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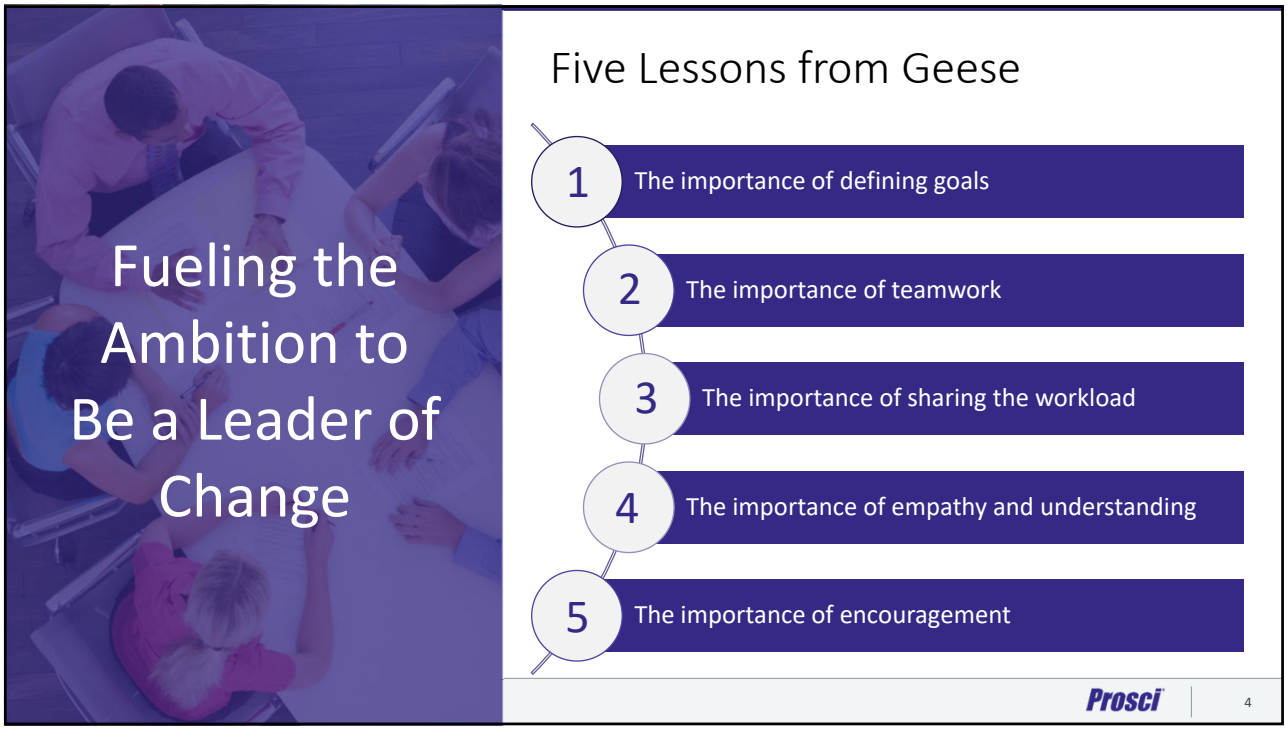

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1 The importance of defining goals

Successful change can be unlocked

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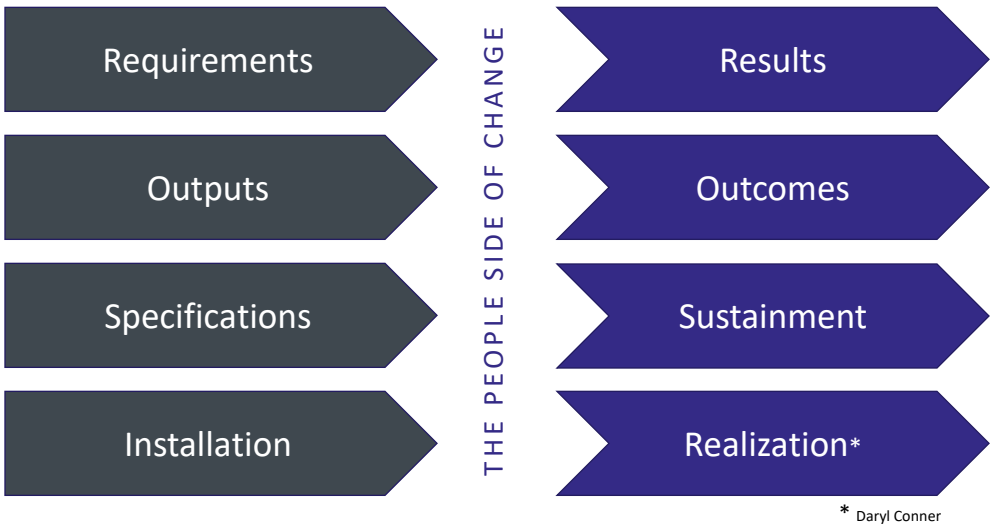
The People Side of Change Is How to Close the Gap



* Daryl Conner

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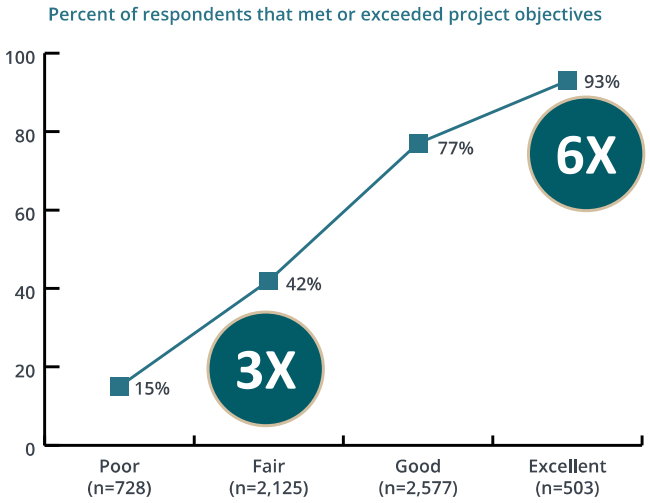
Improve the Likelihood of Change Outcomes



Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

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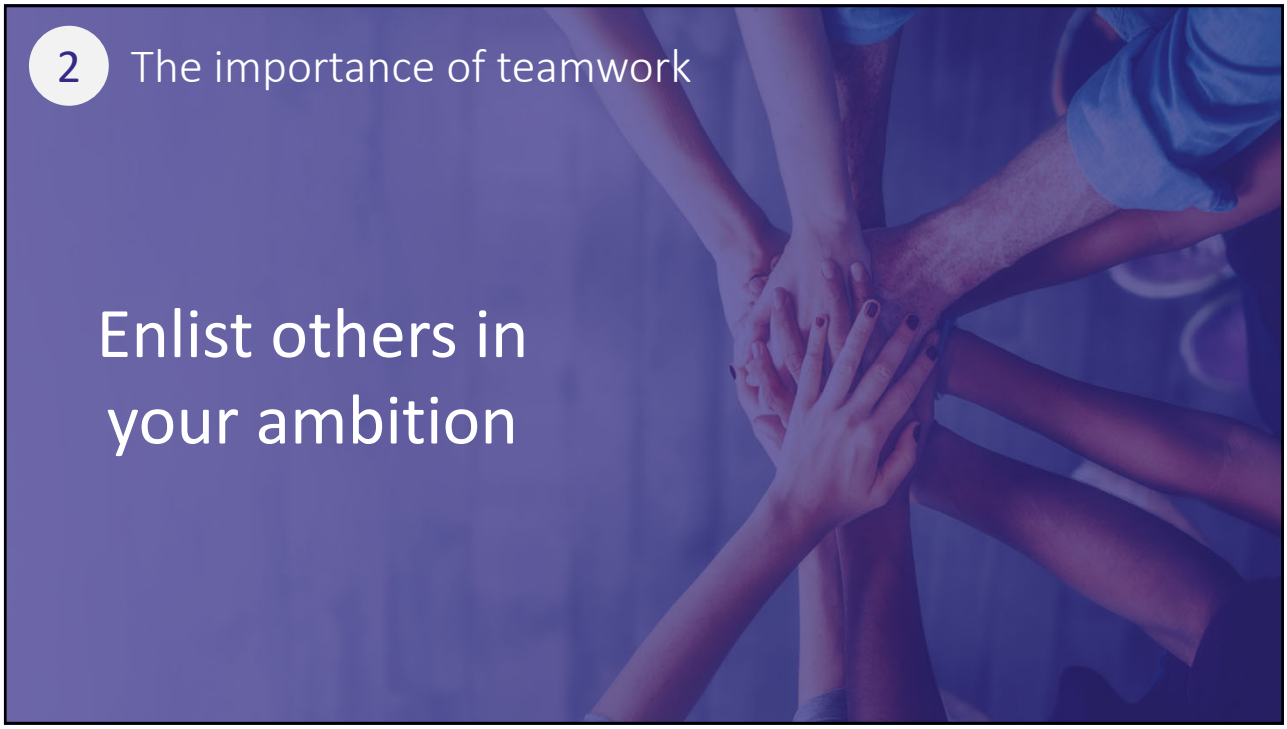

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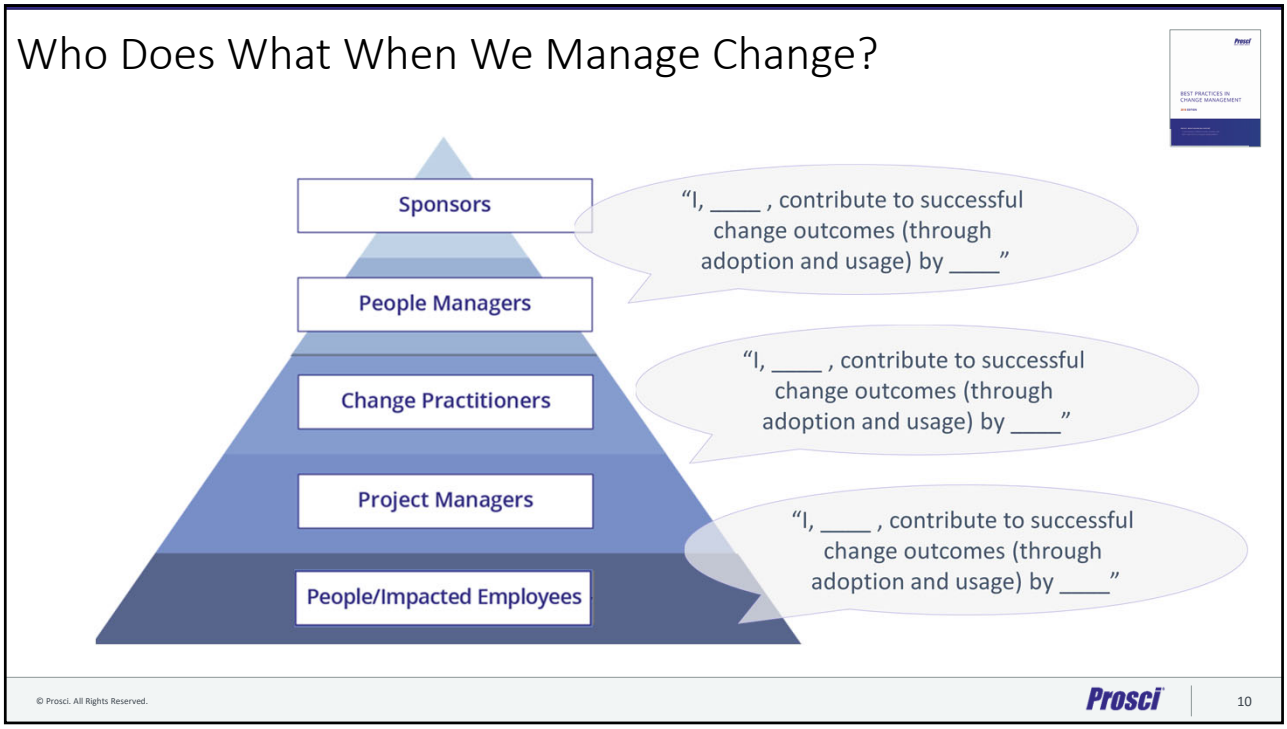

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Critical Roles: Working Together for Successful Change

	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 **A**ctively and visibly participating throughout, **B**uilding coalitions, and **C**ommunicating directly
Employee-Facing Roles	People Managers	By performing the roles of **C**ommunicator, **L**iaison, **A**dvocate, **R**esistance Manager, **C**oach
	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
Enabling Roles	Project Managers	By designing with adoption and usage in mind and integrating with the people side

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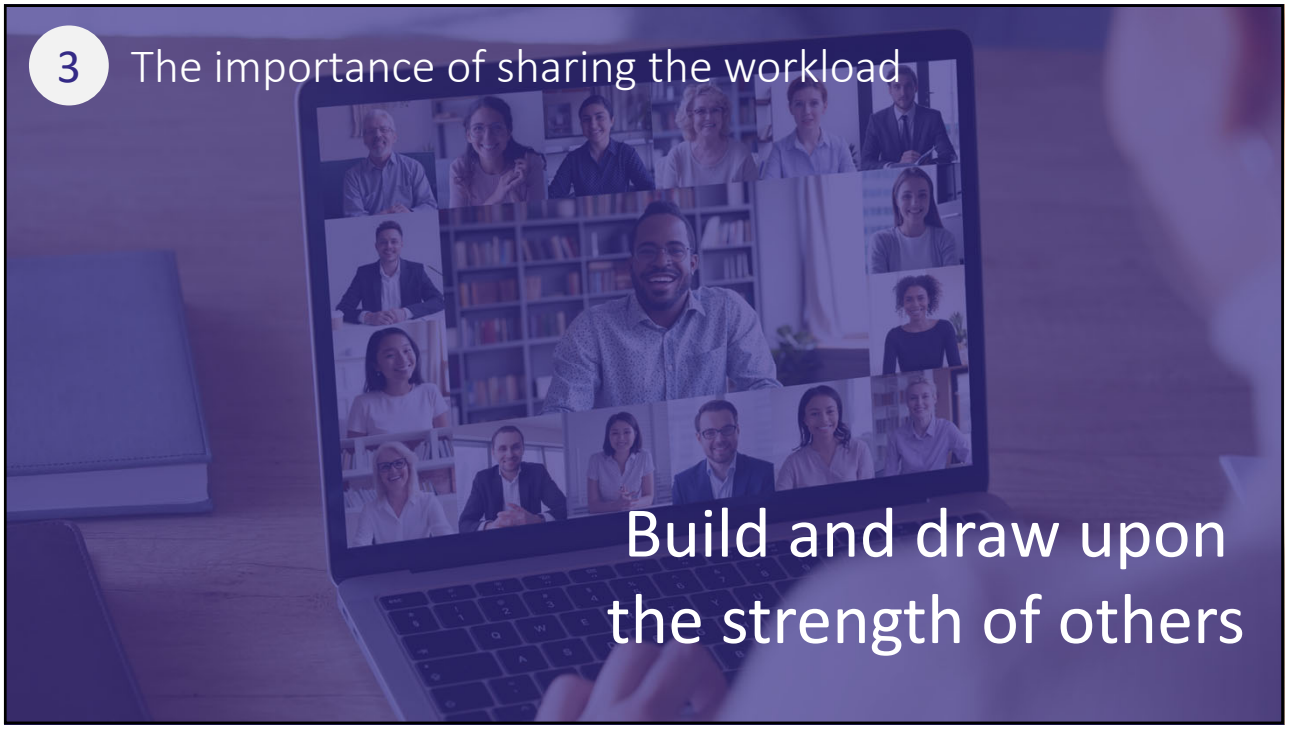

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Critical Roles: Working Together for Successful Change

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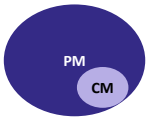
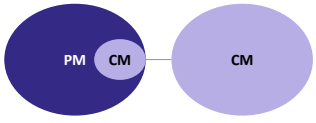
Team Structure Examples

Team Structure A



Team Structure B

Team Structure C



Team Structure D

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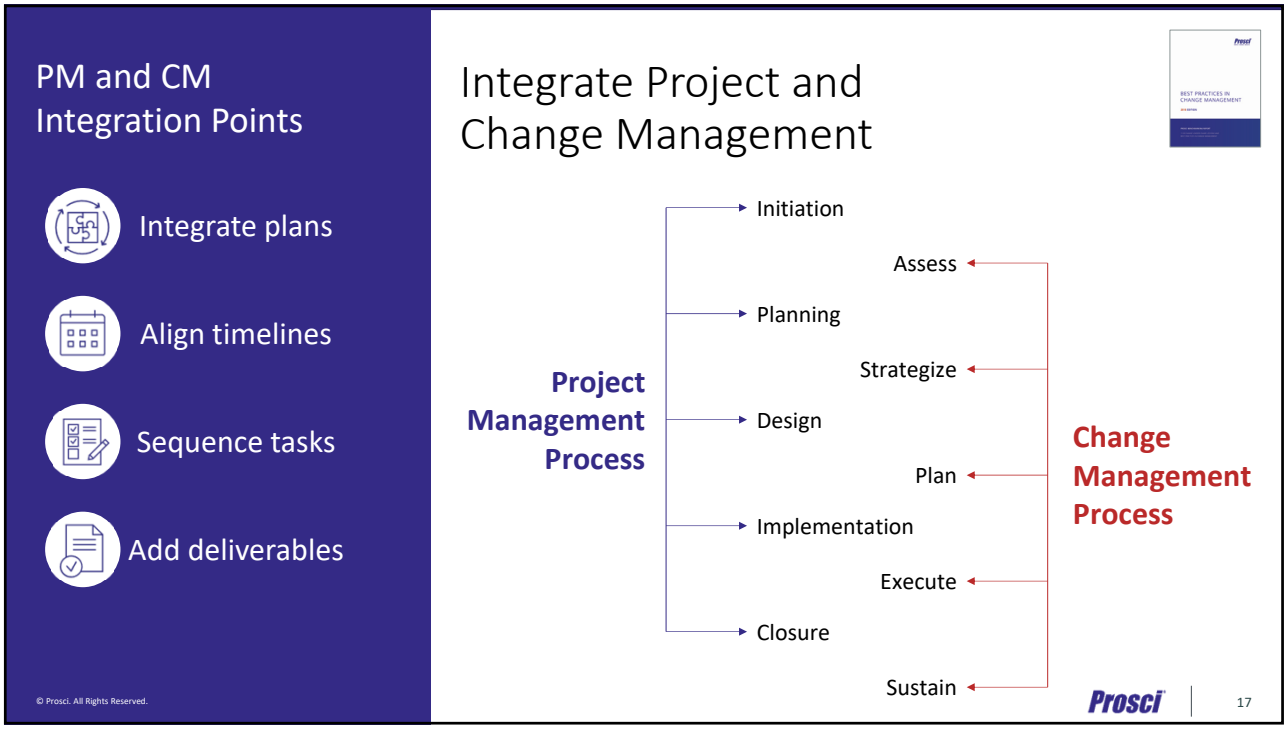

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4 The importance of empathy and understanding

Change is challenging

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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?

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Help 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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The Five Building Blocks for Successful Change

- **A** **Awareness**
- **D** **Desire**
- **K** **Knowledge**
- **A** **Ability**
- **R** **Reinforcement®**

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Prosci ADKAR Model on a Page

	ADKAR element	Definition	What you hear	Triggers for building
A	Awareness	Of the need for change	"I understand why…"	Why? Why now? What if we don't?
D	Desire	To participate and support the change	"I have decided to…"	WIIFM Personal motivators Organizational motivators
K	Knowledge	On how to change	"I know how to…"	Within context (after A&D) Need to know *during* Need to know *after*
A	Ability	To implement required skills and behaviors	"I am able to…"	Size of the K-A gaps Barriers/capacity Practice/coaching
R	Reinforcement	To sustain the change	"I will continue to…"	Mechanisms Measurements Sustainment

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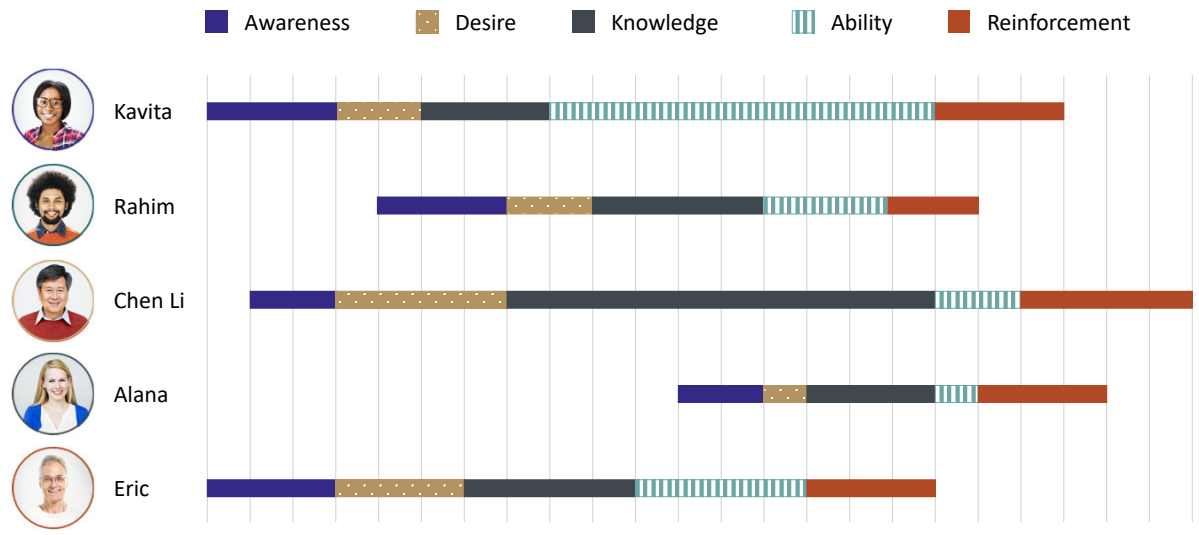
People Change at Different Paces



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4 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

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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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People/Impacted Employees	Employee Orientation

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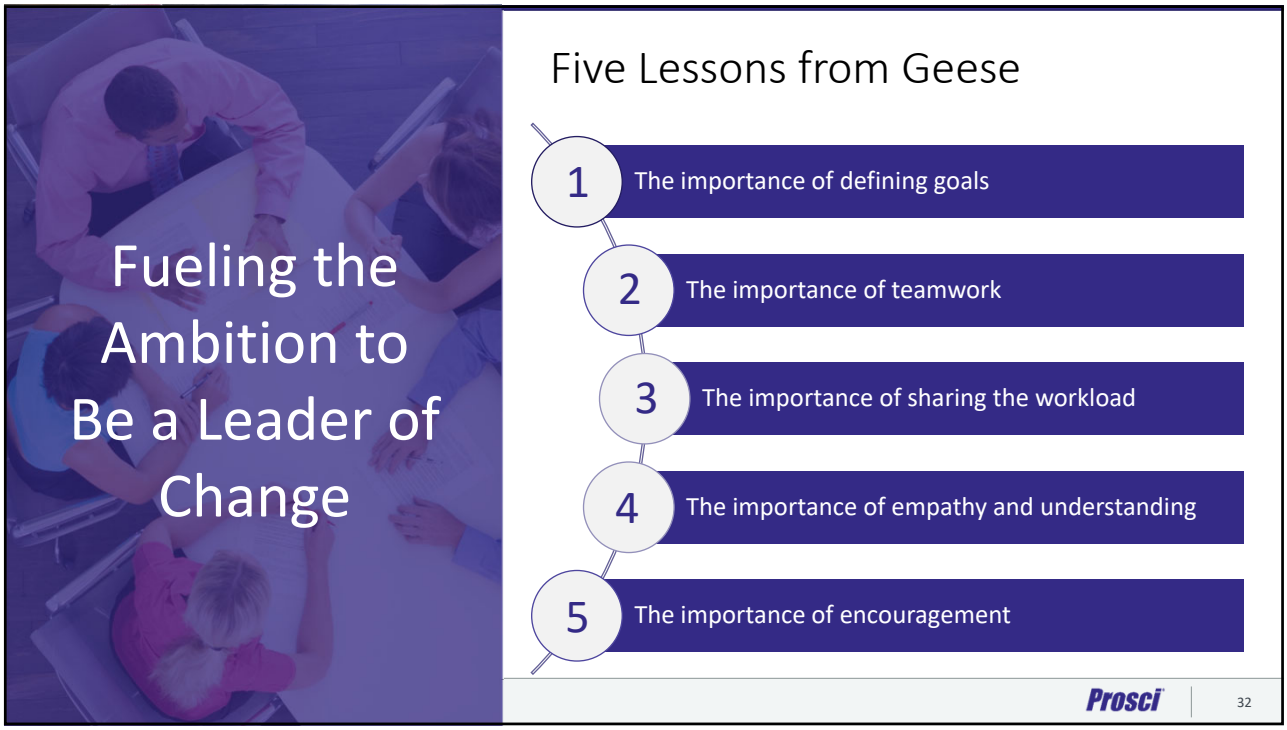

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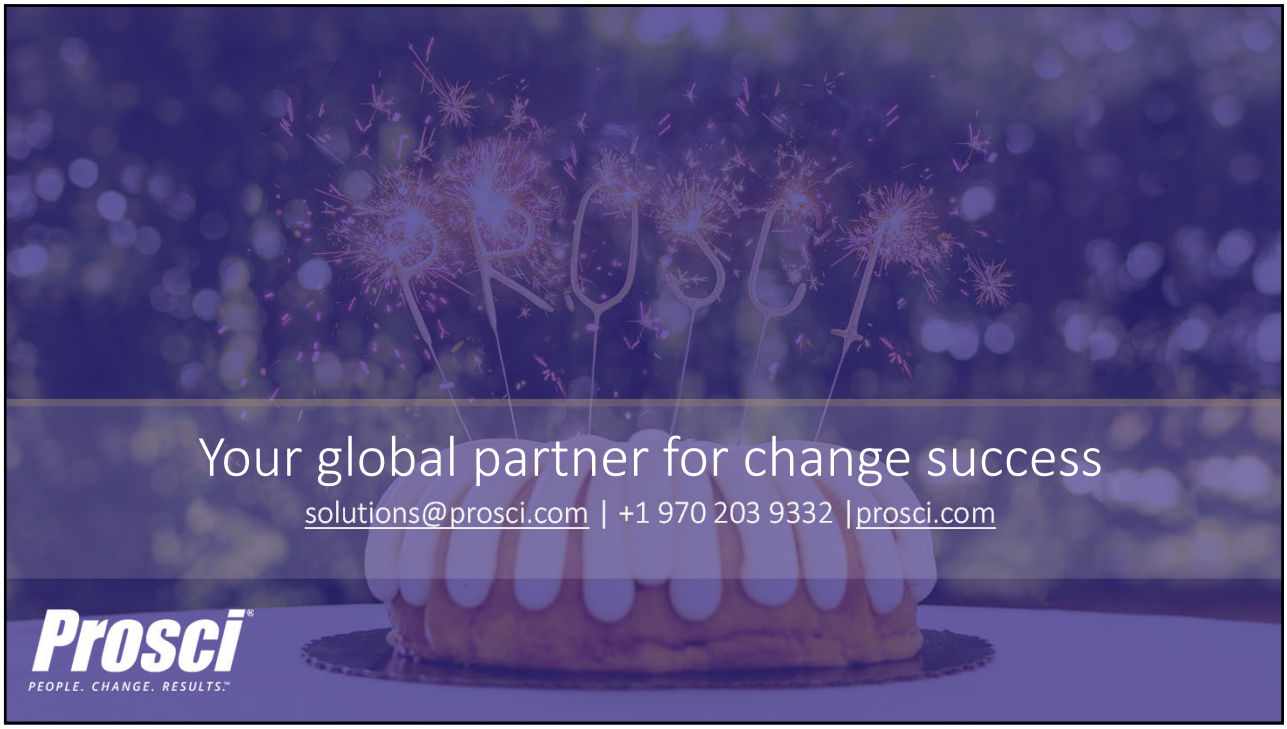

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