

Roles in Change Management

Prosci Webinars

Roles in Change Management Webinar

Prosci[®]
CHANGE MANAGEMENT

Research | Methodology | Training | Advisory Services
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solutions@prosci.com

Prosci's Mission

To help individuals and organizations build **their own change management competencies** through development and delivery of research-based, holistic, and easy-to-use tools and methodologies.

Our Principles:

- Research-based
- Holistic
- Easy-to-use

Our Resources:

- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Train-the-Trainer

Prosci by the #s:

9 Longitudinal studies
17 Years of research
80% Fortune 100 companies
4500+ Research participants
30,000+ Certified practitioners
80,000+ Community members

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Prosci Webinars

- Educational
- Thought provoking
- Insights into new development
- New ideas, phraseology, language, and frameworks
- Give you at least an hour per week to think about change management

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Agenda

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

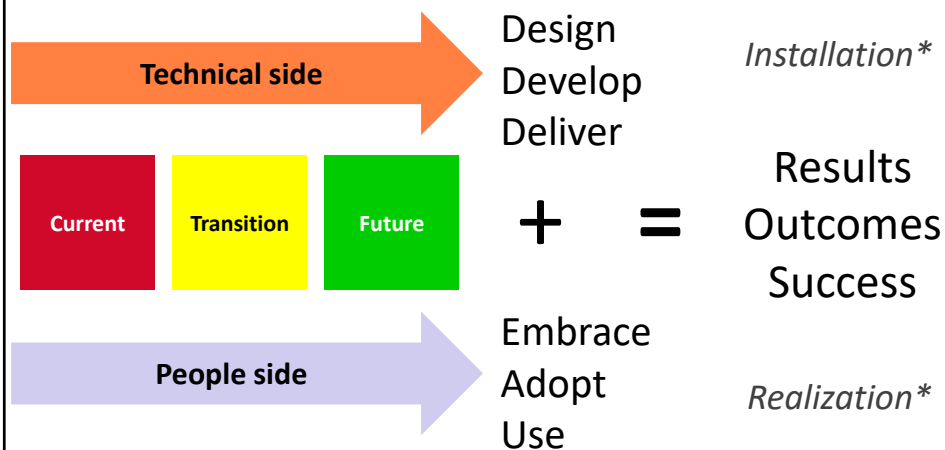


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Successful change requires both the technical and people sides



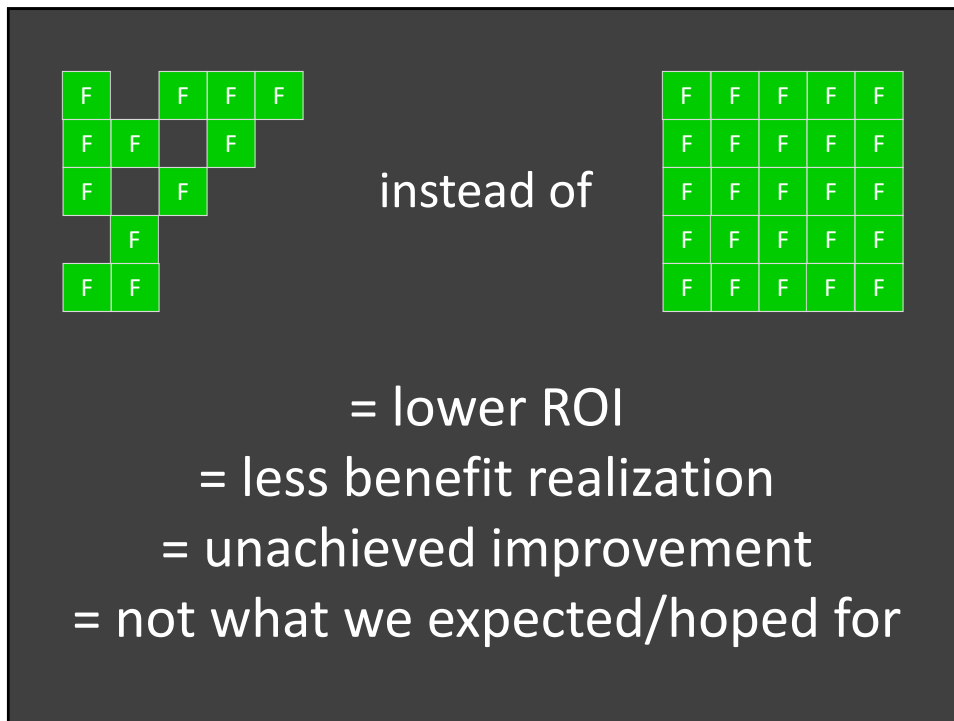
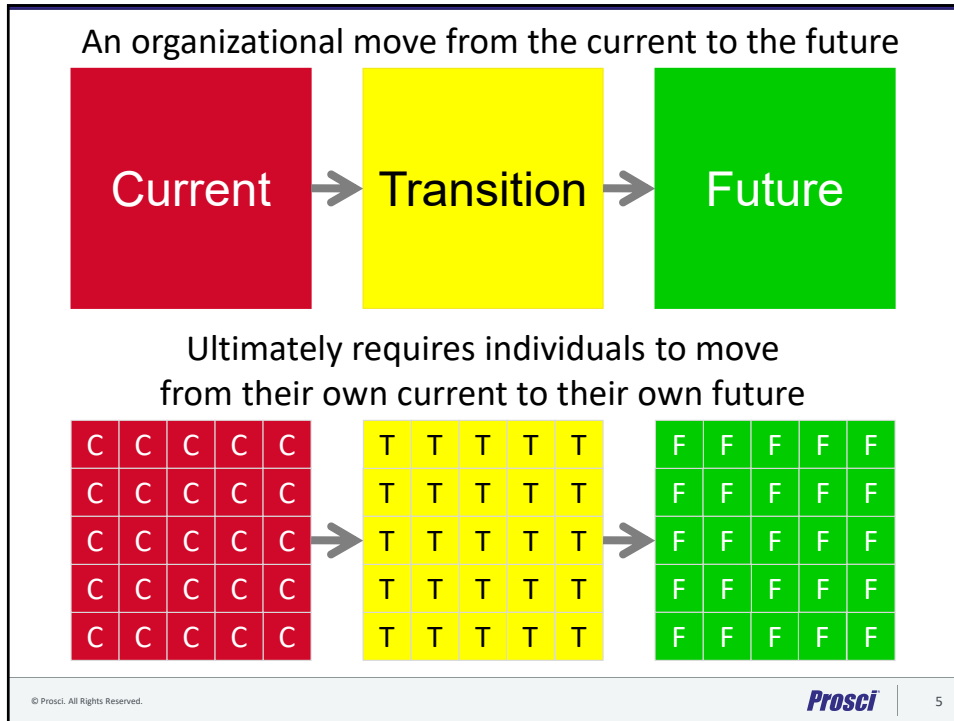
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So, the “Who” Question Remains:

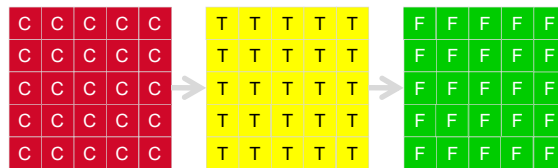
- Who plays a role in employees:

- ✓ embracing...

- ✓ adopting...

- ✓ using...

a change so that project results and outcomes are achieved



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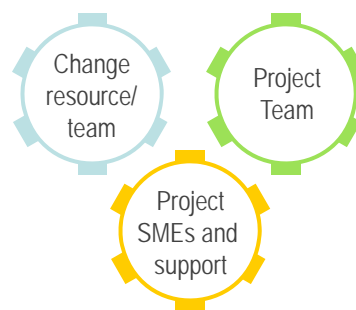
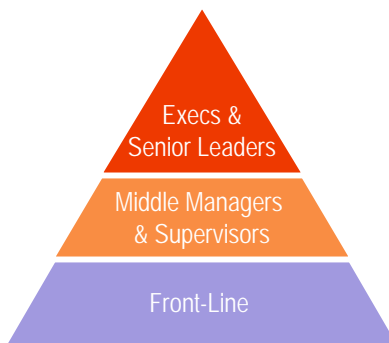
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A Whole System Supports Employee Adoption and Usage

Organization Structure

Change Structure



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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 (authorize 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."
* <i>Change management group, dept or office</i>	"We own the change management methodology and support its implementation in the organization."

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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."
* <i>Change management group, dept or office</i>	"I don't even exist yet."

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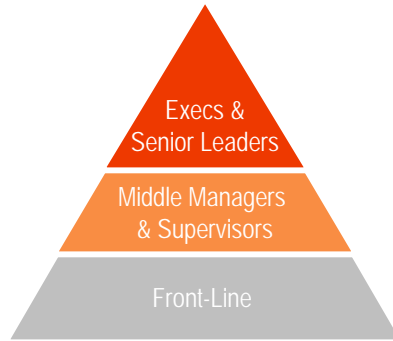
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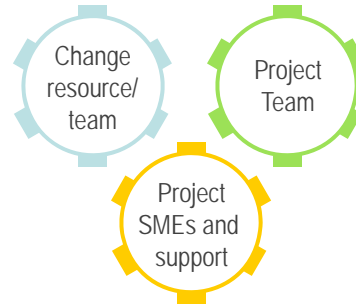
Employee-Facing and Enabling Roles

Employee-Facing Roles



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

Enabling Roles



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

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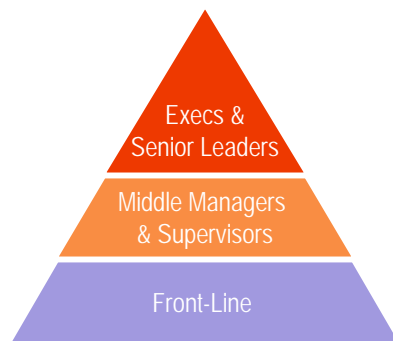
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Role by Role

How do they support adoption and usage

Why are they important?

What is their role?



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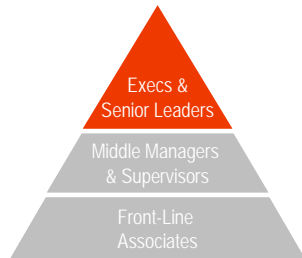
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Executives and Senior Managers

Why Are They Important



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

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



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Executives and Senior Managers

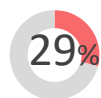
Why Are They Important

In all 9 of Prosci's studies,
active and visible executive sponsorship
was the **#1** contributor to success

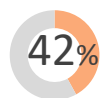
2015
2013
2011
2009
2007
2005
2003
2000
1998

Sponsorship correlates with projects success

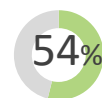
Percent of projects that met or exceeded objectives based on sponsor effectiveness



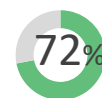
Very ineffective sponsors



Ineffective sponsors



Moderately effective sponsors



Extremely effective sponsors

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Executives and Senior Managers

What Is Their Role

It's not just signing checks and charters



ABCs of Sponsorship

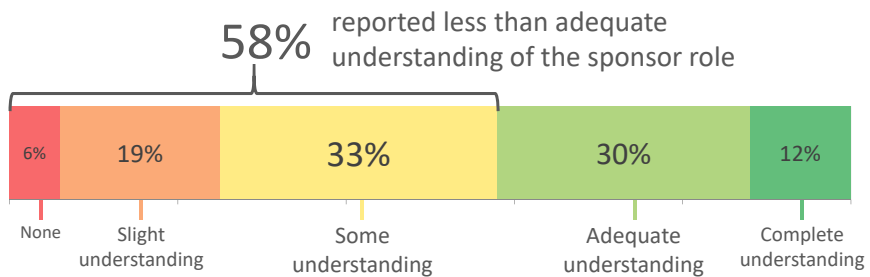
- | | |
|----|---|
| #1 | Active and visible participation throughout the project |
| #2 | Build a coalition of sponsorship |
| #3 | Communicate directly with employees |



Role of CM practitioner is to provide guidance and focus

Executives and Senior Managers

A Final Observation



Finding on how to ensure effective sponsorship?

Provide behind-the-scenes guidance, direction and coaching

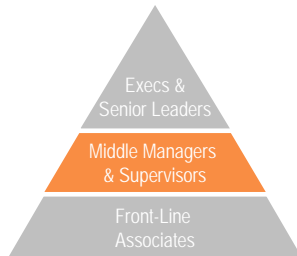
Make it as easy for them as possible to be a great sponsor

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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

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Middle Managers and Supervisors

Why Are They Important

Proximity



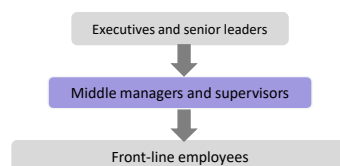
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Keep operations going

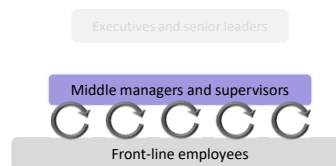


All types of change

Macro – top-down changes



Micro – daily changes



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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

- C**ommunicator
- L**iaison
- A**dvocate
- R**esistance Manager
- C**oach



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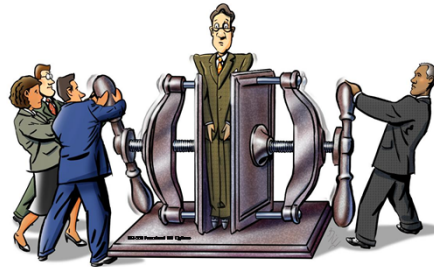
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Middle Managers and Supervisors

A Final Observation

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

Recipients of change
AND
Agents of change



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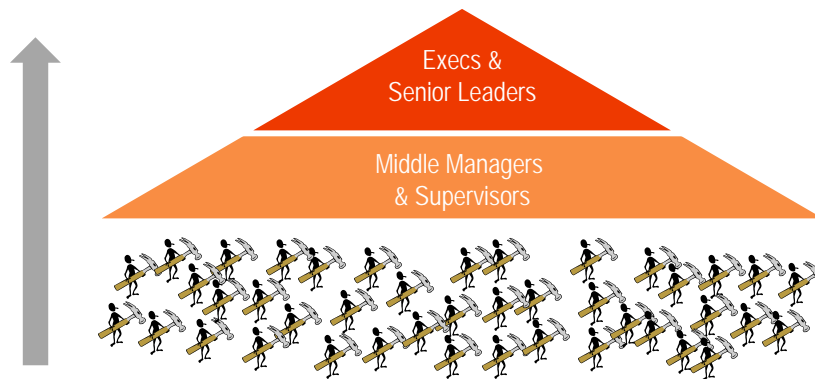
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Which supervisors, middle managers, senior leaders and executives do you need on your “roster”?



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

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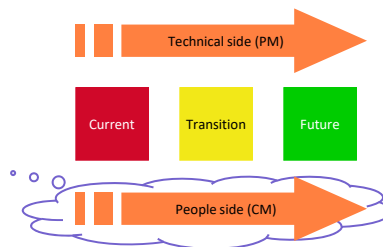
Change Management Resource

Why Are They Important



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

1. Structure
2. Purpose
3. Focus
4. Support



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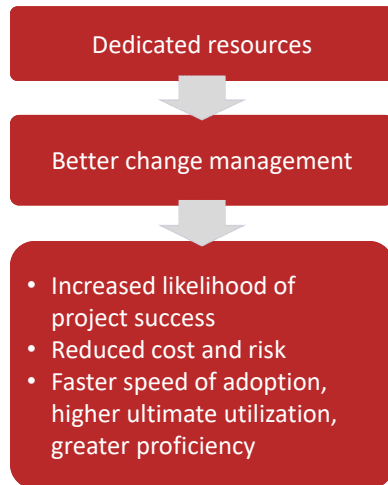
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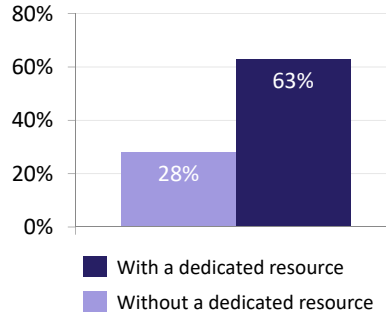
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Change Management Resource

Why Are They Important



“Good” or “Excellent” Change Management



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Change Management Resource

What Is Their Role

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 3 – Reinforcing change

- Collect feedback
- Identify and fix problems
- Celebrate successes
- Transition

Prosci Change Management Process

Phase 1 - Preparing for change

- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 - Managing change

- Develop change management plans
- Take action and implement plans

Phase 3 - Reinforcing change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

Apply a structured approach

Phase 2 – Managing change

- Create plans
 - Communication
 - Sponsorship
 - Coaching
 - Training
 - Resistance mgmt
- Integrate and implement change management plans

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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 realizing benefits

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Project Team

Why Are They Important

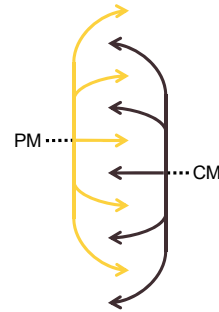
- Manage the tasks and activities for the technical side
- Define what "to adopt and use" means via solution

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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



Project SMEs and Support

- Examples
 - Human Resources (HR)
 - Organization 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

Organization
Development
Business
Analysts

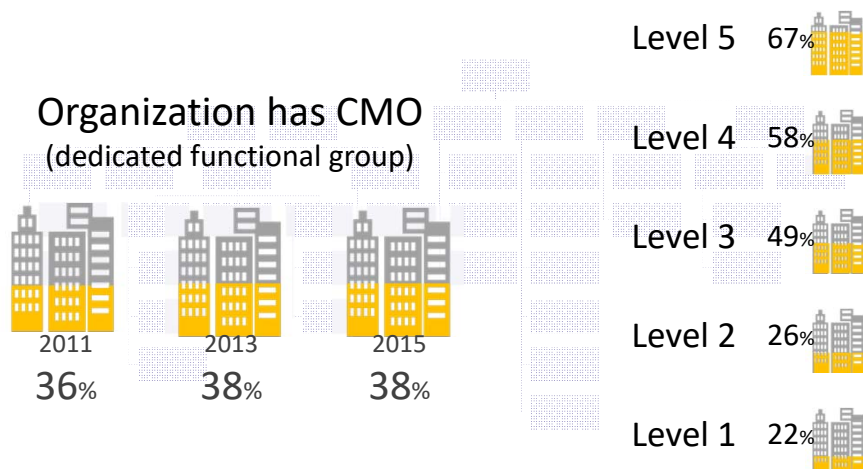
Internal

Communications
Consultants

Change Agent Networks

The CMO

Change Management Office, Group, Department, etc.



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Where is the CMO?

Does reside to Should reside

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The CMO

Change Management Office, Department, Group, etc.

What it can do:	How it can look
<ul style="list-style-type: none"> • Own and maintain the methodology • Own and maintain the tools • Own the curriculum • Maintain a community • Coach executives, sponsors, managers and supervisors • Provide resources (people) on specific projects • Provide consultative support to other team members doing the change management 	<p>Centralized</p> <p>Hybrid</p> <p>Decentralized</p> <p>*Decision variables</p>

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The Final Step: Building Organizational Capability

On a project:

Specific roles and responsibilities

To encourage adoption and usage

So results and outcomes are achieved

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As a capability:

Individual competencies

Applied on any and all changes

To create organizational agility

Enterprise Change Management

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How Do You Get Each Group to Fulfill Their Role?



- Each role is experiencing a change when they are 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!

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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*

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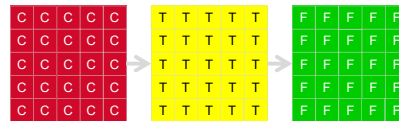
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Conclusion: Roles and Responsibilities Drive Outcomes

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

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Prosci Solutions for Building Individual Competencies		solutions@prosci.com	Role-based
			Research-based
			ADKAR-based
			Results-oriented
Role	Responsibilities	Prosci resources	
Change management resource/teams	Apply methodology on projects and initiatives Enable others	3-day certification program Change Management Toolkit Pilot Professional Benchmarking report	Prosci's Train-the-Trainer Program Site Licenses Enterprise Change Management
Executives and senior managers	Fulfill ABCs of effective sponsorship	4 to 6 hour sponsor program	
Middle managers and supervisors	Fulfill 5 roles in support of direct reports	1-day coaching program Manager Toolkit	
Project team	Integrate people side into technical side	½-day delivering results program 3-day certification program	
Project SMEs and support	Provide expertise, knowledge and tools	½-day delivering results program 3-day certification program	
Impacted employees	Thrive and take ownership of change	1-day employee program Survival Guide	
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Prosci Solution

Delivering organizational results by catalyzing individual transitions

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Build individual change competencies
Apply change management on initiatives
Embed organizational change capability