



# Managing Change With You...not to you!

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# Why the Need for Change Management?

Climate Action Plan

ERP

EAMS

The Official Plan

Working Remotely

New Technology  
Solutions

Customer Experience  
and CRM

Evolving the  
Organization

Service Redesign-  
Covid 19 Impacts

Ongoing Business  
Process Changes  
(DAAP)

V2F Initiatives

Burlington Economic  
Development Review

## This is what happens without Change Management...

- Frustrated staff and lack of motivation to adopt the new changes.
- Wasteful use of resources and project budget with extended timelines and repeating project phases
- Unsatisfied community and customers
- Errors and misinformation
- Increased reputational risk to the organization
- Increased confusion and disconnection between departments and processes
- Inefficiencies
- Staff burn out and increased employee turn over



● Unstructured Change



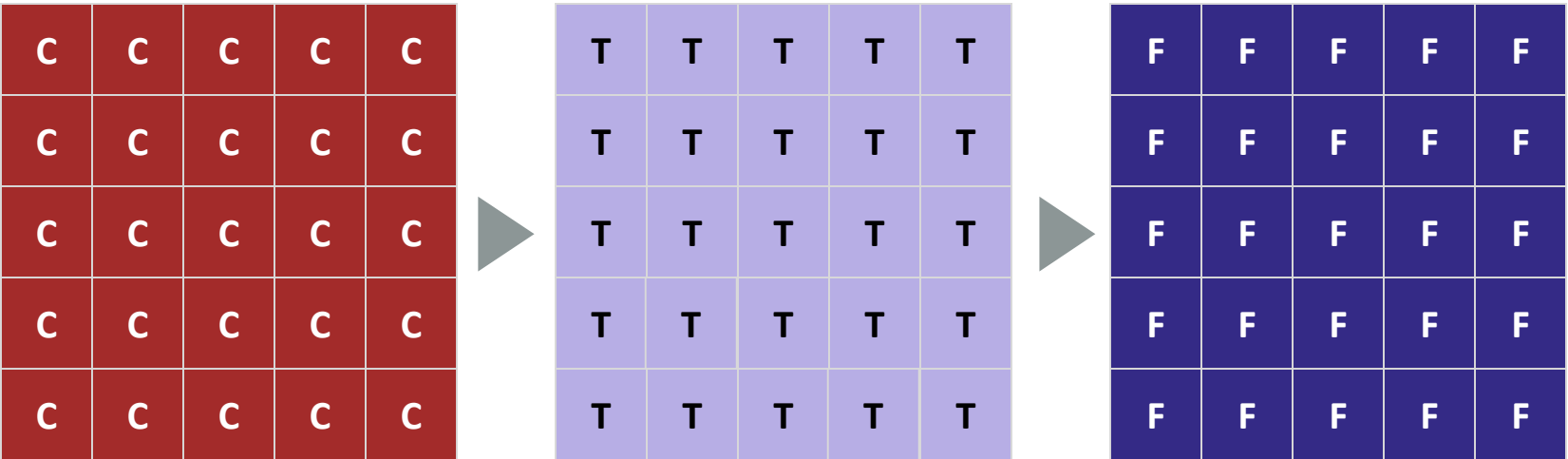
● Actively Managing Change

Results  
Outcomes  
Success

# An organizational move to a future state



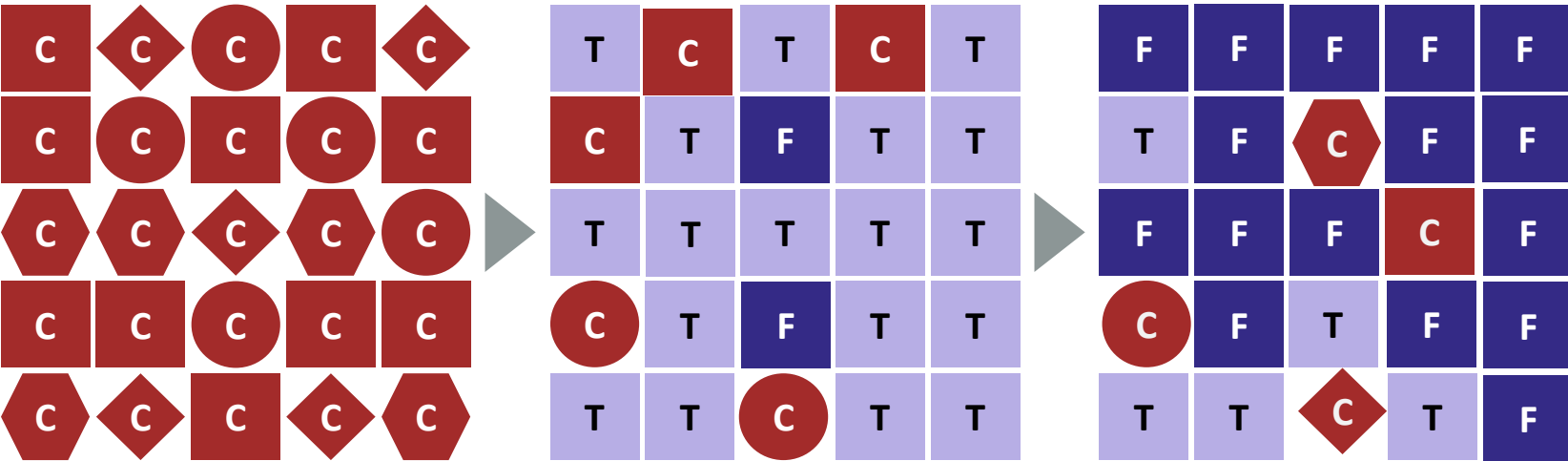
Ultimately requires individuals to move from their **own current to their own future**



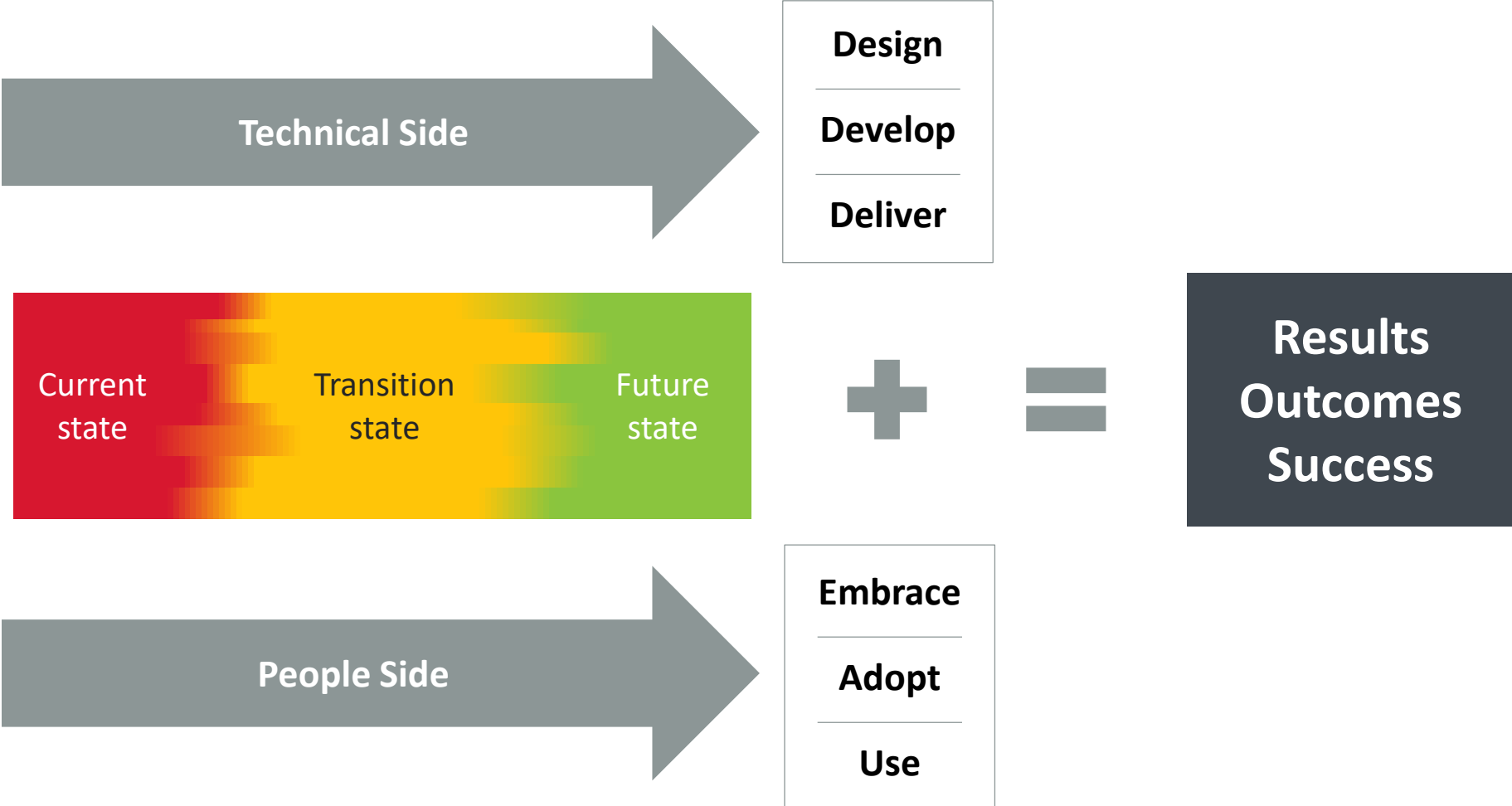
# Impact is individual



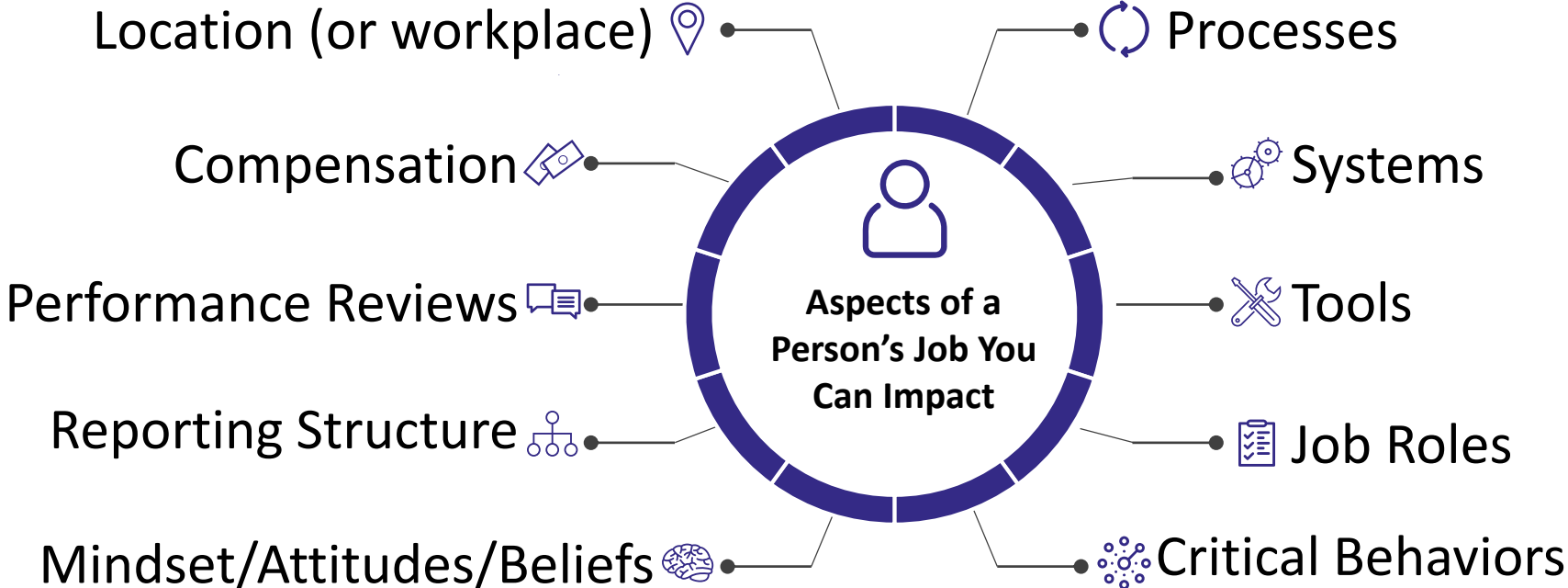
Ultimately requires individuals to move from their **own current to their own future**



# Unified Value Proposition: ALIGNMENT



# Ten aspects of change impact



# The Five Building Blocks for Successful Change



**Awareness**

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**Desire**

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**Knowledge**

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**Ability**






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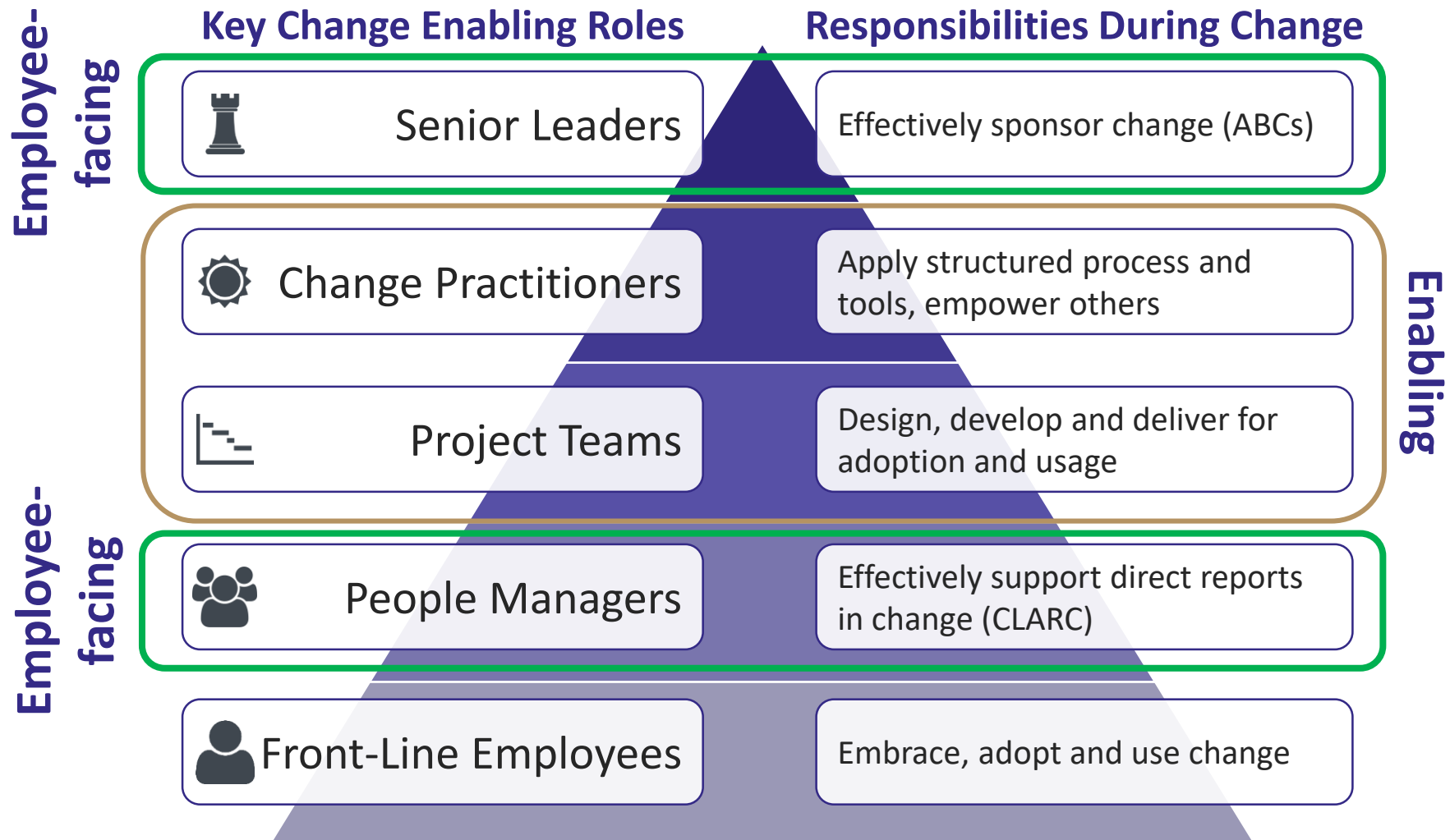
**Reinforcement®**



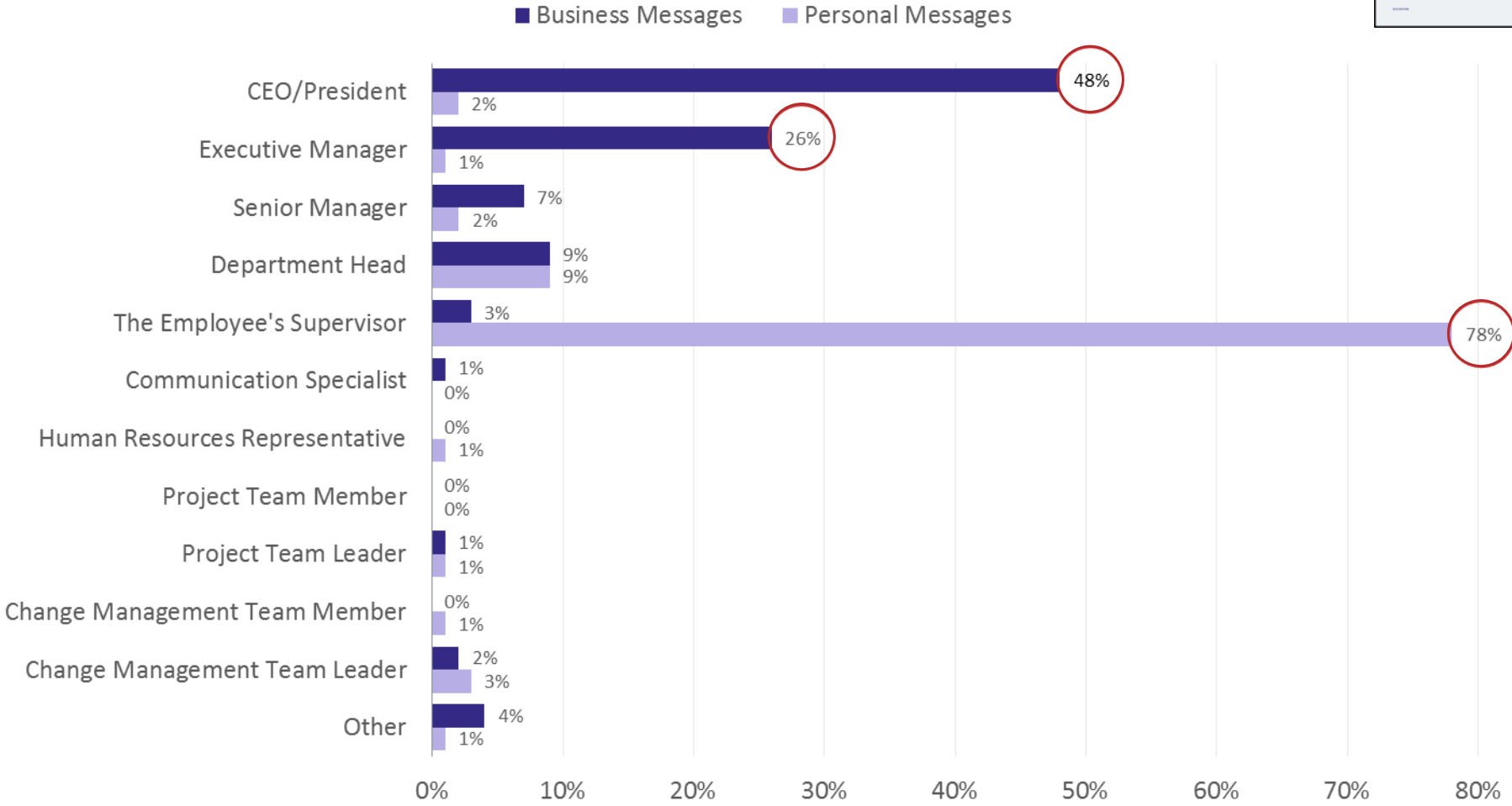
# Prosci® ADKAR® Model

ADKAR element:	Definition:	What you hear:	Triggers for building:
 Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
 Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
 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>
 Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A Gaps Barriers/Capacity Practice/Coaching
 Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

# Key Roles in Change Management



# Preferred Senders of Change Messages



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Initiate, authorize,  
fund, and legitimize  
change initiatives



Support your direct  
reports on their own  
change journeys



# The Sponsor Role – Leading Change

## A



**Actively participate**  
and be visible  
throughout the  
project

- Attend meetings and events
- Be accessible
- Proactively remove obstacles
- Provide resources
- Champion the change
- Build enthusiasm about the change

## B



**Build a coalition** of  
sponsorship with  
peers and managers

- Build relationships across organization
- Work existing networks
- Cultivate colleague support
- Provide management feedback
- Establish business alignment

## C



**Communicate**  
**directly** with  
employees

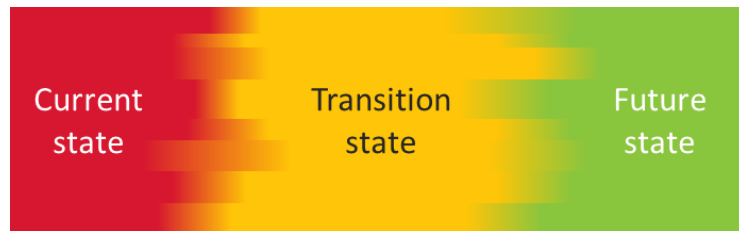
- Build awareness (why the change?)
- Communicate support
- Share vision, objectives & benefits
- Advocate to impacted groups
- Share goals and get feedback
- Celebrate success

# Working Together : The Technical Side and The People Side

## Focus:

**Design to Operation side** of moving from current state to future state

**Change Initiative and Projects**



**Change Management**

## Focus:

**People side** of moving from current state to future state

## Process:

- Initiation
- Planning
- Design
- Implementation
- Closure

## Outputs:

- Interviews/assessments
- Design documentation
- Business case and Reports
- Work breakdown structure (process)
- Budget estimations
- Resource allocation
- Schedules
- Tracking

## Process:

### Organizational:

- Preparing for change
- Managing change
- Reinforcing change™

### Individual:

- ADKAR®

## Outputs:

- Individual change model
- Readiness assessment
- Communications plan
- Sponsor Roadmap
- Coaching plan
- Resistance management
- Training plan
- Reinforcement

# Key Messages: Change Management



1

Change Management is about ***User Adoption***

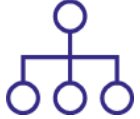
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2

Acknowledge and Attend to the ***Individual Change*** Journey

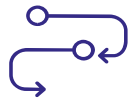
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3

There are ***Roles*** Beyond the Project Team

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4

***Structure*** Prevents Chaos

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# Why the Need for Change Management at the City of Burlington?

✔ To treat our employees right, our employees are our most important asset, we need to focus on them during change.

✔ To successfully equip people impacted by the change so they can adopt and bring the change to life.

✔ To support the project ROI and we have a lot of projects!

✔ To mitigate risk and increase the likelihood of project success.

✔ To be an organization that thrives in an ever changing environment.

✔ To take the chance out of change.

## What's Next?

