# perspective GAINED

## MANAGING THROUGH CHANGE

**BerryDunn**

**Presented By**

Dave Houle, COBIT, ITIL, CPP,
Prosci® Certified Change Practitioner

Dan Vogt, PMP, CPEHR, CPHIMS, COBIT, LSSGB,
Prosci® Certified Change Practitioner

## AGENDA

Introductions

What is Change?

Building a Foundation for Effective Change Management

Wrap-up

## Learning Objectives

Understand why change management is critical to project success

Introduce the ADKAR model

Provide examples of how to begin your change management analysis

# THERE ARE CONSEQUENCES OF NOT MANAGING THE PEOPLE SIDE OF CHANGE

Lower productivity

Passive resistance

Active resistance

Turnover of valued employees

Disinterest in the current or future state

Arguing about the need for change

More people taking sick days or not showing up

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'

# EXAMPLES OF CHANGE

WORKFLOW

LOCATION

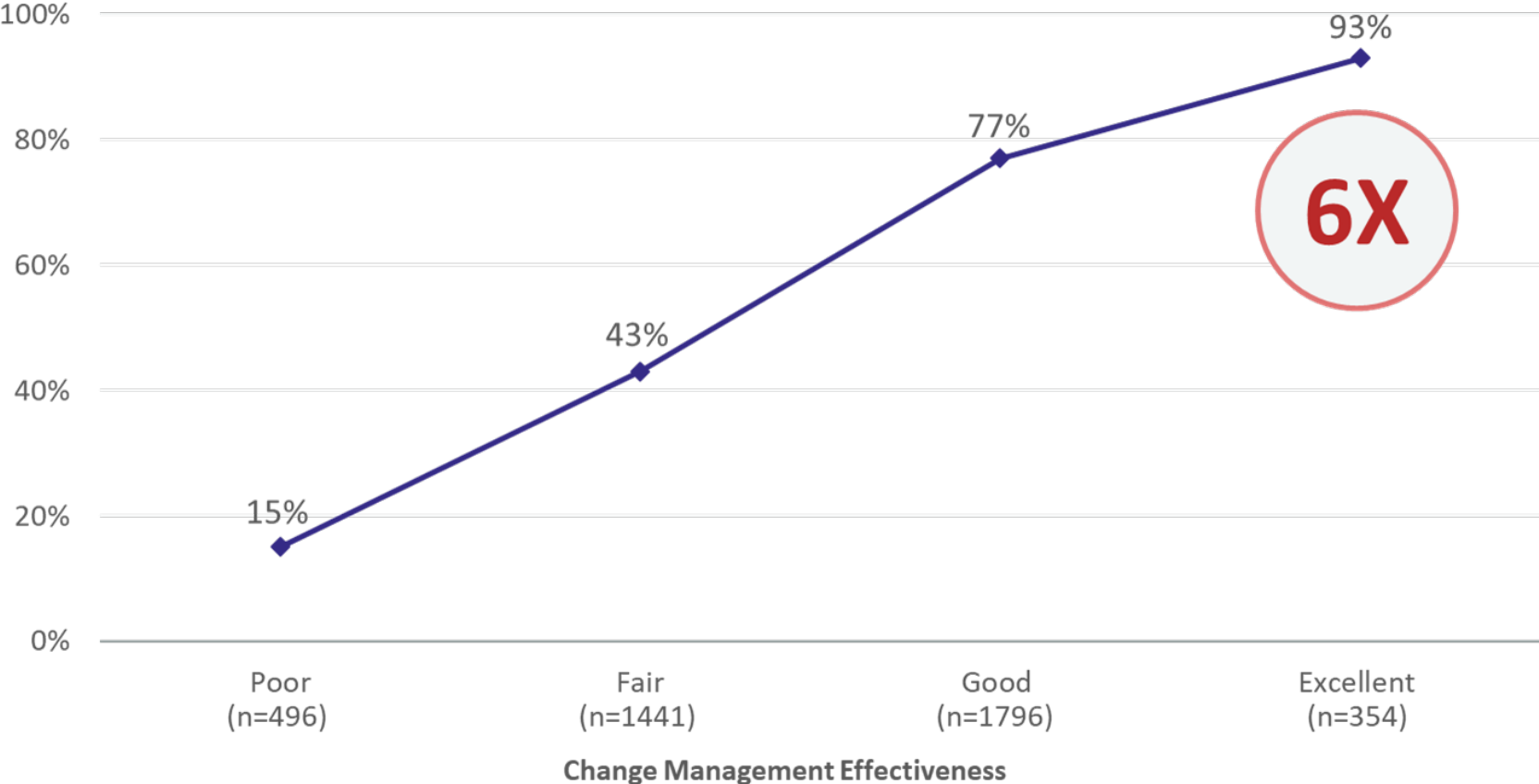TEAMWORK

TOOLS

SYSTEMS

BEHAVIORS

ATTITUDE

PROCESSES

# WHAT DOES CHANGE LOOK LIKE?

# DATA SUPPORTS THE CONNECTION
## PERCENT OF STUDY PARTICIPANTS WHO MET OR EXCEEDED OBJECTIVES



Prosci 2018 Benchmarking Data
Data from 2007, 2009, 2011, 2013, 2015, 2017

# What Is Change Management?

Change management is the application of a structured process and set of tools for leading the **people side of change** to achieve the desired outcome

# ORGANIZATIONAL CHANGE CAN BE REPRESENTED AS THREE STATES OF CHANGE
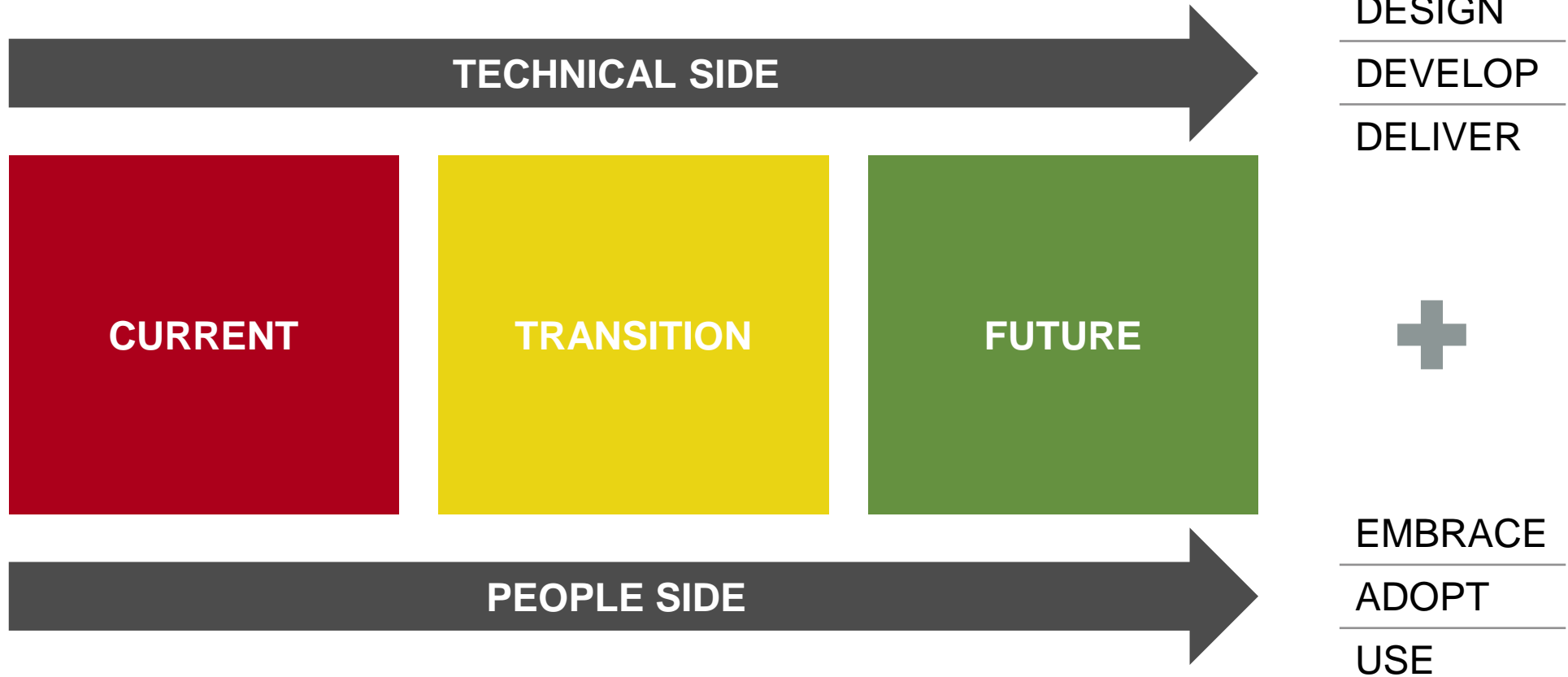
**CURRENT STATE**

**TRANSITION STATE**

**FUTURE STATE**

How things are done today

How to move from current to future

How things will be done tomorrow

**ORGANIZATION**

| CURRENT STATE | TRANSITION STATE | FUTURE STATE |
|---|---|---|

How I do my job today
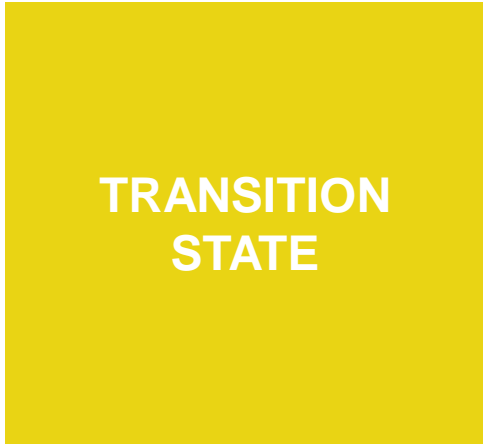
How I will do my job after the change is implemented

**INDIVIDUAL**

| CURRENT STATE | TRANSITION STATE | FUTURE STATE |
|---|---|---|
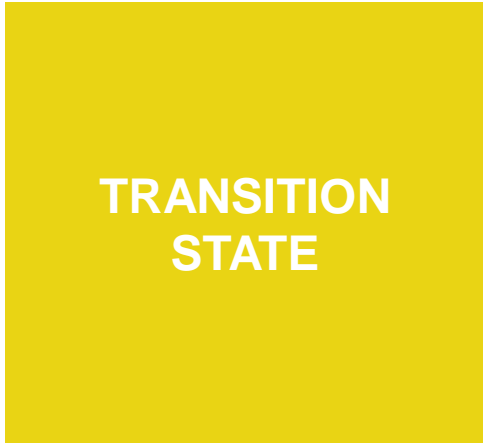
# PROSCI ADKAR MODEL



**A** Awareness

**D** Desire

**K** Knowledge

**A** Ability

**R** Reinforcement®

# EFFECTIVE COMMUNICATORS

■ Business Messages   ■ Personal Messages

| Role | Business Messages | Personal Messages |
|---|---|---|
| CEO/President | 45% | 3% |
| Executive Manager | 28% | 4% |
| Senior Manager | 9% | 4% |
| Department Head | 8% | 11% |
| The Employee's Supervisor | 2% | 67% |
| Communication Specialist | 1% | 1% |
| Human Resources Representative | 1% | 3% |
| Project Team Member | 0% | 1% |
| Project Team Leader | 2% | 3% |
| Change Management Team Member | 0% | 1% |
| Change Management Team Leader | 4% | 3% |
| Other | 0% | 0% |

0%   10%   20%   30%   40%   50%   60%   70%

# CHANGE CHARACTERISTICS ASSESSMENT

**1) Scope of change**

1 = Workgroup | 5 = Enterprise | **5**

**2) Number of impacted employees**

1 = Less than 10 | 5 = Over 1000 | **3**

**3) Variation in groups that are impacted**

1 = All groups impacted the same | 5 = Groups experiencing change differently | **5**

**4) Type of change**

1 = Single aspect, simple change | 5 = Many aspects, complex change | **4**

**5) Degree of process change**

1 = No change | 5 = 100% change | **4**

**6) Degree of technology and system change**

1 = No change | 5 = 100% change | **5**

**7) Degree of job role changes**

1 = No change | 5 = 100% change | **3**

**8) Degree of organization restructuring**

1 = No change | 5 = 100% change | **1**

**9) Amount of change overall**

1 = Incremental change | 5 = Radical change | **5**

**10) Impact on employee compensation**

1 = No impact on pay or benefits | 5 = Large impact on pay or benefits | **1**

**11) Reduction in total staffing levels**

1 = No change expected | 5 = Significant change expected | **1**

**12) Timeframe for change**

1 = Very short (<month) or very long | 5 = 3 month to 12 month initiative | **5**

CC Score

42

# ORG ATTRIBUTES ASSESSMENT

**1) Perceived need for change among employees and managers (score 1 to 5)**

1= Compelling business need for change is visible – employees are dissatisfied with the current state | 5 = Employees do not view change as necessary – employees are satisfied with the current state

`1`

**2) Impact of past changes on employees (score 1 - 5)**

1= Employees perceive past changes as positive | 5 = Employees perceive past changes as negative

`4`

**3) Change capacity (score 1 - 5)**

1= Very few changes underway | 5 = Everything is changing

`5`

**4) Past changes (score 1 - 5)**

1= Changes were successful and well-managed | 5 = Many failed projects and changes were poorly managed

`3`

**5) Shared vision and direction for the organization (score 1 - 5)**

1= Widely shared and unified vision | 5 = Many different directions and shifting priorities

`2`

**6) Resources and funding availability (score 1 - 5)**

1= Adequate resources and funds are available | 5 = Resources and funds are limited

`4`

**7) Organization's culture and responsiveness to change (score 1 - 5)**

1= Open and receptive to new ideas and change | 5 = Closed and resistant to new ideas and change

`4`

**8) Organizational reinforcement (score 1 - 5)**

1= Employees are rewarded for risk taking and embracing change | 5 = Employees are rewarded for consistency and predictability

`4`

**9) Leadership style and power distribution (score 1 - 5)**

1= Centralized | 5 = Distributed

`2`

**10) Senior management change competency (score 1 - 5)**

1= Business leaders demonstrate effective sponsorship on change projects | 5 = Business leaders lack sponsor skills and knowledge

`2`

**11) Middle Management change competency (score 1 - 5)**

1= Managers are highly competent at managing change | 5 = Managers lack knowledge and skills for managing change

`3`

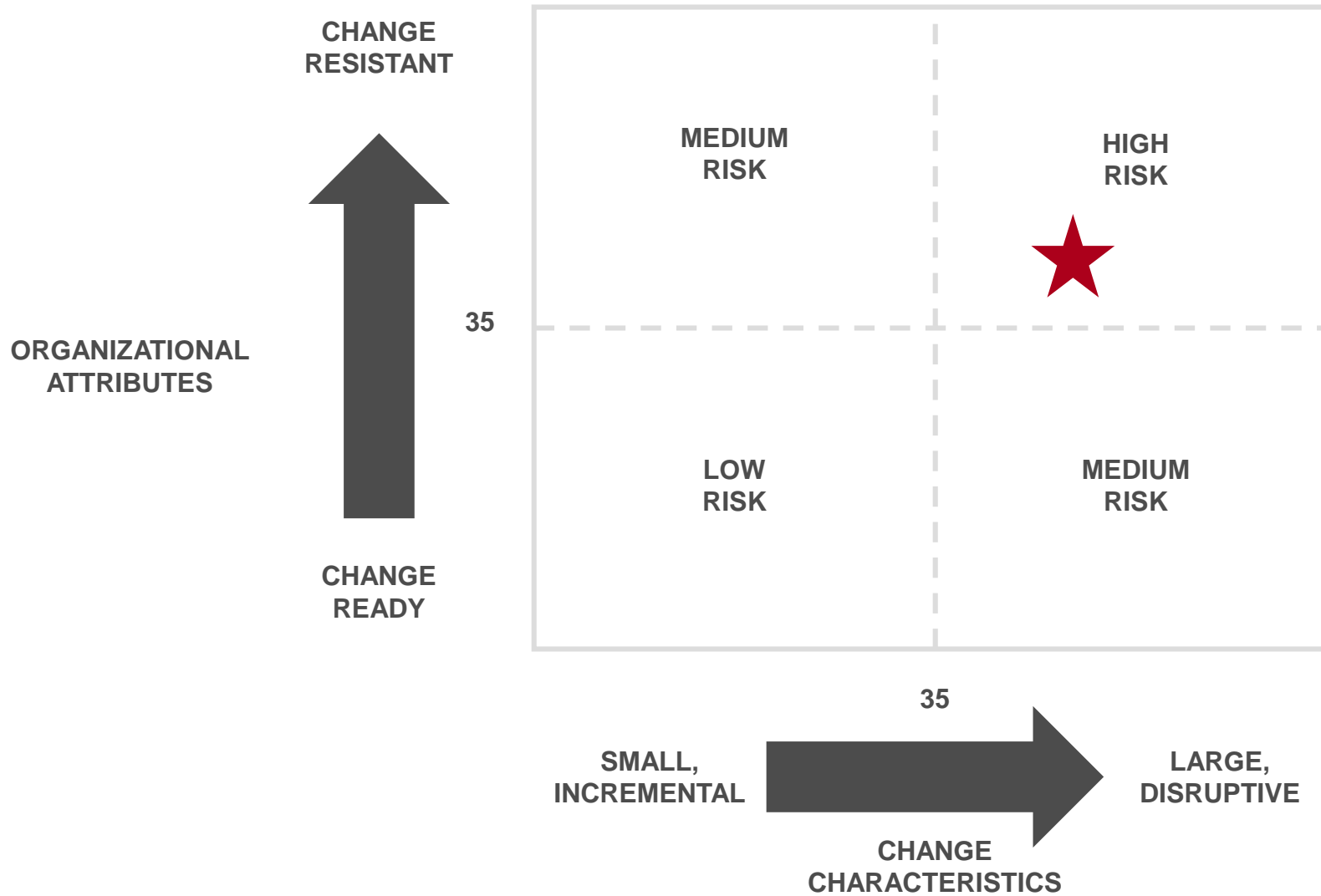**12) Employee change competency (score 1 - 5)**

1= Employees are highly competent at managing change | 5 = Employees lack the knowledge & skills for managing change

`4`

OA Score

# PROSCI RISK ASSESSMENT GRID

# CLIENT ERP PROJECT OVERVIEW

## PROJECT NAME

"ERP Project" – to implement new **SIS, FIS, HRIS** and calendaring/room and event scheduling systems.

Strategic partner is Campus Management Corp..

## PURPOSE

**Existing systems** are at end-of-life and **lack functionality**.

System gaps impede data accuracy, usability, reliability; IT security and compliance. Business processes are inefficient and paper-driven.

## PARTICULARS

New systems are higher-education designed and driven. Data will be integrated and interfaced to 3$^{rd}$ party products.

New business processes can leverage forms and work flows; also data query tools.

## PEOPLE

High impact departments include: Admissions, Academic Affairs, Registrar, FinAid, Business Office, HR, IT.

Lesser impact on the "downstream" users of SIS, FIS, HRIS data. Least impact on faculty and students yet they will gain improved portals, data access, and mobility/BYOD.

# PROSCI® PROJECT CHANGE TRIANGLE™



Applied to Your Project

Leadership/Sponsorship

Projects meet objectives

Projects finish on time and on budget

Return on investment (ROI) realized

Project Management

Change Management

# PROSCI® PROJECT CHANGE TRIANGLE™
## LEADERSHIP/SPONSORSHIP

| | |
|---|---|
| 1) The change has a primary sponsor. | 3 |
| 2) The primary sponsor has the necessary authority over the people, processes and systems to authorize and fund the change. | 3 |
| 3) The primary sponsor is willing and able to build a sponsorship coalition for the change, and is able to manage resistance from other managers and supervisors. | 2 |
| 4) The primary sponsor will actively and visibly participate with the project team throughout the entire project. | 2 |
| 5) The primary sponsor will resolve issues and make decisions relating to the project schedule, scope and resources. | 2 |
| 6) The primary sponsor can build awareness of the need for the change (why the change is happening) directly with employees. | 2 |
| 7) The organization has a clearly defined vision and strategy. | 3 |
| 8) This change is aligned with the strategy and vision for the organization. | 3 |
| 9) Priorities have been set and communicated regarding this change and other competing initiatives. | 2 |
| 10) The primary sponsor will visibly reinforce the change and celebrate successes with the team and the organization. | 2 |
| | 24 |

# PROSCI® PROJECT CHANGE TRIANGLE™
## PROJECT MANAGEMENT

| | |
|---|---|
| 1) The change is clearly defined including what the change will look like and who is impacted by the change. | 3 |
| 2) The project has a clearly defined scope. | 3 |
| 3) The project has specific objectives that define success. | 2 |
| 4) Project milestones have been identified and a project schedule has been created. | 2 |
| 5) A project manager has been assigned to manage the project resources and tasks. | 2 |
| 6) A work breakdown structure has been completed and deliverables have been identified. | 1 |
| 7) Resources for the project team have been identified and acquired based on the work breakdown structure. | 2 |
| 8) Periodic meetings are scheduled with the project team to track progress and resolve issues. | 2 |
| 9) The primary sponsor is readily available to work on issues that impact dates, scope or resources. | 2 |
| 10) The project plan has been integrated with the change management plan. | 2 |
| | 21 |

# PROSCI® PROJECT CHANGE TRIANGLE™
## CHANGE MANAGEMENT

| | |
|---|---|
| 1) A structured change management approach is being applied to the project. | 2 |
| 2) An assessment of the change and its impact on the organization has been completed. | 3 |
| 3) An assessment of the organization's readiness for change has been completed. | 3 |
| 4) Anticipated areas of resistance have been identified and special tactics have been developed. | 3 |
| 5) A change management strategy including the necessary sponsorship model and change management team model has been created. | 3 |
| 6) Change management team members have been identified and trained. | 1 |
| 7) An assessment of the strength of the sponsorship coalition has been conducted. | 3 |
| 8) Change management plans including comm, sponsorship, coaching, training and resistance management have been created. | 1 |
| 9) Feedback processes have been established to gather information from employees to determine how effectively the change is being adopted. | 1 |
| 10) Resistance to change is managed effectively and change successes are celebrated, both in private and in public. | 2 |
| | 22 |

**PROSCI® PROJECT
CHANGE TRIANGLE™**
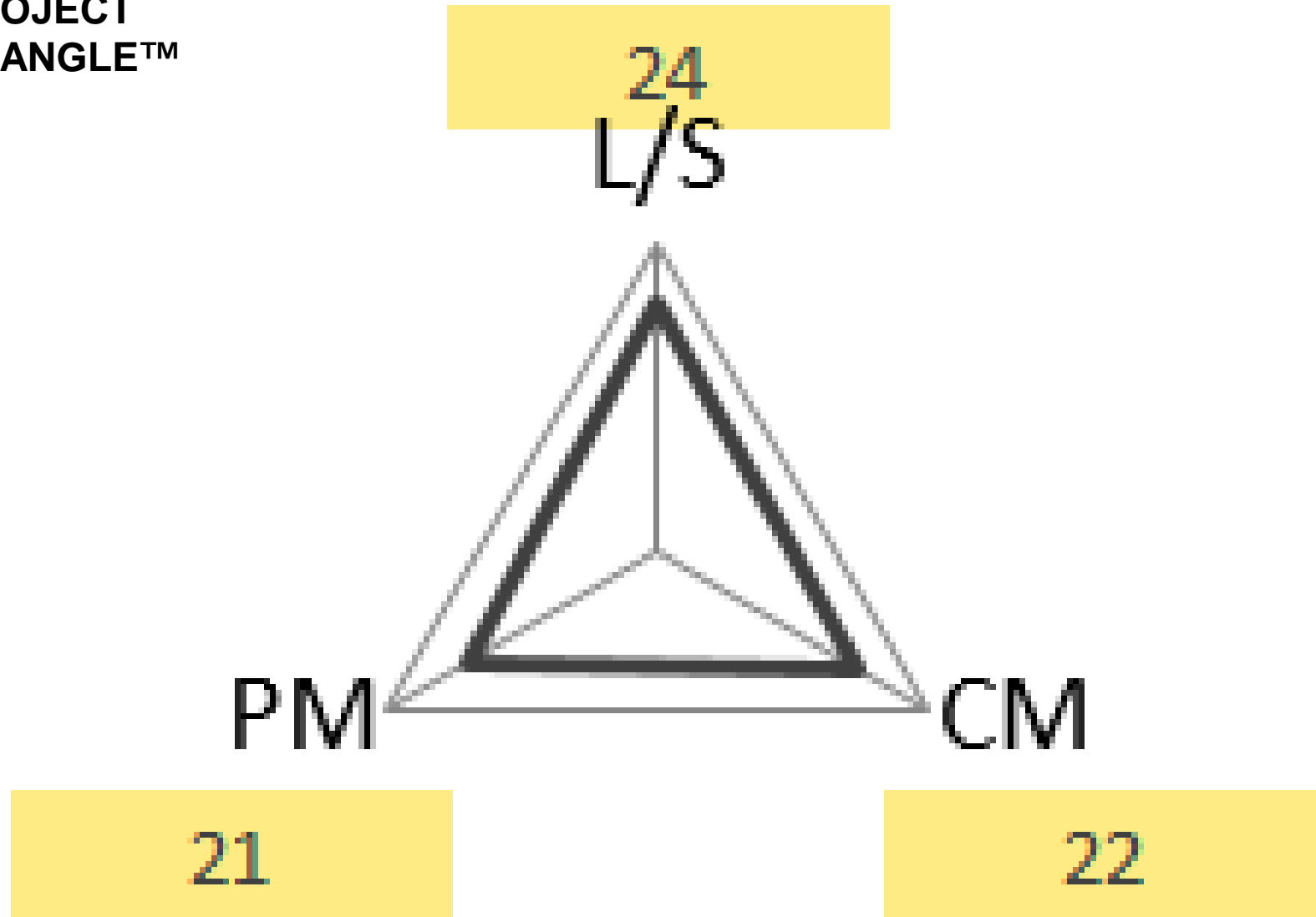
# POSSIBLE RESISTANCE AND MITIGATION

## ANTICIPATED RESISTANCE:

- Many strategic initiatives and limited resources
- Human and financial resource constraints
- Some constituents lack A or D and we need their buy-in
- Change Management practices are new to CLIENT
- **"We have always done it this way"**
- "Nothing in it for me"

## MITIGATION TACTICS:

- Clear communication about ERP project importance and benefits
- Plan, prioritize, address challenges
- Identify champions to assist and build buy-in
- Build awareness of CM and ADKAR and bring it into CLIENT culture
- Look to new ways of doing things that work better
- Recognize benefits to others and the organization

# CONTACT US



**DAVE HOULE**
Senior Manager
dhoule@berrydunn.com
207.541.2218



**DAN VOGT**
Senior Manager
dvogt@berrydunn.com
207.541.2279