

CHANGE SUCCESS: DRIVING OUTCOMES THAT MATTER

9/2018



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ABOUT CHANGEFIT360

- **Operations, change capability and competency development, change execution, IT execution, project execution/management and project management office (PMO)**
- **Masters in Org Behavior, CCMP, Prosci ADKAR**
- **Change Management Review Contributor**
- **UIC and Lake Forest Graduate School Faculty Member**
- **ACMP Midwest Past Board of Director**
- **Principal and Founder of ChangeFit 360**
 - 180 minutes to 3 day change workshops
 - Strategic change consulting
 - ACMP QEP & SHRM Education Provider



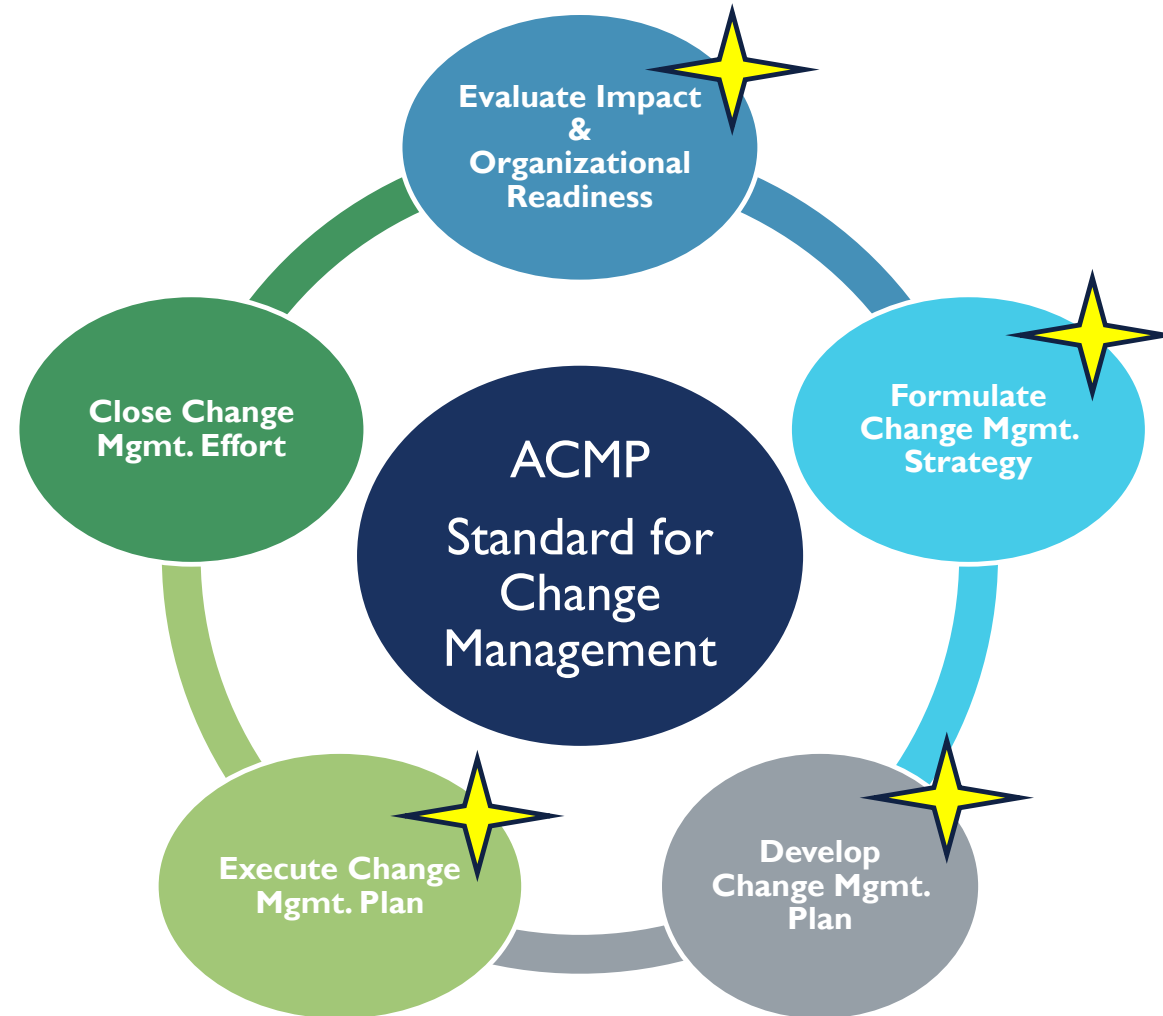
LEARNING OBJECTIVES

1. Define project success & why people outcomes matter
2. Understand and be able to incorporate critical concepts for planning & positioning success
3. Walk away with tools to put it into practice

Engage in the session – We need your expertise!



CHANGE STANDARD FIT



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SUCCESS DEFINED



YOUR TURN

How does your organization define project* success?



*Project could be technology, process, culture, human resources, etc.



PROJECT SUCCESS DEFINED

Standard Project Mgmt. Measures

Scope

On Time

On Budget



People/Change Measures

Demonstrate understanding, belief & commitment

Demonstrate ability to execute



Outcomes Realized/
Overall Project Success



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WHY OUR DEFINITION MATTERS

40% of projects meet schedule, budget and quality goals.
Biggest barriers to success are people factors.

Most studies show a **60 to 70% failure rate for organizational change projects** — a statistic that has stayed constant from the 1970's to the present.

8 out of 10 CEOs anticipate **substantial or very substantial change over the next three years**, yet they rate their ability to manage change **22 % lower than their expected need for it.**



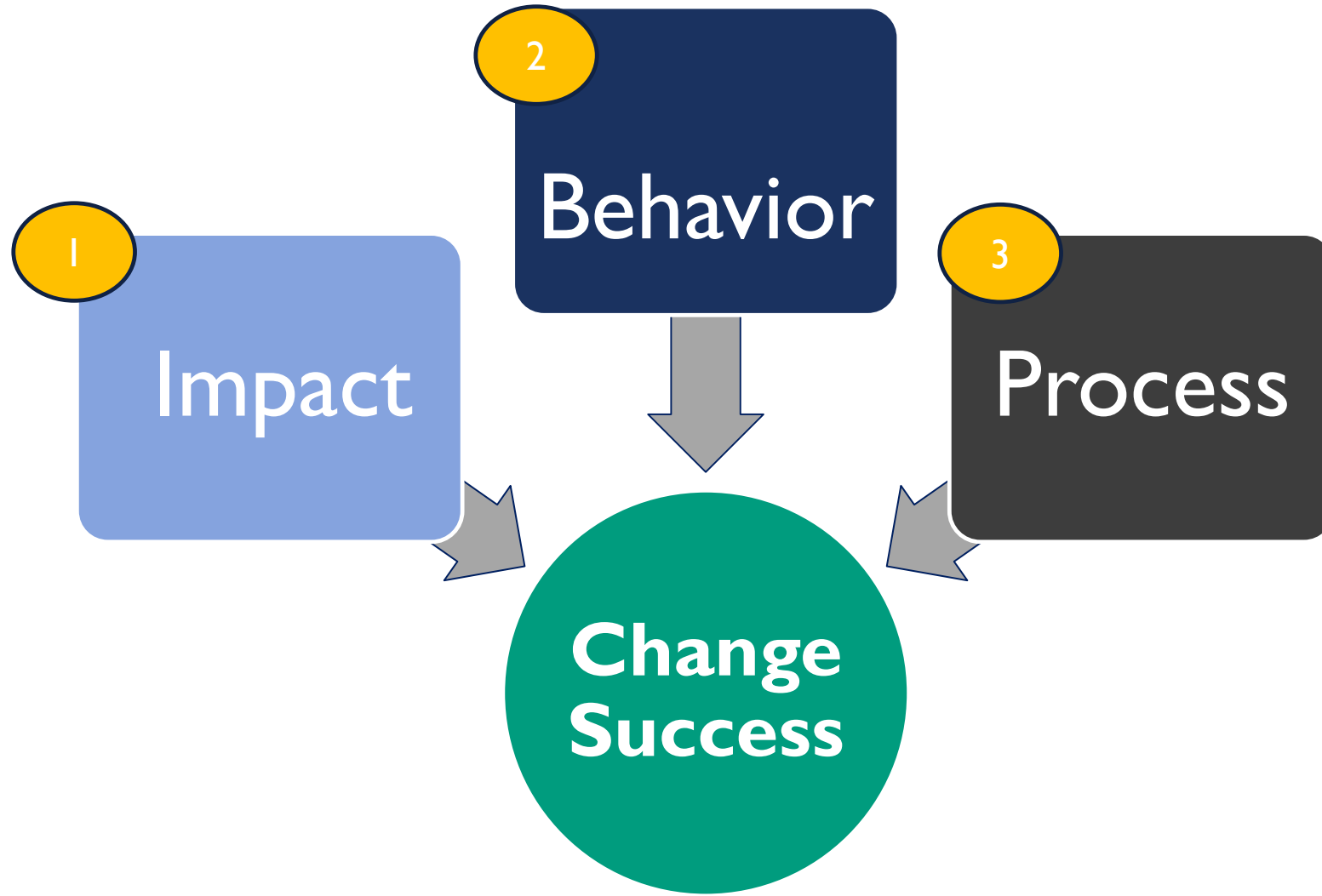
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CHANGE SUCCESS FACTORS



CRITICAL CHANGE SUCCESS FACTORS



CRITICAL SUCCESS FACTOR #1: UNDERSTAND CHANGE IMPACT

1. Identify project considerations & score
2. Consider considerations at project & stakeholder levels

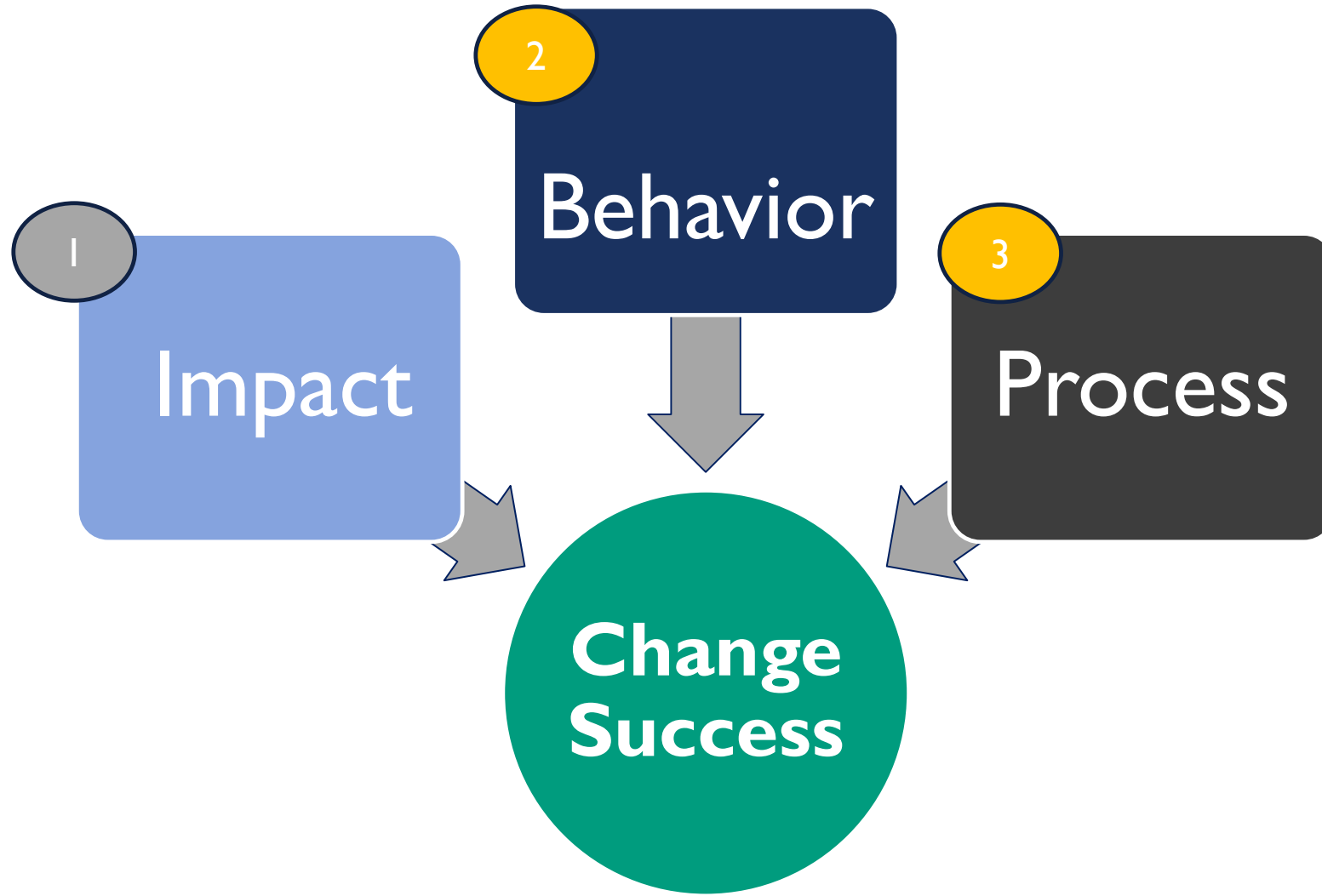
Let's Try It Out Now!



Complete for all projects/ portfolio to visualize the sum of all impacts on recipients



CRITICAL CHANGE SUCCESS FACTORS



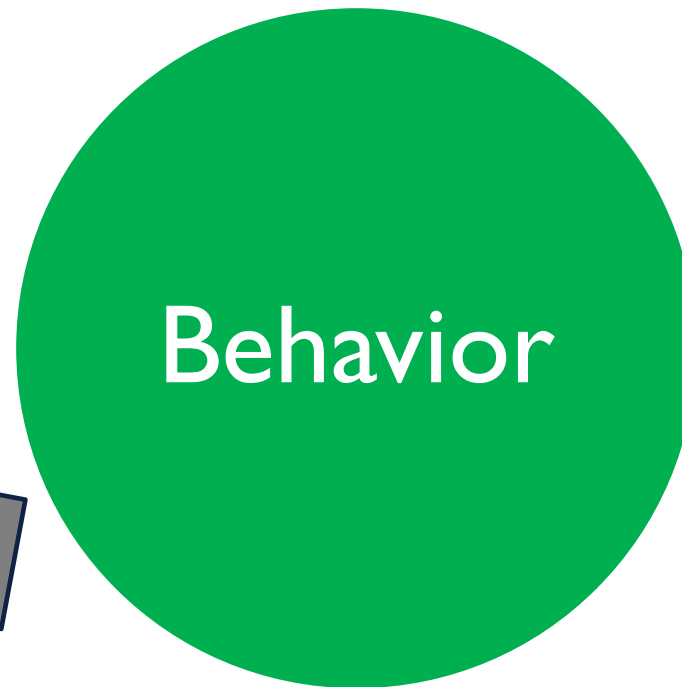
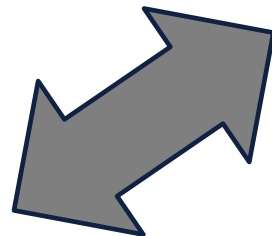
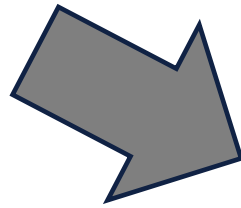
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THE WHAT, WHY AND HOW OF BEHAVIOR

- UAT & Pilot
- Communication
- Readiness Assessments
- Training
- Procedures & Process Maps
- Job Aids & Guides



- Feedback
- Coaching
- Tangible rewards: Gift cards, day off, etc.
- Pay Raise, Bonus, Promotion
- Performance Plan
- Pay Cut



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CAN YOU PINPOINT THE CRITICAL BEHAVIOR(S)?

Goal: Increase sales 10% in Q3 2018 from Q2 2018

Log into sales system

Inactivate a customer in sales system

Record sale of 10,000 widgets for new customer in August 2018

Schedule new order for existing customer for 200 widgets a month starting in September 2018

Save new customer contact information in CRM system

Interview sales people



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PINPOINT CRITICAL BEHAVIOR(S)

1. Identify critical behavior(s) that deliver business benefits/ROI
2. Consider behavior differences amongst change target groups
3. Start with what they know (where possible)

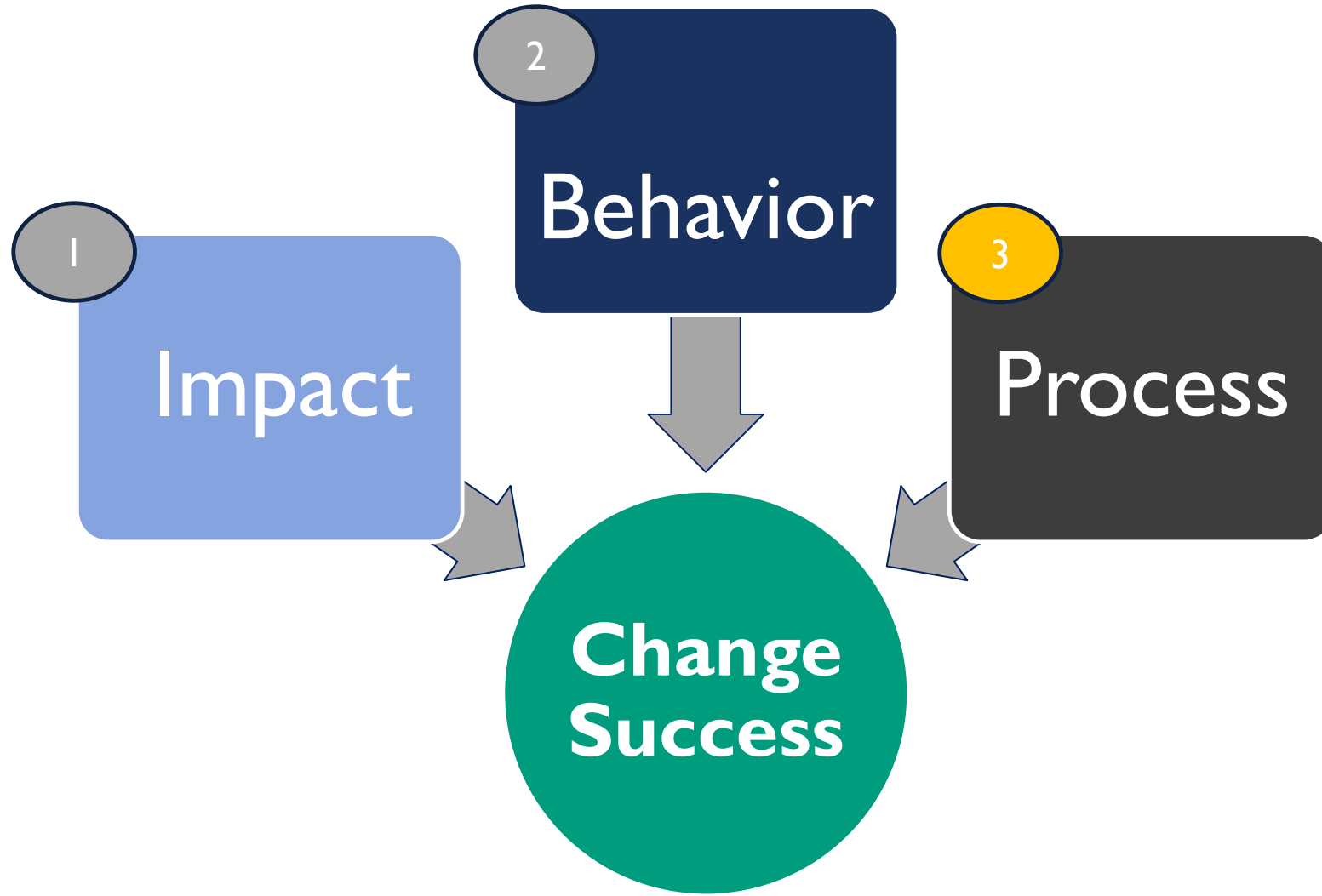


TIP!

Not all behaviors are created equal!



CRITICAL CHANGE SUCCESS FACTORS



CRITICAL SUCCESS FACTOR #3: UNDERSTAND CHANGE SUSTAINMENT PROCESS

1. **ADOPTION:** Doing behavior(s)
2. **PROFICIENCY:** Adoption + **Quality and Timeliness**
3. **SUSTAINMENT:** Adoption + Proficiency + **Business as Usual**

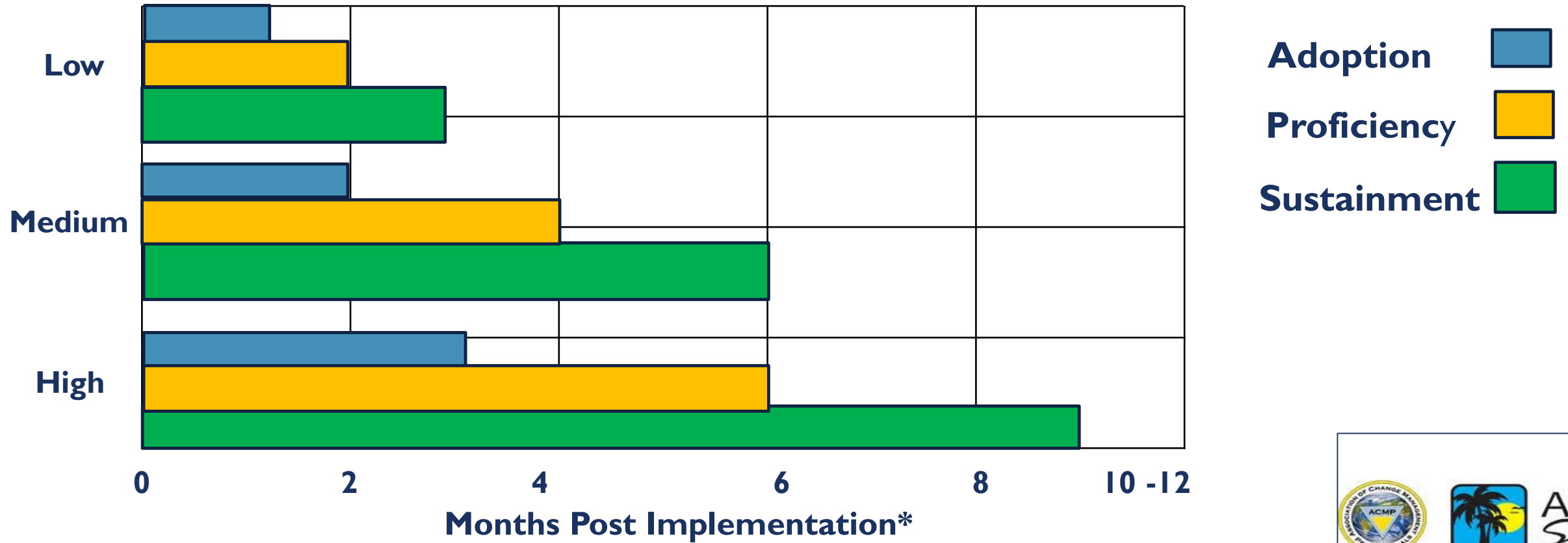


Use Change Impact to identify sustainment timing



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CRITICAL SUCCESS FACTOR #3: UNDERSTAND HOW CHANGE IS SUSTAINED



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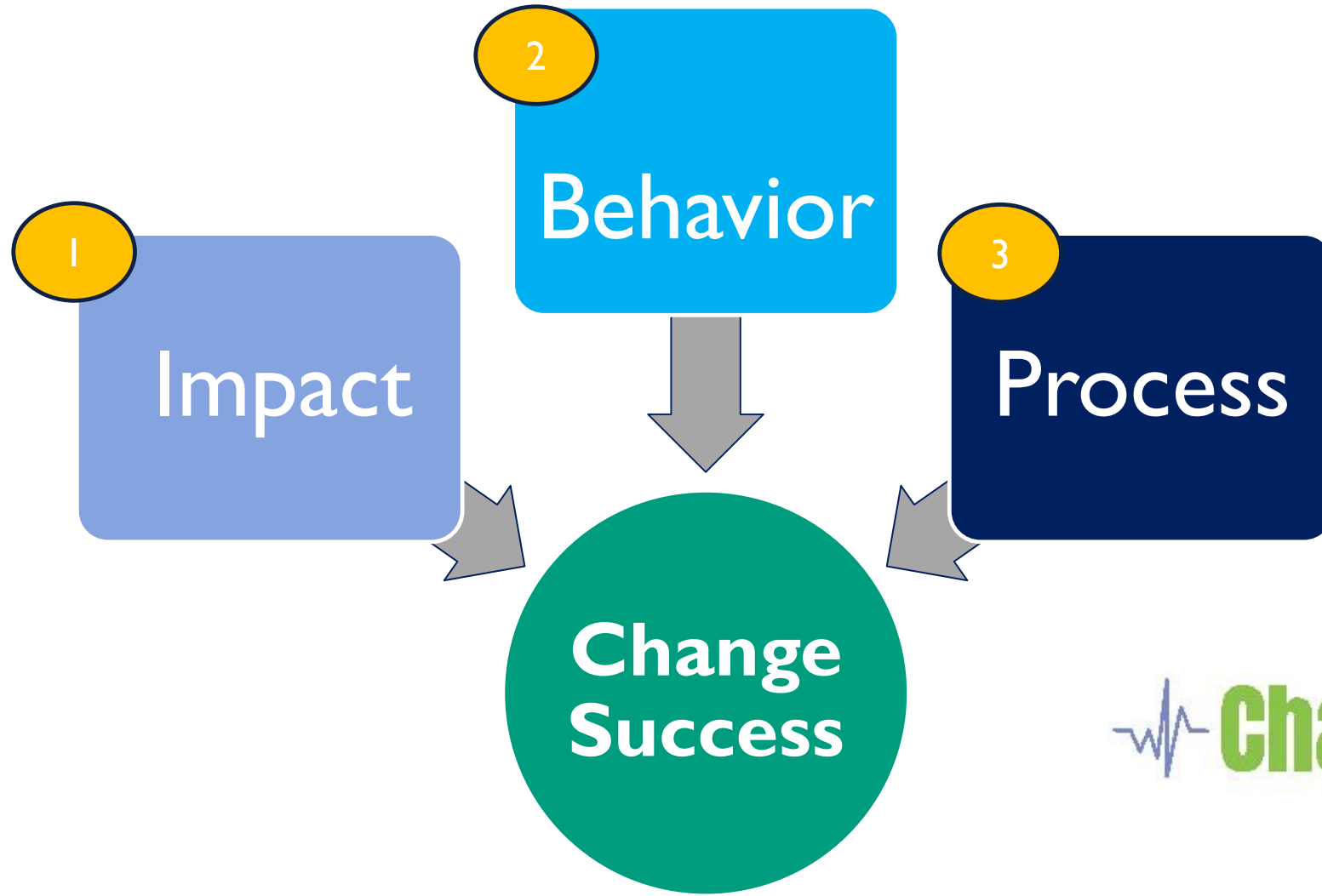
CRITICAL SUCCESS FACTOR #3: UNDERSTAND HOW CHANGE IS SUSTAINED

Let's Try It Out Now!

1. Note, your organizational data gives you the best representation of your change timings
2. Key Themes For Success
3. Watch Out for the “Gotcha’s”



IN SUMMARY: CRITICAL CHANGE SUCCESS FACTORS



	<i>What</i>	<i>Why</i>	<i>How</i>
Impact	The degree of change – Low, Medium or High	Plan for the right strategy and activities to best manage the degree of change	<ol style="list-style-type: none"> 1. Identify Considerations 2. Assess Considerations to determine Change Impact 3. Can be used to assess Change Impact of different business units, roles, etc.
Behavior	Actions that are triggered and reinforced	Plan for the right strategy and activities to drive the critical behavior(s) that contribute to ROI/Business Benefits	<ol style="list-style-type: none"> 1. Identify critical behavior(s) that deliver business benefits/ROI 2. Consider behavior differences amongst change target groups 3. Start with what they know (where possible)
Process	How people adapt to change – Adoption, Proficiency & Sustainment	Plan for the target timeframe for a change to sustain	<ol style="list-style-type: none"> 1. Use Change Impact 2. Use your organization data to truly assess your sustainment timeline

QUESTIONS & CLOSE



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