos is the law of ideas
Of improvisations, and seasons of belief'

Wallace Stevens
Extracts from Addresses to the Academy of Fine Ideas
1942



Thoughts on the theory industry...

CHANGE MANAGEMENT IN THEORY AND PRACTICE

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Source: <https://www.blueoceanstrategy.com/what-is-blue-ocean-strategy/>
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This book is very good on the attempt to move strategic planning to a participatory model.

Boeing – Leadership vs. Culture

1916 – worked for 80 years as an “association of engineers”
1997 – acquisition of McDonnell Douglas “they bought Boeing with Boeing’s money”

The next 20 years would be a deliberate war on Boeing’s engineering culture

2000 – 40 day engineer’s strike “fighting for Boeing, not against Boeing”

2001 – corporate HQ moves from Seattle to Chicago – Harry Stonecipher “I changed the culture from being a great engineering firm to being run like a business”

2004 – 787 Dreamliner programme starts – 30% of components outsourced overseas

2003-2018 – Boeing is a “leader” in KM: focuses on continuity of internal engineering expertise – 2015 study shows gaps in its knowledge of external networks

2008 – strikes and delays on outsourcing policies

2011 – 737 MAX series announced (first flight 2016; grounded after two crashes in 2018 and 2019)



This is an example of how power was exercised to manage change through structural and strategy changes at Boeing that deliberately weakened the engineering culture at Boeing – as well as inadvertently damaging the engineering capabilities that emerged from that culture.

Karl Weick: Any map is better than no map

Mid 1980s: Karl Weick starts telling a story

- Hungarian soldiers lost for three days in the Alps in a snowstorm.
- They find a map.
- They return to base.
- It was the wrong map.

“If you’re lost any old map will do”

“a little organization and structure can go a long way”

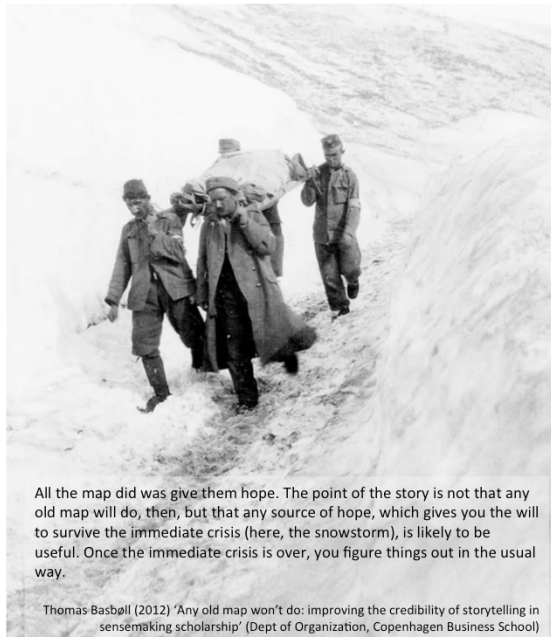
“maps activate self-correcting action, so they are real starting points that soon become real fictions”

“managers may blur the distinction between map and territory because much managerial life is socially constructed”

“people need to adopt the myth that their maps are a sufficiently credible version of the territory that they can now act intentionally”

Karl Weick (1990) ‘Cartographic myths in organizations’ in Huff ed. *Mapping Strategic Thought* (Wiley)

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All the map did was give them hope. The point of the story is not that any old map will do, then, but that any source of hope, which gives you the will to survive the immediate crisis (here, the snowstorm), is likely to be useful. Once the immediate crisis is over, you figure things out in the usual way.

Thomas Basbøll (2012) ‘Any old map won’t do: improving the credibility of storytelling in sensemaking scholarship’ (Dept of Organization, Copenhagen Business School)

Austro-Hungarian soldiers carry a wounded comrade to a field hospital on Monte Nero, 1916. <https://9gag.com/tag/austria-hungary>. Reproduced under fair use. No copyright infringement intended.

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These are examples from Karl Weick’s work about how plans and “maps” do not have to be infallible in order to be able to work – in complex situations the map or change management plan is sometimes more of a crutch to give confidence than a persistent and reliable programme of action.

Who is in charge of the change?

A KM CHANGE STORY

ADB and the Theory of Change

Logic Model

PROGRAMME LEVEL

Inputs	Activities	Outputs	Outcomes (short term)	Outcomes (long term)

- Since 1970s – drives funding agency monitoring and evaluation – focuses on tangibles and accounting for expenditures
- Focus on WHAT

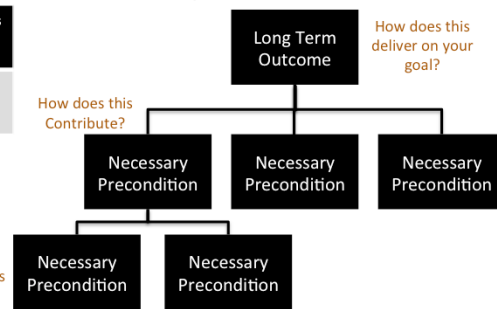
The Asian Development Bank has had structured KM programmes since 2004 with disappointing impact on the organisational effectiveness/culture

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Theory of Change

MISSION LEVEL/ GOALS DRIVEN



- Since 1990s – drives funding agency monitoring and evaluation – well explained causal linkages between activities and goals – higher level
- Focus on HOW and WHY

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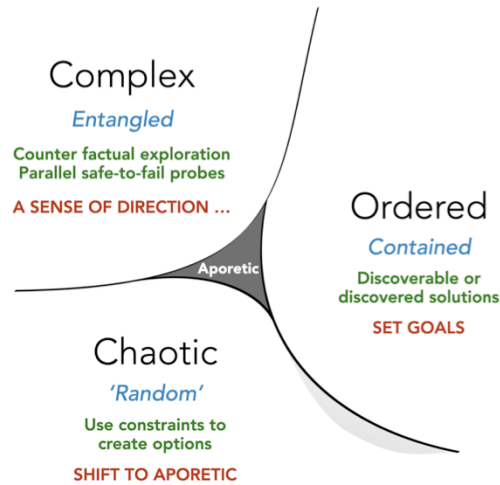
This is an example of how ADB moved from a centrally planned KM initiative to a more participatory method.

https://www.theoryofchange.org/wp-content/uploads/toco_library/pdf/TOCs_and_Logic_Models_forAEA.pdf

https://www.mykmroundtable.org/2021_5_moscow_airport_adb.html

<https://www.adb.org/documents/knowledge-management-action-plan-2021-2025>

Cynefin: a portfolio approach



Aporia: cognitive impasse – current mental models break down

Managed and planned change – Ordered domain – stabilise and structure “Freeze” what is well understood, monitor

Participatory change – Complex domain – multiple eyes, sense of direction, action research, coping, and “do the next right thing”

Unfreeze change – Chaotic domain – any map is good enough as long as it’s not the current or last one

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Source: Dave Snowden 'Cynefin St David's 2021 Part 1' <https://www.straitsknowledge.com/cynefin-st-david-s-2021-part-1-of-3/?fbclid=IwAR1B8qy0rEn...> Page 13 of 37. Reproduced under fair use. No copyright infringement intended.

Different change strategies are needed for different kinds of situations.

Reflection Questions

1. How has traditional change management helped our organisations adapt to the pandemic?
2. What use is a structured change management program in KM when we can't anticipate all the unintended consequences of our actions?
3. "Theory of Change is messy". How do we avoid the deadly attractions of the tangible in KM?

Statements and Questions

- | | |
|--|--|
| <ol style="list-style-type: none">1. Change management is a structured set of activities designed to help an organisation change its way of operating2. Change management is a way of convincing management we are doing change management3. Change management is management4. Change management is a necessary activity line item on a KM project plan5. Change management is mainly about persuading people to change and helping them to do so6. Preconditions for change management in KM are: a thorough analysis of the org. environment and culture, and consultation with key stakeholders7. Change management for IT platform rollouts is different from "soft" KM rollouts8. The more I read about change management theory the less I know (or care) what I should do about it | <ol style="list-style-type: none">1. How has traditional Change Management helped our organisations adapt to the pandemic?2. What use is a structured change management program in KM when we can't anticipate all the unintended consequences of our actions?3. "Theory of Change is messy". How do we avoid the deadly attractions of the tangible in KM?4. Where is our KM programme on the Ladder of Participation? Where should it be? |
|--|--|

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Discussion and Questions

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