

Managing Change



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HELLO!

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Agenda

- Why is change necessary?
- The link between change management and business results
- How company culture can impact change
- Barriers and resistance to change
- Change management models, tools and techniques
- Developing a robust change strategy
- Maintaining momentum
- Q&A session



Why is change necessary?

Internal

- Systems
- Processes
- Culture
- Not meeting objectives/targets
- Acquisitions
- Mergers
- Outsourcing
- Continuous improvement

External

- Competition
- Innovation
- Economy
- New technology
- Legislation
- Changing market demands

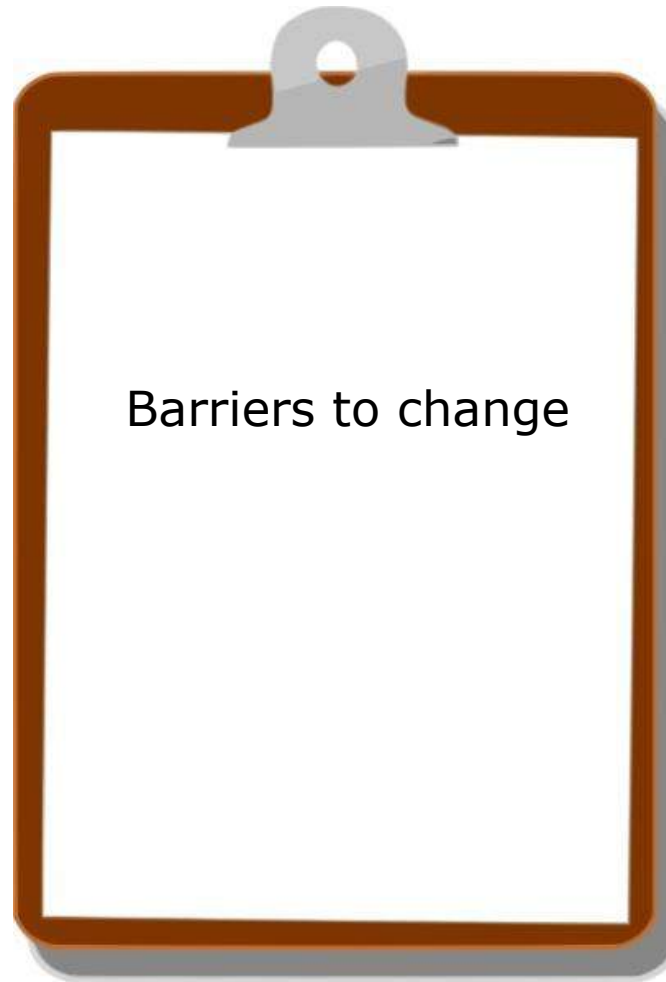
The link between change management and business results

- Employees must reach their own future states within their jobs. Change occurs at employee level when we expect improvement by creating a new way of employees doing their jobs.
- If this is mismanaged then organisations can incur costs that otherwise may have been avoided if managed correctly – resistance (time wasting), inefficiencies, high staff turnover (loss of valued staff)
- It is essential to get the people side of change management correct
- This is a people management practice
- There is a direct correlation between effective change management and meeting operational objectives

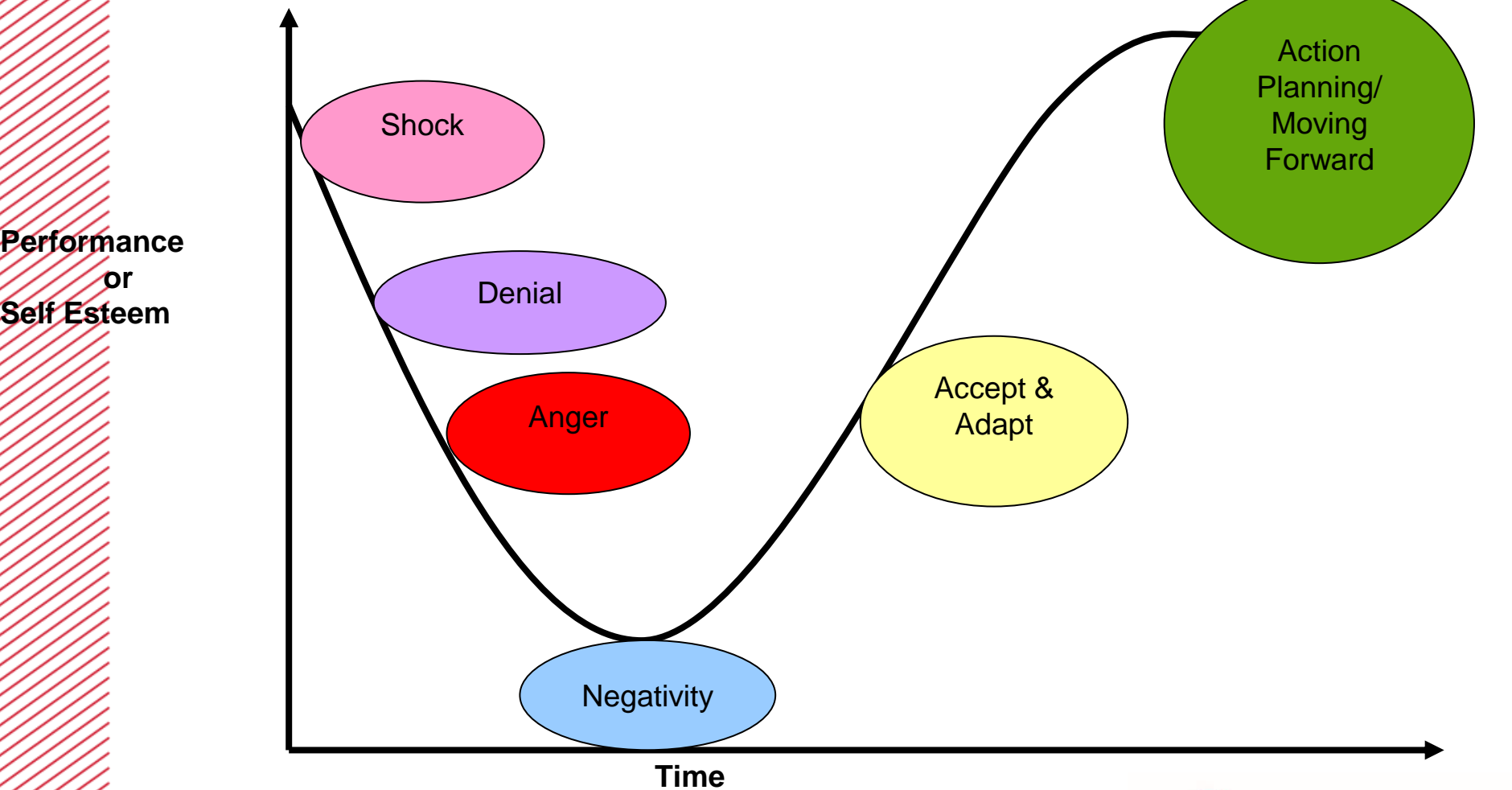
How company culture can impact change



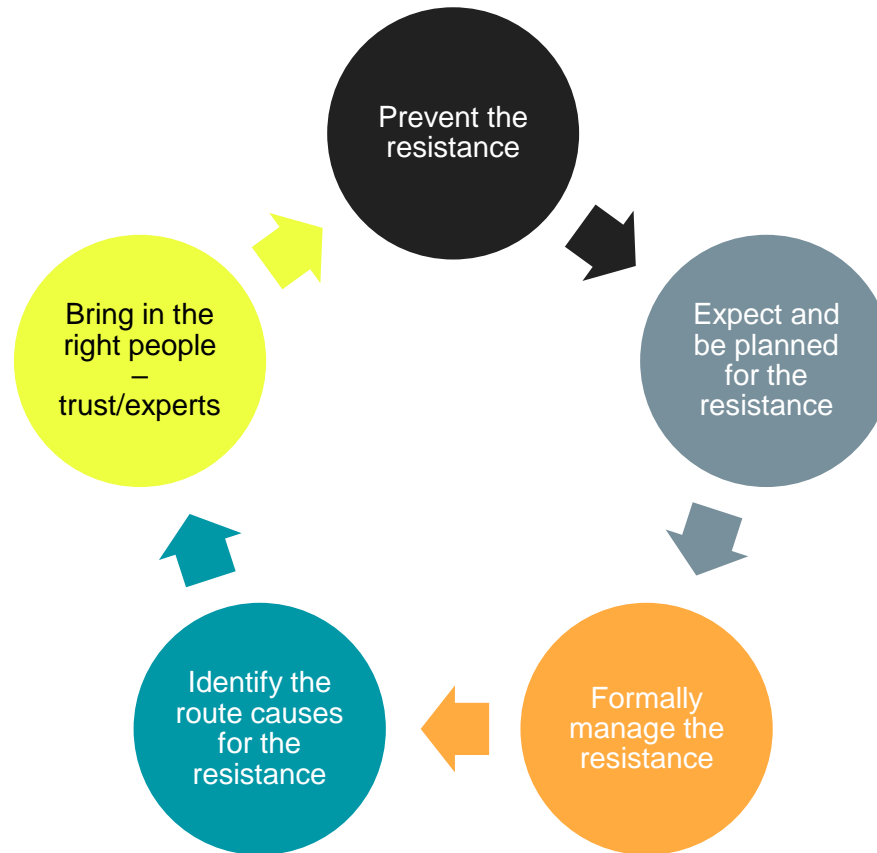
Discussion



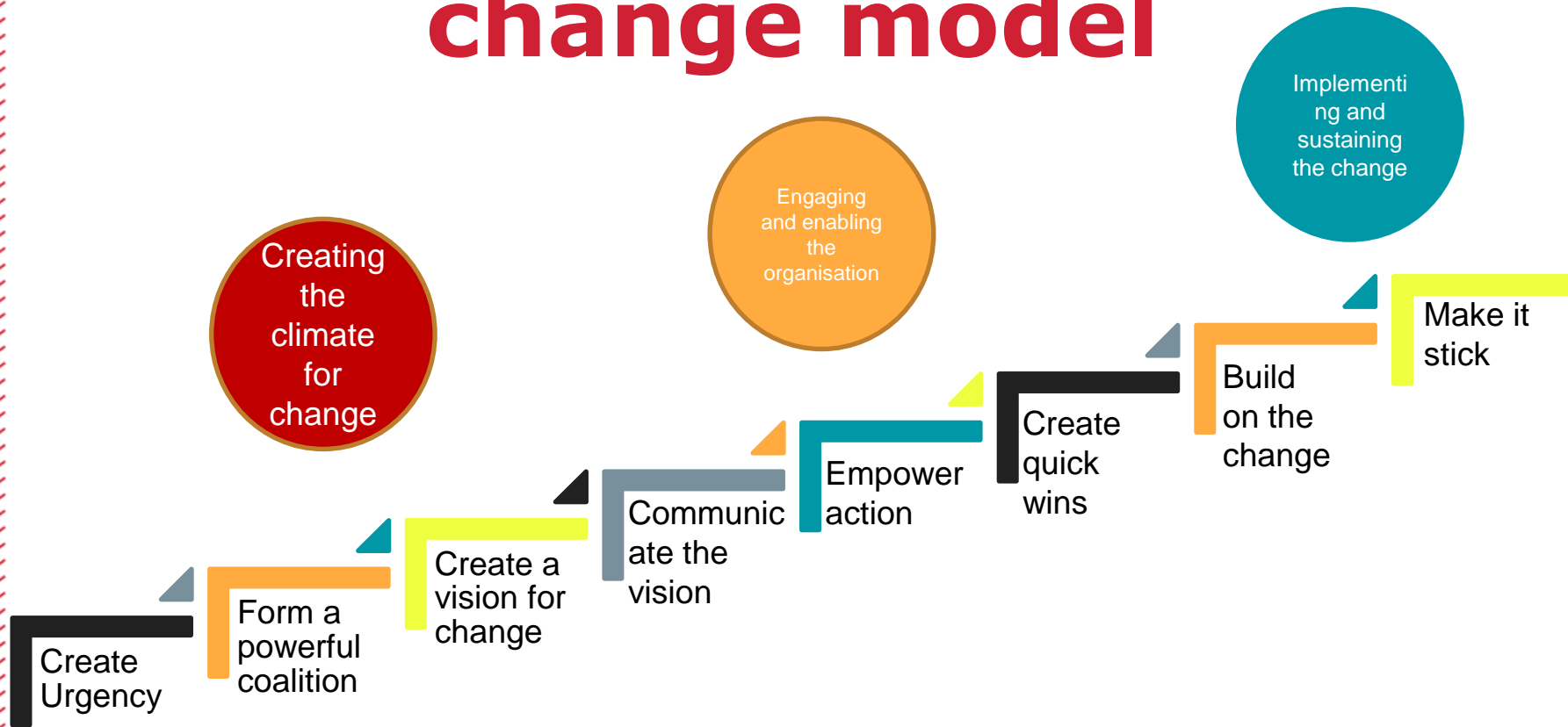
Kubler-Ross Change Model



Managing resistance to change



John Kotter's 8 step change model



Questions to ask before the change

- What do we need to achieve?
- Why?
- How?
- When?
- Who will be affected?
- How will they react?
- Do we have the resources to manage the change?
- How do we communicate change and facilitate buy in?
- How do we deal with resistance?
- What part of the change do we need help with?
- How do we know what success is and how is it going to be measured?
- After the change then what?

Introducing change

1

- Build trust – be open and honest

2

- Build a compelling logical case for organisational change

3

- Match what you say with action

4

- Involve the people affected from as early as is possible

5

- Communicate a sense of confidence in the change

6

- Repeat your main messages and be consistent

Awareness

Desire

Knowledge

Ability

Reinforcement

Announce the change to employees well ahead of time

Explain the reason behind the change – current pain points and potential ROI

Give an employee an opportunity to ask Qs and make suggestions

Gauge employee's reaction to the change

Identify champions

If employees are resistant or indifferent address their concerns/show how change benefits them

Provide training/coaching to show what employees need to do after the change takes place

Address any skills gaps

Provide literature/graphs

Schedule practice runs before change is implemented

Monitor performance immediately and provide feedback

Set reasonable goals and metrics at the start

Monitor change over time to insure its fulfilling desires

Use positive feedback, rewards and recognition to encourage employees to keep following the new process



Maintaining momentum

Recap

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THANKS!

Any questions?
30 min Q&A

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