A Change Management Playbook: Addressing the people side of change
Let me introduce myself…

Natascha Walker
Organization Change Practitioner

About me:
• 12+ years IBM consultant - helping organizations address the people challenges associated with transformation
• Joined Kinetic Concepts, Inc Dec 2010

Reach me at:
natascha.walker@me.com
314-322-6310
Imagine this scenario…

There is a problem identified in your organization.
A team of the best & brightest assemble. Countless hours & dollars are spent on crafting the **right solution**. Then, we “Go Live”

But, no benefits are realized.

Instead: Resistance, Workarounds, Ignoring the change.

How could the right solution fail to deliver results? **Because the right answer is not enough.**
The right answer alone does not...

- create buy-in
- create commitment
- mitigate resistance
- eliminate fear
- promote adoption
Lessons from benchmarking

Top reasons employees and managers resist change:

- Lack of awareness
- Loss of control or negative impact on job
- Culture of change resistance
- Lack of visible commitment from managers
- Job loss concerns

None of the reasons identified by 575 study participants from 65 countries are related to the rightness of the solution!
Why Change Management?

Change management minimizes the depth and length of performance disruption

- Speed of adoption
- Ultimate utilization
- Proficiency

Change project starts
Disruption due to lost productivity
Reduced productivity
What is this presentation and who is it for?

- **Purpose:** Provide a Change Management Playbook

- What’s your role in a change initiative?
  - Sponsor
  - Project manager
  - Functional manager
  - Employee (aka “Target”)

![Diagram showing roles in change management]

- Senior leaders
- Project team
- Change management
- Managers & supervisors
- Employees
### “Must Have” Change Management Components

<table>
<thead>
<tr>
<th>Component</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship</td>
<td><strong>Objective:</strong> Key stakeholders are visibly engaged in communicating the vision and preparing for the change</td>
</tr>
<tr>
<td>Communication</td>
<td><strong>Objective:</strong> Impacted groups and individuals understand the change and have the information they need to support it</td>
</tr>
<tr>
<td>Coaching</td>
<td><strong>Objective:</strong> Individuals are prepared for the change through interactions with their supervisors and managers</td>
</tr>
</tbody>
</table>
Contents

1. Why Change Management?
2. Sponsorship
3. Communications
5. Coaching
6. Change Management Resources
Ask yourself…

Are you engaging leaders to sponsor the change?
Why does sponsorship matter?

Top five contributors to overall change management success*:

1. Active and visible executive sponsorship
2. Frequent and open communications about the need for change
3. Structured change management approach
4. Dedicated resources and funding for change management
5. Employee engagement and participation

Which of these five factors are improved through sponsorship planning?

* Prosci Benchmarking Report 2009
To Do List:

Leading change...

1. Participate actively and visibly

2. Build my coalition to lead change

3. Communicate the change to employees
Avoid a common pitfall

Assuming that sponsors know how to lead the change

Study – Why CEOs get fired…

Four-year study by LeadershipIQ, compiled interview results with 1,087 board members from 286 public, private, business and healthcare organizations that fired their chief executive.

Top reason? Not due to missed financial goals…

Mismanaging change (31%)!

Virtually every organization interviewed indicated they were undergoing a change initiative. However, half of board members said that their change initiative did not go well. Most pointed to a failure on the CEOs part of properly motivate employees and managers and to adequately sell the need to change course.
Anybody remember, Norah Jones singing *Don’t Know Why* with Elmo on Sesame Street?

Purpose drives meaning
- Why change?
- What would happen if we didn’t make the change?
Study explains that “why” is a big deal for us humans
Probably the most common pitfall to avoid is…

… Avoiding “problem” stakeholders

Problem stakeholders who seem disinterested or pose opposition?

It’s tempting to avoid interacting with them.

But they need just the opposite – more engagement and interaction.

Resist the urge to limit interactions with stakeholders who demonstrate opposition or ambivalence.
Powerful Tool: Telling stories at work

Why story telling?

- Stories have a long history as powerful change makers
- Stories are engaging: “Let me tell you a story”
- Stories are easy to remember & share
- Stories are emotional
- Stories can convey subtle or complex information
- Stories can change behavior
Example of story telling at work

Let me tell you a story…

VP of Sales & Marketing for a catalog retailer shared his wife’s customer experience.

The story became a catalyst for the company’s ERP project:

• Voice of the customer
• Case for change
• Project benefits
Contents

1. Why Change Management?
2. Sponsorship
3. Communications
5. Coaching
6. Change Management Resources
### Why communicate?

<table>
<thead>
<tr>
<th>People need information to make change happen</th>
<th>Without good information people make it up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of information breeds uncertainty and anxiety</td>
<td>Anxiety interferes with focus and productivity</td>
</tr>
<tr>
<td>Information-sharing gives people a sense of belonging</td>
<td>We work harder for an organization we feel part of</td>
</tr>
<tr>
<td>Honest, timely communication enhances credibility</td>
<td>Reliable communication is preferred over the grapevine</td>
</tr>
</tbody>
</table>
**Common Communication Pitfall:** Wrong “sender” for the message

<table>
<thead>
<tr>
<th>Business related messages</th>
<th>Preferred sender</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How change aligns with corporate strategy</td>
<td>Senior business leaders</td>
</tr>
<tr>
<td>• Why we are making this change</td>
<td></td>
</tr>
<tr>
<td>• Risk of not changing</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual implications</th>
<th>Immediate supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How the change will impact my job?</td>
<td></td>
</tr>
<tr>
<td>• What’s in it for me?</td>
<td></td>
</tr>
<tr>
<td>• What will I do differently?</td>
<td></td>
</tr>
</tbody>
</table>
Pitfall: Believing that once or twice is enough

Say it again…
And again…
And again
Pitfall: Waiting until you have all the answers…

While you are quietly designing the perfect solution, your people are in the dark…
  … wondering
  … worrying
  … feeding the rumor mill

Instead of waiting, bring them in early with the big picture and provide details when you can

If you get stumped with questions that don’t have answers yet, log them to be communicated later
Employees are probably wondering…

- What is the project?
- Why are we doing it?
- Will I still have a job?
- Why now?
- How did the project get started?
- Who’s involved?
- How will this be implemented?
- When will this happen?
- What’s in it for me?
- Where do I find out more?
- Will I receive training?
- Can I learn new ways?
- What should I be doing now?
- What are the benefits?
- How will this affect me?
Pitfall: Underestimating the Rumor Mill

The rumor mill is a powerful change management tool.
Pitfall: Relying too much on email

Most effective communication methods*:

1. Group meetings and presentations
2. One-on-one coaching sessions and discussions

Email did not make the list!

It’s okay to use email, but don’t rely on it exclusively

* Prosci change management benchmarking study 2009
Pitfall: Credibility problems
For godsakes, talk like a human being...

Attention Customers

Due to Hurricane Irene this office is closed.

Normal Retail service will resume on Monday at ___9am____

We apologize for the inconvenience.

Blame the weatherman. Not us.

Sorry, but we're closed due to inclement weather.
Communication Checklist

- **Candid:** Be open and honest. People will know when you’re not.

- **Credible spokesperson:** Involve executives and management.

- **Use the line:** Employees rely on their direct supervisor.

- **Managers first:** Give managers a head’s up or preview.

- **Two Way:** Listen! Provide a mechanism for getting input.

- **Silence is not an option:** Communicate even when you don’t have all the answers.

- **Repeat key messages:** If you’re tired of saying it that’s a good sign.

- **Build up to the details:** Start general to build a foundation.
## Contents

1. Why Change Management?

2. Sponsorship

3. Communications

5. Coaching

6. Change Management Resources
**ADKAR – a model for change**

*Organizations don’t change – individuals do*

<table>
<thead>
<tr>
<th>A</th>
<th>Awareness of the need for change</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>Desire to participate and support the change</td>
</tr>
<tr>
<td>K</td>
<td>Knowledge on how to change</td>
</tr>
<tr>
<td>A</td>
<td>Ability to implement required skills &amp; behaviors</td>
</tr>
<tr>
<td>R</td>
<td>Reinforcement to sustain the change</td>
</tr>
</tbody>
</table>
ATTENTION

The next 22 miles include a variety of curves, some of them pretty sharp, where the road turns to go around some obstacle or another, plus there's a few blind corners that can really sneak up on you.
Ensure you series of events to engage individuals

Plan a *progression* of events to engage managers and employees

**Desire:** Get into the details (WHY)

**Knowledge:** Training and education

**Ability:** coaching, remove barriers

**Reinforcement:** Rewards & Recognition

**Awareness:** Start with the basics
1. Why Change Management?

2. Sponsorship

3. Communications

5. Coaching

6. Change Management Resources
Selected change management resources

Thought Leaders:
- John Kotter – *Leading Change*
- Daryl Conner – *Managing at the Speed of Change*
- William Bridges – *Managing Transition*

Tools:
- Prosci – Change Management Learning Center
  - Provides benchmarking, thought leadership, free webinars, and change management certification training

Communities:
- Linked In Groups
- ACMP: Association of Change Management Professionals
Questions