



Introduction To Change Management

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Hello!



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Let's Start With a Story...



6 Years Later...



Agenda

- 
- A vertical line with five light gray circles, each containing a small diagonal tick mark at the top-left. The line connects the circles, which are positioned to the left of each agenda item.
- Why Change Management?
 - What is Change Management?
 - Experiencing Change
 - Your Role
 - Support & Resources



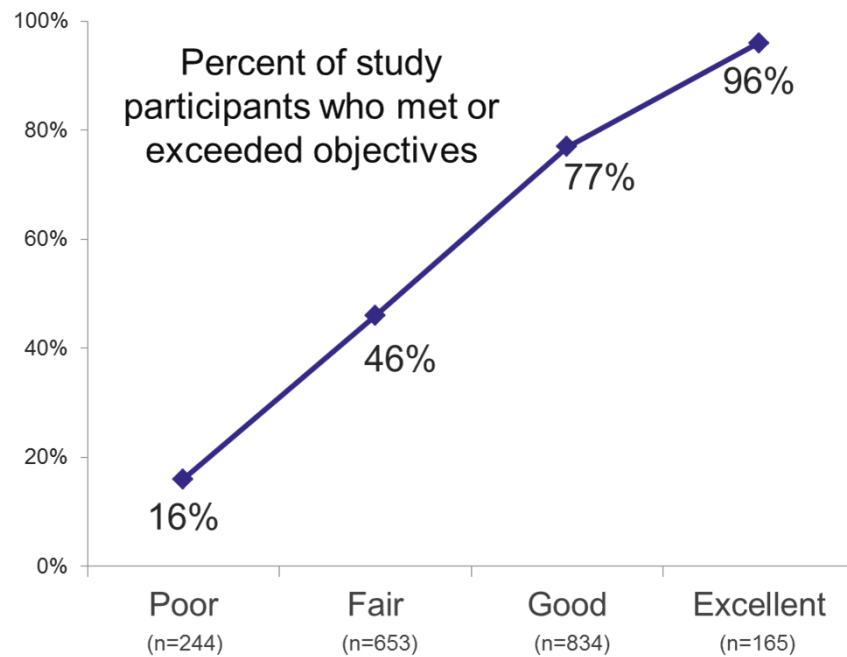


Your support is desperately needed!

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



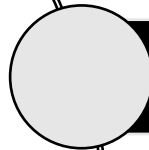
Strong Organizational Change Management (OCM) improves project ROI:

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

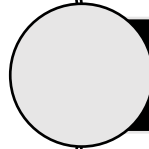
Agenda



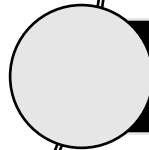
Why Change Management?



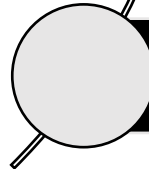
What is Change Management?



Experiencing Change



Your Role



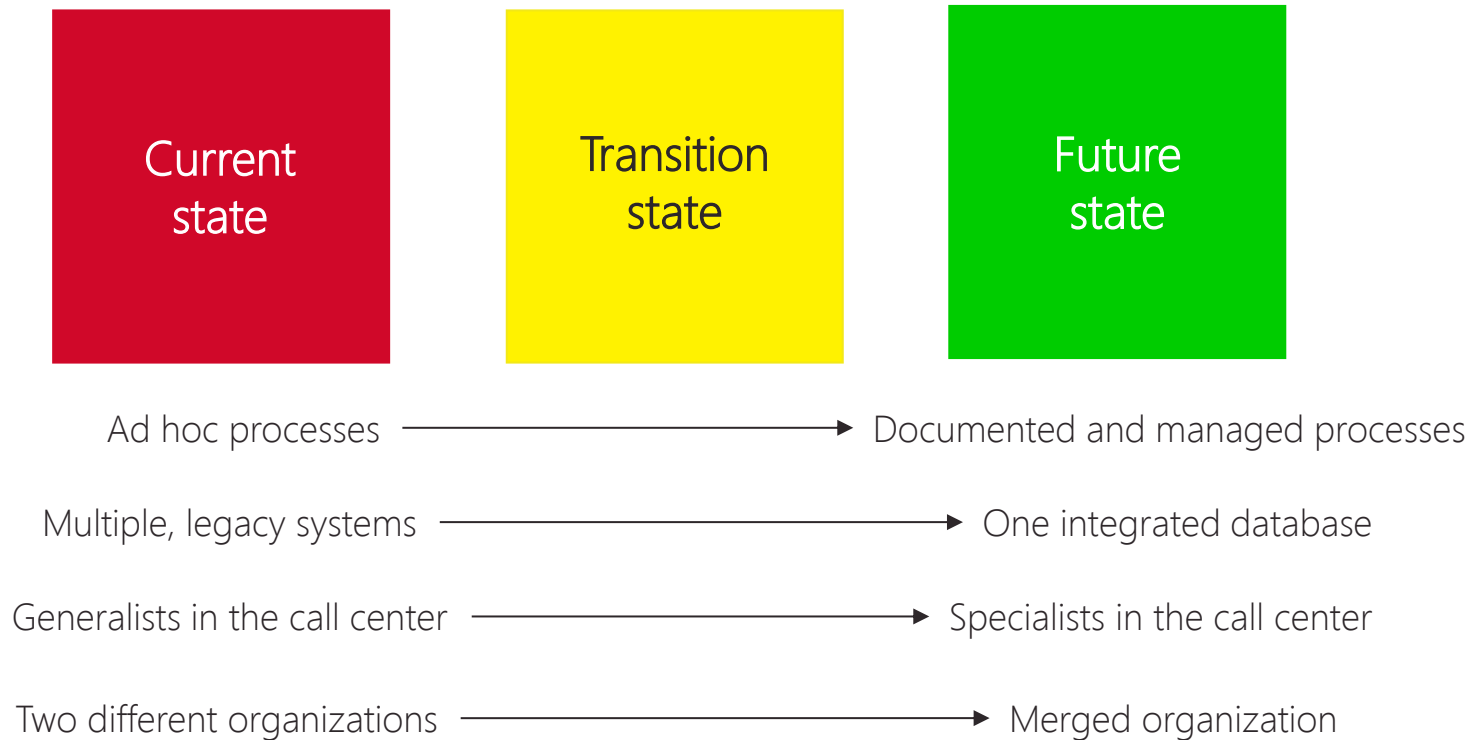
Support & Resources

What Is Change Management?

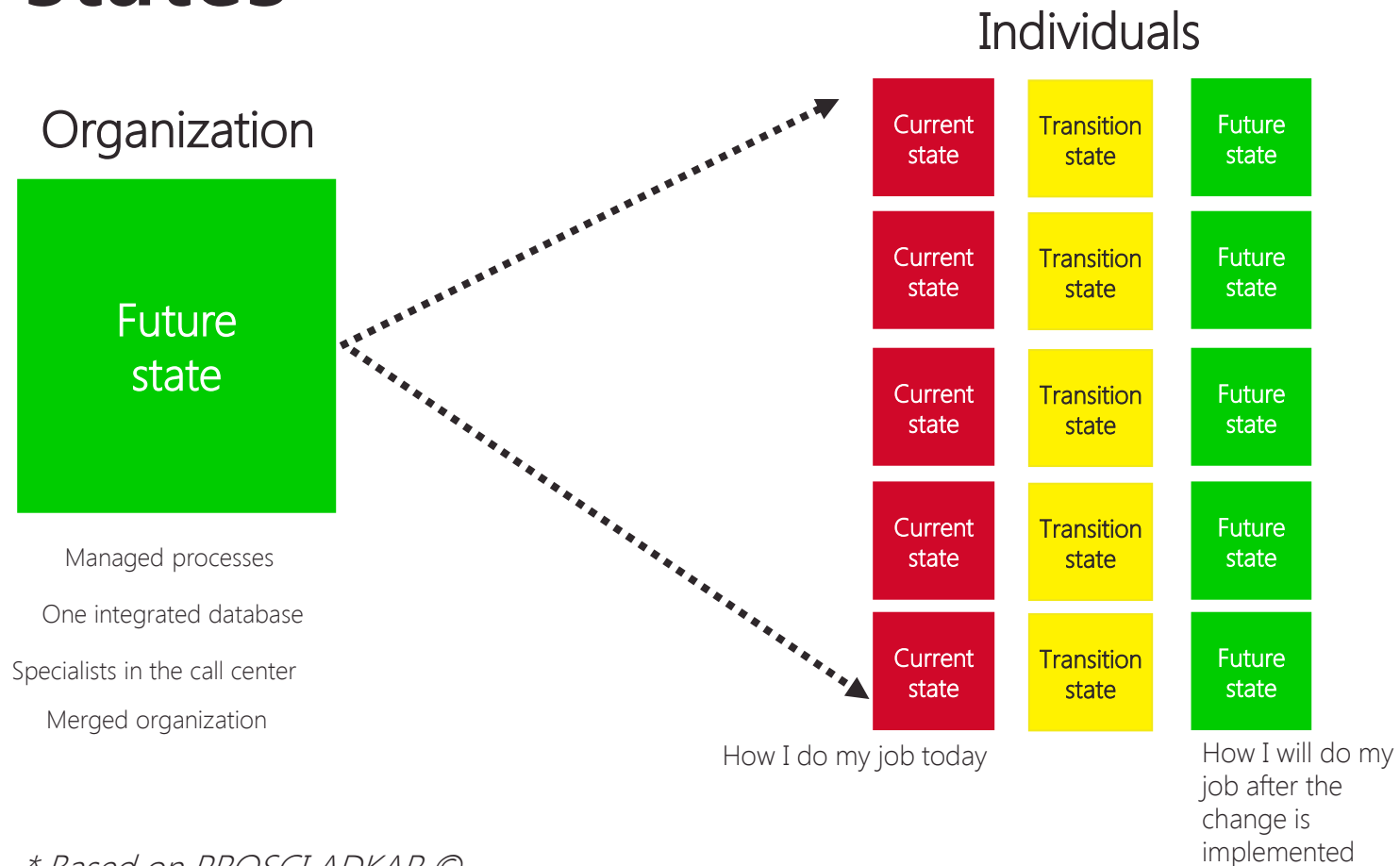
- The process, tools and techniques to manage the people side of change to achieve the required business results
- The federal government has largely adopted the Prosci® Methodology for communicating change



Examples of Organizational Change



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

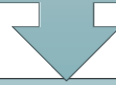


Change in Action

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?

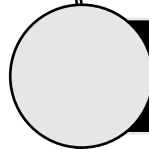
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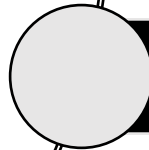
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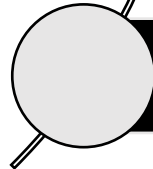
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Experiencing Change

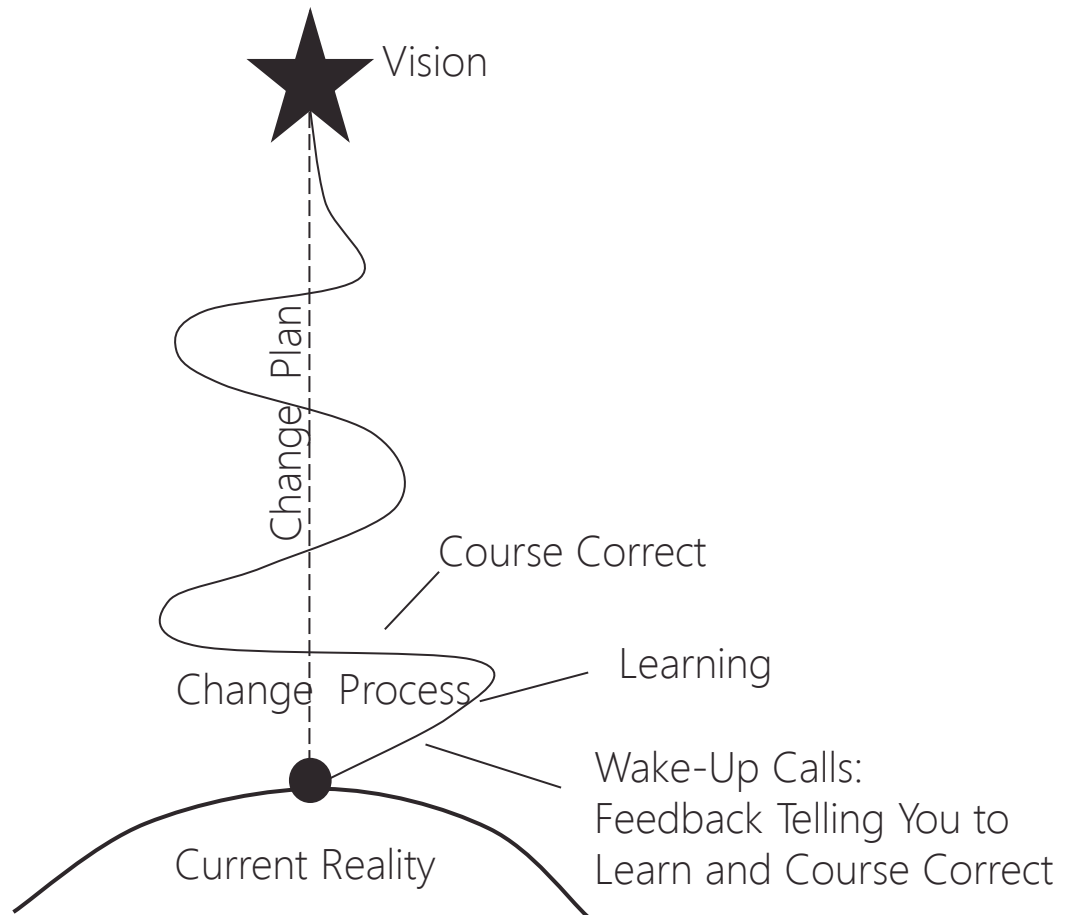


Your Role



Support & Resources

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

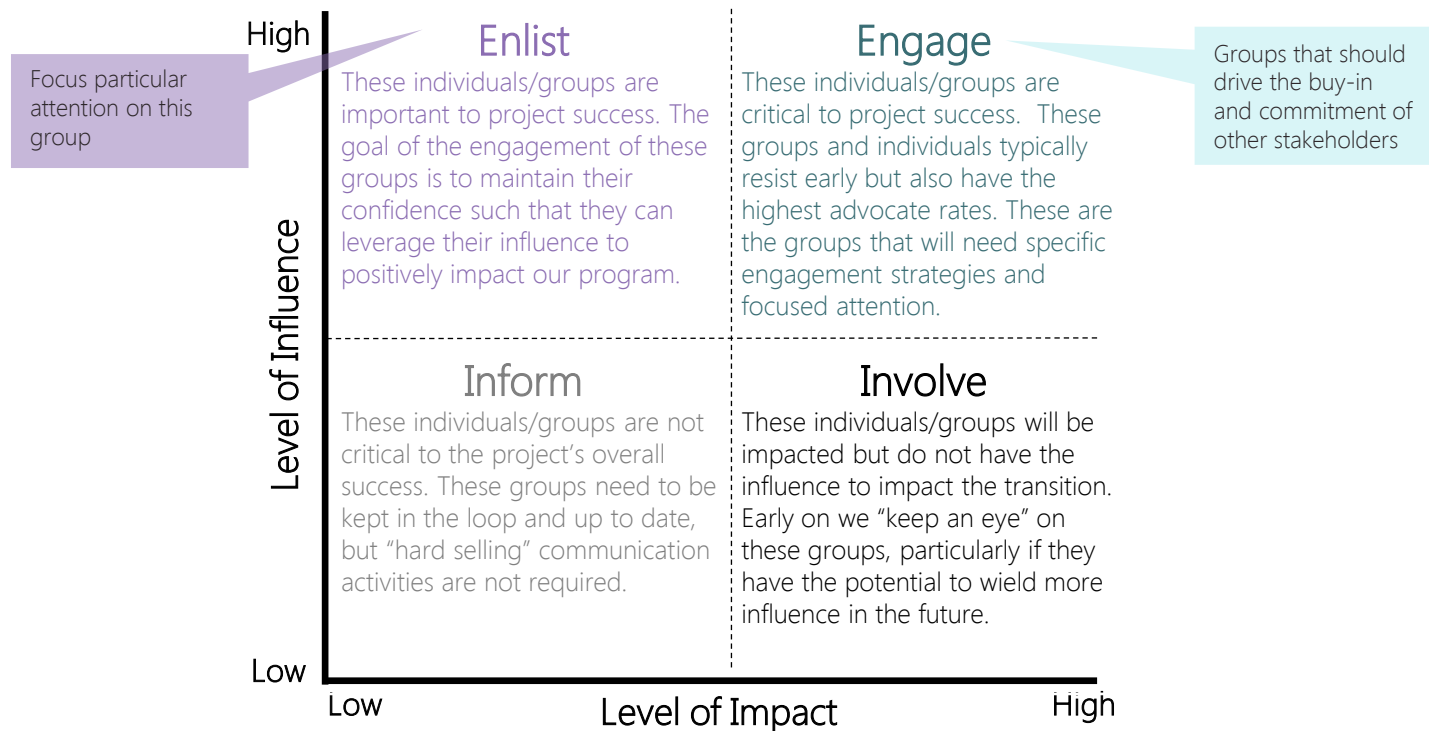
- How do I fit into my team?
- How is my team doing?
- How does my team fit into the organization?

- 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



The Five Steps of Successful Change

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

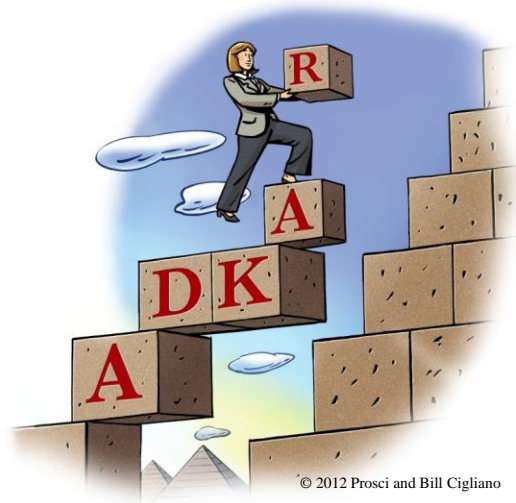
Awareness

Desire

Knowledge

Ability

Reinforcement®



ADKAR: The Building Blocks for Communicating about Change



Awareness

Questions to Address

- What is changing?
- Why are we changing?
- What is the risk of status quo?

To help others...

...Understand the change



Desire

- Why should I care?
- What's in it for me?
- What are the personal consequences if I don't engage?

... Want to change



Knowledge

- How do I change?
- What does success in the new world look like?
- What resources are available to me?

...Understand how to change



Ability

- How can I practice the new behaviours?
- Where are resources to improve my skills?
- Am I doing it right?

...Develop new capabilities



Reinforcement

- Why should I continue this behaviour?
- What rewards are in place for continuing to buy in?

...Keep the change alive

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





Awareness



Desire



Knowledge



Ability



Reinforcement

Agenda



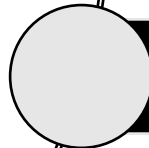
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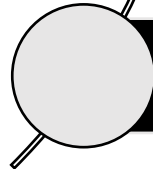
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Experiencing Change



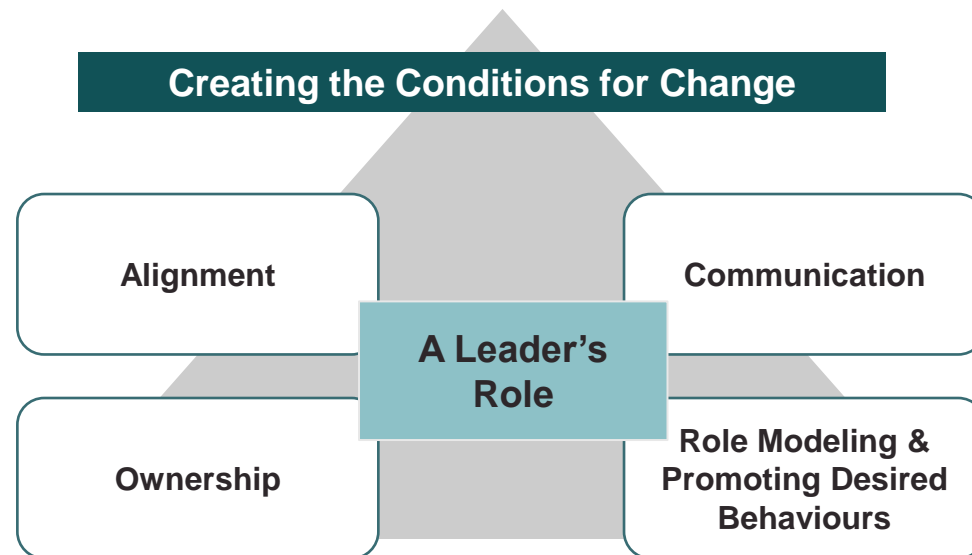
Your Role



Support & Resources

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



Engaging

- Attending & engaging in information sharing meetings
- Reading/consuming project updates
- Keeping an eye out for things that might affect the project



Asking

- Asking hard questions of the project and challenging their assumptions
- Asking for help to identify resources and find answers



Sharing

- 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



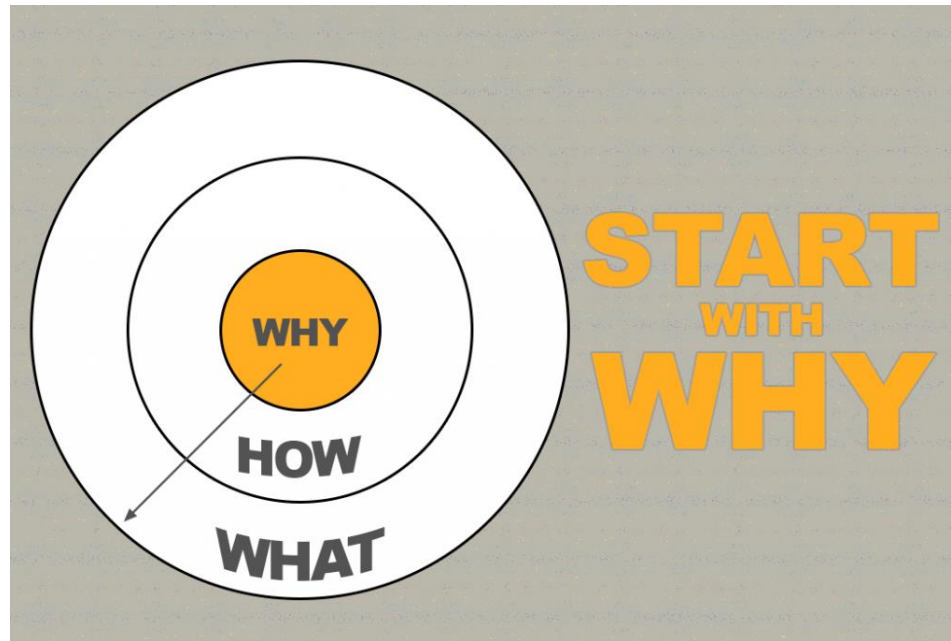
Helping

- Supporting your clients through the change & removing barriers
- Working with the project team to make efforts meaningful and effective for your clients

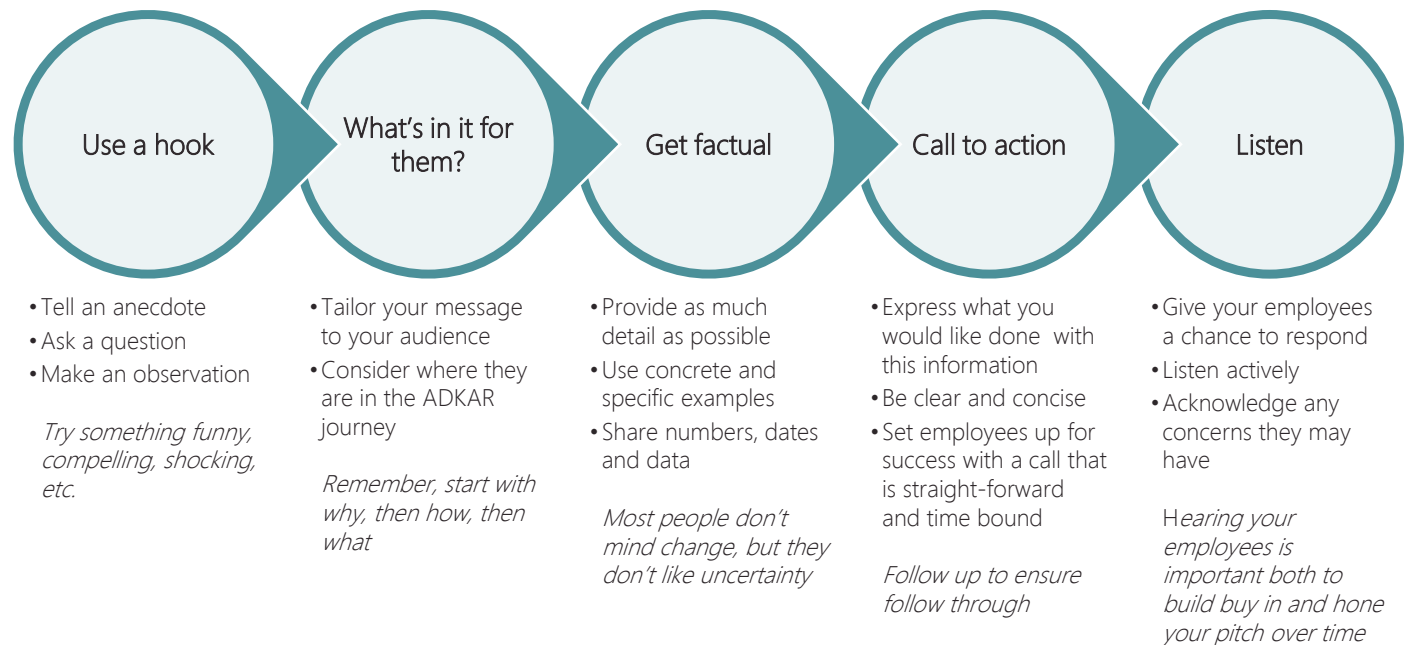
Staying on Message



Crafting a Compelling Message



Developing an Elevator Pitch



Agenda



Why Change Management?



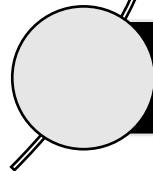
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Experiencing Change



Your Role



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Want to Learn More?



Read

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



Watch

- [How to Change Things when Change is Hard](#) (Heath)
- [5 ways to Lead in an Era of Constant Change](#) (Hemerling)
- [How Great Leaders Inspire Action](#) (Sinek)



Use

- [Canada School of Public Service](#)
- [Prosci Change Management Learning Centre](#)

Questions?

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