Managing Change to Drive Success
AIIM Southwest Chapter Meeting

September 18, 2014
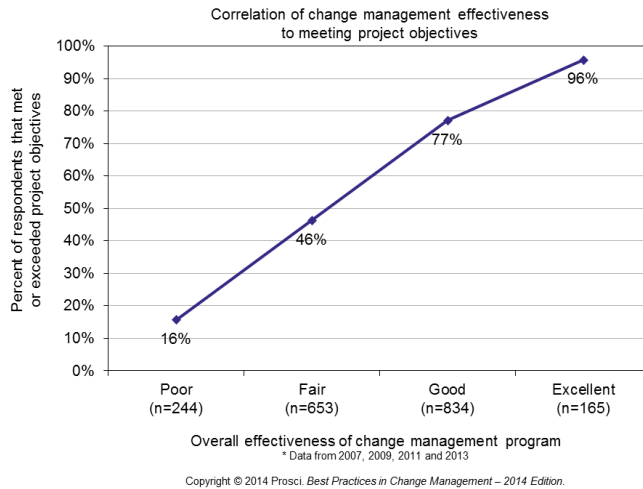Presented by: Karen Strong, Managing Director, Change Management Practice Lead

The People Side of Change

The number one obstacle to **success** for major *change projects* is employee resistance and the ineffective management of the people side of change.

Data from 327 companies undergoing major change projects;
Prosci Best Practices in Business Process Reengineering benchmarking study.
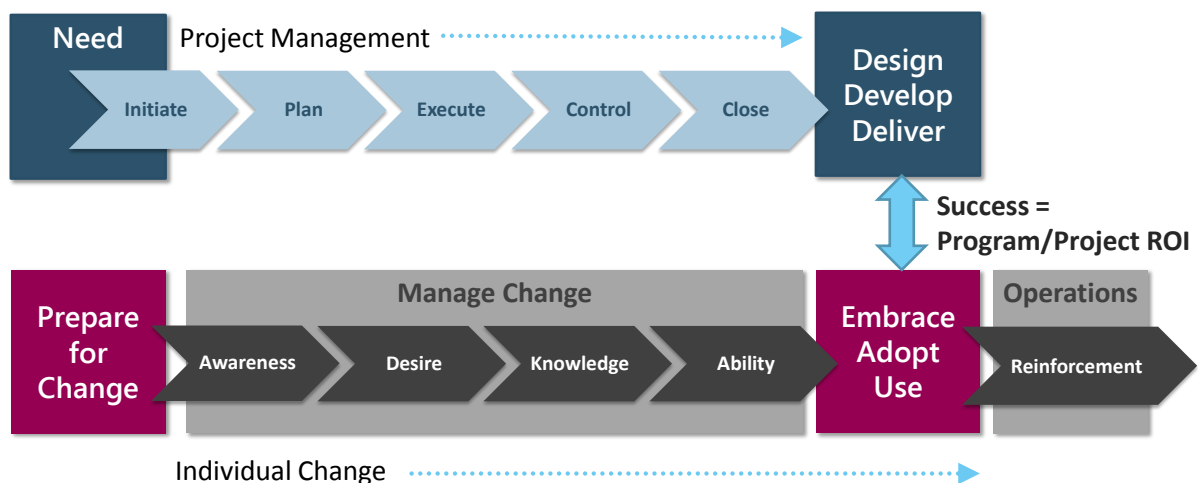
What Change Management Delivers
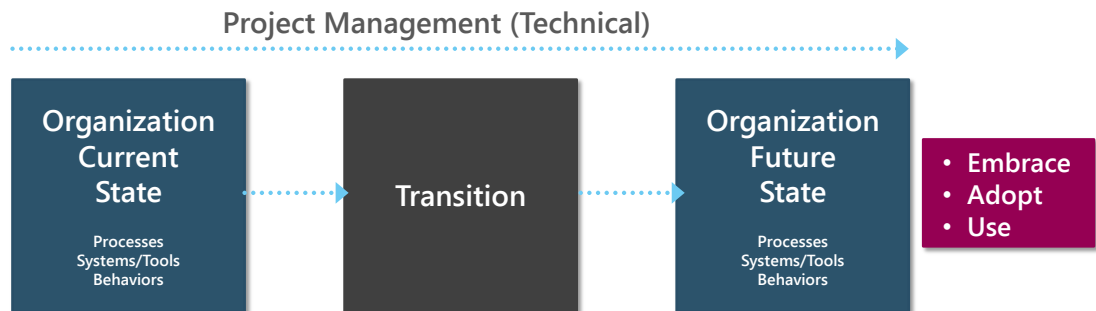
Correlation of change management effectiveness
to meeting project objectives

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What Change Management Delivers

Need Project Management

Initiate — Plan — Execute — Control — Close

Design Develop Deliver

Success = Program/Project ROI

Prepare for Change Manage Change

Awareness — Desire — Knowledge — Ability

Embrace Adopt Use

Operations

Reinforcement

Individual Change

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What is Change Management?

Project Management (Technical)

Organization Current State	Transition	Organization Future State	• Embrace • Adopt • Use
Processes Systems/Tools Behaviors		Processes Systems/Tools Behaviors	

Change Management (People)

Structured approach to support individual transitions (do their jobs differently) integrating both the 'technical' and 'people' side of change.

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Begins with "The Change" – Answer the 4 P's

Project/Program Name	Purpose	Particulars	People
⬆	⬆	⬆	⬆
What is the Project or Program?	Why are we Changing?	What are we Changing?	Who will be Changing?

Connecting Change Management to Business Results

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Poll Everywhere

What is Your Favorite Color?

Text **349868** and your message to **22333**   Submit responses at **PollEv.com/karenstrong995**

Send 3 Keywords from your 4 P's chart under 'Purpose'

What is the Purpose of Your Program or Project?

Text **971460** and your message to **22333**   Submit responses at **PollEv.com/karenstrong995**

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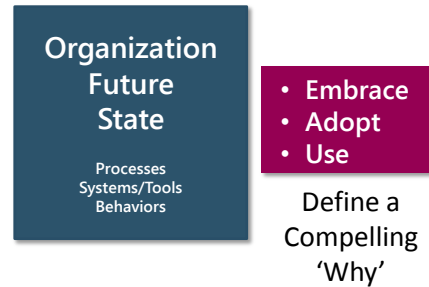
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Is That What Users Want?

What is the **big** 'Why'?

What will drive adoption and use (benefits realization)?

Can you **deliver** that?

Vision: Operating State After Adoption

- Attitudes, Beliefs, Behaviors
- Think, Feel, Do
- Heads, Hearts, Hands

Organization Future State

Processes
Systems/Tools
Behaviors

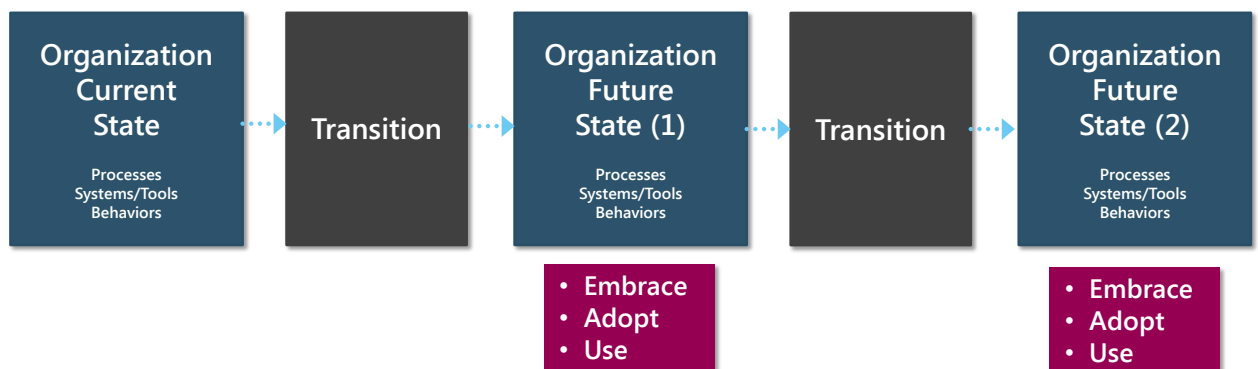- **Embrace**
- **Adopt**
- **Use**

Define a Compelling 'Why'

Use examples, anecdotes (real and relevant)
- "Start with Why" – Simon Sinek
- "Lead with a Story" – Paul Smith

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Two Key Principles: (1) Change is a Process

Organization Current State

Processes
Systems/Tools
Behaviors

Transition

Organization Future State (1)

Processes
Systems/Tools
Behaviors

Transition

Organization Future State (2)

Processes
Systems/Tools
Behaviors

- **Embrace**
- **Adopt**
- **Use**

- **Embrace**
- **Adopt**
- **Use**

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Two Key Principles: (2) Change is Individual

ADKAR® - BUILDING BLOCKS FOR SUCCESSFUL CHANGE

Awareness
Desire
Knowledge
Ability
Reinforcement

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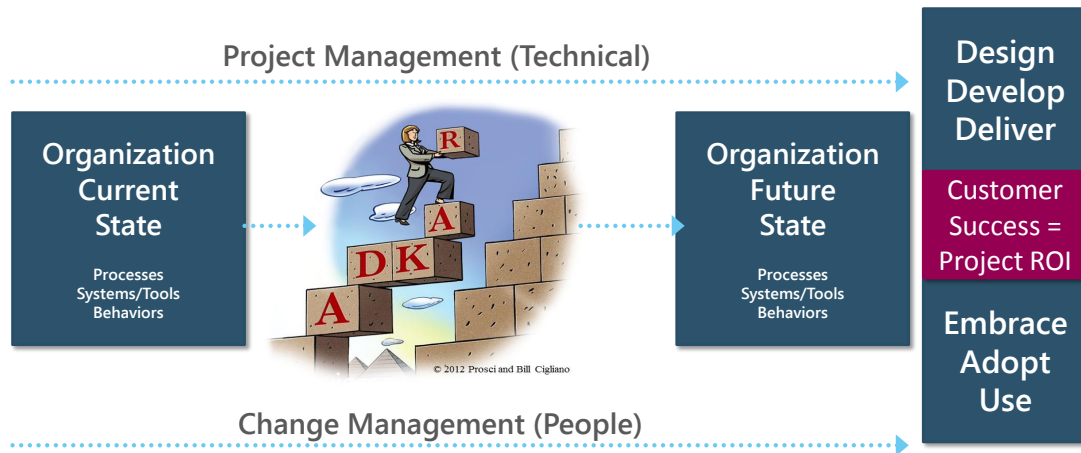Information Management for Everyone

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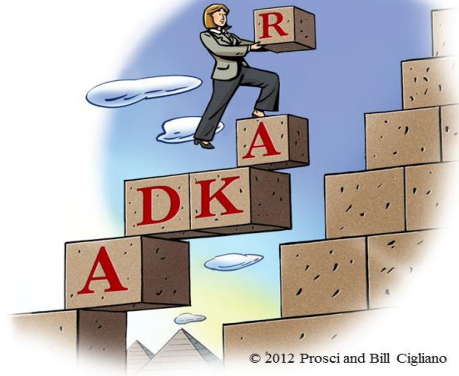
Why Resistance?

- **Leaving** the Current State
- Going through the **Transition**
- **Value** of the Future State

Managing Change is Intentional

Change Management is how we drive adoption and use to realize desired results

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Gimmal Change Management Approach

Gimmal follows a **best practice** change management methodology.

Prosci ®

- Research company founded in 1994
- World leader in change management research and product development
- Focused on building internal change management competency

Prosci's Change Management Process

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Phase 1: Preparing for Change

Phase 1 - Preparing for change

Define your change management strategy

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Prepare your change management team
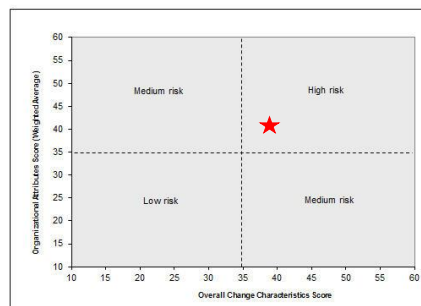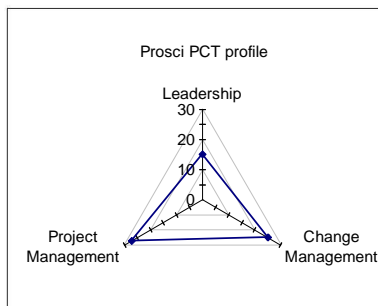
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Develop your sponsorship model

- Understand the nature of change
- Understand the groups being changed
- Create the right sponsor model
- Identify risks
- Develop special tactics

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Assess the Organization and the Change

Prosci® Impact Index Summary

Prosci PCT profile

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Change Characteristics Assessment

Prosci change characteristics assessment

Mark your location on the following spectrum. If you fall on the **right** of the spectrum, your project will require **more** change management resources and activities than if you fall on the left of the spectrum. This assessment result will be used to customize your change management strategy and activities. Record your assessment score.

Scope of change

Workgroup	Department	Division		Enterprise
1	2	3	4	5

Number of impacted employees

Less than 10				Over 1000
1	2	3	4	5

Variation in groups that are impacted

All groups impacted the same				Groups experiencing the change differently
1	2	3	4	5

Type of change

Single aspect, simple change				Many aspects, complex change
1	2	3	4	5

Degree of process change

No change				100% change
1	2	3	4	5

Degree of technology and system change

No change				100% change
1	2	3	4	5

Degree of job role changes

No change				100% change
1	2	3	4	5

Degree of organization restructuring

No change				100% change
1	2	3	4	5

Amount of change overall

Incremental change				Radical change
1	2	3	4	5

Impact on employee compensation

No impact on pay or benefits				Large impact on pay or benefits
1	2	3	4	5

Reduction in total staffing levels

No change expected				Significant change expected
1	2	3	4	5

Timeframe for change

Very short (<month) or very long (> year)				3 month to 12 month initiative
1	2	3	4	5

Sum of points for change characteristics assessment (out of 60 total):	

Note: A score of 35 or higher is considered a large change that will require more change management resources and activities to be successful.

Organization Attributes Assessment

Prosci organizational attributes assessment

Mark your location on the following spectrum. If you fall on the **right** of the spectrum, your project will require **more** change management resources and activities than if you fall on the left of the spectrum. This assessment result will be used to customize your change management strategy and activities. Record your assessment score.

Perceived need for change among employees and managers

Compelling business need for change is visible – employees are dissatisfied with the current state				Employees do not view change as necessary – employees are satisfied with the current state
1	2	3	4	5

Impact of past changes on employees

Employees perceive past changes as positive				Employees perceive past changes as negative
1	2	3	4	5

Change capacity

Very few changes underway				Everything is changing
1	2	3	4	5

Past changes

Changes were successful and well-managed				Many failed projects and changes were poorly managed
1	2	3	4	5

Shared vision and direction for the organization

Widely shared and unified vision				Many different directions and shifting priorities
1	2	3	4	5

Resources and funding availability

Adequate resources and funds are available				Resources and funds are limited
1	2	3	4	5

Organization's culture and responsiveness to change

Open and receptive to new ideas and change				Closed and resistant to new ideas and change
1	2	3	4	5

Organizational reinforcement

Employees are rewarded for risk taking and embracing change				Employees are rewarded for consistency and predictability
1	2	3	4	5

Leadership style and power distribution

Centralized				Distributed
1	2	3	4	5

Executives/senior management change competency

Business leaders demonstrate effective sponsorship on change projects				Business leaders lack sponsor skills and knowledge
1	2	3	4	5

Middle Management change competency

Managers are highly competent at managing change				Managers lack knowledge and skills for managing change
1	2	3	4	5

Employee change competency

Employees are highly competent at managing change				Employees lack the knowledge and skills for managing change
1	2	3	4	5

Sum of organizational attributes assessment (out of 60 total):	

A score of 35 or higher indicates a change resistant organization that will require more change management for the project to be successful.
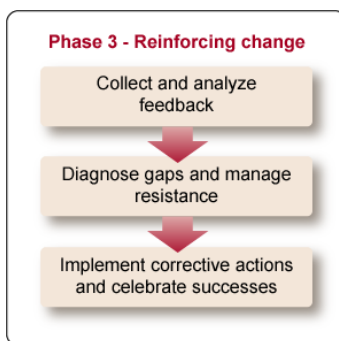
Phase 2: Managing Change

'Levers' to Manage Change:

- Sponsorship Plan
- Communication Plan
- Training and Support Plan
- Manager/Supervisor Coaching Plan
- Resistance Management Plan

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Phase 3: Reinforcing Change

- Compliance audits and employee feedback
- Corrective action and managing resistance
- After action review and transition management

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Why Change Management?

Adoption and **use** of processes, tools, and desired information management behaviors drives the expected/required **results** and **outcomes**.

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