Chapter 13

Leading Change

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

Niccoló Machiavelli

Two dimensions for monitoring change

1. **As sequential phases in the transition from one way of working to another**

2. **As progressive shifts in employee attitudes and behavior**

   Simultaneous progress on both dimensions = successful change

What is Change?

- **Can't be avoided**
- **New policy, procedures, staff, technology, or equipment**

We change because

- **To keep up with the times, expectations or new technology**
- **New cultural shifts**
- **New programs & services**

Planning for Change

- **How quick**
- **Big or little steps**
- **How many changes**
- **Now or later**

Steps in a typical change project

1. **A need to change is identified.**

2. **The desired changes are identified.**

3. **A solution is designed.**

4. **New processes and systems are developed.**

5. **The solution is implemented.**

Phases of shifts in employee attitudes and behaviors

1. **Awareness of the need for change**

2. **Desire to participate in and support the change**

3. **Knowledge of how to change and an under-standing of what the change will look like**

4. **Ability to implement the change on a day-to-day basis**

5. **Reinforcement to keep the change in place**

People are creatures of habit. Adjusting to a "new way" of doing things can be physically and psychologically uncomfortable.

Reasons people resist change

- **Fear of being unable to learn new skills**
- **Belief that their job is at risk**
- **Lack of trust in person introducing change**
- **Not understanding the purpose for change**
- **Liking the status quo**
- **Feeling that the change challenges basic values**
- **Fear of having to give up established patterns of friendships**

Failure to develop a strategy for change is one of the main reasons that change fails.

Questions to consider in the change process

- How quickly must the change come about? Can it be introduced gradually?

- Is the change permanent or temporary?

- Can it be made in small steps rather than big steps?

- How many changes must be made?

- Can some changes wait?

- Can the change be made into a pilot project?

Keep employees informed of

- **The reasons for change**

- **Improvements that can be expected**

- **The schedule for making the change**

- **What additional training will be provided, who will receive it, and how it will be done**

- **How the change will affect the organization and interrelationships.**

Employees who are involved in the change process

- **Will be more likely to want to make the change**

- **Will be more likely to be committed to the results**

- **Can help develop solutions**

- **Will know their ideas are valued**

- **Will be more willing to tolerate stress**

- **Will be more willing to give the chance a fair chance**

- **Will be more willing to support implementation**

- **Can take pride in the successful implementation.**

In a healthy climate for change

- **People look for opportunities**

- **People are open to taking risks**

- **Suggestions for better ways of getting things done are encouraged**

- **Innovative ideas are shared**

- **Suggestions for change are rewarded.**

Problem-solving steps

1. **Name the problem.**

2. **Brainstorm about causes.**

3. **Identify the cause.**

4. **Identify the desired change.**

5. **Brainstorm about a solution.**

(continued)

Problem solving steps *(continued)*

6. Select a solution.

7. Write an action plan.

8. Implement the action plan.

9. Evaluate the solution.

Repeat the process until the problem is solved.

Questions for evaluating work methods

1. **Which methods need improving?**

2. **What steps are involved in the job?**

3. **What is a better method?**

4. **Is this a good change to make now?**

Identifying the methods to improve

- **Use a checklist to identify which problems to tackle first.**

- **Don't overlook jobs that have been done the same way for a long time.**

Identifying the steps in the job

- **Refer to work procedures manual.**

- **Consider preparation, the job itself, and cleanup.**

- **Choose the subject: a person, an object, or a form.**

- **Write a brief description of every step of the job.**

(continued)

Identifying the steps in the job *(continued)*

- **Physically follow the person, object, or form.**

- **List one step at a time.**

- **Use action verbs.**

- **Record time and distance.**

- **Consider using a flowchart or other graphic to illustrate.**

Finding a better method

- **Challenge the job as a whole.**

- **Challenge every step of the job.**

- **Brainstorm alternatives.**

  - **Eliminating job or steps**

  - **Combining jobs or steps**

  - **Change order of jobs or steps**

  - **Change location where work is done**

  - **Change person who does the work**

  - **Improve equipment or work environment**

Is this a good change to make?

- **Is it a change for the better?**

- **Has it a good chance of succeeding?**

- **Does it create more problems than it solves?**

- **Has anything been overlooked?**

- **How will it affect the work of other units, departments, systems, or schedules?**

- **Is the timing right?**

- **Are the resources for the change available now?**

Implementing change

- **Obtain managerial approval.**

- **Obtain legal approval.**

- **Announce change to employees.**

- **Notify others who might be affected.**

- **Show appreciation to employees and others.**
- ***Make the change and then ask for forgiveness.***

Think of changes you've experienced. What words or phrases do you associate with change?
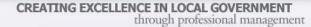
Chapter 16

Quality Customer Service

"Where council members, the mayor, and the chief administrator are proud of their city, this feeling will spread."

David S. Arnold

Quality Customer Service

Meeting or exceeding customer expectations

- **Who are your customers**
- **What are their expectations**
- **How can you meet those expectations**

Local government customers

External customers

- **Citizens**

- **Visitors**

- **Local business owners**

- **Vendor representatives**

Internal customers

- **Co-workers**

- **Management and supervisors**

- **Employees**

- **Other employees who depend on you for information or work products**

Expectations and standards

- **Citizens expect to get good value for the taxes and fees they pay.**

- **Citizens expect government employees to deliver services in a prompt, efficient, effective, and courteous manner.**

- **Service standards must be in alignment with customer expectations.**

In the world of customer service, everything matters.

Interpersonal communication that enhances customer service

- **Be positive**

- **Practice good listening**

- **Be aware of your nonverbal messages**

- **Respect your audience**

- **Choose the right communication method**

- **Know when to ask for help**

Communication tips

- **When talking with a customer, take your time.**

- **Speak slowly and distinctly.**

- **Imagine that just before meeting you, the person received bad news.**

- **Try not to nod too much while the other person is talking.**

- **Avoid fidgeting, doodling, looking out the window, or otherwise failing to concentrate.**

- **Avoid negative words and phrases.**

Aspects of professionalism

- **Appearance**
  - **Cleanliness and neatness**

- **Courtesy**
  - **Greet customers when they arrive**
  - **Inform customers of how long a wait will be**
  - **Identify yourself and your department**
  - **Issue schedules, notifications, and announcements**

- **Learn from complaints**

Tips for ensuring professionalism

- Be sure employees know how to do their jobs.

- Stay up-to-date on the use of new equipment and methods.

- Avoid taking work breaks in public areas.

- Encourage employees to give attention to their appearance.

- Make sure employees understand common courtesy.

- Consider using a rule for picking up the phone by a stated number of rings and for returning calls.

- Develop guidelines for greeting customers, answering phone calls, and responding to e-mails.

For a positive work environment,

- **Keep the workplace neat and clean**

- **Plan the work space**

- **Make sure that signs clearly mark the building and identify the work area**

- **Create a pleasant work environment.**

What is your local government communicating to its internal and external customers?

To enhance organizational communication and culture,

- **Foster cooperation within your work team and with employees in other departments.**

- **Make responsiveness and customer service a priority.**

- **Freely share information with employees.**

- **Communicate by example and instruction that gossip is unacceptable.**

- **Keep informed of major changes in the local government.**

- **Make sure employees are also well informed.**

Working with the media

- **Know your organization's policy for dealing with the media.**

- **If you speak with reporters, give complete, accurate information.**

- **Do not talk about any issues beyond your area of expertise.**

- **Encourage a reporter to talk to the mayor, local government manager, members of the governing body, and department heads.**

Pursuing continuous improvement

- **Align service standards with customer expectations.**

- **Look for better and less expensive ways to get the job done.**

- **Anticipate and prevent problems.**