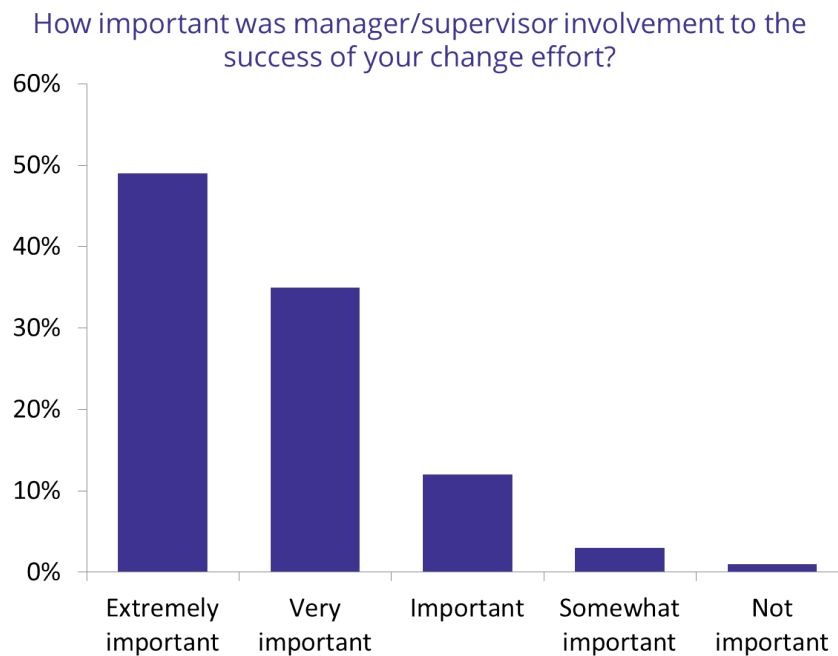




Managers and supervisors are a lynchpin in the success of a change initiative. In times of change, those who lead the teams impacted by change can be both a great ally and a real obstacle for change leaders. Managers are closest to the employees who must adopt the new processes and behaviors associated with a project or initiative. And in many cases the same project also impacts their own work. Getting managers and supervisors on board and prepared to support their teams through change is crucial.

## IMPORTANCE OF MANAGERS DURING CHANGE

In *Best Practices in Change Management - 2016 Edition*, participants identified engagement with and support from middle management as a top contributor to change management success. In a separate study with 575 change leaders, 84% of participants ranked manager and supervisor involvement in change initiatives as “extremely important” or “very important” to the success of their project.



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Managers and supervisors are crucial because of the relationship they have with the employees in the organization. They are positioned to coach and influence employees through their own change process.

But what does this group really need to be doing to drive successful change? In addition to continuing their daily operational duties, *Best Practices in Change Management - 2016 Edition* identifies five key roles managers and supervisors need to play in times of change.

## THE FIVE ROLES OF MANAGERS AND SUPERVISORS

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Participants in Prosci's benchmarking research have identified five roles that managers and supervisors must play in times of change:

- Communicator: Communicate with direct reports about the change
- Advocate: Demonstrate support for the change
- Coach: Coach employees through the change process
- Liaison: Engage with and provide support to the project team
- Resistance manager: Identify and manage resistance

### 1. COMMUNICATOR ABOUT THE CHANGE

Employees want to hear change messages about how their work and their team will be affected by a change from the person they report to. An employee's supervisor is a key conduit of information about the organization, the work that is done and changes to that work resulting from projects and initiatives. The answers to the following questions are best delivered by an employee's immediate manager:

- What does this change mean to me?
- What's in it for me?
- Why should I get on board?
- Why are we doing this?

The change management team needs to provide talking points and pertinent information, but those messages should ultimately be delivered to employees by their supervisor.

### 2. ADVOCATE FOR THE CHANGE

Employees look to their supervisors not only for direct communication messages about a change, but also to evaluate their level of support for the change effort. If a manager only passively supports or even resists a change, then you can expect the same from that person's direct reports. Managers and supervisors need to demonstrate their support in active and observable ways. The key is this: managers and supervisors must first be on board with a change before they can support their employees. A change management team should create targeted and customized tactics for engaging and managing the change first with managers and supervisors, and only then charge this important group with leading change with their direct reports.

### 3. COACH FOR EMPLOYEES

The role of coach involves supporting employees through the process of change they experience when projects and initiatives impact their day-to-day work. The [Prosci ADKAR® Model](#) describes this individual change process as five building blocks of successful change:

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to implement required skills and behaviors
- Reinforcement to sustain the change

Because of their relationship, managers and supervisors can coach individual employees through this change process and help them address the barrier points that are inhibiting successful change.

### 4. LIAISON TO THE PROJECT TEAM

Managers and supervisors liaise between their employees and the project team, providing information from the team to their direct reports. But perhaps more importantly, they provide information about the project from their employees back up to the project team. Managers are in the best position to provide design input, usability results and employee feedback on particular aspects of the solution back to the project team. They are also positioned to identify and raise valid functionality needs and concerns during the implementation phase of the project.

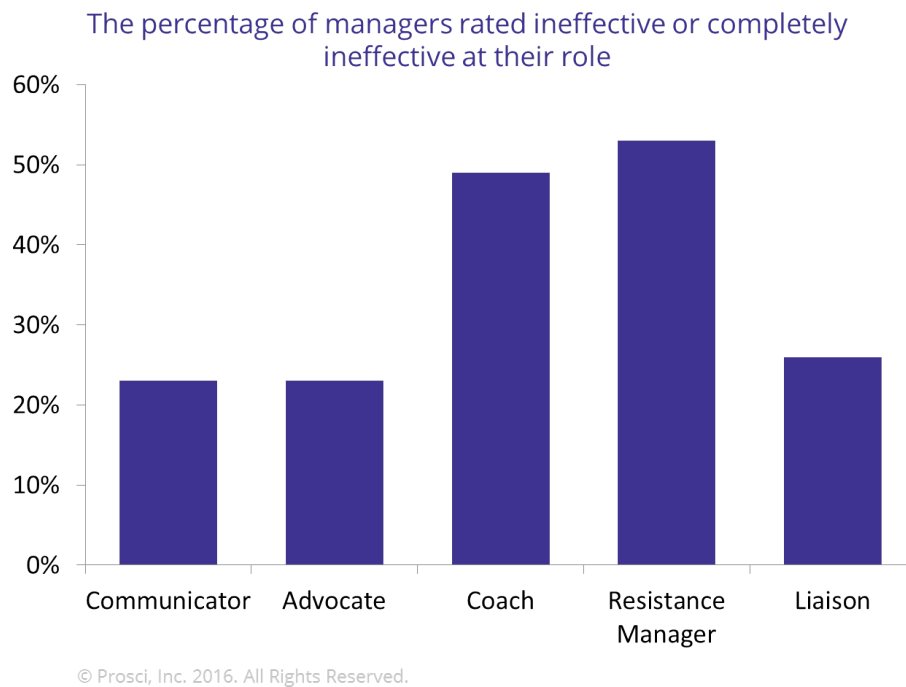
### 5. RESISTANCE MANAGER

No one is closer to a resistant employee than his or her supervisor. In terms of managing resistance, managers and supervisors are in the best place to identify what resistance looks like, where it is coming from and the source of that resistance. They are also the best suited (when provided with the training and tools to do so) to actively manage that resistance when it occurs. They can use the Prosci ADKAR Model to hone in on which element of the change process is driving resistance and address it accordingly.

#### How Effective Are Managers and Supervisors?

Participants in the Best Practices in Change Management - 2016 Edition ranked their managers and supervisors in terms of how well they were fulfilling the five roles listed above. For each role, participants ranked managers and supervisors on a scale from “completely ineffective” to “extremely effective.” The graph below shows the percentage of participants ranking their managers and supervisors as “ineffective” or “completely ineffective.”

From the data, it is easy to see that managers are struggling the most with fulfilling the coach and the resistance manager roles.



## Training for managers and supervisors

The roles of coach and resistance manager represent the biggest departure for many managers from the role they have historically played in the organization. Effectively coaching employees through a change and identifying and managing resistance to change require a new set of skills. Many times, great managers have difficulty when tasked with becoming great managers of change because they have not been adequately prepared to do so.

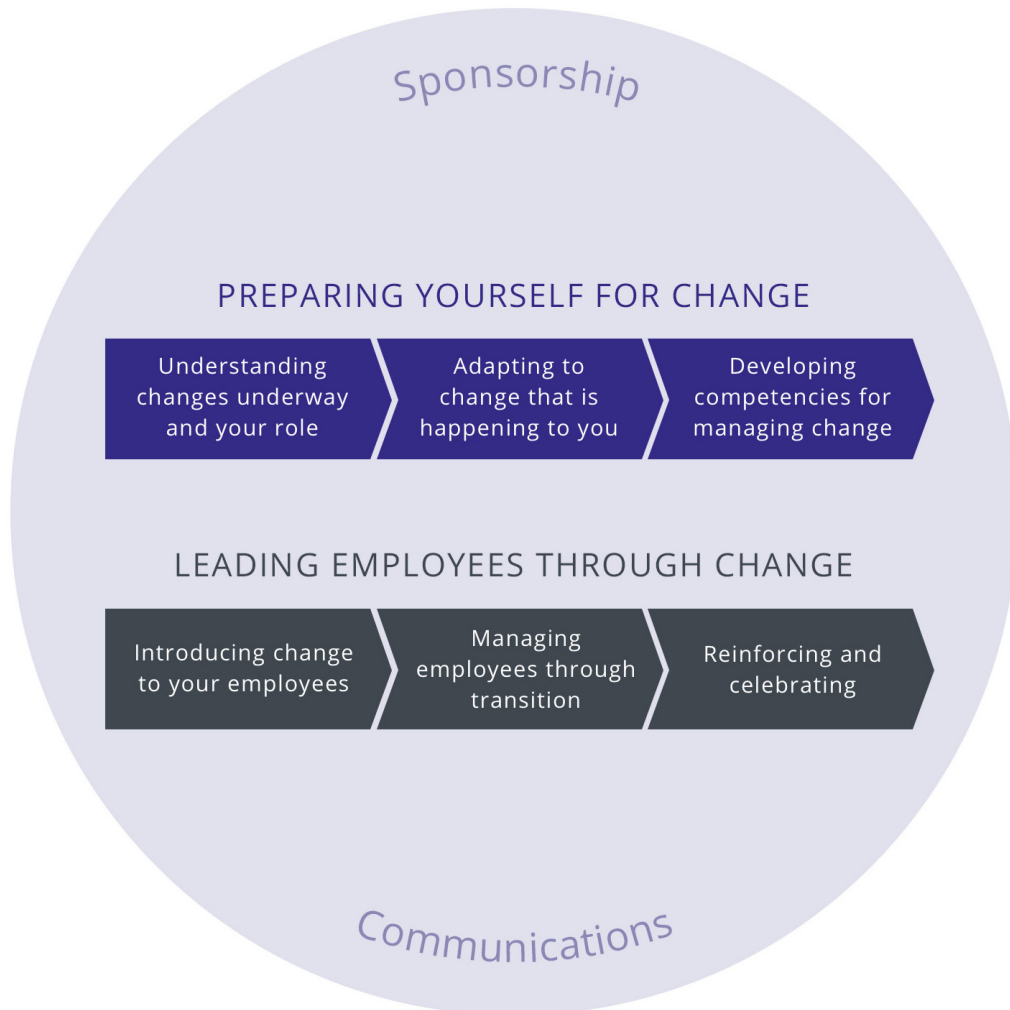
Participants in Prosci's Best Practices report indicated whether or not they provided formal change management training to managers and supervisors. Only 37% of participants in the 2016 edition of Best Practices in Change Management trained this crucial group.

This finding should set off a warning for many change managers and business leaders. While managers and supervisors are identified as a critical success factor in times of change, they are not being adequately prepared to fulfill the roles identified in the research. Ask yourself these questions:

- Have we told managers and supervisors what we expect from them in times of change?
- Do they fully understand the specific actions and behaviors we need from them to support a change effort?
- Have we provided them with the skills and tools to be successful at leading their direct reports through change?

If you answer “no,” then you risk losing the support and benefit that comes from engaging this important cog in the change management system. Consider how you can build awareness of the need for managers to play their important role in times of change, and how you can engage them in learning skills and frameworks for helping themselves and their employees successfully through transitions.

Prosci’s Change Management Process  
for Managers and Supervisors





## 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:

**93%** more likely to meet or exceed their objectives

**69%** more likely to be on schedule

**78%** 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

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## 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