

What We Know About People and Change

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What We Know About People and Change

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Six Declarations: 'Change is...People do'

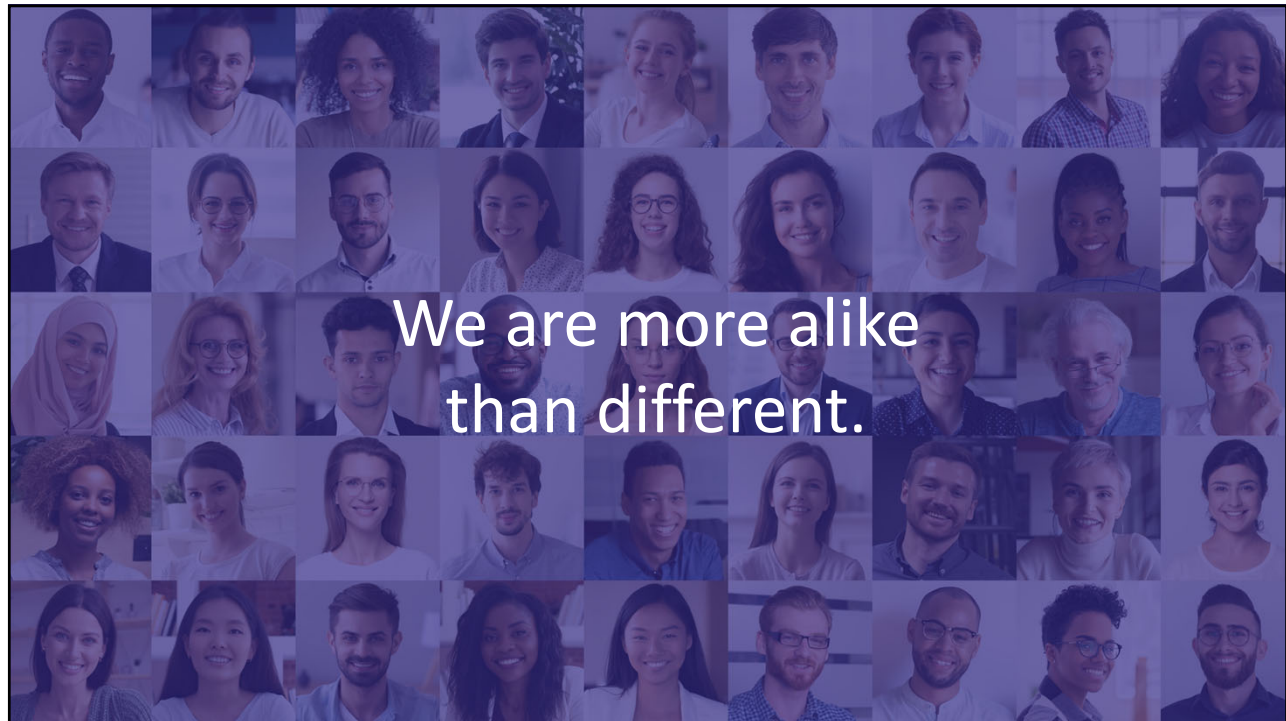
- 1. Change is challenging
- 2. Change is a process
- 3. Change is individual
- 4. People do resist change
- 5. People do need to understand why
- 6. People do need change leadership

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Six Declarations: 'Change is...People do'

- 1 Change is challenging & People do resist change
- 2 Change is a process & People do need to understand why
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Adaptive Action:
Responsive to
today's challenges
in pursuit of
individual and
organizational
goals.

Adaptive Action: Leveraging Uncertainty in Your Organization
Book by Glenda H. Eoyang and Royce Holladay

Unlock Success for Your Change



- What** happened? What do you notice?
- So What?** What are the implications of your observations?
- Now what?** What are your action items to address your implications?

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1 Change is Challenging & People Do Resist Change

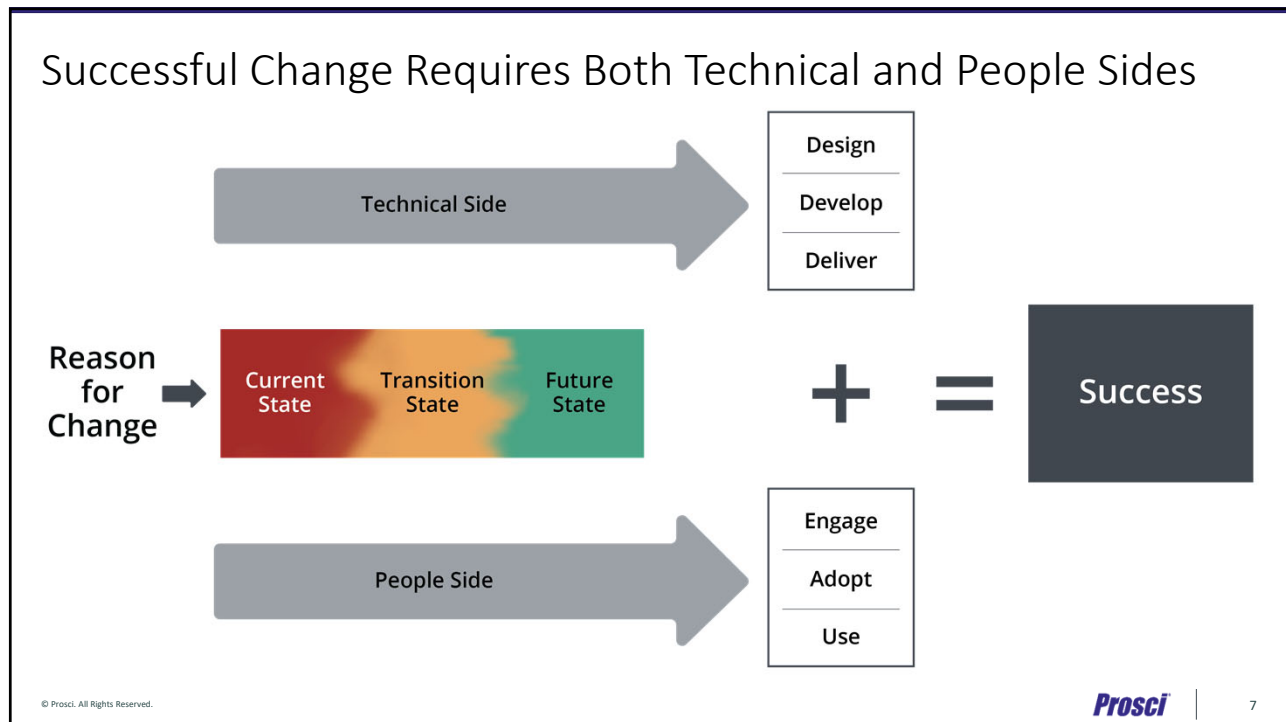


Successful
Change can
be Unlocked

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1 Change is Challenging & People Do Resist Change

The **current state** has tremendous **holding power**, and the **uncertainty** of success and fear of the unknown can block change and **create resistance**.

Now you

<https://pollev.com/changepro>

What does resistance to change look like?

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1 Change is Challenging & People Do Resist Change

The Largest
Body of
Knowledge on
Change
Management



MANAGING RESISTANCE TO CHANGE

Executive Summary

KEYS TO RESISTANCE MANAGEMENT

This section explores the key factors to successfully manage resistance. Participants identified the greatest contributors to overcoming active, passive and individual resistance. Engaging the executive sponsor was the top contributor to success for active resistance. Across all three types of resistance, participants highlighted the importance of transparent, open, and honest communication. Participants reported that ineffective leadership, intensity of resistance, unsupportive managers, ineffective leadership alignment with the change team and lack of organizational readiness were all obstacles that could lead to ineffective resistance management.

Findings in this section:

- Greatest contributors to overcoming active resistance
- Greatest contributors to overcoming passive resistance
- Largest obstacles to overcoming resistance
- What to do differently when overcoming resistance

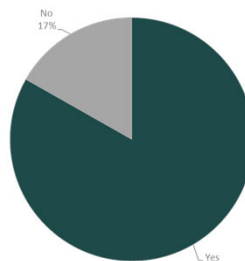
"Setting up one-on-one time to allow the individual to voice their concerns, ask questions and to be sure that they were well equipped to adopt the change."

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Top Findings: Planning for Resistance Management

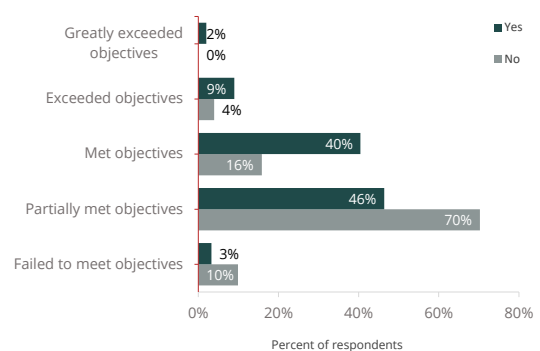
Prevalence of early planning and impact of making plans to address resistance

Made Plans to address resistance



...and it matters

Impact of planning to address resistance on meeting objectives



51% vs 20% met, exceeded, or greatly exceeded objectives

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Top Findings: Planning for Resistance Management



Top tactics used
when planning to
address
resistance*

1. Exceptional communications
2. Active sponsor management of resistance
3. Formal training of managers and supervisors to address resistance
4. Proactive identification of impacted groups and stakeholders

* Each of these is addressed in the Prosci 3-Phase Process

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Types of Resistance Analyzed in Resistance Management Study

Disengaged



quiet, indifference, apathy,
low morale,
ignoring communications

Negativity



miscommunication, objections,
complaining, sarcasm,
rumors/gossip, focus on problems

Avoidance



ignore the change, workarounds,
revert to old behaviors,
abdicate responsibilities

Emotional



fear, loss, sadness, anger,
anxiety, frustration, depression,
focus on self

Work impact



reduced productivity/efficiency,
non-compliance, absenteeism,
mistakes

Controlling



asking lots of questions,
influencing outcomes, defending
current state, using status

Building barriers



excuses, counter-approaches,
recruit dissenters, secrecy,
breakdown in trust

Acting out



conflict, over-bearing, arguments,
passive-aggressive, sabotage,
aggressive, celebrate failure

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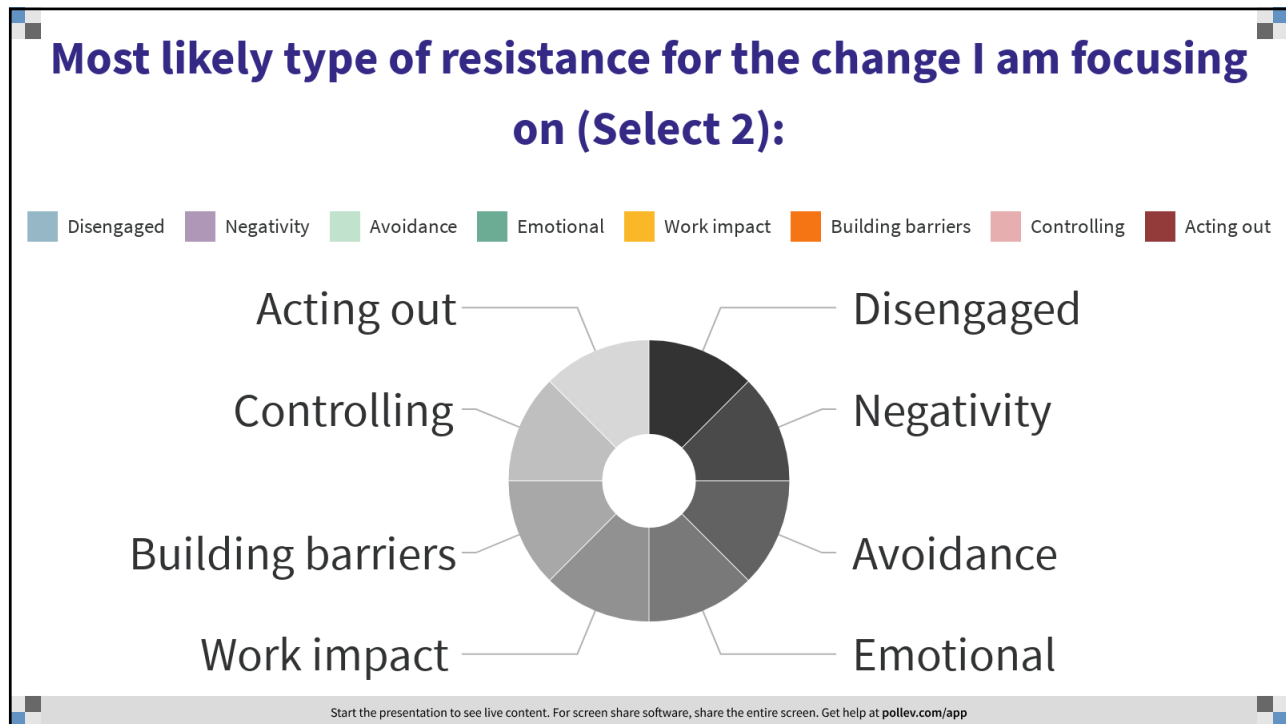
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Adaptive Action: Unlock Success for Your Change

 What?	 So What?	 Now What?
<p>1 Change is challenging & people do resist change</p>	<p>What are the <i>implications</i> of your <i>observations</i> in the 'What' section?</p>	<p>What are your <i>action items</i> to address your <i>implications</i>?</p>

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2 Change is a Process & People Do Need to Understand Why



Successful
Change can
be Unlocked

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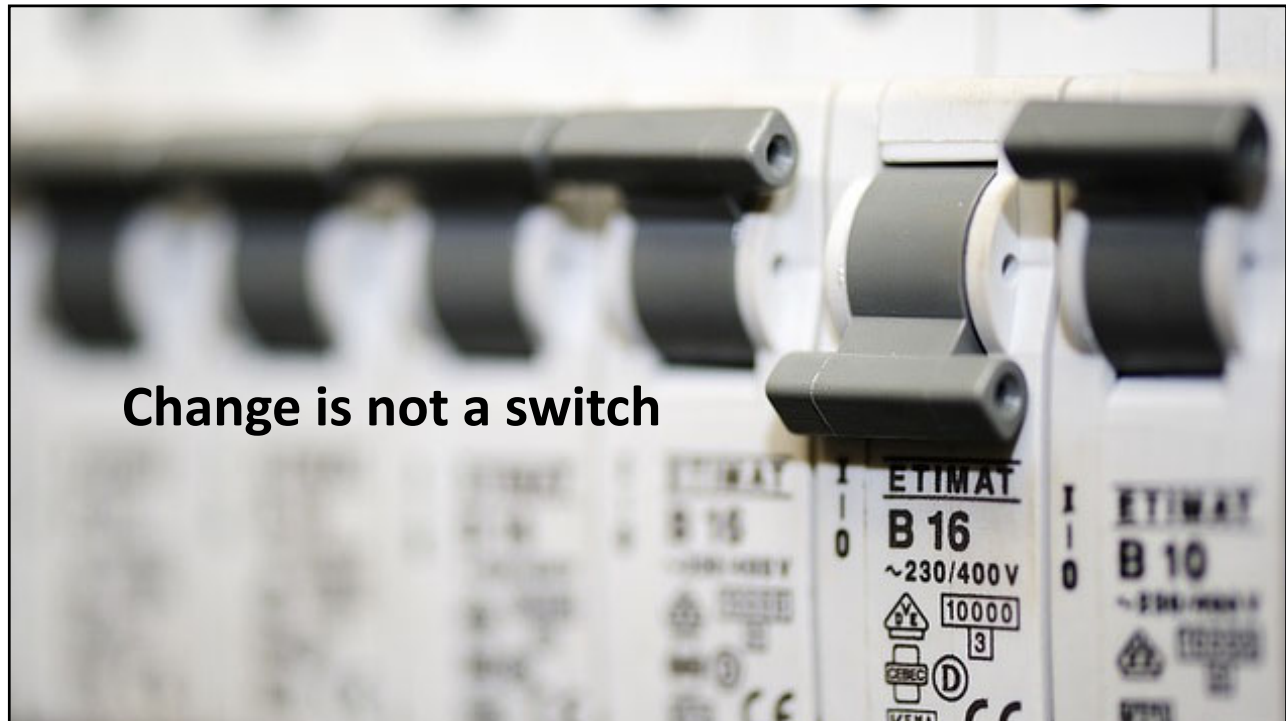
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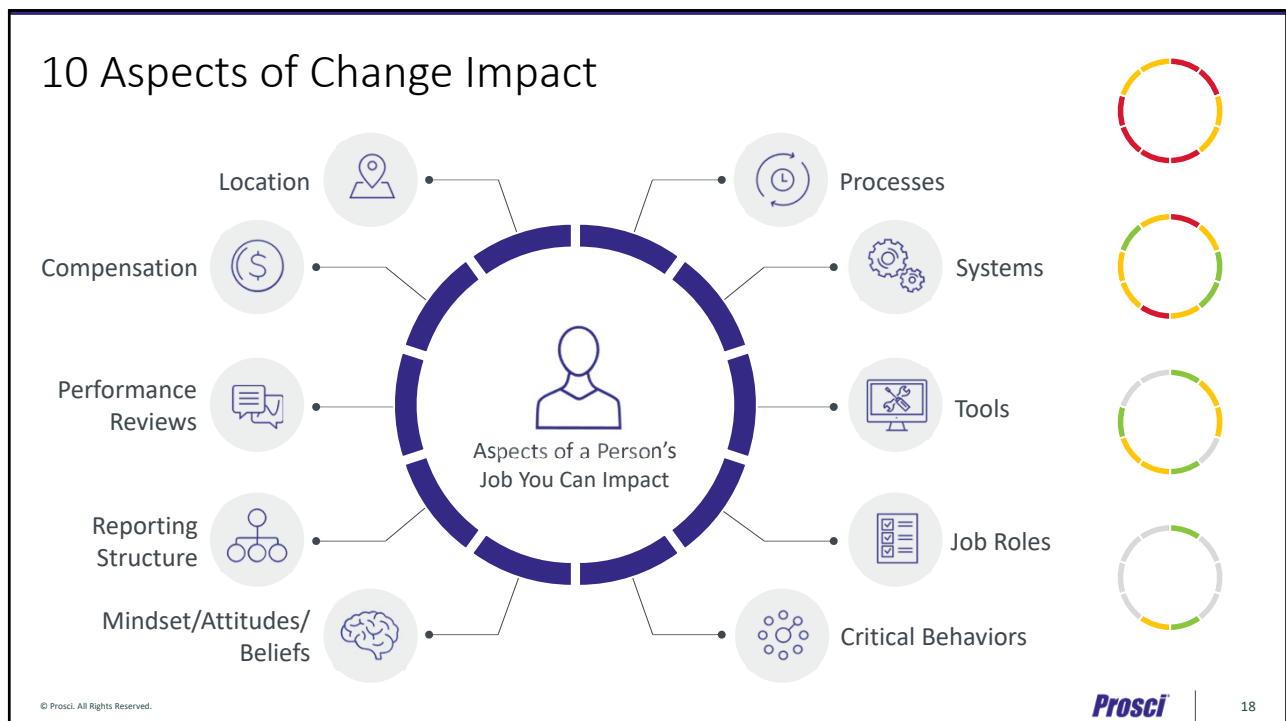
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Why Is Change Management Important?

With Change Management



Without Change Management



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2 Change is a Process & People Do Need to Understand Why



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4 P's Helps Define Success and Structure your Pitch

4 P's	Elevator Pitch
Project "What is the project?"	"As you know, we are tackling XYZ..."
Purpose "Why are we changing?"	"If we are successful at XYZ, then..."
Particulars "What are we changing?"	"XYZ will impact how people..."
People "Who will be changing?"	"Success ultimately depends on adoption and usage by..."
Connect People to Success "Why change management?"	<ul style="list-style-type: none"> • Speed of adoption, ultimate utilization and proficiency • People-dependent ROI • Costs/risks

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Change is a process & people do need to understand **Why...** for the change and for change management



How might we take adaptive action in response to what is happening now?

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4 P's

Project

"What is the project?"

Purpose

"Why are we changing?"

Particulars

"What are we changing?"

People

"Who will be changing?"

Connect People to Success

"Why change management?"

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
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Adaptive Action: Unlock Success for Your Change

 What?	 So What?	 Now What?
<p>2 Change is a process & people do need to understand why... for the change and for change management</p>	<p>What are the <i>implications</i> of your <i>observations</i> in the 'What' section?</p>	<p>What are your <i>action items</i> to address your <i>implications</i>?</p>

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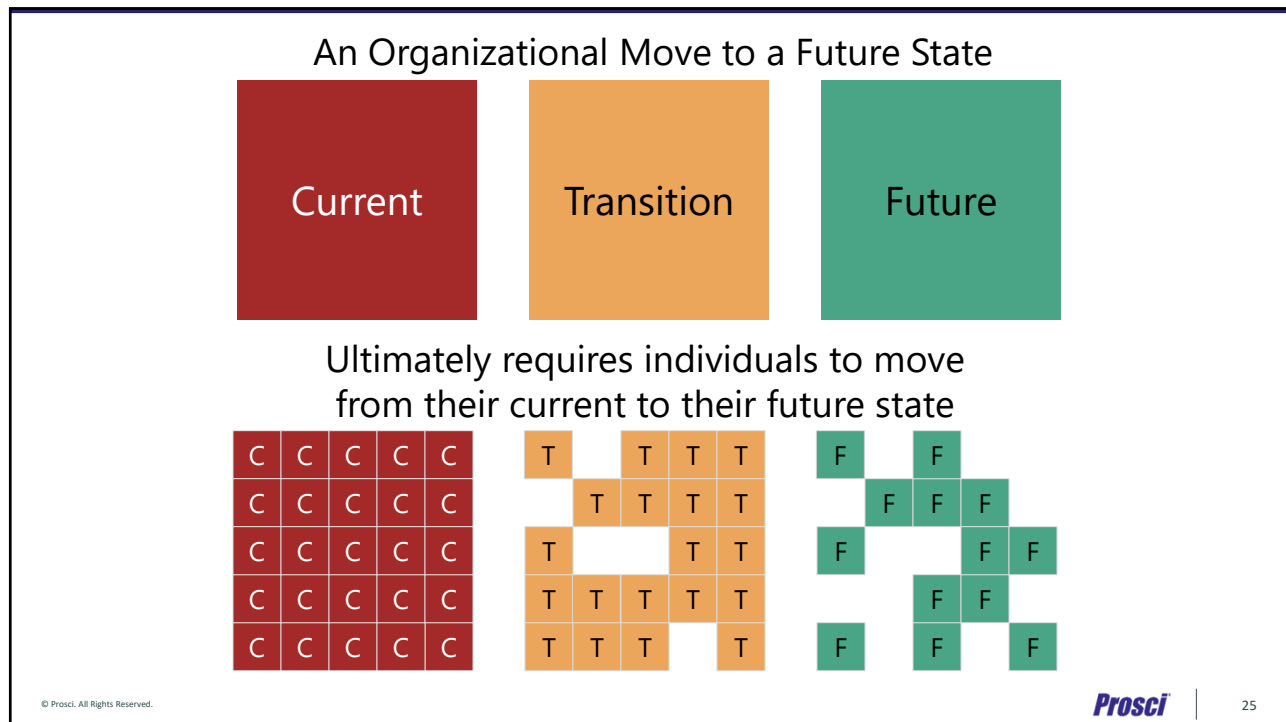
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Prosci ADKAR Model on a Page			
ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
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

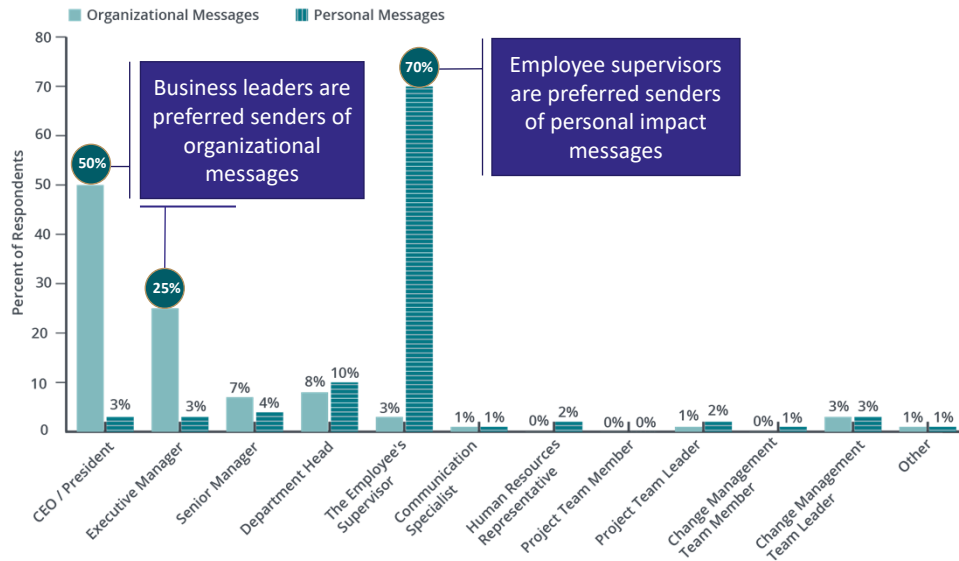
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3 Change is Individual & People Do Need Change Leadership



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Sponsor Roles During Change - ABCs



Actively and visibly participate throughout the project



Build a coalition of sponsorship with peers and managers



Communicate directly with employees

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People Manager Roles During Change - CLARC



Communicator



Liaison



Advocate



Resistance Manager



Coach

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3 Change is individual and people do need change leadership



How might we take adaptive action in response to what is happening now?

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Helping Individuals Through ADKAR



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Adaptive Action: Unlock Success for Your Change

What?	So What?	Now What?
<p>3 Change is individual & people do need change leadership</p>	<p>What are the <i>implications</i> of your <i>observations</i> in the 'What' section?</p>	<p>What are your <i>action items</i> to address your <i>implications</i>?</p>

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Adaptive Action

Unlock Success for Your Change

Now What?
<p>What are your <i>action items</i> to address your <i>implications</i>?</p>

1

Change is challenging

&

People do resist change

2

Change is a process

&

People do need to understand why

3

Change is individual

&

People do need change leadership

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