

3 Fundamental Skills to Have in Your Personal “Change Toolkit”

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3 Fundamental Skills to Have in Your Personal “Change Toolkit”

Karen Ball, EVP of Research, Product & Marketing

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PEOPLE. CHANGE. RESULTS.™

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Why a Personal “Change Toolkit”?

- ✓ Volume & Velocity of Change
- ✓ “The World” Comes to Work with Us
- ✓ Uncertainty Ahead

Resources, Abilities and Skills for *Everyone*

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Toolkit

tool·kit/'tōol,kit/

a set of tools used for a particular purpose;

a personal set of resources, abilities, or skills


A wooden toolbox is shown, filled with various tools including a hammer, a wrench, a screwdriver, and a saw. The toolbox is sitting on a computer keyboard. The background is a dark, textured surface.




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Your Personal “Change Toolkit”: Content and Self-Reflection



<p>Change is Happening TO Me</p>  <p><i>“I can individually thrive in change”</i></p>	<p>Change is Happening THROUGH Me</p>  <p><i>“I can fulfill my role in change”</i></p>	<p>Change is Happening WITH Me</p>  <p><i>“I can initiate and successfully manage change”</i></p>
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Your Personal “Change Toolkit”: Content and Self-Reflection



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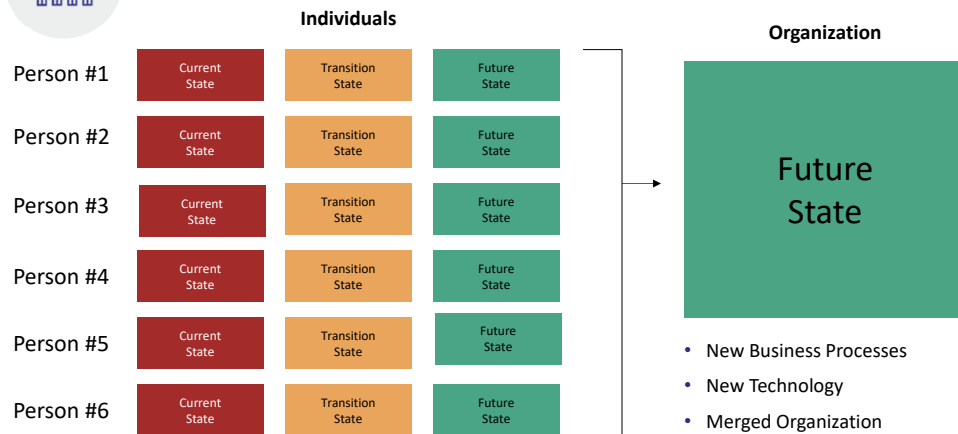
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Understanding Change



Organizations don't change, individuals change, and this collective change creates the future state



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Resistance

Resistance is a **natural human reaction** to change.

Resistance to change is **normal**.

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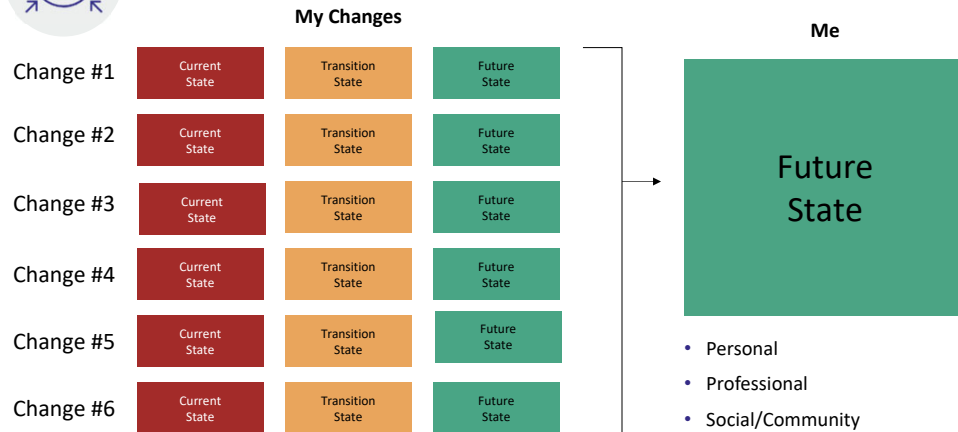
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Understanding Change



An Inventory of all the changes happening TO me.



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Understanding Change

Our emotional reaction to change is a normal part of change and is based on:



Our view of the current state



Other events occurring in our lives



The background conversation (what others are saying or feeling about the change)



Our history with past changes

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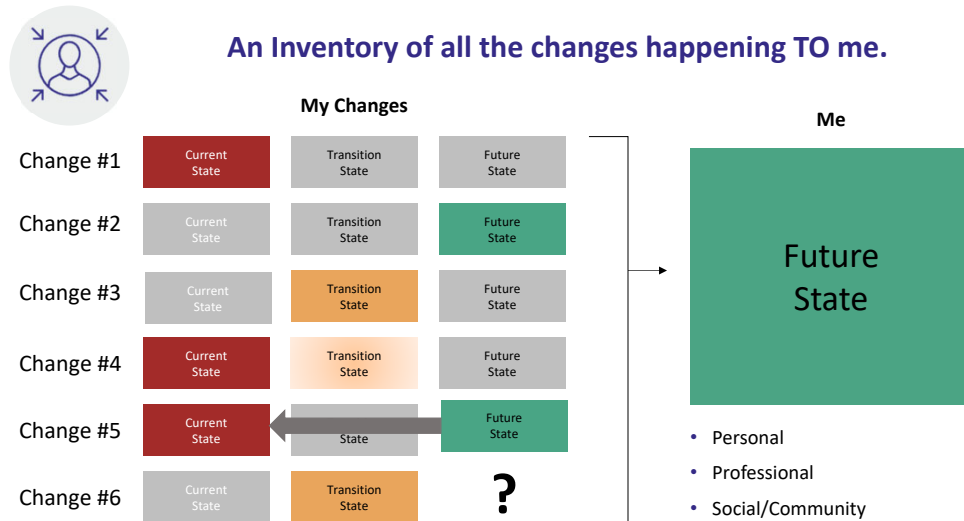
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Understanding Change



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Understanding Change

The Power of the Current State:



The current state defines who we are



The current state is where we have been successful



The current state is comfortable

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Understanding Change

The Transition State is

- 
Messy
- 
Disorganized
- 
Less productive
- 
Emotionally Charged




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Understanding Change

The Uncertainty of the Future State

- 
The future state is not fully defined
- 
The future state is worrisome
- 
The future state may not match my personal and professional goals

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Ask for Clarity Needed to Bring Change Impact Into Focus



We’re implementing
a new CRM system

Which will have a “medium”
impact on your job



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10 Aspects of Change Impact



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10 Aspects of Change Impact

Yesterday (before the change)	Aspect	Tomorrow (after the change)	Degree (0-5)
	 Processes		
	 Systems		
	 Tools		
	 Job Roles		
	 Critical Behaviors		
	 Mindset/Attitudes/Beliefs		
	 Reporting Structure		
	 Performance Reviews		
	 Compensation		
	 Location		

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The 5 Building Blocks of Individual Change

Awareness

Desire

Knowledge

Ability

Reinforcement



Successful individual change
can be modeled and repeated

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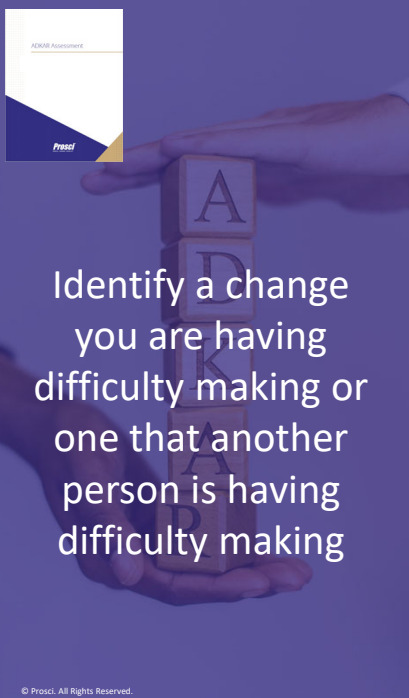
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Identify a change you are having difficulty making or one that another person is having difficulty making

Complete an ADKAR Assessment

ADKAR element:	What you hear:	Score (1-5)
Ⓐ Awareness	Of the need for change	<div style="width: 100px; height: 20px; background-color: #c0c0ff;"></div>
Ⓓ Desire	To participate and support the change	<div style="width: 100px; height: 20px; background-color: #c0c0ff;"></div>
Ⓚ Knowledge	On how to change	<div style="width: 100px; height: 20px; background-color: #c0c0ff;"></div>
Ⓐ Ability	To implement required skills and behaviors	<div style="width: 100px; height: 20px; background-color: #c0c0ff;"></div>
Ⓡ Reinforcement	To sustain the change	<div style="width: 100px; height: 20px; background-color: #c0c0ff;"></div>

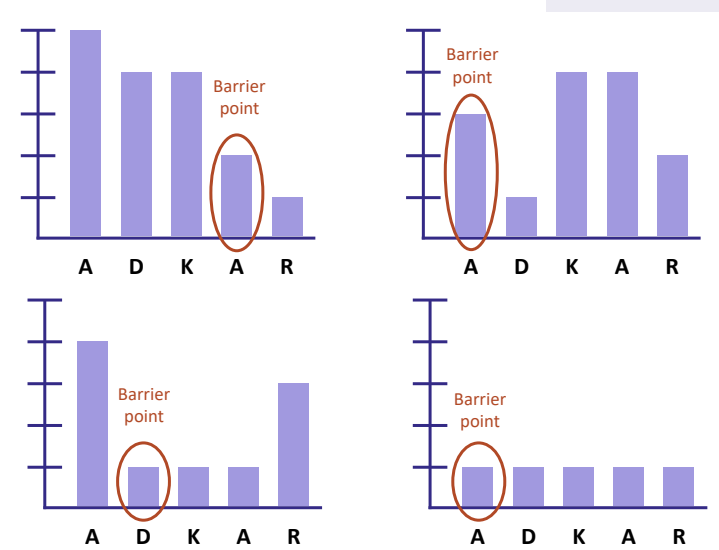
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Defined as the first ADKAR element that is insufficient and impedes change progress.

The *barrier point* tells us where to focus our attention in order to make progress.

ADKAR Barrier Point

A score of “3” or feeling “neutral” is a barrier.



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Personal Change Toolkit and Self-Reflection

*Change is Happening TO Me:
“I can individually thrive in change.”*

What changes are happening? Where am I? What is holding me back?	Do I have a clear picture of all aspects of the change? What details are missing?	What is my ADKAR Barrier Point? What do I need to do to progress?																												
<p style="text-align: center; font-weight: bold; font-size: 0.8em;">My Changes</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #4b4b9b; color: white;"> <th></th> <th>Current State</th> <th>Transition State</th> <th>Future State</th> </tr> </thead> <tbody> <tr><td>Change #1</td><td style="background-color: #c00000; color: white;">Current State</td><td style="background-color: #ffa500; color: white;">Transition State</td><td style="background-color: #008000; color: white;">Future State</td></tr> <tr><td>Change #2</td><td style="background-color: #c00000; color: white;">Current State</td><td style="background-color: #ffa500; color: white;">Transition State</td><td style="background-color: #008000; color: white;">Future State</td></tr> <tr><td>Change #3</td><td style="background-color: #c00000; color: white;">Current State</td><td style="background-color: #ffa500; color: white;">Transition State</td><td style="background-color: #008000; color: white;">Future State</td></tr> <tr><td>Change #4</td><td style="background-color: #c00000; color: white;">Current State</td><td style="background-color: #ffa500; color: white;">Transition State</td><td style="background-color: #008000; color: white;">Future State</td></tr> <tr><td>Change #5</td><td style="background-color: #c00000; color: white;">Current State</td><td style="background-color: #ffa500; color: white;">Transition State</td><td style="background-color: #008000; color: white;">Future State</td></tr> <tr><td>Change #6</td><td style="background-color: #c00000; color: white;">Current State</td><td style="background-color: #ffa500; color: white;">Transition State</td><td style="background-color: #008000; color: white;">Future State</td></tr> </tbody> </table> <p style="font-size: 0.6em; margin-top: 10px;">© Prosci. All Rights Reserved.</p>		Current State	Transition State	Future State	Change #1	Current State	Transition State	Future State	Change #2	Current State	Transition State	Future State	Change #3	Current State	Transition State	Future State	Change #4	Current State	Transition State	Future State	Change #5	Current State	Transition State	Future State	Change #6	Current State	Transition State	Future State		<p style="font-weight: bold; font-size: 0.8em;">A D K A R</p> <p style="font-weight: bold; color: #4b4b9b; margin-top: 5px;">Prosci</p>
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Your Personal “Change Toolkit”: Content and Self-Reflection

<p style="font-weight: bold; color: #4b4b9b;">Change is Happening TO Me</p> <p style="font-style: italic; color: #4b4b9b; margin-top: 10px;">“I can individually thrive in change”</p>	<p style="font-weight: bold; color: #4b4b9b;">Change is Happening THROUGH Me</p> <p style="font-style: italic; color: #4b4b9b; margin-top: 10px;">“I can fulfill my role in change”</p>	<p style="font-weight: bold; color: #4b4b9b;">Change is Happening WITH Me</p> <p style="font-style: italic; color: #4b4b9b; margin-top: 10px;">“I can initiate and successfully manage change”</p>
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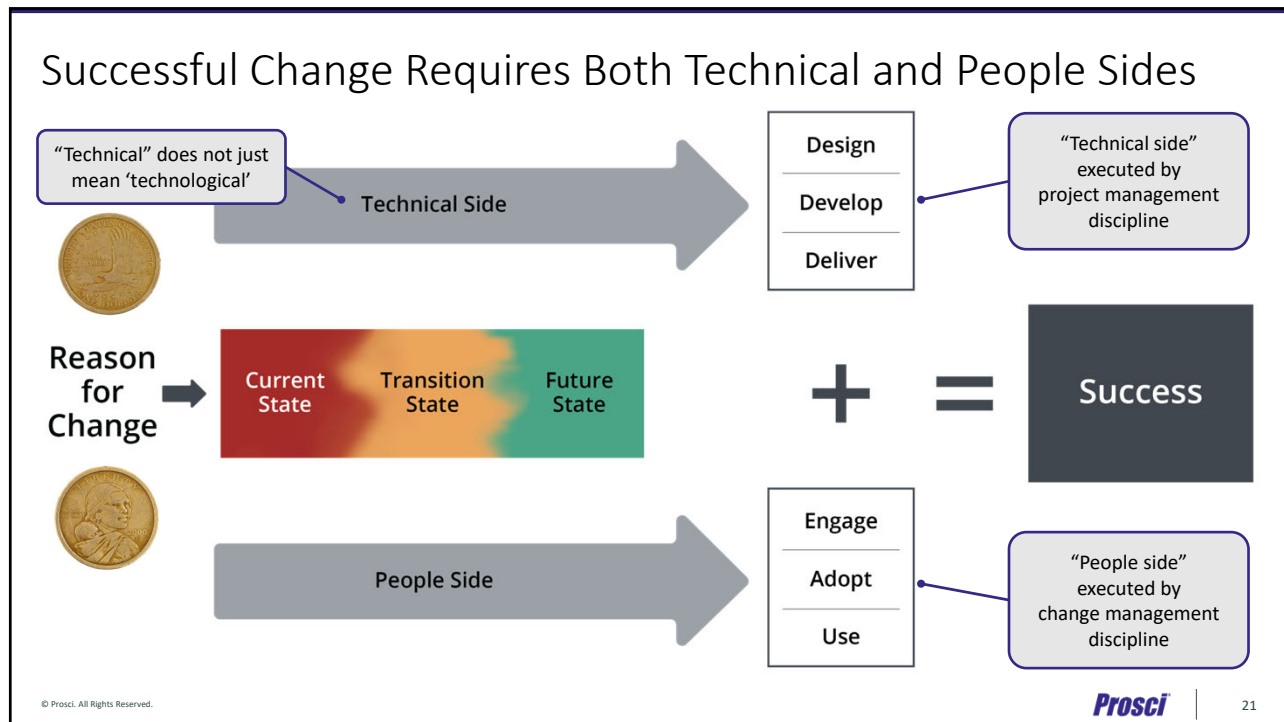
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Think of a specific change in your organization, which side of the coin are you on?

The image shows two coins side-by-side. The left coin is a US one-dollar coin (Eagle) and is labeled Technical Side. The right coin is a US one-cent coin (Penny) and is labeled People Side. The Technical Side lists Design, Develop, and Deliver. The People Side lists Engage, Adopt, and Use.

Technical Side

- Design
- Develop
- Deliver

People Side

- Engage
- Adopt
- Use

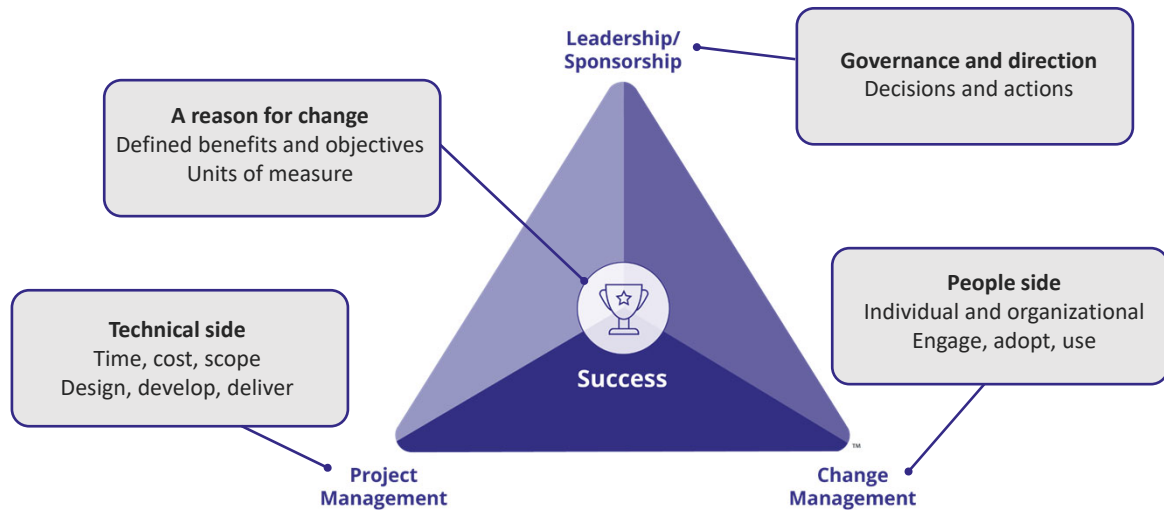
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PCT Model: Critical Aspects for Success







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Core Roles in Change Management

Employee-Facing Roles	Enabling Roles
 <p>Sponsor</p> <ul style="list-style-type: none"> • Authorize the change • Fulfill three key roles: (ABCs) <ul style="list-style-type: none"> • Actively and visibly participate throughout the project • Build a coalition of sponsorship with peers and managers • Communicate directly with employees 	 <p>Change Practitioner</p> <ul style="list-style-type: none"> • Apply structure and intent to change • Enable and equip other change roles • Collaborate on a unified approach with the project manager
 <p>People Manager</p> <ul style="list-style-type: none"> • Support direct reports in their change journeys • Fulfill five key roles: (CLARC) <ul style="list-style-type: none"> • Communicator • Liaison • Advocate • Resistance Manager • Coach 	 <p>Project Manager</p> <ul style="list-style-type: none"> • Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning • Collaborate on a unified approach with the change practitioner

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For the same change, which role are you most like?

Employee-Facing Roles	Enabling Roles
 Sponsor	 Change Practitioner
 People Manager	 Project Manager

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Roles Required to Achieve Success



Core Roles		"I, _____, contribute to successful change outcomes (through adoption and usage) by _____"
Employee-Facing Roles	Sponsors	I, Sponsor, contribute to successful change outcomes through adoption and usage by Actively and visibly participating throughout, Building coalitions, and Communicating directly
	People Managers	By performing the roles of Communicator , Liaison , Advocate , Resistance Manager , Coach
	People	By engaging, adopting and using the change
Enabling Roles	Change Practitioner	By preparing, equipping and supporting people with integrated strategies and plans
	Project Manager	By designing with adoption and usage in mind and integrating with the people side

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We Are Always Employees First

Engaging in a particular change yourself

A

D

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A

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A

K

A

R

Effectively leading your teams through change (ABCs and CLARC roles)

A

D

K

A

R

A

K

A

R

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Personal Change Toolkit and Self-Reflection

*Change is Happening **THROUGH** Me:
“I can fulfill my role in change.”*

Do I know who/how we are addressing both the technical and people side?

Do we have a shared definition of success?
Where does my role fit in?

Do I have the knowledge and skills for role fulfillment? How do I develop them?





Enabling Roles		Employee-Facing Roles		Core Roles
Project Manager	Change Practitioner	People	People Managers	

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Your Personal “Change Toolkit”: Content and Self-Reflection



Change is Happening
TO Me



“I can individually thrive in change”

Change is Happening
THROUGH Me



“I can fulfill my role in change”

Change is Happening
WITH Me



“I can initiate and successfully manage change”

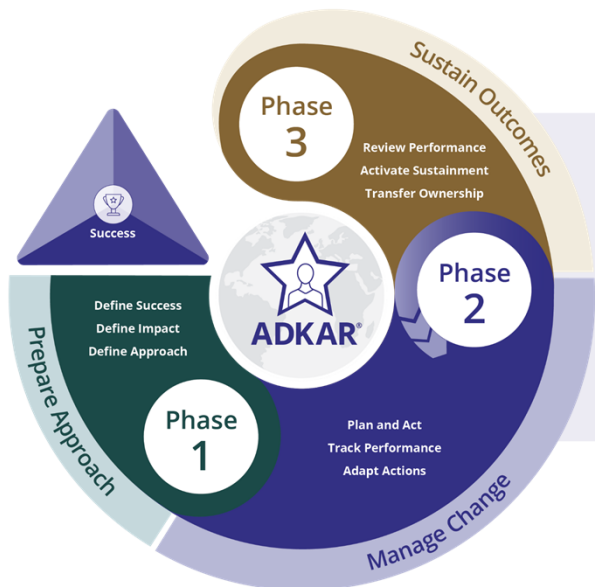
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Apply the Prosci Methodology to Achieve Success



We begin with two foundational models:

- PCT Model
- ADKAR Model

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Prosci 3-Phase Process Plain Language Questions



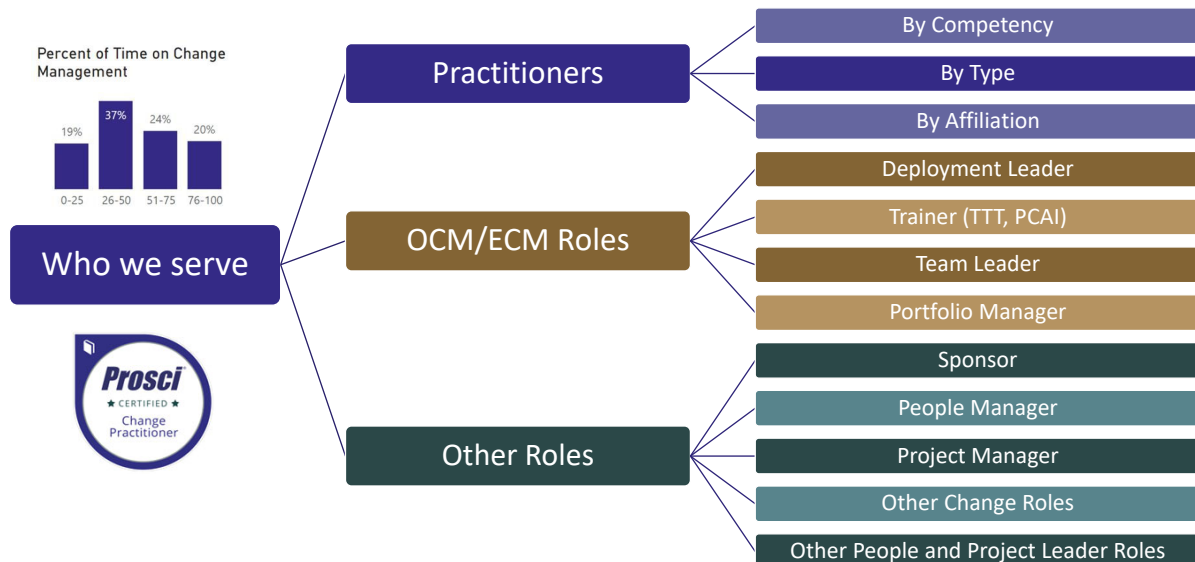
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Who Prosci Serves in Our Certification Program



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What job title or function is most like your job title or function?



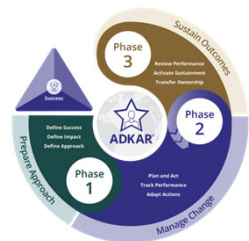
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Personal Change Toolkit and Self-Reflection

*Change is Happening WITH Me:
“I can initiate and successfully manage change.”*

Am I using a proven methodology that is structured, scalable, and adaptable?



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Do I have a process with research-based guidance and defined outcomes?



Do I have the digital tools and resources I need to initiate and manage change?

Proxima Dashboard



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Your Personal “Change Toolkit”: Content and Self-Reflection



Change is Happening
TO Me



“I can individually thrive in change”

Change is Happening
THROUGH Me



“I can fulfill my role in change”

Change is Happening
WITH Me



“I can initiate and successfully manage change”

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