Introduction to Change Management

Supporting Models and Tools for Online-Course

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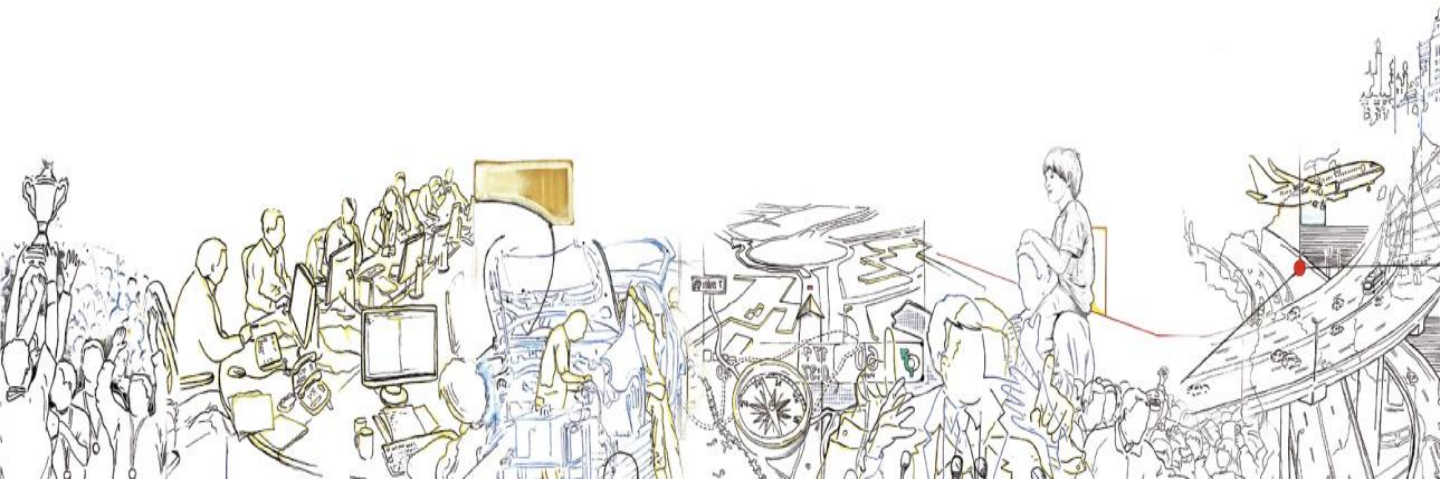

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Introduction to the Online Class

Welcome to the" Introduction to Change Management"-Online Course!

This class consists of 6 lections that each consists of numbers of videos. To improve the learning we strongly recommend you tests the different tools presented and use this brochure as a helpful supplement to the videos.

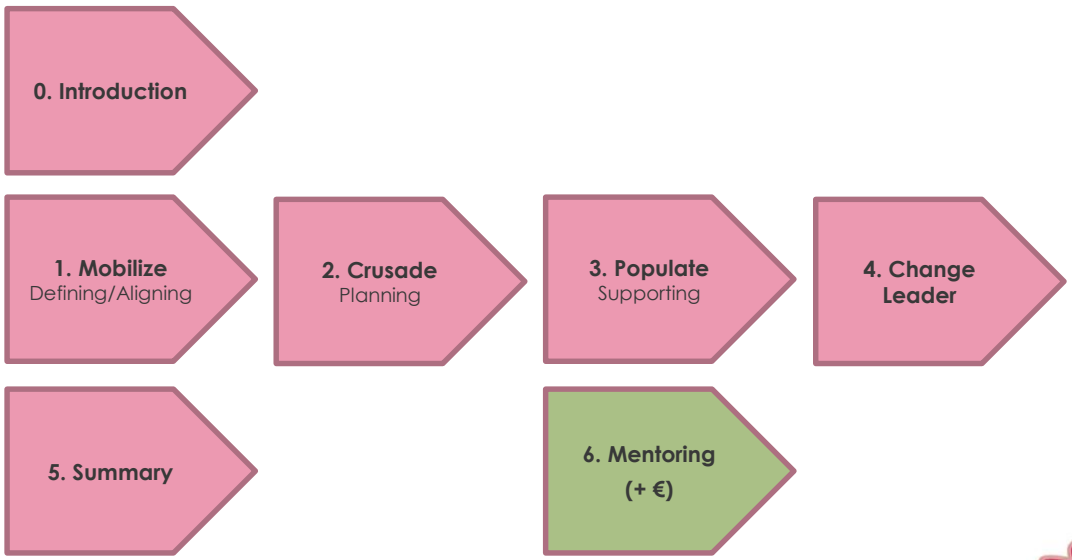
The full training pack includes:

1. Teaching Videos – These will give you relevant information around the different models and tools presented in the course
2. Cheat Sheet – ideally the cheat sheet should be next to you while you watch the videos. They will help you focus on the relevant learning points of the course
3. Exercise Booklet – In the exercise booklet you will find the exercises mentioned in the videos, but you will also have a copy of the presented models and some details around the presented approach
4. Quiz – a short questionnaire to help you assess your strengths and weaknesses as a change leader
5. Business Case – ideally you would use your own project or transition to practice the exercises. If this is not possible, we have also included a business case that you can use to test some of the presented tools

The total time to work through the complete course should take you around 8 hours. Work at your own pace, take time to digest the learnings, and go back and forth in the exercise booklet to ensure you see how the different tools work together.

Structure of the Online Course

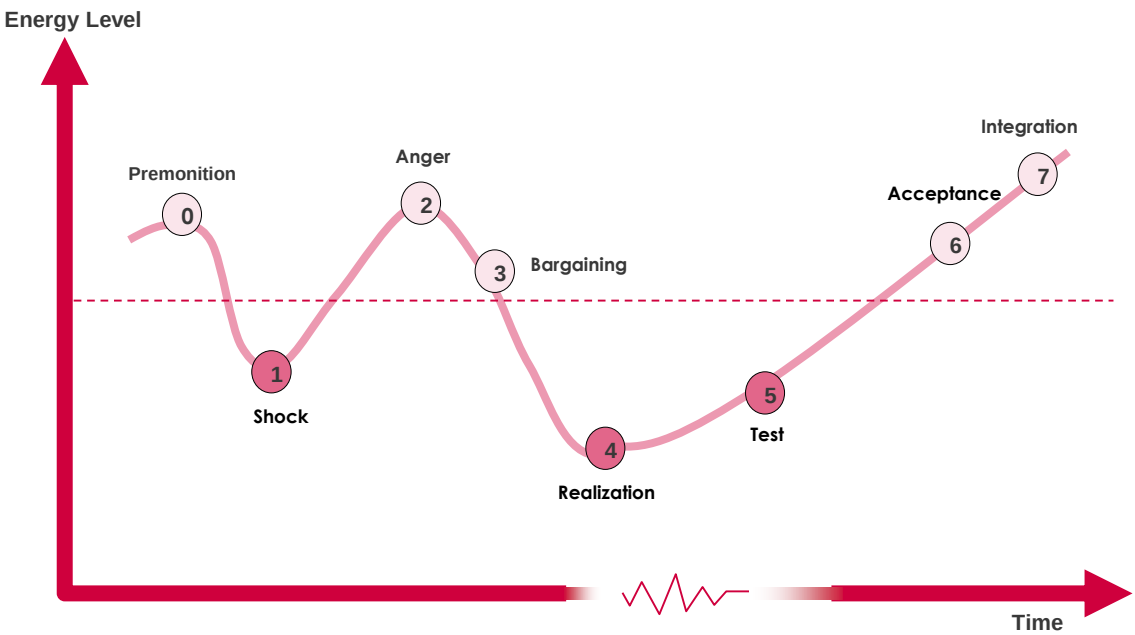
The basis course consists of six lections. You might also have bought as an add-on the mentoring hour, where all your questions related to the course or change management can be covered. Once you feel ready send an email to karin.Stumpf@acrasio.com with potential time slots and the topics you would like to discuss. The mentoring hour can also be bought at a later point of time.



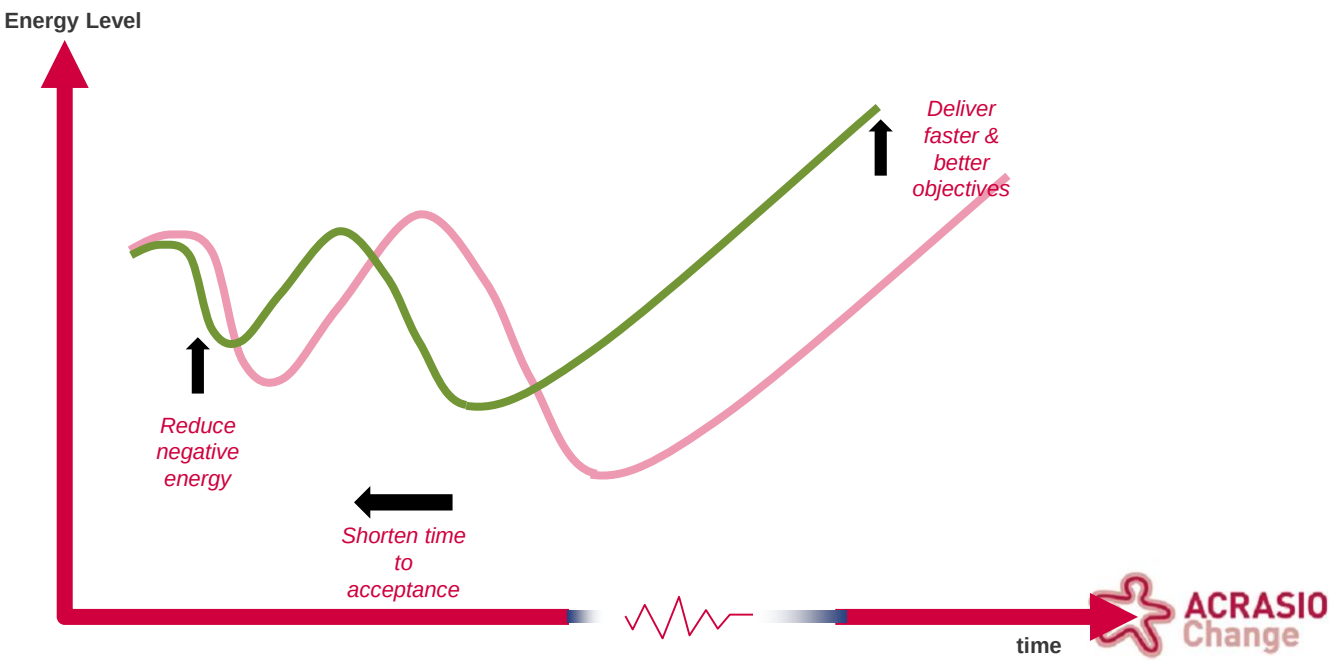
0. Introduction

In today's time change has become the new constant. This has a huge impact on the people impacted as the roller coaster of change shows.

The Roller Coaster of Change



The objectives of good change management can be seen here. Because what might seem light soft stuff, has a hard impact!

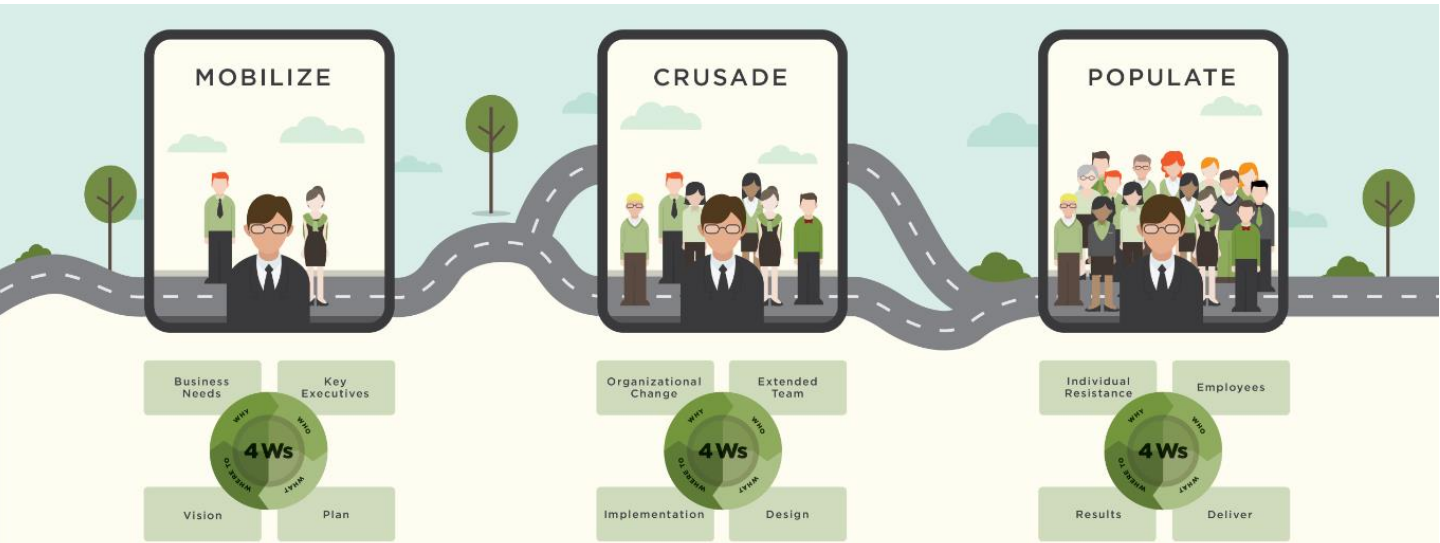


Throughout the course we are going to use the following model (based on the book " Leading Business Change – a Practical Guide to Transforming Your Organization"). Change Management is therefore a journey with the aim to building a strong coalition.

Each phase has a different focus and therefore a different outcome.

With the help of the 4 Ws each phase is being described to clarify what the phase is about and how it differs from the other phases.

For each phase we are introducing three tools to help you navigate through the journey of change. The objective is to make the learning as practical as possible.



Introduction – Exercise 1 - Expectations

1. Please write down what you expect from this course. What do you want to learn?

Summary – Exercise 1 - Fulfilment

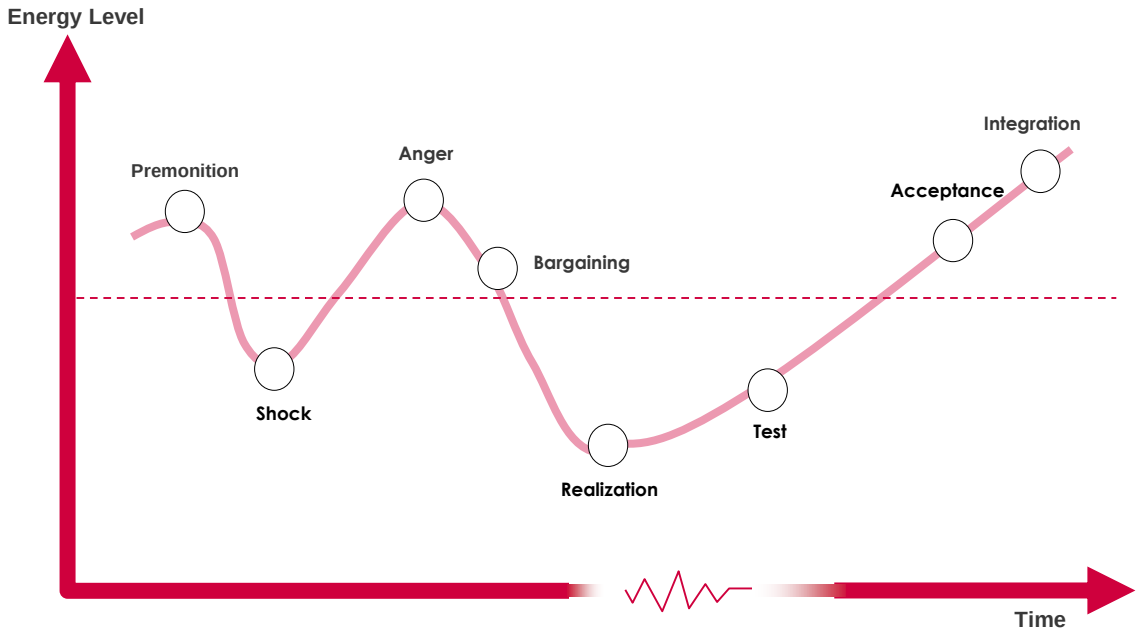
1. Were these expectations fulfilled?

Expectations	Fulfilment

Please share your thoughts with us, on how the course could be improved and extended:
Future participants as well as you (you have life-long access to the course) will benefit! Contact info@acrasio.com and let us know what you think.

Introduction – Exercise 2 – Roller Coaster of Change

1. In which status of the Change Roller Coaster is your actual project right now? Mark with a cross the project status



2. Is everyone at the same level? If not, use a different colored pen to mark the status.

3. Please explain and give examples:

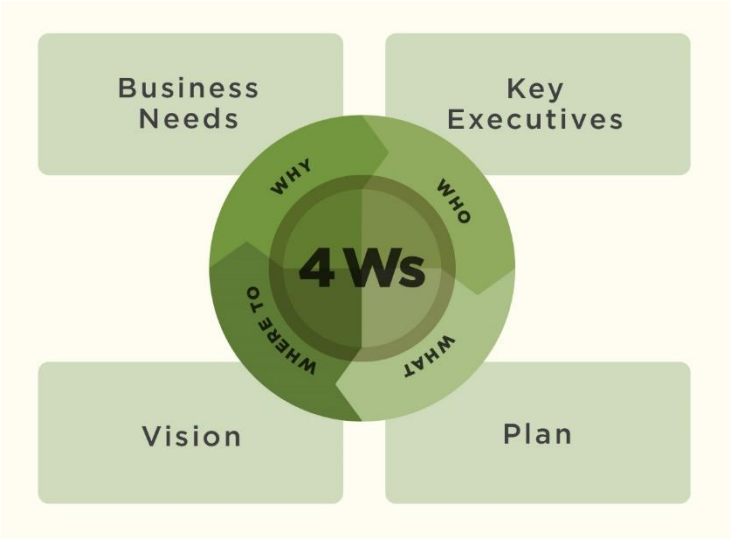
Legend	Group	Status	Explanation
○			
○			
○			
○			

If you are using the provided business case use the information provided in the mobilize phase.

1. Mobilize
Defining/Aligning

The objective in the crusade phase is to have the key executives translate the business needs into a plan and a vision for the future. The three main tools that we use in the phase are :

1. Stakeholder Management
2. The Case for Change
3. Change Assessment

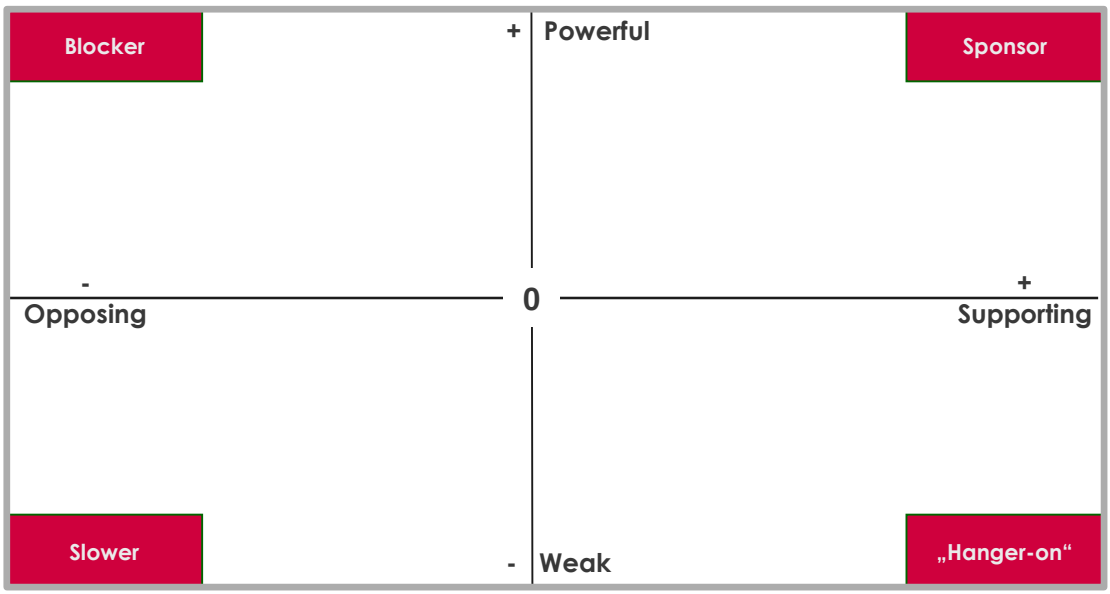


A good preparation of this phase is key as it help increase the circle of influence.

Mobilize – Exercise 1 Stakeholder Mgmt with Force Field Matrix

1. Identify the key stakeholders (individuals) in your project.
2. Use the force field matrix understand their actual status.
3. Specify the required actions based on their position on the matrix.

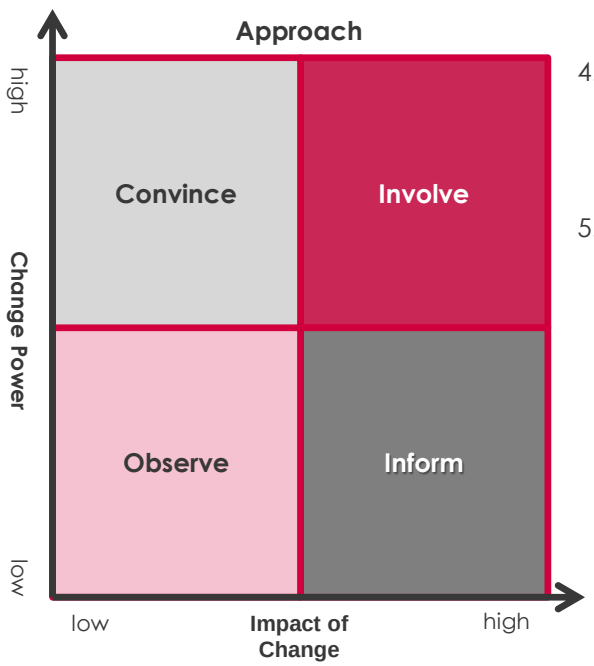
#	Stakeholder's Name or Role	Position on Matrix	Actions required



Mobilize – Exercise 2 Stakeholder Management with Stakeholder Matrix

1. Which stakeholder groups can you identify?
2. How much power do they have to make the change happen or fail?
3. How big is the impact of the change going to be on them?

#	Stakeholder Group	Change Power (l/m/h)	Change Impact (l/m/h)



4. With the help of this stakeholder matrix, plan and structure how you will be working with the different stakeholder groups (based on your assessment conducted in the table and not the other way round!).
5. What do you need to do differently in your project (or in the business case) based on this assessment?

The Case for Change

Having a good Case for Change is critical for the project success. As this simple formula shows it helps overcome resistance:

CfC + M + QW > R

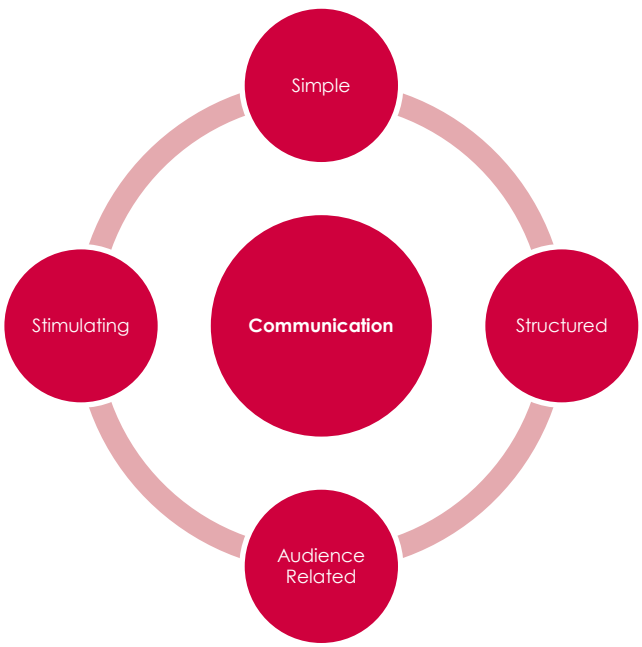
Case for Change + Motivation + Quick Wins > Resistance

The Case for Change:

- Aligns the actual motivation with the future objectives and vision
- Motivates the employees to accept the change and to implement it
- Helps the employee to the see the first wins, as first steps in the right direction
- Establishes a sense of urgency

Good communication of the case for change is critical. It ensure that people welcome the change and support the transition.

This is how good communication should look like:



The key point here would be to transmit the information: What's In It For Me, to make it meaningful to the receiver

Mobilize – Exercise 3 The Case for Change

1. What is a Case for Change for your transformation or for the business case? Try to create an elevator pitch (you should be able to present the business case during an elevator ride). Write down 3-5 sentences to describe the Vision for Change for your project:

Is your Case for Change (quality review):

- ☐ Simple (no complex jargon, can be easily remembered)
- ☐ Emotional and Stimulating (will it make people embrace the change)
- ☐ Audience Related (Do people understand What's In It For Me, what does the change mean for me)
- ☐ Structured (Have you used short sentences, is there a storyline)

Impact Assessment Questions

1.BUSINESS PROCESS
| How are the workflows being changed?
| Are certain activities/tasks being eliminated or replaced?
| Are new inputs required from different areas?

2. BUSINESS SKILLS & KNOWLEDGE
| Are new skills/competencies required?
| Is new knowledge required?
| Will the volume of work change?

3. CULTURE
| How do we need the culture to change?
| What kind of behavior do we expect?
| What role model do we want to see?

4. ROLES & RESPONSIBILITIES
| Are tasks/activities completed by different groups/people?
| Are roles/responsibilities being eliminated?
| Are new roles/responsibilities being created?

5. POLICIES
| Do current policies require changes?
| Are new policies required?
| Are there any legislatives issues or requirements that need to be addressed?

6. ORGANIZATIONAL STRUCTURE
| Is an organizational change required to support new business process?
| Are new organizational units required?
| Will parts of the organization need to be eliminated or reduced?

7. SYSTEMS
| Will a new system be implemented?
| What kind of automation is expected?
| Are manual processes required for any areas that were automated?

8. CLIENTS/PARTNERS/ SUPPLIERS
| Will the change affect clients, partners or suppliers and will the change be visible?
| Do we need to involve these groups into the project?
| Are internal stakeholders expected to change how they provide information/interact with these groups?

Mobilize – Exercise 4 Change Assessment

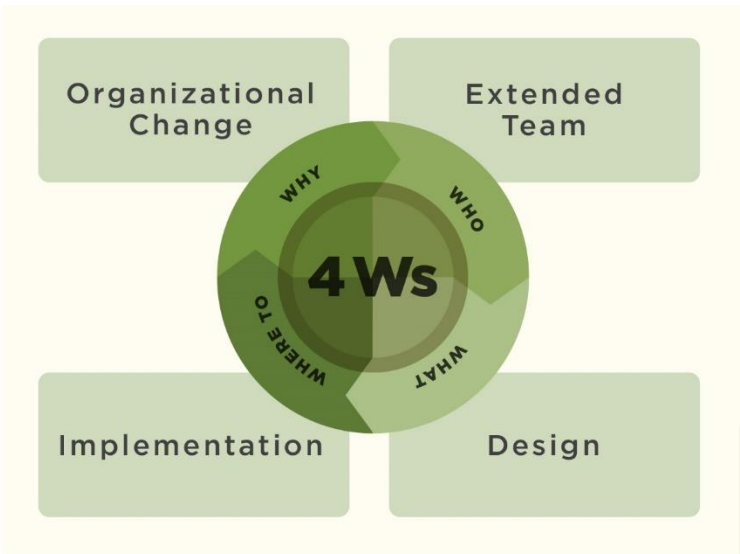
1. Use the two stakeholder groups being most impacted (see Mobilize, exercise 2) by the change as header for the two columns.
2. By answering the questions provided earlier try to identify the impact the planed change will have on these two groups.

	Stakeholder Group 1:	Stakeholder Group 2:
1. BUSINESS PROCESS		
2. BUSINESS SKILLS & KNOWLEDGE		
3. CULTURE		
4. ROLES & RESPONSIBILITIES		
5. POLICIES		
6. ORGANIZATIONAL STRUCTURE		
7. SYSTEMS		
8. CLIENTS/PARTNERS /SUPPLIERS		

2. Crusade
Planning

The objective in the mobilize phase is to have a (extended) team design the organizational change and to prepare the implementation of the change. The three main tools that we use in the phase are :

1. Organizational Transition
2. Motivation and Resistance Management
3. Risk Analysis and Mitigation



EXAMPLE TOOLS:

1. Organisational Transition
2. Motivation Management
3. Risk Analysis

1 Organizational Transition
2 Motivation and Resistance Manageme
3 Risk Analysis and Mitigation

A good preparation of this phase is key to get the buyin of the majority.

Objectives of Structural Reorganization

Ideally your vision is based on existing skills/resources. Nevertheless new strategies often require the organization to either be reduced or to get new skills and resources on board.

Options

EXISTING		NEW
Strengthen	Reduce	Add
• Train • Refocus	• Retrain • Digest • (Outsource)	• External parties/Acquisition • New Employees • Cultural shift

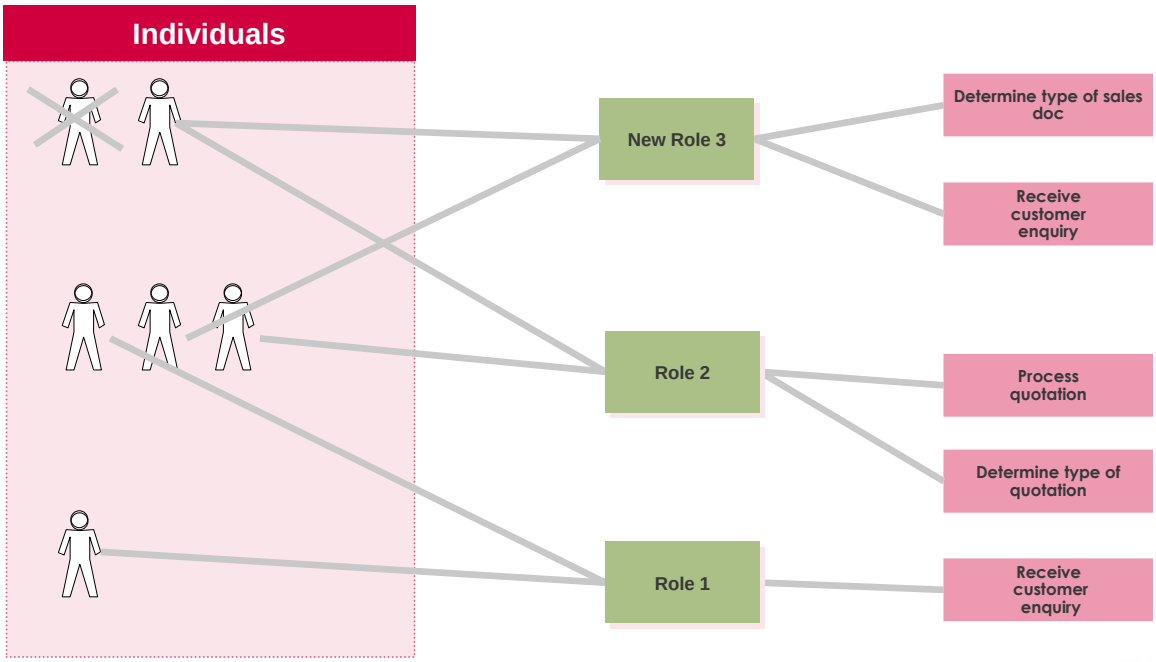
ACRASIO Change

Organization Change Transition Steps

To prepare an organization for the major transition a set of different steps are required to be aligned with your Case for Change and to prepare the transition.

Case for Change	*Description of strategic objectives, required strengthening, reduction and addition*
Future Design	*Description of new processes and key operational and organizational changes per process area*
Role Classification/Standardization	*Identification of future roles and related work steps*
Role & Job Mapping	*Allocation of future roles to individuals in the organization*
(Workforce Transition)	*Action plan (and execution to transition organization and people from old to the new work environment)*

We recommend to work with standardized roles to help the mapping of employees/jobs to the roles.



Clarifying Roles & Responsibilities

The RACI-Matrix as a great tool to clarify the roles.

RACI is an acronym derived from the four key responsibilities most typically used:

- ***Responsible***: Those who do the work to achieve the task. This is a role where we might have a participation type of *responsibility*
- ***Accountable***: must sign off (approve) work that *responsible* provides. There **must** be only one *accountable* specified for each task or deliverable
- ***Consulted***: Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication
- ***Informed***: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication

Ideally all new and adapted processes are being analyzed with the RACI-Matrix to be able to prepare the impacted people about the relevant changes.

Crusade – Exercise 1 Organizational Transition Reorganization Need

Think about your transformation or look at the provided Business Case:

1. Take the identified impact on skills and culture (Mobilize Exercise 4). You might need to extend this question to other impacted stakeholder groups. List them in the first column.
2. What existing skills will you need to strengthen?
3. Which will need to be reduced?
4. Will new skills be required/will have to be added?

Impact	Strengthen	Reduce	Add	Explain

Crusade – Exercise 2 RACI-Matrix

1. Use the following table to reassign roles and responsibilities for the key process changes. Go back to your impact assessment (Mobilize exercise 4, question 1) to get processes that will change. Dissect these processes into activities and list them in the first column.

2. As headers for the other columns use the stakeholder groups that are impacted by the change (exercise 2b of Mobilize, on the right-hand side of the matrix)
3. Now think about the responsibilities of each stakeholder group (you might have to be creative if you work based on the business case)

Stakeholders / Activities	Stakeholder 1	Stakeholder 2			
Example: Activity 1	R	A		I	I

Abbreviations:

- ***R****esponsible*
- ***A****ccountable*
- ***C****onsulted*
- ***I****nformed*

Levels of resistance

Levels of Resistance (based on R. Maurer)

Resistance is normal when you introduce change. Therefore it is critical to listen for sources of resistance and to actively address pushbacks. Finding the best way to approach these challenges is first to understand the level of resistance:

Not understanding → The people impacted haven't understood the objectives or the case for change

Not liking → The people impacted understand the reasons for the change, but they don't like what they are being told

Not trusting → The people impacted understand the need for change, accept the change, but they don't want to act as they don't trust you

Most of the time good communication can resolve most of the uncertainty and conflicts. But you might also have to negotiate or even use coercion.

	Approach-Style	Situations Used
Not understanding	Education + Communication	Where there is a lack of or inaccurate information & analysis
	Facilitation + Support	Where initiators do not have all information to design change, and where others have power to resist
Not liking	Participation + Involvement	Where resistance comes from adjustment problems
	Negotiation + Agreement	Where one group will lose out and has power to resist, where long-term trust is important
Not trusting	Explicit + Implicit Coercion	Where speed is essential, and the change initiators possess considerable power

Motivators and Hygiene Factors (Herzberg)

As we saw earlier, motivation is important if we want to overcome resistance:

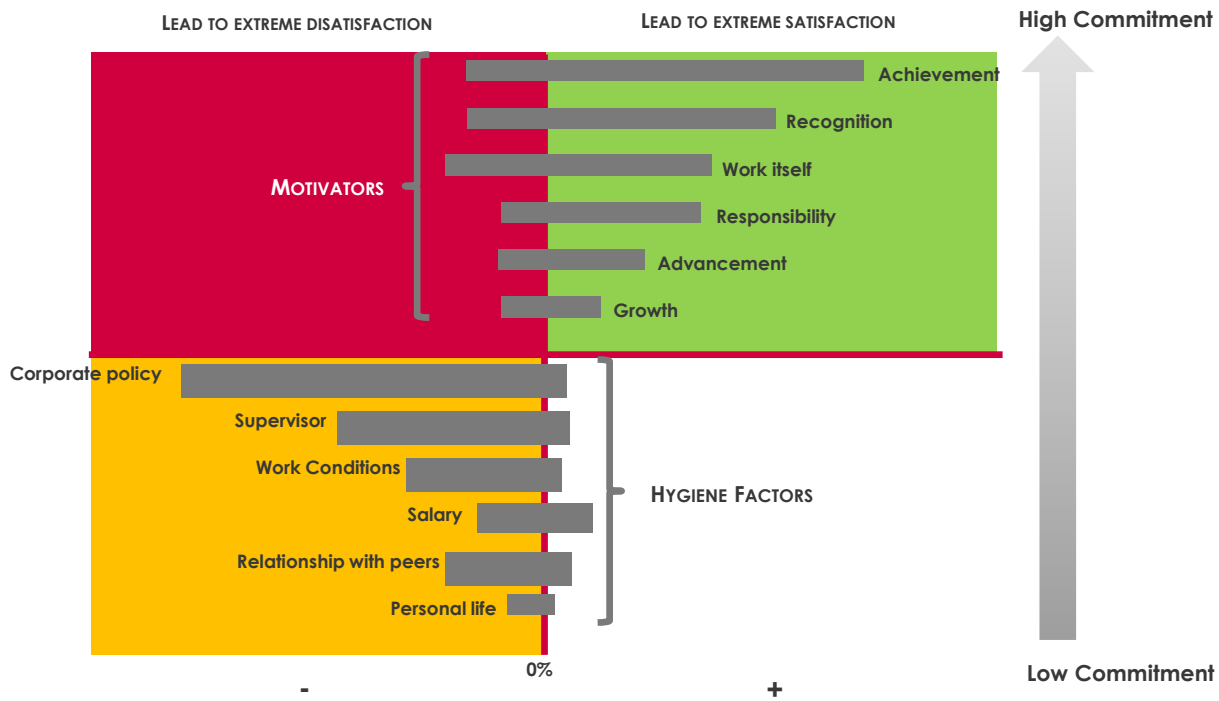
CfC + M + QW > R

Case for Change + Motivation + Quick Wins > Resistance

Motivating people is not simple: it is about ensuring that people have the right working environment. When Herzberg, a psychologist, asked people about their satisfaction and analysed different factors, this is what he found our:

- Satisfaction is triggered by intrinsic factors (internal and individual) while
- Dissatisfaction will be caused by extrinsic factors (related to the company structure)

So people will lead because of the extrinsic factors, factors the have little impact on.
On the other hand people will go the extra mile, if their intrinsic factors are high. Showing recognition, having potential for growth will create an environment with motivated employees.



This is relevant when talking about change as we can actively working changing the work environment for the better. Also during the change showing recognition achieving quick wins, will help motivate the extended team working on the transformation.

Crusade – Exercise 3 Levels of Resistance

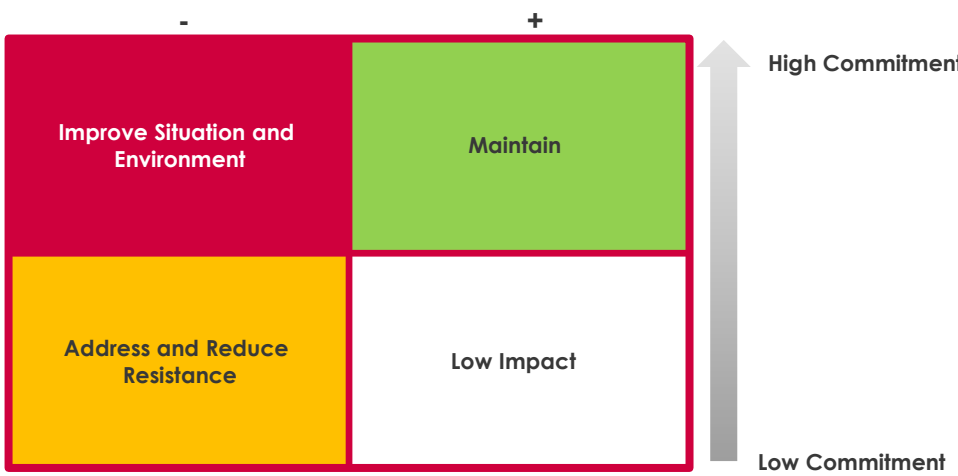
1. Think about what kind of resistance your project gets/will get:
   - Which informations are the employees laking? Don‘t they understand?
   - What do the employees not like? Where will they lose power?
   - Do you expect the employees to show a lack of trust based on previous experiences?
2. What should you do about it?

	Resistance	Approach
Not understanding		
Not liking		
Not trusting		

Crusade – Exercise 4 Motivation & Resistance Matrix

1. **Fill out the table provided**
   - How is the actual status with regards to this factor?
   - How is the change project going to impact this factor?
2. **Use the provided motivation & resistance matrix to identify priorities and actions on what you need to do to maintain or improve the motivation and reduce resistance**

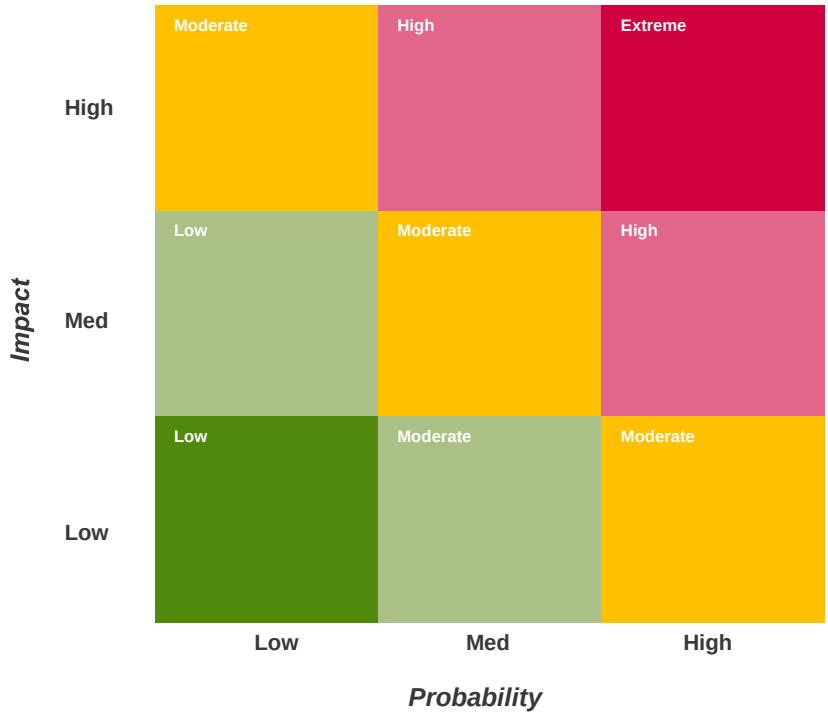
		Status (+/0/-)	Change (↗, 0, ↘)	Action
Motivator	Achievement			
	Recognition			
	Work itself			
	Responsibility			
	Advancement			
	Growth			
Hygiene Factor	Corporate policy			
	Supervisor			
	Work conditions			
	Salary			
	Personal life			



Risks Management

ISSUE is something that IS happening, with an issue, you must figure out how to resolve it now so you can move forward.

RISK is something that MIGHT happen. with a risk, you establish mitigation plans that will (hopefully) eliminate the possibility of the risk occurring or reduce the impacts if it does occur. Once a risk occurs, it becomes an issue.



This matrix is helpful to prioritize risks and to prepare for them. This is one of the objectives of change management.

Risks are being scored in terms of impact and probability

Impact:

High : Significant, will effect ability to trade, impacting customers and other areas
Medium : Will cause process delays and require work around procedures or incur cost penalties
Low : Impact isolated to process area affected

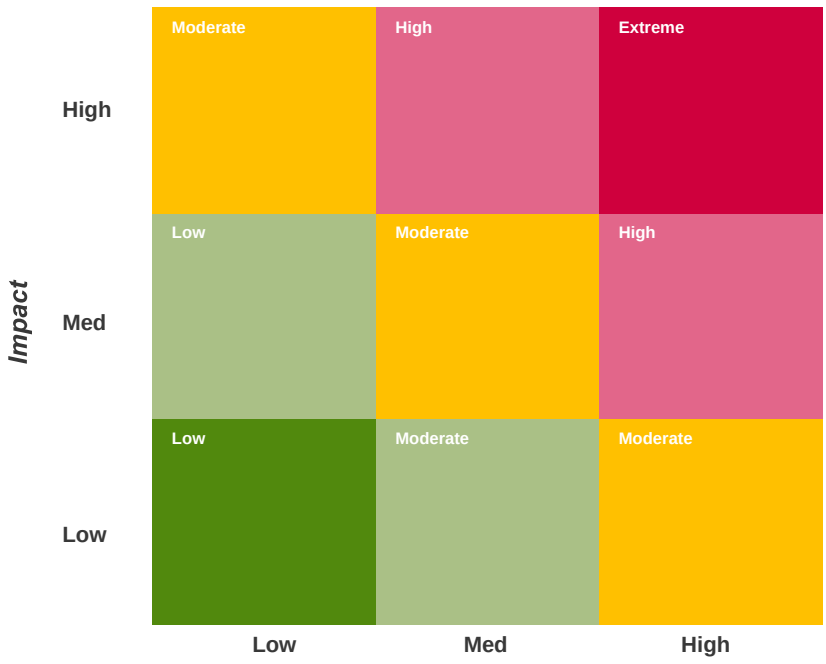
Probability of occurrence

H : High
M : Medium
L : Low

Crusade – Exercise 5a Risk Assessment and Mitigation

1. Looking at the impact assessment (*Mobilize – Exercise 4)* and the expected resistance (*Crusade – Exercise 3)*, what are the potential risks you can think off? List these
2. Put them into this matrix (by using the # of the risk)

#	Risk Description	Action?
1		
2		
3		
4		
5		
6		
7		
8		

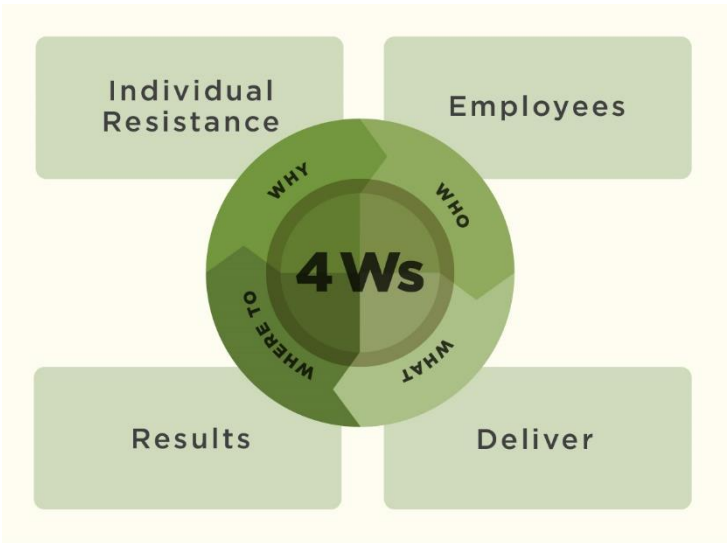


3. Populate
Supporting

The objective in the populate phase is to have employees embrace the change (by overcoming the individual resistance) to help deliver and deploy the results (as envisioned). The three main tools that we use in the phase are :

1. Communication Plan
2. Training Delivery Plan
3. Change Readiness

The focus of Populate



EXAMPLE TOOLS:

1. **Communication Plan**
2. **Training Delivery Plan**
3. **Change Readiness Assessment**

In this phase it is important to understand that people are rational and emotional. To be successful we need to address both aspects in our communication and training plans.

Creating a Communication Plan

The communication plan objective is to inform all relevant stakeholder groups and to provide them with relevant information to motivate, actively address resistance and reduce the risks.

Audience

Stakeholder Mgmt
(*Mobilize – Exercise 2)*

Content

Case for Change
(*Mobilize – Exercise 3)*

Change Need Assessment
(*Mobilize – Exercise 4)*

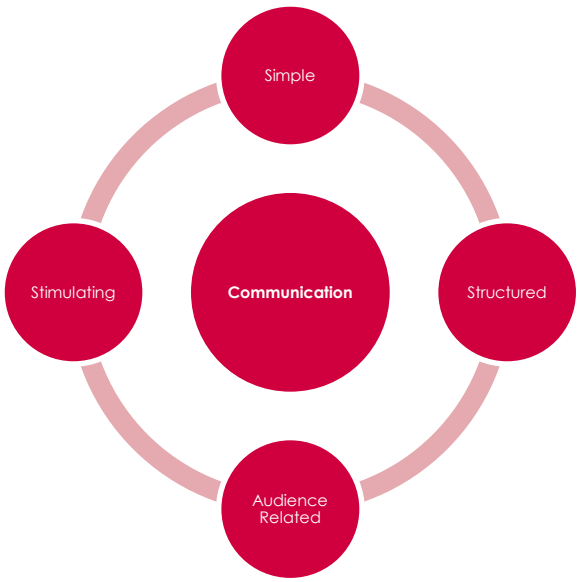
Organisational Transition
(*Crusade – Exercise 1,2)*

Objectives

Motivation & Resistance Matrix
(*Crusade – Exercise 3,4)*

Risk Mitigation
(*Crusade – Exercise 5)*

As a reminder: this is how good communication looks like:



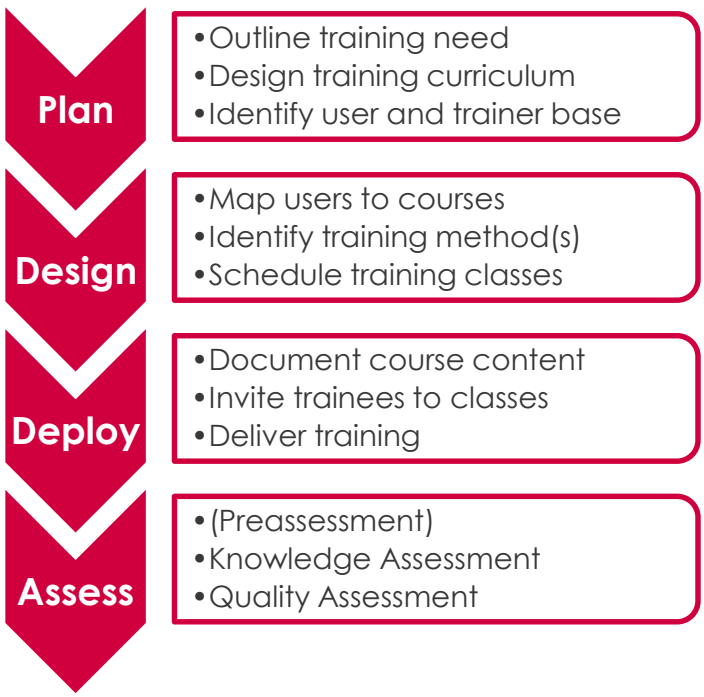
Populate – Exercise 1 Communication Plan

1. List the same 3-5 key stakeholder groups in all three phases (Mobilize – Exercise 2)
2. Assign relevant content to the audience and the phase (Mobilize – Exercise 3, Mobilize – Exercise 4, Crusade – Exercise 1,2)
3. Identify adequate media targeting the specific stakeholder group to transport the content

	Audience	Content	Media
Mobilize			
Crusade			
Populate			

Training Deployment Process

Training and communication go hand in hand: ideally communication prepares people that need to be trained for their learning experience. Training becomes necessary when the content is more complex, requires training and in-depth explanation.



The training plan objective is to identify all relevant stakeholder groups to be trained and to specify the content of the training to support the organizational transition.

Participants	Content	Objective
Stakeholder Mgmt (*Mobilize – Exercise 2a)*	Change Need Assessment (*Mobilize – Exercise 4)*	Organisational Transition (*Crusade – Exercise 1,2)*

Populate – Exercise 2 Training Plan

1. Identify the stakeholder groups that will be impacted by the project (*Mobilize – Exercise 2a)*
2. *Take the content based on the impact assessment (Mobilize – Exercise 4)*
3. *Think about the best media to transmit the required knowledge.*

Participants	Content	Media
	• • • •	
	• • • •	
	• • • •	
	• • • •	
	• • • •	

	☺	☹
Class Room Training (CRT)	• Face-to-face contact enables to track knowledge transfer • Provides time for longer explanation	• High costs if user community is spread around the world
Web Conference	• Useful to reach out to global community • Short and effective delivery method • Recording capability	• Attention time span restricted to 1-2h • No facial feedback
Simulation – e-Learning	• Enables self-paced learning • Ideal for simple and short functionalities (around 10min)	• No facial feedback • Restricted use when complex processes in place
Paper-based Self Learning	• Enables user to add notes • Provides trainee memory aid for the post-training time • Capability to share with trainees that did not attend class	• Consistent creation needs strong quality control • As sole delivery media only helpful for 1-2 new functionalities. Best used as supporting media for CRT or WebEx

Change Readiness

To avoid major issue when you implement change (in form of new processes, structure or systems) we recommend to measure the change readiness of the organization. This is something you should start around 2 months before the delivery date. Included are examples of two different approaches:

1. Change Readiness Project Board – The key points are being tracked during team meetings

CHANGE READINESS								
N°	CRITERIA	-W5	-W4	-W3	-W2	-W1	GL	Comment
1	Does the solution fulfill the vision							
2	Are the new processes clear							
3	Are the new roles and responsibilities assigned							
4	Do relevant stakeholders know the new processes							
5	Are there adequate execution controls/ SLA/ KPIs in place							
6	Is the project team prepared to manage the transition							
7	Is there adequate support from the project team for **after** the transition							
8	Do we have c communication plan							
8	Have we delivered the communication plan so far							
9	Do you have the buy-in of the key stakeholders							
10	Have we addressed all potential resistance points							
11	Are the systems ready							
12	Are the data ready							
13	Are there adequate contingency plans							

2. Employee Survey – Every 3 months the employees are being asked questions regarding the project

Questions
I understand the new strategy.
The new strategy motivates and inspires me.
We are finding the right balance in changing the organization without losing our Unique Selling Point
The planned process changes make sense
I have a clear understanding of my new responsibilities
We collaborate successfully across the divisions and regions to achieve the best possible results.
My needs and opinions are being incorporated in the change initiative.

Populate – Exercise 3 Change Readiness

1. Look at the previous table to measure change readiness. What are the topics you would want to track before go life?
2. How would you measure these criteria?
3. How oft
4. What approach would you follow to review the change readiness?

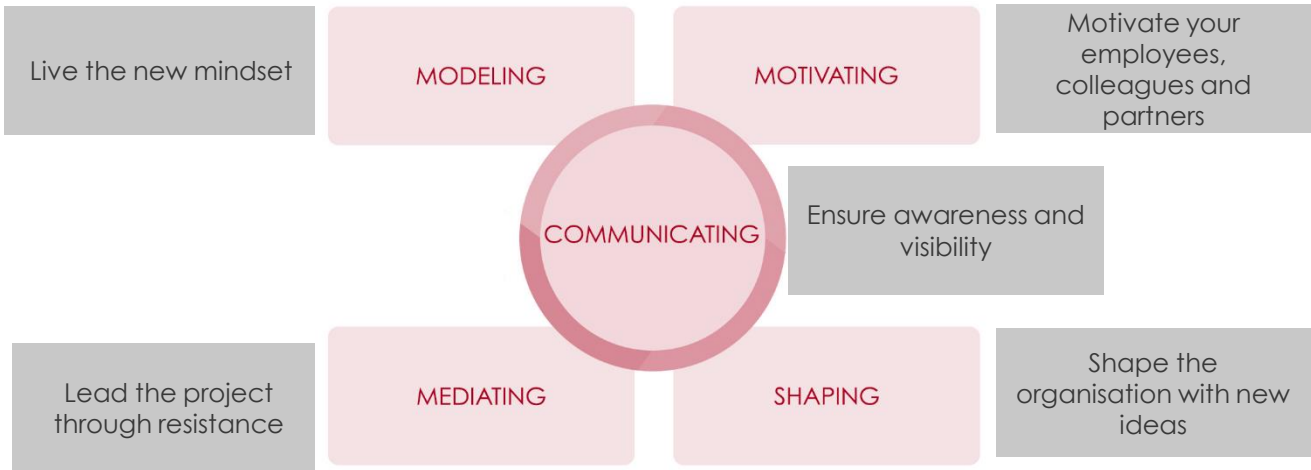
CHANGE READINESS			
N°	CRITERIA	How to measure	How often
1			
2			
3			
4			
5			
6			
7			
8			
8			

Approach to reviewing change readiness

4. Change Leader

Leadership is critical in time of change. Be it Executives or Team lead, everyone managing people will have to deal with the emotional aspects of change. Leadership is key in that situation.
Change Leadership is based on four pillars:

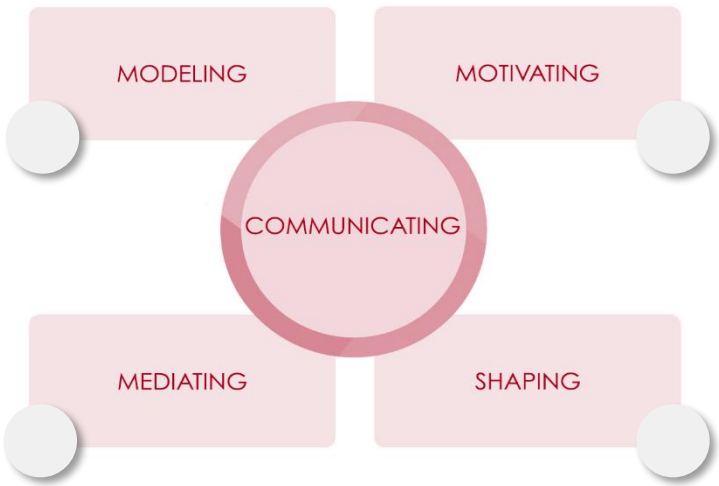
1. Modeling the change
2. Motivation people
3. Shaping the change
4. Mediating resistance



We have created a small quiz to help you set up a development plan.

Change Leader – Exercise 1 Quiz and Development Actions

1. Take the quiz and enter your results in the different circle.



2. What are your strength, what are the aspects you need to develop?

3. What can you do to develop your Change Leadership skills further?

5. Summary

Congratulations! You have made it to the end. You have gained some key insights into how to implement change management.

- You have seen how you can mobilize the executive team and start raising awareness for the required change
- You have learned how to crusade with the help of an extended team to prepare the transition
- You have heard how to populate new design by providing knowledge to all impacted stakeholders.

	Mobilize	Crusade	Populate
	Awareness	**Transition**	**Knowledge**
Project Steps	• Define project vision with key stakeholders • Identify key changes as well as groups of people impacted • Conduct Impact Assessment to understand required change	• Document procedures • Review skill-sets and adapt organization accordingly • Map users to new roles • Understand the emotions related to the planned change • Try to reduce the risks of the transition	• Inform and communicate actively with all relevant stakeholder groups • Train end users on new tools and processes • Transition employees to new roles • Support end users to overcome skill-sets gap • Actively lead transformation
Tools	• Vision for Change • Stakeholder Matrix • Impact Assessment	• Organizational Transition Plan • Motivation and Resistance Matrix • Risk analysis	• Communication Plan • Training Plan • Change Readiness

Summary - Do´s and Dont´s in Change Management

1. Based on what you have heard during the whole class and practice in the exercise, what are the dos?

2. What are the donts of Change Management ?

Do´s	Dont´s
•	•
•	•
•	•
•	•
•	•
•	•
•	•

1. Have your expectations been fulfilled? Go to Introduction – Exercise 1 – Expectations to check.

You still have questions? You would like to review some of your exercises? Please take advantage of our mentoring offer and contact info@acrasio.com.

You don't have to be great to start,
but you have to start to be great.

Zig Ziglar

1.

ACRASIO Change

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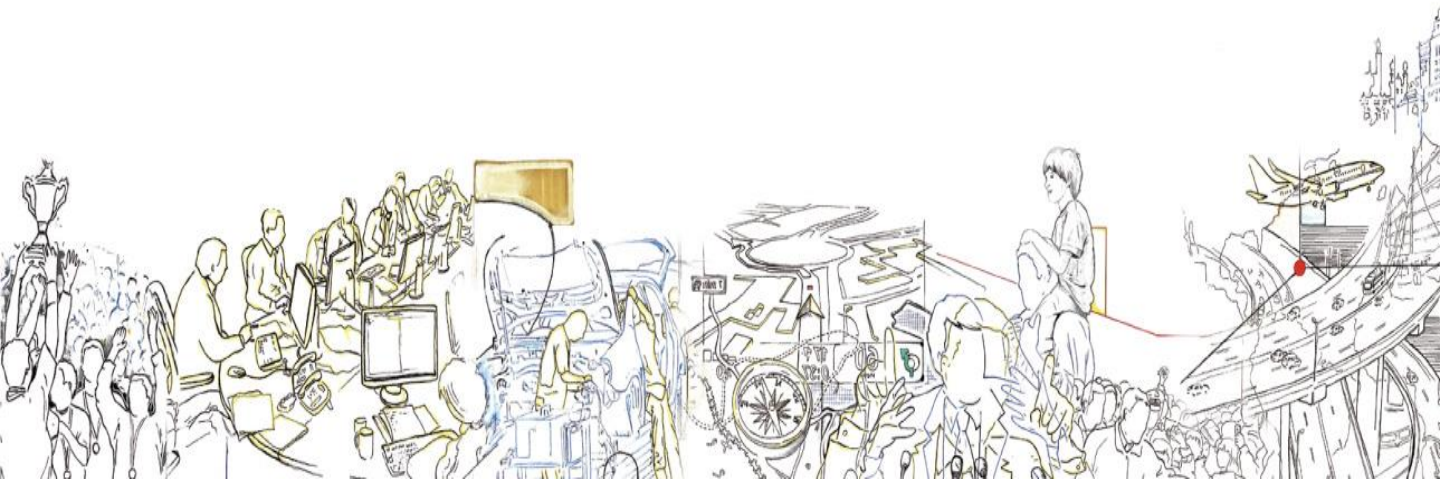
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