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-  Over 20 years in Management Consulting in regional and enterprise-wide roles
-  Led change teams for large-scale and complex tech-enabled change initiatives
-  Diverse industry exposure - healthcare, telecoms, oil & gas, consumer products, non-profit
-  Certified Change Management Practitioner



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# AGENDA

- Change Management Perspectives**
  - The Emotional Response to Change
  - A Definition of Change Management
- A Framework for Managing Change**
  - Kotter's 8 Step Change Model
- Influencing Change**
  - Essential Change Leader Behaviour
  - Creating a change competent organization
- Q & A**
  - Question & Answer

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# CHANGE MANAGEMENT PERSPECTIVES

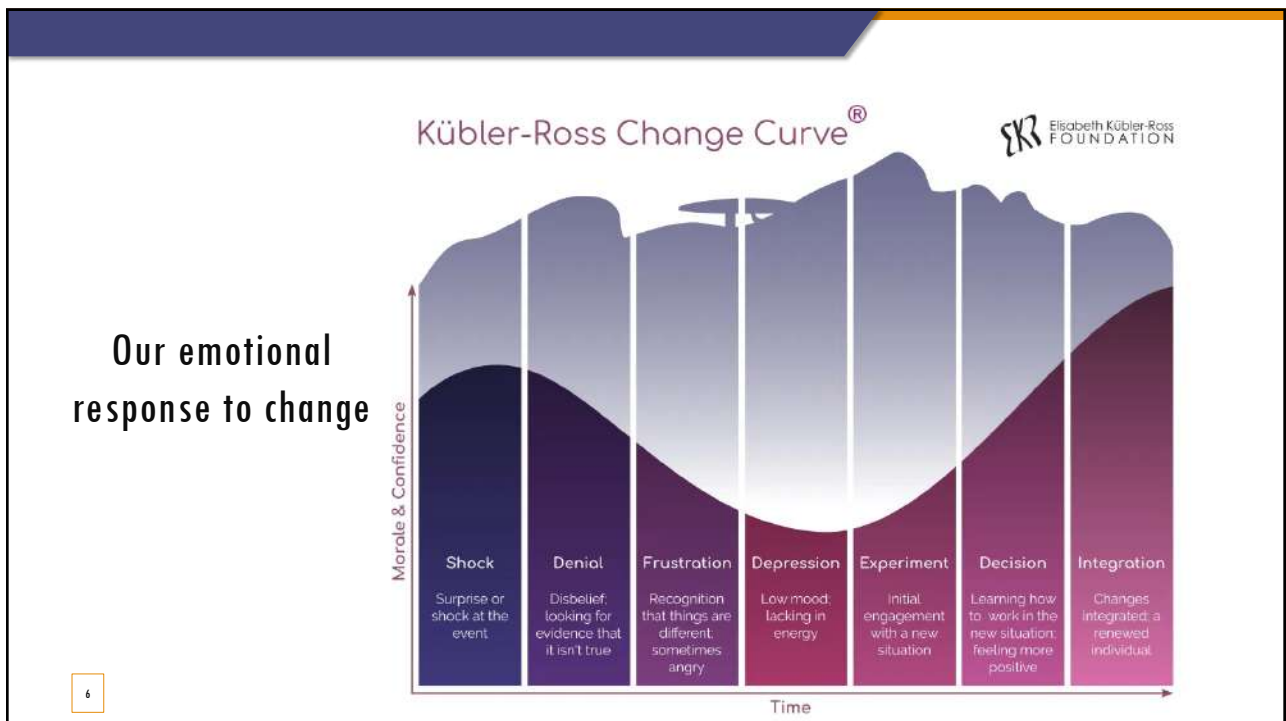


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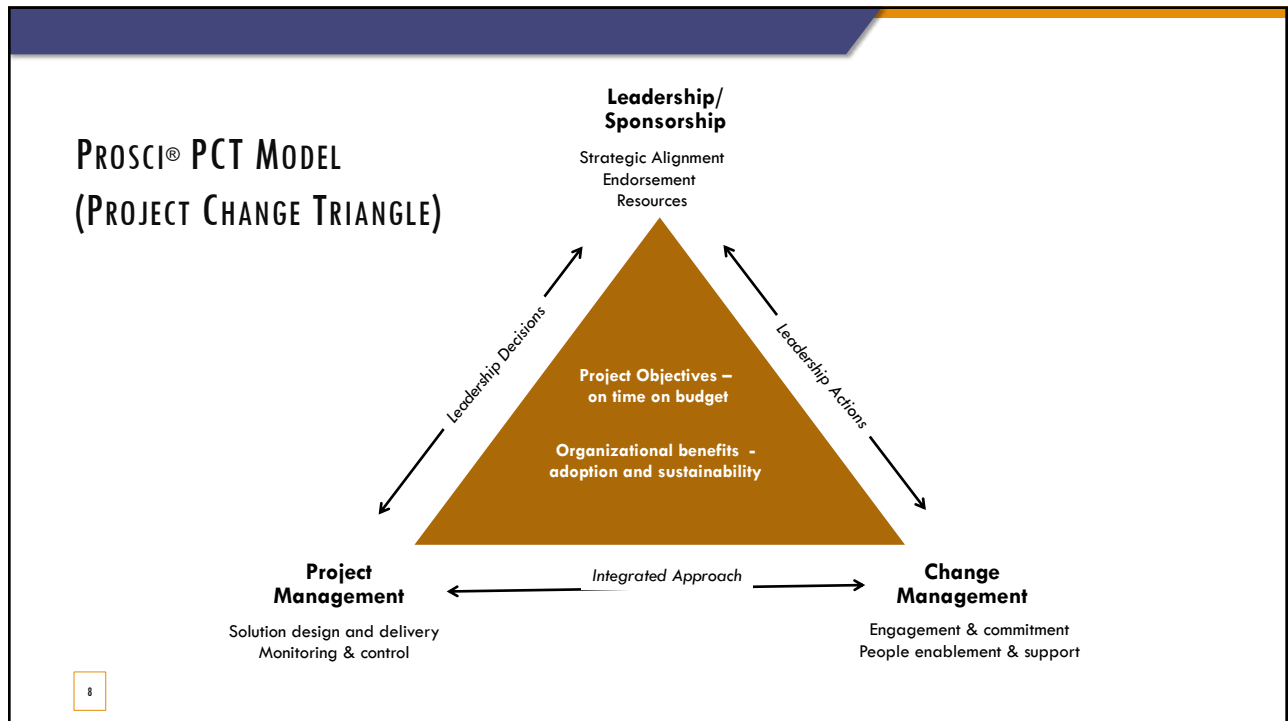
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## WHAT IS CHANGE MANAGEMENT?

Change management can be defined as the process of **engaging people at all levels in the design and implementation** of an organization's transition to a desired future.

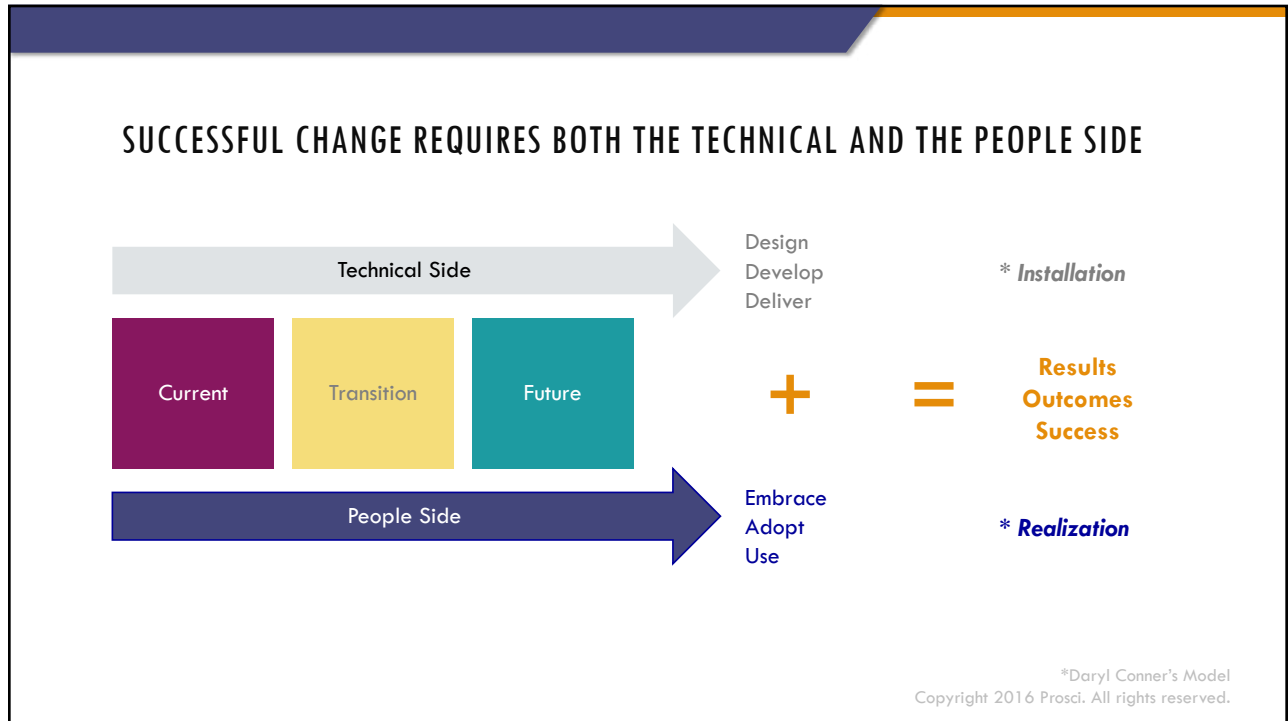
Its goal is to ensure that people are both **willing and able to adopt necessary new behaviors and skills** and let go of those that are no longer appropriate.

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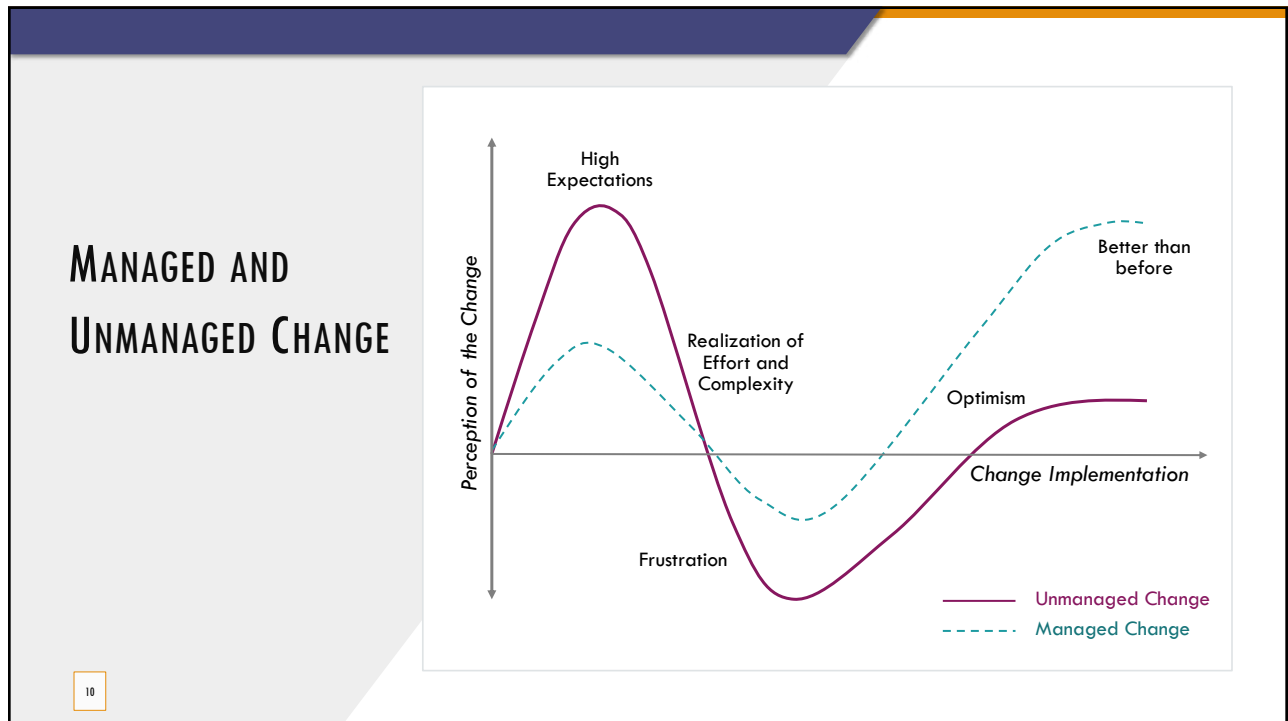


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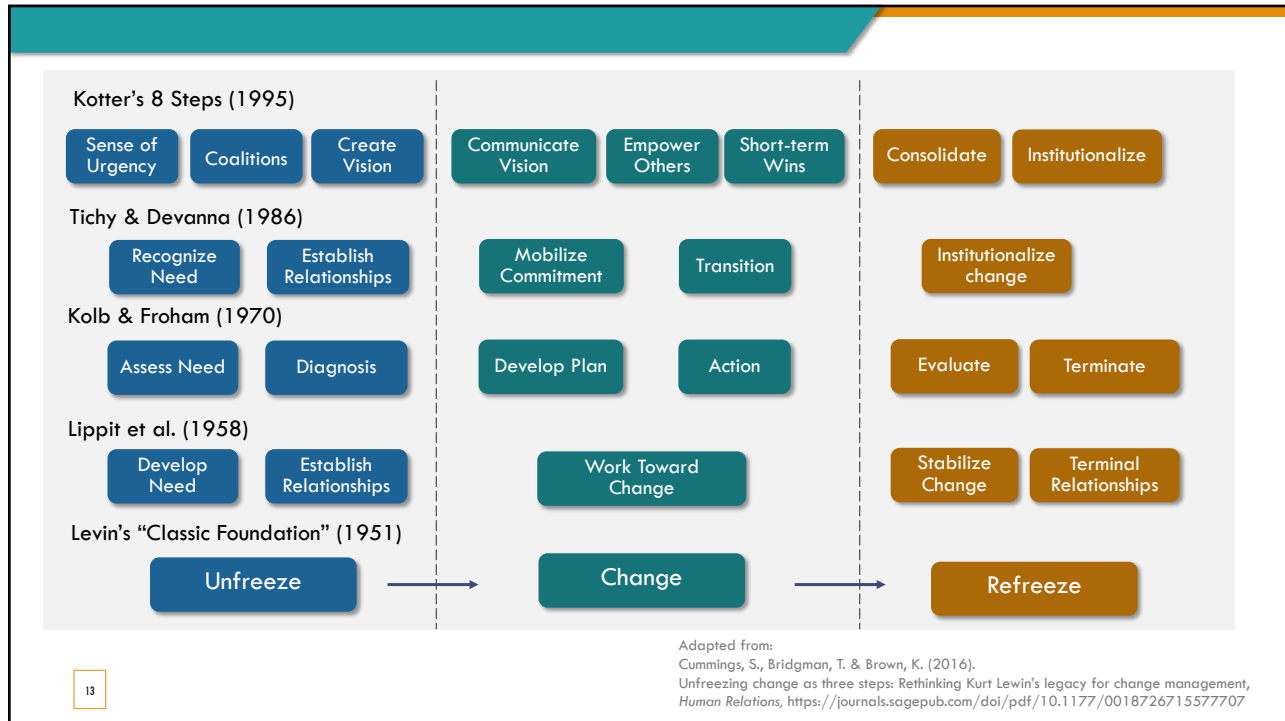
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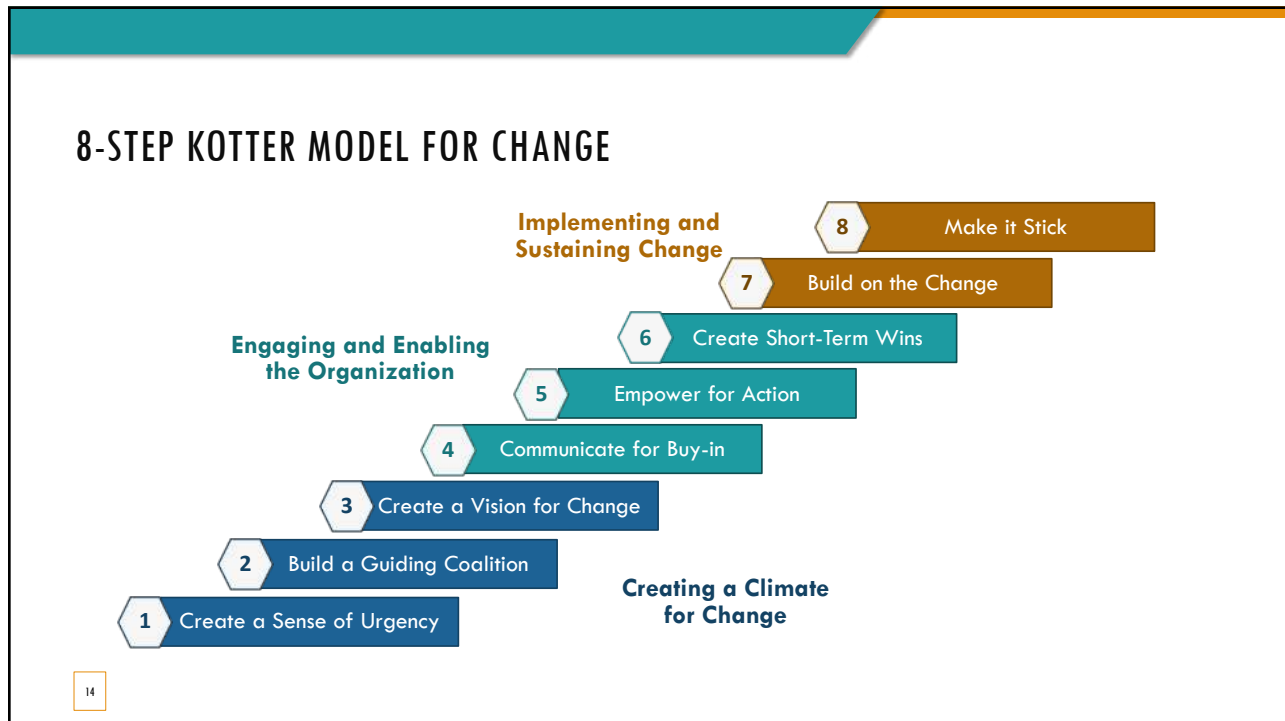
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# KILL THE COMPANY.

You can do a “Kill our Company” session

Instead of the usual questions —  
“How do we succeed or grow? Or how can we beat the competition?”

Ask, “How do we make ourself fail/ become extinct? Or how can the competition beat us?”

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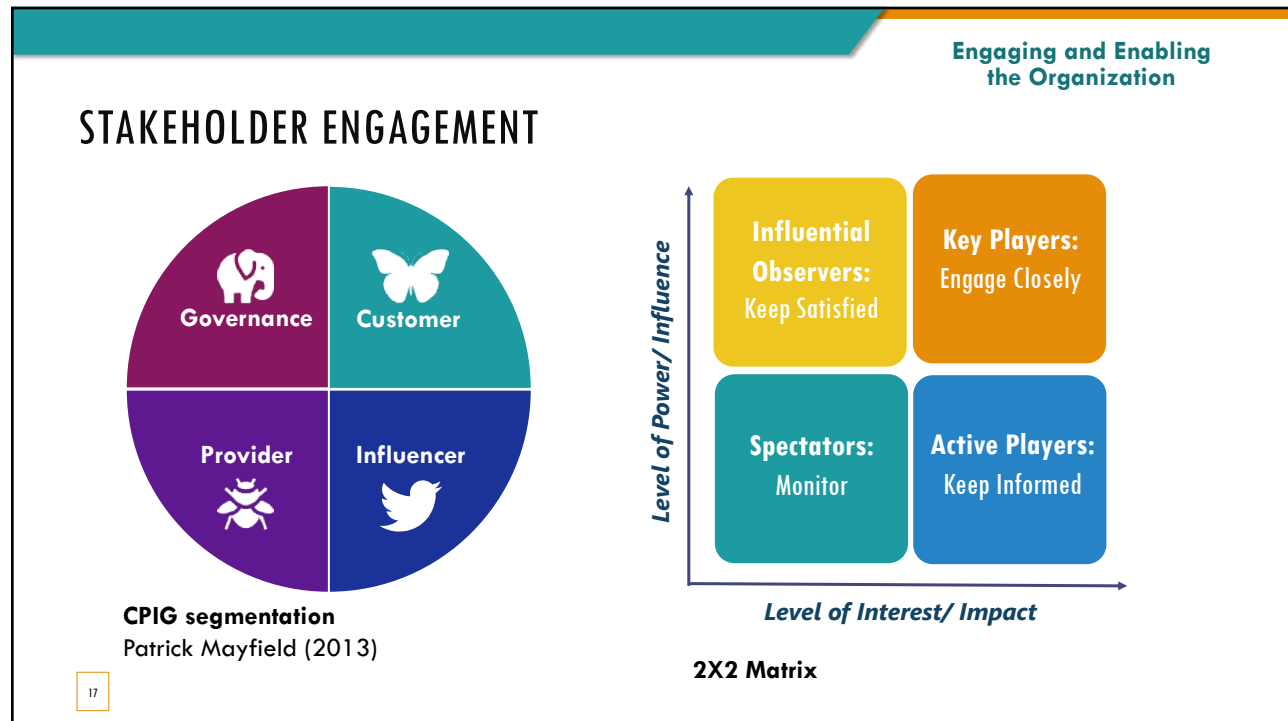
## CREATE A COMPELLING CHANGE STORY

- Describe what winning looks like
- Create emotional connection
- Build excitement for people to pursue it
- Connect it to your enterprise vision
- *We have great stories, but we tell it in such a boring way*
  - Have people be part of it
  - Speak to the mind and the emotion
  - Prepare, practice
  - Be authentic

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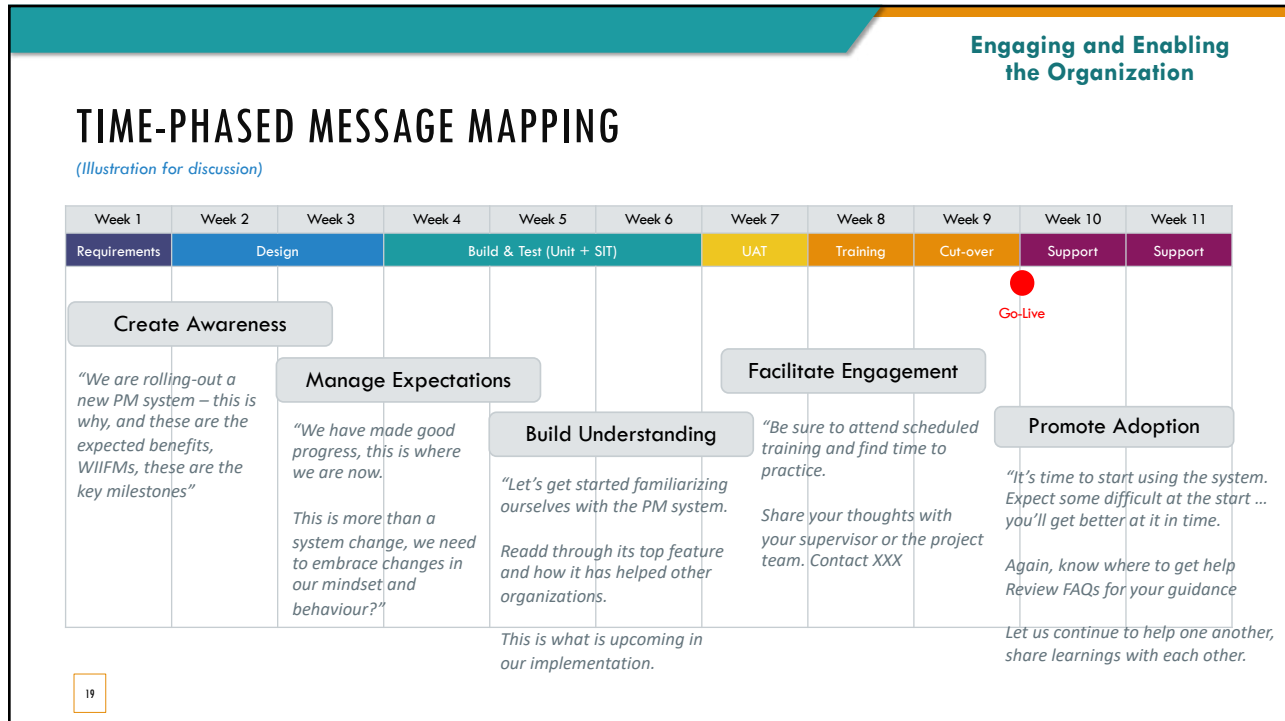
Engaging and Enabling the Organization

## WHY IS **COMMUNICATION** IMPORTANT?

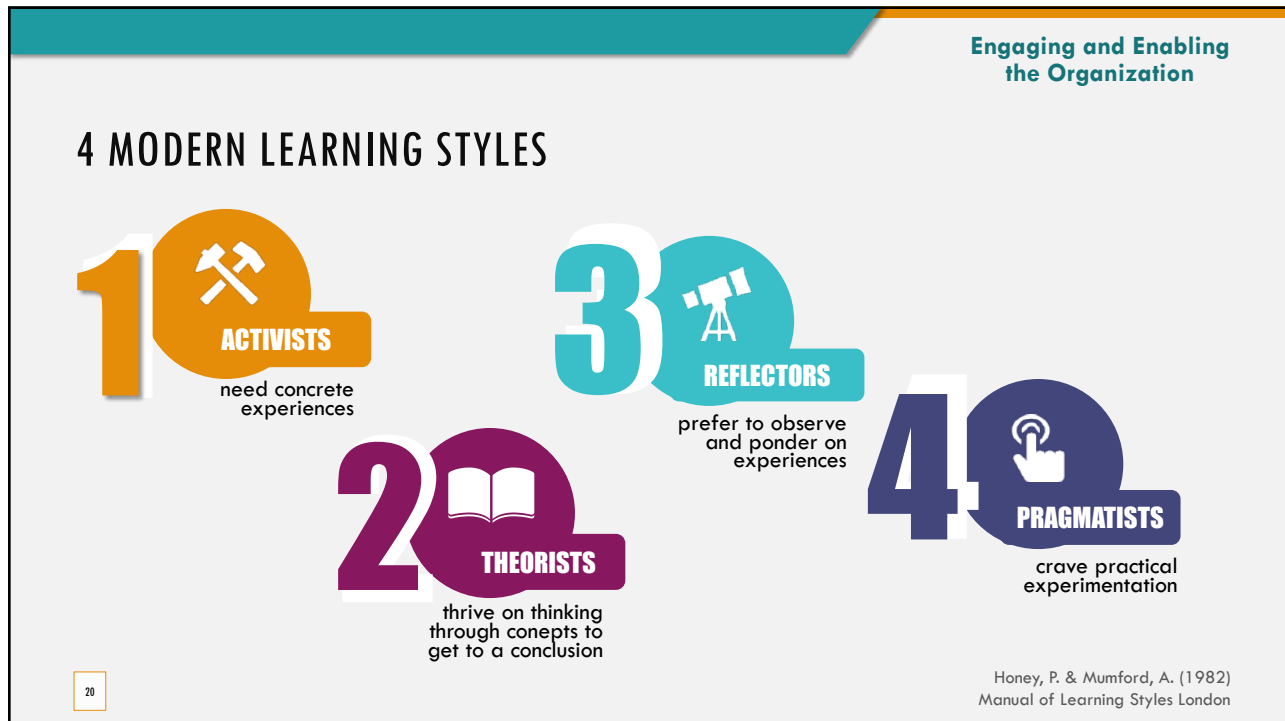
- People need information to change
- Without good information, people make it up
- Lack of information breeds uncertainty and anxiety
- Information-sharing gives people a sense of belonging
- Honest, timely communication enhances credibility
- With good communication, people will rely on the enterprise (vs. the grapevine) for accurate, up to date information

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**Review and assess along the way**

If we shield ourselves from all feedback, we stop growing

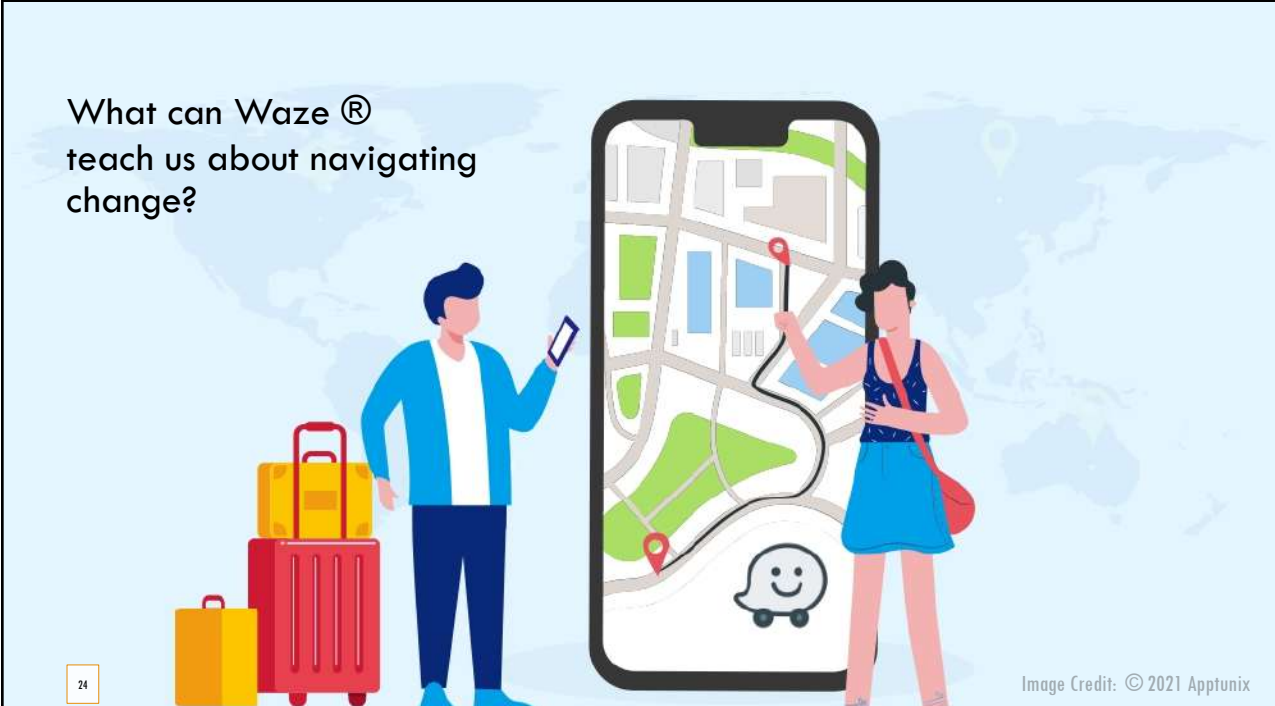
- Brené Brown

ourmindfullife.com

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What can Waze® teach us about navigating change?



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Image Credit: © 2021 Apptunix

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**Implementing and Sustaining Change**

## CHANGE ADOPTION

Three primary levels of metrics that can be used to measure adoption.




<b>Level 1</b>	<p><b>USAGE</b></p> <p>What is the organization's most basic definition of adoption? At a minimum, what activities would an individual need to complete?</p> 
<b>Level 2</b>	<p><b>QUALITY/ PROFICIENCY</b></p> <p>Which actions demonstrate whether users are / are not accurately following new processes? Which behaviors and/or processes do you anticipate users may have more difficulty adopting?</p> 
<b>Level 3</b>	<p><b>BUSINESS PERFORMANCE</b></p> <p>Which business objectives need to be satisfied for the project to be considered a success? Which indicators show progress is being made against performance targets?</p> 

• Adapted from Salesforce.com

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**Implementing and Sustaining Change**

-  **01** Recruitment & Onboarding
-  **02** Formal & Informal Communication
-  **03** Performance Management
-  **04** Leadership Development
-  **05** Facilities & Environment

## How can these systems reinforce the change?

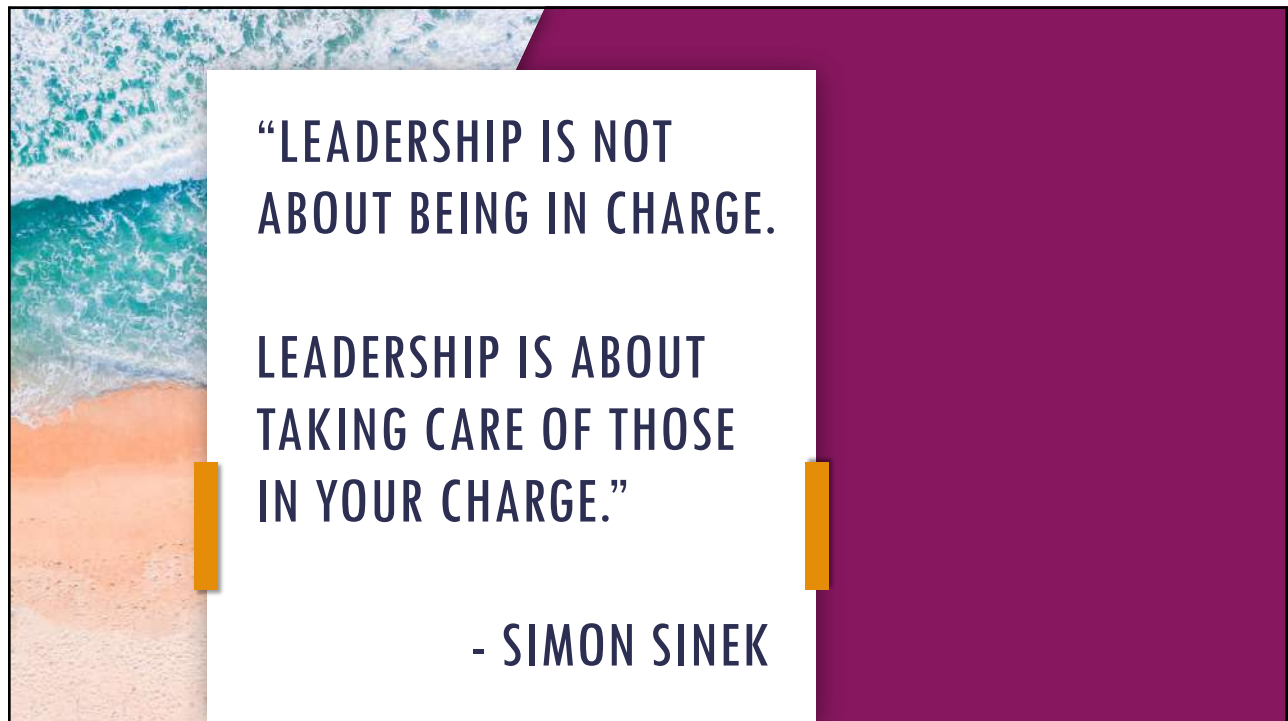
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## INFLUENCING CHANGE — A BALANCED RESPONSE

### PLANNED CHANGE

- Change as moving in a structure manner
- Anticipating and planning
- Diagnostics and interventions
- Low-intensity management
  - Emphasize structure and systems
  - Formal authority and economic incentives
  - Setting rules, processes and instructions
  - Monitors results for control



### EMERGENT CHANGE

- Change as fluid, spontaneous, evolving
- Responding and adapting
- Crowdsourcing and improvisation
- High-intensity management
  - Build up corporate culture; employees' behavior and attitudes
  - Engagement
  - Build commitment

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## REINVENTING YOURSELF AS A LEADER OF CHANGE

- Be **mindful** of the challenges of change
- Learn to **mobilize energy** in yourself and others



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## RECAP

- The goal of Change Management is to engage people during a transition so they feel supported during the change process and are positioned to succeed in the new environment.
- Managing change involves developing and implementing a plan to prepare the organization for change, empower people touched by the change and establish ways to sustain the change
- Expect change management strategies to be adjusted based on feedback received along the way
- To be an effective change leader, one needs to be mindful of challenges, balanced in approach and able to mobilize people and resources by building trusting relationships.

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## QUESTIONS?

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