

# CHANGE MANAGEMENT 101

How do you get your people  
(or help your clients get their people)  
to change?

# COMMON MYTHS

1. People will always adapt to change
2. Change happens, you don't have to manage it
3. That's what we pay our (project) managers to do
4. The project will get done with or without change management
5. Change management is all about "selling" the desired state and is only about communication.

# KEY CONCEPT

$$**R = q/r**$$

The Results (R) that you get from a project (or change) are equal to the quality of the solution (q) divided by people's resistance (r).

# WHY DO WE RESIST CHANGE?

When people find it difficult to change it is usually for some combination of the following reasons:

- ▶ They don't want to change from the way they do things now
- ▶ They don't want to change to what the Project Team is recommending
- ▶ They don't want to go through the effort of getting to the new way
- ▶ They don't trust the leadership's ability to get them to the new way
- ▶ They don't trust the Project Team's ability to get them to the new way
- ▶ The behaviors and beliefs are inconsistent with what they are hearing
- ▶ They have been there and done that before and don't believe it will be any more successful this time than the last time
- ▶ Because of who they are, they are more resistant to change than others.

# CHANGE STYLES...

## Three Change Styles:

### CONSERVERS

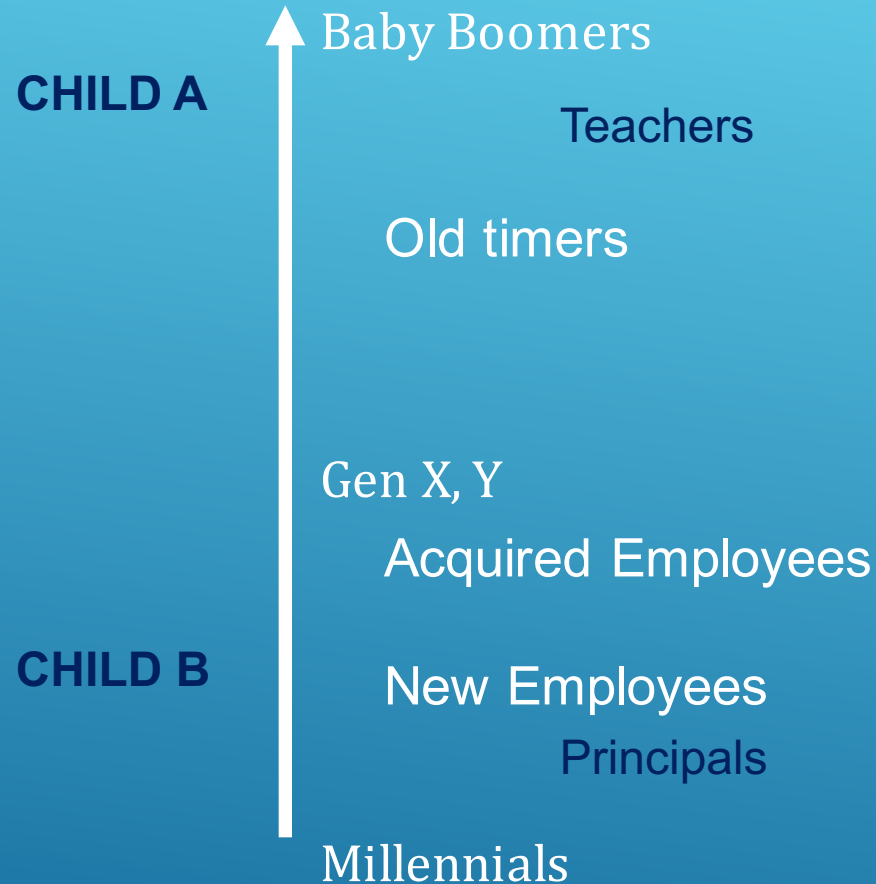
- ▶ *Accept* the structure
- ▶ Prefer change that is incremental

### PRAGMATISTS


- ▶ *Explore* the structure
- ▶ Prefer change that is functional

### ORIGINATORS


- ▶ *Challenge* the structure
- ▶ Prefer change that is expansive






# THE ADKAR STEPS

- ▶ **Awareness** of the need for the change
  - ▶ **Desire** to participate and support the change
  - ▶ **Knowledge** on how to make the required change
  - ▶ **Ability** to implement the required skills and behaviors required for the change
  - ▶ **Reinforcement** to sustain the needed change.
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# TABLE ASSIGNMENTS


1. How would this knowledge help you (your clients)?
  2. Consider a change in your history – why did people resist?
  3. Consider a change in your history – share where they were in the ADKAR Model
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# CHANGE STRATEGIES

	<u>Communications</u>	<u>Learning</u>	<u>Rewards</u>
<b>Awareness</b>			
<b>Desire</b>			
<b>Knowledge</b>			
<b>Ability</b>			
<b>Reinforcement</b>			



# HOW DOES IT FEEL TO BE ASKED TO CHANGE?

- ▶ Feel awkward, ill at ease, self-conscious when confronted by change
  - ▶ Think first about what they have to give up, not what they'll get
  - ▶ Feel alone, even if everyone else is going through the same change
  - ▶ Can only handle so much change
  - ▶ Are at different levels of readiness for change
  - ▶ Will be concerned that they don't have enough resources to change
  - ▶ Will go back to doing things the "right way" when the pressure is off
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