Hooray for Change!

CHANGE MANAGEMENT
(the people side of change)
integrated with project management
will improve project results
Session Outcomes

- Understand change management
- Identify change management methods and concepts
- Describe how change management and project management work together
- Take home ideas for your next project!

So, let’s get started
Back-to-Back Activity

- Select a partner and introduce yourself
- Stand back to back
- Change 3 things about your appearance
- Identify your partner’s changes
Back-to-Back Activity

• Identified no changes?
• Identified all three changes?
• Good with change?
• Reverted back to your original state?
Change is:

- Uncomfortable
- Difficult to sustain
Backward Bicycle
What is Change Management?

Processes, tools, techniques...

Transitioning individuals, teams, organizations...

Minimizing resistance...
What is Change Management?

CHANGE MANAGEMENT

Catalyzing Individual Adoption
to Deliver Organizational Results

(Tim Creasey--Prosci)
Why Change Management?

Project Objectives

Organizational Benefits

- Scope
- Quality
- Time
- Cost

Customer Satisfaction

Efficiency

Excellence

Costs
Prosci® ADKAR® Model

Awareness of the need for change

Desire to participate and support the change

Knowledge on how to change

Ability to implement required skills and behaviors

Reinforcement® to sustain the change
Change Management Tools

- Sponsor Training
- Questionnaires
- Health Check
- Communication
- Training
- Stakeholder Analysis
- Manager Coaching
Drive project results and outcomes by improving employee adoption and usage of the solution.

Create a customized and scaled approach that aligns with the project lifecycle and milestones.

Create deliverables that support successful transitions by individuals (ADKAR®)
Successful New Technology Without Change Management
**Change Managers & Project Managers**

**Project managers** ensure that the solution is designed, developed and delivered effectively.

**Change managers** ensure that the solution is embraced, adopted, and used by employees.

Prosci
<table>
<thead>
<tr>
<th>Change Management</th>
<th>Project Management</th>
</tr>
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<tbody>
<tr>
<td>Employee Focused</td>
<td>Task Focused</td>
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<tr>
<td>Assist Sponsors</td>
<td>Advocate for Change</td>
</tr>
<tr>
<td>User Buy-in and Adoption</td>
<td>Support Change Manager Actions</td>
</tr>
<tr>
<td>Change Risk Analysis</td>
<td>Project Risk Assessment</td>
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</tbody>
</table>
Change Risk Analysis

- Characteristics of the change
  
  # people; complexity; job roles; re-org

- Attributes of organization that is changing
  
  Perception of change; past changes; capacity; change competency

- Stakeholder analysis
Who are my Stakeholders?

- Faculty
- Staff
- Students
- Parents
- Executives
- Alumni
- Priests
- Retirees
- Deans
- Managers
- Directors
- Clubs
- Organizations
- Donors
- Contractors
- Vendors
- Students
- Employees
- Groups
- Delegates
- Teams
- Staff
- Directors
- Managers
- Organizers
- Representatives
- Delegates
- Retirees
- Parents
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<table>
<thead>
<tr>
<th>Stakeholder Group or Individual</th>
<th>Support for Change</th>
<th>Level of Influence</th>
<th>Ranking</th>
</tr>
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<tbody>
<tr>
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## Stakeholder Analysis Worksheet

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<tr>
<td>Provost Office Staff</td>
<td>H M L</td>
<td>H M L</td>
<td>G Y R</td>
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<tr>
<td>Law School Faculty</td>
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<td>G Y R</td>
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<tr>
<td>College of Engineering Students</td>
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<td>G Y R</td>
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<tr>
<td>Student Activities Office</td>
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<tr>
<td>Alumni</td>
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1. Add 3-4 stakeholders (either groups or individuals) from your organization impacted by the change.
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2. Circle the amount of support you expect from each
### Stakeholder Analysis Worksheet

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3. Circle the level of influence each stakeholder has on others.
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4. Circle the ranking based on the given key
Worksheet Key

<table>
<thead>
<tr>
<th>Support for Change</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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</thead>
<tbody>
<tr>
<td>Low</td>
<td>Yellow</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>Medium</td>
<td>Yellow</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>High</td>
<td>Green</td>
<td>Green</td>
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</tr>
</tbody>
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Key

- Green: No action needed.
- Yellow: Monitor.
- Red: Action needed.
Stakeholder Analysis Results

Customize activities based on ranking

- Use past experience
- Brainstorm ideas
- Plan activities
## Ideas for Each Group

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<td></td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td></td>
<td>Red</td>
<td>White Glove</td>
</tr>
<tr>
<td>High</td>
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### Level of Influence

- **Low**
- **Medium**
- **High**
White Glove Service

- Identify “White Glove” Stakeholders
  - VIPs
  - Challenging Customers
- Email from CIO
- Prepare White Glove Packets
  - FAQs
  - Quick Reference Guides
  - Training/Workshop Schedules
  - List of Dept. Champions
  - IT Support Contact Numbers
- Schedule VIP Sessions
- Ask about inviting Admin Asst.
Idea for Each Group

<table>
<thead>
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Change Agents
Change Agents and Champions

- Google Guides
- Help Desk+
- Early adopters
- High support
- Campus wide
- Shirts
- Available on Go Live day
Ideas for Each Group

Support for Change

Low Medium High

Level of Influence

Low Medium High

Department Champions
Communication Blitz

White Glove
Communication Blitz

- FAQs
- Post Cards
- Emails
- Posters
- Signs
- Buttons
- Week@ND
- Voice Mail
- Social Media
- Countdown
- Videos
- Digital Signs
Ideas for Each Group

Support for Change
- High
- Medium
- Low

Level of Influence
- Low
- Medium
- High

Department Champions
- Communication Champions
- Blitz Events &
- Workshops

White Glove
Events & Workshops

- Campus Picnic
- Town Hall Meetings
- Traveling Roadshow
- Demos
- HR Orientation
Ideas for Each Group

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Level of Influence

- Department Champions
- Training & Coaching
- Workshops
- White Glove
Training & Coaching

- Classroom
- Virtual Classroom
- Department Specific
- Competitions
- Self-guided
- Incentives
- Awards
- Themed
Welcome, learner.

The path to becoming a Jedi is one of reflection, research, and dedication. But you are not alone. Others are on the same journey, and they seek great power in collaboration. As you progress, consider how you can help guide the way for others who seek to follow your path.

There are four ranks of Google Jedi:
Summary

- Understand change management
- Identify change management methods and concepts
- Describe how change management and project management work together
- Take home ideas for your next project…
Take-home ideas for your next project!

- Back-to-Back Activity
- Stakeholder Analysis
- White Glove Service
- Change Agents
- Events and Workshops
- Training and Coaching
- Stakeholder List
- Communication Methods
## Resources

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharon Hayward</td>
<td><a href="mailto:shayward@nd.edu">shayward@nd.edu</a></td>
<td></td>
</tr>
<tr>
<td>Scott Siler</td>
<td><a href="mailto:siler@nd.edu">siler@nd.edu</a></td>
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</tr>
<tr>
<td>Prosci</td>
<td>prosci.com</td>
<td></td>
</tr>
<tr>
<td>ACMP</td>
<td>acmpglobal.org</td>
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<td>PMI</td>
<td>pmi.org</td>
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<tr>
<td>NCCI Community of Practice</td>
<td>Monthly phone calls</td>
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</tr>
</tbody>
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- **University of Notre Dame**
- **Educause Annual Conference 2015**