Leading successful change

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Objectives and today's plan

- Understand what Change Management is

- Understand the value of change management

- Introduce change models

- Understand how individuals move through change

- Introduce tools and approaches for managing change

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Change Management is....

A structured approach that supports people to move from a current state to a future state to achieve a desired outcome.

Image source: University of Waterloo photos: Student Life 101.jpg.

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Examples of Change

- Redesigning work spaces / relocating team

- New job / team member / boss

- Moving home

- New system implementation

- Company / department re-organization

- Starting a new chapter of your life: HS/PS/Family/retirement

- Student association (leadership and membership)

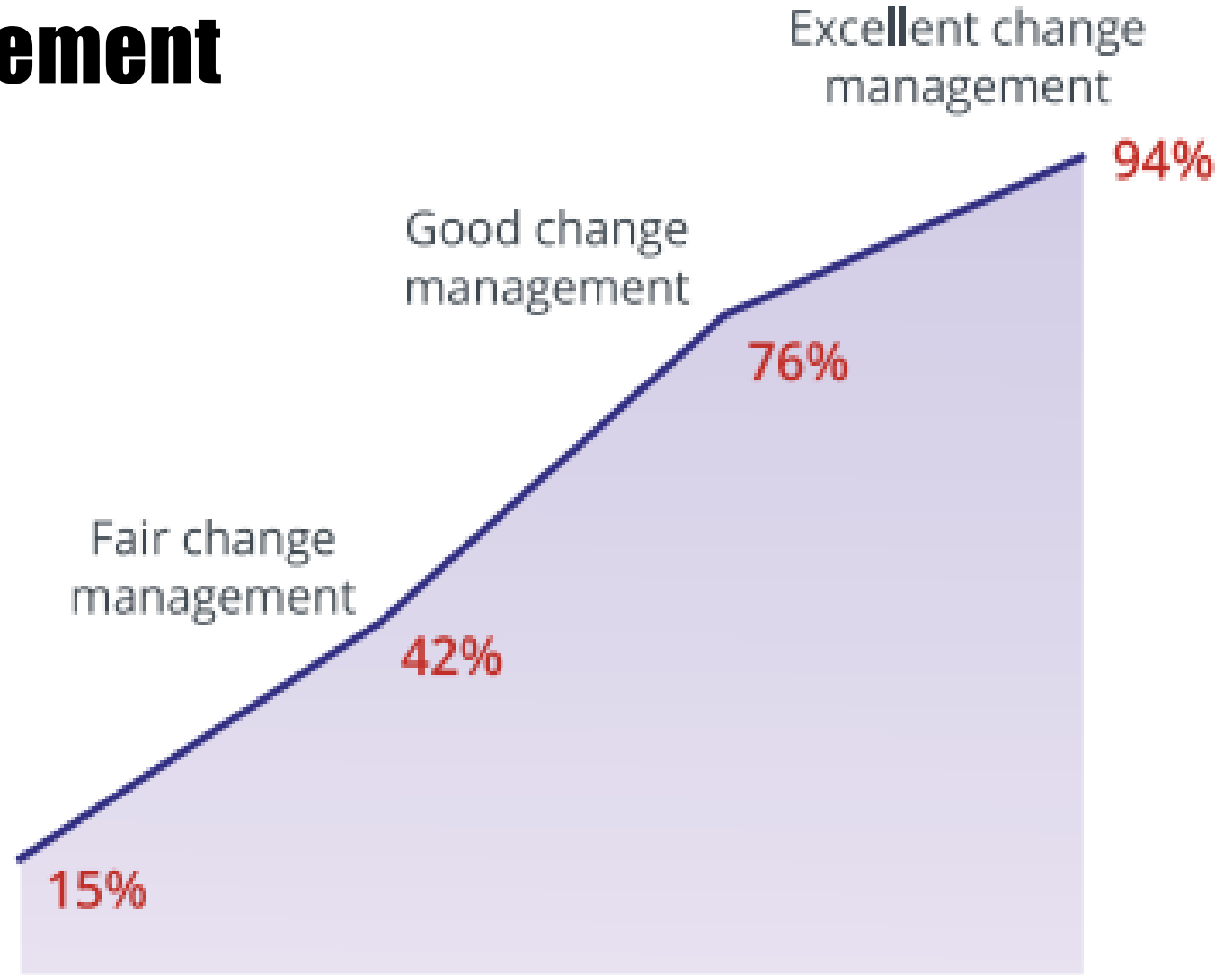- External influences (student choice initiative)

Out with the old

In with the new

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Benefits of change management

Projects that implement change management are six times more likely to achieve or exceed objectives*

6X

Excellent change management

94%

Good change management

76%

Fair change management

42%

Poor change management

15%

Percent of projects that meet objectives

*Source: Prosci, Best Practices in Change Management, p. 87)

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Benefits of change management:

Benefit	Organization	Individual
More likely to meet project objectives	✓	
More likely for projects finish on time, in budget and in scope	✓	
Increased employee engagement	✓	✓
Fosters mindset of continuous improvement	✓	✓
Opportunity for leadership, team development	✓	✓
Improved morale, productivity and quality of work	✓	✓
Improved employee wellbeing	✓	✓
Improved collaboration, cooperation and communication	✓	✓

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Sample Change Management models

Ambrose Model: a tool demonstrating 5 elements must be present for change to occur. If one or more is missing there is a specific emotional response (Anthony Ambrose, 1987)

ADKAR model: A practical tool to help employees move through the 5 steps of a change process (Jeff Hiatt, 2003)

Other models....

Lewin's Change Management Model

Kotter's 8 step model of change

Bridges' Transition Model

and many more......

(Source: Adapted from Kotter 1996)

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Individual Change: Ambrose Model

Elements   **Emotional Response**
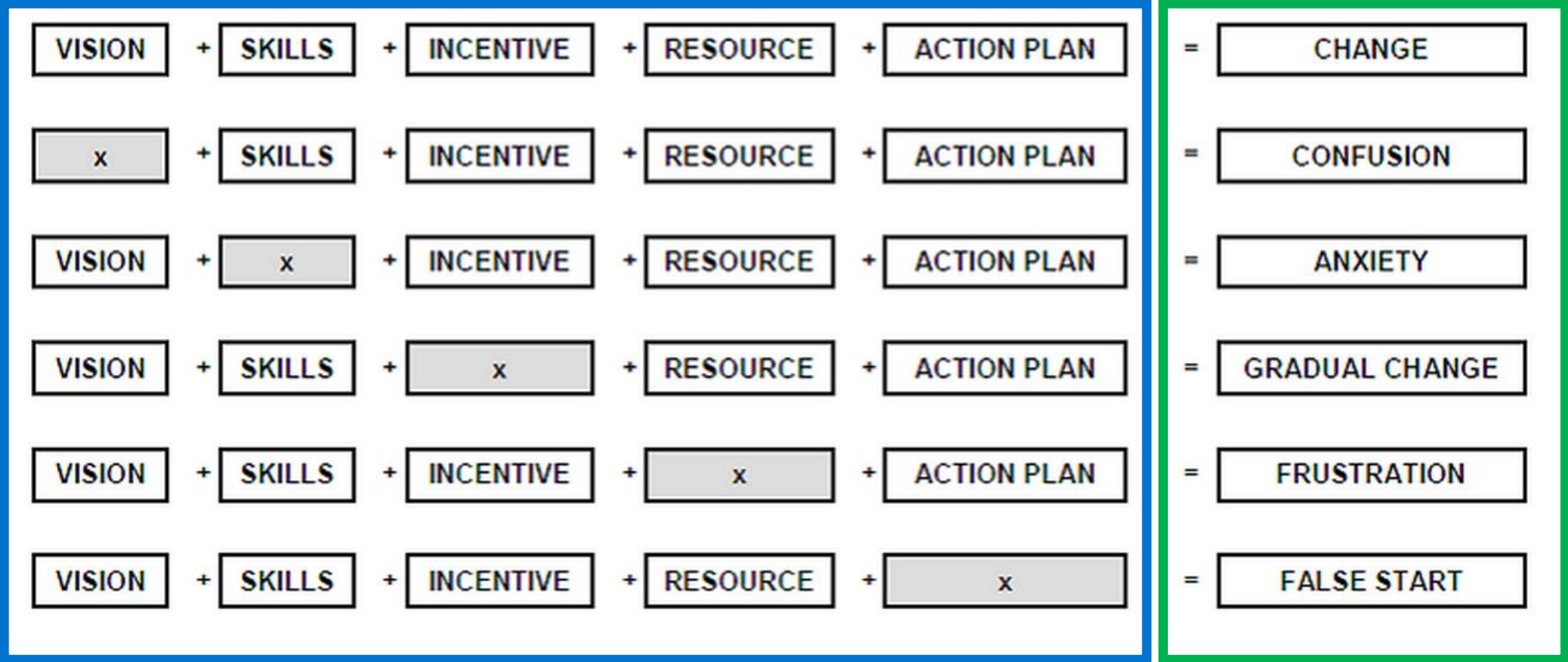
VISION	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	=	CHANGE
x	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	=	CONFUSION
VISION	+	x	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	=	ANXIETY
VISION	+	SKILLS	+	x	+	RESOURCE	+	ACTION PLAN	=	GRADUAL CHANGE
VISION	+	SKILLS	+	INCENTIVE	+	x	+	ACTION PLAN	=	FRUSTRATION
VISION	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	x	=	FALSE START

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Step	The Prosci ADKAR® MODEL
A	Awareness of the need for change
D	Desire to support and participate in the change
K	Knowledge of how to change
A	Ability to implement required skills and knowledge
R	Reinforcement to sustain the change

*Source: **What is the ADKAR Model**, Prosci: https://www.prosci.com/adkar/adkar-model

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Applying the Prosci ADKAR® MODEL

Step	Score
A	5
D	5
K	3
A	
R	

Barrier point

Current State

Transition

Future State

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Achieving, celebrating and reinforcing success

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Fact or fiction #1

We all move through change together, at the same pace, sharing the same concerns.....

Current State

Transition

Future State

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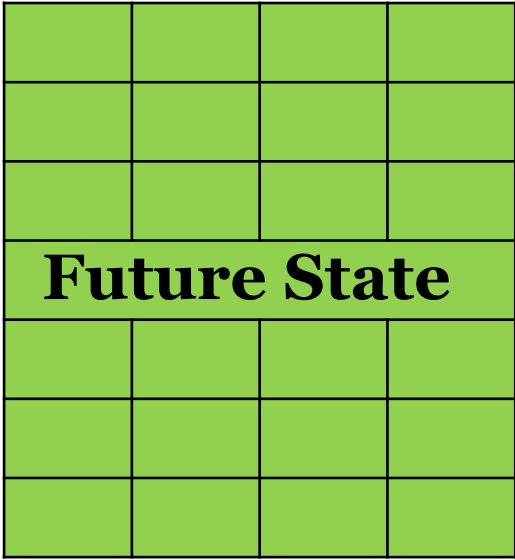
Reactions to change

Influencer	Question to ask ….
The nature of the change	How big is the change? How quickly will it be applied? Is it a single change or part of a series of changes?
The consequences of the change	How will the change affect me? What's in it for me? Is this a positive or negative impact?
Organizational history with past change	Do I have trust in the organization? How were past changes managed?
The type of individual	Who am I? What is my preferred learning style?
The individual's past experience with change	How have I reacted to past changes? Do I support change or am I more cautious now?

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The Prosci ADKAR® MODEL - Practice

Recall back to when you started your first job.

Now, imagine you are re-living the experience.

Using the questions on table card to guide you:

a) Score each step (1= Low; 5=High) of the ADKAR model

b) Determine your Barrier Point (first score of 3 or less)

c) What actions could you have taken to overcome the barrier point and improve the outcome of the change?

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Step	Score (1= Low; 5=High)	The Prosci ADKAR® MODEL	
		Step	Ranking criteria
A		Awareness	• What is the change? • Why is the change needed? • What is the risk of not changing?
D		Desire	• Do I want to do this? • What's in it for me (WIIFM)?
K		Knowledge	• Do I know and understand how to change? • Do I have the required skills and knowledge? • Do I need training?
A		Ability	• Do I have resources and support? • Can I implement the change? • Am I confident in my ability to apply the change?
R		Reinforcement	• How will I know I've been successful? • Will I reinforce my adoption of the change?

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THE CHANGE LEADERS ROLE

Planning for change

Organizational Change Management is....

"a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, to fulfill or implement a vision and strategy."

Source: Change management leadership guide

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Collectively our goal is....

....to support individuals to move from:

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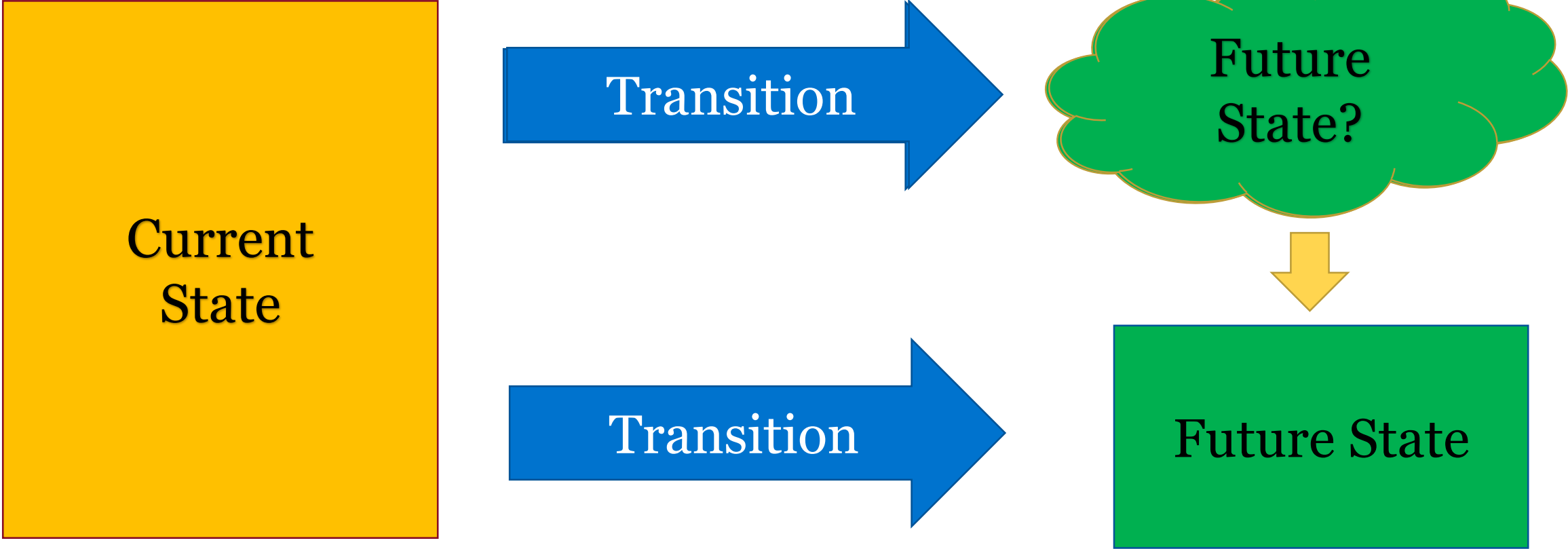
Support your team

❑ Consider how the change will impact each member of your team

❑ Evaluate how change ready they are

❑ Understand what your team needs from you to support them

❑ Engage team members in the change initiative

❑ Listen to feedback

❑ Address concerns voiced

❑ Keep them informed

❑ Explore whether you need to engage other groups to implement the change

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Apply a structured approach - plan your change management strategy

1. Define the current state
2. Define the vision (future state)
3. Break it down, set short-term goals
4. Define roles
5. Have a sponsor
6. Complete a full assessment
7. Create plans:
   - Communication
   - Training
8. Understand and address resistance
9. Communicate
10. Talk the talk….walk the walk
11. Keep a positive attitude
12. Give frequent feedback
13. Monitor progress
14. Celebrate success

Adapted from: 10 QUICK AND EASY WAYS TO BEGIN ORGANIZATIONAL CHANGE
By *Laura Troyani* **on** *Dec 9, 2014 4:00:00 AM*

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Fact or fiction #2

We all respond to change in the same way...

Angry
Scared
Panic
Happy
Disappointed
Surprised
Frustrated
Nervous
Confused
Sad
Excited

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Assess stakeholder readiness

❑ Do I know what's changing?

❑ Do I know why we are changing?

❑ Do I know the benefits of the change?

❑ Can I explain the change to a colleague / friend?

❑ Do I understand the risks to my area of not changing?

❑Do I believe in the change?

❑Do I know how the change will impact me?

❑Do I support the change? If not, why not?

❑Can I implement the change?

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Address and manage resistance

- Create personal rapport

- Ask open-ended questions

- Listen

- Establish and communicate the expectations

- Explain the change from the stakeholders perspective

  - Address: What's in it for me, and what does it mean to me?

- After the "why's" are agreed on, focus on "what we can do to work it out"

- Involve them in key roles

Adapted from: 9 Effective Tactics for Managing Resistance to Change: Do What Works Posted by Paula Alsher on Thu, Apr 28, 2016 @ 01:30 PM

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Fact or fiction #3

A best practice in Change Management is to communicate the change often, using a variety of channels to reach all audiences.

Communicate Communicate Communicate!!

7+

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Implement the change

- Support employees
- Reinforce and monitor adoption
- Evaluate success

Celebrate success!!

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Wrap up

✓ Introduced Change Management

✓ Reinforced the importance of change management

✓ Introduced Change models

✓ Introduced how individuals move through change

✓ Introduced tools and approaches

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WHAT QUESTIONS DO YOU HAVE?

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Thank you