



École Nationale des Services Vétérinaires
France Vétérinaire International

LEADERSHIP in VETERINARY SERVICES

5-20 October 2022¹

ENSV-FVI

VetAgro Sup – Ecole Nationale des Services Vétérinaires (National School for Veterinary Services)
1 avenue Bourgelat, 69280 MARCY L'ETOILE (20 km to LYON)
International activities department: training@vetagro-sup.fr (☎ +33 6 67 20 26 73)

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Change Management

Name : Gennerat

Firstname : Philippe

Company : Chlorophil Consulting

Contact :

+33 6 80 95 63 33

philippe.gennerat@chlorophil.consulting

www.chlorophil.consulting



Leadership in Veterinary Services *Change Management*

**Lyon, Oct 7th, 2022
Philippe Gennerat**

Chlorophil, pour éclairer et dynamiser l'énergie de chacun





TOP of this course

Theme : Change Management

Objectives :

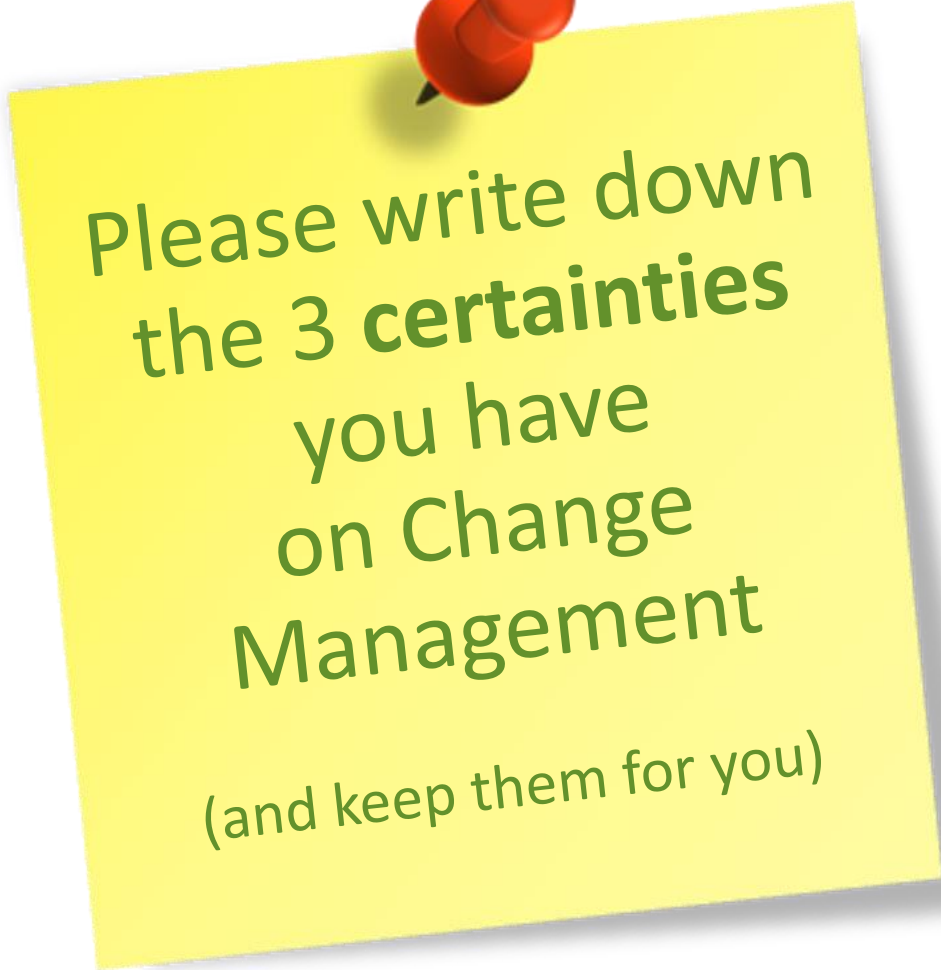
- Get a common definition of Change Management
- Share 5 tools and methods to organize and deliver change on your projects
- Discover Sociodynamics and Allies Strategy

Plan :

1. Change Management : what are we talking about, by the way?
2. Change I experienced successfully, Change I worst experienced
3. What hinders and fosters change in your countries?
4. Get familiar with Brain System 1 / System 2, the Change Curve, Kurt Lewin tool, VUCCA and the 4 questions everyone asks themselves facing Change
5. Sociodynamics and Allies strategy : discovery and integration into your projects
6. What are your take aways back to your country?
7. Wrap up



Let's start with you...



Please write down
the 3 **certainties**
you have
on Change
Management

(and keep them for you)



Discover yourselves

- Split into 4 groups



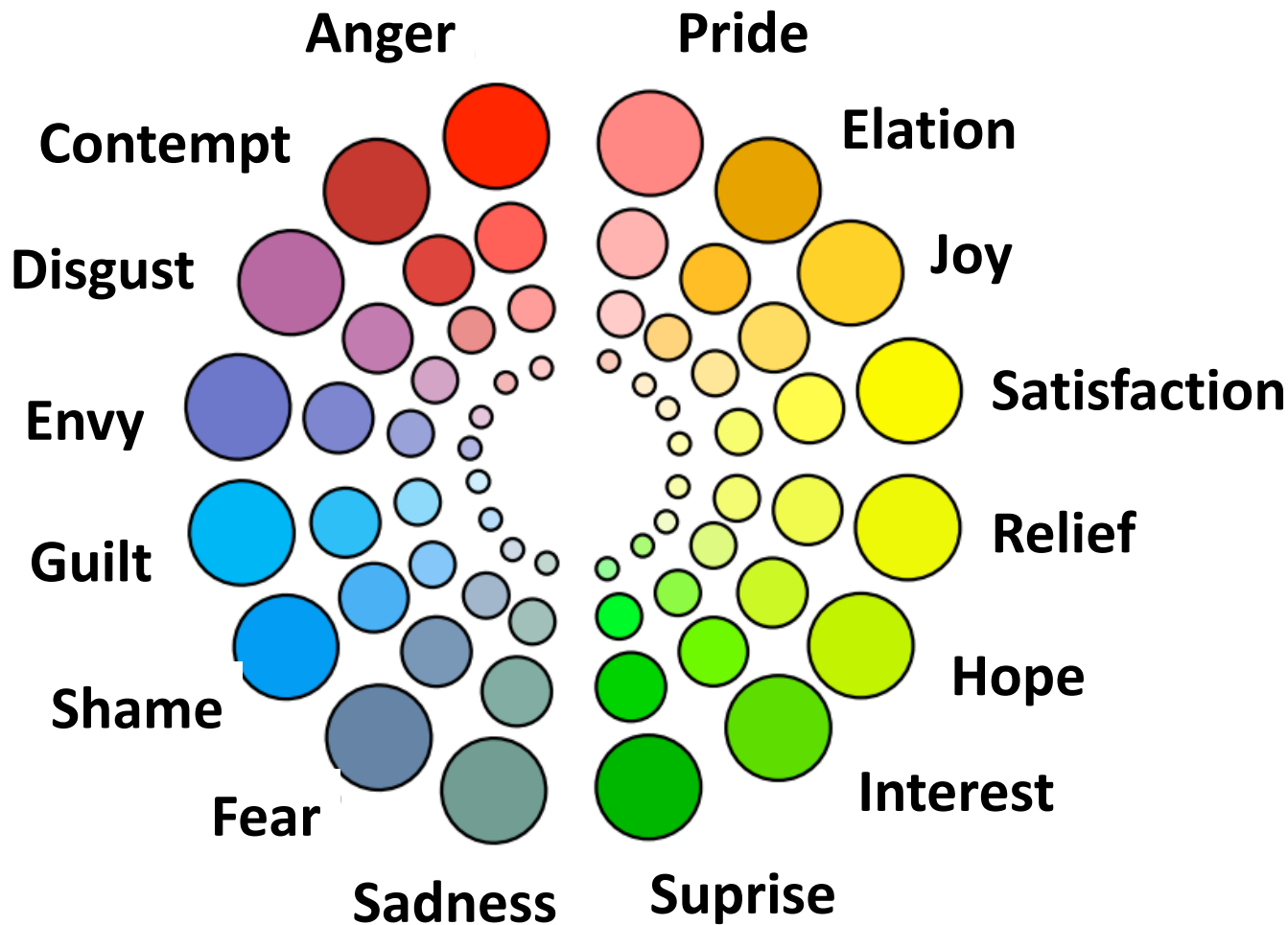
In my personal life,
here is my
best experience of change
ever...





Any feeling, maybe? Did you like / dislike this changes?

Source : Geneva Emotion Wheel





Gandhi

Be yourself the change
you want to see in the world



I you don't like the place
you are in,
moove yourself,
you are not a tree

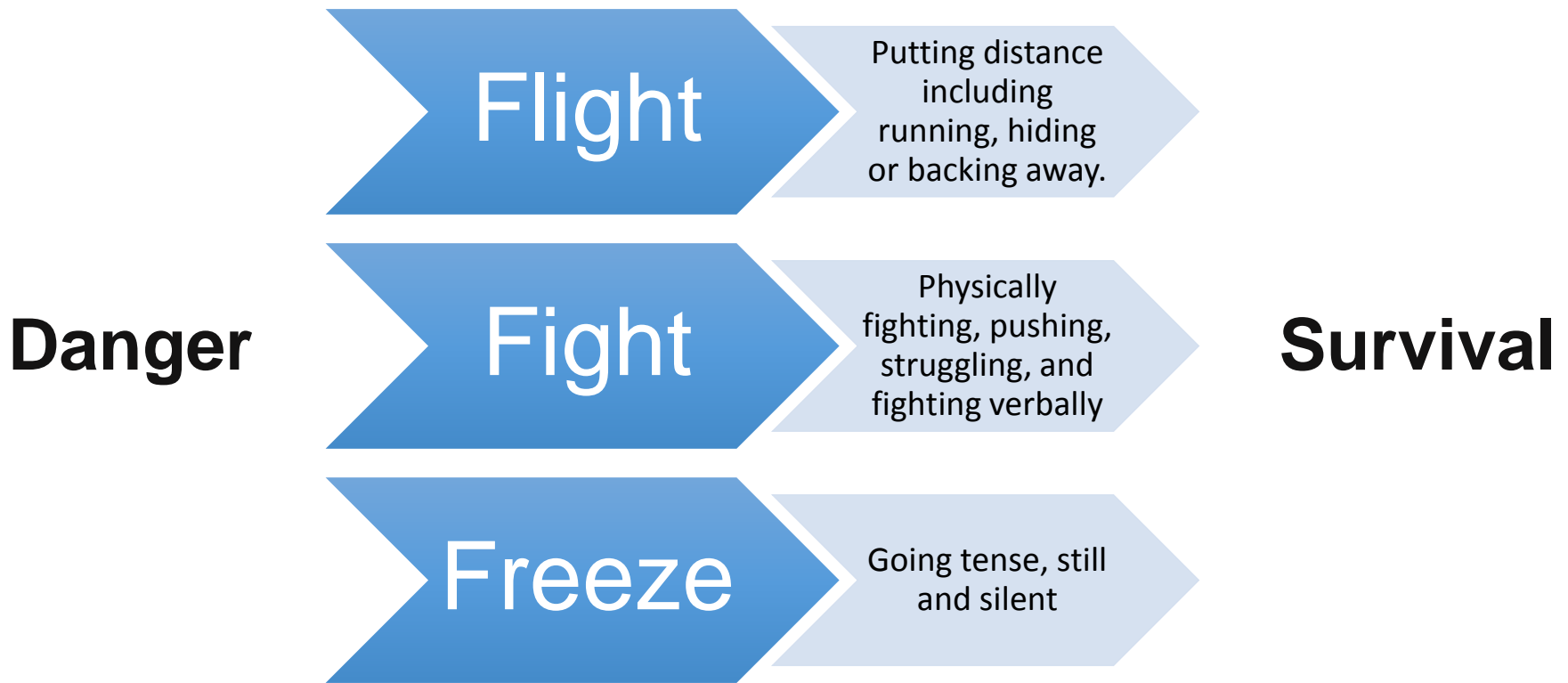


- What enables people's commitment to change ?
- What hinders their commitment ?

⊕ Enables (Levers)	⊖ Hinders (Barriers)
<p>Insatisfaction of current situation</p> <ul style="list-style-type: none">• Achieve a common goal.• Interest in a better• Responsibility- Have the necessary Skills• sufficient power• incentives• leadership skills	<ul style="list-style-type: none">- Fear- Uncertainty- Personal conflicts- Divergence within the team (goals, vision)- Lack of resources- " " Knowledge- Non prof. leadership- no cooperation in the groupincentives



3 human reactions to danger



To adapt ourselves = change something, do it differently in order to survive



3

3 dimensions of individual change

I know (knowledge)

I can (competencies)

I want (willingness)

2

2 types of motivations

Intrinsic motivations

**Extrinsic motivations
(incentives, carrot
and stick)**

1

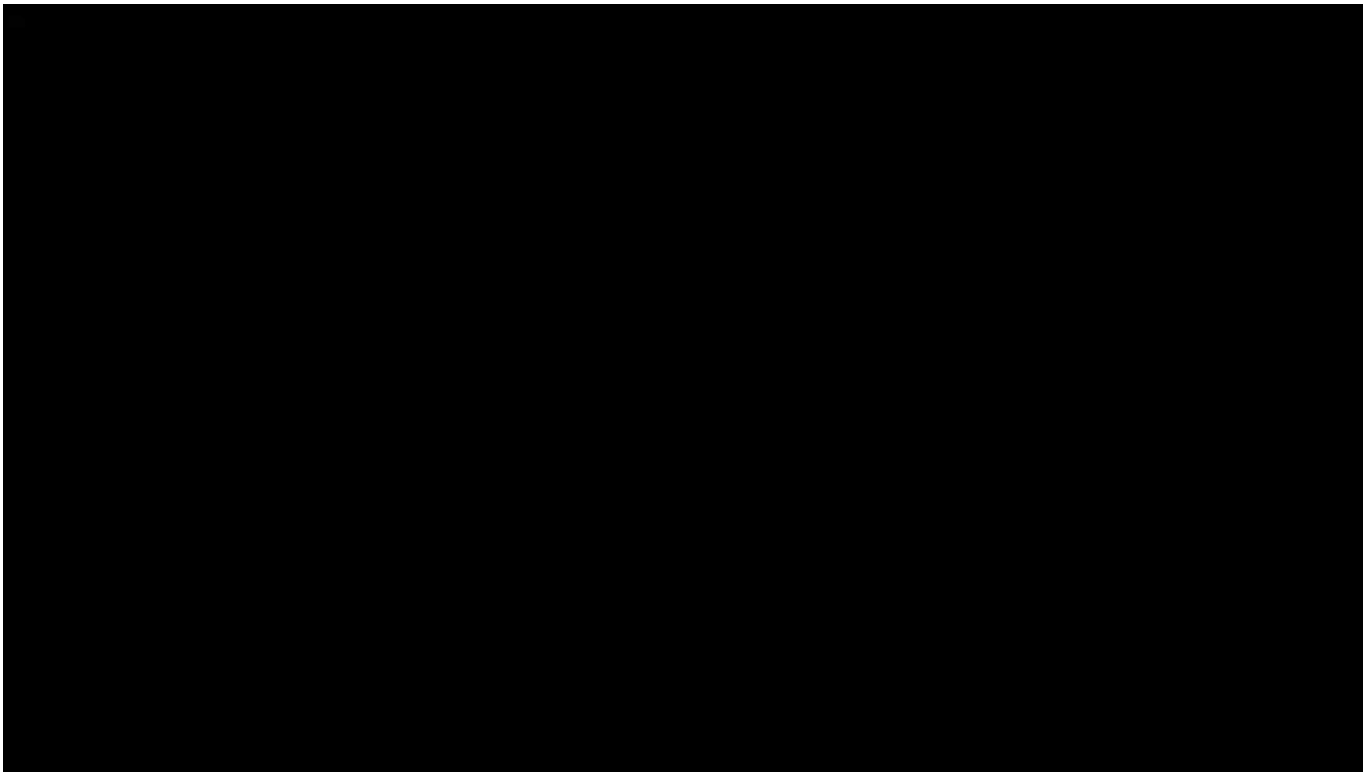
1 focus

**Only 1 change
at a time**



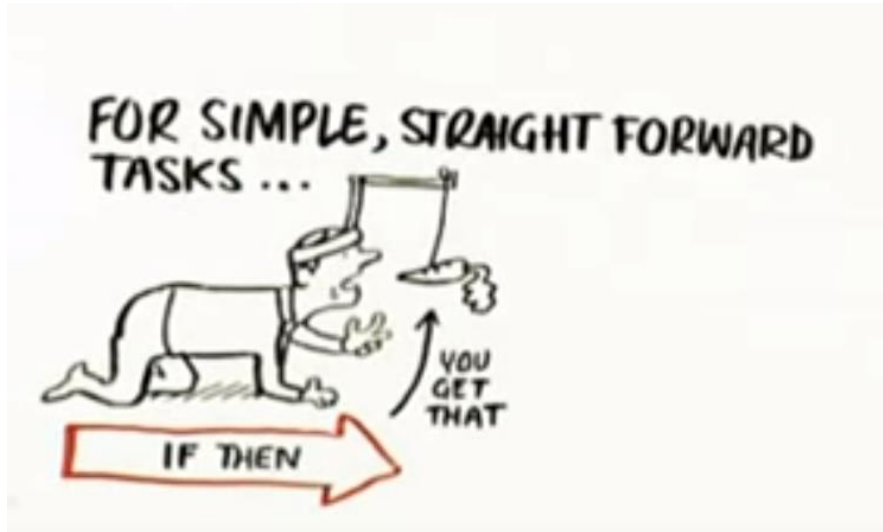
The truth on our motivation : Daniel Pink

Watch Daniel Pink video :





Motivation 2.0



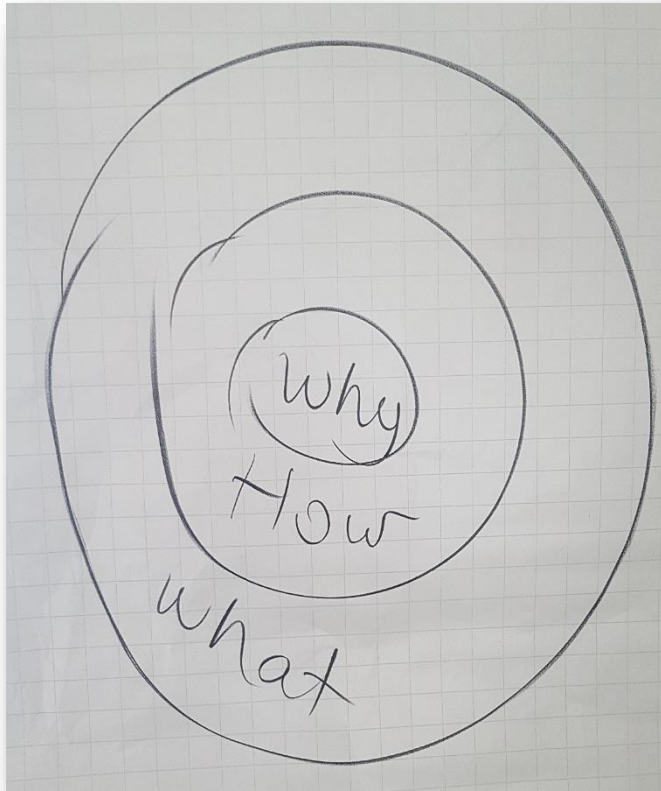
Motivation 3.0





Start with WHY !

Watch Simon Sinek Video :





The Stone Mason story

WHY



HOW



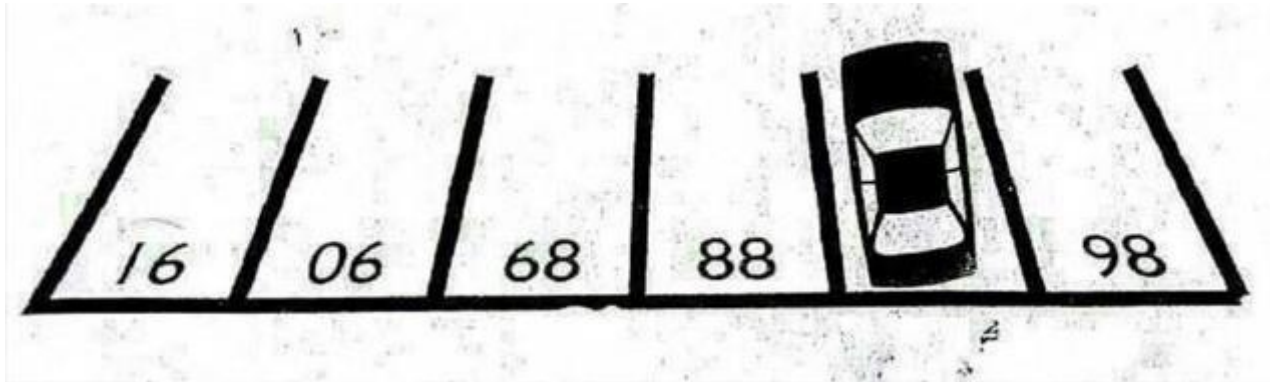
WHAT





What about your own projects ?







ABC



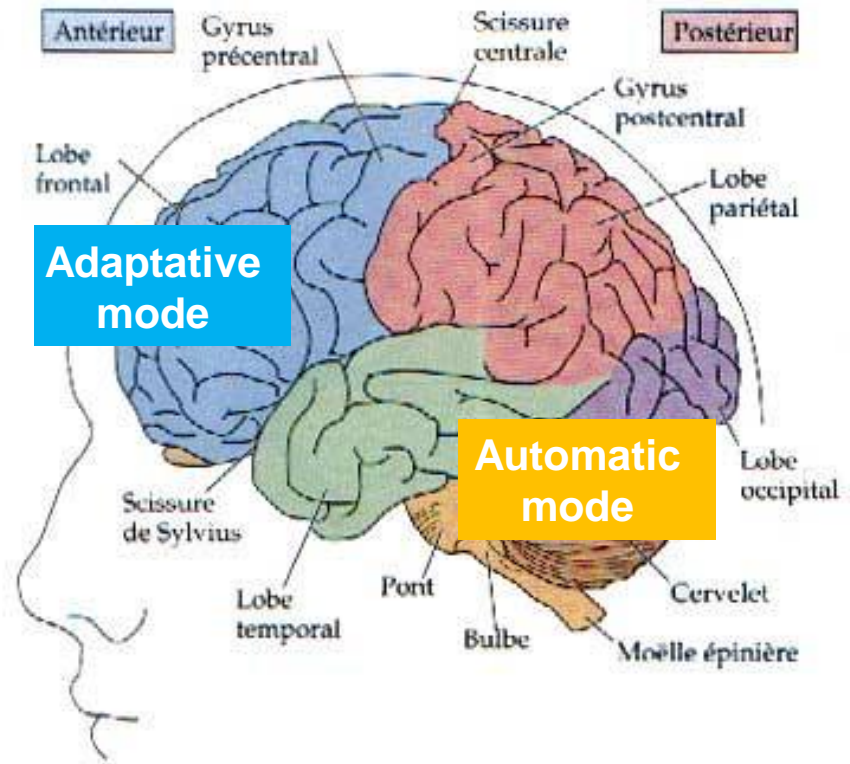
12
ABC
14



Our brain has 2 different areas : front and back

System 1 : automatic brain
Our main change barrier

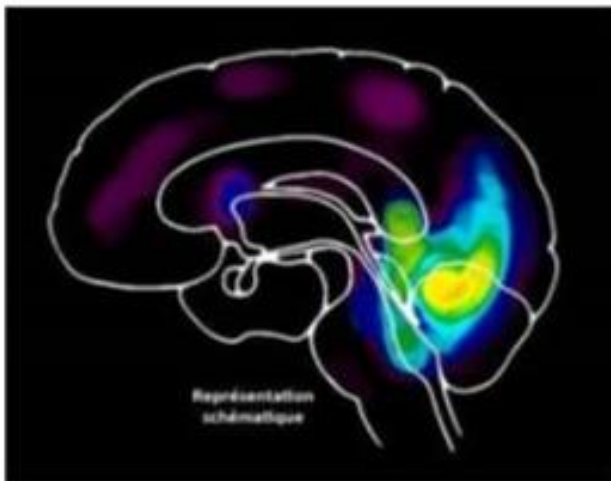
System 2 : adaptative brain, our best friend to moove, change our viewpoint, our mindset, our vision of a project...





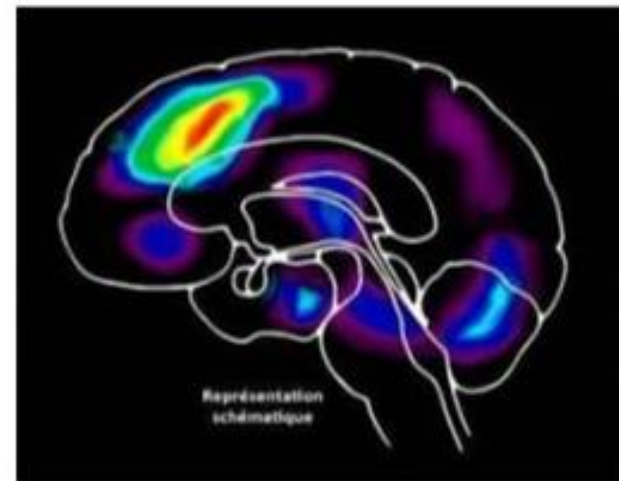
Our brain has 2 different areas : front and back

**Automatic
mode**



**For easy and well known
situations and decisions**

**Adaptive
mode**



**For analyzing complex or
new situations**



Our brain has 2 different areas : front and back

Automatic mode

- Routine
- Perseverance
- Simplification
- Certainty
- Empiricism
- Social image

Adaptative mode

- Curiosity
- Agility
- Nuance
- Relativity
- Thinking
- Own opinion



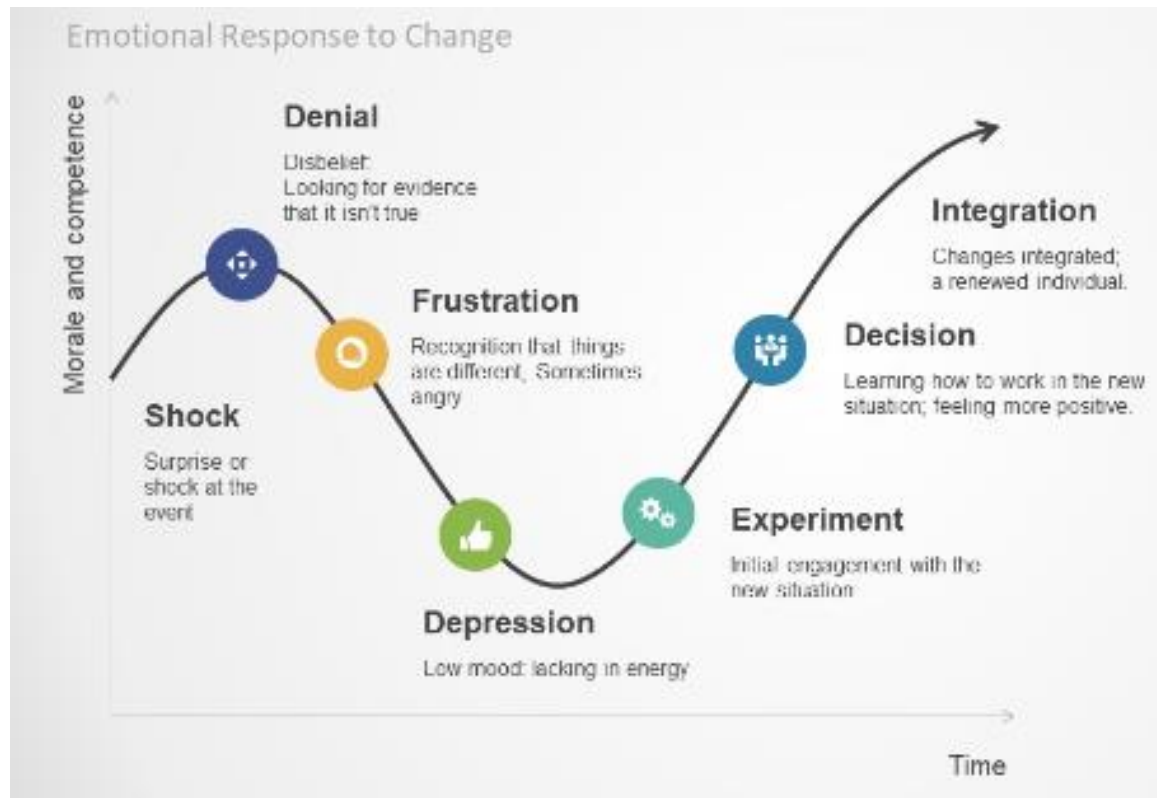


Want to shift ? Adventure Pack

Adventure Pack		Success	Failure
1	2	3	4
be successful	Arrogance	challenge	Reputation
Motivation	overconfidenc	learn	undisciplin
Self-worsh.	Ego	New Strat.	unsatisf.
Satisfied	less-expect	Make a	Sadness
Happiness	how to feel	Step	Disappoint.
Pride	more or more	regret	Worry
Promotion	more success	analyze	lost of motiv.
Power	needed	stronger	Hopeless
Trust	lackness	experience	
		New start	
		strenghts	

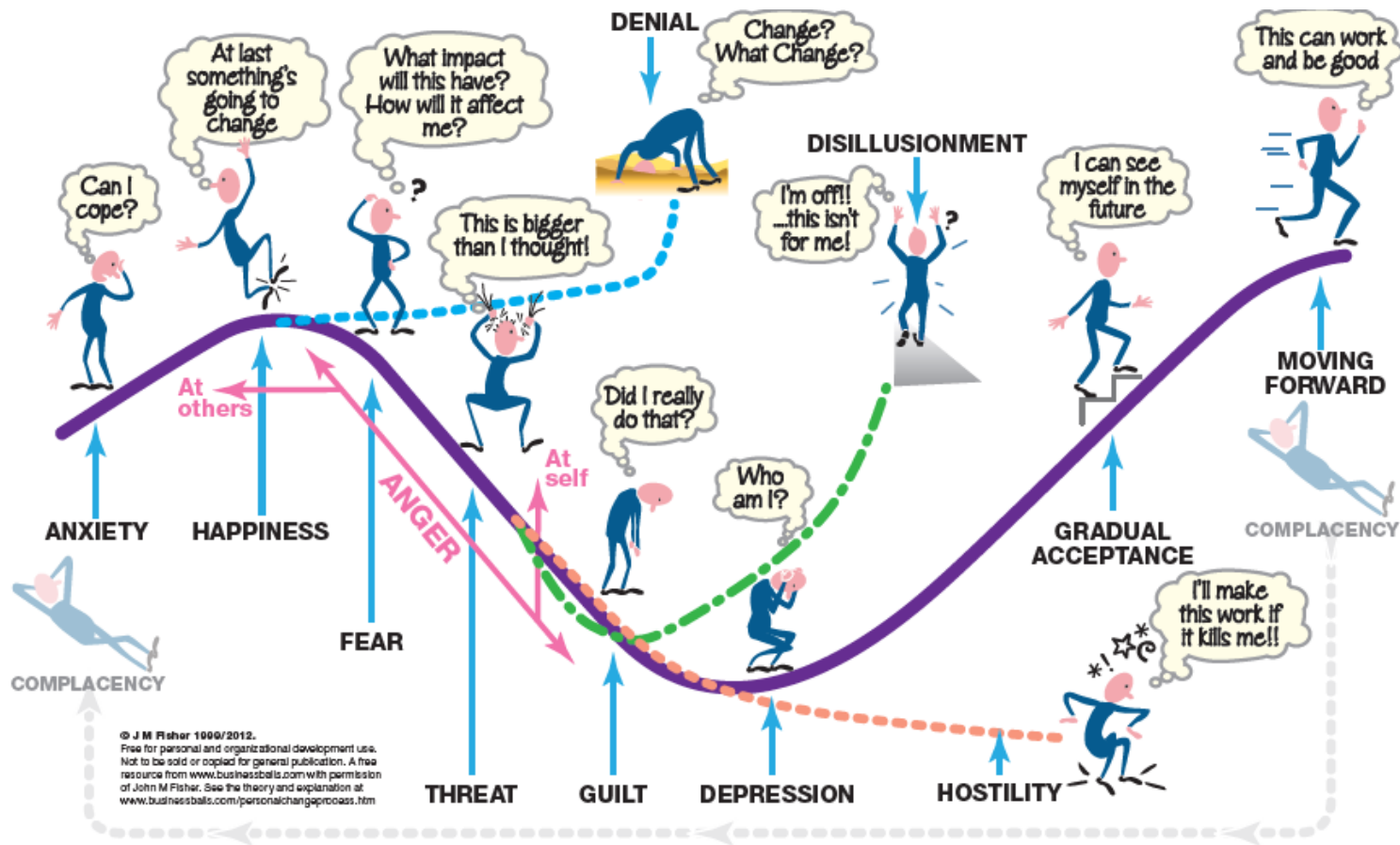


Kübler-Ross Change Curve



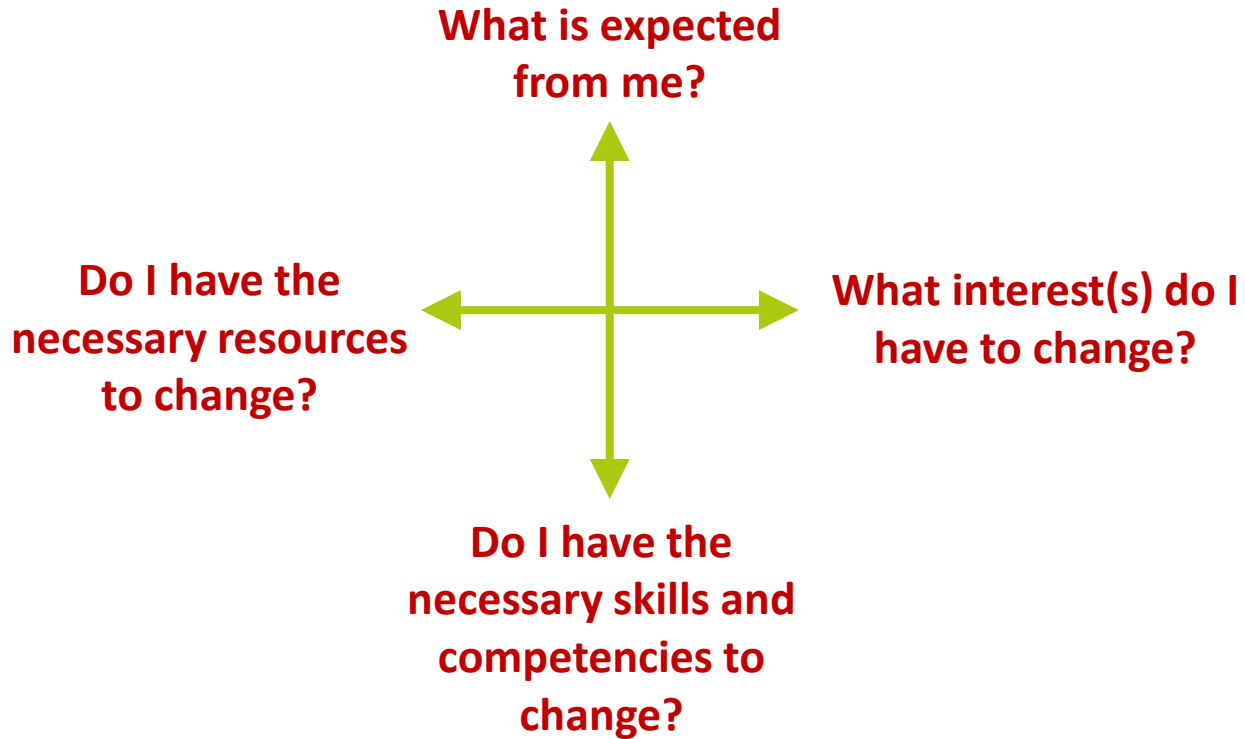


The Process of Transition – John Fisher 2012 (base on Kübler-Ross Change Curve)



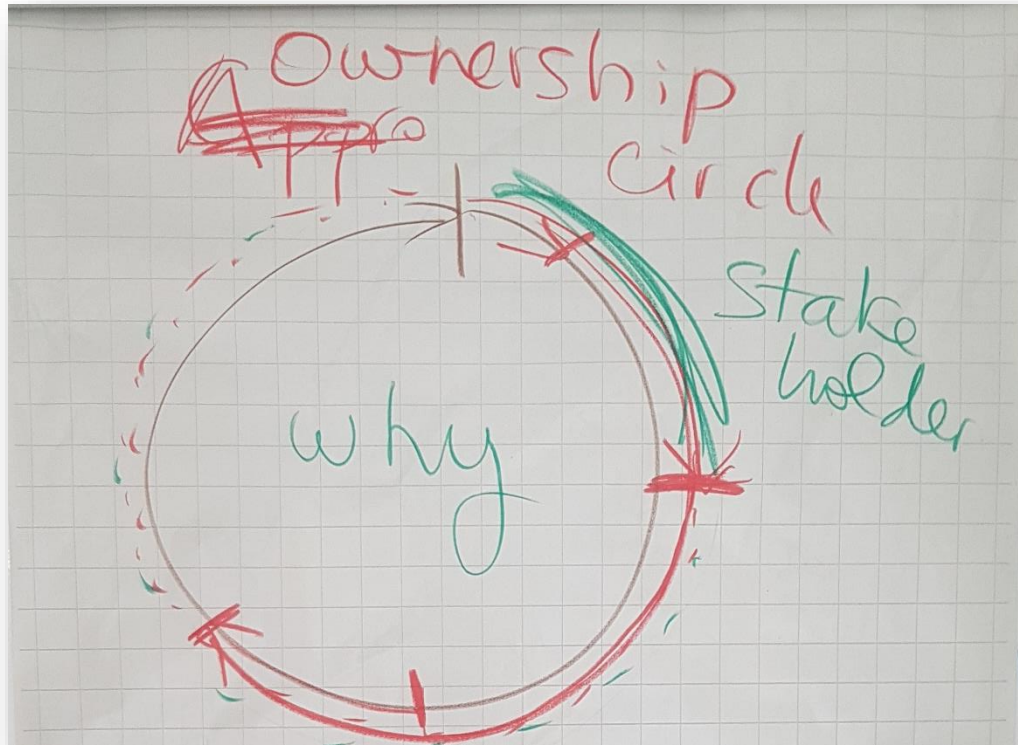


Change Cross Philippe Gennerat - 2004



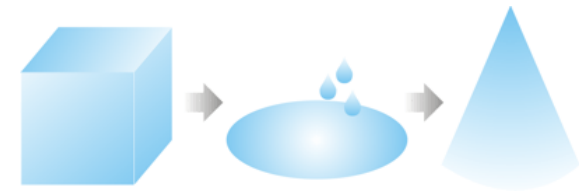


The Ownership Circle





Kurt Lewin Change Model



- 1. Unfreeze**
 - Preparing the organization to accept that change is necessary, which involves breaking down the existing status quo before you can build up a new way of operating
 - Compelling messages are key

- 2. Change**
 - People begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction
 - Needs time (cf Change Curve)
 - people need to understand how it will benefit them, not only the organization

- 3. Refreeze**
 - Stable organization chart, consistent job descriptions, etc.
 - help people and the organization to internalize or institutionalize the changes, making sure that the changes are used all the time, and that they are incorporated into everyday business.
 - With a new sense of stability, employees feel confident and comfortable with the new ways of working.

Source : https://www.mindtools.com/pages/article/newPPM_94.htm





Such a wonderful musical group !

If I want to play in a band, I have to be a member of the band ...

... being human , belonging to a group, a community, ...



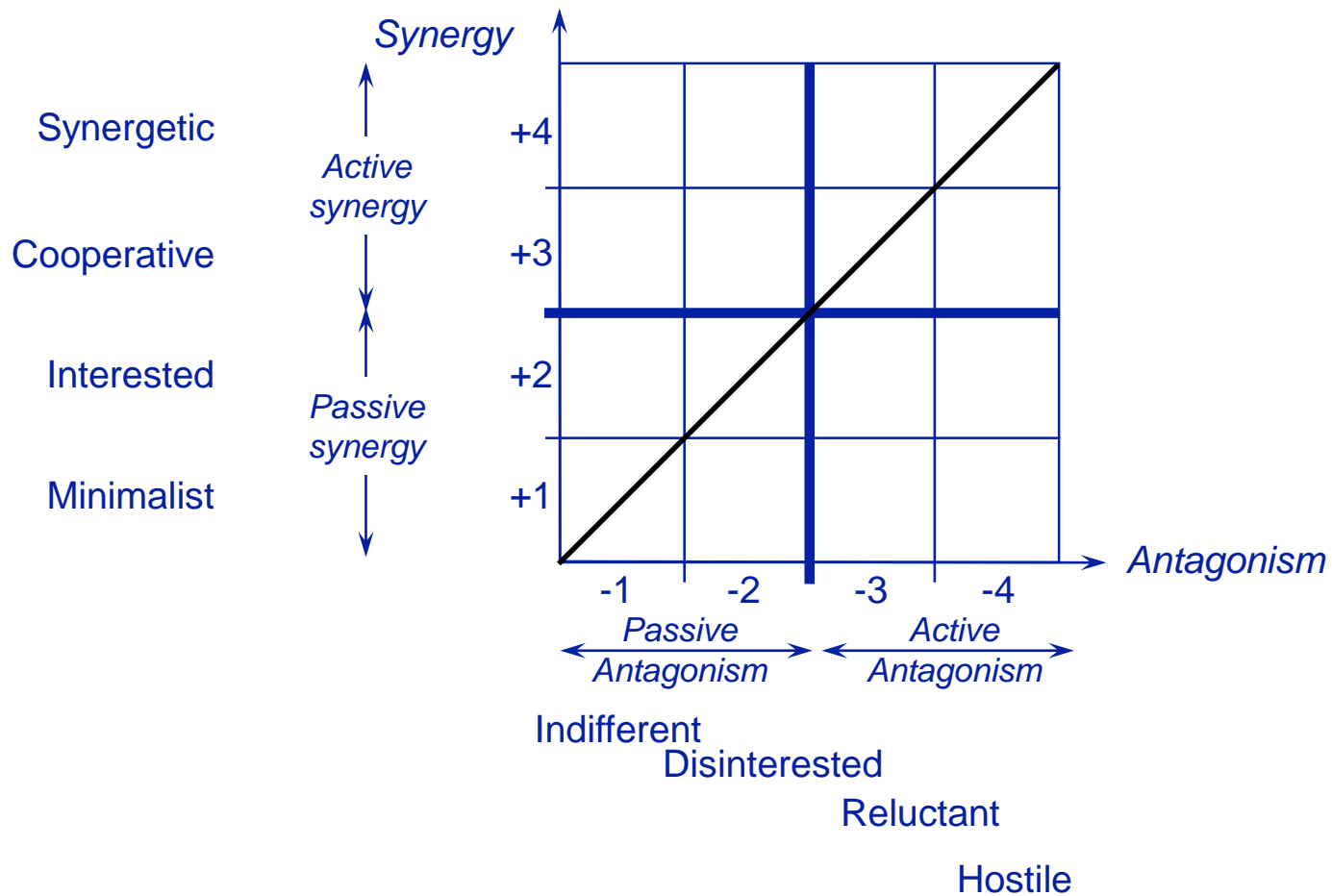
If I want to play my best, I have to work by myself to improve my ability to play solos ...

... to develop my own vision, philosophy, opinions, ...





There are four levels of Alignment and Antagonism





Sociodynamics : 8 kinds of partners

Passive

Whether against nor pro the project, does only what benefits him, invests only a minimum of energy

Committed

He cooperates and is fully involved in the project

Hesitating

Could commit himself but only if he gets benefits from it

Devoted

He is totally dedicated to the project and to the team, whatever happens

Torn apart

He's got for the project as much love as hate

Constructive

He supports the project and can make remarks and share concerns

Irreducible

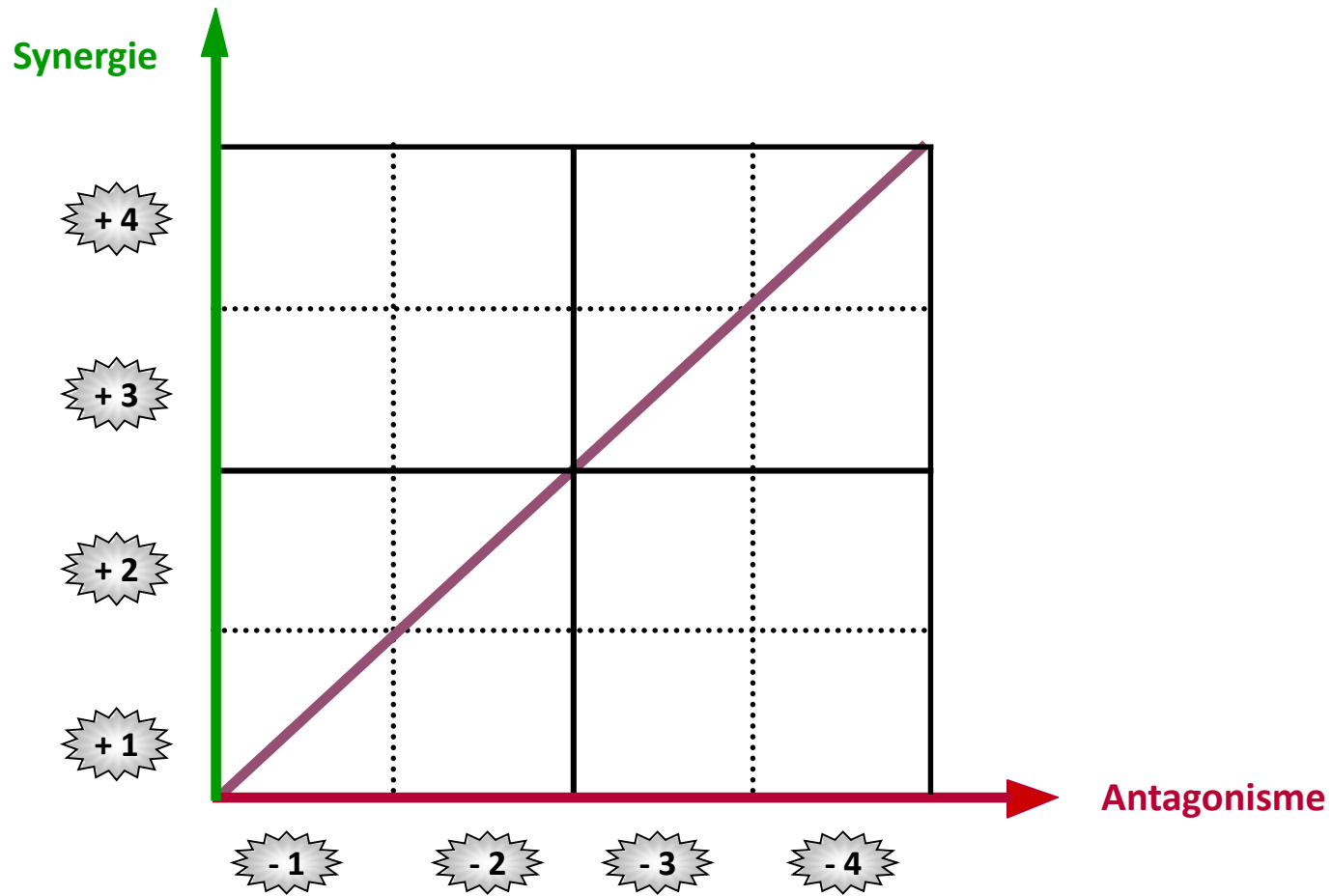
He prefers to break / stop instead of buckle

Opponent

He is looking for conflict and will buckle only under stronger resistance

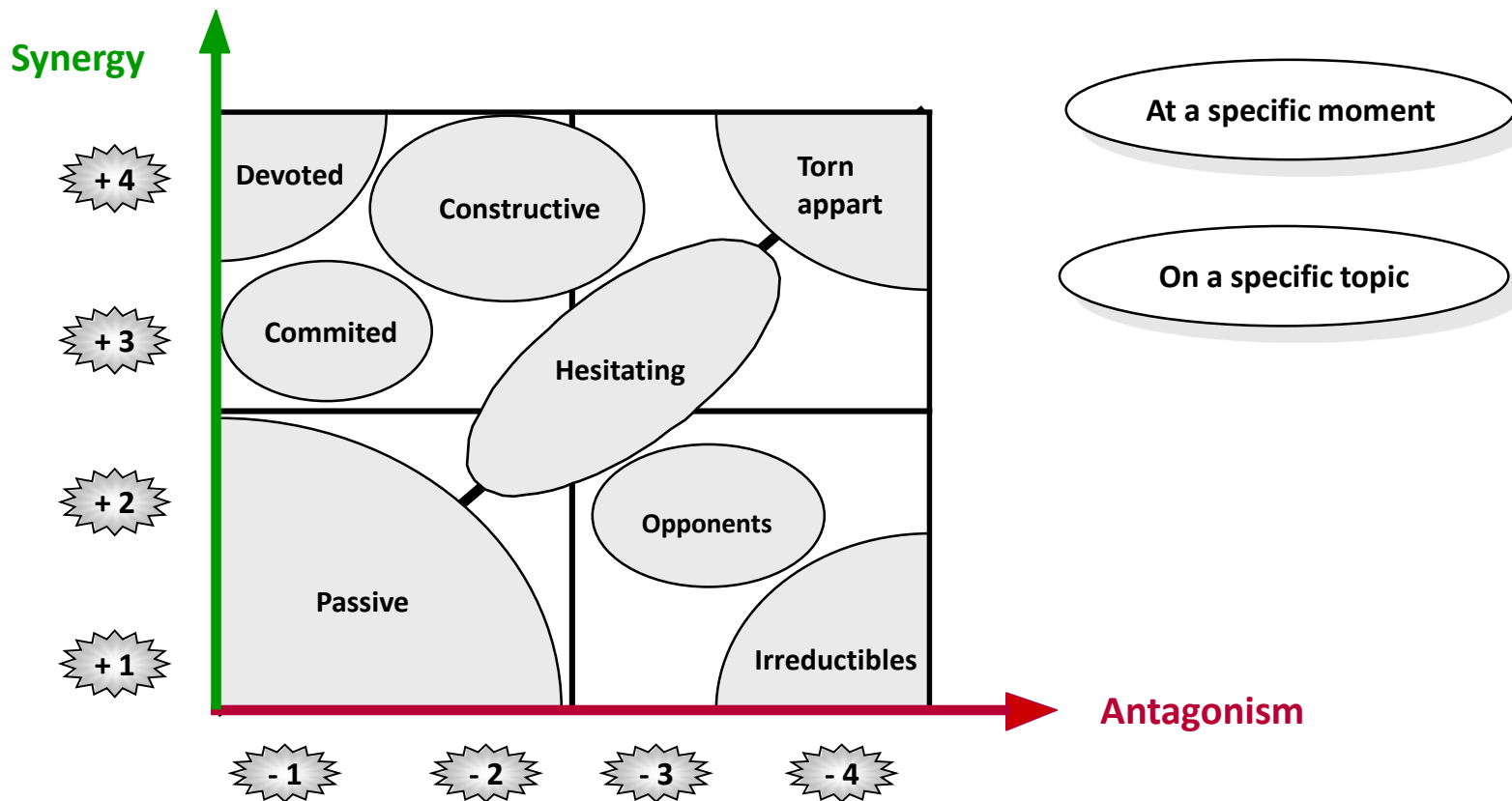


Partnermap





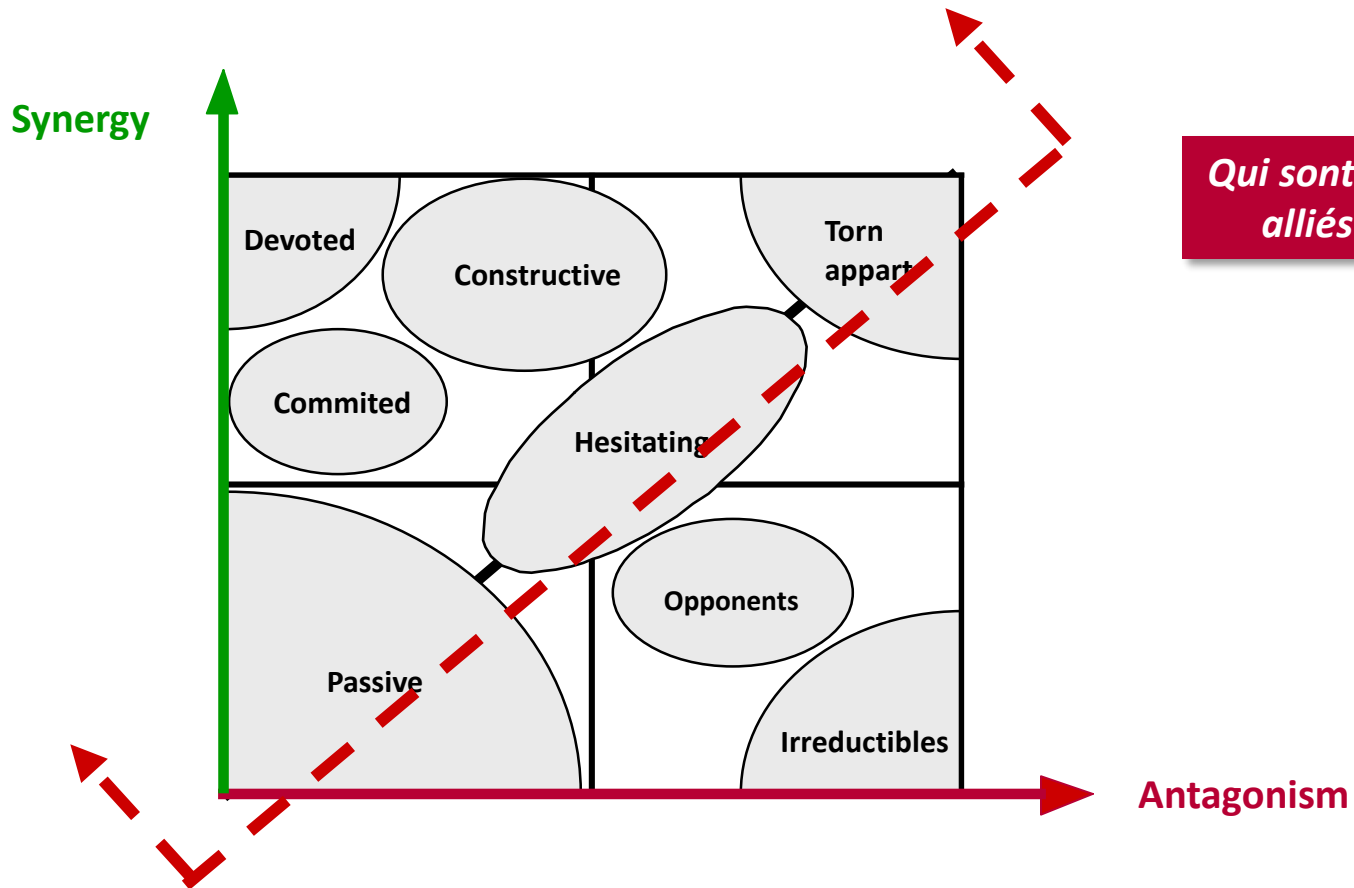
Sociodynamics : Partnersmap



A tool to position people at a specific moment and on a specific topic



Identify your allies



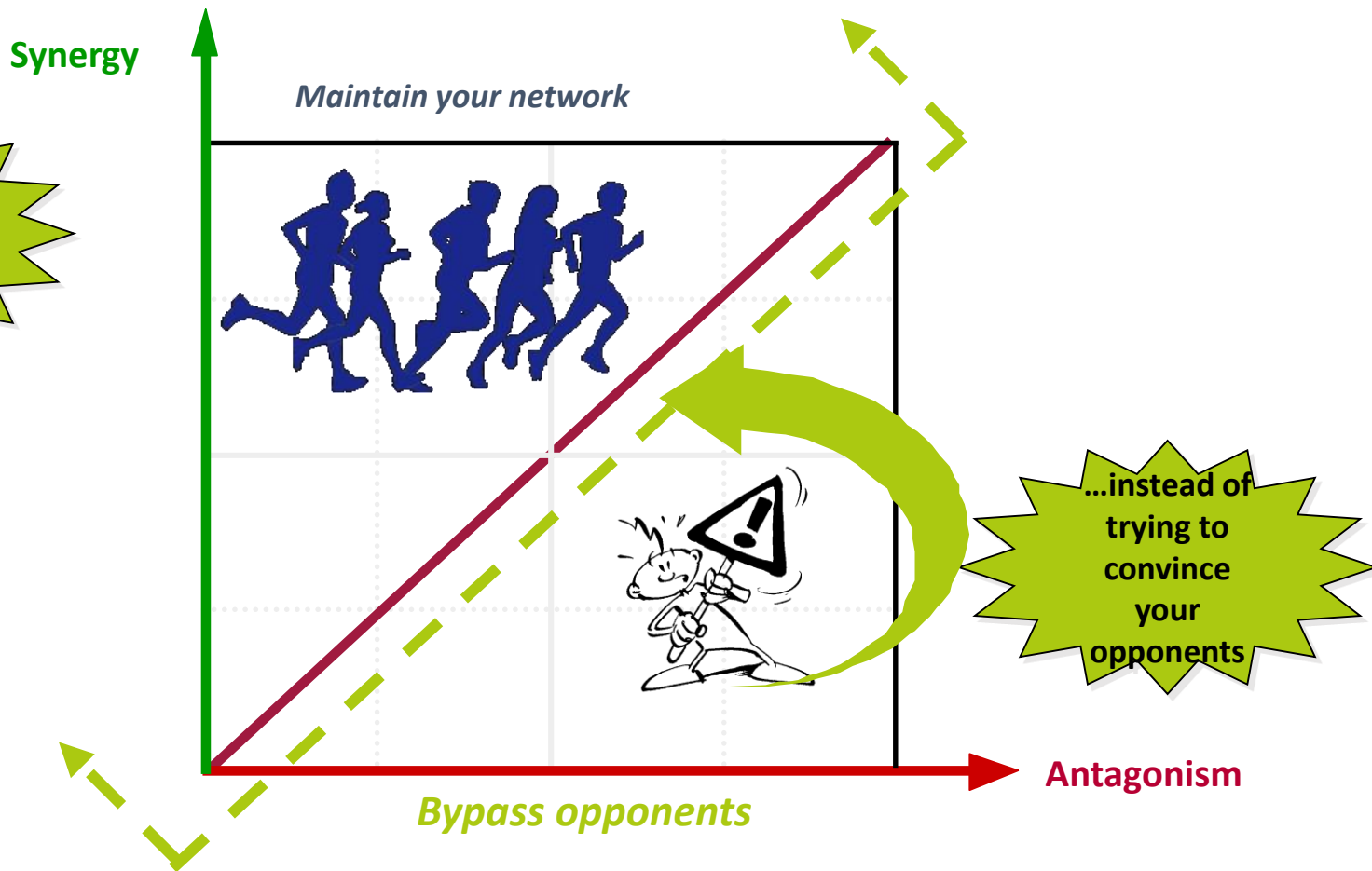
Qui sont mes alliés ?

Leverage your allies to convince opponents
An ally is a simply person who is not against the project...



Identify your allies

Better lean and act with your allies...



Spend 2/3 of your time and energy with your allies and 1/3 with your opponents



Act with your allies

1. Identify your allies

**Ally = ones who is not against
Need to know each person individually**

2. Value your allies

**Show interest to them, consult them
Take their idea into account**

3. Act with your allies

**Rely on them in priority
Give them motivating assignement on the project**

**4. Be demanding
with your allies**

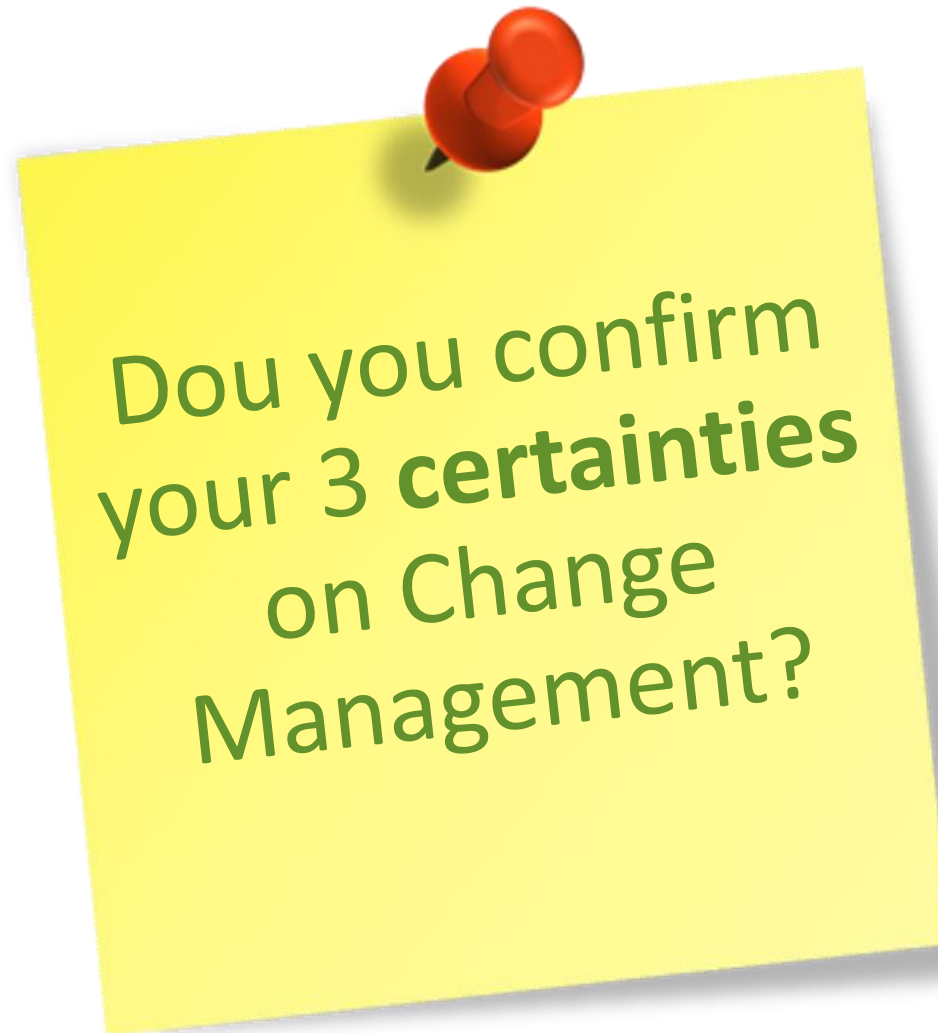
**Aks for critics, remarks, counterparts
Don't compromise**

5. React with your allies

**Rely on the united front of allies to bypass the
opponents**



Let's start with you...





Want to have fun ?

