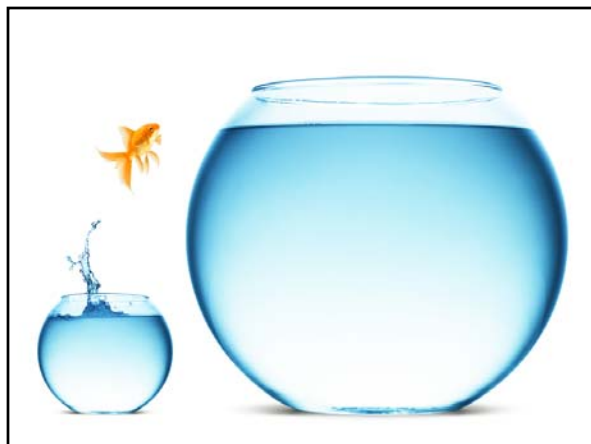

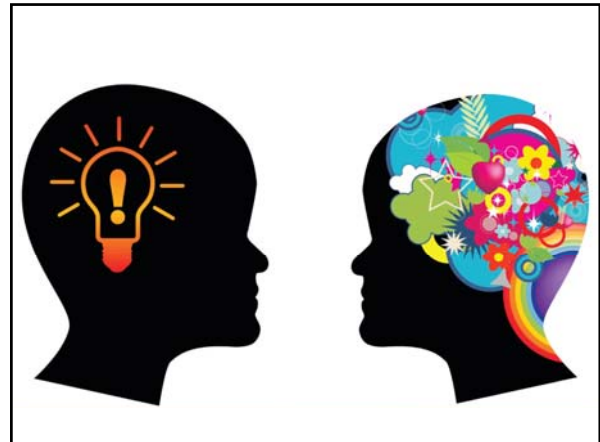


**Your Desire to Change must be greater than your desire to stay the same**



### People React to Change Differently


- Age
- Amount of stress they are under
- Process oriented vs. creative
- Time with the organization
- Type of industry
- Culture – current and future
- Style of learner

### Resistors...


#### Options for Dealing with Them

1. Focus on 'what' not 'how' – transfers ownership of the issue to employee
2. Provide simple, clear choices – it is ultimately about choice
3. Create hope – share passion for change
4. Show benefits in tangible way – seeing is believing
5. Create a sacrifice – strong message 'we are serious'




### Change Management is a Science

"Change management is the application of a structured process and set of tools for leading the *people side of change* to achieve a desired outcome." Prosci




### Change – Myths & Reality

Myth	Reality
Crisis is a powerful impetus for change	90% of patients who've had coronary bypass don't sustain changes in lifestyle
Change is motivated by fear	People often go into denial of bad things that might happen
The facts will set us free	Change is inspired by emotional appeals rather than factual statements
Small gradual changes are always easier to make and sustain	Radical changes are often easier to sustain because they quickly yield benefits
We can't change because our brains become 'hardwired'	Our brains have extraordinary plasticity

Change or Die - Fast Company


### Change Management Truths

- Change is a result of dissatisfaction with present situation
- Management must develop strategies to implement change
- People can't just drop what they are doing and 'change' – it takes time
- Organizations often say they don't have time to re-assess, re-align and consult – do it now or do it later
- There will be resistance to change - people complain
- When they start complaining about something else, you are on the road to success




### To Integrate or Not to Integrate

- It allows the project management team to focus on the technical side of the project
- Integration increases the likelihood of success
  - 61% of participants that integrated rated the effectiveness of their change management initiatives as "Good" or "Excellent," (Source Prosci Best Practices in Change Management 2014)
- The efforts of both PM and CM are focused on a shared single objective
- All have visibility into and understanding of a single integrated schedule
- Integration means that employees are receiving the right information about what is going to impact them




### To Make Integration Work:

- The project team has to be held accountable for the total outcome not just making it to 'substantial completion'
- The change management team need to be given recognition for their role and the value they bring to the project
- There needs to be a rigorous approach to delivery of change management




### Decide on Your Change Goal

- Start with the end in mind. What do you want to achieve?
- What does successful look like?
- Who is affected? How will they react?
- Do you understand the vision?
- Is this the right time to do this?
- Are there early wins?



### What are the CM Steps for Success

Step 1 - Preparing for Change	Step 2 - Develop the Change Management strategies	Step 3 - Implement the Change Management strategies
<ul style="list-style-type: none"> <li>• Assess readiness for change</li> <li>• Identify issues and risks</li> <li>• Identify and profile stakeholders</li> <li>• Conduct impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Develop high level stakeholder plans</li> <li>• Develop sponsorship roles/responsibilities</li> <li>• Develop engagement approach</li> <li>• Develop checklists, key messages etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage stakeholders - mock-ups, case studies, 'TED' talks, consultations</li> <li>• Coach and mentor change sponsors</li> <li>• Manage expectations</li> <li>• Manage resistance</li> </ul>

### Impact Assessment – 12 Components

Components include:

- Timeframe?
- Organizational restructuring?
- Technology change?
- Reduction in staffing levels?
- Culture shift required?

Comprehensive MAJOR CHANGE

Overhauling

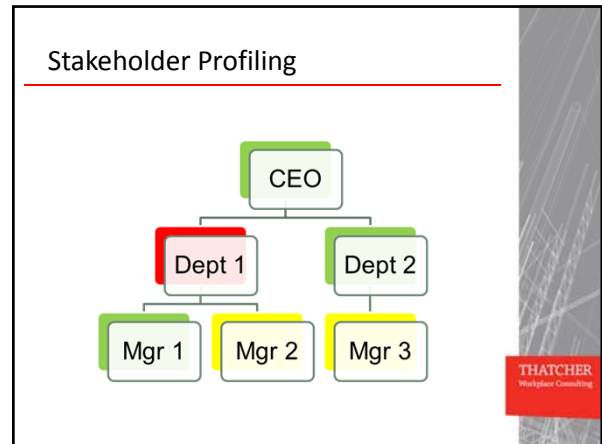
Redirecting

Adapting

Tuning

Light-touch MINOR CHANGE

THATCHER Workplace Consulting



### Change Management High level Plans

Sponsorship

Coaching

Communications

Training

Resistance

Workforce

THATCHER Workplace Consulting

### 5 Practical Principles

1. Start at the Top
2. Articulate Clearly
3. No Rules
4. Variety Wins
5. Cascading Conversations


THATCHER Workplace Consulting

Case Study - Change Management Approach	
<b>Start at the Top</b>	The project co-sponsors are both Executive Vice Presidents. Most of the executive team self-selected as 'flex' worker. They have been visible, positive and involved from the start.
<b>Articulate Clearly</b>	Early visioning sessions with three levels of management was used to capture the true vision and meaning of the new workplace. Collaboration is critical to their success and they quadrupled the amount of closed meeting spaces.
<b>No Rules</b>	Principles of flexibility, collaboration and presence were established early, reasoning explained and referenced when challenges arose. By not imposing rules, the occupants are being allowed to create their own memes for the new workplace.
<b>Variety Wins</b>	Change management activities included: <ul style="list-style-type: none"> <li>• Executive blogs</li> <li>• In-house social intranet leveraged to share information, monitor the 'water cooler' talk, support effective use of new technologies</li> <li>• Connect Head Office events brought the organization together, engaged employees in evaluating project ideas and provided inspiration on the opportunity</li> <li>• Regular updates on the project website</li> <li>• Selection of users to perform 'bum tests' on casual, collaboration and formal seating</li> <li>• Orientation sessions for everyone – understand why decisions were made, how space was created, reset the thinking from 'my workstation' to 'our workplace' and enable confidence using the new technologies</li> </ul>
<b>Cascading Conversations</b>	Successive layers of management were used to deliver the message and assist teams. Change agents were identified and encouraged to help others transition.



### Mistakes to Avoid

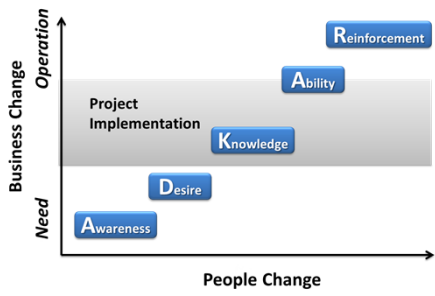
- No clear or winning strategy
- Focusing only on the rational
- Focusing on or avoiding the resistors
- Losing patience
- Not transforming the culture
- Not celebrating the short term successes
- Leadership backing off because the symptoms of change – issues with morale, trust, job stress could be signs you are doing the right thing




# Reinforcement

**No Going Back!**

### And it Continues.....




Source: Prosci



### How to Embed and Sustain the Change?

- Offer on-going opportunities for training, discussions and questions
- Keep the conversation going
- Offer workshops on experiencing change
- Celebrate and recognize successes
- Course correction – be prepared to gather, evaluate and address feedback
- Regularly “check in” with stakeholders



### So What?

**Do what's right for YOUR organization.** Must start as a solution to a business problem, don't just follow the trend.

**Empower your Employees.** Middle management struggle with how to implement and worry about loss of control; change management will be essential.

**Recruit the Champions.** Build a community of champions along the way and start a movement!

**Think Big Picture.** Will affect the entire business, make it a corporate strategy, not just a workplace strategy.

**Equip Employees for Success**

**Just try it.** Test and course correct. Challenge the challengers. Embrace the resistors. Leverage the early-adopters.




**I'll leave you with these thoughts:**

- Tell the truth
- Focus on the positive
- Be straight and open with people
- Walk the talk
- Don't set rules, rather set goals and measure results

