



Organizational Transformation with Change Management

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Change vs Transformation

Change Readiness Assessment Tools

Communication Strategies

High Level, Change Journey

Detailed Steps to Transformation

Details On:

10 Tactics for Managing Resistance

Change Readiness Assessment Tools

Change Discussion

When you learn of change, what do you feel?

Change exercise

If you had the chance to respond to a work-related change differently (a 'do-over'), what would you do differently?



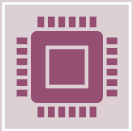
A man with a beard and long hair, wearing a white t-shirt and olive green cargo pants, is smiling and holding a large cardboard box. The box has a white label that says "OFFICE" and a smaller label that says "MEDIUM". In the background, there is a black metal shelving unit with wooden shelves, a potted plant, and a window with white curtains. A woman with curly hair is partially visible on the right side of the frame.

Define Change Management

The process, tools, and techniques to manage the people side of change to achieve the required business results.



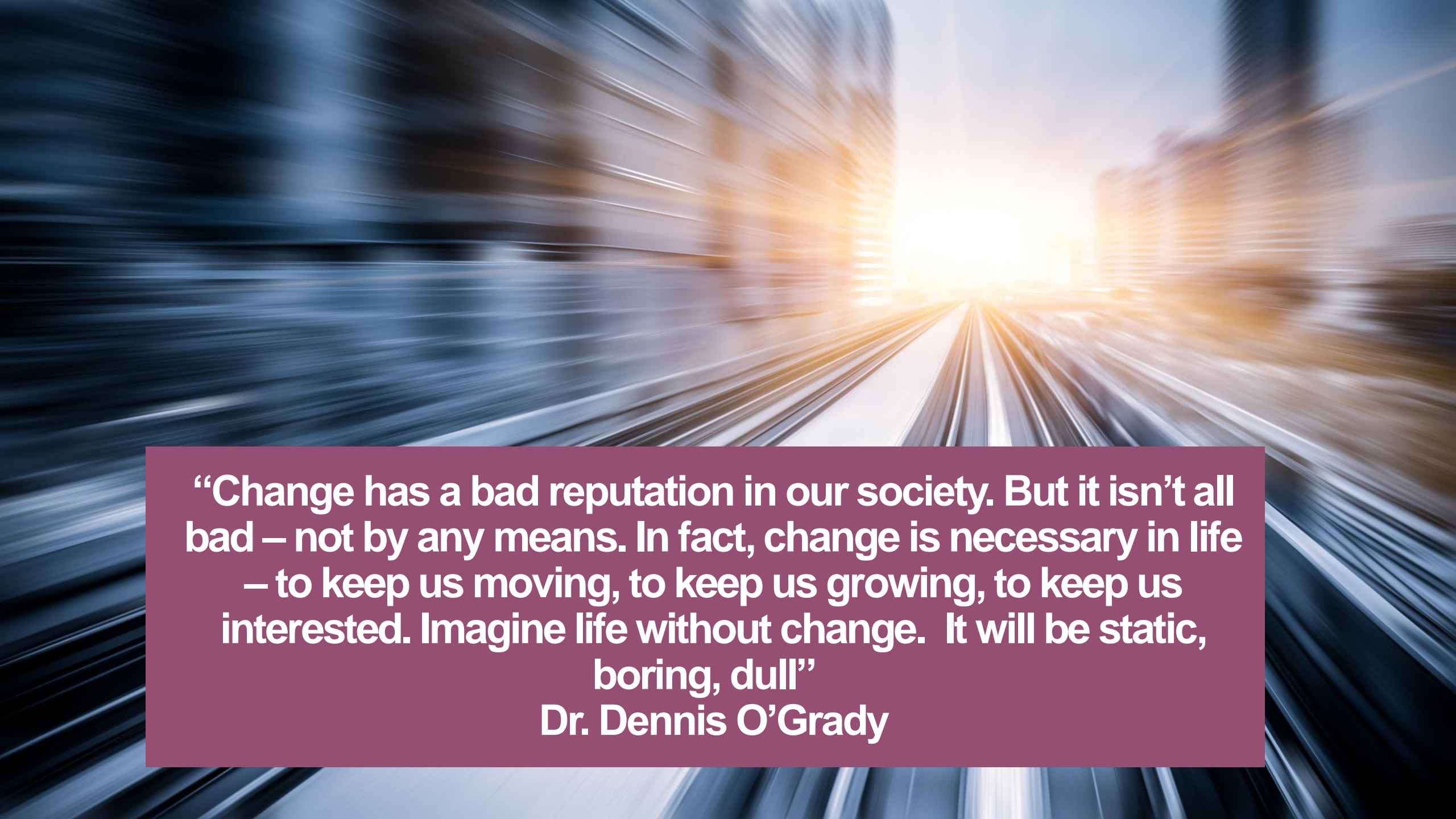
The Reality of Organizational Initiatives



IBM study, only 40% of projects meet schedule, budget, and quality goals. Further, they found that the biggest barriers to success are people factors.



Harvard eLearning alert, 70% of all business initiatives fail to fully meet objectives.



“Change has a bad reputation in our society. But it isn’t all bad – not by any means. In fact, change is necessary in life – to keep us moving, to keep us growing, to keep us interested. Imagine life without change. It will be static, boring, dull”

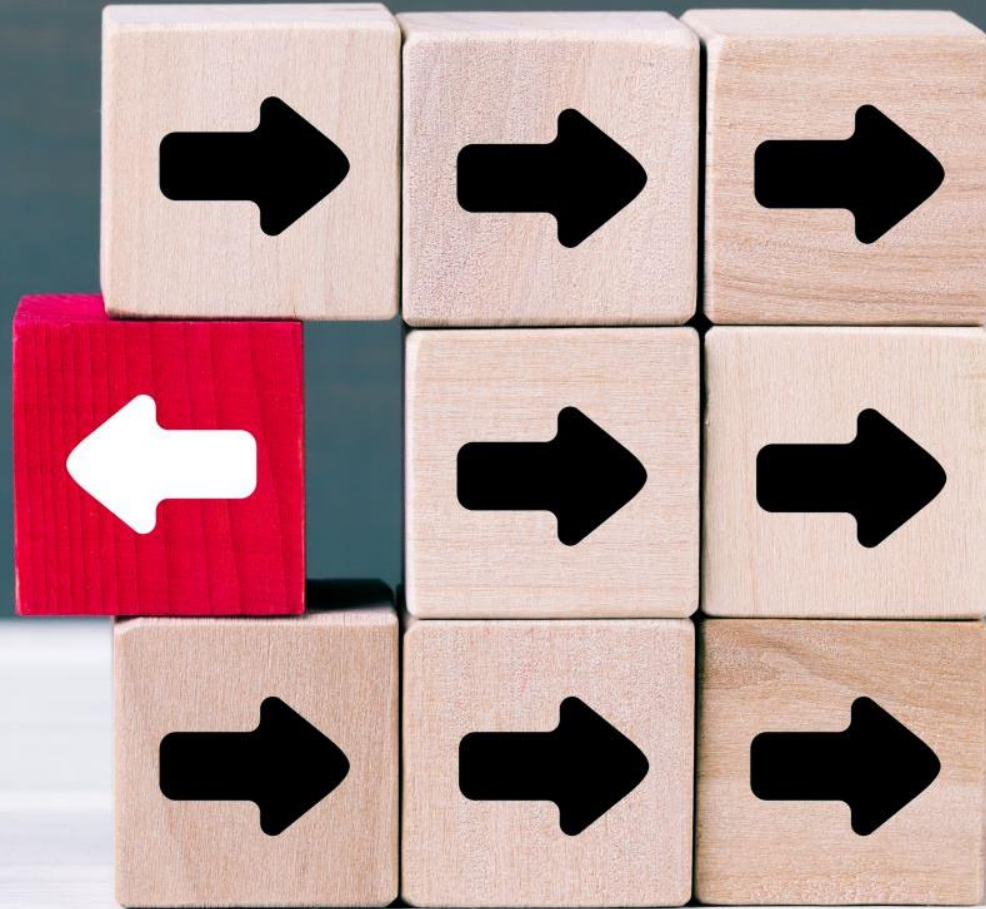
Dr. Dennis O’Grady

Culture + Change Management = Success

The background of the slide features a close-up of wooden Scrabble tiles on a wooden surface. A row of tiles in the foreground spells out the word "CULTURE" in capital letters. The tiles are light-colored wood with black lettering. The letter "C" has a subscript "3", and each letter from "U" to "E" has a subscript "1". Several other tiles are scattered around, including "S", "E", "M", "Q", "H", and "A".

Culture is a way of life of a group of people--the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next

Change vs Transformation



Transformation



“A thorough or dramatic change in form and appearance”

A disruption from the norm

You can have change without transformation, but you can't transform without change



8 Steps to Transforming your Organization

- Establish a sense of urgency
- Forming a powerful guiding coalition
- Creating vision
- Communicating the vision
- Plan for and creating short term wins
- Empowering others to act on the vision
- Continues Improvement philosophy

Applying Change Management

At an organizational level

- Structured change management approach of framework
- Engaging others in the process of change

At an individual level

- Building managers and supervisors that are change competent
- Equipping employees to understand the emotional and technical impacts of change

The Organizational Change Journey

Preparing for Change

Develop a strategy that will be used to support the design and execution of a successful change

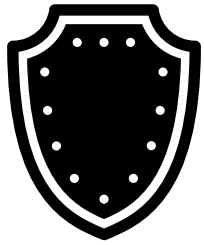
Managing Change

Build plans and manage activities to support individual as they transition through change

Reinforcing Change

Put in place mechanisms to evaluate adoption and employ continuous improvement

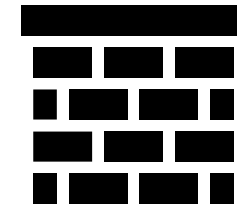
Individual Change Journey



Preparing
for change



Managing
Change



Reinforcing
Change

Preparing for change

Key Deliverable:

- Change readiness assessment
- Assessing organizational attributes

Change Readiness Assessment (baseline)

Use the below assessment to assess each team(s) and/or stakeholder(s) readiness for the change.

☐ Team: _____ ☐ Stakeholder: _____

Questions to Assess Change Readiness	Yes	Partial	No
(Awareness) Does your team or does your stakeholder understand...			
1. the problems inherent in the current situation?			
2. the opportunities that are being missed if the change doesn't happen?			
3. what is trying to be achieved?			
4. how things will be better?			
5. how the change will impact their area of work?			
6. what their role will be in the future state?			
(Desire) Does your team or does your stakeholder...			
1. know that management is aligned with the change efforts?			
2. feel their concerns, questions, and needs are being heard?			
3. feel hopeful about the future?			
4. see value in the change?			
5. believe a well thought out strategy is being put in place to achieve the change?			
(Knowledge) Does your team or does your stakeholder... (skills, informational, training)			
1. have the necessary information, knowledge and skills to successfully fulfill their role?			
2. know where to go for additional information about the change?			
3. know what campus resources are available to support the personal side of change?			
4. know what success looks like?			
5. have a plan to achieve success?			
6. know which behaviors will need to change?			
(Ability) Does your team or does your stakeholder... infrastructure (systems, tools)			
1. believe that the organization has provided appropriate resources (time, staff, information, etc.) to support the anticipated change?			
2. have the necessary systems, processes, and policies in place?			
3. have the ability to execute the new behaviors required for the change?			
4. know how to perform the required tasks?			
(Reinforcement) Does your team or does your stakeholder...			
1. view management as a resource for removing/overcoming barriers?			
2. have mechanisms in place to reinforce the required behaviors?			
3. have metrics in place to assess the ongoing effectiveness of the change?			
Total			

Assessing the Organization Attributes

Understanding organizational attributes enables you to educate your employees about potential obstacles.

This assessment covers:

- Culture and value system
- Capacity for change and how much change is already taking place
- Leadership styles
- Residual effects of past changes
- Middle management's predisposition toward the change
- Employee readiness for change

ASSESSMENT



Reinforcing Change

Feedback plan
Root cause analysis
Corrective action
Continuous improvement

Key Deliverables:



Consider Success Factors instead of risks

Definition of
desired state is
clear

Impact of history
is acknowledged

Impact potential
of unwanted
change

Strong case for
change

Impact of culture
is acknowledged

Change Agents
are capable and
willing

Impact of
multiple change
is understood

Leaders are
effective at all
levels

Organizational is
competent in
managing
change

Managing Change Deliverables



Change Network

Composed of
individuals from
across
organization



Work to help
implement the
change,
supporting, as
necessary



Individuals
belonging to
areas
impacted by a
change



Act as an extension
of the core
change, focusing
on specific change
initiatives



Why build a network of change agents?

Ensures adequate representation of groups impacted by the change

Increases awareness of and support the change

Provides an effective approach to embed and sustain desired changes

Acts as a feedback mechanism through which leaders can gauge progress

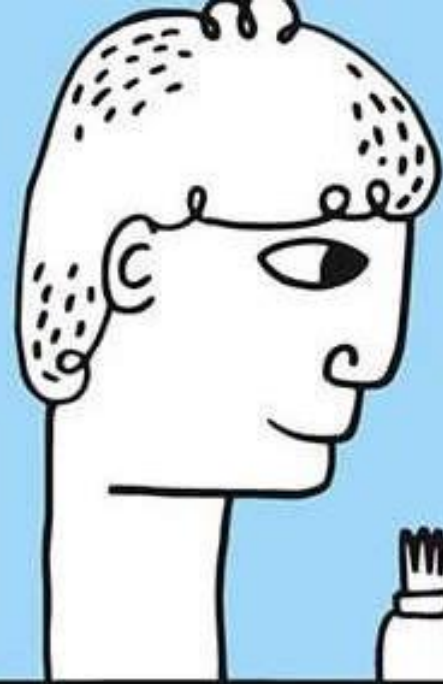
What do change agents do?

- Coach
- Cheerleader
- Referee
- Marketer

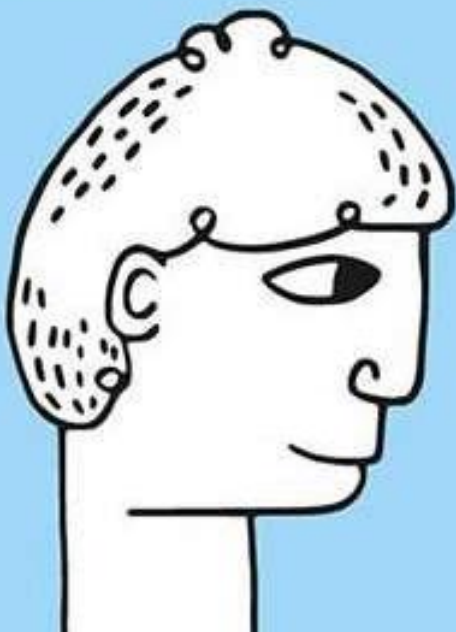
- Trainer
- Project management assistant
- Facilitator

Role of a change agent

- Help manage uncertainty and anxiety related to change
 - Become an expert on the change, assisting in training efforts
 - Influence buy-in and support across the organization
 - Create awareness about the current changes as well as upcoming phases
- Provide opportunity for engagement in change-related activities
 - Support those affected by the change
 - Communicate as a preferred sender of information
 - Understand key resistors of change and help manage them



WHO WANTS CHANGE?



WHO WANTS TO CHANGE?





Resistance to Change

Why Our Brains Resist Change

Dr. Michael S. Gazzaniga



Common scenarios of resistance

- There's nothing wrong with the way we do things now
- I'm too busy/this is not a priority
- Management doesn't understand what we do

Response vs React mode

- Shift focus from what's going away to what's being gained
- Communicate for transparency, completeness and timelessness. Proactively address it- don't wait for it to reach your front step
- Involve employees through feedback, getting their input, and resolving issues

Provide tools/resources that help employees build their skills as it relates to change management

Acknowledge and reward progress, not perfection



Top 9 Tactics for Managing Resistance



Listen and Understand objectives

- Critical step is to LISTEN
- In many cases employees simply want to be heard and to voice their OBJECTIONS
- Understanding
- Managers identify misunderstandings about the change

Top 9 Tactics for Managing Resistance



Focus on the
“What”

- Focusing on the “what”
- This process transfers ownership of the solution to employees
- Employee involvement and ownership naturally builds desire to support the change

Top 9 Tactics for Managing Resistance



Remove Barriers

- Barriers may relate to family, personal, physical limitations or money
- Fully understand the situation with the employee
- Identify the barriers clearly
- Determine ways that the business may be able to address these barriers

Top 9 Tactics for Managing Resistance

4

Provide simple, clear choices and consequences

- Building desire
- Managers can facilitate this process by being clear about the choices employees have during change
- Communicate

Top 9 Tactics for Managing Resistance



Create Hope

- Respond to the opportunity for a better future
- Managers can create desire to change
- People will follow a leader who can create hope and whom they respect and trust

Top 9 Tactics for Managing Resistance

6

Show the benefits
in a real and
tangible way

- Share case studies
- Invite guests to provide personal testimonials
- Visibly demonstrate the success of pilot programs or trials

Top 9 Tactics for Managing Resistance



Make a personal appeal

- “I believe in this change”
- “I would like your support”
- “It is important to me”
- “You would be helping me by making this change work”

Top 9 Tactics for Managing Resistance



Convert the
strongest
dissenters

- Managers can use special interventions to convert strong and vocal dissenters
- The strongest dissenters can become your strongest advocates
- They are often equally vocal in their support as they were in their resistance

Top 9 Tactics for Managing Resistance

9 Demonstrate consequences

- The message is:
 - We are passionate and committed to this change
- Use this with caution and with the involvement of HR and legal

WE'RE HIRING A
DIRECTOR OF CHANGE
MANAGEMENT TO HELP
EMPLOYEES EMBRACE
STRATEGIC CHANGES.



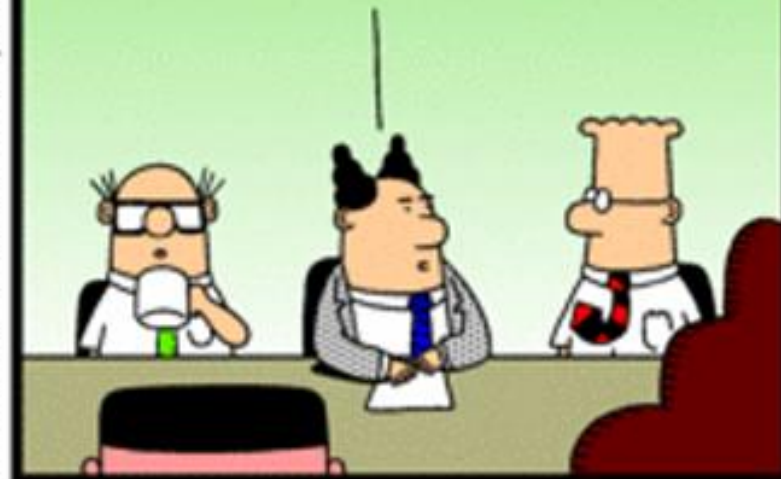
Dilbert.com DilbertCartoonist@gmail.com

OR WE COULD COME
UP WITH STRATEGIES
THAT MAKE SENSE.
THEN EMPLOYEES
WOULD EMBRACE
CHANGE.



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THAT
SOUNDS
HARDER.





What is a Change Story?

- A quick reference guide and a single source of truth
- A place to find important background information, important dates etc.
- Consistently explain the benefits of a project at a high level
- Helps leaders & change sponsors communicate in the early stages of a project, as well as later on should timelines change
- A tool that provides information to your change network to assist in answering questions and managing concerns with the change

What

- One national volunteer database for all programs and partners (consolidation of multiple databases nationally).
- Standard policies and procedures for credentialing and engagement of volunteer team members
- Optimization of the national database
- Changing the way volunteers interact with the organization (new volunteer portal experience)

Why

- Our current mission placement process is sometimes inefficient, opaque and lacks equity across different countries.
- Our ability to assess and optimize skill sets across a national volunteer base impacts adherence with national standards of care.
- The quality of the volunteer experience is inconsistent across states and specialties impacting volunteer satisfaction.
- The volume and diversity of our volunteer base is challenging to manage with our current technology and processes.
- Lack of visibility and analytics into current volunteer base impacts future program planning.

Benefits

Customer/Volunteer Benefits

- Increased volunteer satisfaction and smoother volunteer experience
- Enhanced communications with Alpha Bravo
- Clear visibility into their volunteer role and how to grow within the organization

Employee Benefits

- Staff time saved and increased productivity
- Central repository of data
- Building better teams of volunteers to meet program needs
- Ability to track and evaluate volunteers

Organizational Benefits

- Other departments able to utilize volunteer data to improve their business functions
- Stronger programs
- Stronger data to drive decision-making and reporting
- Stronger relationships between ABC and foundation staff

How

- This is a three phased project, with first year concentrating on Phase 1.0 core needs and one national system.
- Phased national implementation rollout of 1.0 to staff, then to volunteers.
- In-Person training & support with all Foundation staff
- Regular monthly communication updates to all national leaders and staff.

When

- Project Kickoff August 15, 2019
- Global Product Demo 0.5 Version September-October 2019. Gather feedback for national functional requirements.
- Product development of version 1.0 September 2019-March 2020
- User Testing & Data Migration February-March 2020
- Global Rollout, Implementation, & Training Spring-Summer 2020

Now What

Leaders, Managers, and Employees

- Be on the lookout for more information
- Promote and build excitement around the project!
- Be prepared to be involved in the development of the product.

Communication Strategy

Who needs to hear about the change?

- Identify stakeholders
 - Impact groups or individuals
 - Recipients of outputs from a changing process
- Consider external partners
- Individuals served
- When change impacts a larger group, do all employees need a general understanding of the change
- Are there funding sources or partners that might need information on the change



Who will be the messenger/sender?

- Different stakeholder groups prefer to receive their messages from different senders
- Identifying a preferred sender helps with:
 - Message reception by team members
 - Credibility for the project
 - Establishing a network of recognized supporters of the change
- Different types of messages may have different senders
 - Department level communication vs organization-wide

Change Announcement

- Form this around the change story
Single source of truth
- Anticipate Questions

- Message objectives
- Project status update
- Call to action:
Training

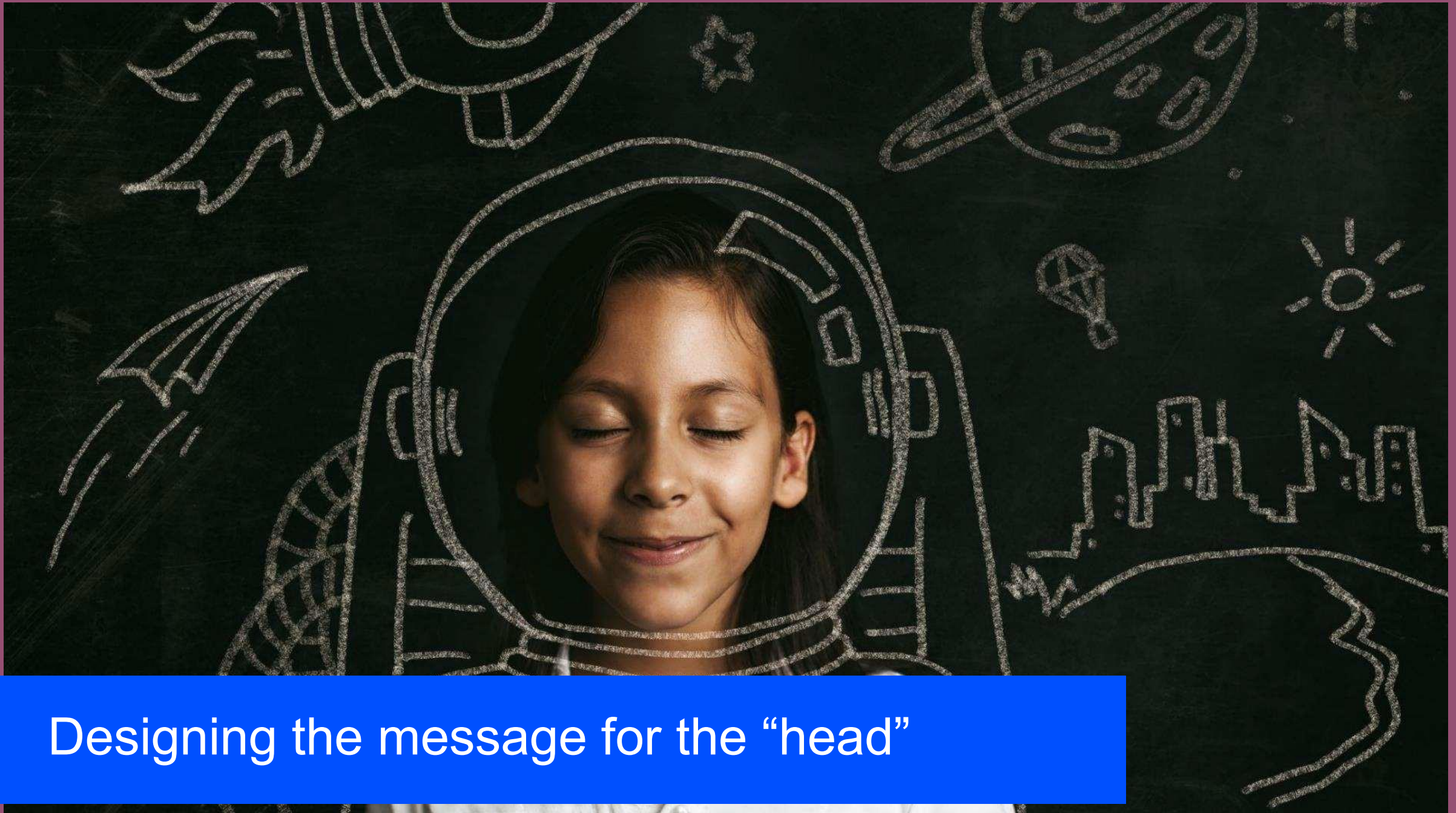


SECTION 3: Draft High Level Plan

Project Title: _____

Date Drafted/Revised: _____

Audience <i>Who needs to know?</i> <i>(See Section 1)</i>	Message <i>Information to communicate</i>	Messenger <i>Who should deliver the message?</i>	Method of Communication <i>How will the message be delivered?</i> <i>(See Section 2)</i>	Communication Date

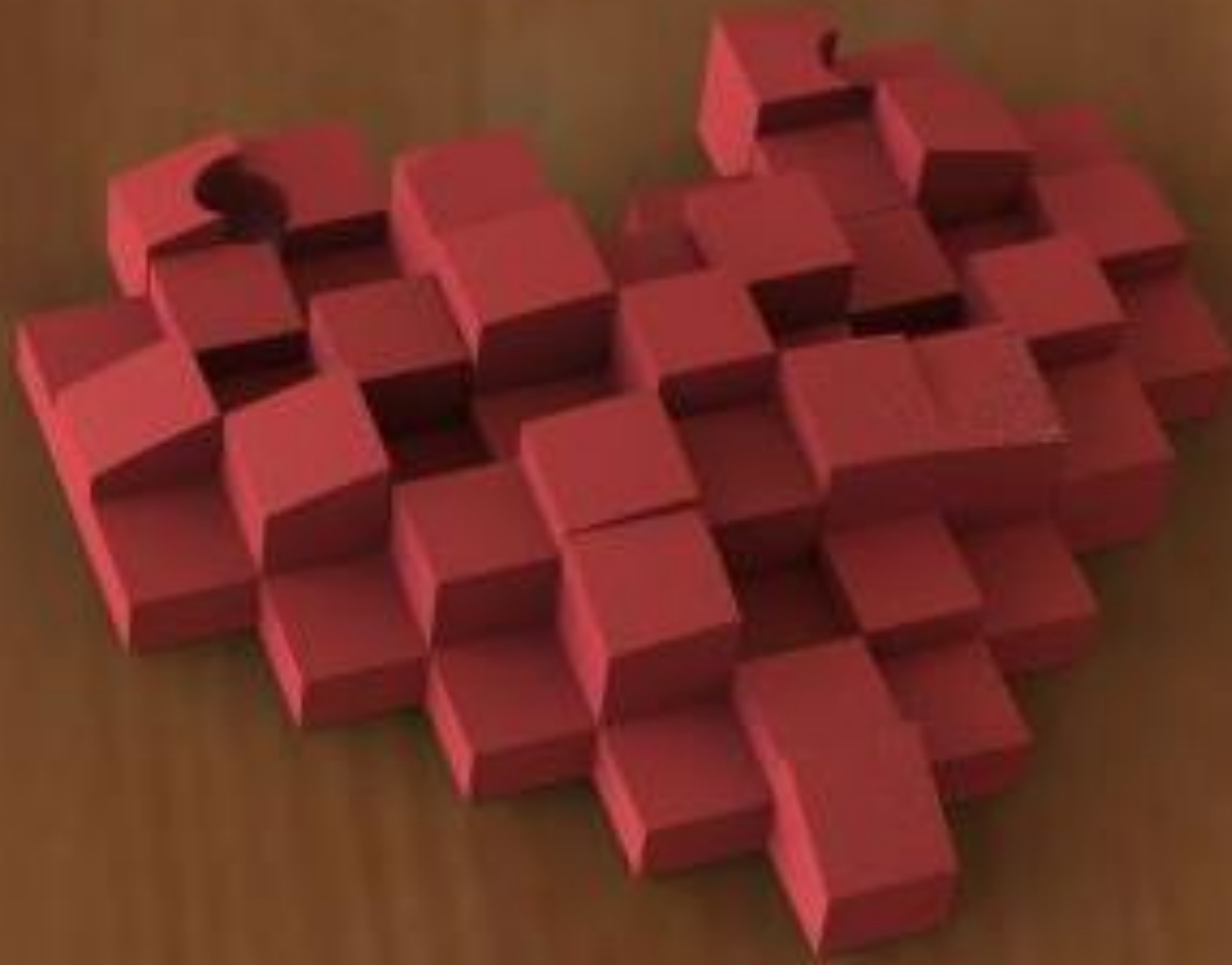


Designing the message for the “head”



MIND

- The five questions
- Vision
- Why is it critical to act now
- Next steps



Design the message for the “heart”



Address Emotional Components

EMPATHY



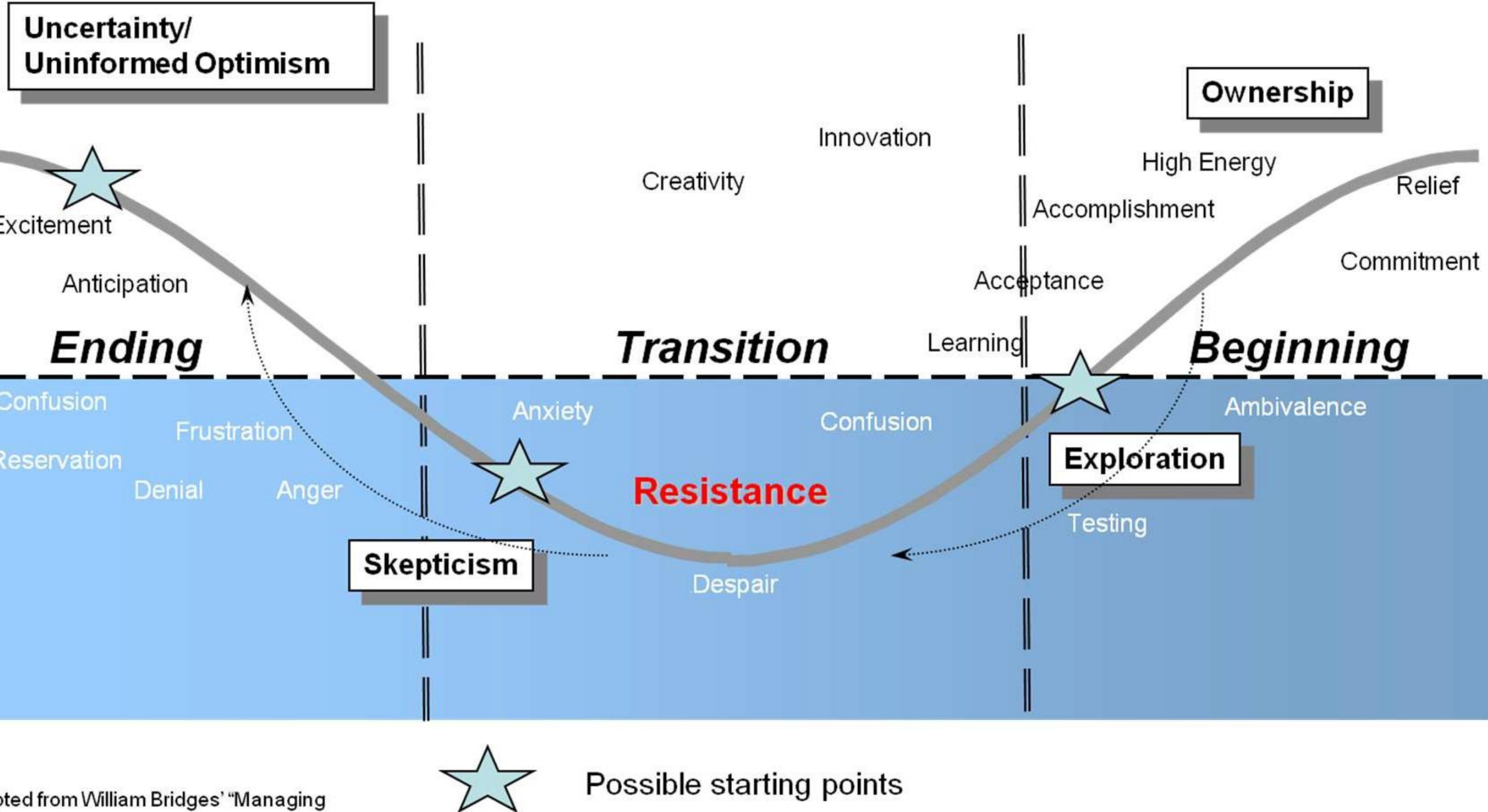
How do you show empathy?



Know yourself: Are there hesitations on your end?



Any
1.1
Questions





What is Change Management?

Change Management at the
organizational and individual level

Benefits of building change agents

Change vs Transformation

Why and how to address resistance to
change

Readiness Assessment

Developing a change story and
communication strategy