

### Introduction To Change Management

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#### Hello!



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#### Let's Start With a Story...





#### 6 Years Later...





#### Agenda









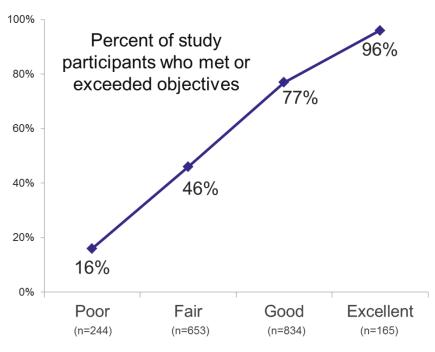
### Your support is desperately needed!

More than half of leaders and managers do not feel they know how to effectively lead change

The Change Styles Survey, conducted by Discovery Learning survey more than 5,000 mid-to-upper managers



### The Case for Change Management



Prosci 2014 Benchmarking Data
Data from 2007, 2009, 2011, 2013.
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Change Management Effectiveness



### The Case for Change Management



Strong Organizational Change Management (OCM) improves project ROI:

- Helps project stay on time and on budget
- Minimizes dip in productivity
- Increases long-term change adoption
- Reduces risk to overall employee engagement



#### Agenda





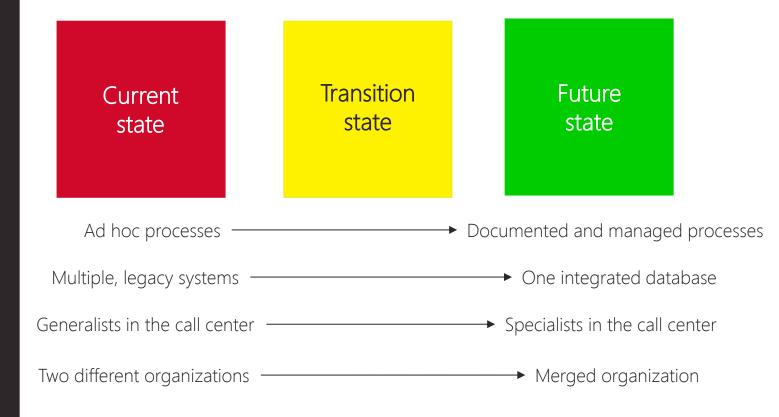
### What Is Change Management?

- The process, tools and techniques to manage the people side of change to achieve the required business results
- The federal government has largely adopted the Prosci® Methodology for communicating change



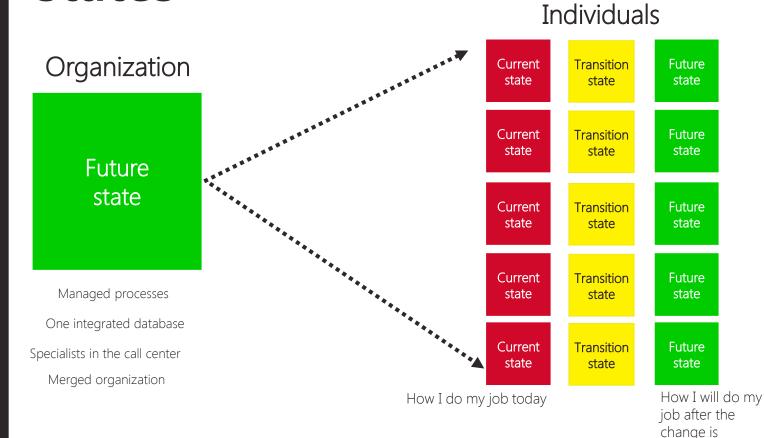


### **Examples of Organizational Change**





# An organization's future state is a collection of many individual future states



implemented

<sup>\*</sup> Based on PROSCI ADKAR @



#### **Change in Action**

Think of a bad experience you had with workplace change. Think of a positive experience you had with workplace change. What were the key differences? Could different management/leadership changed each experience?

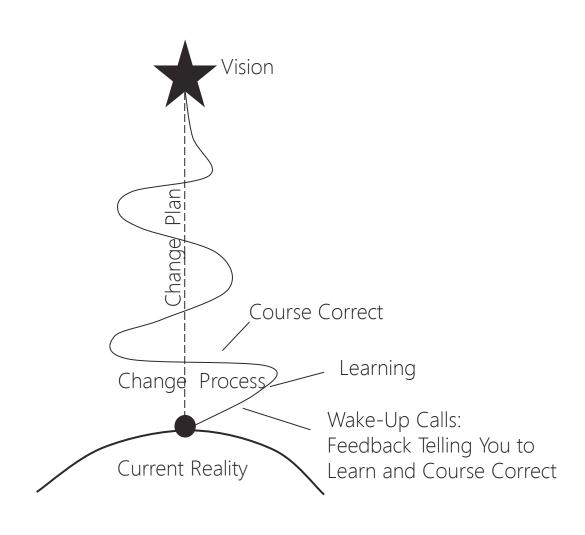


#### Agenda



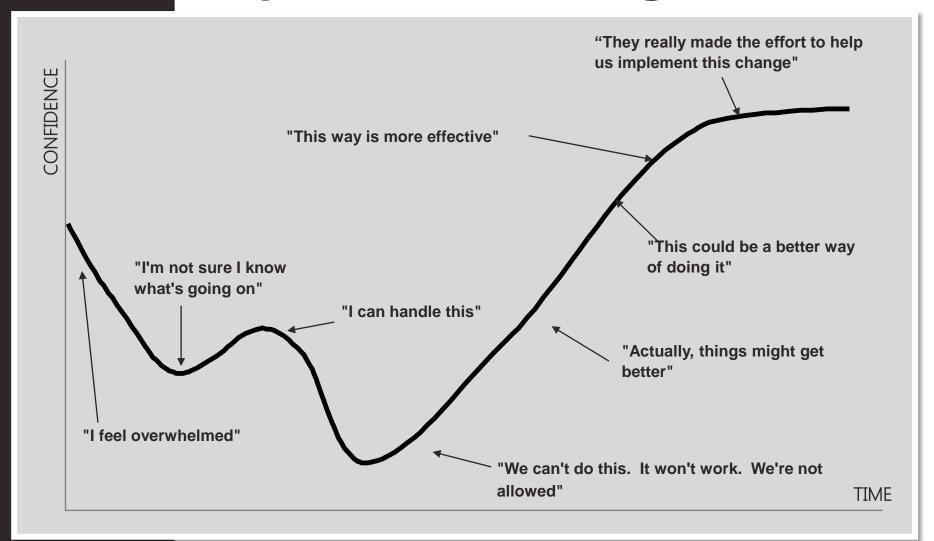


### Change Isn't A Straight Line





#### How Employees Experience Change





#### Seven Questions Employees Need To Know

Each question must be answered before an employee can successfully navigate the steps of the change process.

The ultimate goal for the organization is to reach the final question

- Do I have a job?
- How am I doing?
- Does anyone care about me?

Most employees get stuck here. These must be answered before they can even begin to think outside of themselves

- How do I fit into my team?
- How is my team doing?
- How does my team fit into the organization?
- How can I help?



Often the focus of corporate messages which results in employee resistance to change



#### Know your Audience Mapping Change by Stakeholder Group

High **Fnlist** Engage Focus particular These individuals/groups are These individuals/groups are attention on this important to project success. The critical to project success. These group goal of the engagement of these groups and individuals typically groups is to maintain their resist early but also have the confidence such that they can highest advocate rates. These are evel of Influence leverage their influence to the groups that will need specific positively impact our program. engagement strategies and focused attention. Inform Involve These individuals/groups are not These individuals/groups will be critical to the project's overall impacted but do not have the success. These groups need to be influence to impact the transition. kept in the loop and up to date, Early on we "keep an eye" on but "hard selling" communication these groups, particularly if they activities are not required. have the potential to wield more influence in the future Low Low Level of Impact High

Groups that should

and commitment of

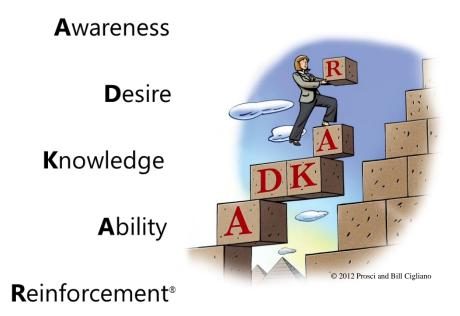
other stakeholders

drive the buy-in



### The Five Steps of Successful Change

Prosci® ADKAR® Model captures the milestones of the individual change process





# ADKAR: The Building Blocks for Communicating about Change

	Questions to Address	To help others
Awareness	<ul><li>What is changing?</li><li>Why are we changing?</li><li>What is the risk of status quo?</li></ul>	<b>Understand</b> the change
Desire	<ul> <li>Why should I care?</li> <li>What's in it for me?</li> <li>What are the personal consequences if I don't engage?</li> </ul>	<b>Want</b> to change
Knowledge	<ul> <li>How do I change?</li> <li>What does success in the new world look like?</li> <li>What resources are available to me?</li> </ul>	<b>Understand how</b> to change
Ability	<ul> <li>How can I practice the new behaviours?</li> <li>Where are resources to improve my skills?</li> <li>Am I doing it right?</li> </ul>	<b>Develop</b> new capabilities
Reinforcement	<ul> <li>Why should I continue this behaviour?</li> <li>What rewards are in place for continuing to buy in?</li> </ul>	<b>Keep the change</b> alive



## You may be more familiar with ADKAR than you think...























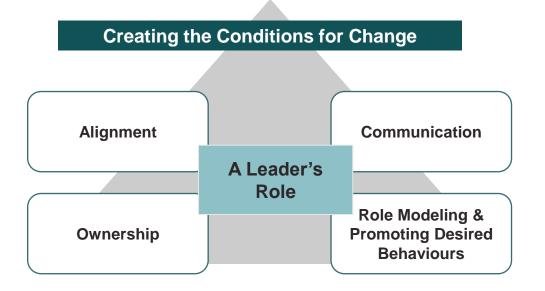
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#### Leading change

The change sponsors need to be active and visible through the full implementation of the change and reinforce the importance into future state



Organizations fail when their leaders are unable to escape the past or invent the future.



#### Leading Change as a BA



- Attending & engaging in information sharing meetings
- Reading/consuming project updates
- Keeping an eye out for things that might affect the project
- Asking hard questions of the project and challenging their assumptions
- Asking for help to identify resources and find answers
- Sharing information/updates with your team and clients
- Escalating concerns and providing the project with feedback
- Encouraging your clients to engage in the project and seek information for themselves
- Supporting your clients through the change & removing barriers
- Working with the project team to make efforts meaningful and effective for your clients

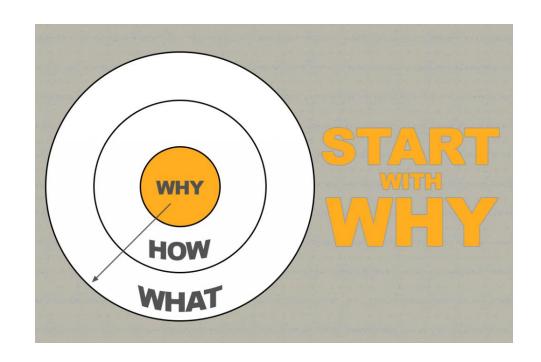


#### Staying on Message





### Crafting a Compelling Message





### Developing an Elevator Pitch



- Tell an anecdote
- Ask a question
- Make an observation

Try something funny, compelling, shocking, etc.

- Tailor your message to your audience
- Consider where they are in the ADKAR journey

Remember, start with why, then how, then what

- Provide as much detail as possible
- Use concrete and specific examples
- Share numbers, dates and data

Most people don't mind change, but they don't like uncertainty

- Express what you would like done with this information
- Be clear and concise
- Set employees up for success with a call that is straight-forward and time bound

Follow up to ensure follow through

- Give your employees a chance to respond
- Listen actively
- Acknowledge any concerns they may have

Hearing your employees is important both to build buy in and hone your pitch over time



#### Agenda





#### Want to Learn More?



- Five ways leaders can engage their team during complex change (Globe & Mail)
- How to Deal with Resistance to Change (Harvard Business Review)



- How to Change Things when Change is Hard (Heath)
- <u>5 ways to Lead in an Era of Constant</u>
   <u>Change (Hemerling)</u>
- How Great Leaders Inspire Action (Sinek)



- Canada School of Public Service
- Prosci Change Management Learning Centre



#### Questions?

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