



Change Management

National Academy of Governance

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MERIT Project

“MONGOLIA: ENHANCING RESOURCE MANAGEMENT THROUGH INSTITUTIONAL TRANSFORMATION” (MERIT)

The purpose of the project, funded by Global Affairs of Canada (GAC), will stimulate contribution of public institutions to sustainable socio-economic growth in Mongolia through strengthened management capacity for effectively managing the extractive sector.



MERIT Knowledge Portal

<http://portal.merit.mn/>

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MN EN Нэвтрэх Бүртгүүлэх

Нүүр Өгөгдөл Сэдвүүд Бүлгүүд Танилцуулга Хайх

MERIT мэдлэгийн порталд тавтай морил

Энэхүү мэдлэгийн порталд MERIT төслийн хүрээнд авч хэрэгжүүлж буй бүх төрлийн зөвлөх үйлчилгээний талаарх мэдээлэл, сургалтын материал, холбогдох гарын авлага, зурагт хуудас, дүрс бичлэг зэргийг нээлттэй байршуулах болно.

MERIT
МЭДЛЭГИЙН
ПОРТАЛ

- Стратеги төлөвлөгөө
- Манлайлал
- Хөндөгч, үнэлгээ
- Зайнаас тандан судлал
- Мэдлэгийн портал
- Жинхэнэ тэгш байдал
- Хүний нөөц
- Хэлэлцүүлэг
- Байгаль орчин
- Газрын тос
- Харилцаа, холбоо
- Цахим сургалт

Өгөгдөл хайх

Жишээ нь, хүрээлэн буй орчин

Түгээмэл тэмдэглэгээ

— Today

Welcome

Territorial acknowledgment - explain

Who am I? Who are you?

Expectations – active

What do you already know about change management?

How can you incorporate the knowledge into your training program?



Who Is Mary-Anne Neal?

- Mother of 4
- Grandmother of 2
- Teacher, professor
- Leader: BC Ministry of Education
- International educator
- Indigenous consultant



—— Who are you?

Please tell me:

- A sentence or two about yourself
- A question for me based on the previous slide – can be about:
 - Canada
 - British Columbia
 - My personal or professional life







— What is Change?

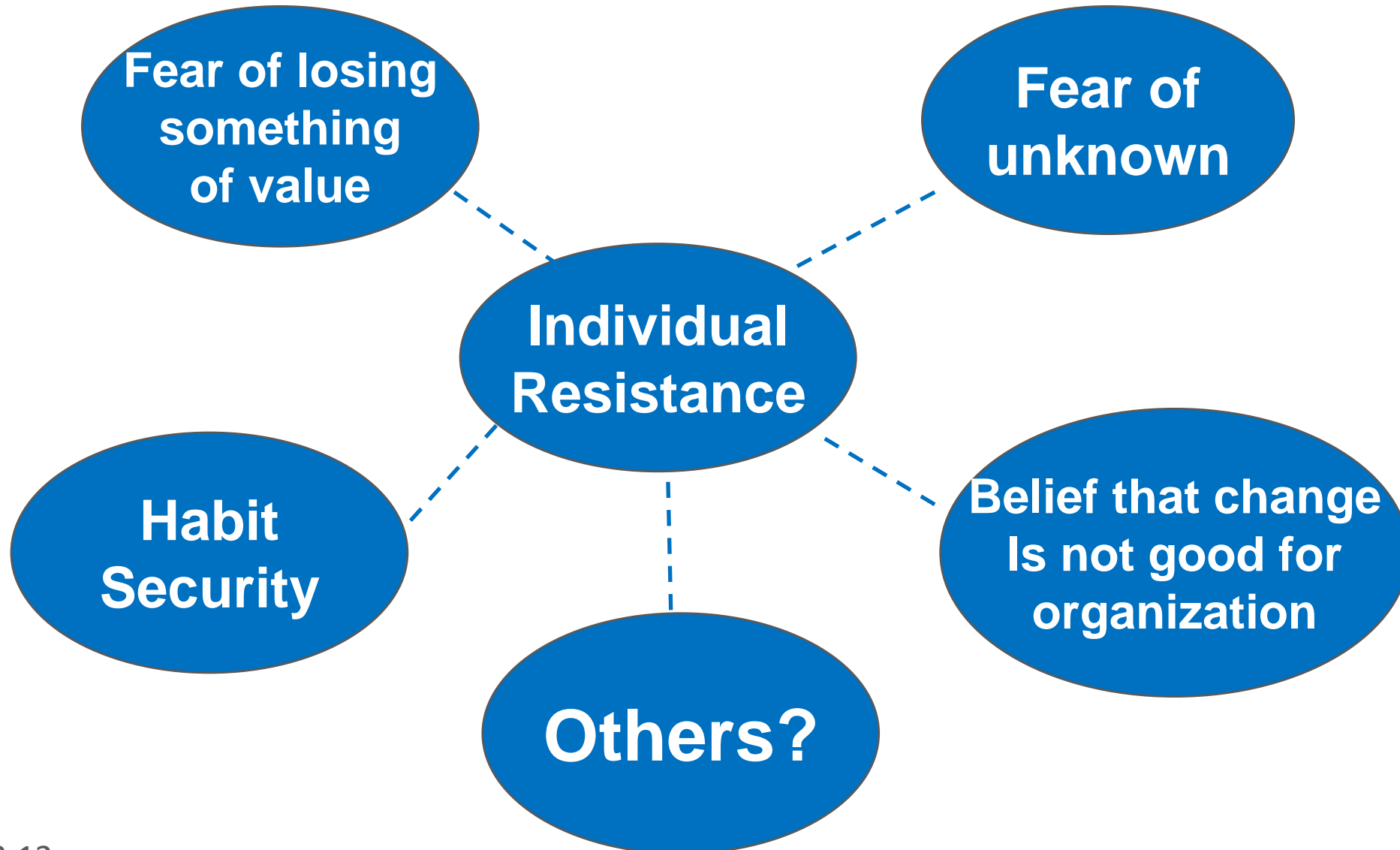
- Alterations in people
- Alterations in structure
- Alterations in technology
- Alterations in policy

— WHY?

- Why do some people / organizations resist change?
- Why do some people / organizations embrace change?

Discuss in groups of 3 – 4 people (12 – 15 minutes)

Resistance to Change



— Resistance Behaviour

- Describe some ways in which people act when they resist change in the workplace
- 12 – 15 minutes in groups of 3 – 4

List at least 5 ways.

-
1. Expect someone else to reduce your stress
 2. Decide Not to Change
 3. Act Like a Victim
 4. Play a New Game by the Old Rules
 5. Try to control the Uncontrollable
 6. Change at Your Own Pace
 7. Slow down
 8. Fear the Future
 9. Psychologically unplug from the job
 10. Avoid new assignments

— Why are these people resisting change?



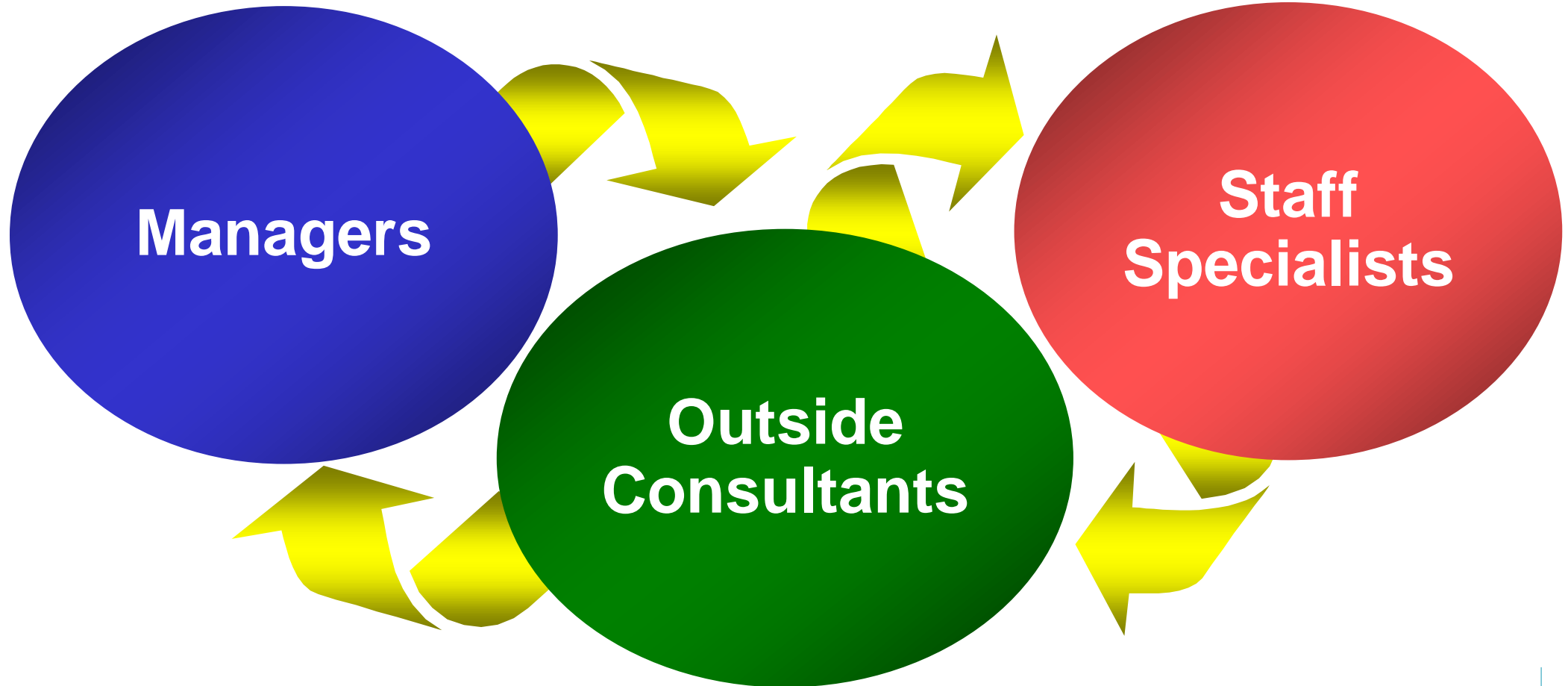
—— How Can We Reduce Resistance to Change?

- Identify 3 – 4 ways ?

Reducing Resistance to Change

- Education
- Communication
- Participation
- Facilitation and support
- Negotiation
- Motivation
- Coercion

— **Change Agents**



Dear God,

Thank you for
the baby brother

but what I prayed
for was a puppy

Joyce



BREAK

- Please take a 20 minute break from our session.
- Use this time to stretch and move around.

— Personal Principles of Transition

- Reframe or redefine yourself in terms of the bigger picture
- Seek comfort in the simple things
- Hang on to / reach out to an anchor from the past
- Trust the insights and skills that got you to the place you are leaving
- Stay on **this side** of the fine line between humor and despair

Lewin's 3-Step Model

1. UNFREEZE

- Define current state
- Articulate driving and resisting forces
- Articulate a vision for change
- Instill need for change

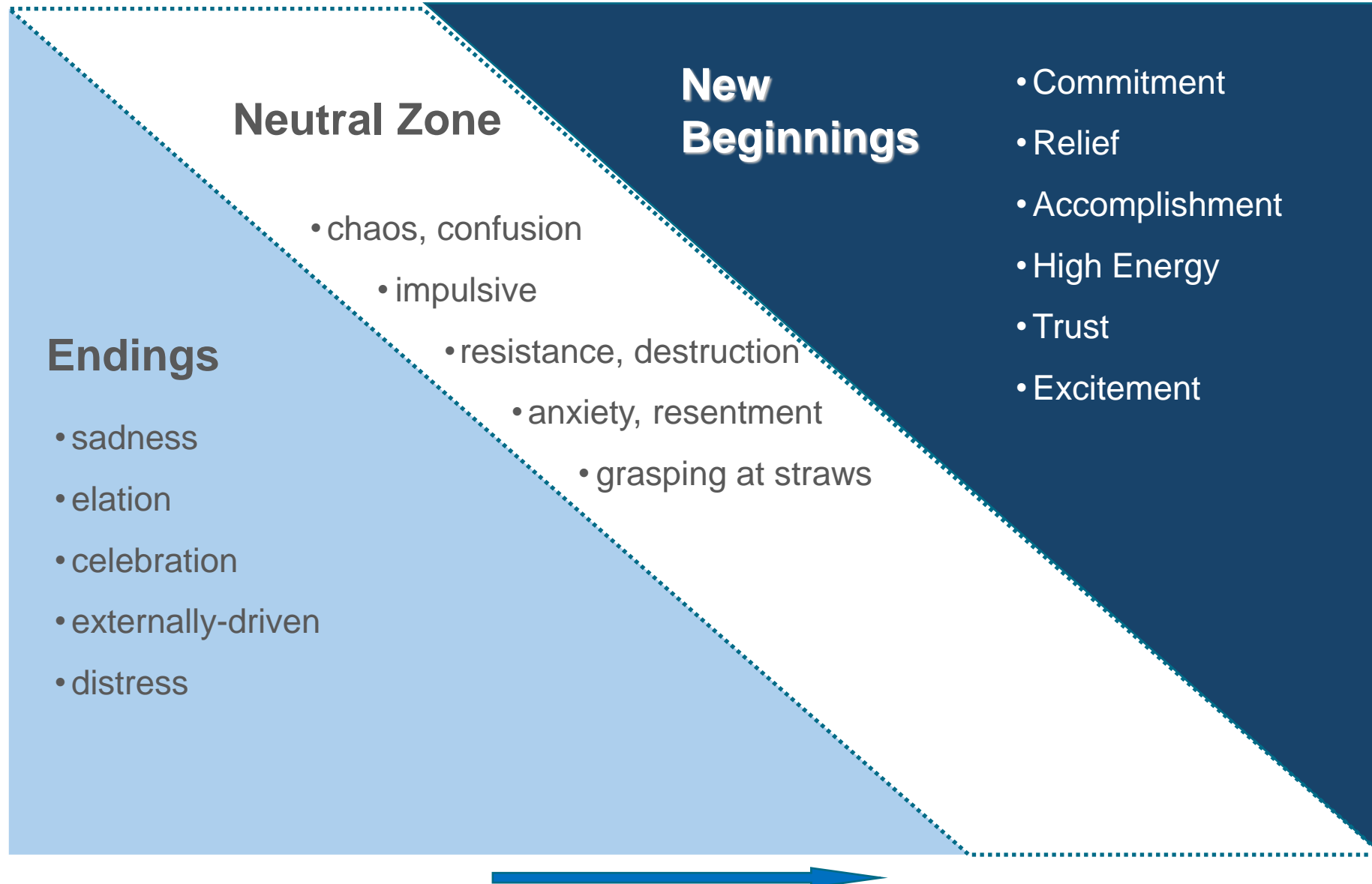
2. MOVE/CHANGE

- Facilitate participation and involvement
- Increase driving forces/reduce resisting forces

3. RE-FREEZE

- Set policies
 - Establish new standards
 - Reward success
-

BRIDGES' 3-PHASE TRANSITION PROCESS



— Stages of Acceptance

- Awareness
- Understanding
- Engagement
- Perception: negative or positive
- Action or avoidance
- Compliance / Commitment

— Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Encourage the heart
- Enable others to act

— Questions?

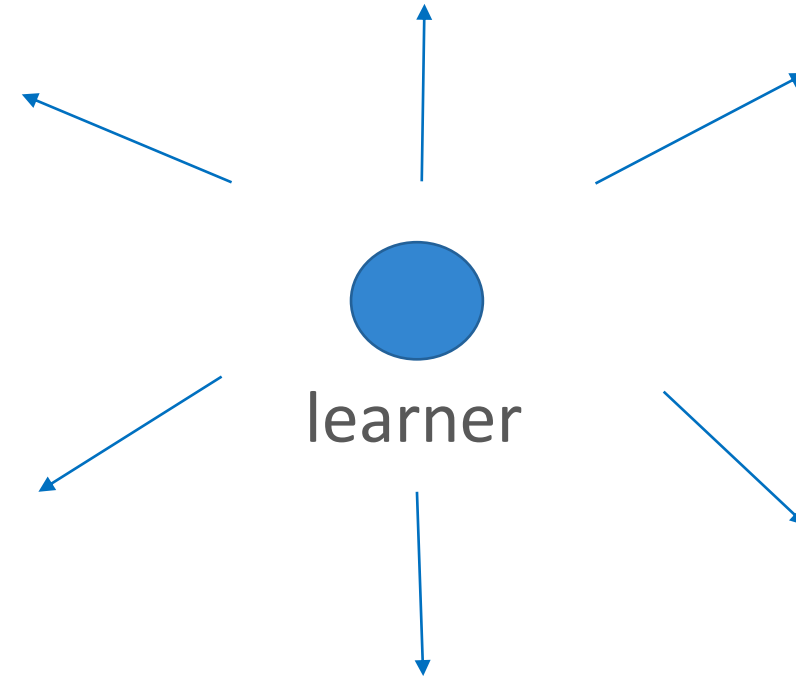
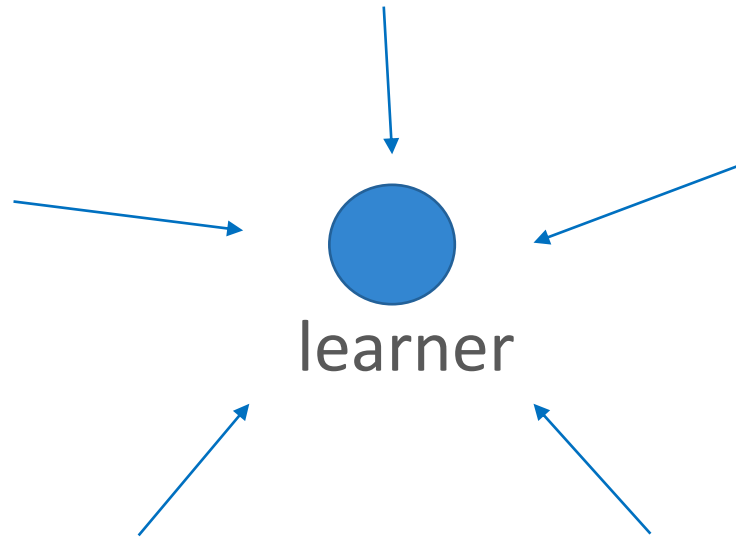
- You can write down your questions
- You can raise your hand and ask
- You can send questions by email to be answered at our next class

Next Class

- We will study theories of adult learning and characteristics of adult learners in the 21st century.
- Think about Mongolian civil service employees – what are some common characteristics? Bring a list.
- We will create a learner profile based on your understanding of the Mongolian civil service staff.
- The next slide is a sneak preview of the class on *Adult Learning in the 21st Century*.

— Change Direction

Old educational model



New educational model



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

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