



# Igniting a Change Readiness Mindset



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What is the first word or sentiment that comes to mind when you think of change?





Challenging  
 Overcoming  
 Pushback  
 Hard  
 Life  
 Poor  
 Ugh  
 Change  
 Resistance  
 Nervous  
 Fit  
 Opportunity  
 Growth  
 Fear  
 Uncertainty  
 Excitement  
 Complicated  
 Misunderstanding  
 Constant  
 Expected  
 Finding  
 Exciting  
 Discomfort  
 Ongoing  
 Inevitable  
 Voice  
 Ambiguous  
 Different  
 Unknown  
 Thing  
 Upside  
 Concerned  
 New  
 Stress  
 Communicated



# Purpose of today's session

Identify and address typical human behaviors related to change

Understand change management and common change reactions

Understand your role in leading change and helping others by being ready for change

Have fun and participate!



“The **pace of change** has never been this fast, yet it will never be this slow again.”

– Justin Trudeau, Prime Minister of Canada



01

# Change Readiness



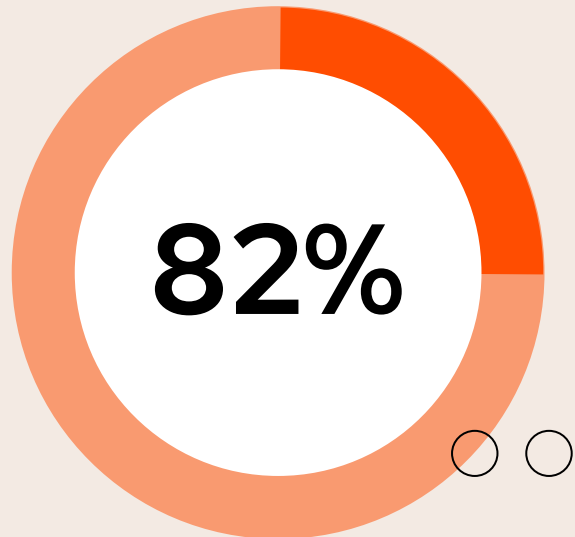


What is an upcoming change on the horizon for you or your team within the next 6 months?

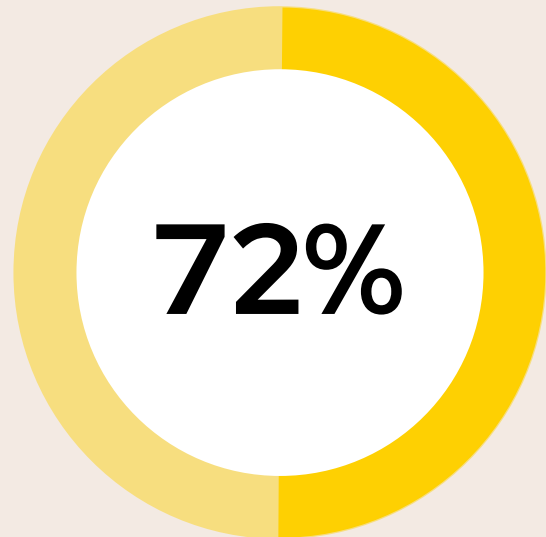


# Why it is important to manage change readiness

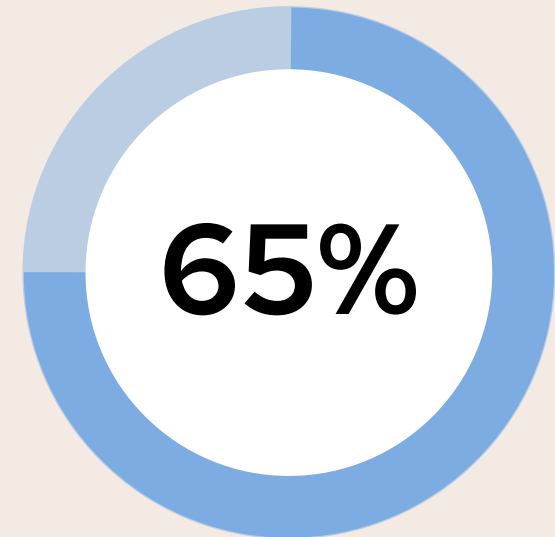
The top three reasons why projects fail to deliver results are **people** factors



Resistance by employees



Inadequate sponsorship



Unrealistic expectations

In a 2002 study<sup>2</sup>, multiple project variables were examined, particularly the effect of an Organizational Change Management program on a project's ROI. The study showed the ROI was:

- ○ ○ ○ • **143%** when an excellent OCM program was part of the initiative
- **35%** when there was a poor OCM program or no program

This study has since been followed by several others supporting these findings.

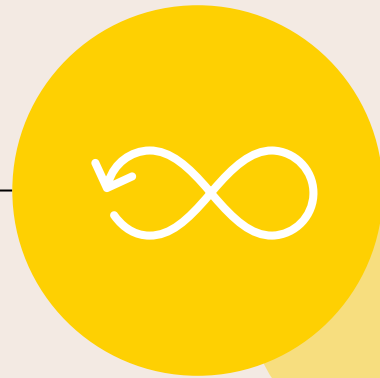
<sup>1</sup>Change & Communications ROI Study report by Towers Watson, 2013  
<sup>2</sup>Change Management That Pays' by McKinsey, 2002.



# Principles of change



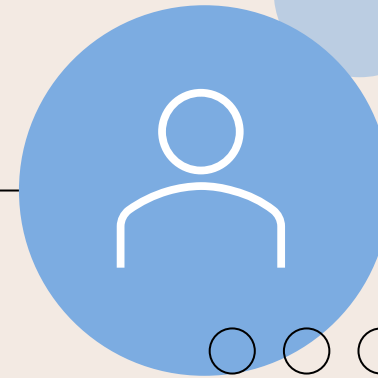
Change is not  
linear



Change is  
constant



Determining  
ambition to  
change is key

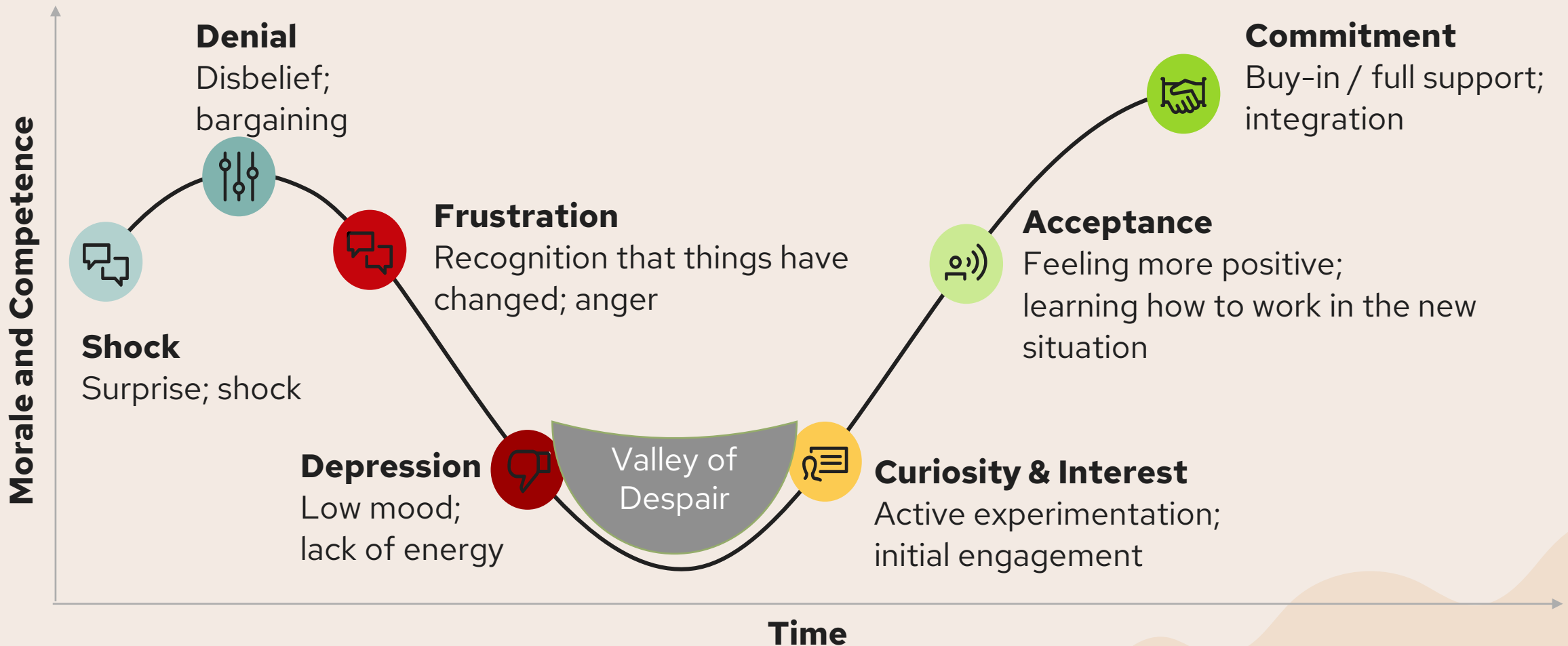


Understanding  
aptitude to  
change leads to  
success



Executing  
tailored  
interventions  
delivers results

# Change curve



02

# Leading Through Change



# Seven principles for effective Readiness Leadership



Start with the end in mind

Know the goals and have a clear vision of how much better things will be if the initiative is successful.



Understand the institution's culture

Know who we now are and what we will encounter along the journey. Any undertaking that doesn't align with, act on, or uphold the institution's values will likely encounter resistance.



Communicate, communicate, communicate

The same information needs to be communicated in various ways, through numerous vehicles, and with substantial opportunities for multidirectional dialogue.



Walk a mile in the shoes of those whose roles will change

It's important to understand every step of the change journey and how it could affect day-to-day work.



Create win-wins and align incentives

Find ways for the university, departments, and individuals to benefit from the envisioned changes.



Embrace relentless incrementalism to help achieve radical change

Starting with a bold goal in mind and taking small steps relentlessly can build organizational capital.



You won't get what you don't measure

The resulting data and insights can then be used to continuously calibrate the change management plan to the reality on the ground.

# Change readiness leadership starts with you



## First Ask ...

What do I **know** about the change?  
How do I **feel** about it?  
What **influence** do I have?

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How do I open eyes, hearts, and doors?  
(i.e., consider your stakeholders' **logical, emotional, and environmental** needs.)

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How do I **align** organizational priorities, systems, and rewards with this change?

## Then Act ...

Manage your own **perceptions** about the change and make the conscious decision to be **constructive**, if not **positive**.

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**Adapt** your approach based on your stakeholders' style and needs (i.e., treat them as they would like to be treated).

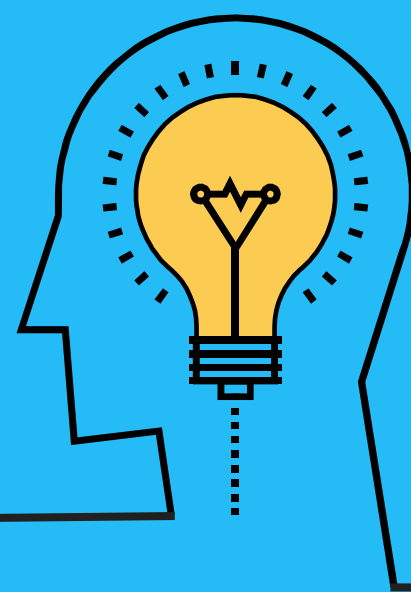
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Arm yourself with information, so you can set **priorities** and make **choices** that drive change.

# Walking the walk as a change leader



- **Advocate:** Demonstrate your own buy-in
- **Cheerleader:** Recognize your team celebrate wins
- **Guide:** Highlight the goal and the path forward
- **Communicator:** Reinforce key messages
- **Coach:** Introduce enablers and remove barriers
- **Resistance Manager:** Listen and address concerns
- **Change Owner:** Participate in decision-making
- **Team Leader:** Support business as usual activities
- **Liaison:** Collect and share feedback



**Which of these roles do you:  
...feel most comfortable in?  
...want to grow into?**

# Paving the path to full alignment with your stakeholders

## Legend

□ Agreement

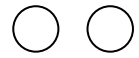
□ Alignment

□ Commitment

□ Capability







03

# Resistance to Change



# Common reasons why employees show resistance

## Fear of Loss



- Some team members may feel they are losing control (“I have been in this department for many years”).
- Others may feel they are losing their identity (“I can identify myself with my job now, but what role will I play in the new organization?”).
- The fear of losing familiarity about routine procedures (“I like the way we do things”).

## Fear of Increased Demands



- The fear of increased work or responsibility may cause team members to react negatively to proposed changes (“This will mean more work for me”).
- Some team members may fear that they have insufficient ability or expertise to meet new demands (“I don’t have the knowledge and skills to...”).

## Fear of Uncertainty



- Some team members may be unsure about their job security (“If I agree to the change, I may not have a job in six months”).
- Others may be uncertain how changes will affect their future (“I am comfortable with the way things are – I planned on retiring in two years”).

# Resistance is an opportunity to...

1

Justify why change is necessary

2

Take time to slow down, prioritize, strategize, and create support plans

3

Involve employees, listen, and gather feedback

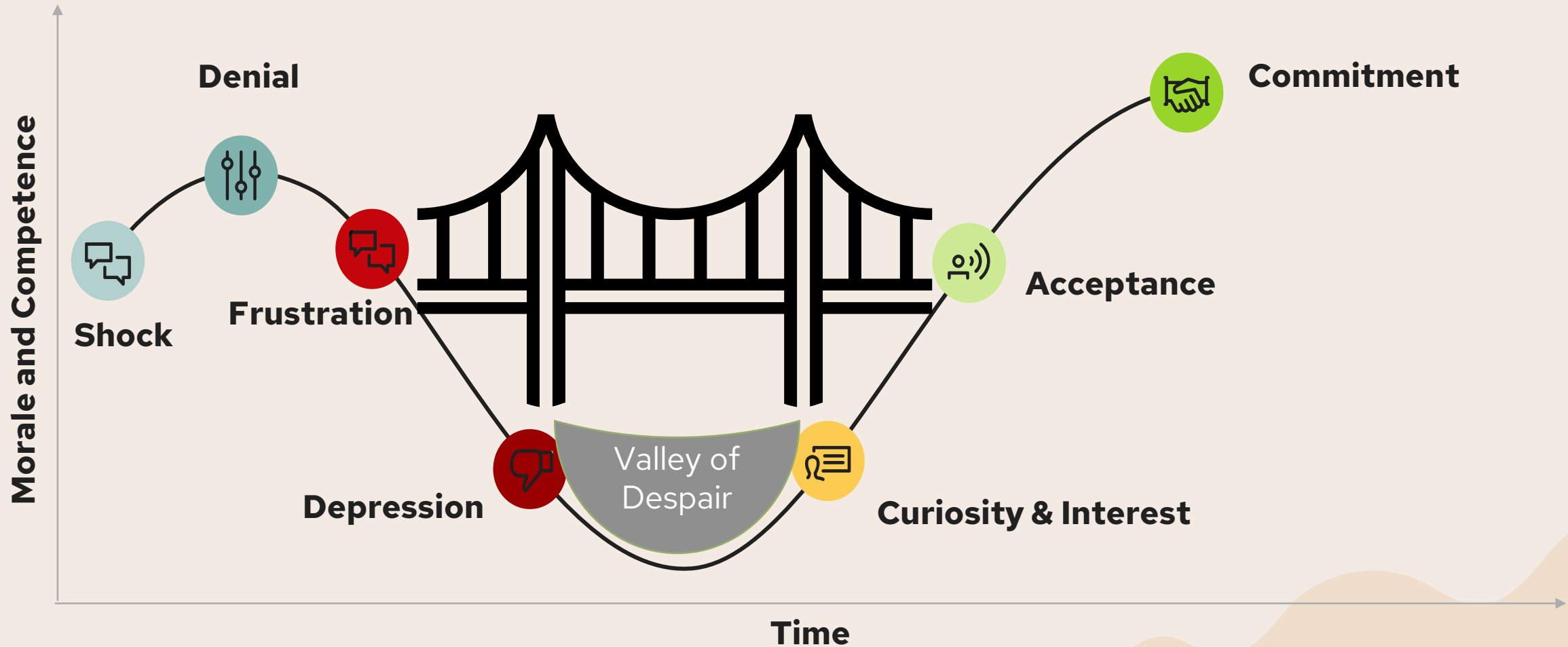
*People don't resist change; they resist being changed.*

**- Peter Senge**

Resistance is a manifestation of anxiety and fear. Leaders have the power to help minimize the duration and impact of the stress people experience during a change.

# Change curve

Effective change management is critical to bridging this gap



# Meeting people where they are at, and moving the needle

## Neutral

Encourage questions; reinforce how and why they are active agents of change / success; ask "what might make you more comfortable with change?"

## Passive Resistance

Change Champions critical in identifying; offer 1:1 conversation to hear concerns; acknowledge how change is disruptive and reiterate benefits

## Active Resistance

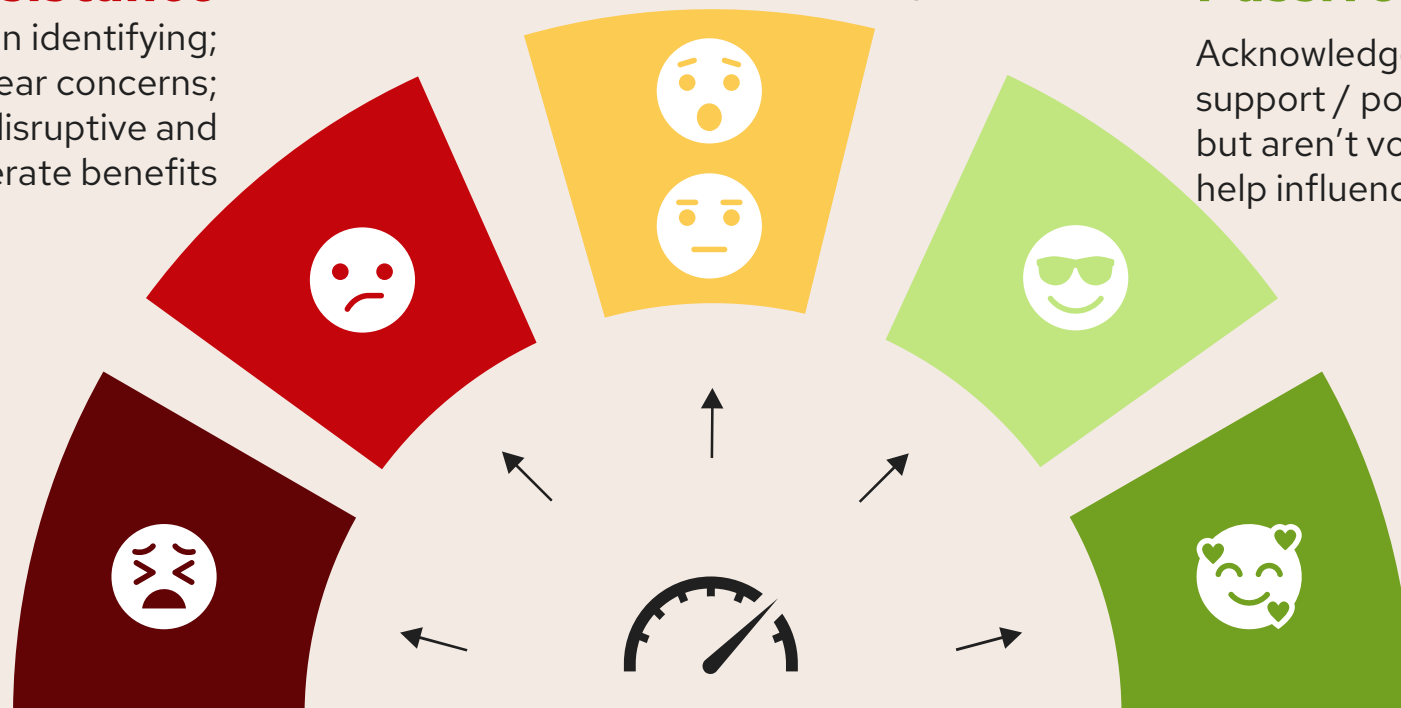
Give them space to vent without shutting down; be careful not to get caught in the "blame" trap; be clear about what is and isn't non-negotiable

## Passive Support

Acknowledge when they demonstrate support / positive behavior; if they "get it" but aren't voicing support, ask them to help influence a "neutral" individual

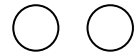
## Active Support

Keep them informed; ask for their opinions and ideas to help move others along; don't assume they won't slip if ignored



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# Understand & Engage Stakeholders



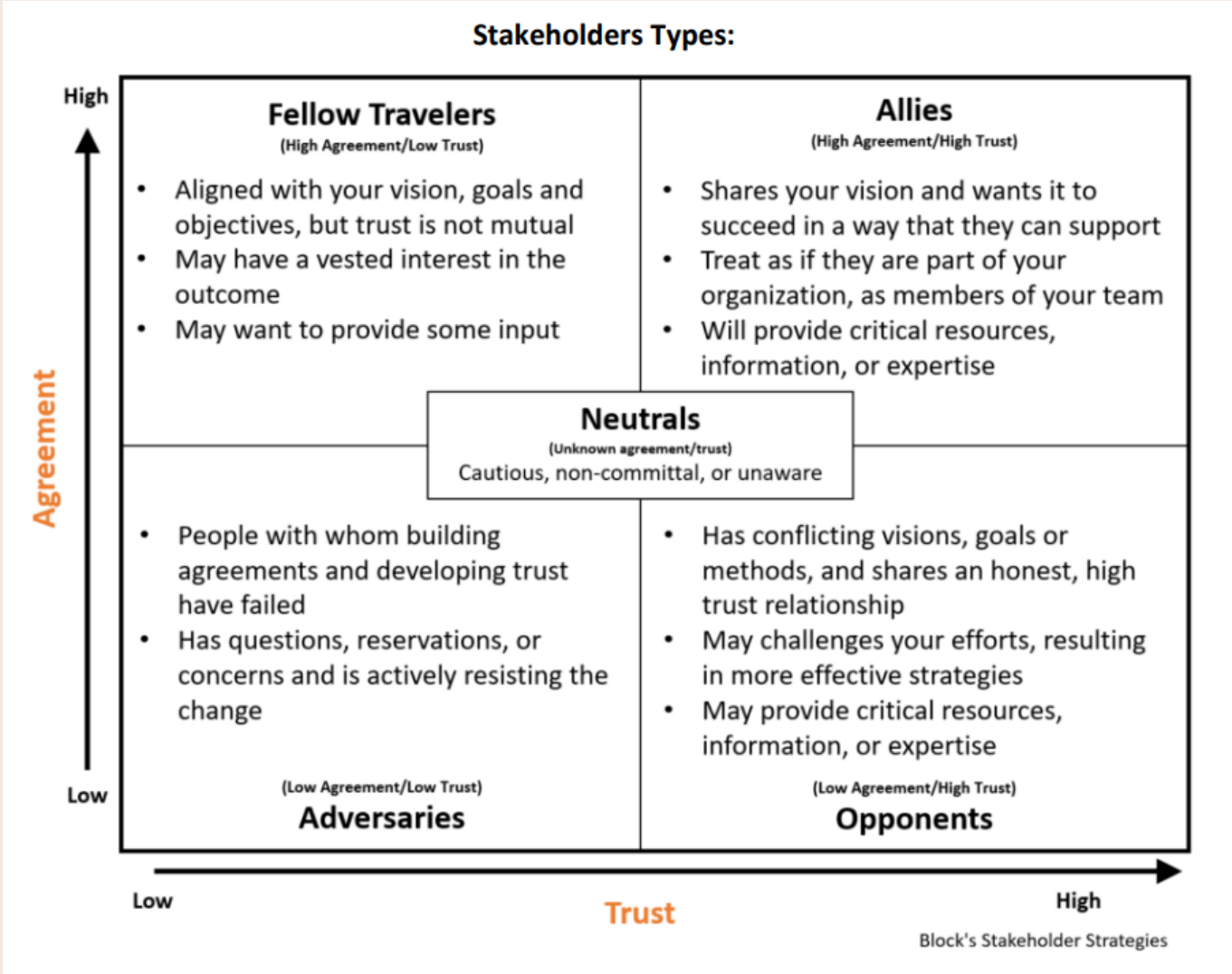
# Identifying stakeholders

Understanding who needs to change  
(*not just what*)

- Sponsors
- Peers
- Direct reports
- Dispersed staff (in S/C/Ds) impacted by decisions
- Collective groups
- Individual partners



# Understanding stakeholders







Change management activities are  
**TAILORED to EACH** stakeholder  
community based on their needs



# Prioritizing stakeholders

This prioritization ensures the highest level of support for the change effort. Next to each stakeholder is the *goal* of the relationship.

- Allies: *Affirm agreement*
- Opponents: *Build agreement*
- Fellow Travelers: *Build trust*
- Neutrals: *Educate and determine their position*
- Adversaries: *Minimize threat to the project*

# Building out your stakeholder list

Make a list of stakeholders involved in your project.

Which of the leader roles do you play to those stakeholder groups?

Where is that stakeholder on the change curve?

Classify each stakeholder into a type using Block's Stakeholder Strategies matrix

- Think of a project or change effort you are working on today
- Identify your stakeholders for that specific project and plot them on the change curve and stakeholder matrix
- Start developing an engagement strategy

# Incorporate Human Centered Design and Change Management principles to improve communications



**Themes:** Develop key themes based on your understanding of stakeholders' priorities and needs to drive the direction and key messaging.



**Key Messaging:** Know exactly what your audience needs to know. Stick to one message at a time to not overwhelm people with too much information.



**Storytelling:** Engage your audience through impactful experiences that will establish a connection. Refine your message, conduct contextual analysis, and create two-way communication to tell a story tailored to your reader.



**Visual Design:** Make your content easily digestible using visuals, content, organization, and user-friendly formats.



**Delivery:** Think about how you will deliver communications, including the right frequency and mediums for your intended audience.



**Success Metrics:** Plan for the use of metrics and measurement tools to determine the effectiveness and impact of specific communications and communications over time.

## The Value of Effective Communications

### Grow Awareness and Understanding

Proactively provide clear, complete, and timely information about changes and their impacts to build clarity and knowledge.

### Expand Buy-in and Commitment

Assist key leaders and stakeholders with understanding purpose and benefits of the changes being implemented.

### Generate Enthusiasm

Work to excite the audience and create confidence about how the changes will benefit them moving forward.

### Tout Success

Share information on the progress, positive impacts, and accomplishments made while working toward the change.

# Planning engagement activities

Creating opportunities where people can make meaningful decisions and contributions to the change will naturally increase feelings of ownership, when done well.

1

## Scope it Out

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Know the difference between non-negotiable areas that require compliance (e.g., regulations) and more flexibility areas that elicit adoption

2

## Define the Plan

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- Objective
- Roles
- Participant criteria
- Timeline
- Support

3

## Engage & Activate

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- Communicate to participants
- Conduct check-ins
- Collect feedback
- Enact recommendations
- Close the loop

# Consider building a change network

A change network is a group of individuals across levels, functional areas and locations within the organization who serve as the face of the project and act as a two-way communication channel.

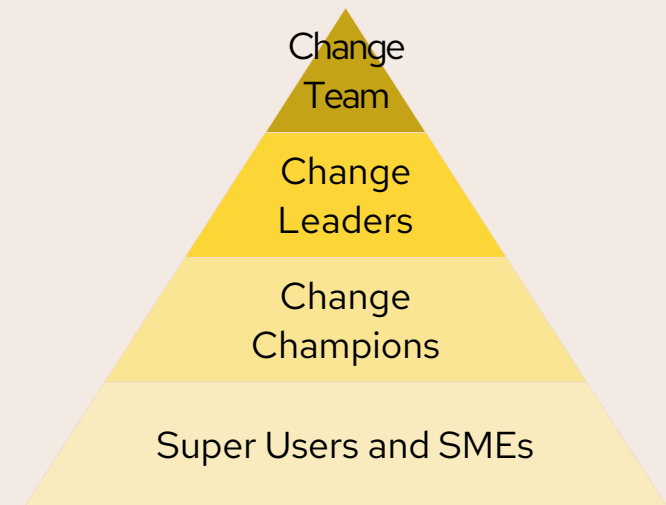
**Purpose:** Foster informal communication, solicit grassroots feedback and solutions, increase awareness and confidence, managing concerns and rumors, build readiness, and drive buy-in.

## Key Activities:

1. Participate in Change Network Meetings and Events
2. Disseminate Messages
3. Collect and Share Feedback

## Structure:

Collectively, Change Network Members can be referred to as Change Agents.



# Leading through challenging times

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**Design from the Heart** Seek solutions that align to your purpose and societal obligations

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**Mission First** Don't let a crisis go to waste, use the energy to emerge stronger

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**Speed Over Elegance** Being decisive is more important than being perfect

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**Own the Narrative** Communicate a vision and roadmap everyone can rally around

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**Embrace the Long-View** Focus on the horizon, to instill confidence and stability

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**Transformation should be personally  
meaningful, individually owned, and  
collectively realized**





# Recommended Resources

## Recommended Books:

- *Dare to Lead* | Brene Brown
- *Change Management that Sticks* | Barb Grant

## Online:

- *The Seven Traits of Change-Readiness* | UNC Charlotte Continuing Education
- *Four Indicators to Determine Your Stakeholders' Readiness to Change* | Being First
- *Four Ways to Know Whether You are Ready for Change* | Harvard Business Review
- *Communications Checklist for Change Management* | Prosci
- *Kotter International Change Management Resources*

## TED Talks and Podcasts:

- TED Talk: *The Power of Vulnerability* | Brene Brown
- Podcast: *Leading Transformational Change* with Tobias Stuesson