



You Can Advocate for Change Management Best Practices

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CHANGE
PRACTITIONER



2019 Project Management Symposium



Goals

1. **Increase your knowledge about change**, in order to...
2. ...**build your confidence**, so you can...
3. ... **speak up and ask questions;** and
4. ...**explain to others why these concerns are important**



Definitions

Change = Applies to any business change that impacts how employees do their jobs

Change Management = Change Management is a deliberate set of activities that facilitate and support the success of individual and organizational change, and the realization of its intended business results. It is the planning, process and activities associated with getting from the current state to the desired future state.



Discuss changes that worked well

- ✓ People bought-in
- ✓ The change lasted
- ✓ People were quick to adopt

What qualities, traits or activities were responsible for the success of the change?

Discuss changes that did not go well

- ✓ People resisted
- ✓ The change did not endure
- ✓ People slow to adopt

What qualities, traits or activities were responsible for the failure of the change?



High Level Questions

1. What is the business result/outcome we want this change to achieve?
2. How will you measure:
 - a. The adoption rate of the change? What threshold constitutes success?
 - b. The success of the change to bring about the desired future state? What is threshold constitutes success?

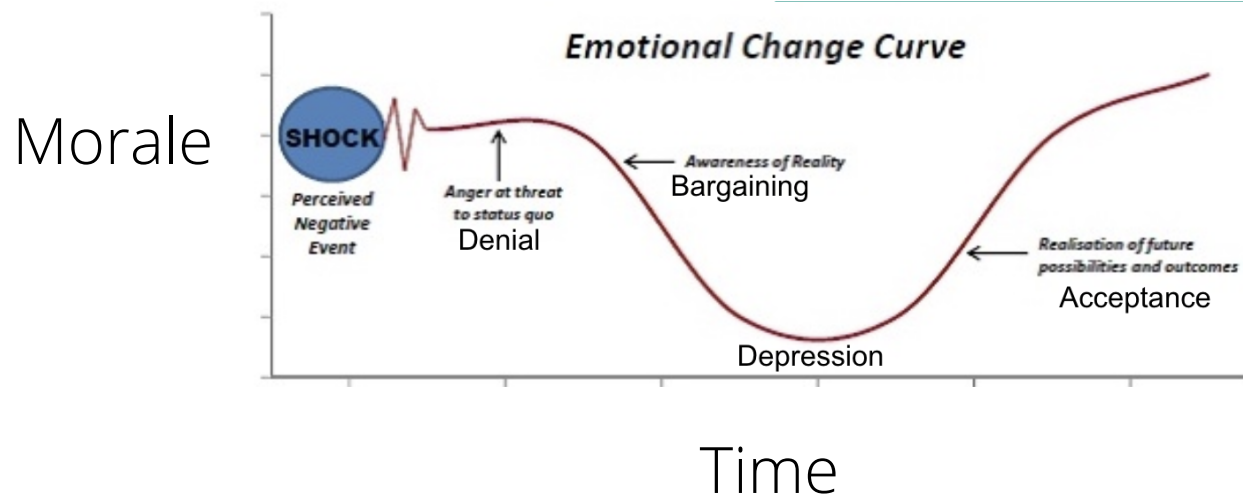
Acceptance and implementation of change

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Attainment of business goal

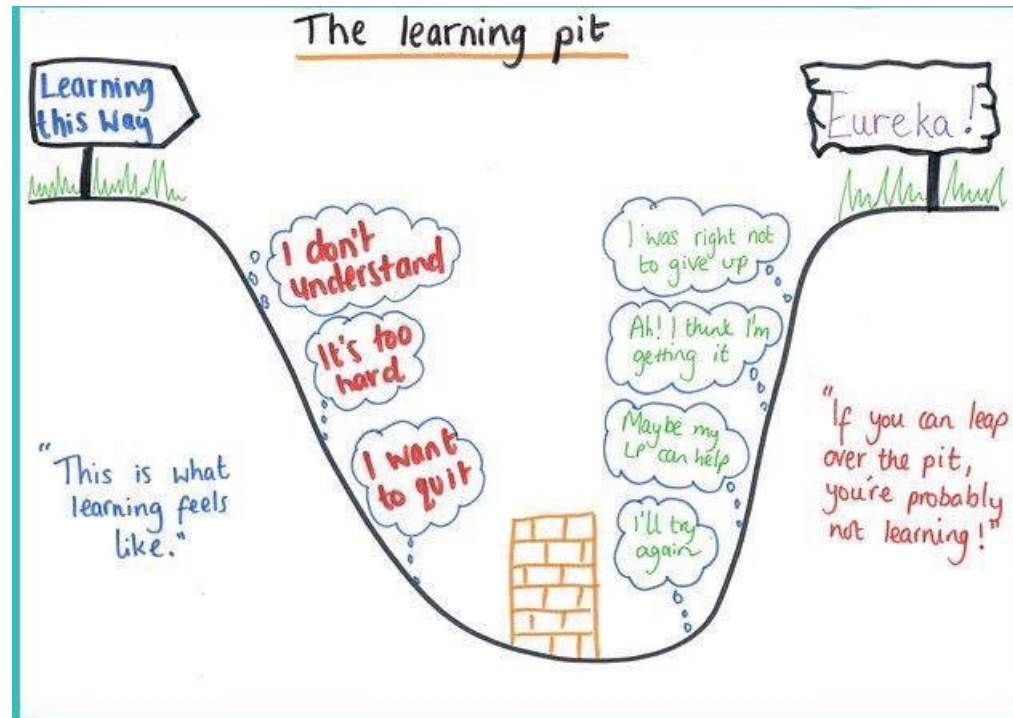
Why do people resist change?

In response to change, people go through the same emotional stages as they do in response to grief or loss of a loved one.





It can also look like this...





The Brain's Response to Change



Status



Certainty



Autonomy



Relatedness



Fairness

Resource: SCARF Model was published in the NeuroLeadership Journal, the author is David Rock



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•*What's in it for me?*

- How will this impact how I'm evaluated/promoted?
- Are there planned 'victory parties' as we cross milestones?

- What's the value or benefit for my team?
- How and who will provide *feedback*?

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- Will I have a job?
- What type of training will I have access to?
- Who owns and executes the *Communications Plan*?

- Does this change how I do my job?
- What is the timeline to get us to the desired future state?
- What does it mean to be successful in this future state?

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- How much control do I have over implementing the change?
- Who was involved in shaping the change?

- How much do I get to shape what the change is?
- Are we micromanaging the change - is it too granular?

R

- Who or where can people go for help if they are struggling?
- Are their *coaches*? A buddy system?
- How many and what frequency can we expect to have one-on-ones with managers through this change?
- Who does a team or individual trust to lead them through this change?
- Determine the correct sender for each message - *Communications Plan*.

F

- Will this change negatively impact one team more than another?
- Will this change disproportionately favour one team over another?



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UMD Project Management Symposium
May 9-10, 2019

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Questions?