



PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department



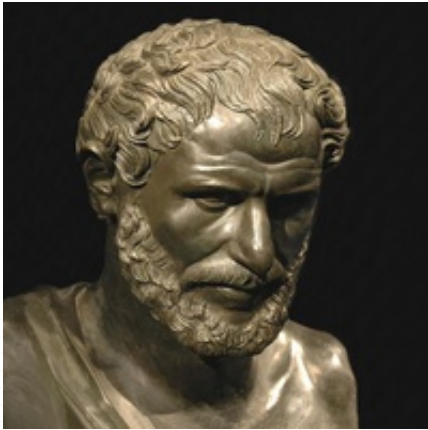
# CHANGE MANAGEMENT: MOVING FROM PROBLEM SOLVING TO APPRECIATIVE INQUIRY

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*2019 Project Management Symposium*



# Change



“The Only Thing That Is Constant Is Change -”

— Heraclitus



# What *is* change?

## *Noun*

the act or instance of making or becoming different

## *Verb*

make or become different



# Change Formulas

$$C = (ABD) > X$$

C = change

A = Status quo dissatisfaction

B = Desired clear state

D = Practical steps to desired state

X = Cost of change

Gleicher, David (1960's)

$$D \times V \times F > R$$

D = Dissatisfaction with how things are now

V = Vision of what is possible

F = First, concrete steps that can be taken  
towards vision

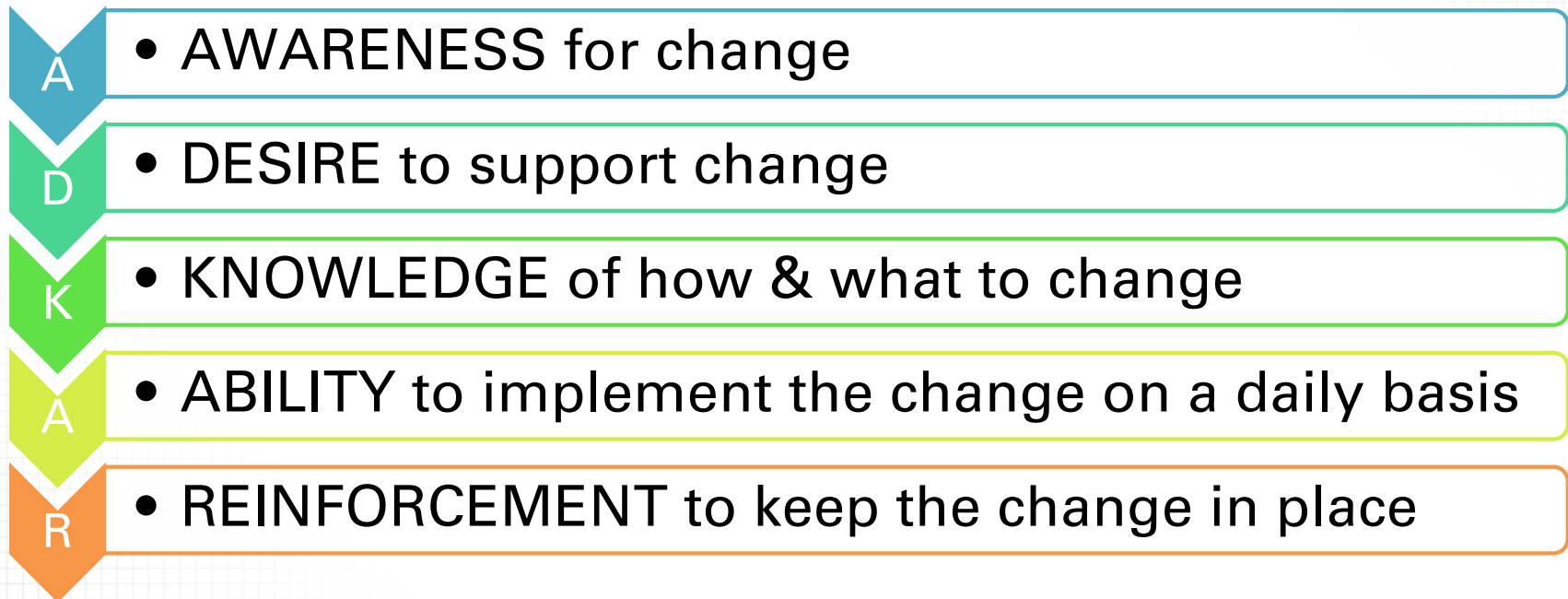
R = Resistance

Dannemiller, Kathie (1980's)





# Prosci ADKAR® Model



<https://www.prosci.com/adkar/adkar-model>



# Kotter's Eight-Stage Process

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Establish Sense of Urgency

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Create Guiding Coalition

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Develop Vision and Strategy

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Communicating Change Vision

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Empower Employees for Broad-Based Action

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Generate Short-Term Wins

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Consolidate Gains and Produce More Change

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Anchor New Approaches in Culture

*Leading Change*, Kotter, J.P. (1996). Boston, Mass: Harvard Business School Press.



# 6 Influencers of Change

	<b>Motivation</b>	<b>Ability</b>
<b>Personal</b>	Do they want to engage in the behavior?  Make The Undesirable, Desirable	Do they have the right skills and strengths to do the right thing?  Helping Them Surpass Their Limits
<b>Social</b>	Are other people encouraging and/or discouraging behaviors?  Harness Peer Pressure	Do others provide the help, information, and resources required at particular times?  Find Strength in Numbers
<b>Structural</b>	Are systems rewarding the right behavior and discouraging ineffective ones?  Design Rewards and Demand Accountability	Are there systems that keep people in place and on progress?  Change the Environment



# Resistance to Change

“Nothing is so painful to the human mind as a great and sudden change.”

— Mary Shelley, Frankenstein

“**Change** is **painful**, but nothing is  
as **painful** as staying stuck  
somewhere you don't belong.”

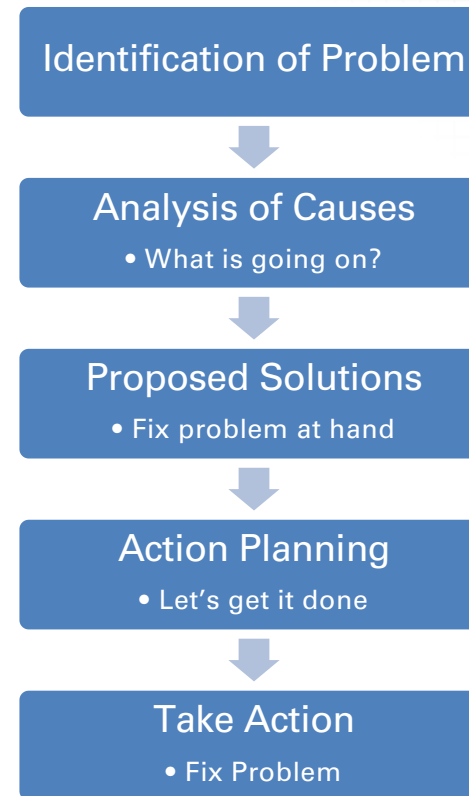
Why is change so painful?





# Problem Solving

Using methods in an orderly manner to find solutions to problems





# Resistance to Change

Change is painful.

How can we make change not so painful and sudden?



# Appreciative Inquiry

“Appreciative Inquiry is the...search for the best in people, their organization, and the world around them. It involves systematic discovery of what gives life to an organization or a community when it is most effective and most capable in economic, ecological, and human terms.”

David Cooperrider



# Elements of Appreciative Inquiry

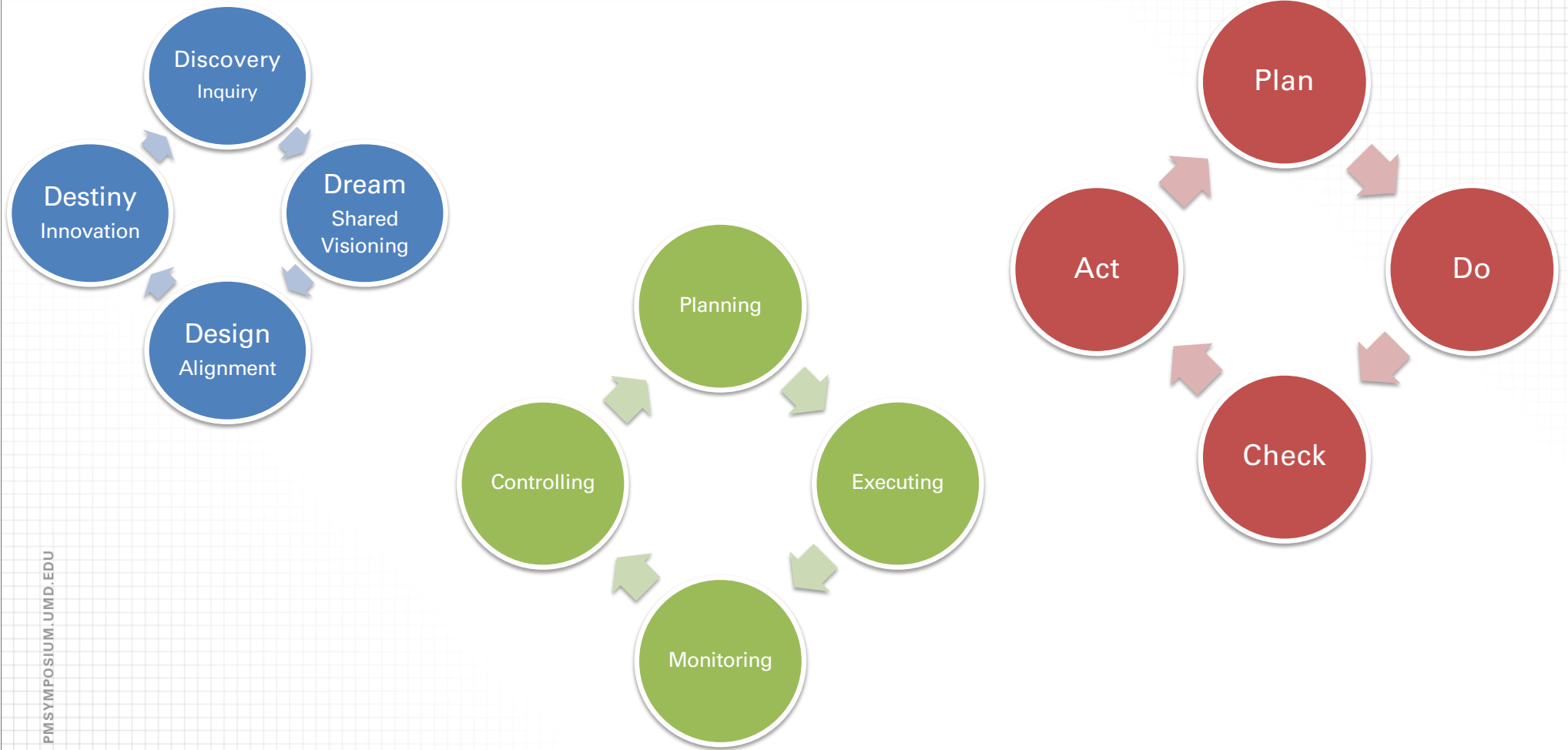
- Appreciate
  - Valuing
  - Art of recognizing best in people or world around us
  - To increase in value
- Inquire
  - Act of exploration and discovery
  - To ask questions
  - To be open to seeing new potentials and possibilities



# Appreciative Inquiry "4-D" Cycle

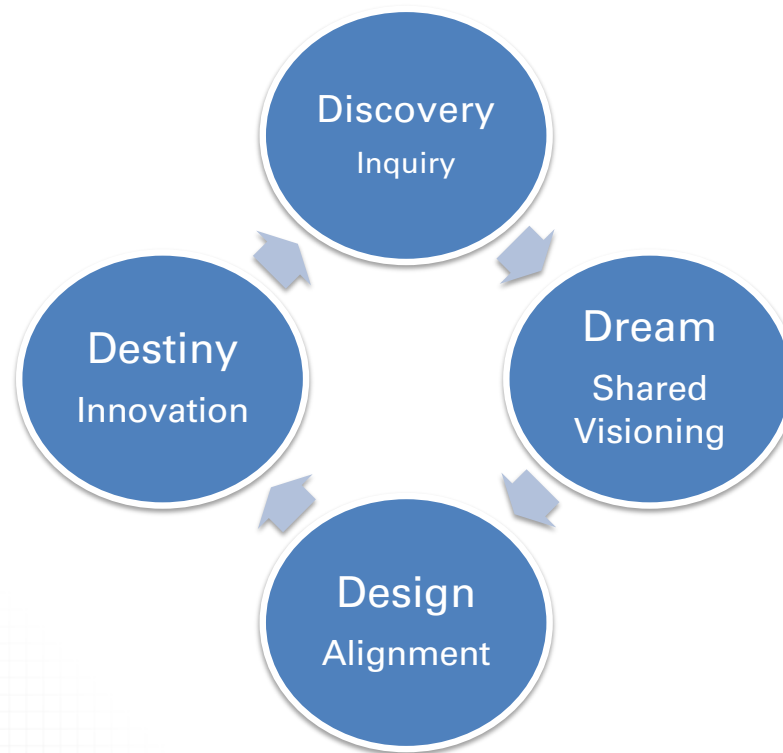


David L. Cooperrider and Diana Whitney (2005)



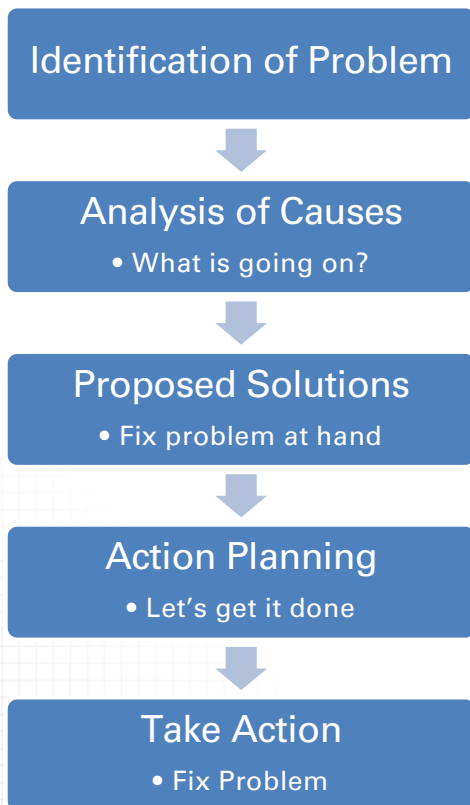


# Appreciative Inquiry "4-D" Cycle

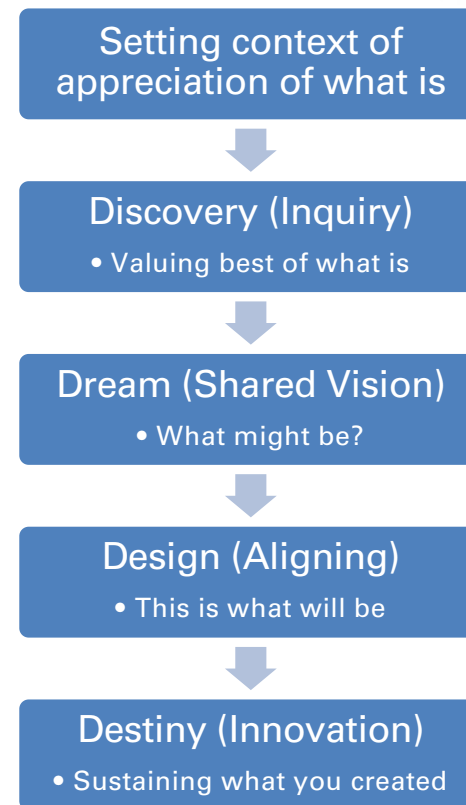




## Problem Solving



## Appreciative Inquiry







# Questions?

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