

Bust your "But"
Build a Change-Capable Organization
Through your Everyday Work

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How we got here...



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I really want to build change capability, but...



I don't have **budget**

We can only work on **specific projects**

I don't have a **sponsor**

I **don't know** where to start

My **organization** isn't ready

My **day-to-day** is already more than a full time job

I'm not the **right person**

It hasn't been **authorized**


I don't have **time**

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Poll: what is your 'but'?

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But Your "But": Build a Change Capable Organization Through your Everyday Work
Prosci Webinar Slides




Write down five common things you do on a **day-to-day** basis


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Prosci ECM Strategy Map




Leadership




Project



Skill




Process



Structure

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A few examples:

<p>A standard methodology is selected and integrated with the already-embedded project management methodology</p>	<p>A section on "leading change" is added to the leadership development curriculum that all managers attend</p>	<p>You identify a sponsor for change management capability, and together map out the sponsor coalition for CM and a plan to build awareness</p>	<p>A change management office is established which owns the toolset, methodology, and curriculum</p>
<p>Process Project</p>	<p>Skill Leadership Process</p>	<p>Leadership</p>	<p>Structure Process Skill</p>

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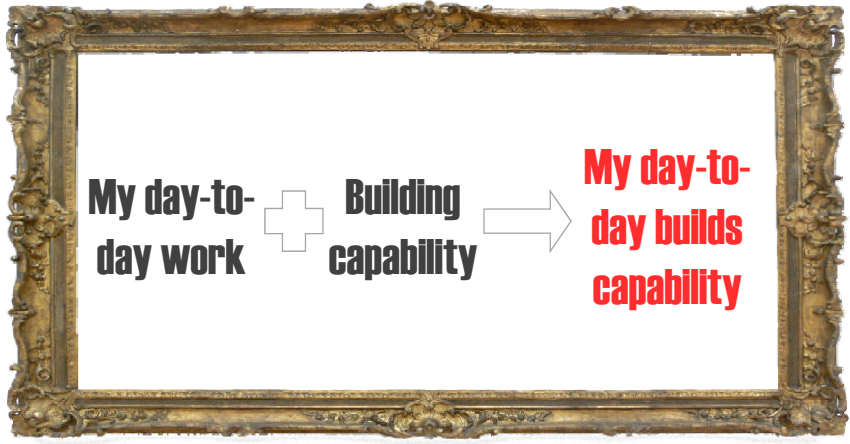

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Back to work!
Look at the five things
you wrote down:
which category would
they fall in?

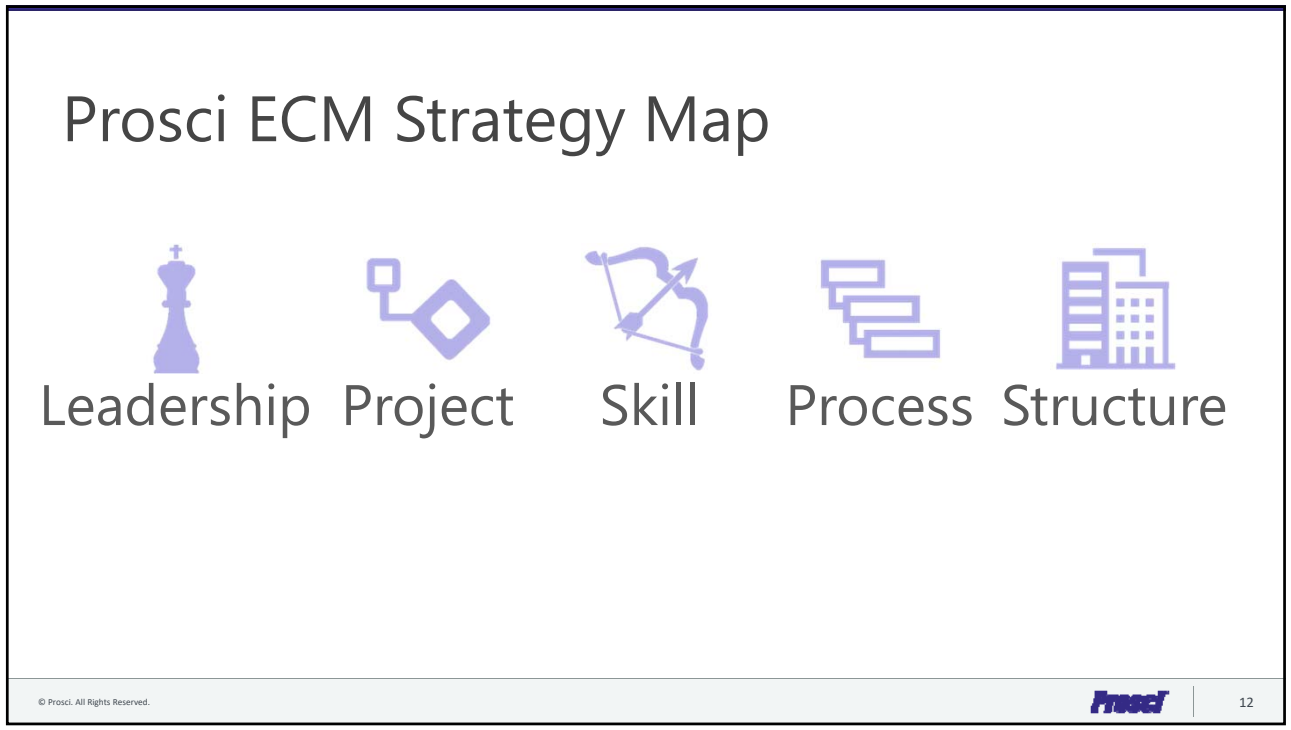
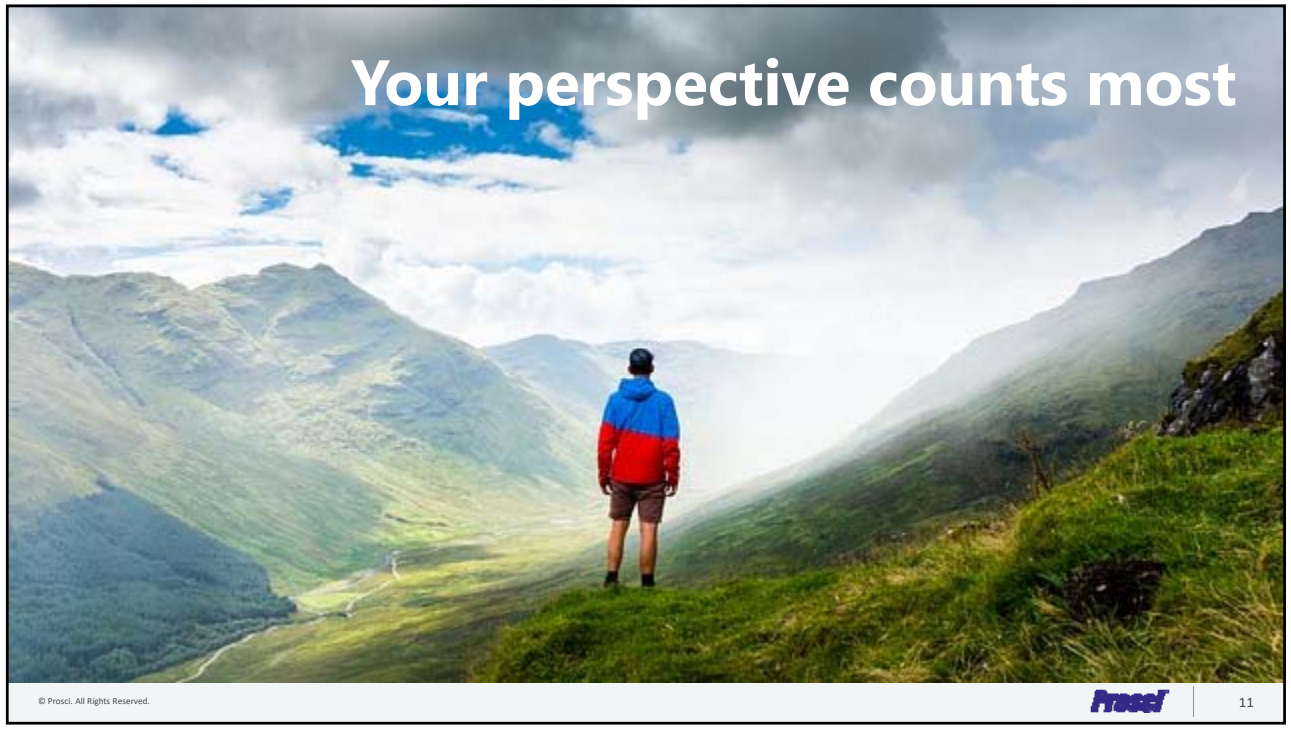
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Let's reframe



My day-to-day work + **Building capability** → **My day-to-day builds capability**

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Why a micro-step?

Gleicher Formula
(Refined by Kathie Dannemiller)

$$\mathbf{D \times V \times F > R}$$

Dissatisfaction Vision First steps Resistance

Leadership Vision

- A strong sponsor coalition **for change capability** is built and sustained
- Leaders understand and champion the connection between strong sponsorship and organizational KPIs
- Mindset shifts among sponsors – they don't need to be told how/when to sponsor
- Leaders ask for change management plans and metrics




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Leadership Micro-step

Work(sheet) it!

What are you already doing?
What is your micro-step and timeframe?



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Poll: what is your **Leadership** micro-step?

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Project Vision


- Common approach for applying change management implemented on projects consistently across the organization
- Change management resources are assigned to all enterprise priority projects
- Self-serve change management model available for any projects not centrally supported




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 Project Micro-step



Work(sheet) it!

What are you already doing?
What is your micro-step and timeframe?

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Poll: what is your
Project micro-step?

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Process Vision

- Integrated change management and project management process established and consistently used
- People-side impacts are considered in all change-initiating efforts (i.e., process improvement)
- Approval and prioritization screens for change management on initiatives have been established



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Process Micro-step



Work(sheet) it!

What are you already doing?
What is your micro-step and timeframe?

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Poll: what is your **Process micro-step?**

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Skill Vision


- Top 200 leaders have been trained in sponsorship and demonstrate those capabilities
- Managers have the skills to lead themselves and teams through change
- Change practitioners have consistent training and career paths
- Change management content is integrated to onboarding and leadership development programs



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Skill Micro-step

Work(sheet) it!

What are you already doing?
What is your micro-step and timeframe?

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**Poll: what is your
Skill micro-step?**

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Structure Vision

- A central Center of Excellence for change management is established
- Long-term roles and responsibilities related to change management have been articulated
- A change management functional group is established within one of the existing enterprise support functions (HR, PMO, IT)
- Full time change management practitioners have been identified and are operating



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Structure Micro-step



Work(sheet) it!

What are you already doing?
What is your micro-step and timeframe?

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Poll: what is your
Structure micro-step?

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How can you reframe your but?

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Wrap up:

- The "buts" can feel very real and big
- Much lies in your perspective and intention in your day-to-day work
- You can reframe each thing you do into a catalyst for capability
- Capability is created by developing vision and take micro-steps in each of the five categories



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