



perspective  
**GAINED**

## Managing through unrelenting change

**2019 WHAT'S NEW IN NEW ENGLAND BANKING WORKSHOP**



# AGENDA

Introductions

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What is change?

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Building a foundation for effective change management

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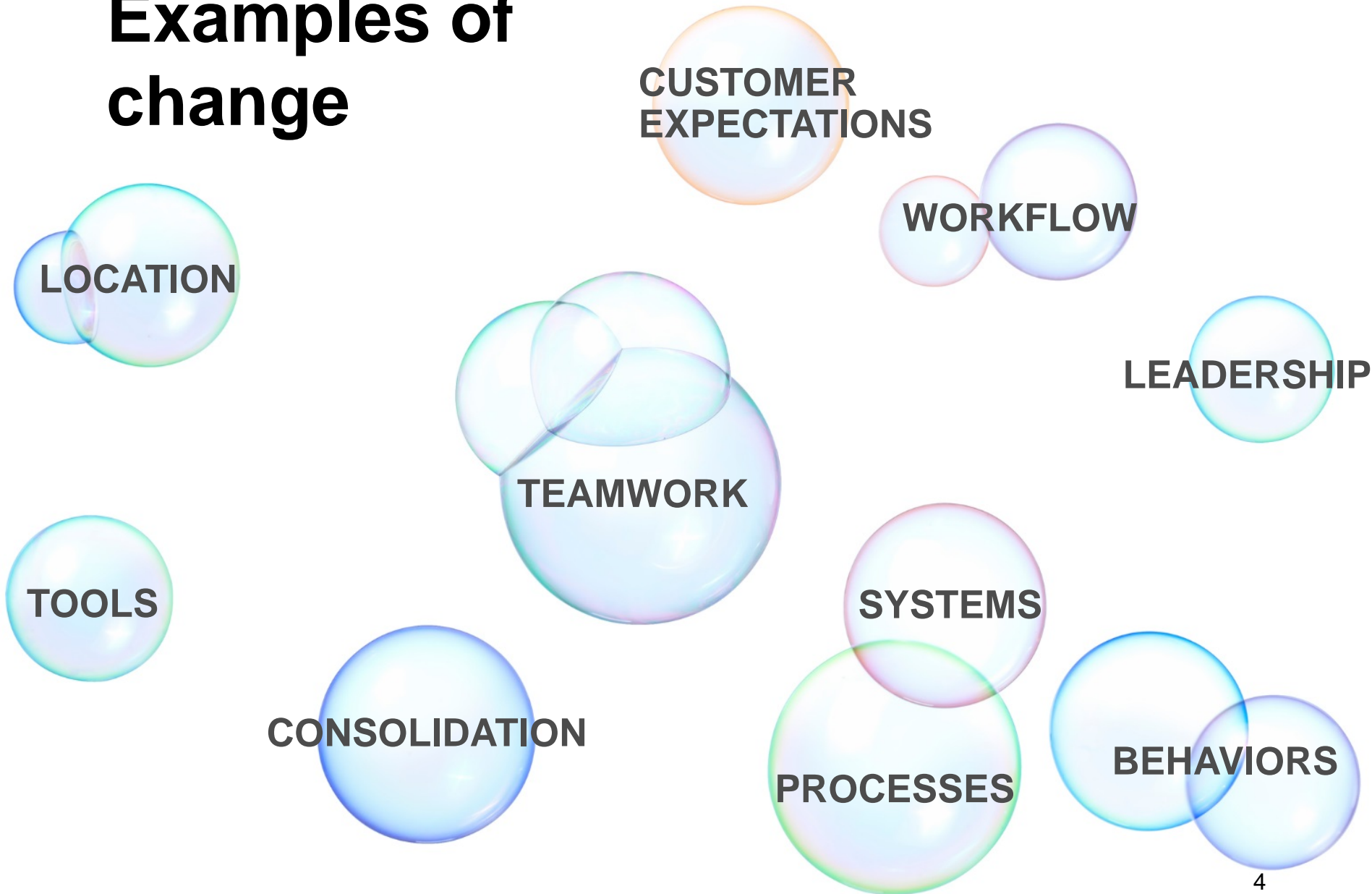
Wrap-up

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**What does change look like?**

# Examples of change



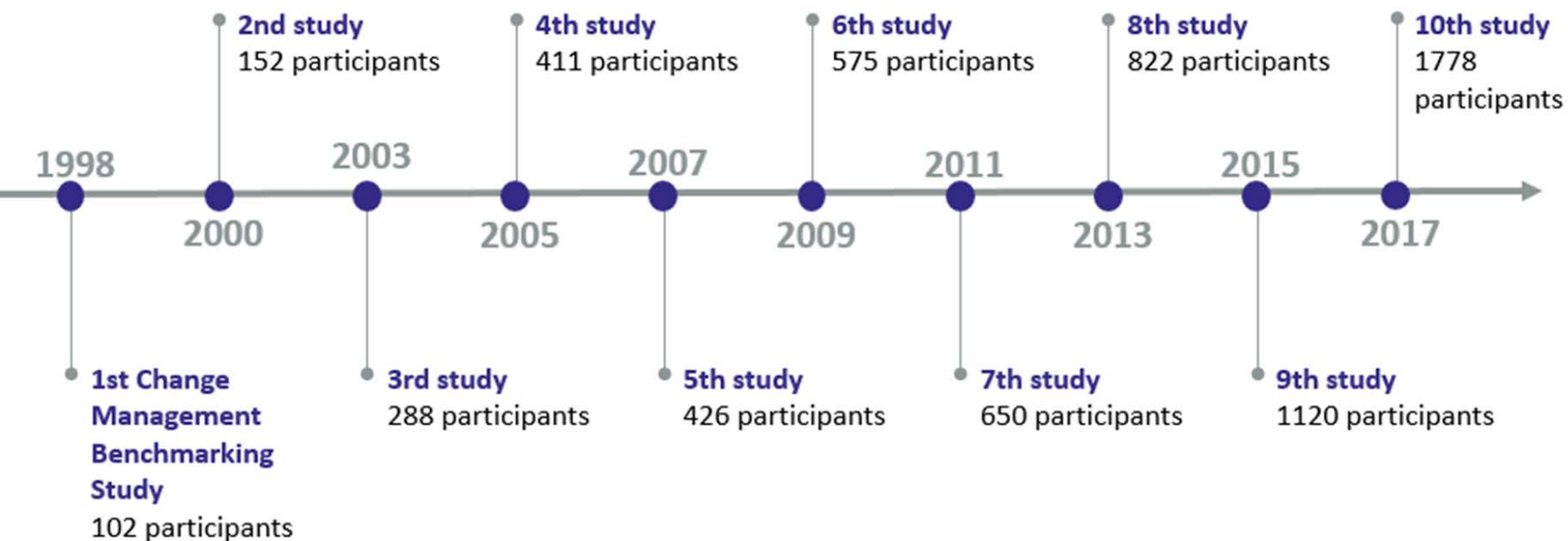


**What change are  
you experiencing?**

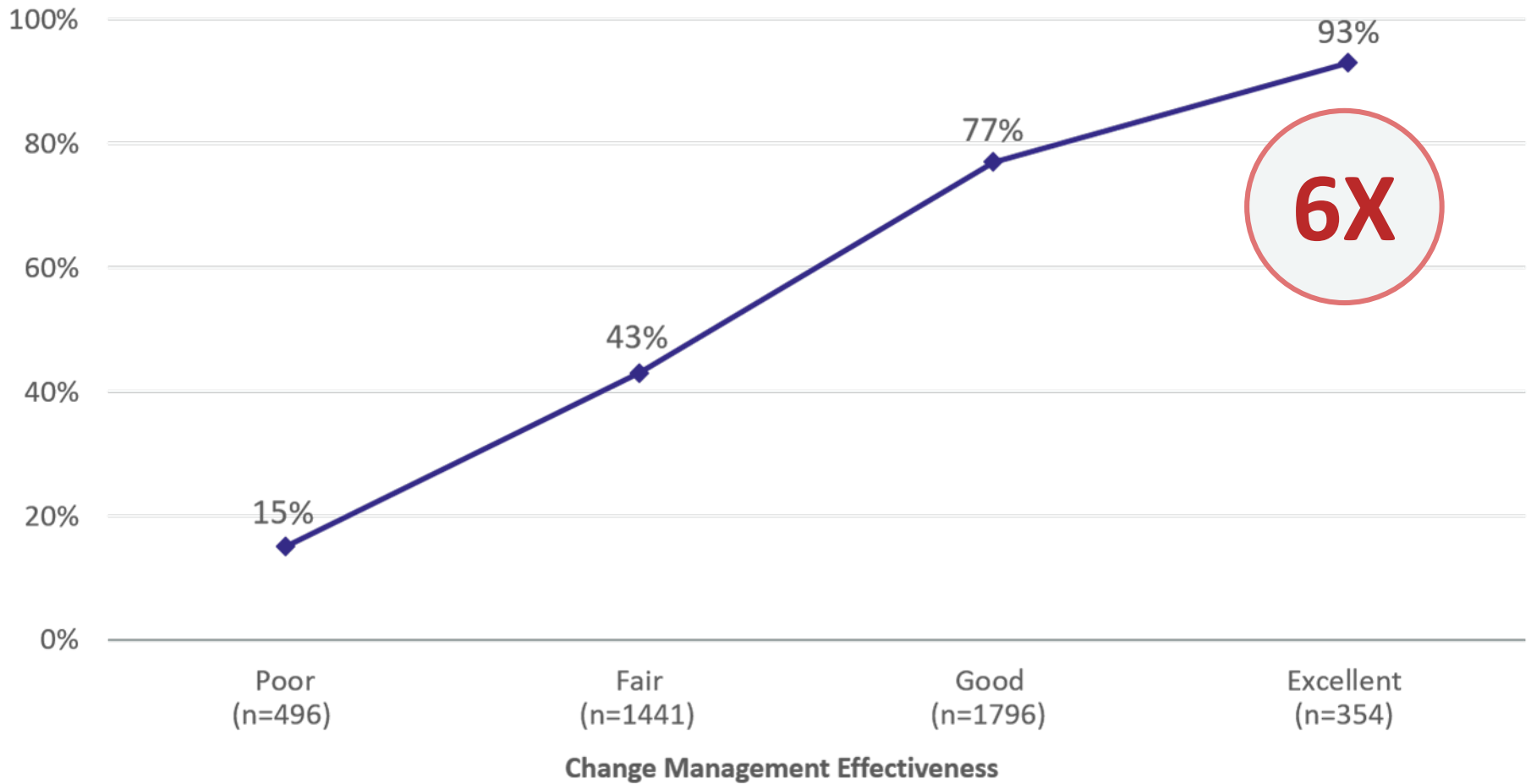
# What is change management?

Change management is the application of a structured process and set of tools for leading the **people side of change** to achieve the desired outcome.

# Prosci® Research History

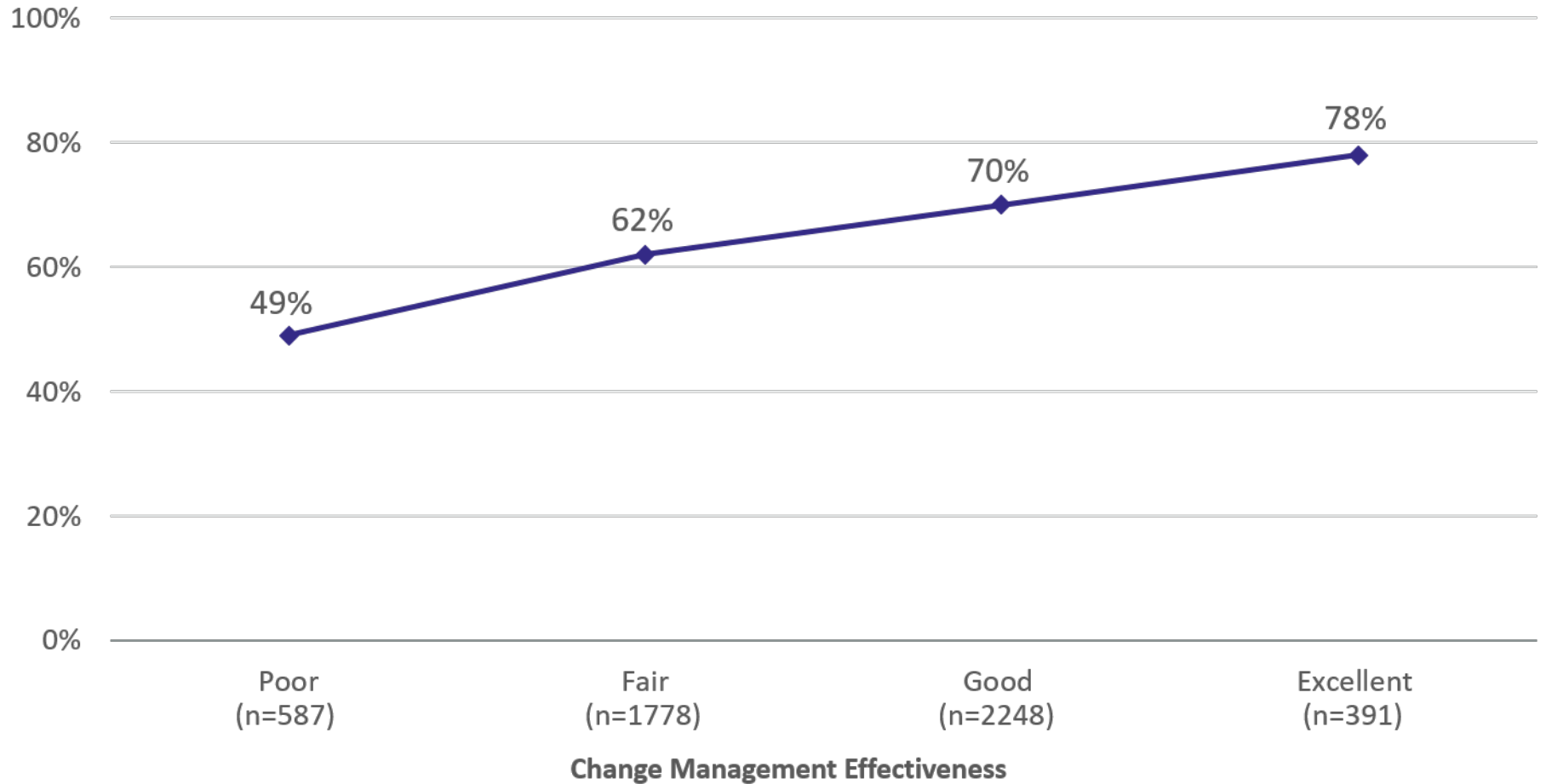


# Percent of Study Participants Who Met or Exceeded Objectives

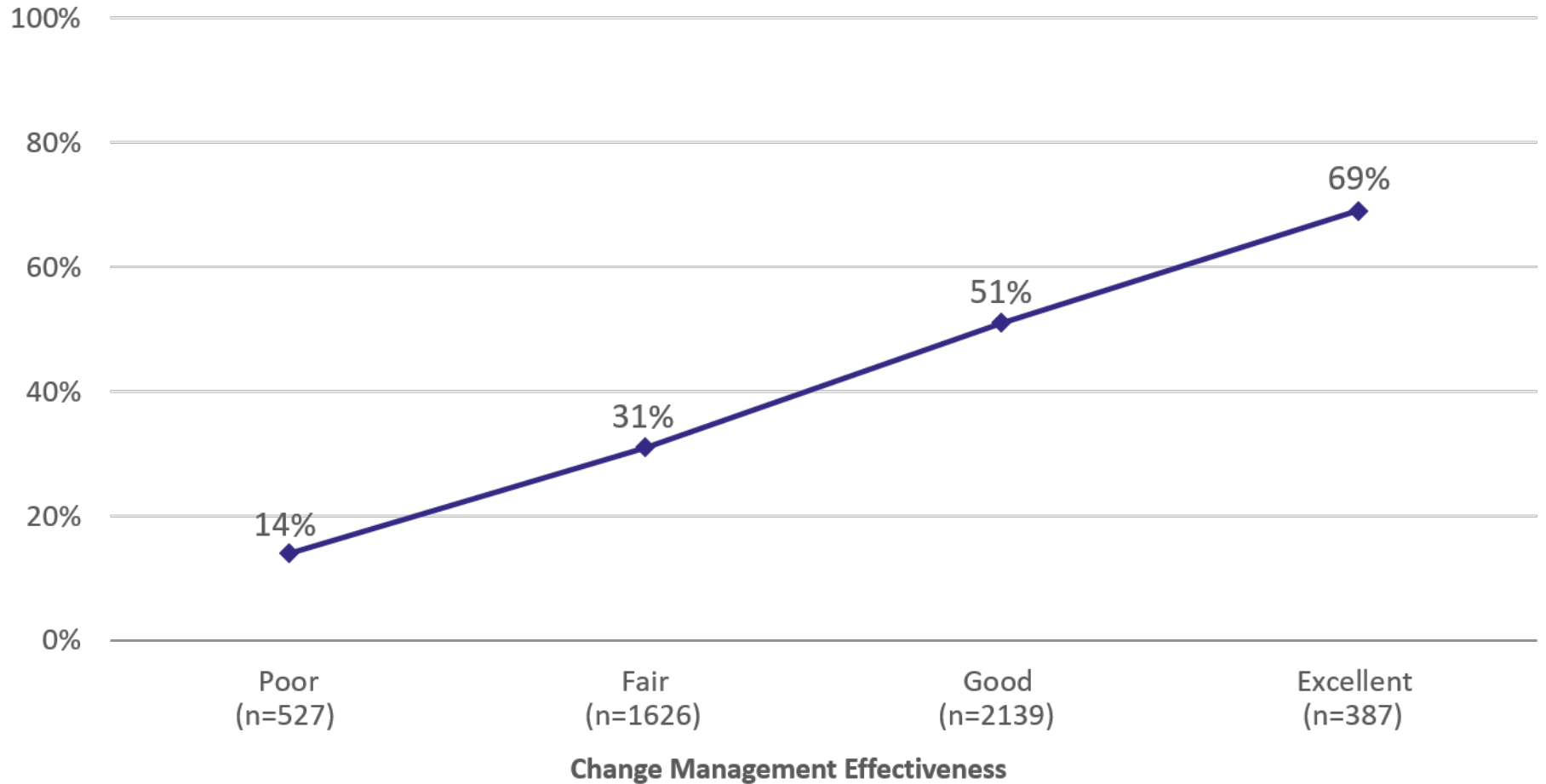




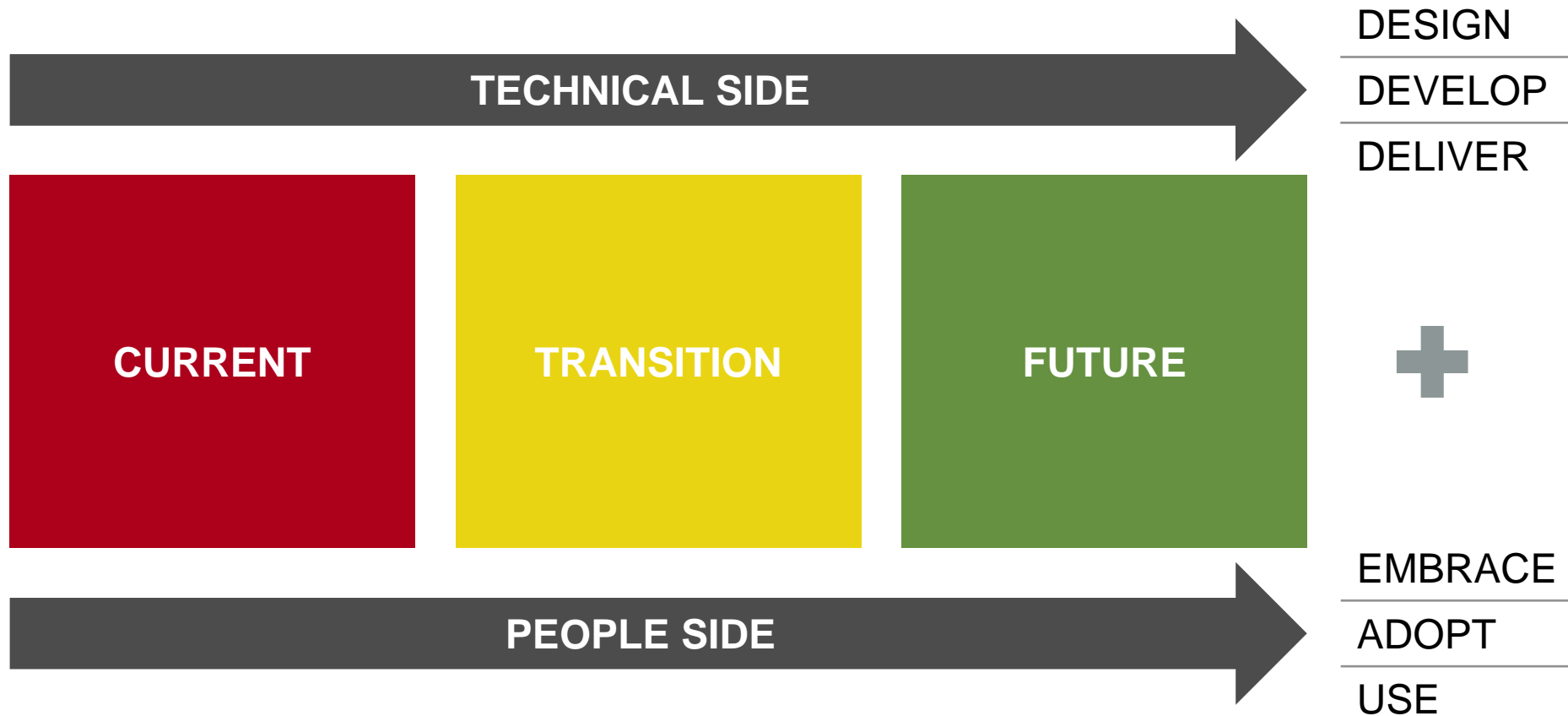
## Percent of Study Participants Who Were On or Below Budget

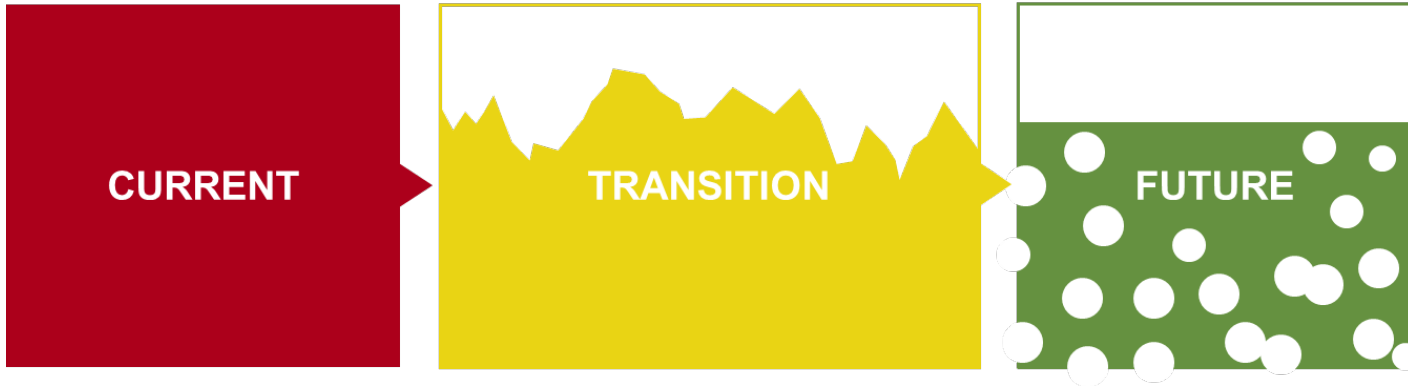
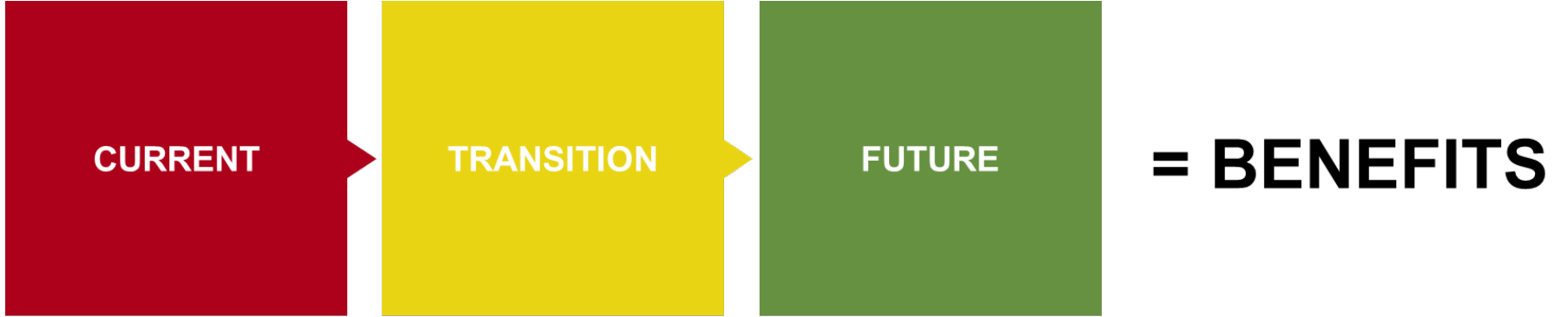


# Percent of Study Participants Who Were On or Ahead of Schedule



# Successful change requires both the technical and people sides

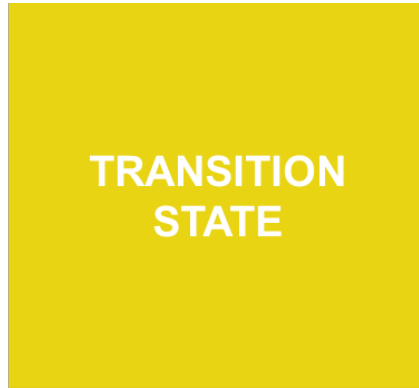




**ORGANIZATION**

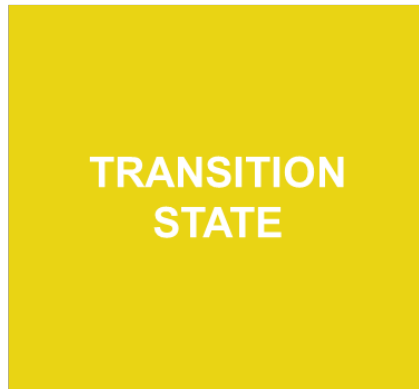
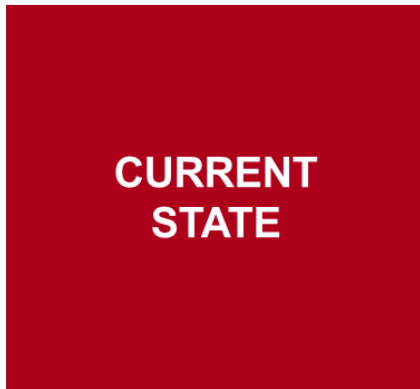


How I do my job today



How I will do my job after the change is implemented

**INDIVIDUAL**



# The five building blocks for successful change



**A** Awareness

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**D** Desire

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**K** Knowledge

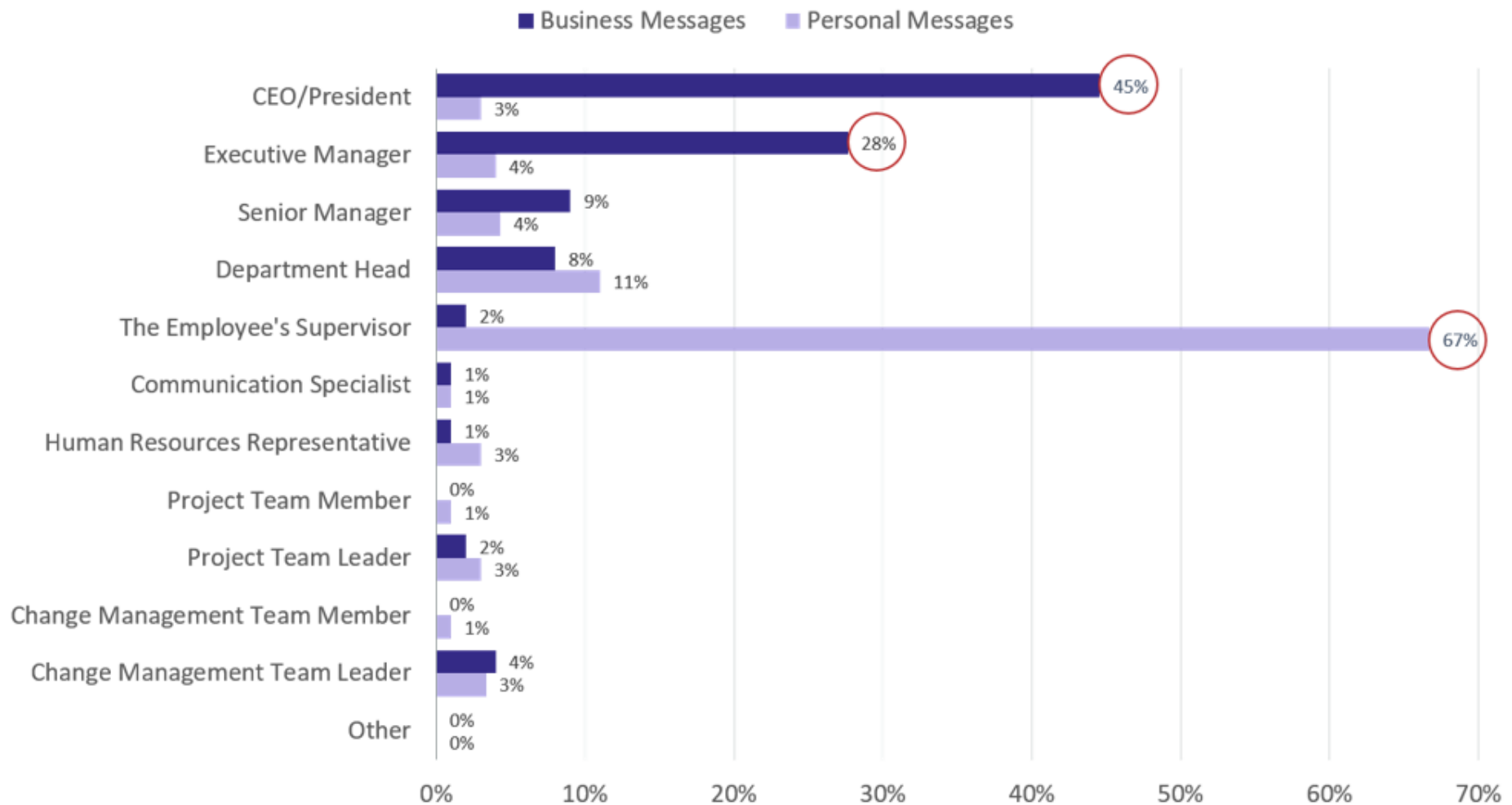
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**A** Ability

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**R** Reinforcement®

# Preferred Senders of Change Messages



# Top Contributors to Success



1. Active and visible executive sponsorship



2. Dedicated change management resources



3. Structured change management approach



4. Employee engagement and participation



5. Frequent and open communication



6. Integration and engagement with project management



7. Engagement with middle managers

**In all ten reports, sponsorship was #1 on the list**



# The Top Reasons for Employee Resistance

- 1** Lack of Awareness of Why a Change is Needed

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- 2** Change Specific Resistance

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- 3** Change Saturation

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- 4** Fear

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- 5** Lack of Support From Management or Leadership

# The Top Reasons for Manager Resistance

- 1 Organizational Culture**

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- 2 Lack of Awareness and Knowledge About the Change**

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- 3 Lack of Buy-in**

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- 4 Misalignment of Project Goals and Personal Incentives**

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- 5 Lack of Confidence in Their Own Ability to Manage the People Side of Change**

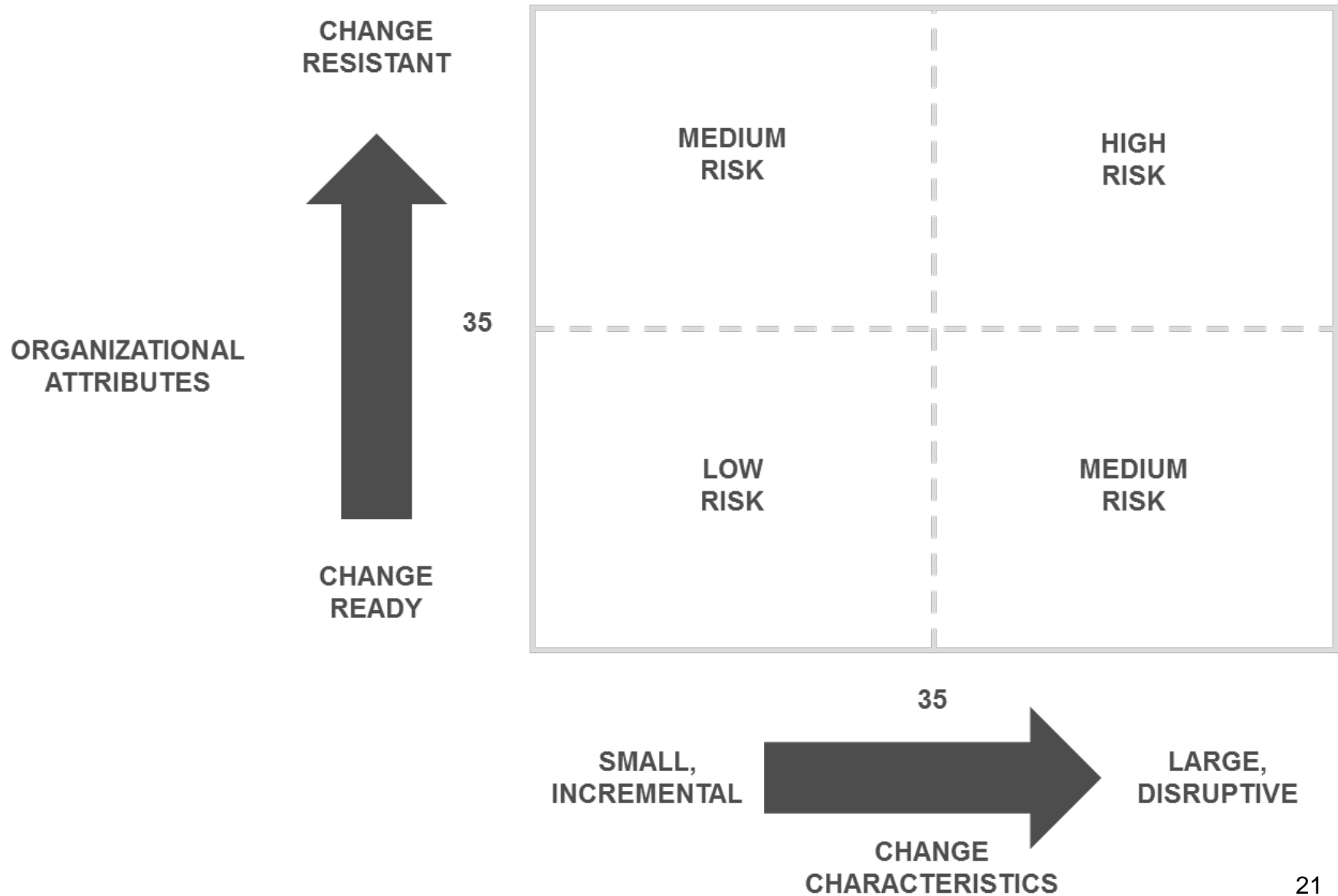


**What  
resonates  
with you?**

The slide features a decorative header at the top with a red bar on the left and four colored vertical bars (dark blue, light blue, orange, green) on the right. The main background is a light gray surface with several pieces of white, torn paper scattered across it. The central piece of paper is the largest and contains the text.

# Examples of tools

# PROSCI® RISK ASSESSMENT GRID



# Change characteristics assessment

## 1) Scope of change

1 = Workgroup 5 = Enterprise

5

## 2) Number of impacted employees

1 = Less than 10 5 = Over 1000

3

## 3) Variation in groups that are impacted

1 = All groups impacted the same 5 = Groups experiencing change differently

5

## 4) Type of change

1 = Single aspect, simple change 5 = Many aspects, complex change

4

## 5) Degree of process change

1 = No change 5 = 100% change

4

## 6) Degree of technology and system change

1 = No change 5 = 100% change

5

## 7) Degree of job role changes

1 = No change 5 = 100% change

3

## 8) Degree of organization restructuring

1 = No change 5 = 100% change

1

## 9) Amount of change overall

1 = Incremental change 5 = Radical change

5

## 10) Impact on employee compensation

1 = No impact on pay or benefits 5 = Large impact on pay or benefits

1

## 11) Reduction in total staffing levels

1 = No change expected 5 = Significant change expected

1

## 12) Timeframe for change

1 = Very short (<month) or very long 5 = 3 month to 12 month initiative

5

CC Score

42

# Organizational attributes assessment

## 1) Perceived need for change among employees and managers (score 1 to 5)

1 = Compelling business need for change is visible – employees are dissatisfied with the current state      5 = Employees do not view change as necessary – employees are satisfied with the current state

1

## 2) Impact of past changes on employees (score 1 - 5)

1 = Employees perceive past changes as positive      5 = Employees perceive past changes as negative

4

## 3) Change capacity (score 1 - 5)

1 = Very few changes underway      5 = Everything is changing

5

## 4) Past changes (score 1 - 5)

1 = Changes were successful and well-managed      5 = Many failed projects and changes were poorly managed

3

## 5) Shared vision and direction for the organization (score 1 - 5)

1 = Widely shared and unified vision      5 = Many different directions and shifting priorities

2

## 6) Resources and funding availability (score 1 - 5)

1 = Adequate resources and funds are available      5 = Resources and funds are limited

4

## 7) Organization's culture and responsiveness to change (score 1 - 5)

1 = Open and receptive to new ideas and change      5 = Closed and resistant to new ideas and change

4

## 8) Organizational reinforcement (score 1 - 5)

1 = Employees are rewarded for risk taking and embracing change      5 = Employees are rewarded for consistency and predictability

4

## 9) Leadership style and power distribution (score 1 - 5)

1 = Centralized      5 = Distributed

2

## 10) Senior management change competency (score 1 - 5)

1 = Business leaders demonstrate effective sponsorship on change projects      5 = Business leaders lack sponsor skills and knowledge

2

## 11) Middle Management change competency (score 1 - 5)

1 = Managers are highly competent at managing change      5 = Managers lack knowledge and skills for managing change

3

## 12) Employee change competency (score 1 - 5)

1 = Employees are highly competent at managing change      5 = Employees lack the knowledge & skills for managing change

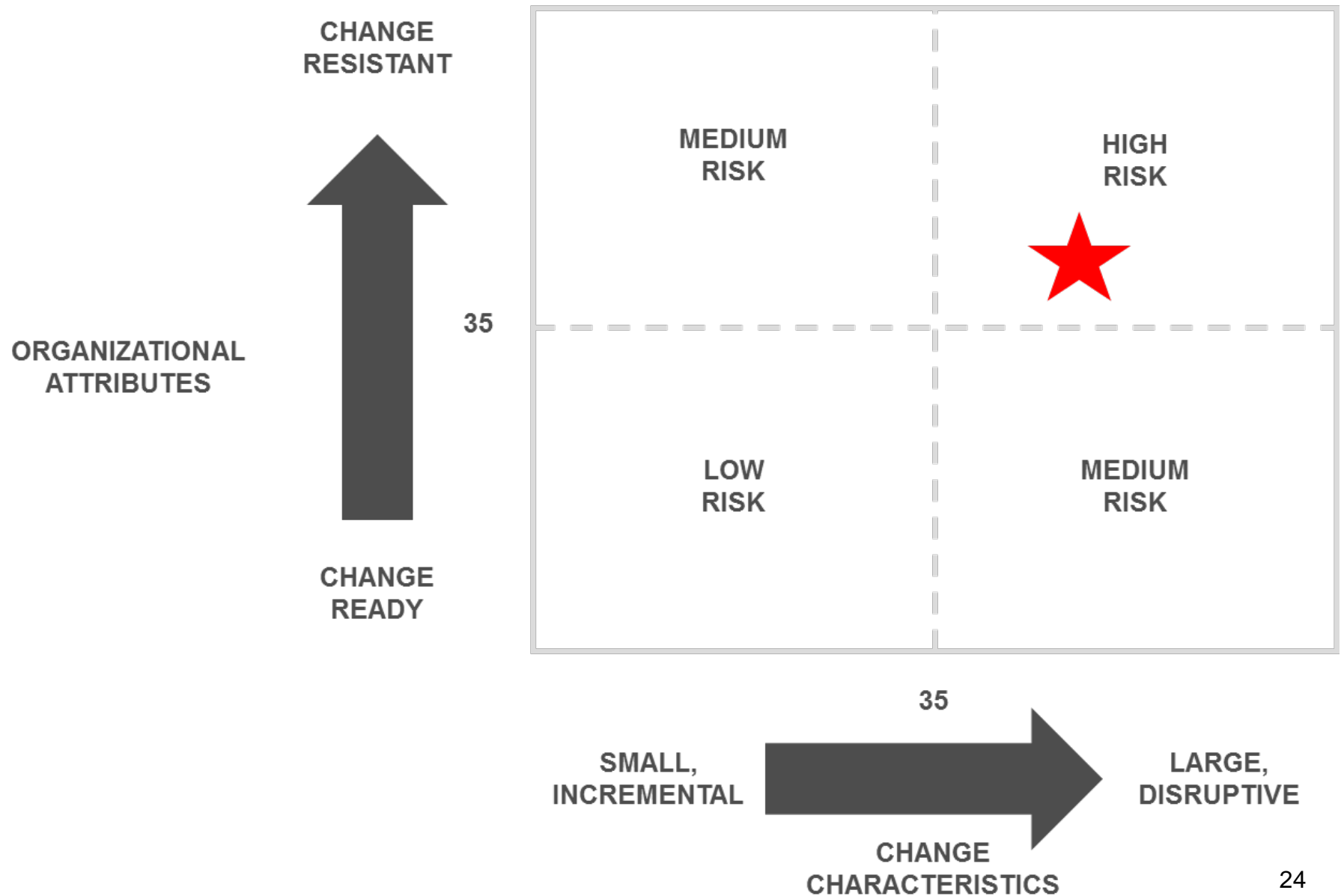
4

QA Score

38

23

# PROSCI® RISK ASSESSMENT GRID





# Examining impacted groups

Group name	Number of employees in group	Processes	Systems	Tools	Job role	Critical behaviors	Mindset/ Attitude/ Beliefs	Reporting Structure	Performance Reviews	Compensation	Location	Degree of impact (avg)	
1) Branch Managers	50	5	5	5	1	1	1	0	0	0	0	1.8	
2) Tellers	250	5	5	5	3	1	2	0	0	0	0	2.1	
3) Vice Presidents	5	5	5	5	1	1	1	0	0	0	0	1.8	
4) Loan Officers	25	5	5	5	1	1	1	0	0	0	5	2.3	

It is not always the obvious impact of the change that causes the most resistance.



## Questions

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