



Designing a Change Management Strategy: Tutorial for Practitioners

IPAC 2023

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Agenda

- Introduction to Organizational Change
- Gather and Analyze Information
- Design the Change Strategy
- Summary/Final Thoughts



Course Objectives

- Explain why change management is important from multiple perspectives
- Elicit the right information to fully understand the change
- Identify critical elements of a change strategy
- Apply tools to analyze and implement change effectively





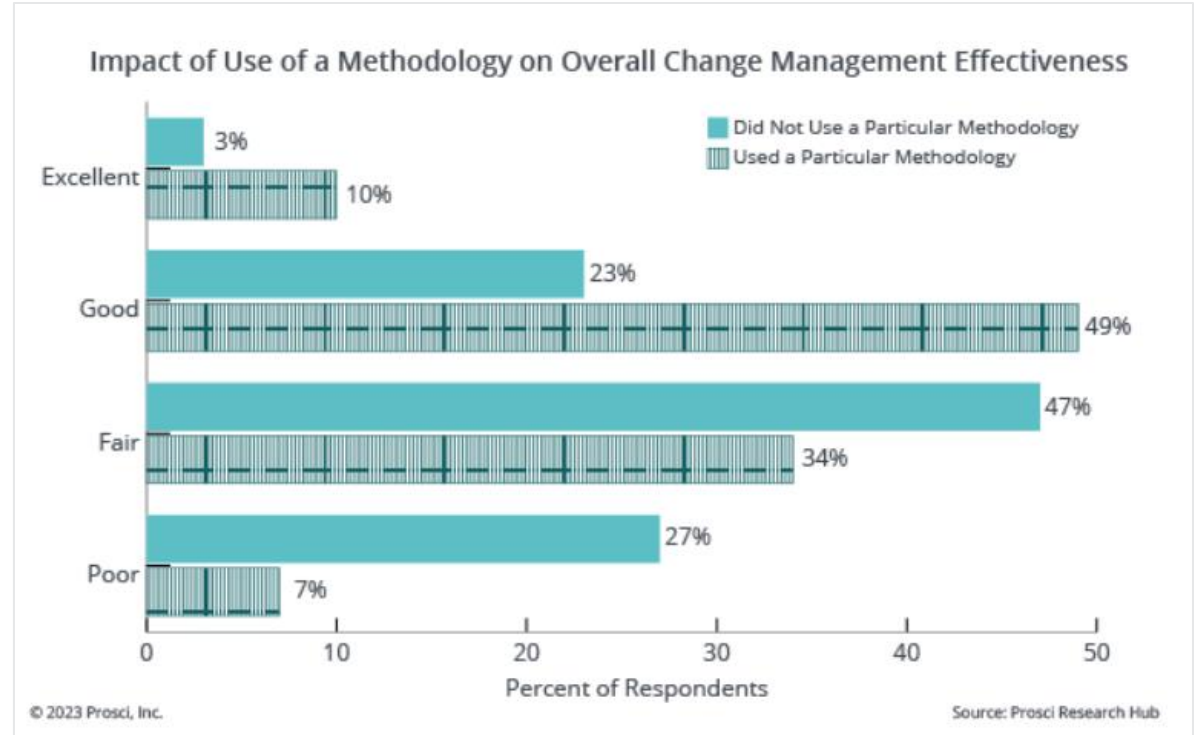
Introduction to Organizational Change

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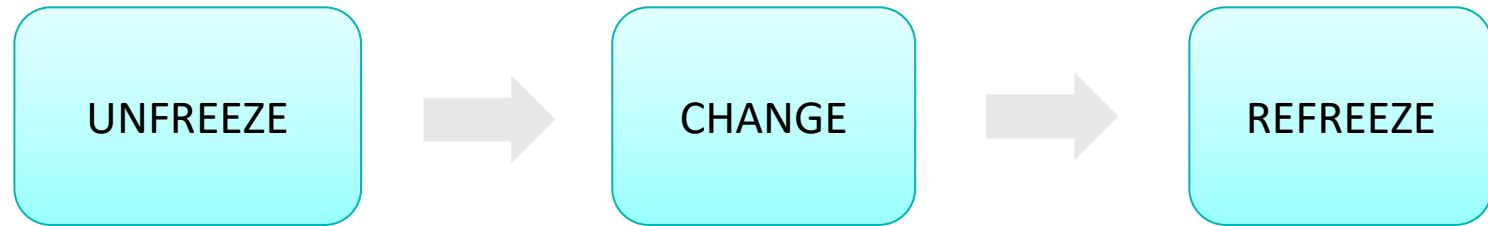
- **Change** is any planned or unplanned disruption to the status quo.
- **Change Management** is a structured approach to how we prepare, equip, and support individuals to adopt the change.
 - Focus on the *people* involved in the change.
- Change management activities aim to:
 - Increase sustained user adoption
 - Minimize negative impacts
 - Demonstrate return-on-investment

Why is Change Management Important?

- Benefits/consequences to the business and individuals
- A structured approach contributes to success
- Repeatable process



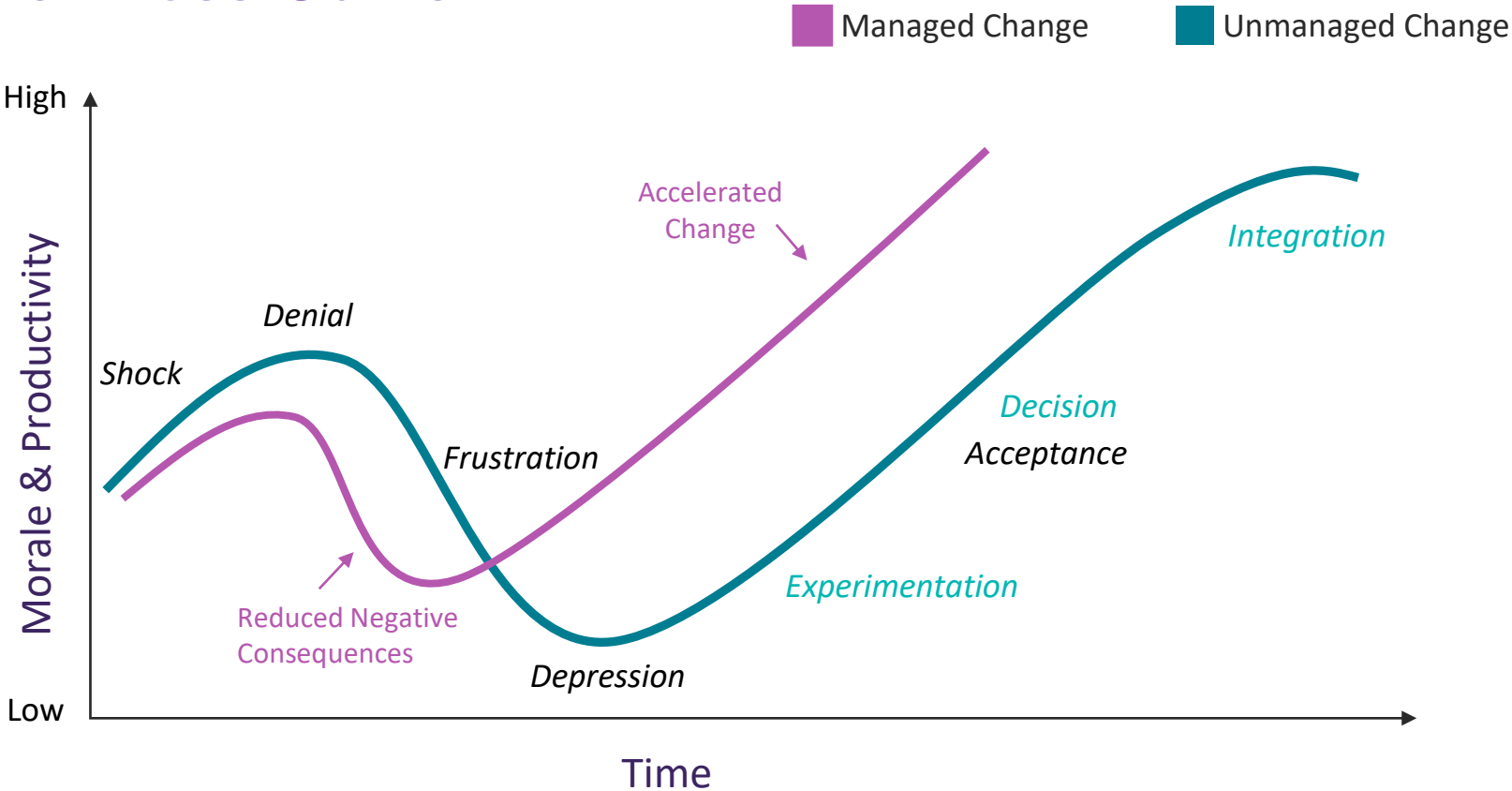
Lewin's Three Steps Change Model



ADKAR Model



Kubler-Ross Curve



Organizational Change Discussion

- What is your experience with change at your organization?
 - What went well?
 - What didn't work?





Gather and Analyze Information

What information do we need to know?

- Challenges with current state
 - Business goals
 - Roles/stakeholders
 - Culture & beliefs
- Use multiple data collection methods!
 - Surveys
 - Interviews/Focus Groups
 - Assessments
 - Existing Documentation

Sample Questions List for Stakeholders

- Tell me about your role/position and the type of work you do.
- What are your goals for this change project?
- What do you like/dislike about the current process/program?
- What learning methods/resources do you find most helpful when learning a new skill, process, or tool?
- What types of communication do you find most effective in your team/organization?
- What has gone wrong (or right) with other change initiatives in your organization that we should avoid (or repeat)?
- What challenges do you think will prevent people from adopting this change?

Sample Assessments and Tools

Assessments

- Readiness assessment
- Culture assessment

Tools

- Change Impact Map
- RACI matrix
- Stakeholder analysis template
- Stakeholder influence/interest grid (activity)

Readiness Assessment

- Questions based on ADKAR
 - Do you/your team understand the problems in the current situation?
 - Do you/your team feel their concerns, questions, and needs are being heard?
 - Do you/your team have the necessary information and skills to fulfill their future role?
 - Do you/your team have the necessary systems, processes, and policies in place?
 - Do you/your team have mechanisms in place to reinforce the required behaviors?
- Survey completed by leader, change agent, or individuals
- Response scales can vary (e.g., dichotomous, Likert, yes/no/partial)
- Free examples/templates exist!
 - https://hr.berkeley.edu/sites/default/files/change_management_toolkit.pdf
 - <http://www.invistaperforms.org/wp-content/uploads/2017/04/ADKAR-Change-Assessment-tool.pdf>

Culture Assessment

1. Organizational Culture Assessment Instrument (OCAI)

- Quick to administer and widely used
- Competing values framework
- Define current and desired culture
- Use pre and/or post change

2. Organizational Leadership		Now	Preferred
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		

Sources: <https://www.ocai-online.com/about-the-Organizational-Culture-Assessment-Instrument-OCAI>
<https://www.shrm.org/LearningAndCareer/learning/PublishingImages/Pages/Forms/AllItems/Organizational%20Culture%20Assessment%20Instrument.pdf>

2. Culture Assessment (Sample from World of Work Project)

Description A	Rating					Description B	
Individual Individual Performance is encouraged and rewarded	1	2	3	4	5	6	Team Team work is encouraged and rewarded
Centralized Close monitoring and control by leadership, most decisions are made centrally	1	2	3	4	5	6	Decentralised Loser monitoring and control by leadership, most decisions are made by teams
Rules Driven People's behaviours are guided mostly by rules laid down in policies, procedures and manuals	1	2	3	4	5	6	Objectives-Driven People's behaviours are guided mostly by targets and objectives
People There is a strong emphasis on employees and concern for their well-being	1	2	3	4	5	6	Task There is a strong focus on completing work and hitting targets
Service There is a strong emphasis on customer service and building long term customer relationships	1	2	3	4	5	6	Product There is a strong emphasis on designing and manufacturing high quality products
Tradition Employees are encouraged to use tried and tested approaches and avoid mistakes	1	2	3	4	5	6	Change Employees are encouraged to try new ideas and take risks to improve the business
Consensus Decisions Decisions are made through consensus and require the prior agreement of a wide group of people	1	2	3	4	5	6	Small-group decisions Decisions are taken by individuals or a small group, and then communicated to a wider audience

Source: <https://worldofwork.io/2019/07/organizational-culture-assessment-questionnaire>

Sample: Change Impact Map

Connect change management to business results

Business Goals & Desired Outcomes	Key Results	Critical Actions	Capabilities & Key Activities
What 2-3 goals are most important? What is the time frame?	What outcomes must your teams produce and how do they deliver results?	What 3-5 things must your teams do well?	What capabilities or skills do your teams need to produce the critical actions and results?
Example Change: Shutting down a manufacturing plan (one location)			
<ul style="list-style-type: none">• Speed to Market• Protect Employees	<ul style="list-style-type: none">• On-time product releases• Standardized operations and waste reduction	<ul style="list-style-type: none">• Consolidate operations where possible• Continue benefits for 3 months	<ul style="list-style-type: none">• Lean management

Sample: RACI Matrix

- Responsible: Doer in charge of completing and delivering the work
- Accountable: Overseer who makes sure the work gets done
- Consulted: Provide guidance and feedback needed to complete the work
- Informed: Make aware of project updates, but not otherwise involved in the work

	Frodo	Sam	Gandalf	Aragorn	Elrond (Head of Elves)
Decide on what to do with the ring	C	I	A	C	R
Create Fellowship	R	C	A	C	R
Get the ring to Mt. Doom	R	C	A	C	I
Distract and defeat enemies	I	R	C	R	I

Sample: Stakeholder Analysis Template

Stakeholder Management Analysis: Process (Instructions)	
Step	Instructions
Step 1 - List of Stakeholders	<p>The team brainstorms a list of stakeholders of the process.</p> <p>Stakeholders can be internal or external to the organization and groups of people or individuals</p>
Step 2 - Identify Stakeholder Demographic Information	<p>Determine the demographic information for each stakeholder group.</p> <p>The Demographic information includes the stakeholder group size, geographic distribution / locations, and the stakeholder group owner.</p>
Step 3 - Identify Stakeholder Impacts & Implications	<p>The impact to each stakeholder is determined as well as the stakeholders' anticipated reaction to that impact.</p> <p>An impact to a stakeholder may be perceived as a loss (e.g. a loss of decision rights or power) or a gain of some kind (e.g. gaining additional responsibility).</p> <p>The more negatively a stakeholder views the impact to be, the more resistance is generated.</p> <p>Once the impact on the stakeholder is identified, the degree of impact is estimated. Will the degree of impact be high, medium or low?</p> <p>The importance of the stakeholder is determined. Is this stakeholder essential to the project's success or not as critical?</p> <p>The stakeholders' level of influence is also considered.</p> <ul style="list-style-type: none">A stakeholder with a high level of influence and who is supportive of the change can be leveraged.A stakeholder with a high level of influence who is opposed to the change can be a blocker.
Step 4 - Stakeholder Analysis Graph	<p>Stakeholders can be plotted on a graph in terms of their importance to the implementation and their anticipated level of resistance.</p> <p>Use the information from the Stakeholder Data Tab to create the Stakeholder Analysis Graph.</p>
Step 5 - Management/Action Plan	<p>Stakeholders are then prioritized and action plans can be developed to address specific concerns causing resistance.</p> <ul style="list-style-type: none">The severity of the anticipated resistance and the importance of the stakeholder become the criteria to prioritize stakeholders.Blockers are identified and action plans are developed to address their resistance and build their commitment to the change.Supporters are also identified and action plans are developed to leverage their positive view of the change.Team members become responsible for stakeholder action plans.

Sample: Stakeholder Analysis Template (cont.)

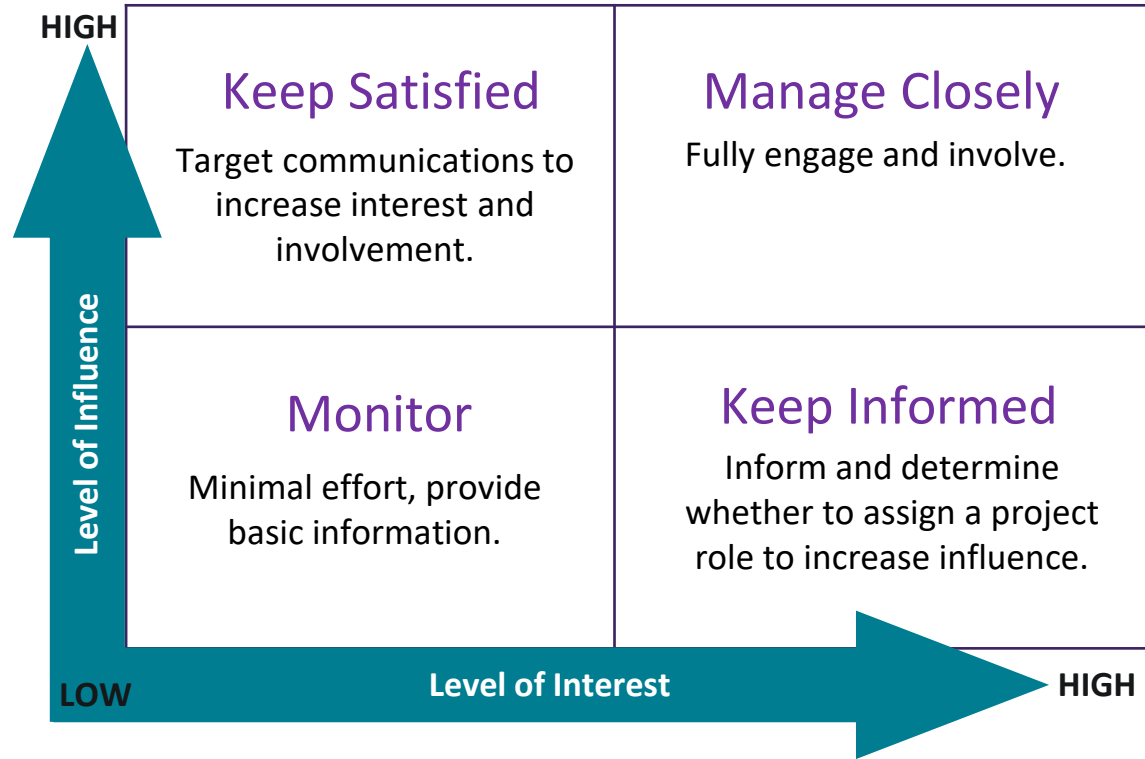
Excel Spreadsheet - Stakeholder Data Summary Tab

- Stakeholder name and group
- Change Role (i.e., sponsor, change leader, change agent, super user, end-user, indirect)
- Current level of commitment (i.e., unaware, awareness, understanding, acceptance, commitment, advocacy)
- Desired level of commitment by pilot/go-live (same choices as above)
- Level of resistance (H/M/L)
- Provide reasons for current level of commitment/resistance (why & behaviors)
- Stakeholder influence on overall change effort (H/M/L)
- Change impact to stakeholder – description (positive and/or negative)
- Degree of impact (H/M/L)
- Key messages and involvement to address concerns/gain commitment

Activity: Stakeholder Influence & Interest Grid

Instructions:

1. Review case study
2. Identify and prioritize stakeholders into grid



Design the Change Strategy

Communications

- Goal is to increase awareness of project purpose, activities, and expected outcomes
- Create a plan to specify:
 - Key messages & content
 - Audience
 - Mode of communication
 - Timeframe/deadlines
 - Author & Sender

Best Practices

- Consistency & transparency
 - Case for Change
- Use multiple communication modes/channels
- Allow for 2-way communications
- Create branding for your initiative

Sample - Communications Plan

#	Topic	Format/Method	Target Audience	Message Summary/Outline	Target Send Date	Author/Sender	Status	Notes
1	Case for change	PowerPoint Presentation	All Stakeholders	Introduce change project. Describe the what, why, and how. Highlight benefits for stakeholder groups and timeline.	July	Shannon/ Nathan	Sent	Convert key messages into talking points for senior leaders.
2	Stakeholder Analysis Follow-up)	email/website	Stakeholders who were invited to participate in focus groups	Thank you for participation in stakeholder analysis; attach results. Provide update on current/future project activities and timeline.	July	Shannon/ Nathan	In progress	
3	Project Update (post major milestone)	email/exec. update	All Stakeholders	Provide update on completed/future project activities and timeline.	August	Shannon/ Nathan	Not Started	
4	Town Hall	Teams or WebEx	All Stakeholders	Include separate sessions to accommodate different schedules. Address any questions.	September	Shannon/ Nathan	Not Started	
5	FAQs	email/website	All Stakeholders	A list of frequently asked questions and answers to inform stakeholders; include benefits and internal support model for stakeholders.	September	Shannon/ Nathan	Not Started	

Activity: Case for Change Elevator Pitch

Instructions

1. Review the case study
2. Draft a short (2-4 sentence) elevator pitch to communicate the change.

Questions to consider

- What is the change?
- Why are we doing it?
- What is the organization and/or leadership doing to help?
- What might we lose or gain?
- What are perceived obstacles?

Training/Learning

- Conduct a Needs Analysis
- Create a plan:
 - Match learning need for each role to resources (e.g., off-the-shelf courses, job aids, discussion forums)
 - Include target timeframes
- Accommodate multiple learning preferences

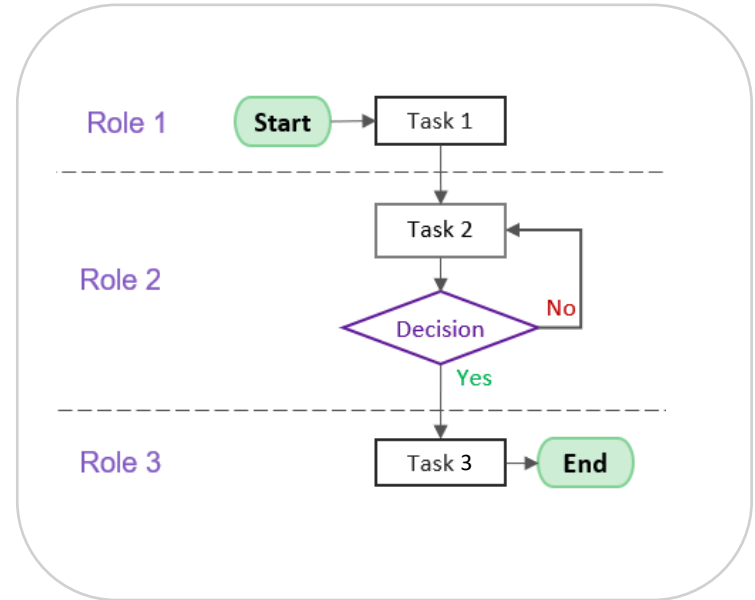
Audience Poll

What's your preferred method of learning?

- Audio
- Visual
- Hands-on
- Combination of above choices

Process

- Identify the current (as-is) process and the future ideal (to-be) process
 - Determine impact of change on processes & communicate deltas
- Benefits of Process Mapping
 - Visual depiction of the system workflow
 - Role clarification
 - Common understanding of processes
 - Identification of duplicate tasks/unnecessary work



Success Metrics

- Define “success” for the change project
 - Stakeholder engagement and satisfaction, effectiveness & efficiency, ROI
- Identify metrics to track progress and outcomes
- Determine frequency of collection

Best Practices

- SMART goals
- Continuous improvement
- Celebrate intermediate milestones

Summary & Final Thoughts

Final Thoughts

- Identify sources of resistance to inform mitigation tactics
- Partner with Project Management
- Build internal leadership and ownership
- Align work design and talent management to the change
- Reinforce long-term adoption of change
 - “Mandate” change
 - Incorporate into culture

Thank you!

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