

## Change Management

The Bureau of Land Management National Training Center presents Supervisors Audio Forum. Now the host of your program, Kim Flanders.

Good morning! Welcome to our last E4S audio forum. This is for the last one for FY13. We are working on our FY14 offerings, and it is looking fantastic so far. I do want to remind you that this audio forum will be recorded for future viewing, and if you would like to ask a question or talk to the presenter, please press star 1. Today our topic is leading people, with our host Martin Cobb. Martin is a property manager at the National Operations Center in Denver and one of our own leadership academy graduates. Very proud. So with that, let's get started. Martin, take it away!

Thanks Kim, and thanks to everyone for coming today. Thank you for allowing me this opportunity to talk about both leading people and leading change in the BLM. I think it's a very important topic, so let's get started.

Just a little bit about me. Like Kim said, I am a leadership academy graduate 2007, and my background is I came from the Navy, a former commanding officer of Navy Recruiting Area West, which was a 16-state recruiting area, and in 2011 I got my master's degree in organizational performance and change from Colorado State University, and I'm presently enrolled in the University of Colorado's School of Public Affairs Certified Public Managers Program, so many of the concepts that I will bring today that we will discuss will come from that

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education. We'll talk about change today; we'll talk about current state, transition state, and future state; gap analysis; the importance of dealing and interacting with stakeholders; your role in change, being both supervision and manager; and if we get to it we'll talk about scenario planning.

As I was getting prepared, I thought I would get some quotes about change just to kick this off, and I was asking here at the NOC, tell me what change is to you, and someone said change is 2 dimes and a nickel, and I went hmm. Humor I think. I'll use that. But some real quotes, if you do not change direction, you may end up where you were heading, and that's a quote from Lao Tzu. I kind of like Lao Tzu. Change your opinions, but keep your principles. Change your leaves, but keep your roots intact. A quote from Victor Hugo. And one more, and this is from Jimi Hendrix. In order to change the world you have to get your head together first. I found that quite interesting. The BLM is all about change. What the BLM did 10, 15, 20 years ago is different than what the BLM is doing now. And a great example of that, back in the Washington office I was chatting with Rob Winthrop, and just recently the BLM has a socioeconomic strategy plan, SSD, released August 26 of this year, and that plan has 3 sections: the changing role of socioeconomics at the BLM, section 2 needs and responses, and section 3 goals and strategies. So this is an example of how we're evolving and how change is becoming and has been very important to what the BLM does because socioeconomic things are items that perhaps were of secondary consideration in the past but now have come to the forefront. Section 1 in the changing role of

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socioeconomics at the BLM, that describes the social science, disciplines, policy mandates, and changing human context of the BLM's resource management responsibilities. So that's just an example of change. When we talk about change, there are 5 ECQs or executive core competencies that the office of personnel management has put out, executive core qualifications, the ECQs: 1 is leading change, 2 is leading people, 3 is results driven, 4 is business \_\_\_\_\_, and 5 is building coalitions, so leading change is very, very important in the federal government as we develop our leadership skills and our competencies. What I'd like to do today is try and give you some ideas to how to build those change competencies so should you desire to move on up in leadership or apply for the senior executive service, you might be able to get some ideas from today's presentation. I would invite your attention to a couple documents. One is the Competency Dictionary from the Office of Personnel Management. A second document is Guide to Senior Executive Service Qualifications dated June 2010, and that also is from United States Office of Personnel Management, and then third, another source that I looked at for this presentation is a Leadership Guide from the U.S. Fish and Wildlife Service. So those are just 3 texts that you may want to look at on down the road.

The 3 things we're gonna talk about, creativity and innovation, flexibility, and external awareness. Creativity and innovation. Now this is the part of leading change, as is flexibility and external awareness. How can someone exhibit creativity and innovation? Well, one thing, set high expectations for continuous

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improvement to processes, products, and services. Secondly, understand the role of conflict. In change there's always going to be conflict. We will get to that when we talk about current state, transition state, and future state, but conflict is there. It's going to happen, and conflict can either be deleterious or it can be constructive with new ideas and new energy and new thoughts. So someone who is proficient at leading change needs to understand that role of conflict and how it can be creative and to manage that for a positive outcome. The third thing about creativity and innovation, provide opportunities for exchange of ideas. Change doesn't happen with just one person. It's team wide, it's group wide, it's organization wide, and there has to be opportunities for exchange of ideas, something that we'll talk in greater depth about when we chat about stakeholders. What are some development ideas for creativity and innovation? Volunteer to take the lead on challenging projects. Another idea is practice thinking out loud with others. Now that's interesting. Practice thinking out loud with others to get that free flow of ideas, information, out on the table so people have an awareness of what you're thinking, your perceptions, your perspectives, and you can draw those out of them for the better. Then also for creativity and innovation for development of opportunities, get involved in a mentoring program both as a mentor and a mentee. How about flexibility? This challenges team members to take a different perspective. \_\_\_\_\_ new possibilities. That's an idea. Enables team group members to identify potential solutions and initiatives and provide team feedback on their contributions.

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I was chatting with Ruth Welch. Ruth Welch is the director here at the National Operations Center, and we're going through a significant change here at the NOC. We are renovating building 50, and we're going to move folks from building 40 over into building 50, the derm folks, so it's a consolidation of the staff, there's renovation, and it's going to be a big change for all concerned. The cubicle furniture, the new internal design, what have you. And so Ruth said you know, when you deal with change, and she was using this change that we're doing here at the NOC as an example, you've got to let folks know what's in it for them, and will there be changes to their office, will there be changes to their position description, will their supervisor change, will their work structure change, and as a leader she has to be flexible in being able to address these items, and she has to be able to adjust because as she said, the road to change is narrow, windy, and twisty, and so she has to be flexible. \_\_\_\_\_ development ideas, conduct brainstorming of course. We all know about brainstorming for flexibility development, but there's a book out called Six Hats Thinking. The author is Debono, Edward Debono, and Six Hats Thinking is when you are looking at an issue or challenge or a problem, to basically put them on different hats and look at it from different perspectives. Six hats. Another development idea is to evaluate the impact of your behaviors on others. I think when we lead change we have to be very aware of our attitudes and how others perceive us. There are various assessment tools out there. We've all heard of Myers-Briggs. I've taken it several times. I always become an ISTJ, so I'm an introvert. In fact, in this coursework I'm taking now, I took something called an Emergenetics

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assessment. It assesses you on being analytical, structural, social, and conceptual, and then on expressiveness, assertiveness, and flexibility, and surprisingly, I'm analytical and structural, and social I'm just 3%. So apparently I'm not a very social guy, but that's important for me to know when I deal with folks that I have these assessments that say you know, I'm more introverted, I'm not social, and so this is an area I need to focus on. When I interact with people, be perhaps a little more open, a little more gregarious.

External awareness identifies stakeholders, partners, and related organizations; assesses interest, influence, needs, and expectations. Let me read that again. External awareness identifies stakeholders, partners, and related organizations; assesses interest, influence, needs, and expectations. There's a tool called a stakeholder analysis, and this will be made available after the presentation at the KRC. What the stakeholder analysis does is it's something I generated. You list all your stakeholders, all the ones that you know of, stakeholders both internal and external, and then assess one particular issue, their influence in power, their interest level, whether that influence in power is high or low, and whether that interest level is high or low, and also their expectations of that future state. Where the change is leading us. And what the stakeholder analysis enables you to do is primarily come up with a communication strategy or a communication plan. If you have a stakeholder that is of low influence and power and low interest, then they just need to be monitored. If you have one that's very high in their interest level and very high in their influence and power, they need to be

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managed closely. Lots of communication, lots of interaction, lots of checking in to see how they feel, and so the stakeholder analysis is something that you would do at the beginning of a change initiative and then just maintain it throughout the change evolution. Just a recommendation of something that you might be able to use in the future. Some development ideas for external awareness. Seek out detail. In the Washington office, maybe communications, or seek out details in multidisciplinary issues with multiple stakeholders. Chatting with \_\_\_\_\_, he was very, very adamant about this that getting different perspectives, different places, different locations on different issues within the BLM, and we have a whole cornucopia of the wild horse and burrow and grazing and renewable energy and recreation, travel management, on and on and on, Just to get different perspectives and deal with those multiple stakeholders and see what their interests are, what their needs are.

Creativity and innovation, flexibility and external awareness. What I've done here is I've just tried to give you some ideas about those in leading change and also some development ideas should you desire to move forward and do some other things in the BLM.

Your role as a manager. In leading change, there are pretty much 5 roles as a manager and supervisor, and this comes from research done by an organization called Prosci, and Prosci is here in Colorado. They're from Loveland, and they have been doing change research for almost 20 years now, and they research

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both public and private businesses, and they do these surveys every 2-3 years. I think they've done 6 or 7 of them now, going out to numerous stakeholders to assess what's needed, what works, and what is successful in the world of change. They've come up with 5 roles of managers and supervisors to lead change. One is the role of communicator. \_\_\_\_\_ always want to hear personal messages about the change from who they report to. They want things communicated to them, i.e. how will it impact me, how will it impact our team, and as a manager and supervisor employees will want to know what do you think about it. Again, this comes back to some of Ruth Welch's ideas about change is how will it impact me and how will it impact our team. So as a manager or supervisor, you have to communicate what the change is and to the best of your knowledge how it's going to impact your team, because if you don't the rumor mill will start, and it's very hard to control, and resistance will increase, organizational resistance to change, and that can be very difficult to overcome. So the first role is communicator. The second role is liaison, and of course that's liaison with upper management with the change management teams, the project teams. We have a project team here at the NOC for the renovation. We have all the employee meetings with the project team folks where they give updates, answer questions, and that would be a similar role for a supervisor or manager to be able to liaison. A 2-way information exchange. As that project goes along things are going to change, people are going to have new questions, and so a liaison is very important. Role 3 is advocate. Managers and supervisors must be on board and support the change before they can coach their employees. So what

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this means is that you as a manager or supervisor have to go through your own personal change, evolution in order to support whatever issue or change is coming about. When we look at change in the organization, the people don't all change at the same rate. Some are early adopters, they change very quickly, and some are at the other end of the spectrum. It takes a lot to convince them that the change was good, if ever. So change on the personal end or the employee level is very individualized and it is – everybody does it at their own pace, so as a manager and a supervisor you pretty much have to be at the front of that so you can support it and advocate that change to your employees.

Number 4, resistance manager. There will be resistance in the organization to change. It's a term we call immunity. Organizational immunity. The organization is immune to change. They don't want to change. Again, they don't want to do things different, what we have now is working out just fine, and why do I have to change, and what have you. Well, these are perceptions, these are thoughts that need to be validated. They cannot be just ignored. They need to be validated. And I would propose to you that when we move on to scenario planning, that things that are impacting us today as the BLM, the federal government, private industry, are coming from something that scenario planning called STEEEPA: Social, technical, economic, environmental, educational, political, and aesthetic, and if you want you can throw budget in there, but that probably falls under economic, but all these factors are impacting us as the BLM. Social, we just talked about that with the work of Rob Winthrop and the SSD. The socioeconomic strategy plan.

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So to get back to your role as a manager, role number 4 as a resistance manager, people are going to have questions about those kinds of things and you have to do the best you can to try and address those and to manage that resistance. Will you ever be able to get rid of all the pushback and resistance? No, but the goal is to lessen the resistance and not try and force new ideas, new opinions on people. What you want to do is lessen their resistance to these change ideas. That's a model that came from Kurt Lewin. A long time ago in the 1940s, perhaps you've heard about it where you freeze – excuse me. You have a situation or a challenge, you unfreeze it, you change it, and then you refreeze it to the new future state, and he talks about forces of change where there's positive forces and there's negative forces, and the way to be successful is to reduce the negative forces.

Role 5, coach. A manager and a supervisor has to be a coach. A coach for change, and individuals whenever they go through a change process and this also comes from the Prosci folks, and it's called ADKAR. ADKAR stands for awareness, and that's step 1, and that's developing an awareness with a need for change in the employees. Awareness step 1. Step 2, desire. Developing that desire in the employees to get on board with the change. Change is gonna involve both the head, the heart, and the hand. The head we have the cerebral, yeah change is good, the heart, okay, now I feel good about that change, and the hand now I want to participate in it. The K in ADKAR is knowledge of how to

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change. We have to let people know how this change is going to happen and how they are going to be involved in its ability, so we have to give them the ability to implement the change and the skills, and then finally in ADKAR, the R is reinforcement. This change needs to be reinforced. People have to be rewarded for the new behaviors. They have to be rewarded for coming on board, and again, that goes back to that old principle of WIIFM, what's in it for me, and if the resultant change gives them a reward then it's far more likely that they will get on board with that change.

I would like to talk about stakeholders now, and we've touched on them, and then we will move to gap analysis and current state, transition state, and future state, and I think what you'll see as we go through this entire presentation is that most of these things are all interrelated. They don't stand alone. Change is – it's organization wide, it's team wide, it's individual. It deals with capacity, it deals with expertise, it deals with ability, it deals with the systems that you have, and so it's all interrelated. I hope you can take that point away from this presentation.

Stake-holders. What's a stakeholder? Well, it's somebody that has an interest, somebody that in an issue has influence and power, which we've gone over before in that stakeholder analysis, and they will all have expectations. Jamie Connell, I was chatting with her, and dealing with stakeholders, some of the things that she talked about were good quality communication skills are imperative. We need to be able to communicate with all our stakeholders not

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only well but also frequently, and we need to be able to tie these changes back to the mission on the ground. What the BLM does. The example that she gave is the ITT that's presently ongoing. The information technology transformation. Jamie freely admitted this is not a BLM mission, and you and I both know that sitting down with me in our cubicles and key stroking our computers, that's not really what the BLM is all about. But it's a business practice, it's a business process, we get efficiencies, and so it's something that we need to do, but prior to implementing the information technology transformation, the Department of Interior was spending 15-18% of its budget, total budget, on IT, 15-18% of its total budget on IT. That's quite a bit. So if you have an employee, that total cost of that employee is about \$100,000, about \$15,000 of that is on information technology. So what Jamie will do when she goes out to her stakeholders, primarily her internal ones, her employees, she poses the question to them. What do you think about that? Do you think that's a little too much? Do you think perhaps we could do some cost savings and use that money we don't spend on IT to put more seasonal to work, not do sequestration, things like that, and so she takes these change initiatives and brings it back to the stakeholders, their expectations and their needs. Another example of dealing with stakeholders is, she told me of an example of where the BLM had to close a mine down, and the mine was the primary employer in that area. Jamie was involved in going in and starting the discussions, what have you, to close this mine down. Well the external stakeholders, the people that worked at the mine, the community it supported, the wives, the kids, there was visceral discontent at this, and so –

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there was anger. So when we deal with these stakeholders, what makes them afraid? What are they frustrated with? What are the worst case expectations that can be addressed and understood? Not that they could be fixed, but at least be understood and validated. In this case, closing of the mine, lots of livelihood. The impact on the children's future. Can I send my child to college? Loss of legacy and tradition, and we see that in the BLM where people are afraid of loss of the traditions that they've had. They run cattle on land for generations and things come about and now they're constrained. They're restricted by the number of cows they can put out there or loss of their legacy. These are - when dealing with stakeholders and change, these are things that need to be at least understood. John Ruse, now back in the Washington office as a special assistant, said when you're dealing with external stakeholders you have to have an appreciation that they don't always understand how the BLM works so you have to slow walk them through the process and make sure that all are invited to the table. Take the time to engage the stakeholders and the cooperators. Make them part of the process. It's important to stay tuned in to their needs and to solicit their different perceptions and expectations. Keep them involved. Don't assume they're on board and supportive. Always be checking. In the world of recruiting, which I came from – in the Navy we had an expression, ABC, always be closing. We're always checking to see how the applicant feels about the process, the potential sale, and much of what we do in dealing with external stakeholders and change has an aspect of sales to it. So those are just a couple ideas about stakeholders, and again the stake-holders analysis.

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Two more things I'd like to cover, and then we'll do some question and answer. One is current state, transition state, and future state. Whenever we do a change, we have a current state that is present here and now. There's a desire to move to a future state, whether that's driven by regulation, whether that's driven by economics, whether that's driven by executive order, whatever that driver is. So we have to move to satisfy that, either satisfy legislation executive order or save money as we're looking to do here at the NOC with the building 50 renovation. So the progression is current state, transition state, and future state. Most people just think about this is my current state, this is my future state, where I want to go, and the transition state, which is primarily dealing with people and emotions, what have you, is often overlooked. Change management, change leadership deals with people. Project management, project leadership deals more with things. With scope, with budget, with time, with risk, with staffing. Those are the project management aspects. Change is more dealing with the people side of a project, and these 2 items go hand in hand whenever you're doing something. So I'd just like to briefly talk about transition state, and I think you'll see how it ties into some things that we have talked about. Change frequently – when people have to change they frequently go through a grief process if you will. There's denial, there's anger, there's bargaining, there's anxiety, sadness, people can become depressed, disoriented. Frequently during change people will leave, and they will check out. They will either leave their job, they'll leave the process, what have you, and that usually happens in the

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transition state, and what you'll find in the KRC after the pre-presentation is you'll find something called the change curve that I've generated. On the top it has time, and on the sides it has emotions for changes to the change curve. One is whenever the change begins status quo, and people are – emotions are pretty much in the middle, and then the reaction is shock, and then as change continues emotions enter into the negative and there's resistance. There's anger, there's fear, there's cynicism. As change continues in the transition state, hope that there's exploration. You can see that change is going to happen. I need to get on board, and so let's see exactly what's gonna happen here. So there's exploration and the emotional reaction is a hopeful adoption. And then our goal of course at the end of change on the change curve is to have the emotions go back up to positive and that there's commitment and acceptance and rewarding of that new behavior. It's this little PDF that I – or PowerPoint that I ginned up. You may find it interesting and of use. but this transition state between the current state and the future state, anticipate overreaction, anticipate that there's gonna be signs of grieving, that you're gonna have to give people information over and over again, that \_\_\_\_\_ identify what's going to change, who's losing what. I recall Ruth Welch's comments about will my PD change, will my supervisor change, will my work structure change. Those are things that need to be addressed. Treat the past with respect. What we did in the past worked, and at that point in time the situation that we found ourselves in, it was successful, but change is constant and now we need to move forward, so treat the past with respect, and if there's a way to let people take a piece of the old

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with them so they can identify with what was successful in the past. Their old status, \_\_\_\_\_ such as that. So that's the transition state, and I think it's very important to recognize that and how that needs to be addressed in the change process. If you have any questions on down the road in the future about this, you're more than welcome to E-mail me at [mcobb@blm.gov](mailto:mcobb@blm.gov). Under Edward in Bison Connect, but [mcobb@blm.gov](mailto:mcobb@blm.gov) is my E-mail address.

Last but not least, I'd like to chat about scenario planning. Scenario planning is something that came into the forefront in the 1970s by Royal Dutch Shell, an oil company, and what Royal Dutch Shell had done is they had done some scenario planning, and one of the scenarios that they had envisioned was the oil embargo, which in fact came to fruition or came into being, and they were much better prepared to deal with that than the other oil companies. Just recently, Auto Nation has done scenario planning where they had a scenario of the recession in 2006-2010, and the scenario that they had was that the customers would no longer trade their vehicles in on a 3-year cycle, which had been the norm. The customers would keep their vehicles much longer, and so the scenario was well, we're not gonna be able to sell the volume of vehicles that we used to, what do we do. That scenario drove ideas such as inventory reduction, increasing their service space so they could provide more maintenance on vehicles, what have you. Scenario planning, if you will, is rehearsing the future. It is presently being used in the BLM right now in the state of Arizona. They're using it to deal with some of their issues on the border, illegal immigration, to try and come up with

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some ideas about what might happen in the future. Scenario planning, what you do is basically get a bunch of people together and they brainstorm and they come up with stories about the future. Stories about the future. What could happen in the future? These stories take into account that STEEEPA that we talked about, social, technical, economic, environmental, educational, political, aesthetic, and what could happen to these various factors based upon demographics, based upon our geography, based upon the political environment, our industrial base, our mineral reserves, and all these stories are then talked about and vetted, and 2 to 4 most probable and plausible scenarios are brought to the table – 2 to 4, and then they're discussed and what would we do if. That's the question. And the value of scenario planning is you don't necessarily have to be able to predict accurately the future, nor do you have to be able to make decisions at this point in time, but it will give you some ideas and some sign posts, if you will, of future change to be aware of. It gives managers some heads up so whenever change, especially quick change happens, they are less emotionally involved, more intellectually involved, and it's less – it can be less of a crisis management and more of a considered approach to how these factors, these environmental factors, these legal factors, political, are impacting us and what we need to do, and that's called scenario planning.

One last thing, just going back to partnerships, on the border of the 2 national monuments for Arizona, they're expanding the partnerships with law enforcement agencies, local sheriffs, border patrol, doing ride-alongs, and one of the things

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that our rangers can do in the ride alongs is educate the border patrol, the sheriffs, about protection of resources and point out and demonstrate the environmental damage that's happening so all these stakeholders and law enforcement can begin to develop an appreciation for what's important to us as BLM. In fact, Arizona has had some Canadian agencies come down to the \_\_\_\_\_ district to learn what the BLM is doing for border security and partnerships, engagements with stakeholders, so they can take these lessons learned and these new ideas back to Canada for their border security program, which is very good.

I have been chatting for about 47 minutes and covered a variety of topics. If it's okay with Kim, I'd just like to open the floor up for question and answer if we have any.

Sure. I will remind folks that if you do want to ask Martin a question, be sure and press star 1, and in the meantime I do have just a couple of things I'd like to ask and add. I know I teach a class called crucial conversation, and I was teaching it last week to supervisors and managers, and one of the things that came up was if we have change but we don't have change that is continuous. So they don't have any new – they have weekly meetings.

Right.

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And they don't have any new information every week, they ask me if it was okay if - maybe would it be a good idea if they didn't talk about it or if they did talk about it, or if they did just repeat the same thing.

My recommendation is to repeat the same thing.

Right.

And that recommendation is 2 fold: 1, it lets the other folks or other stakeholders know that yes, we are paying attention to the progress of this project but there has been no change in the status, no new inputs, and 2, that – I lost my train of thought. I can't think of number 2 now. Hahaha. But you know, it's just yeah, I'm paying attention, no change, business as usual. When there's a change that impacts you, I will certainly let you know.

Right. Because I think that not saying anything, being silent is deadly.

Yes.

And that's going to whip up a frenzy and possible chat along the lines of rumors starting.

Exactly.

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And we don't know. Why aren't they talking –?

Trust.

Yes.

Openness. Yes. You are correct.

So the safety issue, we really have to make it safe and be able to be really good listeners as supervisors and managers so that we can listen to what our employees are saying.

Correct.

And they understand that, and you have to really kind of know your employees and their style under stress as to how they're gonna react to this – any kind of change.

Correct.

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So as leaders and as managers and supervisors, I think it's really important to be able to make sure that everyone shows up and is committed, and they need to be responsible for taking on their part as well.

Mm-hmm.

So I just thought that was an interesting question because I really felt like that was something that we really needed to – you need to talk about it and not let any silent rest, because that silent rest is going to fester.

Correct. I agree.

So I don't believe we have any other questions from anyone at this time. Did you have any closing remarks, martin, that you'd like to –

I would just like to thank folks that listened in. I hope this was useful. I had a lot of material to cover so I increased the pace of my speech here. I hope that was not too disconcerting, but change, it happens every day. It's a topic that I find very interesting, and best of luck to all.

Great. Martin, I can't thank you enough for you coming on today and chatting, getting over your cold. You did a fantastic job.

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Thank you.

You've given us some really great ideas also about leading change in today's BLM. It is tricky, and it is definitely going to happen, so I think that we just need to make sure that we keep everybody involved and communicate frequently and make sure that employees know what's going on.

Yes.

So I will let everybody know that everyone that did sign up for our audio forum today that Andy will send you the link to the KRC with the 3 documents on it and that they are able to be – you can go on the KRC and download those as of right now.

So this concludes our last and final audio forum for FY13. Thank you so much for your participation in today and the past audio forums and WebEx's that E4S has presented, and I do want you to know that we are going to ramp it up a bit for the FY14 and to look forward to a schedule coming out soon. We are working on that right now, and I just want to say thanks so much for joining us today.