About the Speakers

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10 STEPS TO SUCCESSFUL

Change Management

1. UNDERSTAND CHANGE

2. ASSESS THE IMPACT OF CHANGE
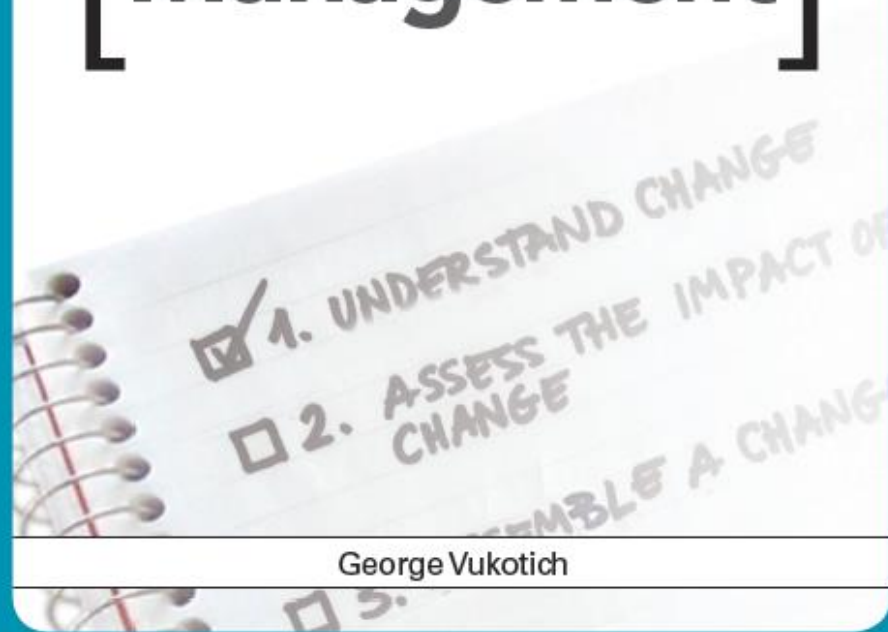
George Vukotich

"If you're in a bad situation, don't worry it'll change. If you're in a good situation, don't worry it'll change."

—John A. Simone Sr.

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Understand Change

- What is change
- Types of change
- Your role as a change leader
- Stages of change
- Keys to manage change
- Elements of successful change
- Key points

- Act of Transformation
- Continuous vs Discontinuous
- Provide the Vision
- Prechange|Change|Postchange
- Explain Reason for Change
- Need, Goals, Risks, Status
- Reasons, Impact, Alternatives, Communication Plan

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Key Points

- What are the reasons behind the change initiative?
- How does it impact what you are doing today?
- What alternatives exist, and what are the opportunities and consequences that go with them?
- Are the goals of the change initiative clearly defined?

- Do individuals understand their roles and the risks and rewards that go with change?
- Have you identified what it's going to take from you as a change leader to help others get through it?
- From a communication perspective, what is it going to take to get buy-in and keep others informed?

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Assess the Impact of Change

- What is driving your change?

- Identifying the type of change

- Assessing Impact

- Organization's Readiness

- Fixing Symptoms or Solving Problems
- Root Cause Analysis | Internal Factors

- Continuous vs Discontinuous
- First time change?

- Resources (Money, People, Time)
- To change or not to change…

- Look at Resources
- Resource Motivation

Key Points

- Know what is driving the change.
- Make sure you address the root cause of the problem, not just the symptoms.
- Know what factors are behind the change and identify ways to deal with each factor.

- Understand the readiness of the organization to deal with the change so you know what level of selling needs to be done to get individuals onboard.
- Know the stages of change and what should be addressed in each phase.
- Know what action to take, get ready to take action, and take action.

"Sow a thought, and you reap an act;
Sow an act, and you reap a habit;
Sow a habit, and you reap a character;
Sow a character, and you reap a destiny."

—Charles Reade

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Assemble Change Management Team

- Who needs to be on the team?

- Skills needed on the team

- Working cross-functionally

- Assessing individuals

- Setting the agenda

- Right People
- Right Skills

- Personal Attributes
- Skillsets

- Needs | Personality Conflicts| Issues
- Focus on HOW not WHAT
- Capability | Interest | Commitment
- Knowledge | Skills | Abilities

- Past Week | Challenges | Next Week

Key Points

- Start with a clear understanding of the change goals.
- Decide, based on the goals, what tasks must be completed to accomplish them.
- Use tasks to define the roles of team members.

- Don't just accept anyone available to be on the team.
- Bring the right team members together; assess them for interpersonal skills as well as technical skills.
- Bring the team together early in the process and ensure that all members know the goals and their roles in achieving them.

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"Vision without action is a dream. Action without vision is simply passing the time. Action with vision is making a positive difference."

—Joel Barker

Build a Vision

- Why is a change vision important?

- Creating a vision for change

- Additional factors affecting the change vision

- Create and Innovate | Kodak Example
- External and Internal Considerations
- Turn Vision into Reality

- Prechange
- Change
- Postchange

- Mission and Vision Impacts
- Culture Impacts
- Forgetting Curve vs Learning Curve

Key Points

- Identify areas that can impact the change and incorporate them into building the vision for change.

- Keep the change vision simple so others can understand it.

- Don't assume individuals will automatically buy in; it takes communication to get commitment.

- Common values and interests help get buy-in.

- Get input from those who will be impacted and provide a way for individuals to give feedback.

- Address issues head on.

"What's the use of running if you are not on the right road?"

- German Proverb

Implement Change Strategy

- What components make up a change strategy?

- Being aware of your boundaries

- Change management planning

- Goal Setting

- Strategy-building tools

- Strategic | Operational | Tactical
- Abilities | Alternatives | Resources | Future

- Rules | Policies | Procedures
- Set the TONE for Culture during change

- Coordinate Changes
- Project Plan | Risk Assessment
- Short Term and Long Term | Quick Wins
- S.M.A.R.T

- Force Field Analysis
- Scenario Planning

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Key Points

- Keep in mind the impact change will have on your organization and what it is known for.

- Address what change will mean to your organization's relationship with its customers.

- Consider how the change will affect the way you work and its impact on structure and processes.

- Consider how this change initiative will affect your competitive position

- Think about how this change fits with the trends in the industry, society, and customer base.

- Consider the overall value proposition this change will allow you to offer.

Win Support

- Who are your Stakeholders

- Evaluate Stakeholders

- Interviewing Stakeholders

- Knowing how to influence

- Customers | Organization members | Sponsors | Management | Change Team

- Supporters/Detractors/Undecided

- How Important is Change
- What is your role in the Change

- Head/Heart/Hand

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Key Points

- How do you segment your stakeholders into groups and goals.

- What is it your supporters like about what you are trying to achieve.

- To what degree will your supporters back the change you are trying to make

- What is it your detractors do not like about what you are trying to achieve.

- What would it take to win over your detractors, or at least neutralize them.

- Is there an influence strategy that needs to be put in place to address the various stakeholder groups.

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"It is in times of change that leadership is required most."
- General Colin Powell

Communicate Effectively

- Ability to Communicate Effectively

- Create a Communication Strategy

- Getting and Using Feedback

- Communication Across Cultures

- Awareness | Understanding | Input | Action

- Communication Medium

- Audience

- Responding and Evaluation of feedback is important

- Addressing the culture aspect and identifying supporters and detractors

- An Example of Global Understanding

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Key Points

- What is the overall goal of communicating related to this change initiative

- Are stakeholders targeted and to what degree: to inform, to get input from, or to drive action

- Does the communication plan address the who, what, when, where, why and how

- Have you asked stakeholders if they have a preference in how they are communicated with

- If the project involves global coordination, have the customs and courtesies of others been addressed

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"Change will only happen when the pain of change is less than the pain of staying the same."

– Richard Beckhard

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Overcome Challenges

- Why do people resist change

- Reasons for resistance

- Stereotypes, groupthink, and other things that get in the way

- Addressing resistance to change

- Top 10 reasons individuals resist change

- Signs of resistance
- Lack of trust

- Peer Pressure

- Opposition to outside influences

- Self – Doubt

- Stereotype | Ethnocentrism | Xenophobia

- Megalomania | Groupthink | False Beliefs

- Handling Disagreement

- Building Coalitions

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Key Points

- Who are the various groups that may be affected by your change initiative
- What do the various groups have to gain and lose as a result of the change
- How much power do the groups involved have, and how might it affect the change effort

- What actions are groups or individuals taking? Are they resisting the overall change initiative or only certain aspects of it
- What resources do you have should a group put up resistance to the change you are initiating
- Have you planned for contingencies in case an issue come up or things don't go as planned

If you can't measure it, you can't manage it.

- W. Edwards Deming

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Measure Success

- How do you measure success

- The Measure Process

- Budget | Other Financials | Time | People Recognition | Quality | Functionality | Resources | Competition

- Kirpatrick's Levels of Evaluation

Key Points

- Link to the goals of the organization
- Provide feedback as to the effectiveness of the organization strategy
- Be easy for individuals to understand
- Look at areas relevant to what is being measured
- Look at both short-term and long-term performance

- Be a constant, not just an occasional activity
- Give insight into not only what is wrong but also how it could be better

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That's the reason they're called lessons, because they lessen from day to day.

- Lewis Carroll

Review Lessons Learned

- What areas should you review for lessons

- Sharing lessons learned

- Process | Technology | Employees | Customers | Competition | Other

- Capturing | Reviewing | Sharing

Key Points

- Collect lessons learned along the way, waiting until the end often results in lessons not being contributed, or if they are their facts can be distorted

- Take time to reflect on any problems, issues and so on that happened and why.

- Remember to pass along things that went well. Successful processes should also be collected.

- Also comment on alternatives tried and results from them. They can often provide guidance on change initiatives.

- Did you look at or have any contingency plans. Did they come into play.

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Failure Reasons

- Lacking leadership that visibly supports the initiative
- Communicating an unclear vision of the future
- Allowing individuals to believe change is an option, not a requirement
- Failing to celebrate/reward early successes

- Lacking a process to hear the concerns of those needed to initiate change
- Lacking clearly defined roles and responsibilities.
- Focusing on accomplishing tasks rather than achieving goals

What's Next?

More Information?

Talk to us! Or contact your account manager or project manager

Need Support?

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