

# Organizational Change Management Workshop Introduction

ICGFM May 19-23, 2014

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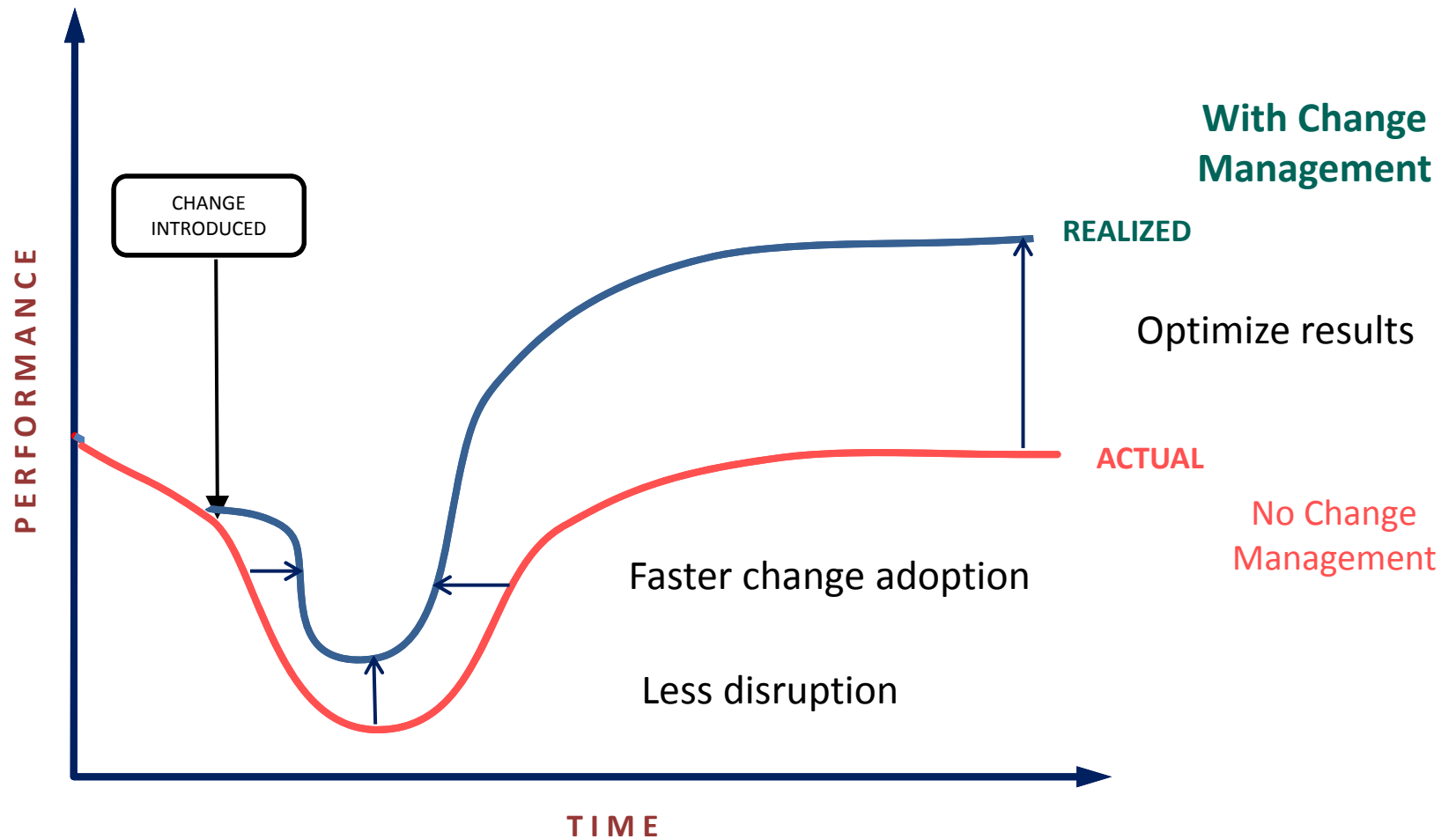
# What is Change Management?



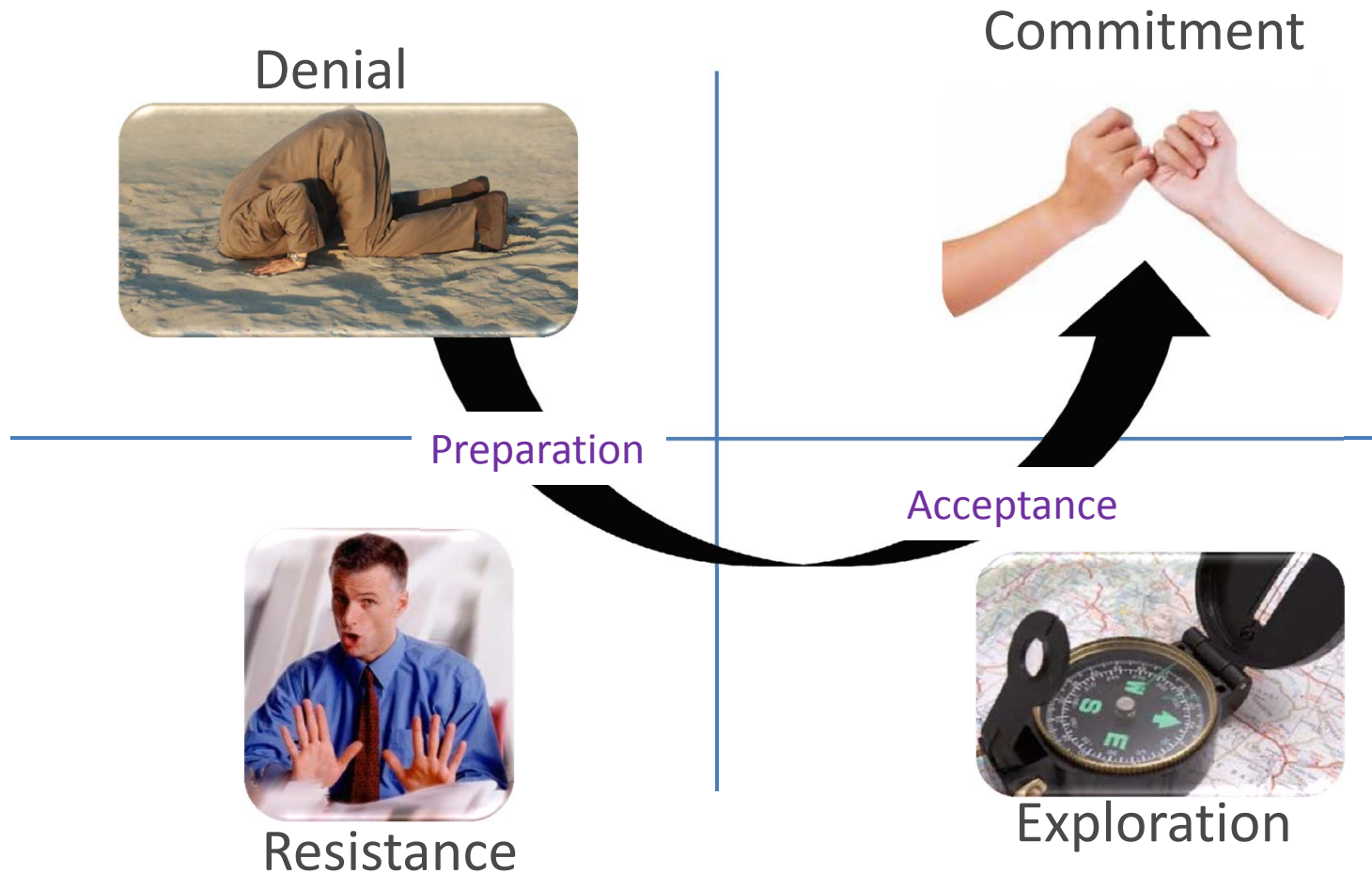
*“The process of helping people understand the need for change and to motivate them to take actions which result in sustained changes in behavior”.*

Successful change management helps organizations and their people perform better.

# The Reality of Change - Performance



# The Reality of Change - People



# Change Management

## - Common Pitfalls

Planning	Execution
✘ Start late	✘ Only focus on the rational
✘ Program design fails to include change	✘ Not dealing proactively with resistance
✘ Create too much fanfare	✘ Fail to understand information network
✘ No sense of urgency	✘ Over rely on structure and systems to change behavior
✘ Not involving all stakeholders	✘ Fail to target communications and provide feedback mechanisms
✘ Not creating a coalition of leaders	✘ Over rely on consultants
✘ Ignoring culture	✘ Fail to consider organizational capacity
✘ Forcing through too much change	✘ Declare victory too soon

# Successful Change Management Requires

1. Active Leadership
2. Deal with Resistance - managing stakeholders
3. Building Trust
4. Addressing Culture
5. Ensuring Readiness
6. Managing the Change Process
7. Effective Communications

# Resistance

## - Channel resistance constructively



*Awareness of  
need for change*



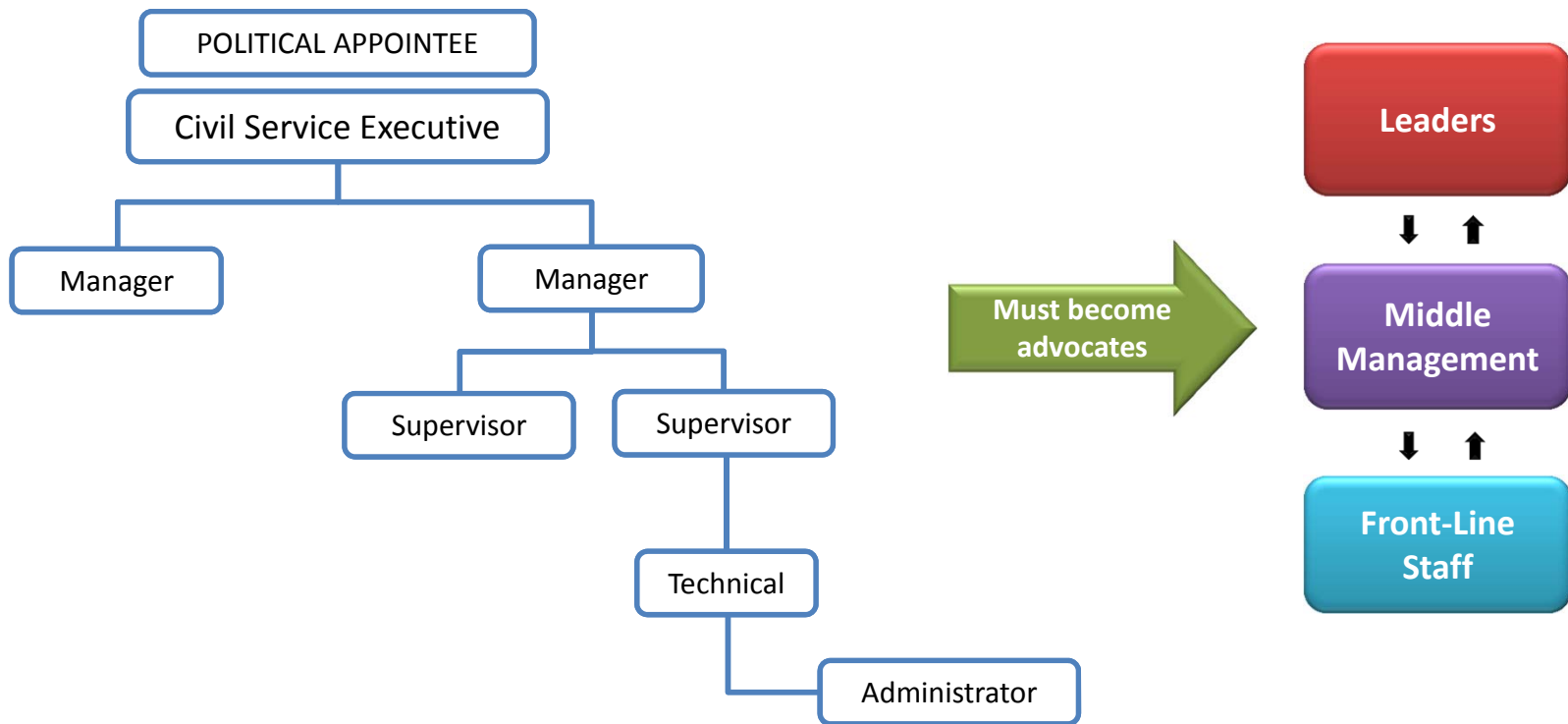
*Understand and  
commitment to change*



*Translate thoughts and  
feelings into actions*

# Resistance

- Take targeted actions



*Change must be led and managed by staff within the impacted organizations*



# Resistance

## - Reinforce Change - Not Resistance

### Individual

- ✓ Sell the problem
- ✓ Provide information
- ✓ Encourage participation
- ✓ Build trust, keep commitments
- ✓ Anticipate, acknowledge and respect feelings
- ✓ Allow for negotiation
- ✓ Build change capability & resiliency



### Organization

- ✓ Communicate the vision
- ✓ Manage the change through a formal program
- ✓ Align rewards systems
- ✓ Provide training and support
- ✓ Build change capability & resiliency



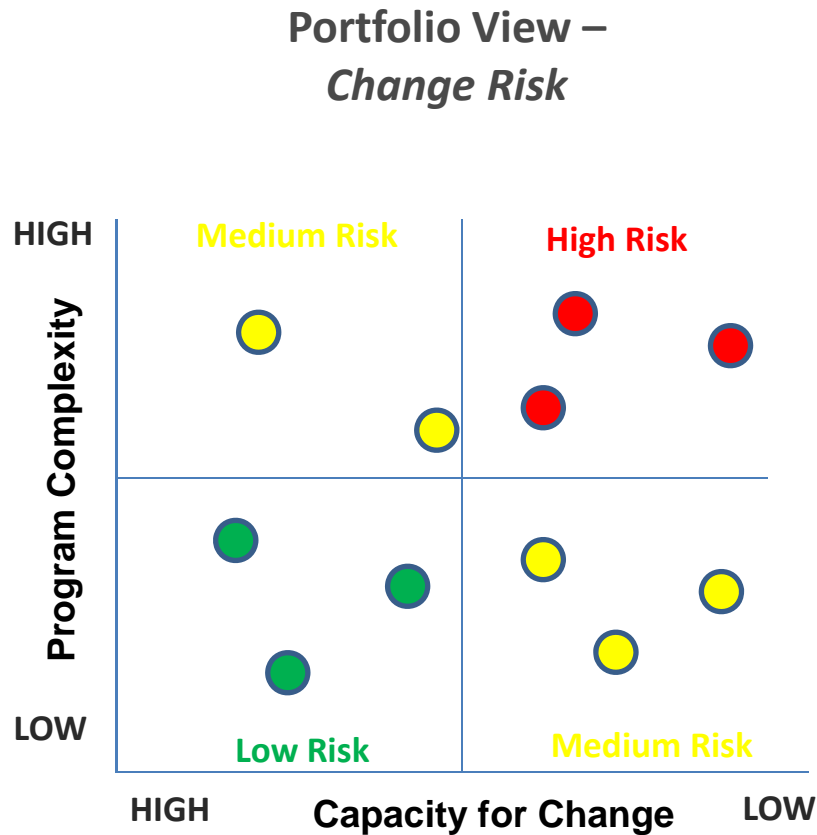
### Groups

# Successful Change Management Requires

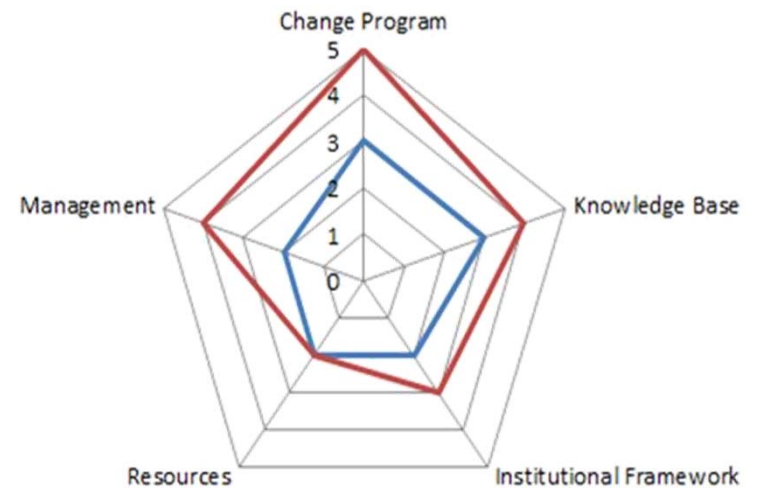
1. Active Leadership
2. Dealing with Resistance - managing stakeholders
3. Building Trust
4. Addressing Culture
5. Ensuring Readiness – assessing change risk
6. Managing the Change Process
7. Effective Communications

# Change Risk

## - Innovations in readiness assessment



### Readiness Assessment Change Analytics



— Post-Implementation Org. Capacity for Change  
— Pre-Implementation Org. Capacity for Change

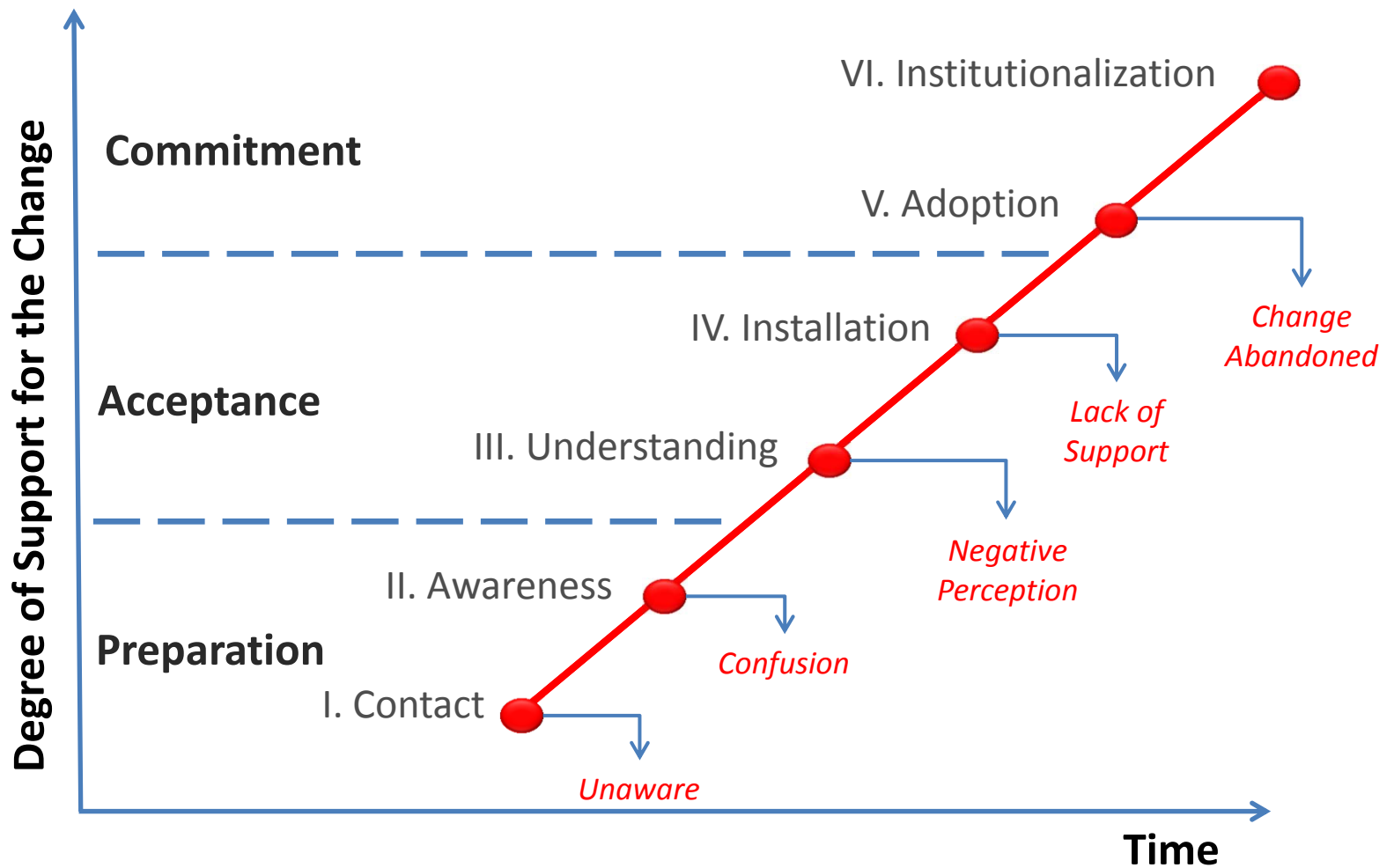
1 Risk 5

# Successful Change Management Requires

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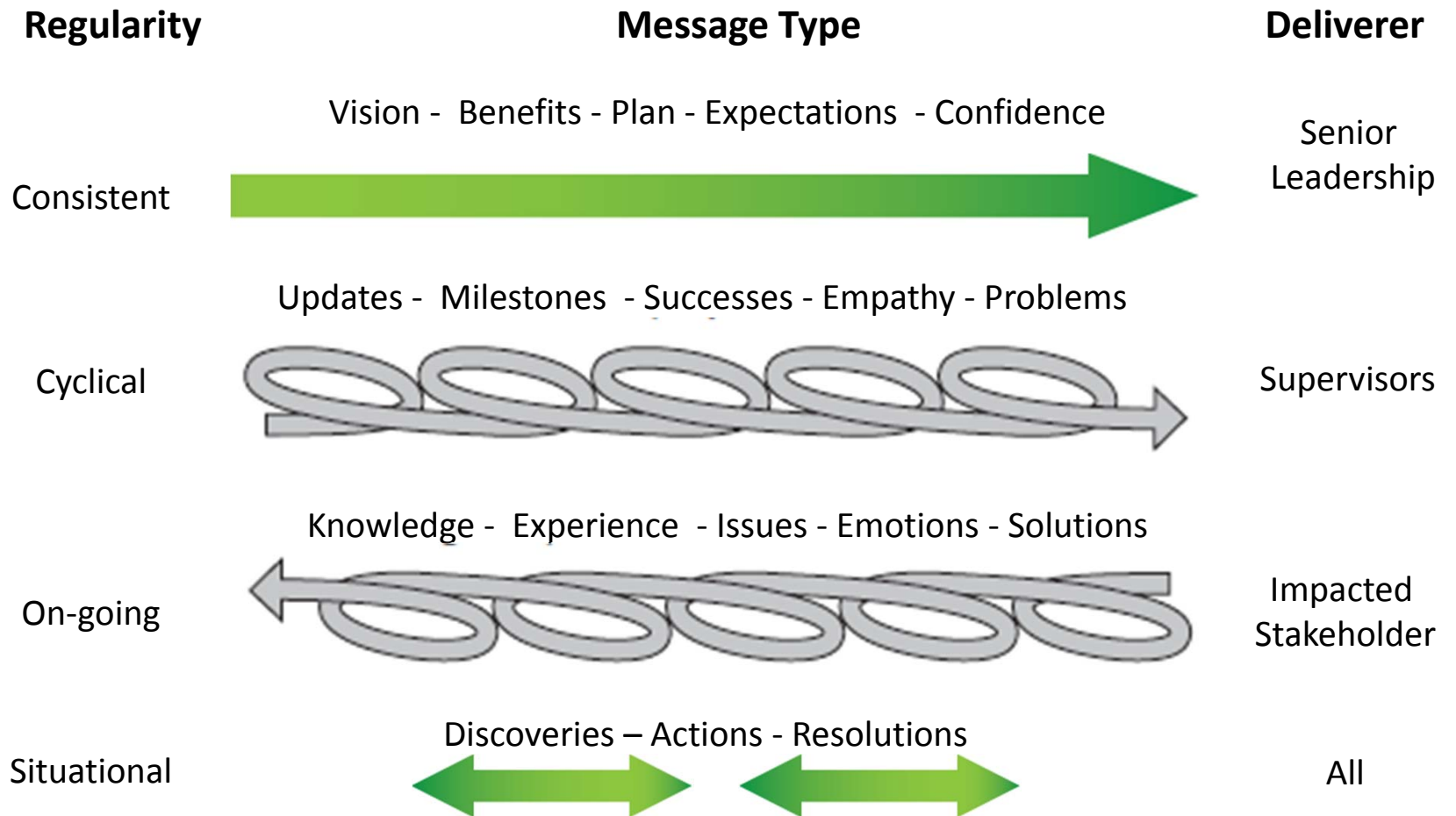
# Change communications

- Check in or checking out?



# Change communications

## - Targeted and on-going





# Workshop Directions

Group Table Exercises

60 minutes

# Workshop Directions

## - Scenarios



- Three unique change scenarios – one per table
  1. Assess the change risk of procurement reform
  2. Plan stakeholder engagement for a performance budgeting reform
  3. Manage the communications associated with the introduction of accrual accounting
- Table Worksheets
  - Description of the scenario
  - Directions for the team
  - Template to help analysis



# Workshop Directions

## - Expectations



### Team questions

- What is your analysis of the situation described in the scenario
- What does the team recommend as specific change management activities?
- Compare and contrast the case study example with the situations of the country participants around the table

### Report Out

- Prepare a three minute summary of findings
- Nominate a spokesperson to present for the team

### Support

- Moderators to roam tables