



Lecture 4: The People Side of Change

Prosci's change management methodology (ADKAR Model) is developed based on research with over 3,400 participants over the last twenty years. What is unique about the methodology is that it comes from real project leaders and teams reflecting on what worked, what did not and what they would do differently on their next project.

Getting Started



- How many people take pride in the way you do your work today?
- How many people believe that the work you do everyday directly contributes to Purdue's success?
- Look to the person next to you and thank them for a job well done.

Change Readiness and Comfort

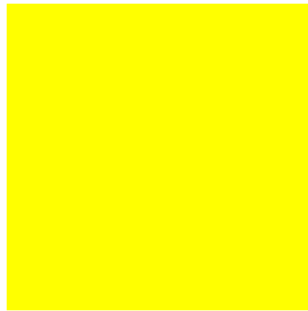
- Comfort with the current state
 - Do not underestimate the power of “comfort” with how things are today
 - The natural reaction to change is pause and reflection

“Many change agents are surprised by the reaction to change, when in fact they should plan for many reactions.”

Three Phases of Change



Current
State



Transition
State



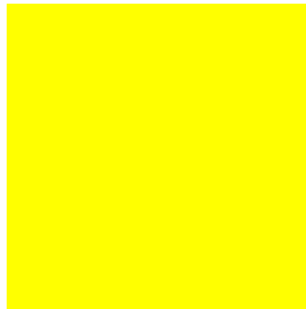
Future
State

Current State

- Employees generally prefer the current state



Current
State



Transition
State



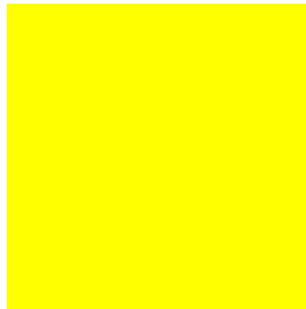
Future
State

Future State

- The future state is unknown to the employee.



Current
State



Transition
State



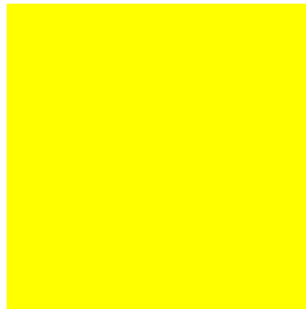
Future
State

Transition State

- The transition state creates stress and anxiety



Current
State



Transition
State



Future
State

Today's Discussion



- What is change management?
- How do we manage change from both the individual and organizational perspective?
- How do we manage readiness?

What is Change Management?

**A structured process and set of tools
for leading the people side of change.**

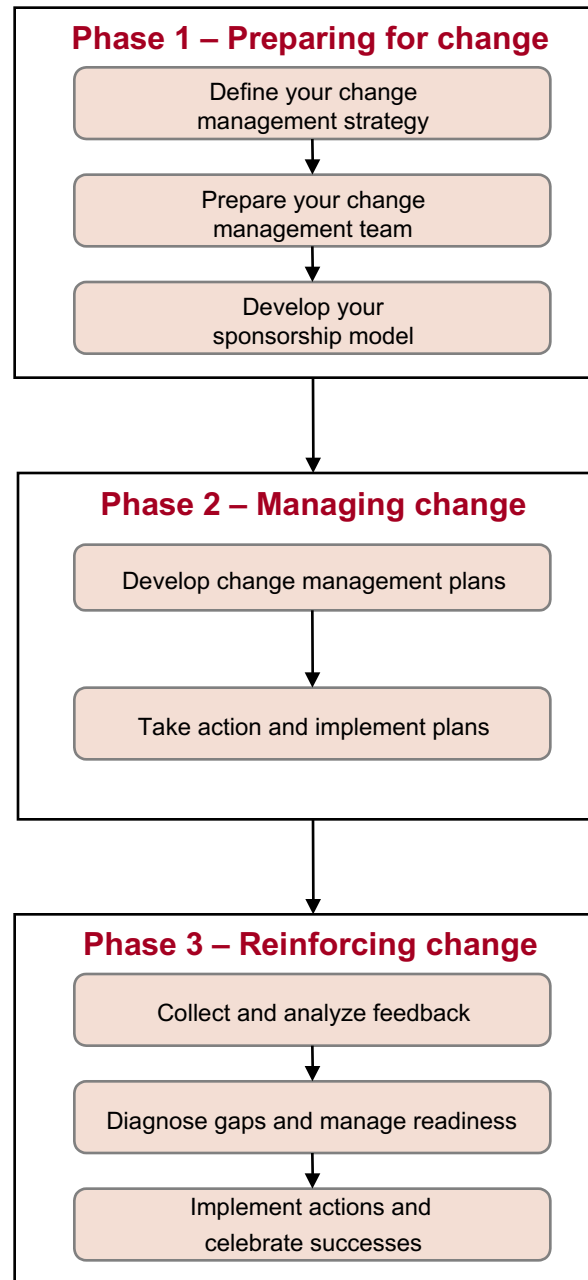


Blending Organizational and Individual Approach

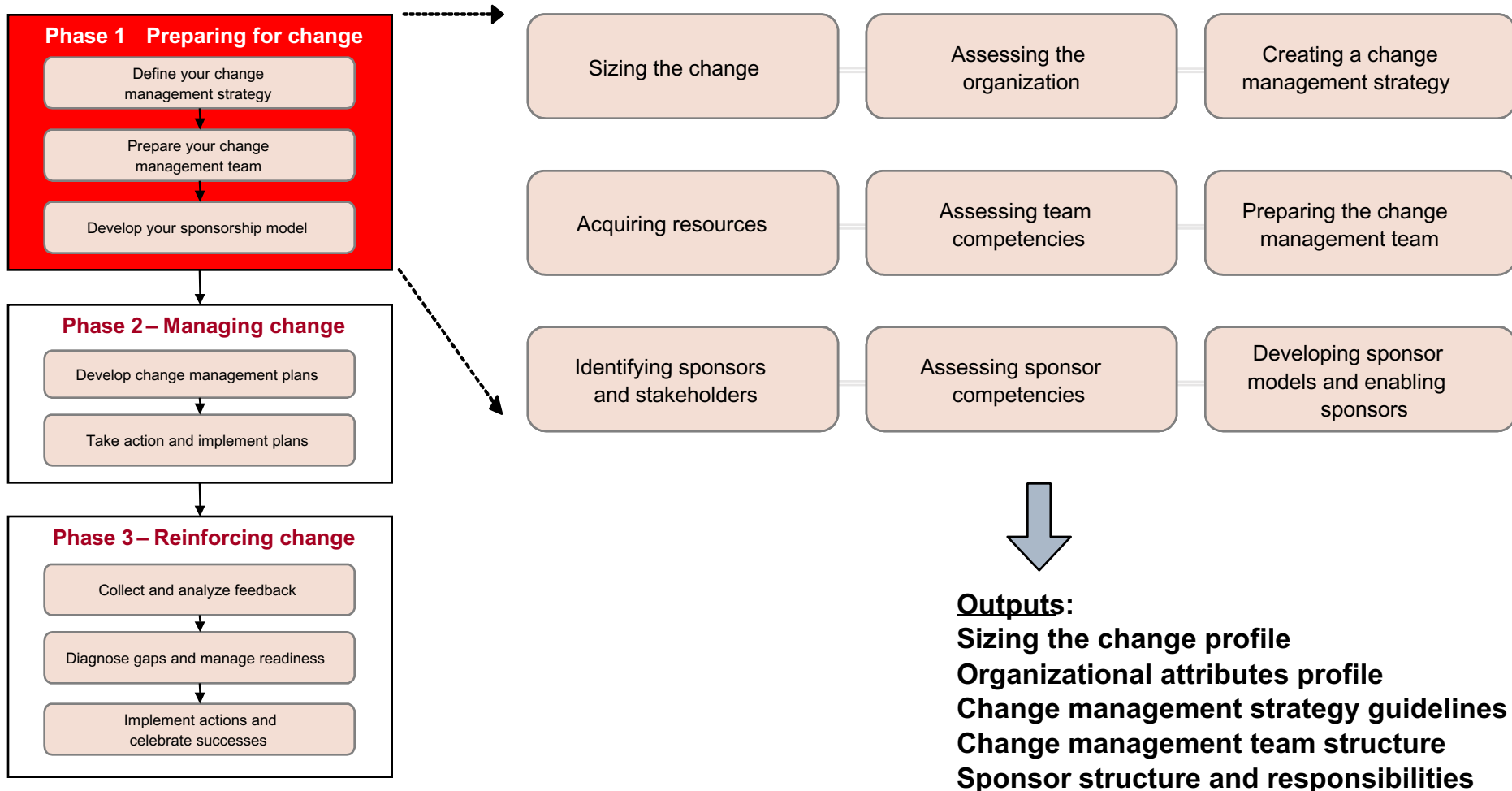


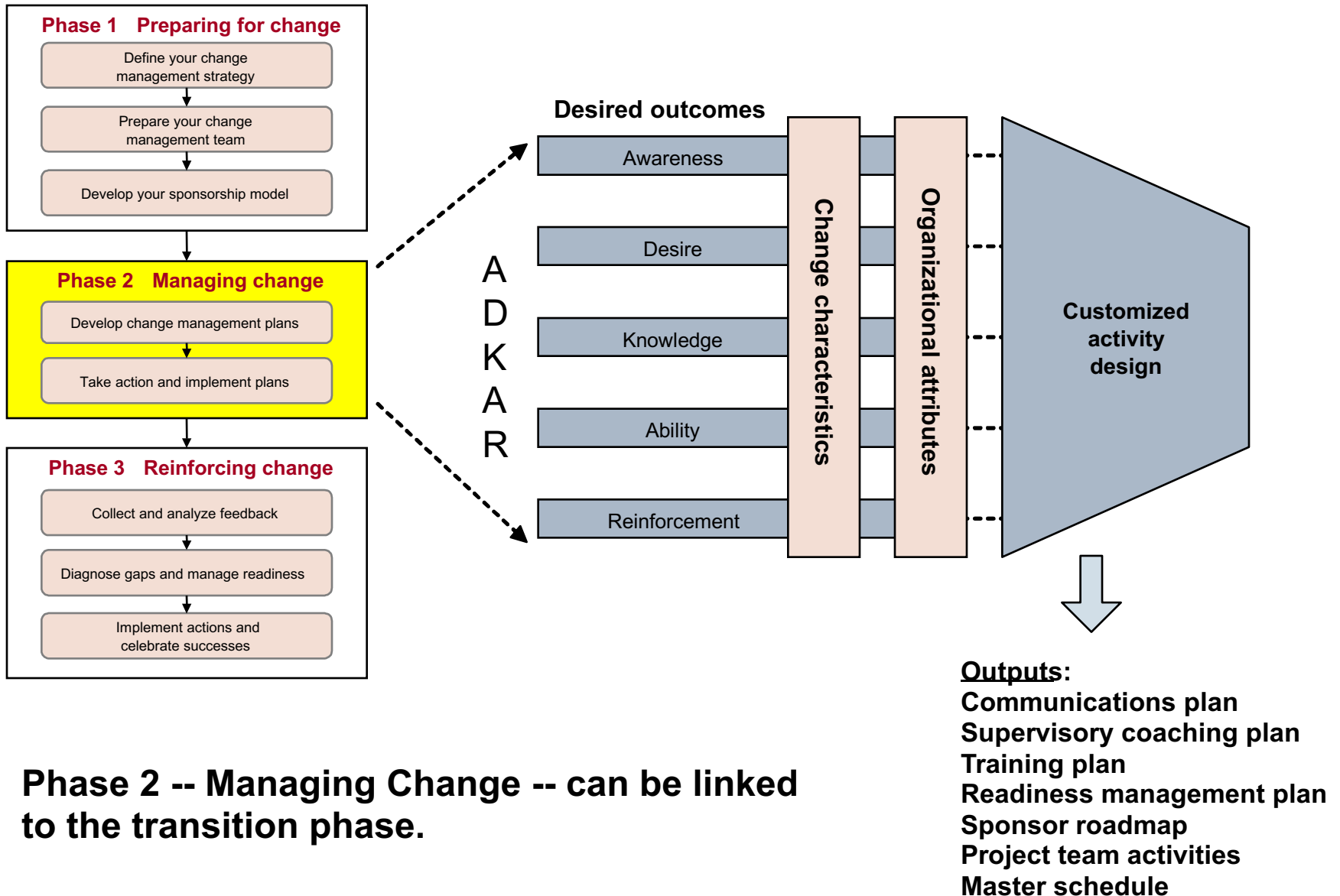
- At an organizational level
 - Using a structured change management approach
 - Engaging sponsors in the change process
- At an individual level
 - Building change competency of managers and supervisors
 - Equipping employees to have the right conversations about change and how the change impacts them

One Purdue's Comprehensive Change Management Approach



Phase 1 – Preparing for Change – assesses the current state and prepares for the transition.





Phase 2 -- Managing Change -- can be linked to the transition phase.

Phase 1 Preparing for change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

Phase 2 – Managing change

Develop change management plans

Take action and implement plans

Phase 3 – Reinforcing change

Collect and analyze feedback

Diagnose gaps and manage readiness

Implement actions and celebrate successes

Phase 3 – Reinforcing Change -- provides a framework for assessing and reinforcing progress within the future state.

Listening to employees and gathering feedback

Assessing effectiveness of new processes, systems and roles

Analyzing change management effectiveness

Identifying root causes related to readiness

Developing action plans

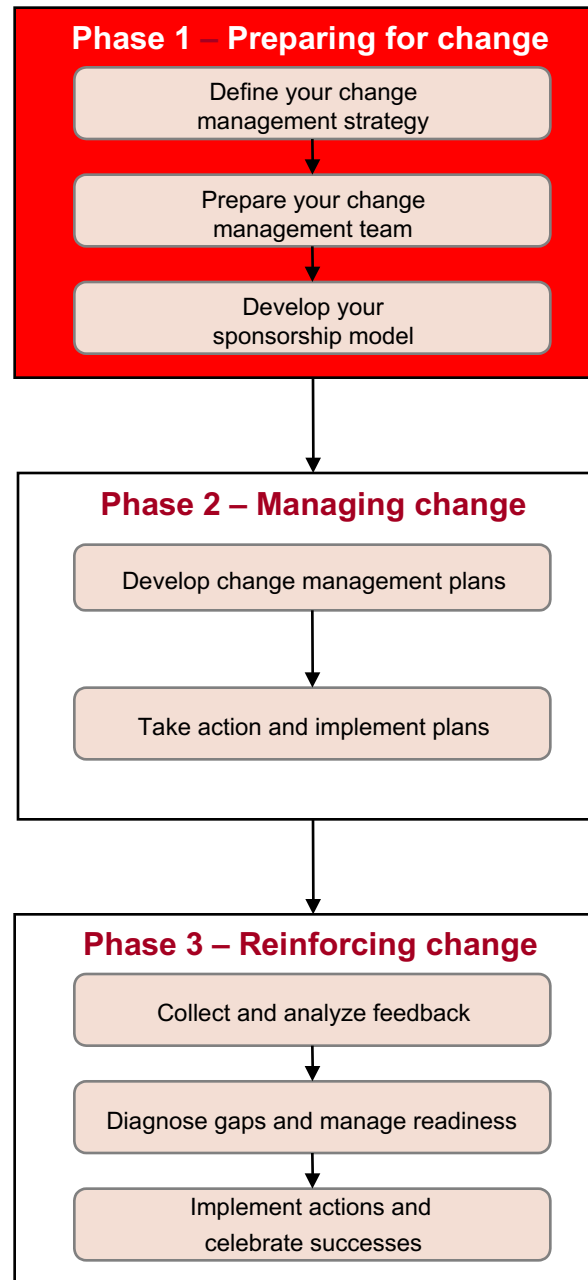
Enabling sponsors and coaches to manage readiness

Implementing action plans

Celebrating early successes and reinforcing the change

Conducting “After action reviews” and transferring ownership

One Purdue's Comprehensive Change Management Approach



Sizing the Change



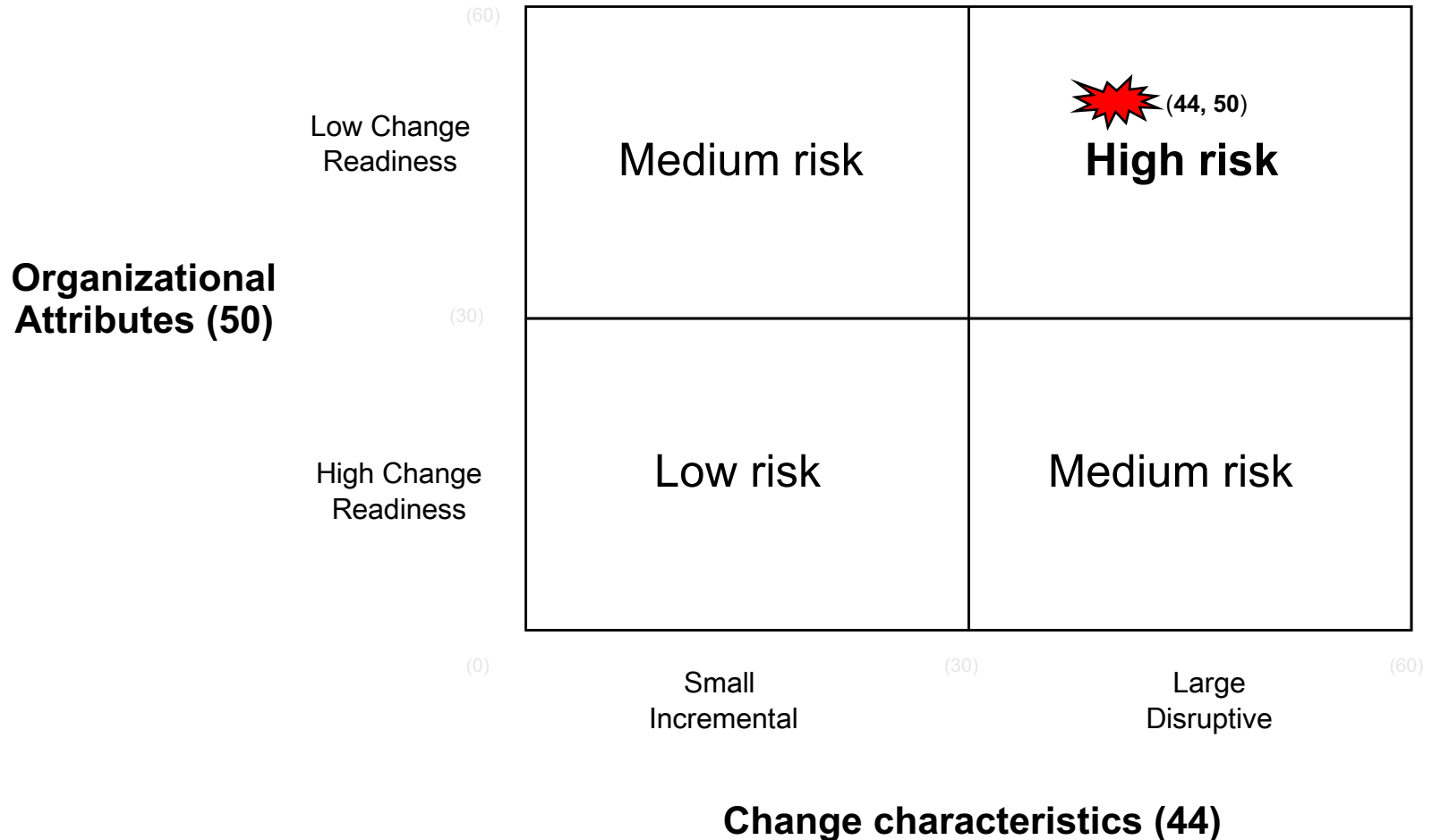
- **Scope the Change** (workgroup, department, division, enterprise)
- **Determine Number of Individuals Impacted**
- **Define Change Type** (policy, process, system, organization, job roles, etc.)
- **Determine Amount of Change** (incremental improvement v. dramatic change)

Organizational Attributes

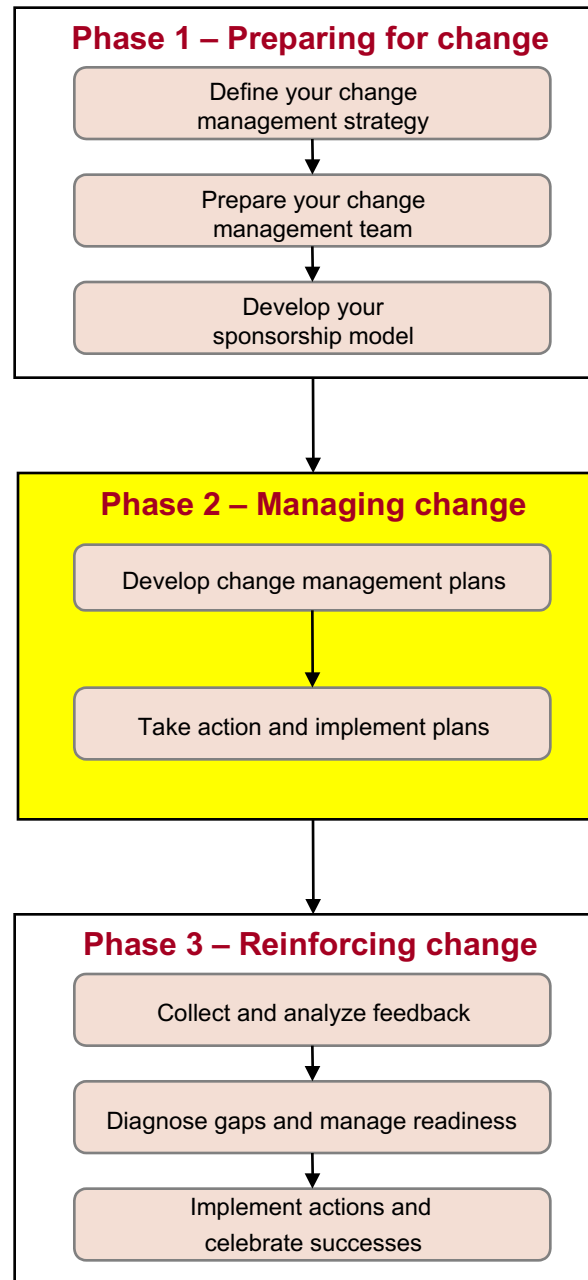


- **Value system and culture** (adaptability to change)
- **Capacity for change** (how much more change can the organization absorb)
- **Leadership styles and power distribution**
- **Residual effects of past changes** (past failures may result in “baggage” that burdens a future change)
- **Middle-management’s predisposition to change**

Organizational Assessment Grid



One Purdue's Comprehensive Change Management Approach



ADKAR is useful for individual change management between supervisor and employees.

ADKAR is based on basic human truths that are present even in the absence of change.

Awareness of surroundings and self.

The need to have control over our life.

A quest for growth and knowledge.

A hope to make a meaningful contribution.

The need to be recognized and appreciated.

Awareness

Desire

Knowledge

Ability

Reinforcement

Awareness of the need for change (why).

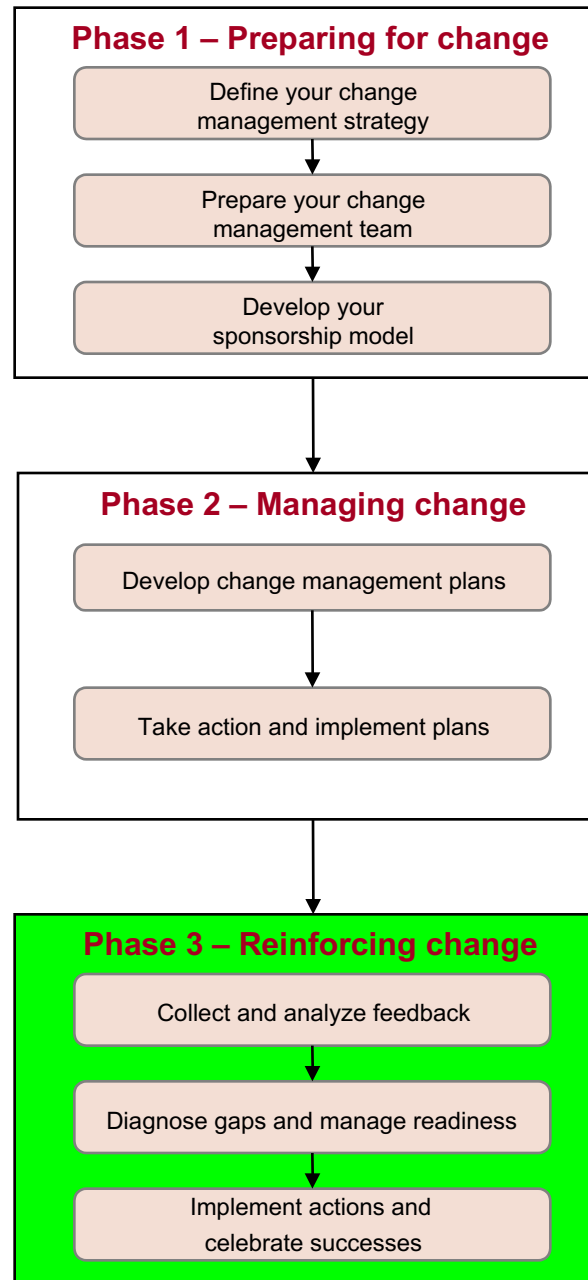
Desire to support and participate in the change (our choice).

Knowledge about how to change (the learning process).

Ability to implement the change (turning knowledge into action).

Reinforcement to sustain the change (celebrating success).

One Purdue's Comprehensive Change Management Approach



Today's Discussion

- Understanding three phases of change
 - (Current, Transition & Future)
- Change management is a structured process and set of tools for leading the people side of change.
- Individual change is managed through the ADKAR model.
- Supervisors are the lynchpin to change management success.