

Developing Workplace Critical Thinking (DWC) BMSK5001

Week 8

Managing Change / Change Management

Issues to discuss

- Introduction to Change Management
- ADKAR process
- ADKAR individual change assessment

What is Change Management (CM)?

People from human perspective



CM is....

the process, tools and techniques to manage the people-side of change to achieve the required business outcome.

Introducing Change Management (CM)

Introducing CM to an organization, could impact on:

- Processes
- Systems
- Organization structure
- Job roles

Communicating about Change

- 1) Why is the change necessary? (**Rationale**)
- 2) What are we changing to? (**Vision**)
- 3) How and when do we intend to get there? (**Plan**)
- 4) What is the personal impact? (**what's in it for me?**)
- 5) Is help available to support transitions? (**Resources**)

Issues to consider

- Manage **resistance** to change
- Increase probability of **success**
- **Reduce** transition time

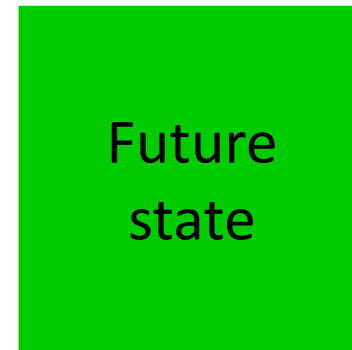
Organizational change can be represented as **THREE** states of change



How things are
done today?

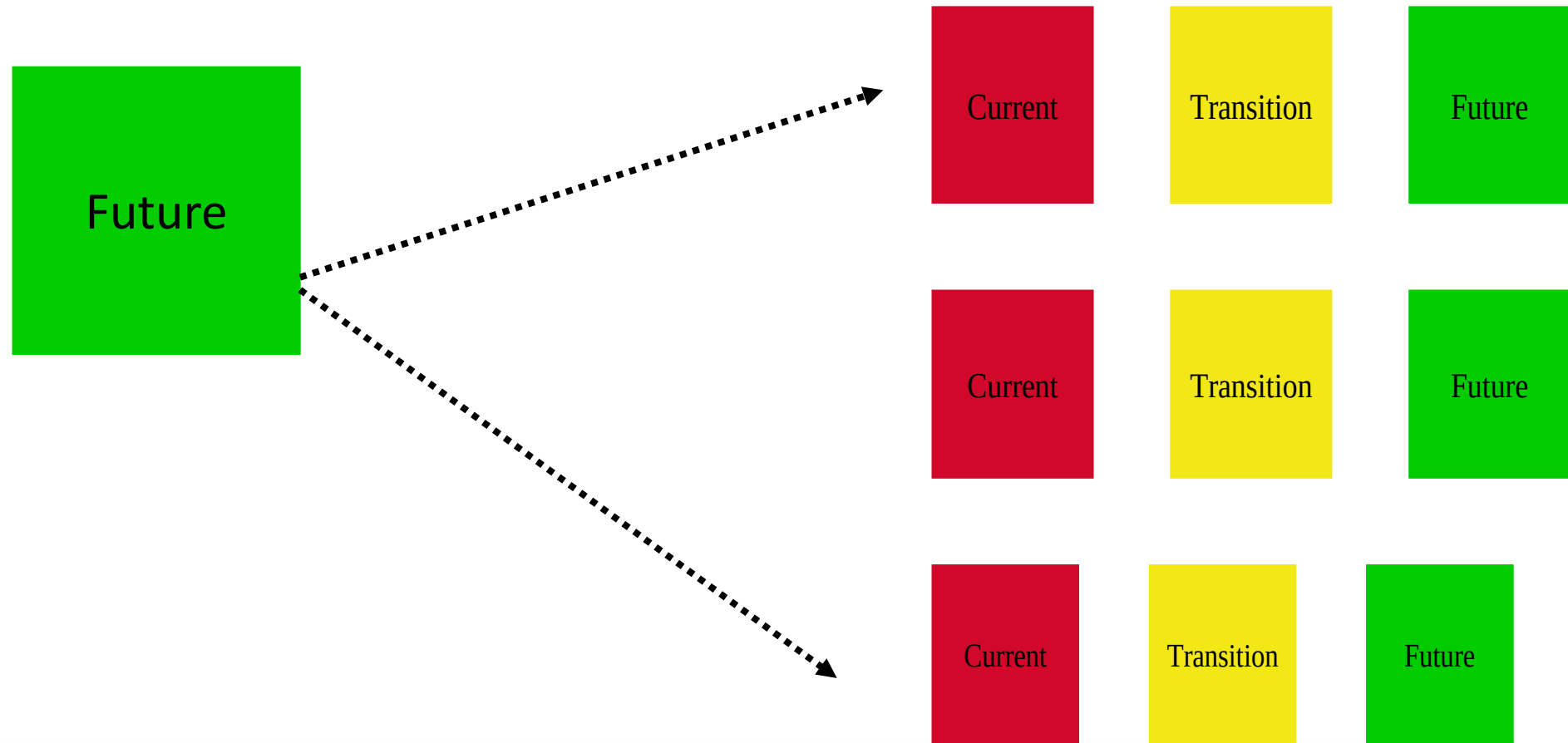


How to move from
current to future?



How things will be
done tomorrow?

The organization's future state is actually the collection of many individual future states



Consequences of not managing the people side of change

- Lower productivity
- Passive resistance
- Active resistance
- Turnover of valued employees

Consequences of not managing the people side of change

- Disinterest in the current or future state
- Arguing about the need for change
- More sick days
- Change not fully implemented

Consequences of not managing the people side of change

- People finding work arounds
- People revert to the old way of doing things
- The change being totally scrapped
- Divides are created between 'us' and 'them'

Change

“Organizations don’t change - people within organizations change.”

Any business change requires individuals to do their jobs differently to be successful



The ADKAR Model

..... describes the
required phases that
an individual will go
through when faced
with change.

Adapted from Prosci 2008

ADKAR and Change

Awareness of the need for change

Desire to participate & support the change

Knowledge on how to change

Ability to implement required skills & behaviors

Reinforcement to sustain the change

The ADKAR Model

....is a foundational tool for understanding “how, why and when” to use different change management tools.

The five building blocks of successful change

Awareness of the need for change

Desire to participate and support the change

Knowledge on how to change

Ability to implement required skills and behaviors

Reinforcement to sustain the change

The ADKAR Model

Awareness of the need for change.

- What is the nature of the change?
- Why is the change happening?
- What is the risk of not changing?

The ADKAR Model

Desire to support the change.

- Personal motivation to support the change
- Organizational drivers to support change

The ADKAR Model

Knowledge on how to change.

- Knowledge, skills and behaviors required during and after the change
- Understanding how to change

The ADKAR Model

Ability to implement new skills.

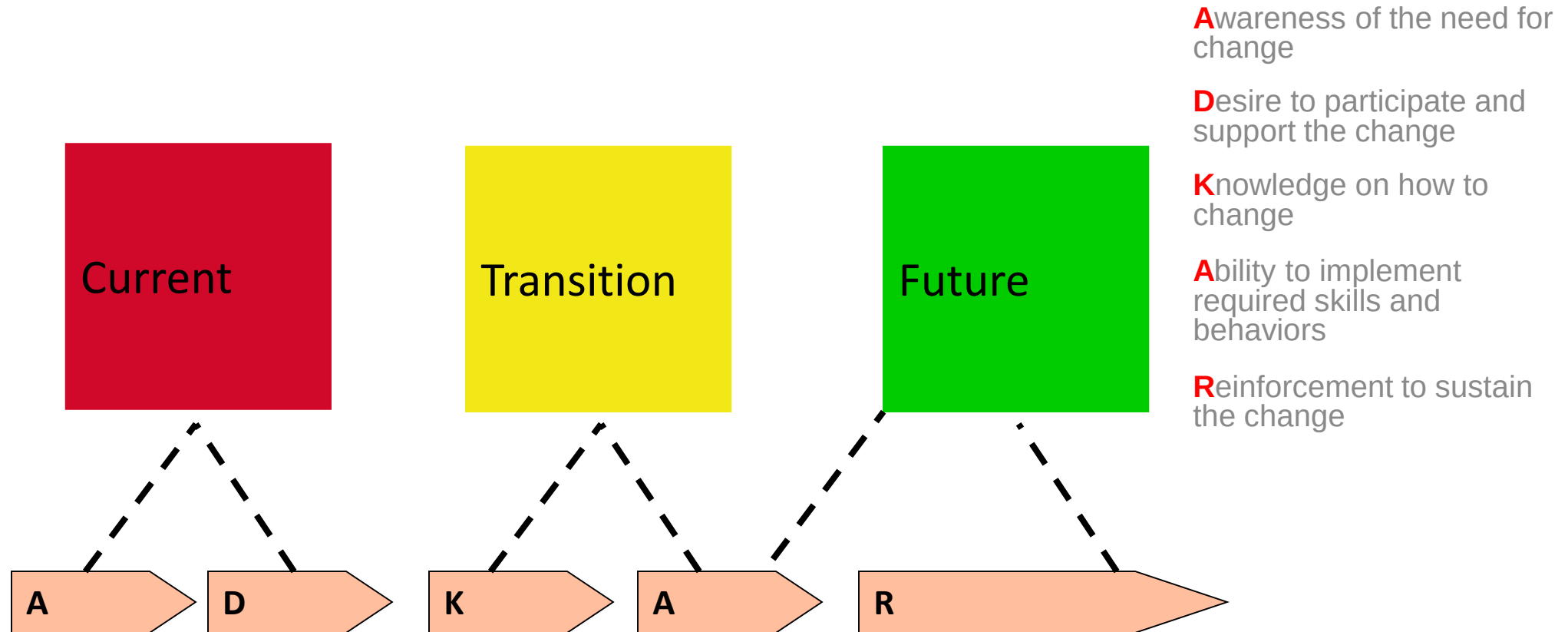
- Demonstrated ability to implement the change
- Barriers that may inhibit implementing the change

The ADKAR Model

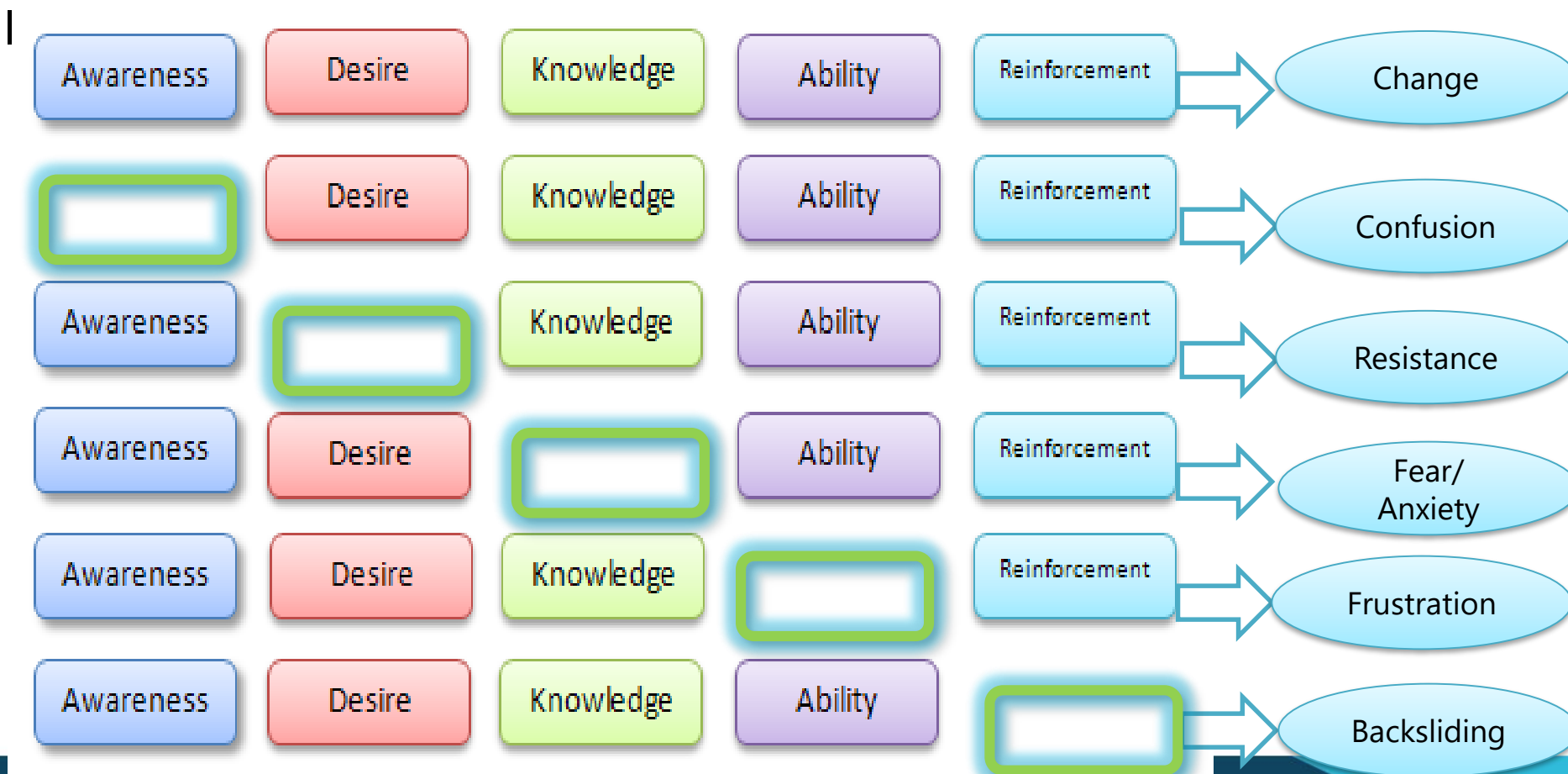
Reinforcement to sustain the change.

- Mechanisms to keep the change in place
- Recognition, rewards, incentives, successes

Connecting ADKAR and the current, transition and future states.



ADKAR Gap Model



Developing corrective actions with ADKAR

If the gap is:	Corrective actions:
Awareness	Management communicates about the business reasons for change (why, risk of not changing, drivers of change); Face-to-face communications with immediate supervisors about how the change impacts you directly is what should occur
Desire	Look for pockets of resistance and identify the root cause; discuss your desire for resisting the change

Developing corrective actions with ADKAR

If the gap is:	Corrective actions:
Knowledge	Training on how to change and the skills needed after the change
Ability	On-the-job training and job aides to support the new behaviors; Coaching by supervisors; Troubleshooting
Reinforcement	Messages by senior leaders and supervisors that the change is here to stay; Individual coaching sessions to identify gaps

Applying ADKAR:

Not everyone moves through change at the same pace

Change with one person...



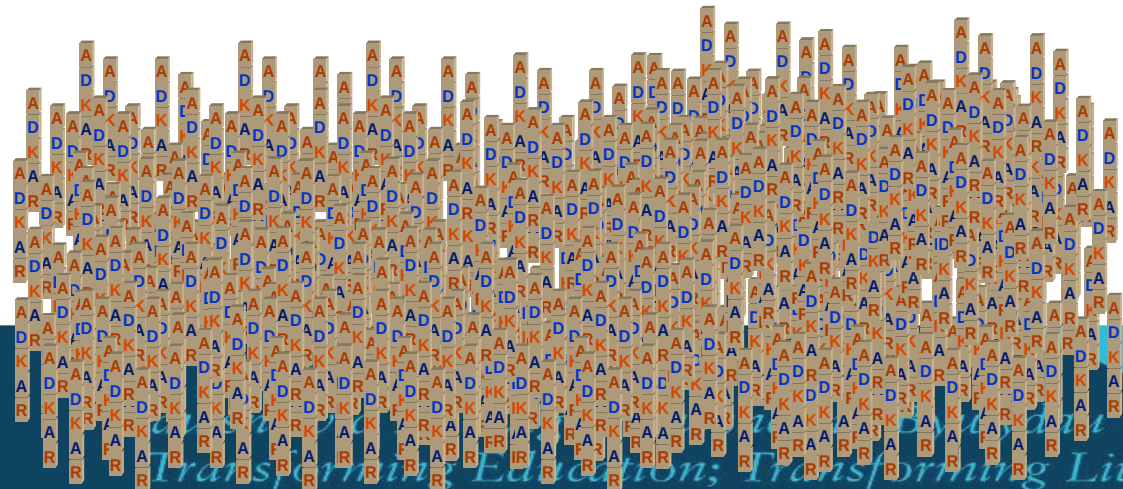
Or five people...



Or twenty people...



Or 1000 people...



References

- **Prosci 2008** Introduction to Change Management

https://www.youtube.com/watch?v=k69i_yAhEcQ

Issues to ponder on....

- 1) What is the video clip is all about?
- 2) What opportunities & challenges CM brings to an organisation?
- 3) What can any organisation do to minimise the negative impact CM?
- 4) What can organisations also do to explore further/ new opportunities to their organisation?
- 5) **Suggest, how best to manage the CM transition period.**