Change – it's personal

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BerryDunn

OBJECTIVES

From our conversation, you will be able to:

- Describe the predictable emotional processes related to change

- List a number of possible actions to help individuals navigate change emotions

- Name the BerryDunn's organizational change management process and maybe a few of its steps

1. Locate someone you haven't yet met (not at your table)

2. Share a recent or current change occurring at your company.

   - **Share one positive aspect**

   - **Share one challenge**

3. When done, please take a seat at a different table

People are often quite uncomfortable with change,

for all sorts of understandable reasons.

This can lead them to resisting or opposing the change,

Or even openly defying it.
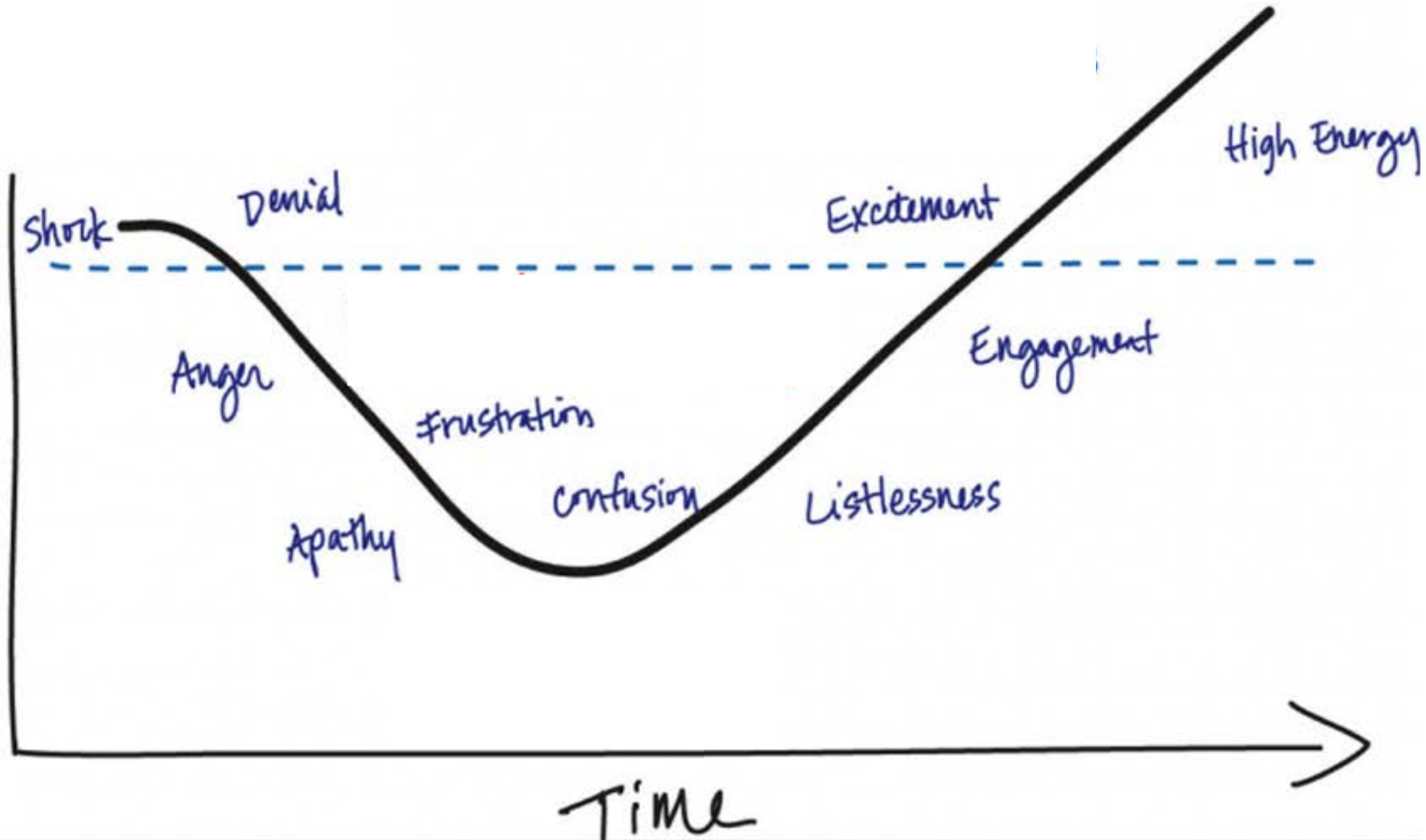
It's not going to affect me.

I don't have to do this.

This will never work!

This is so stupid.

It's not broken, why are we trying to change it?

But that's the way we have always done it.

I don't like it.
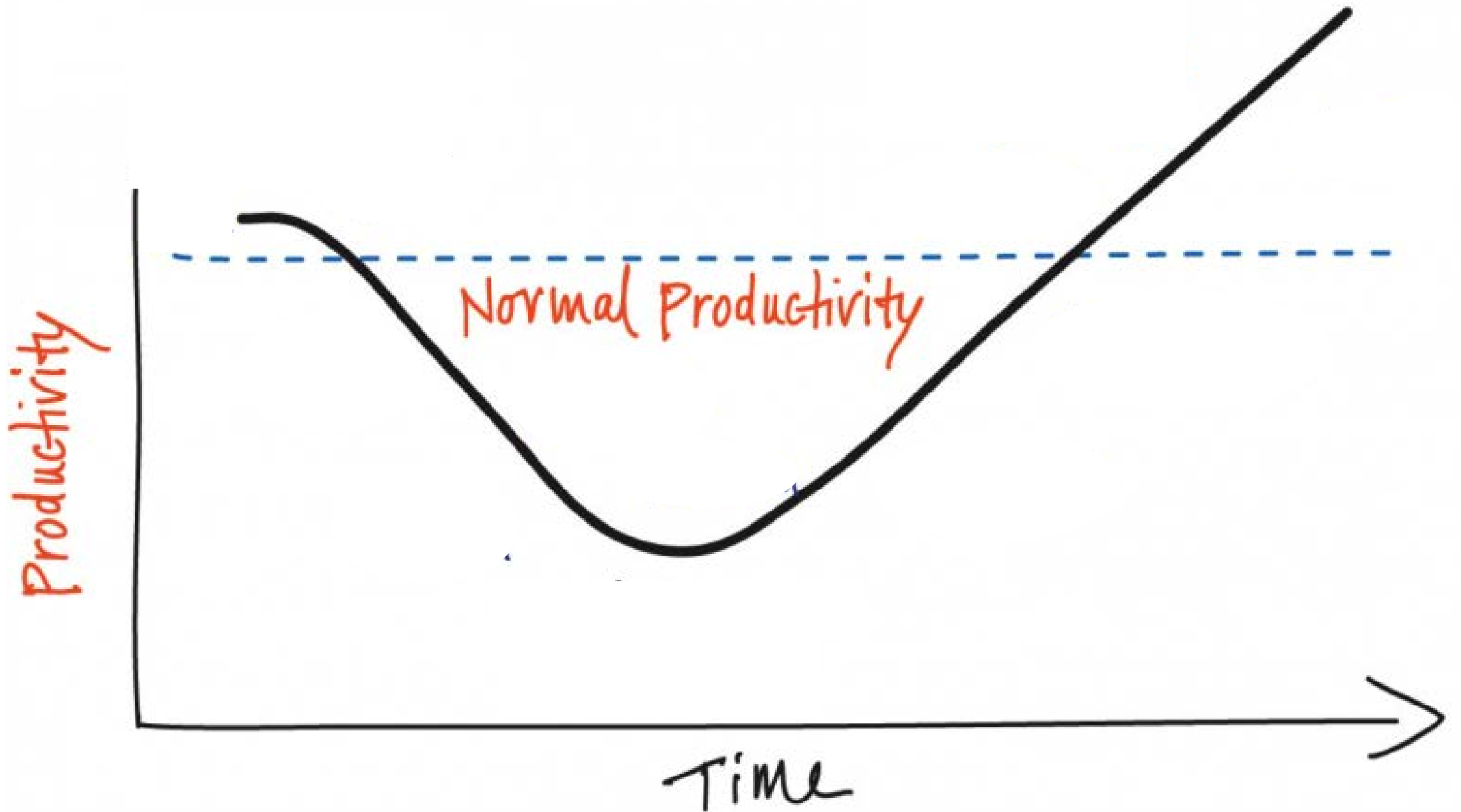
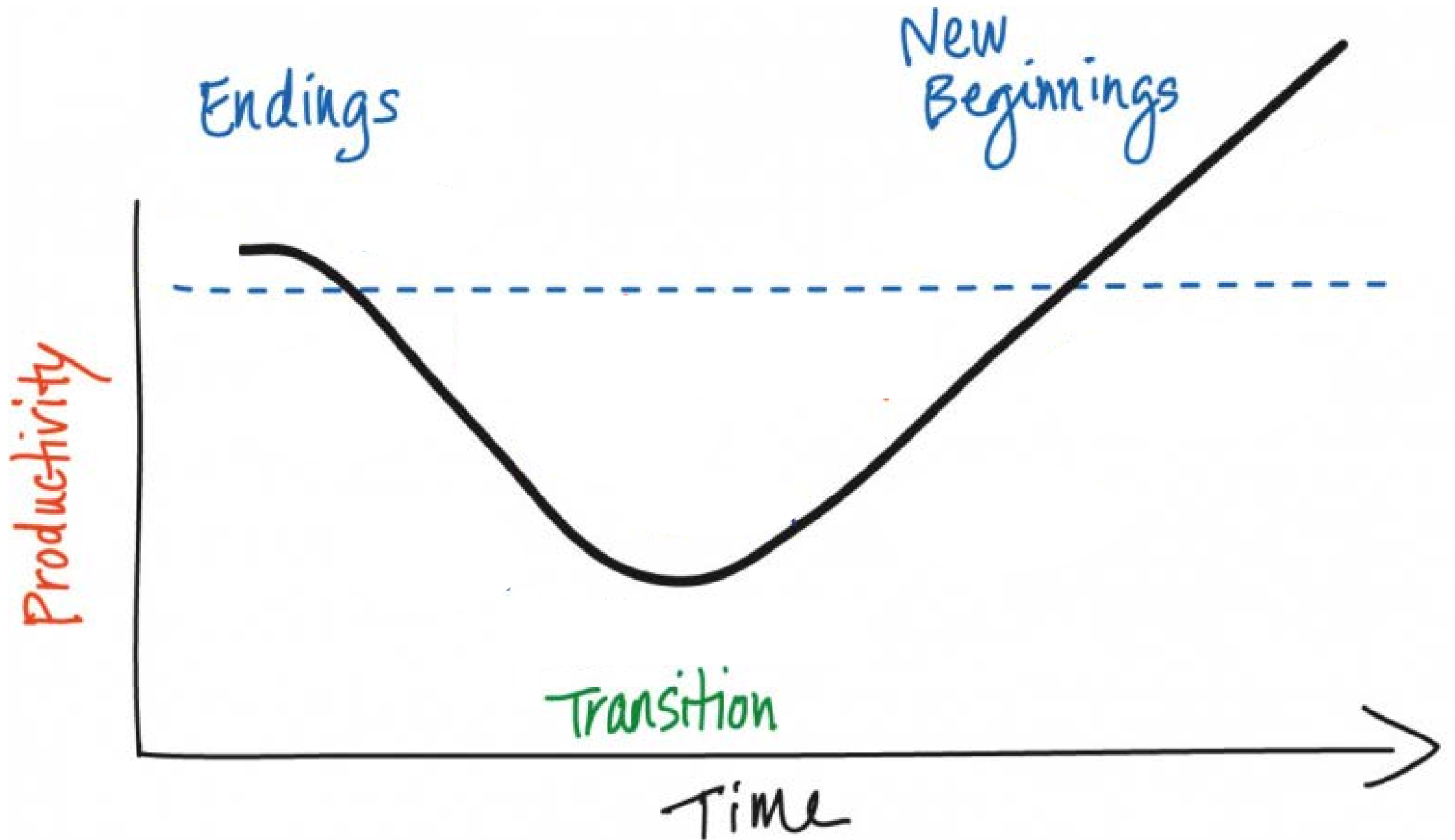Shock • Denial • Excitement • High Energy • Anger • Engagement • Frustration • Confusion • Listlessness • Apathy • Time

Normal Productivity

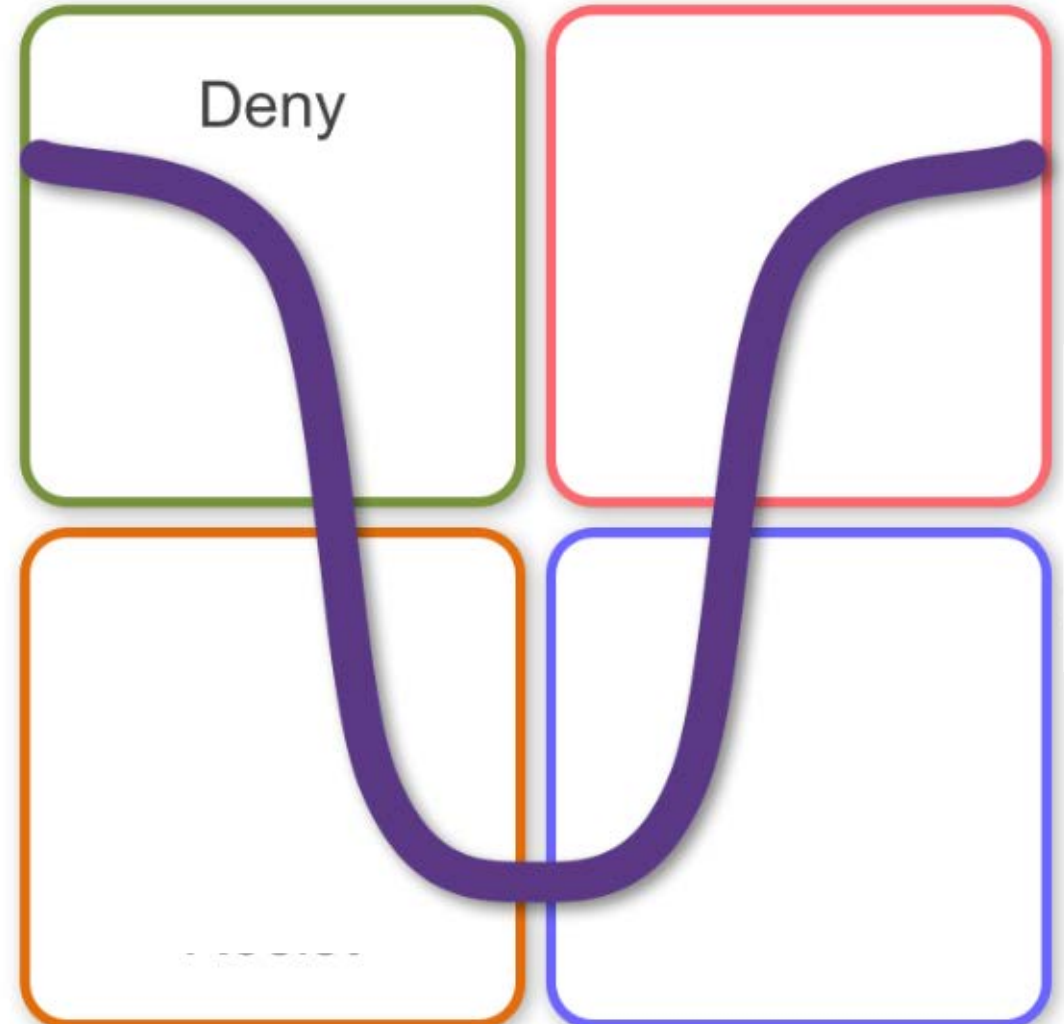(y-axis: Productivity, x-axis: Time)

Normal Productivity

Productivity

Time

PREDICTABLE EMOTIONAL PROCESS

- Provide frequent, consistent info

- Calmly and truthfully, address rumors and misinformation

- Be clear on what will change and what will not, particularly for the person

- Explain how the change fits into a bigger picture

- Listen, don't try to talk them out of it

- Acknowledge, legitimize feelings

- Ask for their feedback

- Respect those who resist

- Share (again) the Why

- Involve them, provide developmental opportunities

Resist
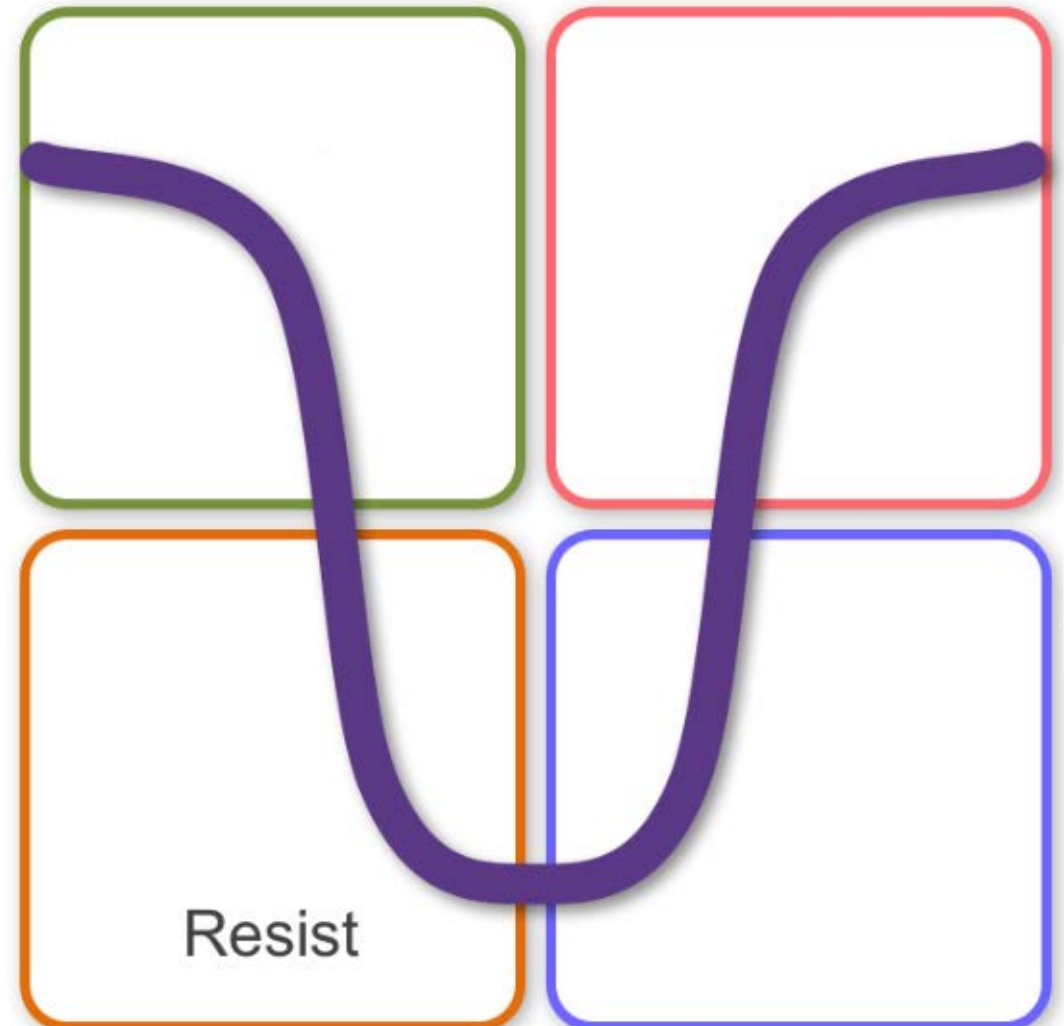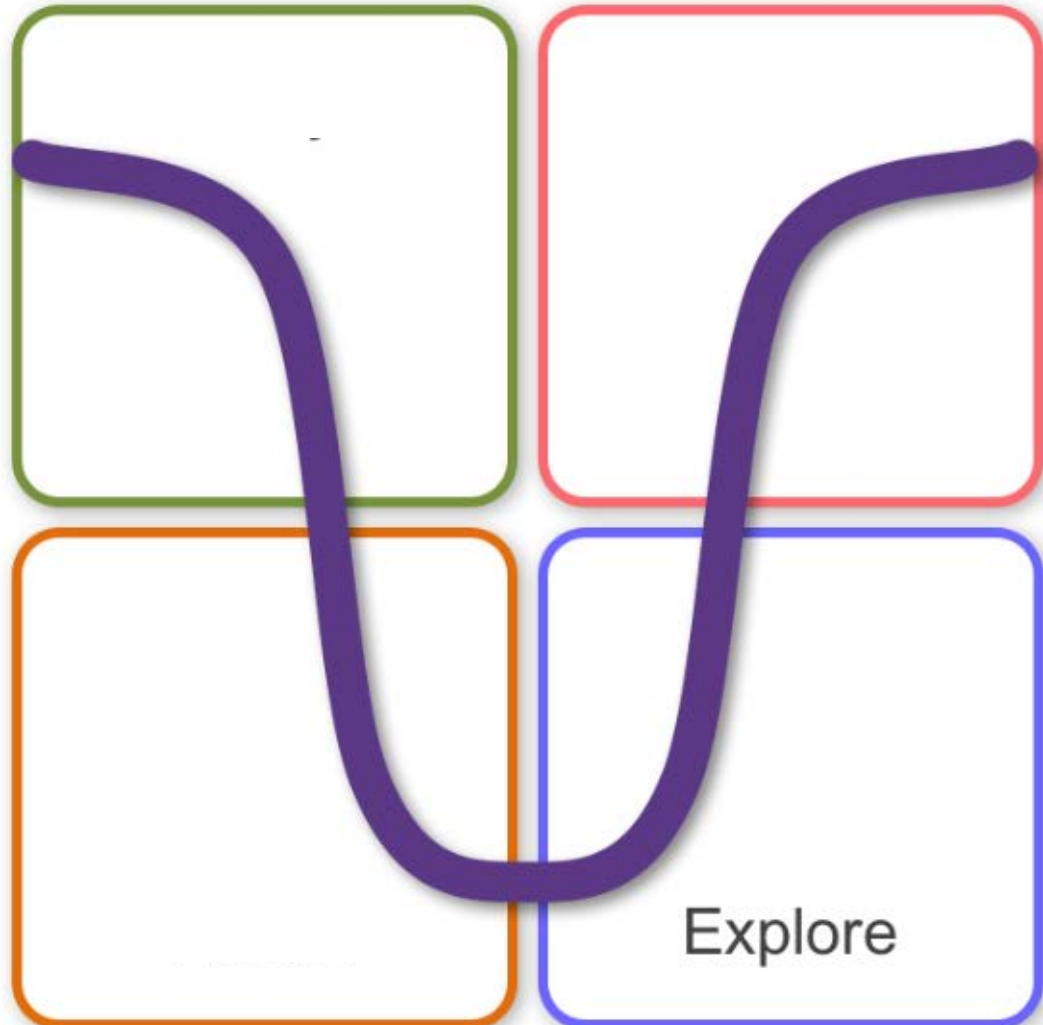
- Provide short term goals

- Acknowledge efforts and attempts

- Celebrate successes and endings

- Provide opportunities for contribution and participation
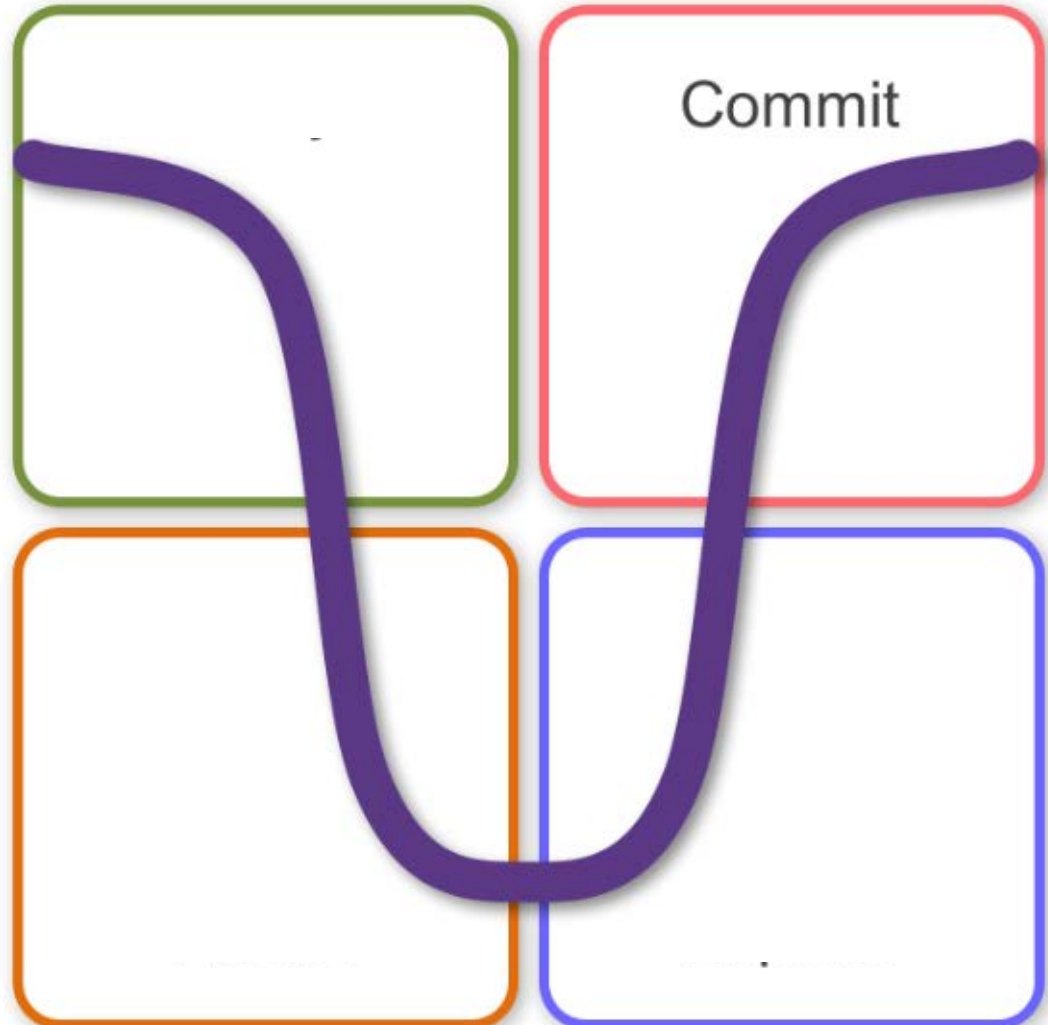
- Provide frequent feedback and validate those responding to the change

- Create performance measures to sustain new behaviors

- Set long-term goals

- Enroll as advocate to assist others

TOP LINE ACTIONS

- Provide a clear picture of the change - a "vision"

- Share information about the plans to the fullest extent possible

- Allow expressions of nostalgia and grief for the past

- Make requirements and expectations clear

- Allow room for participation in the planning of the change

- Help people feel rewarded for the extra time and energy change requires

- Minimize surprises

- Demonstrate your own commitment to the change

Organizational change **represented** as three states of change

CURRENT STATE	TRANSITION STATE	FUTURE STATE
How things are done today	How to move from current to future	How things will be done tomorrow

Normal Productivity

Productivity (y-axis)

Time (x-axis)
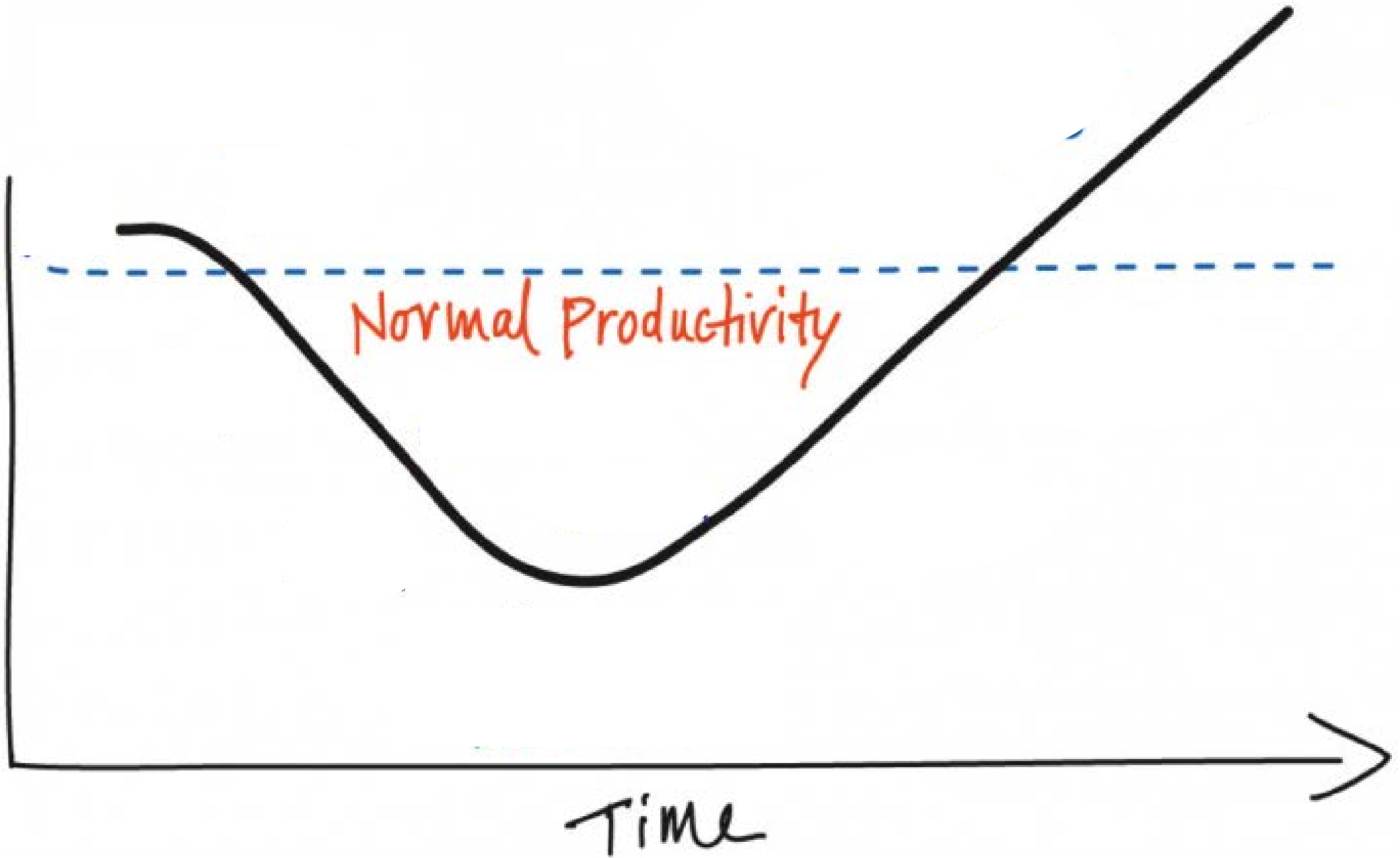
PROJECT MANAGEMENT

CURRENT STATE

TRANSITION STATE

FUTURE STATE

PROCESS:
- Initiation
- Planning
- Design
- Implementation
- Closure

TOOLS:
- Statement of work
- Project charter
- Business case
- Work breakdown structure
- Budget estimation
- Resource allocation
- Schedule
- Tracking

PROJECT MANAGEMENT

CURRENT STATE | TRANSITION STATE | FUTURE STATE

CHANGE MANAGEMENT

PROJECT MANAGEMENT

CURRENT STATE	TRANSITION STATE	FUTURE STATE

CHANGE MANAGEMENT

Process:

Organizational:

- Preparing for change
- Managing change
- Reinforcing change

Individual:

- ADKAR®

Tools:

- Individual change model
- Readiness assessment
- Communications plan
- Sponsor Roadmap
- Coaching plan
- Resistance management
- Training plan
- Reinforcement

Prosci® Project Change Triangle™

Leadership/
Sponsorship

Project
Management
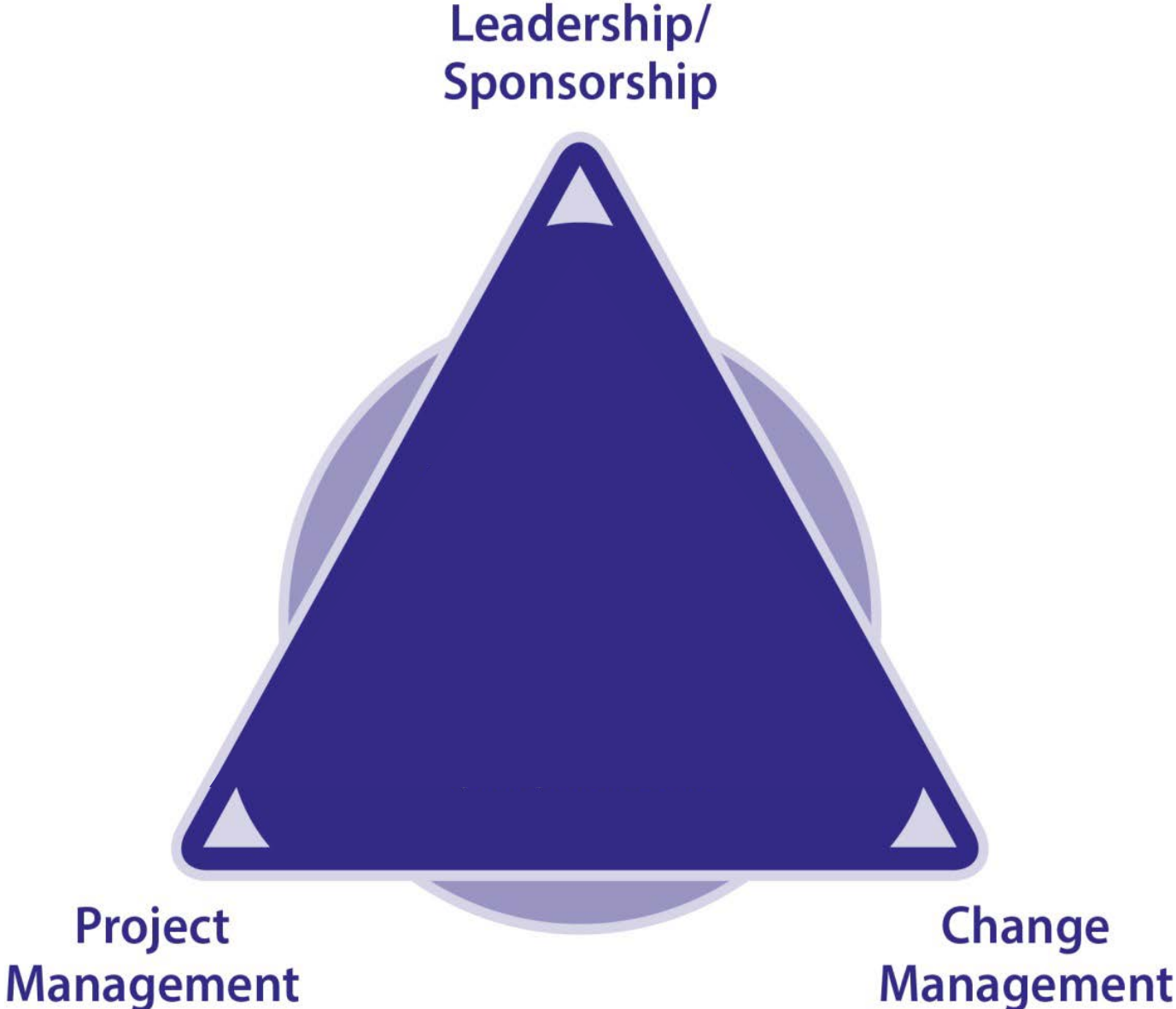
Change
Management

PROSCI ADKAR MODEL

(A) **Awareness**

(D) **Desire**

(K) **Knowledge**

(A) **Ability**

(R) **Reinforcement®**

Prosci® ADKAR® Model
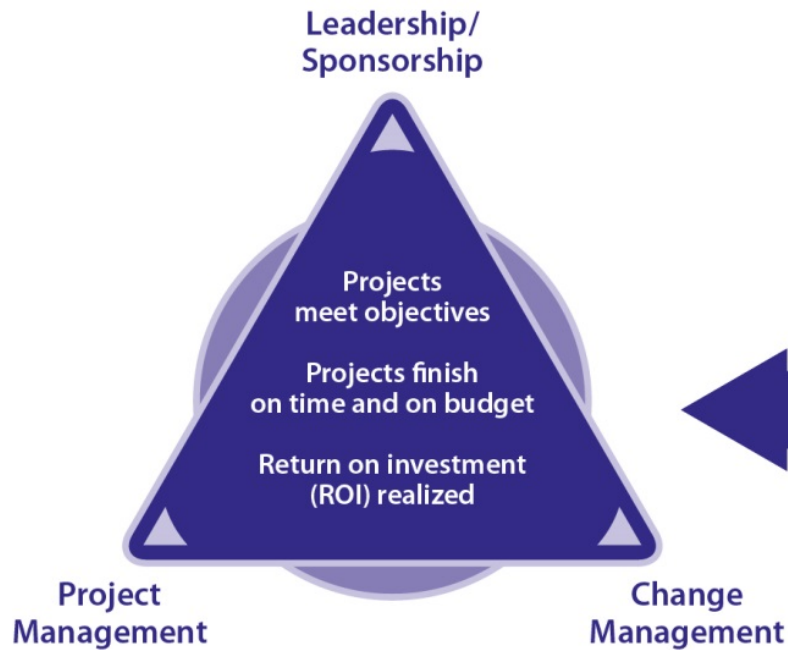
Awareness
- Of the need for change
- Of the nature of the change

Desire
- To support the change
- To participate and engage

Knowledge
- On how to change
- On how to implement new skills and behaviors

Ability
- To implement the change
- To demonstrate performance

Reinforcement
- To sustain the change
- To build a culture and competence around change

Leadership/
Sponsorship

Projects
meet objectives

Projects finish
on time and on budget

Return on investment
(ROI) realized

Project
Management

Change
Management

PROSCI RISK ASSESSMENT GRID

CHANGE IMPACT ASSESSMENT

Prosci® Impact Index

Group Impact Inventory
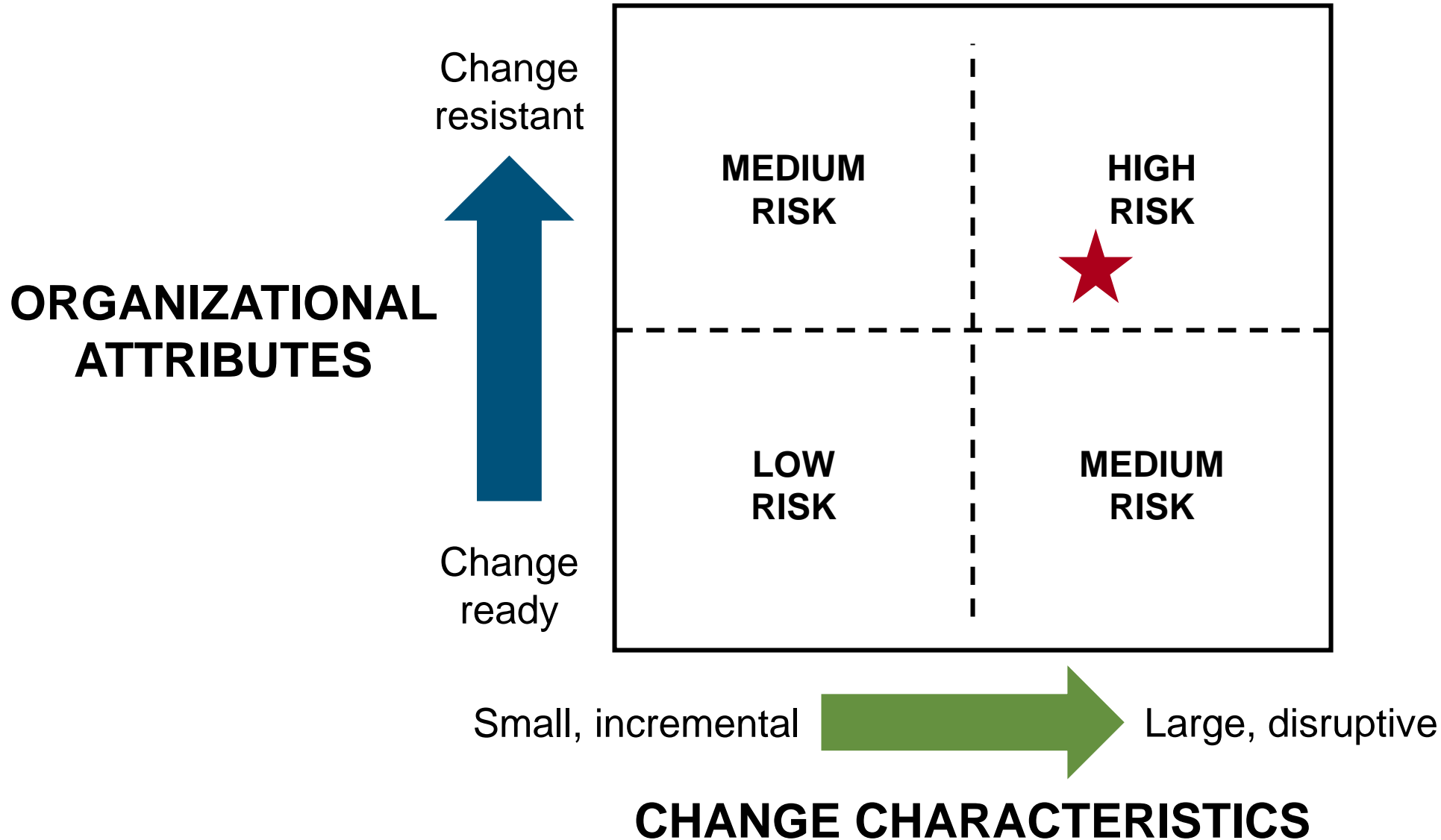
Return to Group ADKAR Analysis | Return to Sponsor Analysis

Assess how the change impacts each of the 10 job aspects below.

Assign a score between 0 and 5 for degree of impact on each aspect

Scale: 0 = no impact; 1 = extremely low impact; 2 = low ; 3 = moderate; 4 = high impact; 5 = extremely

Processes	Systems	Tools	Job role	Critical behaviors	Mindset/ Attitude/ Beliefs	Reporting Structure	Perform-ance Reviews	Compen-sation	Location

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WHAT HAVE WE LEARNED

- Predictable emotional process

- Guiding strategies

- Affects productivity

- Consequences to not managing

- There is a methodology to proactively manage change

- BerryDunn is your Change Management expert
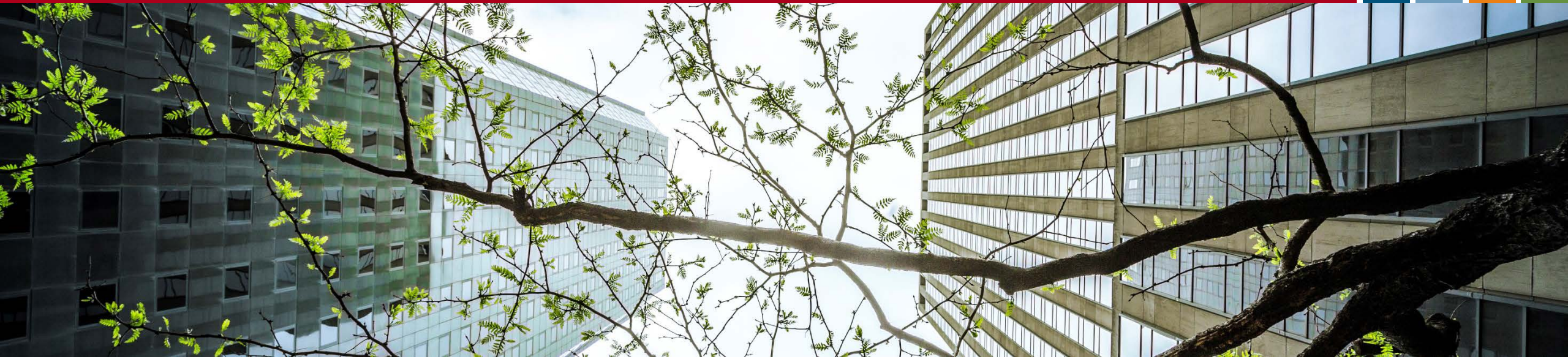
QUESTIONS & DISCUSSION

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