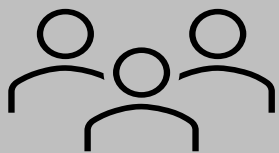# Building Ownership Among Management and Staff

IRS

Executive Program in Digital Transformation

7/5/2022
Katie Fox, Acting Director, Office of Fraud Enforcement
Rob Hayden, Technical Project Manager, RAAS
Internal Revenue Service

Upon completion of this workshop, you will know…

- The Five Tenets of Change Management

- The Unified Value Proposition

- How to begin your personal change management journey

- How to construct and code your organization's genogram

- Personal Communication: Moment-by-Moment

- The ADKAR Model

- How to build a working coalition

- Two Roadmaps for Digital Transformation you can start today

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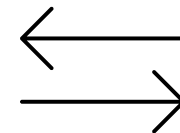
Tenet 1	We change for a reason.	Why are we changing?
Tenet 2	Organizational change requires individual change.	Who has to do their job differently (and how)?
Tenet 3	Organizational outcomes are the collective result of individual change.	How much of our outcomes depend on adoption and usage?
Tenet 4	Change management is an enabling framework for managing the people side of change.	What will we do to support adoption and usage?
Tenet 5	We apply change management to realize the benefits and desired outcomes of change.	How will driving adoption and usage improve results?

Source: ProSci.com
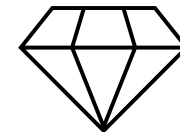
How Prosci Defines Change Management: Unified Value Proposition 🔗

On a project level, change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. On an organizational level, change management is both a leadership competency for enabling change within an organization and a strategic capability designed to increase change capacity and responsiveness.

Source: ProSci.com

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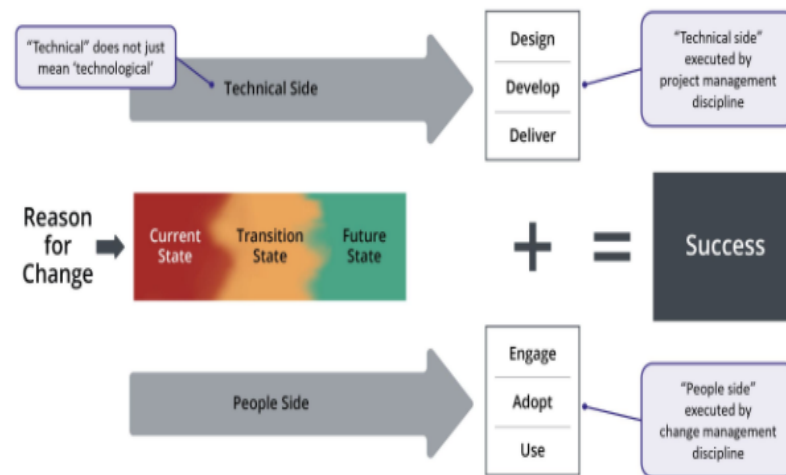
Who Does Change Management: Roles in Change Management 🔗

Change practitioners need to work with and through others to be successful. The ultimate goal of change management is to achieve organizational results and outcomes by engaging impacted individuals and inspiring their adoption of a new way of working.
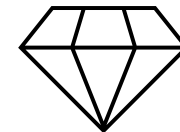
A whole system of people in the organization supports impacted individuals to make successful transitions in change. Change practitioners identify required individuals and support people to effectively fulfill their unique roles.

Employee-Facing Roles	Enabling Roles

Sponsor
• Authorize the change
• Fulfill three key roles: (ABCs)
  • Actively and visibly participate throughout the project
  • Build a coalition of sponsorship with peers and managers
  • Communicate directly with employees
	Change Practitioner
	• Apply structure and intent to change
	• Enable and equip other change roles
	• Collaborate on a unified approach with the project manager

People Manager
• Support direct reports in their change journeys
• Fulfill five key roles: (CLARC)
  • Communicator
  • Liaison
  • Advocate
  • Resistance Manager
  • Coach
	Project Manager
	• Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning
	• Collaborate on a unified approach with the change practitioner

Organizations Don't Change, People Do!

Need buy in and ownership at all levels (it is important to understand all employees are people first and need to understand/assess their own feelings, aptitude, and readiness for change before they can lead/support others through change) i.e., Who does change management?

Look at Yourself:
Beginning Your Personal Change Management Journey

The unexamined life is not worth living.

--Socrates

We tend to attribute personal failings and mistakes to external events

We tend to attribute the behavior of others to their own character and emotions

Outcome: Defensiveness

…because of a perceived attack on our character

Rationality rather than reflexive attribution…

"What are alternative causes of the behavior?"

Person-Centered Communication rather than Position-Centered Communication

Avoid speculation about the "Why" behind others' behavior.

Avoid…"I know just why they do that!"

Choose curiosity, not attribution

Solidify through practice

TABLE!

Your Personal Change Management Journey

An Honest Look Inward

All Change
- What do I think of change?

This Change
- Honest assessment
- Is it needed?
- Can I honestly embrace it?

Self In Relation to Others

Myself
- Am I ready?
- Do I support it?

My Team
- Are they ready?
- Will they support it?

My Leaders
- Are they engaged?

Where am I now with this change?

An honest process begins with an honest self-assessment..

Change is first rooted in your beliefs, then enacted through your values.

Building Ownership among Management & Staff

7/5/2022

For Better Relationships, Suspend Attribution

Listen first. Give your opponents a chance to talk. Let them finish. Do not resist, defend or debate. This only raises barriers. Try to build bridges of understanding.

--Dale Carnegie

Organizational Genogram

Senior Leadership

Middle Management

Business Unit 1

Business Unit 2

Business Unit 3

Simple Model

Leadership and Business Units are the highest-level genograms. Add granularity to capture the stakeholders relevant to your project.

Coding Your Organization's Genogram

Identify Power Centers
Where is negative baggage?
Find Natural Alliances
Who are the "Swing States"?
Where is your leverage?

A Genogram Charts the Key Actors in the Organization's Change Process

Systems Theory emphasizes the inter-relationships between key stakeholders. The interactions of the whole are more than the sum of the components. Interactions can propel or inhibit project success. Interactions are built over time and carry baggage, either positive or negative, from prior interactions.

Communication Roles

Roles

Executive

Mid-Level

Frontline (People Managers)
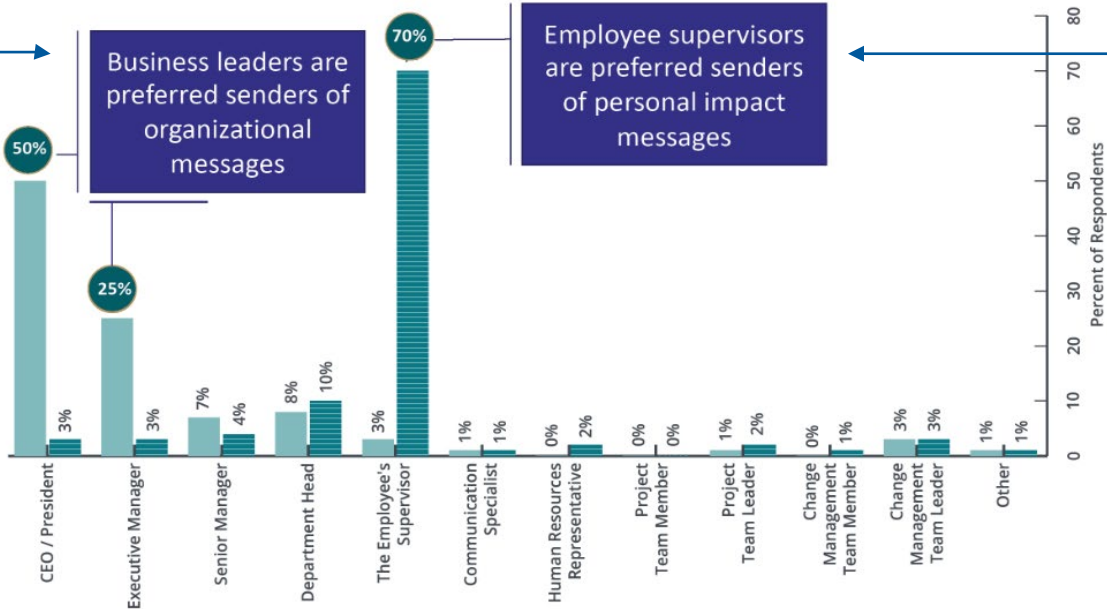
Source: *Prosci Best Practices in Change Management – 11th Edition*

CLARC Model

Communicator
Liaison
Advocate
Resistance Manager
Coach

Key Point

The primary communications roles are played by Executives and People Managers, with less preference for Mid-Level Managers as communication sources.

Techniques for Change Management (and life!)

Sender's Idea	Intended Message	Encode in Language	Transmit	Decode	Received Message	Perception	Impact Response
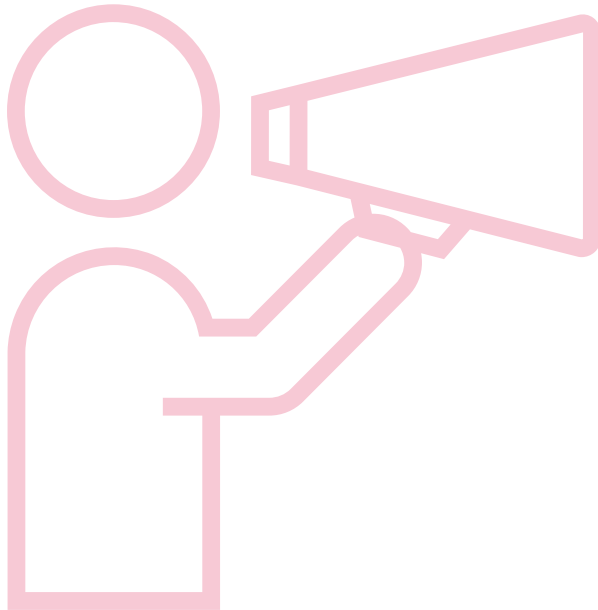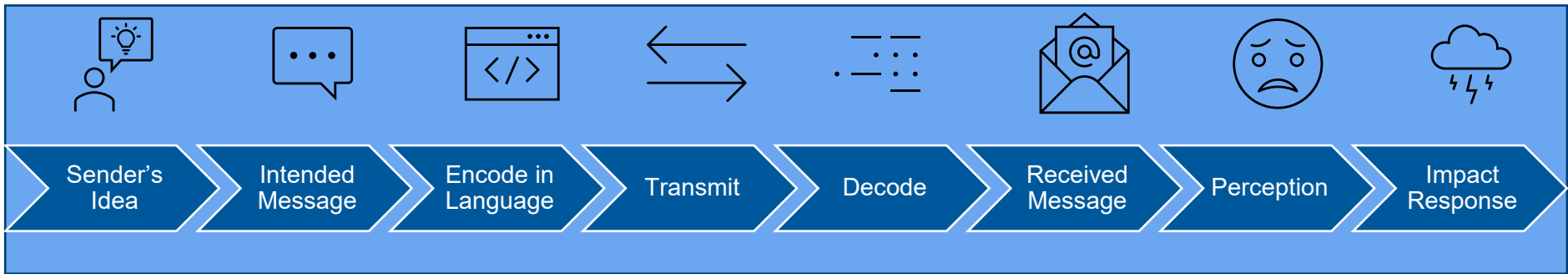
Conflict is not from the Sender's idea.

Instead, it comes from perception.

Information must be encoded, transmitted and then de-coded to generate a response.

Become aware of your own perspective

Consider culture and differences in cultures

Cultivate the ability to see the difference from another person's point of view.

What is the effect of the transmission medium?...

spoken, written, email, text, triangulated

Key Point:

"Instead of listening to the literal meaning of the words, work to understand the meaning the speaker is trying to convey."

Confirm your understanding

Inexperienced: Avoid "Parroting"

With practice: true reflection of the meaning, but using different wording, perhaps with sparing elaboration.

Benefit: Demonstrates to the speaker that you have heard the content of what they said.

"The I's Have It"

Use "I-statements" Use I-Statements to express yourself

Then, help the listener to understand your meaning."

In challenging situations, own and express what the problem is, as you see it

Choose I-statements over You-statements

The role of "Additive Language"

"And" is additive

"But" is subtractive

Additive language is easy to hear. For example…

Contrast your feelings when you hear the following:

- I think you've done a great job, *but*…

- I think you've done a great job, *and*…

The ADKAR Model

## Organizational Change Requires Individual Change: Prosci ADKAR Model 🔗

The Prosci ADKAR Model: Why it Works

The five building blocks of the Prosci ADKAR® Model are sequential:

- **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

When a person has all five elements, he or she has made the change successfully. When a change is not implemented, it is usually because one or more of the five blocks is missing. Our experience with thousands of practitioners has shown that the easy-to-learn ADKAR Model also:

- Creates a new lens for viewing change
- Drives action
- Addresses how change happens one person at a time

A	**Awareness** – Of the need for change
D	**Desire** – To participate and support the change
K	**Knowledge** – On how to change
A	**Ability** – To implement desired skills & behaviors
R	**Reinforcement** – To sustain the change
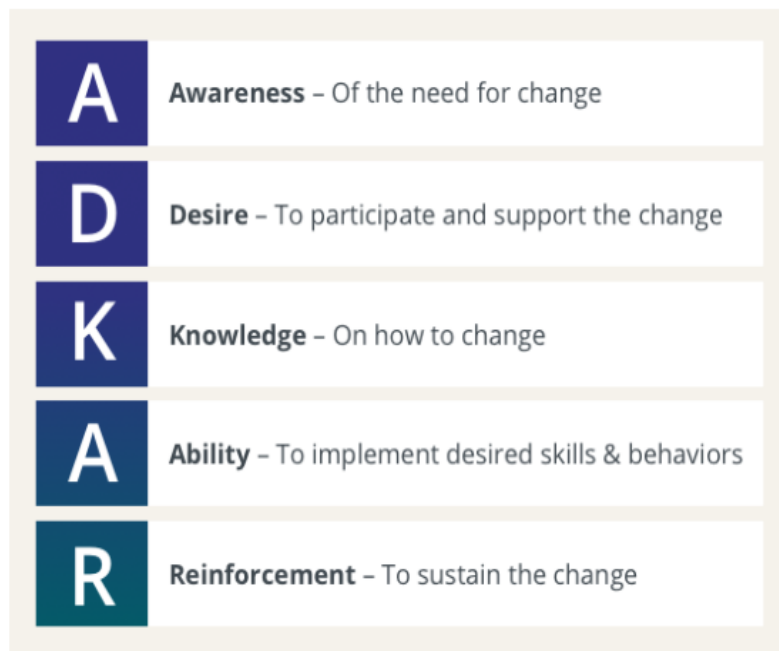
Source: ProSci.com

The Working Coalition is built from the ground up and from a diverse set of groups and individuals, each with a unique change history withing the current project.

Working Coalition

Group Consensus

Team Consensus

Change Agents

Loyal Followers

Converts

Creating a Shared Vision…

The Law of Win/Win says, 'Let's not do it your way or my way; let's do it the best way.'
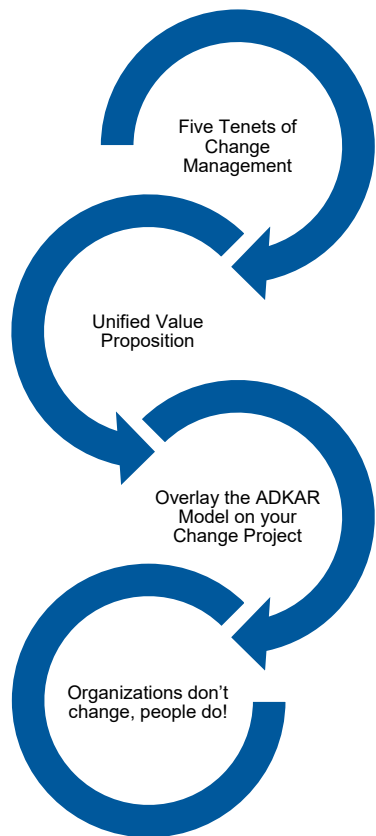
--Greg Anderson

Start Today…Two Roadmaps for Digital Transformation

Personal Transformation Process

- Use Additive Language
- Assess Intent vs Impact in your Communication
- Avoid the Fundamental Attribution Error
- Spend Time on your Personal Change Journey
- Chart and Code your Organizational Genogram
- Analyze the Power Dynamics in your Change Process
- Identify Change Resistance and Plan your Strategy
- List Action Items to Build the Working Coalition

Organizational Transformation Process

- Five Tenets of Change Management
- Unified Value Proposition
- Overlay the ADKAR Model on your Change Project
- Organizations don't change, people do!

Questions?

Comments.

Ideas!