



the little book of
**Change
Management**

NineFeetTall
delivering positive change





Welcome

to our little book on the
big subject of

Change Management

Why read this book?

Because change is inevitable!

It's very likely you'll be involved in change at some point in your career, and so knowing how to manage change can help you get the most out of it.

When you manage change effectively, your department or organisation will move to a new 'business as usual' state effortlessly and with minimum disruption.



Alternative reasons

to read this book

When your organisation's
direction changes, you'll be
facing the right way!

You've read the other little
books in this series and just
want to read them all.

You're addicted!

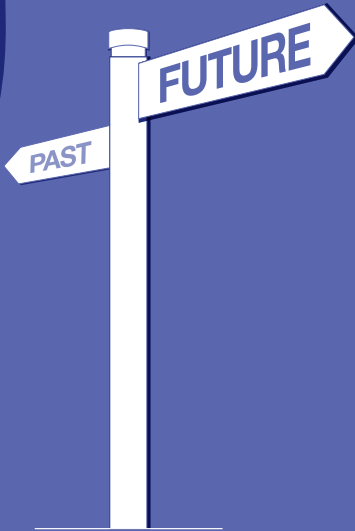
Enjoy!




Contents

1. What is change management?	8
2. Vision and benefits	30
3. Change leadership	56
4. Stakeholder engagement and communications	84
5. Readiness and delivery of change	116
6. Training, development and skills transfer	142
7. Glossary	170
8. Useful resources	174
9. About NineFeetTall	178

1



**What is
change
management?**



“ If we don't change
direction soon,
we'll end up where
we're going. ”

Professor Irwin Corey



What is....
Change
Management?

“ Change Management is the management of change and development within a system or business.

It is an approach to transitioning individuals, teams, and organisations to a desired future state.

”



Change management

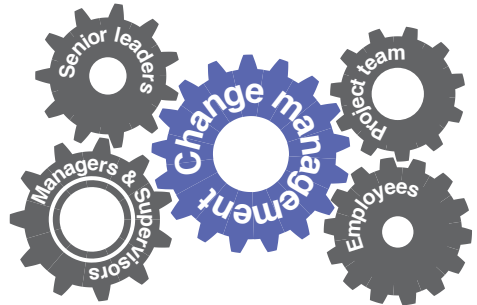
is about enabling
people in
organisations to:

Think
Feel
Do
Differently

Understanding change management

Change does not happen in isolation – it impacts the whole organisation around it, and all the people touched by it.

Change management is the creation and implementation of the roles, processes and tools that each of these groups use to effectively manage change.



The 3 key elements to **NineFeetTall**'s approach to Change Management are:





1 Understanding of requirements

Develop and agree specific requirements for change with key stakeholders, identify required benefits and agree a plan to make it happen.



2 Emotional engagement

Ensure there is involvement and engagement in the change process to enable change to be embedded in the organisation and long lasting value to be delivered.



3 On-going actions

Make it happen through a project based approach to delivery and ensure the changes are embedded with new processes, culture and ways of working becoming business as usual.



NineFeetTall's 9 principles of change management?

1. Understand where the organisation is at the moment
2. Understand where the organisation wants to be, when and why, and what measures are needed to show they have arrived
3. Build the guiding team to inspire change
4. Establish a vision for change
5. Create quick wins to maintain momentum if appropriate
6. Plan the change in incremental, achievable, measurable stages
7. Communicate, involve, enable and facilitate involvement from people as early and as fully as possible
8. Reinforce value
9. Make the change stick



NineFeetTall's key elements of a change management programme

Vision and benefits

Change leadership

Stakeholder
engagement and
communications

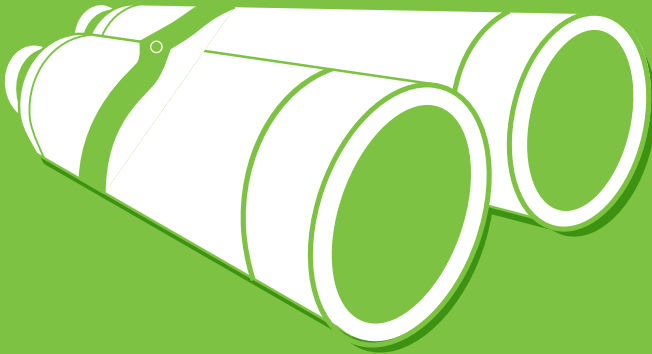
Readiness and
delivery of change


Training, development
and skills transfer

Let's look at each one in turn...

Vision and benefits

2





9 questions to ask yourself before embarking on any organisational change

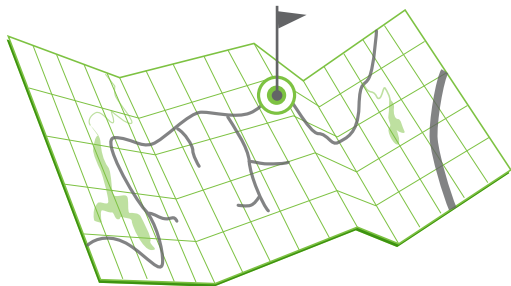
1. What do we want to achieve with this change?
2. Why do we want to make this change?
3. Who is affected by this change?
4. How will they react to it?
5. What is the benefit of this change to our customers?
6. What competencies do we have to enable the change delivery?
7. How much of this change can we achieve ourselves?
8. What parts of the change do we need help with?
9. How will we know that the change has been achieved?

Building the case for change...

The first steps of change management are:

- » identifying how the change supports the future vision
- » understanding what benefits the organisation wants to achieve
- » ensuring the benefits of the change are clearly defined and communicated
- » ensuring all stakeholders understand how the benefits are linked together and what needs to happen to achieve them
- » helping stakeholders realise these benefits

If you are going to drive change, you need to have a change vision



This is a picture for people of what the organisation will look like after the change has been implemented.

It serves to motivate people, and it is essential to any successful change you're trying to make.

A change vision is not the same thing as a corporate vision.

A corporate vision outlines what the organisation wants to be. It remains fixed whilst business strategies must adapt to the changing world.



9 tips for creating a powerful vision for change

1. Make sure your vision is easy for people to understand
2. It should be possible to communicate your vision in 60 seconds or less
3. Your vision should have emotional appeal
4. It should enable people to see a picture of what the future looks like after the change is implemented
5. Your vision should encourage people to let go of the present
6. People should “get it” and want to buy into it
7. People should believe the vision is feasible
8. People should believe the vision is desirable
9. Creating the vision should be the responsibility of the senior leadership team

Tools used to help understand change

There are a number of tools used by change professionals to help them understand, manage and implement effective change programmes:

- » **LEWIN'S**
Change Model
- » **BERKHARD & HARRIS'**
Change Equation
- » **ADKAR**
Change Model

Change management tools:

Developed in the 1950s, Lewin's change model is based on the principle that you have to break things up in order to make improvements, using the analogy of changing the shape of a block of ice.

LEWIN'S Change Model

The model breaks down the change process into 3 distinct stages:



“Unfreeze – Change – Refreeze”



Change management tools:

LEWIN'S Change Model

Unfreeze:

Create the motivation for change

Change:

Move through the change process by promoting effective communications and empowering people to embrace new ways of working

Refreeze:

Return the organisation to a sense of stability

Change management tools:

BERKHARD & HARRIS' Change Equation

For change to be accepted, you need to establish a dissatisfaction with the current state and create a vision of why the new state will be better.

Dissatisfaction \times Desirability \times Practicality
> Resistance to Change

Due to the interdependencies between Dissatisfaction, Desirability and Practicality, if any element is missing, that variable will be zero and the proposed change is therefore likely to fail.

Change management tools:

Dissatisfaction

Your team must feel dissatisfied with the current situation before a successful change can take place. Without dissatisfaction, there will be no motivation to change.

Desirability

The proposed future state (vision) must be understood and be attractive to all.

Practicality

The team must believe the change is realistic and achievable.

BERKHARD & HARRIS' Change Equation

Resistance to Change

Resistance to change can refer to lack of belief, stubbornness or general lack of interest – all of which need to be overcome by the elements on the left hand side for any change to be implemented successfully.



Change management tools:

ADKAR Change Model

ADKAR is a goal-oriented change management model to help focus your actions at each stage of a change project.

The model focuses on the way that you communicate and share information with the people affected by the change.

Change management tools:

For change to succeed, you need to achieve five successive knowledge-sharing goals throughout the duration of the project:

ADKAR Change Model

- » **Awareness** (of the need for change)
- » **Desire** (to participate in and support the change)
- » **Knowledge** (of how to change)
- » **Ability** (to change)
- » **Reinforcement** (to sustain the change)

You need to achieve each goal in turn, before you can move on to the next.




“ Where there
is no vision,
there is
no hope ”

George Washington

3



**Change
leadership**



“ Leadership is the
art of getting
someone else
to do something
you want done
because he
wants to do it. ”

General Dwight Eisenhower

Change Management Vs Change Leadership

What's the difference?

Change Management refers to **the ability to keep any change effort under control.**

In practice, change management involves:

- » Minimising disruptions
- » Maintaining motivation
- » Keeping within budget
- » Keeping control

Change Leadership concerns the driving forces, visions and processes that fuel large-scale transformation.

In practice, change leadership involves:

- » Creating vision and strategy
- » Setting directions
- » Aligning individuals and systems
- » Empowering individuals



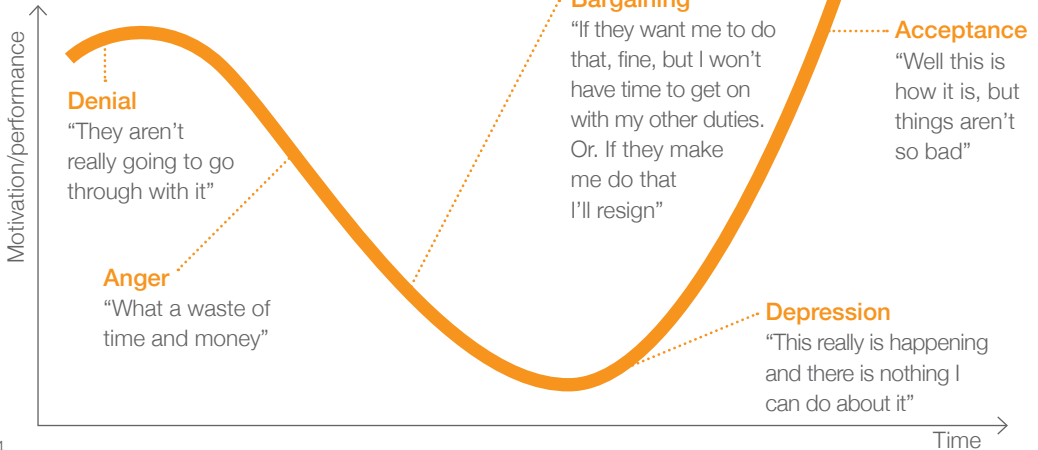
Leading the people


When leading change in an organisation, the challenge is not only to get the systems and processes in place, but also to win the support and motivation of the people involved.

The easier you can make the change for the people in your organisation, the sooner the change will be accepted.

The Kubler-Ross Change Curve is a well used and powerful model for understanding peoples' emotional journey through organisational change.

The Kubler-Ross change curve





“ Change has a
considerable
psychological
impact on the
human mind.

To the fearful
it is threatening

because it means that
things may get worse.

To the hopeful
it is encouraging

because things may get better.

To the confident
it is inspiring

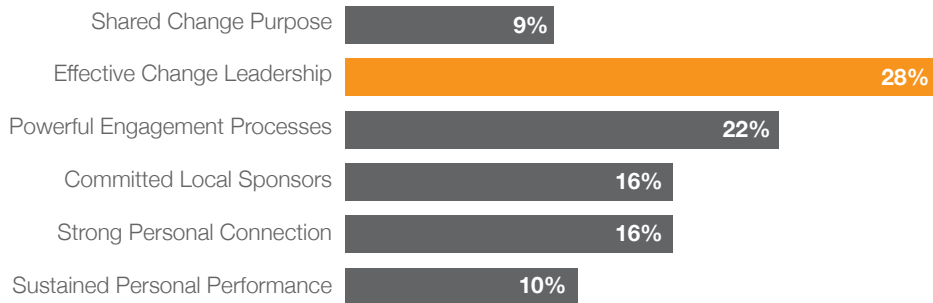
because the challenge
exists to make things better.

”

King Whitney Jr.

Change leadership

Effective Change Leadership is consistently the highest ranked risk in delivering successful change.



Source: Changefirst.com

Change leadership

NineFeetTall's own Business Healthcheck survey (Jan 2014) asked:

? Organisations were asked to rate their leadership team's ability to deliver effective change.

The result?

40%

of those taking part in the survey believe that their Leadership Teams ability to deliver their change programme is only satisfactory and in many cases poor.

What makes an effective leader?

An effective leader is a person who:

- » Creates an inspiring **vision** of the future
- » **Motivates and inspires** people to engage with that vision
- » Manages **delivery** of the vision
- » Coaches and **builds a team**, so that it is more effective at achieving the vision

Leadership alignment



The first stage of Change Leadership is to ensure the **leadership team** share the same understanding of what the change means and their role in it.



Tools for ensuring your leadership team is aligned

- » Leader interviews
- » Alignment workshops
- » Executive readiness assessments
- » Leadership profiling
- » Executive coaching
- » Mentoring & leadership support
- » Review of leadership strategy




How to build effective change leadership

- » Map out a change network
- » Engage sponsors at every level
- » Develop informal influencers
- » Arm change agents with the right skills for the job
- » Embrace change



The 7 deadly sins of change leadership

1. Believing change comes from within the organisation
2. Placing short term gain over long term view
3. Failing to question
4. Ignoring internal strengths
5. Failing to align stakeholders with strategy
6. Looking at the now to predict the future
7. Lack of flexibility

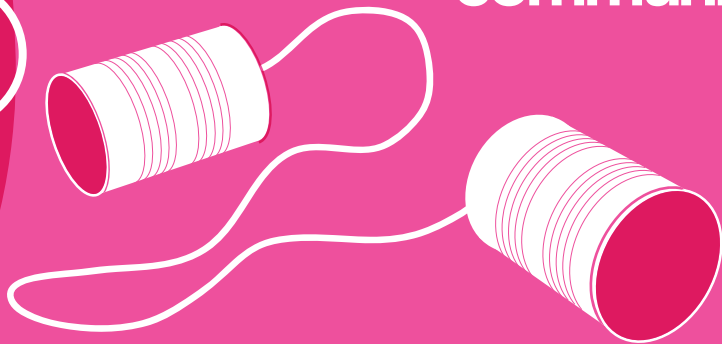


“ Without strategy,
change is merely
substitution not
evolution ”

John Kotter

4

Stakeholder engagement & communications





In the know

The first stage of stakeholder engagement:

Identify **who** the stakeholders are and know enough about them to get a **picture** of what **action** might be needed to **influence** their commitment.

3 key benefits of stakeholder engagement:

1. You can use your most powerful stakeholders to help **shape the change**.
.....
2. Gaining support from powerful stakeholders can help **secure additional resources**.
.....
3. Communicating with stakeholders early and frequently can ensure they fully understand the benefits of the project, which in turn can help **win their support**.

9 tips for understanding your stakeholders

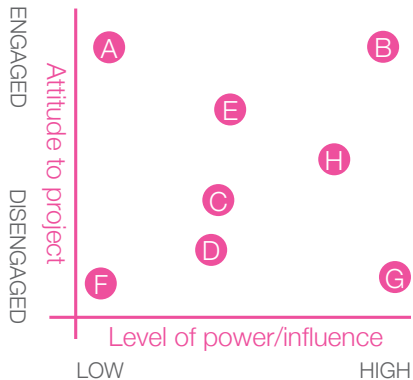
Understanding your key stakeholders helps identify how best to manage and communicate with them.

1. What is their interest in the project?
2. What motivates them?
3. What information do they want?
4. How do they want to receive information?
5. What is their current opinion on the project?
6. Who influences them and their opinions?
7. If they are not positive what will win their support?
8. If they can't be won over how can their opposition be managed?
9. Who else might influence them?

Stakeholder matrix

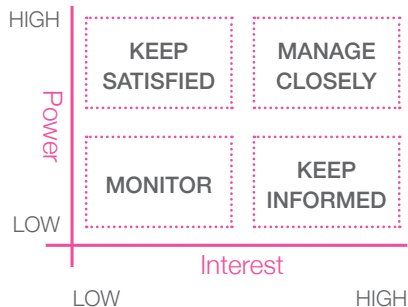
Mapping your stakeholders on a stakeholder matrix will help you understand the influence of each stakeholder and their attitude towards the project.

Mapping stakeholders in this way enables you to plan a strategy of engagement and helps focus your efforts on those stakeholders who need the most attention!



Strategies for engaging stakeholders

Once you have mapped the stakeholders you can apply the following rules of thumb for how to manage them and their expectations during your project.



Tips for stakeholder engagement

ADVOCATES/ALLIES

Driving the change

- » Use for internal promotion of objectives and benefits
- » Actively communicate with them to keep regularly involved

FOLLOWERS

Do as they're told

- » Increase their understanding for future benefit
- » Keep informed and positive

AMBIVALENT/INDIFFERENT

Yet to have an opinion

- » Identify gaps in knowledge and seek to fill them
- » Seek views and address concerns
- » Take care not to make them opponents

OPPONENTS

Low agreement to change

- » Initiate discussion and understand reasons for low acceptance
- » If loss is perceived but not real then convert using facts and figures
- » Counter reasons for low acceptance

ADVERSARY/BLOCKER

Resisting the project

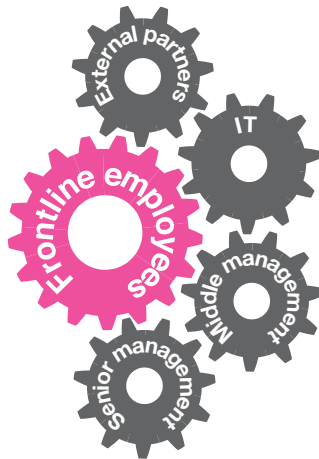
- » Proactive communications
- » Interview and meet
- » Explain and overcome fears
- » Seek views when understanding develops

And the award for the most challenging stakeholders goes to...

NineFeetTall's own Business Healthcheck survey (Jan 2014) asked:

? Who are the most challenging stakeholders to engage when implementing change

The result?



43% of respondents consider front line employees to be the most challenging group.

Communications approach

Your communications approach should be aligned to the organisation's:

- » Culture
- » Communication preferences
- » Communication needs



9 communication tips for effective change management:

1. Clearly communicate the vision, the objectives, and the benefits of the change management effort
2. Communicate the reasons for the changes in such a way that people understand the context, the purpose, and the need
3. Communicate consistently, frequently, and through multiple channels
4. Communicate all that is known about the changes, as quickly as the information is available
5. Allow time for people to ask questions, request clarification, and provide input
6. Recognize that true communication is a two-way “conversation”
7. Change leaders should spend face to face time to talk with the people who are expected to make the changes
8. Hold interactive workshops and forums in which all employees can explore the changes together, while learning more
9. Remember to listen to other points of view

Communications planning

Using a communications planning template will help you to create an audience-focused communication plan that's sure to get your message across.

Communications plan for.....				
Overall Communication Objective:				
Audience	Communication Objectives	Message	Channel	Timing

The communications circle

1

Define the main and overall **objective** of your communication

2

Identify your **different audience groups**. Your stakeholder analysis can help define these groups

3

Now define the communication objective(s) for each individual group – what does each group **need to hear** from you?

6

Finally, don't forget to **measure the effectiveness** of your communications. Feedback can help fine-tune future communications

5

Consider how **often** each group needs to hear from you in order to maintain their motivation and support

4

Consider the **most appropriate communication channel** for each group

Possible communication channels:



- » Email
- » Newsletter
- » Teleconference
- » Report
- » Presentation
- » Notice boards
- » Posters
- » CEO briefing
- » Launch event
- » Team meeting
- » Videocast on intranet
- » Post on internal social media platform (e.g Yammer)

The 9 C's of communication

Communication should be:



Clear

Concise

Considered

Concrete

Correct

Coherent

Complete

Courteous

Correctly Chanelled

Monroe's motivated sequence

Monroe's 5 step sequence uses the psychology of persuasion to develop an outline for persuasive communications:

- 1. Get Attention**
Use a story, question or statistic to capture the attention of your audience
- 2. Establish the Need**
Convince your audience that there is a problem so that they are primed to hear your recommendations
- 3. Satisfy the Need**
Introduce your solution to solve the problem presented
- 4. Visualise the Future**
Describe the future if your solution is not/is adopted
- 5. Call to Action**
Give your audience clear instructions of what they need to do to solve the problem

NineFeetTall's recent Business Healthcheck survey (Jan 2014) asked

? individuals to rate the effectiveness of their organisation's 'Change Communication Plan'.

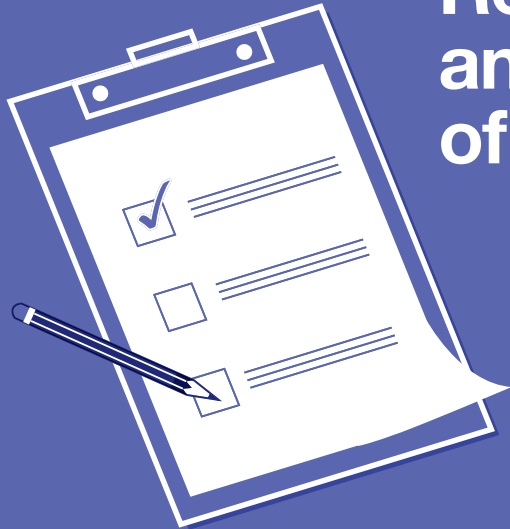
The result?

48%

of organisations believe their communications plan is **satisfactory or poor.**

FAILED

5




**Readiness
and delivery
of change**

Are you ready?

How prepared is your organisation for the coming changes?

“ Action springs
not from
thought,
but from a
readiness for
responsibility ”

G. M. Trevelyan



Business readiness means...

Having a clear vision and objectives
for the planned change

Having the right resources in place
to support the change process

Having the right attitudes and
motivation amongst stakeholders
to make the change work

Your checklist

At this stage you need to identify the areas of the organisation that require specific attention in order to minimise the risk of failure.

Your change readiness assessment checklist should look like this:

- 1 Define readiness criteria
- 2 Design assessment questionnaire
- 3 Assess the likely impact of the planned change
- 4 Analyse results
- 5 Take action!

① Define readiness checklist criteria

- ✓ How **ready** is your organisation for the coming **changes**?
- ✓ Consider business readiness from a **people, process** and **technology** perspective?
- ✓ What are the key **criteria** that could impact the **success or failure** of the planned **change**?

② Design assessment questionnaire

Using your change readiness criteria, undertake, as part of your project activities, an assessment of how prepared your organisation is for change.



A typical change readiness assessment questionnaire could look something like this:

Rate your agreement with the following statements:	1	2	3	4	5
We have a clear and well communicated vision					
Employees affected by a change have the knowledge, skills and abilities necessary to make the change work					
Managers are prepared to make themselves accessible for answering questions or information-sharing during times of change					
There are clearly documented procedures for users					
Support service levels are clearly defined					
A handover schedule has been completed and communicated					
We understand the negative consequences of not changing					
Resources are available to make the change work					
All members of the team are aligned with regards to the need for change					

③ Analyse the impact of change

Many organisations use an Impact Assessment (IA) to analyse the potential success of the planned change.

Impact Analysis is a useful tool designed to uncover the “unexpected” and/or negative effects of a change on an organisation, and enable the project to address these risks.

5 Steps to conducting an effective Impact Assessment Analysis:

1. Clearly define the extent of the proposed change
2. Determine the key differences between the present state and the proposed state post change
3. List all possible outcomes of the change and consider the consequence of each
4. Evaluate and prioritise the possible outcomes in term of risk to the success of the planned change
5. Turn your results into action

④ Analyse results

Using the data you have gathered, you now need to develop an **action plan** to address any areas within your organisation which are **not ready** for the change.



5 Take action!

An action plan will help you summarise how you will address each issue and by when.

What	How	Who	When

AN ACTION PLAN FRAMEWORK:

1. List key issues to be addressed
2. Identify required action to overcome each issue
3. Identify the resources required to complete the action
4. Assign an owner with responsibility for overseeing the completion of each action
5. Assign a target completion date for each action to enable tracking

Celebrate success!

Once the change has been delivered, make sure successes are communicated to the business and celebrated!!





Continue change support after go-live

Many change projects fail due to change management support being withdrawn too soon after go-live.

A common element of successful change programmes is that they continued to support the change following the go-live stage, making sure the change was stabilised and becomes the new 'business as usual' and ensuring people do not revert to previous ways of working.

9 top tips for preparing for and delivering, change

1. Define your readiness criteria.
2. Make an honest appraisal of whether you are prepared for go live – if not then how will you address the concerns?
3. Act on the findings! Don't just file away!
4. Ensure that the change is delivered in incremental steps where possible.
5. Prepare the change team to continually pass information to you from the ground during the change readiness phase – they are your 'eyes and ears'.
6. Don't forget to take a measurement of the benefits before you go-live so you have something to measure results against!
7. Make sure end users are fully briefed on what to expect when the change happens and where they can go for support.
8. After go-live, don't withdraw change management support straight away.
9. Celebrate success!! If you've followed our tips above, then you should be able to do just that!



6

**Training,
development
and skills
transfer**



As part of **NineFeetTall's** recent Business Healthcheck Survey (Jan 2014) organisations were asked:

? In which of the following areas could your organisation's resources be improved to support change?

- » Recruit new skills
- » Train existing staff
- » Systems
- » Budgets

The most popular answer was:

- » Train existing staff

Selected by

28%

of all participating organisations.

The importance of training during a change programme?



- » Prepares users for the new methods of working
- » Helps users to understand the benefits of the changes being introduced
- » Helps support the change management process
- » Ensures benefits are fully realised once new ways of working have been implemented
- » Ultimately users will never adopt the new system and ways of working unless they know how to use it!!



Training needs analysis

Identifying whether or not your organisation has the appropriate levels of skills and capabilities to manage and deliver the required change is commonly assessed via a:

Training
Needs
Analysis

What is a training needs analysis?

A TNA provides the project or change team with an understanding of who to train, the knowledge and skills required of the users to adopt the new system/ways of working and timescales required to deliver the training.

A TNA is a vital component of the training approach and a key input into the training plan.

A Training Needs Analysis should ideally be taken at three levels:

1. Organisational
2. Team
3. Individual

Objectives of a training needs analysis:



- » To understand the **gaps** between **current** skill levels and the skills **required** following the change
- » To identify **appropriate** training methods to address the **gaps**
- » To help select the optimum training approach to **prepare** staff for future ways of working

5 steps to conducting a training needs analysis

1. Future organisational performance:

what is the expected future performance of your organisation?

2. Potential Challenges:

what challenges is the organisation likely to face in achieving the required performance?

3. Employee performance:

how will employees need to perform differently to overcome these challenges and deliver the required performance?

4. New skills:

what new skills, knowledge and attitude will employees need to perform differently

5. Training needs:

ask yourself how you can bridge the gap between the skills your organisation has now and those needed to meet future performance?

9 questions to ask when developing your training plan

1. What are the changes to working practices and do these differ based on teams and roles?
2. What are the alternative training methods which are suited to the training content and delivery requirements?
3. What resources are available to deliver training (both people and toolkits such as environments)?
4. How will delegates access training and register. Will there be any pre-requisites for them?
5. Who will author / review courses and how will the trainers be trained to deliver the content?
6. How will the effectiveness of courses and trainer delivery be measured?
7. How will knowledge and skills transfer be assessed?
8. Have all the 'What if?' scenarios been considered during training planning?
9. Is it possible to provide users with a means of 'helping themselves once live' to reduce support?

Methods of training

Depending on the requirements of your organisation, teams and individuals, your training delivery methods may include some or even all of the following:

- » Instructor led training
- » Hands-on training
- » E-learning

Instructor led training

Even with the many technological advances in the training industry, traditional formats such as instructor-led training remains viable and effective.

ADVANTAGES:

- » efficient method for presenting important information to large or small groups of employees
- » ensures that everyone gets the same information at the same time
- » can be cost effective

DISADVANTAGES:

- » scheduling training sessions for large numbers of trainees can be difficult—especially when trainees are at multiple locations
- » much of the success of the training depends on the effectiveness of the lecturer

Hands on-training

Hands-on training offers several effective techniques for training employees, including:

- » Demonstrations
- » Coaching
- » Drills

ADVANTAGES

- » Hands-on training methods are effective for training in new procedures and on new equipment
- » Trainers can evaluate immediately whether a trainee has learned the new skill or procedure

DISADVANTAGES:

- » Enough equipment must be available to train large groups
- » Time consuming

E-learning

Online training or e-learning can incorporate:

- » Web-based training
- » Tele or video conferencing
- » Webinars
- » Intranets
- » Social sharing websites

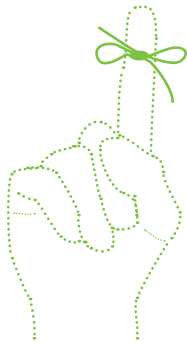
ADVANTAGES

- » Effective for training across multiple locations
- » Trainees are not confined to a training schedule and can take the training in their own time
- » Easy to update

DISADVANTAGES:

- » Requires trainees to be computer literate
- » Fewer opportunities for trainees to ask questions
- » Difficult to assess whether the trainee has learned the new skills

Things to remember...



Training must be all encompassing such that it provides a complete and realistic experience of future operations.

Training delivery should provide trainees with the opportunity to practice new ways of working and to reassure them that they will be able to operate effectively following the change.

To bring the training to life it should be set in a business context; using scenario-based examples will help make it real.



“The secret of
change

is to focus all
of your energy,
not on fighting the old,
but on building the new”

Socrates

7

Glossary



Glossary



ADKAR

The ADKAR change model acronym stands for Awareness, Desire, Knowledge, Ability and Reinforcement

COMMUNICATIONS PLANNING TEMPLATE

Using a Communications Planning Template will help you to create an audience-focused communication plan that's sure to get your message across

CHANGE VISION

A picture of what your organisation will look like following the planned change

KUBLER-ROSS CHANGE CURVE

A model for understanding peoples' emotional journey through organisational change

MONROE'S MOTIVATED SEQUENCE

Monroe's 5 step sequence uses the psychology of persuasion to develop an outline for persuasive communications

STAKEHOLDER MATRIX

Mapping your stakeholders on a stakeholder matrix will help you understand the influence of each stakeholder and their attitude towards your project

8



**Useful
resources**

Useful resources



WEBSITES

- » www.ninefeettall.com
- » www.9plustraining.com
- » www.kotterinternational.com
- » www.mindtools.com
- » www.changefirst.com

BLOGS

- » www.ninefeettall.com/blog

RESEARCH

- » Nine Feet Tall's 'Business Healthcheck' Survey, 2014

SOCIAL

- » LinkedIn Group:
Association of Change Management Professionals (ACMP)
- » Twitter:
@NinefeetTall
- » Slideshare.net

ASSOCIATIONS

- » The Association of Change Management Professionals www.acmpglobal.org
- » Change Management Institute www.change-management-institute.com

A large, stylized white number '9' is centered on a dark blue background. The '9' has a thick, rounded top and a long, curved tail that ends in a sharp point. To the left of the main '9', there is a smaller white circle containing a white number '9'.

9

About
NineFeetTall



About NineFeetTall

NineFeetTall
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