Fueling the Ambition to “Be a Leader of Change”

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Fueling the Ambition to ‘Be a Leader of Change’

Foundational mindsets and actions to role model change leadership and influence others to be leaders of change
The Goose Story

Five Lessons from Geese

1. The importance of defining goals
2. The importance of teamwork
3. The importance of sharing the workload
4. The importance of empathy and understanding
5. The importance of encouragement

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1. The importance of defining goals

Successful change can be unlocked

The People Side of Change Is How to Close the Gap

- Requirements
- Outputs
- Specifications
- Installation

THE PEOPLE SIDE OF CHANGE

- Results
- Outcomes
- Sustainment
- Realization*

* Daryl Conner
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Improve the Likelihood of Change Outcomes

Percent of respondents that met or exceeded project objectives

- Poor (n=728): 15%
- Fair (n=2,125): 42%
- Good (n=2,577): 77%
- Excellent (n=503): 93%


1. The importance of defining goals

Share a common direction and a sense of community

Get where we are going quicker and easier
2 The importance of teamwork

Enlist others in your ambition

Who Does What When We Manage Change?

- **Sponsors**: “I, ____, contribute to successful change outcomes (through adoption and usage) by ____.”
- **People Managers**: “I, ____, contribute to successful change outcomes (through adoption and usage) by ____.”
- **Change Practitioners**: “I, ____, contribute to successful change outcomes (through adoption and usage) by ____.”
- **Project Managers**: “I, ____, contribute to successful change outcomes (through adoption and usage) by ____.”
- **People/Impacted Employees**: “I, ____, contribute to successful change outcomes (through adoption and usage) by ____.”
Critical Roles: Working Together for Successful Change

<table>
<thead>
<tr>
<th>Role</th>
<th>Core Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsors</td>
<td>“I, ________, contribute to successful change outcomes (through adoption and usage) by ________”</td>
</tr>
<tr>
<td>People Managers</td>
<td>By performing the roles of Communicator, Liaison, Advocate, Resistance Manager, Coach</td>
</tr>
<tr>
<td>People/Impacted Employees</td>
<td>By engaging, adopting and using the change</td>
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<tr>
<td>Change Practitioners</td>
<td>By preparing, equipping and supporting people with integrated strategies and plans</td>
</tr>
<tr>
<td>Project Managers</td>
<td>By designing with adoption and usage in mind and integrating with the people side</td>
</tr>
</tbody>
</table>

Employee-Facing Roles

Sponsors

People Managers

People/Impacted Employees

Change Practitioners

Project Managers

Connect with others: formal or informal Communities
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2 The importance of teamwork

There is greater drag and resistance when flying alone.
Take advantage of the lifting power of those around you.

3 The importance of sharing the workload

Build and draw upon the strength of others.
Critical Roles: Working Together for Successful Change

Core 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/ Impacted Employees
By engaging, adopting and using the change

Enabling Roles

Change Practitioners
By preparing, equipping and supporting people with integrated strategies and plans

Project Managers
By designing with adoption and usage in mind and integrating with the people side

Team Structure Examples

Team Structure A
PM
CM

Team Structure B
PM
CM

Team Structure C
PM
CM

Team Structure D
PM & CM
Integrate Project and Change Management

PM and CM Integration Points

- Integrate plans
- Align timelines
- Sequence tasks
- Add deliverables

Project Management Process

- Initiation
- Planning
- Design
- Implementation
- Closure

Change Management Process

- Assess
- Strategize
- Plan
- Execute
- Sustain

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4 The importance of empathy and understanding

Change is challenging

The Difference Between Hats and Shoes

I wear many hats.

I have many jobs and roles.

Do you know what it is like to walk in my shoes?
Help Bring Change Impact Into Focus

We’re implementing a new CRM system, which will have a “medium” impact on your job.

10 Aspects of Change Impact

- Location
- Processes
- Compensation
- Systems
- Performance Reviews
- Tools
- Reporting Structure
- Job Roles
- Mindset/Attitudes/Beliefs
- Critical Behaviors

Aspects of a Person’s Job You Can Impact

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The Five Building Blocks for Successful Change

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ADKAR Model on a Page

<table>
<thead>
<tr>
<th>ADKAR element</th>
<th>Definition</th>
<th>What you hear</th>
<th>Triggers for building</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Awareness</td>
<td>Of the need for change</td>
<td>“I understand why...”</td>
<td>Why? Why now? What if we don’t?</td>
</tr>
<tr>
<td>D Desire</td>
<td>To participate and support the change</td>
<td>“I have decided to...”</td>
<td>WIIFM Personal motivators Organizational motivators</td>
</tr>
<tr>
<td>K Knowledge</td>
<td>On how to change</td>
<td>“I know how to...”</td>
<td>Within context [after A&amp;D] Need to know during Need to know after</td>
</tr>
<tr>
<td>A Ability</td>
<td>To implement required skills and behaviors</td>
<td>“I am able to...”</td>
<td>Size of the K-A gaps Barriers/capacity Practice/coaching</td>
</tr>
<tr>
<td>R Reinforcement</td>
<td>To sustain the change</td>
<td>“I will continue to...”</td>
<td>Mechanisms Measurements Sustainment</td>
</tr>
</tbody>
</table>

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People Change at Different Paces

- Kavita
- Rahim
- Chen Li
- Alana
- Eric

The importance of empathy and understanding:
Individuals may have personal challenges. Stand by each other in difficult times, as well as when we are strong.
5 The importance of encouragement

Give support, confidence or hope

Take Action to Share Encouragement

“Courage is contagious. Every time we choose courage, we make everyone around us a little better and the world a little braver.”

Brené Brown from Dare to Lead
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- **16** Worksheets
- **25** Success Stories
- **11** Research Summaries
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- **130** YouTube Videos

Role-Based Training to Build Change Capabilities

Visit our website to learn more about Prosci’s role-based training programs or contact us at: solutions@prosci.com
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5 The importance of encouragement

In groups and teams where there is encouragement, production is much greater

Make sure your ‘honking’ is encouraging!

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Five Lessons from Geese

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2 The importance of teamwork
3 The importance of sharing the workload
4 The importance of empathy and understanding
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We are all change leaders when we support, equip and enable others through change.