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PEOPLE. CHANGE. RESULTS.

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

Ongoing Business Process Changes (DAAP)

Service Redesign– CoVid 19 Impacts

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

CITY OF Burlington
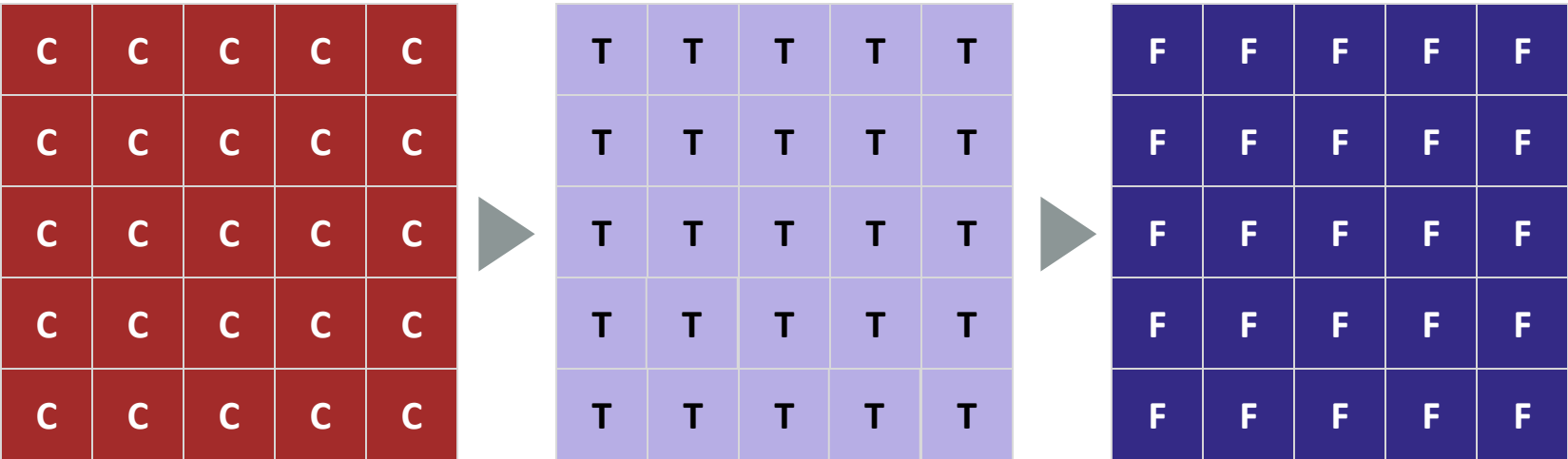
Results
Outcomes
Success

Actively
Managing
Change

Unstructured
Change

An organizational move to a future state

Current		Transition		Future

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

C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C

T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
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F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F

Impact is individual

Current → Transition → Future
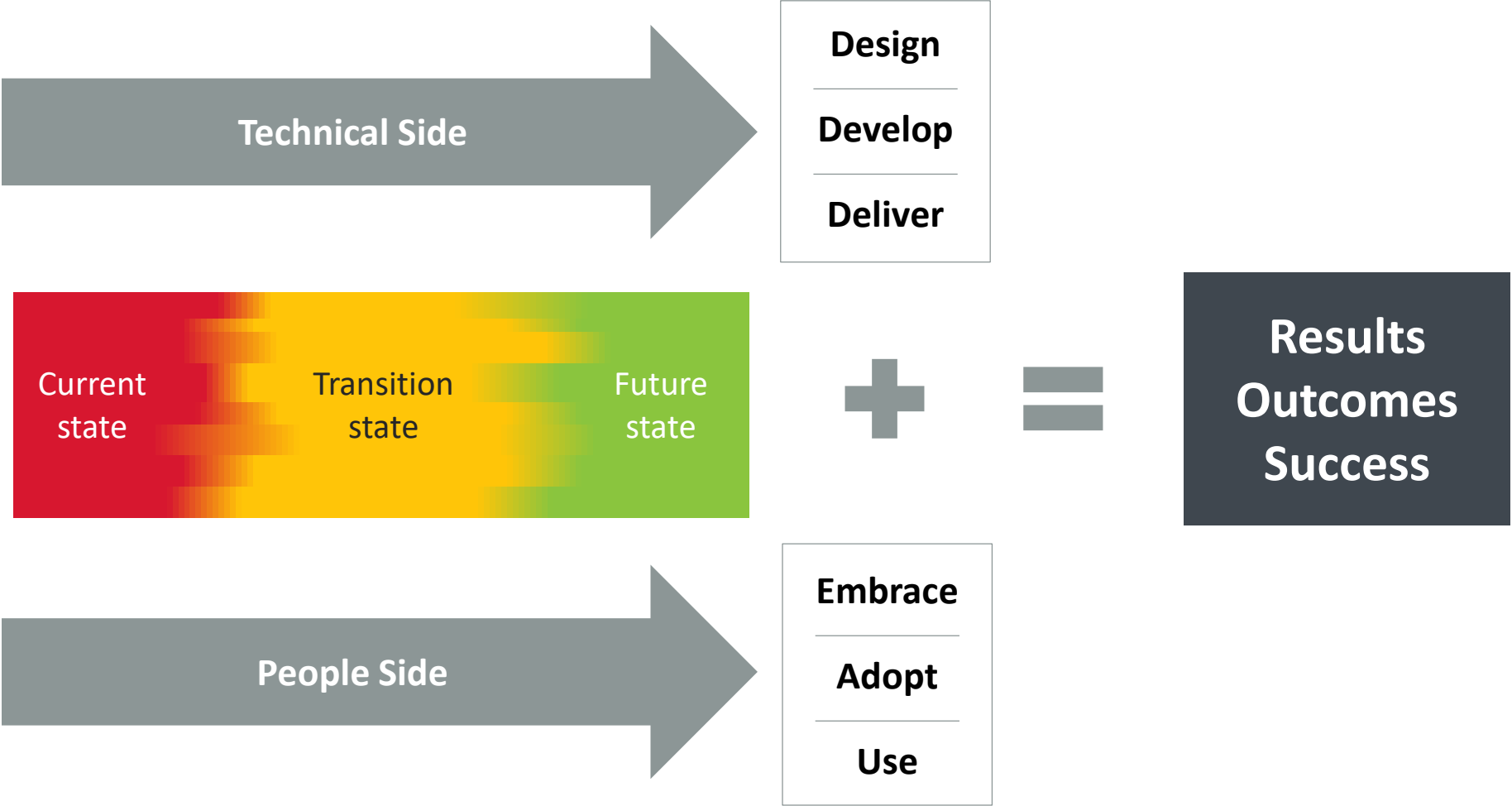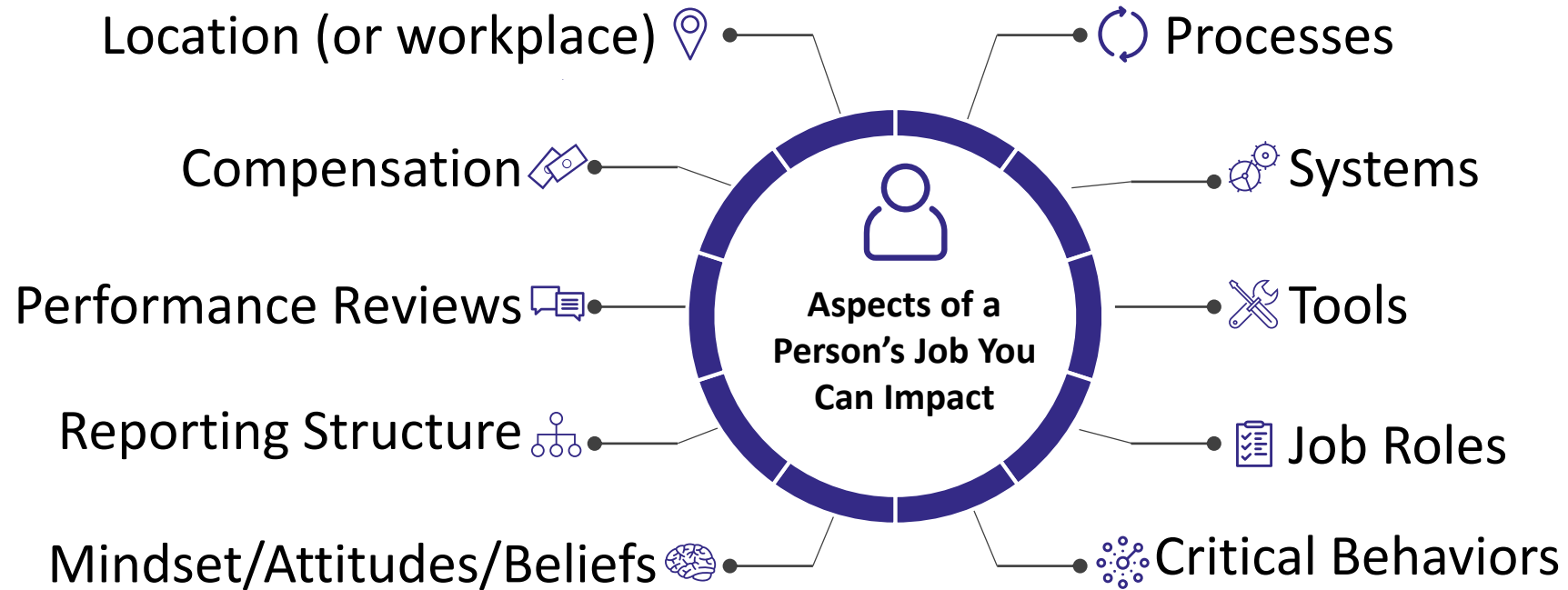
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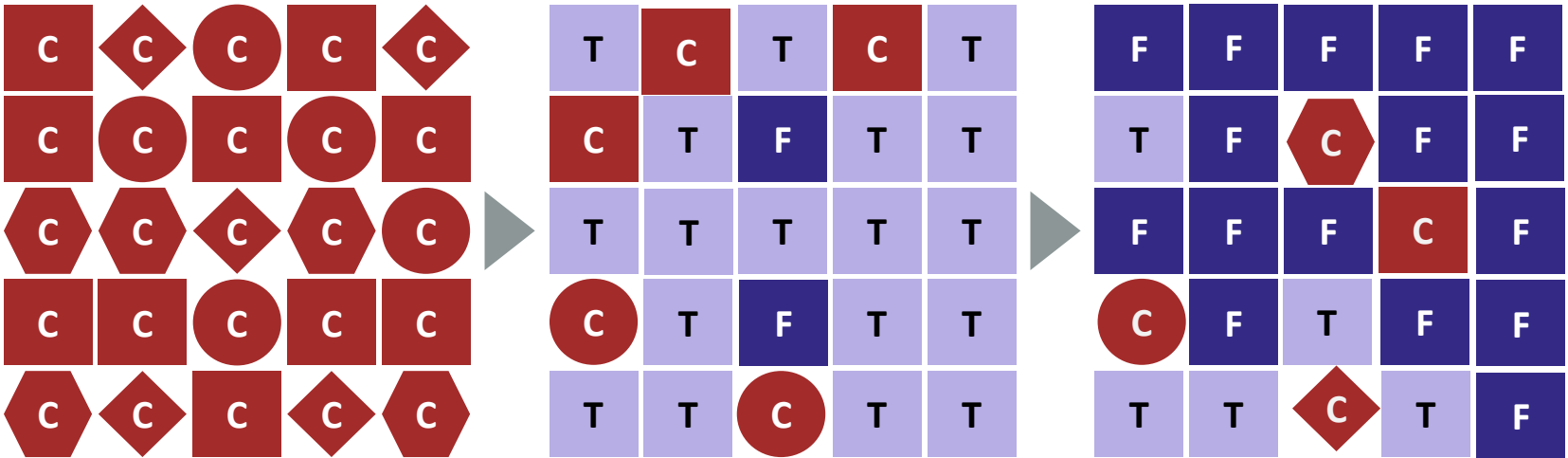
Unified Value Proposition: ALIGNMENT

Technical Side →

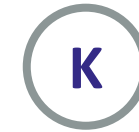| Design |
|--------|
| Develop |
| Deliver |

Current state → Transition state → Future state

+ **=**

Results Outcomes Success

People Side →

Embrace
Adopt
Use

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Ten aspects of change impact

Location (or workplace)

Compensation

Performance Reviews

Reporting Structure

Mindset/Attitudes/Beliefs

Aspects of a Person's Job You Can Impact

Processes

Systems

Tools

Job Roles

Critical Behaviors

The Five Building Blocks for Successful Change

A   **Awareness**

D   **Desire**

K   **Knowledge**

A   **Ability**

R   **Reinforcement®**

Prosci® ADKAR® Model

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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Key Roles in Change Management

Employee-facing

Key Change Enabling Roles | **Responsibilities During Change**

| Senior Leaders | Effectively sponsor change (ABCs) |

Enabling

| Change Practitioners | Apply structured process and tools, empower others |

| Project Teams | Design, develop and deliver for adoption and usage |

Employee-facing

| People Managers | Effectively support direct reports in change (CLARC) |

| Front-Line Employees | Embrace, adopt and use change |

Preferred Senders of Change Messages

Business Messages   Personal Messages

Sender	Business	Personal
CEO/President	48%	2%
Executive Manager	26%	1%
Senior Manager	7%	2%
Department Head	9%	9%
The Employee's Supervisor	3%	78%
Communication Specialist	1%	0%
Human Resources Representative	0%	1%
Project Team Member	0%	0%
Project Team Leader	1%	1%
Change Management Team Member	0%	1%
Change Management Team Leader	2%	3%
Other	4%	1%
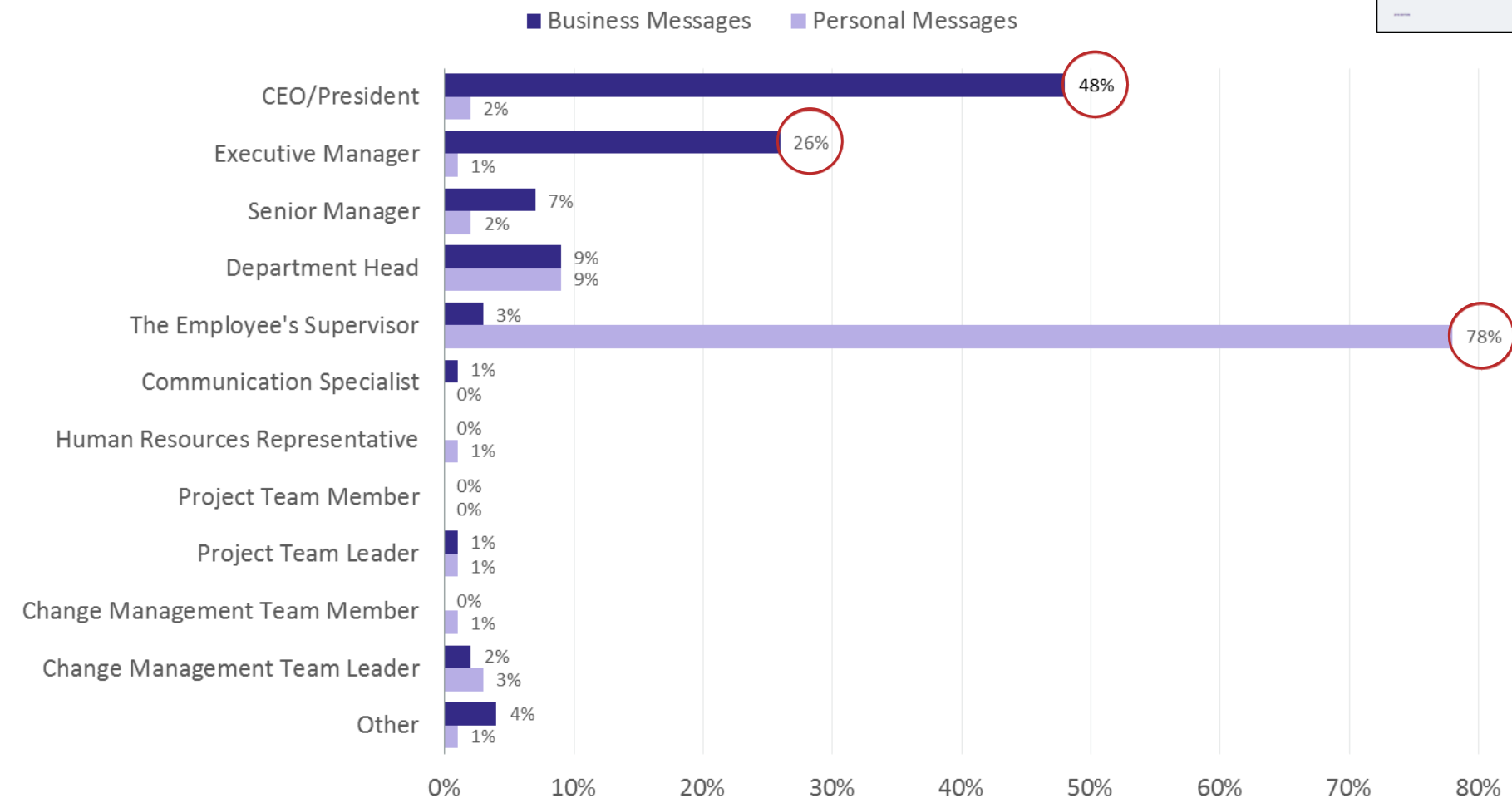
Initiate, authorize, fund, and legitimize change initiatives

Support your direct reports on their own change journeys

H E L L O
my ROLE is

Sponsor

H E L L O
my ROLE is

People Manager

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

Current state — Transition state — Future state
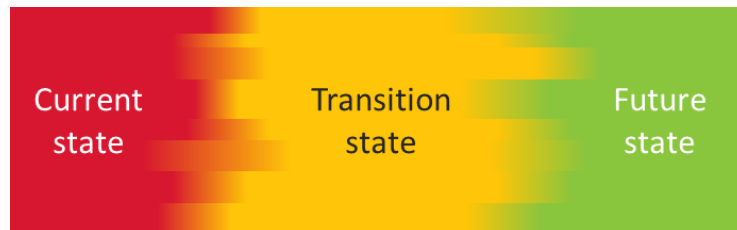
Change Management

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
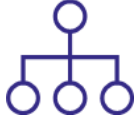
Key Messages: Change Management
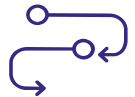
1 Change Management is about ***User Adoption***

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

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

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?

Define → Test → Refine → Deploy

CITY OF Burlington