

# Stop Talking About What You Do, Start Talking About What You Deliver

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## Agenda – STAWYD

**Three tips for building buy-in and commitment for CM**  
by focusing on **what you deliver** (not what you do)



Context

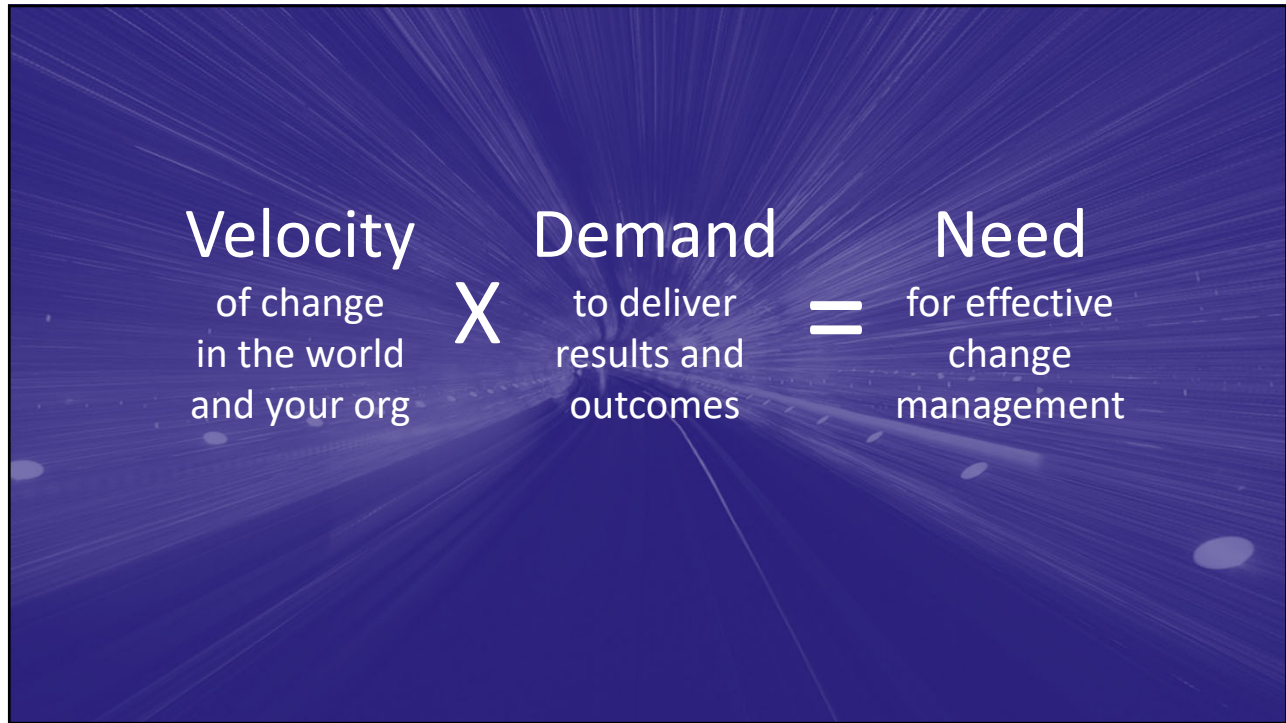


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Language

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### Three Levels of Buy In for Change Management

<b>Conceptual</b>	"The people side of change is critical and a must-have, not a nice-to have."	Buy-in The head nod
<b>Contextual</b>	"CM is important enough on this project to commit the resources needed for CM."	Resources ( 👤 💰 🧑 👁 ) Past the head nod
<b>Contractual</b>	"You play a key role in driving adoption, and we need you to take this action."	Role activation to execute activities in CM plans

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## “Getting Past the Head Nod”

### Passive Buy In

Change management  
as an EXPENSE

“Sure. That stuff sounds  
great. Go do what you  
need to do.”

### Active Buy In

Change management  
as an INVESTMENT

“Wow. What do you  
need from me?”

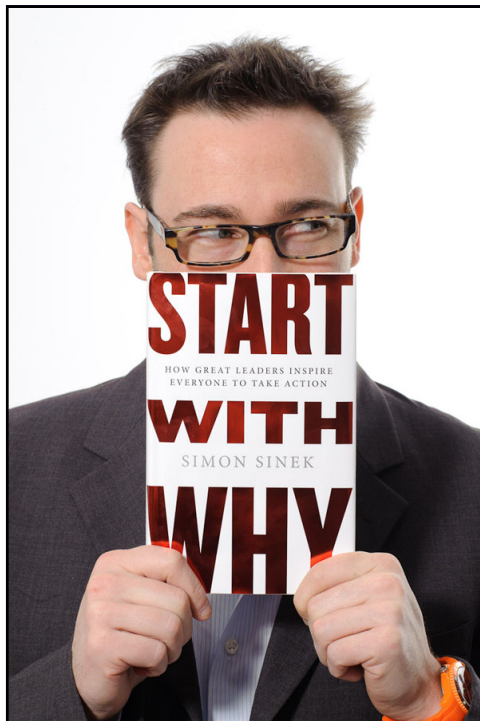


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“People don’t buy  
what you do,  
they buy  
why you do it.”

*Simon Sinek*

*American Leadership Author, Start With Why*

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## WHAT YOU DO

Change Profile	ADKAR Blueprint	Performance Tracking
Impact Assessments	Sponsor Plan	Feedback Collection
Risk Assessment	People Manager Plan	Sustainment Strategy
Role Roster	Communications Plan	
CM Strategy	Training Plan	

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## WHAT YOU DELIVER

Change  
Management:

Infuses empathy  
into our initiatives  
and adds a human face to  
change impact

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WHAT YOU  
DELIVER

Change  
Management:

Accelerates outcome  
achievement and delivers  
people-dependent  
project ROI

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WHAT YOU  
DELIVER

Change  
Management:

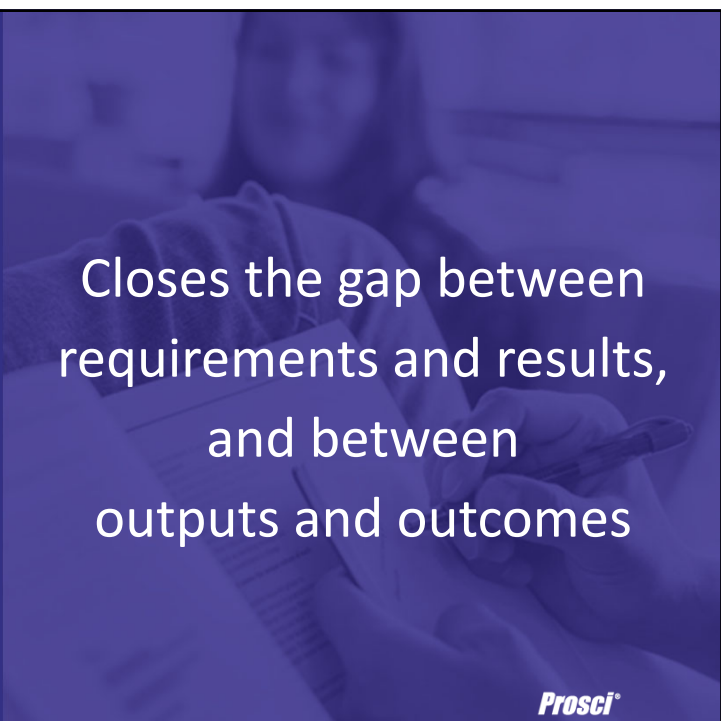
Increases the likelihood  
of meeting project  
objectives, on time  
and on budget

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<p>WHAT YOU DELIVER</p> <p>Change Management:</p>	 <p>Reduces costs and risks of poor adoption like resistance, attrition, conflict and frustration</p> <p><i>Prosci</i></p>
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<p>WHAT YOU DELIVER</p> <p>Change Management:</p>	 <p>Closes the gap between requirements and results, and between outputs and outcomes</p> <p><i>Prosci</i></p>
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<p><b>WHAT YOU DELIVER</b></p> <p><b>Change Management:</b></p>	<p>Makes change success repeatable and scalable with methodology, structure and intent</p> <p><i>Prosci</i></p>
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<p><b>WHAT YOU DO</b></p> <ul style="list-style-type: none"><li>Change Profile</li><li>Impact Assessments</li><li>Risk Assessment</li><li>Role Roster</li><li>Change Management Strategy</li><li>ADKAR Blueprint</li><li>Sponsor Plan</li><li>People Manager Plan</li><li>Communications Plan</li><li>Training Plan</li><li>Performance Tracking</li><li>Feedback Collection and Analysis</li><li>Sustainment Strategy and Plan</li></ul>	<p><b>WHAT YOU DELIVER</b></p> <ul style="list-style-type: none"><li>Infuse empathy into our initiatives and add a human face to change impact</li><li>Accelerate outcome achievement and deliver people-dependent project ROI</li><li>Increase the likelihood of meeting project objectives, on time and on budget</li><li>Reduce costs and risks of poor adoption like resistance, attrition, conflict and frustration</li><li>Close the gap between requirements and results, and between outputs and outcomes</li><li>Make change success repeatable and scalable by applying methodology, structure and intent</li></ul> <p><i>Prosci</i></p>
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“I conduct readiness assessments, complete impact analyses, build strategies, create change management plans and support integration into project plans.”

“I help us capture the portion of project benefits that depends on employee adoption and usage.”

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## Agenda – STAWYD



Context



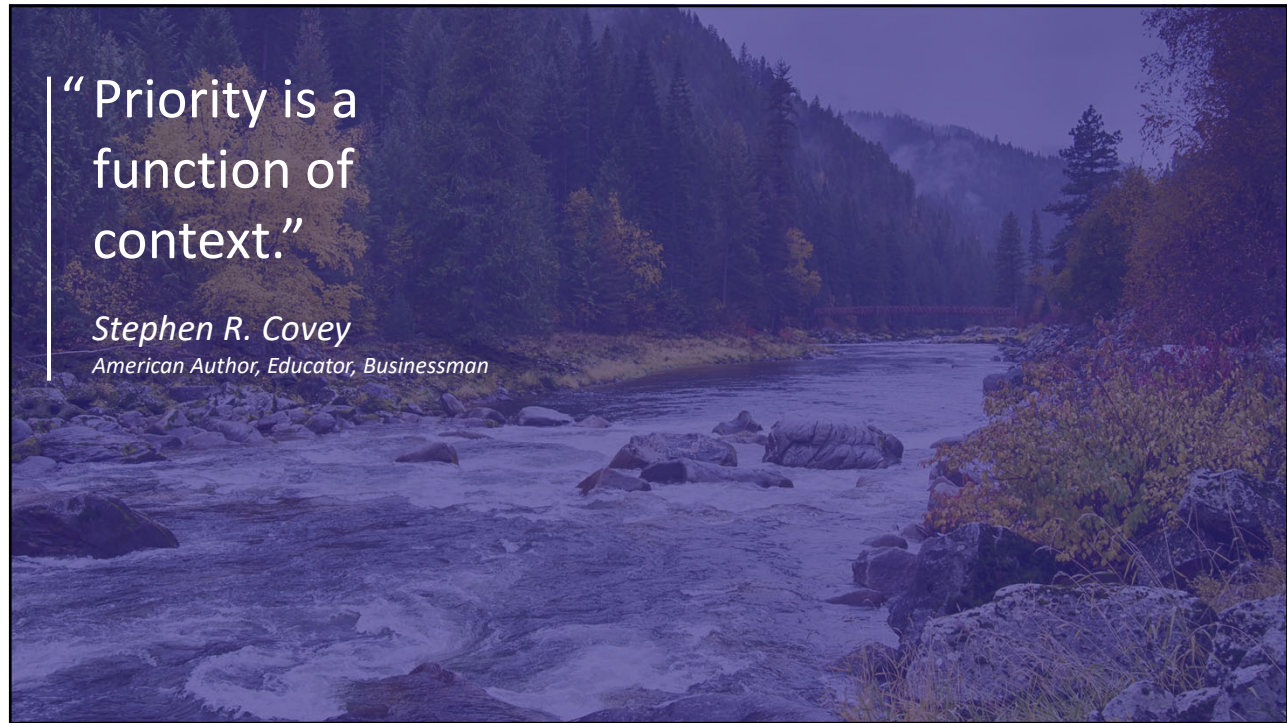
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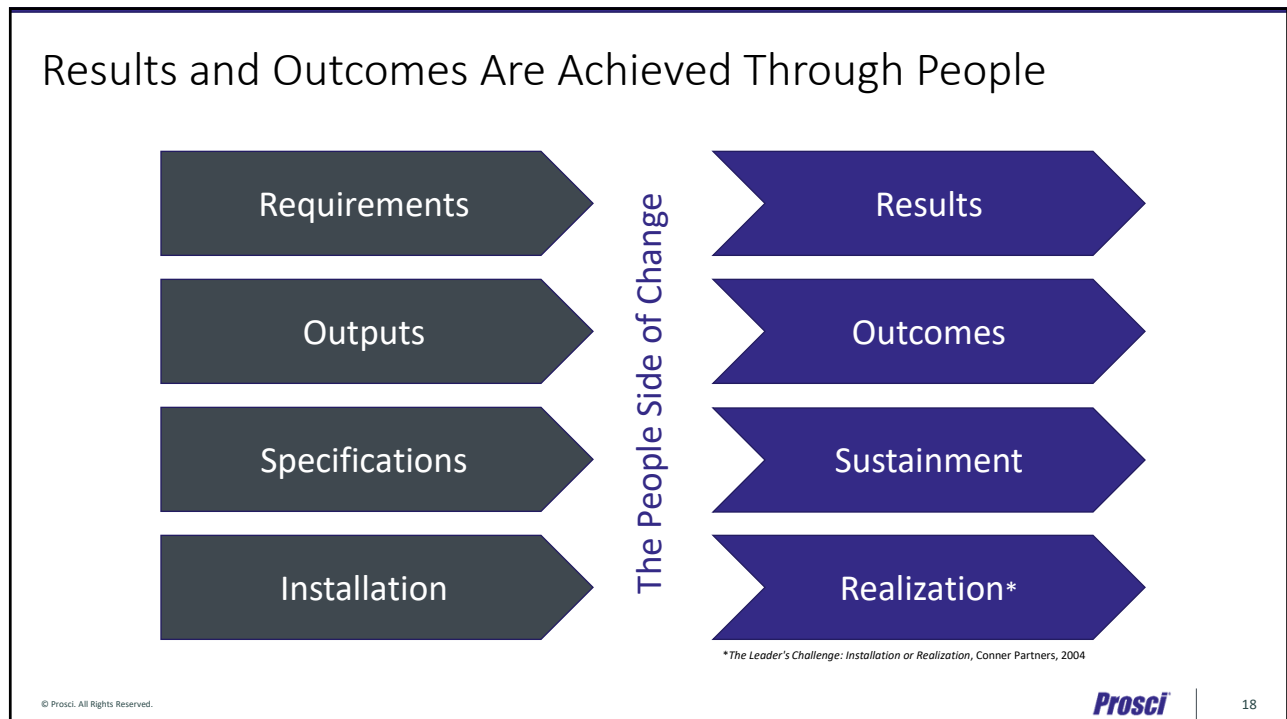
Language

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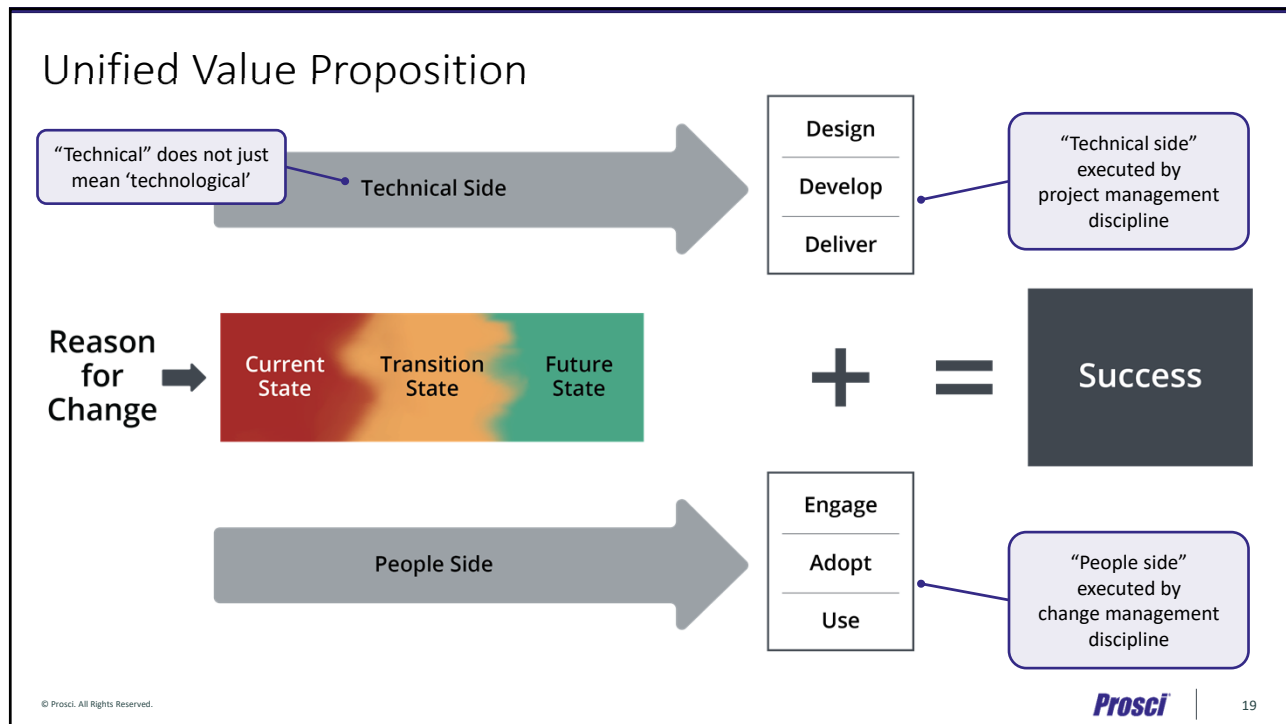




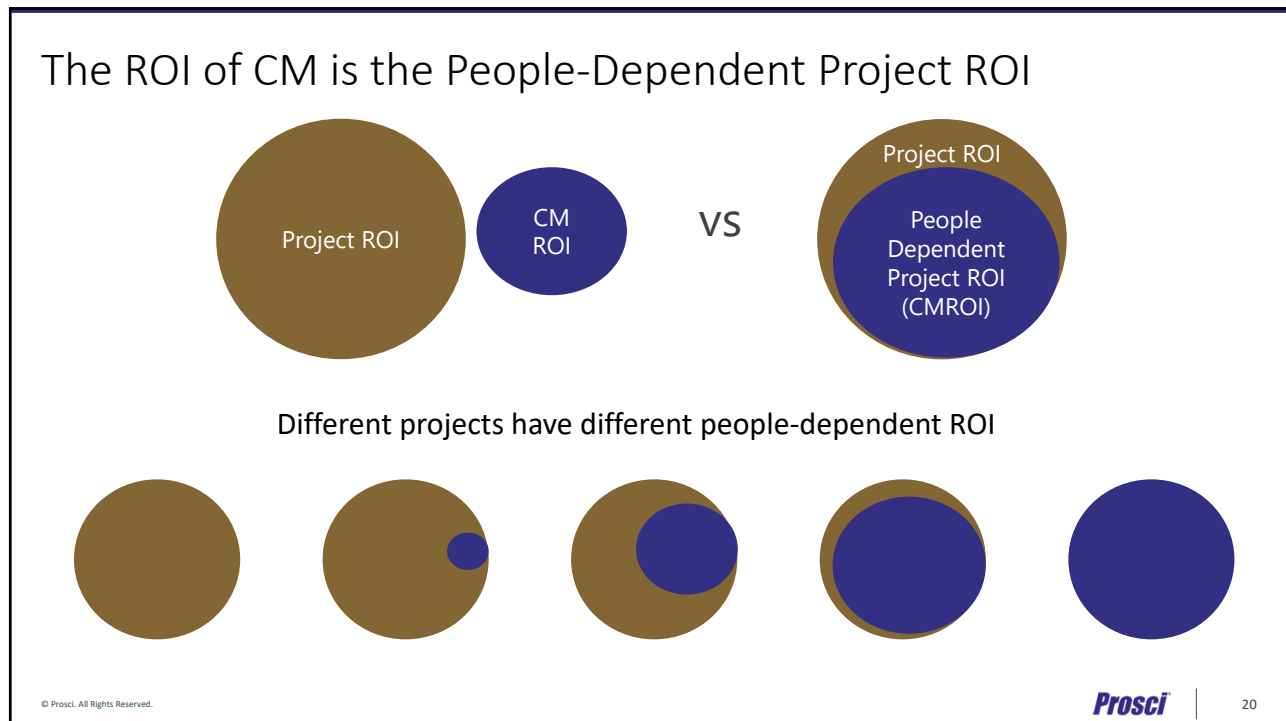
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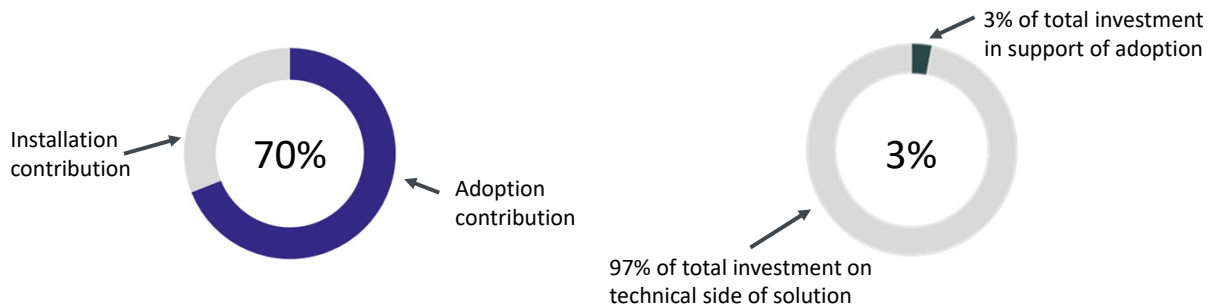


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## The Key Question

For your project, what percentage of overall results and outcomes **depends on** employee adoption and usage of the change?

The follow-up question:  
How much are we **investing** (budget, people, energy) in driving and supporting employee adoption and usage?



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“What percent of the expected project value and ROI depends on people changing how they do their jobs?”

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## Success Through the People Side of Change

With Change Management



Without Change Management



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"The achievements of an organization are the results of the combined effort of each individual."

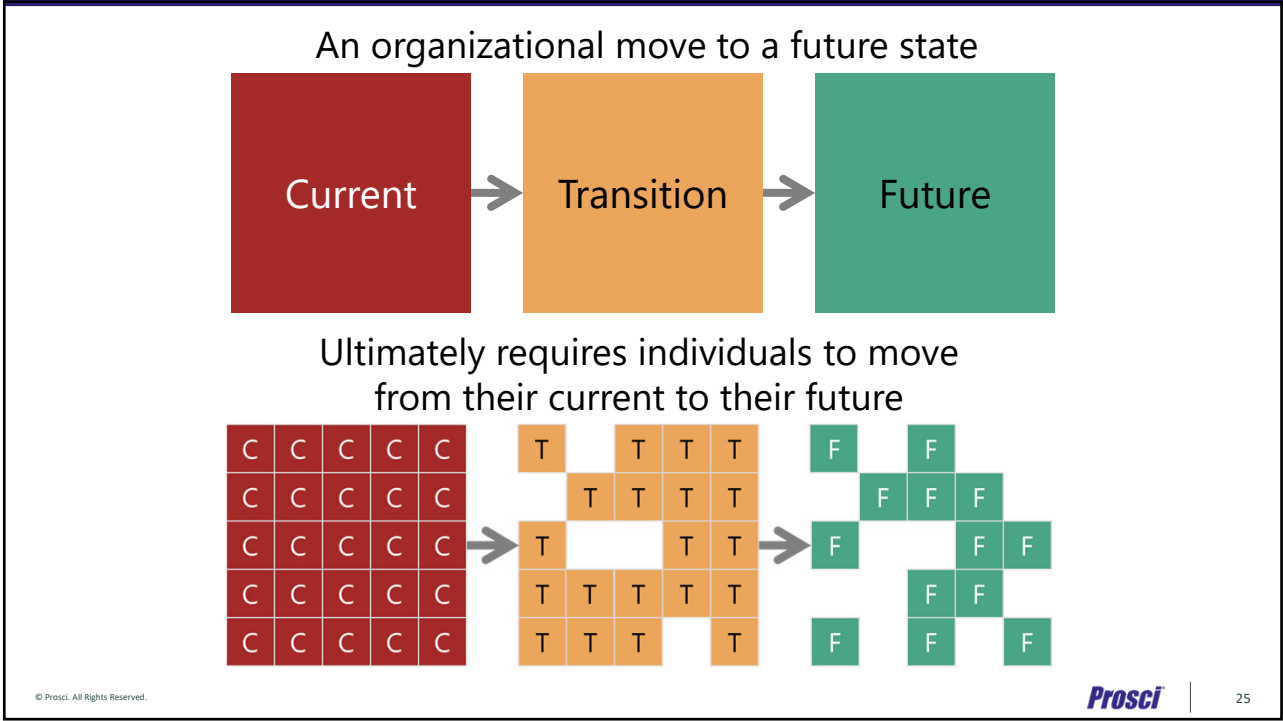
*Vince Lombardi*  
*Legendary head coach and general manager of the American football Green Bay Packers*

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“An ounce of context is worth a pound of isolated facts.”

@daveElf

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## Agenda – STAWYD



Context



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“ People don’t buy a quarter-inch drill bit,  
they buy a quarter-inch hole.  
You’ve got to study the hole, not the drill.  
The drill is just the solution for it.”

Theodore Levitt (Leo McGinneva)  
German American economist and professor  
Harvard Business School

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## Solve Their Problems

**The leader’s problem is not:**

“I don’t have change  
management on  
my change initiative”

**The leader’s problem is:**

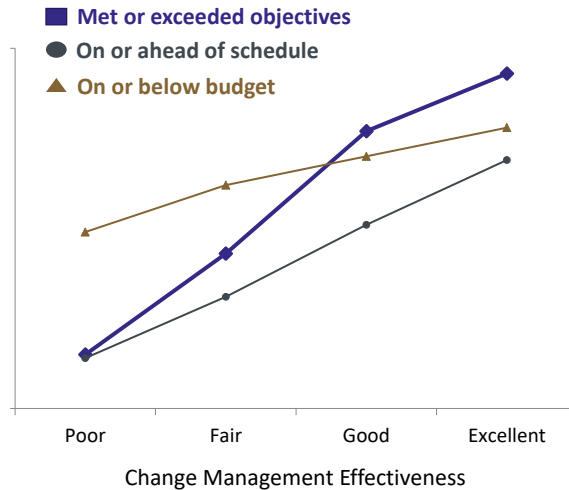
“I have a change on the table  
and I need to deliver the  
expected results and outcomes”

**Your job: connect what you *do* to solving their problems**

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## Deliver Expected Outcomes



- Improve project results and outcomes
- Drive benefit realization and financial return
- Reduce risk and unnecessary costs
- Avoid "re" costs (redo, retrain, etc.)
- Enable leaders and project teams to achieve the outcomes they already signed up for faster and more completely than they imagined

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### Costs and risks of poor adoption and usage

- abandoning of service/tool
- abandonment of truly good change
- additional project costs
- additional time
- additional training
- additional travel
- alienation of team members
- ambiguity
- anger
- **attrition**
- audit failures
- audit findings
- bad attitudes
- bad data
- bad decisions
- budget cuts affecting project support staff
- buying new technology - over and over
- canceled project
- cash flow
- change calendars
- change overload
- change requests
- changing requirements
- changing timelines
- complications
- conflict
- confusion
- contractual penalties
- cost of a new technology tool
- customer dissatisfaction
- cycle of project failures
- cynical employees

- cynicism
- declining morale
- decreased confidence in management
- delayed implementation
- delayed results
- delayed rollout
- **delayed timeline**
- delays
- dissatisfied customers
- distrust in leaders
- domino effects on other projects
- duplication
- egg on leader's face
- employee disengagement
- employee experience
- employee frustration
- employee loss
- employee resistance
- excess time spent on task
- extended contracts
- extended project schedules
- extended utilization post implementation
- failed efforts
- failed project results
- failed projects
- failure to deploy a major implementation
- failure to provide accurate details
- fear of new systems
- fines
- frustration
- further organizational 'scar tissue'
- going back to the drawing board

- go-live delay
- halting project
- "here we go again"
- high turnover
- hyper-care costs
- impact to customer
- inconsistent ways of working
- incorrect information
- initiative failure
- lack of adoption
- lack of comprehension of roles and responsibilities
- lack of transparency
- lack of trust from end users of tool
- lengthened time to ROI
- less delivered for more money
- longer delivery to market
- losing excellent employees
- losing key team members
- losing resources
- losing the audience of change
- loss of clients
- loss of credibility
- loss of customers
- loss of efficiency
- loss of high performing talent
- loss of institutional knowledge
- loss of key accounts
- loss of key talent
- loss of market value
- loss of money
- loss of moral
- **loss of productivity**
- loss of staff
- loss of time
- loss of trust
- low adoption
- low morale

- miscommunication
- mis-integration
- missed implementation dates
- missed requirements
- missed target ROI
- missing key milestone dates
- missing revenue goals
- morale degradation
- morale issues
- more hand holding
- more training
- negative comments
- negative customer impacts
- negative employee morale
- negative impact to reputation of the project and sponsors
- negative impacts to future change
- negative impressions of program
- new system not used
- **no results**
- no usage
- over budget
- overtime costs
- plummeting service levels
- poor customer experience
- poor customer service
- poor marketing
- poor results
- poor service offering
- productivity drops
- project delays
- project failure
- pull out part of functionality
- pulling in consultants to help post-change
- reboot
- re-communicate

- re-design
- re-development
- redo
- reduced confidence in future
- reduced trust in process and project team
- re-engineer
- re-explaining
- regret
- regulatory impacts
- re-implementation
- re-launch
- remediation
- re-organization
- repeated training
- replace resources
- replace the entire software with a new one
- replace with new system
- re-planning
- reputational risk
- re-scope
- resentment
- resignation
- **resistance**
- resistance to future change
- resistance when it didn't exist initially
- resources
- resources undesignated
- re-start of projects
- re-train
- re-training
- reverting
- rework
- rogue solutions and shadow systems
- ruined relationships
- rumors

- salary costs
- schedule change
- scope change
- scope creep
- shadow systems and all maintenance costs for those
- silos between teams
- silos within integrator team
- **skepticism**
- staff dissatisfaction
- staff turnover
- stagnant workers
- stakeholders not available
- starting from square one again
- terminations
- time away from work to deal with system errors
- travel
- trust issues with leaders
- turnover
- uncertainty
- underdeveloped requirements
- unfilled vacancies
- unhappy leaders
- unnecessary processing
- unnecessary software development
- unorganized training
- unused systems
- using incorrect success measures
- wasted man hours
- wasted production time
- weak sponsorship
- "we've had enough"
- work disruption/stoppage

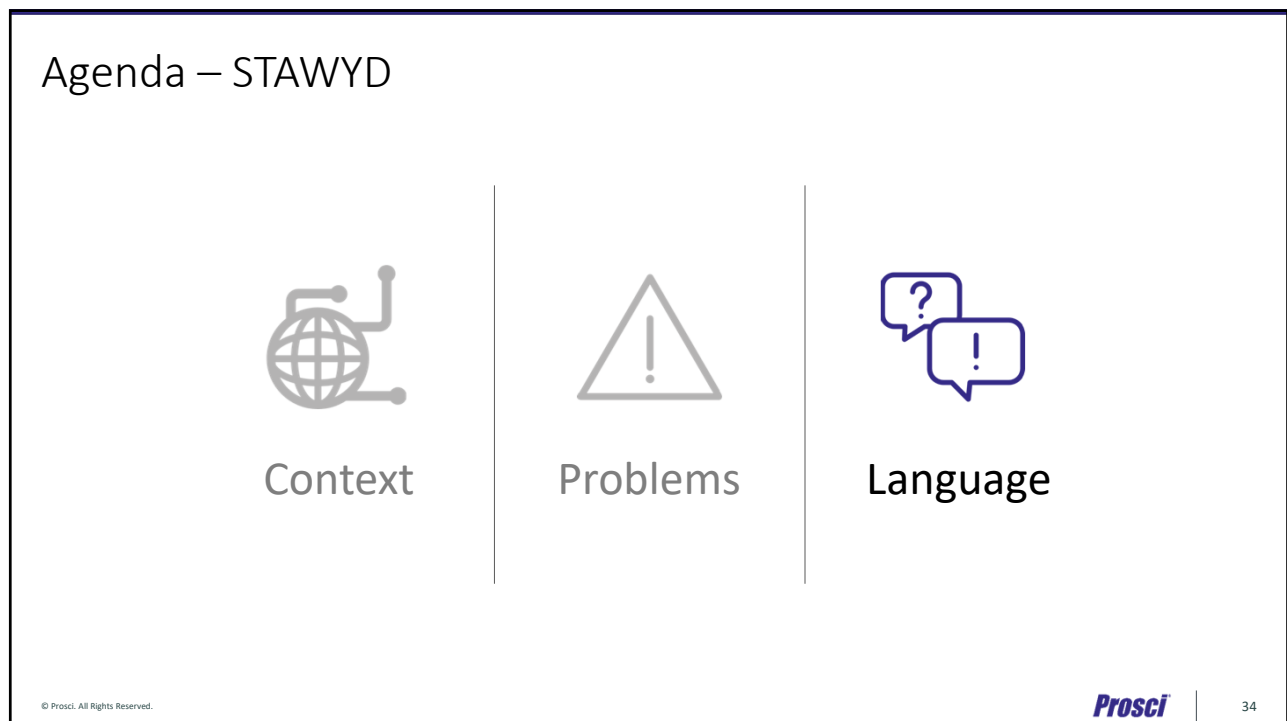
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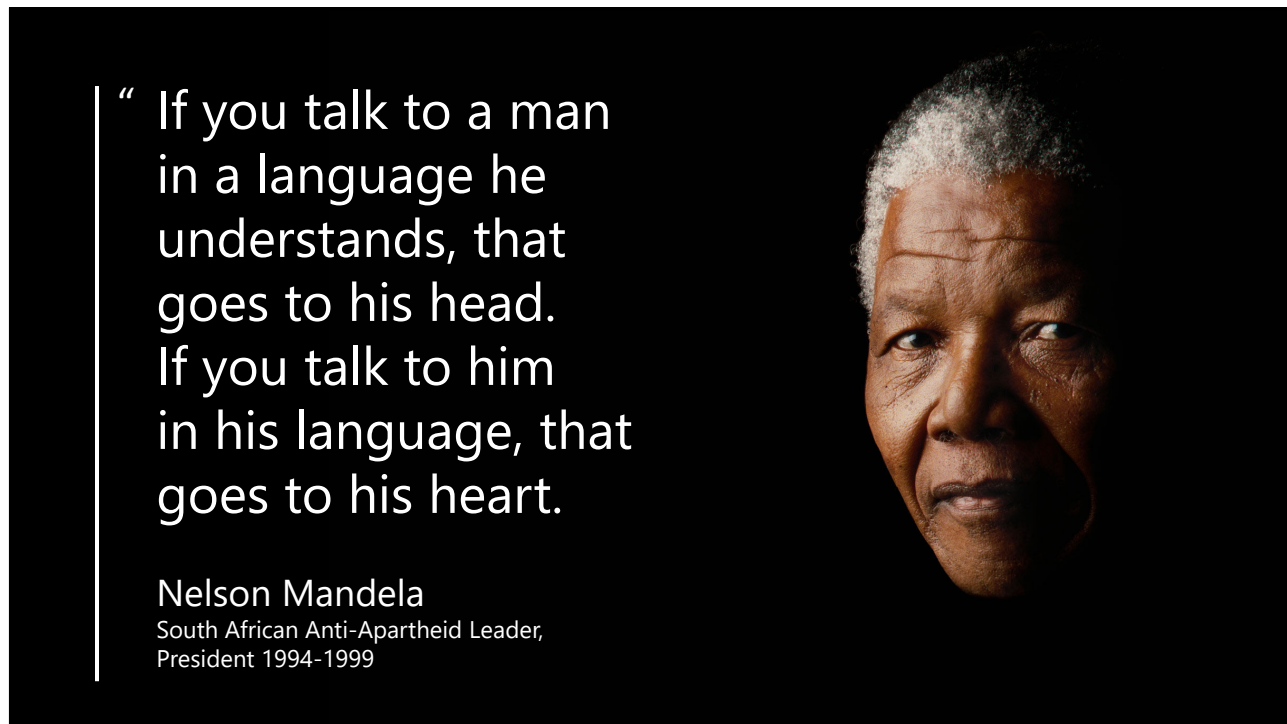
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## Speak Their Language

“Executives speak three languages:  
finance, finance and finance.”

Jeff Hiatt, Prosci Founder

- + Strategy execution
- + Core competency
- + Competitive advantage
- + Their own legacy

Your job: express the value of CM in their language

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## In the Words You Use

*Communications*  
*Training*  
*Stakeholders*  
*Resistance*  
*Resilience*  
*Assessments*  
*Templates*  
*Change Management*

## Success

Return on Investment

Benefit Realization

Results

Outcomes

Objectives

Sustainment

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## In Your Elevator Pitch

You have 30 seconds to describe  
change management. Go!

**The goal is not:**

To be precise and complete

**The goal is:**

To get asked back!!!



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In How You Re-Frame ROI

What is the ROI of change management?	What portion of project benefits depend on employee adoption and usage?
Nebulous	Focused
Lacks context	With context

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In the Questions You Ask



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## In How You Define Change Management

How are you defining change management?

**Technically:**

*Focused on the what*

**To gain buy-in:**

*Focused on the why*

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## Change management:

CHānj 'manijmənt

*Not wrong,  
but not compelling*

Change management is:  
the application of processes and tools to  
manage the people side of change from a  
current state to a new future state so that  
the desired results of the change are  
achieved (Hiatt & Creasey, 2012)

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## Change Management Defined

CHānj 'manijmənt

**Preparing, equipping** and **supporting**  
individuals through the change journeys  
they experience as part of your organization  
so they are more successful, initiatives deliver  
outcomes and the organization builds agility

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## Change Management Defined

CHānj 'manijmənt

Catalyzing  
**individual transitions**  
to deliver  
**organizational results**

**Benefit realization**  
insurance

Capturing  
**people-dependent ROI**

Bringing **empathy**  
to initiatives

Mobilizing **people**  
to deliver **results**

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# Stop Talking About What You Do, Start Talking About What You Deliver

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<b>Guiding</b> people through personal change impacts	Helping <b>people</b> maximally adopt and use
Tools and process <b>to move</b> people through change	<b>People</b> side of change
<b>Moving</b> people from current to future	Helping <b>people</b> to make a difference
Helping people get <b>from a to b</b>	Making things better for <b>people</b>
<b>Moving</b> people from point a to point b	Identify and manage <b>people</b> risks
<b>Navigating</b> the undulating floor	Making <b>people</b> willing and able to change
Facilitating <b>transitions</b> with finesse and insight	It means effectively moving <b>people</b> to success

## Mobilizing People To Deliver Results

<b>Success</b> through people	Helping organizations get to their <b>desired</b> state
Managing people side of change to drive <b>results</b>	Structured process to produce <b>results</b>
Changing behaviors to <b>achieve</b> business needs	Ensuring organization's objectives are <b>met</b>
Individual transitions that <b>generate</b> org change	Producing <b>results</b>
Better business <b>outcomes</b> through people	<b>Benefits realization</b>
Faster ROI <b>through</b> leading people through change	Making change <b>stick</b>
Turn business <b>objectives</b> into behavior change	Delivering people-dependent <b>ROI</b>

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Which words are you  
going to stop using?  
Which words are you  
going to start using?

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## Agenda – STAWYD

**Three tips for building buy-in and commitment for CM**  
by focusing on **what you deliver** (not what you do)



Context



Problems



Language

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## Your global partner for change success

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## **Prosci** Value of CM Resources

What is Change Management Clip

- <https://www.youtube.com/watch?v=e4jnFqIUMmM>

Five Tenets of Change Management Webinar Replay

- <https://www.prosci.com/resources/webinars/five-tenets-of-change-management>

Why Change Management Article

- <https://www.prosci.com/resources/articles/why-change-management>

Cost-Benefit Analysis of Change Management Article

- <https://www.prosci.com/resources/articles/cost-benefit-analysis-change-management>

Create a Business Case for Change Management Article

- <https://www.prosci.com/resources/articles/business-case-for-change-management>

Back to the Basics Clip

- <https://www.youtube.com/watch?v=1C626qj6dEc>

Taking Charge of Change – 1-day fundamentals

- <https://www.prosci.com/solutions/training-programs/taking-charge-of-change>

Prosci Practitioner Program – 3-day certification

- <https://www.prosci.com/solutions/training-programs/change-management-certification-program>

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