CHANGE MANAGEMENT 2019

ACMP SoCal

Our Takeaways from ACMP Conference

Orlando, FL

April 29-May 1, 2019

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Presented by:

- Shawna Gale
- Carl Manthe
- Joel Nalewajek
- Rhasheema Sanders
- Anka Pruszynska-Garcia

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CHANGE IS UNIVERSAL!

CHANGE
MANAGEMENT 2019
Fly
HAWAII
Anaheim, CA
(2,496 mi / 4016 km)

Change and the Learning Brain

by Lauren Waldman

Founder, Learning Pirate

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You don’t need to see the Wizard to be an Agile Change Management Practitioner

by Camille Clerc and Naomi Criddle

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Straight Talk - A critical ingredient for creating movement and change by Alex Wray

- "Management does not align "is cause of 33% of the 70% of projects that fail to achieve goals.
- Need leadership to STRETCH and use Straight Talk
- Neuroscience:
  - Behavior: openly share my thinking and concerns. What is uncomfortable about that? I'll look negative, I'll look incapable of doing my job.
  - So… I'll never appear negative, always appear as a team player - self protecting behavior.
  - Social pain is equivalent to physical pain - neuroscience. Need to recognize it as not a real physical threat.

- It's against our human nature to have straight talk.
- Sometimes we can't tell the difference between a THREAT to our physical survival and a THREAT to our EGO or our IDENTITY. We are hardwired to go below the line.
- Mind state = Above the line: Open, Curious. Learning. Issues are discussible.
- Mind state = Below the line: Closed, Defensive, Need to win, be right. Issues are "un-discussible"

Straight Talk – How to

- Coach the whole team, not just the quarterback.
- Make sure you are talking about something HIGH STAKES, not just a training session. Need skin in the game to get real.
- Create a phycological safe space.

1. Listen, be curious.
2. Share your thinking and back and forth.
    - Understand “Where am I?” Above the line or below the line.
3. Monitor your own state of mind.
4. When triggered below the line, ask yourself why? This pulls you into your conscious mind. What is the concern, issue, or threat?
5. When appropriate let the group know you are below the line

Measuring ACM ROI by Microsoft

https://www.microsoft.com/microsoft-365/partners/changemanagementframework

Change Management Framework for Partners

Here they have their method and tools including:

- Stakeholder engagement plan
- Communications plan
- Training plan
- Measurement plan
- Reinforcement plan

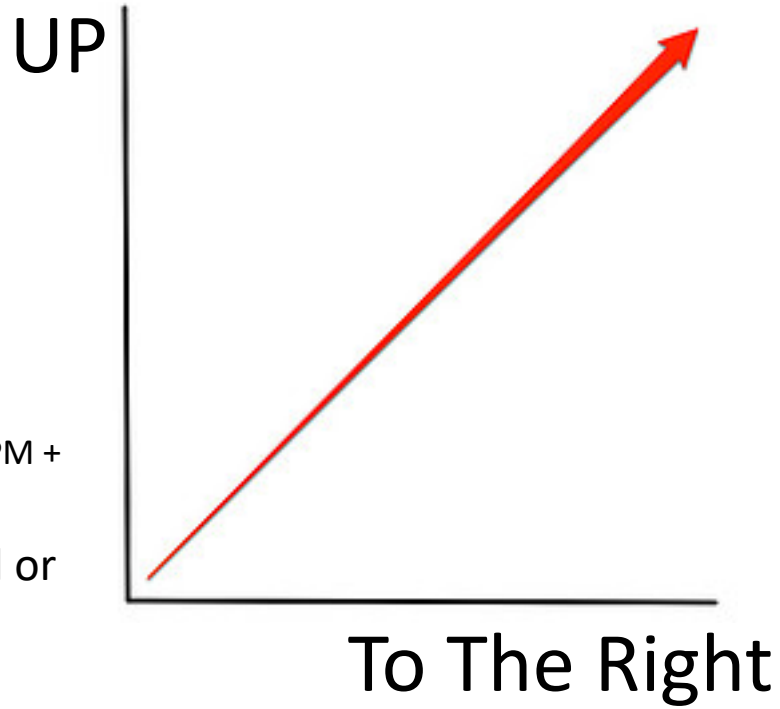
Keynote Speaker: Seth Godin

Industrial revolution: make more, make faster (up and the right)

Consumer products are “average”, commodity, all the same

Now the connection economy:

- Coordination, trust, permission, exchange of ideas
- Normal curve is melting, now more people are outside the normal curve bracket
  - Smallest viable market
  - Who’s it for? = not for everyone, it will fail
  - What’s it for? = treat different people differently
  - From “Evolution of Change”: marginality - intersection of lots of things like CM = PM + OD + Phycology (like apps are highly targeted at very small specialized markets)



Change always begins in the weird people, outside the norm (think long tail or early adopters)

Need original work (not commodities): change/tension

Lead, take responsibility (not authority) and make change

Shift to art (value) - not jobs

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Shaping The Future of Change Management – A Pivotal Conversation

ACMP ROAD TO CONFERENCE CHALLENGE 2019

#ACMPMEMBERS
#R2CCHALLENGERS

JOEL NALEWAJECK	GRAND PRIZE WINNER
2ND PLACE WINNER	JOSH MADDEN
FLORENCE BEALES	3RD PLACE WINNER

Congrats to our Winners!

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Be Agile – Driving Change in the Fast Lane

Sunil Kasturi, Adella Chong & Rachel Crocker

April 30, 2019

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Stakeholder Readiness

Agile Business Readiness Assessment

How well to team members work when assigned responsibilities that cut across multiple roles?	1-5
How well-defined are the roles of business users / customers?	1-5
How willing and able are business users to be involved in the process?	1-5
How comfortable are team members with rapidly changing business and/or technical requirements throughout the process?	1-5
How comfortable are team members working in non-traditional, highly collaborative ways?	1-5

How closely are teams co-located?	1-5
How empowered are individuals and teams to take ownership and make decisions?	1-5
How experienced are team members in product and portfolio management?	1-5
How resilient and efficient are impacted teams?	1-5
How well have we planned training and communications for each delivery and sprint?	1-5

10-19	20-40	41-50
NOT READY	KIND OF READY	GOOD TO GO

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The Evolution of Operations Management: Bringing the Worlds of PMO and CMO Together

By Kiran Chaudhri Lenz and Dr. Raghid El-Yafouri - GTB

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WHO WE ARE

- 25 years of combined PM/ CM experience
- 15 years of combined PMO/ CMO experience
- 7 locations of where our PMOs/ CMOs have lived:
  - Project Management, Account + PM, Business Operations, Finance, Human Resources, Platform, Diversified

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OBJECTIVES

1. Identify and assess the readiness for an operational evolution
2. Understand the distinct, but integrated, functions and responsibilities of the PMO and CMO
3. Be equipped with tactical insights and tools to successfully elevate the role of operations

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WHAT IS A PMO?

Project Management Office

- Processes & Templates
- Training & Knowledge Management
- Standards & Governance
- Portfolio & Resource Management

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PMO & CMO

WHAT IS A CMO?

Change Management Office

- CM Methodology & Tools
- Readiness Assessment & Resistance Management
- Change Portfolio Management
- Provide/ support CM resources

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PMO & CMO

WHAT ARE THE DIFFERENCES

- Fundamental Discipline Focus
- PMOs are Further Along
- CMO more dependent on high-level sponsorship

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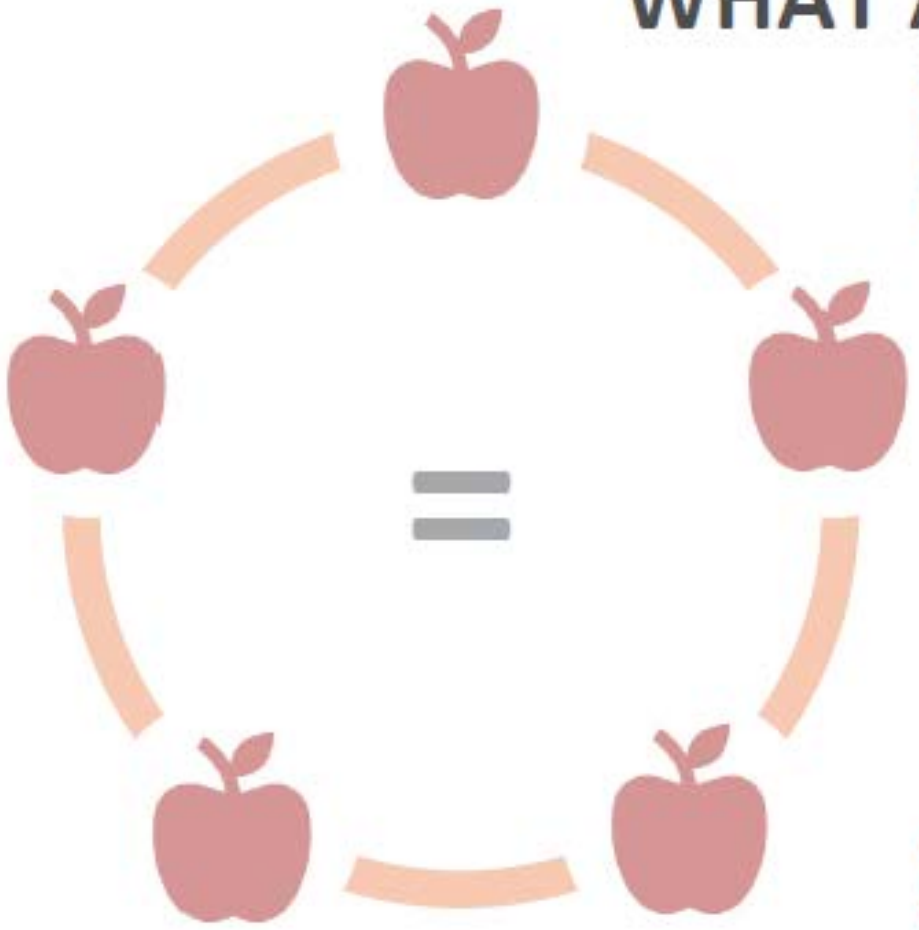
PMO & CMO

WHAT ARE THE SIMILARITIES



- Initiative Success
- Ownership of Methodology
- Industry Standards & Governance
- Portfolio Management
- Significant Structural Variations

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COME TOGETHER

WHY ARE EACH INSUFFICIENT ALONE?

PMO without CMO

- Focus on deliverables
- Lack of change readiness
- Insufficient resistance mitigation
- Insufficient stability during change

CMO without PMO

- Less PM Triangle focus
- Lack of PM rigor
- Lack of consistent documentation
- Lack of governance

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COME TOGETHER

BEST

INTEGRATION INTO AN OPERATIONAL STRATEGY OFFICE

"OPERATIONS EVOLUTION"

- All the benefits of collaboration and/ or merger
- Alignment of operational objectives and strategic focus
- Optimized organizational benefits realization

- Requires highest levels of awareness, understanding, time, resources, executive support
- Highest levels of resistance

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KEY TAKEAWAYS

1. Ideal is holistic Operational Evolution
2. Can leverage all ways PMO + CMO come together
3. Operational Journey Toolset:
   - Functional & Readiness Assessments
   - Guide to Development Steps
   - Do's and Don'ts

Poll Results

Elevate Your Influence by

Karen Ball
kball@prosci.com
solutions@prosci.com

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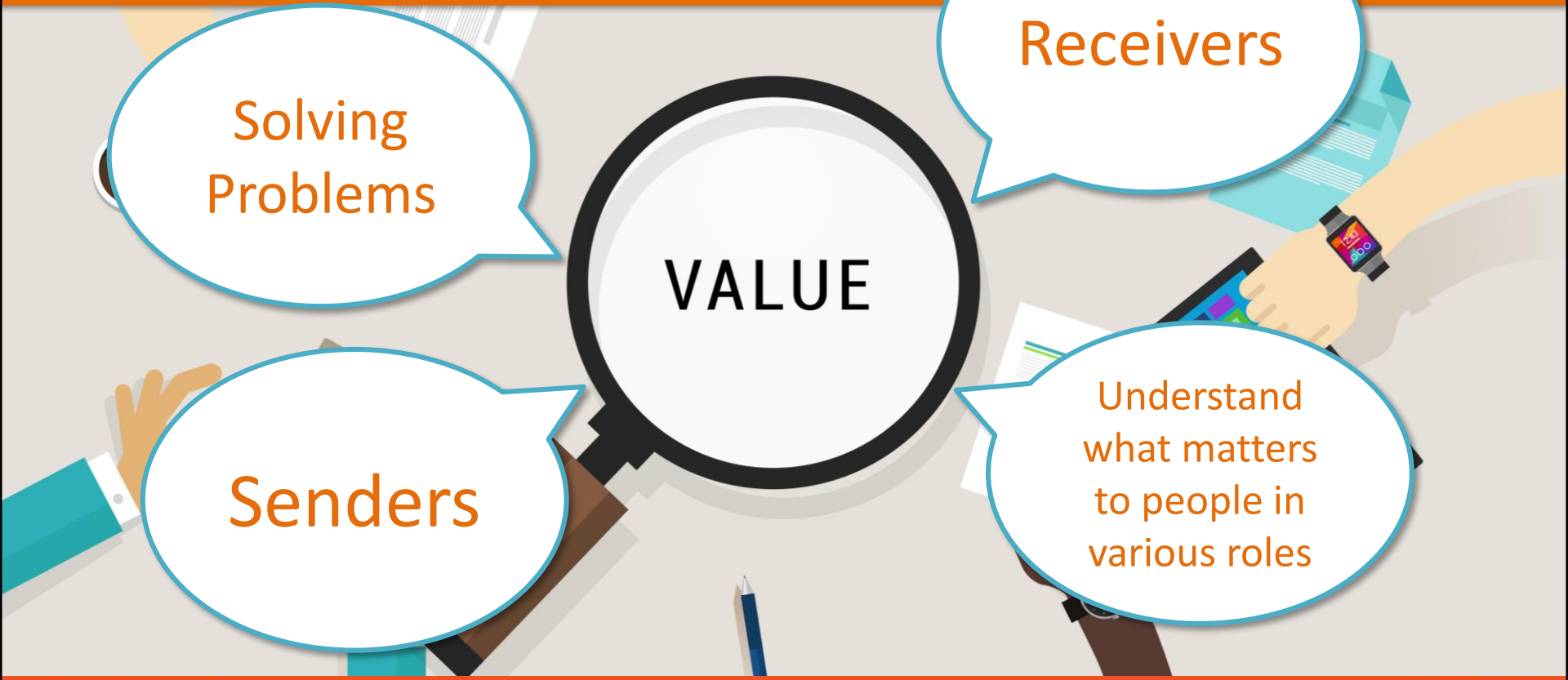
Receivers
Solving Problems
VALUE
Senders
Understand what matters to people in various roles

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Why learning to speak the language of value is important to me:

- A way to be heard
- Ability to "sell" OCM to organization
- Add value, reach objectives
- Alignment
- Because it's about them, not me!
- Being effective and efficient while still being meaningful
- Better connection and on target results
- Build relationships with Sr leaders
- Buy in
- Buy-in
- Conveying value to others is huge- that's how we'll formulate a partnership
- Credibility
- Credibility
- Credibility
- Credibility and project success
- Credibility and support
- Crucial for engagement
- Demonstrate the value of CM to going support.
- Ditto on credibility!
- Elevate the level of trust within the section/agency
- End results
- Engage sponsors and stakeholders
- Ensuring working on right things.
- For buy in
- For credibility
- Get attention
- Get them to understand what is change management
- Help org see benefits of my work
- How I as a change manager add values to the project
- I don't want to be heard as jargon-y
- I get so frustrated when I can't get the stakeholders to see what I want
- I need a better way to be credible and influential globally.
- I need a value proposition to communicate
- I need a way to connect with what sponsors care about.
- I need buy in and success
- I need buy-in from my sponsors
- I need credibility
- I need get sponsors onboard
- I need it articulate the value of OCM
- I need more influence with leaders
- I need my product owner to understand my work is not a check the box activity
- I need others to work together to achieve the goals of our organization.
- I need to articulate the benefit of dedicated CM support
- I need to be a better leader and sponsor
- I need to be able to help myself and others adjust to major changes occurring within our team and organization and to do so I have to be able to speak about the change as a value statement
- I need to be able to make a memorable impact in my work
- I need to build change leader competency
- I need to build organizational capability among my stakeholders
- I need to change the culture
- I need to communicate the value of change management to leaders for credibility
- I need to connect with executives
- I need to demonstrate that good change drives business case value realization
- I need to drive buy in
- I need to elevate my ability to engage leaders
- I need to elevate my team out of IT into the strategic enterprise
- I need to engage effectively across different organizations with different core values
- I need to engage leaders in meaningful outcome focused way
- I need to establish trust and reliability
- I need to find a connection
- I need to gain buy in from management

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Why learning to speak the language of value is important to me:

- I need to get buy in from business stakeholders.
- I need to get excited engagement from project stakeholders and sponsors
- I need to get my Exec to listen and understand OCM
- I need to get past the head nod
- I need to have a seat at the table to do my job effectively
- I need to help clients understand how I can help them
- I need to help my organization to see the benefits of Change Management
- I need to help others understand their role in the change process.
- I need to influence
- I need to influence leaders
- I need to influence sponsors
- I need to influence stakeholders
- I need to make a big impact
- I need to make a real connection
- I need to make a REAL impact
- I need to make my leaders successful
- I need to make sure that our OCM program is demonstrating value so that we can exist for the long term
- I need to positively and proactively move our organization forward while minimizing resistance.
- I need to provide value to promote CM
- I need to provide value. So what is it.
- I need to resonate with my leaders
- I need to sell change to my organizational leaders
- I neet to connect with the leader
- I want better results
- I want executives to see the monetary value of our work as change leaders
- I want leadership support.
- I want more respect in my role
- I want people to understand a bigger vision
- I want sponsors and leaders to understand how change management can drive the strategy forward better and faster
- I want the organization to understand the added value of my work
- I want to add value and be recognized
- I want to be aligned to leadership. So that we have a shared North Star
- I want to be asked back
- I want to be effective
- I want to be heard.
- I want to be part of the strategy work and drive direction
- I want to be successful in my role.
- i want to build buy in at our organization
- I want to change my org for the better.
- I want to communicate better
- I want to connect others.
- I want to create awareness for the need and desire for people to engage
- I want to create better relationships with senior leaders.
- I want to demonstrate a clear business purpose for change discipline
- I want to demonstrate the value of cm and how it ties to achieving the measurable benefits
- I want to drive positive business outcomes
- I want to effectively demonstrate the benefits of OCM
- I want to enable sponsors to be change leaders
- I want to feel appreciated
- I want to get attention from potential sponsors
- I want to get promoted!
- I want to get support from sponsors.
- I want to help leadership see problems and raise awareness
- I want to help my organization.
- I want to help people
- I want to impact people to be their best self
- I want to influence leadership
- I want to influence others
- I want to influence others to apply best practices of change management in their change initiatives
- I want to influence others to practice change management, encourage others by showing the value

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Why learning to speak the language of value is important to me:

- I want to know what is important to my business leaders
- I want to land a successful project
- I want to lead a successful enterprise wide change
- I want to listen better to what my clients see as value.
- I want to make a connection
- I want to make a deeper impact
- I want to make an impact with my communications
- I want to sell my services!
- I want to show the value so I can stay focused on change management
- I want to take people on our journey without buy I
- I want to understand how to get people on board with how I can help them
- I will be able to help my companies executives see the value CM brings to the organization
- I'm a consultant
- Improve the impact of my communications
- Increase influence
- Increased access to c-suite
- Influence
- Influence
- Influence sponsors
- influence to get right results
- Influencing decision-makers
- It drives behavior
- It helps to align to sense of urgency
- It what holds our organization together
- Leaders know how and why to leverage me
- Leadership buy-in and support
- Leadership continually asks what is the business value of process improvement and change.
- Make an impact in my department
- My team needs credibility.
- My team's value is a foundation that I constantly have to describe.
- My team's value is the foundation that all our work sits on
- Need connection with receiver
- People equals value. That produces results
- Selling an action that I want them to do
- Show credibility
- so I can better connect with all levels and influence more effectively
- So we can elevate the change practice
- success of initiative
- The language of value is what leaders speak
- The world is depending on our organization to be successful.
- To advance
- To be able to influence
- To be able to make the biggest and most resonant impact.
- To better understand what is important to my stakeholders
- To build connection
- To connect with people
- To create a culture where others, outside of change management see the value in our work
- To gain buy-in
- To gain client buy in
- To gain traction in the organization
- to generate that 'ah ha' moment
- To get buy in from sponsors
- To get what I need.
- To have an audience
- To help influence others
- To make a bigger impact
- To sell why change management is important
- To understand the real problem and then help solve it!
- Want buy in from leadership and employees
- Want to help others
- We need to influence sponsors regarding our work in change Management.

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Introduce Finesta Financial

FINESTA FINANCIAL LLC.

Finesta Financial LLC ('Finesta') is a fictional company used by Prosci as a **sample company**.

The fine print: All scenarios, people, and roles represented are fictitious and were created to describe typical challenges faced when managing change and the decisions and actions that could be taken to address them.

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Executives & Senior Leaders

Primary Sponsor

Senior Leaders of the Impact Groups

Project Team & Solution Developers

Project Support SME Roles

Learning & Development SME

Communications SME

HR/OD SME

First-Level Managers & Supervisors

Managers and Supervisors in the Impact Groups

Employees/Associates

Client Services Impact Groups (4 Offices)

IT Impact Groups: Solutions, Support, Infrastructure

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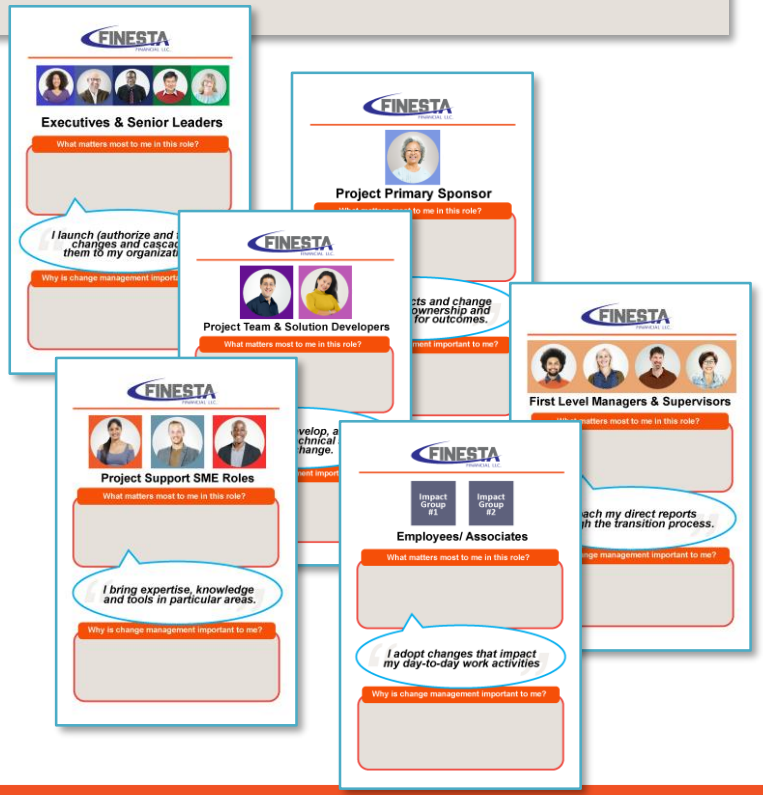
FINESTA FINANCIAL LLC.

This is my 'role roster' to realize CI/360 project benefits.

Director of Change Management

What matters most to me in this role?

1. Executives & Senior Leaders
2. Project Primary Sponsor
3. First-Level Managers & Supervisors
4. Project Team & Solution Developers
5. Project Support SME Roles
6. Impacted Employees/Associates



What matters to people in these roles?

Executives & Senior Leaders: What matters most to me in this role?

What matters to people in these roles?

FINESTA FINANCIAL LLC

Project Primary Sponsor

What matters most to me in this role?

I sponsor projects and change initiatives with ownership and accountability for outcomes.

Why is change management important to me?

Project Primary Sponsor: What matters most to me in this role?

What matters to people in these roles?

First-Level Managers & Supervisors: What matters most to me in this role?

What matters to people in these roles?

FINESTA FINANCIAL LLC

Project Team & Solution Developers

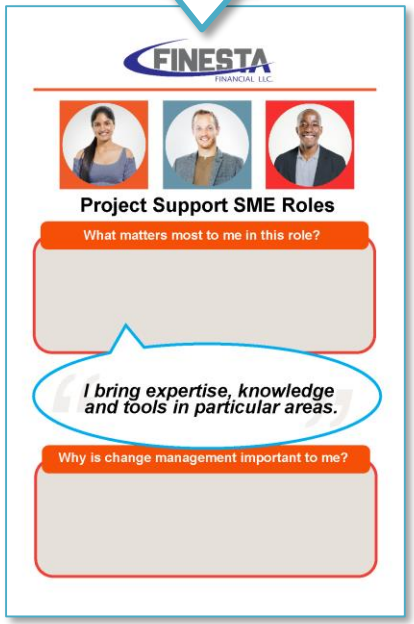
What matters most to me in this role?

I design, develop, and deliver the 'technical side' of the change.

Why is change management important to me?

Project Team & Solution Developers: What matters most to me in this role?

What matters to people in these roles?



Project Support SME Roles: What matters most to me in this role?

What matters to people in these roles?

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Impact Group #1

Impact Group #2

Employees/ Associates

What matters most to me in this role?

I adopt changes that impact my day-to-day work activities

Why is change management important to me?

Impacted Employees/Associates: What matters most to me in this role?

Golden Rules of Language Learning

1. Live the language – listen, speak, read, write, sing

2. Make mistakes – we learn by making mistakes

3. Make it fun – be creative, get other people involved

Matthew Youlden
language coach, linguist, translator, interpreter, lecturer and polyglot

"How to learn any language easily" | TEDxClapham | https://www.youtube.com/watch?v=Yr_poW-KK1Q
www.matthewyoulden.com (Photo Credit: Babbel)

ACMP 2019 Version of “Heads up”

Step 2:
Have your partner put your card on their forehead (no peeking)

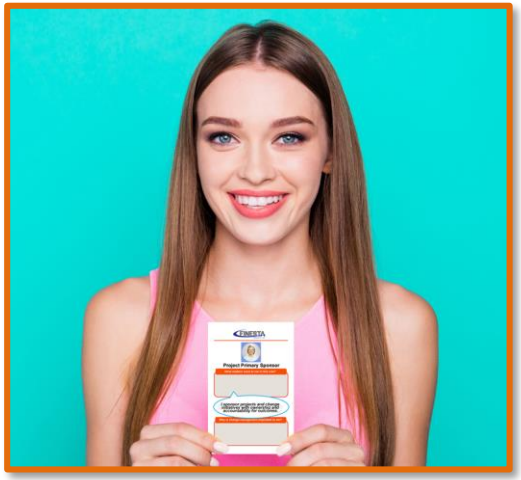
Step 3:
Speak to your partner in their language of value

Why change management is important to you...

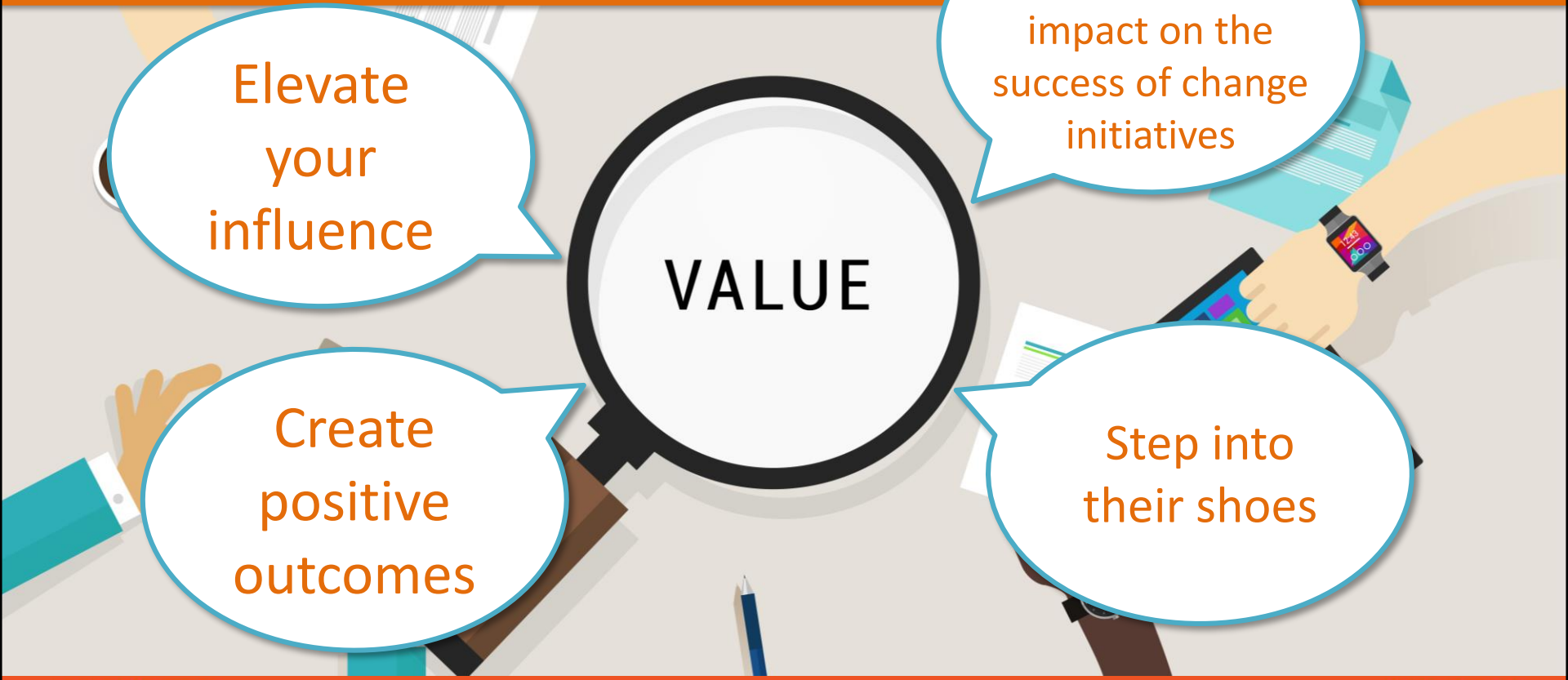
(1 minute)

Stop!

Step 4:
Have your partner guess who they are (which role?)



Now, switch and go again.


Elevate your influence
Direct and lasting impact on the success of change initiatives
VALUE
Create positive outcomes
Step into their shoes

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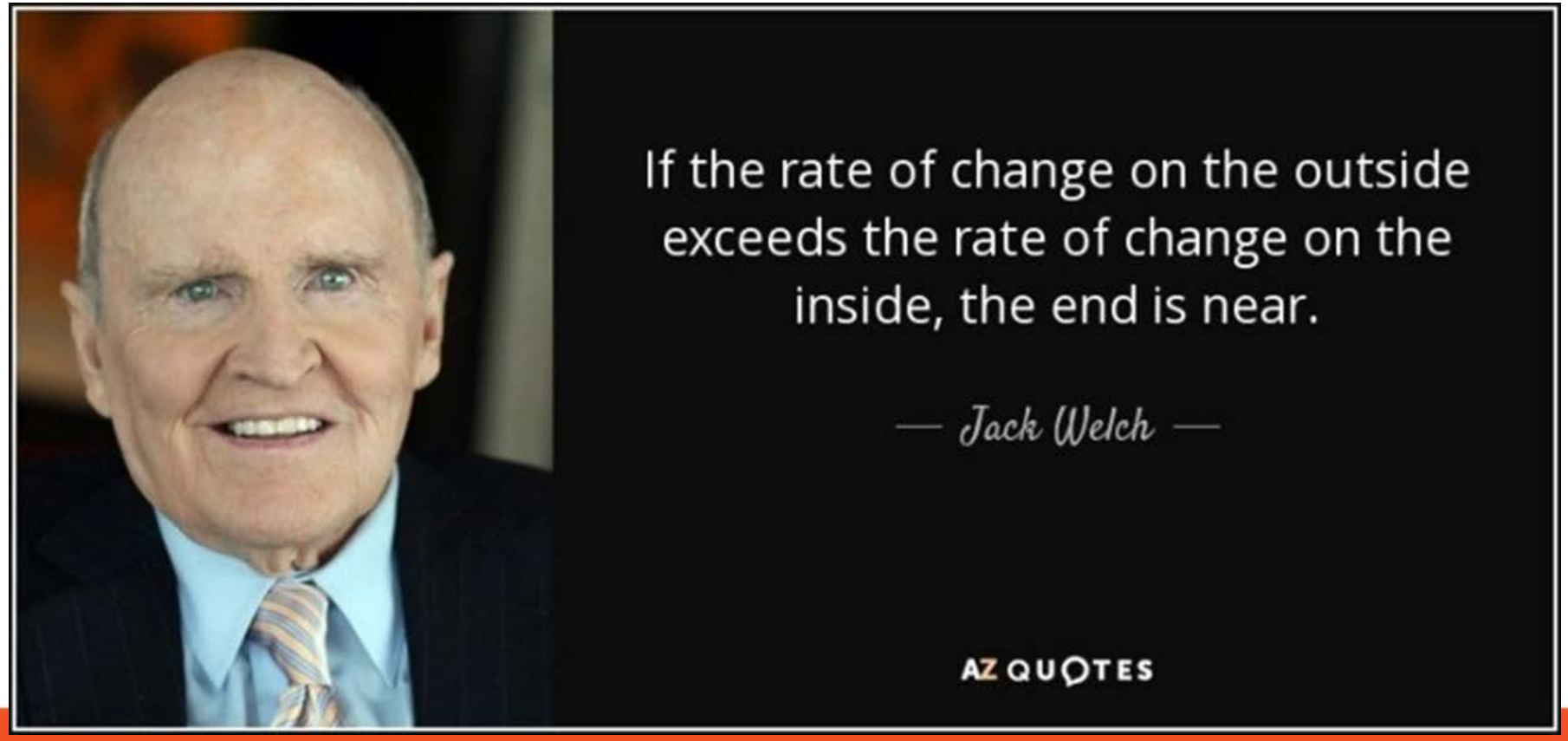
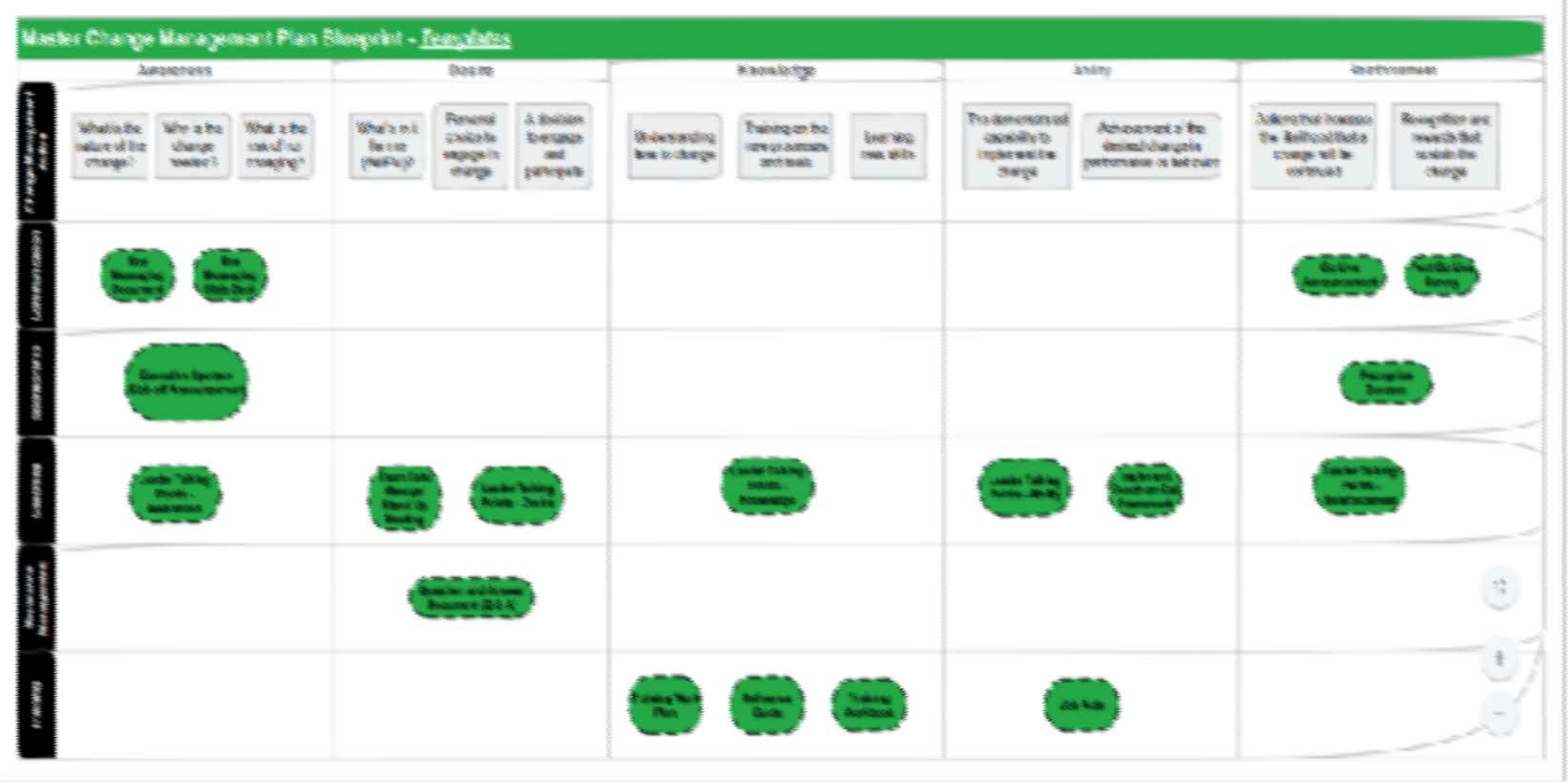
CHANGE IS UNIVERSAL!

Change Saturation is a Myth by Carla Howard

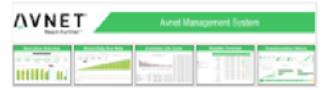


Enable non-change leaders, to lead change - Make it easy



Our AMS journey

From		To
Ad hoc system of management	→	Rigorous, consistent system of management
Regional daily reports - no global view	→	Global view of daily book-bill
Insufficient headlights and insights	→	Improved headlights and insights
Spreadsheets and data galore	→	Visual dashboards to highlight issues
Multiple reports in multiple places	→	Single portal for global leaders



AVNET

Don’t run from your change saturation - manage it

Our AMS journey

From		To
Ad hoc system of management	→	Rigorous, consistent system of management
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Multiple reports in multiple places	→	Single portal for global leaders

→

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Avnet management cadence

Weekly
- Pulse call (forecast)
- Global ERP leadership
- TO calls (bi-weekly)
- TO SteerCo (bi-weekly)

Monthly
- AEB meeting
- Operations reviews
- Supplier reviews
- ERP/IT/process governance

Quarterly
- Communication calls
  - QBR, Sr. Leader*, Mgr
- Strategy review*
- Capital allocation
- Talking talent

Annually
- Strategic long-range plan
- Annual budget
- Investment planning

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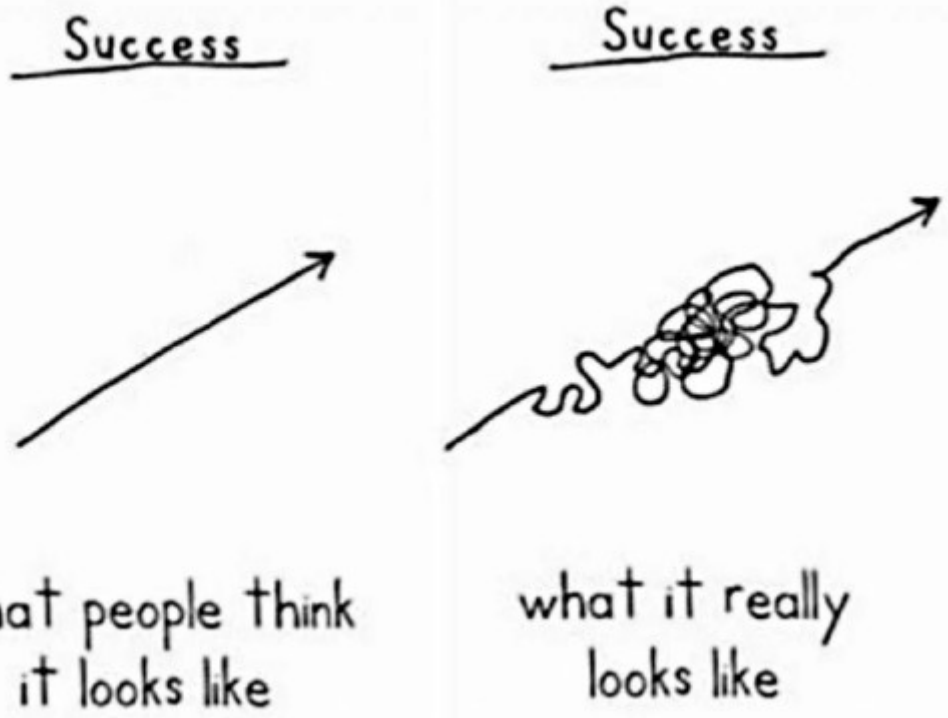
While change saturation is a myth… it's not easy…



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