▶ Change Management Iceberg

## Typical application

The Change Management Iceberg and the accompanying Stakeholder Influencer Matrix (SIM) are useful tools to use when working with a client that is embarking on a significant organisational change exercise. The Iceberg can be used to introduce the concept of different types of change barrier – in particular, it's useful to address the less frequently considered 'soft' (cultural) aspects of an organisation's make up. The SIM can then be used, for example, to help a board or CEO identify specific stakeholders and what might need to be considered to align them with the change project.

Background

Wilfried Kruger's Change Management Iceberg is a visualisation of what is, in essence, the change in organisations, and takes a closer look at the possible barriers to change. The iceberg is used as a model to represent the "tip", the few aspects which can easily be seen and "below surface", the real mountain, often ignored, but vital if change is to succeed.

Organizational level
Hard facts
10%

Culture level
Soft facts
90%

Most managers only focus on the tip of the iceberg, but in today's fast changing global economy, organisations are constantly seeking ways to improve and innovate, change is inevitable, and that's where this model may be a useful tool. The two sections are broken down, as is often the case with management models, into "hard" and "soft" factors.
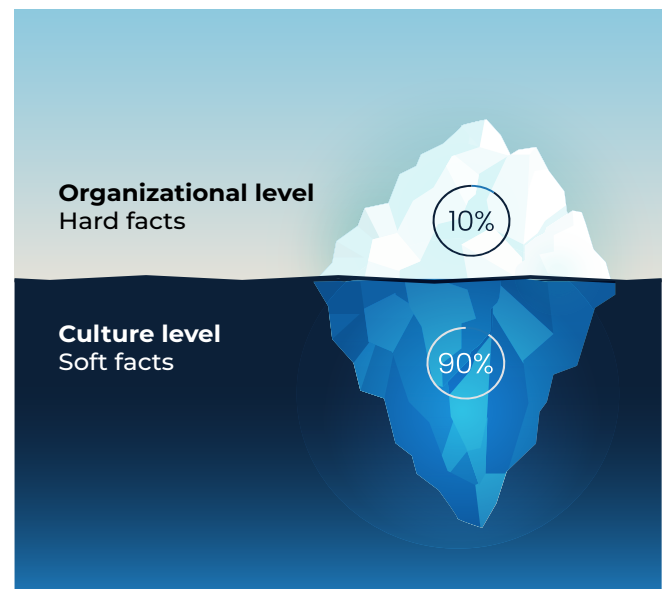
Hard factors

The tip of the iceberg relates to just 10% overall and is focused on Issue Management, broadly broken down as
• Cost
• Time
• Quality
These tend to refer to hard facts which are rational, logical, material and conscious.

Soft factors

The remaining 90% of the iceberg relates to the Management of Acceptance and Beliefs, and the Power and Politics of Management, which
• Drive behaviour
• Drive attitude
• Drive acceptance
These are the less tangible aspects such as emotions, unconscious bias, social skills and existing

mindsets.

To overcome change barriers, all factors must be addressed and stakeholders met. The stakeholders who affect the barriers to change are, again broken down into four categories:

- **Ambassadors** – those who have a positive outlook for change, expect to gain some benefit, and will happily support and promote changes. These are integral to the success of any change. High support and high influence power.
- **Sleepers** – those who have a generally positive outlook for change but might need some persuading of the possible benefits. This group can be converted to Ambassadors by the Power and Politics of Management. High support and low influence power.
- **Assassins** – may appear to support change but do not really believe it will work, and therefore may have a secretly negative attitude. This group needs to work with Management of Perceptions and Beliefs as well as Issue Management. Low support and low influencer power.
- **Terrorists** – have a negative attitude toward change. This group needs to work closely with the Management of Perceptions and Beliefs who must persuade them to change their thinking. Low support and high influencer power.
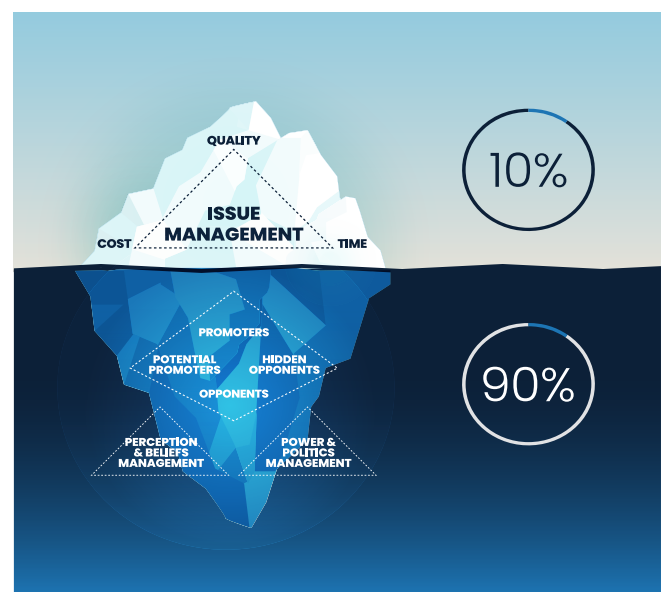
The value of Kruger's Change Management Iceberg is to provide a framework for clients to use to improve the effort around planning for change and mitigating failures. It's important to recognise that there will always be people with positive and negative attitudes, but it's crucial for all stakeholders to be aligned with the change and be able to support it.

The barriers that may arise will depend on the kind of change – the hard elements, looking at systems and processes will only scratch the surface, while the soft elements, beliefs, culture, attitudes, are vital for change to be a success. The client needs to decide whether they are aiming for a revolutionary (dramatic) or evolutionary (incremental change).

Iceberg Model of Change Managment

A frequent mistake can be to think that communication is the same as engagement. It is not.

Communicating change is not enough, even with some training or a better reward system. Culture, mindset and attitude are key to making a success of changes. This is where the Ambassadors are essential to explain the benefits to any opponents, and eventually bring everyone into alignment.

It's critical to understand which category stakeholders belong to and to then accurately plan specific strategies to align them. Use the attached worksheet and stakeholder influencer matrix, to work with the client to firstly identify which stakeholder fits in which category and what strategies can be deployed to deal with them.

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▶ Work Sheet: Stakeholder Influence Matrix

Complete the below table (Stakeholder Influence Matrix) by identifying which stakeholders sit within each category of influencer – e.g. high or low influencer power and high versus low support. Write the names of the characters within the empty boxes.

Stakeholders Strategies - The Activity Influencer Matrix

Support

High

Low

Sleepers
_____
_____
_____
_____
_____

Ambassadors
_____
_____
_____
_____
_____

Assassins
_____
_____
_____
_____
_____

Terrorists
_____
_____
_____
_____
_____

Low   **Influencer Power**   High

Strategic Advisory Model 5: Change Management Iceberg

▶ Work Sheet: Stakeholder Influence Strategies (hard and soft factors)

Specific engagement strategies for each stakeholder identified above. Consider both hard and soft factors for each stakeholder.

Ambassadors

Name	Strategy

Sleepers

Name	Strategy

Assassins

Name	Strategy

Terrorists

Name	Strategy

Strategic Advisory Model 5: Change Management Iceberg