



Change Management
Made Easy!

August 26, 2016

Philicia Weaver



Company

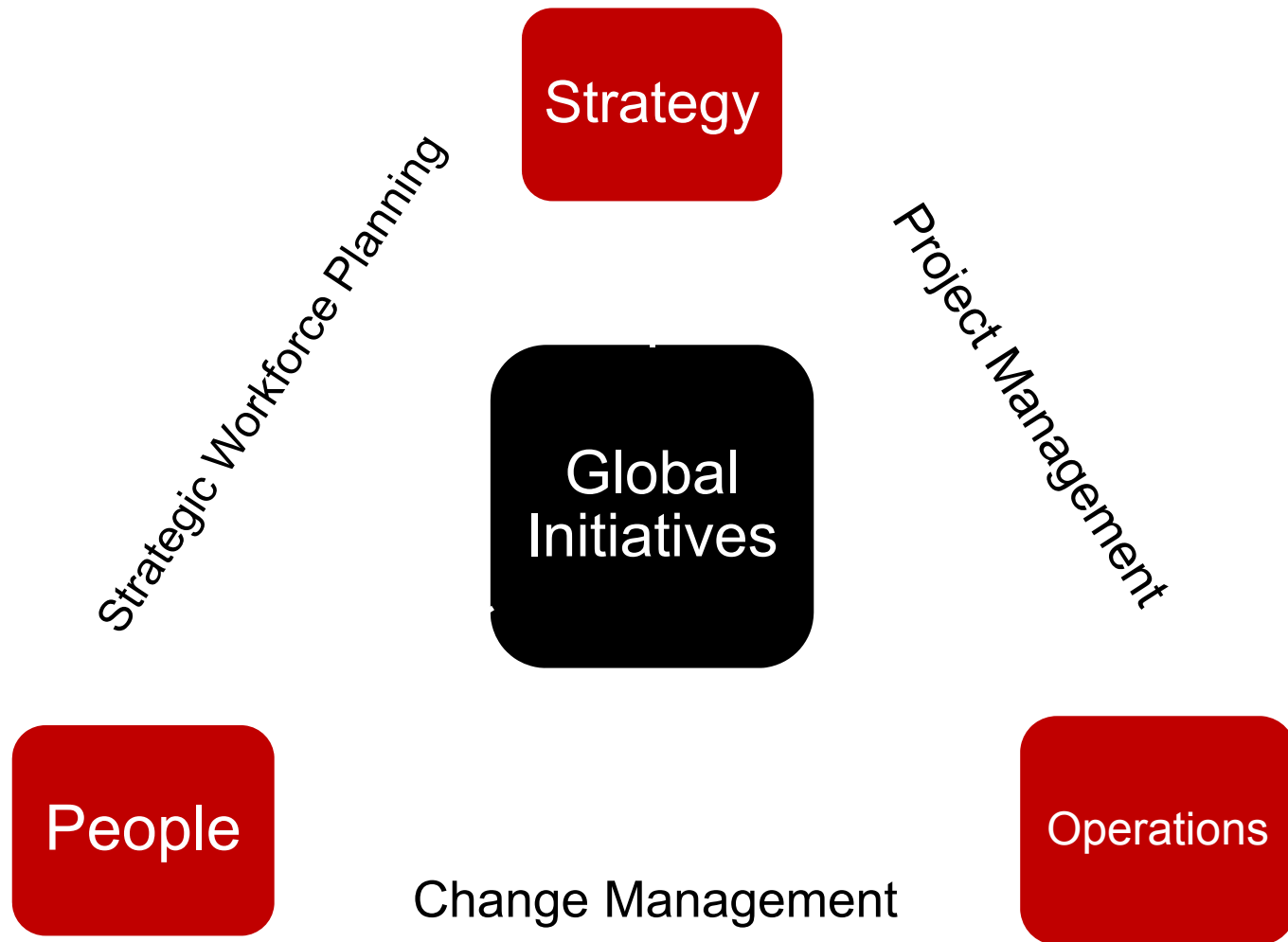


Blount International, Inc.

- Forestry & farm equipment manufacturing company
- Over 4,000 Team Members worldwide
- Company founded in 1947
- Corporate office in Portland, OR



Global Initiatives

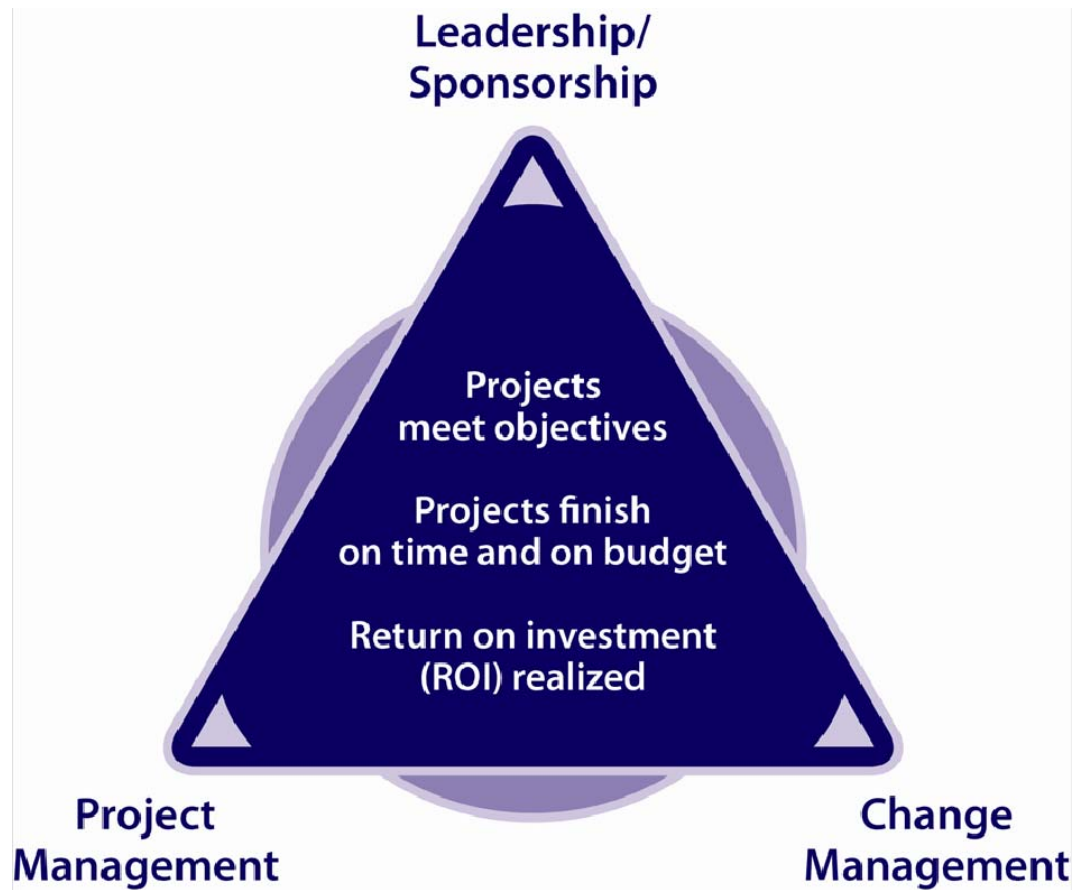


Small Group Discussion



- What types of changes do you work on?
 - New products/services
 - New processes
 - System changes
 - Business strategy
 - Infrastructure changes
 - Facilities– moves, re-organizations, etc.
 - Other?

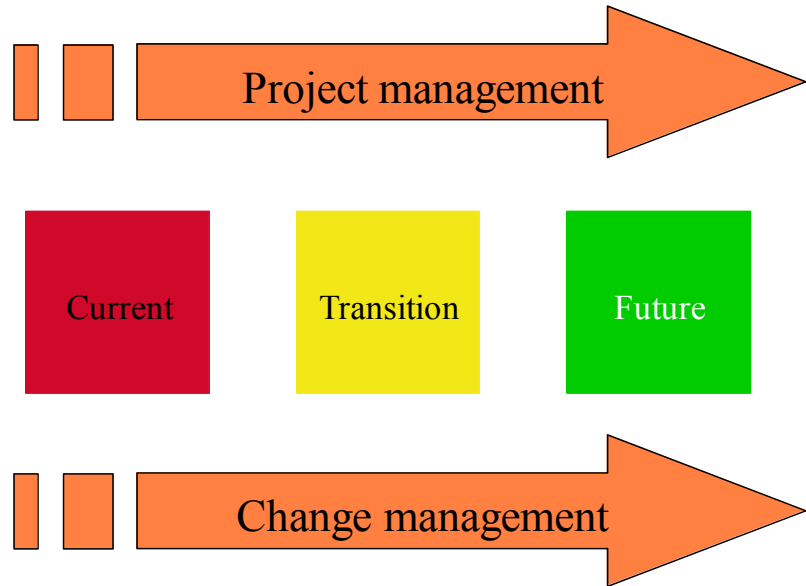
Project Change Triangle



Prosci's Project Change Triangle (PCT)

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Project Management & Change Management Integration



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Solution is designed,
developed and delivered
effectively
(Technical side)

+

Solution is embraced, adopted
and utilized effectively
(People side)

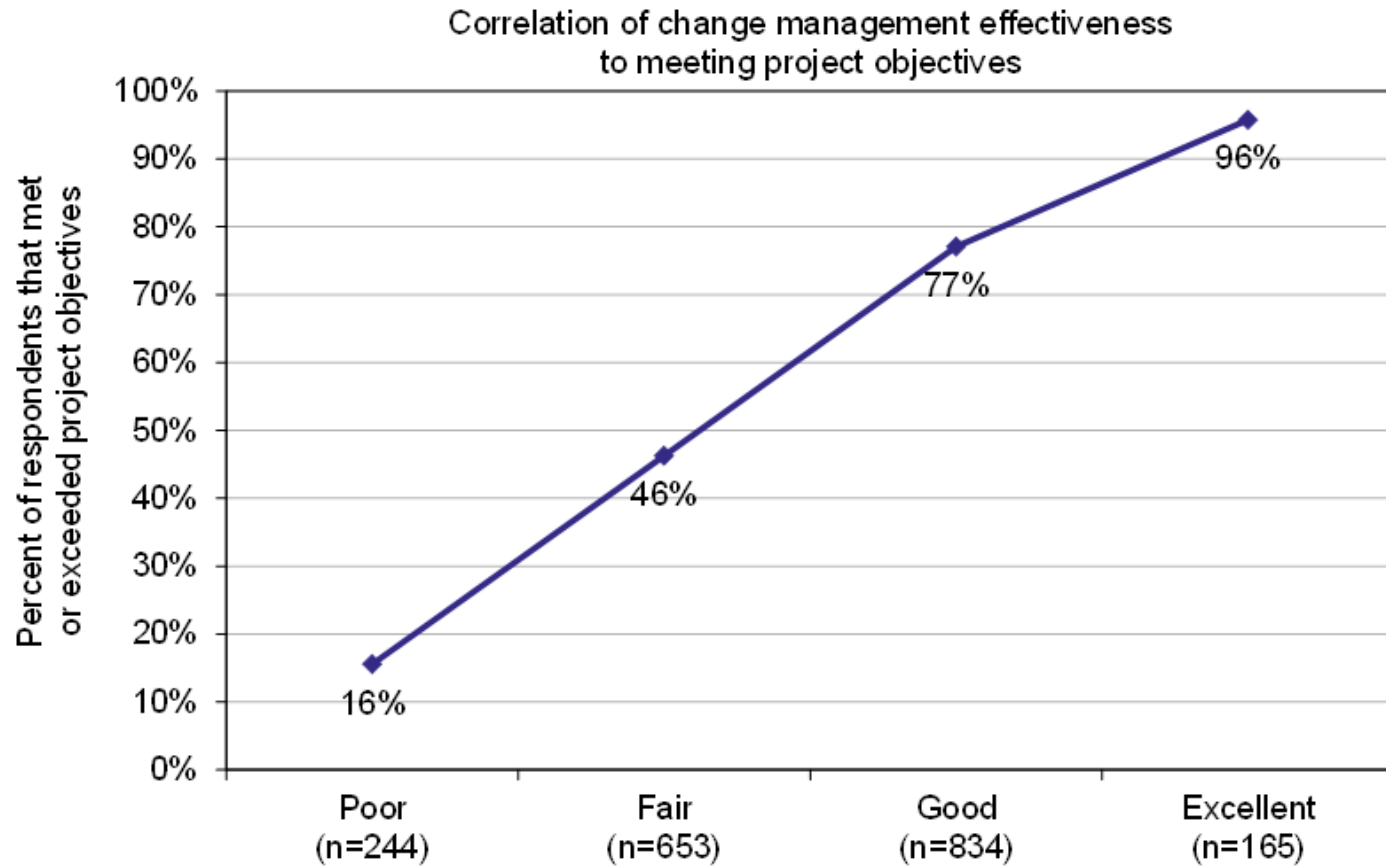
= **SUCCESS**

Complimentary disciplines with a common objective



Research

Correlation: Change Management & Project Objectives

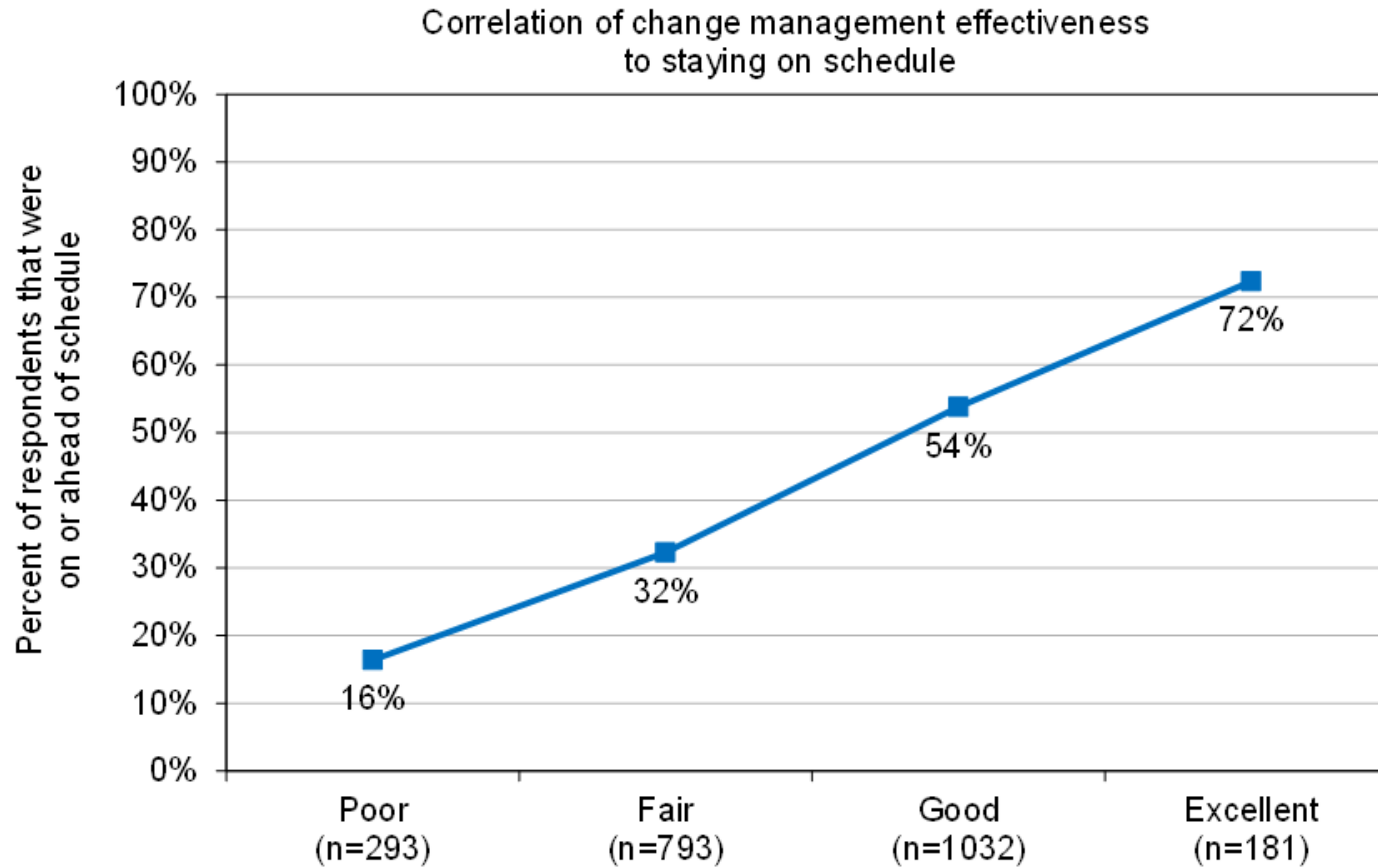


Overall effectiveness of change management program

* Data from 2007, 2009, 2011 and 2013

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Correlation: Change Management & Schedule

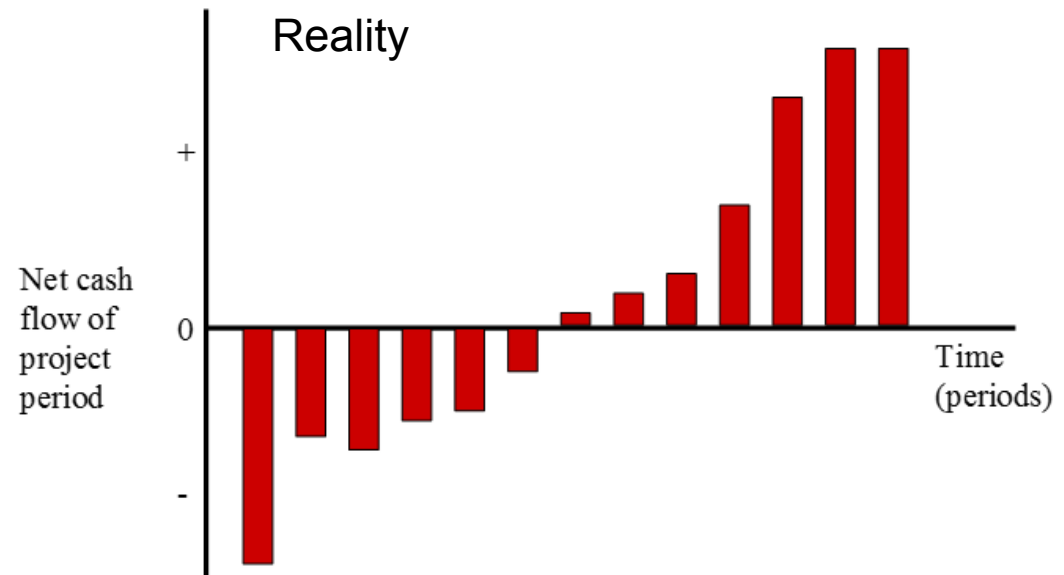
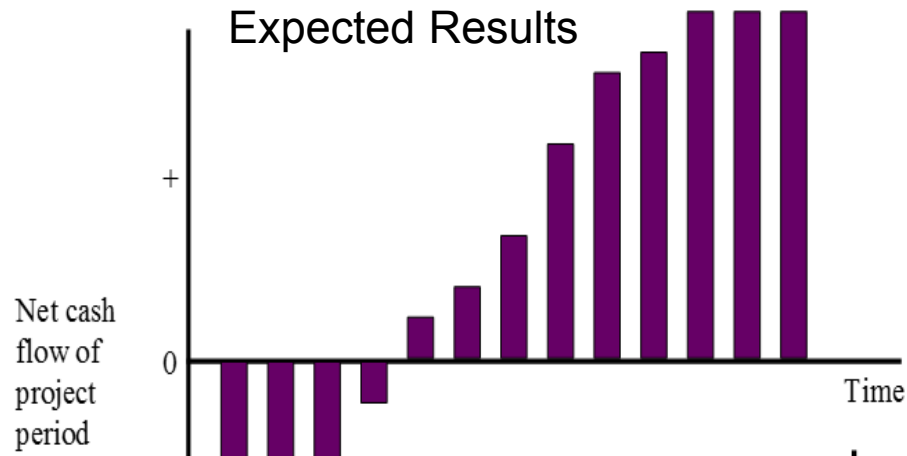
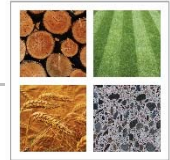


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Expected Results vs Reality



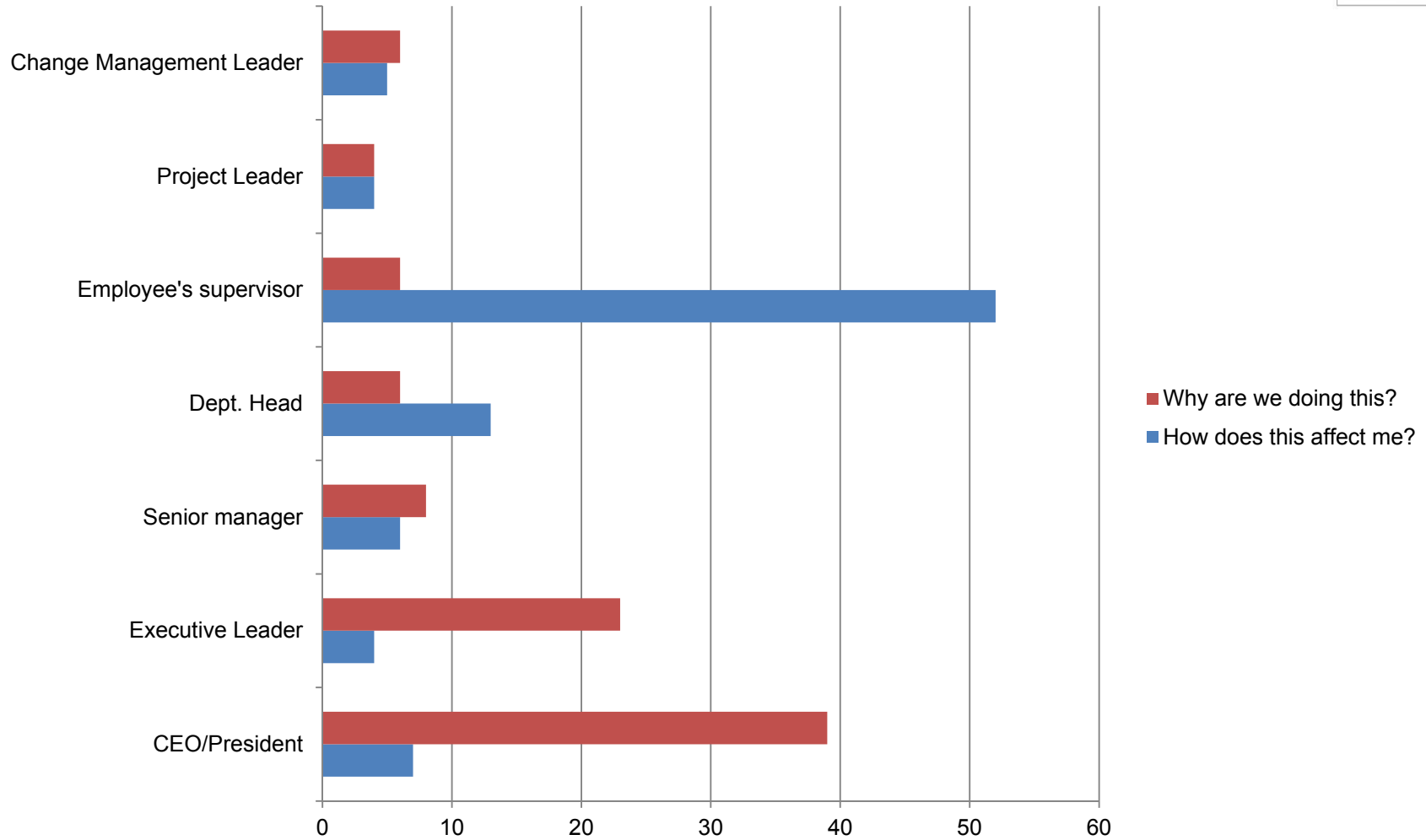
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Biggest Mistakes that Change Management can Fix



Mistake	Fix
1. Ineffective leadership/sponsorship	<ul style="list-style-type: none">• Active & visible sponsorship• Coalition building• Communication with Team Members
2. Communication that focuses on tactics (what, when, how)	<ul style="list-style-type: none">• Include “why” messages
3. Skipping change management activities on front-line supervisors /managers & your project team	<ul style="list-style-type: none">• Think of them as your primary audience• Involve early, gather input• Equip with tools & resources
4. Inadequate communication	<ul style="list-style-type: none">• Repetition (5-7 times)• Multiple mediums (creativity)• Credible source

Messages & Senders



Prosci © 2010

Communication Strategies



Communication will be perceived **positively**

Communication will be perceived **negatively**

Communication is about **behavior change**
(I will do something differently)

Don't Blow It

Examples: More parking options, company picnic, opening a gym

- Engage all leaders early
- Solicit input
- Deliver message to at least two levels (managers first, then employees)
- Be creative— have fun with the message
- Brag! This is an opportunity to show how great the company is

Full-Court Press

Example: Lay-offs

- Perform an impact analysis
- Engage all leaders early
- Solicit input
- Provide a variety of tools for leaders – talking points, FAQs, training
- Use a variety of mediums – F2F, e-mail, team meetings
- Communication should emphasize:
 - *Why* this is happening (SLT)
 - How this *affects me* (supervisor)

Communication is for **information** only

Marketing Opportunity

Examples: Survey results, company information (financials, etc.)

- Deliver message to at least two levels (managers first, then employees)
- Be creative— have fun with the message
- Brag! This is an opportunity to show how great the company is

Keep It Simple & Sincere

Example: Survey results, company information (financials, etc.)

- Engage all leaders early
- Provide tools for leaders – talking points, FAQs, etc.
- Communication should emphasize:
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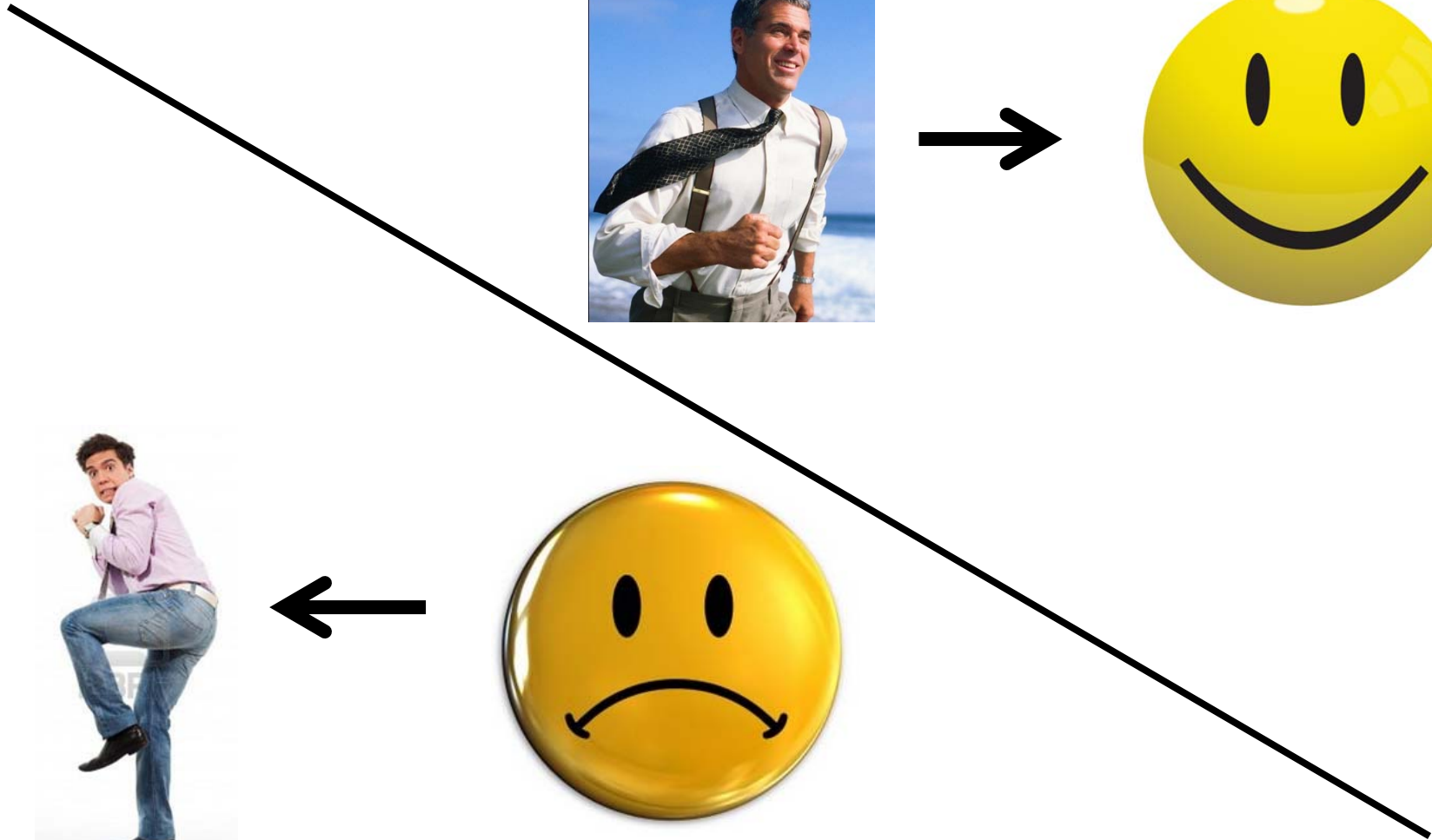
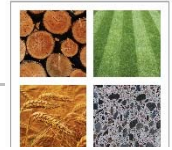
Small Group Discussion



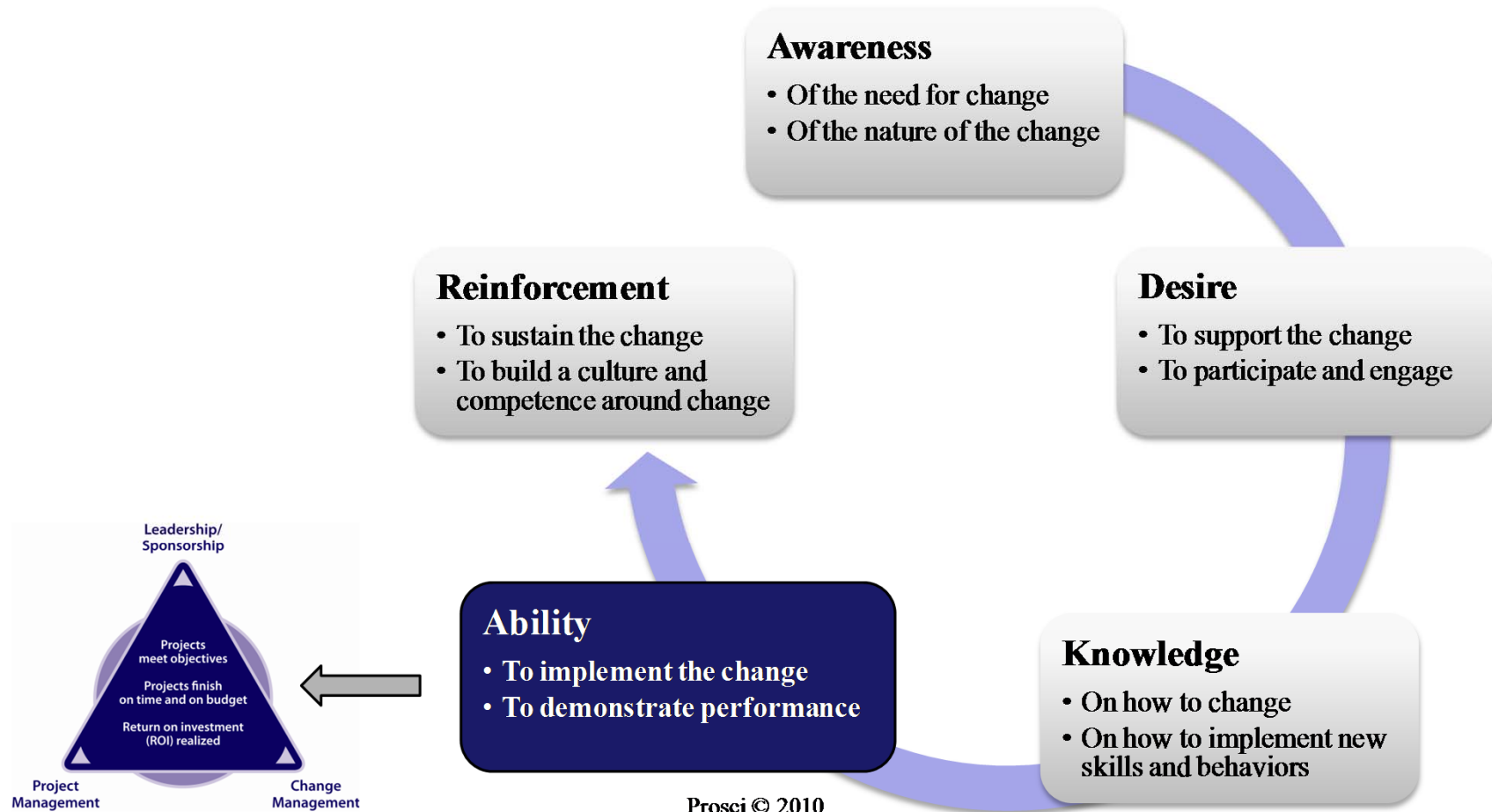
- Think about a change that didn't go well. What made it fail?

- Think about a change that went well. What were the factors that made it successful?

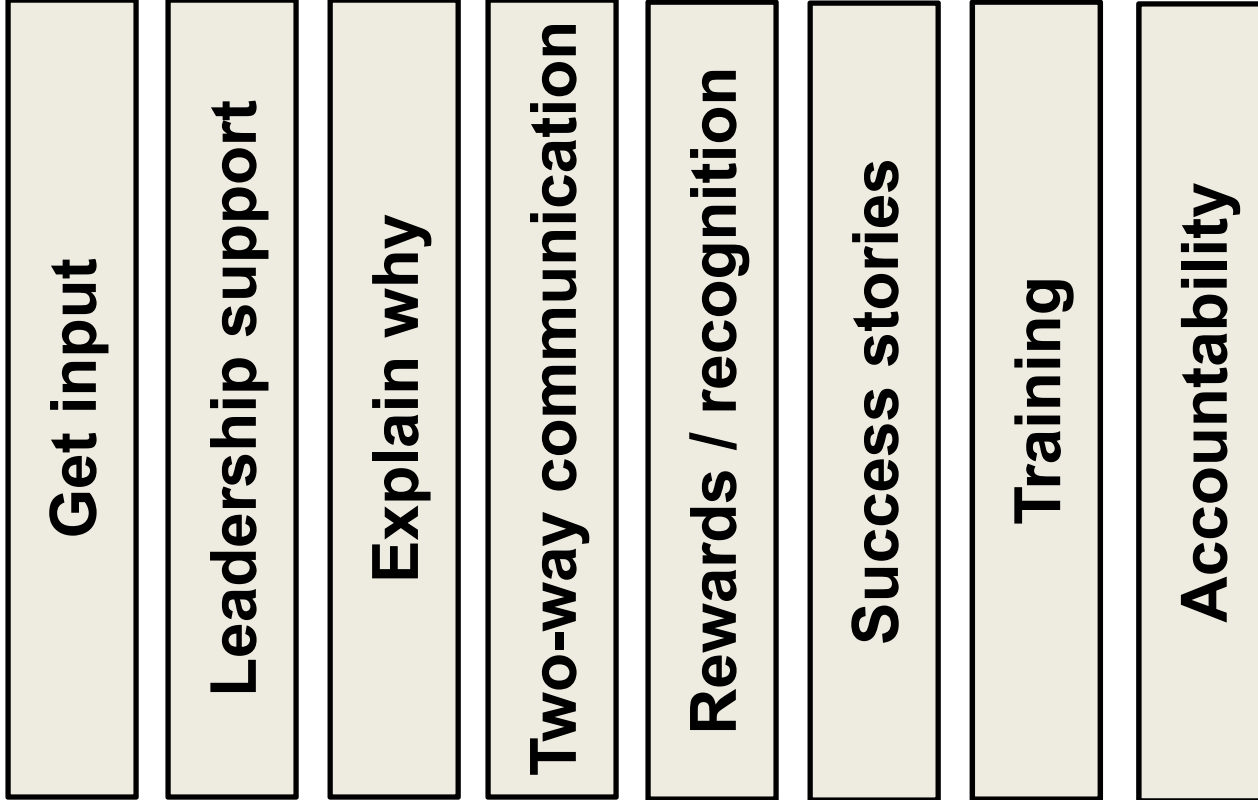
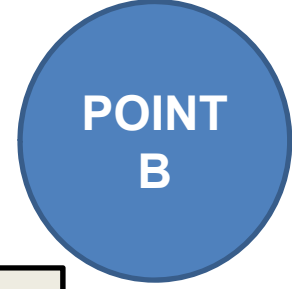
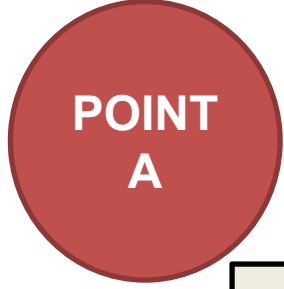
“Resistance” to Change



Change Management at the Individual Level (ADKAR)



Change Management Strategies



Stakeholder Analysis



- Who are your key stakeholders?
- Where do they stand with this change?
 - Actively resistant
 - Passively resistant
 - Neutral
 - Passively supportive
 - Actively supportive
- Where do you need them to be?
 - Neutral
 - Passively supportive
 - Actively supportive
- How will you get buy-in from resisters?
- How can you leverage supporters?

Example – Moving to a New Facility

What	Why	When	Who
Team Member feedback (awareness, acceptance, open-ended questions)	Identify current state of change; inform communication strategy & sponsor roadmap		
Sponsor / leadership roadmap <ul style="list-style-type: none"> • Expectations • Team dynamics • Dealing with conflict / disagreement • Talking points for team members 	<p>Leverage leadership to focus their activities and save time</p> <p>Provide leaders expectations for role on project</p>		
Change analysis <ul style="list-style-type: none"> • Perform analysis of the change involved for each group • Discuss change with project team (regular agenda item or separate meeting) 	<p>Informs communication and change plan</p>		
Communication plan <ul style="list-style-type: none"> • Bi-weekly updates • Presentations (town hall meetings) • Success stories/ testimonials • FAQ's 	<p>Raise awareness, acceptance and knowledge</p>		
Job search assistance Provide job search coaching / workshops for those whose commute is too great	<p>Goodwill towards company; P4 Business Beliefs (respect)</p>		
Training plan & procedures	<p>Transfer knowledge / skills from anyone who leaves the organization</p>		
Layout / space planning Have Team Members provide input on layout	<p>Ensures a smooth transition, lowers business disruption</p>		
Recognition	<p>Reward and recognize Team Members involved in the project</p>		
Lessons Learned Every two months, check in with the project team & leadership to see what's working and what can be improved	<p>Smooth transition; real-time feedback; ability to course correct</p>		

Discussion



In a small group, discuss an initiative you're working on that involves change.

- What stage are people in– awareness, desire, knowledge, ability or reinforcement?
- What do they most need to support them in this change? How can you provide it?

