Welcome to the 3 Day Programme on Change Management and Communication Skills

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Change is a way of life, and proficient navigation in its turbulent waters is a strategic imperative. Simply put, managing change is a required skill for all leaders, managers, and employees.
Education is the most powerful weapon which you can use to change the world.

-Nelson Mandela

Be the change you want to see in the world
-Mahatma Gandhi

To improve is to change; to be perfect is to change often.
-Winston Churchill
Let us Think of some Changes in the world around...
A few Changes in the world around—on what does their success depend?
10 Principles of Leading Change Management

1. Lead with the culture.
2. Start at the top.
3. Involve every layer.
4. Make the rational and emotional case together.
5. Act your way into new thinking.
7. Lead outside the lines.
8. Leverage formal solutions.
9. Leverage informal solutions.
10. Assess and adapt.

For further insights: See strategy-business.com/10PrinciplesChangeManagement

Infographic: Opto Design / Martin Leon Barreto
Today’s organizations operate in a volatile, uncertain, complex, ambiguous (VUCA) world

Here are a few of the most important tools you'll need to succeed in today's change management positions:
- Communication. The ability to communicate is essential to many jobs. ...
- Leadership. ...
- Vision. ...
- Strategic Analysis and Planning. ...
- Knowing **Change Management** Principles and Best Practices. ...
- Other Soft **Skills**. ...
- Digital Literacy
Any change initiative should employ a proven & world-class change management implementation framework.

The Change Management Framework

Organizational Change Phases & Framework

- Define Change Goals
- Design Change Approach
- Develop & Deploy the Change
- Deliver Change Results

The 5 D’s of Change Management Phases: Define, Design, Develop & Deploy, Deliver
Best Practice Steps to Define Change Goals and Obtain Buy-In for the Change

**Phase 1: Define Change Goals, Obtain Buy-In**

**Define Change Goals**
- Understand the business current state
- Identify current state gaps and improvement priorities
- Build the business case for change
- Align resources to execute the change

**Design Change Approach**

**Develop Change Goal(s) & Alignment**

*Purpose: Develop sponsorship for the change*

1. Confirm critical business priorities & issues to be addressed. Develop Change Sponsorship.
2. Define expected benefits & critical success metrics that align to the change business case.
3. Align Change Resources to Execute Change

**Develop & Deploy the Change**

**Deliver Change Results**

**Assess Current State**

*Purpose: Assess Current State, Gaps & Change Receptivity Around Each Change Area:*
- Skills & Talent
- Processes & Technology
- Business Standards and Rules
- Performance Benchmarks
- Business Rules & Standards
- Customers & Customer Facing Functions

**Validate, Socialize Change Goals**

*Purpose: Ensure Stakeholder Buy-In & Approval for Change Goals, Sponsorship, Vision*

1. Develop Change Charter, Vision & Objectives
2. Obtain & Incorporate Feedback from Key Stakeholders, Executives
3. Obtain Signoff from Key Stakeholders on change charter
4. Socialize total commitment (buy-in, approval, alignment, etc.) to the change audience
Change Management Methodology: Best Practice
Steps to Designing a Solid Change Approach

Phase 2: Design Change Approach

Define Change Goals

Design Change Approach

Develop & Deploy the Change

Deliver Change Results

Phase Objectives

Objectives
- Build the Change Approach to support improvement goals
- Ensure that sufficient skills and plans exist
- Execute pre-change pilots
- Identify measurement and success criteria

Define Change Success Criteria

Purpose: Identify success criteria for the initiative
1. Develop measurement plan tied to management objectives
2. Define process to keep measures current

Develop Change Approach

Purpose: Develop Change Program Approach
- Process Improvement Leadership Workshop
- Measurement Planning Workshop
- Action Planning Workshop
- Introduction to Change Training
- Quick Hits Project Planning & Initiation
- Change Program Management Office Launch Workshop

Develop Change Program Leaders

Purpose: Train implementation leaders on their roles in the initiative
1. Develop organizational infrastructure for managing changes; define program charter
2. Develop implementation team skills
3. Provide change training
4. Designate & Train Change Key Communication Leaders & Develop Communications Cascade Plan
5. Define Change Organizational Roles, Hierarchy
Change Management Methodology: Best Practice Steps to Developing and Deploying Change

Phase 3: Develop and Deploy Change

Define Change Goals

Design Change Approach

Develop & Deploy the Change

Deliver Change Results

PHASE OBJECTIVES

OBJECTIVES
- Conduct pilots to test change
- Define deployment strategy and components (e.g. training, workshops, coaching, training, etc.)
- Execute deployments
- Solutions based on improvement objectives

Develop Approach

Purpose: Develop Change Content Expertise
- Implementation Coaching and Mentoring
- Process Development/Improvement Consulting
- Technology Consulting
- Program Management
- Technical Support
- Skills Development Support
  - Process, Technical, Project Workshops

Develop and Pilot Solution

Purpose: Validate Change Components
1. Identify best practices and process improvements
2. Refine delivery workflow (process/technology)
3. Leverage pilots to ensure change effectiveness
4. Define support plan for broad rollout
5. Ensure pilot approach and outcomes
6. Finalize Final Change Roll-Out Components

Deploy Change

Purpose: Address skill deficiencies to ensure sustainable performance & deploy changes
1. Workshops/Training for Change Implementation
2. Coaching and mentoring
3. Conduct global awareness sessions
4. Implement support plan
5. Monitor deployments
6. Collect feedback and identify issues
7. Implement continuous improvement
Phase 4: Deliver Change Results

**PHASE OBJECTIVES**

**OBJECTIVES**
- Perform progress check at the end of an iteration of the improvement plan
- Demonstrate measurable benefit; define new baseline

**Validate Results vs. Industry Peers**

**Purpose:** Validate Progress vs. Industry

1. Benchmark Change Impact
   - Provide independent review of progress
   - Identify “course corrections” and new gaps
   - Brief executive team
2. Benchmark productivity/quality/etc. versus industry peer groups

**Review & Refine Change**

**Purpose:** Determine Impact & Plan for Future Change Program Initiatives

- Executive Program Review
- Change Development Benchmarking
- Measurement and Analysis Consulting
- Action Planning Workshop (update the action plan)

**Measure Goals & Plan Next Iteration**

**Purpose:** Target new critical business goals for improvement or make next step in current plan

1. Workshops/Training for Change progress to business goals of the initiative
2. Adjust improvement activities, if needed, to address the business goals
3. Examine current business needs and goals
4. Plan next change/improvement cycle or iteration
Management Must Have Clearly Articulated Roles in Facilitating and Supporting any Change

Management’s Role in Supporting Change

- Senior & Mid-Management’s Role
  - Set Meaningful Project End Goals
  - Provide Necessary Project Resources
  - Monitor Progress & Remove Roadblocks
  - Insist on Measureable Milestones & Progress
  - Reward Success, but do not Discourage Failure
  - Build a Culture of Continuous Improvement

- Without sustained & serious senior management involvement, a change program fails
The graphic above depicts the various change outcomes possible. Following a solid change methodology can ensure the optimal state of “total alignment.”
A best practice change approach includes proven methods and techniques to evaluate potential change initiatives to undertake.

Change Initiative Analysis Techniques

- Analyze & Compare the potential improvement initiatives (by type) via a magic quadrant approach and identify areas of immediate impact, those that are easy to implement, higher impact, etc.

Quadrants:

- High Impact
  - GTMI 4
  - GTMI 5
  - GTMI 8
  - Process Improvement
  - Go To Market Improvement

- Medium Impact
  - GTMI 3
  - GTMI 7
  - Technology Improvement
  - Multi-Dimensional Improvement

- Low Impact
  - GTMI 1
  - GTMI 2
  - OI 1
  - Organizational Improvement

- Potential Quick-Wins
  - GTMI 1
  - GTMI 2
  - OI 1
  - Top Priority Initiatives

- Easy Implementation
- Difficult Implementation
Typical & Critical Change Initiative Roles & Organizational Structure
A world-class change approach includes mapping out change roles and delivering sufficient training and role change orchestration. …. pulling together in synergy on every level following the implementation of the change.

Common Roles on a Change Initiative

- Executive Sponsor (ES)
- Supporting Sponsors (SS)
- Change Champions (CC)
- Change Participants (CP)

Note: Change Champions (CC) tend to exist at every level
A world-class change approach must include middle management inclusion strategies.

**Mid-Tier Manager Change Considerations**

- **Resistance is a Natural Reaction of Middle Management**
  - Managers are focused on pre-existing, near-term deliverables and goals
  - Resource & Schedule commitments have already been made
  - The bigger the change, generally the greater the resistance
  - The tendency to maintain status quo creates a support gap for change

- **Middle Management’s Involvement is a Must**
  - Managers must have role in defining and deploying the changes to enable them to feel involved and empowered
  - Manager training is crucial for them to be able to guide and monitor both the implementation and use of the new processes by their employees

- **Actions When Managers Do Not Support The Change**
  - Education
  - Re-Assignment
  - Replacement or Demotion (in more extreme cases)
Managing & Mitigating Organizational Change Resistance
Careful Considerations must be made to anticipate and mitigate change resistance, including from middle management.
Executive Support for Change

- During the Change Roll-Out
  - Reinforce support for the change frequently
  - Allow change resistance to be expressed openly
  - Reward change supporters and motivate change resisters
  - Celebrate & showcase successes

- Following the Completion of a Change
  - Communicate Progress, Highlight Successes
  - Reward change role models (change champions, early adopters, etc.)
  - Acknowledge the effort of team members
  - Be open & honest about remaining problems & issues yet to be addressed
Best practice change methodologies and strategies can mitigate the pitfalls associated with not institutionalizing a change which risks, over time, organizational drift away from the desired change state.

[Diagram: Institutionalizing Change]

- **Lack of Commitment**: Increasing resistance toward change
- **No Capability Built**: Sub-Optimized performance that erodes over time
- **Lack of Measurement**: Undetected problems occur, change resistance goes unchecked & grows
- **No Verification**: Declining effectiveness over time & inability to deliver business case results

[Source: https://stevenjeffes.wordpress.com/2017/02/24/change-management-best-practices-world-class-change-deployment-methodology/]
Let's be open to positive changes.

Every positive change in your life begins with a clear, unequivocal decision that you are going to either do something or stop doing something.

“The most effective way to cope with change is to help create it.”

Markamome