

# Change Management

## I. Key principles:

1. Change management requires both an individual and an organizational perspective
2. ADUCS presents an easy-to-use model for individual change
3. The 3-phase process gives structure to the steps project teams should take

### Change management requires both an individual and an organizational perspective

Individual change management	Organizational change management
Understanding how one person makes a change successfully	Understanding what tools we have to help individuals make changes successfully
<b>Individuals</b> change and the success of that project ultimately lies with each employee doing their work differently. Understand for and appreciation of how one person makes a change successful.	Processes and tools that can facilitate change. Examples of tools include communication and training along with a process for how to <b>scale</b> change management activities.

## II. ADUCS presents a model for individual change

Understanding how to manage change with a single individual is the key to success. ADUCS provides the components that need to be in place for individuals at the organization in order for them to be positive, successful change-agent. ADUCS stands for:

- Awareness of the need for change
- Desire to participate and support the change
- Understanding on how to achieve change
- Containing the required skills and behaviors
- Sustain the change

### ADUCS is an effective tool for:

- Planning change management activities
- Diagnosing gaps
- Developing corrective actions
- Supporting managers and supervisors

### III. Organizational Change Management

**Steps** that a project team can complete for a particular change or initiative they are supporting.

#### Phase 1 - Preparing for change

The first phase provides the situational awareness that is critical for effective change management.

- Attributes profile & team composition
- Change management strategy
- Leadership support and role

#### Phase 2 - Managing change

Create the **plans** that are integrated into the project activities

- Overall Communication plan
- Sponsor communication tools
- Training plan
- Resistance management plan

#### Phase 3 - Reinforcing change

Create specific action plans for ensuring that the change is **sustained** with developed measures and mechanisms to see if the change has taken hold, to see if employees are actually doing their jobs the new way and to celebrate success.

- Reinforcement mechanisms
- Compliance verification
- Realignment plan
- Individual and group recognition approaches
- Celebrations

#### IV. Lessons Learned:

- Expect the changes to take longer than you expect
  - Start early
  - Patience is a virtue and will be needed in spades
  - Space initiative with enough time for overruns
  - Pace work such that overlap with critical projects or busy times of the year is minimized
- Focus on the individual
- Your timeline is not everyone else's timeline
- Repetition, repetition, repetition – you may have to say the same thing over again several different ways
- Not everyone gets it in the same way.
- Stick it out – ride the ebb and flow and don't give up
- Manage expectations and scope creep
- Expect resistance
- Not a linear path forward. Backtracking, initial slowdowns in work post-change are not signs of failure. They are a natural and healthy part of the process
- Apply structure
  - Timeline
  - Clear deadlines
  - Communication documents
  - Stated deliverables at key benchmarks
- Not one size fits all - customize your approach
- Be flexible
  - Ask for input
  - Make adjustments for the right reasons – both your right and their right
  - Don't make decisions based on the dandelions but keep them in mind (give them an inch they will take a yard)
- Kudos, cheers, support
  - Early
  - Often
  - Again and again
  - Success is due to team effort and other individuals
  - Failure starts and ends with you
- Fear of the unknown is the most basic human fear
- Be sensitive for lack of trust and inertia issues