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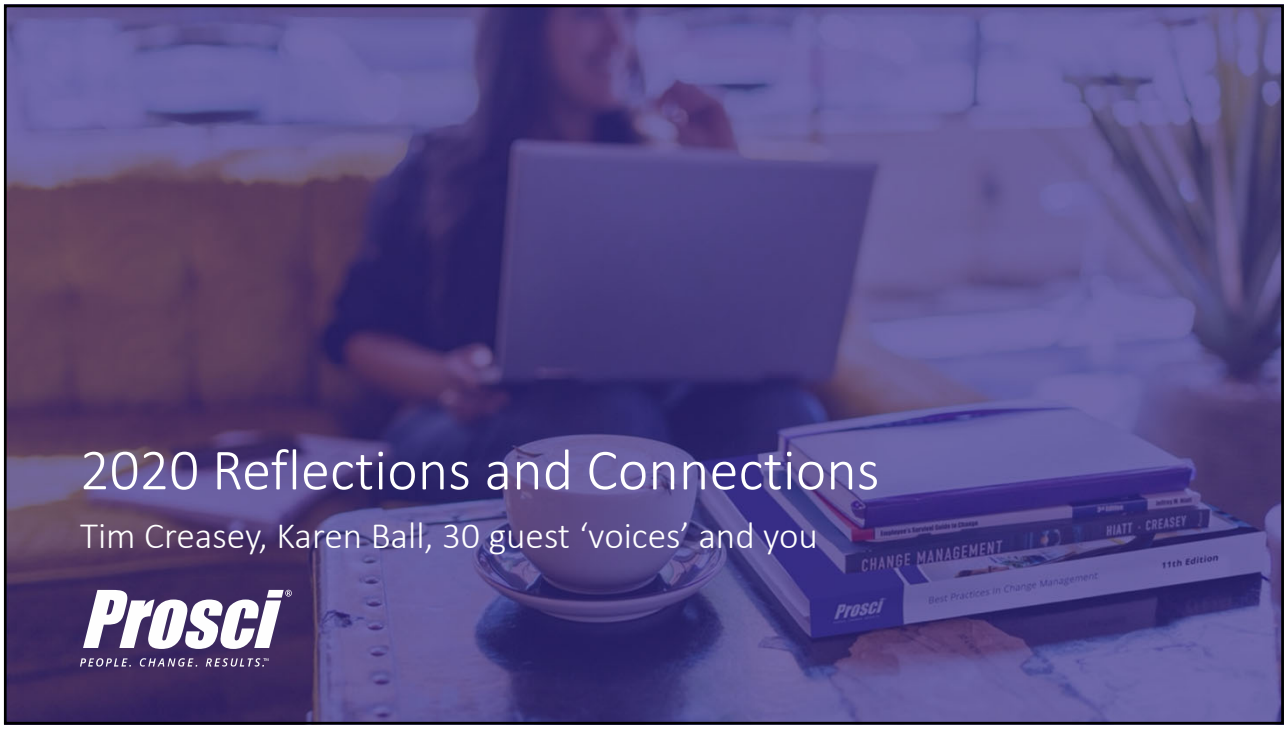

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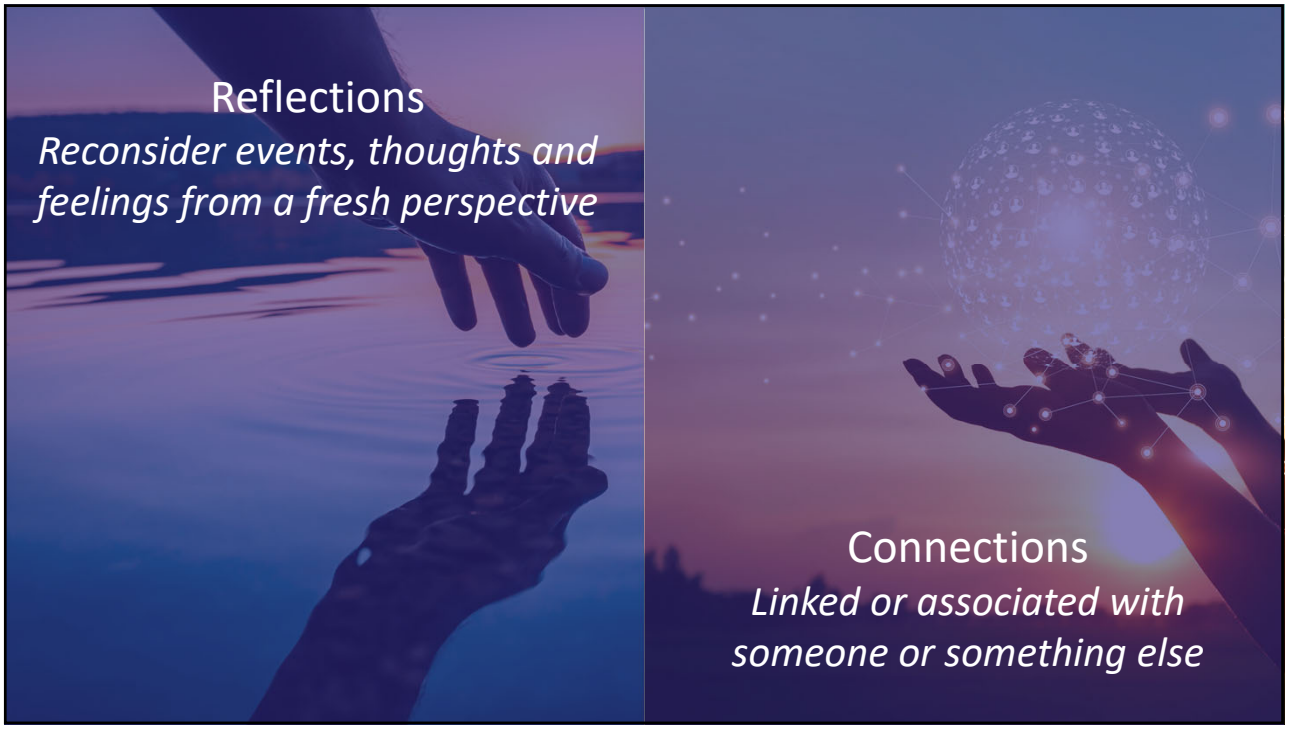

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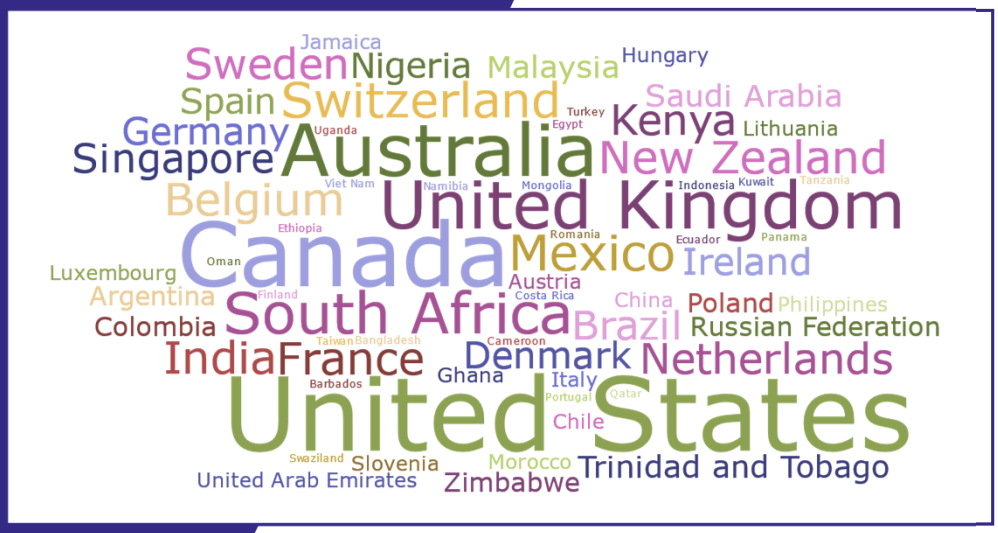
Countries Represented on this Webinar – Global Voice



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Reflections

Workplaces are changing

Organizations are changing

Change is changing

How are you going to adapt and adjust how you lead change?

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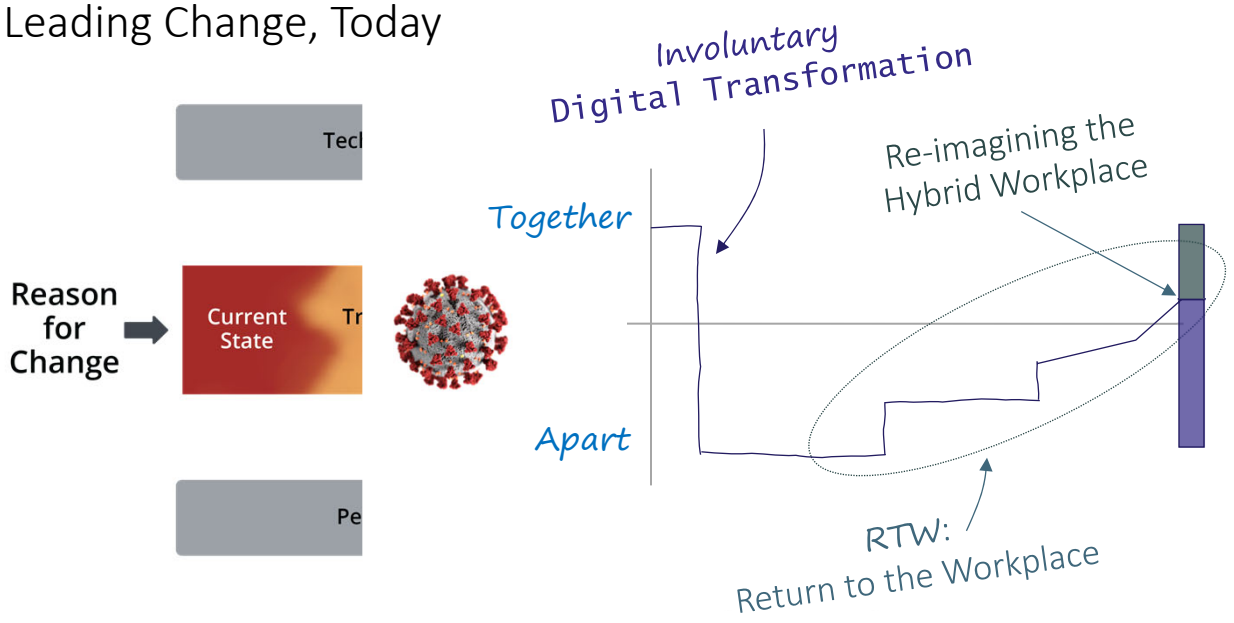
Leading Change, Today



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https://blog.prosci.com/managing-change-in-our-re-imagined-workplaces

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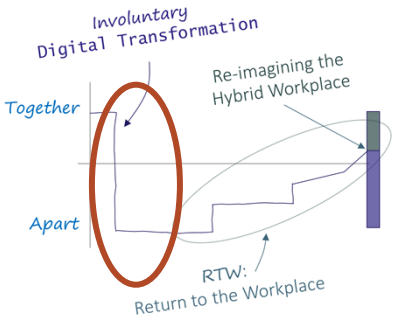
Involuntary Digital Transformation



The fact that it happened overnight, literally, created unique demands and learnings.

The fact that is has and will continue creates its own set of unique demands and growth opportunities.

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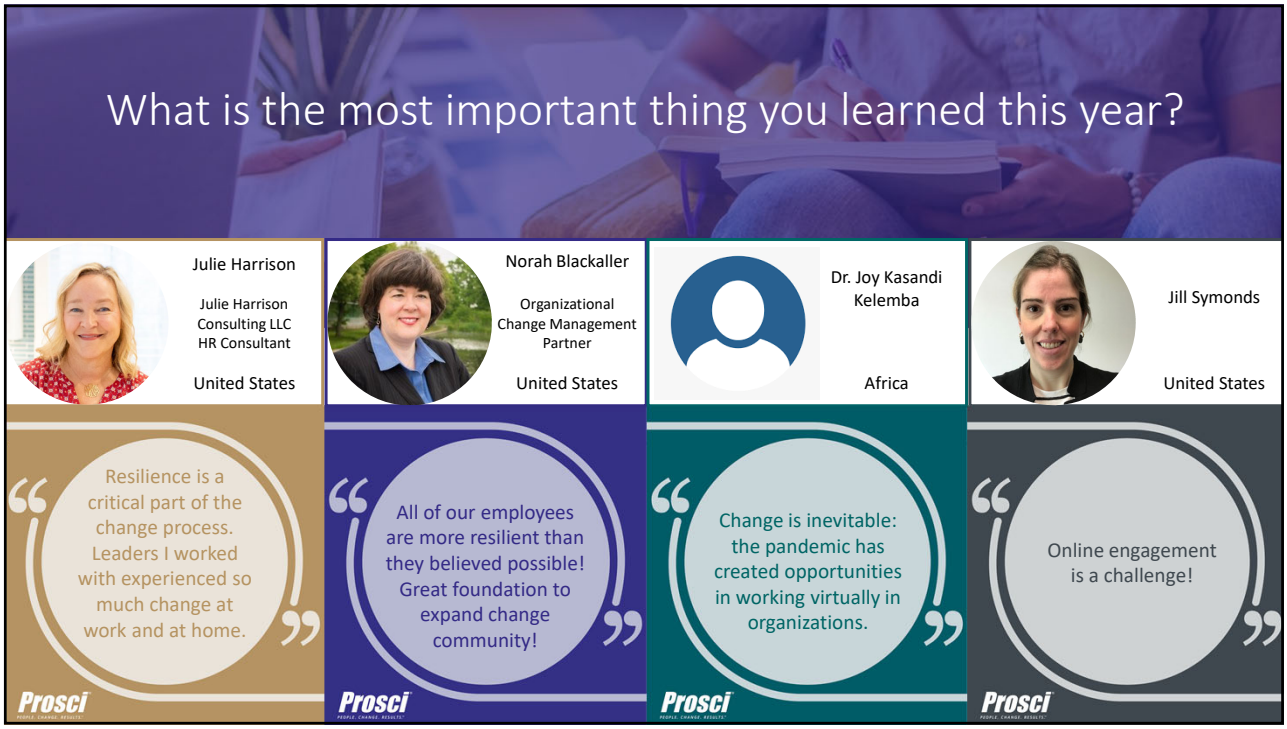

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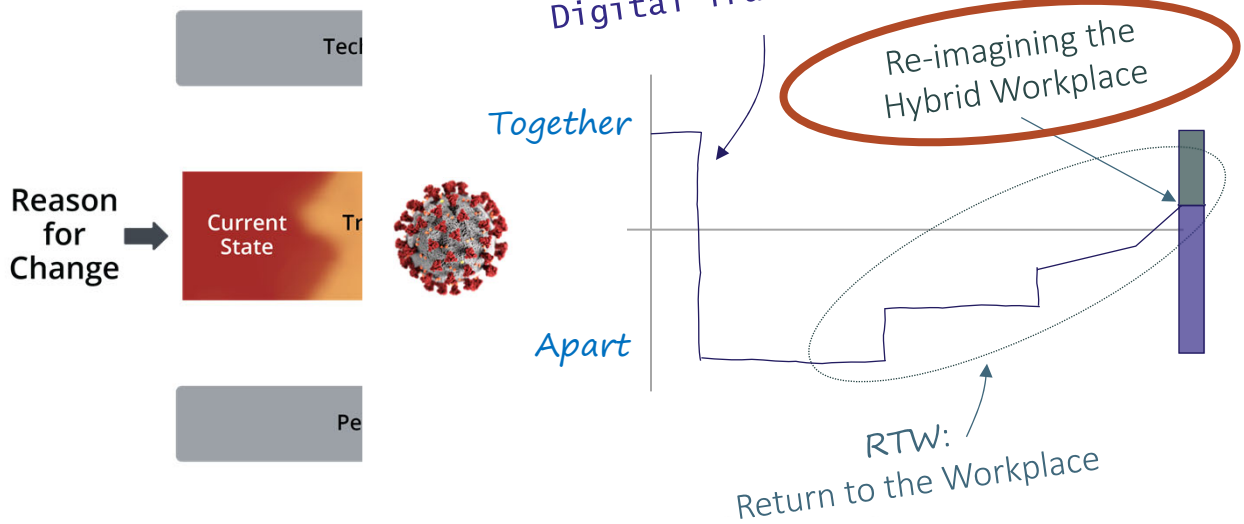
Leading Change, Today



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Re-imagining the Hybrid Workplace

-

How much of the work at your organization was done on premises BEFORE the pandemic?

What is your best estimate for how much work will be done on premises AFTER?
(and I mean post-vaccine after)

90 -25

100 -80

90 -60

95 -50

100 -50

80 -40

100 -100

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	Before Pandemic	After
Average percentage of **on premises** work at my organization:	87.8%	44.0%
Would say "**90-100%** of the work at my org happens on premises"	64%	5%
Would say "**50% or less** of the work at my org happens on premises" n=396	3%	69%

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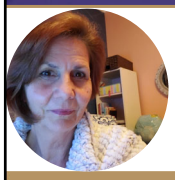
What is the most important thing you learned this year?



Sue Merritt

GM Financial Senior Business Analyst

United States

"Collaboration over distance can be just as useful as over a conference table."

Jacqueline Ross

Retail Transformation Change Management Lead

Australia

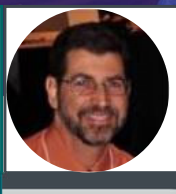
"Despite great collaboration tools, extra effort required to help team members stay engaged and connected."

Kim Boulet

Manager, Content Design

Canada

"Empathy and perspective. We are all surviving the same storm but with very different boats (resources, stressors, challenges)."



Mark de Cordoba

Program Manager Healthcare EPMO

United States

"That I can actually facilitate kick-off meetings from home (no room, no whiteboard, no flip charts, no problem!)"

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Leading Change, ~~Today~~ Tomorrow

Workplaces are changing

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Change is changing

How are you going to adapt and adjust how you lead change?

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Re-Imagining the Workplace

Leadership
Culture
Communication
Hiring/Onboarding
IT/Cybersecurity
Hybrid Workplace OS
Engagement
Physical Space
Employee Experience
Productivity
Collaboration
Measurement
Change Agent Network
Customer Experience

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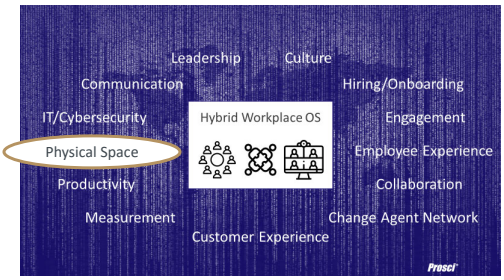
Physical Space



How will we re-imagine the use and design of physical space to accommodate a hybrid workplace?

When and where does "the where" matter?

Example from University:
review whole class list and ask "does 'the where' matter?" for each class

- ☑ Anatomy Laboratory
- ☒ 18th Century French Literature

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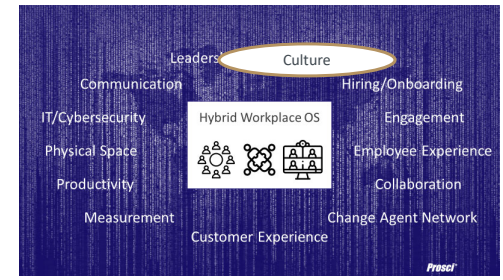
Culture



How will we build, nurture, protect, share, and leverage our culture in a hybrid world?

Which aspects of your culture are under pressure from the pandemic response?	Which aspects of your culture can be leveraged to support your pandemic response?
Which aspects of your culture will be changed as a result of the re-imagined workplace?	How will you re-imagine and build the culture you need to succeed now and post pandemic?

How will you shape the impending involuntary culture change?

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Leadership

How will leadership need to show up differently in a hybrid world?

What specific leadership competencies are needed more (and being pressured) in a hybrid workplace?

How have the competency needs shifted since the 2019 list Gartner produced?

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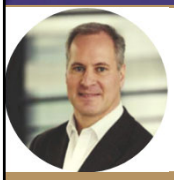
What is the most important thing you learned this year?



Sten Sandberg
DXC Technology Principal Account Executive
Denmark

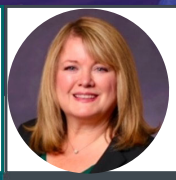
"Life is beautiful - and we need to have an executive sponsor for our projects."

Jami Jaworski
Retail Business Services Continuous Improvement Mgr.
United States

"I learned the importance of engaging change at the leadership level will make the biggest and quickest impact."

Elisa Soares Melo
HR Global Process Expert
Brazil

"It is really hard to implement change. A lot of times we are talking, discussing the what or the why. We are not doing the how."



Cynthia Smith
North Sound Consulting, Owner Senior Consultant
United States

"Simple, direct and kind messages are even more important."

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Leading Change, ~~Today~~ Tomorrow

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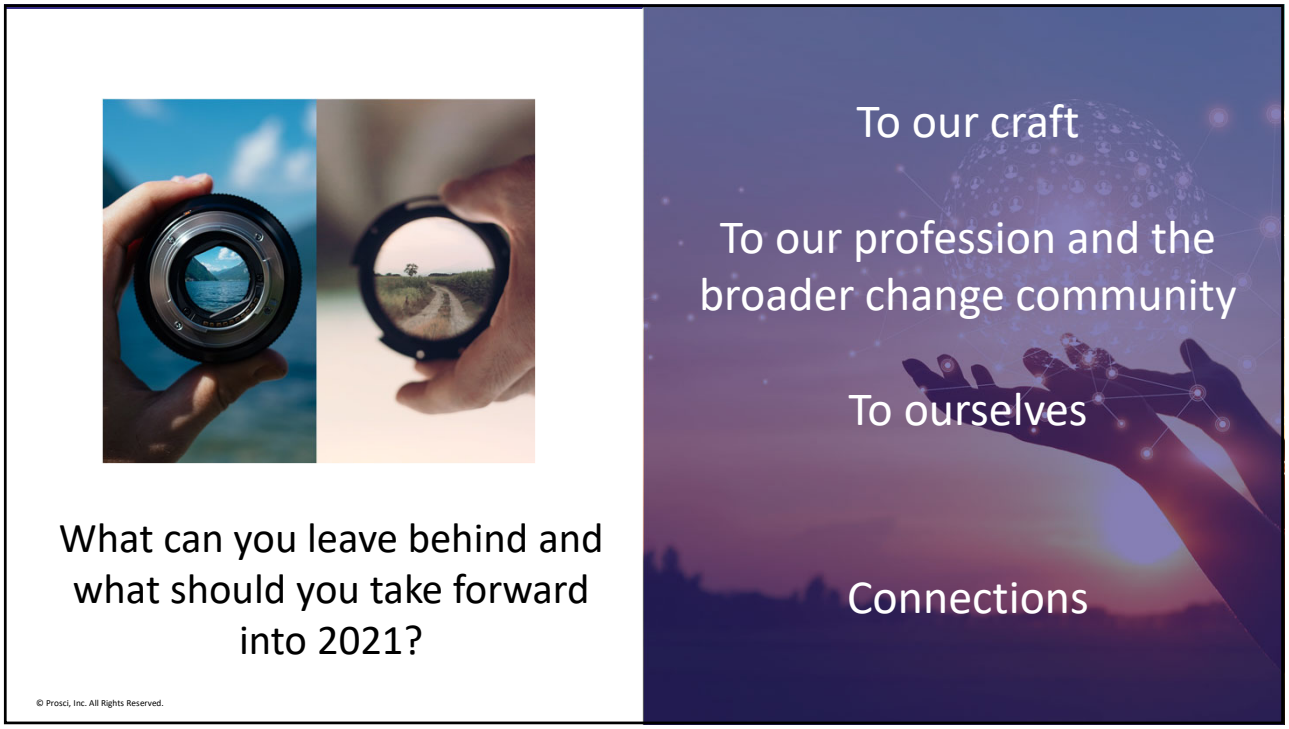

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What are the biggest challenges you anticipate and adaptations you can make to accommodate for today's environment?

Deploying Responsive Change Management

Engaging Those You Work With and Through

Enabling Sponsors to Fulfill ABC Roles

Enabling People Managers to Fulfill CLARC Roles

Leveraging a Change Agent Network

Applying a Structured Approach and Methodology

Measuring Change Management

Encouraging Employee Engagement and Participation

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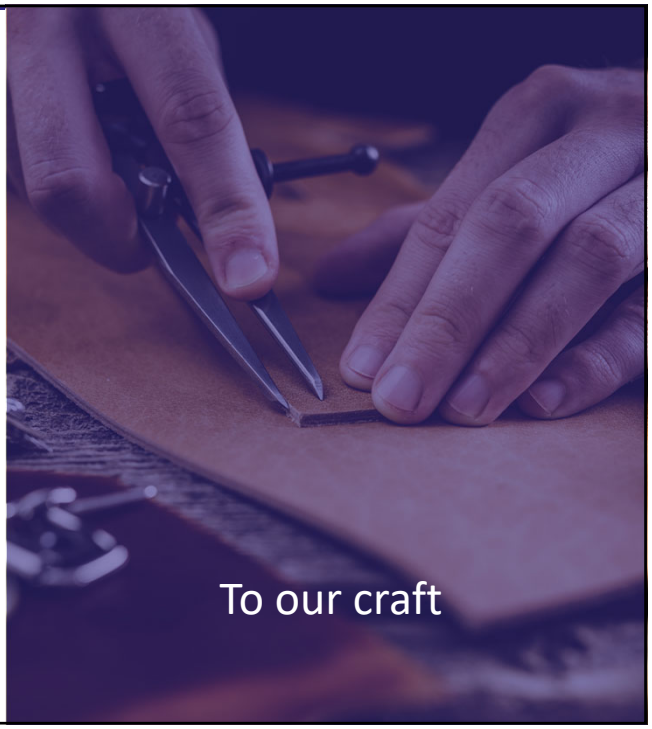

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What is the most important thing you learned this year?

Thea York

Project Manager

Canada

"Change and adjustment can be overwhelming - even for change agents. This maybe shouldn't have been a surprise :)"

Cyndi Manuel

Workforce Insight Director of Organizational CM

United States

"COVID didn't cause change efforts to suffer as much as I would have thought; determination, innovation and dedication won!"

Idabelle Courtney

Sandia National Laboratories, Governance Risk & Compliance

United States

"Importance of planned communications & checking in with individuals regarding change. It's not just about the project, it's people."

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Real Lessons From Real Practitioners

- ✓ 44% of projects impact 1,000 or more employees
- ✓ 66% impact more than one division
- ✓ 89% impact business processes
- ✓ 55% expect significant increase in change
- ✓ 70% are nearing, at or past saturation point

Largest body of knowledge on change management

Topics Studied

Advice for new practitioners
Agile
Aligning CM with other disciplines
Biggest obstacles
Change agent networks
Communications
Complementary roles
Complex change
Culture
Engagement
Global awareness
Greatest contributors
Integrating CM and PM
Job roles and locations
Justifying CM
Manager role
Measurement and metrics
Methodology
Organizational change capability
Readiness
Reinforcement
Resistance management
Resources and budgets
Saturation and portfolio management
Sponsorship
Sustainment
Team member attributes
Training
Trends in CM
Vertical industry customization

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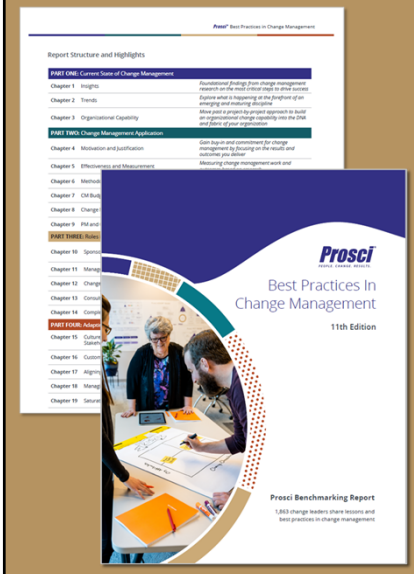

PART ONE- Chapter 1

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Greatest Contributors to Success

For the eleventh consecutive study, active and visible executive sponsorship was identified as the greatest overall contributor to success.

1. Active and visible executive sponsorship
2. Structured change management approach
3. Frequent and open communication
4. Employee engagement and participation
5. Dedicated change management resources
6. Integration and engagement with project management
7. Engagement with middle managers

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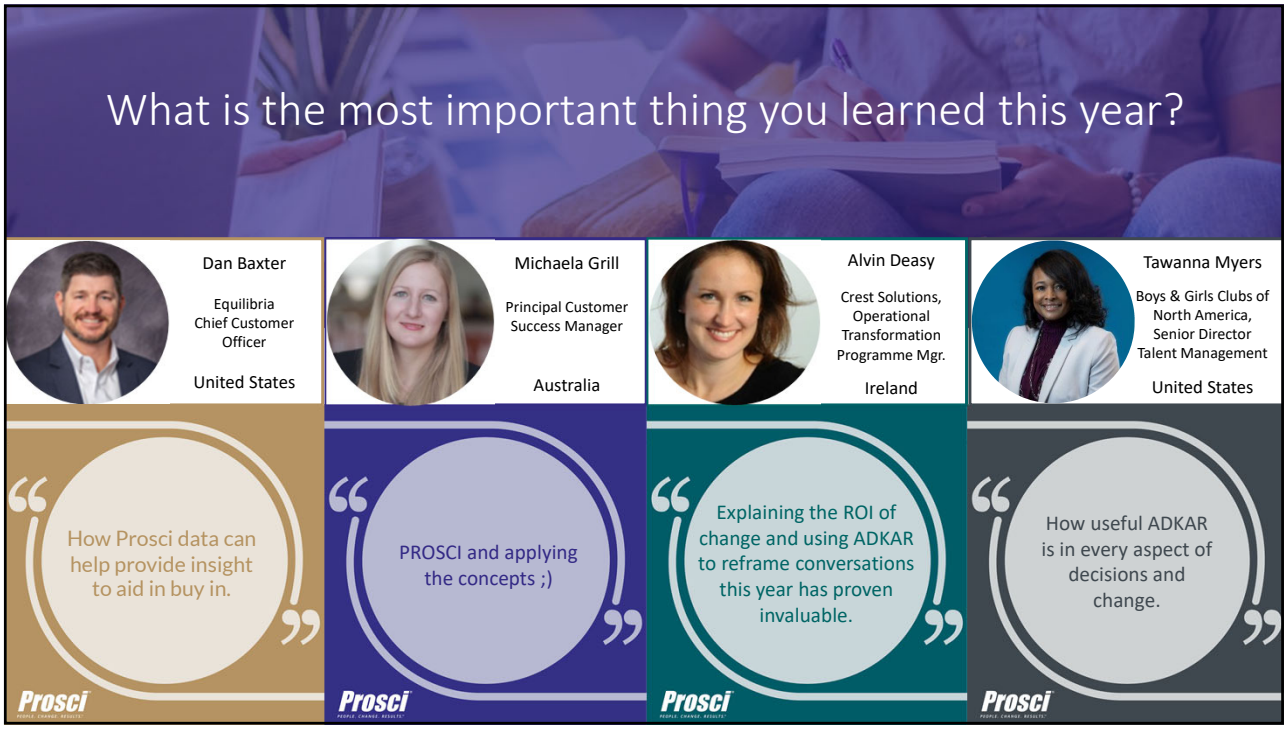

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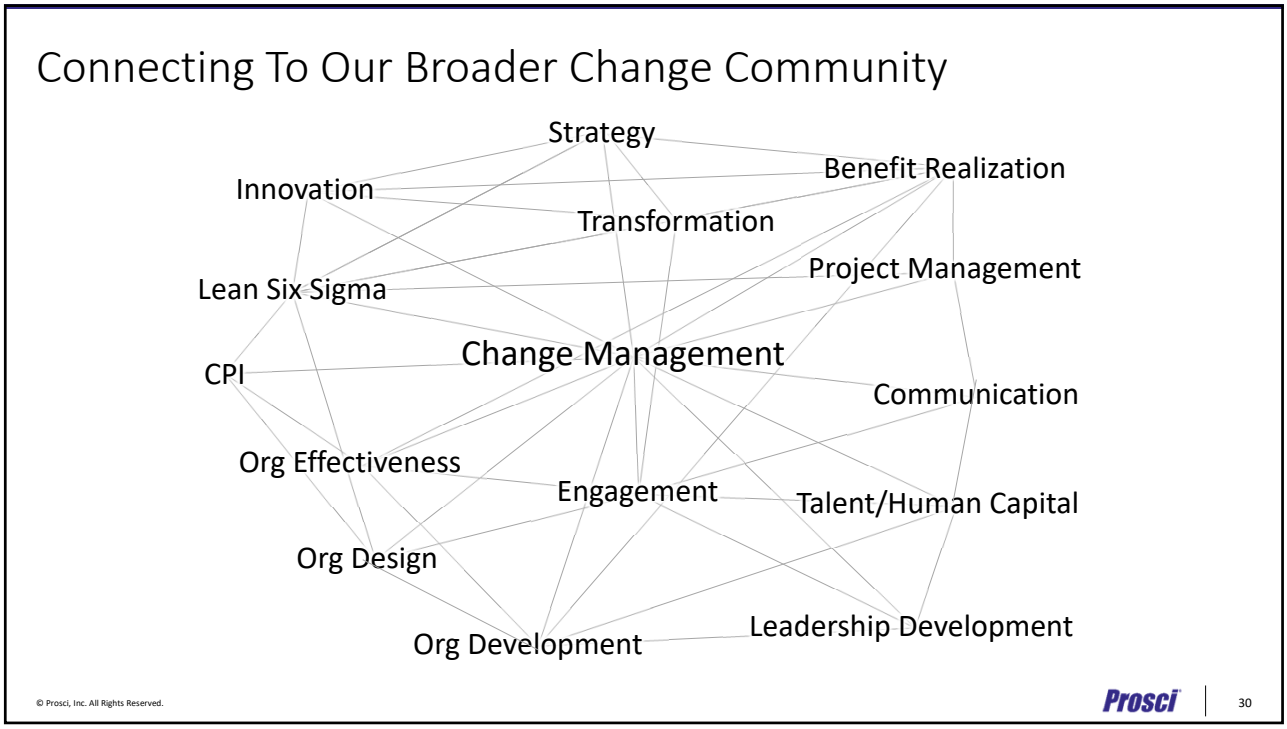

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Connecting To Our Broader Change Community

Change Professional	Change Practitioner	Change Maker
CM is my job role, job description, and career. I apply structured CM processes and tools constantly.	I have a day job, but I'm applying CM on a particular initiative or often collaborate with CM professionals.	I want to understand and unlock change, but I'll rarely experience "structured" CM.
Example Titles: Change Enablement Lead Change Communications Analyst Change Manager Change Management Specialist OCM Consultant	Example Titles: Director, Org Effectiveness HR Business Partner Communications Specialist Project Manager Senior Consultant, Lean	Example Titles: Chief Finance Officer Financial Analyst General Manager Head of Certification and Training Senior Manager, Retirement Ops

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What is the most important thing you learned this year?

Pamela Schumacher

The Joint Commission
Sr. Change Management Leader

United States

"My change management skills are indispensable."

Susan Richards

Sapient Insights Group, CEO and Founder

United States

"Change management capabilities are in high demand and short supply!"

Alishia Spriggins

Global Transformation Change Leader

United States

"Managing change through a pandemic has lifted the profile of change management and increased the value of this competency."

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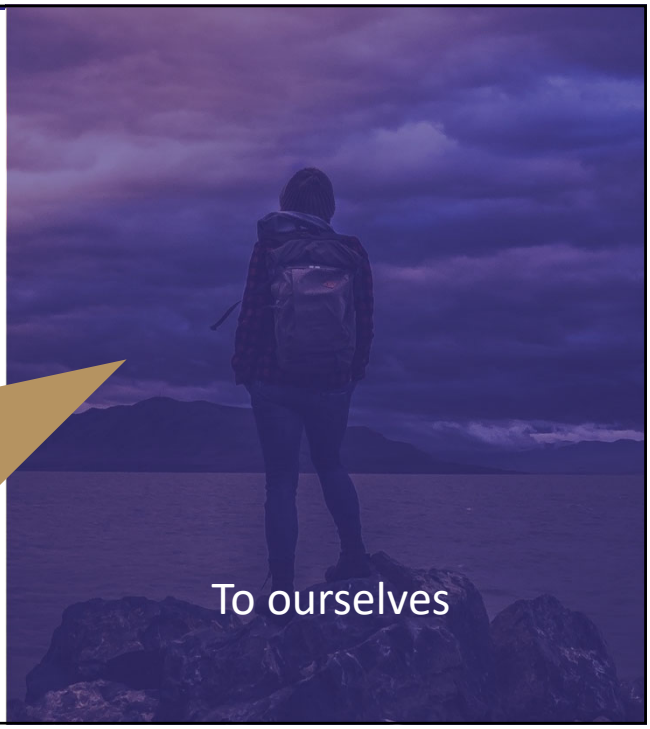
How are you taking care of you?

When you spend most of your time helping take care of others, you may find it challenging to take care of yourself.

What tactics, tips or tricks would you share for taking care of yourself and recharging your battery?



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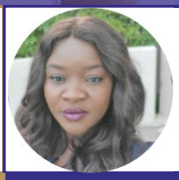
What is the most important thing you learned this year?

Deb Hemstock
Kaplan
Director, Operational Excellence
United States

"After not being able to control or plan for tomorrow, I learned to appreciate and be present today."



Oluwafisayo Folarin
Project Manager
Canada

"My superpowers."

Kendra Modzelewski
Project Management Institute (PMI), Change Manager
United States

"I've learned that I am not okay (I suspect others aren't either) and we still can't talk about it openly."

Siya Mpunzi
Momentum Metropolitan, Change & Adoption Manager
South Africa

"Gratitude, Adaptation, Love (love of self and others), prioritization and going back to basics"

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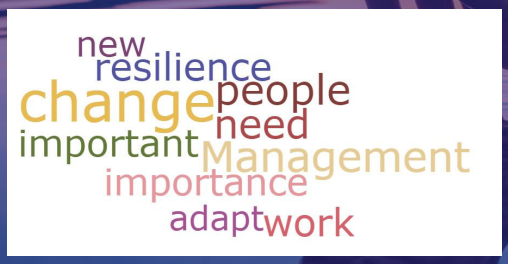
Reflections

How are you going to adapt and adjust how you lead change?



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Connections

What can you leave behind and what should you take forward into 2021?

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