

UBC & HR: Change Management Primer

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Introductions

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Objectives for Today

1

Understand Change Management Principles

2

Apply Change Management to Projects

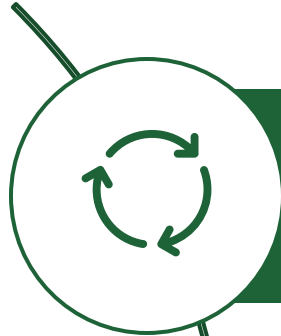
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Learn Tips to Manage Change

Change Management Overview



What is Change Management?



Change Management is an iterative process that uses a set of tools to help an organization and its people transition from a current state to a sustainable desired future state.



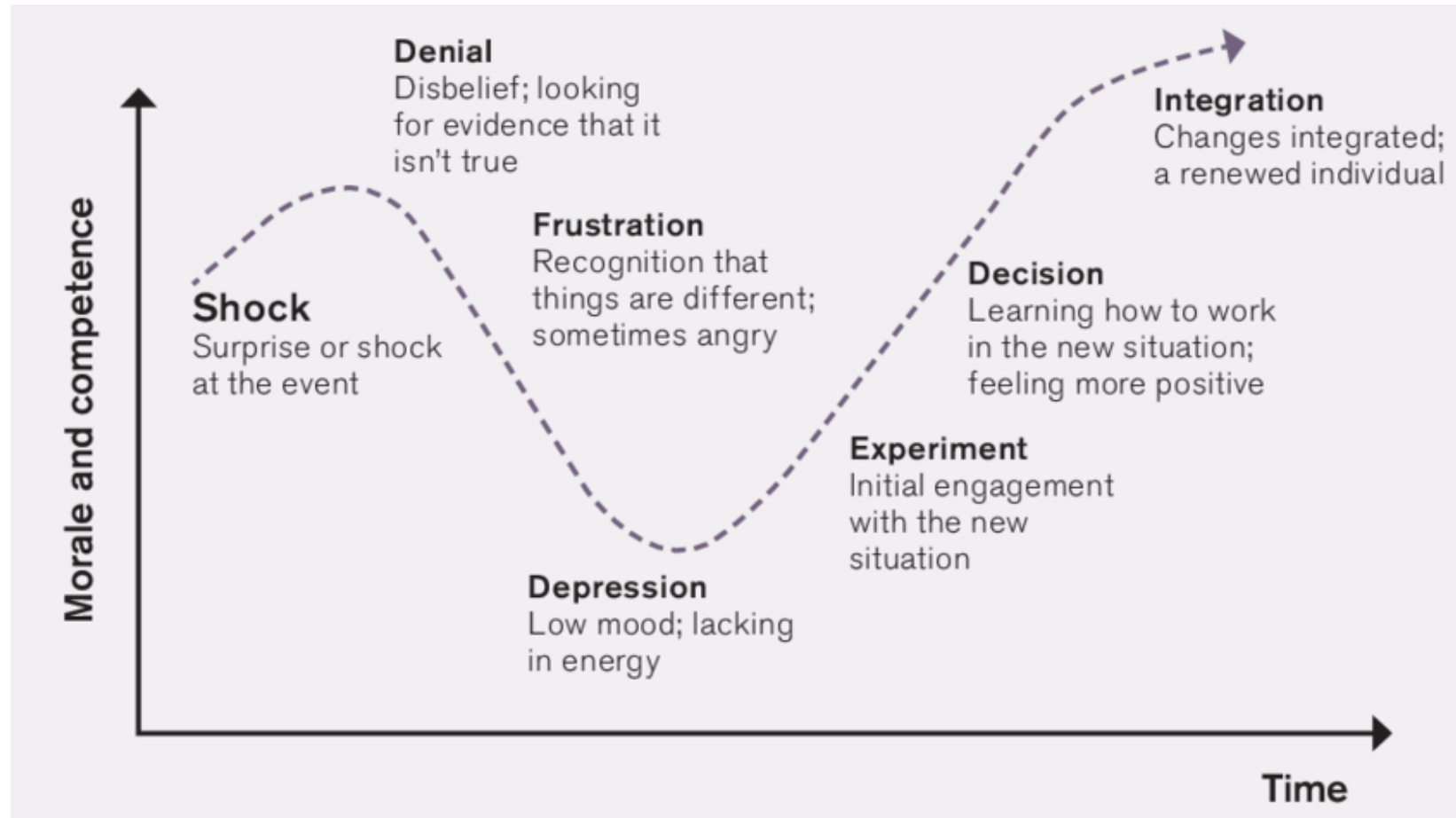
A system for encouraging employees to embrace, adopt, and utilize a change to how they do their jobs.



A framework for enabling successful individual and organizational transitions resulting from a project or initiative.

What Does Change Look Like?

People will experience a variety of emotions all along the change curve.



Source: Elisabeth Kübler-Ross – *On Death and Dying* (1969)

Aspects of Change Impacts

Change can impact processes, systems, tools, job roles, workflows, mindsets, behaviors and more.

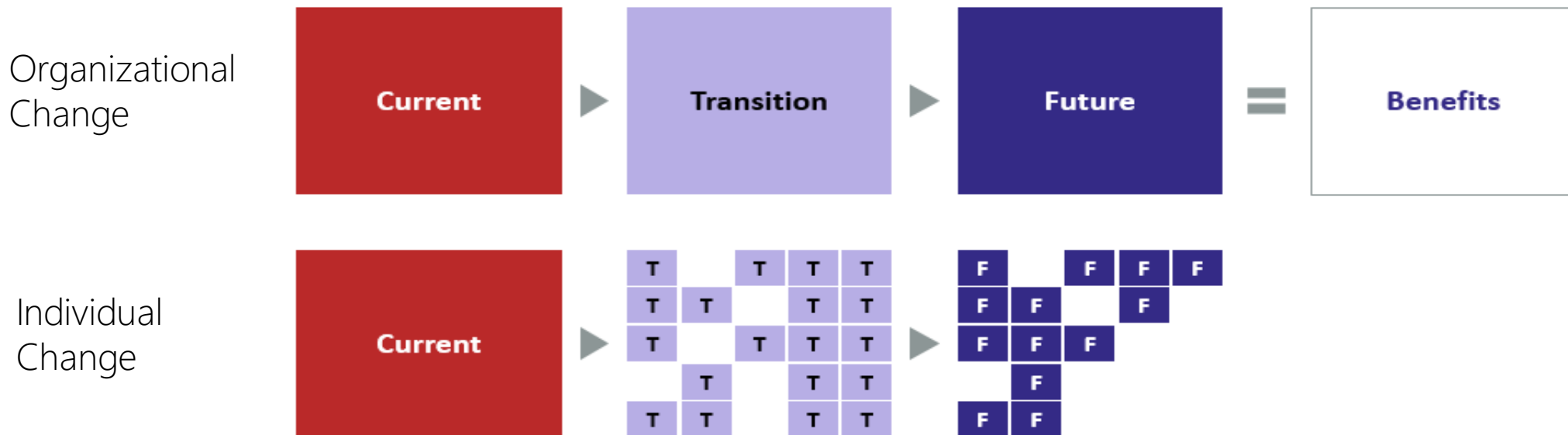


Prosci's 10 Aspects of Change Impact

Source: Prosci - Defining Change Impact

States of Change

Organizational change is dependent upon individual change.



People are easily left behind if we don't address their **individual needs and points of resistance** as they move through change

Why Is Change Management Important?



Organizations are facing faster, more complex, more interdependent, and more cross-functional change than ever before



Departments are constantly being asked to become more operationally efficient and effective with limited resources



Employees are increasingly resistant to change when more change occurs



The people-side of change is often underestimated and leads to burnout

Signs Change Management Is Needed

Indications that current processes aren't driving change include:



Lack of Change Awareness



No Positive Benefits



Stakeholder Opposition / Resistance



Mixed Messages



Lack of Senior Sponsorship



Fear of the Unknown

Benefits of Change Management

A structured change management approach has a better chance of helping to achieve project benefits by:



Enriching
Communication



Enhancing
Productivity



Reducing Stress



Increasing Morale



Sparking Creativity



Improving
Decision-Making

Challenges of Managing Change

There are consequences of not managing the impact change can have on an organization:

- Lower productivity
- Passive and active resistance
- Arguing about the need for change
- Changes not fully implemented
- People finding work-arounds
- People revert to the old way of doing things
- The change being totally scrapped
- Divides are created between 'us' and 'them'
- Turnover of employees

Applying Change Management to Projects



Start with Individual Change: Prosci's ADKAR Model

ADKAR provides a framework for understanding individual change that can be used to guide organizational change management plans.

- A** Awareness – Of the change

- D** Desire – To support the change

- K** Knowledge – On how to change

- A** Ability – To implement the change

- R** Reinforcement – To sustain the change



Use ADKAR to Brainstorm Plans

As you consider change management plans and activities, think about how some of the questions below relate to your change:

Awareness

- What's the nature of the change?
- Why is this change necessary and why now?

Desire

- Why might employees not want to go through with this change?
- What's the benefit for the people that are impacted? "What's in it for me?"

Knowledge

- What skills do employees need to know to change?
- How will employees obtain these skills?

Ability

- What type of on-going coaching or training might employees need?
- What other support is available to ensure employees implement the change?

Reinforcement

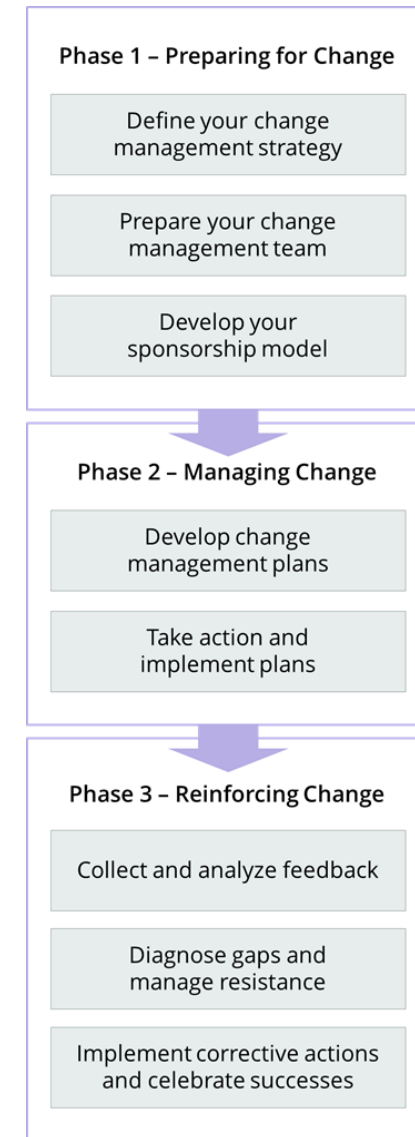
- How will we measure and recognize success?
- What adjustments might we need to make?



Look at the Bigger Picture with Organizational Change: Prosci's 3-Phase Process

Managing organizational change on a project or initiative requires an approach that is:

- Structured
- Holistic
- Inclusive of feedback
- Easy-to-understand
- Simple-to-apply



Source: Prosci eToolkit - Change Management Overview

Phase 1: Preparing for Change



Main Activities:

- Conduct readiness assessments
- Perform risk analysis
- Complete group impact analysis
- Anticipate areas of resistance
- Define success
- Develop overall strategy
- Prepare your team
- Assess sponsorship

Why? To develop a customized and scaled strategy with the necessary sponsorship and team structure.

Source: Prosci eToolkit - Change Management Overview

Example: Stakeholder/Impact Analysis – Mason Mobile ID Project

Stakeholder Name	Title / Dept	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Executive Leadership	OBS	Medium	High	Innovation/ROV (Alignment with strategic priorities)	Provide funding and leadership support/buy-in	Withhold funding for additional items needed	Bi-weekly high level project updates
Departmental Management / Support Staff	Card Office	High	High	Streamlined operations (Reduced demand at peak periods)	Provide feedback and frontline support	Not supply enough frontline support staff to support customer requests	Weekly operational meetings to create a continuous feedback loop
Students	All	High	High	Accessibility (Building access, meal plans, printing...etc.)	Early adoption and provide word of mouth support to peers	Withhold enrollment and support	Various promotional events and media campaigns
Faculty/Staff	All	Medium	Medium	Access to campus spaces (buildings, offices, labs...etc.)	Early adoption and provide word of mouth support to peers	Withhold enrollment and support	Media kits for departmental marketing staff, Posts in the provost newsletter, direct email contact

Phase 2: Managing Change



Main Activities:

- Create plans for
 - Communications
 - Sponsorship
 - Coaching
 - Resistance management
 - Training
- Create master change management plan
- Execute plans
- Track performance

Why? To create and implement plans that will move individuals and the organization through change.

Example: Communications Plan – Mason Mobile ID Project

Audience	What will be communicated	Method of delivery	Timeline	Owner/ Author
Executive Leadership	High-level updates, milestones, roadblocks	In-person meetings	Bi-weekly	UBC Project Leads
Departmental Management/ Support Staff	Impacts to operations, vendor requirements	Virtual meetings, email, Teams sites, teams chat	Multiple times/week leading to launch	UBC Project Leads
Students	Launch status, detailed instructions, FAQs, promotional materials	In-person at orientation events, email, new student packets	Ad-hoc based-on events before/after launch	Shop Mason Marketing Team
Faculty/Staff	Launch status, detailed instructions, FAQs, promotional materials	Email, newsletter, staff leadership meetings	Ad-hoc based-on events before/after launch	Shop Mason Marketing Team

Phase 3: Reinforcing Change



Main Activities:

- Proactively collect feedback and listen to employees
- Identify gaps and areas of resistance
- Implement adjustments
- Celebrate successes
- Move to “new” business as usual
- Transfer ownership

Why? To ensure that the change is adopted and sustained.

Tips & Lessons for Managing Change



Listen and Understand Objections

A critical step any manager should take when creating desire to change is to listen.



In many cases employees simply **want to be heard** and to voice their objections.



Understanding these objections can often provide a clear **path toward resolution**.



Listening can also help managers **identify misunderstandings** about the change.

Provide Simple, Clear Choices and Outcomes

Building a desire to change is ultimately about choice.



Managers can facilitate change by **being clear** about the choices employees have during change.



Communicate in **simple and clear terms** what the choices and outcomes are for each employee.



By providing simple and clear choices along with the outcomes of those choices, you can put the ownership and control **back into the hands of employees.**

Show the Benefits

For some employees seeing is believing. Demonstrate the benefits of change in a real and tangible way.



Visibly **demonstrate** the success of pilot programs or trials



Invite peers from other institutions to provide personal testimonials



Share case studies

Tips for Successful Change Management

Establish a clear change management plan

- Outline why the change is happening, how it will be implemented, and what the expected outcomes are.
- Establish senior-level sponsorship and who will be the change champion.

Manage expectations

- Set realistic expectations for how long it will take for employees to adjust to changes.
- Be patient since change doesn't happen overnight and may take some time for everyone to fully adjust.

Provide support during the change process

- Have clear channels of communication so that employees can get the help they need when they are facing challenges or setbacks.
- Create mechanisms for receiving input and feedback for the entire change and not just at the end.

Recognize successes along the way

- Recognize and celebrate any progress that has been made along the way.
- Reinforce positive behaviors and motivate employees as change continues.

Resources

1. [Prosci](#)
2. [Kotter's 8 Steps for Leading Change](#)
3. [Network for Change and Continuous Innovation \(NCCI\)](#)
4. [Mason Workplace Coaching](#)
5. [Mason Well-Being Resources](#)
6. [UBC Summer Knowledge Series](#)

Questions and Discussion

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UBC Website: consulting.GMU.edu

ODL Email: hrlearn@gmu.edu

ODL Website: hr.gmu.edu/organizational-development-learning/

Please provide feedback on this presentation

Appendix: Additional Tools and Templates



Individual Change: Prosci's ADKAR Model

Awareness

Awareness represents a person's understanding of the nature of change, why the change is being made and the risk of not changing. Awareness also includes information about the internal and external drivers that created the need for change as well as 'what's in it for me.'

Desire

Desire represents the willingness to support and engage in a change. Desire is ultimately about personal choice, influenced by the nature of the change, by an individual's personal situation, as well as intrinsic motivators that are unique to each person.

Knowledge

Knowledge represents the information, training and education necessary to know how to change. Knowledge includes information about behaviors, processes, tools, systems, skills, job roles and techniques that are needed to implement a change.

Ability

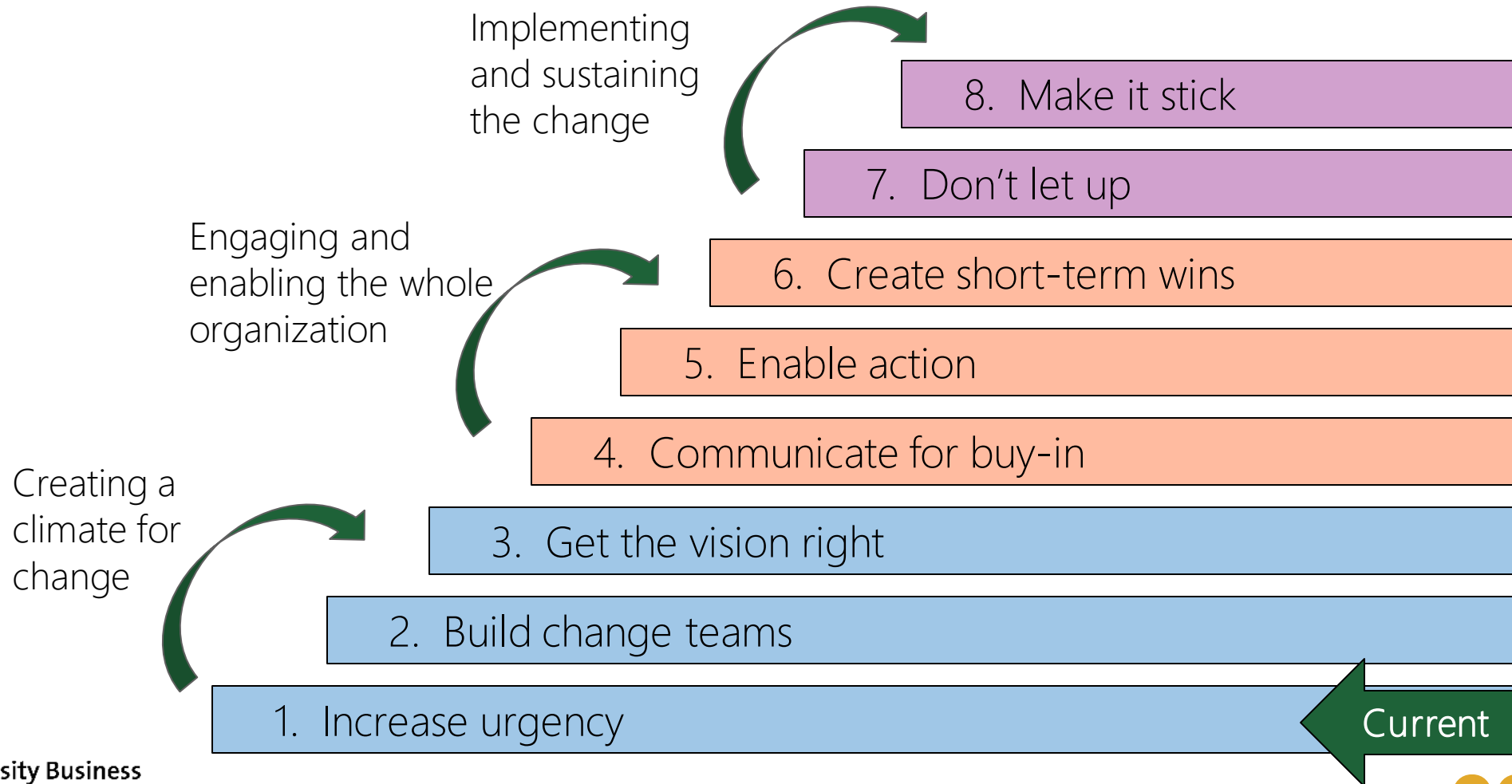
Ability represents the realization or execution of the change. Ability is turning knowledge into action. Ability is achieved when a person or group has the demonstrated capability to implement that change at the required performance levels.

Reinforcement

Reinforcement represents those internal and external factors that sustain a change. External reinforcements could include recognition, rewards and celebrations that are tied to the realization of the change.

Organizational Change: Kotter Model

The Kotter Model describes the actions of leaders to successfully initiate, guide, and sustain change efforts within the organization.



Comparing ADKAR and Kotter

ADKAR

- Focuses on helping individuals or small groups deal with change
- **Strengths:**
 - Beneficial for diagnosing gaps and barriers in change readiness
 - Fosters opportunities for two-way communication between leaders and individuals
- **Weaknesses:**
 - May be difficult to institute for every employee within a large organization
 - Does not take into account the mission and vision of an organization

Kotter

- Top-down approach that guides organizational or enterprise-wide change
- **Strengths:**
 - Offers leaders a clear step-by-step process
 - Suited for large, complex changes
- **Weaknesses:**
 - Focuses on a top-down flow of information, with limited opportunities for bottom-up or two-way communication
 - Can be time consuming to implement
 - Does not include readiness assessment

Change Management vs. Project Management

Focus:

Technical side of moving from current state to future state



Focus:

People side of moving from current state to future state

Process:

- Initiation
- Planning
- Design
- Implementation
- Closure

Tools:

- Statement of work
- Project charter
- Business case
- Work breakdown structure
- Budget estimation
- Resource allocation
- Schedule
- Tracking

Process:

- Organizational:
- Preparing for change
 - Managing change
 - Reinforcing change

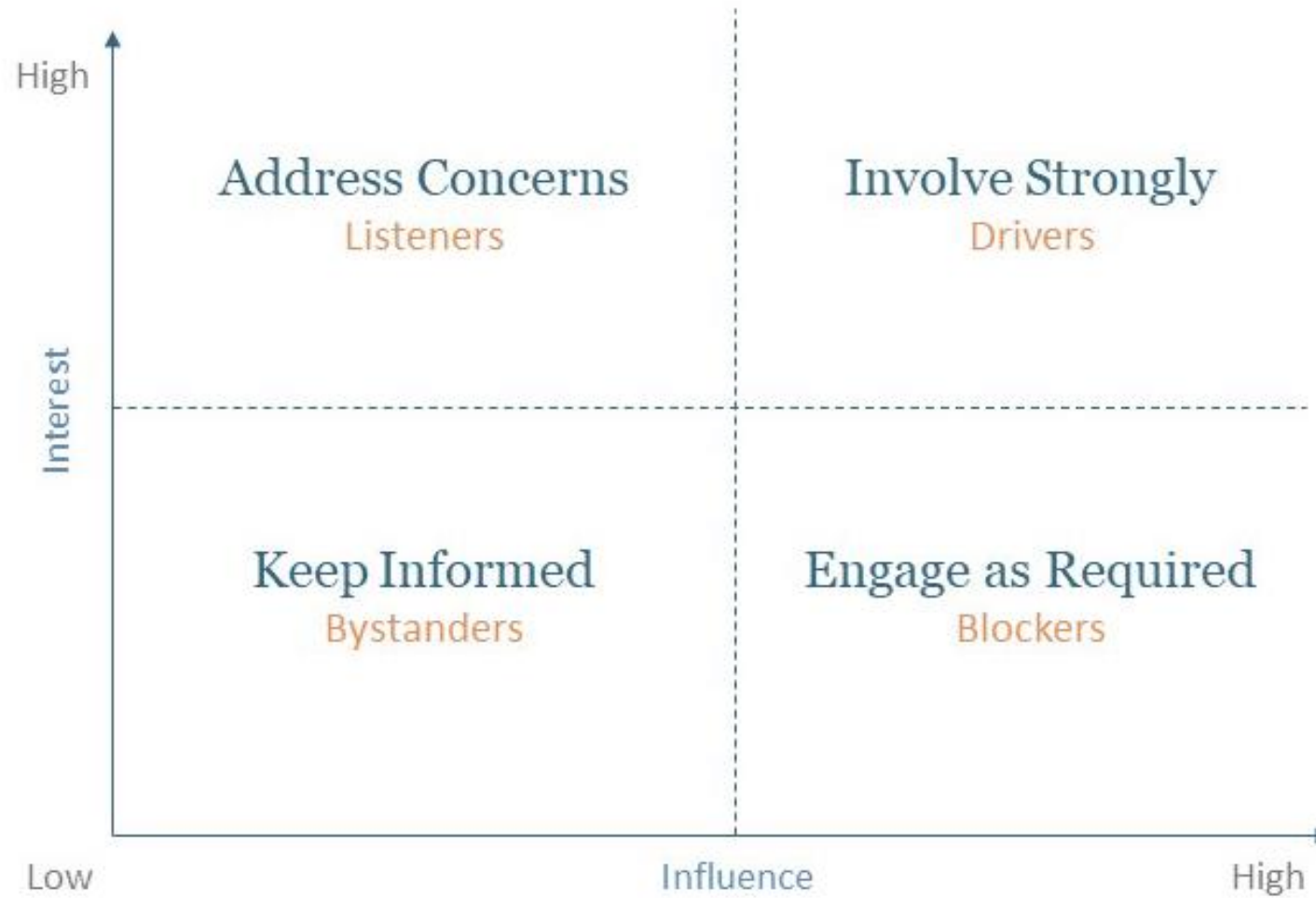
Individual:

- ADKAR

Tools:

- Individual change model
- Readiness assessment
- Communications plan
- Sponsor Roadmap
- Coaching plan
- Resistance management
- Training plan
- Reinforcement

Stakeholder Mapping



Readiness Assessment Template

Sense of Urgency		Strongly disagree (1)					Strongly agree (6)	Do not know
1.	Our organization must change the way it works.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	My department must change the way it works.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I need to change the way I work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	The leaders of our organization seem committed to an immediate change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	To stay ahead, we have to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	To get people motivated when undertaking a change initiative, management focuses on more than the "rational business case."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Management really gets involved in leading change initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barriers Assessment / Resistance Management Template

Barrier	Type of Barrier	How it Impacts Change	Plan to Overcome

Training Plan Template

Audience	What are the skills to be trained	Method of delivery	Timeline	Owner