



Introduction to Change Management

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The logo consists of a stylized, multi-pointed star shape on the left, followed by the text "UCI HR | Partnership" in a bold, sans-serif font. The star shape is composed of overlapping, semi-transparent circles, creating a glowing effect.

UCI HR | Partnership

Who Am I?



Laurel Brenner

Director, Change Management &
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24.8 years at UC Irvine

Arts, Social Ecology, University Advancement

Pronouns: they/them

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Agenda

Part One (today)

- Introduction
- What is Change?
- What is Change Management?
- Moving Through Change
- Sponsors, Leaders, People
- Communication
- Tools – in Three Parts
- “Homework”

Part Two (next week 6/10)

- Previously on...
- Tools Wrap Up
- Did the Dog Eat Your Homework?
- Additional Tips Along the Way
- Wrap it Up!

Ground Rules/Mutual Understanding

Help Create a Collaborative and Safe Environment

- Open and supportive
- No right or wrong answers in discussions

Take Charge of Your Learning Experience

- Be fully present and minimize distractions
- Ask questions, share opinions, participate in discussions

Cameras

- On is better (so I can see if you're laughing at my jokes); off if needed
- Cats, dogs, kids, houseplants, backyard chickens, and other household members are welcome

Eating/Drinking

- Yes!

Learning Outcomes

- Define **what** change management is
- Describe **why** change management is important
- Give **examples** of well-executed and poorly-executed change efforts
- Articulate the **most important** aspects of change management
- **Create** a basic change management plan using the change management tools

What is Change?

**Current
State**

**Transition
State**

**Future
State**

When It's Time to Change...



Change can be disruptive and upsetting to people

- The weather forecast was wrong!
- There's construction on University Drive!
- UCPath
- ACHIEVE



When It's Time to Change Goes BIG

Big changes can be very disruptive and upsetting to people

- March 2020: Work from Home
 - Unexpected
 - Compounding changes
 - Uncertainty
- Future of Work
 - New workforce configurations
 - Returning onsite
 - Hybrid

📌 STATUS: CAMPUS ACCESS LIMITED TO ESSENTIAL INDIVIDUALS ONLY. GOVERNOR'S "STAY AT HOME" EXECUTIVE ORDER IN EFFECT.

FUTURE OF WORK

Who Makes Change Happen?

“... organizations don’t change, people do.”
-- Tim Creasey, Chief Innovation Officer, Prosci

- Motion Activated Lights
 - Automatic flushing toilets
- Bleep
Blorp
- 
- New Logo/Letterhead
 - New Database
 - New Bins for Recycling, Landfill, Compost
- 

Change is Hard

“Life is what you make it.”
-- My Mom



Do

- Acknowledge that change can be disruptive and upsetting
- Understand that successful change takes planning and thought - Change Management



Don't

- Set your project up for failure
- Use “change is hard” or “everyone hates change” to avoid planning and thought

Rituals of Change

Every culture has developed rituals to guide individuals and the community through change.

“A religious or solemn ceremony consisting of a series of actions performed according to a prescribed order.”

- Baptism
- Baby Naming
- First Communion
- Bar/Bat Mitzvah
- Weddings
- Funerals
- Others?

What is Change Management?

Change Management is a systematic approach to preparing, communicating, supporting, and helping individuals and teams successfully implement change.

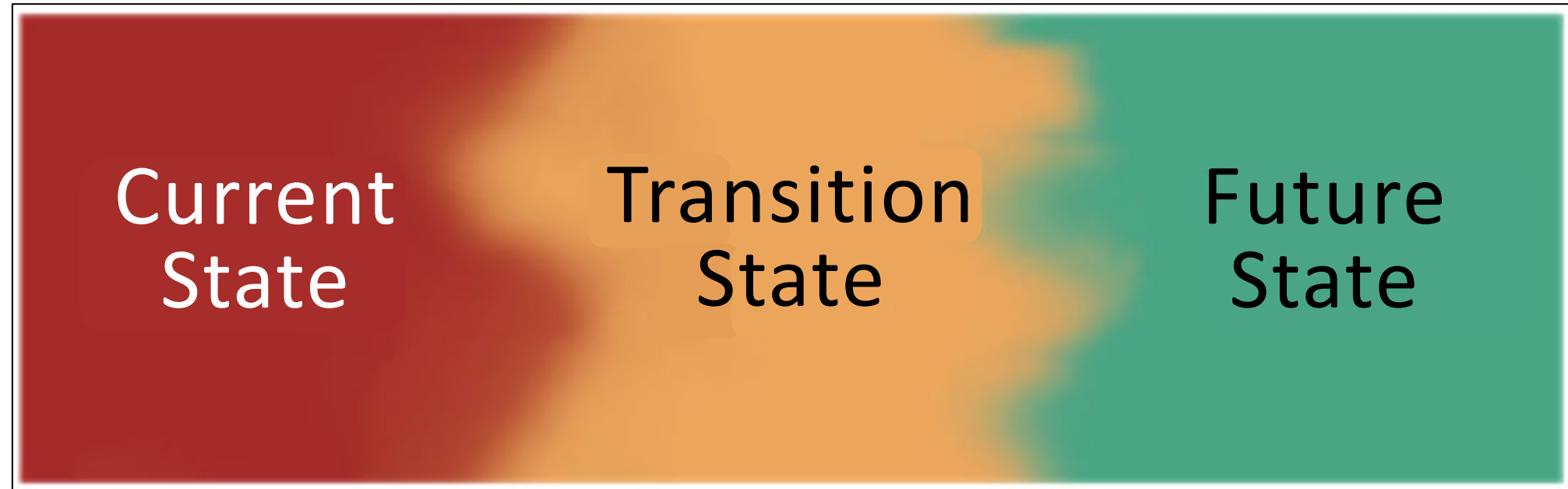
What is Change?

Current
State

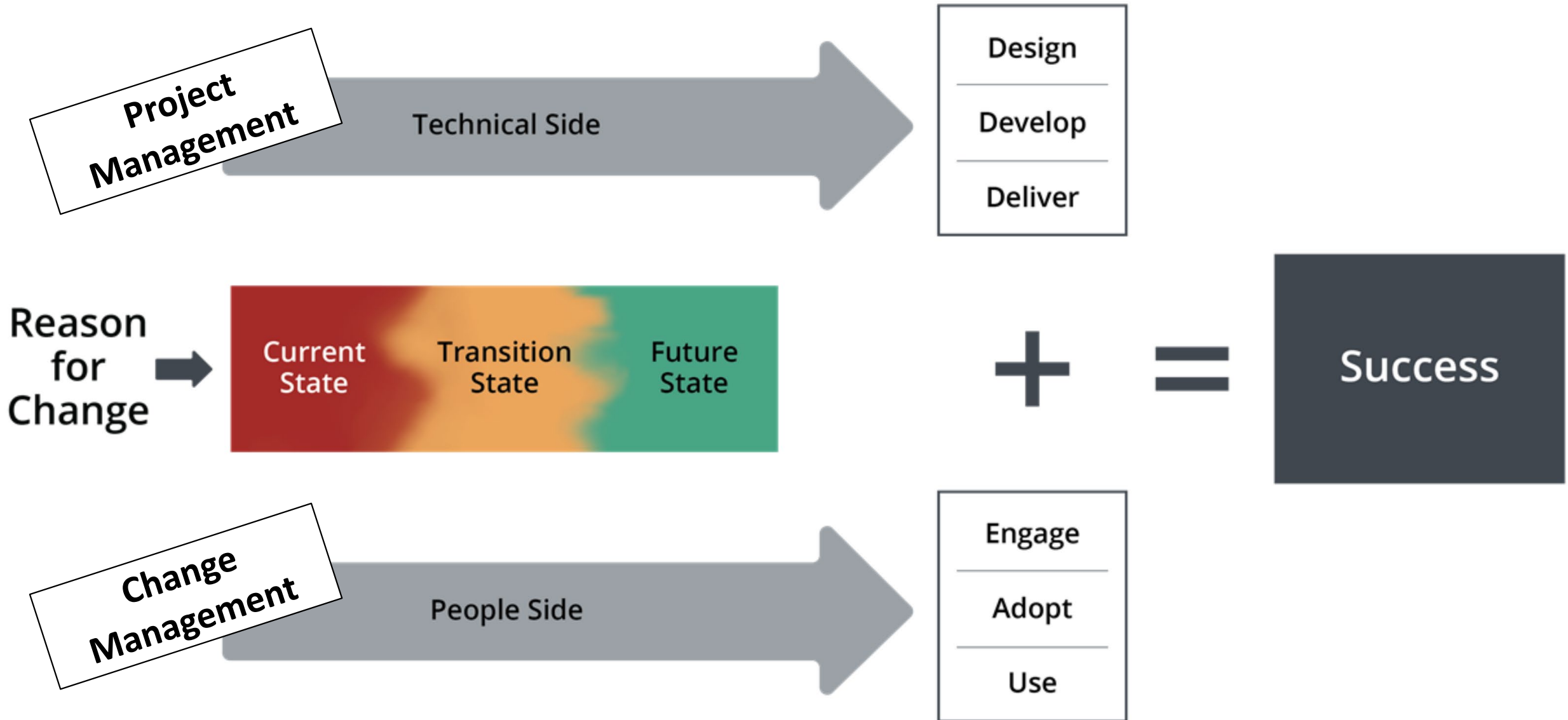
Transition
State

Future
State

What is Change?



Where Does Change Management Fit?



Why is Change Management Important?

How Organizations Often Handle Change



An email on Monday



for training on Tuesday



for “go live” on Wednesday

Is NOT the way to prepare and equip individuals to successfully change





Why Is Change Management Important?

With Change Management



Without Change Management





Why Is Change Management Important?

With Change Management



Without Change Management



With and Without Change Management

With Change Management



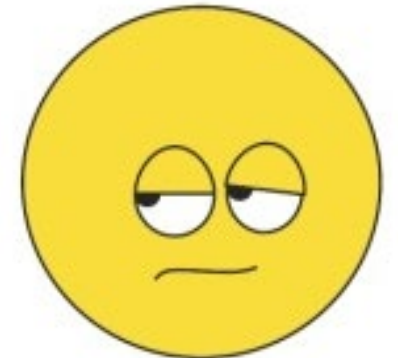
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Without Change Management



=



meh.

Who Makes Change Happen?

“... organizations don’t change, people do.”
-- Tim Creasey, Chief Innovation Officer, Prosci

- Motion Activated Lights
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- 

Questions?



got milk?[®]

Questions?



Take a Break




From *Hamilton: An American Musical*
TAKE A BREAK

Arranged by
ALEX LACAMOIRE and
LIN-MANUEL MIRANDA

Music and Lyrics by
LIN-MANUEL MIRANDA

Audante ♩ = 80
N.C.



Where Were We?

With Change Management



=



Moving Through Change

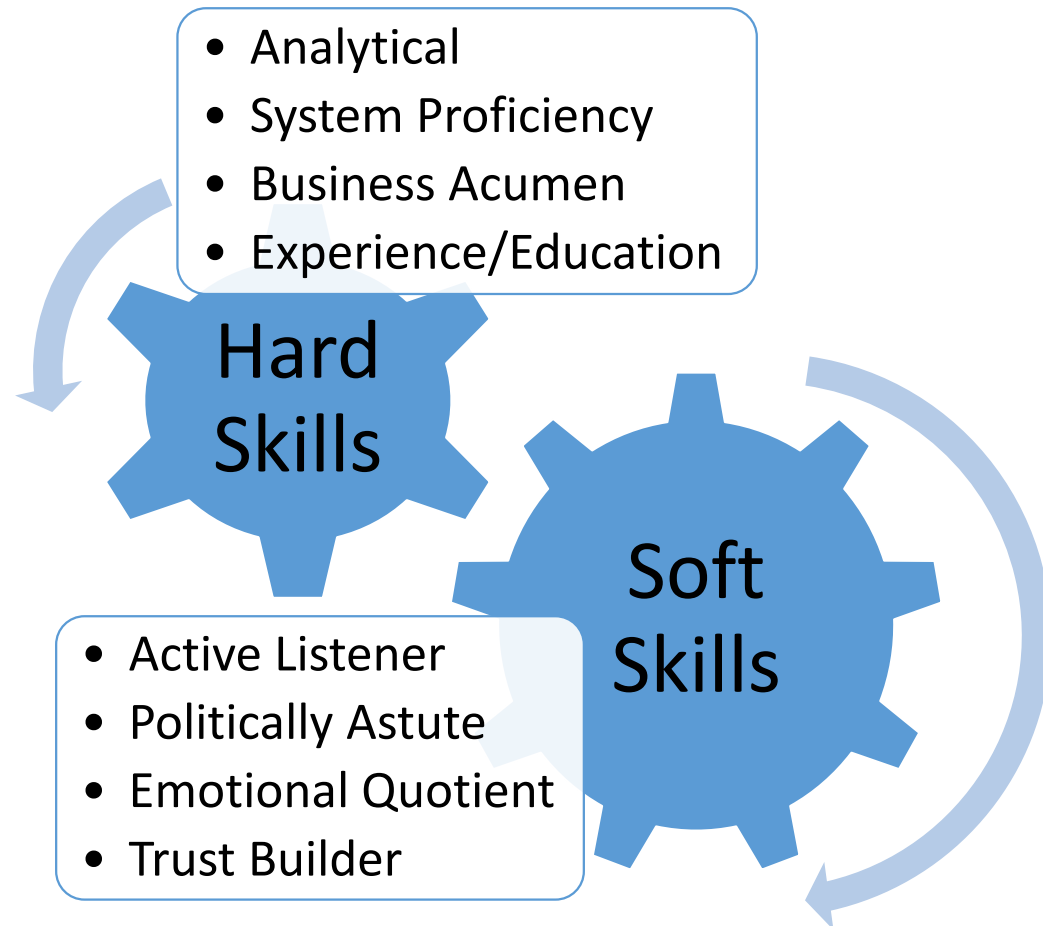
Tools for Systematic Approach to Change



Change Management Leadership

37%

63%



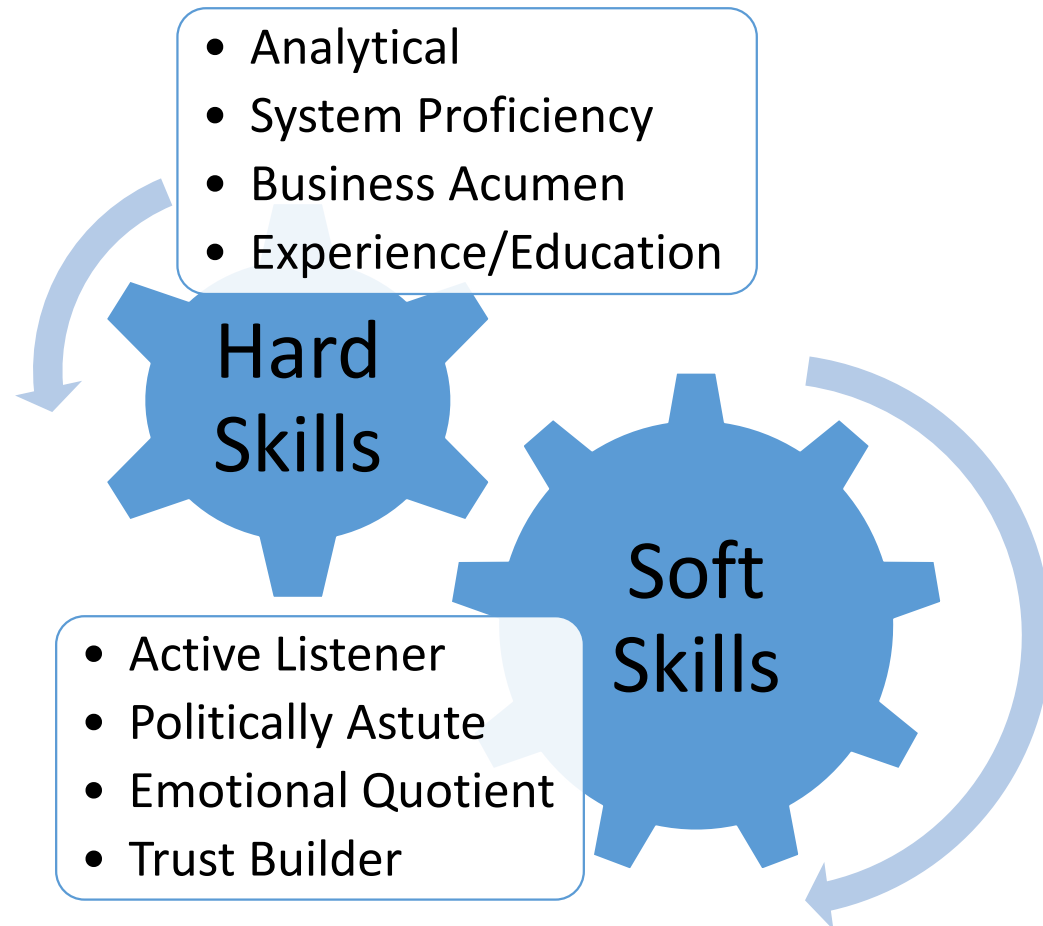
“Why is it that soft skills are hard, and hard skills are easy?”

- Change Management leaders and facilitators must take care to balance and integrate their empathy with their technical know-how. Transparency is the best approach.

Change Management Leadership

37%

63%

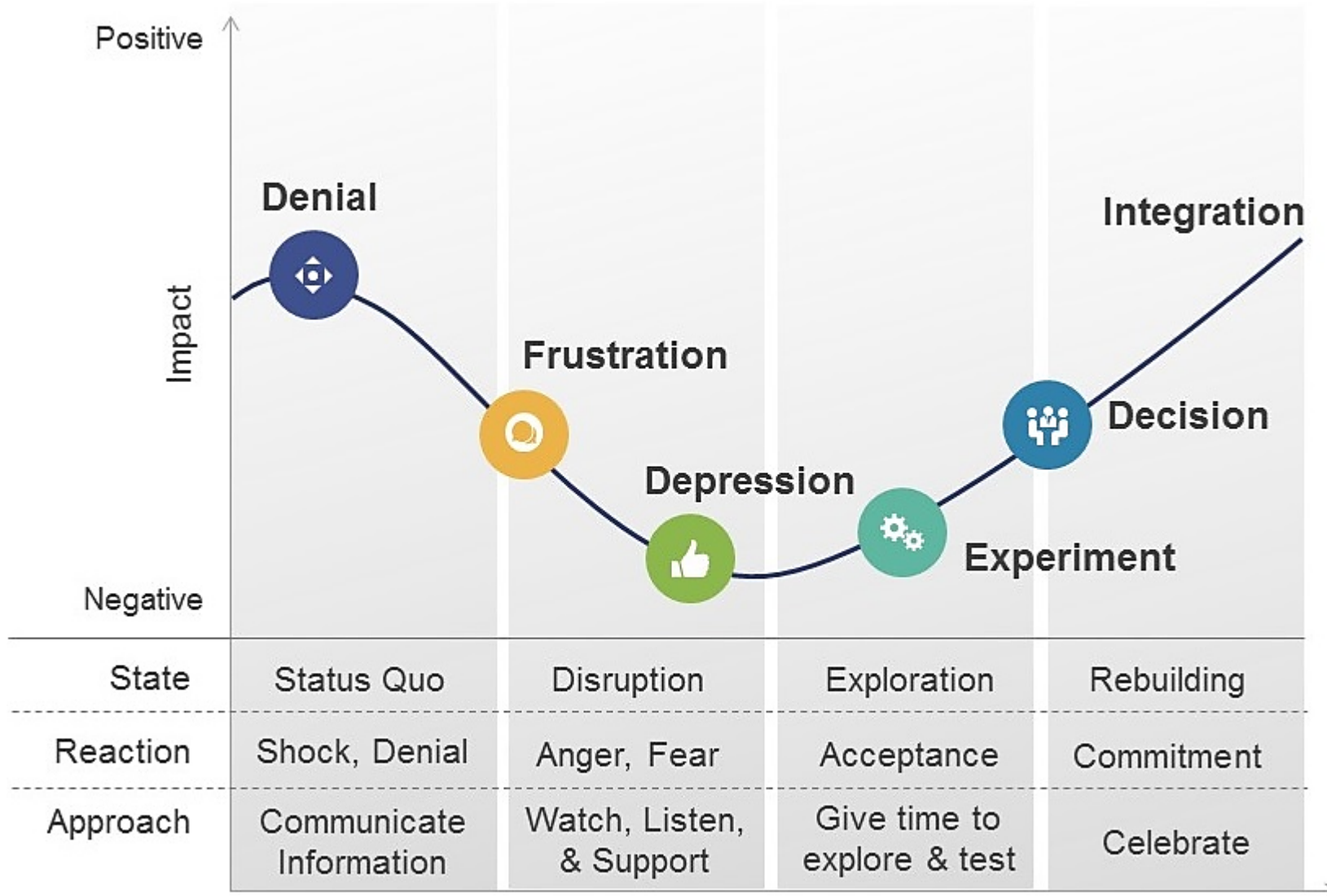


“Why is it that soft skills are hard, and hard skills are easy?”

- Change Management leaders and facilitators must take care to balance and integrate their empathy with their technical know-how.

Transparency is the best approach.

Project Management Leadership



It is also critically important for leaders to know that projects will often get worse before they get better

Moving Through Change - ADKAR

Prosci Stages of Change (ADKAR)

Awareness

Desire

Knowledge

Ability

Reinforcement

Moving Through Change

Awareness

Desire

Knowledge

Ability

Reinforcement

All bicycles will be replaced with hoverboards



Moving Through Change - Awareness

Awareness

Did you hear? We're getting hoverboards!

All bicycles will be replaced with hoverboards

Desire

Knowledge

Ability

Reinforcement



Moving Through Change - Desire

Awareness

Did you hear? We're getting hoverboards!

Desire

I can't wait!

Don't take my bike!

Knowledge

Ability

Reinforcement

All bicycles will be replaced with hoverboards



Moving Through Change - Knowledge

Awareness

Did you hear? We're getting hoverboards!

Desire

I can't wait!

Don't take my bike!

Knowledge

How do I ride it?

I like my bike better

Ability

Reinforcement

All bicycles will be replaced with hoverboards



Moving Through Change - Ability

Awareness

Did you hear? We're getting hoverboards!

Desire

I can't wait!

Don't take my bike!

Knowledge

How do I ride it?

I like my bike better

Ability

Hey, I'm doing it!

This is hard!

Reinforcement

All bicycles will be replaced with hoverboards



Moving Through Change - Reinforcement

Awareness

Did you hear? We're getting hoverboards!

Desire

I can't wait!
.....
Don't take my bike!

Knowledge

How do I ride it?
.....
I like my bike better

Ability

Hey, I'm doing it!
.....
This is hard!

Reinforcement

Bikes are SO out!
.....
I still miss my bike

All bicycles will be replaced with hoverboards



Here's the Story...

Breakouts

- Good change experiences
 - What made it good?
 - What went right?
- Bad change experiences
 - What did they miss?
 - What could have been better?
- Spokesperson to report back on one of the change experiences your group discussed (2 minutes)



Story Time...

Good Change Experiences

- Discussions, tap into each other's strengths
- Involve people in the decision-making
- Lots of communication to get buy-in for the change as it geared up
- Training that included multiple views of the interface
- Reinforcement of the WHY
- Asked for feedback
- Tried to get buy-in of stakeholders
- Good communications on the “how to” of a new system
- Lots of support and communication during hard/confusing time

Story Time...

Bad Change Experiences

- Unclear timelines
- No control for users, even for small changes
- Not having the right people in the initial discussions (ex. the users)
- Training that's too specific on a topic not appropriate for the attendees
- Information disseminated to all levels at the same time (leaders learning about a change at the same time as everyone else)

Common Themes

Involving users in the early discussions

Use strengths of the staff

Clear communications (the why and when)

Frequent communication: reinforce the Why (buy-in) and the When (timelines)

Ask for stakeholder feedback and then act on it (build this into the project)

Appropriate training for audience

Information cascade (project leaders, change leaders, managers...)

Lots of support and communication during hard/confusing time

And Now, a Word From Our Sponsor...

Importance of Sponsors

- Actively and visibly participate throughout the project
- Build a coalition of sponsorship with peers and managers
- Communicate directly with employees



Helping Individuals and Teams

Influencer: The New Science of Leading Change

- People will engage with change if they perceive their behaviors will be successful or at the very least supported until they can negotiate the change independently
- People will willingly make changes if they feel like sponsors and leaders have their backs and will help them succeed.

Who is the Change Leader?

The person in charge?

SOMETIMES

The Sponsor?

SOMETIMES

Managers and supervisors?

ALWAYS

Team members?

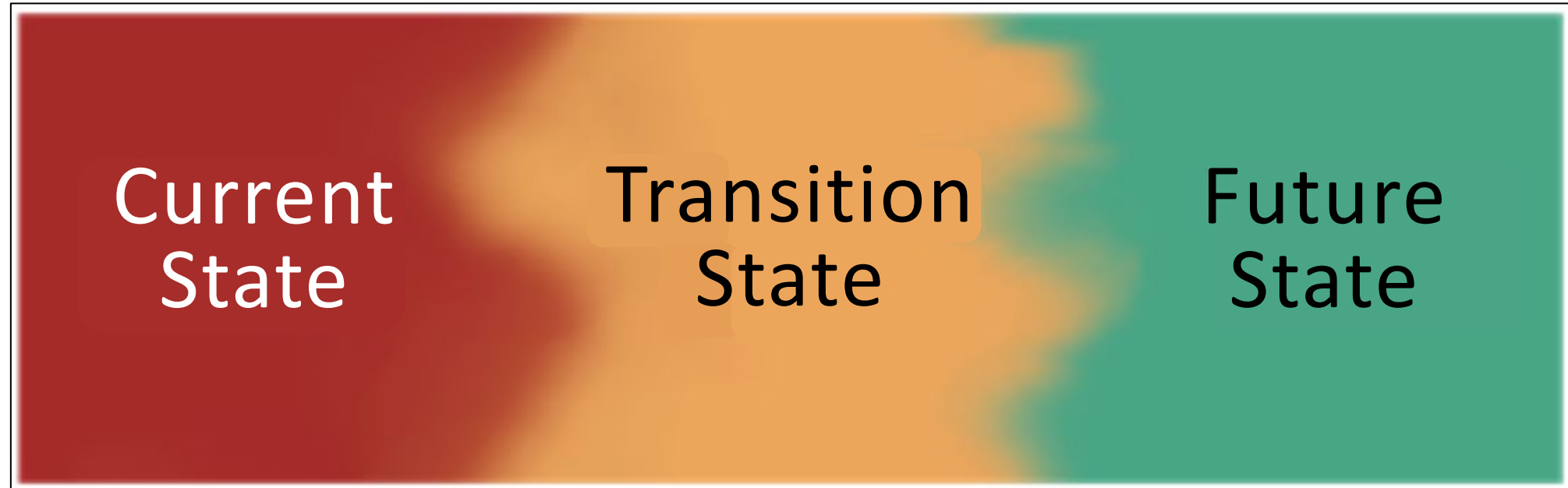
SOMETIMES

Change Leaders Are...

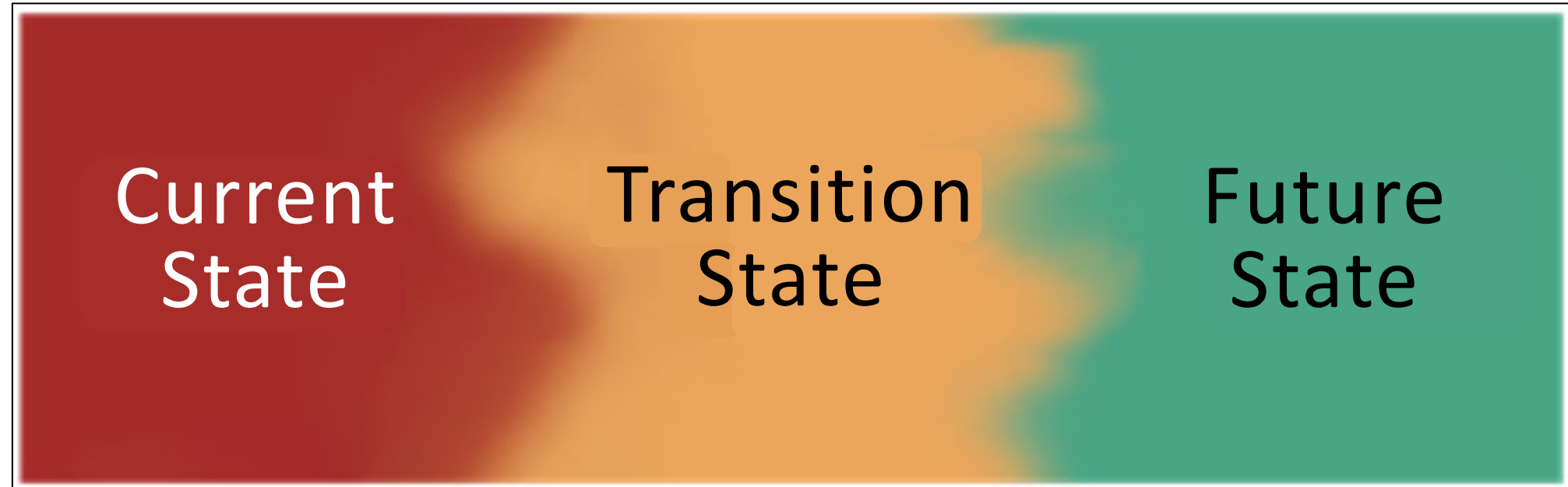
Change Leaders are...

- Communicators
- Liaisons
- Advocates
- Resistance Managers
- Coaches

Where Are We?



Where Are We?



Awareness

Desire

Knowledge

Ability

Reinforcement

Where Are We?

← Sponsor and Leader Participation and Communication →

Current
State

Transition
State

Future
State

Awareness

Desire

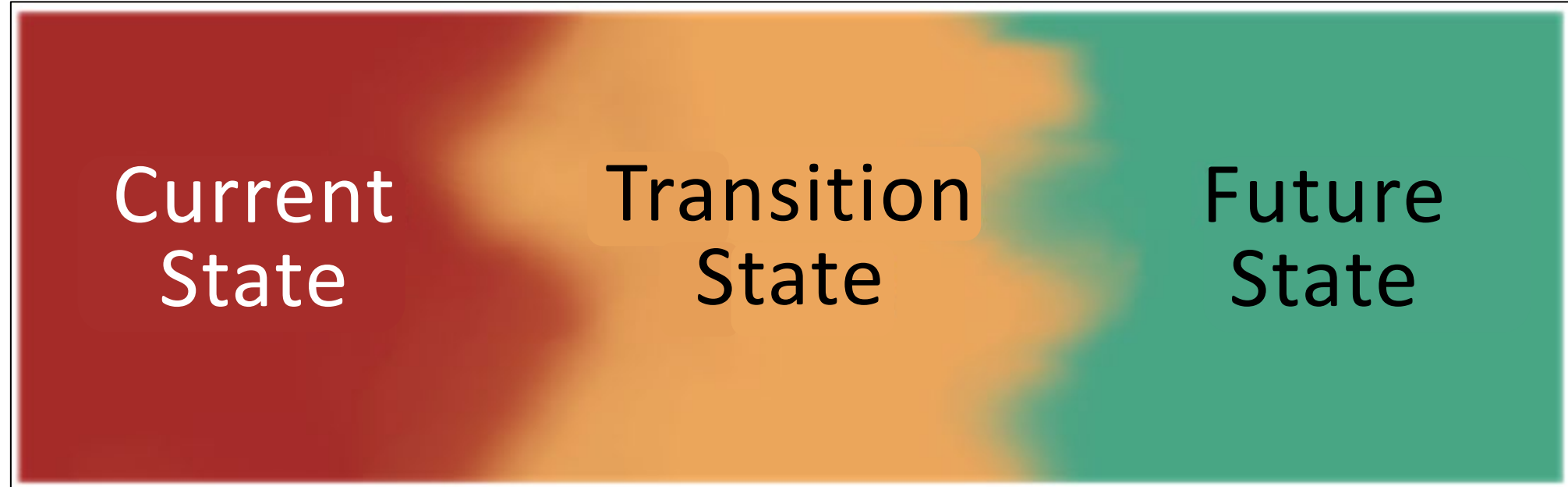
Knowledge

Ability

Reinforcement

Where Are We?

← Sponsor and Leader Participation and Communication →



Awareness

Desire

Knowledge

Ability

Reinforcement



Communicate



Transparency

"The two best friends of good execution are simplicity and transparency."

-- Chris McChesney Global Practice Leader of Execution for Franklin Covey

"I told him that, if asked about it tonight, he should --- if only because it's the easiest thing to remember --- tell the truth."

*-- Toby Ziegler as written by Aaron Sorkin
The West Wing, In the Shadow of Two Gunmen*

Communication and the Absence of Information

No communication

=

Absence of information

Communication and the Absence of Information

No communication

=

Absence of information

When people are under stress, their ability to process information is reduced by 80%

Communication and the Absence of Information

No communication

=

Absence of information

When people are under stress, their ability to process information is reduced by 80%

Inability to process what is being communicated

=

Absence of information

Communication and the Absence of Information

No communication

=

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When people are under stress, their ability to process information is reduced by 80%

Inability to process what is being communicated

=

Absence of information

Absence of information

=

Distrust, disengagement and rumors

Communication and the Absence of Information

No communication

=

Absence of information

When people are under stress, their ability to process information is reduced by 80%

Inability to process what is being communicated

=

Absence of information

Absence of information

=

Distrust, disengagement and rumors

Distrust, disengagement, rumors

=

Distracts from work and jeopardizes the success of the change

Communication Guidelines

As much, as soon, as often as possible

- Control the news cycle

The right format, from the right person, in the right setting

- Consider the specific needs of each unit/person impacted by the change
- Sponsor as messenger is best; Leader communication is critical
- Do not deliver serious/weighty information in an email or large group meeting

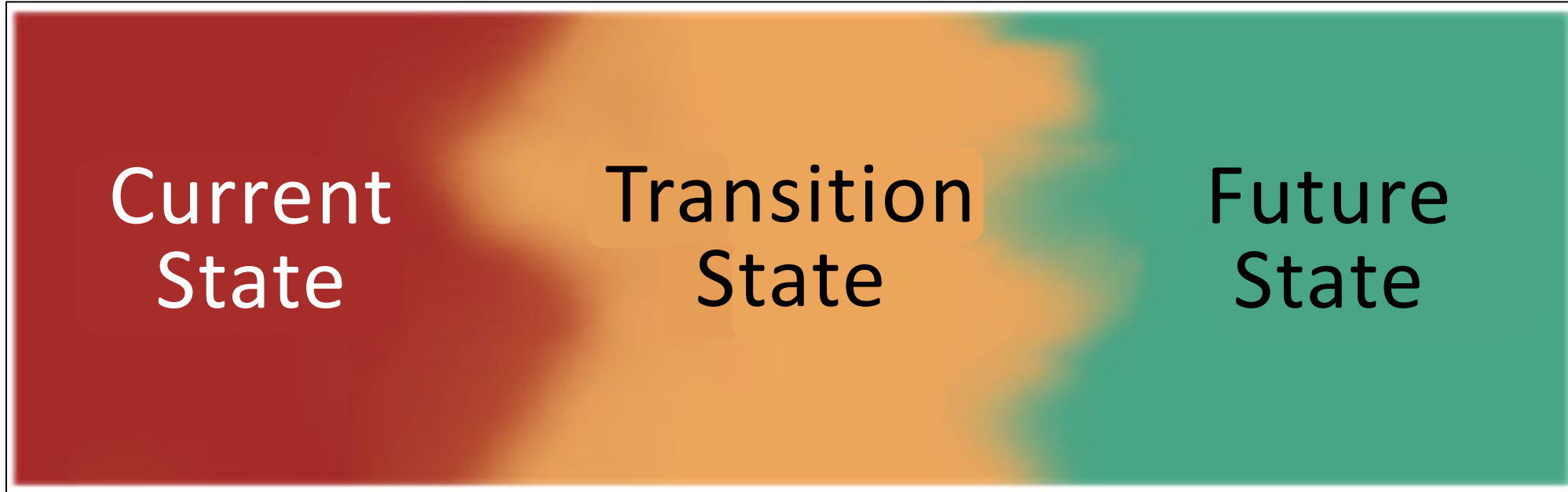
Clear, consistent, and kind

Mix it up

- Vary the way you communicate (email, visualization, meeting)

The Whole Picture

← Sponsor and Leader Participation and Communication →



Awareness Desire Knowledge Ability Reinforcement

← Communicate, Communicate, Communicate (then, communicate some more) →

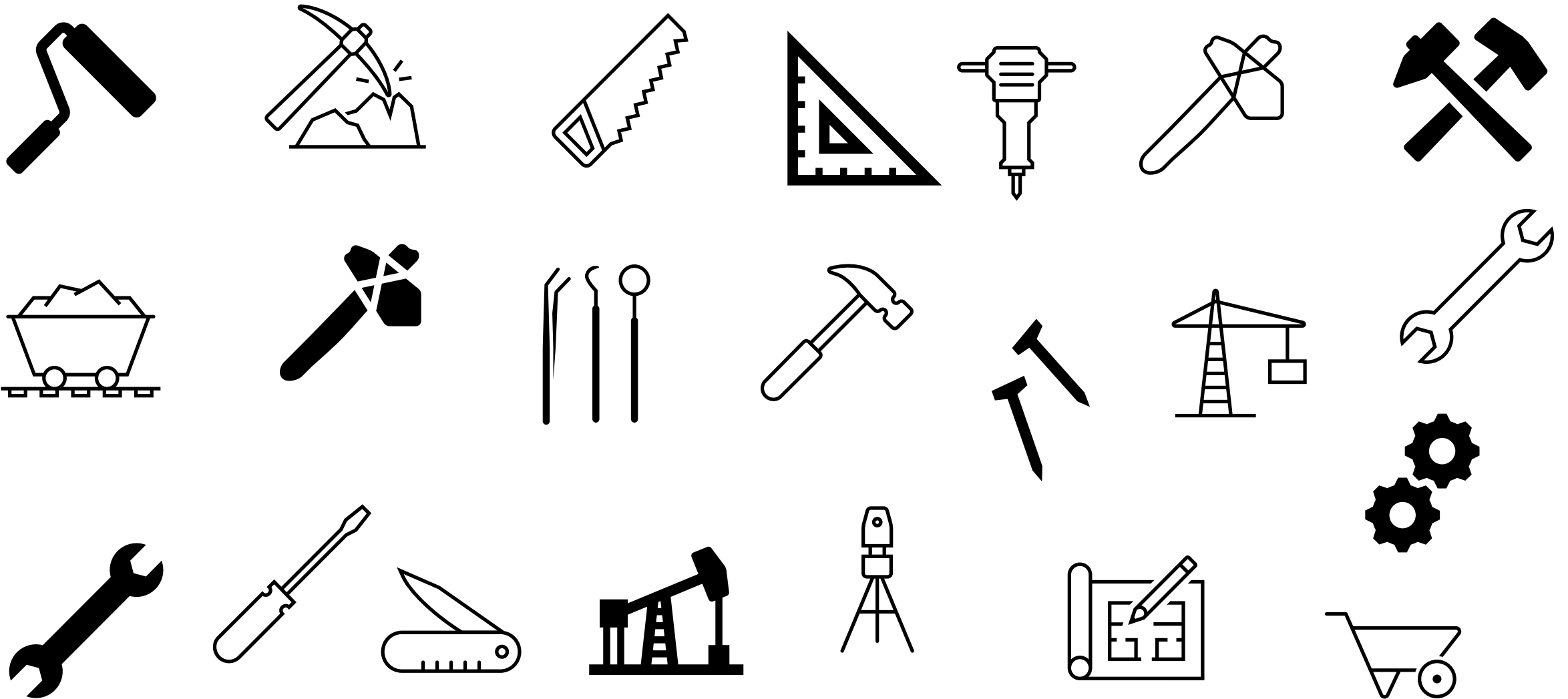
Question Beak



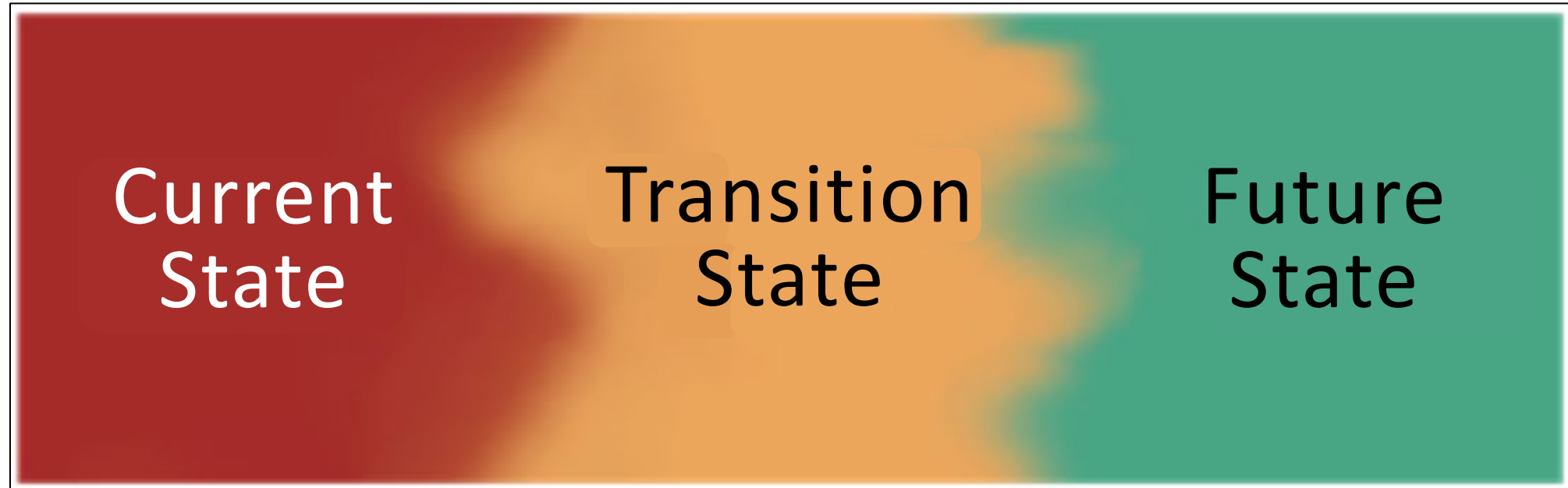
Question ^rBeak _^



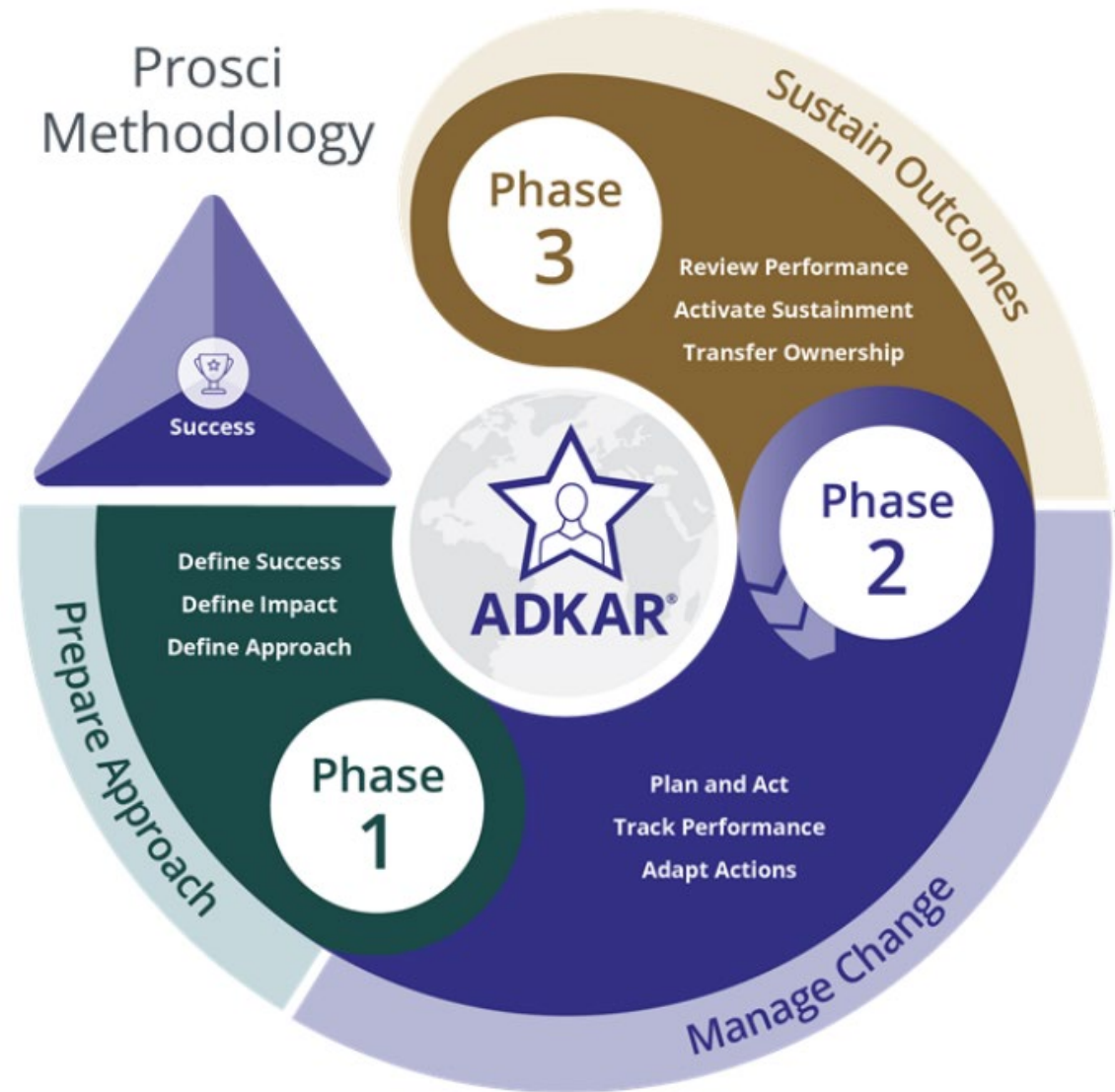
Can We Get to the Tools Already?



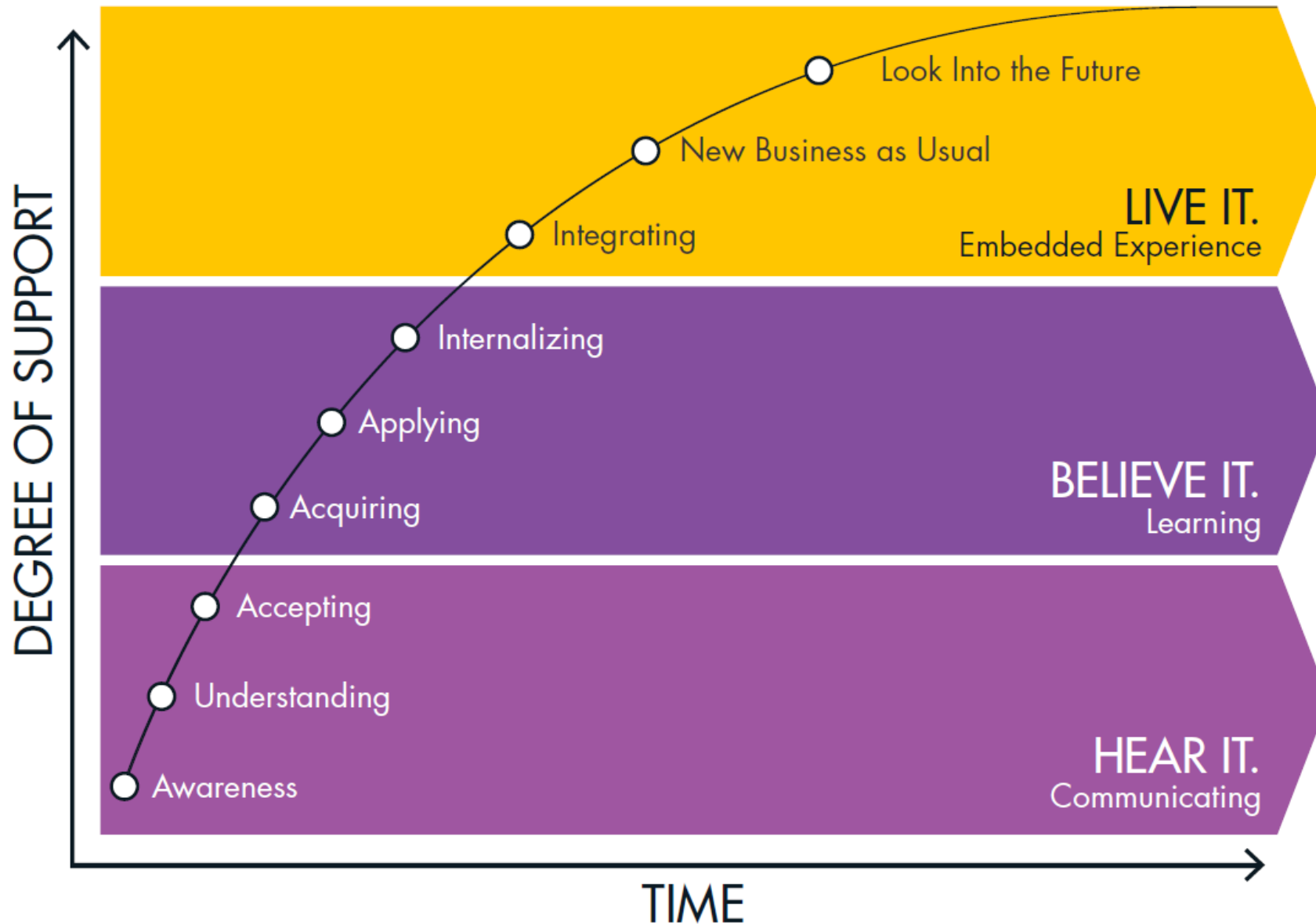
Rule of Three



Prosci: 3-Phase Process



XPLANE: Hear It, Believe It, Live It



XPLANE

Leading Change
Through People

Prepare, Manage, Reinforce



Prepare, Manage, Reinforce



Prepare, Manage, Reinforce



Prepare	Consider
<u>A</u> wareness / <u>D</u> esire	
What is changing and when ?	<ul style="list-style-type: none"> ▪ Aspects: roles, location, mindset/behaviors, reporting structures, processes, systems/tools ▪ Transitioned or cut-off change
Why is the change happening?	<ul style="list-style-type: none"> ▪ Business case for the change / Why now? ▪ Transparency builds trust
What will success look like?	<ul style="list-style-type: none"> ▪ Quantitatively – log-ins, disuse of old system, etc. ▪ Qualitative
Who is impacted by this change?	<ul style="list-style-type: none"> ▪ Stakeholders: your staff, departments, units you serve or interact with (students, faculty, alumni, donors, staff, vendors, facilities, etc.)
How big is the change?	<ul style="list-style-type: none"> ▪ Minor adjustment vs major shift ▪ Consider the impact for each stakeholder
Start communicating (and listening)	<ul style="list-style-type: none"> ▪ Acknowledge and begin communicating about the change as soon as possible

<u>To Do</u>
Confirm Sponsor
Form Change Team
<input type="checkbox"/> Project Leader
<input type="checkbox"/> Communications
<input type="checkbox"/> Area Leaders
Agree On
<input type="checkbox"/> Case for Change
<input type="checkbox"/> Change Objectives
<input type="checkbox"/> Success Measures
<input type="checkbox"/> Communications Plan
<input type="checkbox"/> Stakeholder Registry

Sponsor / Leadership Engagement

Communication

STEP 1 - Prepare

TO DO

– Confirm Sponsor

– Form Change Team: Project Leader, Communications, Area Leaders

– Agree on: Case for Change, Change Objectives, Success Measures, Communications Plan, Stakeholder Registry

Date:	Change Project:	Project Leader:
Sponsor:		Change Leader:

Understand the Change

Goal: Articulate the change and why it is needed. Identify stakeholders.

What is changing and when?

Why is the change happening? *(business need, case for change)*

What will success look like?

Who is Impacted by this change? *(list below)*

Stakeholder Areas/Work Units:

Stakeholder Individuals:

Impacted stakeholders in other areas:

Others:

Understand the Impact

Goal: Understand the specific changes and their magnitude for each stakeholder

Who is Impacted?	What is Changing?	How Big is This Change?
<i>List each stakeholder (from above)</i>	<i>List each change for each stakeholder. Consider aspects of change: roles, location, mindset/behaviors, reporting structures, processes, systems/tools. Will it be a transitioned or cut-off change?</i>	<i>Impact of the change: 1 = Minor; 2 = Moderate; 3 = Major</i>

Start Communicating and Listening

Goal: Decide on format for acknowledging and communicating initial information about the change

Message	Audience	Format	From
<i>Determine main points of the change</i>	<i>Should all stakeholders receive initial messages?</i>	<i>What format will the message take (email, meeting, etc.)</i>	<i>Who will deliver the message?</i>

Step 1. Prepare

Step 2. Manage

Step 3. Reinforce

Lessons Learned - Optional



Manage	Consider
<u>K</u> nowledge / <u>A</u> bility	
What trainings are needed?	<ul style="list-style-type: none"> ▪ New/enhanced skills? ▪ Consider each stakeholder (group trainings, individual trainings, documentation) ▪ Schedule and hold trainings
Where will there be resistance ?	<ul style="list-style-type: none"> ▪ Consider each stakeholder (reluctance to use new tools; lack of participation; lack of trust)
How will resistance be mitigated ?	<ul style="list-style-type: none"> ▪ Adjustments to trainings ▪ More detailed communications (smaller group meetings, one-on-ones) ▪ Increased transparency
Tailored communications plan	<ul style="list-style-type: none"> ▪ Appropriate for the message (big meeting vs. small or one-on-one) ▪ Appropriate for the stakeholders ▪ Specific and often
Communicate, listen, and adjust	<ul style="list-style-type: none"> ▪ Check in with staff ▪ Monitor and mitigate resistance ▪ Modify communications

<u>To Do</u>
<input type="checkbox"/> Involve Leaders/ Champions
<input type="checkbox"/> Schedule & Hold Trainings
<input type="checkbox"/> Document Resistance & Mitigation Plans
<input type="checkbox"/> Confirm Communications Plan
<input type="checkbox"/> Communicate & Listen (email, meetings, info sessions)
<input type="checkbox"/> Adjust as Needed

Sponsor / Leadership Engagement

Communication

STEP 2 - Manage

TO DO

- Involve Leaders/Champions
- Schedule & Hold Trainings
- Document Resistance & Mitigation Plans
 - Adjust as Needed
 - Communicate & Listen
 - Adjust as Needed

Date:	Change Project:	Leader:
Sponsor:		Change Leader:

What Trainings Are Needed?

What is Changing?	Who Needs Training?	Training Coordinator	Due Date	Training Resource
<i>What new/enhanced skills are needed for new processes, systems, tools, equipments?</i>	<i>List each unit or stakeholder who needs to be trained</i>	<i>Who will schedule the training and ensure it is completed?</i>	<i>When must the training be completed?</i>	<i>How will the training be conducted? List the resource and training contact.</i>

Resistance and Mitigation

Anticipated Resistance	Mitigation Plans
<i>List stakeholders and anticipated resistance (ex. reluctance/fear of new tech, lack of trust)</i>	<i>What action(s) should be taken to mitigate specific resistance? (ex. adjustments to trainings, more detailed communications, increased transparency)</i>

Tailor Communications (or use separate Communications Plan template)
 Goal: To plan for timely and relevant communications with all stakeholders to ensure stakeholders' desire to support and participate in the change.
 Note: Depending on the level and scope of the change consider coordinating with school/unit communications team prior to creating a communications plan to ensure messaging is coordinated with campus and senior leadership in the school/unit.

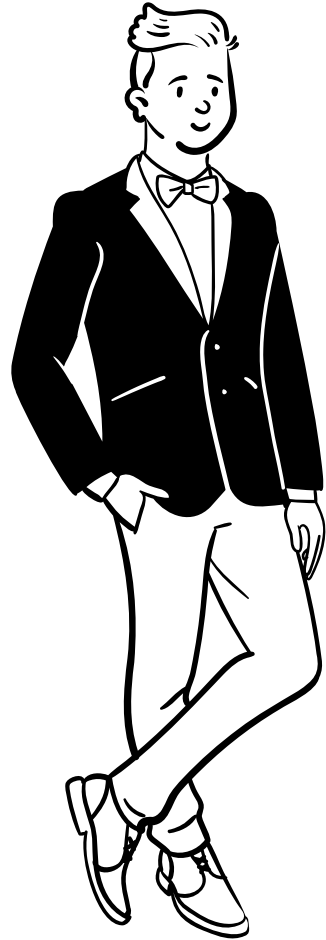
Message	Audience	Messenger	Method	Timing (Due Date)
<i>What needs to be communicated?</i>	<i>What stakeholders need to hear the message?</i>	<i>Who should deliver the message?</i>	<i>How should the message be delivered? Tip: High stakes messages are best delivered in-person (or zoom)</i>	<i>When should the message be delivered?</i>



Homework, Homework, Gimmie a Break!

- Think of a change scenario (past, future)
- Go through **Step 1 – Prepare** and **Step 2 – Manage** of the Change Management Plan
- Jot down your answers and thoughts
- What else should be considered?/What's missing from the guide?
- We will talk through them next week

Contact Information



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MS Teams

Appendix

Prosci Methodology

<https://www.prosci.com/resources/articles/prosci-methodology>

Prosci ADKAR

<https://www.prosci.com/methodology/adkar>

XPLANE

<https://xplane.com/>