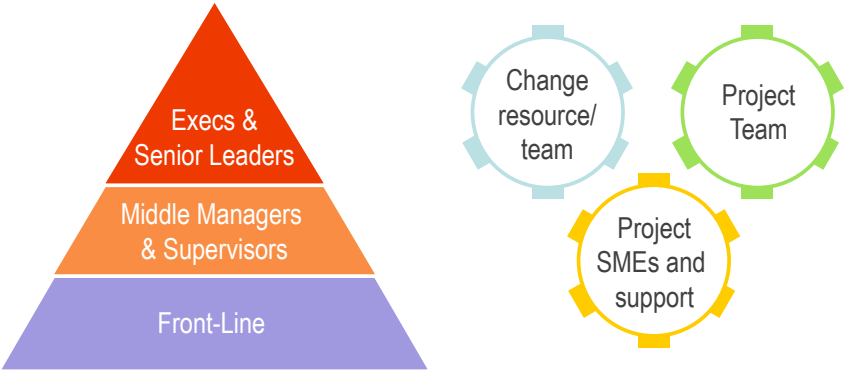Prosci® Webinars

Roles in Change Management

cmcpartnership.com

Agenda

Foundation	Why change management
Roles	What is the role Why are they important What do they do

Successful change requires both the technical and people sides

Technical side →

Design
Develop
Deliver
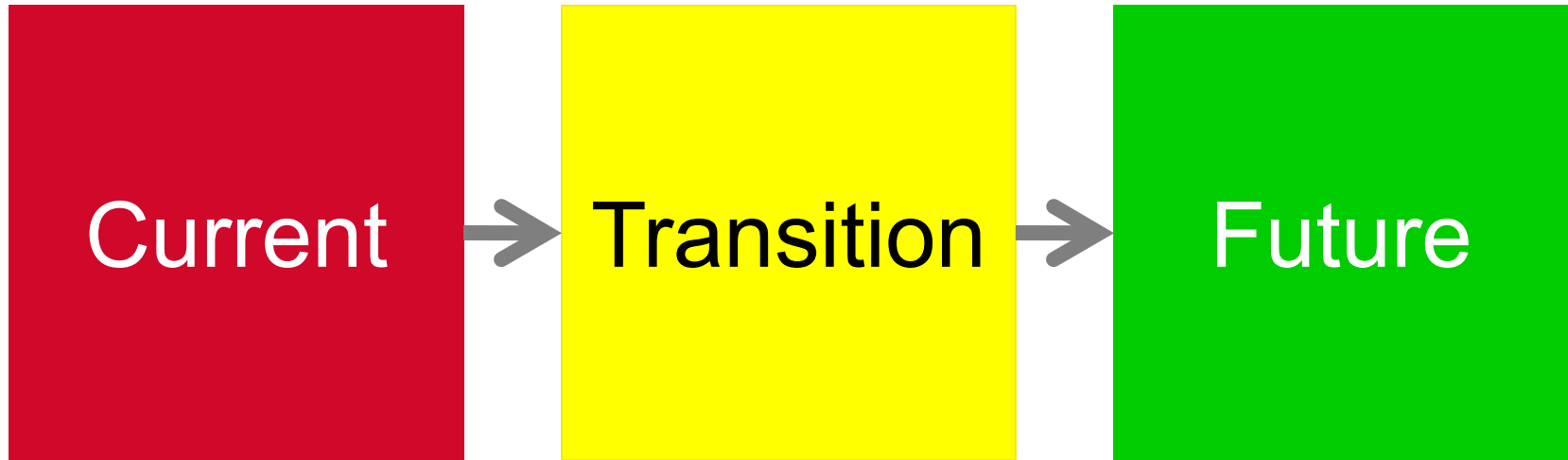
Installation*

| Current | Transition | Future |

+ **=**

People side →

Embrace
Adopt
Use

Realisation*

Results
Outcomes
Success

* Daryl Conner

An organisational move from the current to the future

| Current | → | Transition | → | Future |

Ultimately requires individuals to move
from their own current to their own future

C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C

→

T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T

→
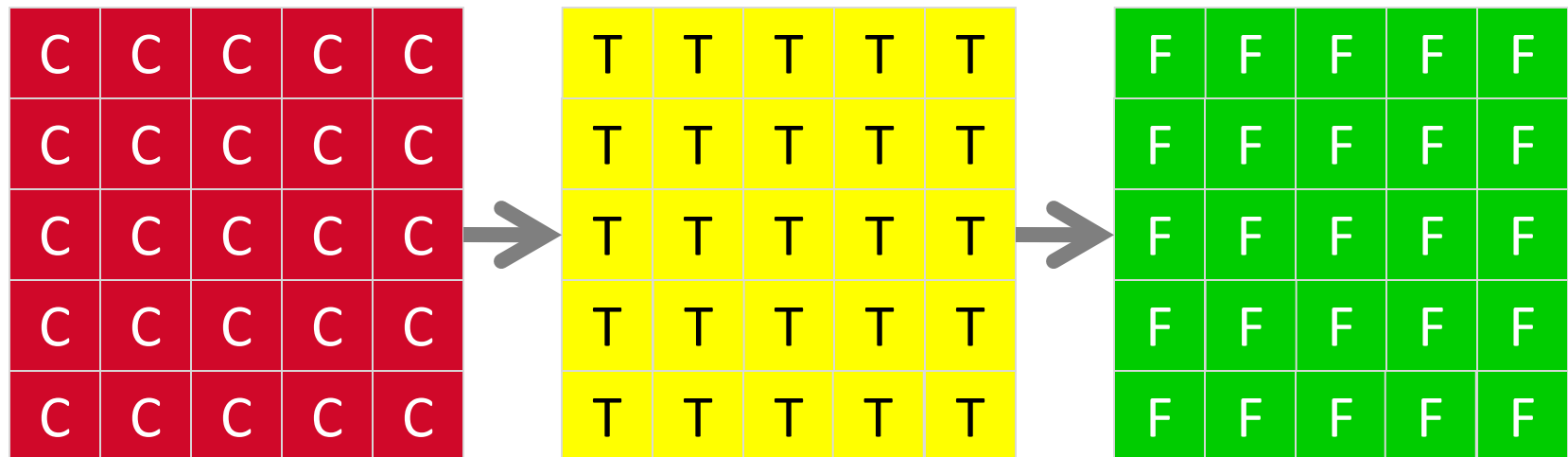
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F

instead of

= lower ROI
= less benefit realisation
= unachieved improvement
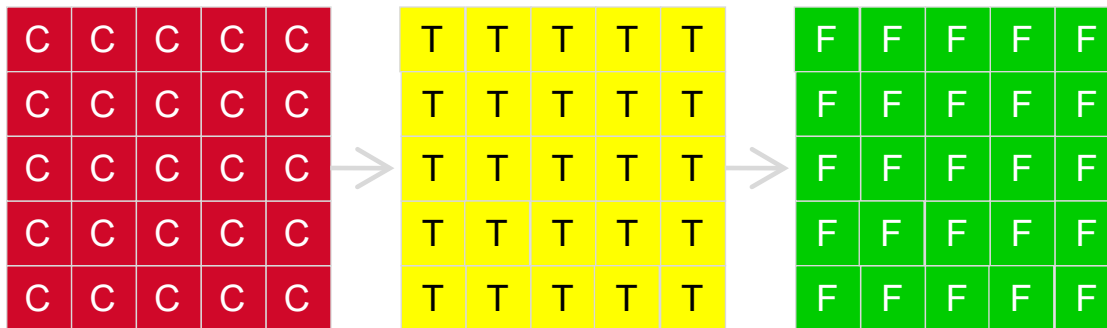= not what we expected/hoped for

So, the "Who" Question Remains:

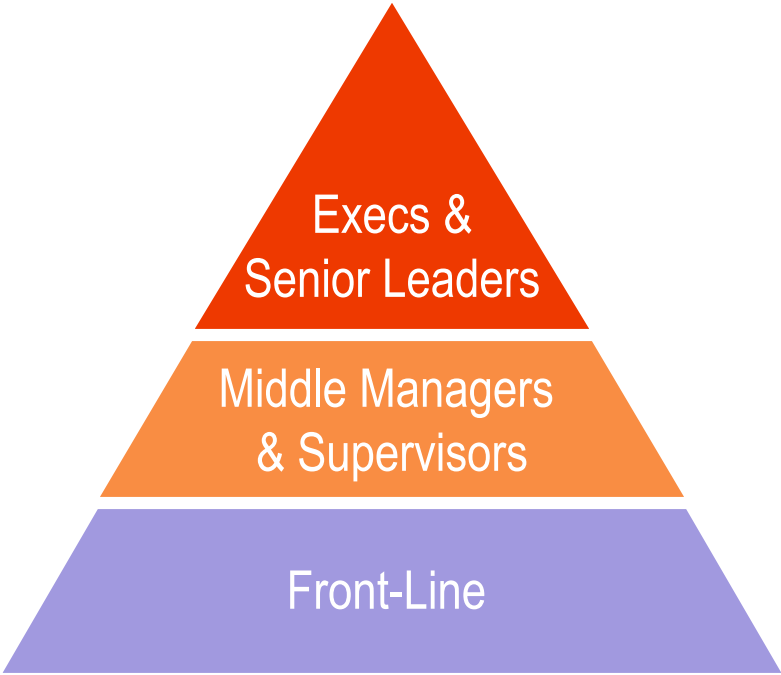- Who plays a role in employees:
  - ✓ embracing…
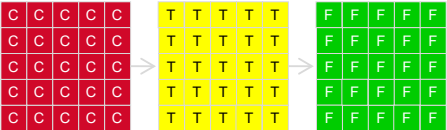 - ✓ adopting…   a change so that project results and outcomes are achieved
  - ✓ using…

C	C	C	C	C	→	T	T	T	T	T	→	F	F	F	F	F
C	C	C	C	C		T	T	T	T	T		F	F	F	F	F
C	C	C	C	C		T	T	T	T	T		F	F	F	F	F
C	C	C	C	C		T	T	T	T	T		F	F	F	F	F
C	C	C	C	C		T	T	T	T	T		F	F	F	F	F

A Whole System Supports Employee Adoption and Usage

Organization Structure

Execs & Senior Leaders

Middle Managers & Supervisors

Front-Line

Change Structure

Change resource/ team

Project Team

Project SMEs and support

# Change Management Cast of Characters

Played by:	Their "line":
Change mgmt resource/team	"I develop the change management strategy and plans. I am an integral part of project success."
Executives and senior managers	"I launch (authorise and fund) changes." "I sponsor change."
Middle managers and front-line supervisors	"I coach my direct reports through the changes that impact their day-to-day work."
Project team	"I manage the technical side of the change. I integrate change management into my project plans."
Project SMEs and support	"I support different activities of the change management team and project team."
Change management group, dept or office	"We own the change management methodology and support its implementation in the organisation."

The Unfortunate Reality

| Played by:	Their "line":
Change mgmt resource/team	"I feel like I'm on an island here – people expect me to do everything and have all the answers."
Executives and senior managers	"I gave you funding and signed the charter – now go make it happen!"
Middle managers and front-line supervisors	"I feel like I'm the direct target for some of these changes, and I wish I knew what was going on."
Project team	"My focus is just the 'technical' side. Once I flip the switch, I'm moving on to the next project."
Project SMEs and support	"I get called in on projects and given one little task, but I'm not sure how I fit in to the overall picture."
Change management group, dept or office	"I don't even exist yet."

Employee-Facing and Enabling Roles

Employee-Facing Roles

Execs & Senior Leaders

Middle Managers & Supervisors

Front-Line
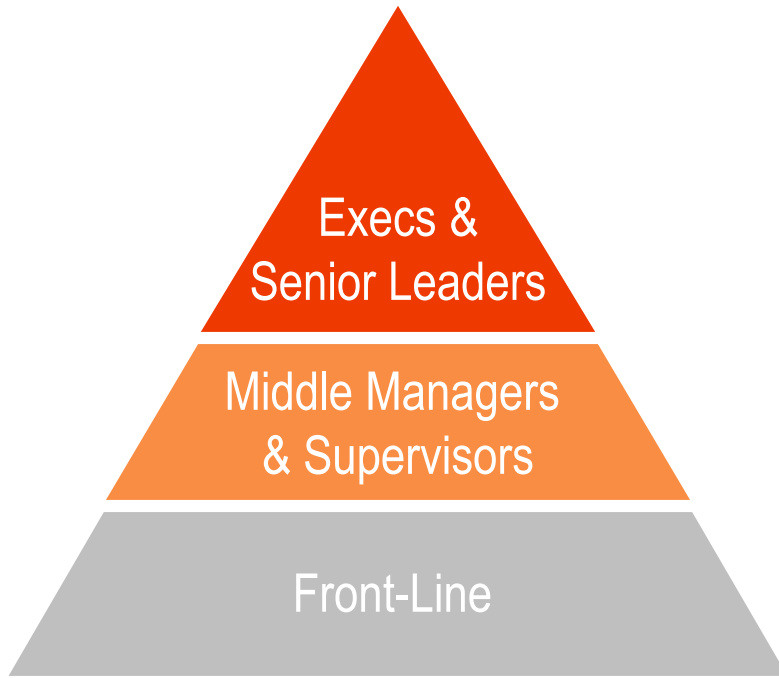
One-to-many interactions
One-to-one interactions
Observable behaviors
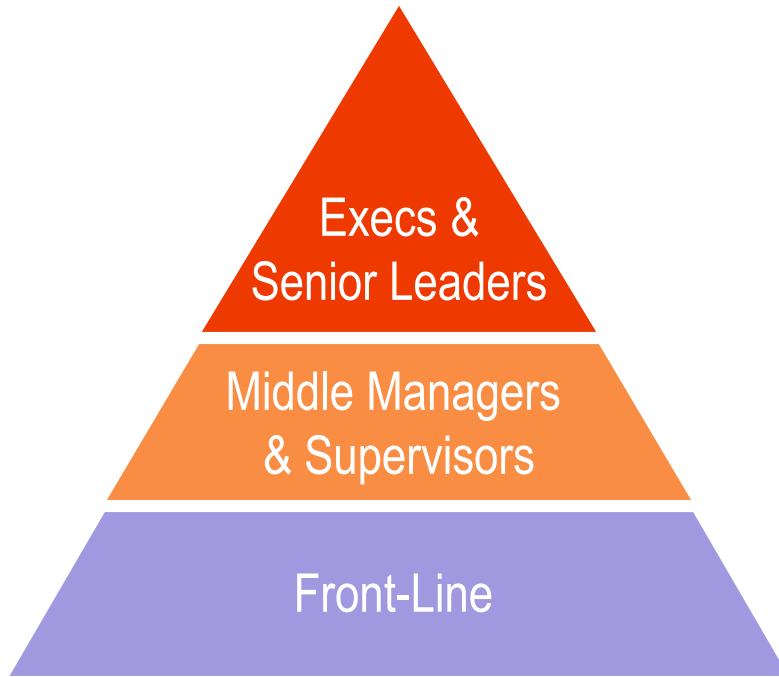The "face" and "voice" of change

Enabling Roles

Change resource/team

Project Team

Project SMEs and support
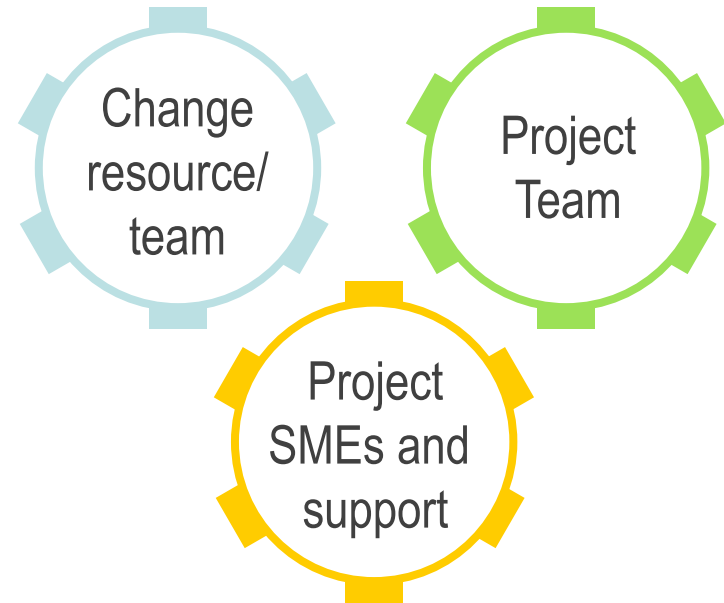
Creation and implementation of plans that are executed by the *employee-facing roles*

Role by Role

Execs & Senior Leaders

Middle Managers & Supervisors

Front-Line

Change resource/ team

Project Team

Project SMEs and support

Executives and Senior Managers
Why Are They Important
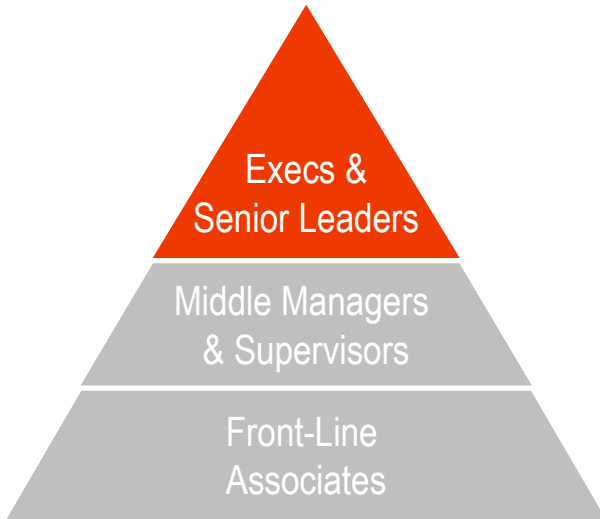
... drive employee adoption and usage of change through ...

1. Direction
2. Guidance
3. Commitment
4. Leadership

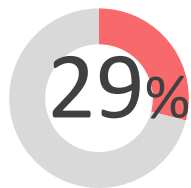# Executives and Senior Managers
Why Are They Important

In all 10 of Prosci's studies, **active** and **visible** executive **sponsorship** was the **#1** contributor to success
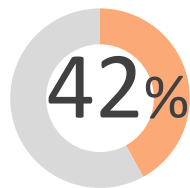
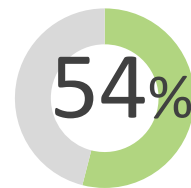| 2017	2007
2015	2005
2013	2003
2011	2000
2009	1998

Sponsorship correlates with projects success

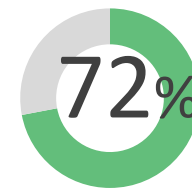Percent of projects that met or exceeded objectives based on sponsor effectiveness

29% Very ineffective sponsors

42% Ineffective sponsors

54% Moderately effective sponsors

72% Extremely effective sponsors

Executives and Senior Managers
What Is Their Role

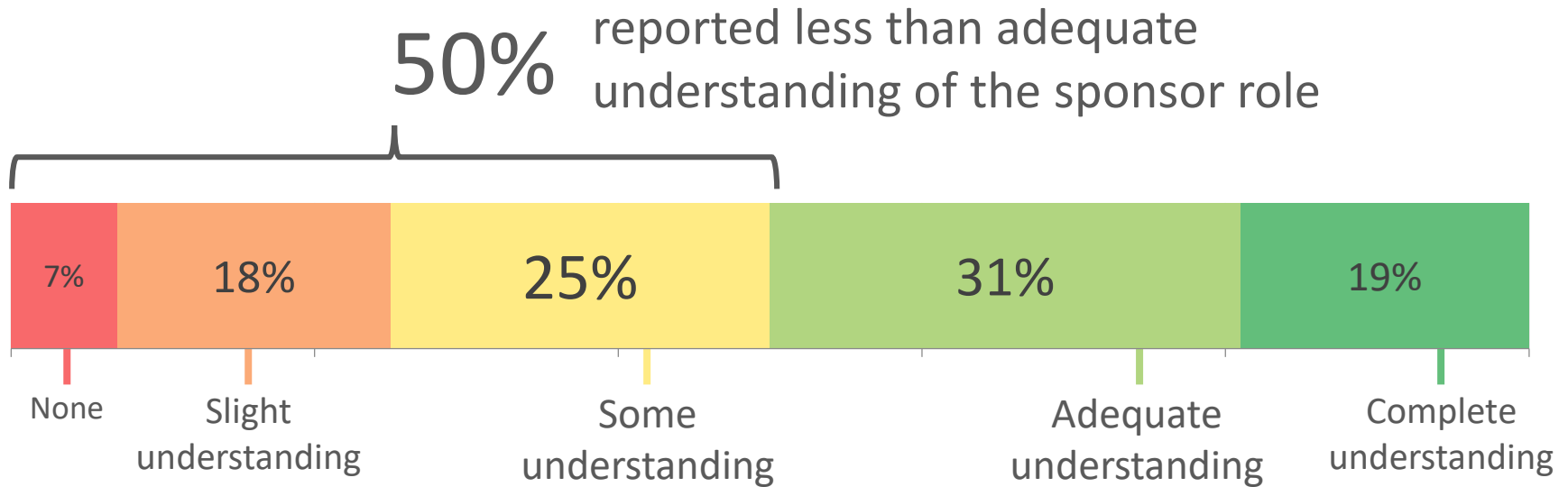It's not just signing checks and charters

ABCs of Sponsorship	
#1	**A**ctive and visible participation throughout the project
#2	**B**uild a coalition of sponsorship
#3	**C**ommunicate directly with employees

Role of CM practitioner is to provide guidance and focus

Executives and Senior Managers
A Final Observation

50% reported less than adequate understanding of the sponsor role

7%	18%	25%	31%	19%

None — Slight understanding — Some understanding — Adequate understanding — Complete understanding
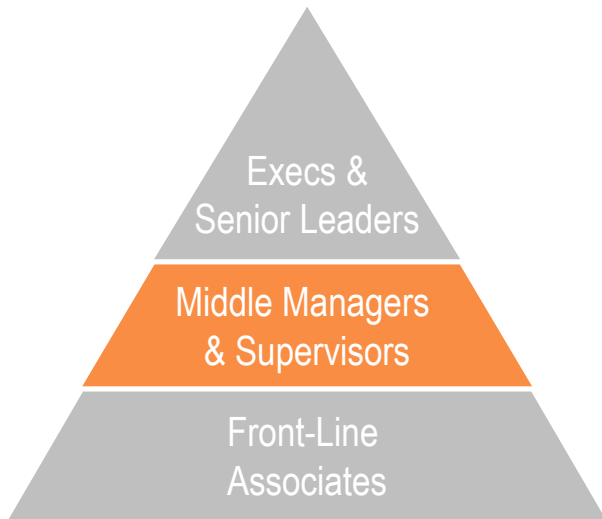
Finding on how to ensure effective sponsorship?

Provide behind-the-scenes guidance, direction and coaching

Make it as easy for them as possible to be a great sponsor

Middle Managers and Supervisors
Why Are They Important

... drive employee adoption and usage of change through ...

Providing the one-on-one,
direct support to employees
impacted by the change
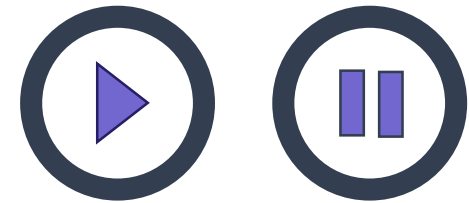
Middle Managers and Supervisors
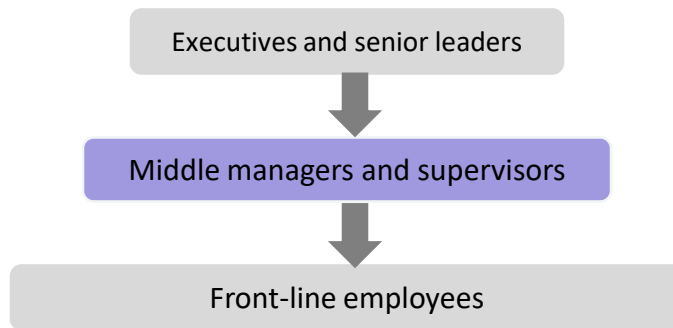## Why Are They Important

Proximity

Keep operations going

Copyright © Prosci and Bill Cigliano

**All types
of change**

Macro – top-down changes

Executives and senior leaders

↓

Middle managers and supervisors

↓

Front-line employees

Micro – daily changes

Executives and senior leaders

Middle managers and supervisors

Front-line employees
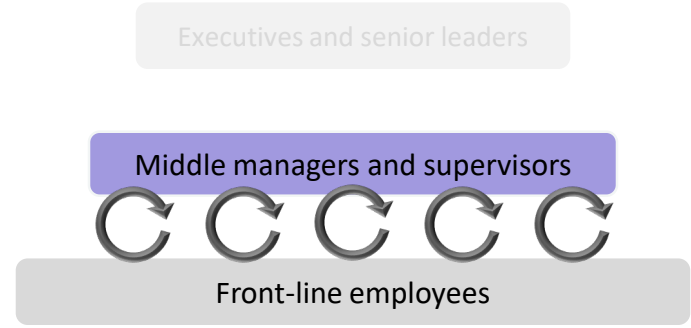
Middle Managers and Supervisors
What Is Their Role

In addition to fulfilling day to day managerial duties, managers and supervisors must perform 5 critical roles in change

Communicator

Liaison

Advocate

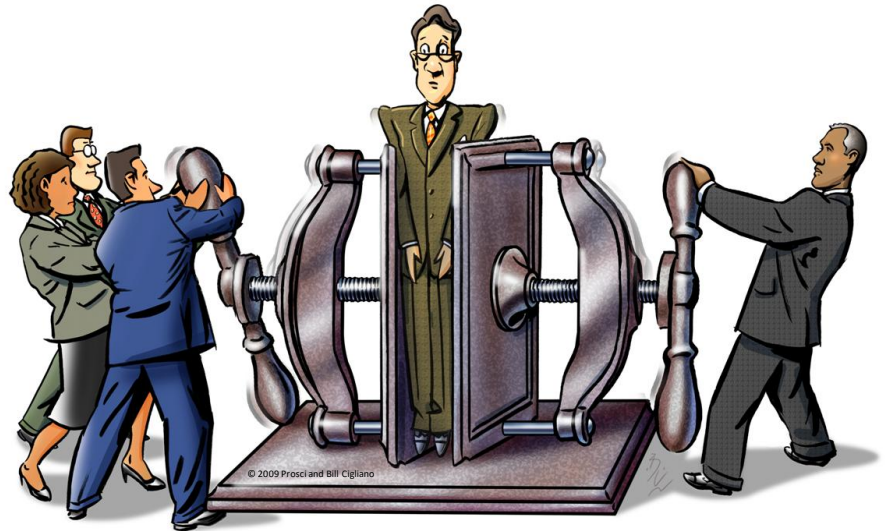**R**esistance Manager

Coach

Middle Managers and Supervisors
A Final Observation

Middle managers and supervisors can be "caught the middle" in times of change

Recipients of change

AND

Agents of change

© 2009 Prosci and Bill Cigliano

Which supervisors, middle managers, senior leaders and executives do you need on your "roster"?

Execs & Senior Leaders

Middle Managers & Supervisors
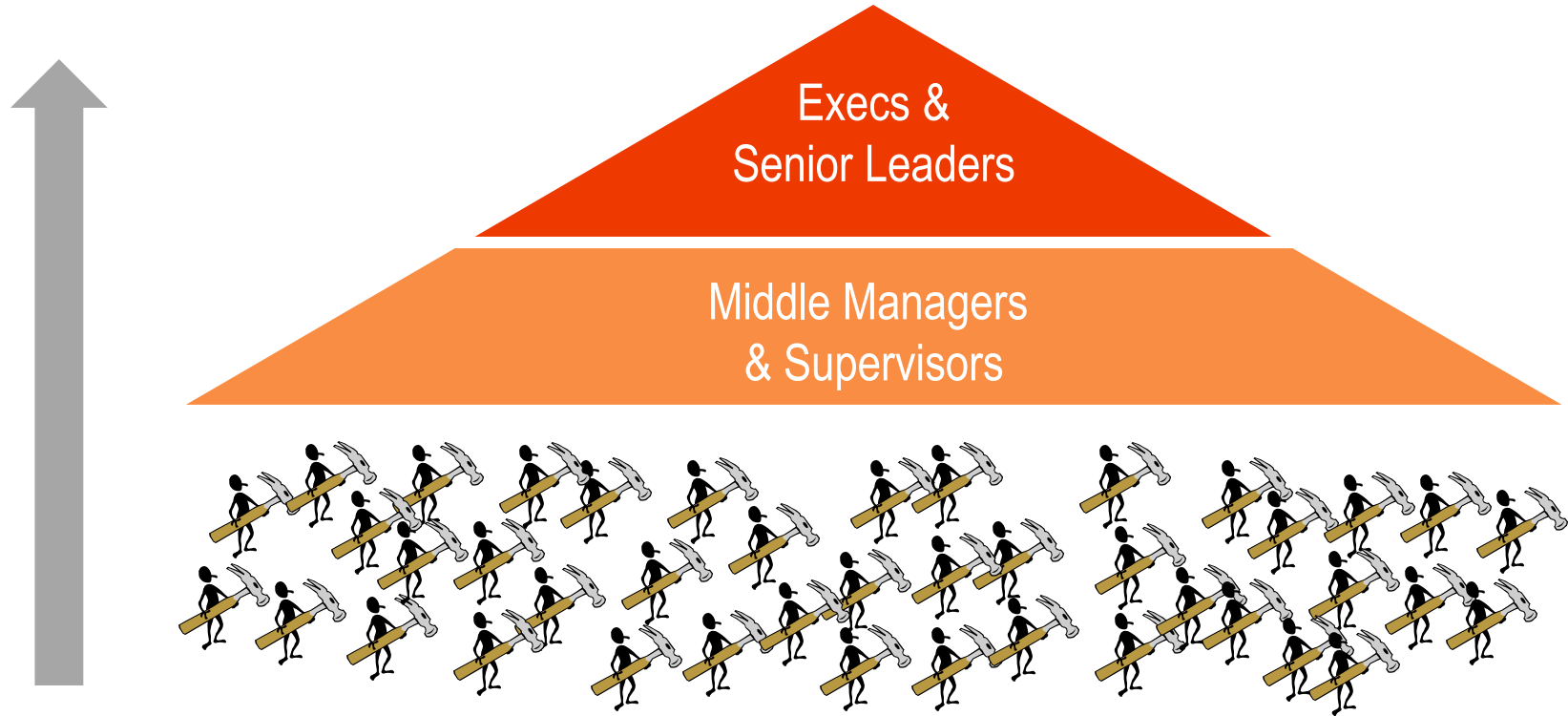
Answer determined by:

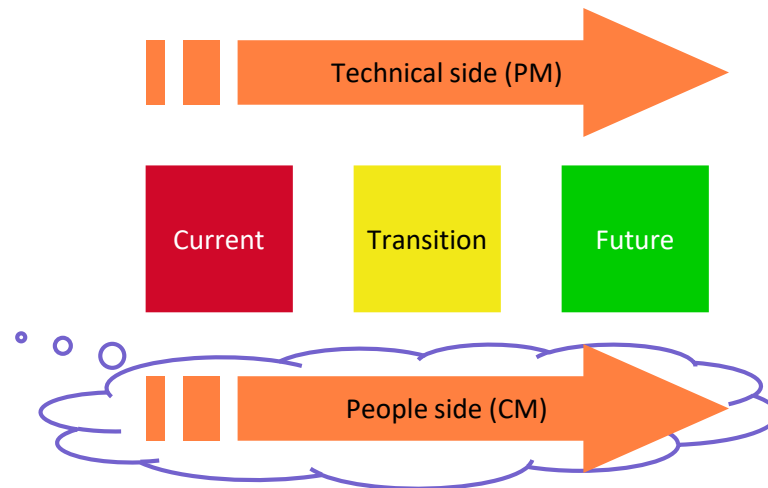Which employees have to **embrace, adopt** and **use** the change introduced by the project or initiative?

Change Management Resource
Why Are They Important

Change management resource/team

... drive employee adoption and usage of change through ...
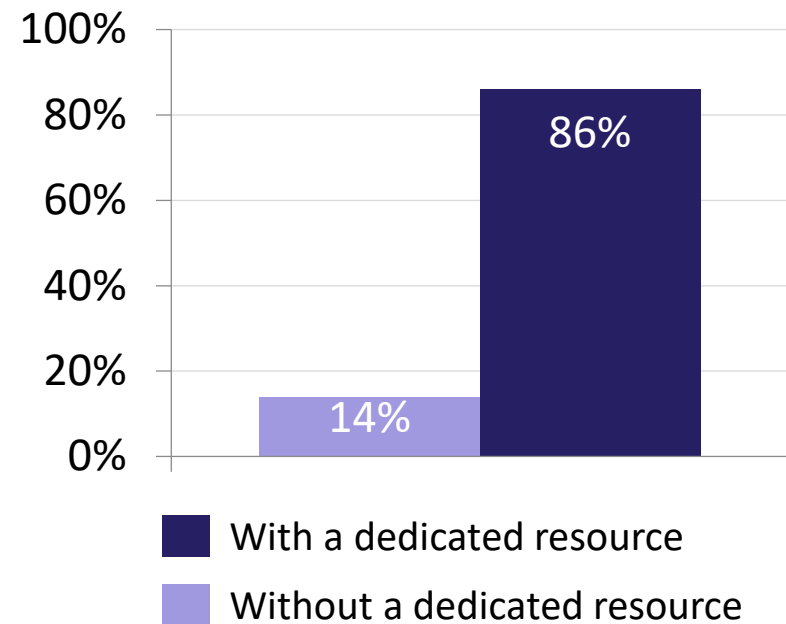
1. Structure
2. Purpose
3. Focus
4. Support

Technical side (PM)

| Current | Transition | Future |

People side (CM)

Change Management Resource
Why Are They Important

Dedicated resources

⬇

Better change management

⬇

- Increased likelihood of project success
- Reduced cost and risk
- Faster speed of adoption, higher ultimate utilisation, greater proficiency

"Good" or "Excellent" Change Management

86% — With a dedicated resource

14% — Without a dedicated resource

Change Management Resource
What Is Their Role

Prosci Change Management Process

Phase 1 – Preparing for change
- Conduct readiness assessments
- Formulate strategy
- Evaluate sponsor coalition and team resource needs
- Identify unique risks, anticipated resistance and special tactics

Phase 1 - Preparing for change
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Apply a structured approach

Phase 2 - Managing change
- Develop change management plans
- Take action and implement plans

Phase 2 – Managing change
- Create plans
  - Communication
  - Sponsorship
  - Coaching
  - Training
  - Resistance mgmt
- Integrate and implement change management plans

Phase 3 - Reinforcing change
- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

Phase 3 – Reinforcing change
- Collect feedback
- Identify and fix problems
- Celebrate successes
- Transition

Change Management Resource
What Is Their Role

Enable others...
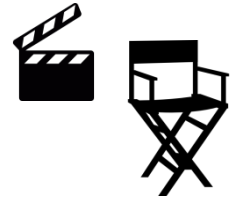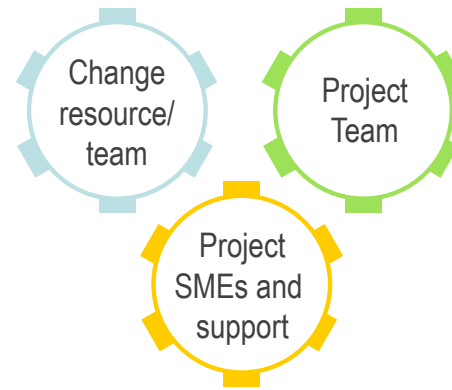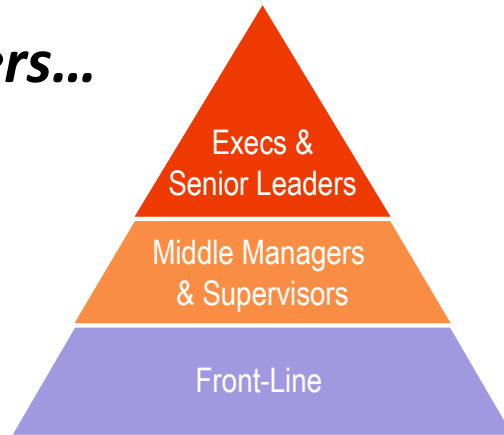
|	
Enable executives and senior leaders	Effectively fulfill their role as "change sponsor"
Enable managers and supervisors	Effectively coach their employees through transitions
Enable project teams	Make the bridge between implementing a solution and realising benefits

Project Team
Why Are They Important

Design the solution

Develop the solution

Deliver the solution

Technical side (PM)

| Current | Transition | Future |

People side (CM)
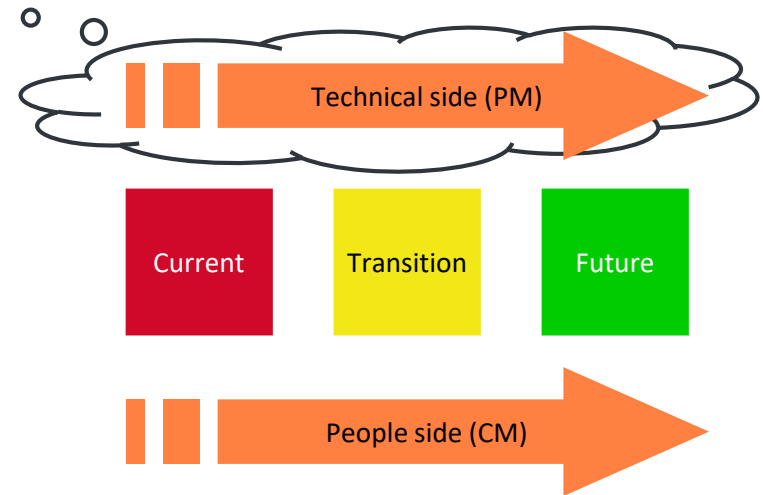
- Manage the tasks and activities for the technical side
- Define what "to adopt and use" means via solution

Project Team
What Is Their Role

1. Design the actual change

2. Manage the 'technical side'

   - Charter, business case, schedule, resources, work breakdown structure, budget, etc.

3. Engage with change management team/resource

4. Integrate change management plans into project plan

PM ·····

CM
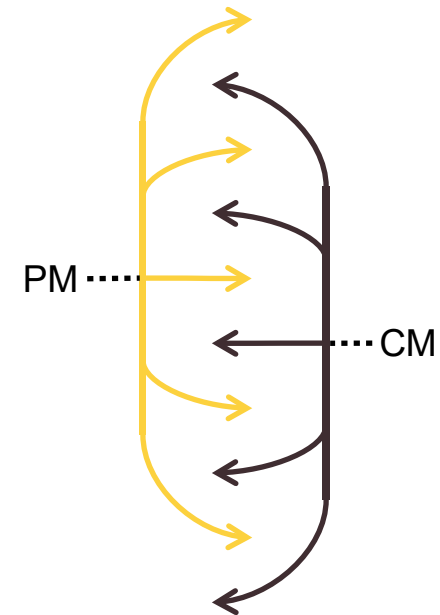
Evaluate Project Teams in your Organisation

COMPLETELY Understanding of their Role/ TOTAL Buy-in of Value and Importance of Change Management

COMPLETELY Understanding of their Role/ NO Buy-in of Value and Importance of Change Management

NO Understanding of their Role/TOTAL Buy-in of Value and Importance of Change Management

NO Understanding of their Role/No Buy-in of Value and Importance of Change Management

Prosci

34

Project SMEs and Support

- Examples
  - Human Resources (HR)
  - Organisation Development (OD)
  - Training specialists
  - Communication specialists
  - Lean, Six Sigma, CPI

- Bring specific experience, knowledge, tools and expertise to the project

- Key pieces of the "technical" and the "people" puzzles

Sometimes act as the change management resource

Project SMEs and Support

New research data on key complementary roles

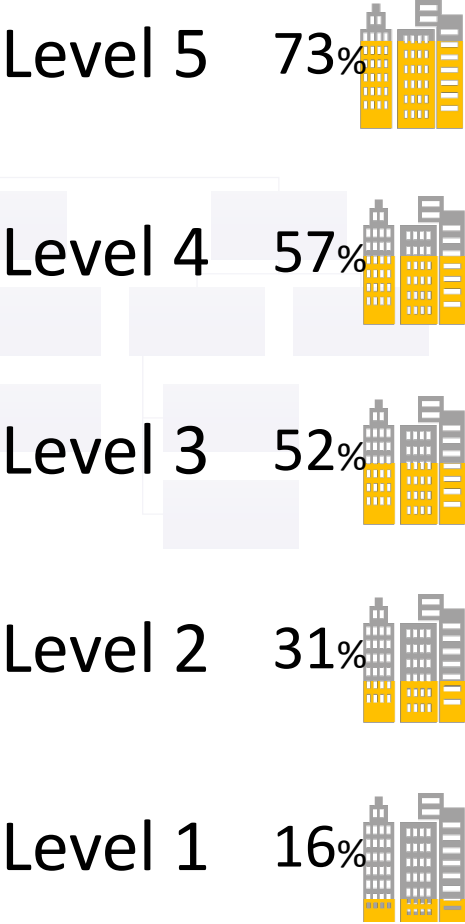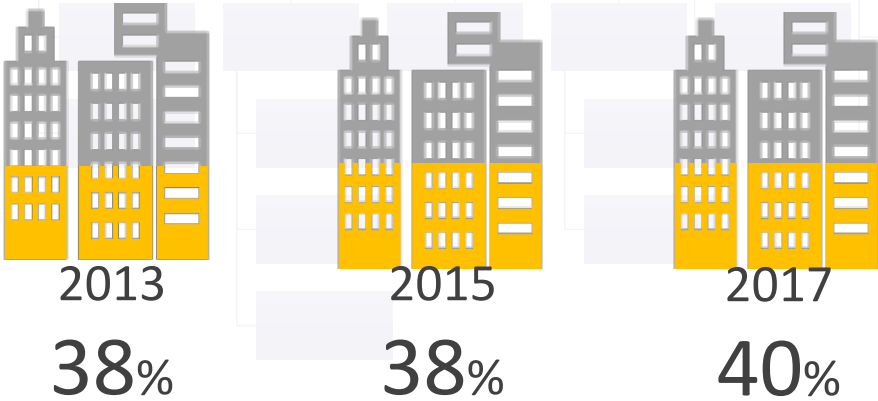# HR Business Partners

Organisation Development

Business Analysts

Internal

Communications Consultants
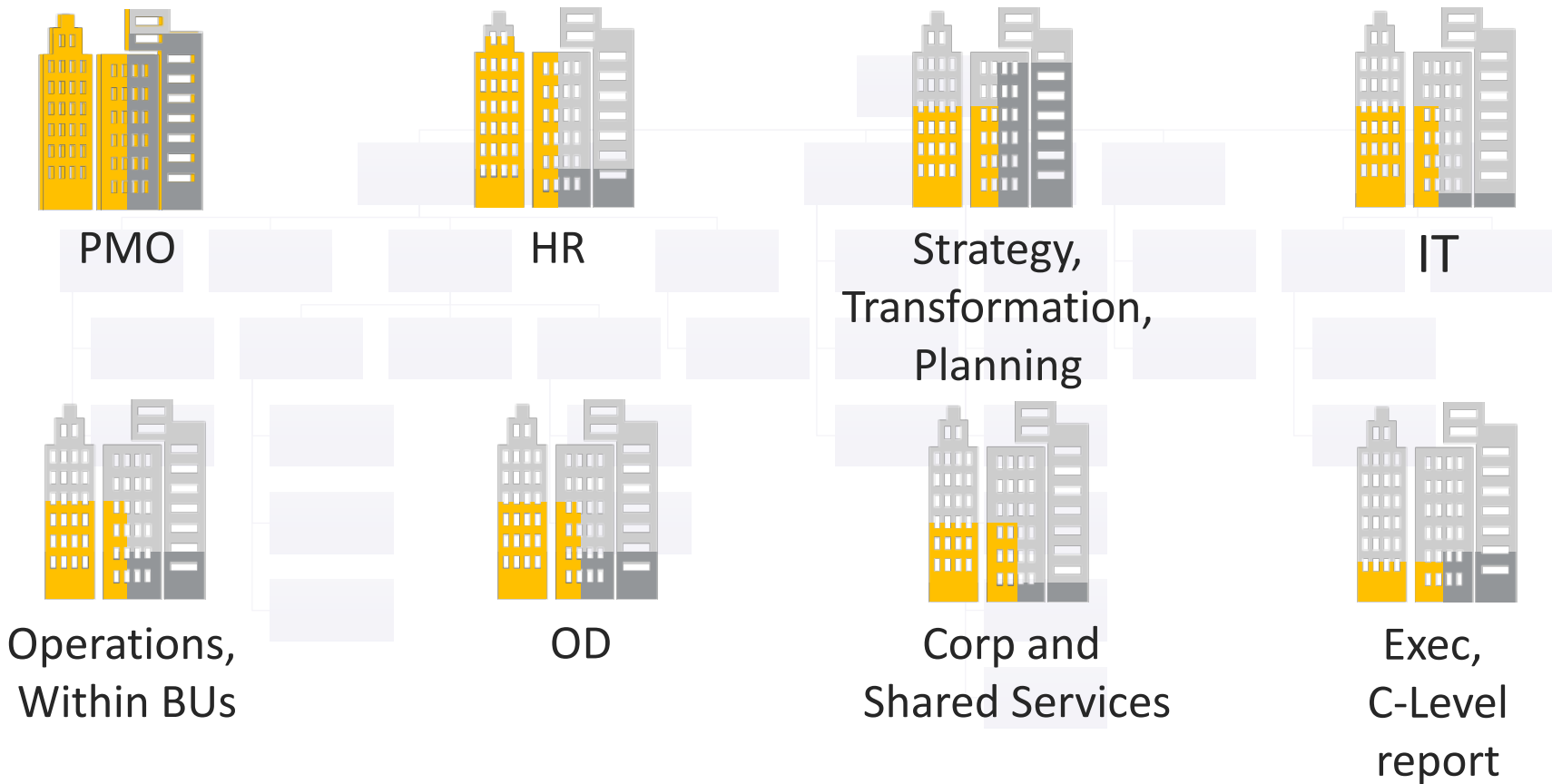
Change Agent Networks

The CMO
Change Management Office, Group, Department, etc.

Organization has CMO
(dedicated functional group)

2013
38%

2015
38%

2017
40%

Level 5   73%

Level 4   57%

Level 3   52%

Level 2   31%

Level 1   16%

Where is the CMO?
Does reside to Should reside

PMO

HR

Strategy,
Transformation,
Planning

IT

Operations,
Within BUs

OD

Corp and
Shared Services

Exec,
C-Level
report

The CMO
Change Management Office, Department, Group, etc.

What it can do:	How it can look
• Own and maintain the methodology	
• Own and maintain the tools	
• Own the curriculum	
• Maintain a community	Centralised
• Coach executives, sponsors, managers and supervisors	Hybrid
	Decentralised
• Provide resources (people) on specific projects	*Decision variables
• Provide consultative support to other team members doing the change management	
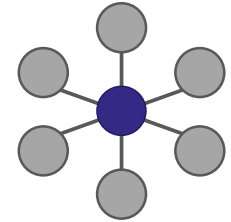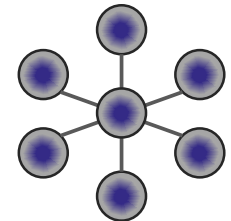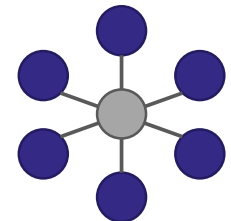
The Final Step: Building Organizational Capability

On a project:

Specific roles and responsibilities

To encourage adoption and usage
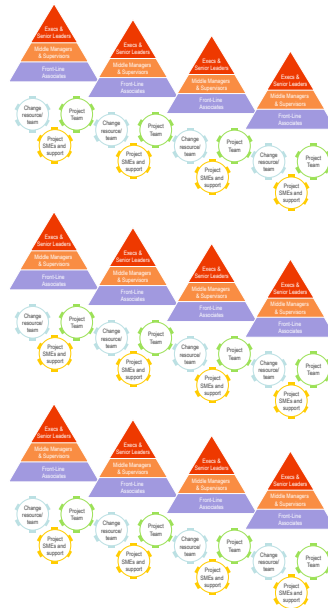
So results and outcomes are achieved

Change Management

As a capability:
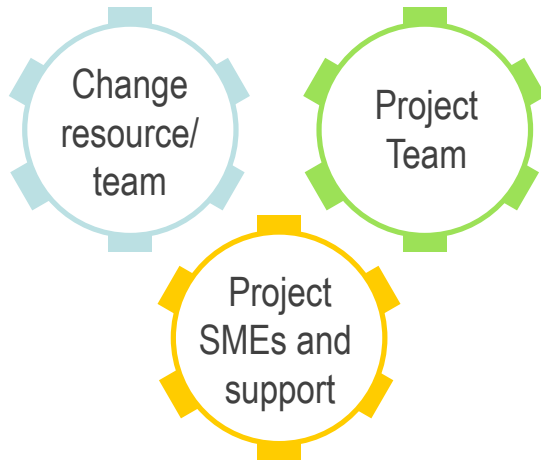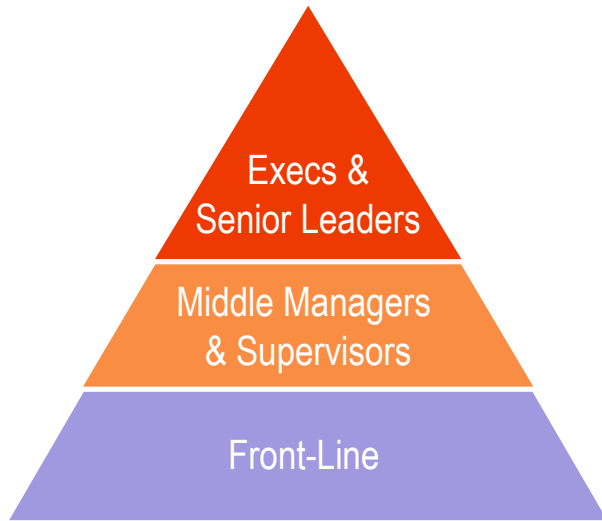
Individual competencies

Applied on any and all changes

To create organisational agility

Enterprise Change Management

How Do You Get Each Group to Fulfill Their Role?

- Each role is experiencing a change when they being fulfilling their role in successful change.

- What can we do to ensure each group is effective in their role in supporting adoption and usage?

- Apply change management!

CM Takes CM

Applying the Prosci® ADKAR® Model to the change "doing change management"

Awareness of the need for *change management*

Desire to participate and support *change management*

Knowledge on how to apply *change management*
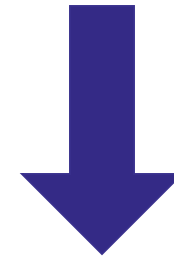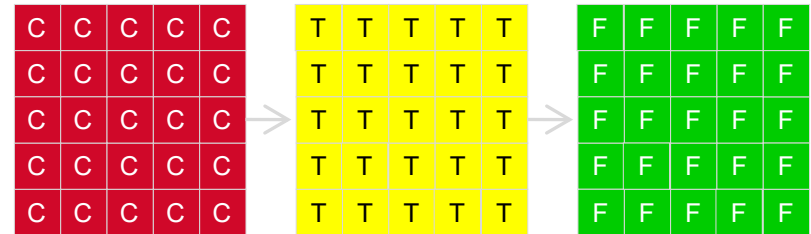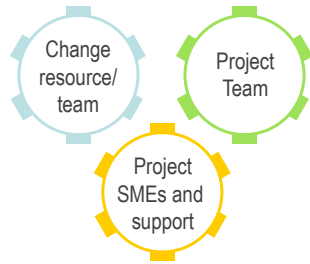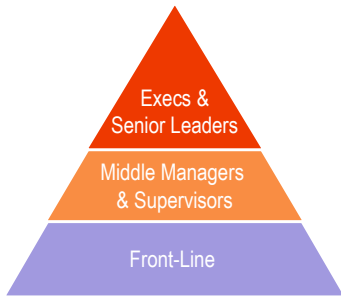
Ability to apply *change management*

Reinforcement® to sustain *change management*

Conclusion:
Roles and Responsibilities Drive Outcomes

On a project, each role must do its part

So that impacted employees embrace, adopt and use the change

So that project results and outcomes are achieved

solutions@prosci.com

Why Prosci® Change Management training?

Whether you are new or experienced in the field of Change Management, Prosci will provide you with a structured approach to effectively manage the people side of change.

What makes the Prosci Change Management approach unique?

▶ A holistic approach that integrates both the individual and organisational aspects of change

▶ A clear framework, effective for any type or size of change

▶ Practical, easy-to-use eToolkit for practitioners with tools, templates, assessments and checklists

▶ Contextualised training; assessing and building change management plan for real projects

* Prosci's research has shown that projects with excellent change management are:

6x more likely to meet or exceed their objectives

5x more likely to be on schedule

2x more likely to be under budget

* Prosci® Best Practice Research 2018

A D K A R
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The ADKAR Model is a framework for understanding change at an individual level.

The Model addresses each of the ADKAR factors:
Awareness, Desire Knowledge, Ability and Reinforcement
so that we can successfully employ it to facilitate individual change.

Contact us
www.cmcpartnership.com
changemanagement@cmcpartnership.com

Why CMC, to help build your Change Management capability?

Owned and managed by Change Practitioners, CMC is licensed to deliver Prosci Change Management Training worldwide. Our courses are delivered by highly qualified instructors who also have practical experience in change, programme and project delivery.

CMC's Prosci Certification training has been approved by the Association of Change Management Professionals®

CMC offers a wide range of change management training, advisory and support to suit you and your organisations needs:

▶ *Prosci Change Management Practitioner Certification* course for change professionals

▶ *Workshops* for sponsors, managers, project teams and employees

▶ Advanced training for change professionals, including *Enterprise Change Management Boot Camp, Experienced Practitioner, Train-the-Trainer* and other applied learning support

▶ A range of complementary *workshops* designed to support and progress your change projects

▶ Advisory support, coaching and flexible access to change management expertise

Locations

▶ CMC is the sole provider of public training across the UK & Ireland, Italy and Singapore

▶ Private courses can be facilitated on a client site or at a venue of choice, anywhere in the world

"It's been 3 days of light bulb moments!"

Rachel Vipond
Portfolio Manager, Ishoni

The Prosci Change Management Methodology

● Draws upon continual field research with more than 4.500 participants worldwide

● The most widely used change management methodology in the world

● Based on Prosci's 3-Phase Change Management Process as a leading framework for managing the people side of change:
   - *Phase 1: Preparing for change*
   - *Phase 2: Managing change*
   - *Phase 3: Reinforcing change*

cmc PARTNERSHIP global