A Quick Look at Organizational Change Management

Ideas for enabling change

Agenda

Where do you stand?

Understanding change responses

Elements of change management

OCM in practice

What's next?

Uh, I don't think so...   Woohoo! I am all in!
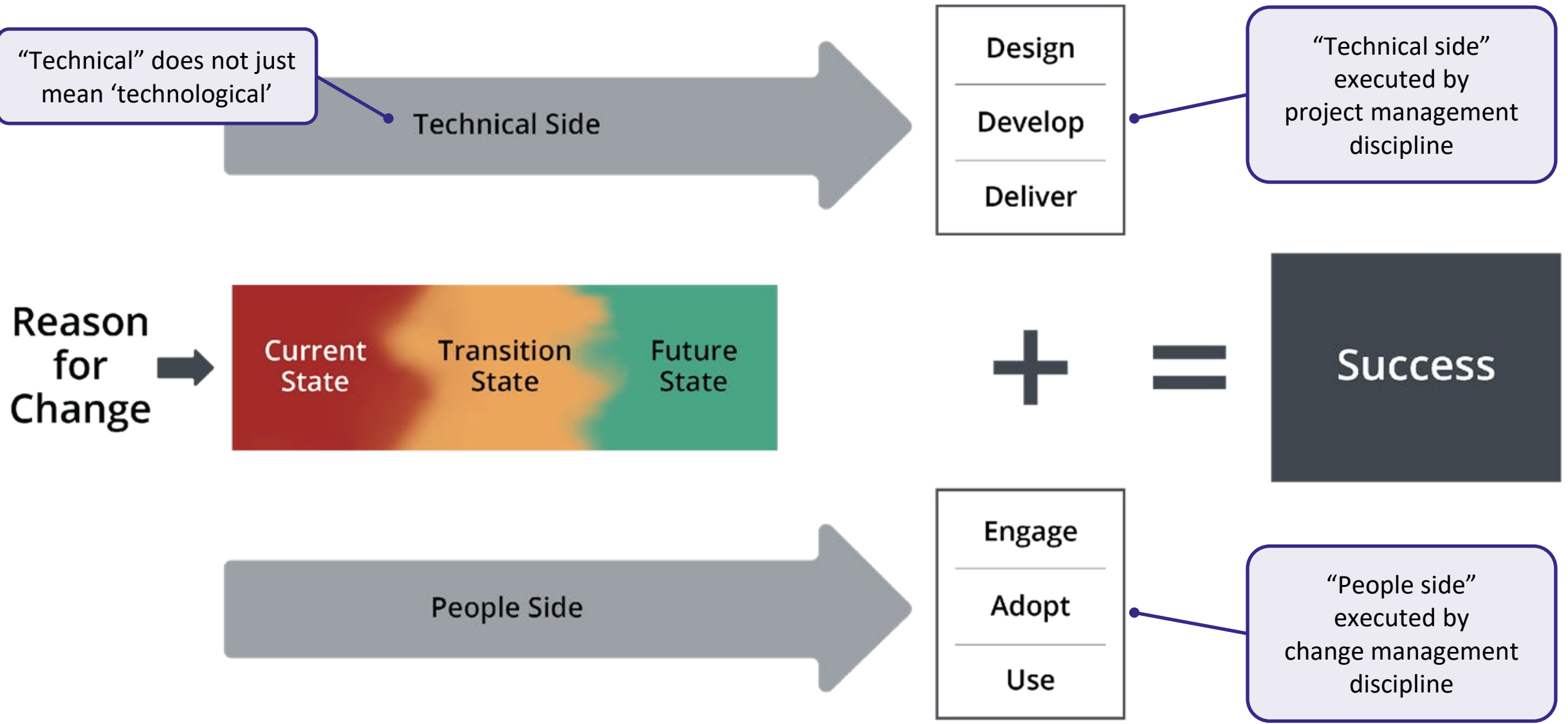
Where do you fall?

The SCARF® Model

AWAY THREAT

Threat Is Stronger

STATUS
CERTAINTY
AUTONOMY
RELATEDNESS
FAIRNESS

TOWARD REWARD

Reward Is Better

Rock, 2008

5 Tenets of Change Management – Plain Language Questions

Tenet 1 | We change for a reason. | Why are we changing?

Tenet 2 | Organizational change requires individual change. | Who has to do their job differently (and how)?

Tenet 3 | Organizational outcomes are the collective result of individual change. | How much of our outcomes depend on adoption and usage?

Tenet 4 | Change management is an enabling framework for managing the people side of change. | What will we do to support adoption and usage?

Tenet 5 | We apply change management to realize the benefits and desired outcomes of change. | How will driving adoption and usage improve results?

Successful Change Requires Both Technical and People Sides

"Technical" does not just mean 'technological'

Technical Side

Design

Develop

Deliver

"Technical side" executed by project management discipline

Reason for Change

Current State | Transition State | Future State

+ = Success

Engage

Adopt

Use

People Side

"People side" executed by change management discipline

Prosci

Avoidable Costs and Mitigable Risks

	Costs:	Risks:
To the project if we do not manage the people side of change well	• Project delays • Missed milestones • Budget overruns • Rework required • Loss of work by project team	• Resistance – active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
To the organization if we do not manage the people side of change well	• Productivity plunges (deep and sustained) • Loss of valued employees • Reduced quality of work	• Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
To the organization if this change **does not deliver the results** we expect	• Lost investment in the project • Lost opportunity to have invested in other projects	• Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

ADKAR Model on a Page

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

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change begins with understanding why

Awareness

What is the **nature** of the change?	Why is the change **needed**?	What is the **risk** of not changing?

The 5 Elements of Successful Change

Change involves personal decisions

Awareness

Desire

Knowledge

Ability

Reinforcement

Desire

What's in it for me **(WIIFM)**?	A **personal choice**	A decision to **engage and participate**

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change requires knowing how

Knowledge

Understanding how to change

Training on new processes and tools

Learning new skills

The 5 Elements of Successful Change

Change requires action in the right direction

Awareness

Desire

Knowledge

Ability

Reinforcement

Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change must be reinforced to be sustained

Reinforcement

Actions that **increase the likelihood** that a change will be continued

Recognition and rewards that sustain the change

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The Resistance Zoo
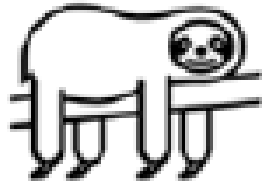
The Sloth
Hangs out and moves slowly.
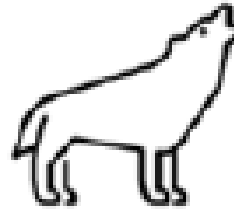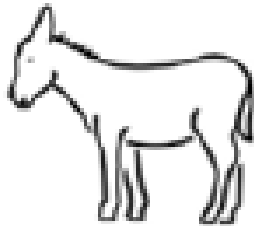

The Wolf
Can be loud and rallies their pack.

The Ostrich
Puts their head in the sand.

The Moose
Majorly grumpy; unpredictable.

The Mule
Can be stubborn in their ways.

The Owl
Wise and knowledgeable.

The Beaver
Builds up dams.

The Shark
Goes on attack.

Organizational Change Management Role-Play Scenarios

Scenario 1: Implementing a New Collaboration Tool

Change Champion and Resistor Roles
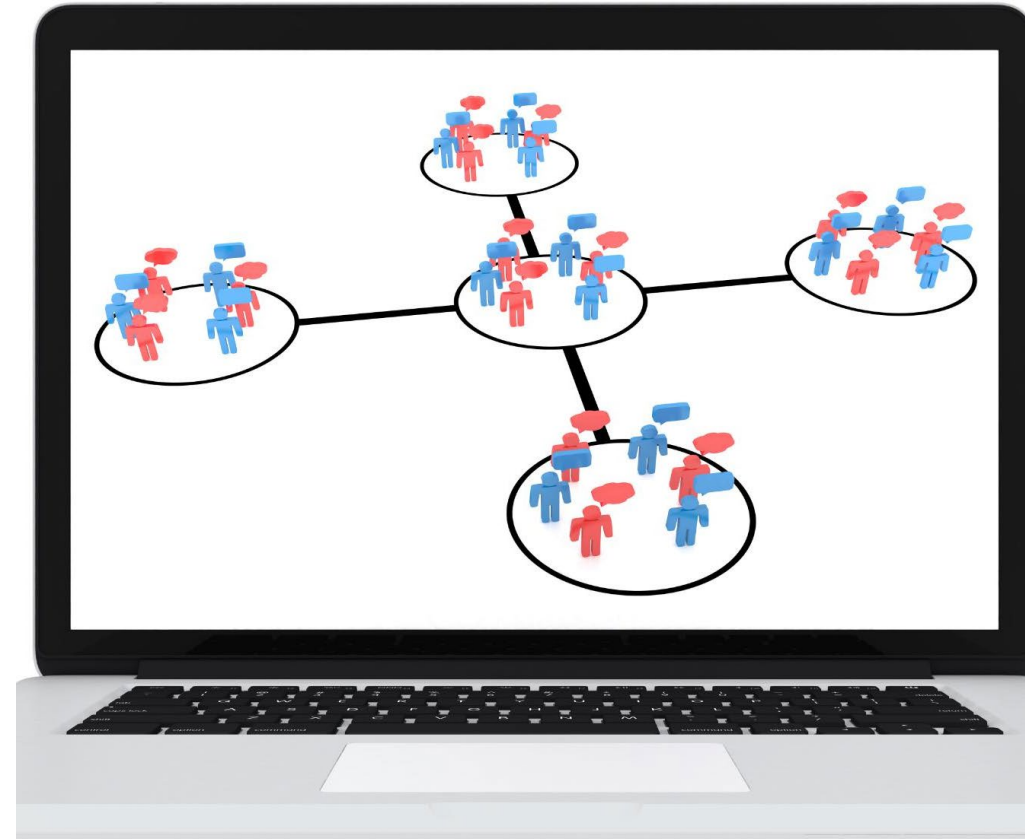
Role of Change Champion

Change Champions promote awareness and desire by highlighting certainty and autonomy with the new platform. They provide training and support to ease the transition.

Role of Resistors

Resistors lack desire due to fear of losing control and uncertainty about the new system's effectiveness and usability.

Addressing Resistance

Utilizing ADKAR and SCARF frameworks helps address resistance by focusing on awareness, desire, knowledge, ability, and reinforcement.
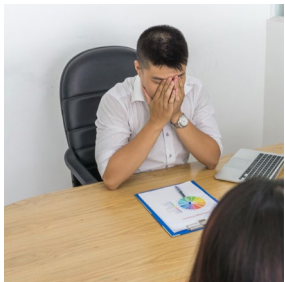
Scenario 2: Department Restructuring

Change Champion and Resistor Roles

Role of Change Champion

The Change Champion fosters team knowledge and ability while ensuring fairness and clarifying change benefits.

Role of Resistor

The Resistor may feel threatened, question fairness, and express doubts about adapting to new structures.

Managing Organizational Change

Understanding both roles helps manage resistance and supports employees through major changes.

Scenario 3: Transition to Hybrid Work Model

Change Champion and Resistor Roles

Role of Change Champion

Change Champions promote desire and reinforce transition by sharing success stories and ensuring clarity and flexibility.

Role of Resistor or Stakeholder

Resistors may feel loss of benefits, express frustration, and worry about unclear expectations during transition.

Frameworks for Transition

Using ADKAR and SCARF frameworks helps address emotional and practical concerns for smoother change adoption.