

Supporting the workforce for change

Change process and sustainable implementation

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Agenda

1. An update on recent trends emerging in change management roles and tasks.
2. A quick review of change evidence and the ADKAR model
3. Specific plans that can support change and implementation, and how to do that.

Change Management

Now an accepted role in project teams -change management activities are integrated into project plans

“We are working with a unique Government Department to find a resilient and innovative Change Management thought leader to embed best practice change management principles across the organisation.

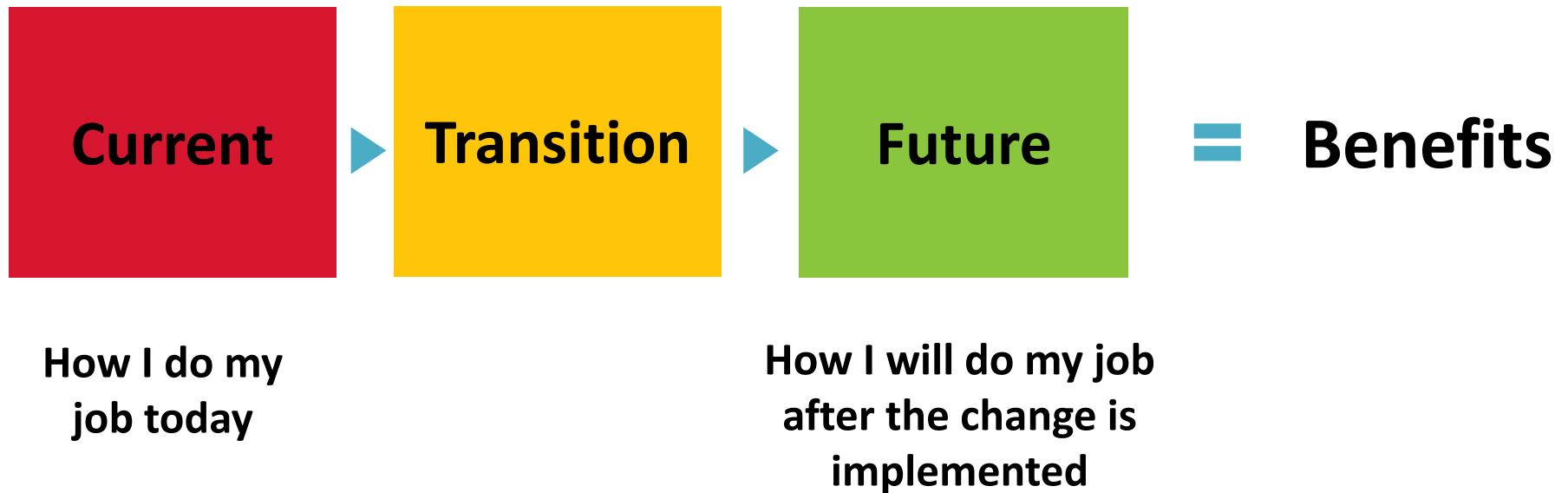
In a progressive and evolving strategic environment, this role represents an opportunity to deliver the critical change guidance and tools necessary for successful project and programme delivery.

This role is responsible for owning, embedding and continuously improving the change management framework at the Department, educating project and programme managers in best practice change management, ensuring best practice to help deliver successful change.”

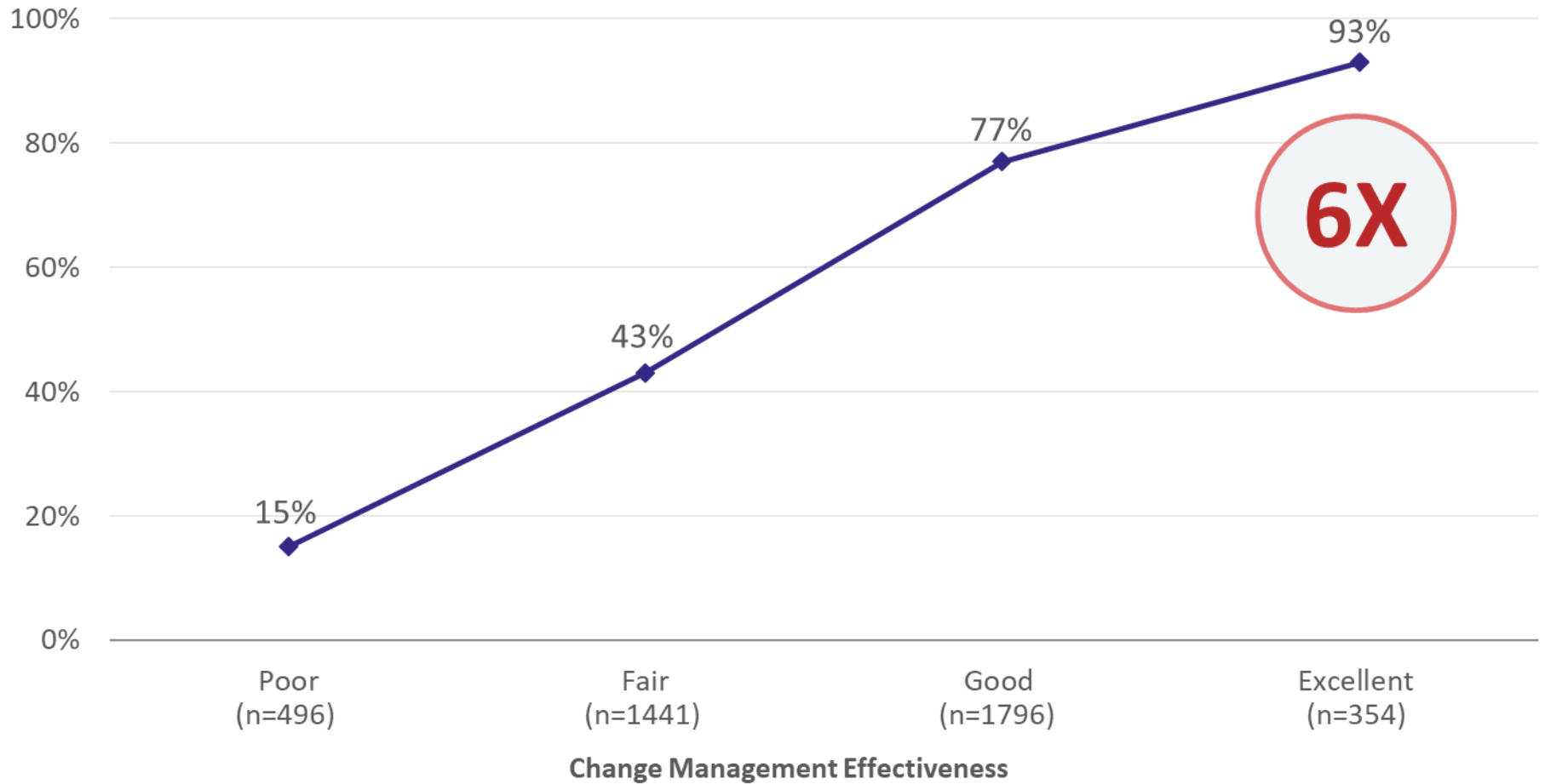
People have all sorts of pressure to do their job differently, but often they want to cling onto what they know and currently believe in



What we want to do is to move people from their current state to a future state



Percent of Study Participants Who Met or Exceeded Objectives



Prosci 2018 Benchmarking Data
Data from 2007, 2009, 2011, 2013, 2015, 2017

The top seven contributors to change success

(as identified by the 1778 participants in Prosci's 2018 study*)

- Active and visible senior leadership support
- Dedicated resources and time to the change
- A structured approach to implementation
- Employee engagement and full participation in planning for change
- Frequent and open communication about the need to implement
- **ENGAGEMENT WITH MIDDLE MANAGERS** (new in 2018 study)

*Prosci (2018) *Best Practices in Change Management - 2018 Edition*

The Five Building Blocks for Successful Change

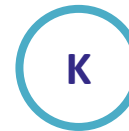
*ADKAR is registered to Prosci Inc



Awareness



Desire



Knowledge



Ability



Reinforcement
®

When you create:

You hear:

A

Awareness

“I understand why...”

D

Desire

“I have decided to...”

K

Knowledge

“I know how to...”

A

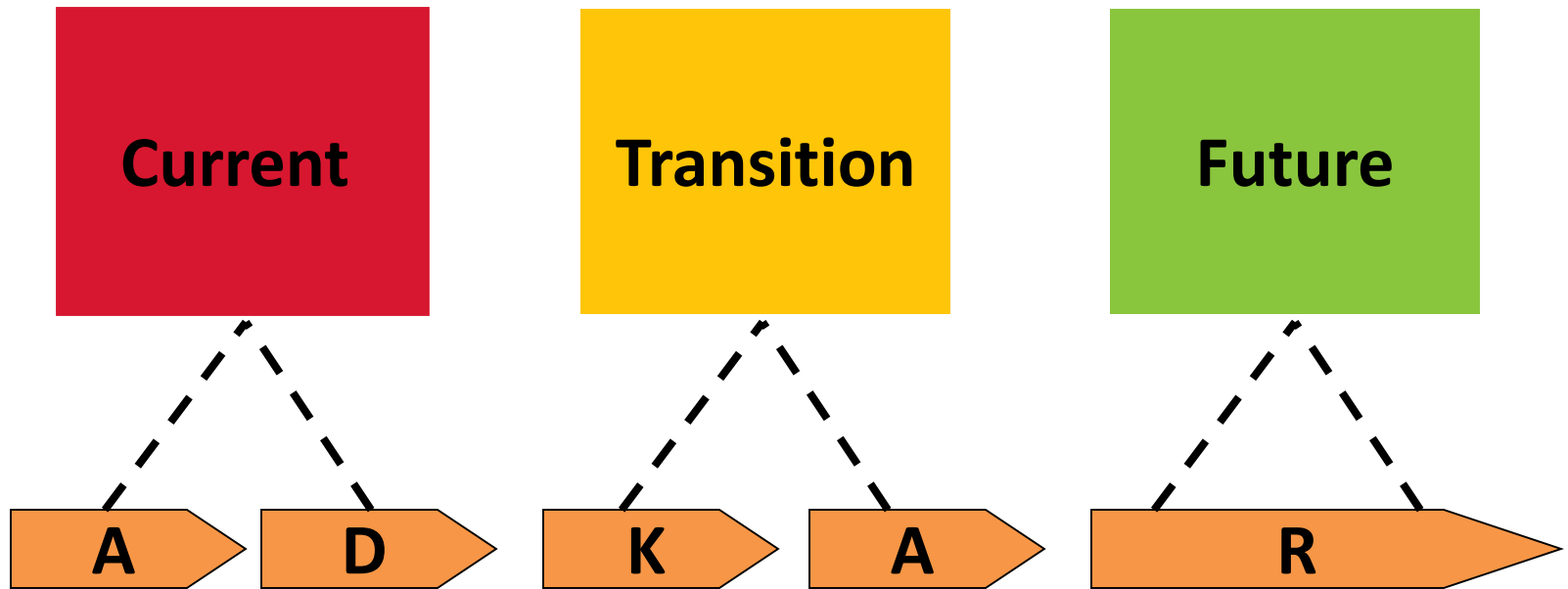
Ability

“I am able to...”

R

Reinforcement “I will continue to...”

Connecting ADKAR to the current, transition and future states



A process for change

1. Identify the change you want to see - what will the future look like?
2. Get your team around you
3. Prepare for change:
 - Roles and responsibilities - leaders, sponsors, team
 - Collaboratively develop a project plan
 - **Develop supporting plans**
 - **Create an implementation action plan**
4. Make it happen
5. Make it stick



Plans to support change

Implementation action plan*

- Communication plan
- Sponsor plan
- Coaching plan
- Resistance management plan
- Training plan

*A Prosci process



'Why 'each plan?

Plan	Evidence
Communication	To create the Awareness and Desire. Targeted to each audience based on what they care about.
Sponsor	Effective sponsor is the number one contributor to project success. Needs structured actions before, during and after the project.
Coaching	So key people develop competencies for managing change effectively and understand their role in that.
Resistance management	Another of the top obstacles to success. A plan to prevent and mitigate the impact of potential resistance.
Training	To fill identified gaps in skills and capabilities, as well as training in change management.

Implementation Action Plan

Integration of all activities from the 5 plans into a timeline of actions

Target group/person	Task	Who	When	Resources required
X team	Collect information and check willingness to champion change	Peter	Oct	Key messages for 'WHY'
Y group	Change coaching with middle managers	Sami	Oct	Roles & responsibilities
Z	Change coaching for leading change	Peter	Oct	Evidence for preferred senders, ADKAR
Project team	Update on change management activities	Sami	Nov	Progress against the plan

Integrating change management with project management

Project management	Change management
Tasks and activities to design, develop and deliver a project against a timeline.	Application of processes and tools to manage the people side of change from a current to a future state.

For example:

Project management	Change management
Select the project team	Train the team in change management
Prepare draft project plan	Develop change plans
Review project plan and change management plans with sponsor	Support implementation of sponsor plan

Connecting the change process to outcomes

Project Name



What is
the project

Purpose



Why we
are changing

Particulars



What we
are changing

People



Who will
be changing

What does success look like?

Communication plan

1. Key messages - answer these questions

- Why are we changing? What is the vision?
- What are risks of not changing?
- What's in it for them if they change?
- How will they be impacted?

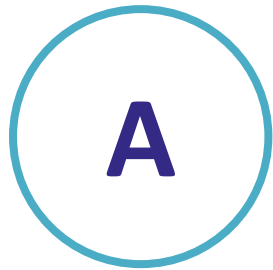
2. Use the preferred senders:

- The person at the 'top of the change' - about the reasons to work differently
- Immediate supervisors - about the personal impact of any change

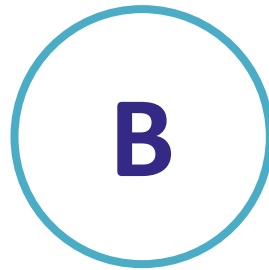
3. Create opportunities for two-way communication

3 Primary Roles of Sponsors

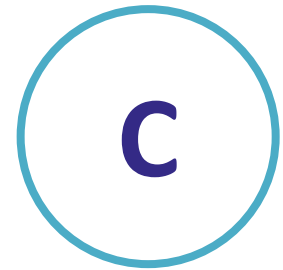
ABCs of Sponsorship



Actively and visibly participate throughout the project



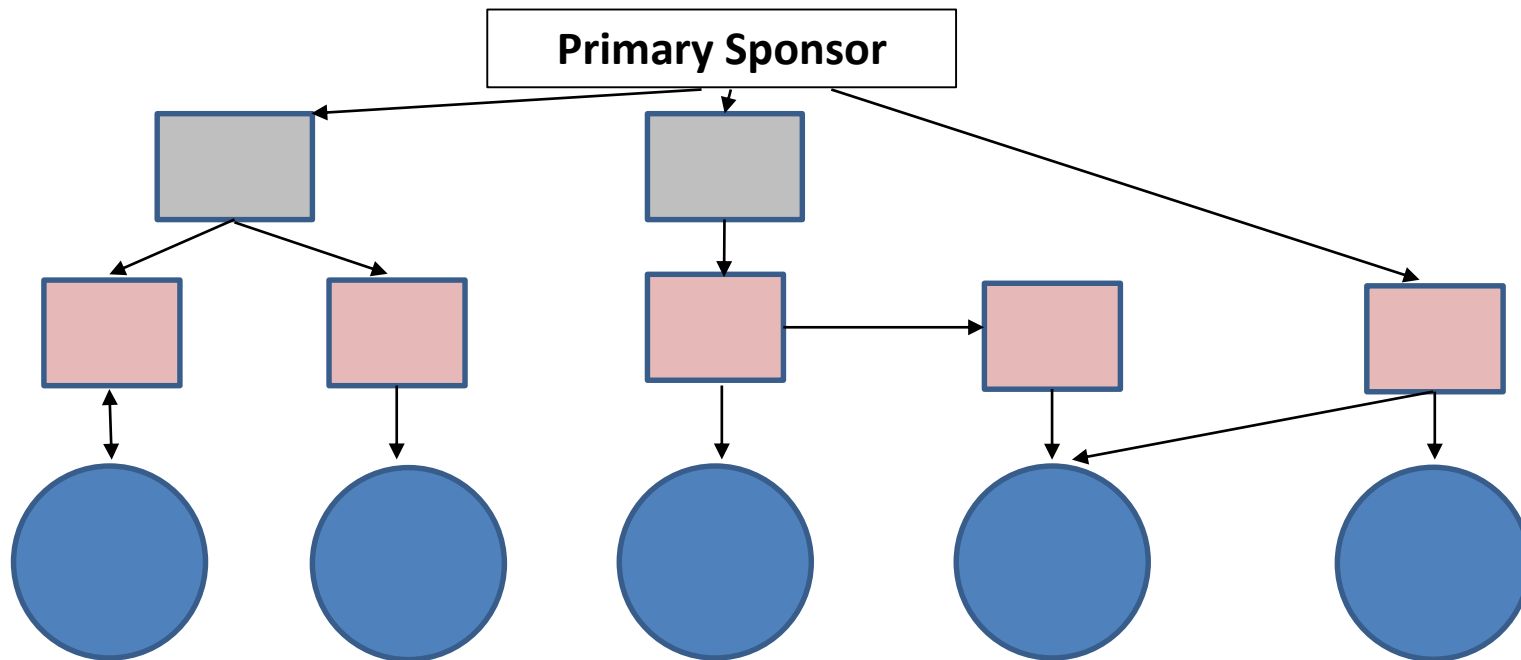
Build a coalition of sponsorship with peers and managers



Communicate directly with people involved in the change

Developing a Sponsor Diagram

1. Identify primary sponsor
2. Identify all targeted groups (blue)
3. Identify the influencing people between the blue and the sponsor



Sponsor plan of activities

Key activities of the sponsor before, during and after implementation activities. Mostly the A,D and R of ADKAR.

Examples:

Before	During	After
Provide clear direction for the project and describe what success looks like	Keep the team on track and prevent 'scope' creep	Visibly reinforce the change and celebrate success
Create a group of 'influencers'	Let 'influencers' know how they can support the project	Identify with 'influencers' and leaders any barriers to sustainability

Coaching plan

- Coaching is a vital part of change management
- Effective coaching can build support for the change and mitigate some possible resistance
- Steps to developing a coaching plan:
 - ❖ What is needed to help leaders and managers to be effective change management coaches? Why they are important, how to talk with whom, how to follow-up, use of ADKAR model
 - ❖ Develop group coaching activities and timeline
 - ❖ Follow-up activities

Resistance management plan

Anticipated Resistance:

- Lack of awareness of why a change is needed
- Change resistance or change saturation
- Fear (of the unknown and their future state)
- Lack of support from leadership/management

Mitigation Tactics:

What tactics might you employ early in the project to prevent this anticipated resistance from occurring?

Training plan

- Evidence tells us there is higher engagement in training if information is provided ahead of time regarding:
 - ❖ training requirements
 - ❖ how it is related to the change
 - ❖ What is expected of them during and after training.
- Include support mechanisms identified as needed post-training to make it easy for changed work practices or differing role expectations

Discussion and questions

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