Managing the Change Process

Executive Program in Digital Transformation

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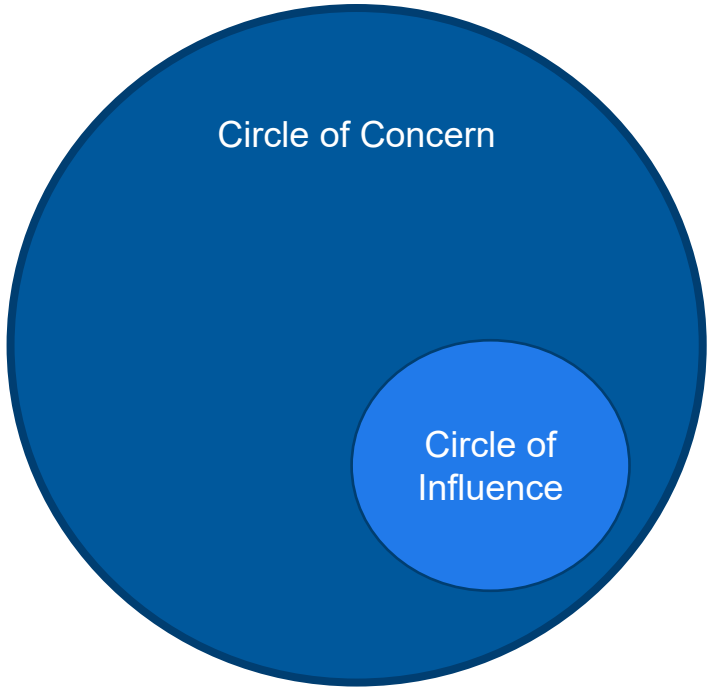
Learning Objectives

Upon completion of this workshop, you will know…

- The Communication Landscape and How to Assess It
- Communication Catalysts vs. Reactants
- The Change Triangle and its role in Messaging for Technology Change
- The Importance of the Senior – Middle Management Alliance
- Win – Win Negotiation Principles for Budget Negotiations
- Logical Fallacies in Communication and Discussion
- Workflow Management and the Need to Balance Current and Future States
- The importance of Monitoring and Correcting for Sustainable Change
- Power Currencies and Strategies
- How to manage change resistance

The Communication Landscape



Source: Stephen Covey

Assess the Communication Landscape

Is the other party willing to communicate with you?

Does the “Norm of Reciprocity” apply?

- “Is courtesy met with reciprocal courtesy?”
- A thought experiment test

What is your Span of Influence for the Communication Landscape?

What is beyond your control?

What can you influence?

How can you optimize what you can influence?

Catalyst or Reactant?

A Catalyst versus a Reactant…

A Catalyst facilitates an interaction and remains unchanged indefinitely…A Change Agent.

A reactant is consumed and changes into something else…An Agent, Changed

Assess the Communication Landscape

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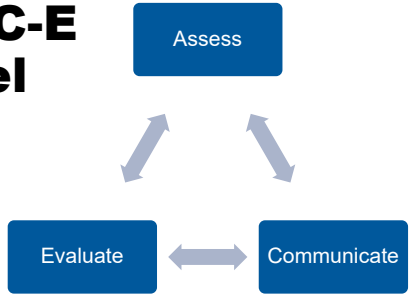
A thought experiment test

Communicate in the Landscape you are given… and helped to create…

The A-C-E Model

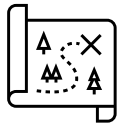


- Positive Communication
  - when the "Norm of Reciprocity" Applies
  - Cordial
  - Reciprocal
- Neutral Communication when it does not
  - The A-Social Response
    - "Hmmm"
    - "Uh-Hm"
    - Does not verbally extend the speaker
- Avoid Negative Communication

Evaluate & Adjust

Evaluation is the first step in continuous improvement and refinement of your communication repertoire

Re-assess the communication landscape periodically



Adjust communication as needed

Code-Switching is a learned skill

Remain mindful across modes

Communication Landscape:
What do you bring to the table?

Practice Self-Management

Physical Needs

Emotional Needs

Reframe Conflict as Positive

HALT if you are…

Hungry

Angry

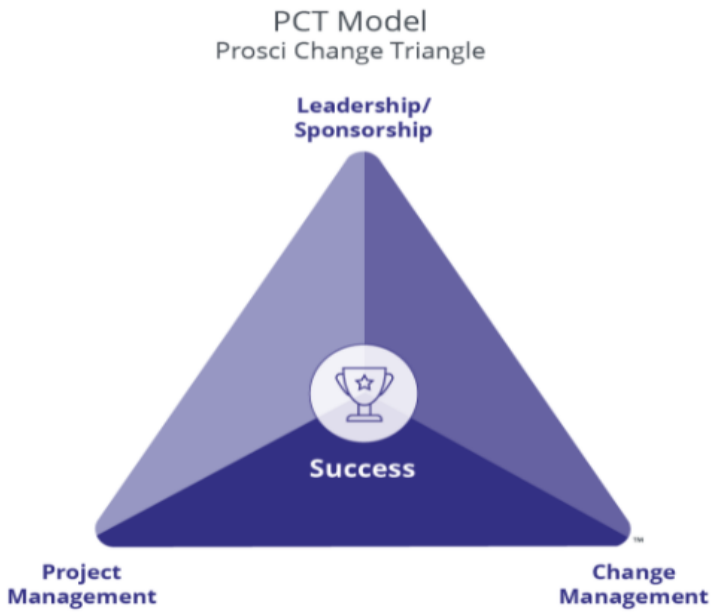
Lonely

Tired

The Change Triangle in Technology Change Messaging

Prosci Change Triangle (PCT) Model Overview

Since it was first released in July 2006, The Prosci Change Triangle Model—commonly known as the PCT Model—has helped countless project teams and change management professionals become more effective by understanding and improving the key aspects of a project's success. The model describes the four aspects of a successful initiative and how those aspects relate to one another. Using the model and supporting assessment, change practitioners can evaluate project health to identify risks and improve initiative outcomes.



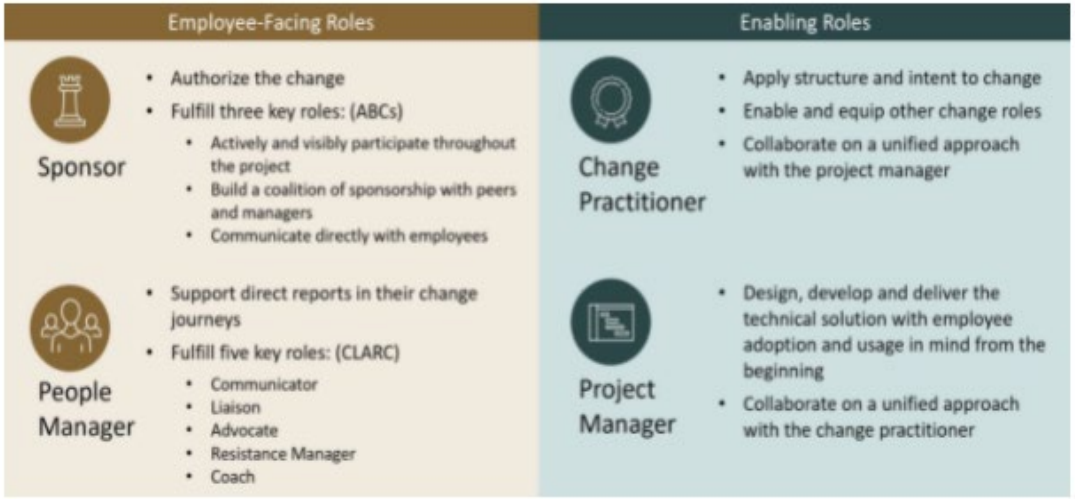
Source: ProSci.com

Senior-Middle Management Building an Effective Alliance

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.



Source: ProSci.com

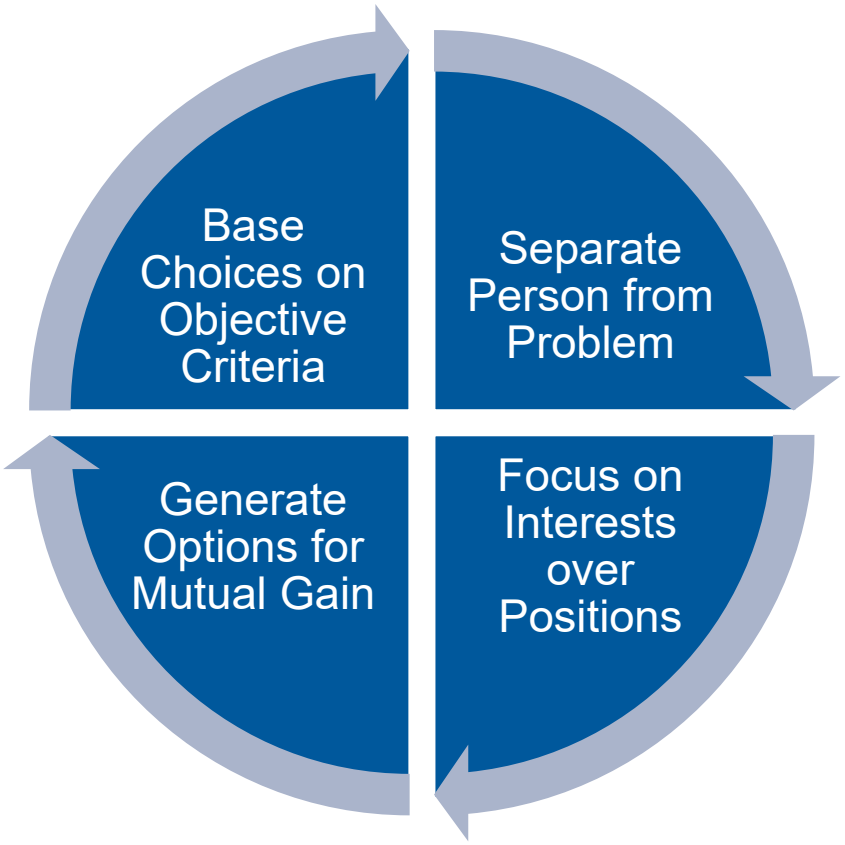
Budgeting Communication: Negotiation

Negotiation is an ongoing and multi-level process in technology implementation occurring at the enterprise and interpersonal levels.

You can always negotiate.

Harvard Negotiation Project – Quick Review

Four Principles of Win-Win



Logical Fallacies Common in Arguments

Logical Fallacies are Potent Weapons in an Argument. You are less vulnerable if you can anticipate them.

Appeal to the Supposed Majority

Post Hoc Ergo Propter Hoc

Ad Hominem and Tu Quoque

False Alternative

Complex Response Fallacy

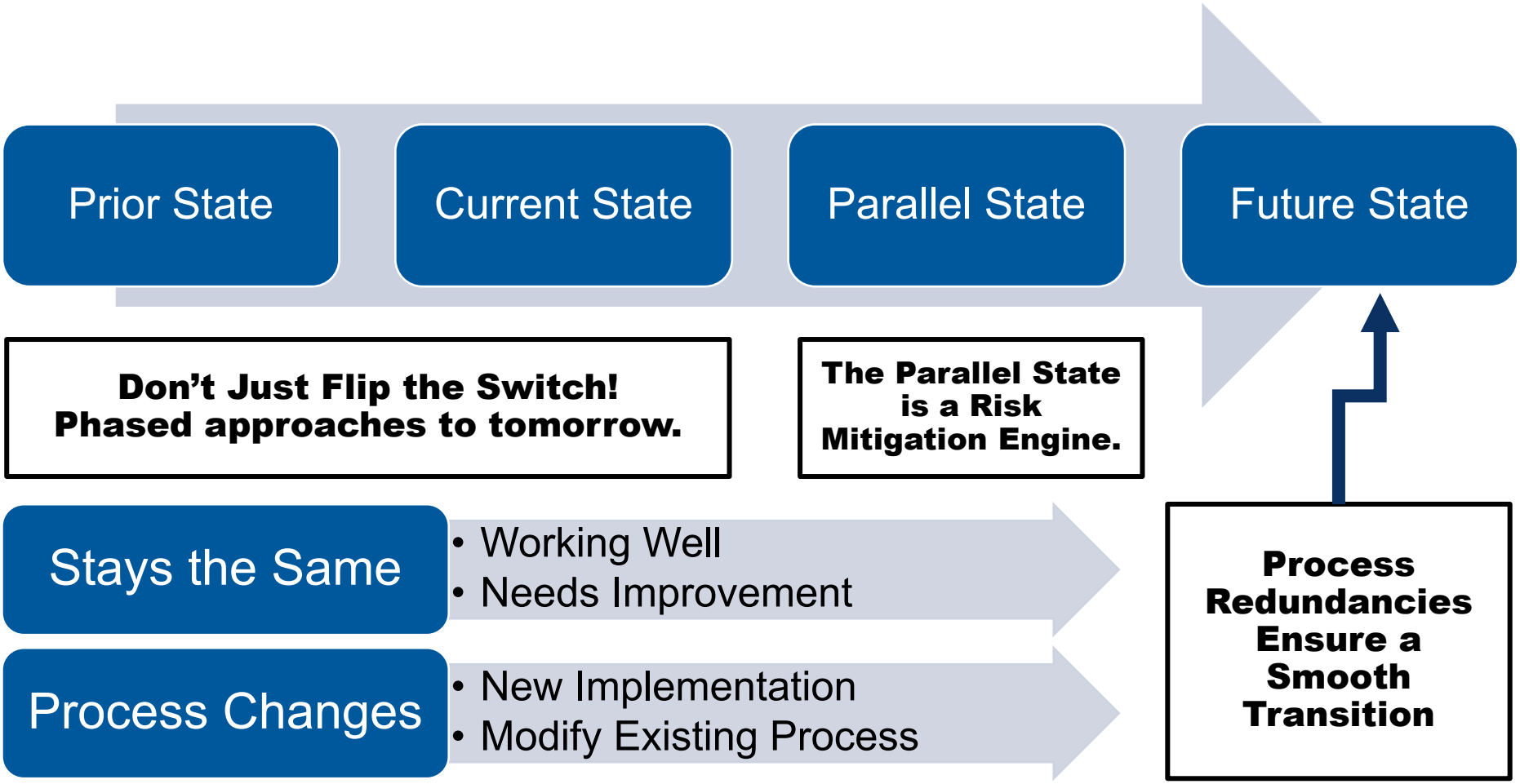
Red Herring

By focusing on the faulty logic of the argument rather than perceiving it as an insult, you can respond calmly and effectively

The most difficult thing in any negotiation, almost, is making sure that you strip it of the emotion and deal with the facts.

--Howard Baker (1925-2014)

Balance Current & Future States



Monitor and Correct for Change Sustainability

Change Management Process

> *"The Prosci 3-Phase Process is the critical link between individual change management and organizational change. The Prosci 3-Phase Process allows us to leverage and scale change management activities to drive individual transitions. The Prosci Methodology uniquely integrates individual change management and organizational change management to ensure the achievement of organizational results. This is the essence of effective change management."*
>
> - Tim Creasey, Prosci Chief Innovation Officer

Source: ProSci.com

Monitoring and Adjustment solidify and sustain positive change.

Power and Counter Power

What is power?

Power is:

- The ability to influence an outcome

Power is not:

- The ability to control a situation

Control is limited

Power is not "Distributive"

Kinds of Power

Identified by John French and Bertram Raven (mid 1950's)

Five "Power Bases" or "Power Currencies"

Reward Power

Coercive Power

Legitimate Power

Referent Power

Expert Power

Power: Key Points

You do not need more power than the opposing party

You do need sufficient *interdependence*

The most important consideration about power in conflicted situations is:

The more equal the conflicting parties feel in power, the better the chances of a win-win resolution.

How Can Power Be Equalized?

If you have more power…

Show restraint

Recognize that interdependence is in play

Know the limitations of your power

If you have less power…

Stay engaged and speak up

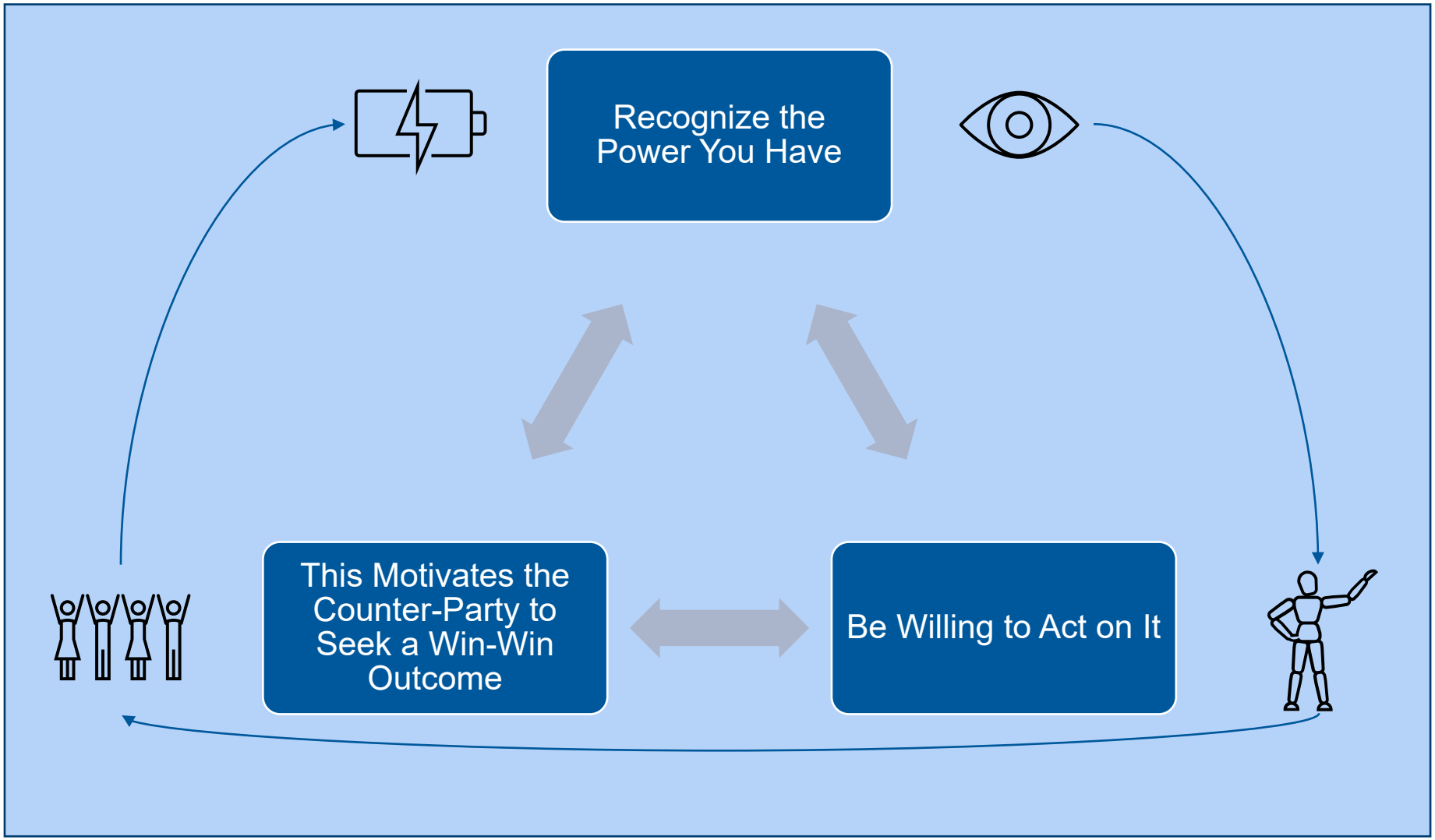
Seek alliances

Build knowledge

Look for game-changers

If you find one, use it gracefully

Whether You Have More Power or Less…



Resistance Strategies

Risk	Resistance	Resources	Roles	Roadmap
•Customize and scale the approach based on risk	•Develop special tactics to address anticipated resistance	•Develop a governance model to enable the approach	•Identify requires roles to support change success	•Align people-side activities and timelines to the project lifecycle

The Five R's

The Five R's compromise the key components of a Change Management Strategy. While we often call overall impact "Resistance," a closer look helps to identify Resistance as one of five inhibitors that undermine the change process.

The Positive Aspects of Resistance

Have you learned the lessons only of those who admired you, and were tender with you, and stood aside for you? Have you not learned great lessons from those who braced themselves against you, and disputed passage with you?

--Walt Whitman (1819-1892)

Questions?

Comments.

Ideas!