



Cracking *the* TM Change Code

e-Book

INTRODUCTION



Leading Successful Change

Change Management is the application of human centred principles to help people **transition from a current state to a future state**.

Where Project Management is task based and serves to move the organisation across a series of milestones towards completion of linear project steps; **change management involves a range of tasks and influencing activities** that engage the people in the change and help them willingly transition to the future state.

If adoption of the new way of working is not embraced by the people there is no change.

Projects where change management is applied have a **six times greater chance of achieving their objectives**, and they will do this in less time, less productivity drop and less budget blow out.

INTRODUCTION

*"In Change We Fear
Loss Much More Than We
Value Gain"*



Ask yourself...

1

Can you think of a time when you did not support a change at work?

2

What did you fear in the change?

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3

Did you disagree with the change itself, or was it what you believed you stood to lose?

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Planning Your Change

The 4Ps. What is the scope, breadth and depth of this change project. Is the organisation change ready?

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The People At The Change Party

Change Sponsor, Executive Sponsor, Change Champions, Change Lead, Project Lead. Understanding The Change Coalition.

PART 3

ADKAR - The Recipe For Success

Understanding human behaviour in response to change and applying the ADKAR principles to support people to transition.

PART 4

Change Communication Framework

ADKAR principals are applied in our communications and in that it differs to a traditional communication framework.

PART 5

Why People Resist Change

Why do people resist change and how can you plan for it, prevent or manage resistance that risks derailing your change success?

START WITH THE 'WHY'

Before you embark on any communication or discussions with the broader workforce about the change you have been charged to make, **you need to be very clear on the WHY.**

One of the major reasons change fails is because **we forget to communicate the why.**

As Leaders who have potentially been involved in behind the scenes discussions about the change project for some time, we are already progressing towards the future state.

We understand the reason why and are just moving forward trying to get on with it and do our job.

But when we start communicating with people we need to make sure we bring them up to speed.

We can't expect them to just jump on board the change train because we tell them to.

If your boss told you to jump on a train you'd likely come back with one response.

Why?



So... in change, we start with WHY.

Simon Sinek tell us that people don't care what we do, or how we do it, they care why we do it.

One of the first stages of change management is to create AWARENESS of the need for the change.

You must be able to answer these questions with meaningful responses before you start communicating.

- **Why are we changing?**
- **Why now?**
- **What happens if we don't change?**
- **What happens if we do?**

You may have heard the WHY described as the 'burning platform' for change.

THE 'WHY' WORKSHEET

Why are we changing?

Why are we changing now?

What happens if we don't change?

What happens if we do?

THE PLANNING



We've heard it before, but in change management it is even more accurate, **poor planning = poor performance.**

To inform the strategies we use in change management we need to **understand the specifics of the change project, the change gap and the impact** on individuals, teams, divisions, locations.

We need to understand the impact both in terms of the specific aspects that are affected in the change (job role, location, remuneration, reporting pathways, technology, systems, processes, values, behaviours etc etc) and to what degree these are impacted.

Is this a **minor change** of task or process, or a **major change** requiring a change of attitudes, beliefs, values?

How significant is the **gap between the current state and the future state?**

Not all parties are impacted in the same way during a change and therefore our efforts to transition them may need to be different. **One size does not fit all.**

To commence our planning we use a tool called the 4Ps.



To start your thinking, you can complete the planning worksheets on the next pages.

Organisational History

The other factors we look at when planning are the organisations previous history of change, the general attitude of employees towards organisational change, other changes or major events concurrently in play with the change project and the capacity of people leaders to coach themselves and their teams through change.

PLANNING - THE 4 P'S

Project Name

What's the name of your project?

Purpose

Why are you making this change? Why now? What happens if you don't change? Why is this a priority over other changes?

What are the opportunities in this change? Does this change directly align to the organisations Strategy or Vision?

Particulars

What are you changing? Be specific, what behaviours, tasks, processes, actions, systems, equipment, locations etc are changing.

PLANNING - THE 4 P'S

Particulars continued...

What is the current state? What is the desired future state?

People

Who will be changing? How many people? Which teams? Sites? Groups?

Think about the groups of people impacted by the change. Are all groups impacted the same? If not, explain which groups are more impacted and why.

Notes/Thoughts/Follow Ups

WHO IS INVOLVED?

Successful organisational change (in a way that enhances culture not detracts from it) is **rarely led by one person**.

In larger organisations we see a triangle arrangement where there is an **Executive Sponsor of the Change Project, a Project Lead and a Change Lead**.

All three of these role are needed in a change project and in larger organisations they can be three different people or different teams.

The **reality in small to medium size organisations is that the change leader is also the project leader; and in some rare circumstances also the Executive Sponsor**.

Let's refer to this group as our change team.

In addition to our change team we need to **build a change coalition**.

Our **change coalition are the executives, our managers and leaders, and our change champions**. All of whom will help us to rollout the required changes.

Selecting the right people to be your change champions is very important.

Your change champions will be **people who are influencers** in the workplace.

This is not about authority or title, but those who are popular or respected by their peers. Ideally recruit change champions from all functional areas of the organisation at varying levels.

Sometimes you have a **one on one conversation with this person and plead with them** to help you rollout the change.



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YOUR CHANGE COALITION

Who is the Executive Sponsor of your Change Project?

How will they communicate about the change? Will they actively support and champion the change going forward? Will they help recruit other Executives to support the change?

Which other Executives, Managers/Leaders will support the change?

Knowing what you do about the change project and these people, are there any individuals who you feel will be vocal supporters of the change? Approach them directly and help them see what role they can play in helping the change to be successful.

Your Change Champions

Write down the names of 3-4 people in different areas at different levels. These people will be popular or influential - but not due to hierarchy.

Notes/Thoughts/Follow Ups

A RECIPE FOR SUCCESS

ADKAR

ADKAR is a model from Prosci, global change leaders and researchers that helps individuals **transition through the stages of change**.

When we follow the ADKAR model we make sure that we:

1. Communicate a compelling reason for the change to raise **awareness**.
2. Create **desire** for individuals to participate in the change.
3. Equip them with the skills and **knowledge** they need to change.
4. Assess their **ability** to adopt and utilise the change.
5. Ensure we appropriately **reinforce** the new ways of working, being, doing that is the future state we have achieved.

Leadership and change expert, John Kotter, says that in change **we tend to take our foot off the accelerator too soon** and people regress.

We prevent this with a healthy focus on the reinforcement stage. We have not achieved change until all parties have adopted and are utilising the new state.

AWARENESS

DESIRE

KNOWLEDGE

ABILITY

REINFORCEMENT

"Organisations don't change,
people do."



- Prosci

A-D-K-A-R



ADKAR is a sequential model.

Meaning **we can not move people to the Desire stage until they have achieved Awareness.**

We use ADKAR in numerous ways in our change project activities; such as:

- Identify or predict where groups or individuals may be in the change project,
- Identify barriers to successful change adoption by groups or individuals
- Understand why we may be facing resistance from groups or individuals,
- Inform our change messaging strategy.

We can conduct an **ADKAR analysis on groups or individuals** by assessing where we think they may be on a scale from 0-5 in terms of each stage of change, 5 being the highest.

We assess if they are:

- Aware of the need to change.
- Desiring the change.
- Knowledgeable about how they can change.
- Able to make the required change
- Reinforcement measures in place.

If a group or individual rates 3 or below, we call that a barrier point. We then focus our strategies on moving through that barrier.

**“People don’t resist change,
they resist uncertainty.”**

A-D-K-A-R



Think about a group or individual involved in your change project?

Write down where you would rate them between 0-5 for each of the ADKAR stages?

A large, empty rectangular box with a black border, intended for writing ratings for the ADKAR stages.

What are the barrier points?

The barrier point is any stage that rated 3 or below. Remember ADKAR is sequential. If you have a barrier point at D, you cannot progress to K.

A large, empty rectangular box with a black border, intended for writing down barrier points.

Strategies

Write down two strategies (refer to your change books) for overcoming each of the barrier points.

A large, empty rectangular box with a black border, intended for writing down strategies to overcome barrier points.

CHANGE COMMUNICATION

Change communications differ from regular organisational communications in that they are specifically designed to help people transition through the stages of change - ADKAR.

Everything about our messaging is strategic and based on 20+ years of research from our friends at Prosci who have identified the most appropriate types of messages and senders in change messaging.

Our approach to change communications is determined by your project risk rating.

During our analysis in our first program session we would have identified your risk rating and all of our communications strategies - including who sends what, when and how - is determined by that rating.

The way we communicate change can either enhance our success at transitioning people or create further obstacles, resistance and disaffection.

We avoid tell and instead show and ask. We cleverly script in choice for the readers or provide information that helps reduce barriers.

Some important rules of thumb:

First change communication must come from the appropriate source.

Get messaging out promptly before the rumour mill hits and messages are delivered unhelpfully and inaccurately before you.

The Sender

For large scale high risk projects the sender of the first communication about the "Why" of the change must be from the CEO.

Subsequent waterfall communications can then come from the Executive Sponsor but certain messaging - such as any direct impact on individuals should come from that persons direct supervisor.

Change Communications Plan

Some further guidance is provided on the next page.



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THE COMMS FRAMEWORK

01

First Indication of Change

Business reasons for the need to change.
What are the drivers. What do you know? Be clear on what you do and don't know and advise you will keep people informed.



02

Early Stages of the Change Project

Opportunities to consult. Reinforcing the why.
Waterfall communications plan designed against ADKAR and scope, breadth and depth of change.



03

Before Implementation

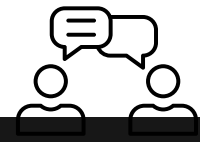
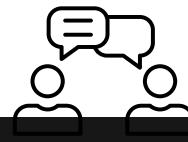
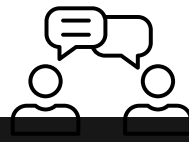
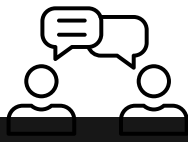
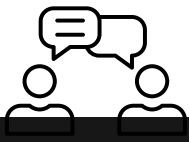
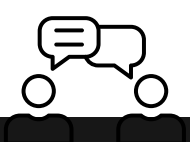
Change Plan in line with ADKAR. Ensuring people are reassured they will be provided with the Knowledge to make the change. Support available. Opportunities to discuss/clarify.



04

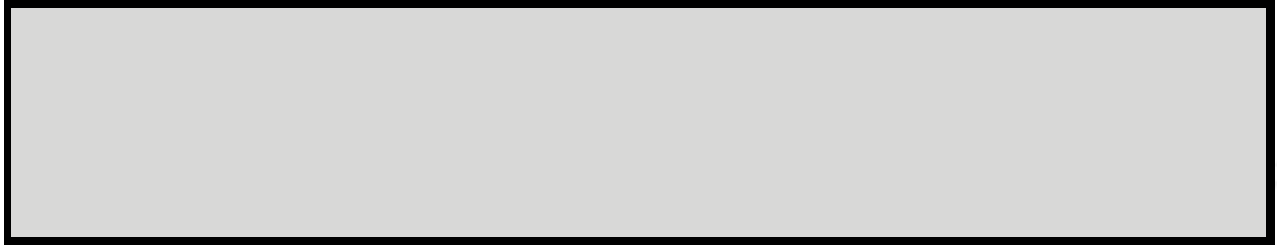
During Implementation

As per change plan. Regular communications and updates. Success stories. Stories from resistors who are now change champions. Progress being made. Opportunities to consult. Reinforcement of ADKAR phases.



YOUR COMMUNICATIONS

What is your project risk rating? Low / Medium / High



Is your project an enterprise wide complex change or simple change?



How does the CEO communicate to the broader organisation?

Is there a weekly or monthly bulletin? Video update? Make some notes about current communication processes that you can tap into for the change communications.

Are there groups in the workplace who do not have access to emails? How can you make sure they are made aware of the communications.

Consider groups that have English as a second language. How can you ensure they are informed.



YOUR COMMUNICATIONS

The Why - First Communications

Jot down some points about the change project. What is the change? (Think about what you are trying to achieve with this change). And then specifically outline the business reasons for this change. Why is this change happening? Think of reasons that will inspire employees to engage in the change, rather than things like "We have to do this by law."

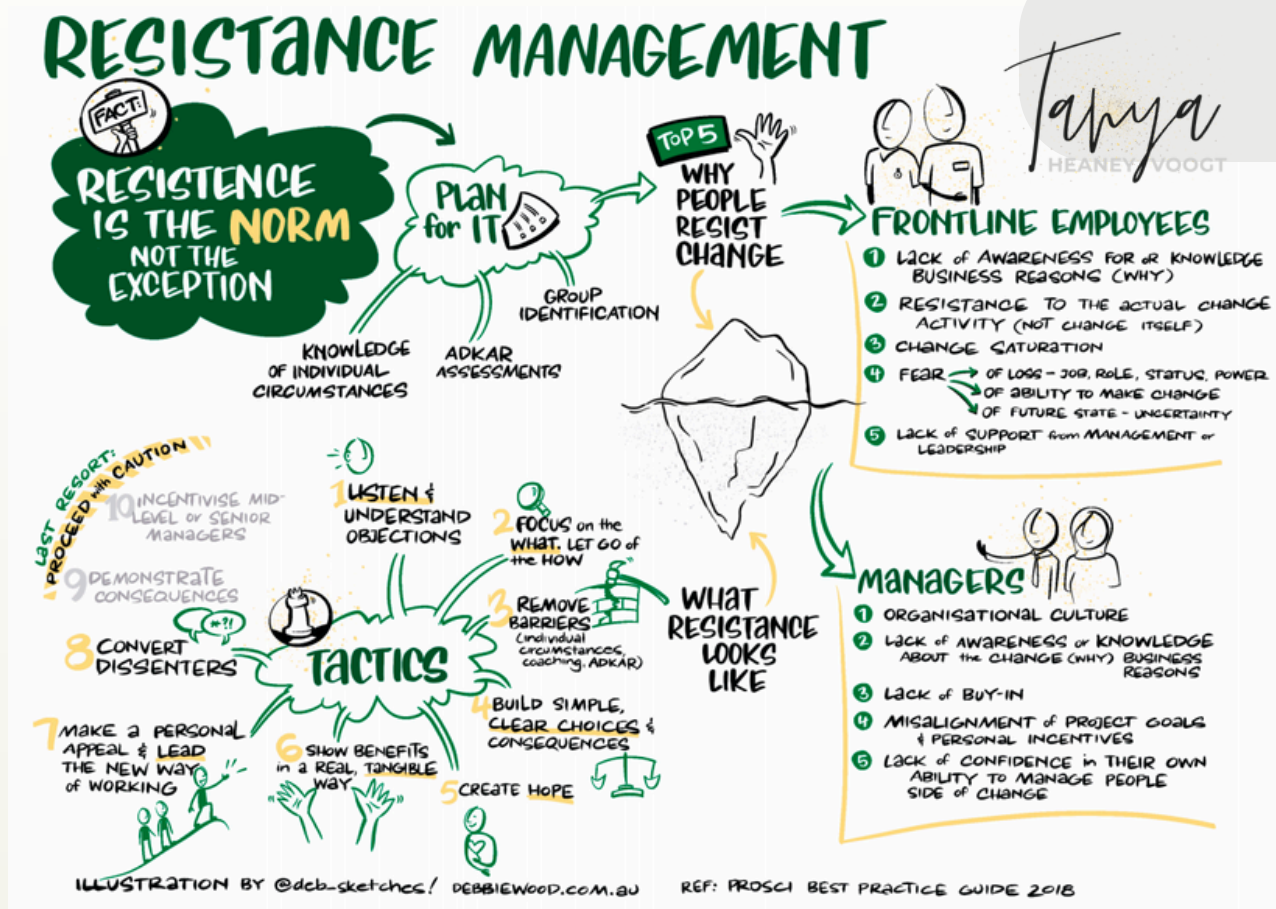


Draw your Organisational Structure

Seeing the waterfall structure will assist you with the communications planning.
Draw from CEO level down to Supervisor level.



WHY PEOPLE RESIST



Change resistance is a complex issue and there are many reasons why people resist change. Resistance can be different between groups - with Managers having different reasons for resisting change at times than employees.

Our Middle Managers in particular are almost always the most affected during change, but very often not consulted prior to the change being announced to the broader workforce. We need to work extra hard to keep this group engaged as they play a key role in the change success.

Generally however, we know that working to the ADKAR framework helps to minimise resistance. But there are tactics we take to overcome resistance.

You have access to a video recorded training session on why people resist change in your google drive resources. Your change books will also provide many strategies on overcoming resistance.

Resistance Management will be a key part of our tactical coaching sessions and your Change Analytics Plan will contain key strategies on resistance planning in the context of your project.

WHY PEOPLE RESIST

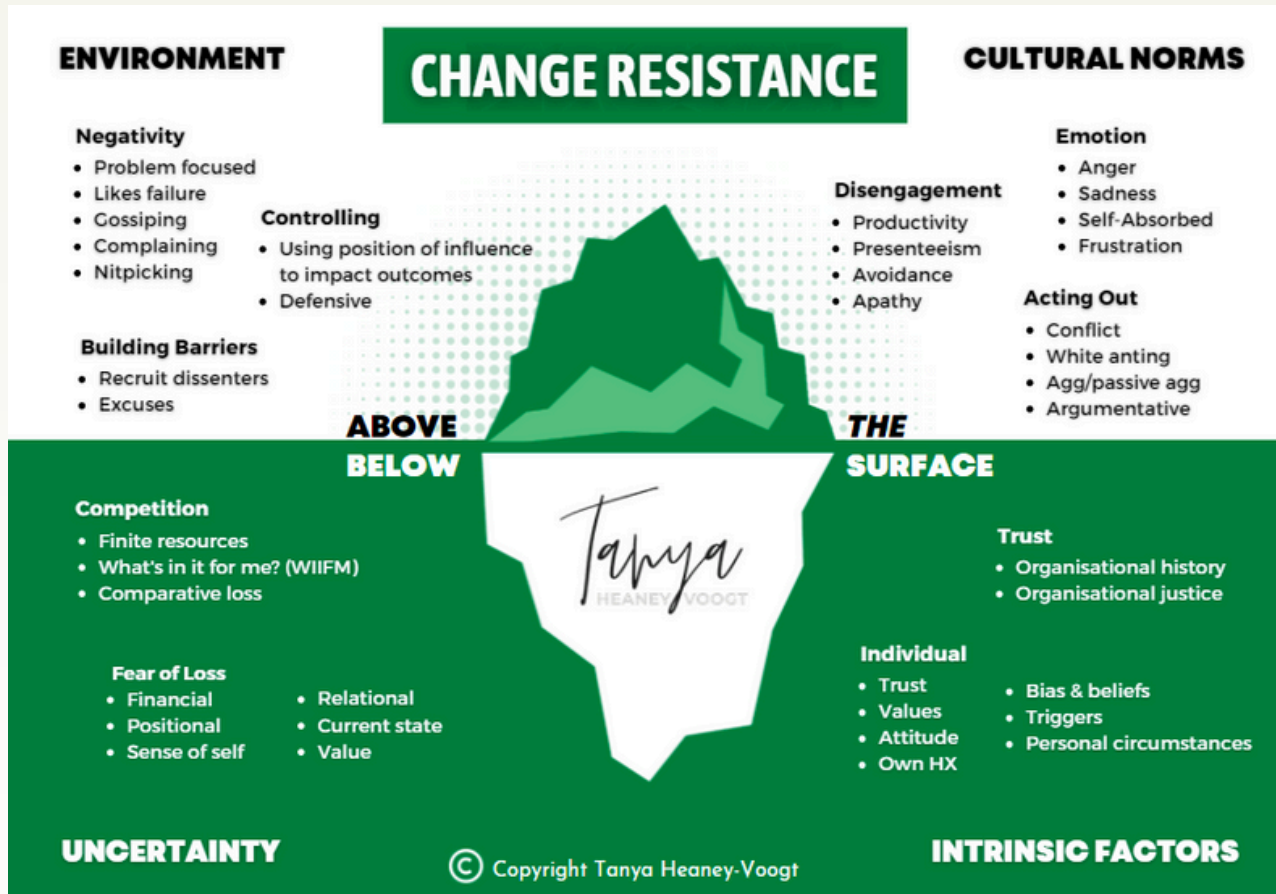
Coaching People Through Change

Often we'll need to actively coach individuals through change. We do this particularly for key influencers who have the ability to impact our change success.

By understanding some of the personal reasons people can resist change - as shown in the Change Resistance Iceberg image below - we can carefully consider what might be at play for these individuals.

Some key coaching questions we use in resistance management include:

- What do you think is the organisations reason for this change?
- What, specifically, makes you uncomfortable about this change?
- Can you think of a time where you were hesitant of a change, but it turned out to be a good thing?
- What would happen if we don't change?
- What are the opportunities for you in this change?



CHANGE RESISTANCE

Think about a group/individual who is resisting a change (or likely to).

Considering the two pages above, what do you think might be their reasons for resisting?

Where on the ADKAR stages do you think this group/individual is stuck?

What are two strategies you can use to overcome their resistance?

Watch the training video, use the information in this workbook and your change text books to identify two strategies to move them through.

Use your Change Coalition

Are there people in your change coalition that may be able to help influence this group or individual to embrace the change?

THE REINFORCEMENT

Whilst we have covered the stages of getting your change project up and running and moving through the ADKAR stages the last step for you to consider at this point is how you will monitor the uptake and utilisation of the new ways of working.

1. How will you ensure you don't take your foot off the accelerator too soon?
2. What does success look like for you?
3. How will you know when you have achieved your future state?

Monitoring and Reinforcement Activities

Make some notes below about ways you can monitor uptake and utilisation of your change project and ensure reinforcement.

Keep leading positive change!

Change takes time. Whilst there is often a temptation by busy people to just crack ahead with a project in a task based way, this is a false economy and your project will only be longer, harder and more impactful if you fail to engage the people from the start.





Supporting Leaders of Change *To* Create & Sustain Metally Healthy Workplaces



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