

SUCCESSFUL CHANGE MANAGEMENT

GINA MINKS

GINA MINKS CONSULTING, LLC

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THIS WEBINAR WILL COVER:



How change can impact your projects



Ideas for identifying project stakeholders



Creating a communication plan for stakeholders and why it's so important



The decision-making process for implementing change



The advantages of using workflows to aid change management



What constitutes an effective workflow for changes

RISK MANAGEMENT VS CHANGE MANAGEMENT

RISK

- Identified and mitigated during the project planning process
- High probability risks are addressed before the project begins

CHANGE

- Unexpected and often not addressed in the original project processes
- Relies on specific techniques for successful implementation of change



**Change Management
is ALWAYS Risk Management
BUT
Risk Management is NOT ALWAYS
Change Management**



WHY CHANGE?

DRIVING FORCES OF CHANGE:

- Crisis
- Organizational Structure
- Technology
- Business Processes
- Internal / External Pressure
- Opportunities
- Planned Abandonment
- Just Because....



HOW CHANGE IMPACTS PROJECTS

HOW CHANGE CAN AFFECT A PROJECT

- Budget
- Scope
- Schedule
- Staff
- Quality of Work
- Support
- Credibility

SUCCESS OR FAILURE? IT DEPENDS...

- Nature of the change
- Consequences of the change
- Organizational history of change
- Individual personality types
- Individual experiences with change

CHANGE MANAGEMENT -- SUCCESS

- The software technician is hit by a bus. A new tech is hired and can quickly come up to speed on duties because of detailed project documentation and current status reports.
- An unexpected software upgrade is scheduled so any delays won't immediately affect student, faculty or staff work.
- A "special edition" e-newsletter is sent to the public keeps everyone informed of project delays due to weather issues.
- Explicit instructions are sent to staff about how to change their passwords after a security breach.

CHANGE MANAGEMENT -- FAILURE

- Institution changes from Office 365 to G-Suite without confirming all the business processes work with G-Suite tools.
- Content Management system is implemented without confirming it works with legacy data.
- Failing to communicate an extreme delay in implementation leads administration to believe project is a failure and budget is allocated elsewhere.
- A new tracking system for email and work projects is implemented without staff input or training opportunities.

THREE C'S OF CHANGE MANAGEMENT



COMMUNICATION



COORDINATION



CONTINUITY

THREE C'S OF CHANGE MANAGEMENT



**COMMUNICATION
WITH STAKEHOLDERS**



**COORDINATION
OF TASKS**



**CONTINUITY
OF OPERATION**



**FINDING THE
RIGHT
CHANGE AGENT**

QUALITIES OF A CHANGE AGENT

- Clear vision
- Patient yet persistent
- Asks tough questions
- Knowledgeable and leads by example
- Strong relationships built on trust

DESIGNATING A CHANGE AGENT

Culturally Sensitive

Inclusiveness
Awareness of Others

Entrepreneurial

Innovative
Resilient

**CHANGE
AGENT**

Socially Responsible

Stakeholder Focus
Commitment to results

Active Learner

Self-awareness
Flexible thinking
Developing others



**Different
Skills than
the Project
Manager**

THE CHANGE AGENT SHOULD:

- Build personal capital
- Pick their battles
- Fully understand and research the problem
- Take the proper approach
- Propose solutions, NOT problems
- Handle objections properly
- Remains positive
- Allow leaders to take credit
- Be willing to compromise
- Keep trying



COMMUNICATION WITH STAKEHOLDERS

IDENTIFYING STAKEHOLDERS - CPIG

- **C**ustomers
- **P**roviders (Internal or External)
- **I**nfluencers (Internal or External)
- **G**overnance

REMEMBER:

- ➡ Forgetting a stakeholder can be detrimental to the project/change
- ➡ Review stakeholders throughout the project
- ➡ Consider creating a stakeholder profile

How Do Stakeholders Deal with Change?

Reaction = Shock/Denial

➡ Communicate

Reaction = Frustration/Depression

➡ Listen to Concerns & Offer Support

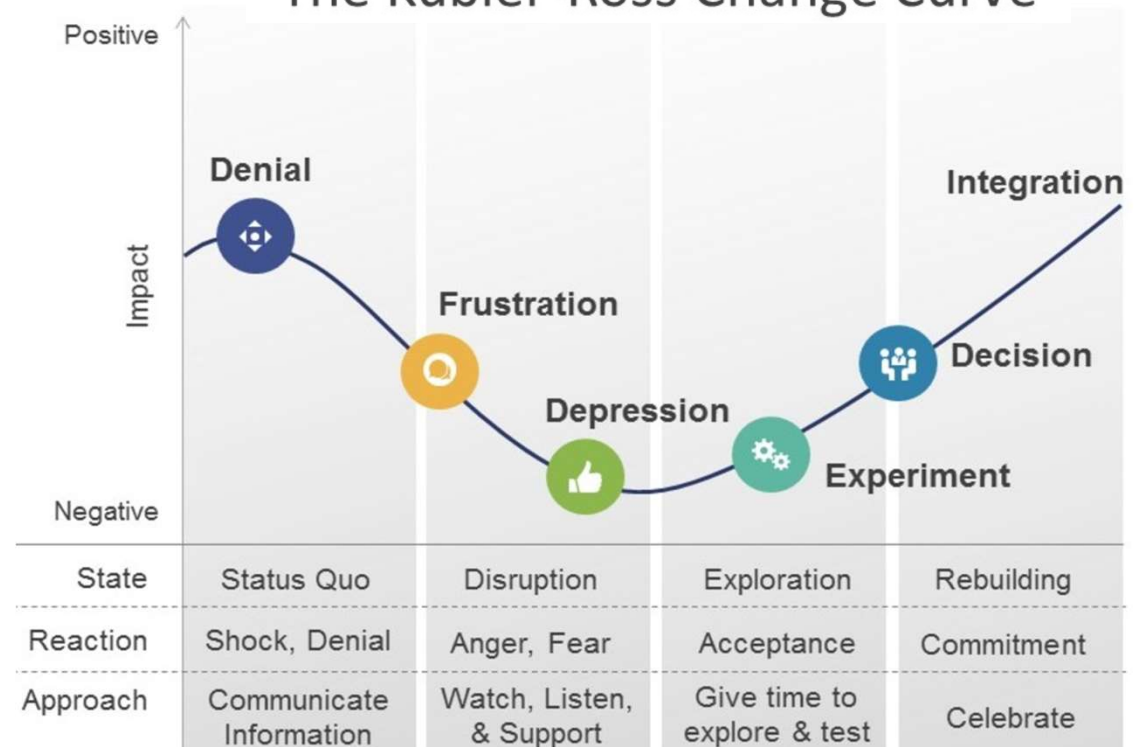
Reaction = Willing to Experiment

➡ Allow time to explore & test

Reaction = Accept Change

➡ Celebrate the Commitment

The Kübler-Ross Change Curve



COMMUNICATION PREFERENCES

Channel

- Email
- Phone
- Face-to-Face
- Physical report
- Meeting

Message

- Status Update
- In-depth
- Overview
- Administrative information
- Public-centered



IMPLEMENTING CHANGE

SUCCESSFUL CHANGE = CONSISTENT AND TRANSPARENT

- What information is needed to make a change?
- Who can request a change?
- What is the process for evaluating the change?
- Who can approve a change?
- What is the process for communicating the change to stakeholders?
- How is the successful change communicated?
- How is the change process evaluated?



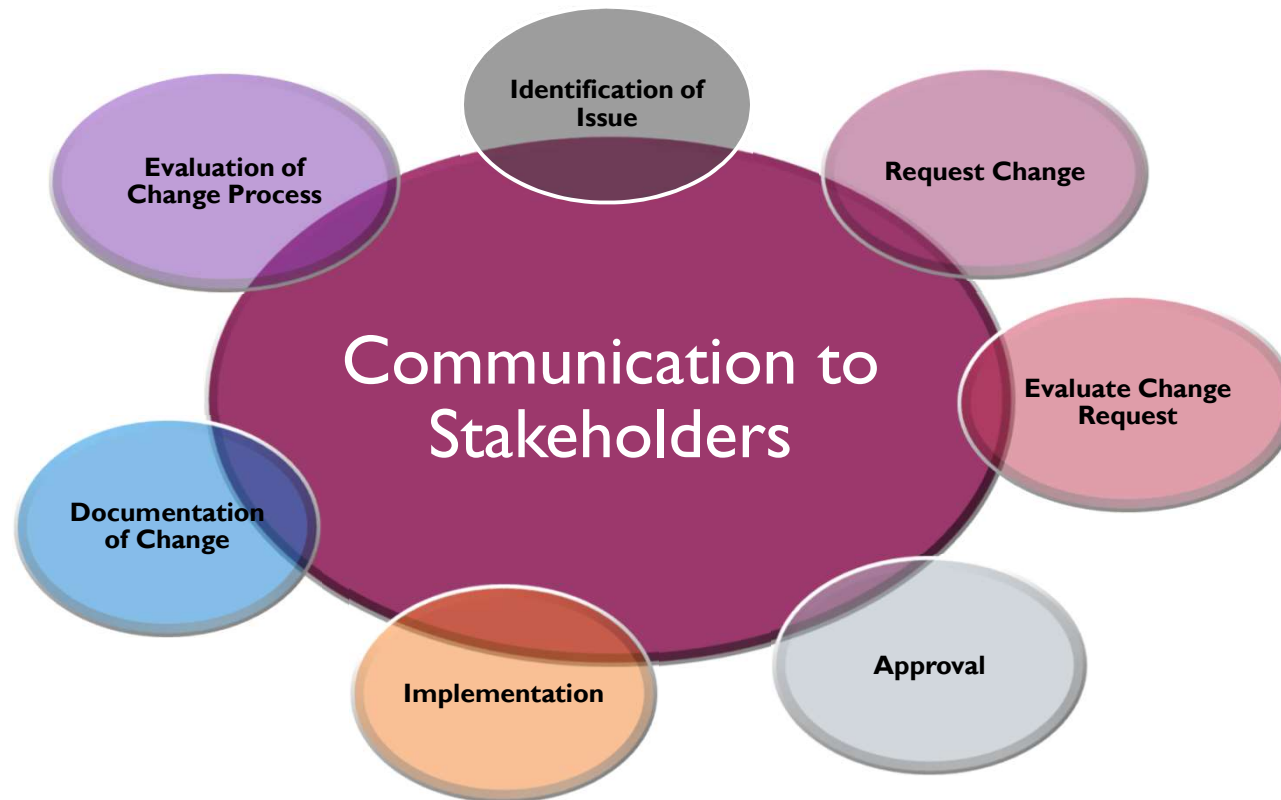
**WORKFLOWS
FOR
SUCCESSFUL
CHANGE**

DEVELOP A CHANGE MANAGEMENT WORKFLOW

- Identification of issue needing change
- Change request
- Evaluation of change request
- Approval
- Implementation of change
- Documentation of change
- Evaluation of change process

Communication

CREATE A PROCESS THAT WORKS



MORE THAN HIGH LEVEL WORKFLOW

Identification of issue needing change –

Specific information

Change request --

Documentation, impact statement, submission process

Evaluation of change request –

Who needs to be involved?, What is impacted? Standards?

MORE THAN HIGH LEVEL WORKFLOW

Approval –

Who is authorized to approve the change, dissemination, documentation

Implementation of change –

How is team empowered to make the change? Workflows, Schedules, Budgets, Staff

Documentation of change –

Who will document the change to the scope of work, project workflow, etc.

Evaluation of change process –

Who evaluates, method, documentation, changes to process



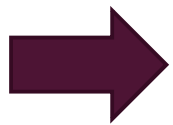
EVALUATING THE CHANGE PROCESS

LESSONS LEARNED

- What was the business impact? (Remember CoOP)
- What did and did not work? (BE SPECIFIC)
- Identify process problems
- Identify implementation problems
- Identify staff / people problems

CHANGING THE CHANGE MANAGEMENT PROCESS

- Identify the problem
- Evaluate the process
- Make the change
- Communicate the change to the change process



Remember:

Every organization is different with different people and different histories.

Know	Know your stakeholders
Understand	Understand why the change needs to happen
Communicate	Communicate the change
Implement	Implement the change
Follow	Follow a workflow for implementing change
Evaluate	Evaluate the change

A REVIEW OF CHANGE MANAGEMENT

QUESTIONS??

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