



The Importance of Change in a Time of Change: Practical Change Management

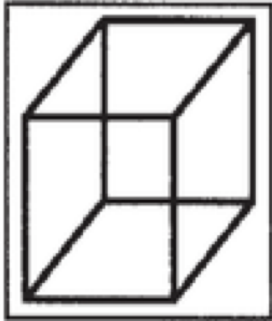
Jason Woodcock
September 18, 2018

Introduction

- Jason Woodcock – Executive Solutions Engineer, Revenue Solutions, Inc.



Tell me what you see



(a)
Necker Cube



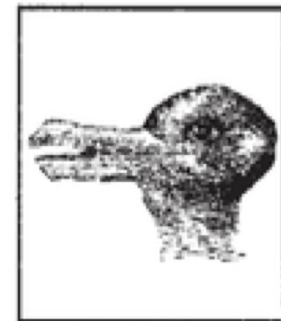
(b)
Vase / Faces



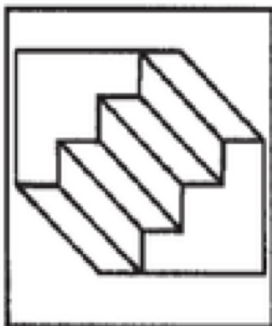
(c)
Maltese Cross



(d)
Wife / Mother-In-Law



(e)
Duck / Rabbit



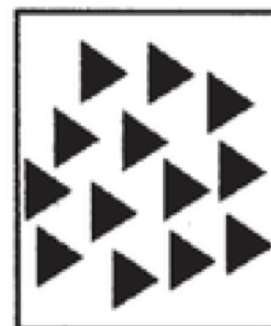
(f)
Schroeder Staircase



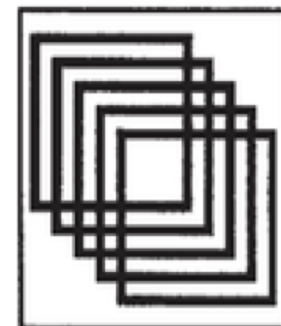
(g)
Man / Girl



(h)
Rat / Man



(i)
Ambiguous Triangles



(j)
Overlapping Squares

What is change?

change (CHānj/)

1. make or become different
2. take or use another instead of
3. the act or instance of making or becoming different
4. coins as opposed to paper currency

The degree of clarity at which a televised image broadcast signal is received

def·i·ni·tion n. 1.
The teacher gave definitions of the new words.
of an image (picture) on a screen



What is manage?

manage ('manij/)

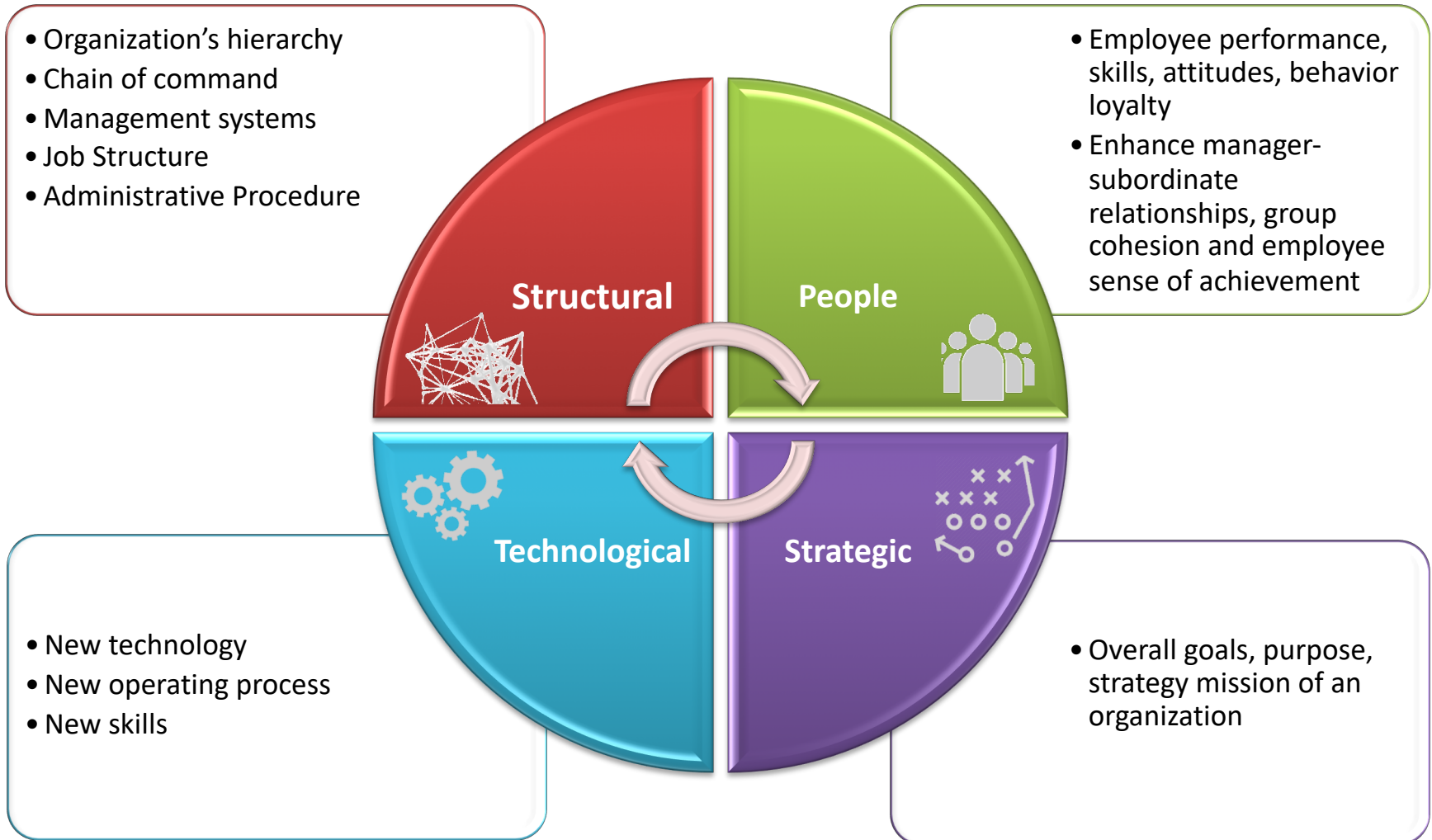
1. be in charge of; administer; run
2. succeed in surviving or in attaining one's aims, especially against heavy odds; cope.

The degree of clarity or sharpness of resolution with which a televised image or broadcast signal is received.

def·i·ni·tion n. 1.
The teacher gave definitions of the new words.
The clarity of an image (picture) on a screen.



Types of Organizational Change



Benefits of change

- Minimizes resistance to change
- Improves morale, productivity, and quality of work
- Improves cooperation, collaboration, and communication
- Reduces the possibility of unsuccessful change
- Reduces the time needed to implement change
- Brings clarity to why the change is necessary and what it will achieve



Practical Change Management

Think about a time when your organization underwent an IT project implementation.

Answer the following:

- 1) How did the leadership and/or team implementing the change address people's challenges? What worked? What didn't work?



Foundations of Change



Foundation

Communication



Foundation

Relationship



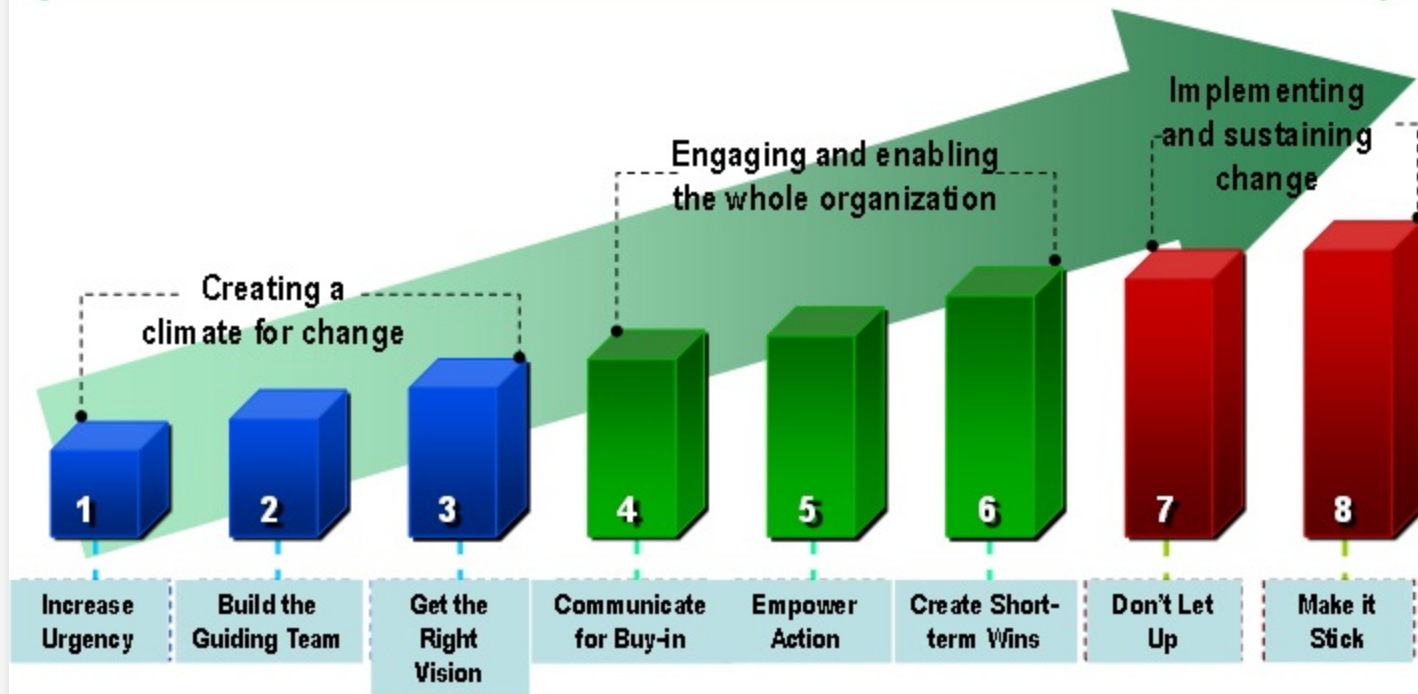
Foundation

Coaching



Where does it start?

"Kotters Eight Steps of Change"



■ Kotter, John P. and Cohen, Dan S. *The Heart of Change*. Boston: Harvard Business School Press



Change Management Objectives

- Sponsorship
- Buy-in
- Involvement
- Impact
- Communication
- Readiness



Communication

Communicate early. Communicate often. When you think you are done, communicate again.



Push vs. Pull Communication

- Push
 - Information sent to the agency, group or team such as emails, voicemails, or paper newsletters
- Pull
 - Information that agency groups, teams, or personnel need to seek and obtain such as online portals, search engines, KT sites, conference calls, or webinars



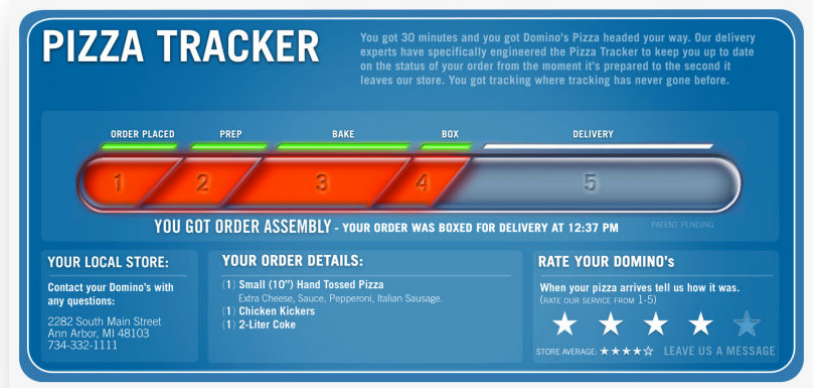
Communications Tips

- Use Subject Matter Experts vs. Generic Sender
- Be creative – use graphics, humor, draw them in visually
- K.I.S.S. – make it easy to digest and not long!
- Put an easter egg in there... those that find it, get a prize



Communicating the Project

- Break communications into Phases
- Use the '*Dominos*' model whereby employees can see when their items will be '*delivered*'
- Stoplight approach – show red/yellow/green to show progress – transparency is OK!



Relationships



Relationship Exercise

THINK-PAIR-SHARE



Building relationships

- Listen, listen, listen – eyes, ears, and mind
- Ask open-ended questions
- Memory – remember what's important to them (you may think otherwise)



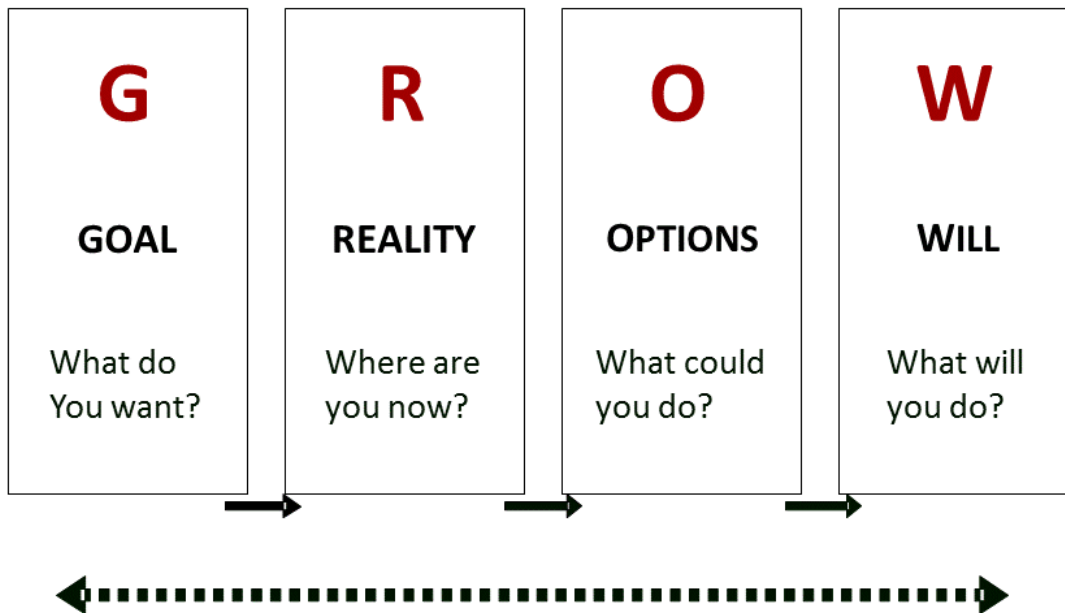
Building relationships

- Be consistent and keep yourself in check
- Be genuine, confident, trustworthy
- Have a sense of humor!



Coaching

Grow Model



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Goals

- Establish goals for groups and individuals
- Ask
 - How will you know when you get there? How will you know it's complete?
 - Does the goal fit the team's/individual's objectives?



Current Reality



"Visualize yourself not dying and then be that reality."

Current Reality

- Describe the current reality
- Ask
 - What's happening now?
 - What have you done so far to change, if anything?
 - Does the goal you are attempting conflict with anything you value or have in mind otherwise?



Explore Options



Explore Options

Viewpoint 1...	Viewpoint 2...	
	Topic	



Establishing Will

- Commitment & Accountability
- Ask
 - Who will be held accountable?
 - How will we hold accountability?
 - What are the first steps?
 - When will we meet to review?



What you can do

- Start the conversation
- Start small!
- Baby steps
- Start building relationships!
- Read!



Questions

