

12. Managing Change

Deborah Kohl

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Deborah Kohl has been managing change in the Master of Agribusiness program since she arrived as Coordinator in January of 2012. In this role she is responsible for the day-to-day activities of the program including student recruitment, budget management, Industry Advisory Board interaction and communication with enrolled students. Deborah assists with the course "Seminar in Agricultural Economics Analysis," guiding students through the thesis process. Prior to joining the MAB program, Deborah facilitated the acquisition of new properties at Baylor University, and helped design and implement the community development strategy for the \$104 million project at K-State's Jardine Apartments. Her areas of research interest include helping professional students navigate change as they build their careers, families and professional skill sets.

Abstract/Summary

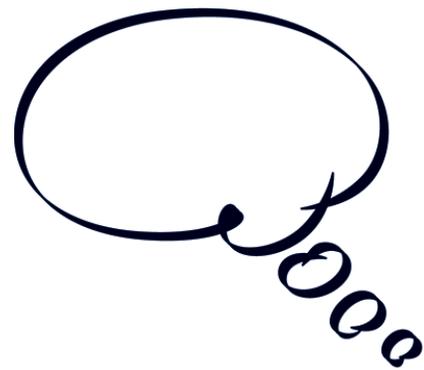
To everything there is a season, but change is constant. Recognizing the need for change and responding to it well is imperative in managing risk. This hands-on session will examine current forces of change in agriculture and agribusiness and the Change Curve. Participants will evaluate a current or anticipated change in their organization/operation and sketch out a road map to effectively manage risks associated with leading others through change.

Managing Change

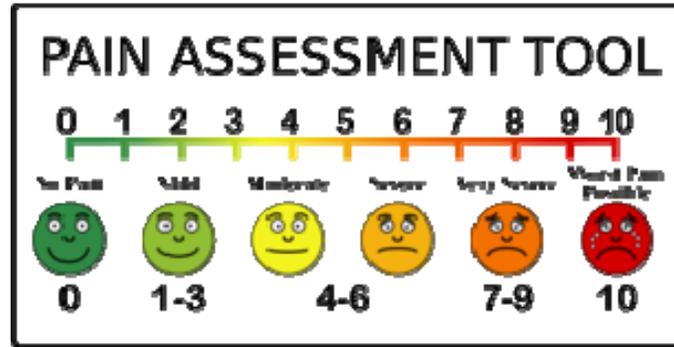


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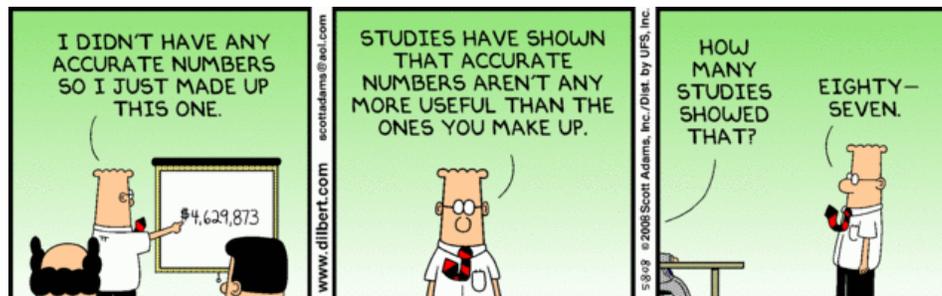
What change is on your
mind?



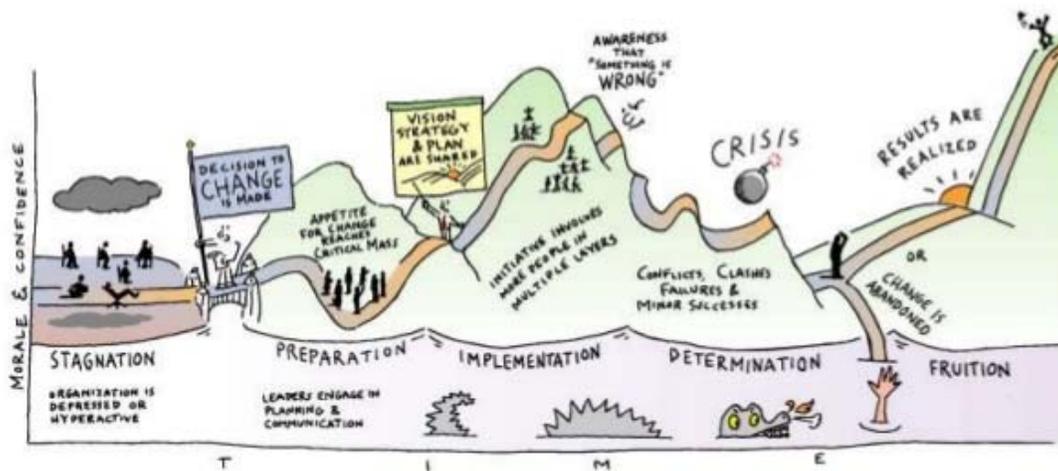
Change Tolerance Assessment



Assumptions about change

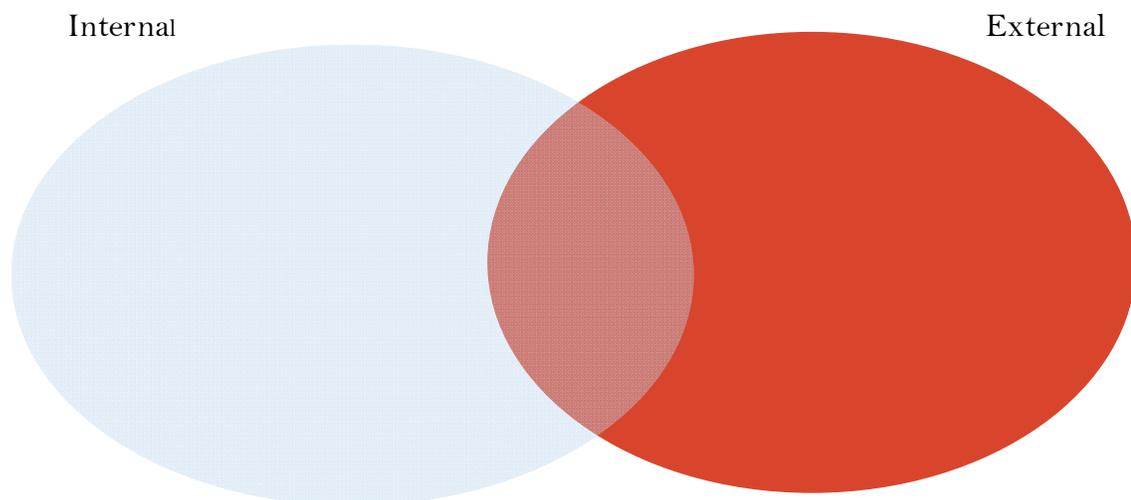


The Change Curve

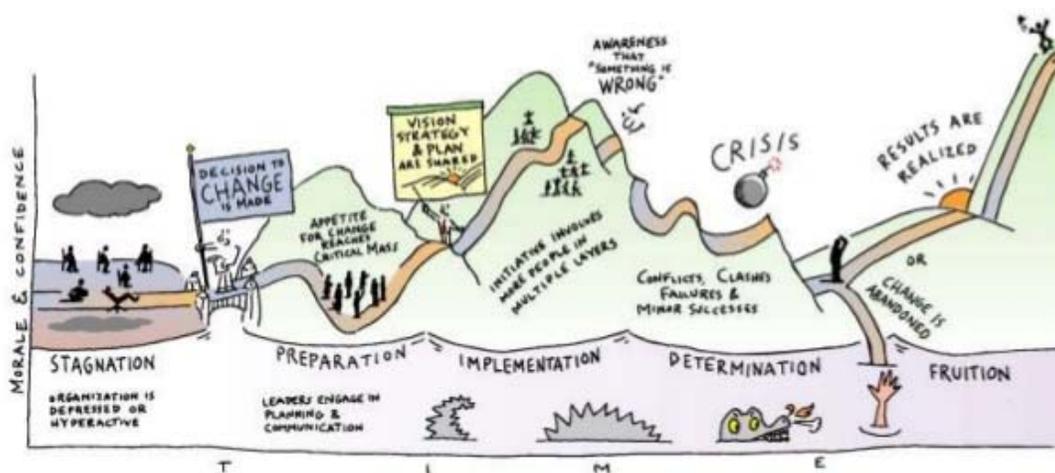


Source: Daub, J. D. (2001). *The change resistor: The human forces that fuel or foil corporate transformation and change*. New York: Crown Business, .p.p. 16-17

Causes of Change (Forces)

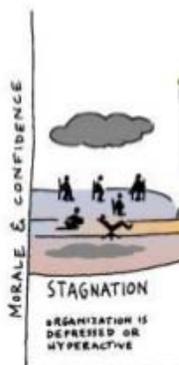


The Change Curve



Source: Daub, J. D. (2001). *The change resistor: The human forces that fuel or foil corporate transformation and change*. New York: Crown Business, .p.p. 1617

Stagnation



Internal & External signs

- Outdated products or services
- Falling sales
- Falling share prices
- Customer desertion
- Talent drain
- No buzz in the market
- Inability to attract new talent

Denial
Hyperactivity
Depression

Ending Stagnation

Diagnosis

Demand for change by someone in power



Preparation

Begins the moment the decision to change is made

More public work commences

Alignment

Assess culture

Building capacity



Three elements of successful change management

- Strategy
- Execution
- Sensitivity



Conditions leaders must put in place

Resources: A surplus of resources must be created

Implications: Result of change (or non-change) must be clear

Time: Time to effect change must be available



The monster awakens. . .

Emotional Tremors
Speculation

Or

Chalk it up to just talk
Annoyance, irritation, cynicism
Productivity goes down



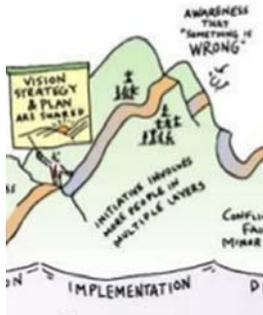
Chomp

Lack of alignment among leaders

Taking too long

Implementation

Announce overall plan and assignments



Celebrate the change, continue to create buy-in with each stakeholder

Communication is KEY



Chomp

Failure to follow up after delivery

Failure to create buy-in

Failure to change mindsets and habits

Failure to communicate

Determination



Begin to realize daily life has to change

Problems must be addressed in this phase

Determination



Leaders must manage
expectations
energy
experiences



Chomp

If implementation has gone poorly, change is allowed to slip quietly into the night

Or

Retreat- reverting to the way things were

Fix it

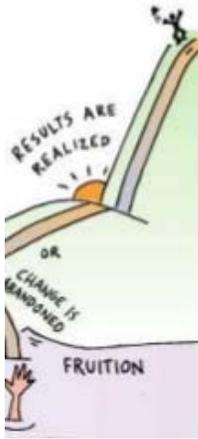
Cannot avoid problems- admit them
- address them

Pull people back together, revise strategy

Try again



Fruition



Changes fuel one another

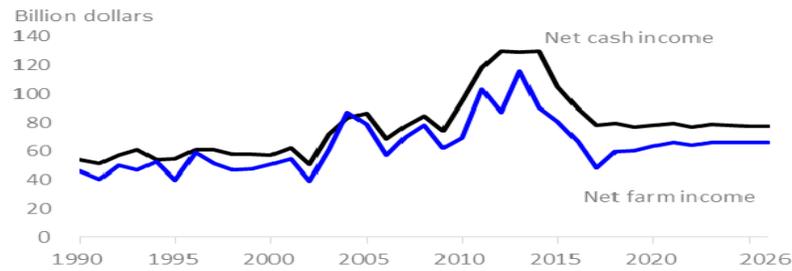
Confidence in roles, mission and strategy

Proof is in the positive results





US Farm Income Indicators



Exceptional change leaders realize that their most important legacy to an organization is not just in creating a single transformation, but in teaching the organization how to perpetually change and adapt, and helping it muster the will to do so.

Duck 35

Additional resources

Autry, James A. *The Servant Leader* (2001)

Duck, Jeanie Daniel. *The Change Monster* (2001)

Prosci. www.prosci.com

Tulgan, Bruce. *The 27 Challenges Managers Face* (2014)





Discussion

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