



CM-30-20
CSSRA October 8, 2020

Managing Change With You...not to you!

Stephanie Venimore, Business Performance Manager, Certified Change Management Practitioner
Josy Jamieson, Master Instructor and Sr. Change Advisor with Prosci Canada

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



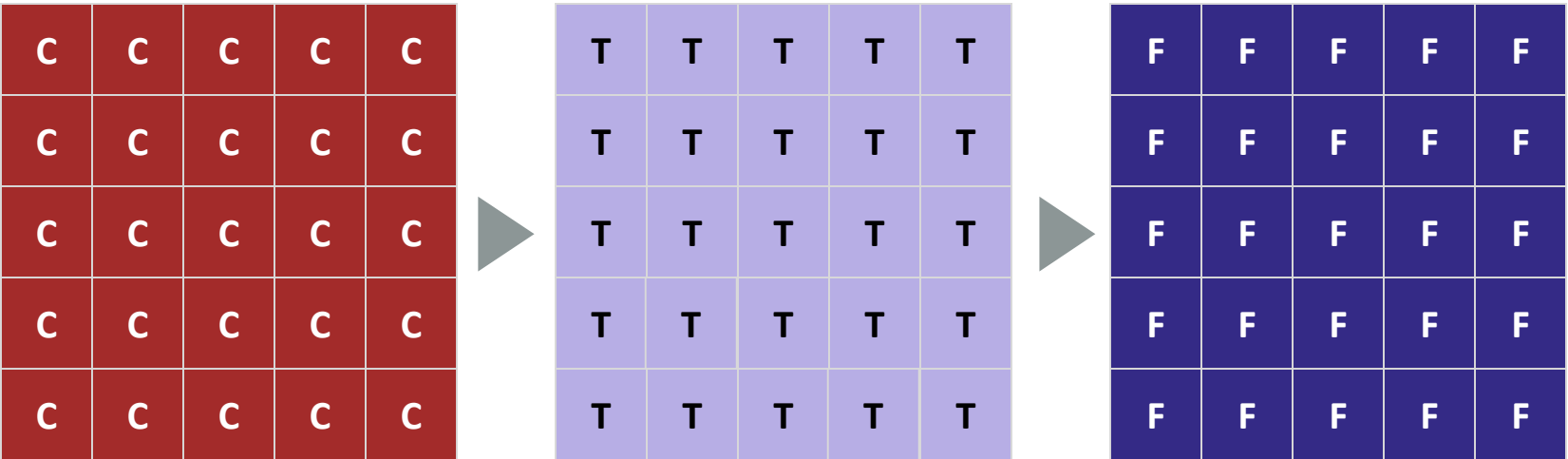
● Actively Managing Change

Results
Outcomes
Success

An organizational move to a future state



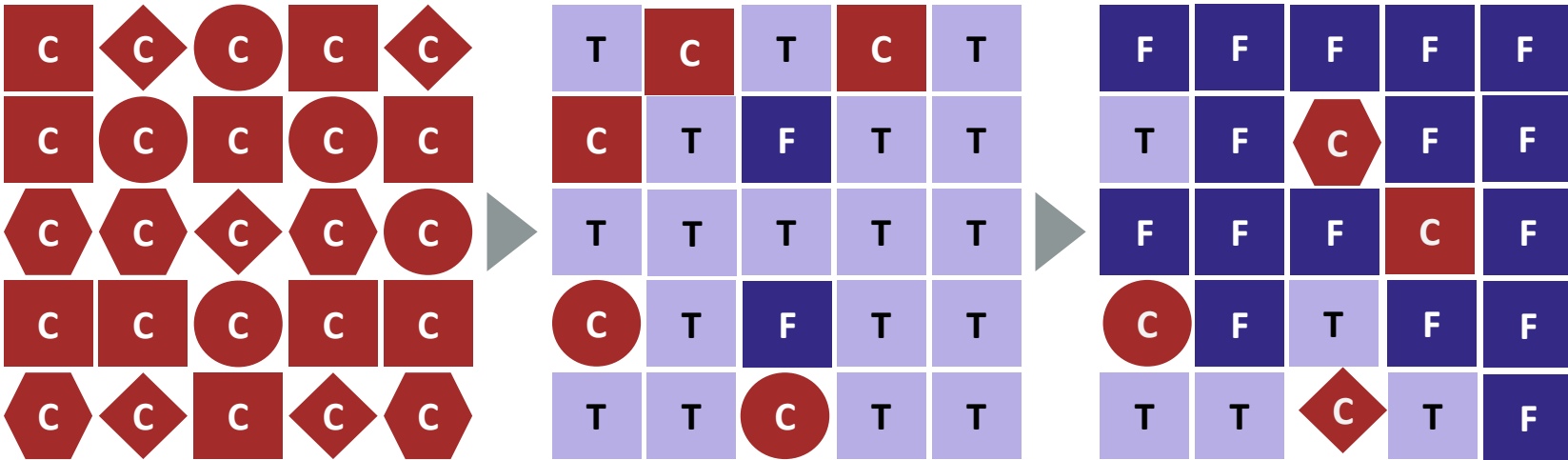
Ultimately requires individuals to move from their **own current to their own future**



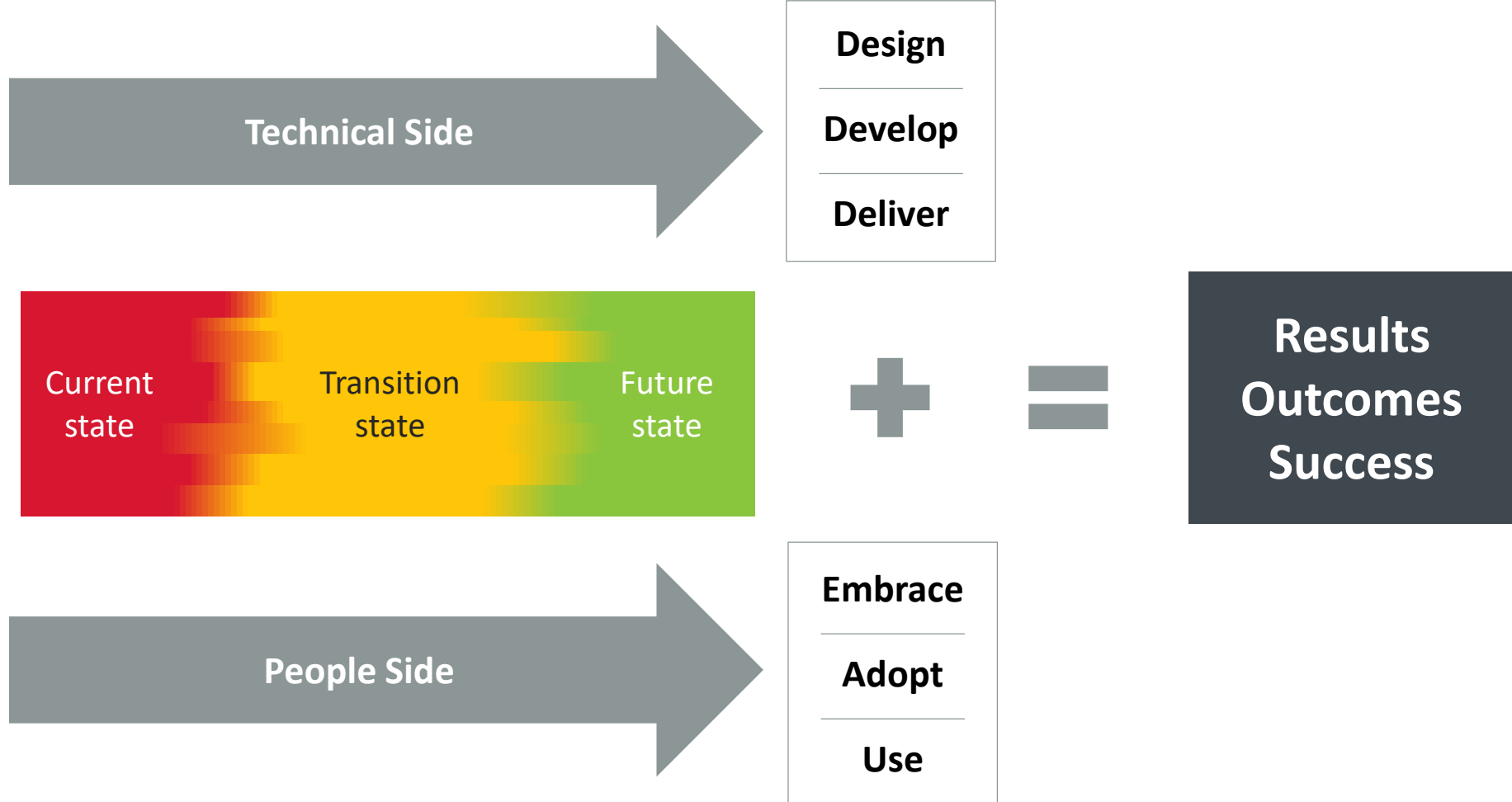
Impact is individual



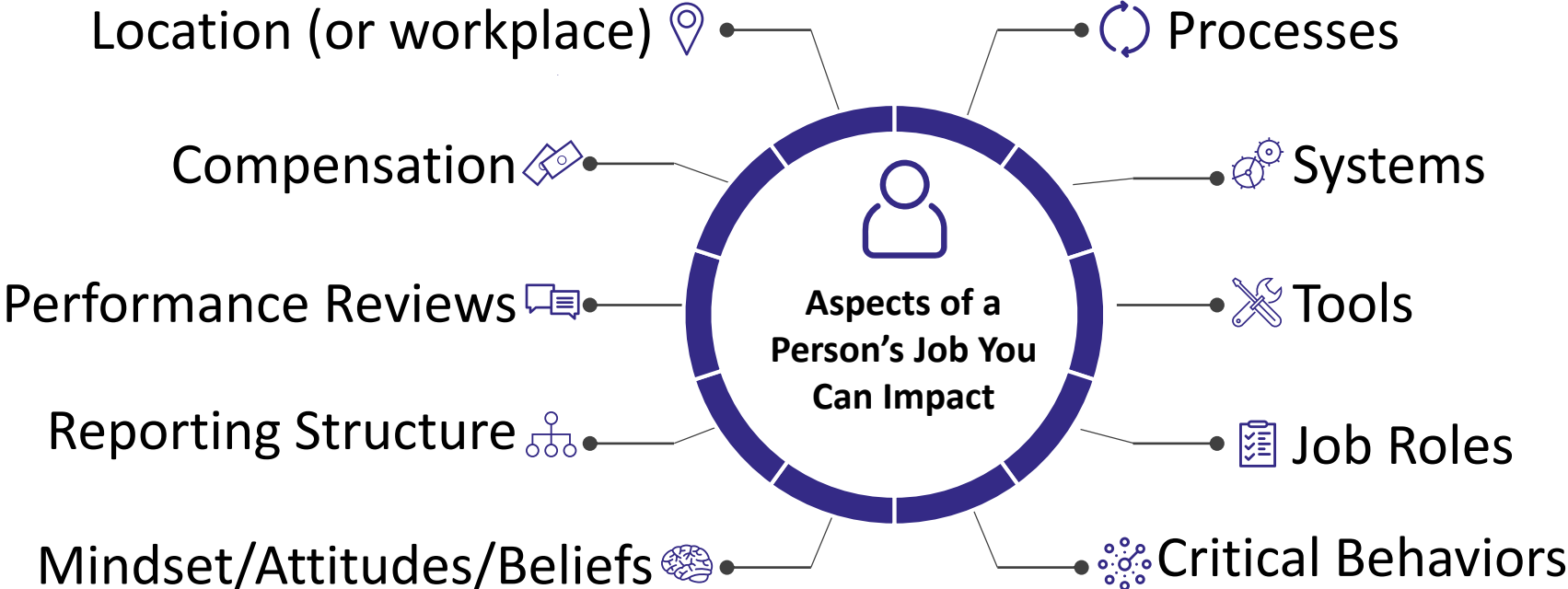
Ultimately requires individuals to move from their **own current to their own future**



Unified Value Proposition: ALIGNMENT



Ten aspects of change impact



The Five Building Blocks for Successful Change



Awareness



Desire



Knowledge








Ability

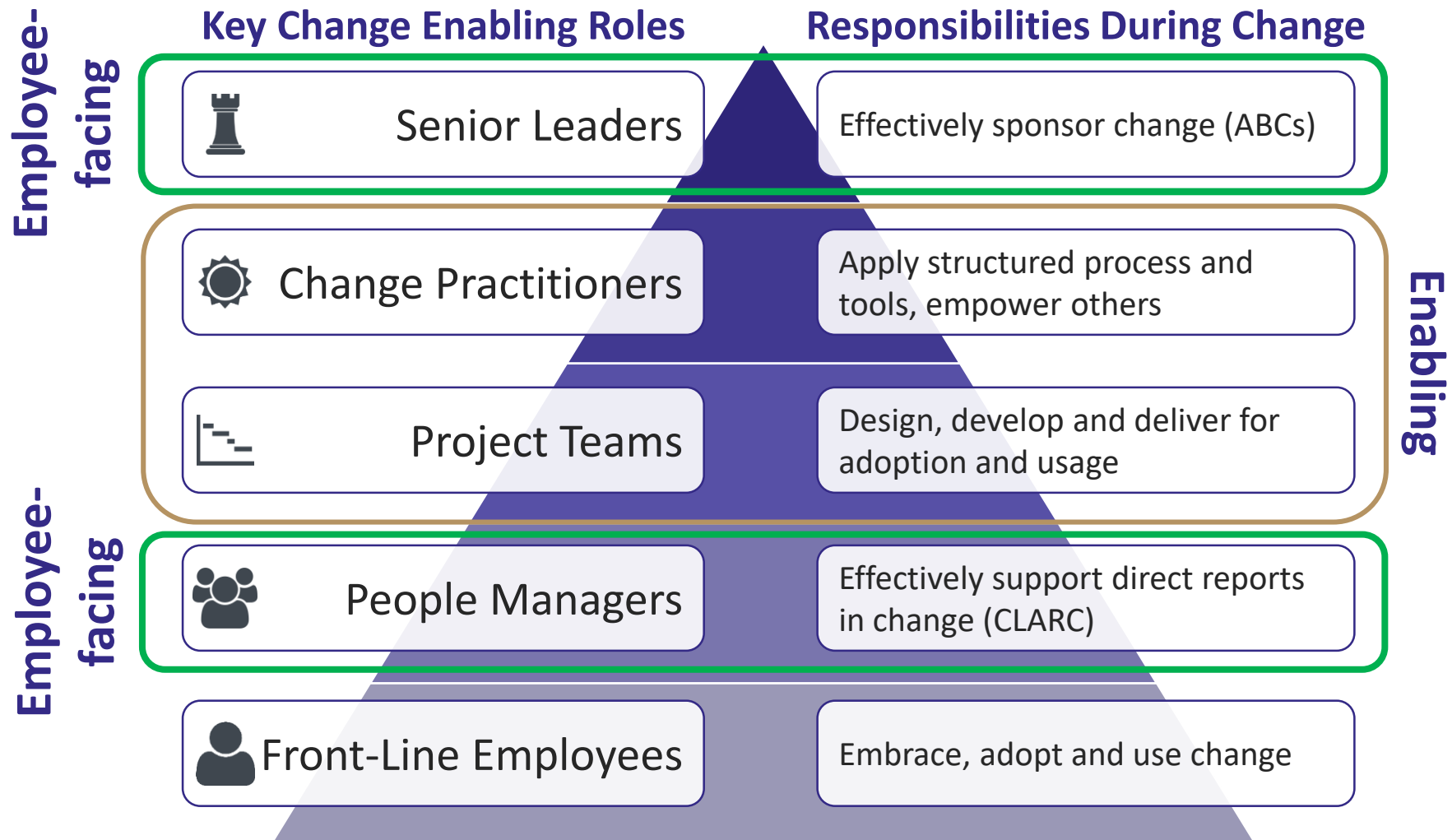


Reinforcement®

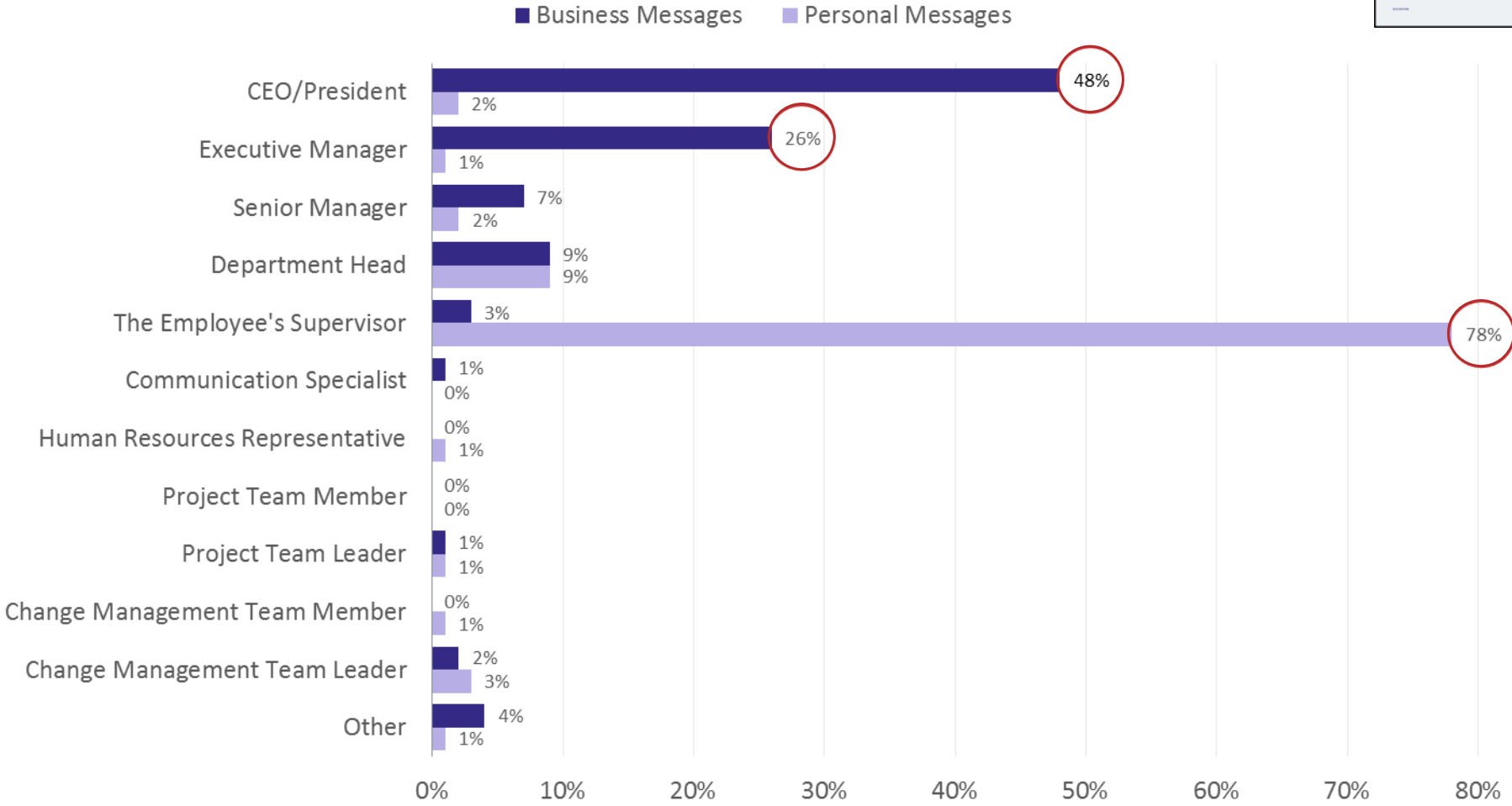
Prosci® ADKAR® Model

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



Copyright © 2016 Prosci Inc. Best Practices in Change Management – 2016 Edition

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



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



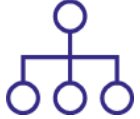
1

Change Management is about *User Adoption*



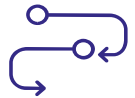
2

Acknowledge and Attend to the *Individual Change* Journey



3

There are *Roles* Beyond the Project Team



4

Structure Prevents Chaos

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?

