

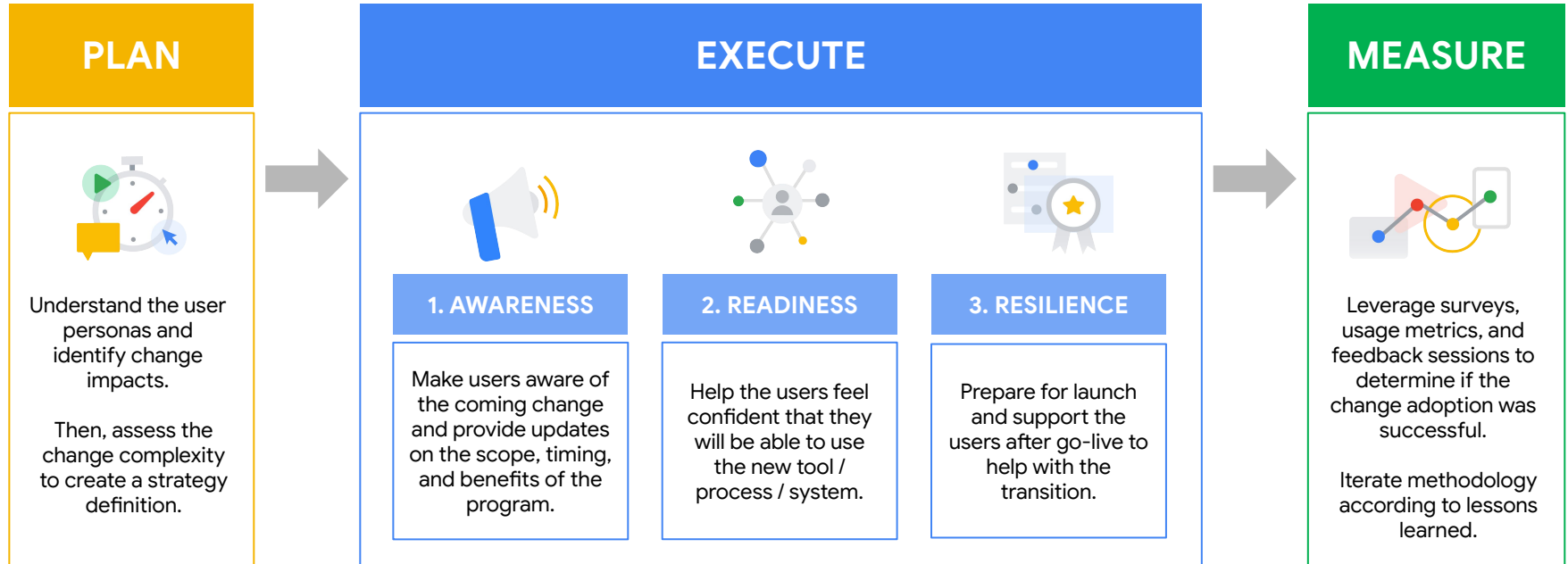
Change Management Guiding Principles

The goal of change management is to minimize the impact of a change on productivity by engaging employees early during the transition to mitigate resistance and drive effective adoption of new processes.



How do we approach change management?

First, we strategize by assessing who and what will be affected by the change. Then, we execute that strategy in three phases—Awareness, Readiness, and Resilience—to ensure the positive reception of the change! Finally, we measure adoption.



Planning: *User Centricity*

The audiences of the change are a top priority when enacting a change! Follow the steps and complete the deliverables to form a comprehensive view of your audience that will help you keep them top of mind while navigating your change.

1.

Who does the change affect?

- Identify key users and groups that will be affected by the change.
- Conduct interviews to understand these users' roles, responsibilities, and needs.
- Create an accompanying document detailing which users are affected and how.

2.

How does the change affect them?

- Now that you know WHO will be affected, define HOW the change will affect each user group.
- Describe specific changes and their impacts (positive and negative) by user group.
- Create simple statements about the benefits of the change for users groups. (E.g., This change enables the learner to make data-driven decisions.)

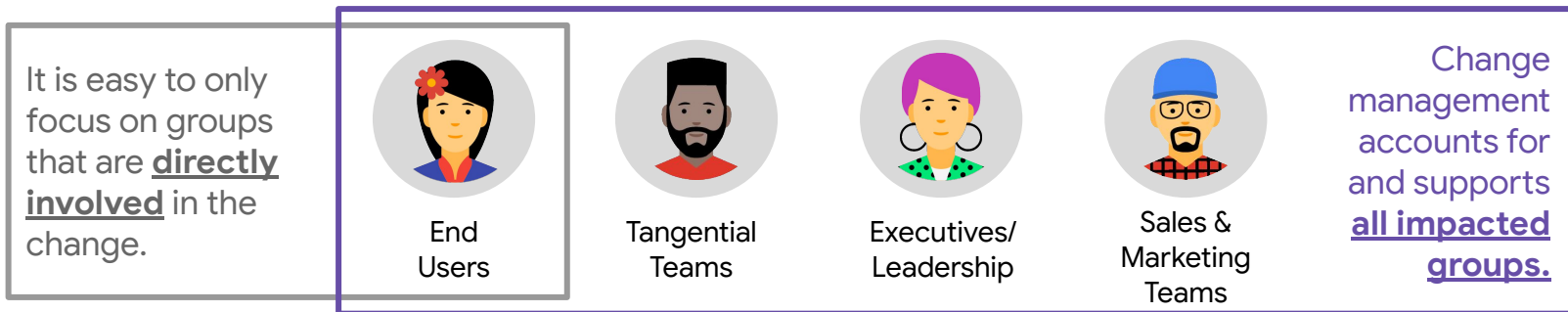
3.

Strategize how to help them transition

- With the WHO and the HOW defined, you can now begin thinking through the best way to communicate with and train your user groups about the change.
- Create and tailor a communication plan specific for each group you'll be working with.

Stakeholder Management: *Broad “User” Focus*

One of the big benefits of starting change management earlier on is having time to invest in stakeholder management and include a broad user-centric perspective into the overall project strategy and decisions.



How?

Unifying project communications, providing project input based on understanding of all impacted groups, and encouraging stakeholder participation



Q&A
Sessions



Periodic Email
Updates



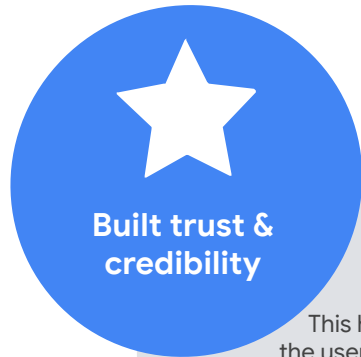
Timeline
Adjustments



Pulse
Surveys

Execution: *Communication Philosophy*

When creating change management communication documents or preparing for a meeting, it is important to keep three main guiding principles in mind:



Built trust & credibility

This helps the users feel like the change team is their partner, which increases buy-in.



Avoid over communication

When communications aren't concise and consolidated, it can create a negative change experience.

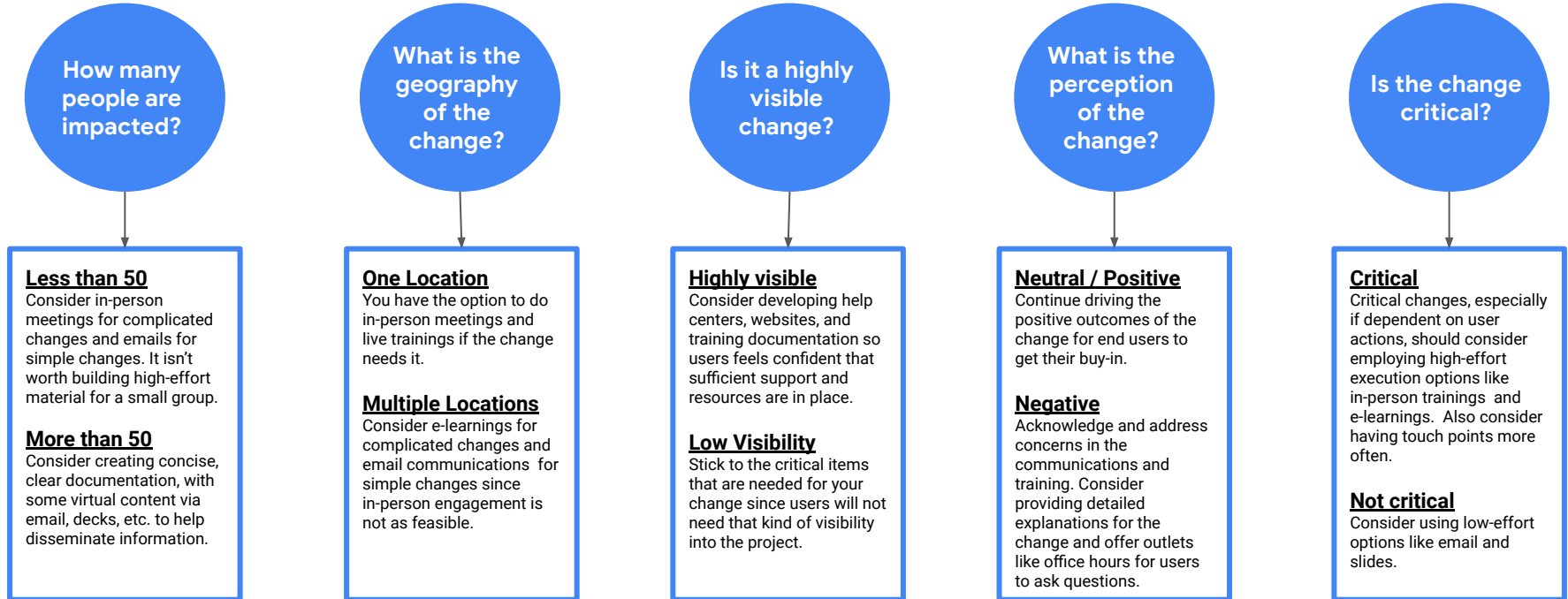


Emphasize the positives

If users see how the change benefits them, they are more likely to buy in. If there are any negatives, explain the "why."

Execution: Other Change Considerations

Once you understand the complexity of the change, you will need to figure out the mediums by which you will deliver the communications and training. Consider the following things when determining the best way to execute your change strategy:



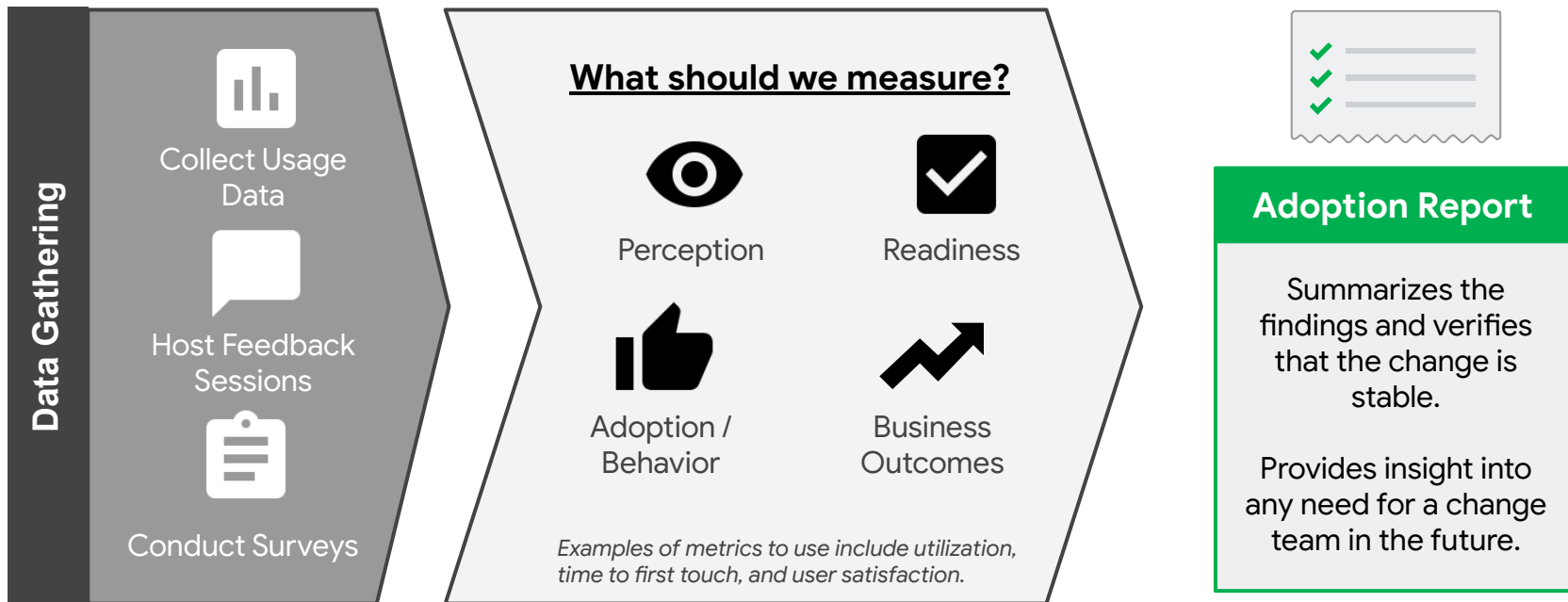
Change is an emotional process

You can use this change model to understand how your team copes with change and to help move them through change more quickly and efficiently. The ultimate goal is to increase your team's performance, but this takes time and **things usually get worse before they get better**. The dip in performance and the duration of the dip can be minimized with effective change management, communication, and leadership.



Measure: Assessing Adoption

Once the change is implemented, it is important to measure how well the change was adopted. The goal is to use both quantitative and qualitative data to understand the overall success of the change.



Summary

1 Be user-focused but also expand your definition of “user.”



End
Users



Tangential
Teams

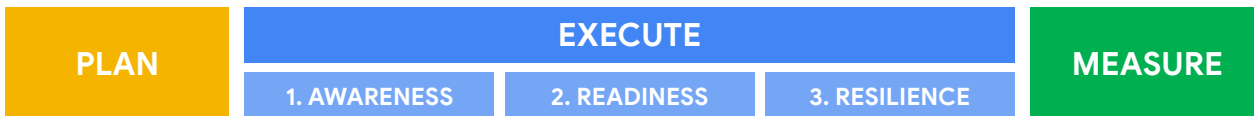


Executives/
Leadership



M&S
Teams & more!

2 Key steps in the change management process:



3 There is no-one-size-fits-all approach to change management! Remember, it is an art more than a science.



Consider change perception, geography, visibility, complexity, audience, etc.