



## ***Best Practice in Change Management ---DRAFT----***

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### **Description of Practice:**

Change is happening at a rapid rate in today's society. The need for change may be based on environmental factors – changing technology or the stage of an organization's life cycle. How we manage the adoption of a change initiative is critical to our success.

### **Prospective Users of Practice:**

- Directors of Advancement Services
- Senior Advancement Professionals

**Issue Addressed:** How do we identify what initiatives are needed to move the organization forward? How do we assess whether the organization is ready for change? Are there resources available within the organization to support the change effort? How do we know we are making progress and how is this measured?

**Desired Outcome:** The ability to assign initiatives to teams that will allow the organization to succeed in the implementation of the change initiative. A sustainable process for implementing change within an organization by providing training and a roadmap for effecting continual positive change.

1. **Be** able to plan and implement change in our organization.
2. **Be** able to identify road blocks and other obstacles in the way of change and work with them, around them, or through them.
3. Be able to evaluate the success or failure of change in an organization, and plan next steps.

**Process:**

- Identify/Assess level type of change needed
- SWOT analysis
- Strategic plan
- Use of climate surveys to identify additional opportunities, goals and roles
- Stakeholder involvement and alliances
- Develop internal and external communication plans
- Maximize team composition
- Creation of a “safe” feedback loop
- Evaluate progress and milestones

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**AASP Recommendation:**

**Introduction**

**Change is constant in Advancement Services. No matter what type of non-profit you work in, you will have to make changes to systems, process, procedures and protocol. Unfortunately, many of us work for institutions that are change adverse. So how do you move it from Point A to Point B? In this best practice, we'll explore some simple ideas you can try to prod an organization along the change continuum and ensure that change does happen, eventually.**

**Moving the unmovable is a cliché we often hear in our industry when it comes to introducing a new way of doing things or a new way of thinking about our work and mission.**

**Why change?**

**Change is inevitable.**

- **Every institution needs periodic change. Why?**
  - **Compliance**
  - **Vibrancy**
  - **Relevance**
  - **Stagnation**
- **The problem is that change scares us.**
- **Thus we are met with resistance and reluctance, fear and loathing, dread and obstinacy.**

**Where does change come from?**

- **Mandates from above.**
- **Groundswell from below.**
- **Outside forces.**
- **Process audit implementations.**
- **Personnel changes.**
- **Other ways?**

**Dealing with change.**

- **In a perfect world, the change would occur, and people would go on about their business, quietly, happily and efficiently.**
- **Since there are issues with any change, we need to manage change.**

**Change management.**

- **It's a generic term, and often misunderstood.**

- However, truly managing the process and outcomes of any change to process, procedure or routine will be beneficial.
- Yet, there are some organizations that will resist change to the bitter end due to:
  - Complexity
  - Bureaucracy
  - Inertia
  - Lack of Urgency
  - Lack of Competition

How do we do it?

- The best way to accomplish organizational change that is instituted and, most importantly, accepted, is through a change management approach that:
  - Allows for input and feedback
  - Creates an environment of gradual acceptance
  - Celebrates the change process
  - Engages all of us
  - Builds stronger teams

The process:

- Definition
- Planning
- Alliance Building
- Roadblock Removal
- Execution
- Celebration
- Review

## **Definition**

- You need to define what needs to be changed AND the outcome after the change.

Example: “We need to change the gift processing process so gifts can be receipted within 48 hours.”

Example: “We need to change our recognition policies to ensure we are following benefit rules for Donor Advised Funds”

- Be precise and narrow.
- For large overhauls, define each portion of the change into digestible pieces.
- So, “Changing the Gift Processing Procedure” will probably be defined as various small changes that take place over a period of time.
- These small definitions will interlock, and blend into one another.
- Breaking down the process helps the next phase...

## **Planning**

- This isn’t planning what the change will be; that’s definition.
- This is coming up with your plan of attack.
- Who does what, when?
  - Changing hearts and minds.
  - Removing roadblocks.
  - Navigating the political roadmap.
- Ownership is the key – assign people to tasks and have them come on board.

## **Alliances**

- This is the heart of change management.
- Make friends and allies.
- Without allies, you will get no traction.

- These allies come from the top, the bottom, the middle.
- People you work with; work for; who work for you.
- They should believe in the change almost as strongly as you do.

#### **Who are our allies?**

- Internal allies
  - Intra-departmental
  - Direct reports
  - Our boss(es)
- External allies
  - Interdepartmental
  - Peers
  - Outside our institution

#### **Most import ally**

- Our champion
- This person is influential throughout the organization, and outside of it.
- The champions work the decision makers
- They need to know all, see all and tell selectively.
- Arm them with costs, timeframe, etc.
- RECRUIT CAREFULLY!
- Champions will help us with the next step...

#### **Roadblock**

- They are inevitable.
- Someone (many 'someones') doesn't want to change for various reasons.
- Insulated
- Apathetic

- Territorial
- Change averse
- **THEY SEE NO REASON TO CHANGE!**

#### **Top down, bottom up**

- This is the process that will win hearts and minds.
- Divide, conquer and convince
- Peers talk to peers – VPs to VPs; Program Managers to Program Managers; Admins to Admins, etc.
- Peer-to-peer interaction is the key.
- **NEVER COUNT ANYONE OUT!**
- Roadblocks may cause us to revise the plan, but they should not scuttle it.
- “Grass Roots” movements tend to eliminate road blocks, except...

#### **Budget Money and Resources**

- Sometimes we run into a budget roadblock.
- This is where we champion and some ingenuity comes into play.
- Make the financial case that the change with X outlay can save Y dollars and bring in Z new donations.
- We may have to chop up the changes into different budget lines, or even over budget years.
- Budgets can be the death of change.
- We have to make our case about cost savings and revenue enhancements.

#### **Resource Inventory**

- Take stock of our resource inventory.
- What are our assets
  - Money
  - People

- Things
- What do we still need?
- Can we acquire them?
- If so, get 'em and go forward...
- If not, workaround and go...

#### **Work hard**

- Ducks in a row? It's time to work the plan. (The revised plan that emerges after roadblock clearing, alliances are built, etc.)
- Go back to the tasks as assigned, make sure everyone is working on those.
- It may be best to form dreaded committees and even more dreaded sub-committees to keep things on point.
- If we haven't already, chop the change into palatable pieces to work the plan. Not everything will need to be done at once.
- Watch for the interlocking pieces.

#### **Celebrate**

- Always celebrate every milestone, big or small.
- Celebration gives everyone a release, and announces to all that the change is happening and people are embracing it.
- Recognize those who contributed to the change process.
- Remember change is hard work, it's long, it's tedious, it's challenging.
- When the entire project is finished, have a big, and appropriate, recognition event.

#### **Continual change**

- After the celebration, it's not time to relax.
- Change is continual.
  - Refinements may be needed as we work through the changed process.



- Rules and regulations will inevitably change again.
- Organizations need to be relevant and vital as the times evolve.
- Non-profit philanthropy will need to continue to evolve as the marketplace evolves.'
- Don't allow your organization to become a negative case study in business school.

### **Change Summary**

- It's hard.
- It must happen.
- With a plan, friends in high and low places, and a way to chop through roadblocks, you can accomplish it.

### **Sample Policy & Procedures/Resources:**

### **Robert Weiner's recommendations**

Details on methodologies and steps:

<https://www.prosci.com/change-management/thought-leadership-library/change-management-methodology-overview>

<http://changeactivation.com/change-management-models/>

<http://www.brighthubpm.com/change-management/15306-change-management-methodology-for-beginners/>

<http://www.strategy-business.com/article/rr00006?gko=643d0>

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Strategic Technology Advisors to Nonprofit and Educational Institutions

**Key issues to constantly revisit:**

- **Joint diagnosis of opportunities**
- **Hurdles: cognitive, resources, motivational and political**
- **How our perceptions shape our reality**
- **Points to examine for getting change through**
- **The how to steps for effective change**
- **Developing consensus, competence and cohesion**
- **Why would most organizations' change initiatives fail?**

**How Non-Conformists Move the World** with Adam Grant has interesting information for us, particularly the chapter on “Out on a Limb and Speaking the Truth to Power (Chapter 3)”.

**Exit**

**Voice**

**Detrimental to the Org – Neglect**

**Beneficial to the Org – Persistence**

**And power status interplay for effecting change: At work, our sense of commitment and control depends more on our direct boss than anyone else. When we have a supportive boss, our bond with the organization strengthens and we feel a greater span of influence. (prone to cynicism and mercurial vs warm, trusting and cooperative). More disagreeable with a critical, skeptical stance toward others. Sometimes our best advocates...Agreeable managers often hate conflict, preserving harmony.**

**Qualities we look for in an organization: Respect and diversity of thought, challengers of status quo, high tolerance for misfits, for eccentrics, low and high status have little to lose and everything to gain by being original, middle is dominated by insecurity, ultimately to change the situation- exit and voice are the only viable alternatives.**

**Censor ourselves less and express our ideas more (the mistakes we regret are not errors of commission, but errors of omission). If we could do things over, most of us would censor ourselves less and express our ideas more...**

Lead change through 8 critical stages as noted by John Kotter in “Leading Change”  
March 1995 HBR

### **Proposed Process**

1. Establish a sense of urgency
2. Overcome addiction to the status quo
3. Mobilize commitment
4. Silence naysayers
5. Minimize the pain of change
6. Concentrate resources
7. Motivate change when we are succeeding

### **Lessons Learned**

#### **Opportunity**

Be ready to capitalize on unexpected opportunities for short-term change, as well as orchestrate deliberate, longer term change. Example: collaborative style – share power with direct reports, encourage delegation, praise publicly, give team members opportunities for high visibility presentations (results in exceptional training ground for building experience, responsibility and confidence).

Alliance Building – Debra Meyerson “Radical Change, The Quiet Way” October 2001  
HBR

Work with allies and by products include enhancing legitimacy and the implementation of change more quickly effectively (speed and directness).

“Opponents” can be your best source of resources. When scrutinized rather than get defensive, treat individual(s) as equal and sell them on the value of the change.

## Outcomes

Change may happen quickly and involve significant pain. By contrast, evolutionary change is incremental, often decentralized and, overtime, produces a lasting shift with less upheaval.

Unite others, start conversations, seek powerful friends – results? Relentless change.

Another approach: develop plan, implement plan through the following actions:

- announcement

- change is coming and why

- get employees feedback on preliminary plan

- finalize plan

- constant communication with stake holders

- reinforce behavior to avoid backsliding

“Change through Persuasion: David Garvin and Michael Roberto February 2005 HBR

16 March 1995 John P Kotter “Leading Change” Avoiding simplistic pronouncements and understanding that even successful change efforts are messy and full of surprises, here are some phases of which to be aware:

- sense of urgency

- guiding coalition

- vision

- communicating

- empowering others to act

- planning short-term wins (milestones)

- producing still more change

- new approaches institutionalized (with leadership development and succession as necessary bi-products)

## Intro

Many names: TQM, re-engineering, right sizing, restructuring, cultural change, turnaround, gearing up for a campaign, etc.

Goal: To make fundamental changes in how we conduct business in order to optimize our fundraising capacity in light of an ever more challenging market environment.

We must remember that change management is a process, not an event. We usually advance through stages that build on one another. We need aggressive support from our partners. This cooperation doesn't come easily and without motivation. People won't help, It is very difficult to drive people out of their comfort zones. Changing systems, structures and policies can be daunting.

## Creating and communicating

# a vision goes beyond the numbers that are typically found in say a five-year plan. Our vision clarifies the direction in which we are moving. Eventually we work on a strategy to achieve it. Without this vision incompatible projects can waste resources and derail the effort. The goal is to be able to succinctly communicate the vision, get reactions that show understanding and interest – similar to fundraising efforts. We have to believe that this useful change is possible. Every action and outcome are tied into the vision. Create enthusiasm and hope. Both words and deeds are needed.

Obstacles have to be dealt with as they present. They may be too narrow job descriptions, not adequate compensation, no track record in effective confrontation, allowing demands that are inconsistent with the overall effort. Important milestones create momentum and short-term wins.

Urgency levels stay up and critical analysis supports or revises the vision. Analysis of who is promoted, who is hired and how people are developed is ongoing.

Finally, when the change becomes “the way we do things around here”, successful change has been accomplished.

Recommendations for new language:

“too many managers and not enough leaders”

“let it be realized the status quo is more dangerous than embracing the unknown..”

When urgency isn't established, the successful change cannot usually come about.

A minimal mass of buy-in will not create a strong enough guiding coalition. p7

Titles, info and expertise, reputation and relationships all are present in this coalition. And these agents work outside of the existing hierarchy. Assessment of what is needed is our goal and trust and good communication follow. As key line managers we are ultimately responsible versus human resources, quality or strategic planning. Reform generally demands activity outside of expectations and protocol is essential. (Kotter p 8)

The A through Z topics for organizational change management:

A

Anchors, arrogance, assumptions – group change, questioning, attitudes

B

Balance, approaches, branding, organizational culture analysis

C

Continued change, preventing backsliding, recognizing need for, sequenced, stakes, steps in change, task alignment, tracking, change theories, comparison, consultants, cognitive hurdles, collaborative style, commitment in successful change, challenges, critical path, persuasion, planning

D

Distress, downsizing

E

Employees, engagement, executives, assumptions, expectations disrupting, loss of expectations

F

Failure, reasons for, fear of change, framing

G

Goals, diversion from

H

Habits – changing, questioning, reinforcing good, resistance to changing ; hardfactors, commitment, integrity

I

Incentives, initiatives, initiatives

K

Key influencers

L

Leaders, conflict management, delegation, developing, guiding coalitions, modeling change, styles, survival guide, mood management, setting the stage

M

Management of environment - hard side of, self; managers – replacing, short-term wins, as team leaders; marginalization; meetings – rules for; metrics – tracking; milestones – celebrating; momentum; mood management – conflict level; motivation – key influencers, fear vs hope

N

Novelty

O

Obstacles

P

Leadership style – patience, performance, cognitive hurdles, organizational culture, stress levels, personal attacks, persuasion, key influencers, mood management, phase of change, backsliding, setting the stage, reinforcing good habits, political hurdles, portfolio management, priorities and resources, problems diagnosing, process, programmatic change, project management

R

Radical change, realism – balance with optimism, reflection, reintegration, resistance, competing commitments, hostile environment, reasons for, opposition and the uncommitted, resources, trading, responsibility – acknowledging, delegating, revitalization, institutionalizing, modeling, monitoring, spreading, rewards, change theories, risk, leader survival

S

Silo mentality, sponsors, strategic alliance building, strategy, stress levels, systems – institutionalizing and revitalization

T

Teams – guiding coalitions, technical change, timing transformations, trust, turnaround plans

U

Uncommitted courting, urgency and establishing a sense of, guiding, coalitions

V

Values – employee input on, as inspiration, revising, shared vision, vision – communicating and shared

W

Walking the talk, “wine”...no wins

**Resources: Shell Oil Brochure PDF for an example of being pro-active vs reactive**

**More Sample Policies & Procedures:**

Change Management in Reluctant Organizations PowerPoint by Scott Fendley 2014

[Change Management In Reluctant Organizations](#)

Change Management Tools – Force Field Analysis

Use Lewin’s force field analysis to motivate people towards change and understand resistance. <http://www.bing.com/search?q=force+field+analysis&src=IE-SearchBox&FORM=IESR02>

Occidental College example

Occidental College strategic initiatives for advancement service

Oregon Health & Science University Foundation example