

Change Management

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CONTENT

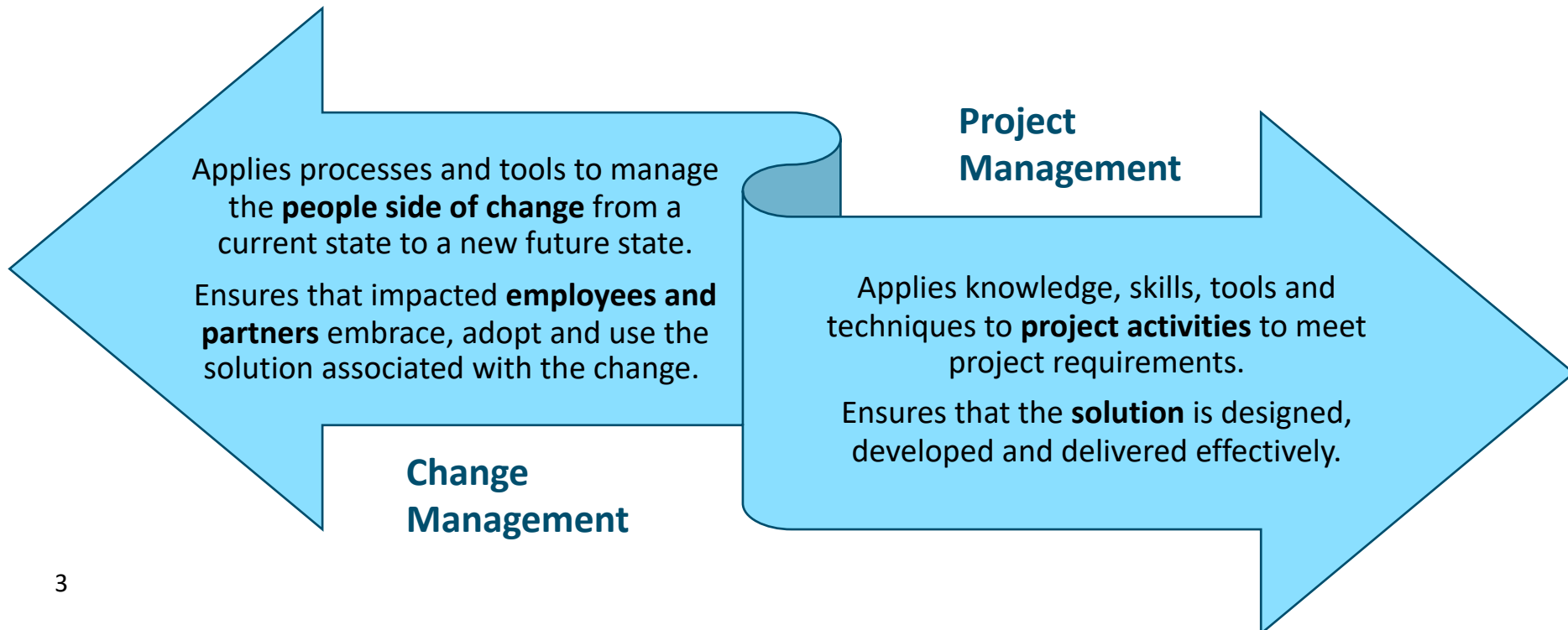
Components of change with a focus on PEOPLE that includes the following sections:



- ❑ The Change Itself
- ❑ Envisioning Sustainable Change
- ❑ Assessing Change Capacity
- ❑ Considering all Components of Successful Change
- ❑ Creating the Solution
- ❑ Identifying Partners in Change and Engaging Partners
- ❑ Implementing the Change
- ❑ Communicating the Change
- ❑ Reflections
 - Creating Change-Ready Culture
 - Personal Reflection

Change Management and Project Management

- ❑ **Change** is the solution being introduced in the organization to improve the way work is done, solve a problem, or take advantage of an opportunity.
- ❑ It is not enough to prescribe the change and expect it to happen. Successful change starts with an **understanding** of what must take place, the **impact** of change and the **actions** to deliver on the change and be sustainable.
- ❑ **Change management** and **project management** are both necessary when executing a project or initiative. Each brings the critical structure needed for effectively implementing change and achieving the results and they must work together to achieve successful change.



Envisioning Sustainable Change

Change management constitutes the proactive steps taken to enable people transition from the current state to the future state, with the goal of improvement that is sustained over time.

Both *Structural* and *Cultural* frames need to be considered for sustainable change management.

1. **Structural frame or Rational Logic** (above the water line): Vision, Goals, Shared Values, Policies & Strategies, Structures & Procedures
2. **Cultural frames or Emotional Process** (below the water line): Perception, Beliefs, Shared Assumptions, Unwritten Rules & Norms, Rules & Traditions, Value, Stories & Feelings

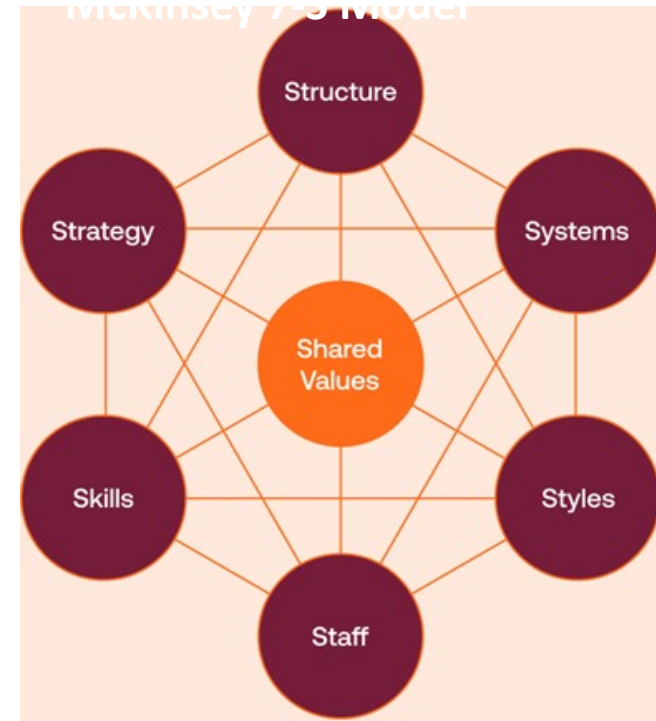


Kotter's 8-Step Change Model

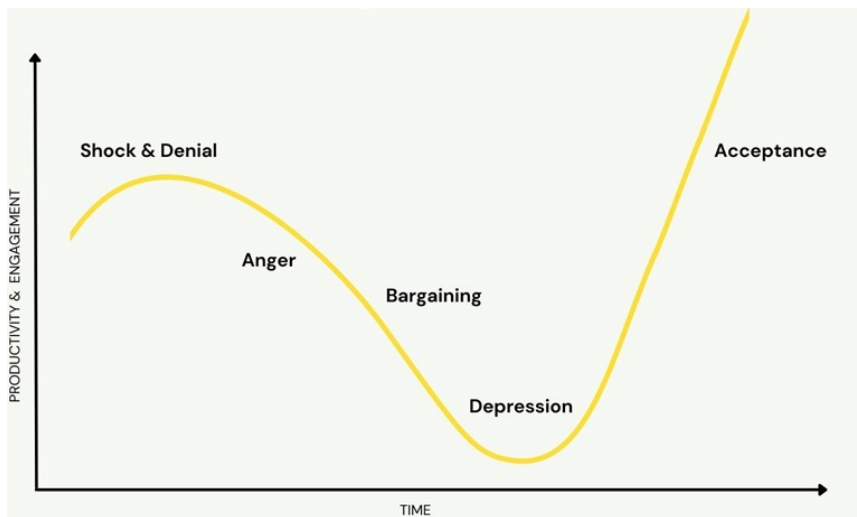


Different Models of Change Management

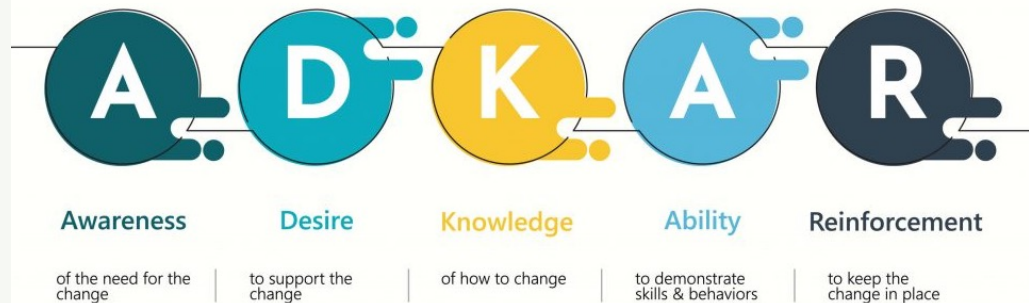
McKinsey 7-S Model



Kübler-Ross Change Curve



ADKAR Model



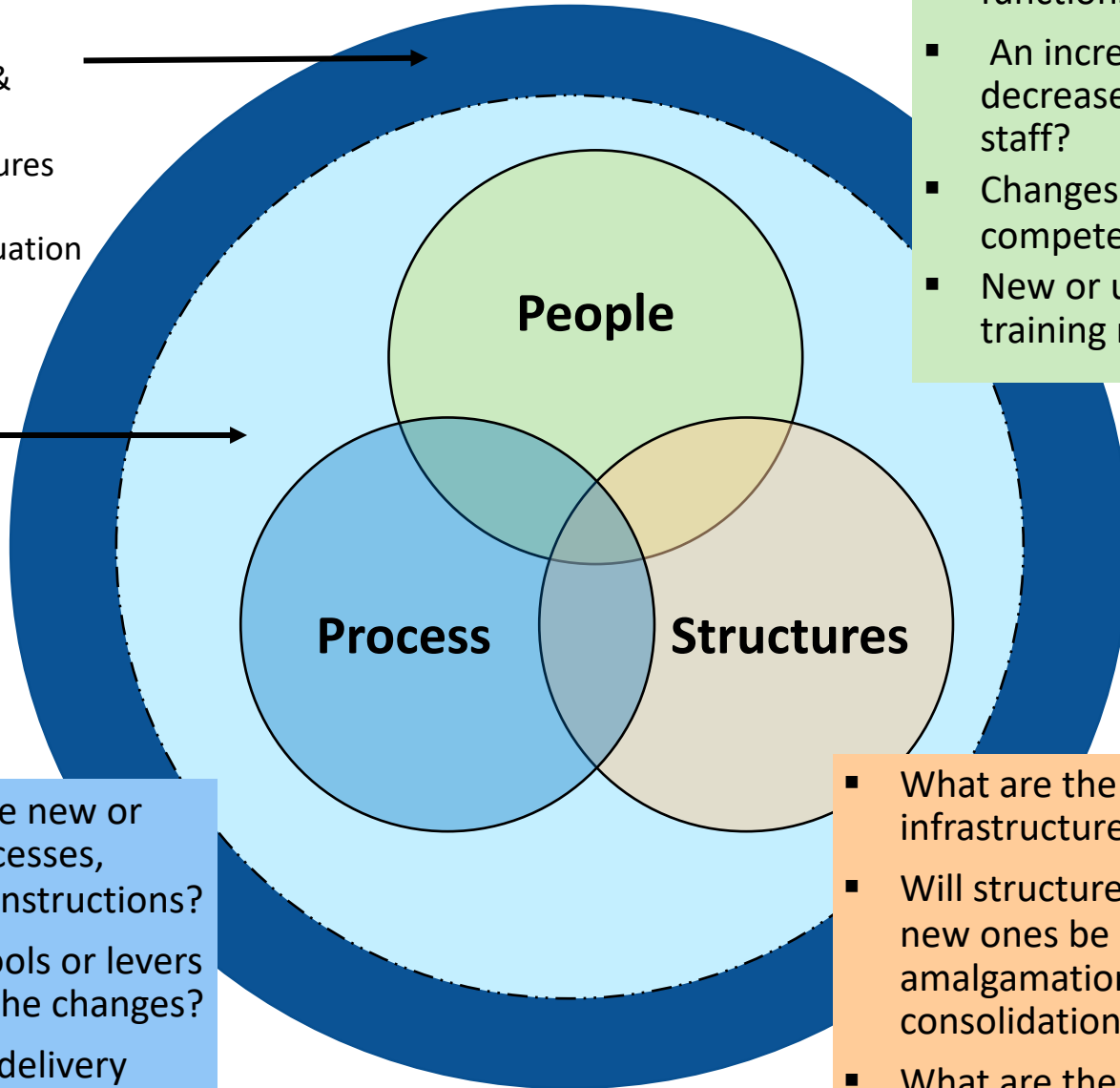
Assessing the Impact of Change

Monitoring

- Risk Identification & Mitigation
- Performance measures
- Continuous Improvement/Evaluation

Communications

- Stakeholder engagement
- Internal
- External



- A change in roles (new/revised), functions?
- An increase or decrease in number of staff?
- Changes to skills/competencies?
- New or updated training requirements?

- Will there be new or revised processes, guidelines, instructions?
- Are there tools or levers to support the changes?
- Changes to delivery systems?

- What are the IT infrastructure requirements?
- Will structures remain as is, new ones be developed, or amalgamation or consolidation?
- What are the accountability mechanisms?

Assessing Capacity for Change

- ❑ Provides a focused inquiry into many dimensions of an organization and its people. By doing this, we see a clear picture and shared understanding of the current situation, concerns, resistance, and opportunities to leverage change throughout the organization.
- ❑ Enables the organization to be proactive about the change planning by anticipating difficulties and obstacles, and practicing preventative interventions

METHODOLOGIES to support:

1. **Risk assessments to identify barriers/opportunities.**
2. **Formal “checkpoints” that document “go/no go” provide structure to confirm conditions have been met**

Understand the environment

- Multiple change initiatives underway may create both change fatigue and a lot of moving parts.
- Nearly every “improvement” project, initiative or solution affects how employees do their day-to-day work.

Look for opportunities

- Identify examples of success stories or solutions underway (leverage and applaud initiative)
- Recognize and respect local community values and commitments

Identifying Partners in Change (aka stakeholder mapping)

Identifying partners and their interests will inform:

- ❑ Nature of their participation
- ❑ Targeted implementation strategies (based on needs)
- ❑ How, when and what you communicate

Context experts - people with lived experience, their families and caregivers. They are the people who experientially know about the issue we are trying to solve.

Content experts - professionals, staff in your organization, other service providers, and leaders with formal power who have knowledge, tools, and resources to address the issue.

WHO

Specific or representative?
Individual or group?

WHEN

Timing of engagement informed by the purpose

WHY

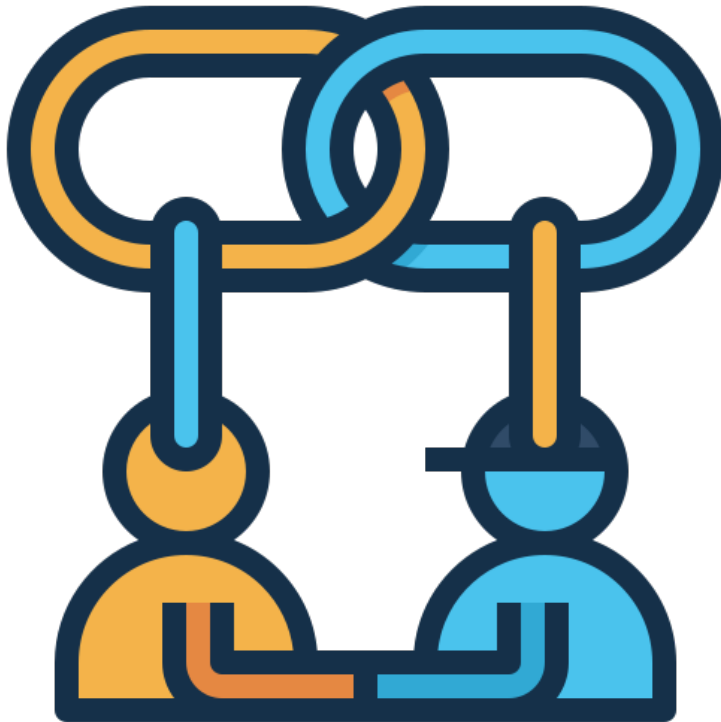
Expected outcomes of engagement
Inform, consult, involve, or collaborate

HOW

Format
Existing vs Unique
Repeated vs Stand-alone

Delivery Chains

A **delivery chain** is the set of actors (people or organizations), and the relationships between them, through which a given strategy will be implemented.



A delivery chain has one question at its core:

Starting from the policy intent of your senior leader and ending with the front-line behaviours and practices that this policy is designed to influence, **how – and through whom – does a strategy actually happen?**

Mapping the delivery chain is one way of informing stakeholder mapping.

Core principles for drawing a delivery chain

Questions to ask

- Start at the end of the chain, and think about your definition of success: **if you are successful, what will be different for citizens?**
- Working backwards from there, **who on the front line will directly delivery** that changed experience? What do they need to do differently?
- **Keep working backwards** until you reach you and/or the team at the center of your mission

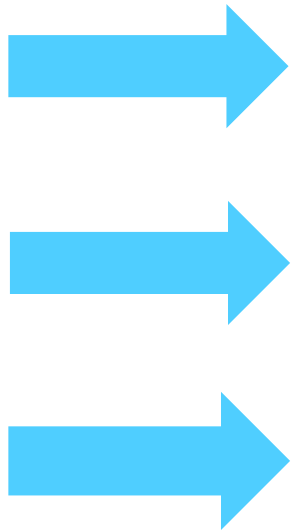


Visual elements to include

- A mapping of each person or organization and its location relative to others, with an indication of how many of them there are
- Short summary of the role played by each person or organization
- Lines between people/organizations that represent relationship of influence
- Brief descriptions of each relationship of influence

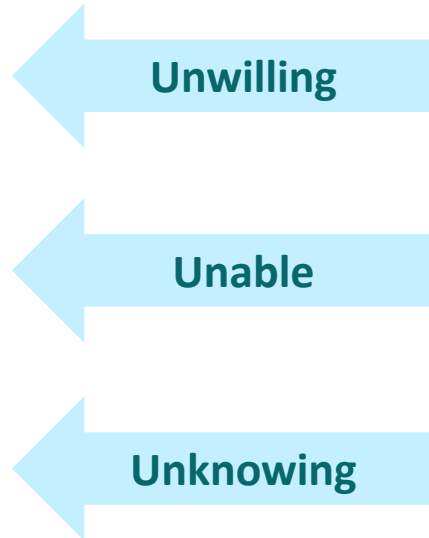
Recognizing Resistance To Change

Driving Forces of Change



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Change Resisting Forces



Drivers for resisting change:

- Fear of the unknown
- Lack of good info
- Fear of loss
- No sense of urgency
- Lack of resources
- Bad timing
- Habit

Actions to reach the Equilibrium

- Start with focusing on the resisting force
- Don't try to increase the driving force -

Engaging Partners in Change

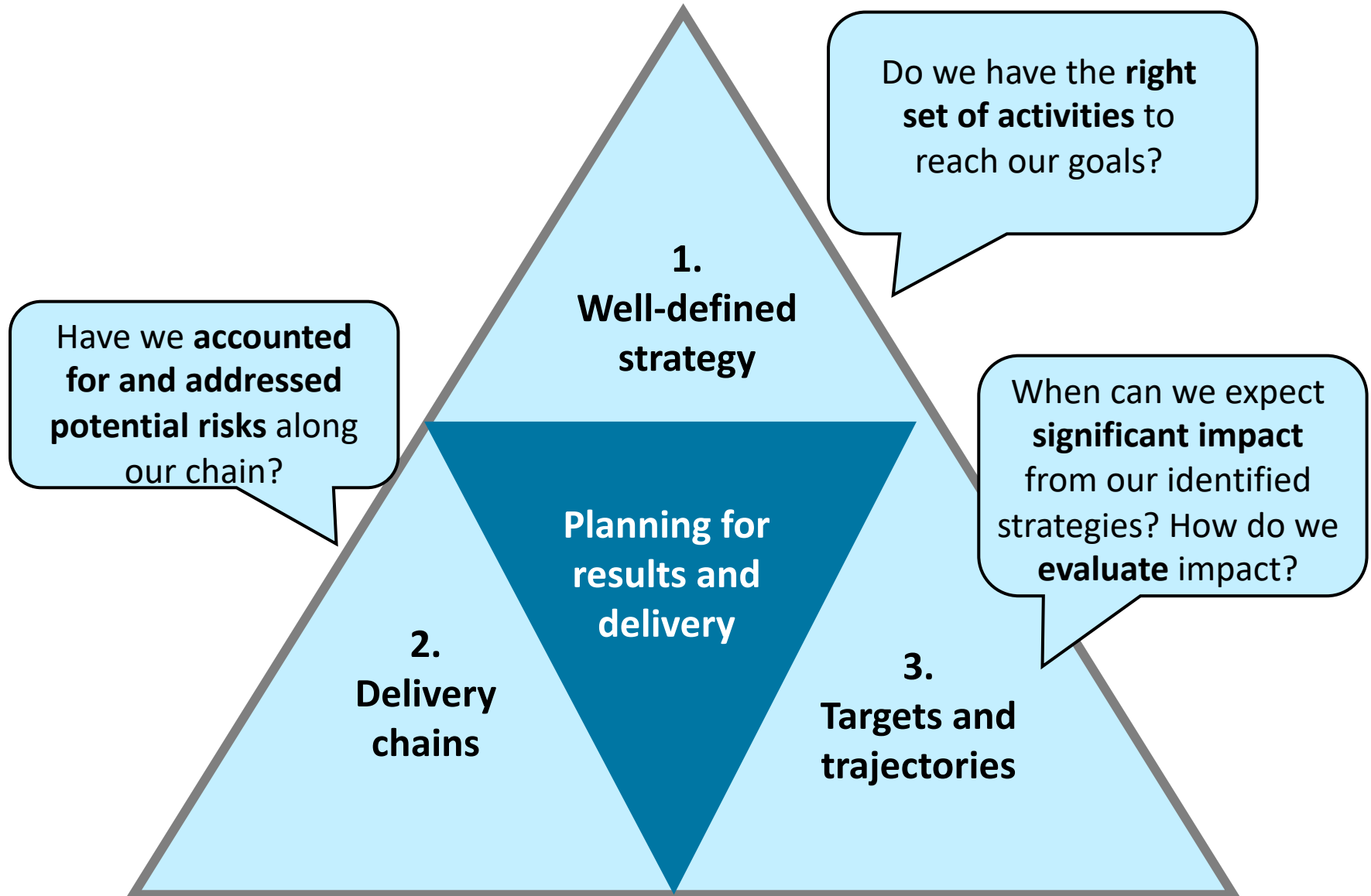
Increasing Stakeholder Impact on the Decision



Stakeholder Participation Goal	INFORM	CONSULT	INVOLVE	COLLABORATE
	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives/options, opportunities and/or decisions	To obtain stakeholder feedback on analysis, alternatives/options and/or decisions.	To work directly with stakeholders throughout the process to ensure that stakeholder concerns and feedback are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of alternatives/options and the identification of the preferred solution.
Commitment to Stakeholders				
	We will continue to keep you informed.	We will keep you informed, listen and acknowledge concerns and provide feedback on how stakeholder input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and feedback are directly reflected in the alternatives/options developed and provide feedback on how stakeholder input influenced the decision.	We will work with together with you to formulate solutions and incorporate your advice and recommendations in to the decisions to the maximum extent possible.

TAMARACK Institute, adapted from the IAP2 Public Participation Spectrum

Double Checking the Plan



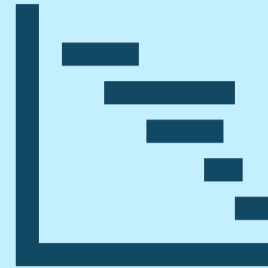
Communications Plan

- Internal vs External
- Proactive/reactive
- Over time



Work Plans

- Creating or disseminating products or activities



Stakeholder mapping

(who are they and what are their interests)

Communicating the Change

- ❑ Change communication is the informational component of the change management that helps stakeholders understand what is changing and why, and how it will specifically affect them.
- ❑ It delivers timely messages and materials aligned with key milestones, ensures stakeholders receive consistent information about what is important to them, and provides a mechanism to share feedback and ask questions.
- ❑ It reduces uncertainty and informs partners of advantages and disadvantages to make them aware of all consequences.

Channels of communication differ based on the Change stage.

They can be:

- mass media and sector-wide channels at the information sharing and consulting stages
- local channels and interpersonal channels at the involvement and collaboration stages

Creating Change-Ready Culture

- ❑ Be open, share knowledge, and provide context
- ❑ Let go, listen deeply, grow empathy, and lead from the heart
- ❑ Create a culture of “safe fails” and courage
- ❑ Be bold, creative, and disruptive – recognize initiative
- ❑ Be informed and part of the community
- ❑ Culture of innovation

Personal Reflection

- ❑ Change is an attitude, not a process
- ❑ Be open, candid, and transparent
- ❑ Resilience
- ❑ It’s a small world (or “long is the road that never bends”)
- ❑ You need to live in the house while “renovating”
- ❑ Focus on people and fun

Key Takeaways

- ❑ **Organizations don't change – people do**
 - ❑ Over 70% of all change initiatives fail to achieve their intended results. The primary reasons are related to people issues: people stop change!
- ❑ **Change is not a linear, step by step process**
 - ❑ Change is an iterative process
 - ❑ Change management is NOT a subset of or the same thing as project management
- ❑ **Leading people through change requires much more than what is above the water line.**
 - ❑ Part of success involves determining your sphere of influence and key points of leverage

It's not about getting it "right", it is about determining the best way for moving forward at a particular point in time

