

10 Ideas That Shaped My ECM Journey

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Contribute to pre-webinar discussion in your questions pane:
What are the biggest challenges when implementing enterprise change management?

Webinar content begins at:
:02 after the hour

“Audio” Controls

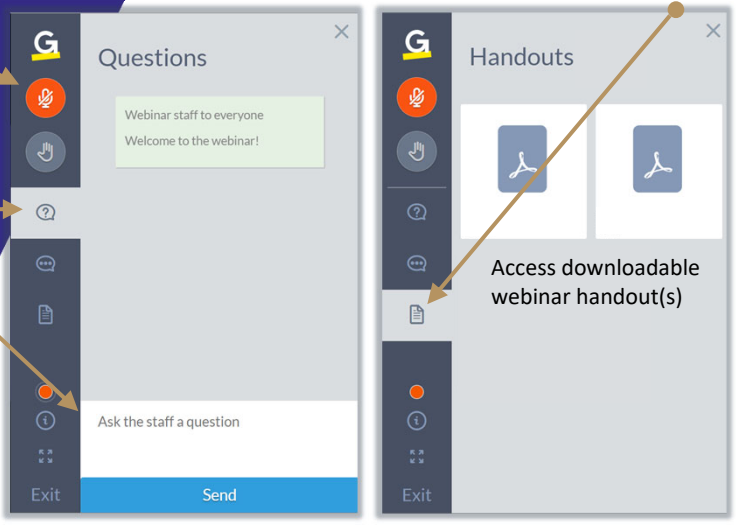
- All attendees are in listen-only mode
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Click the **“Question”** icon in the menu to talk with us.

- Technical difficulties
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- Answer question prompts during the webinar

Click the **“Handouts”** icon

Access downloadable webinar handout(s)

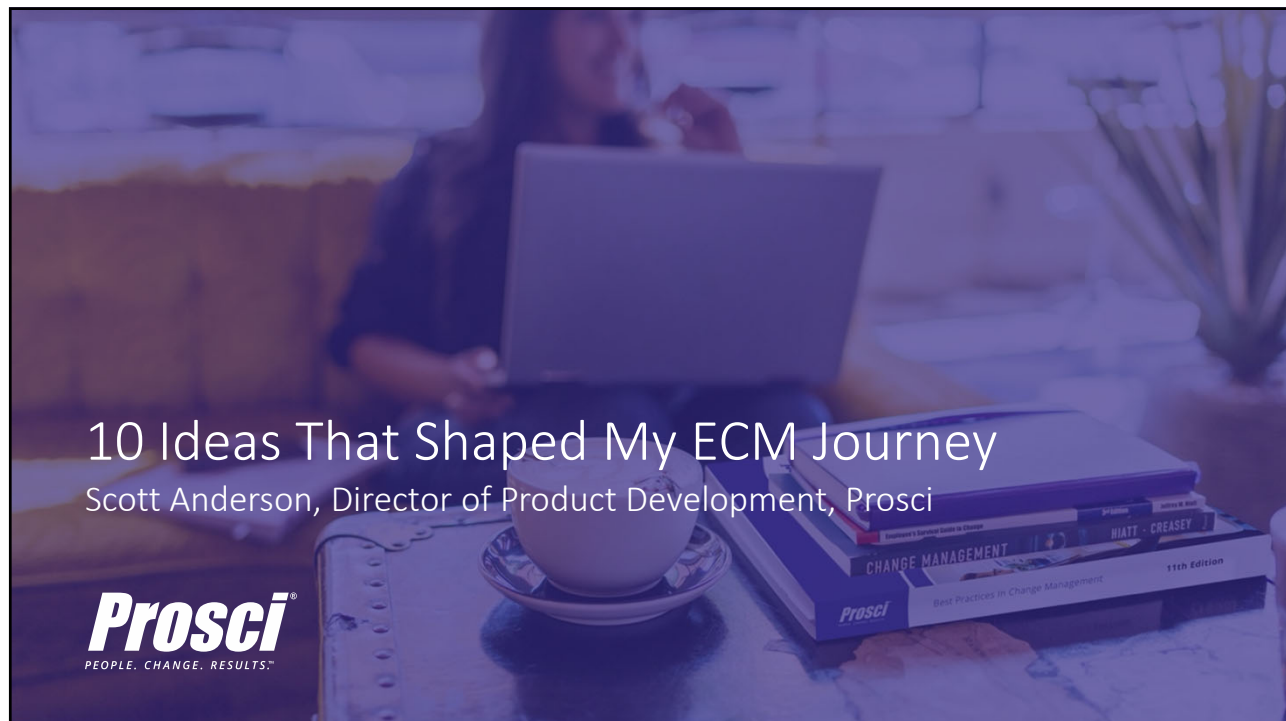


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10 Ideas That Shaped My ECM Journey

Scott Anderson, Director of Product Development, Prosci



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PEOPLE. CHANGE. RESULTS.™

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Enterprise Change Management Context

Change Management

Application of a **structured process and set of tools** for leading the people side of change to **achieve a desired outcome**

Enterprise Change Management

The **structured and intentional** deployment of change management **across and throughout an organization**

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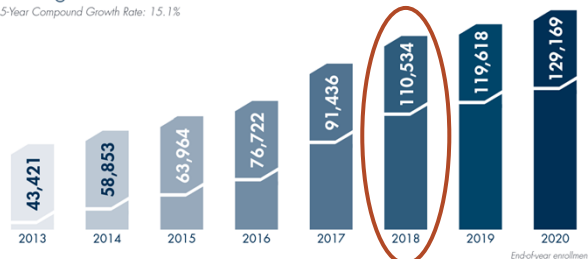
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Western Governors University

- A non-profit, online university founded by 19 U.S. governors in 1997 to provide education “anytime, anywhere.”
- “The world’s most student-centric university”

Serving More Students: Enrollment **Start: Nov 2018**
5-Year Compound Growth Rate: 15.1%



Full-time Students

For every 1 student on a large university campus, WGU has 2.65 students*

Western Governors University 2020 Annual Report, publicly available

*49,000 undergraduate students on average, U.S. News & World Report, 2021

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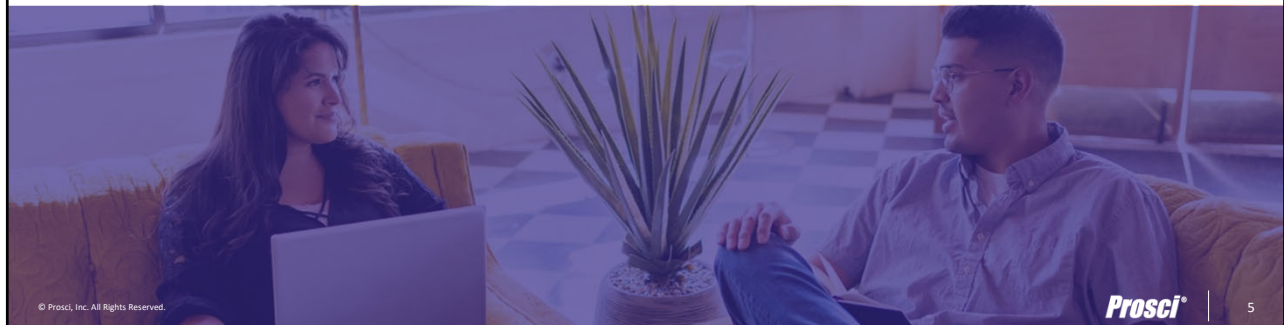
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Questions Pane

- Please send in your insights to help us collectively build on the presented ideas.



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The Novice

Enterprise Change Manager

1. Trust the Process
2. One by One
3. "20% Special"

"Where do I start?"

2

The Competent

Enterprise Change Manager

4. Find your fans
5. The Power of Wonder
6. Change Success
7. Magnify the Moment

"How do I gain greater momentum?"

3

The Expert

Enterprise Change Manager

8. Let it Grow
9. The Change Journal
10. The Mojo Journal

"How do I build this to last?"

Your global partner for change success

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3 Conversations

across the journey of an enterprise change manager

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Idea #1: Trust the Process

You know enough to get started



- Progress over perfection; the Growth Mindset
- Find a mentor to guide you through impostor syndrome

"Trust the process. Your time is coming."

Tony Gaskins
Motivational Speaker

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Idea #2: One by One

Find your grounding principle



"It made a difference to that one!"

The Starfish Story

- At its core, change management is a humanistic discipline
- A single change impacting 1,000 people is not a single change; it's 1,000 changes



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Idea #3: "20% Special, 80% Not"

Stand on the shoulders of giants before you kick them in the shins.



- Our challenges with change aren't as unique as we might initially think.
- Learn from others!

Prosci Resources

- Best Practices Research
- Consulting / Advisory
- Webinars
- Prosci training programs
- Case studies
- Industry thought leaders

Industry Resources

- Industry thought leaders
- Cross-discipline learning
- Business publications, journals, and books
- Professional networks/communities
- Professional conferences
- LinkedIn
- And more!

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Idea #4: Find Your Fans

Lift where you can, go where the energy is, and build it up



"Play [your music] for people who can appreciate it."

Daryl Conner,
Change Thought Leader

- Find the people who like the music you're playing
- People with influence and resources become impact multipliers



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Idea #4: Find Your Fans

Lift where you can, go where the energy is, and build it up



"Play [your music] for people who can appreciate it."

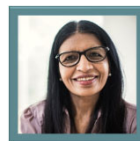
Daryl Conner,
Change Thought Leader

- Find the people who like the music you're playing
- People with influence and resources become impact multipliers



Alan S, VP

- ECM Sponsor
- Certification
- 25+ Practitioners
- Indirect influence reaching 1000's of employees



Natalie M, VP

- Certification
- 15 Practitioners directly
- 40+ Practitioners indirectly



Jennie S, Director

- Certification
- 220+ Managers
- Indirect influence reaching 1000's of employees

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Idea #5: The Power of Wonder

Explore possibilities with unlimited curiosity and perpetual humility



"Don't say it cannot be done, rather say, you don't know how to do it yet."

Tomáš Baťa,
Czech Entrepreneur

- Stay curious: "What if..."
- Find a mentor to encourage, inspire, and challenge you in your enterprise change management journey.

Competent
More momentum?

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What ifI had an intranet site for all things change management?

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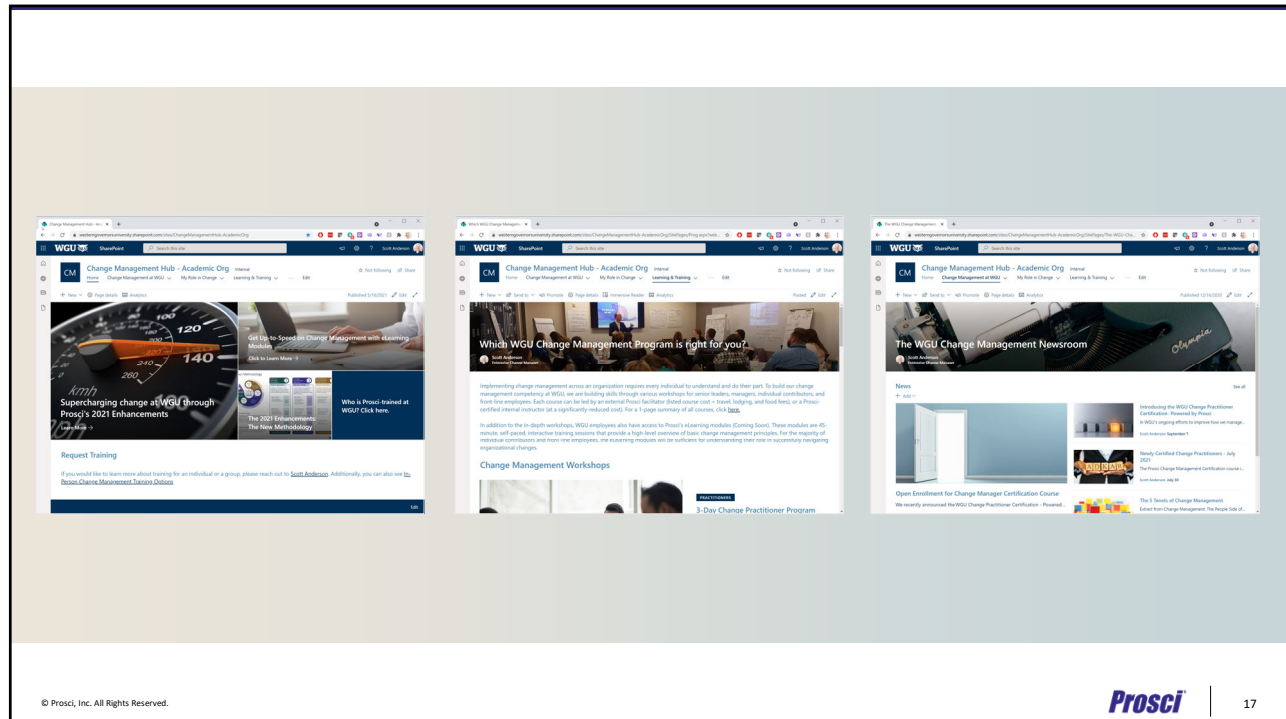
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What if....I had a way to track and show all the change management training happening in the organization?

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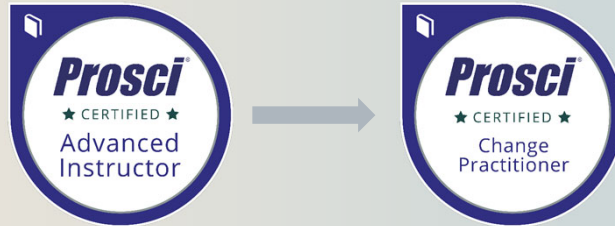
What if.... hundreds of our employees could be certified in change management?

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340+ Certified Change Practitioners



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Idea #6: Change Success

Focus on change success, not change management.



"People don't want to buy a quarter-inch drill. They want a quarter-inch hole!"

Theodore Levitt,
Harvard Professor

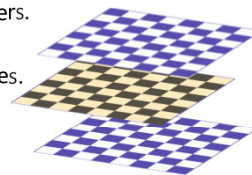
- The "job to be done" is **Change Success, not Change Management** or Change Training; **Systems not Siloes**; it's **holistic**.
- Be **Structural** (Strategic + Tactical): The ability to think and act strategically while doing tactical work, and the ability to think and act tactically while doing strategic work. Build a **strategic roadmap** from the beginning and align your tactical work to achieve it.
- Play **organizational 3D Chess**; pull a single lever to impact multiple areas.



For leaders.

For employees.

For me.



For decisions.

For records.

For tracking.

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Idea #7: Magnify the Moment

Leverage what you have to impact what you need



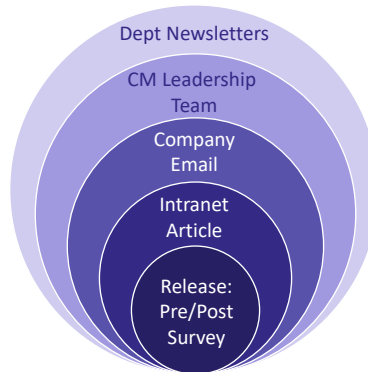
"You want to be the pebble in the pond that creates the ripple for change."

Tim Cook
CEO, Apple



The Magnifying Question:

"What else can I do with this [data, article, report, meeting]?"



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"How do I build this to last?"



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Idea #8: Let it Grow

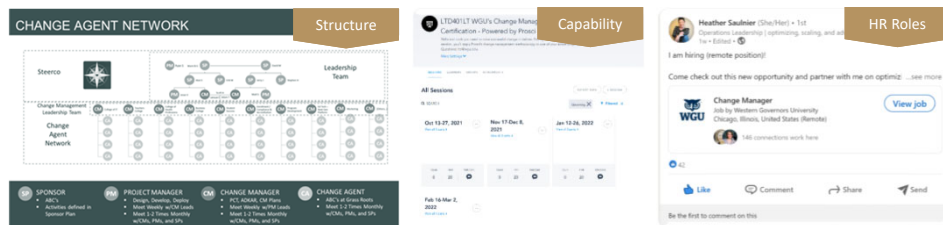
Build your ECM to outlast you



"The great use of life is to spend it for something that will outlast it."

William James,
American Philosopher

- "Work myself out of a job" by building sustainable systems that don't rely on me.
- Let it go to let it grow; de-centralized ownership of change success.
- Use all the ECM Levers:
 - ✓ Integrate CM into development curriculum
 - ✓ Transfer CM training to training department
 - ✓ Formalize CM positions with HR
 - ✓ Integrate with project management & intake
 - ✓ Build accountability & tracking systems (Dashboards)
 - ✓ Other tactics to embed ECM in the system



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Idea #9: The Change Journal

Plant a garden for others to eat from.



A different movie with a familiar storyline.

- Keep a record of your change journey; your story is worth recording!
- Successes, Failures, and Lessons Learned

WGU Change Journal Entries - Samples

6/14/19 - I facilitated **2nd Certification course** this week; 16 people; all graduated; A VP and her group.

7/31/19 - **Presented to 300+ attendees** at the Annual Teachers College Summit

6/4/20 - In my own role, I'm beginning to see myself as **more of a facilitator** to make sure the 5 change plans happen than the one who actually creates all those plans.

2/2/21 - **Pandemic** continues; working remotely

6/14/19 - Official rollout of Faculty Project is July 1st, 2019; people already showing **very positive responses across ADKAR**; 1,117 survey responses

2/28/20 - For the first time, we had **3 different CM courses taught simultaneously this week**. I led a 3-day certification course; A.T. led a one-day Delivering Project Results course (onsite in Phoenix); and J.C. led a one-day Managers course. It's a milestone to celebrate!

10/26/20 - Lately I've felt like I'm **losing control of change management in a good way**; more things are happening independent of me.

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“95% of our faculty reported feeling confident in their ability to apply the new processes and approaches with their students...95% were consistently using the new technology, even though the older tools were still available...”

[First term students completing] all of the expected courses has increased by about 4%...[We’re also seeing] increases in completion rates in our general education courses...

We’ve begun to see cultural shifts within our colleges and practices...”



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Idea #10: The Mojo Journal

Recording the wins of your personal enterprise change management journey

Expert
Building to last?



- Successes and celebrations; the wins you’ve contributed to
- That “rock-star” feeling of knowing you’ve made a difference

“Journaling opens a channel to your higher self...”

Liz Ryan
Reinvention Roadmap

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"I sure appreciate the knowledge you have brought to WGU. **You have changed the way WGU does change!** I've been connected to WGU for 15 years and **ADKAR is a game changer for this great university.**"

-WGU Certified Change Practitioner



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"**Scott: WOW!** ADKAR rocks! Your training will be forever with me as a leader. I so wish that I had known about ADKAR before now...You modeled the way for us and you gave us **the best gift ever** and that was **the tools to help ourselves and our teams.**"

-WGU Certified Change Practitioner



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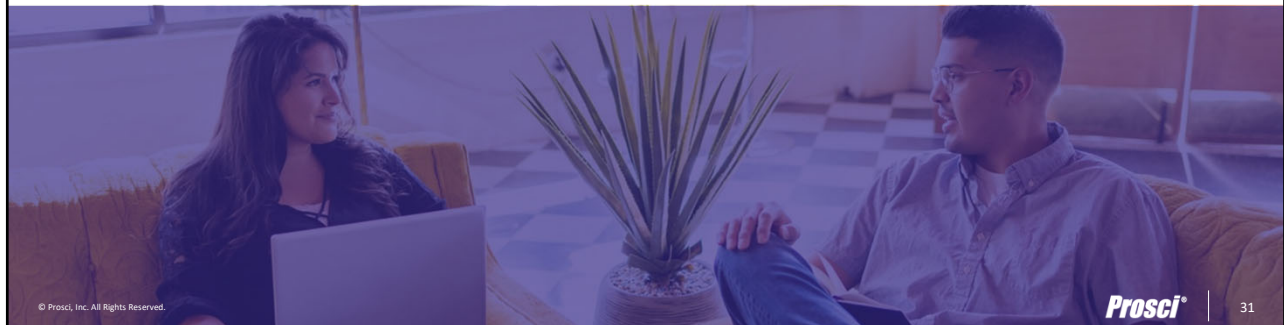
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May you be proud of the **work you do**,
the **person you are**,
and **the difference you make!**



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