

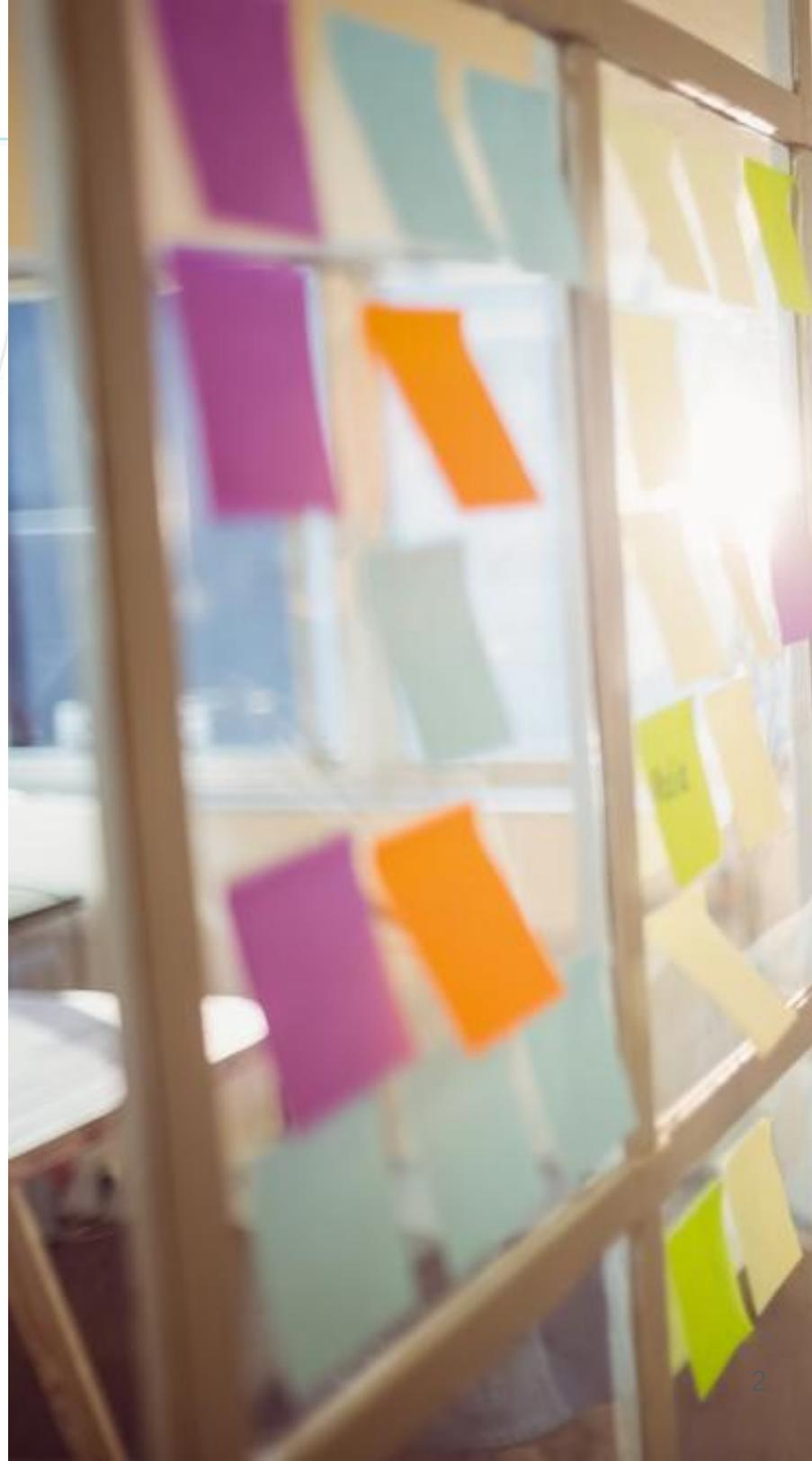
Change Management

Techniques to help you manage change



The value of a new solution will ultimately be judged by the ones who use it.

Implementing a new software or making even simple changes to someone day to day responsibilities can greatly affect someone's work lifestyle. When change happens many different emotions can course through a team. Believe it or not people experience change the same way grief is experienced. To better help our team with adoption we must tap into their emotions to better understand what is driving their behaviour.



User adoption is hard because change is hard. Everyone will not clearly see the advantages when a change is introduced. The responsibility to showcase the benefits is yours, you must take charge in leading the change. This document is designed to provide insight on how a person copes with change and how we can provide strategy to help move the change forward.

Managing Change

- Processing change through the Change Curve
- What must be present for a team to accept change?
- What can I do now?

For this document we used several resources:

The Kubler-Ross change model

Richard Beckhard and Rubin Harris, *Organizational Transitions: Managing Complex Change*

60%-70% of organizational change projects fail

Emotions trigger actions, and we tend to underestimate how difficult it is to drive people away from their comfort zones. Uncertainty registers in the brain as an error, gap or tension. The brain reacts as if something needs to be corrected so we can feel comfortable again. This is why people crave certainty.*

People resist change when they:

- Believe they will lose something of value in the change (status, belonging, competence)
- Lack trust in those promoting or driving the change
- Feel they have insufficient knowledge about the change and its implication
- Fear they will not be able to adapt to the change
- Believe they have been provided insufficient time to understand and commit to the change*



*<http://sites.harvard.edu/fs/docs/icb.topic1331850.files/Social%20Dynamics/Managing%20with%20the%20Brain%20in%20Mind.pdf>

*<http://pastatenaacp.org/wp-content/uploads/2017/03/Beckhard-Harris-Change-Model-DVF.pdf>

When a change is introduced, every person goes through each stage on the change curve. Some will progress faster, some slower and some may even regress back to a previous stage.

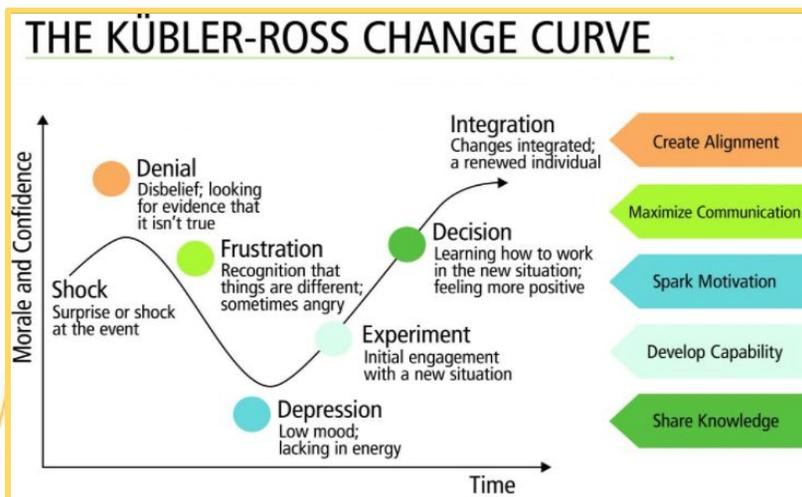
Denial- Not able to digest the fact they have to undergo a change. This stages demands communication. Especially aligned communication. The goals of the change must be clearly communicated.

Frustration- The gravity of the situation settles in. Fear sets in of what lies ahead. This can turn into anger or resentment. Maximizing the communication is crucial at this stage as frustrated employees tend to vent to others and could bring down moral.

Depression- Person understands the change and realizes how they must adapt to the new situation. You may see signs of indifference, they may try to bargain so not a lot is compromised. At this stage we want to spark motivation, tap into your champions of the change. They can amp up the excitement and continue to communicate benefits.

Experiment- This is the learning phase. The person is accepting of the change and now desires to be successful with the new change. At this stage you want to allow for mistakes to happen and equip them with lots of training. Introducing contests or goals using the solution will give them more reason to use it.

Decision- The change is finally embraced. The importance of the change is realized. This is a good time for best practices and knowledge sharing. Empower them to share best practices in a team setting.



The Kubler-Ross change model is also known as the 5 stages of grief model.

The Change Equation model describes conditions necessary for change to occur and when you will have the least resistance to change. The model specifies that organizations and individuals are ready for change when these are identified:

Dissatisfaction- We need to show that the status quo is scarier than the change. We must show specific examples why this change is necessary. Highlighting the process inefficiencies from the individual contributor role and how the change will help can be impactful.

Vision- When a change is desired but “a way out” can not be identified the result can be less than positive. Crafting a shared vision that answers the question: “what do we want to create or achieve-together?” The Vision needs to be communicated in a way that organizational members are encouraged- not mandated to share the vision.

First Steps- A Vision without action is just a pie in the sky idea. Not having a clear roadmap can create frustration and feelings of helplessness. After sharing the vision have a fast follow of a roadmap. To better engage others in the change they need to have the opportunity to describe their own reality, have influence in shaping the vision for the future. This can increase buy in.

Resistance- When Dissatisfaction, Vision and First Steps are present. The resistance to change will be much less.*

$$D \times V \times F > R$$

It's not that people resist change; it's just that they resist being changed.



Quick wins!

Every change management process will vary depending on the organization. However, there are a few staple solutions that will work for most organizations which can be implemented today.

- Always be aware of your team's emotional state during change. Remember, emotions drive action and behaviors.
- Over communicate! Make sure to always include why the change is happening and the benefits. If communication is for individual contributors be sure the benefits mentioned are around their day to day responsibilities.
- Create goals around how you want the team to use the new solution.
- Clearly define what their role will look like when the change is implemented. Use examples of tasks that the team performs each day and show how this specific task will change. Follow that up with how the new solution will benefit them.



