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The Awkwardness of Change

Short Exercise

Followed by Debrief

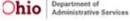
- How did that feel?
- What happened to productivity?
- What happened to quality?
- What happened to self-confidence?
- How can we tie this exercise back to the change curve?



7

Agenda

- 1) Change Management (CM)
- 2) Alignment with Sponsors and Project Managers
- 3) Individual Change
- 4) ADKAR
- 5) Wrap-up & Q&A



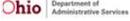
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A Few Definitions

Change Management (CM)
is the process, tools and techniques to manage the people side of change to achieve the required business results.

Prosci
is a global research firm best known for its data and insights into successful projects and effective change management practices.

Sponsorship
is the active and visible engagement of a senior leader in the role of chief champion of change.



9

Adoption
occurs when individuals embrace the new ways of doing things.

Sustainment of Change
is when new habits are so well-established that the change has become "the way we do things here."

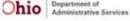
Culture
Is the set of shared beliefs, values and norms that influence the way employees think, feel and behave.



10

Common Myths about CM and Change

- **Myth #1:** CM focuses only on Communications and Training.
• **Truth:** CM also includes Sponsorship, Coaching and Reinforcement
- **Myth #2:** CM focuses solely on end-users.
• **Truth:** CM also focuses on Sponsors and Leaders at all levels. There are roles everyone must play for CM to be successful.
- **Myth #3:** You need to be an CM specialist to practice CM.
• **Truth:** Any person who interacts with people and change can practice CM.
- **Myth #4:** You must be a "touchy-feely" type to practice CM effectively.
• **Truth:** Any personality or behavioral style can practice CM effectively.



11

Common Myths about OCM and Change

- **Myth #5:** People don't like change.
• **Truth:** What people don't like is *poorly planned (uninformed) and poorly managed* change.
- **Myth #6:** CM work is primarily "soft stuff" which can't be measured.
• **Truth:** "Soft stuff" can in fact be measured via interviews and surveys.
- **Myth #7:** Adding CM activities into the project schedule will slow us down.
• **Truth:** When CM activities are aligned with the project's critical path, there is increased likelihood that the project will stay on schedule.
- **Myth #8:** You cannot practice CM with Lean.
• **Truth:** Yes, CM focuses on the people while Lean focuses on the process. However, Lean and CM tools overlap.



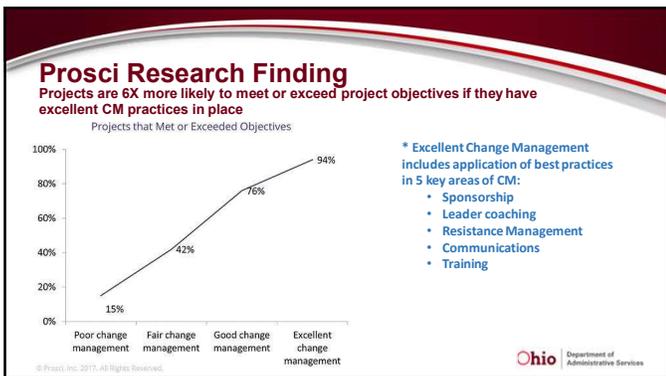
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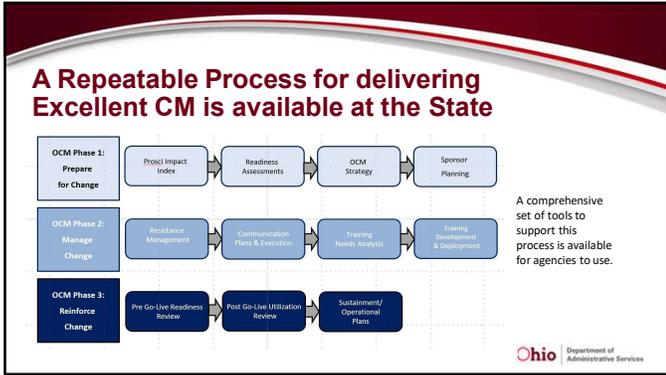
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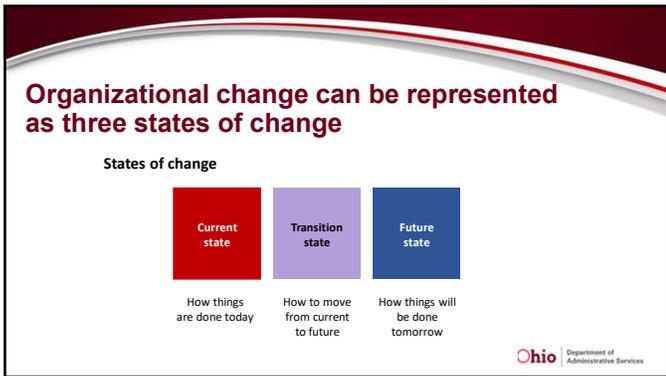
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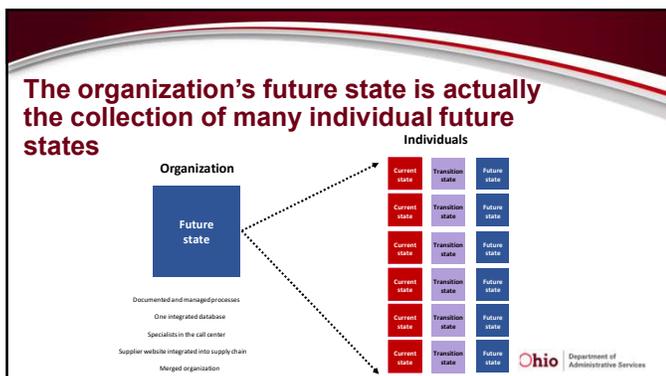
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21

The focus of change management is helping individuals make their transition

Change management drives project success by supporting individual transitions required by organizational projects and initiatives. Individuals move at different rates through change, which can increase the levels of resistance.

Individuals

Current state	Transition state	Future state
Current state	Transition state	Future state
Current state	Transition state	Future state

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22

Alignment with Sponsors and Project Managers

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23

A Look at Prosci's "PCT Triangle"

Leadership/Sponsorship

Projects meet objectives
Projects finish on time and on budget
Return on investment (ROI) realized

Project Management **Change Management**

Prosci PCT™ Model

Sponsorship provides vision, guidance, leadership, and governance

Project Management gives structure to the technical side of the change

Change Management supports the people side of the change

The CM practice includes a regular evaluation of the 3 points of the triangle, with a goal for each discipline to become "Green."

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24

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Communication Drafting Template

This template is used to create a first draft of a communication that will need approval by others. To gain more space, delete this box and move the table up. The "Ref # and "Communication Subject" refer to the ref # and subject of a specific communication that is listed in your Communications Matrix.

Ref #	Communication Subject:
Vehicle/Channel(s)	
Recipients (To)	
Sender (From)	
Planned Send Date	
Reviewers	
Approver	
Attachment	+Attach any supporting documentation and describe it here +
Title/Subject Line	

Message Body:
 +Replace this text with your draft. Keep the message concise so it is easy for readers to understand and remember accurately.

28

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Communications Plan Matrix

Communication Subject or Meeting Title	Objectives	Audience	Channel	Planned Date	Actual Date	Author / Owner	Approver	Created / Revision	Notes
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									

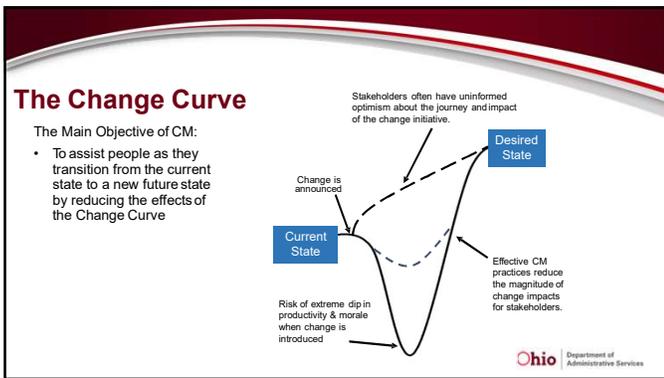
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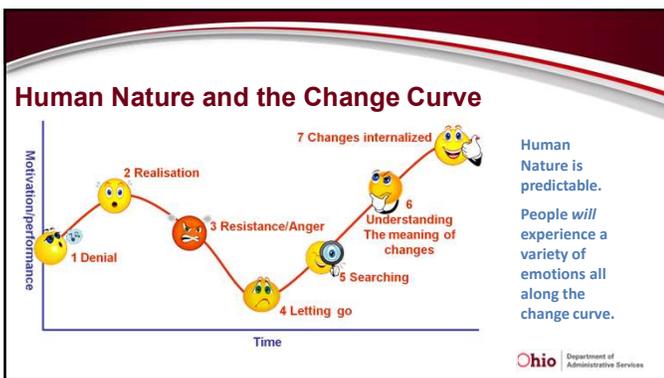
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31



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33

Organizational Change is dependent upon Individual Change

Organizational Change: Current → Transition → Future = Benefits

Individual Change: Current → [T T T T] → [F F F F] → Adoption and usage impacts

People are easily left behind if we don't address their **individual needs and points of resistance** as they move through change

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34

There are consequences of not managing the people side of change

- Lower productivity
- Passive resistance
- Active resistance
- Turnover of valued employees
- Disinterest in the current or future state
- Arguing about the need for change
- More people taking sick days or not showing up
- Changes not fully implemented
- People finding work-arounds
- People revert to the old way of doing things
- The change being totally scrapped
- Divides are created between 'us' and 'them'

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35

Resistance & Resistance Management

Common Reasons for Resistance

- Lack of awareness about the business reasons for the change.
- People do not see anything positive in it for them.
- Mixed messages from managers.
- Fear about something – decreased job role, increased workload, loss of position or power, not knowing how to change, etc.
- Belief (or hope) that “this too shall pass”
- Lack of inclusion in planning for the change
- Assumption that upcoming retirement exempts them from making the change

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36

Resistance & Resistance Management

What Does Resistance Look Like?

- Disruptive behavior, or the opposite...
- Silence and withdrawal
- Opting out by refusing to participate, or the opposite...
- Pretending to go along
- Negative story telling
- Smokescreens and other stalling behaviors
 - "I need more information...."
 - "I wasn't able to attend training...."
 - "Our department (or my role) is unique...."
 - "I have other priorities right now...."
 - "I'm a quick learner and won't need training; I'll catch up later...."



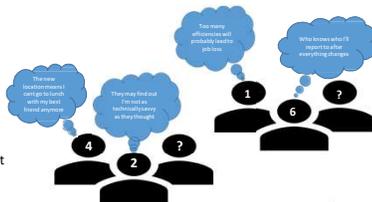
37

Resistance & Resistance Management

Managers need to address individual concerns

A single initiative may involve many types of change, such as:

1. process changes
2. new technical tools
3. new job roles
4. new location
5. new performance expectations
6. different reporting structure



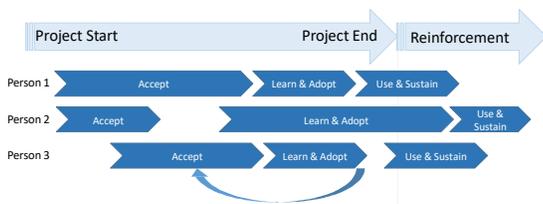
Individuals will have personal concerns that cause them to resist the change.

Managers need to understand this.



38

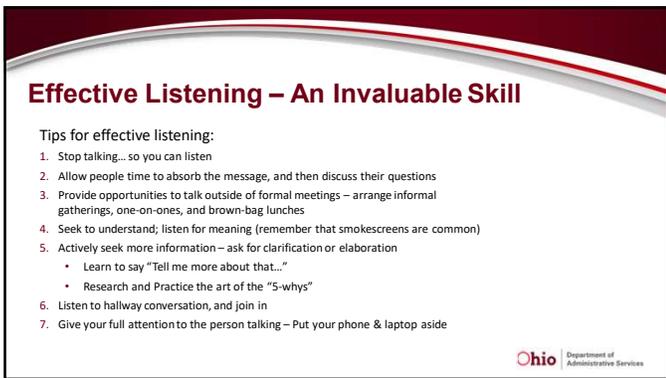
Individuals Transition to the Future State at different rates



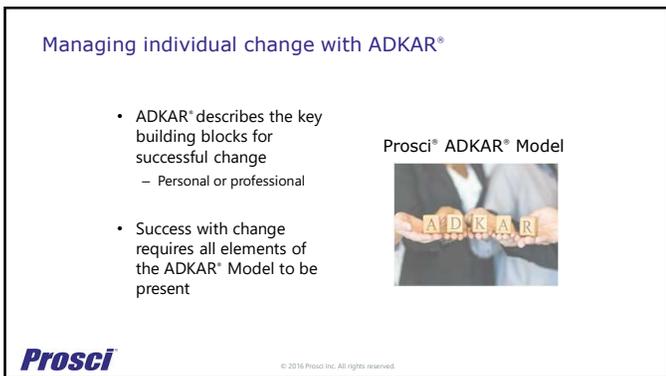
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40



41



42

ADKAR® forms the foundation of successful organizational change

- Ultimately, for a project or initiative to be successful, individuals in the organization have to do their jobs differently
- ADKAR® provides a framework for understanding how individuals change
- Managers and project teams can use ADKAR® to:
 - Guide organizational change management plans
 - Diagnose gaps and root causes of resistance
 - Develop corrective actions

43

The five building blocks of successful change

Prosci® ADKAR® Model

Awareness		Awareness of the need for change
Desire		Desire to participate and support the change
Knowledge		Knowledge on how to change
Ability		Ability to implement required skills and behaviors
Reinforcement		Reinforcement to sustain the change

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44

Awareness of the Need for Change

- A** • Why is this change necessary?
- D** • What will happen if we don't make this change?
- K** • If this change is not implemented effectively, what is the impact?

A

R An employee should be able to talk through the answers to these questions. If they cannot, they have an Awareness barrier, meaning they have not received enough information (communication) about what the change is and why it is needed.

45

Do they have the **Desire** to Participate and Support Change

- A** • What's in it for me (WIIFM)?
- D** • What are the benefits for the organization?
- K**
- A**
- R** • Why should I get onboard?

People are generally motivated by benefits. If they cannot understand, or haven't been told, how a change will benefit them, what they do, or something they care about (work success), they have a Desire barrier and will not change.

46

Knowledge about How to Change

- A**
- D** • What skills are needed for me to implement this change?
- K** • How do I obtain these skills?
- A**
- R**

If the employee doesn't know how to perform the new tasks or get training on the new skills required to be successful, there is a Knowledge barrier and further information must be shared.

47

Ability to Change

- A** • Once I have the knowledge, will I feel confident enough to act on that knowledge?
- D** • Who do I contact for help?
- K**
- A**
- R**

The employee might understand how to change, but might have an Ability barrier if they need training, additional assistance, or might not be capable of learning a new skill set. This is a sensitive area and must be handled respectfully.

48

Reinforcement to Keep the Change in Place

A
D
K
A
R

- What happens if we are successful?
- What are the ramifications if we are not successful?

If there is no follow-up, accountability, celebrations of success, or consequences for not maintaining the change, there is a Reinforcement barrier.

49

Managing individual change with ADKAR®

- The only way to find out why a person is resisting change is to talk to them and listen.
- Using the ADKAR Model, consider what a person says about why they are resisting the change and develop a plan to address their barriers.
- Empathy is one of the best ways to get someone to share...



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50



51



52



53



54

What Questions Do You Have?

LeanOhio can answer your questions about the State's methodology for delivering excellent Change Management on your change initiatives. We are happy to help!

You can reach us at: LeanOhio@das.ohio.gov

More resources can be found on OBM's Value Management Website:
<https://obm.ohio.gov/wps/portal/gov/obm/areas-of-interest/value-management/resources/organizational-change-management>