



perspective
GAINED

LeadingAge[™]
Maine & New Hampshire
Educate. Collaborate. Inspire.

 **BerryDunn**

What If You Could Help Your Team and Residents Better Manage Through Change?
April 10, 2019

**DAN VOGT, PMP, CPHIMS, COBIT, LSSGB,
Prosci® Certified Change Practitioner
Senior Manager**

AGENDA

Introductions

What is Change?

Building a Foundation for Effective Change Management

Wrap-up



WHAT DOES CHANGE LOOK LIKE?



EXAMPLES OF CHANGE



LOCATION



WORKFLOW



LEADERSHIP



TEAMWORK



TOOLS



SYSTEMS



CULTURE



PROCESSES



BEHAVIORS



**Who is experiencing
change in your
community?**

THERE ARE CONSEQUENCES OF NOT MANAGING THE PEOPLE SIDE OF CHANGE

Lower productivity

Passive resistance

Active resistance

Turnover of valued employees

Disinterest in the current or future state

Arguing about the need for change

More people taking sick days or not showing up

Changes not fully implemented

People finding work-arounds

People revert to the old way of doing things

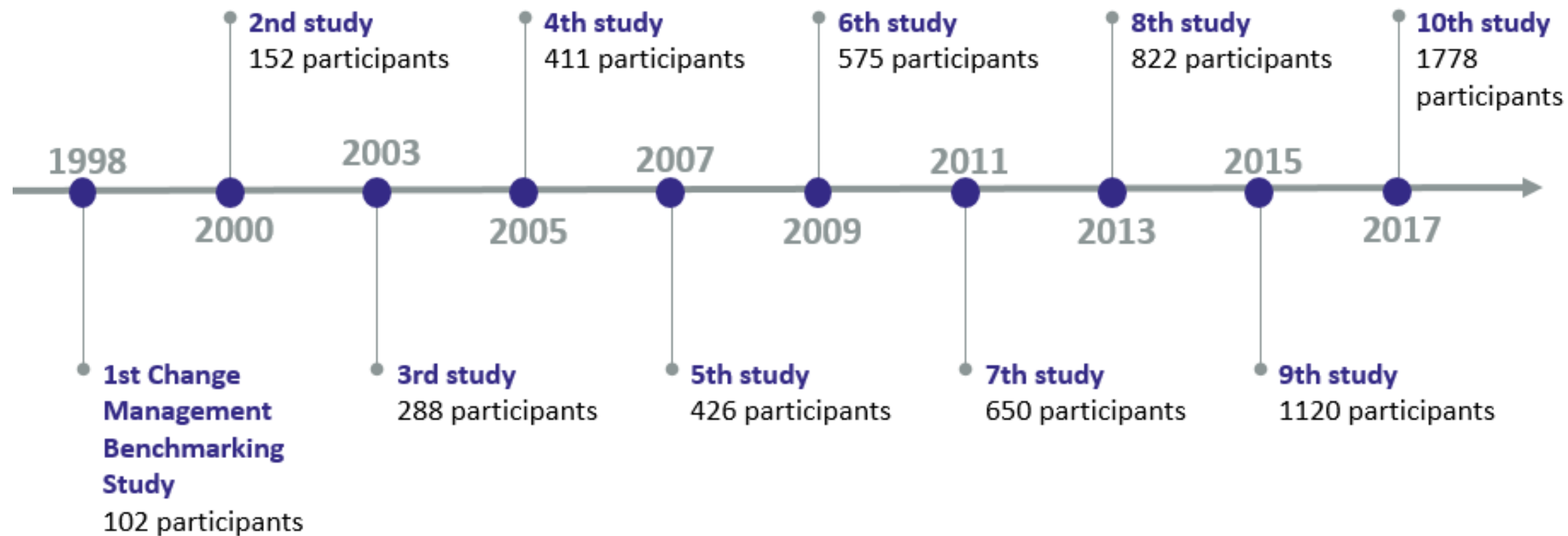
The change being totally scrapped

Divides are created between 'us' and 'them'

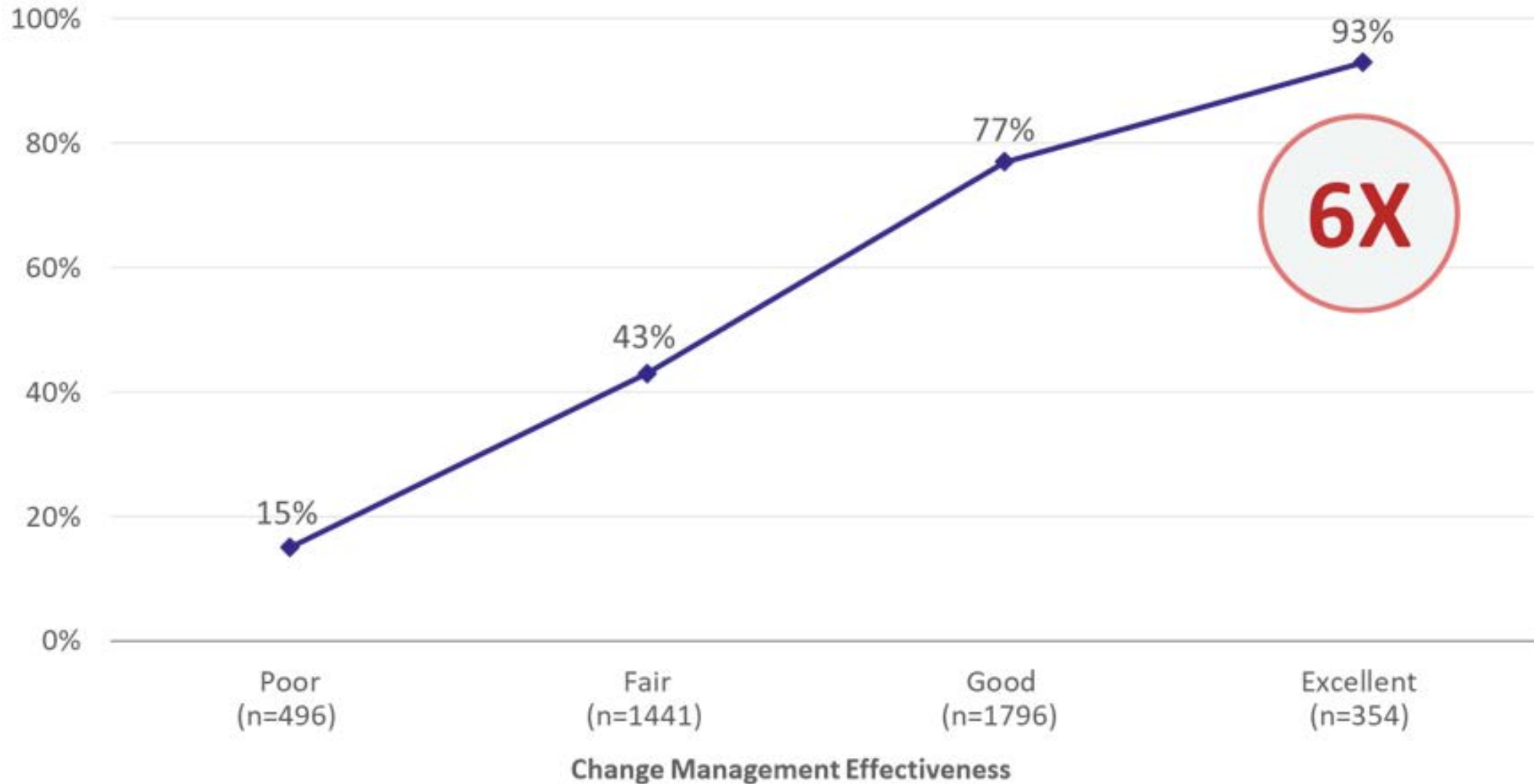
What Is Change Management?

Change management is the application of a structured process and set of tools for leading the **people side of change** to achieve the desired outcome

Prosci® Research History



Percent of Study Participants Who Met or Exceeded Objectives



ORGANIZATIONAL CHANGE CAN BE REPRESENTED AS THREE STATES OF CHANGE

**CURRENT
STATE**

How things are done
today

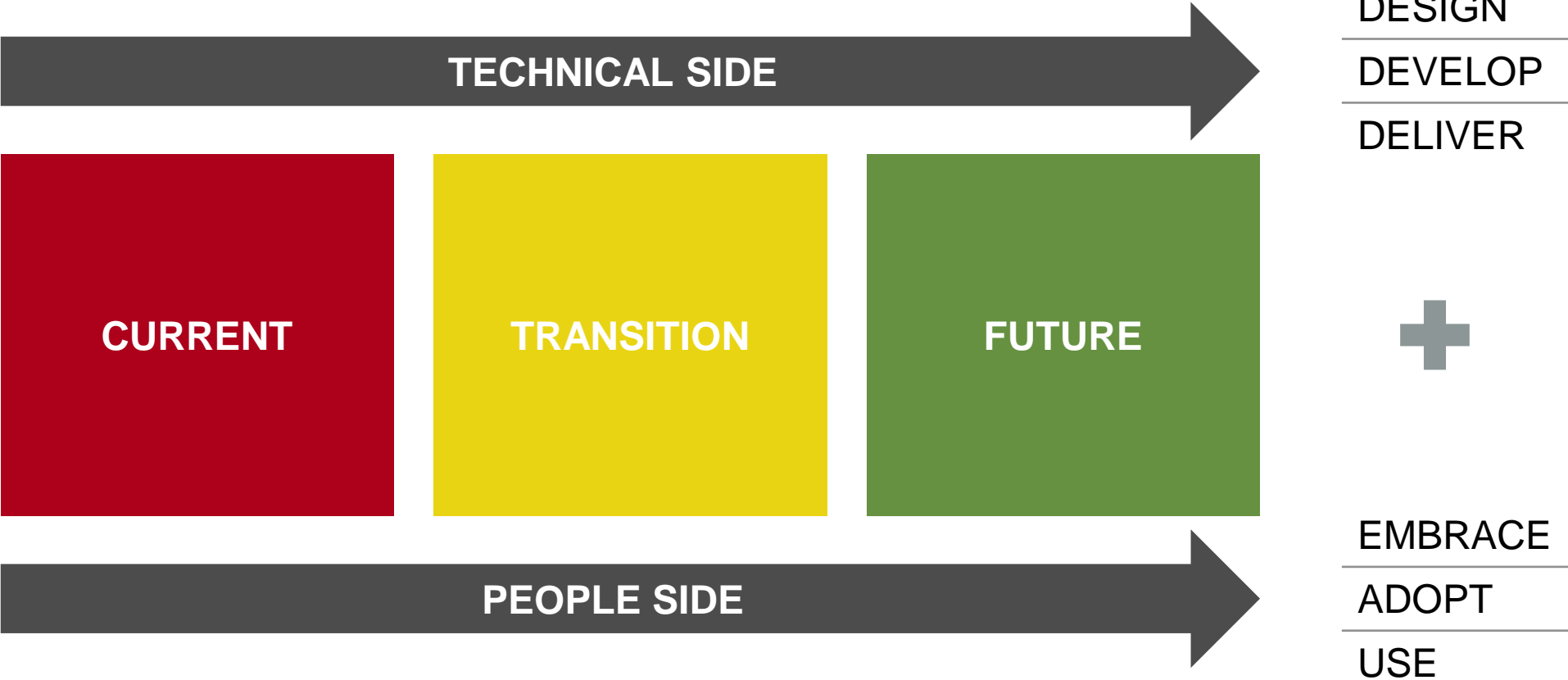
**TRANSITION
STATE**

How to move from
current to future

**FUTURE
STATE**

How things will be
done tomorrow

SUCCESSFUL CHANGE REQUIRES BOTH THE TECHNICAL AND PEOPLE SIDES



ORGANIZATION

CURRENT STATE

How I do my job today

TRANSITION STATE

FUTURE STATE

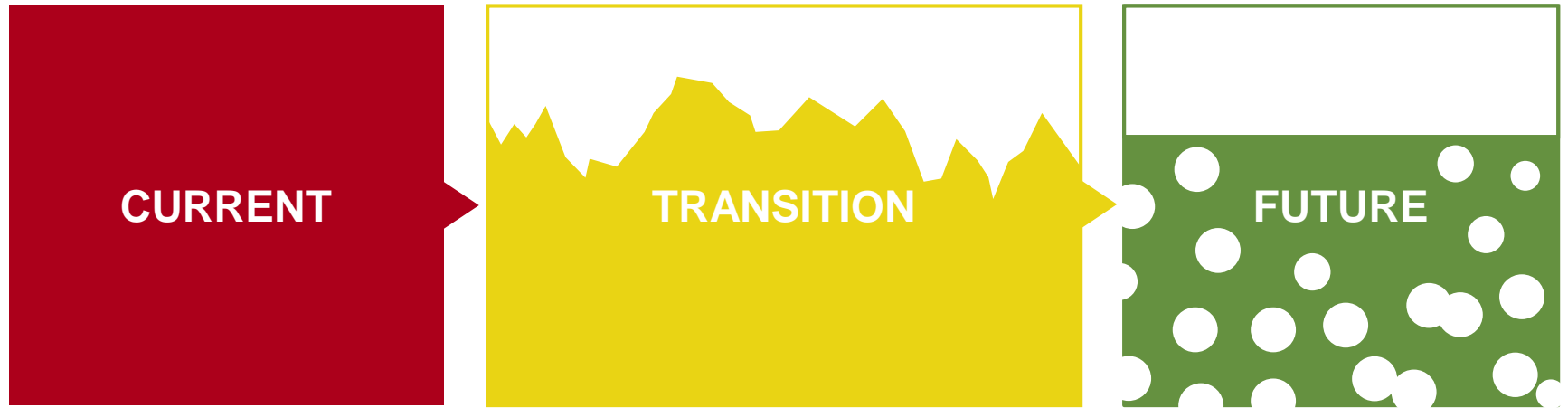
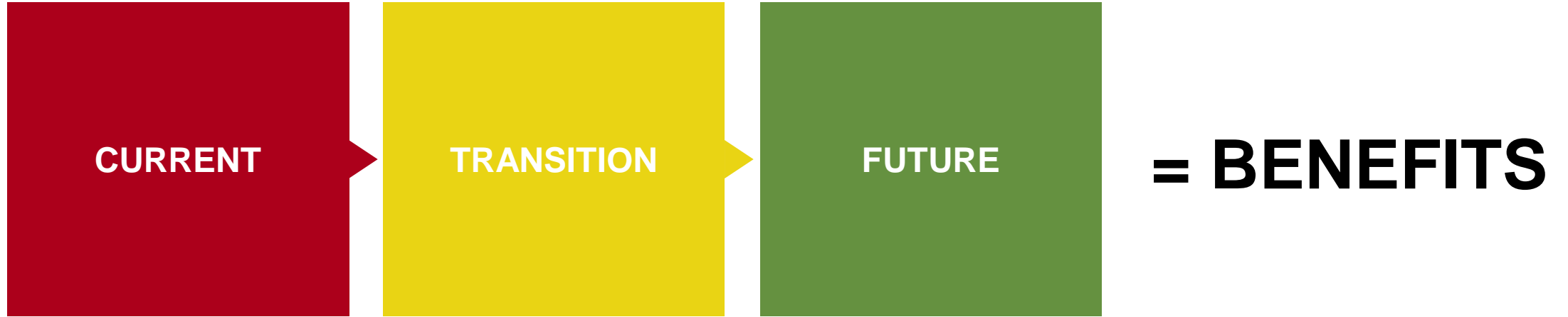
How I will do my job after the change is implemented

INDIVIDUAL

CURRENT STATE

TRANSITION STATE

FUTURE STATE



AWARENESS
DESIRE
KNOWLEDGE
ABILITY
REINFORCEMENT®

A

D

K

A

R

Individual Change Management Outcomes

When you create:

You hear:

A

Awareness

“I understand why...”

D

Desire

“I have decided to...”

K

Knowledge

“I know how to...”

A

Ability

“I am able to...”

R

Reinforcement

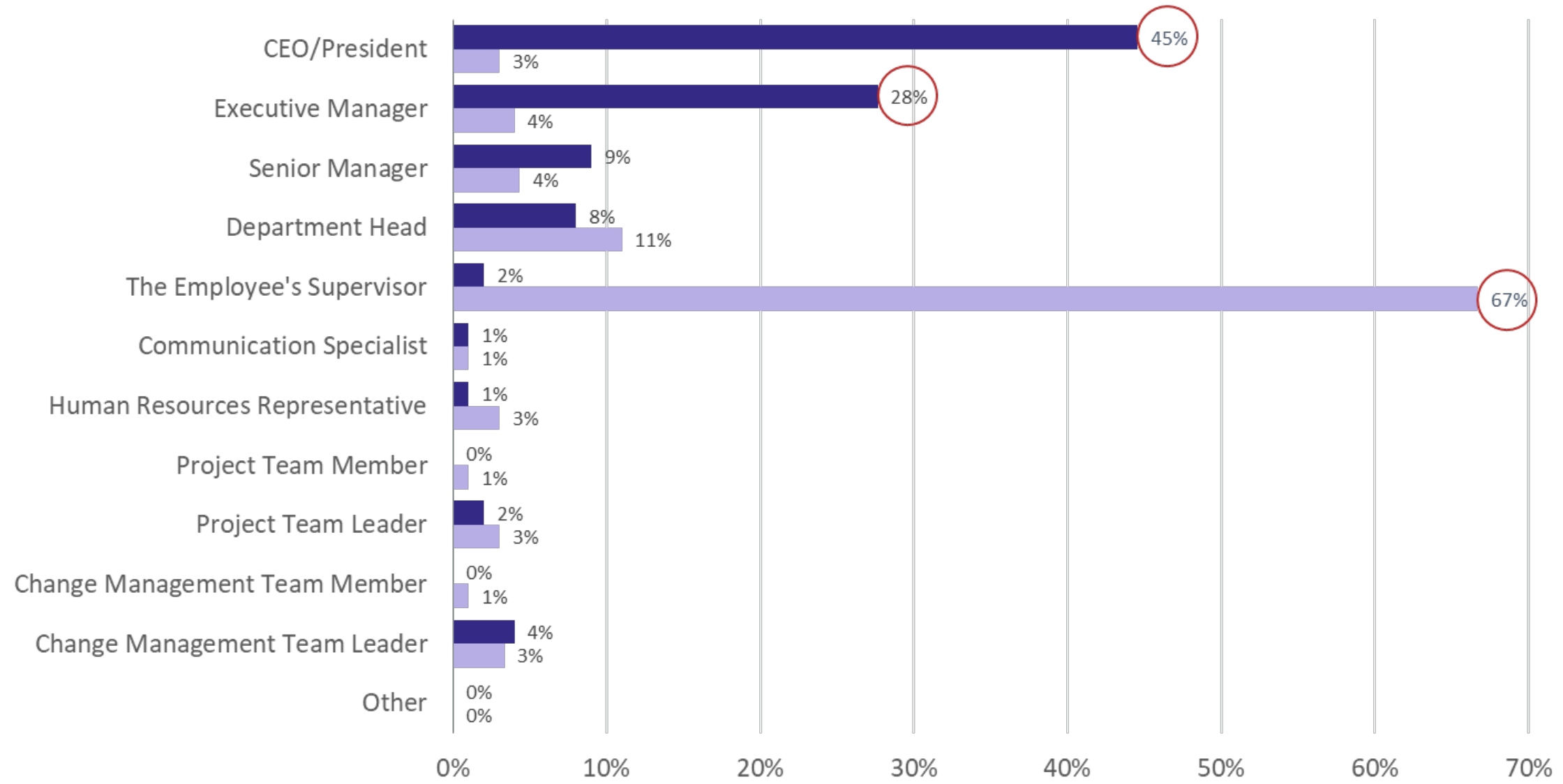
“I will continue to...”

Not Everyone Changes at the Same Pace

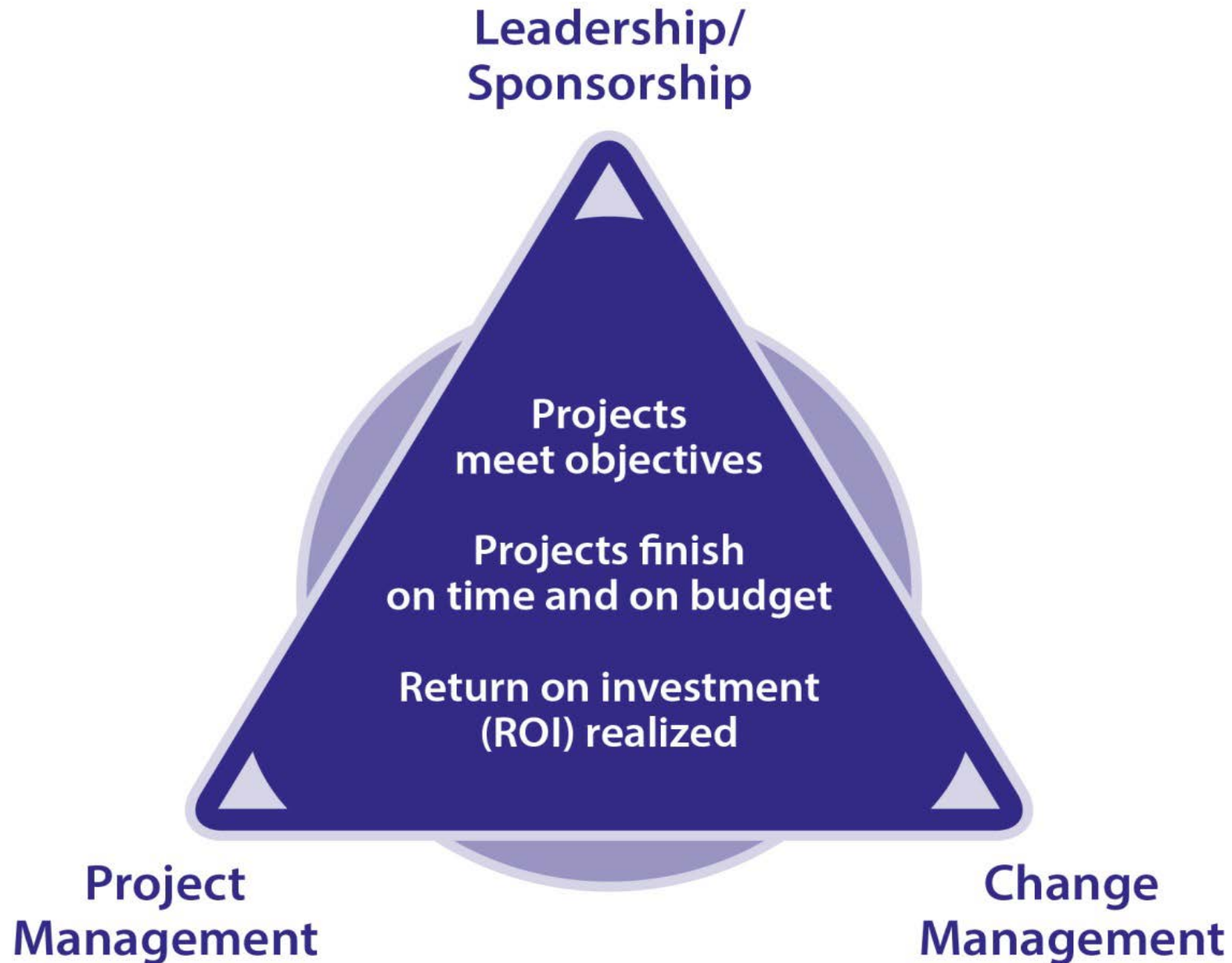


EFFECTIVE COMMUNICATORS

■ Business Messages ■ Personal Messages



PROSCI® PROJECT CHANGE TRIANGLE™



PROSCI® PROJECT CHANGE TRIANGLE™

Leadership / Sponsorship	Score
1. The change has an executive sponsor.	2
2. The executive sponsor has the necessary authority over the people, processes and systems to authorize and fund the change.	2
3. The executive sponsor is willing and able to build a sponsorship coalition for the change, and is able to manage resistance from other managers and supervisors.	2
4. The executive sponsor will actively and visibly participate with the project team throughout the entire project.	3
5. The executive sponsor will resolve issues and make decisions relating to the project schedule, scope and resources.	3
6. The executive sponsor can build awareness of the need for the change (why the change is happening) directly with employees.	1
7. The organization has a clearly defined vision and strategy.	3
8. The change is aligned with the strategy and vision for the organization.	3
9. Priorities have been set and communicated regarding this change and other competing initiatives.	1
10. The sponsor will visibly reinforce the change and celebrate successes with the team and the organization.	1
Score for Leadership / Sponsorship	21

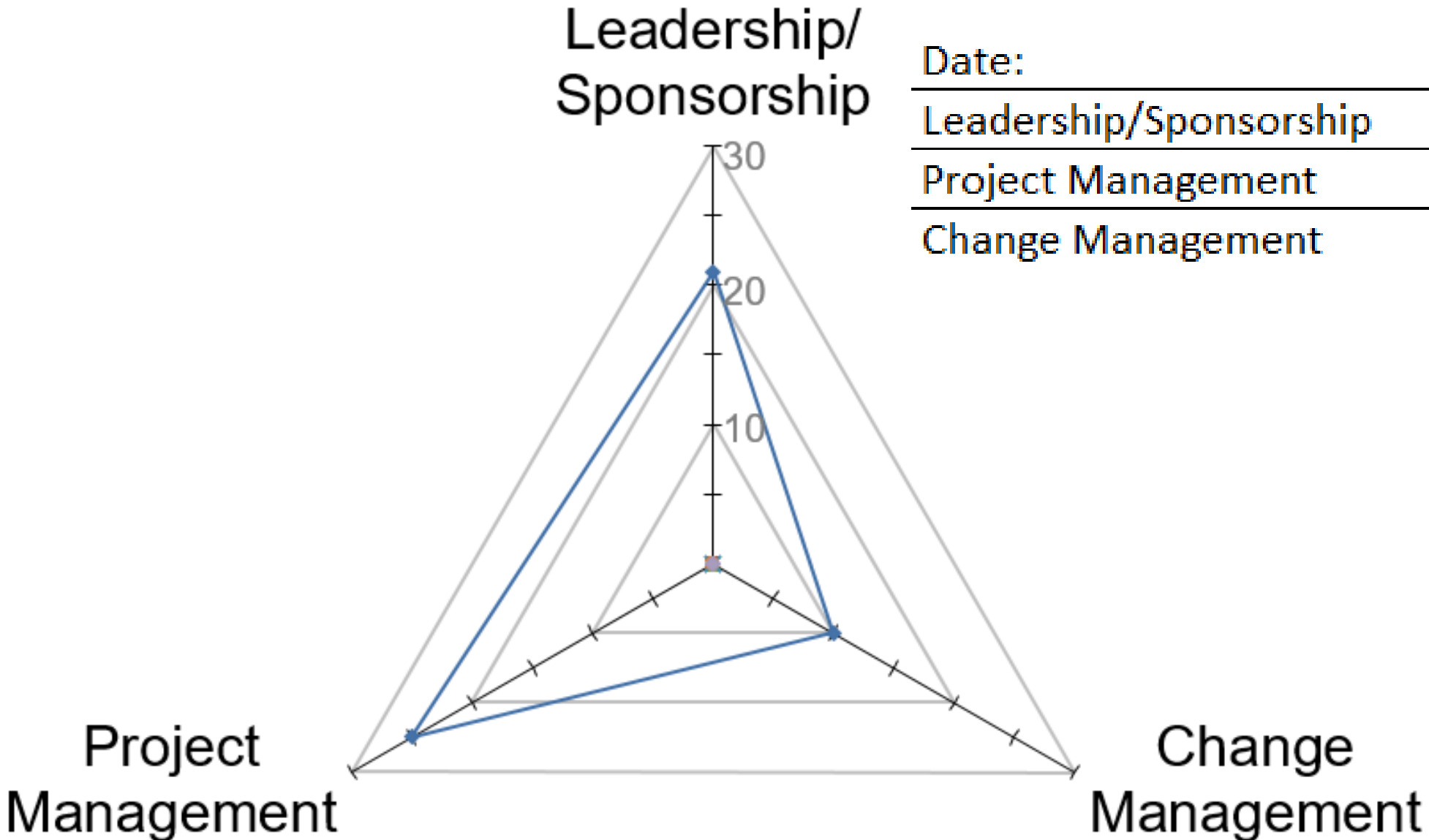
PROSCI® PROJECT CHANGE TRIANGLE™

Project Management	Score
1. The change is clearly defined including what the change will look like and who is impacted by the change.	3
2. The project has a clearly defined scope.	3
3. The project has specific objectives that define success.	2
4. Project milestones have been identified and a project schedule has been created.	3
5. A project manager has been assigned to manage the project resources and tasks.	3
6. A work breakdown structure has been completed and deliverables have been identified.	2
7. Resources for the project team have been identified and acquired based on the work breakdown structure.	2
8. Periodic meetings are scheduled with the project team to track progress and resolve issues.	3
9. The executive sponsor is readily available to work on issues that impact dates, scope or resources.	3
10. The project plan has been integrated with the change management plan.	1
Score for Project Management	25

PROSCI® PROJECT CHANGE TRIANGLE™

Change Management	Score
1. A structured change management approach is being applied to the project.	1
2. An assessment of the change and its impact on the organization has been completed.	1
3. An assessment of the organization's readiness for change has been completed.	1
4. Anticipated areas of resistance have been identified and special tactics have been developed.	1
5. A change management strategy including the necessary sponsorship model and change management team model has been created.	1
6. Change management team members have been identified and trained.	1
7. An assessment of the strength of the sponsorship coalition has been conducted.	1
8. Change management plans including communications, sponsorship, coaching, training and resistance management have been created.	1
9. Feedback processes have been established to gather information from employees to determine how effectively the change is being adopted.	1
10. Resistance to change is managed effectively and change successes are celebrated, both in private and in public.	1
Score for Change Management	10

Prosci® PCT™ Assessment Graph



Date:

10/1/2018

Leadership/Sponsorship

21

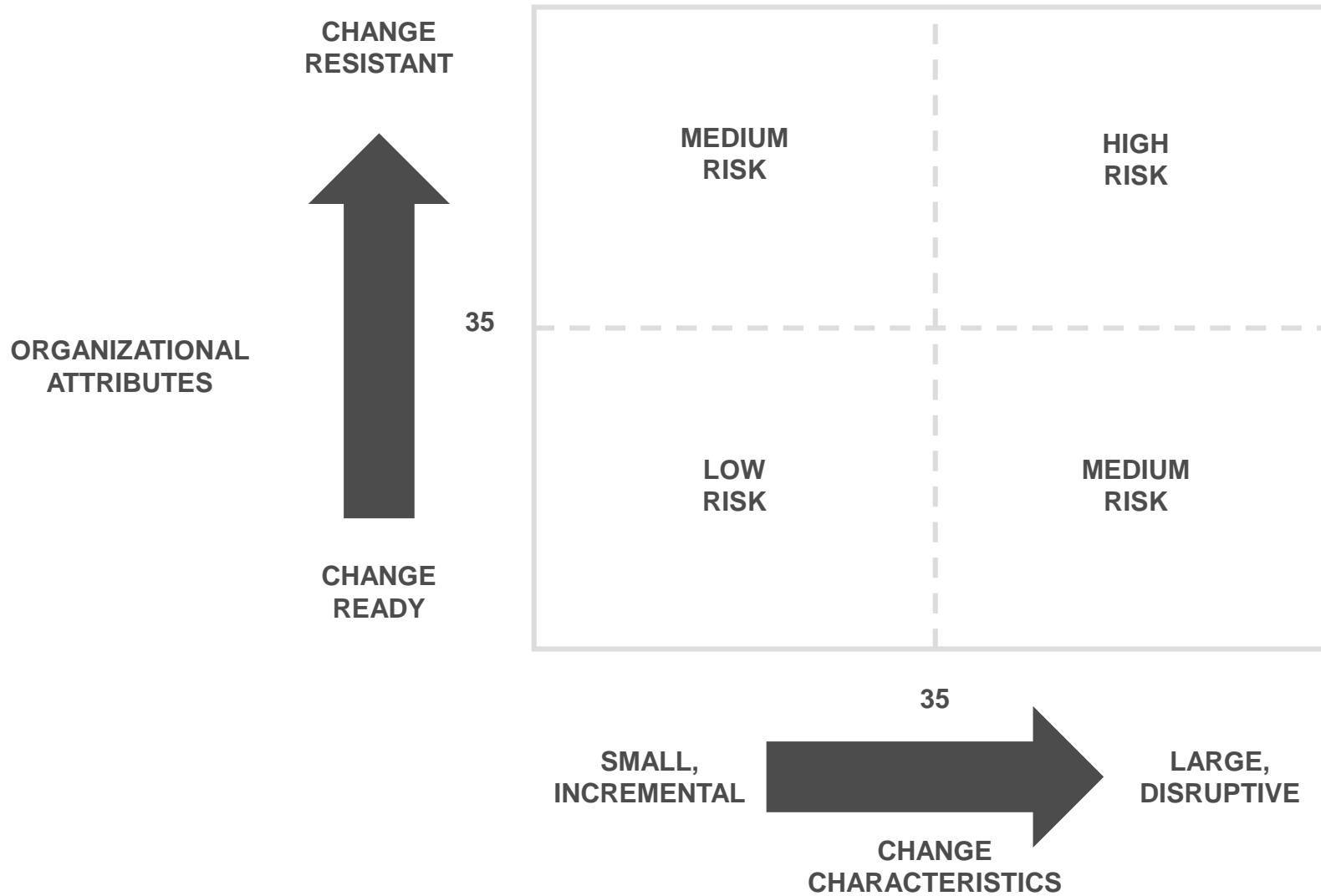
Project Management

25

Change Management

10

PROSCI® RISK ASSESSMENT GRID



Change Characteristics Assessment

1) Scope of change

1 = Workgroup

5 = Enterprise

5

2) Number of impacted employees

1 = Less than 10

5 = Over 1000

3

3) Variation in groups that are impacted

1 = All groups impacted the same

5 = Groups experiencing change differently

5

4) Type of change

1 = Single aspect, simple change

5 = Many aspects, complex change

4

5) Degree of process change

1 = No change

5 = 100% change

4

6) Degree of technology and system change

1 = No change

5 = 100% change

5

7) Degree of job role changes

1 = No change

5 = 100% change

3

8) Degree of organization restructuring

1 = No change

5 = 100% change

1

9) Amount of change overall

1 = Incremental change

5 = Radical change

5

10) Impact on employee compensation

1 = No impact on pay or benefits

5 = Large impact on pay or benefits

1

11) Reduction in total staffing levels

1 = No change expected

5 = Significant change expected

1

12) Timeframe for change

1 = Very short (<month) or very long

5 = 3 month to 12 month initiative

5

CC Score

42

Org Attributes Assessment

1) Perceived need for change among employees and managers (score 1 to 5)

1 = Compelling business need for change is visible – employees are dissatisfied with the current state 5 = Employees do not view change as necessary – employees are satisfied with the current state

1

2) Impact of past changes on employees (score 1 - 5)

1 = Employees perceive past changes as positive 5 = Employees perceive past changes as negative

4

3) Change capacity (score 1 - 5)

1 = Very few changes underway 5 = Everything is changing

5

4) Past changes (score 1 - 5)

1 = Changes were successful and well-managed 5 = Many failed projects and changes were poorly managed

3

5) Shared vision and direction for the organization (score 1 - 5)

1 = Widely shared and unified vision 5 = Many different directions and shifting priorities

2

6) Resources and funding availability (score 1 - 5)

1 = Adequate resources and funds are available 5 = Resources and funds are limited

4

7) Organization's culture and responsiveness to change (score 1 - 5)

1 = Open and receptive to new ideas and change 5 = Closed and resistant to new ideas and change

4

8) Organizational reinforcement (score 1 - 5)

1 = Employees are rewarded for risk taking and embracing change 5 = Employees are rewarded for consistency and predictability

4

9) Leadership style and power distribution (score 1 - 5)

1 = Centralized 5 = Distributed

2

10) Senior management change competency (score 1 - 5)

1 = Business leaders demonstrate effective sponsorship on change projects 5 = Business leaders lack sponsor skills and knowledge

2

11) Middle Management change competency (score 1 - 5)

1 = Managers are highly competent at managing change 5 = Managers lack knowledge and skills for managing change

3

12) Employee change competency (score 1 - 5)

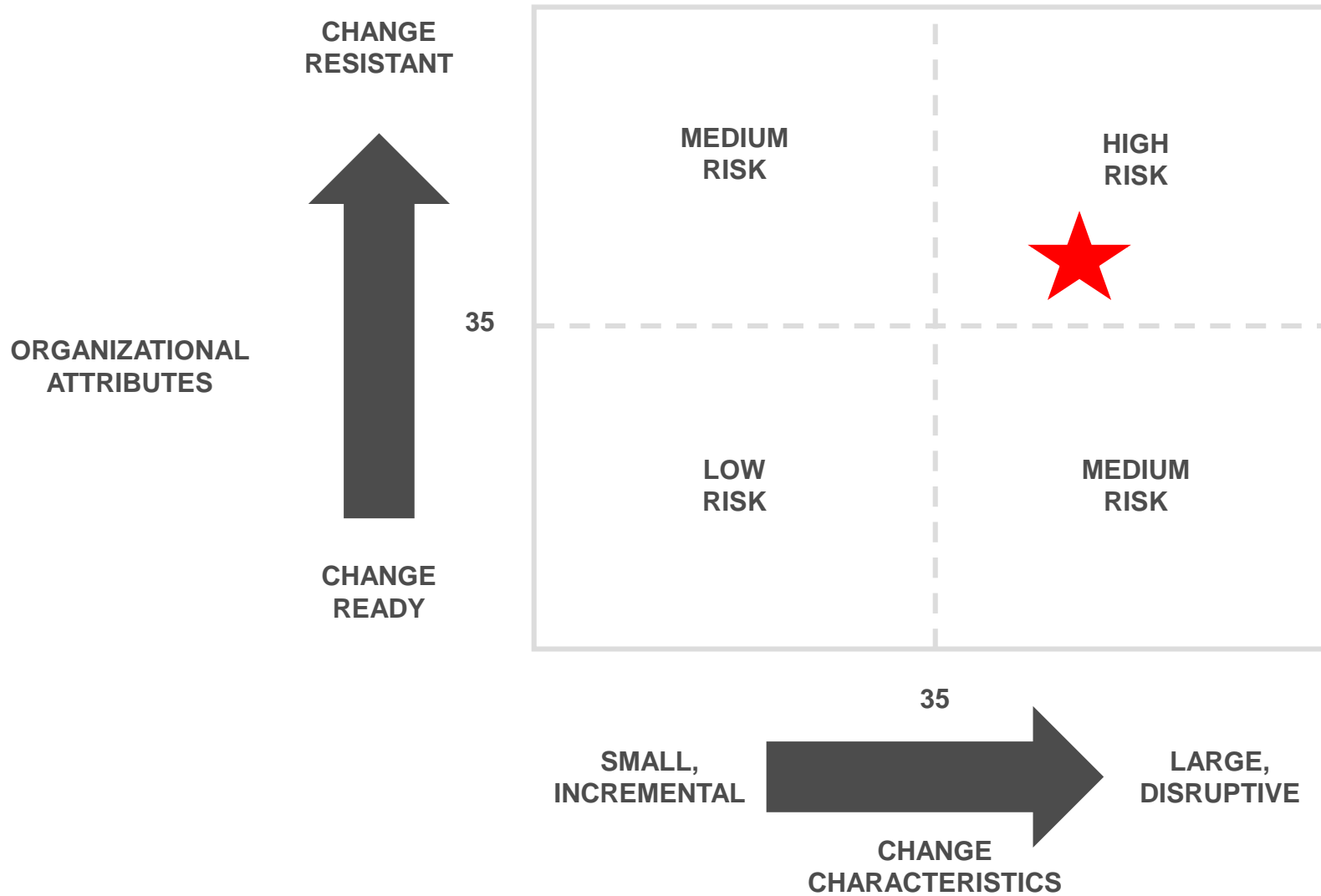
1 = Employees are highly competent at managing change 5 = Employees lack the knowledge & skills for managing change

4

DA Score

DA 38

PROSCI® RISK ASSESSMENT GRID





Questions

DAN VOGT

dvogt@berrydunn.com | 207.541.2279