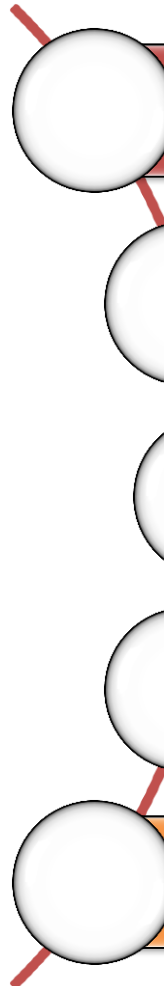# Management

Agenda :

- Introduction to change management
- Known models
- **Know how to Go Green with change**
- Roles in change
- **Connecting CM to business**

Needs for Change

Adapt to technology

Efficiency of work

Change in business

Reduce costs, (ROI)

Improve quality of the service

Seize opportunities

Types of change

Change Management Definitions

- Is the utilization of basic structures and tools to control any organizational change effort. (Kotter)

- Is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes. (Prosci)

- Change management can be defined as a systematic approach dealing with both planned and unplanned change originating from within an organization or as a result of external change affecting the organization (Oxford University Press, 2009)

- A deliberate set of activities that facilitate and support the success of individual and organizational change and the realization of its intended business results (ACMP)

Key definition

structured approach to shifting or transitioning individuals, teams, **and** organizations **from** their current state to a desired future state.

Recent research reveals that organizational change projects are the <u>fourth most common type of project undertaken</u> ... but only 20% of organizations adopt any kind of formal organizational change management practice .

PMI

Why Change Management?

- Ensure readiness and manage resources

- lower the risk associated with change.

- The possibility of unsuccessful change is reduced.

- The time needed to implement change is reduced.

- Minimizes resistance to change

- Anticipate risks and challenges.

- Assess the impact of a change

Aren't project and change management the same thing ?

(Technical side)

Project management

| Current | Transition | Future |

Change management

(People side)
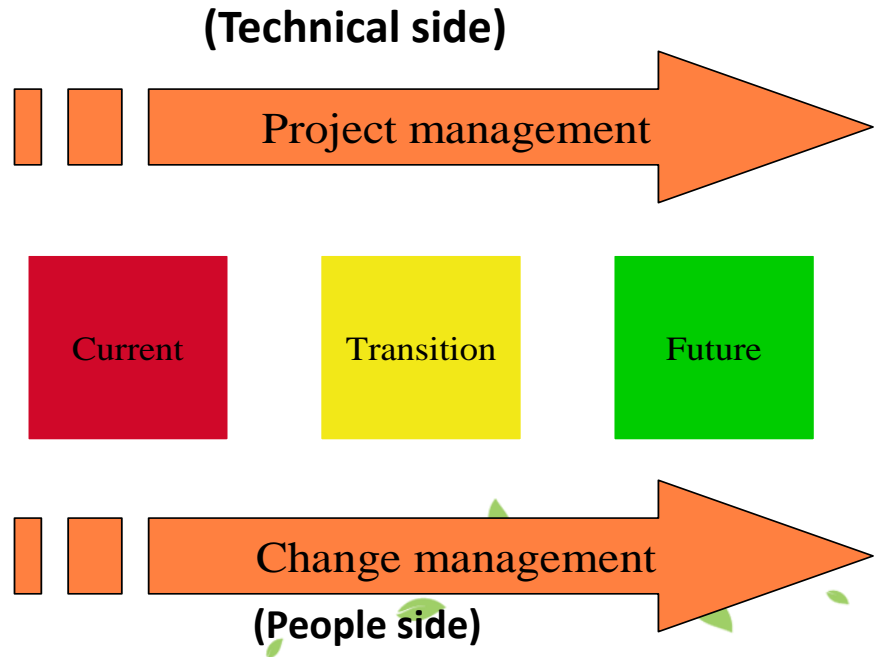
Both support moving an organization from a current state , through a transition state to a desired future state,

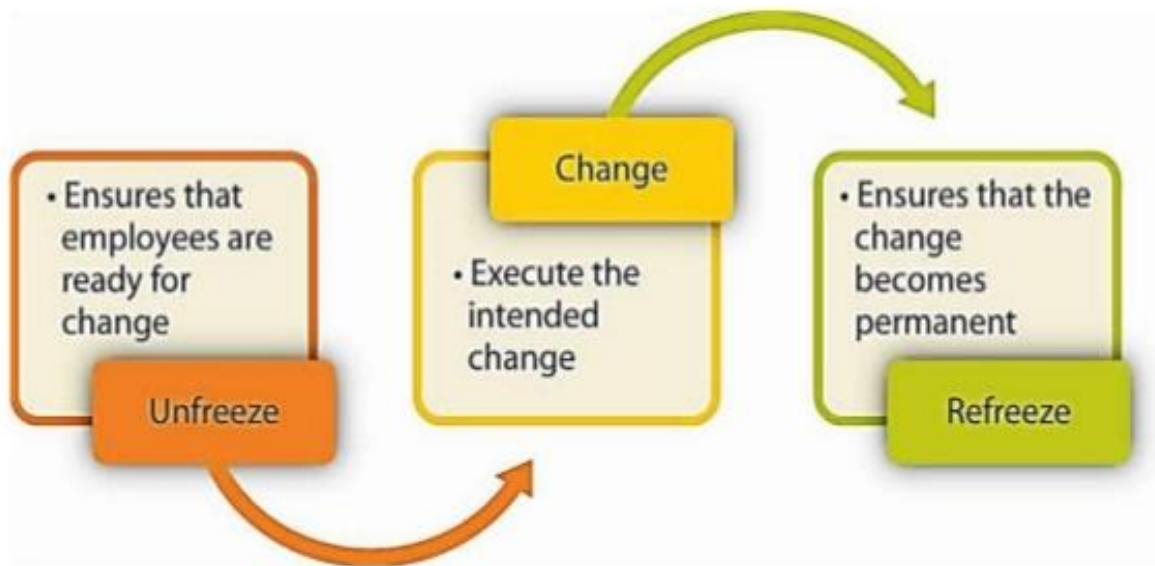PM focuses on the tasks to achieve project requirements.

While

CM focuses on the people impacted by the change.
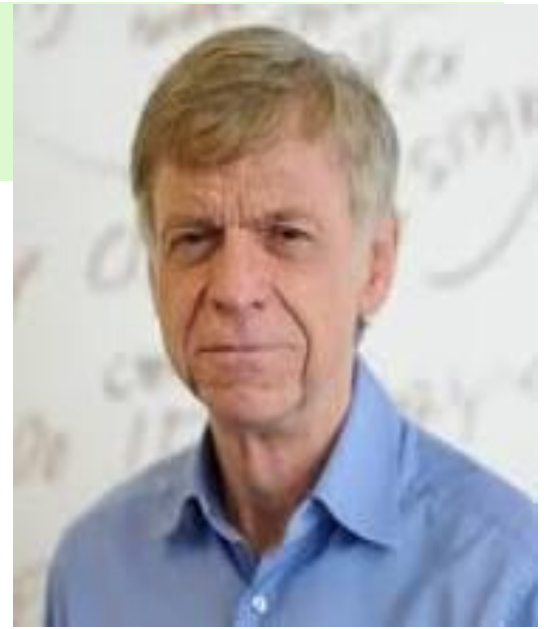
Change Management Models

3 Stages Model

- Ensures that employees are ready for change

Unfreeze

Change

- Execute the intended change

- Ensures that the change becomes permanent

Refreeze

Kurt Lewin
psychologist

John Kotter's 8-Step

Dr. John Paul Kotter
Harvard , Business School

- Create a sense of urgency

- Build guiding coalition (develop teams)

- Form a strategic vision and initiatives

- Enlist a volunteer army

 (by Communicate the need for change.)

- Enable action by removing barriers (empower teams)

- Generate short-term wins

- Sustain acceleration

- Institute change (make permanent)

3-phases Methodology , ADKAR - Prosci

- Preparing for change

- Managing change

- Reinforcing change

Allison Seabeck,
Prosci President

The Three known models

Lewin's Model	Prosci Approach		John Kotter's 8-Step
	ADKAR	3-phases	
Unfreeze	<u>A</u>wareness <u>D</u>esire and <u>K</u>nowledge	Preparing for change	• Create a sense of urgency • Build guiding coalition (teams) • Form a strategic vision and initiatives • Communicate the need for change.
Transition	<u>A</u>bility	Managing change	• Enable action by removing barriers • Generate short-term wins • Sustain acceleration
Refreeze	<u>R</u>einforcem - ent	Reinforcing change	• Institute change (make permanent.)

Lewin's Model	3-phase Methodology	John Kotter's 8-Step
• Simple • Focus on reducing resistance • Focus on employees role	• Link business dimension of change with the individual change • Guide management on managing change	• Fits well into the culture of classical hierarchies • Useful If top management is responsible to make a change • Explicitly states the need to establish and communicate a vision.
Not clearly outlined	No real emphasis on importance of Vision and the big picture	The model is clearly top-down, No real consideration to employee

Models For Successfully Implementing Change , Ashley May Calder, Spring 2013

Which model to Choose?

Depends on several factors such as

- Leadership skill / Management philosophy
- Type of change
- According to the need of business Culture
- Ease to use (implement , understand , communicate to others , practical)
- Flexibility and customization
- Proven to be effective /previous experience

Go Green
With your change

Go green

1 Creating the vision for change

- Know where are you going and desired Future State
- Vision must be Clear & Bold
- Valued outcomes

2 Involving senior leadership

- Hardly to success without senior leader support
- Vital role in reducing resistance
- People follow leadership

Critical success factor

vision

Create Change Plan

change management plan

Communication plan.

Engagement .

Training /Coaching .

Resistance management.

Execute change plans.

Ensure Readiness for Change

Teams

Right time to change

Create infrastructure to support adoption

Knowledge required to adapt changes

Iron Out the Kinks

Sufficient Resources

Degree of acceptance / willing to change

Clarity of Roles

Ensure Engagement   Gain Buy-in

- ✓ Involve the middle management
- ✓ Involve employees in change
- ✓ Collaborate to make change successfully.
- ✓ Soliciting advices
- ✓ Consider their requirements
- ✓ Take them on board with you

Communicate Change

A.   To build awareness for the needs of change

✓Communicate why this change is happening?

✓Why is the change happening now?

✓What is the risk of not changing?

Commutate the need for the change , the goals

of change & expected benefits

(e.g. safety, improve quality, operation

efficiency, strategy and decision making)

B. To build and maintain relationship with stakeholder

- Take all stakeholders with you throughout the change
- Share your vision with them

C. To build employee desire to support and participate in change

- Illustrating how the change will help them, let other realize the benefits   ……. Break down the benefits

- Organizational drivers that would cause employees to support the change

✓ **Communicate message correctly**

Sends the right message , To the right audience , At the right time , Through the right channels and medias , From the right sender

✓**Provide Early and Consistent Communication**: Employees will resist change more when it is sudden and they have little time to adjust

✓**Communicate the change on all Levels**: Employees most want to hear messages about change from their executive management and their immediate manager.

Measure progress ,sustain, and reinforce change

- Collect feedback.

- Auditing compliance.

- Identifying gaps

- Corrective actions.

- Rewards.

- Accountability.

Know Phases of Transition

- Ease Up the Pressure
- Don't expect your employees to adjust to the change right away
- Know that there is a learning curve
- Be open to questions and concerns

Denial :

- "How good things were in the past "
- It cannot happen here
- Refuse to hear new information
- Negatively responding
- Everything as usual attitude

Signs

Commitments:

- Focus
- Teamwork
- Vision
- Cooperation

Resistance :

- Anger
- Blaming others
- Complaining
- Doubting your ability
- Doubting the new solution success

Exploration:

- Sign of indecisiveness
- What going to happen to me with change
- Seeing possibilities to adapt to change
- Clarifying goals
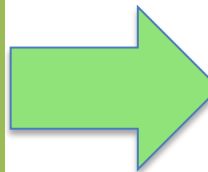- Realizing benefits
- Energy

Change and transition
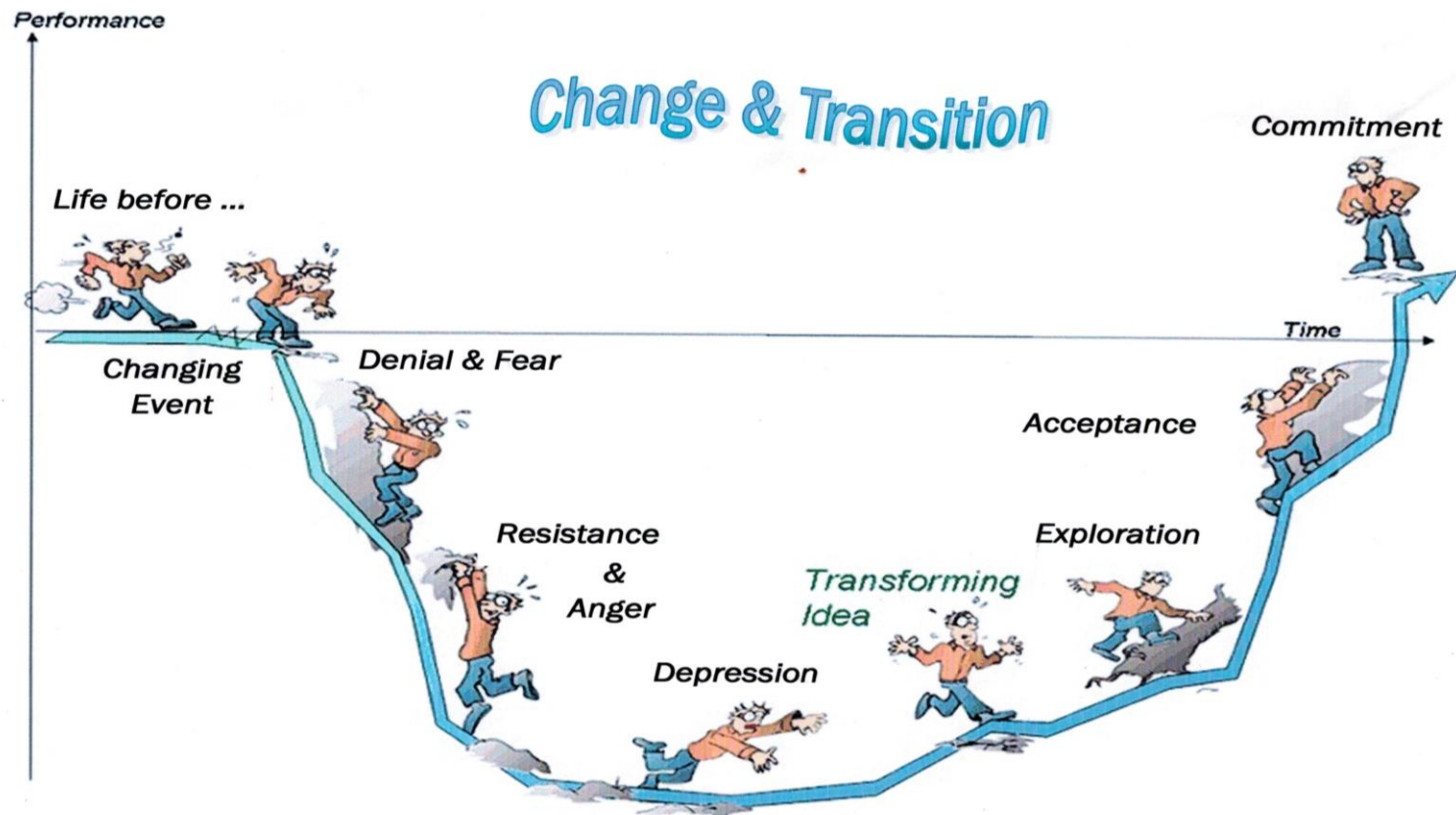
Potential Resisting Factors

- Loss of control /power / loss of ownership of work processes.

- Concerns over job security.

- Unable to adapt.

- Lack of involvement by employees.

- Comfort with the Current state .

- Habit

- Fear of the unknown.
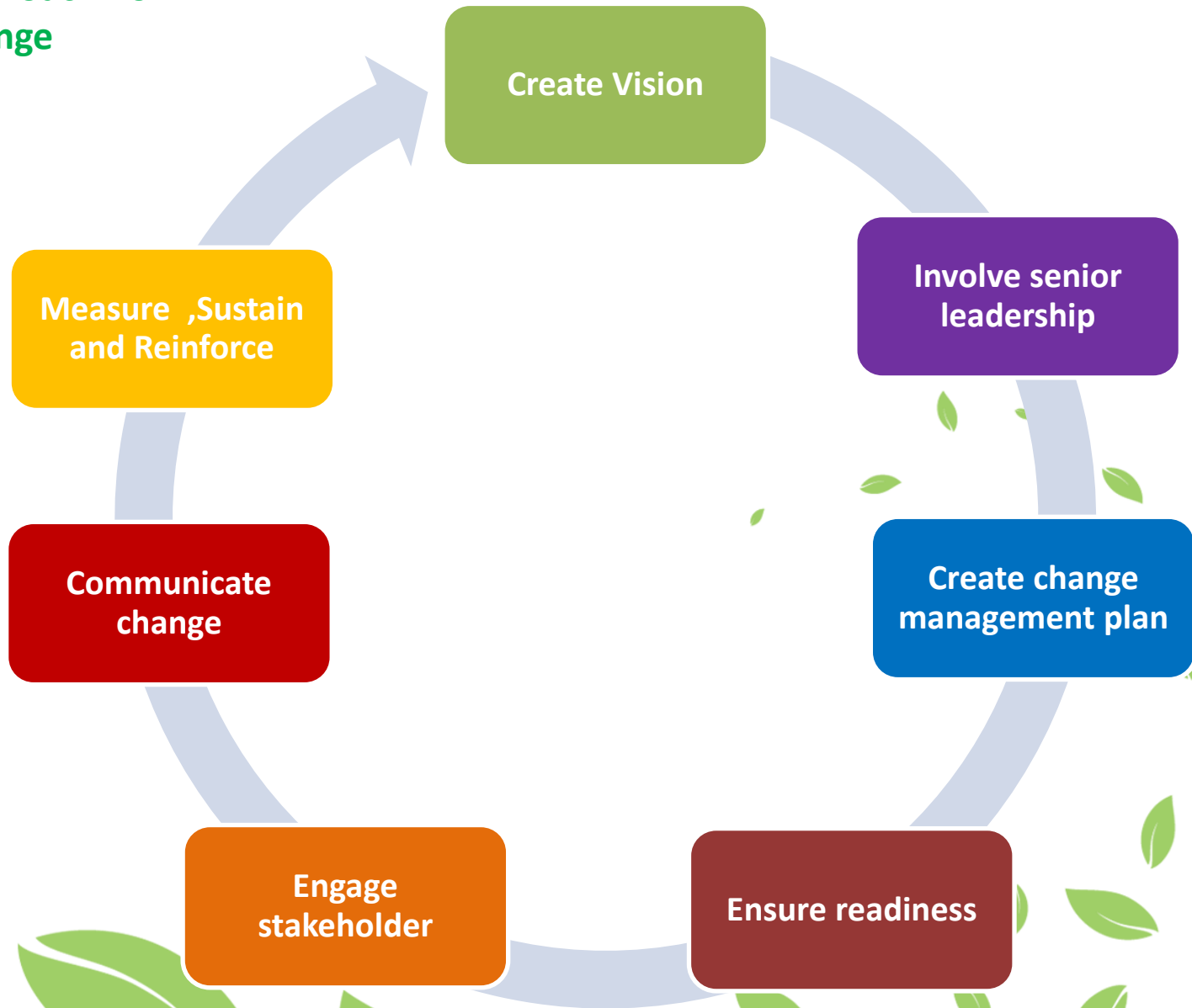
Overcoming Resisting to Change

→

| Communication |
| Education |
| Involvement |
| Coercion |
| Support |

Structured Approach for Successful Change

Clinical transformation is more than just implementing clinical information system /

more than transition from manual system to electronic system

The Roles in Change

Participate actively and visibly throughout the change :

Head (Sponsor/ Management)

- Leading teams to success
- Develop change strategies
- Directly involve in managing resistance
- Report outcomes /success to high authorities
- Develop team change capability
- Avail resources
- Communicate with employees
- Ensuring readiness to proceed

Middle Management/ Functional Manager

- Reporting to executive management on overall progress on change
- Determines needs for change
- Determine required resources
- Ensure compliance

Business /Advisory Role

- Trigger change.
- Advices on aligning change with objectives
- Advices on controlling change

Communication Role

- Provide clear communication to all stakeholder on change related issues
- Observe resistance.
- Explore compliance

Project leader

- Coordinate change implementation
- Coordinate project team
- Report progress to management
- Responsible for success

Process Owner / Targeted by Change

- Adapt to change
- Guide subordinates

Implementation Team Member

- Carry out change
- Report issue and risk
- Guide process owner /end users
- Providing training to adapt to change
- Follow up request for change

NI Role ? CIS case study

- Part of managing and leading change.

- Participating in planning change .

- Communicate change to staff and aware staff by change

- Prepare end users for transition (training)

- Measure progress and ensure staff compliance to change

- Ensuring change meet goals

- Impact of change to end users

- Measure expected benefits of change

- Request for change

Connecting CM to business
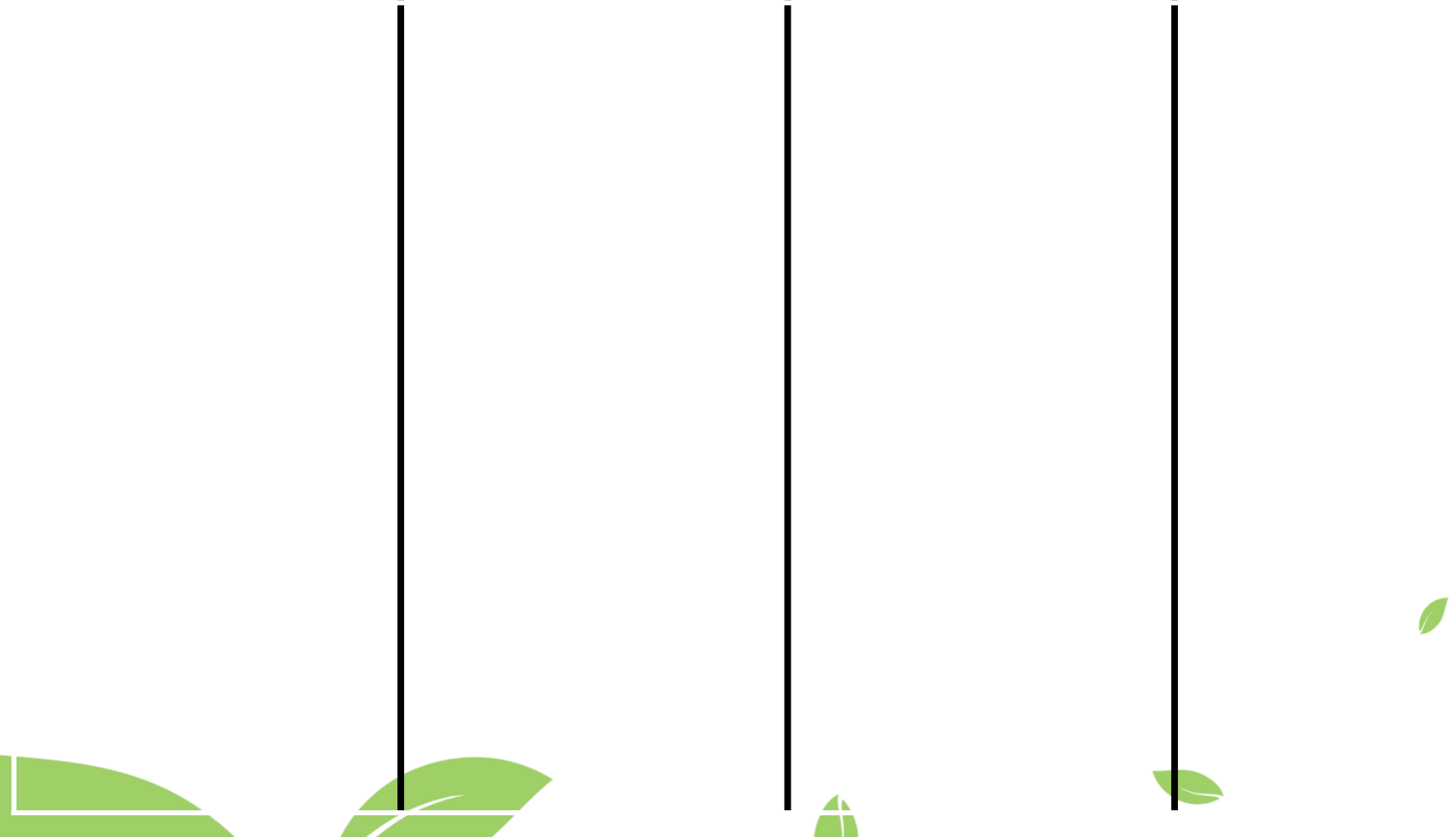
The first column heading is "Project name"

Project Name

What is the project we are thinking about?

Next, add the heading "Purpose"

Project Name | **Purpose**

What are the goals or outcomes the project is trying to achieve?
Examples: improve quality,
operation efficiency,
Reduce cost or increase revenue,
streamline business processes,
merge parts of the organization,
implement common business practices
Unified a process
and adapt to technology ..

Third, add the heading "Particulars"

Project Name | **Purpose** | **Particulars**

What is actually being changed?
Specific changes that will be made to business processes, practice , system, tools, job roles, organization structure

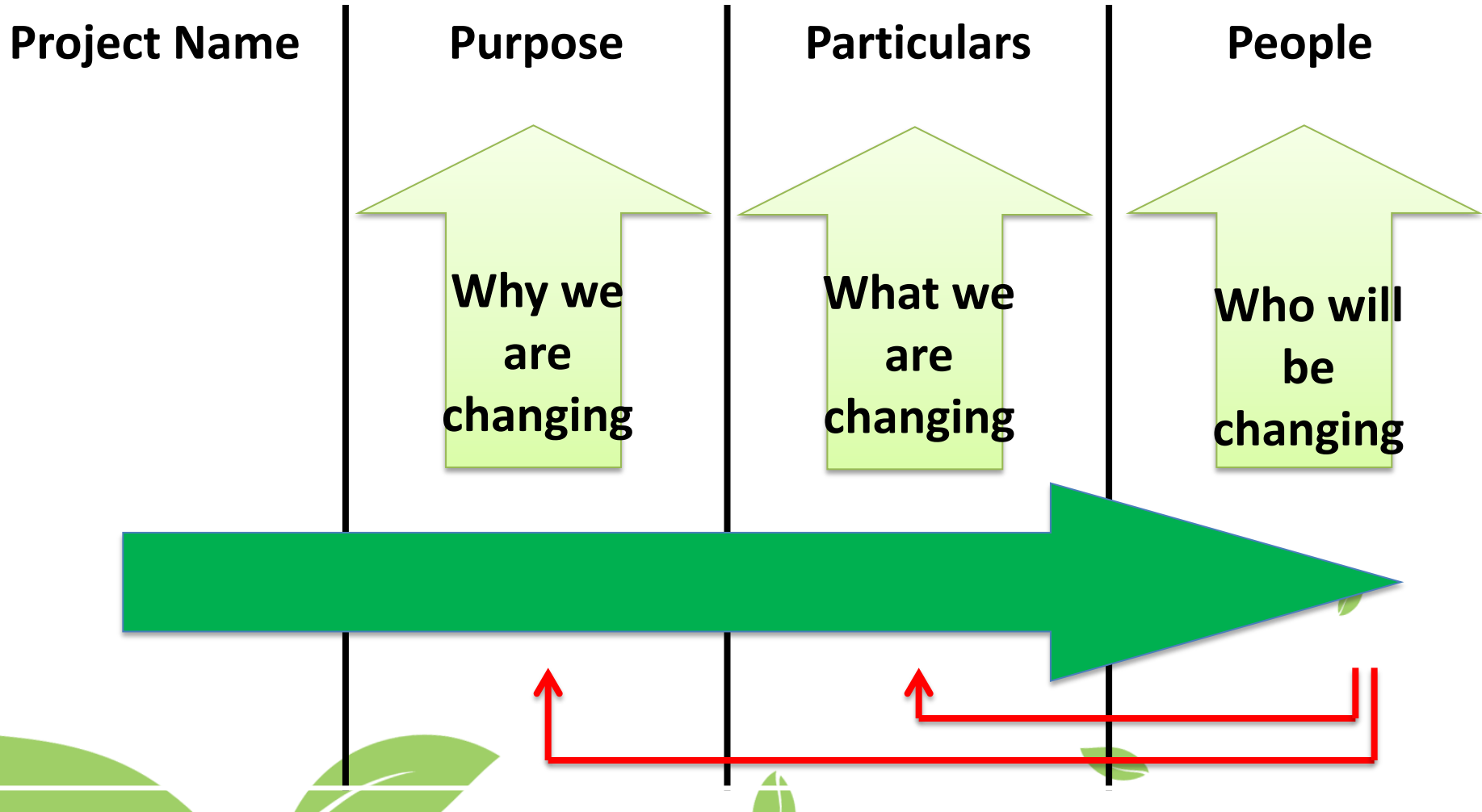# Finally, add the heading "People"

Project Name	Purpose	Particulars	People

Who has to do their jobs differently?
With the new processes, new systems, new job roles, new organization structures – whose day-to-day work will be impacted?

why , what , and who is changing

| Project Name | Purpose | Particulars | People |

Why we are changing

What we are changing

Who will be changing

Discuss

Top contributors to success?/ Successful factors ?

1	Sponsorship /Leadership
2	Approaches
3	Resources
4	Integration with PM
5	Employee engagement
6	Communication
7	Manager engagement

**According to Benchmarking Report Proci Research 2015**

Discuss

Main obstacles to success ?

- Ineffective change sponsorship from senior leaders
- Resistance to the change from Employees
- Middle management resistance
- Poor project management
- Ineffective communications
- A culture that is resistant to change
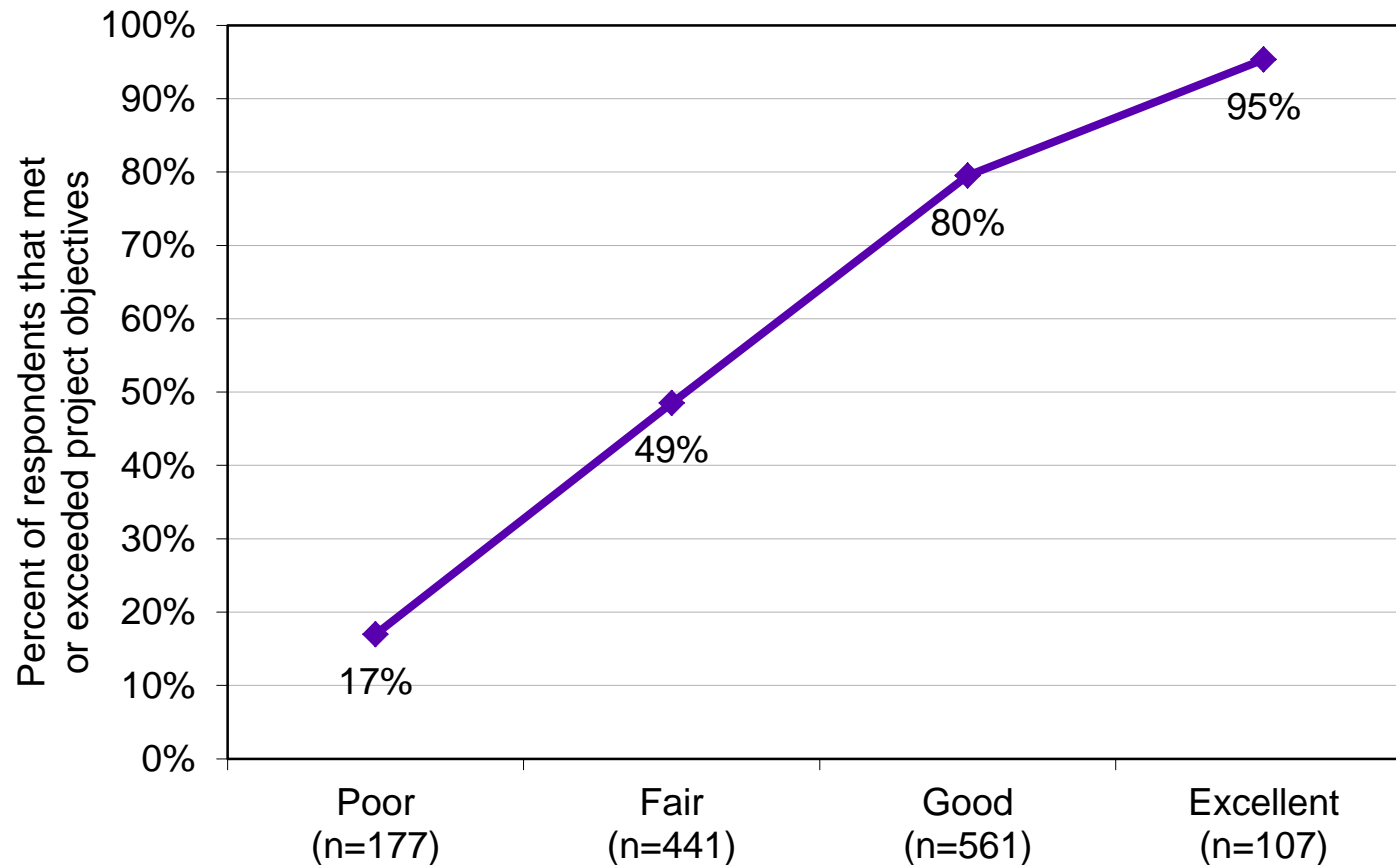
All turn around People

Discuss

When to start change management activities ?

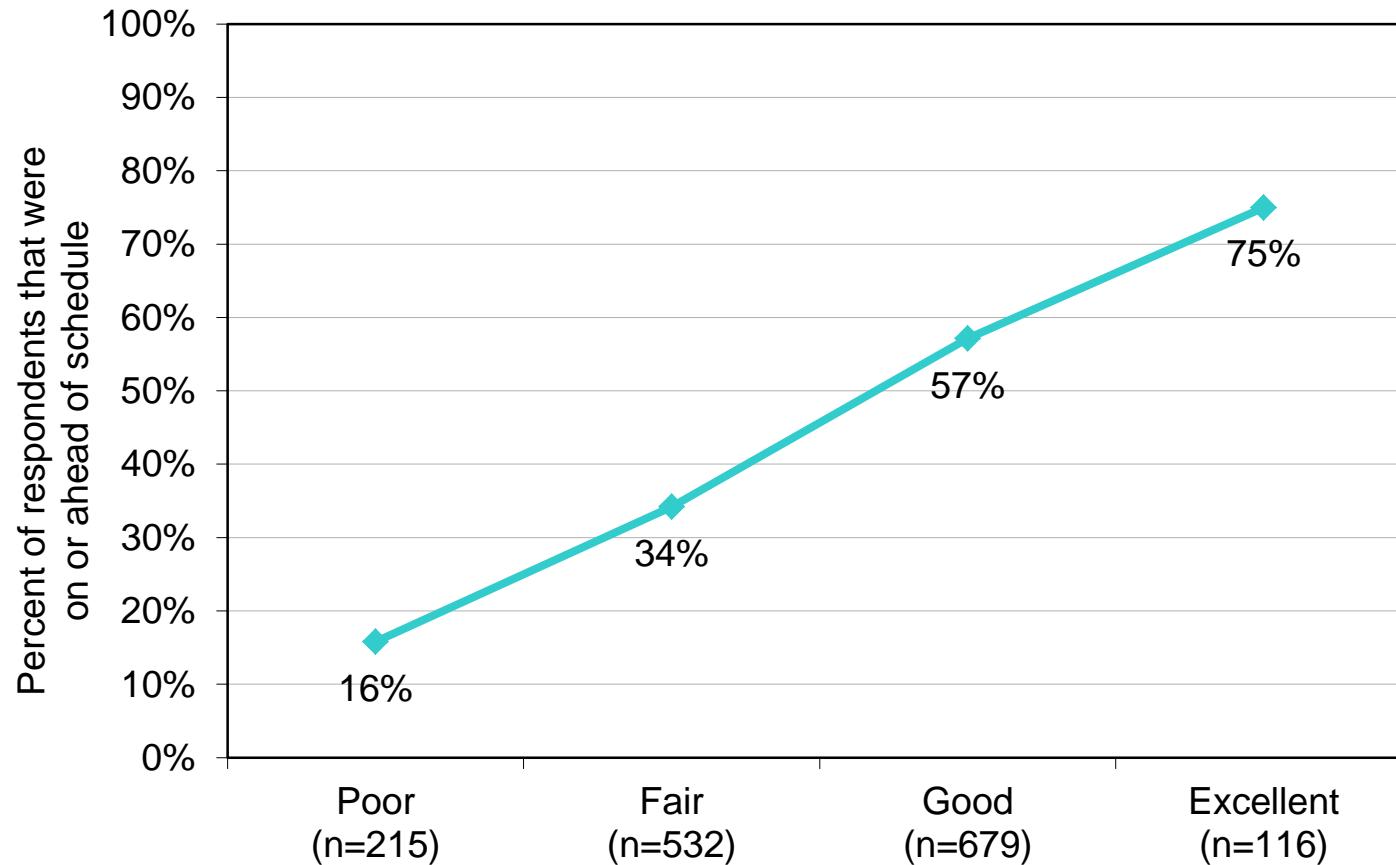

Prosci best practice survey
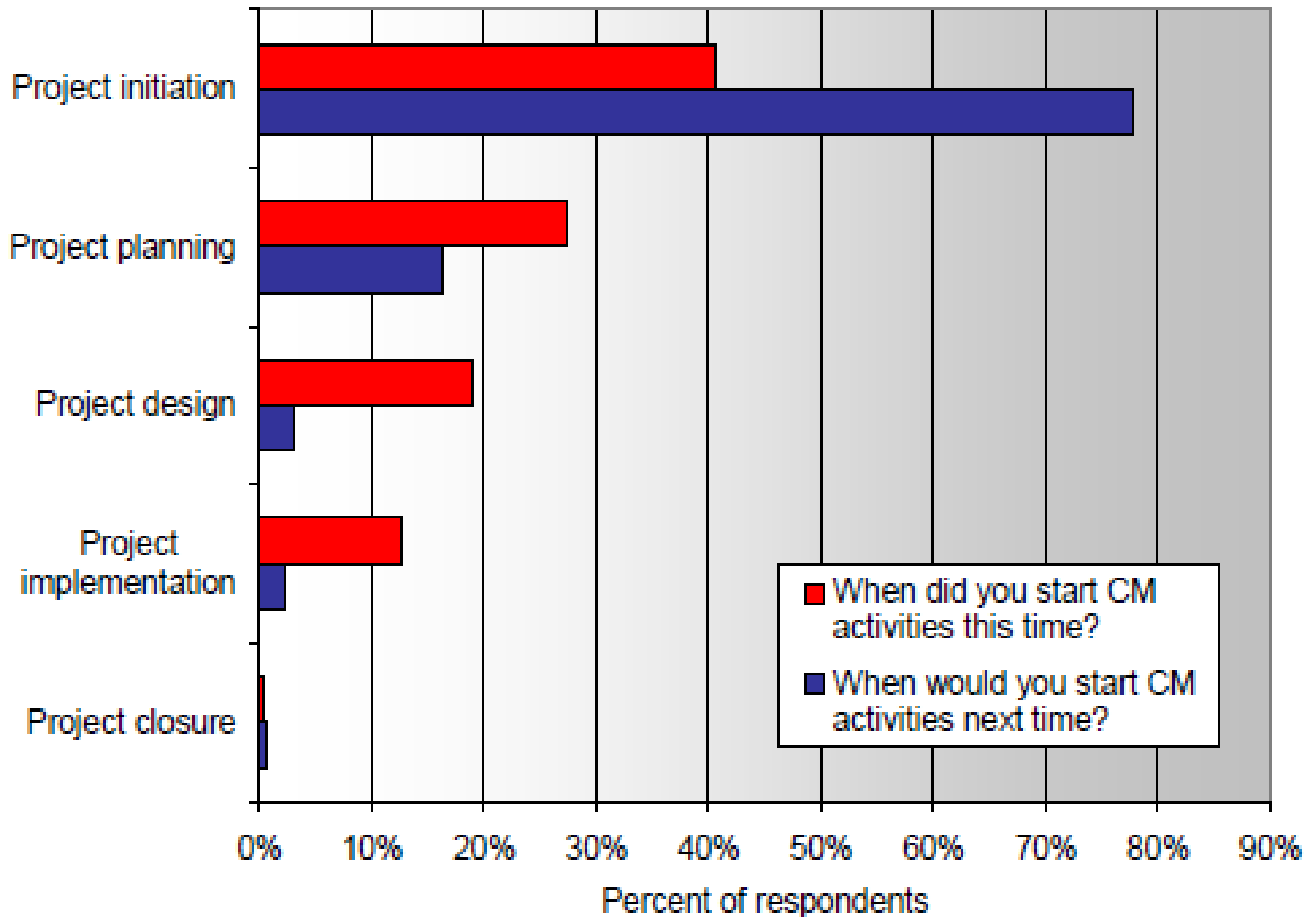
Prosci correlation analysis

Correlation of change management effectiveness to
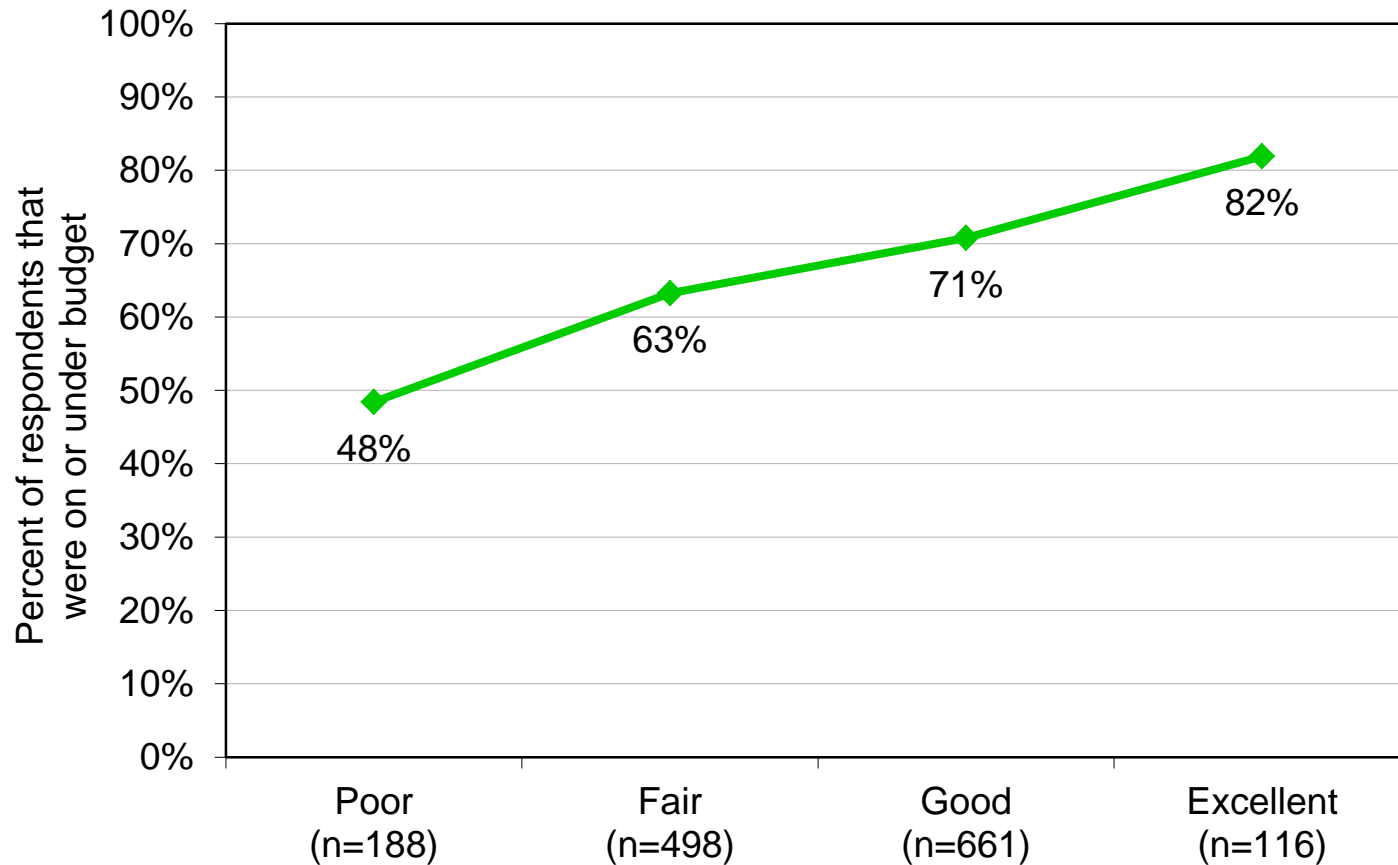meeting project objectives

Prosci correlation analysis

Correlation of change management effectiveness to staying on schedule

Prosci correlation analysis

Correlation of change management effectiveness to staying on budget

Share your positive and negative experiences with change ?

Discussing

Thanks

Presented by
Ali Naseem   NI Specialist