Supporting Diversity and Inclusiveness Through Successful Change Management
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AGENDA

- Reframing how we look at change
- Communicating to help others recognize the value of change
- Planning for change
TAKEAWAYS

- Processes and tools to manage change
- Templates to create change management plans
  - Communication Plan
  - Training Plan
  - User Engagement Plan

Download/copy the templates at

Reframing Change

OH WOW! PARADIGM SHIFT!
Does change always have to be difficult?

WHY SHOULD YOU CARE ABOUT CHANGE MANAGEMENT?

ADOPTION CURVE

2.5% Innovators
13.5% Early Adopters
34% Early Majority
34% Late Majority
16% Laggards

http://education.ed.pacificu.edu/bcis/workshop/adoptions#innovations
IMPLEMENTATION DIP

Time

Performance

Desired performance level

Current performance level

GOOD CHANGE MANAGEMENT

Goal: Reduce the length & depth of the dip.
CHANGE HAPPENS AT THE INDIVIDUAL LEVEL

- I UNDERSTAND IT.
- I CHOOSE TO DO IT.
- I KNOW HOW TO DO IT.
- I DID IT!
- I WILL CONTINUE TO DO IT.
CHANGE MANAGEMENT
Addresses the people side of change. People are not projects.
CHANGE MANAGEMENT

- Strategy
- Tools
- Processes
- Competency
All three elements must be present for project success.
PROJECT VS. CHANGE MANAGER

PROJECT MANAGER

- Guides a project team through series of tasks that eventually lead to the completion of a defined goal.
- Attempts to plan out entire project in detail.
- Ensures the solution is designed, developed, and delivered effectively and on time.

CHANGE MANAGER

- Helps an organization adapt to changes with process and tools specific to change management.
- Prepares for the unexpected reactions and changes approach as needed.
- Ensures the solution is embraced, adopted, and used.
CHANGE MANAGEMENT

GET PEOPLE ON THE PLANE
SUCCESSFUL CHANGE REQUIRES BOTH THE PROJECT AND THE PEOPLE SIDES.
THREE STATES OF ORGANIZATIONAL CHANGE

CURRENT STATE

TRANSITION STATE

FUTURE STATE

Project Management: Technical Implementation

Change Management

If you can’t define the future state (the vision) the change will fail.
If you can’t define the future state (the vision) the change will fail.
INSTRUCTURE’S
METHODOLOGY
Consists of processes, plans and strategies to achieve success.
CHANGE SUCCESS MODEL

PLAN

VISION

ASSESS

EXECUTE
THE VALUE OF CHANGE BEGINS WITH THE WHY
VISION:

- **Assess** the current state
- **Define** the future state
- **Set** success measures
- **Build** awareness through key messages
PLAN:

- Communication Plan
  - Identify audiences and key messages
- Training Plan
  - Set timeline
  - Identify content and delivery methods
- User Engagement Plan
  - Promote recognition
  - Address resistance
CHANGE HAPPENS AT THE INDIVIDUAL LEVEL

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COMMUNICATION
Your
COMMUNICATION PLAN
drives awareness and helps encourage desire to change.
#1 reason people say they resisted change:
They were not aware of “THE WHY.”
PEOPLE WANT TO KNOW... ASAP

What is changing?

Why?

Why now?

What are the risks of not changing?

What’s in it for me?
COMMUNICATION TIPS

Messages should come from the sponsor and supervisors, not the project team.

But...

We need to prepare the message sender to give the right message.

Face to Face is the most effective method for communication.

However...

Face to Face and Email are NOT the only methods for communication.

Key messages need to be heard 5-7 times before they “stick.”
TRAINING is the way to build knowledge and ability so people know what and how to maintain the change.
ONGOING TRAINING

HOW

• How to use Canvas
• How to use the new software
• How to do reporting

WHY

• Provide better feedback to students
• Get better insight into what your teams are doing
• Use data to make better decisions
#1 reason people say they resisted change... they didn’t know “the why”.

Begin every training session with: “THE WHY.”
I UNDERSTAND IT.
I CHOOSE TO DO IT.
I KNOW HOW TO DO IT.
I DID IT!
I WILL CONTINUE TO DO IT.
USER ENGAGEMENT
Challenges will happen. That’s normal. Reinforce and reward moving to the future state with the USER ENGAGEMENT PLAN.
RECOGNIZE SUCCESSES

ADDRESS CONCERNS
CHANGE HAPPENS AT THE INDIVIDUAL LEVEL

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INCENTIVE PLAN

- Ideas:
  - Public Recognition
  - Private Recognition
  - PD Hours
  - Gift cards
  - Stipend
  - Promotion/Title/Status
  - Badging
  - Food and candy
  - Certificates
  - Contests
  - Swag
Resistance to change also happens at the individual level.
PREDICT CONCERNS

Ask Yourself...

Are there people who are highly invested in the current way of doing work?

Are there people who created the current way of doing work (the way that will be changed)?

Are there people who expect more work as a result of the change?

Are there people who advocated the alternative to the change option that was selected?

Are there people who have been very successful and rewarded in the current way of doing work?
GOOD CHANGE MANAGEMENT

Goal: Reduce the length & depth of the dip.
THE EMOTIONAL IMPLEMENTATION DIP

Fear
“Is Canvas going to replace me?”

Denial
“This can’t be happening to me!”

Frustration
“This is so unfair!”

Depression
“I can’t do this!”

Exploration
“Maybe...”

Acceptance
“It might not be so bad.”

Commitment
“I’ve got this!”
ADDRESS CONCERNS IN 1:1 MEETINGS

- Can be more geared toward their specific needs.
- Can be more frank and relaxed than a group meeting.
- Gives an opportunity to further explain the “Why.”
USER ENGAGEMENT

I UNDERSTAND IT.
I CHOOSE TO DO IT.
I KNOW HOW TO DO IT.
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I WILL CONTINUE TO DO IT.
EXECUTE:

- Engage sponsors
- Execute the three plans
- Evaluate and adjust as needed while executing
ASSESS:

- **Collect data** to assess the depth of change
- **Engage** in strategic conversations with Canvas
- **Define** next future state
- **Set** new goals for next phase
CHANGE SUCCESS MODEL

VISION:
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THINGS TO CONSIDER
READINESS AND RISK

- Past change success or failure
- Culture of change
- Degree of change
- How many people
- New skill difficulty
- Sponsorship
All three elements must be present for project success.
CHANGE SUCCESS MODEL

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LET’S GET EVERYONE ON THE PLANE!
TAKEAWAYS

- Framework to manage change
- Templates to create change management plans
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