

APEC Structural Reform Capacity
Building Workshop: Developing
RAASR Individual Action Plans

Day 3
change management
Singapore workshop

change management *a light-hearted look*

CHANGE MANAGEMENT ...

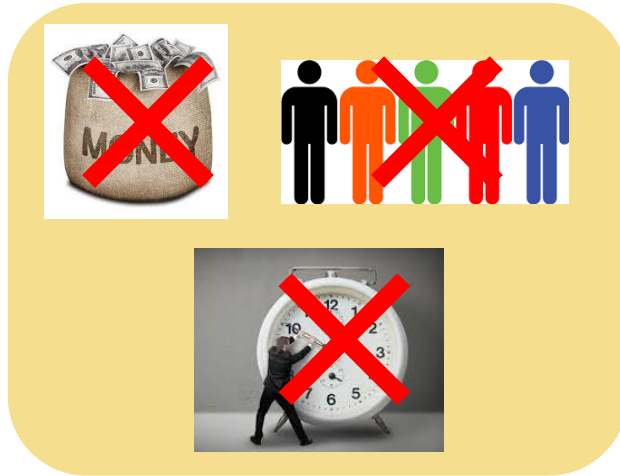
desired outcome



actual outcome

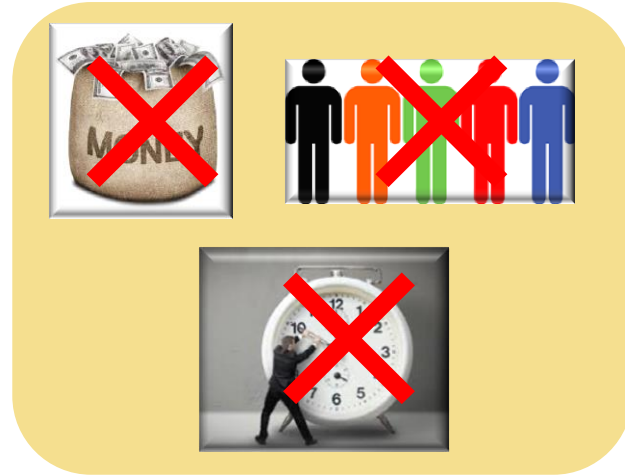


CHANGE MANAGEMENT ...



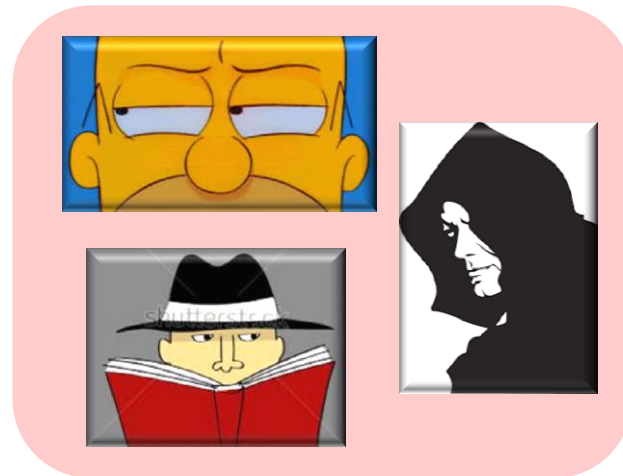
CHANGE MANAGEMENT ...

obstacles



barriers & enablers

objections



**stakeholder
commitment**

OBSTACLES AND OBJECTIONS

resistance



obstacles



objections

- can't do

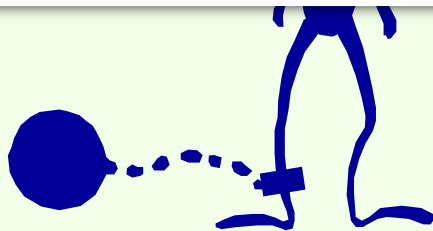
- won't do

hard

harder

- able
- physical
- neutral

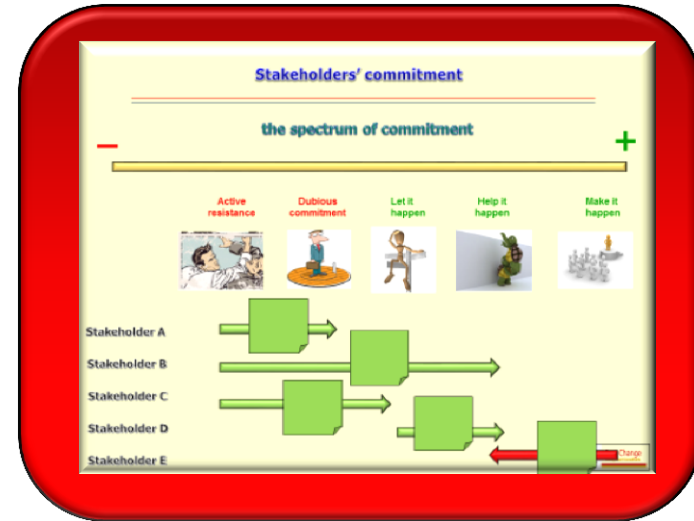
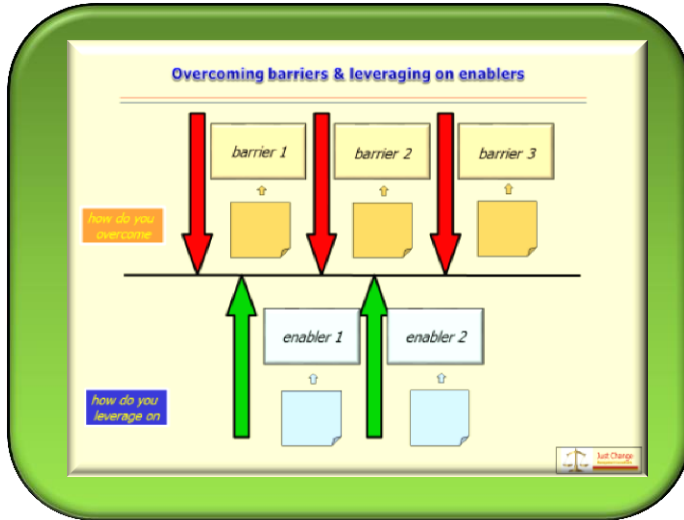
- willing
- psychological
- emotional



Resources

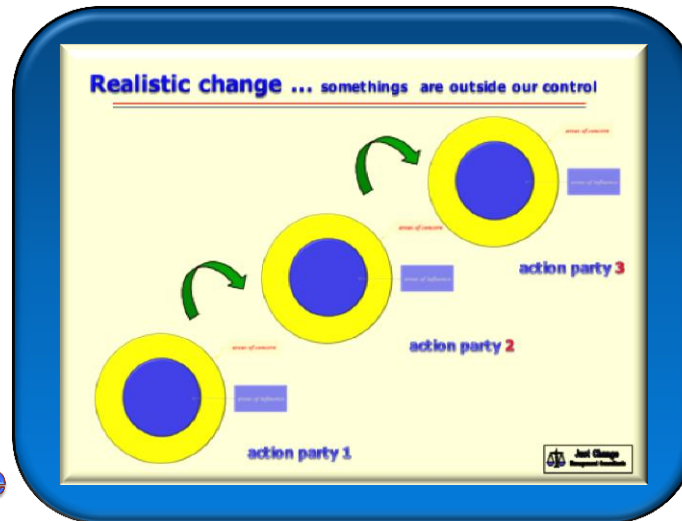
Winning hearts and minds

How it all comes together



obstacles

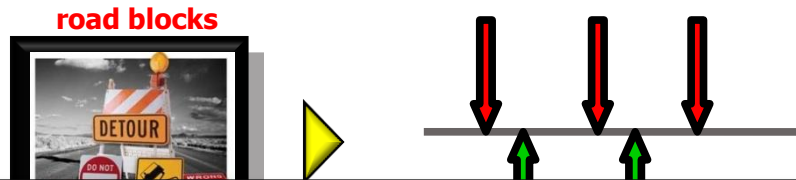
objections



realistic change

change management homework templates

Barriers & enablers



- Select one priority for the change management work
- Some identified 'issues' and 'concerns'
- Need to narrow down to 'definable & actionable' items

enab

e.g. all political parties are favourably predisposed to this structural reform

Stakeholder commitment

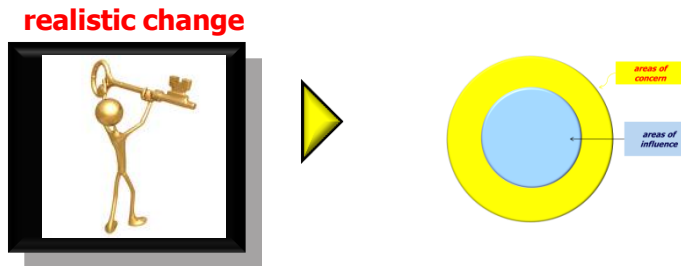
friends

	enemy	adverser	spectator	supporter	evangelist
stakeholder	Active resistance	No commitment	Little interest	High interest	High interest
Mr xxx	x				

- Some stakeholder groups are very large
- There may be 'sub-groups' within these groups
- There seems to be a reluctance to identify 'individual' stakeholders
- Light on 'low commitment' stakeholders

profitability of their industry

Realistic change



- This was done well...in most cases many action parties were identified
- Again more specificity is needed

e.g. The Energy Commission

e.g. Determining viability of privatizing electrical energy distribution

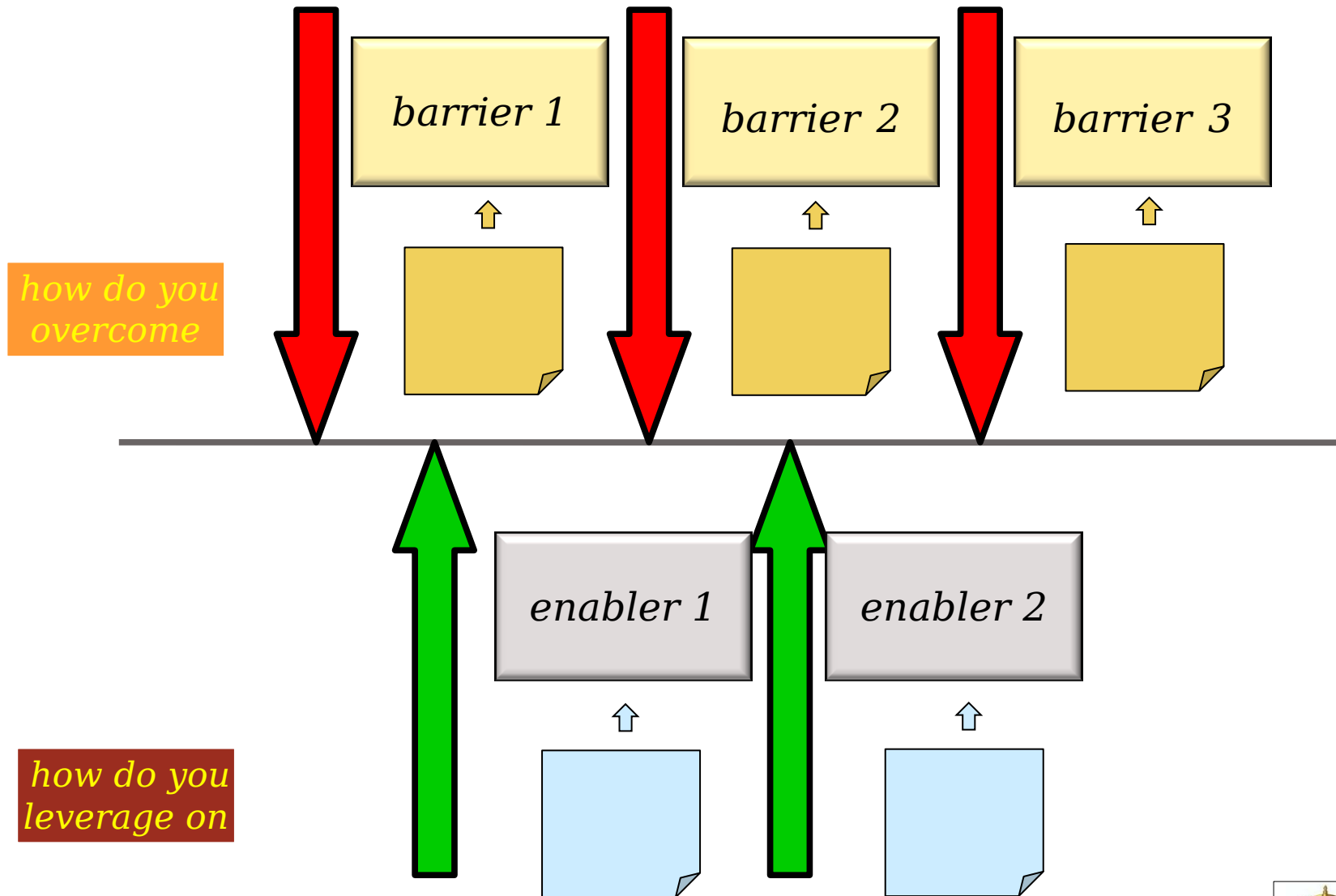
• This can be done in the workshop

change management exercises

barriers and enablers exercise

... let's look at the obstacles

Overcoming barriers & leveraging on enablers



Suggested time management:

10 mins : refine your chosen structural reform

30 mins : identify barriers & enablers

30 mins : suggest actions/interventions
needed to overcome barriers &
leverage on enablers

30 mins : selective sharing by economies

stakeholder commitment exercise

...let's look at the objections

Manage varying commitment levels

COMMITMENT AND BUY-IN ...



enemy

saboteur

spectator

supporter

evangelist

stakeholder	Active resistance	Dubious commitment	Let it happen	Help it happen	Make it happen
The President	X		O		
The Economic planning Unit				X	O
Political party A		X		O	
Mr ttt			O		X
Ministry of ...	X	O			
Mr kkk				X	O
Ms ddd			X	O	
Mr eee		X			O
Ms fff			O	X	
Ms aaa		X		O	
Mr lll				O	X

Suggested time management:

10 mins : identify your stakeholders

15 mins : determine current commitment level of each stakeholder

15 mins : determine desired commitment level of each stakeholder

10 mins : teach piece on possible interventions

30 mins : determine action/intervention required to shift commitment levels


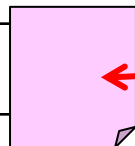
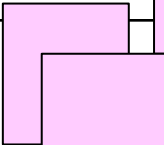
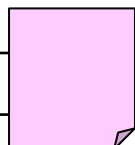

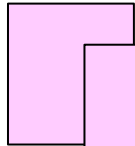
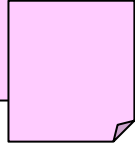
20 mins : voluntary sharing by economies

MANAGING RESISTANCE

Method	Characteristic	Context (where to use)
Education & communication	Informing stakeholders as to the <i>rationale</i> for the change; providing information	Where resistance is based on lack of information informing
Participation & involvement	<i>Involving</i> stakeholders in the change process as active participants	Where resistance is based on a sense of lack of ownership involving
Facilitation and support	<i>Providing resources</i> – both technical and emotional	Where resistance is based on lack of resources counselling
Negotiation and agreement	<i>Offering incentives</i> to actual or potential resisters	Where resistance is based on a position to <i>undo</i> the change bargaining
Manipulation and cooptation	Selective use of information; <i>buying the support</i> of certain individuals by giving them key roles in the change process	Where resistance is based on a position of <i>negotiating</i> or resource demanding co-opting
Explicit and implicit coercion	<i>Threatening stakeholders</i> with undesirable consequences if they resist	Where resistance is based on <i>little</i> choice, where not going ahead is not an option threatening

COMMITMENT CHART

stakeholder	Enemy Active Resistance	Saboteur Dubious commitment	Spectator Let it happen	Supporter Help it happen	Evangelist Make it happen
A				X →	○
B	X →	○			
C		X →		○	
D			○ ←		X
E	X →				○

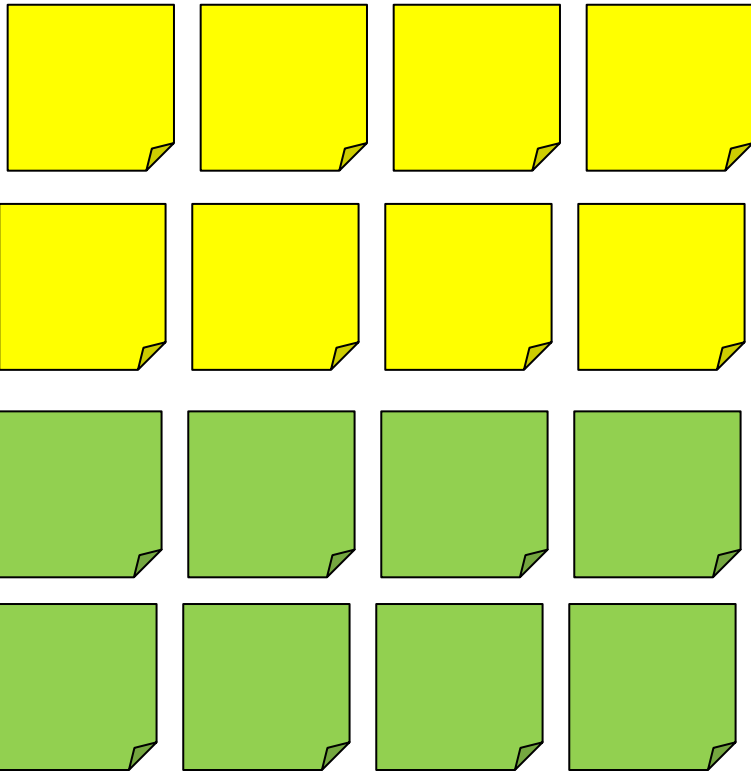
stakeholder	Intervention	
A		
B		
C		
D		
E		

action to shift commitment level

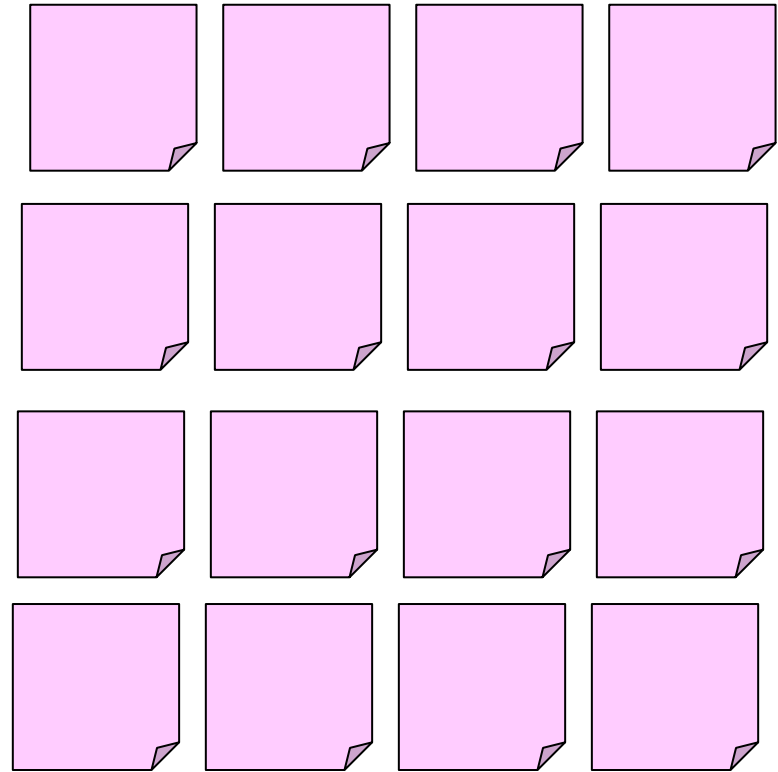
realistic change exercise

Realistic change ... somethings are outside our control

obstacles



objections

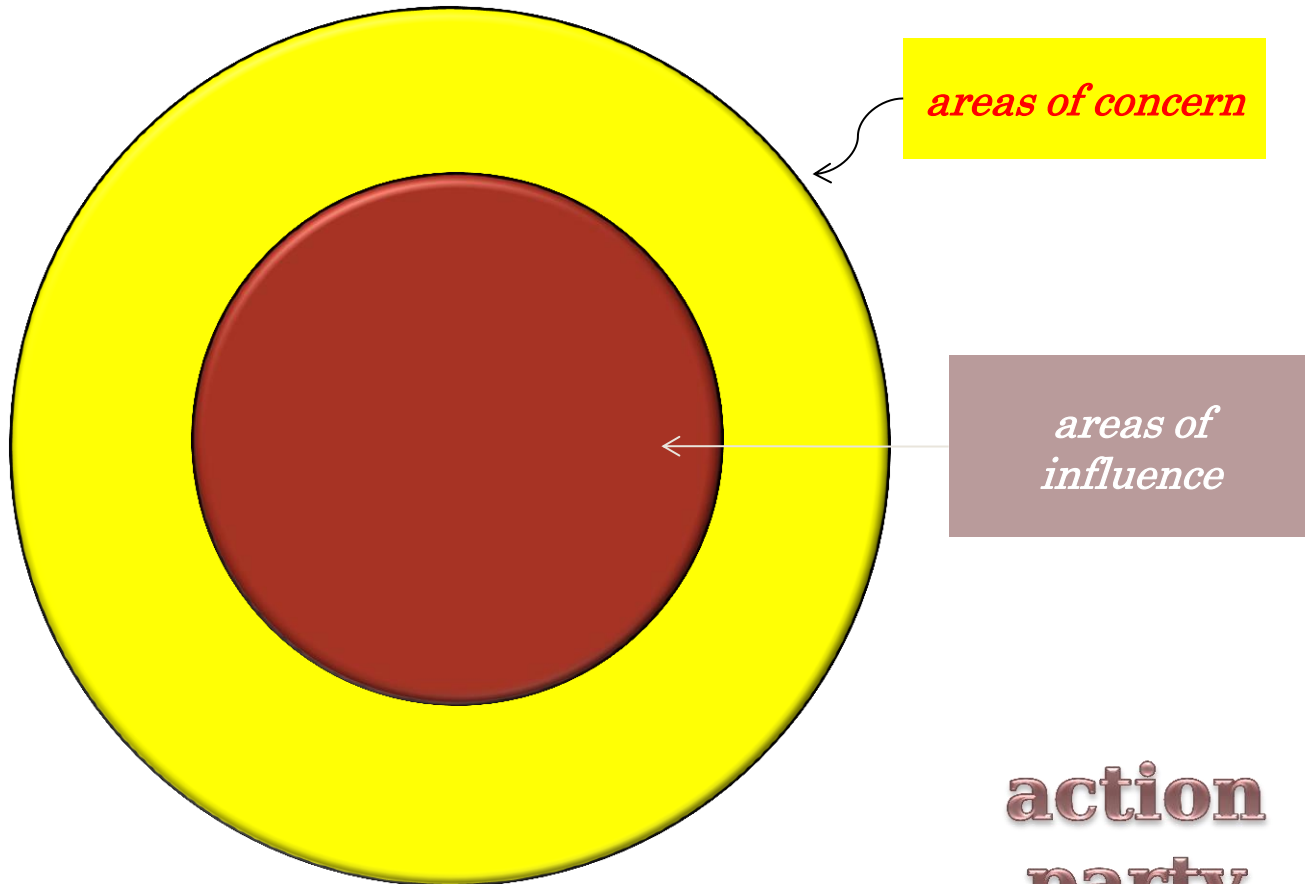


- actions to overcome barriers
- actions to leverage on enablers

actions to shift stakeholders commitments

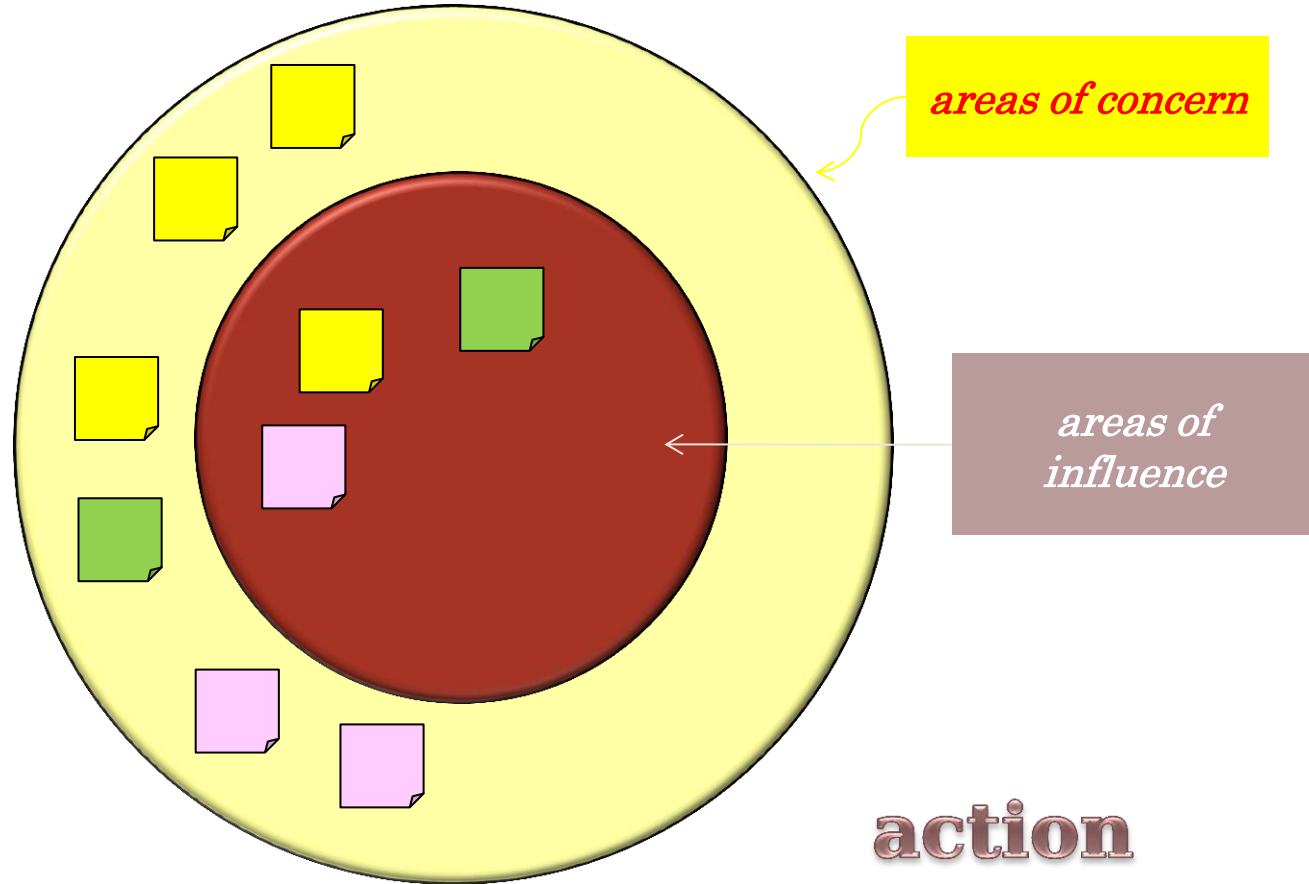
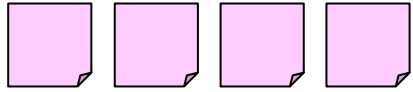
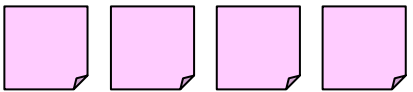
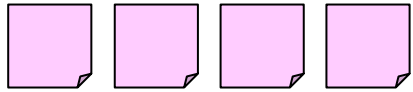
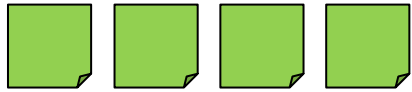
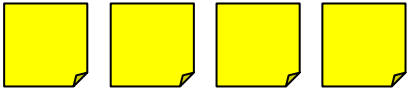
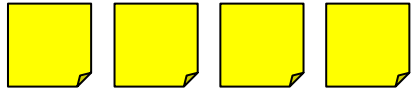
Realistic change ... somethings are outside our control

we start with ...



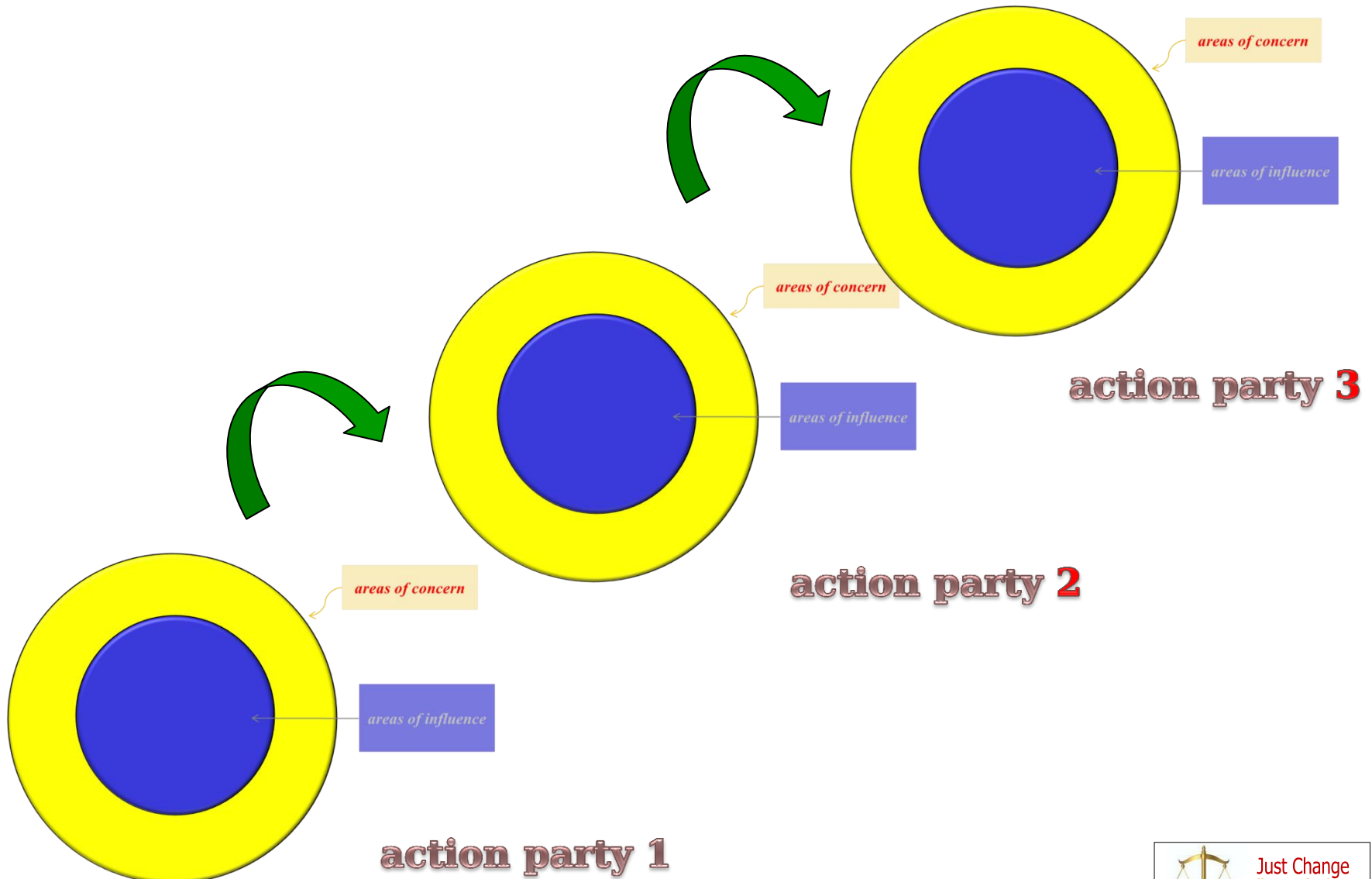
**action
party**

Realistic change ... somethings are outside our control

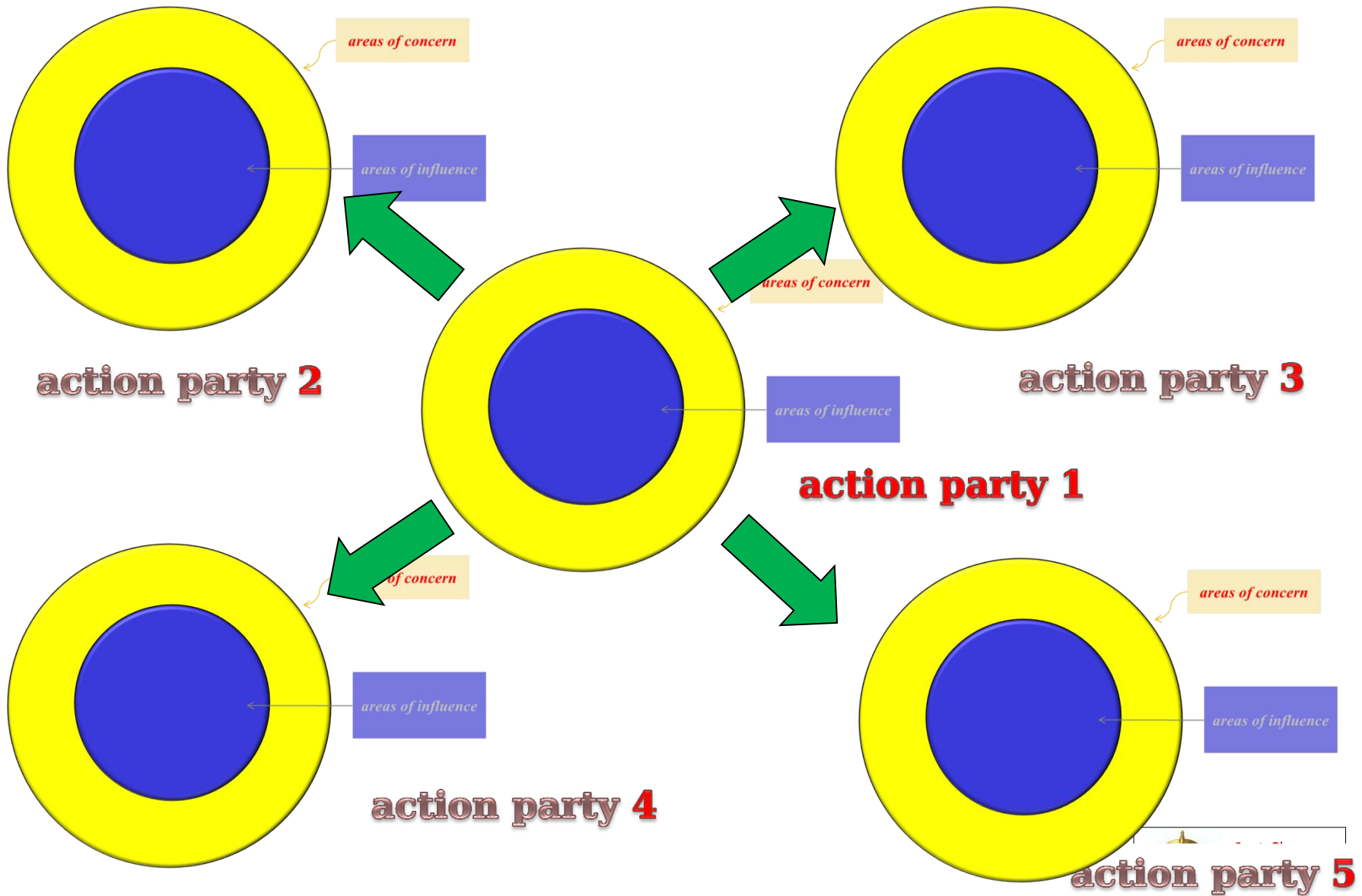


**action
party**

Realistic change ... somethings are outside our control



Realistic change ... somethings are outside our control



Suggested time management:

10 mins : decide on model (hierarchical vs peers)
or
hybrid

15 mins : separate concern from influence for first
action party

45 mins : repeat for other action parties

30 mins: selective sharing by economies

*every action item (i.e. all post-its MUST end up with an
action party)*

END