Panorama of Denver circa 1898

Panel Session: Change Management

Panorama of Denver circa 2016
Panel Session: Change Management

Michelle Haggerty, Debra Larsen, Gary Vansuch, Vanessa Hamm
Welcome
What is change management?
Helping everyone be successful with every change which impacts him or her.
What’s inside
What’s inside
What’s inside

PMI Symposium Change Management Panel
Michelle Haggerty, VP Service Delivery
Prosci
What’s inside

Change Enablement
[Change Management at Statéra]
Debra Larsen, Senior Consultant
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PMI Symposium Change Management Panel
Michelle Haggerty, VP Service Delivery
Prosci

Prosci Change Management

[Image of a blue bear sculpture outside a building]
CDOT’s Change Agent Network (CAN):
Change Management and Project Management in “sync”
CDOT’s Change Agent Network (CAN): Change Management and Project Management in “sync”

Let’s have some conversation!
CDOT’s Change Agent Network (CAN): Change Management and Project Management in “sync”

Let’s have some conversation!
WHAT?

HOW?

WHY?
It is not the same thing to talk of bulls as to be in the bullring.

- Spanish proverb
You’ve got to be very careful if you don’t know where you are going, because you might not get there.

- Yogi Berra
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Organizational change

Made up of individual changes
If we do not **support** and **equip** individual transitions, then our future state looks **nothing** like the future state we expected.
instead of

= lower ROI
= less benefit realization
= unachieved improvement
= not what we expected/hoped for
Employee adoption and usage of change has a direct and concrete impact on achieving expected results and outcomes.
Better Change Management = More Likely to Meet Objectives

Percent of study participants who met or exceeded objectives

- Poor: 15%
- Fair: 44%
- Good: 76%
- Excellent: 94%

Prosci 2016 Benchmarking Data
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Successful change requires both the technical and people sides.
The Work Streams Are What We Can Integrate into the Project Plan

- **Initiate**
  - Kick off
- **Plan**
  - A
  - Phase 1: Preparing for Change
    - Strategy
  - Communications plan
  - Sponsor roadmap
  - Coaching plan
  - Training plan
  - Resistance management plan
- **Design**
  - D
  - Phase 2: Managing Change
- **Develop**
  - K
  - Phase 3: Reinforcing Change
  - Sustainment
- **Deploy**
  - A
  - R
  - “Go Live”
Perception and Maturity

Perception of CM by project teams

Integration versus project management maturity level

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Reasons for Integrating

1. Viewed integration as critical to success
2. Requested by project managers or other influential individuals
3. Past experiences with (good) or without (bad) integration
4. Organizational preferences for integration
5. Nature of the project called for integration
Integrating PM and CM

Process dimension

Integrate plans
Align timelines
Sequence tasks
Add deliverables

<table>
<thead>
<tr>
<th>Process dimension</th>
<th>Integrate plans</th>
<th>Align timelines</th>
<th>Sequence tasks</th>
<th>Add deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM → CM</td>
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<td>CM → PM</td>
<td>CM → PM</td>
</tr>
</tbody>
</table>

- **2014**
  - J: Initiates
  - F: Plans
  - M: Designs
  - A: Develops
  - M: Deploys

- **2015**
  - J: Initiates
  - F: Plans
  - M: Designs
  - A: Develops
  - M: Deploys

P1 – Preparing for Change
P2 – Managing Change
P3 – Reinforcing Change

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Integrate into Changes, Projects and Programs

General Project Lifecycle

Major events

Kick off

Initiate

Plan

Design

Develop

Deploy

"Go Live"

Individual Change Journey Milestones

Prosci® ADKAR® Model

A

D

K

A

R

Prosci® 3-Phase Process

Phase 1: Preparing for Change

Strategy

Phase 2: Managing Change

Plans

Phase 3: Reinforcing Change

Measures

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Integrating CM & PM

Project Management
Design, Develop, Deliver Solution Effectively

Solution is Embraced, Adopted and Used Proficiently

Change Management

71% Integrated CM & PM

And it mattered:
“Good” or “Excellent” CM

- 61% Did
- 34% Didn’t

Steps to Integrate

1. Add CM activities to project plan
2. Work collaboratively with project team
3. Align change plans with project plans
4. Combine or assign responsibilities and roles
5. Provide change management training to project team
Team Structure Research Highlights

**Team structure A**
Change management resources are on the project team

- Sponsor
- Project team

**Team structure B**
Change management resources are external, but support the project team

- Sponsor
- Project team

**Team structure C**
Change management resources are on the project team and are supported by an external change management team

- Sponsor
- Project team

**Team structure D**
Project team and change management resources are one and the same

- Sponsor
- Project team & change team

37%
21%
14%
22%

Resourcing CM with limited Resources?

Trend: Leveraging Change Agent Networks

Definition: body of change champions who are formally trained in CM and act as liaisons between impacted groups and project leads

Use of Change Agent Network
Reasons to Use Change Agent Networks

• Extend Project Support
• Use resources efficiently
• Enhance Communication
• Align consistent objectives
• Enhance Knowledge
• Build Credibility
• Boost Ownership
When to Start Change Management

<table>
<thead>
<tr>
<th>Stage</th>
<th>Should</th>
<th>Did</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiation</td>
<td>85%</td>
<td>40%</td>
</tr>
<tr>
<td>Planning</td>
<td>13%</td>
<td>28%</td>
</tr>
<tr>
<td>Design</td>
<td>2%</td>
<td>18%</td>
</tr>
<tr>
<td>Implementation</td>
<td>0%</td>
<td>13%</td>
</tr>
<tr>
<td>Closure</td>
<td>0%</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>
Apply change management to drive the adoption and usage necessary to deliver project results

Current

Transition

Future

Technical side

People side

Design
Develop
Deliver

Embrace
Adopt
Use

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What’s inside

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Change Enablement

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Change Enablement

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Change Enablement

Project success depends on **people** embracing and using tools effectively.

We can develop the most amazing tool, process and organizational change but if employees don’t adopt, embrace and utilize it correctly then we have wasted time and money. With a change management approach that focuses on the people side of change, we can significantly increase the likelihood of success by **bridging the gap between system implementation and realization of business objectives** tied to the project.
How does Change Enablement fit into Statêra’s Approach?

Business Analytics

Strategize

Build

Implement

Optimize

Project Management

Change Enablement

Assurance

Quality
Statêra’s Core Methodology with Change Enablement Components

**Strategize**
- Define the Current State vs Future State
- Conduct Stakeholder Analysis
- Conduct Change Impact & Readiness Assessment
- Define the Vision, Purpose & Business Case for Change
- Secure Change Coalition

**Build**
- Change Enablement Strategy
- Organizational assessment and job role mapping
- Communication Plan & Materials
- Training Plan
- Curriculum Design & Development
- Support & Transition Plan
- Launch Readiness Surveys

**Implement**
- Execute Communication Plan & Roadmap
- Launch Satisfaction Surveys
- Deliver Train--Trainer Certification
- Deliver Training

**Optimize**
- Launch Post-Rollout Surveys
- Analyze Satisfaction Survey Results
- Execute Support & Transition Plan
Four Levers to Drive Readiness & Adoption

Methods
- Active, Visible Leadership
- Town Halls
- Design Previews
- Project Website
- FAQs
- Newsletters
- Postcards
- Listservs

Benefits
- Demonstrate executive sponsorship
- Drive awareness and provide information
- Show what users can expect

Methods
- Transition Support Leadership
- Transition Support Advisors
- Peer Experts
- Communities of practice (user communities)
- Satisfaction Surveys

Benefits
- Resolve/Reduce uncertainty and reduce resistance
- Empower peers and colleagues to make the change easier and smoother

Methods
- Community-Driven Releases
- On-going Feedback & Improvement Loops
- Managed Release Schedule
- Live Support Center

Benefits
- Show users where/how to find information in advance
- Build a structure for collaborating on tips, lessons learned, and questions and answers

Methods
- Trainer Certification Program
- Open House Labs
- Job Aids
- Desk side Support
- Webinars
- Face-to-Face Training
- Self-paced eLearning
- End of course surveys

Benefits
- Enable users to learn new processes and tools
## Benefits of a Structured Change Approach

<table>
<thead>
<tr>
<th>Value of Change:</th>
<th>With little or no change investment:</th>
<th>With adequate change investment:</th>
</tr>
</thead>
</table>
| **Increased Strategic Agility** | - Less change-capable  
- Weak internal change structure and competency | ✓ More nimble change capability  
✓ Increased speed to execution  
✓ Strong internal change structure and competency |
| **Increased Return On Investment** | - Reduced productivity  
- Process/data inconsistencies  
- Implementation effort is scrapped | ✓ More predictable results  
✓ Data driven decisions  
✓ Productivity increases  
✓ Realization of project goals/benefits  
✓ Process and data integrity with ownership  
✓ Benefits of change are realized quickly |
| **Reduced Resistance & Increased Adoption** | - Passive and active resistance  
- Employees reverting to the “old way” of doing things  
- Increased employee turnover  
- Lack of trust & loss of credibility | ✓ Isolated or limited resistance  
✓ Employees “own” the change  
✓ Employees volunteer to participate  
✓ Increased retention of institutional knowledge |
| **Accelerates speed to transition** | - Longer timeline to adapt to new changes  
- Increased cost of driving innovation  
- Increased business disruptions | ✓ Collaborative teams reduce roadblocks  
✓ Decreased cost of go-to-market activities  
✓ Minimize business disruptions |
For example... “Re-Implementation”
Re-Implementation Learnings & Gems

• **Confronted and addressed**, in detail, the “mistakes” of the first round; heavily influenced plan and approach for re-implementation project

• Developed strategies and plans based on stakeholder analysis & culture observations, so *based on data instead of assumptions*

• Focused on goal AND tactics *from the start* to ensure client is set up to succeed initially, as well as *sustain and be self-sufficient after Go-Live*
Another example...

Ok, I guess I’m the Project Manager and the Change Manager, now what??
PM/CM Learnings & Gems

• Used every opportunity with stakeholders, executives to front line, to *engage people in the project* – vision to tactical level

• *Listened for people, organizational, culture related comments, attitudes, concerns*; focused beyond timeline, resources and deliverables management

• *Incorporated change management thinking* into project management thinking, end to end
Change Enablement

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CDOT’s Change Agent Network (CAN):
Change Management and Project Management in “sync”
CDOT’s Change Agent Network (CAN): Leveraging the Power of Numbers

Vanessa Hamm
CDOT Change Agent Network Lead
What is CDOT, Part 1: By The Numbers

- 3,000-plus employees
- Direct Maintenance Employees: 1,685
- Snow Plows: 851
- Heavy Equipment (trucks, etc): 3,467
- Lane Miles of Highways: 23,022
- Vehicle-Miles Traveled: 78 Million, EVERY DAY!
- Traffic Signals: 1,850+
- Ramp Meters: 76
- Mountain Passes Open Year-Round: 35
- Route Miles of Bustang bus service: 282

but more importantly...
What is CDOT, Part 2: It’s all about People, serving the People of Colorado
CDOT’s Change Agent Network (CAN): It’s All About People, too

Helping All of Our People be successful with every change which impacts them
Helping All of Our People be successful with every change which impacts them

CDOT’s Change Agent Network (CAN):
It’s All About People, too

CDOT’s CAN:
5 Regions
6 Team Leads
45 Change Agents

Activities:
• Support 21 Projects
• Statewide CAN Meetings
• Regional CAN Meetings
• Two-way Communication!
Leveraging the Numbers

Project Leads >> Change Agents >> Supervisors >> Employees

Employees >> Supervisors >> Change Agents >> Project Leads

CDOT Change Agent Network
We CAN be the best at change!

TWO WAY
CDOT’s Experience with CAN Confirms the Research You Heard Earlier

Leveraging the Numbers

Resourcing CM with limited Resources?

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“A good plan, violently executed now, is better than a perfect plan executed next week.”

– General George Patton
We hope our session has provided you with useful material for your “good plan”. And, execute your plan soon!
Thank you