The Fundamentals of Change Management for PATHWAYS to EXCELLENCE

June 27 and 28, 2013
BWC Performance Support and Training
1. Discuss some of the factors that drive change.

2. Recognize the need for having a methodology for dealing with change.

3. Use the ADKAR™ Model

4. Identify the four overarching emotional stages of change and how they can affect the way we adapt to change.

5. Discuss a research-based strategy of how to develop your own personal action plan for dealing with change.
Factors that drive change
What are some factors that drive or have driven change in your lives?

<table>
<thead>
<tr>
<th>In life….</th>
<th>At work….</th>
</tr>
</thead>
<tbody>
<tr>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>•</td>
<td>•</td>
</tr>
</tbody>
</table>
Factors that drive change

In life….
• Health & Age
• Family & Friends
• Job
• Finances
• Education & Experience

At work….
• Technology
• Law and policies
• Reorganization
• Diversity
• Competition
Who wouldn’t want to win the LOTTERY?
What would you do if you won?

•
•
•
•
•
•
•
•
•
•
•
•
•
•
Seventy percent of people who suddenly receive a large sum of money will lose it within a few years due to their own lack of financial savvy or discipline.

The National Endowment for Financial Education
Could one of these be you?*

Willie Hurt won a $3.1 million jackpot. Fast forward to two years later and Hurt was divorced, lost custody of his children, was charged with attempted murder, and has a crack-cocaine addiction so bad that he has blown through his entire fortune.

William "Bud" Post won a $16.2 million lottery, after which an ex-girlfriend sued him for a share of winnings and won; his brother hired a hit man to try to kill him hoping to inherit some winnings, and other relatives bugged him constantly for money. Within one year, Post was $1 million in debt and filed for bankruptcy, and now lives on food stamps and $450 month.

From Business Insider, May 6, 2010
Could one of these be you?*

A preacher working as a stock boy at Home Depot hit a $31 million jackpot. Life was good with Billy Bob: bought a ranch, six other homes, and some new cars. But he couldn’t say "NO!" when people asked him for a handout. Eventually, he divorced his wife and later committed suicide, the stress apparently too much to handle for him.

Jack Whittaker - already a millionaire - won $315 million in a lottery in West Virginia. Four years later he was broke having given away millions of dollars, people stealing hundreds of thousands of dollars from him and losing a granddaughter to a drug overdose.

From Business Insider, May 6, 2010
Let’s review:

Seventy percent of people who suddenly receive a large sum of money will *lose it* within a few years due to their own lack of financial savvy or discipline.

What do you think goes wrong?
The #1 cause that people fail to change successfully is…

Not having a plan or methodology to manage the change
According to studies....*

Prosci*, a leading research and training company in the field of change management, discovered that:

• The use of a change management methodology has increased substantially in the last several years. Use of a plan for a change grew from 34% in 2003 to 72% in 2011;

• Projects said to have “excellent” change management plans were **six times** more likely to meet or exceed objectives.

(From a poll of 650 major international companies)
How would you define change management?

The process of managing transition and learning new habits of thinking, feeling and acting.
Change Happens One Person at a Time Starting with ME!

“I’m starting with the man in the mirror. I’m asking him to change his ways. No message could have been any clearer. If you want to make the world a better place, Take a look at yourself and then make a change.”

From Man in the Mirror
Michael Jackson

But as we’ve seen, you need a methodology!
Introducing Prosci’s Process for Change Management

The ADKAR™ Process
1. Make yourself **Aware** of the need for change

2. Develop the **Desire** to support the change

3. Acquire the **Knowledge** about how to change

4. Gain the **Ability** to implement required skills and behavior

5. Seek **Reinforcement** to sustain the change

---

**Prosci’s Process for Change Management**

**A Journey**
Pairs activity...

- How do you respond to change?
### Personal Adaptation Assessment

Read through the following examples and select your most appropriate response

<table>
<thead>
<tr>
<th>Event</th>
<th>Innovators</th>
<th>Early Adopters</th>
<th>Early Majority</th>
<th>Late Majority</th>
<th>Laggards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchasing the latest technology devices</td>
<td>I would camp out so I could be among the first to have it.</td>
<td>I might not be the first in line, but I would be a close second.</td>
<td>I would wait until they work some of the bugs out.</td>
<td>I would wait until my current device needed replacing.</td>
<td>Keeping up with technology is pointless. My rotary phone works fine.</td>
</tr>
<tr>
<td>Changing my hair style</td>
<td>I try to keep abreast of current trends. I change styles frequently.</td>
<td>I go for a new look about once a year.</td>
<td>I basically just get trims to my current style. This look works for me.</td>
<td>Why worry about styles? It will grow back.</td>
<td>I have had the same hair style since high school.</td>
</tr>
<tr>
<td>Eating new or different foods</td>
<td>I love to go to new restaurants and order things I have not tried before.</td>
<td>I typically order sampler plates just to try new things.</td>
<td>I might try a taste of someone else’s dinner, but usually order things I know.</td>
<td>I like going to restaurants that I’m familiar with. I know my tastes.</td>
<td>I always order foods that I’ve already had and liked.</td>
</tr>
<tr>
<td>Listening to new music</td>
<td>Most people ask me for song titles and artists. If it’s new, I have probably already heard it.</td>
<td>After I have heard a song 4 or 5 times, it’s no longer a new song to me.</td>
<td>I like music, but I don’t really keep up with the latest releases.</td>
<td>I have one favorite type of music and rarely listen to any other kind.</td>
<td>I like listening to stations that play “oldies” because they stopped making good music years ago.</td>
</tr>
<tr>
<td>Changes at work</td>
<td>I champion change and encourage others to get on board.</td>
<td>I am excited about change, but I like knowing how it will affect me and my tasks.</td>
<td>I am okay with change, but given a choice, I’d rather continue what I’m doing the way I do it.</td>
<td>I get stressed thinking about all the things I’ll have to do differently and how long it will take to learn it.</td>
<td>They should just leave things alone. They have been working well enough.</td>
</tr>
</tbody>
</table>
People choose different responses toward adopting change

Innovation Adoption Curve

Key influencers:
1. Who they are
2. History / previous experiences
3. Current environment
Framework for individual change
Stages for adopting to change

- Denial
- Resistance
- Exploration
- Commitment
Stages for Adopting to Change

- Denial
- Resistance
- Exploration
- Commitment
Stages for adopting to change

- Denial
- Resistance
- Exploration
- Commitment
Stages for adopting to change

- Denial
- Resistance
- Exploration
- Commitment
The Emotions of Change

- Deny:
  - Anxiety
  - Denial
  - Shock
  - Fear
  - Anger

- Resist:
  - Confusion
  - Stress
  - Skepticism

- Commit:
  - Enthusiasm
  - Energy

- Explore:
  - Hope
  - Impatience
  - Acceptance
  - Creativity

Approach-Avoidance
So now that you’re ready for this.
Let’s revisit that change you jotted down at the beginning of the workshop. Consider applying the ADKAR model to help make it a success.

1. Make yourself **Aware** of the need for change
2. Develop the **Desire** to support the change
3. Acquire the **Knowledge** about how to change
4. Gain the **Ability** to implement required skills and behavior
5. Seek **Reinforcement** to sustain the change