CHANGE MANAGEMENT: THE APPLICATION OF A STRUCTURED PROCESS AND SET OF TOOLS FOR LEADING THE PEOPLE SIDE OF CHANGE TO ACHIEVE A DESIRED BUSINESS OUTCOME.
CHANGE MANAGEMENT IS A SUCCESS ENABLER

Projects with improved change management had increased likelihood of meeting objectives, finishing on time and finishing on budget.

Percent of study participants who met or exceeded objectives

15% Poor
43% Fair
77% Good
93% Excellent

Change Management Effectiveness

6x INCREASED LIKELIHOOD OF MEETING OBJECTIVES

Best Practices in Change Management
Slide 5

Prosci (2018)
What is Your Organization’s Change Tolerance?

Best Practices Change Management (Prosci, 2018)
IMPACT ON CHANGE MANAGEMENT ON EMPLOYEE ENGAGEMENT


Research Finding: Seventy percent of participants reported that applying change management had a positive impact on employee engagement.

- Positive: 70%
- Neutral: 26%
- Negative: 4%
**WHO IS YOUR SPONSOR?**

**Better sponsorship = better results**

Analysis of data from the 2018 research report shows a direct correlation between the effectiveness of sponsorship and the likelihood of meeting project objectives.

<table>
<thead>
<tr>
<th>Percent of projects that met or exceeded objectives</th>
<th>Based on sponsor effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very ineffective sponsors</td>
<td>29%</td>
</tr>
<tr>
<td>Ineffective sponsors</td>
<td>42%</td>
</tr>
<tr>
<td>Moderately effective sponsors</td>
<td>54%</td>
</tr>
<tr>
<td>Extremely effective sponsors</td>
<td>72%</td>
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</tbody>
</table>

Best Practices Change Management (Prosci, 2018)
LEADERS MUST BE MASTERS OF CHANGE MANAGEMENT
ADKAR® MODEL

- **AWARENESS** of the need for change
- **DESIRE** to support the change
- **KNOWLEDGE** of how to change
- **ABILITY** to demonstrate skills & behaviors
- **REINFORCEMENT** to make the change stick

ACUITY INSTITUTE

- Vision
- Accountability
- Right People
- Skill Development
- Metrics Processes & Policies
- Rewards and Recognitions
AWARENESS

- What's In It For Me? WII-FM
- Vision
- Executive Sponsor
- Stakeholders
- Managers/Supervisors/Subject Matter Experts
- Current State
- Identify Challenges
- Establish Credibility
- Transparency = Trust
DESIRE

- Most Challenging Element to Achieve
- Reason For Change
- Buy-In (Key Business Leaders)
- WII-FM
- Context for Change (Past/Present/Future)
- Executive Sponsor
- Messaging (Talking Points) Obstacles & Perspectives
- Readiness Assessments (SWOT)
- Engage Employees
- Align Incentives
- Dangle The Carrot
KNOWLEDGE

- Behaviors and Skills (How to Change)
- Processes, Tools and Systems
- Roles and Responsibilities (Current & Future State)
- Level of Knowledge
- Capacity to Learn
- Education and Training
- Resources
- Job Aids
- Coaching
- User Groups/Forums
ABILITY

• Change Leaders - Day-to-Day Involvement of Leaders (Managers, SMEs, Coaches, Cheerleaders, Supporters, Teachers, Mentors…)

• Psychological Blocks (Self-Doubt, Uncertainty, Fear)

• Force of Habit

• Limitations in Physical or Intellectual Capability

• Time and Priority

• Availability of Resources (Financial, Coaching, Mentors, SMEs)
REINFORCEMENT

- Constant Meaningful Reinforcement
- Metrics/Measurements
- Absence of Negative Consequences
- Accountability Mechanisms
- Celebrations and Recognitions
- Rewards
- Feedback
- Audit and Performance Systems
- Accountability Systems (Going Forward)
ACUITY INSTITUTE

- Assess the Change
- Create the Need For Change
- Identify the Change Team
- Create a Vision for Change
- Stakeholder Analysis
- Decide on a Change Strategy
- Create a Change Plan
- Execute the Plan
- Communicate the Plan
- Identify & Manage Resistance
- Produce Quick Wins
- Sustain Momentum
- Make a “Change Stick”
- ABC BOC (Antecedents/Behavior/Consequences – Balance of Consequences)
- Change Controls
GUIDELINES
VISION
- This is the SHARED visions, values and strategies. It is the pinnacle and focus that holds everything else together.
- The vision must provide both a sense of being and a sense of enduring purpose.
- The vision of the Project MUST align with the business vision.
ACCOUNTABILITY
- People need authority to do their job; they must also be held accountable for their actions.
- Should outline the accountability that needs to be in place from the top of the organisation, cascading down.
RIGHT PEOPLE
- Stakeholder involvement at all levels is key to success of any change initiative.
- How would you manage Stakeholders?
SKILLS DEVELOPMENT
- What skills development will be essential during the change so that people can gain the necessary skills and tools to be effective during change.
METRICS, POLICIES & PROCESSES
- These can be measurements that would drive the behaviours.
- It is imperative during the change initiative, that all Metrics, Policies and Processes, not aligned to be removed.
REWARDS & RECOGNITION
- People’s behaviour needs to be recognized and reinforced through the organizations design and systems
- Change leaders need to continually reinforce individuals’ behaviours whilst being sensitive to the fact that everyone travels through the change curve differently