Introduction to Change Management

Laurel Brenner
Director, Change Management & Business Process Strategies
University Advancement

UCI HR | Partnership
Who Am I?

Laurel Brenner
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University Advancement and Alumni Relations

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!

UCI Human Resources
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
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

**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

- New Logo/Letterhead
- New Database
- New Bins for Recycling, Landfill, Compost
Change is Hard

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

“Life is what you make it.”

-- My Mom
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?
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?

Current State  Transition State  Future State
Where Does Change Management Fit?

Project Management

Technical Side

Design
Develop
Deliver

Success

Reason for Change

Current State
Transition State
Future State

Engage
Adopt
Use

Change Management

People Side

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Why is Change Management Important?

How Organizations Often Handle Change

<table>
<thead>
<tr>
<th>An email on Monday</th>
<th>for training on Tuesday</th>
<th>for “go live” on Wednesday</th>
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</table>

Is NOT the way to prepare and equip individuals to successfully change
Why Is Change Management Important?

With Change Management

Current State  
Transition State  
Future State  
Success

Without Change Management

Current State  
Transition State  
Future State  
Success
Why Is Change Management Important?

With Change Management

Current State  
Transition State  
Future State  
Success

Without Change Management

Current State  
Transition State  
Future State  
Success
With and Without Change Management

With Change Management

Current State

With Change Management

Without Change Management

Current State

Easy St

CHANGE AHEAD

CONFUSED LOST

UNSURE PERPLEXED
Who Makes Change Happen?

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- Motion Activated Lights
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Questions?

got questions?
Take a Break

From Hamilton: An American Musical

TAKA A BREAK

Arranged by ALEX LACAMORE and LIN-MANUEL MIRANDA

Music and Lyrics by LIN-MANUEL MIRANDA

Sara Krulwich/The New York Times

UCI Human Resources
Where Were We?

With Change Management

Current State

Moving Through Change

Tools for Systematic Approach to Change

Easy St

CHANGE AHEAD

UCI Human Resources
Change Management Leadership

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

“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.
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“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.

- Soft Skills
  - Active Listener
  - Politically Astute
  - Emotional Quotient
  - Trust Builder

- Hard Skills
  - Analytical
  - System Proficiency
  - Business Acumen
  - Experience/Education
It is also critically important for leaders to know that projects will often get worse before they get better.
Prosci Stages of Change (ADKAR)

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

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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!

**Desire**

**Knowledge**

**Ability**

**Reinforcement**

All bicycles will be replaced with hoverboards
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.

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Moving Through Change - Knowledge

All bicycles will be replaced with hoverboards!

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
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
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...

- Communicators
- Liaisons
- Advocates
- Resistance Managers
- Coaches
Where Are We?

Current State  Transition State  Future State
Where Are We?

Current State  Transition State  Future State

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?

Current State | Transition State | Future State

Awareness | Desire | Knowledge | Ability | Reinforcement

Communicate

Sponsor and Leader Participation and Communication
"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
| No communication | = | 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

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<td>Distracts from work and jeopardizes the success of the change</td>
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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

Current State  Transition State  Future State

Awareness  Desire  Knowledge  Ability  Reinforcement

Communicate, Communicate, Communicate (then, communicate some more)
Question Beak
Question Beak
Can We Get to the Tools Already?
Rule of Three

Current State  Transition State  Future State
Prosci: 3-Phase Process
XPLANE: Hear It, Believe It, Live It

- **HEAR IT.** Communicating
  - Awareness
- **UNDERSTANDING**
  - Accepting
- **ACQUIRING**
  - Applying
- **INTERNALIZING**
  - Integrating
- **NEW BUSINESS AS USUAL**
  - Look into the Future
- **LIVE IT.** Embedded Experience

XPLANE
Leading Change Through People

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<table>
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Prepare, Manage, Reinforce
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Sponsor / Leadership Engagement

Communication
## Prepare

### Awareness / Desire

| What is changing and when? | Aspects: roles, location, mindset/behaviors, reporting structures, processes, systems/tools |
| Who is impacted by this change? | Stakeholders: your staff, departments, units you serve or interact with (students, faculty, alumni, donors, staff, vendors, facilities, etc.) |

### Consider

| Why is the change happening? | Business case for the change / Why now? |
| What will success look like? | Quantitively – log-ins, disuse of old system, etc. |
| How big is the change? | Minor adjustment vs major shift |

### Start communicating (and listening)

- Acknowledge and begin communicating about the change as soon as possible

---

### 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

---

### Sponsor / Leadership Engagement

- Communication
<table>
<thead>
<tr>
<th>Manage</th>
<th>Consider</th>
<th>To Do</th>
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<tbody>
<tr>
<td><strong>Knowledge / Ability</strong></td>
<td></td>
<td>□ Involve Leaders/Champions</td>
</tr>
<tr>
<td><strong>What training</strong>s are needed?</td>
<td>▪ New/enhanced skills?</td>
<td>□ Schedule &amp; Hold Trainings</td>
</tr>
<tr>
<td></td>
<td>▪ Consider each stakeholder (group trainings, individual trainings, documentation)</td>
<td>□ Document Resistance &amp; Mitigation Plans</td>
</tr>
<tr>
<td></td>
<td>▪ Schedule and hold trainings</td>
<td>□ Confirm Communications Plan</td>
</tr>
<tr>
<td><strong>Where will there be resistance?</strong></td>
<td>▪ Consider each stakeholder (reluctance to use new tools; lack of participation; lack of trust)</td>
<td>□ Communicate &amp; Listen (email, meetings, info sessions)</td>
</tr>
<tr>
<td><strong>How will resistance be mitigated?</strong></td>
<td>▪ Adjustments to trainings</td>
<td>□ Adjust as Needed</td>
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<tr>
<td></td>
<td>▪ More detailed communications (smaller group meetings, one-on-ones)</td>
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<td></td>
<td>▪ Increased transparency</td>
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<tr>
<td><strong>Tailored communications plan</strong></td>
<td>▪ Appropriate for the message (big meeting vs. small or one-on-one)</td>
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<tr>
<td></td>
<td>▪ Appropriate for the stakeholders</td>
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<tr>
<td></td>
<td>▪ Specific and often</td>
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<tr>
<td><strong>Communicate, listen, and adjust</strong></td>
<td>▪ Check in with staff</td>
<td></td>
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<tr>
<td></td>
<td>▪ Monitor and mitigate resistance</td>
<td></td>
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<tr>
<td></td>
<td>▪ Modify communications</td>
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# 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?

<table>
<thead>
<tr>
<th>What is Changing?</th>
<th>Who Needs Training?</th>
<th>Training Coordinator</th>
<th>Due Date</th>
<th>Training Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>What new/enhanced skills are needed or new processes, systems, tools, equipment?</td>
<td>Use new storage</td>
<td>Who will schedule the training and ensure it is completed?</td>
<td>When must the training be completed?</td>
<td>How will the training be conducted? List the resource and training contact.</td>
</tr>
</tbody>
</table>

### Resistance and Mitigation

<table>
<thead>
<tr>
<th>Anticipated Resistance</th>
<th>Mitigation Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>List stakeholders and anticipated resistance (e.g., resistance toward new tools, lack of trust)</td>
<td>What actions should be taken to mitigate specific resistance? (e.g., adjustments to trainings or enhanced communications)</td>
</tr>
</tbody>
</table>

### 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.

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

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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/