



This unit looks at change – experiences of change, change management and how to create lasting change. It looks at ways in which gender mainstreaming work involves change, for example, the task of a gender focal point. Success depends not just on influencing people and procedures to change, but also on the ability to manage that change.

The activities are based on the Change Management Briefing from the GMS Toolkit, which introduces general ideas and principles about change to apply to your own experiences. In this unit you will:

- think about experiences of change
- describe an experience of change drawn from your own work
- read the Change Management Briefing and apply the ideas to your own context
- identify how change management fits into your work and plan next steps

## Thinking about change

First, here's a short activity that should only take you a few minutes. The purpose is to get you thinking about change – what it feels like, what it involves and how it happens. Read the statements below and on the next page and highlight the three that best sum up your own experiences.

Periods of change can seem threatening, creating feelings of uncertainty and anguish

Gender mainstreaming means the ability to manage change

Change is a journey, not a blueprint

Small changes can produce big results – but the levers may not be obvious

People don't resist change. They resist being changed

Human behaviour is too complex for a magic change management formula

How real change happens is a mystery

## ACTIVITY

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Change projects more often fail from lack of effective change management than any other single reason

Facilitation is the key in the process of enabling change

Managing change does not mean controlling it

Sometimes it is only through conflict that we learn what changes we want

A GMS organises the different elements of a change system

There can never be a silver bullet of change

Progress in gender mainstreaming calls for a stronger change management focus

Now think about two recent changes in your life (personal or professional) – one positive and one negative (you needn't say what they were). Write down two words to describe how you felt about each change.

## ACTIVITY

Positive change	Negative change
e.g. excited, bold ...	e.g. anxious, sad ...

## Change case study

The purpose of the next activity is to:

- describe a recent change in your workplace related to gender mainstreaming
- develop your own mini case study of change, to refer to when you are reading the Change Management Briefing



Use this grid to describe a recent experience of change.

**ACTIVITY**

Questions	Experiences of change	
1 Name one change in your workplace relating to gender mainstreaming that has taken place in the last year.		
2 Tick where you believe this change was initiated (you may tick more than one)	<input type="checkbox"/> government/other policy <input type="checkbox"/> the top of the organisation <input type="checkbox"/> department or sector <input type="checkbox"/> you and/or colleagues <input type="checkbox"/> the bottom of the organisation <input type="checkbox"/> other	
3 Describe briefly the process of change. How did the change happen?		
4 Which groups in the organisation welcomed or opposed it?	Welcomed	Opposed
5 Who has benefited from the change and who has suffered – and how?	Benefited	Suffered
6 What are the outcomes of this change for different people, e.g. for:  you  people in the organisation  top  middle  bottom  men  women  people outside the organisation  gender mainstreaming		
7 What did you learn from this experience of change?		
8 What, if anything, would you do differently another time?		

## Change Management Briefing

As noted above, the main activity of this unit is a guided reading of the Change Management Briefing. The purpose of the activity is to:

- become familiar with key ideas about change management and approaches outlined in the briefing
- use these to analyse your own case study as an example of change management

Set aside about 30 minutes for this activity (it may take more or less, depending on how fast you read and how much you already know about the subject).

As you read the briefing, answer the questions below as they apply to your own case study.

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#### 1 What is change management?

Did your case study involve all the four steps?

- diagnosis
- unfreezing
- moving
- refreezing

If not, which did it involve and why?

#### 1.1 Levers of change

Which levers of change did your case study involve?

- communications
- awareness
- incentives/boundaries

#### 2 A change management approach

#### 2.1 A planned change system

How far was your case study an example of a planned change system? Which of the following were there?

- clear goals
- understanding of gender mainstreaming
- clear philosophy and change management approach
- a change champion and change agents
- strategy for winning commitment
- communication and information strategy
- resource support

#### **Key roles**

- Can you identify who filled the roles outlined?

- Who was the main change agent?



- Who was in the core change agent team?
  
- Who else was in the change agent system? Which stakeholders were represented?

### ***Planned change cycle***

Which of the stages and processes outlined here can you identify in your own case study?

- contact point
- needs assessment
- goals and strategy setting
- tasks and resources – assignments and action plans
- implementation and monitoring
- evaluation

How did your own case study relate to the GMS information and planning mechanisms and processes outlined in Units 5 and 6 of this Action Guide (e.g. gender policy, setting up systems and procedures, and establishing performance appraisal systems)?

## **2.2 A focus on results**

How far can you identify the following in your case study? What were they?

- Outputs
  
- Outcomes
  
- Impacts

## **2.3 Key dimensions of capacity**

What aspects of capacity development does your case study address, if any?

- individual
- functional
- organisational
- institutional
- societal
- regional

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Cont'd from p 5

## 2.4 Process management strategies

Which strategies can you identify in your own case study?

- facilitation
- re-education
- advocacy
- power
- constraint
- problem resolution

## 3 Countering resistance

Which different kinds of resistance can be seen in your case study?

- denial
- stone-walling
- diluting
- tokenism
- inversion
- technical/structural barriers

What forms did they take? What counter measures were used?

## 4 Assessment

How helpful is the Change Management Briefing in understanding your own case study?

- very helpful
- quite helpful
- not very helpful
- not at all helpful

Why?



## Other sources of information

The Change Management Briefing is just a short introduction to a vast field. If you want to know more, identify further sources of information that will be useful to you. Some of these are:

- popular management books on change (and also on topics like leadership and innovation)
- academic research on organisational development and theory
- relevant websites
- local sources, especially local case studies
- sector material, identifying key issues in particular sectors

Unit 9 of this Action Guide looks at developing the skills and attitudes appropriate for managing and facilitating change.

## Defining your role as a change agent

The last activity in this unit asks you define how far your role involves change management, drawing on the ideas you have learned from this unit and the Change Management Briefing.

What aspects of your job would you describe as involving change management?

At the end of this unit on change management, what changes do you plan to make in your work?

List the first steps needed to make the changes.

### ACTIVITY

## Further activity


To get a wider perspective on change management in your organisation, talk to two other people about what you have learned in this unit – perhaps one doing similar work to you and another from a target group. Ask questions like:

- What are other people's perceptions of your case study?
- What are their views on where the blocks/resistance are? How might they be countered?
- What change management issues are specific to your sector?

## Checklist

- Think about experiences of change.
- Describe an experience of change drawn from your own work.
- Read the Change Management Briefing and apply the ideas to your own context.
- Identify how change management fits into your work and plan next steps.





*Use this page to make notes.*