Change is Hard!

Not Managing Change Properly is Even Worse!

OSHA Compliance Directives- Agenda

- Management of Change- Technical

- Management of Change- People

- Next steps / summary.

Foth

Management of Change- Technical

What is Management of Change?

- ◆ 29 CFR Part 1910.119(l) Process Safety Management

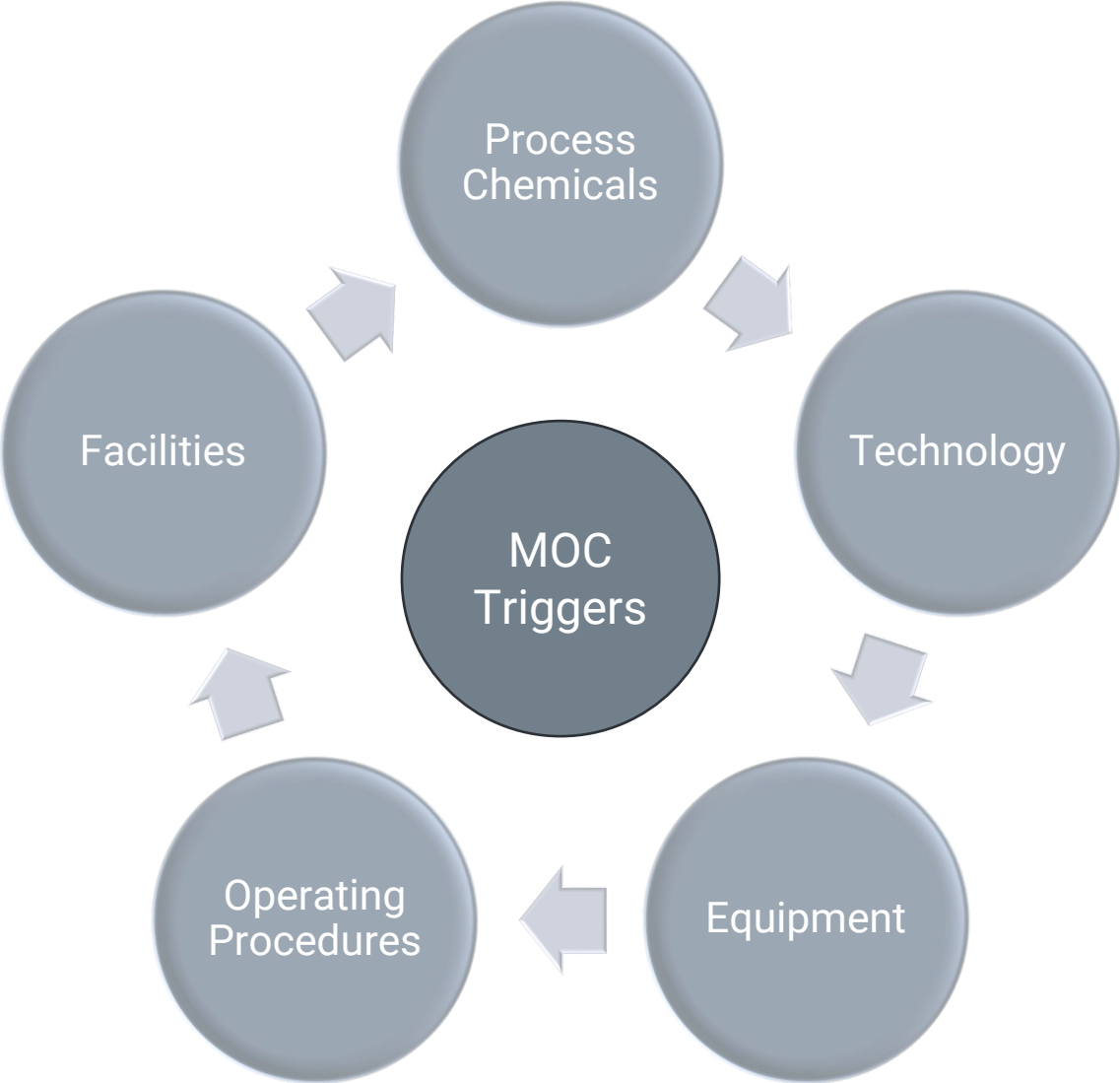- ◆ 40 CFR Part 68.75 Risk Management Plans

- ◆ Voluntary Management Systems

Foth

What is Management of Change?

◆ Procedures to manage changes to the covered process.

  ■ Exception: "Replacement in Kind"

Foth

What is Management of Change?

Process Chemicals

Technology

MOC Triggers

Equipment

Operating Procedures

Facilities

Foth

What is Management of Change?

Technical Basis of the Change

Impact to Employee Safety and Health

Modification to Operating Procedures

Time Period for Change

Authorization of Change

Foth

What is Management of Change?

◆ Review Sample MOC Checklist (Handout)

Sample Copy of
Management of Change Checklist

Management of Change (MOC) Checklist

Foth

Management of Change- People

Who is Prosci?

- Organization founded in 1994 by engineers with a focus on change management

- A research organization that studies change patterns

- Help organizations and individuals build their own change management capabilities

- Share best practices that help others become better at leading change

- Developed ADKAR model

Foth

Organizational Change Management Defined

- Change management is the application of a structured process and set of tools for leading the **people side of change** to achieve a desired outcome.

- It is an intentional approach that **prepares**, **equips**, and **supports** individuals through change, with a dedicated focus on achieving **adoption** and **usage**.

Foth

Foundational Tenets

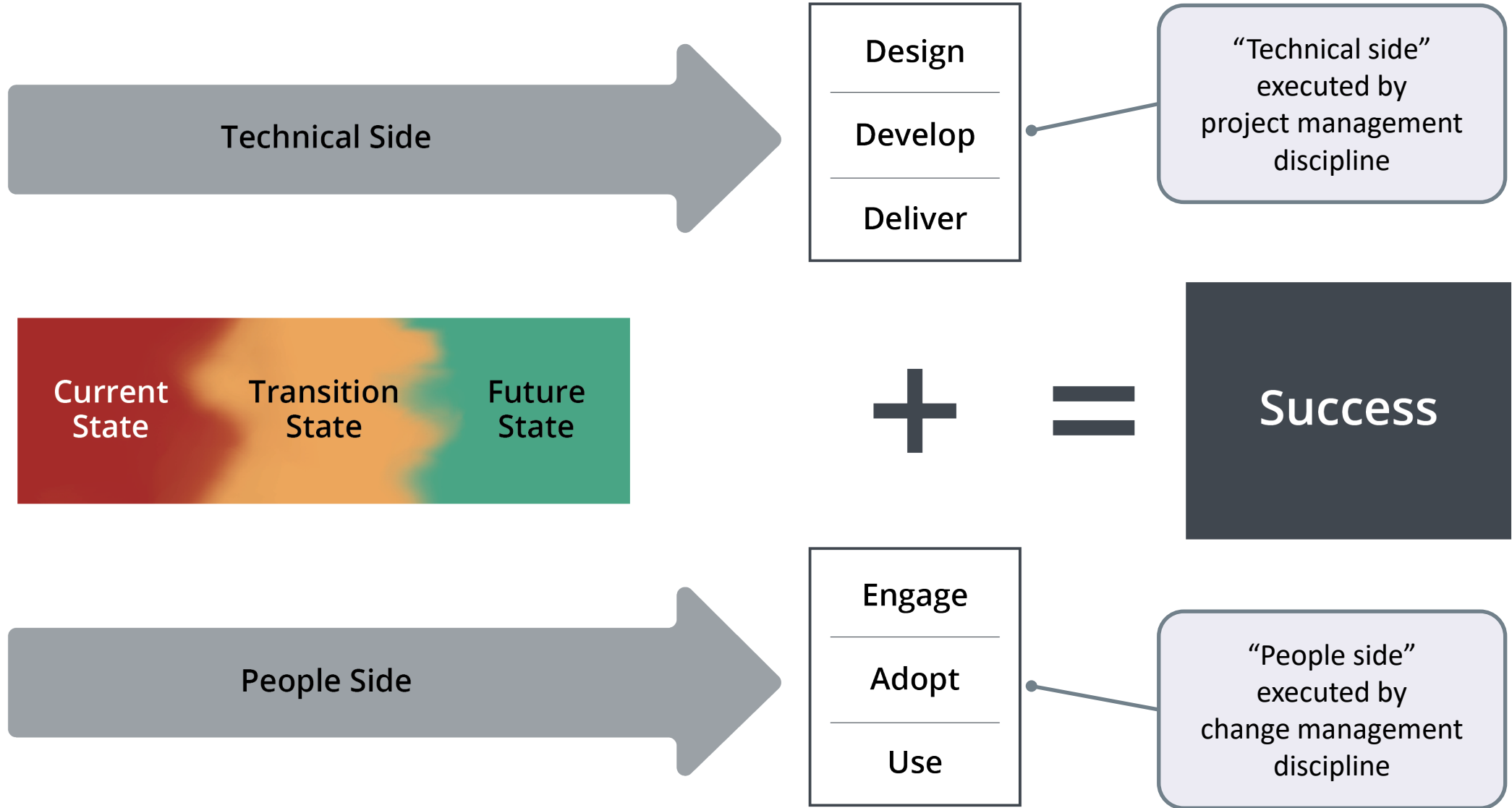|			
Tenet 1	We change for a reason.	Why are we changing?
Tenet 2	Organizational change requires individual change.	Who has to do their job differently (and how)?
Tenet 3	Organizational outcomes are the collective result of individual change.	How much of our outcomes depend on adoption and usage?
Tenet 4	Change management is an enabling framework for managing the people side of change.	What will we do to support adoption and usage?
Tenet 5	We apply change management to realize the benefits and desired outcomes of change.	How will driving adoption and usage improve results?

© Prosci, Inc.

Foth

States of Change

Technical Side → Design / Develop / Deliver

"Technical side" executed by project management discipline

Reason for Change → Current State | Transition State | Future State

+ = Success

People Side → Engage / Adopt / Use

"People side" executed by change management discipline

Foth

Why Is Change Management Important?

With Change Management

| Current State | Transition State | Future State | = | Success |

Without Change Management

| Current State | Transition State | Future State | < | Success |

Foth

Prosci ADKAR Model

A — AWARENESS OF THE NEED FOR CHANGE

D — DESIRE TO SUPPORT THE CHANGE

K — KNOWLEDGE OF HOW TO CHANGE

A — ABILITY TO DEMONSTRATE SKILLS AND BEHAVIORS

R — REINFORCEMENT TO MAKE THE CHANGE STICK

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change begins with understanding why

Awareness

What is the **nature** of the change?

Why is the change **needed**?

What is the **risk** of not changing?

Foth

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change involves personal decisions

Desire

| What's in it for me **(WIIFM)**? | A **personal choice** | A decision to **engage and participate** |

Foth

Same Change, Different "Desire"

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change requires knowing how

Knowledge

| **Understanding** how to change | **Training** on new processes and tools | **Learning** new skills |

Foth

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change requires action in the right direction

Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

Foth

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change must be reinforced to be sustained

Reinforcement

Actions that **increase the likelihood** that a change will be continued

Recognition and rewards that sustain the change

Foth

ADKAR Model Defined

ADKAR element	Definition	What you hear	Triggers for building
(A) Awareness	Of the need for change	"I understand why…"	Why? Why now? What if we don't?
(D) Desire	To participate and support the change	"I have decided to…"	WIIFM Personal motivators Organizational motivators
(K) Knowledge	On how to change	"I know how to…"	Within context (after A&D) Need to know *during* Need to know *after*
(A) Ability	To implement required skills and behaviors	"I am able to…"	Size of the K-A gaps Barriers/capacity Practice/coaching
(R) Reinforcement	To sustain the change	"I will continue to…"	Mechanisms Measurements Sustainment

Foth

Consequences of Missing ADKAR Elements
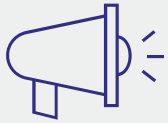
Without Awareness and Desire you will see:

- Employees asking the same questions over and over
- Lower productivity and higher turnover
- Hoarding of resources and information
- Delays in implementation

Without Knowledge and Ability you will see:

- Lower utilization or incorrect usage of new systems
- Employees worry whether they can be successful in the future
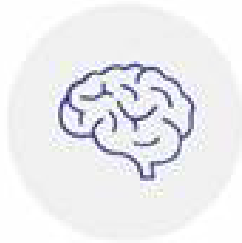- Sustained reduction in productivity

Without Reinforcement you will see:

- Employees revert back to old ways of doing work
- Ultimate utilization is less than anticipated
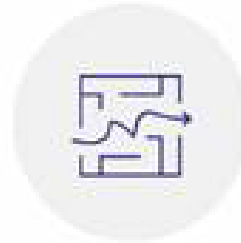- The organization creates a history of poorly managed change

Foth

The Nature of Resistance

Do not underestimate the power of 'comfort' with how things are today.

Resistance is a **natural** reaction to change.

The goal is to mitigate, not eliminate all resistance.

Many are surprised by resistance to change; **expect it and plan for it**.

Foth

Top Reasons for Employee Resistance

1. **Lack of awareness of the reason or the change**

2. Change in role

3. Fear

4. Lack of support from and trust in management or leadership

5. Lack of inclusion in the change

Other sources of resistance included:

6. Comfort with the status quo

7. Insufficient training

8. Change fatigue

Foth

Top 10 Tactics for Managing Resistance

1 Listen and Understand Objections

2 Focus on the 'What' and Let Go of the 'How'

3 Remove Barriers

4 Provide Simple, Clear Choices and Consequences

5 Create Hope

6 Show the Benefits in a Real and Tangible Way

7 Make a Personal Appeal

8 Convert the Strongest Dissenters

9 Demonstrate Consequences
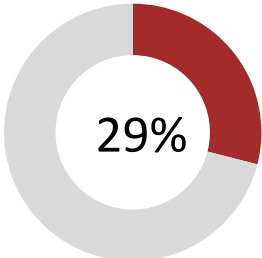
10 Provide Incentives

Foth

"The achievements of an organization are the results of the combined effort of each individual."
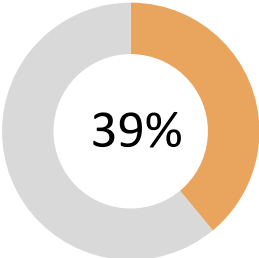Vince Lombardi

Sponsors are critically important in driving success
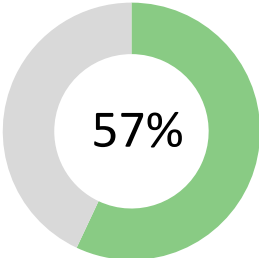
Sponsorship correlates with **project success**

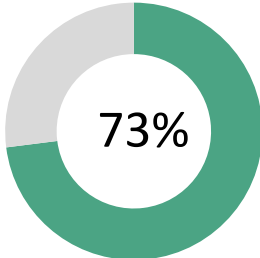Percent of projects that met or exceeded objectives based on sponsor effectiveness

29%
Very ineffective sponsors

39%
Ineffective sponsors

57%
Moderately effective sponsors

73%
Extremely effective sponsors

In all 11 of Prosci's studies,

active and visible sponsorship

was the

#1 contributor

to success

© 2020 Prosci Inc., *Best Practices in Change Management*

Foth

Sponsor Role in Change

A sponsor should be able to:

- Clearly articulate the why (purpose)

- Clearly identify the definition of success, including both project objectives and organizational benefits

- Actively and visibly participate throughout the project

- Build a coalition of sponsorship

- Communicate directly with employees

"You know which teams got the best sponsorship from me? The ones that told me exactly what they needed me to do."

Former Executive,
Fortune 20 Telecommunications

Foth

"People Managers" Role in Change

Importance of "people managers"

- Employees trust them
- They are close to where the change happens
- They mitigate resistance
- They build support
- They are a preferred "sender"

Prosci's research indicates that "people managers" perform the following roles in change:

- Communicator
- Liaison
- Advocate
- Resistance Manager
- Coach

Foth

Other Top Contributors To Success

- Structured change management approach

- Frequent and open communications

- Employee engagement and participation

- Dedicated change management resources

- Integration and engagement with project management

- Engagement with middle managers

OCM Activities: 1- Prepare Approach

- "What are we trying to achieve?" (Define Success)

- "Who has to do their jobs differently and how?" (Define Impact)

- "What will it take to achieve success?" (Define Approach)

If people don't change how they do their job, then we ultimately won't change what we set out to do from the beginning.

Foth

OCM Tools

Project	Purpose	Particulars	People
What is the project?	Why are we changing?	What are we changing?	Who will be changing?

If people don't change how they do their job, then we ultimately won't achieve what we set out to do from the beginning.

Connect People to Success

Foth
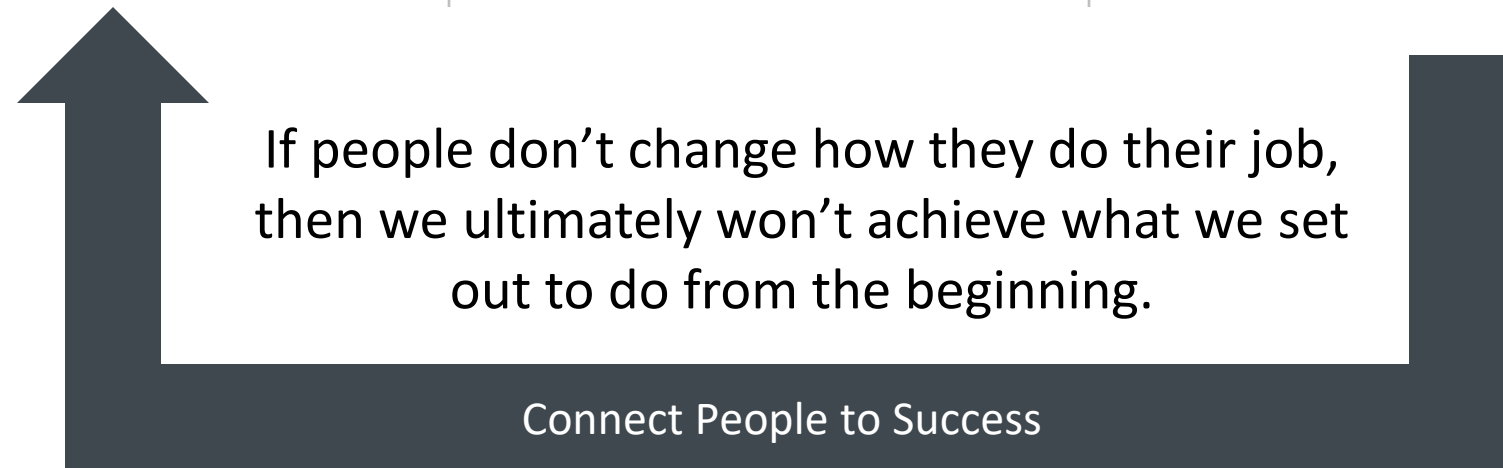
Stakeholder Analysis Example

Stakeholder Register			Stakeholder Assessment				
Stakeholder (individual or group)	**Point Person if a Group**	**Approx Group Size**	**Involvement Plan (at a minimum, involvement needed for any ratings of 5 and if desired commitment is higher than current)**	**Owner of Involvement Plan**	**Preferred Communication Channel(s)**	**Status (planned date, in process, complete)**	**Comments**
Travis McGrath COO			Regular meetings	Dave Strick		In process	To be a champion of the change with Ops Leade
Operations Leaders			Meetings or emails as needed	Lisa Sequin		In process	Key stakeholders to inform of key decisions.
Randy Homel, Travis McGrath			Demo, gain buy in	Dave Strick		Complete	
Phone receptionists in local offices		5		Josh Smits		In process	Barb Braun is part of pilot group
Other Key Users (Diana C.)			Have a conversation; let her know she'll be trained; Demonstrate Teams Calls capabilities	Josh Smits		In process	
POC group (project team)				Josh Smits		In process	
Pilot Group		80		Josh Smits		In process	Include BU reps, different offices, RCMs? members who travel? executive admin?
Foth - All Members		600	Homepage messages; emails	Melanie Erickson		In process	
Members (and contractors) who don't currently have a Foth phone number and are getting one now.		45	Email to inform about new phone number	Melanie Erickson			These members will be getting a Foth phone number in prep for implementing Teams Calls for external calls; they can update their email signature and they can order their business cards if they choose
Onboarding Team	Kristine Walker		Email; meeting	Dave Strick		In process	Does IAC need to be updated now that every member will get a Foth phone number. Can't opt out. (Kristine was copied on the 4/29 email from Dave about this - any feedback from her?)

Foth

Communications Plan Example

Communication Plan is driven by the questions:
- Who needs what information?
- When do they need it?
- Who will deliver it?
- How should it be delivered?

Message	Audience/Stakeholder	Channel	Due Date of Message Creation	Frequency	Author	Reviewer(s)	Approver	Sender/Communicator	Status	Release Date	Comments
Status Reports	Status report email group; Ops	Email		1 or 2 a month	PM - Lisa Sequin			Lisa Sequin	In process		
Project team working sessions (review status, design, deliverables, standard work)	PDLs	Meetings			PM - Lisa Sequin			Lisa Sequin	In process		Create and update standard work, determine ownership of standard work
Inform of project, gain buy in	Ops Leaders (Mullenberg, Travis, Holly, John W., Matt W.)	Ops Meeting						Lisa Sequin	Complete	2/21/2022	Supportive; no concerns brought up at meeting
Heads up! Teams Calls is coming (include feedback survey)	All Members	Homepage message			Mel	Lisa, Josh, Dave, Margaret	Dave Strick		Complete	5/25/2022	
Heads up/awareness - here's what's coming... watch for meeting invite	Pilot Team	Email			Mel	Josh		Josh Smits	Complete	5/26/2022	Email saved on project site
Pilot Team kick off meeting invite	Pilot Team	Meeting invite	5/25/2022					Lisa Sequin	Complete	5/31/2022	Offered two options: 6/6 & 6/8
We're changing your phone over to Teams - here's what you'll notice; voicemail recommendation	Pilot Team	Email						Josh Smits	Complete	6/6/2022	
Pilot Team role & responsibilities	Pilot Team	Meeting 6/6 & 6/8						Josh Smits	Complete	6/6 & 6/8	
Your number was moved to Teams Calls	Pilot Team	Email						Josh Smits	Complete	6/10/2022	
Inform onboarding team that every member will now get a Foth phone number (update IAC)	Kristine Walker	Phone Call or Email						Dave Strick	Complete	late June	

Foth

OCM Activities: 2- Manage Change

◆ "What will we do to prepare, equip and support people?"
(Track communication and reinforcement activities)

◆ "How are we doing?"
(Review ADKAR progress)

◆ "What adjustments do we need to make?"
(Track stakeholder activities and engagement)

OCM Activities: 3-Sustain Change

- "Were project results achieved?"

- "What is needed to ensure the change sticks?"

- "Who will assume ownership and sustain outcomes?"

Foth

OCM Activities: 3-Sustain Change, cont.

◆ Sustainment activities are no longer needed when:

- ▪ Change is now "business as usual"

- ▪ Project results were achieved

- ▪ Employees could easily work in the new state

- ▪ Employees no longer tried to revert to the previous state

◆ Celebrate success!

Sustainment is to realize the value of the change by ensuring the change is adopted and the organization is committed and prepared to sustain the change.

Foth

Next Steps / Summary

Foth

Next Steps

- **Management Review**

  - **Get connected with those who make the decisions!**

Foth

Next Steps

◆ **Capital Expenditure Requests**

  ▪ **Get connected with those who approve major expenses and acquisitions!**

Next Steps

◆ **Procurement Requests**

  ▪ **Get connected with those who spend the money!**

Foth

Next Steps

◆ **Maintenance Work Orders**

- ▪ **Get connected with those who physically make the changes!**

Foth

Next Steps

◆ **Organizational Change Management**

▪ **Get connected with those who handle corporate communications!**

Foth

Next Steps

◆ **Employee Participation**

▪ **Stay connected with those who actually perform the work!**

Foth