Organizational Change Management Workshop Introduction

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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

With Change Management

Optimize results

No Change Management

Faster change adoption

Less disruption

REALISTIC

EXPECTED

ACTUAL

CHANGE INTRODUCED

PERFORMANCE

TIME
The Reality of Change
- People

Denial → Resistance
Preparation
Acceptance → Exploration
Commitment
# Change Management
- Common Pitfalls

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

Think
Awareness of need for change

Feel
Understand and commitment to change

Do
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
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 communications - Check in or checking out?

- Unaware
- Confusion
- Negative Perception
- Lack of Support
- Change Abandoned

I. Contact
II. Awareness
III. Understanding
IV. Installation
V. Adoption
VI. Institutionalization

Degree of Support for the Change

Commitment
Acceptance
Preparation

Time
Change communications
- Targeted and on-going

<table>
<thead>
<tr>
<th>Regularity</th>
<th>Message Type</th>
<th>Deliverer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistent</td>
<td>Vision - Benefits - Plan - Expectations - Confidence</td>
<td>Senior Leadership</td>
</tr>
<tr>
<td>Cyclical</td>
<td>Updates - Milestones - Successes - Empathy - Problems</td>
<td>Supervisors</td>
</tr>
<tr>
<td>On-going</td>
<td>Knowledge - Experience - Issues - Emotions - Solutions</td>
<td>Impacted Stakeholder</td>
</tr>
<tr>
<td>Situational</td>
<td>Discoveries – Actions - Resolutions</td>
<td>All</td>
</tr>
</tbody>
</table>
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