

Introduction to Change Management

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Who Am I?



Laurel Brenner

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24.8 years at UC Irvine

Arts, Social Ecology, University Advancement

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Automat



Welcome Back!



Ground Rules/Mutual Understanding

Help Create a Collaborative and Safe Environment

- Open and supportive
- No right or wrong answers in discussions

Take Charge of Your Learning Experience

- Be fully present and minimize distractions
- Ask questions, share opinions, participate in discussions

Cameras

- On is better (so I can see if you're laughing at my jokes); off if needed
- Cats, dogs, kids, houseplants, backyard chickens, and other household members are welcome

Eating/Drinking

- Yes!

Learning Outcomes

- Define **what** change management is
- Describe **why** change management is important
- Give **examples** of well-executed and poorly-executed change efforts
- Articulate the **most important** aspects of change management
- **Create** a basic change management plan using the change management tools

Agenda

Part One

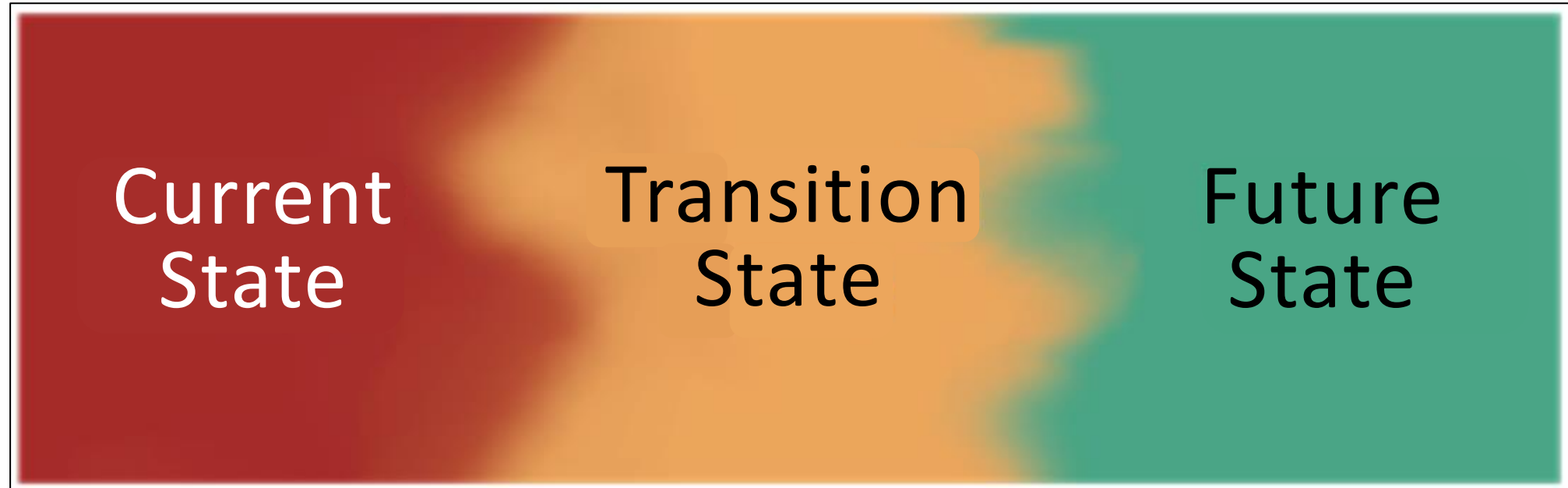
- ✓ Introduction
- ✓ What is Change?
- ✓ What is Change Management?
- ✓ Moving Through Change
- ✓ Sponsors, Leaders, People
- ✓ Communication
- ✓ Tools

Part Two

- Previously on...
- Tools Wrap Up
- Did the Dog Eat Your Homework?
- Additional Tips Along the Way
- Wrap it Up!

Previously on...

← Sponsor and Leader Participation and Communication →



Awareness

Desire

Knowledge

Ability

Reinforcement

← Communicate, Communicate, Communicate
(then, communicate some more) →

Common Themes

Involve users in early discussions

Use staff strengths

Ask for stakeholder feedback on the change (act on it)

Provide appropriate training for audience

Information cascade (leadership, change leaders, managers...)

Clear communication of timelines

Frequent communication to show support; reinforce the “why” for buy-in

Common Themes

People

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Communication

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Prepare, Manage, Reinforce



Reinforce	Consider
<u>R</u> einforcement / <u>C</u> elebrate	
Celebrate!	<ul style="list-style-type: none"> ▪ Cheer on each stakeholder at each milestone
Measure success	<ul style="list-style-type: none"> ▪ Adoption of the change (quantitatively – log-ins, disuse of old system, etc. and qualitatively – flash surveys)
Communicate, listen, and adjust	<ul style="list-style-type: none"> ▪ Check in with staff ▪ Solicit feedback ▪ Adjust anything and everything as needed
Reinforce the change	<ul style="list-style-type: none"> ▪ Follow up on trainings and success measures
Address resistance	<ul style="list-style-type: none"> ▪ Groups of stakeholders? Individuals? ▪ More training needed?
Celebrate (again)	<ul style="list-style-type: none"> ▪ Celebrate some more ▪ Unless people aren't feeling good about the change
Communicate, listen, and follow up	<ul style="list-style-type: none"> ▪ Adjust, clarify ▪ Follow up (training, individual meetings) ▪ Debrief on lessons learned

<u>To Do</u>
<input type="checkbox"/> Celebrate
<input type="checkbox"/> Measure Success
<input type="checkbox"/> Communicate & Listen
<input type="checkbox"/> Adjust as Needed
<input type="checkbox"/> Celebrate & Keep Listening

Sponsor / Leadership Engagement

Communication

STEP 3 - Reinforce

- TO DO
- Celebrate
 - Measure Success
 - Communicate & Listen
 - Adjust as Needed
 - Celebrate

Date:	Change Project:	Leader:
Sponsor:		Change Leader:

Measure Success

Use qualitative and quantitative measures

What	Method	Stakeholder(s)	Who is Responsible?	Due Date
<i>What aspect of the change are you measuring?</i>	<i>How will you measure it?</i>	<i>Who will be included?</i>	<i>Who will be responsible for the action?</i>	<i>Target date of measurement</i>

Reinforcement Actions Needed

Based on success measures, sustain the new behavior / performance until it is no longer considered a change

Action Owner	Action	Stakeholder(s)	One-Time or Recurring?	Due Date
<i>Who will be responsible for taking this action?</i>	<i>What reinforcing action(s) will be taken?</i>	<i>Who are the stakeholders this action is intended to impact?</i>	<i>Will this action occur once or is it intended to be recurring (if so, how often)?</i>	<i>What date is the reinforcing action due?</i>

Lessons Learned

Lessons Learned Worksheet		
Date:	Change Project:	Leader:
Sponsor:		Change Leader:
Lessons Learned Worksheet <i>Goal: Reflect on anything that may be helpful for future organizational changes.</i>		
What went well in this change?		
<hr/> <hr/> <hr/>		
What needed improvement?		
<hr/> <hr/> <hr/>		
What would you do differently if you were to do a similar change in the future?		
<hr/> <hr/> <hr/>		

Prepare, Manage, Reinforce





Did the Dog Eat
Your Homework?



Homework, Homework, Gimmie a Break!

- Think of a change scenario (past, future)
- Go through **Step 1 – Prepare** and **Step 2 – Manage** of the Change Management Plan
- Jot down your answers and thoughts
- What else should be considered?/What's missing from the guide?
- We will talk through them next week

Prepare	Consider
<u>A</u> wareness / <u>D</u> esire	
What is changing and when ?	<ul style="list-style-type: none"> ▪ Aspects: roles, location, mindset/behaviors, reporting structures, processes, systems/tools ▪ Transitioned or cut-off change
Why is the change happening?	<ul style="list-style-type: none"> ▪ Business case for the change / Why now? ▪ Transparency builds trust
What will success look like?	<ul style="list-style-type: none"> ▪ Quantitatively – log-ins, disuse of old system, etc. ▪ Qualitative
Who is impacted by this change?	<ul style="list-style-type: none"> ▪ Stakeholders: your staff, departments, units you serve or interact with (students, faculty, alumni, donors, staff, vendors, facilities, etc.)
How big is the change?	<ul style="list-style-type: none"> ▪ Minor adjustment vs major shift ▪ Consider the impact for each stakeholder
Start communicating (and listening)	<ul style="list-style-type: none"> ▪ Acknowledge and begin communicating about the change as soon as possible

<u>To Do</u>
Confirm Sponsor
Form Change Team
<input type="checkbox"/> Project Leader
<input type="checkbox"/> Communications
<input type="checkbox"/> Area Leaders
Agree On
<input type="checkbox"/> Case for Change
<input type="checkbox"/> Change Objectives
<input type="checkbox"/> Success Measures
<input type="checkbox"/> Communications Plan
<input type="checkbox"/> Stakeholder Registry

Sponsor / Leadership Engagement

Communication

STEP 1 - Prepare

TO DO

– Confirm Sponsor

– Form Change Team: Project Leader, Communications, Area Leaders

– Agree on: Case for Change, Change Objectives, Success Measures, Communications Plan, Stakeholder Registry

Date:	Change Project:	Project Leader:
Sponsor:		Change Leader:

Understand the Change

Goal: Articulate the change and why it is needed. Identify stakeholders.

What is changing and when?

--

Why is the change happening? *(business need, case for change)*

--

What will success look like?

--

Who is Impacted by this change? *(list below)*

Stakeholder Areas/Work Units:	
Stakeholder Individuals:	
Impacted stakeholders in other areas:	
Others:	

Understand the Impact

Goal: Understand the specific changes and their magnitude for each stakeholder

Who is Impacted?	What is Changing?	How Big is This Change?
<i>List each stakeholder (from above)</i>	<i>List each change for each stakeholder. Consider aspects of change: roles, location, mindset/behaviors, reporting structures, processes, systems/tools. Will it be a transitioned or cut-off change?</i>	<i>Impact of the change: 1 = Minor; 2 = Moderate; 3 = Major</i>

Start Communicating and Listening

Goal: Decide on format for acknowledging and communicating initial information about the change

Message	Audience	Format	From
<i>Determine main points of the change</i>	<i>Should all stakeholders receive initial messages?</i>	<i>What format will the message take (email, meeting, etc.)</i>	<i>Who will deliver the message?</i>

Manage	Consider
<u>K</u> nowledge / <u>A</u> bility	
What trainings are needed?	<ul style="list-style-type: none"> ▪ New/enhanced skills? ▪ Consider each stakeholder (group trainings, individual trainings, documentation) ▪ Schedule and hold trainings
Where will there be resistance ?	<ul style="list-style-type: none"> ▪ Consider each stakeholder (reluctance to use new tools; lack of participation; lack of trust)
How will resistance be mitigated ?	<ul style="list-style-type: none"> ▪ Adjustments to trainings ▪ More detailed communications (smaller group meetings, one-on-ones) ▪ Increased transparency
Tailored communications plan	<ul style="list-style-type: none"> ▪ Appropriate for the message (big meeting vs. small or one-on-one) ▪ Appropriate for the stakeholders ▪ Specific and often
Communicate, listen, and adjust	<ul style="list-style-type: none"> ▪ Check in with staff ▪ Monitor and mitigate resistance ▪ Modify communications

<u>To Do</u>
<input type="checkbox"/> Involve Leaders/ Champions
<input type="checkbox"/> Schedule & Hold Trainings
<input type="checkbox"/> Document Resistance & Mitigation Plans
<input type="checkbox"/> Confirm Communications Plan
<input type="checkbox"/> Communicate & Listen (email, meetings, info sessions)
<input type="checkbox"/> Adjust as Needed

Sponsor / Leadership Engagement

Communication

STEP 2 - Manage

TO DO

- Involve Leaders/Champions
- Schedule & Hold Trainings
- Document Resistance & Mitigation Plans
 - Adjust as Needed
 - Communicate & Listen
 - Adjust as Needed

Date:	Change Project:	Leader:
Sponsor:		Change Leader:

What Trainings Are Needed?

What is Changing?	Who Needs Training?	Training Coordinator	Due Date	Training Resource
<i>What new/enhanced skills are needed for new processes, systems, tools, equipments?</i>	<i>List each unit or stakeholder who needs to be trained</i>	<i>Who will schedule the training and ensure it is completed?</i>	<i>When must the training be completed?</i>	<i>How will the training be conducted? List the resource and training contact.</i>

Resistance and Mitigation

Anticipated Resistance	Mitigation Plans
<i>List stakeholders and anticipated resistance (ex. reluctance/fear of new tech, lack of trust)</i>	<i>What action(s) should be taken to mitigate specific resistance? (ex. adjustments to trainings, more detailed communications, increased transparency)</i>

Tailor Communications (or use separate Communications Plan template)

Goal: To plan for timely and relevant communications with all stakeholders to ensure stakeholders' desire to support and participate in the change.

Note: Depending on the level and scope of the change consider coordinating with school/unit communications team prior to creating a communications plan to ensure messaging is coordinated with campus and senior leadership in the school/unit.

Message	Audience	Messenger	Method	Timing (Due Date)
<i>What needs to be communicated?</i>	<i>What stakeholders need to hear the message?</i>	<i>Who should deliver the message?</i>	<i>How should the message be delivered? Tip: High stakes messages are best delivered in-person (or zoom)</i>	<i>When should the message be delivered?</i>

Homework Discussion

Breakouts

- Odd Numbered Breakout Rooms = **Step 1 – Prepare**
- Even Numbered Breakout Rooms = **Step 2 – Manage**
- Leader = **first name** comes last (ex Peter Brady)
- Spokesperson = **last name** comes last (ex Alice Nelson)

Assignment

- Talk about your experience with assigned step
 - Easiest part?
 - Sticking points?
 - Hardest part?
 - Ah-ha or OMG moments
- **Leader** - make sure everyone gets a turn, call on colleagues to share
- **Spokesperson** - take notes and report back (common themes)





It Takes a Village

The origin of a change

- Top down (or middle down)

Securing Resources

- Sponsor and Leader(s)
- For the change and for change management

Assembling a Team

- Managers and supervisors
- Change Champions
- Communications
- Training
- Engagement/growth opportunities
 - Graphics, communications, training, celebrations, change management

Team Assemble!

Stakeholder Registry

Groups (and/or Individuals)	Points of Contact	Training Needs	Anticipated Resistance/Mitigation

Communication Tenets

WHEN

Communicate early and often

WHAT

Use clear, consistent, and kind messaging

HOW
.....
WHO

Tailor for audience and message

WHAT?

Ask for and respond to feedback

WHEN

Communicate early and often

- As much, as soon, as often as possible (more often than your initial instinct tells you)
- Do not communicate only when there is “big” news
- Communicate at every step

What

WHAT

Clear

- Tell them what to expect specifically, clearly, and in context
- Business reasons - why and why now?
- Articulate what successful change looks like

Consistent

- Coordinate communications
- Discuss with unit leaders and set expectations for communications

Kind

- Be aware of personal situations and levels of risk-tolerance
- Be sensitive to any ongoing bad feelings surrounding past changes
- Do not use large meetings or email for high-stakes information

How and Who

HOW
.....
WHO

Tailor communications to audience and message

- Do not use a text-only email for complex training
- Mix it up (email, website, graphics, verbal)
- Who should **receive** messages?
 - Stakeholders - don't be stingy but don't unnecessarily overload
- Who should **deliver** the message?
 - Sponsors and Leaders
- Be aware of messages out there from managers and peers
- Address rumors and misinformation quickly, clearly, and tactfully

What?

WHAT?

Ask for and respond to feedback

- Successful change management communication is a two-way street
- Do not be afraid to solicit feedback
- Provide a variety of ways for staff to “talk” to leadership
 - Dedicate a portion of meetings to listening
 - Surveys
 - Polls
- Do not solicit feedback just for the sake of asking

Communications Plan

Tailor Communications

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Change Adoption Campaign

Strategy		Audience (Who, When)								
Channels (How, Where)	Description & Message (What, Where, Why)	1 Attending Physicians	2 Residents	3 Medical Students	4 NPP	5 Case Mgt	6 Utilization Mgt (UM)	7 Coding & Billing	8 Compliance	9 Patients
<i>Instructions: How will you communicate your message: i.e. launch announcement, email, memo, daily huddles, Intranet post, etc.</i>	<i>Instructions: What do you want to say? Describe the channel in more detail? Why is this channel important?</i>				Date	Done Date	TBD	12/25/22	Done 12/25/22	Etc.
<i>Example: Change Request Log Email</i>	IT will send a change request log to users of the Acme Software. The change request log highlights updates to the Acme Software so users know what they are, how to access them, and use them.		10/4/22			10/4/22				
<i>Example: Brochure</i>	The core team will distribute a brochure highlighting new software enhancements, links, and login instructions to increase utilization.			9/6/22 Ongoing		9/6/22 Ongoing				

Understanding Chain Worksheet

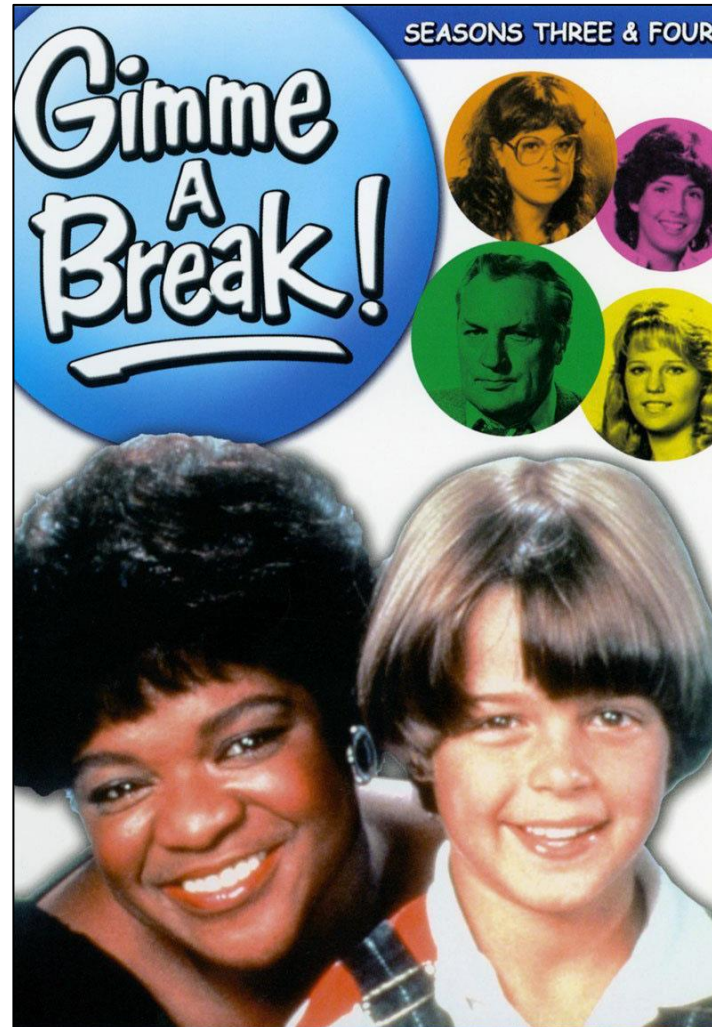
Understanding Chain Worksheet			Date:	Name:
 Who is your target?	3 Questions: What do they need to understand?	 What do you want them to Do?		



XPLANE

Leading Change
Through People

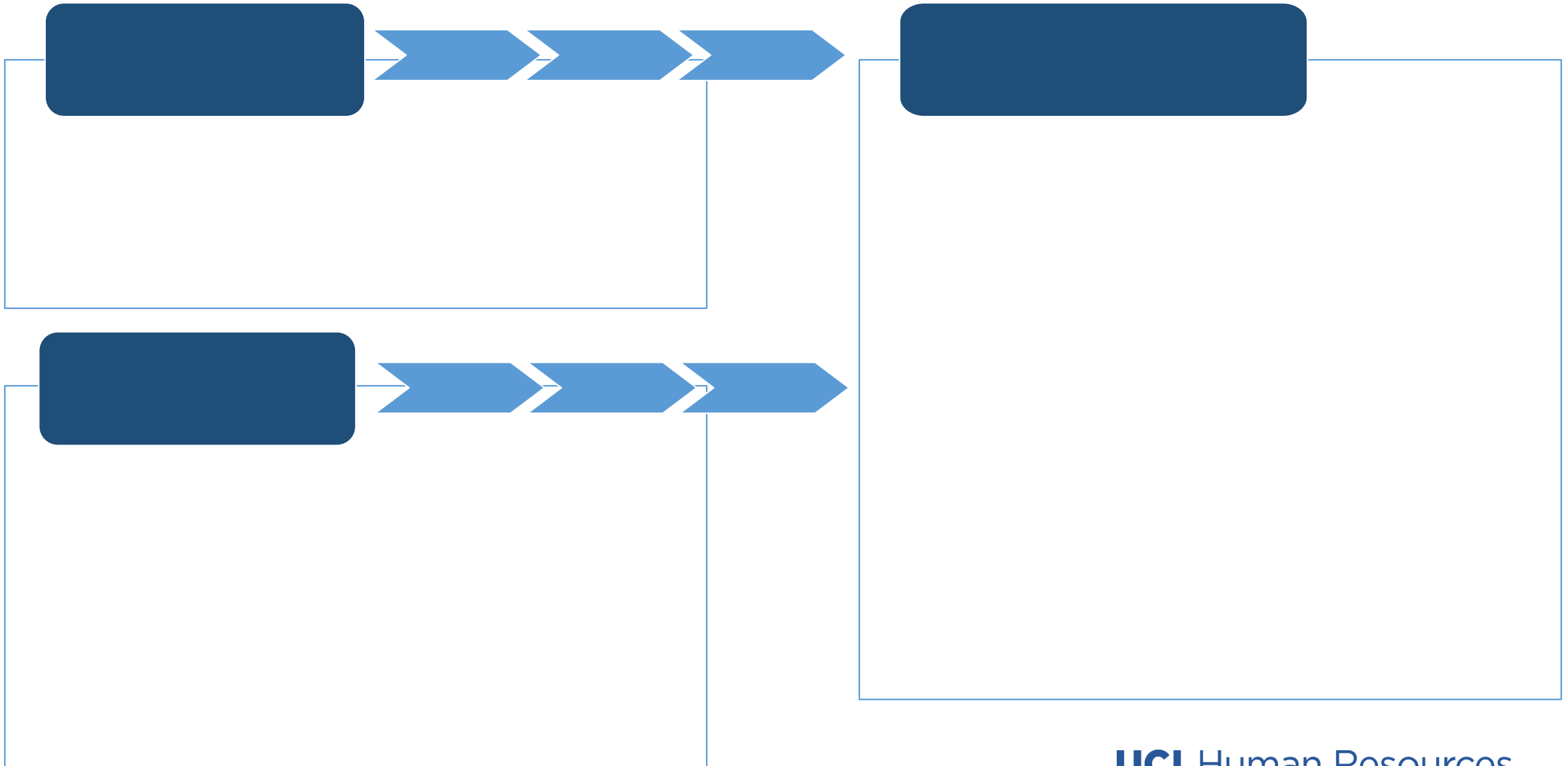
Gimme a Break



We Were on a Break!



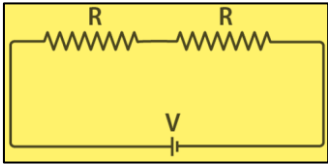
Resistance



Resistance

Ω

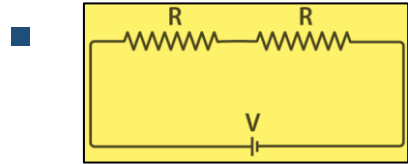
- Ohm's Law



Resistance

Ω

- Ohm's Law



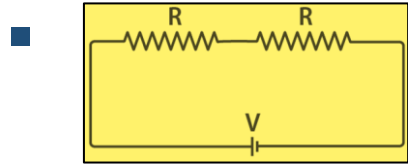
Antibiotics



Resistance

Ω

- Ohm's Law



Rebel Alliance



Antibiotics



Resistance

Personal



- Personal/family situation
- Career history and path
- Degree of impact

In Context



- Trust issues
- Change fatigue
- Not understanding reasons for the change
- Lack of support from leadership

Manifestations

- Vocal complaints
- Reluctance/refusal to use new tools
- Lack of participation
- Track record of rumor spreading
- Retirement/resignation

Mundane Mitigation

- Tailoring trainings for a particular group
 - Shorter and more often
 - Variety of mediums or times
- Provide more direct communication from a trusted leader
 - Small group meetings
 - One-on-ones
- Less detailed communications
 - Briefer briefs (shorter newsletters/updates)
- Increased transparency

Marvelous Mitigation

Include

- Collaborate on the change (or at least the change plan)
- Solicit, listen to, and act on feedback

Ensure

- Understanding and buy-in of why the change is being made

Empower

- Ask for feedback and make the changes if possible
- Encourage peer support

Empowering Managers

Harvard Business Review blog post

Ron Ashkenas, managing partner of Schaffer Consulting posits that...

“The greatest area of opportunity is to **empower managers** to be responsible for implementing and **driving change themselves**, versus outsourcing it to other departments.”

Leaders and Managers Relating

Focus on the people, not just the change

Be visible, active, available, and honest

Be good to your word or risk eroding trust and stability

Check in with staff, listen, and validate

Understand that people need to talk to help support each other

Recognize impact of the change, be patient with yourself and others

Leaders and Managers Doing

Be the change you want to see

Illustrate benefits and rationale for change

Ask how you can help

And then do it... provide resources, choices, remove barriers

Mitigate (if not eliminate) resistance

Positive reinforcement, recognition, proactive coaching

Sharing is Caring

Guide your Sponsor

- Importance of being a Sponsor (#1 preferred messenger)
- Provide notes, compose emails, write talking points

Consult on the plans

- Change management and communications plans
- Up, down, and across (Sponsor, Leader, Managers/Supervisors, Staff Champions, Unit Experts)

Share what you are hearing

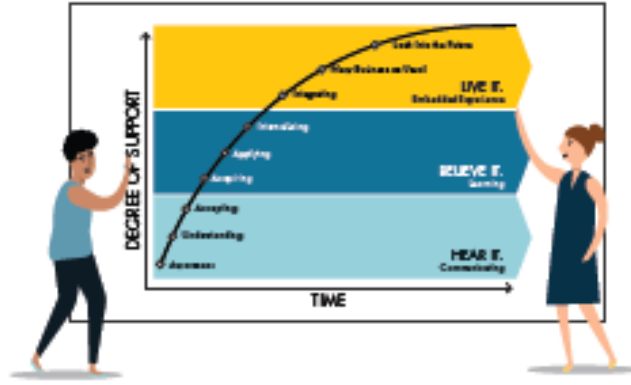
- Don't forget to listen



Co-Creating and Buy-In



1. CO-CREATE



2. INVEST IN ACTIVATION



3. EMPATHIZE



4. VISUALIZE



5. SYSTEMIZE



6. ENGAGE EMPLOYEES



7. EMBED IT IN YOUR ORGANIZATIONAL DNA



8. MAKE IT AGILE

Reality Check

You won't always have a say in how change happens

Sponsors and Leaders may not embrace change management

Sponsors and Leaders may not embrace the *values* of change management

You can have an impact

Learning Outcomes Achieved?

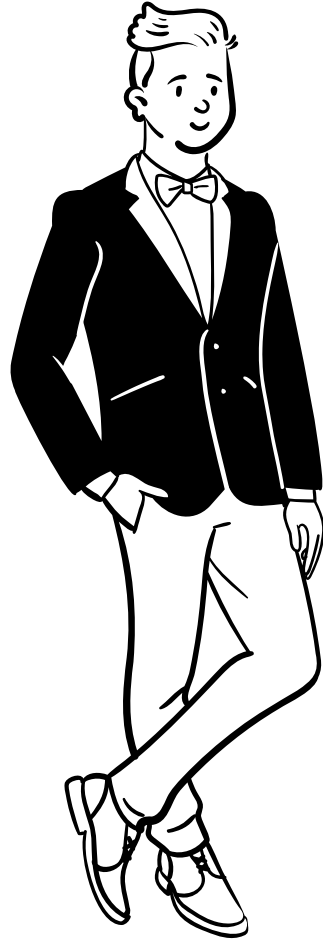
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- ✓ **Create** a basic change management plan using the change management tools

Wrap Up & Celebrate!

- Empowered to support people through change
- Share your knowledge
- Where do we/you go from here?
 - Prosci certification
 - XPLANE webinars
 - ChangeFit 360
- Tools
 - PowerPoint
 - Change Management Plan Excel Workbook (including Alternate Stakeholder Registry)



Contact Information



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