PITFALLS IN PIVOTING
How to Make Changes in Your Organization without Exhausting Everyone

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YOU CAN’T WAIT TO LEAVE WORK AT THE END OF THE DAY

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YOU HAVE HEARD THE PHRASE, “DON’T WORRY ABOUT LEARNING THAT NOW, IT WILL CHANGE TOMORROW.”

Never
Occasionally
I heard it because I said it
IT’S EASIER TO GET SOMETHING DONE YOURSELF THAN ASK THE RESPONSIBLE PARTY TO DO IT.

Never  Occasionally  All the time
YOU FEEL OVERWHELMED AND ARE UNSURE OF WHEN YOU WILL GET ALL OF YOUR WORK DONE.
WHAT IS CHANGE FATIGUE?
“Organizational change fatigue is a general sense of apathy or passive resignation towards organizational changes by individuals or teams. “

-Wikipedia
“Workers run around like ‘headless chickens’, rushing from one job to another and accomplishing little. Productivity falls as responsibilities become blurred, and this leads to deep dissatisfaction in the workplace.”

- Daniel Lock Consulting
IMPACTS OF CHANGE FATIGUE
LOSS OF TRUST & MANAGER CREDIBILITY
REDUCTION IN TRANSPARENCY

PASSIVE -> ACTIVE OPPOSITION

THANK YOU ALL FOR COMING TO THE PROJECT KICK-OFF MEETING.

AS PROJECT MANAGER I'VE DECIDED TO NOT TELL YOU THE PURPOSE OF THE PROJECT. THAT WAY IT WILL BE HARDER FOR YOU TO SABOTAGE IT.

DOES IT REQUIRE ANY SUPERFAST MICROCIRCUITS?

GOOD LORD, NO. DON'T BUILD ANY OF THOSE... BY TUESDAY.

APATHY IN THE WORKPLACE INCREASES

Wally, how do you cope with the soul-crushing futility of this job?

One day I realized that sadness is just another word for not enough coffee.

What got into you?

LOSS OF TRUST & CREDIBILITY

REDUCTION IN TRANSPARENCY

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BURNOUT
EMPLOYEE BURNOUT

THAT'S MY SECRET

I'M ALWAYS BURNED OUT

https://memegenerator.net/instance/58539436/secretive-hulk-thats-my-secret-im-always-burned-out
THE SCIENCE BEHIND BURNOUT


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WHAT SHOULD YOU DO?
WELL-FORMED MISSION STATEMENT

Have a clear mission statement that actually means something. Tailor it to your audience.

LIVE YOUR CULTURAL VALUES

If you say you are a transparent organization, you must live those values to the best of your ability. We say at Red Hat: “The Open Organization is the way we want to be on our best day.”

ENSURE EVERYONE FEELS VALUED

This applies to all levels of the organization - your executives want to feel valued too! However, the whole organization should celebrate successes openly and regularly.
MAKE IT TRULY OK TO ITERATE AND LEARN FAST
EXECUTIVE LEADERSHIP LEVEL

HARMONIOUS STRATEGY
Devise strategy across your portfolio, especially if you are a multi-product company.

ACKNOWLEDGE OBSTACLES
Openly communicate when obstacles are in the way of the organization with the aim to determine whether they are solvable, or if the org should take on the risk of them staying in place.

COMMUNICATION IS KING / QUEEN
Not only do you need an effective vehicle for communication, you must also know when it is appropriate to cascade that information.
COURSE CORRECTION IS OK, BUT DELINEATE WHEN THAT OCCURS
ENCOURAGE TIGHT FEEDBACK LOOPS

Teach your teams how to recognize the beauty of feedback loops - they are opportunities to learn from past mistakes and reset your course.

YOU ALL WORK AT THE SAME COMPANY

Managers tend to look at their teams as a single unit that operates on its own - your team. Build your team, department, and business in a way that supports this goal.

COMMUNICATION IS KING / QUEEN

Communication with your team is going to be the single most effective way to keep them engaged.
PEOPLE NEED TO KNOW WHAT NEEDS TO BE DONE AS MUCH AS WHAT ROLE THEY PLAY
PROJECT LEVEL

3 FORMS OF COMMUNICATION
Use 3 forms of communication to get your message across (email, auditory, visual). Folks tend to need to see things more than once in order for it to resonate.

BE CONCISE
Folks who are already change fatigued are extremely sensitive to ill use of their time. Make sure you are using their time effectively - plan agendas, schedule 30 minute meetings, make sure to leave ~4 hours of flow time for engineering type roles.

CELEBRATE SUCCESS
Projects are great places to give your team recognition... and you should probably not wait until the end of the project. Everyone loves to be told their work is needed. Saying thank you and meaning it has impact.
HAVE OFFICE HOURS
INDIVIDUAL CONTRIBUTOR LEVEL

HAVE EMPATHY FOR OTHERS
Tell someone you appreciate them every day. Sometimes that honest statement of affirmation from a colleague can really help someone who is struggling.

CONVERT YOUR RANTY ENERGY
It’s ok to have a rant. We all have our moments where someone has set us off. It’s important to acknowledge the difference between short term ranting, and long term deep grumpiness. Learn to convert your rant energy into productivity.

FIND HELP IN FRIENDS
Please do not struggle alone. Someone at work is having the same thought you are, the same struggle you are, the same everything. Don’t suffer alone. Seek the friendship of others.
CHANGE STARTS WITH YOU.

BE THE CULTURE YOU WANT TO SEE.
HOW DOES THIS ALL HELP?
LOSS OF TRUST & CREDIBILITY

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BURNOUT
CHANGE STARTS WITH YOU.

BE THE CULTURE YOU WANT TO SEE.
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