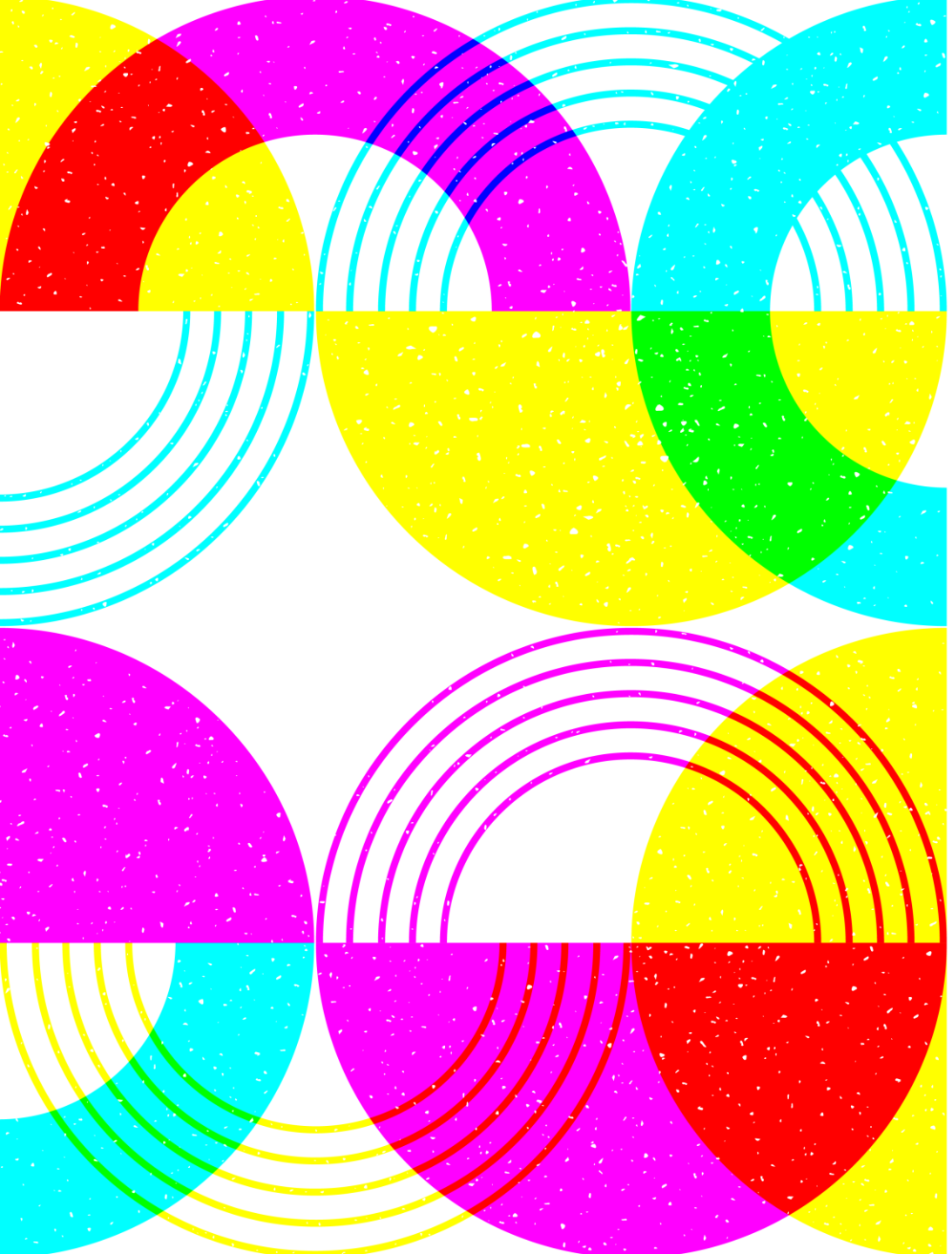


follow us on social!

#skyicon



SKYWARD®

iCON

Making Change Easier: A Human-Centered Approach

Dana Anderson, Lindsay Grams – WSIPC
Tim Casey - Skyward

Change Management – 2 Part Series

- **From Theory: Session 1**
  - What is CM?
  - Effective Models
  - Understanding the People Side of Change
    - Key concepts for Administrators

- **To Action: Session 2**
  1. Implementing CM
  2. Focusing on the people, who take care of the people



When navigating change…

- What does success look like?
- Can you tell me:
  - Why are we changing?
  - Why now?
  - What's in it for me?
- How does change management support project management?
- What are the key roles?
- How do you address resistance?

T

Launching Our Learning



- Consider a change that was successful
  - What made this change work?
- Consider a change that was unsuccessful
  - What made this change fail?

T

Part 1 – The Theory of CM

- What is CM?
  - A structured approach for helping individuals successfully transition from the current state to a future state, in order to achieve intended outcomes

- Why does this matter to you?
  - Assist educators, staff, students and families navigate change
  - Support them through the human side of change, not just technical implementation
  - Deliver consistent and repeatable processes

T

Part 1 – Change Capability

- Change Capability Becomes a Competitive Advantage
  - Organizations that manage the people side well:
    - Success more consistently across initiatives
    - Build change-resilient leaders and employees
    - Reduce risk and speed up transformations

T

Why Is Change Management Important?

With Change Management



Without Change Management



T

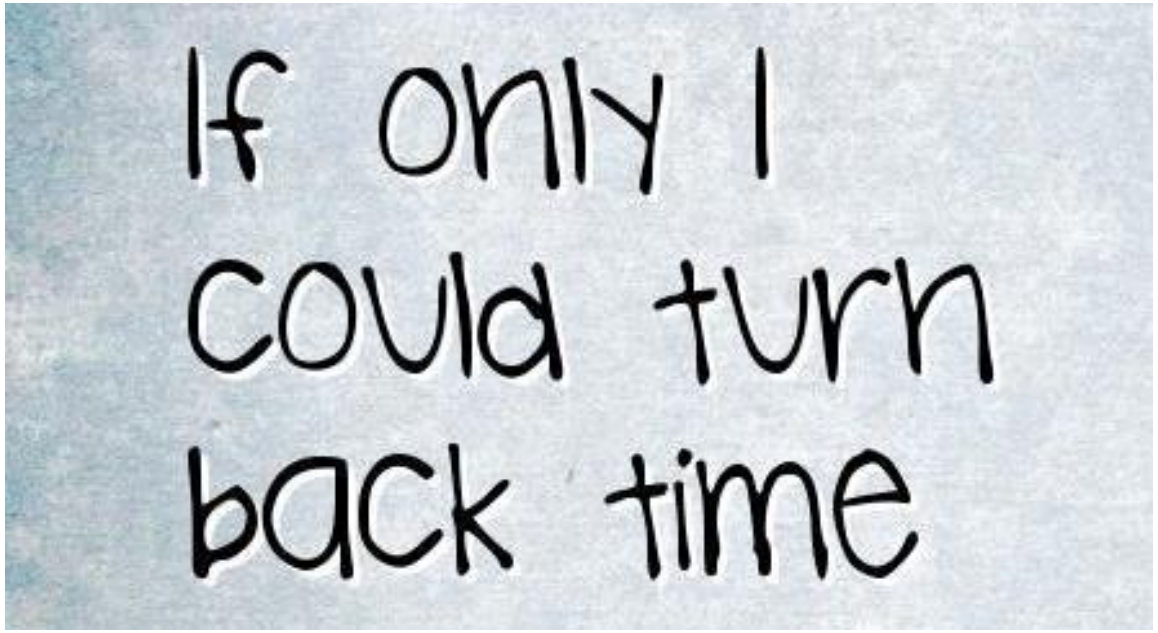
@Prosci. All Rights Reserved.

Key Concept for Administrators!

- Organizations with strong change capability are more agile, more resilient and more likely to outperform peers over time

  -Prosci Research





If only...

- Someone taught us how to manage change...
- Gave us tools to assess the impact of change...
- Showed us how to help those who are stuck in the journey...

T

Part 1 – Effective Models

- Prosci
  - www.prosci.com
  - ADKAR
  - PCT Model
- Lewin's CM Model
- Kotter's 8 Step Model
- McKinsey 7-S Framework
- Kubler-Ross Change Curve

Part 1 – Understanding the People Side of Change

- Change Only Delivers Value When People Adopt and Use It
  - Adoption, utilization and proficiency (AUP) drive ROI
  - A technically “perfect” solution fails without buy-in and use
  - Change success is measured by *what people do differently*

Key Concept for Administrators!

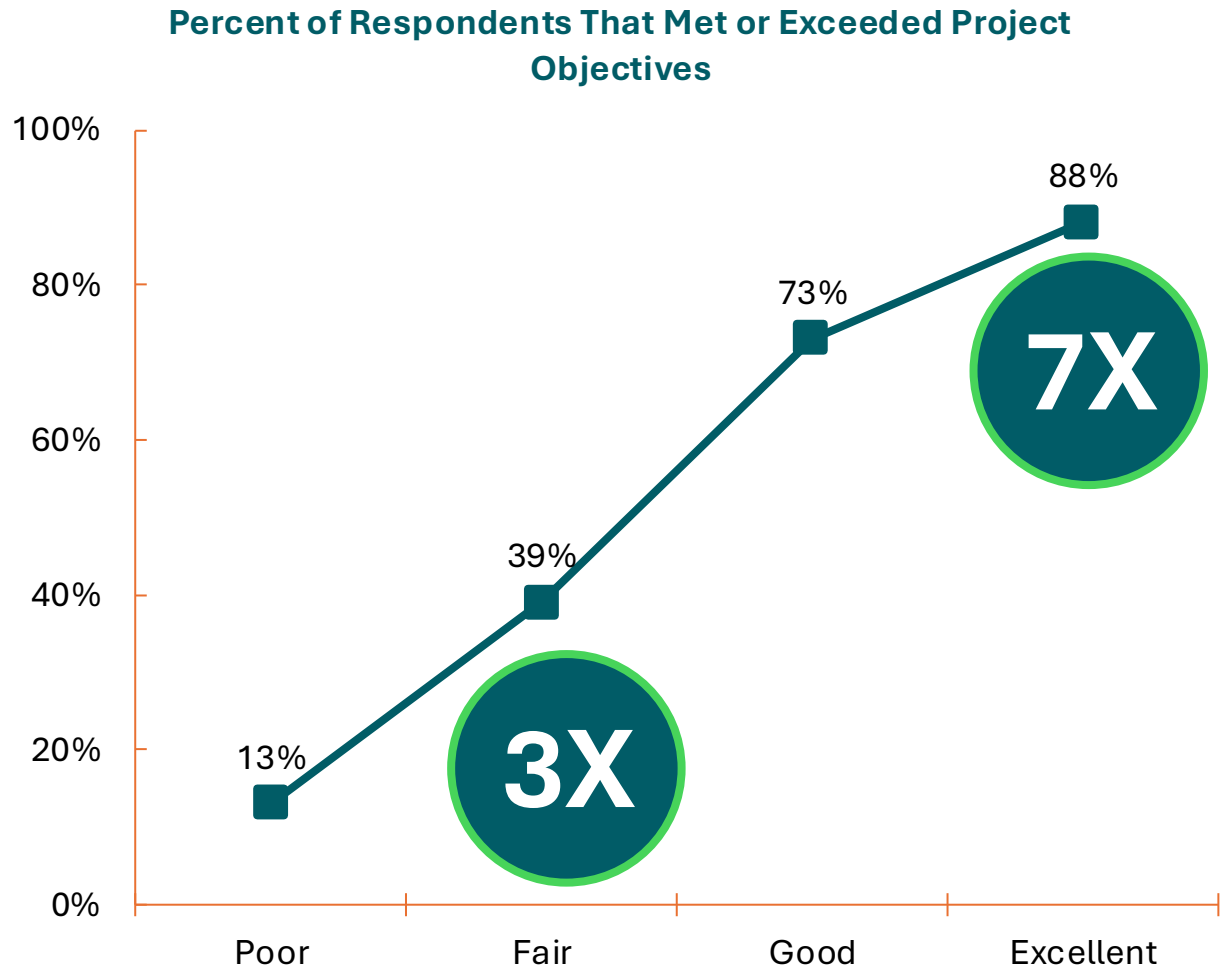
- Projects with excellent CM are 7x more likely to meet objectives than those with poor CM

  - Prosci



T

Some Change Management is Better than No Change Management...



T

© Prosci. All Rights Reserved.

Part 1 – Understanding the People Side of Change

- Resistance is Natural – and Must Be Addressed Proactively
  - Resistance isn’t a flaw; it’s a predictable human response to change
  - Identify root causes of resistance (fear, lack of clarify, loss)
  - Address concerns early through communication and engagement
  - Convert resistance into commitment

T

What comes to mind when you hear the word “resistance”?

“People don’t resist change, they resist loss.”

Ron Heifetz and Marty Linsky

Leadership on the Line: Staying Alive Through the Dangers of Leading

L

Sometimes change is painful AND necessary

...and loss is the price we pay for it



Don't underestimate the power that these losses have over our hearts and minds



People are more willing to change when they know <u>what will stay the same</u>



Resistance has wisdom and can teach us if we let it. What's important to others, where we missed the mark, or caused harm.



Name the losses others are facing. Ignoring them breeds anger and resistance. Acknowledging them is an exercise in telling the truth.

L

Choose Your Own Adventure

1

Resistance Prevention

Planning for, addressing or eliminating resistance by effectively applying change management

2

Resistance Response

Developing effective responses when resistance becomes enduring or persistent

T

© Prosci. All Rights Reserved.

Key Concept for Administrators!

- Ignoring resistance doesn't make it go away – it makes it stronger and more costly later



T

Part 1 – Understanding the People Side of Change

- Individuals Need Support to Move Through Change
  - Prosci's **ADKAR® Model** shows that change happens one person at a time
  - People need help with:
    - Awareness of the need for change
    - Desire to participate and support it
    - Knowledge of how to change
    - Ability to implement new skills and behaviors
    - Reinforcement to sustain the change

T

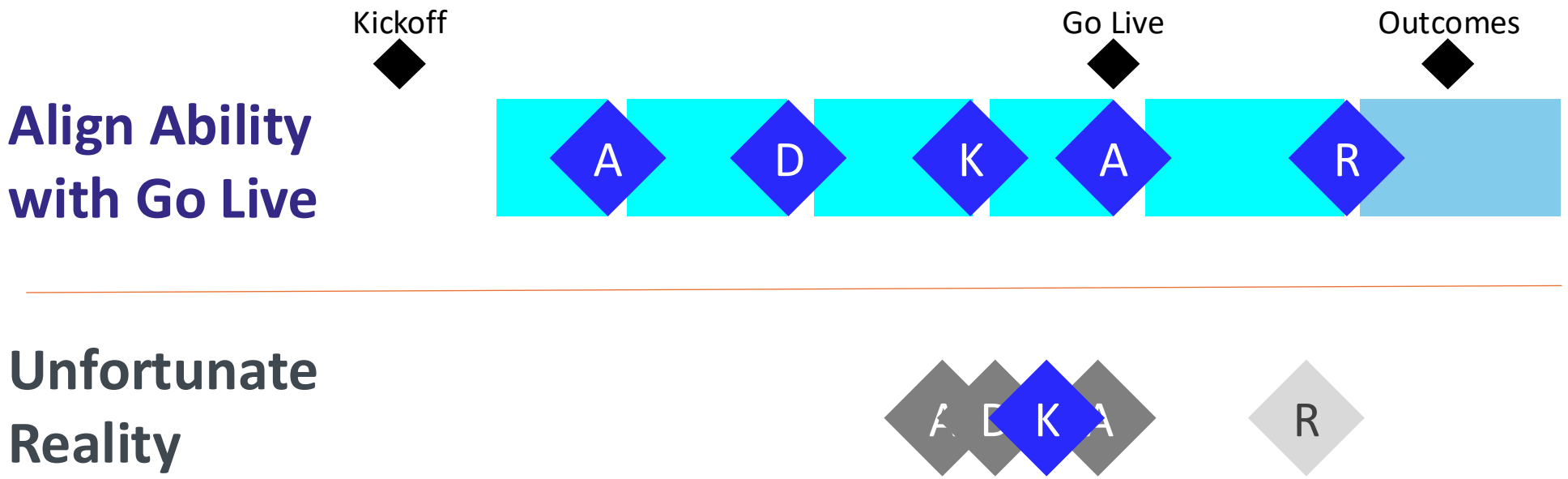
ADKAR Model for Individual Change

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

@Prosci. All Rights Reserved.

Aligning ADAR with Project Management

ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.



L

© Prosci. All Rights Reserved.

ADKAR Model Summary



ADKAR Model can be used to

Manage a personal transition

Prescribe what is needed for successful change

Focus conversations

Diagnose gaps (which building block is missing?)

T

@Prosci. All Rights Reserved.

Key Concept for Administrators!

- Skipping any element increases the risk of failure – even if everything else is done well



T

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

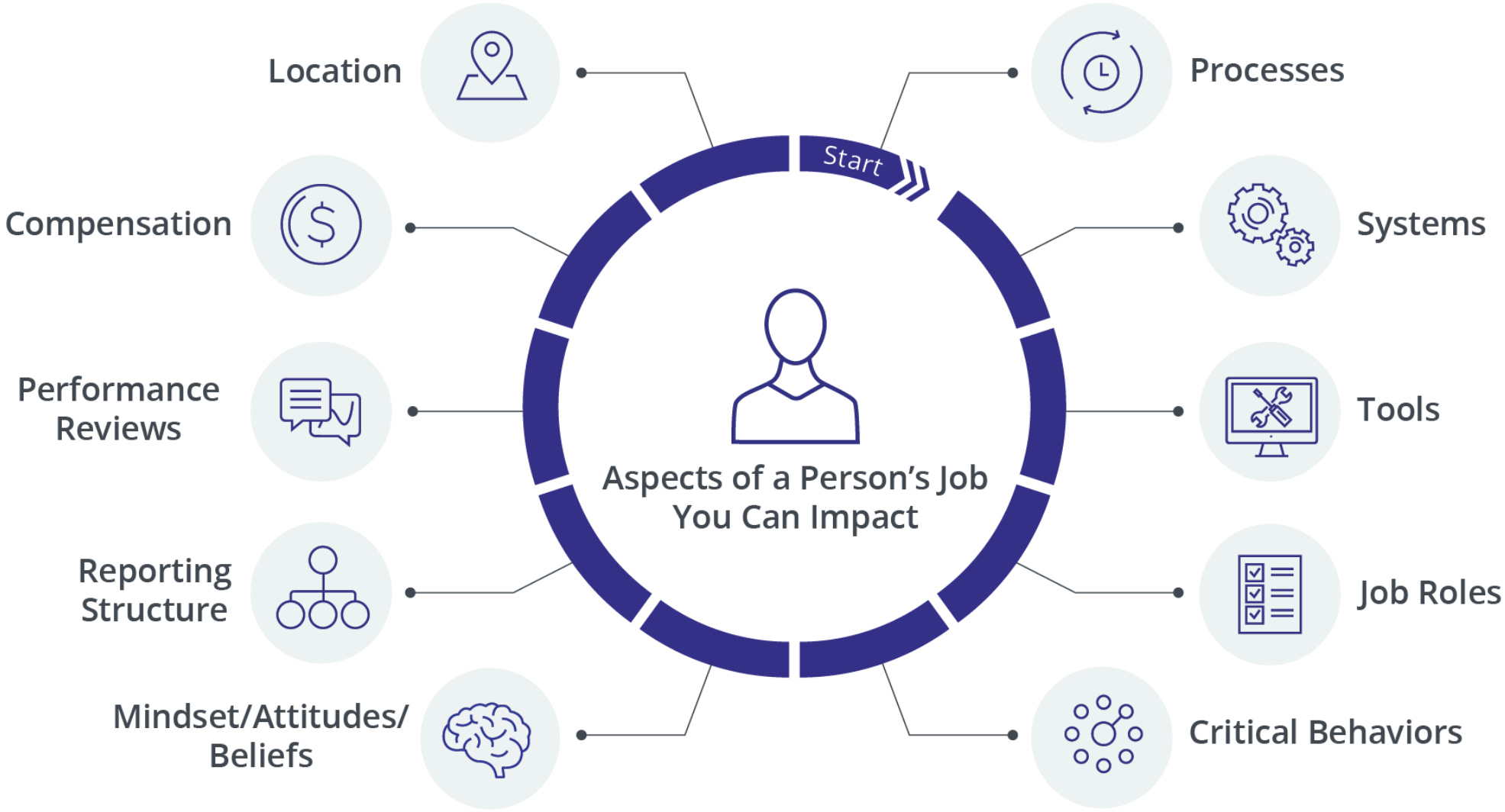
L

@Prosci. All Rights Reserved.

Part 1 – Understanding the People Side of Change

- Productivity, Morale, and Retention Are at Stake
  - Poorly managed change creates:
    - Confusion and burnout
    - Declines in productivity
    - Loss of trust in leadership
    - Increased turnover
  - Strong people-side management:
    - Shortens the productivity dip
    - Maintains engagement and morale
    - Builds confidence and resilience for future changes

10 Aspects of Change Impact



T

Prosci's Change Management Process for People Managers





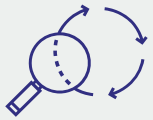
Gather **feedback** from employees



Develop **accountability** systems



Audit and identify compliance



Diagnose **gaps**

T

@Prosci. All Rights Reserved.

Key Concept for Administrators!

- Don’t forget to take care of the people, who are taking care of the people



T

Part 1 – Understanding the People Side of Change

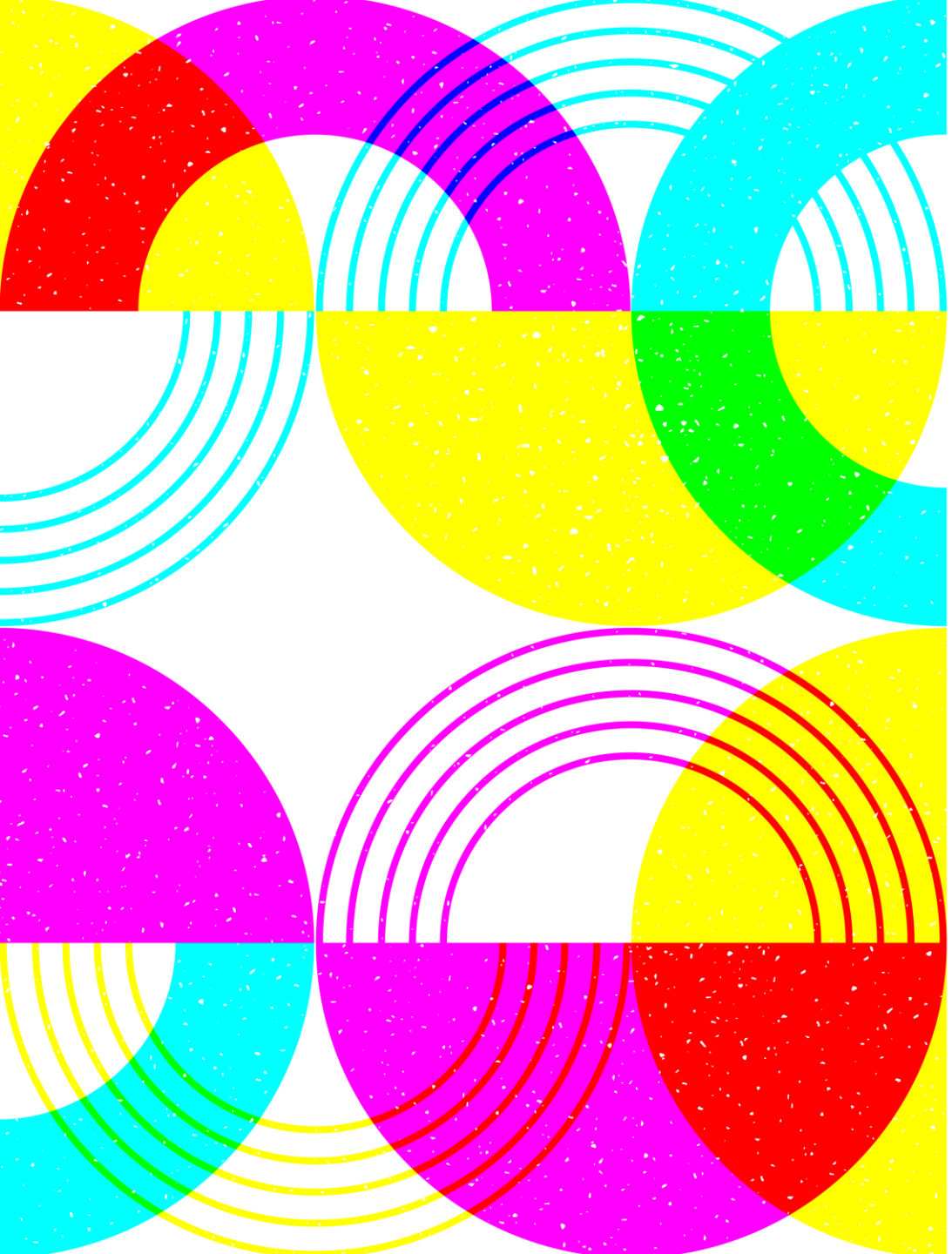
- Bottom Line
  - The People side of change is important because:
    - It determines whether change actually happens
    - It protects performance and culture
    - It turns strategy into results

Join us for step 2 in our journey

- Taking the ideas and putting them into practice
- A playbook to support change
- A few things you could do tomorrow



T



SKYWARD®

iCON

Session 2: Making Change Easier: Growing Knowledge Getting Ready to Apply

Dana Anderson, Lindsay Grams – WSIPC
Tim Casey - Skyward

Moving from ideas to action

- A framework to assess resistance to change
- Models of sponsorship and people management
- Some direct next steps you could apply tomorrow (or later today)



Change Process

Managing Change

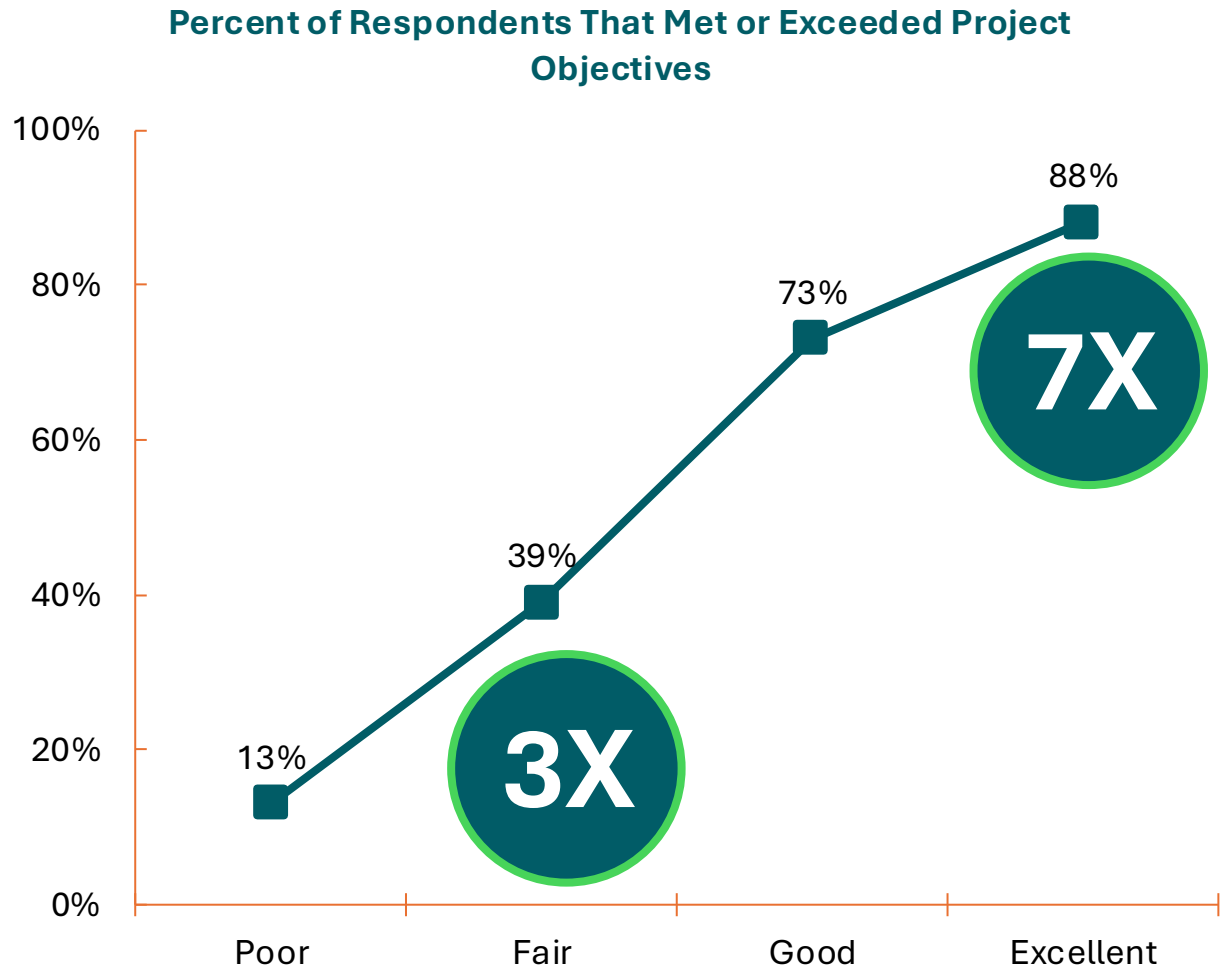


Prepare Your Approach

Manage Change

Sustain Outcomes

Some Change Management is Better than No Change Management...



T

© Prosci. All Rights Reserved.

A Scaled Approach to CM

1. **Define Success**
2. **Balance Your Project Team**
3. **Align Leaders to Support the Change**
4. **Equip Change Leader Roles**
5. **Monitor Adoption & Usage**

L

Defining Success – Prompts



Project & Purpose

What are we doing?

Why are we doing it?

What is the risk of NOT doing this?



Outcomes & Benefits

We'll know this project is complete when…

The problem or opportunity this will present is…



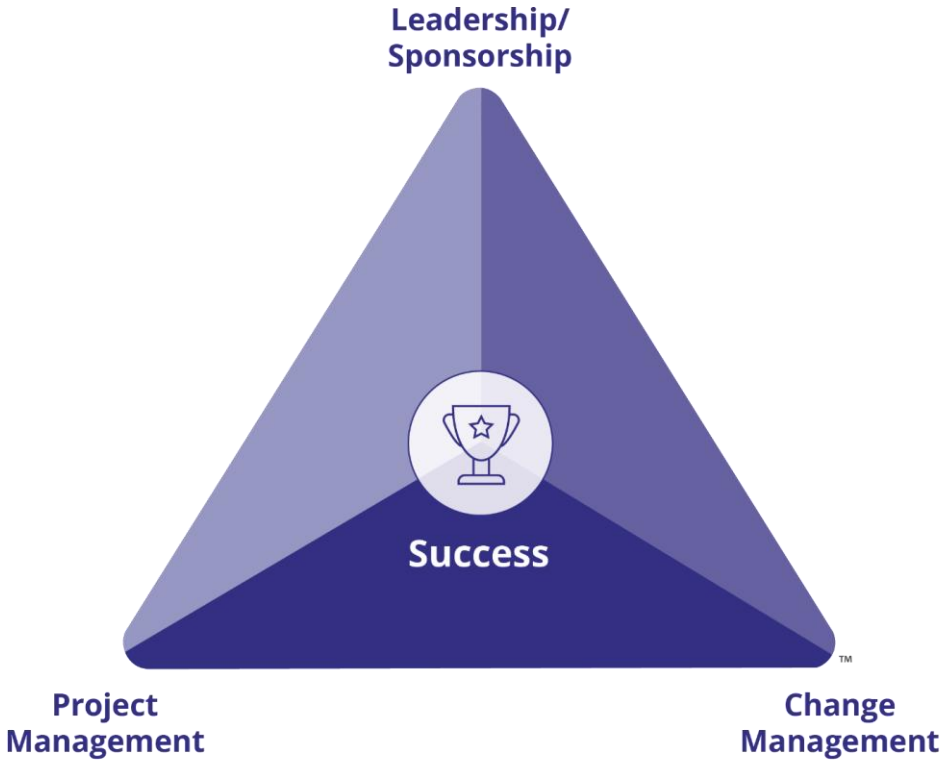
People & Particulars

Who has to change?

What do they have to do?

Project Team Membership Roles

- Do you have a balanced project team?
  - Someone to lead
  - Someone to prepare the solution
  - Someone to prepare the people
- Align on what “success” means



Selecting the right Sponsor



CREDIBILITY

Establish trust and legitimacy for the change initiative



RESOURCES

Authorize necessary funding and resources to support the change



COMMITMENT

Actively participate in meetings, decisions, and communications



OVERSIGHT

Provide high-level oversight and have significant influence



BENEFITS

Ensure the intended benefits of the change are achieved

D

© WSIPC. All rights reserved.

The ABC's of Sponsorship



ACTIVE & VISIBLE

Be present, support the team, and champion change



BUILD A COALITION

Work together, solicit support, and provide training



COMMUNICATE

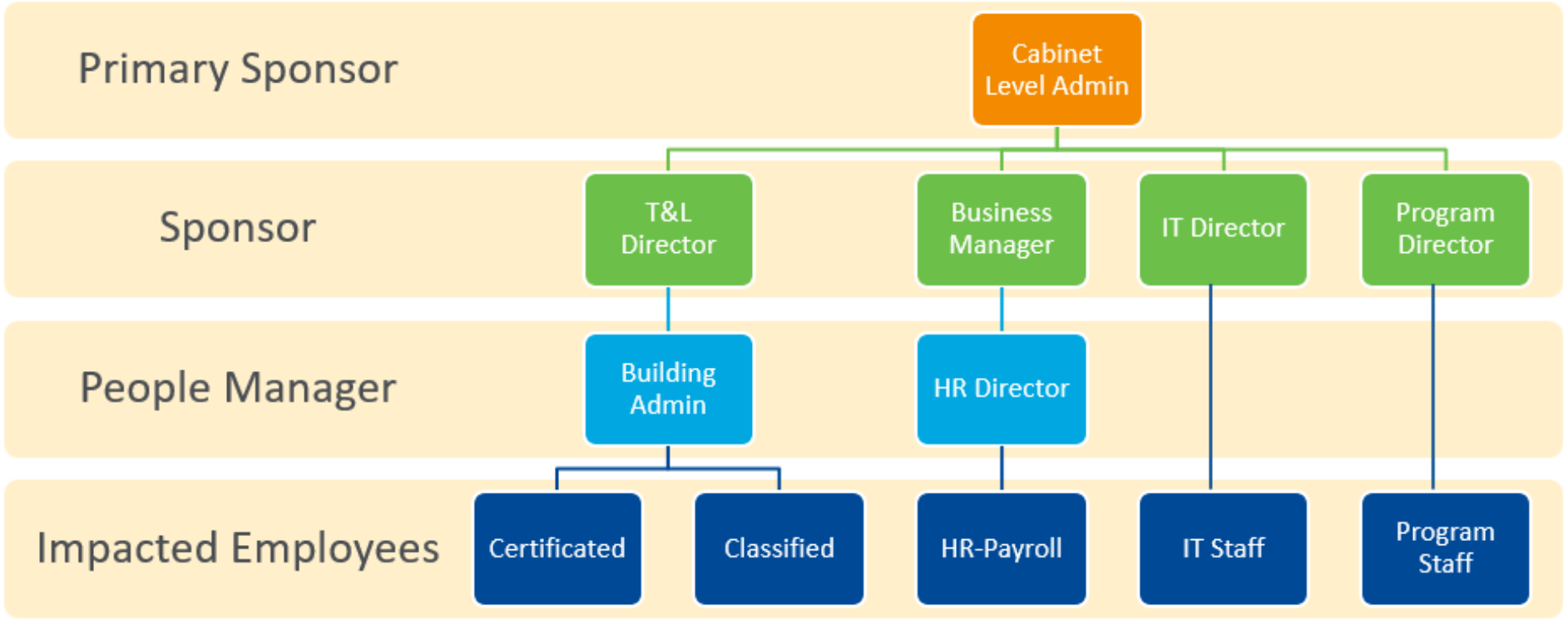
Use multiple methods for updates and two-way communications

D

© WSIPC. All rights reserved.

Build the Coalition – Aligning Leaders

- The B of the ABC's of Sponsorship

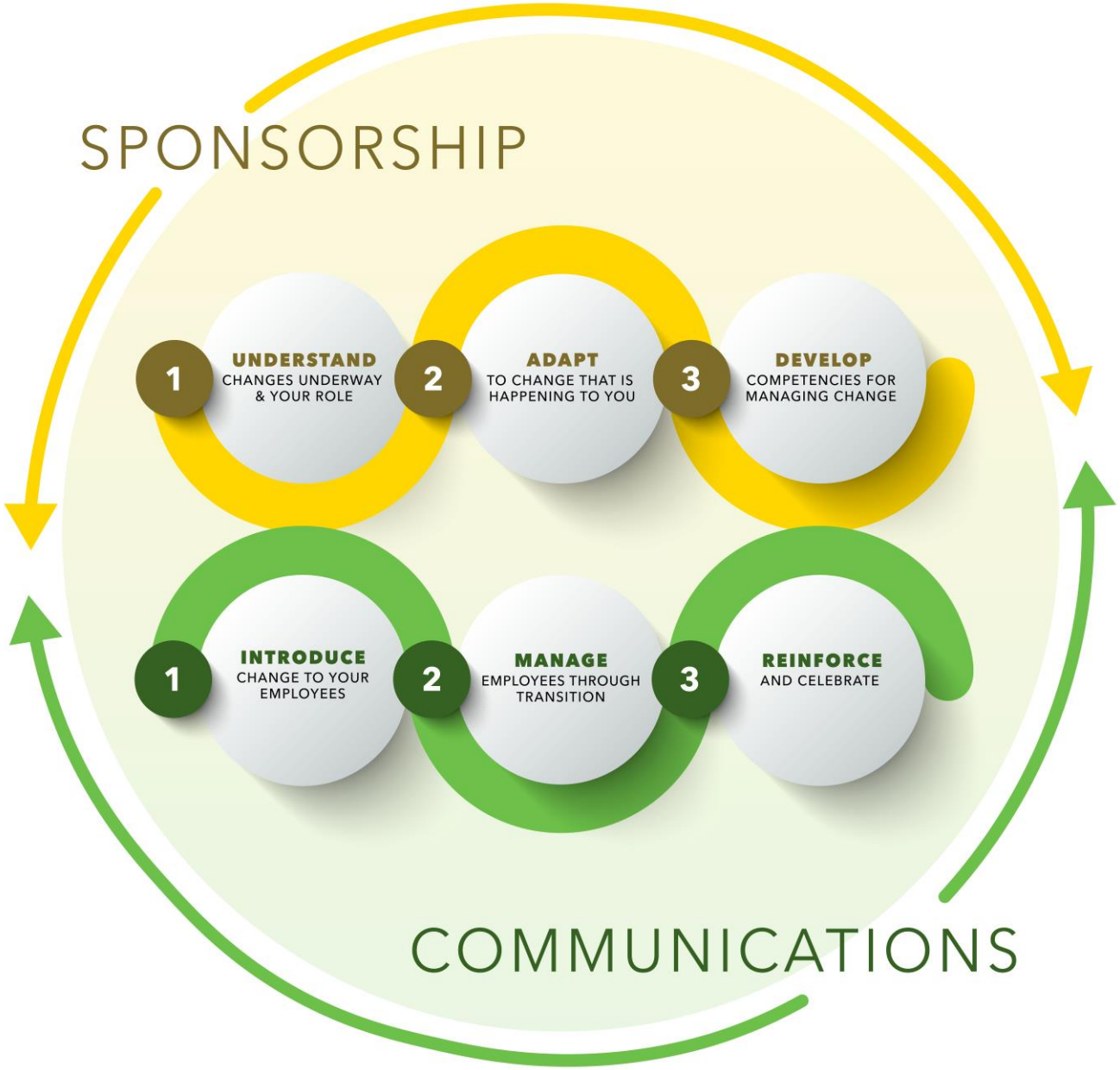


D

© WSIPC. All rights reserved.

Prepare People Managers:

Building and Program Admin



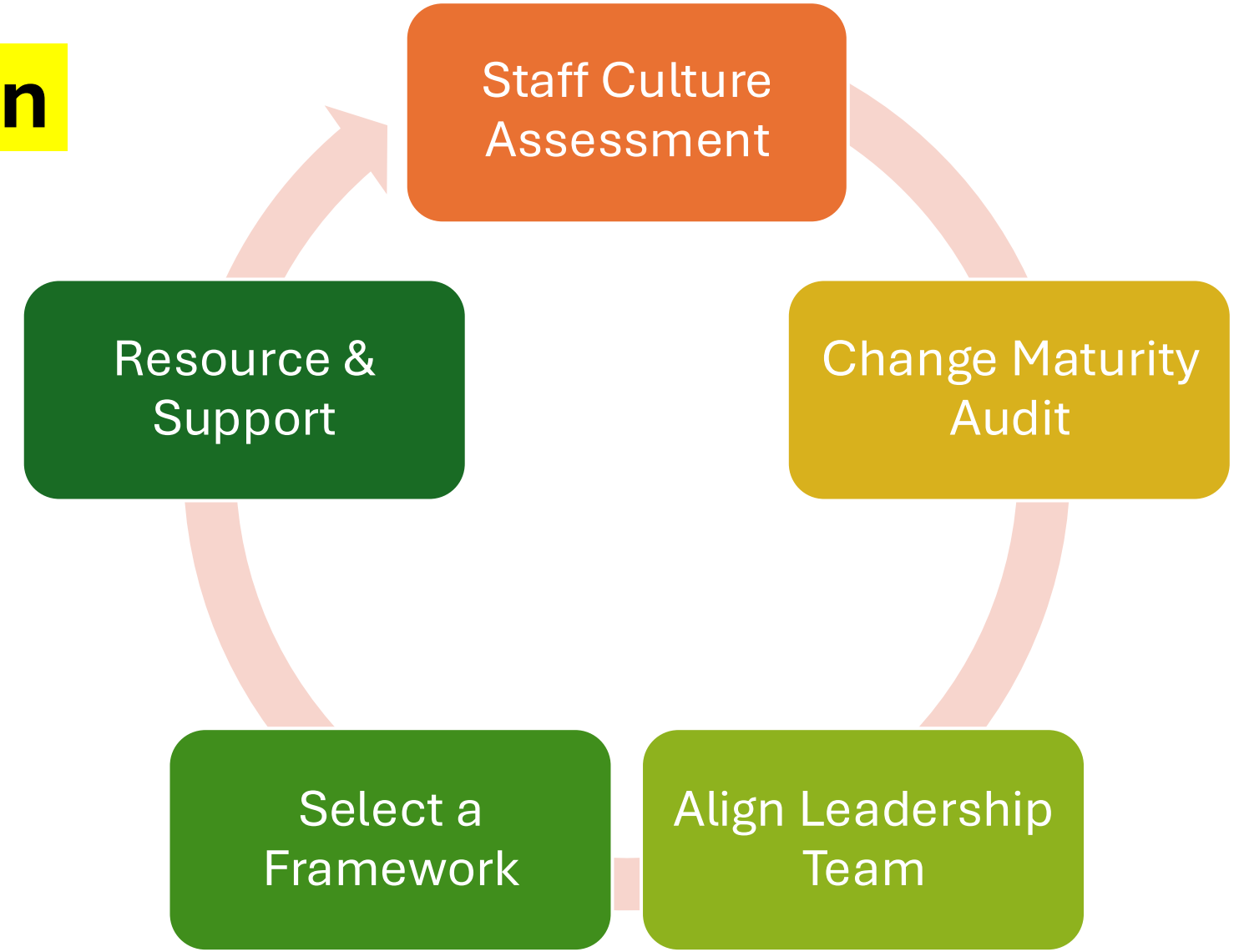
T

Monitor Adoption & Usage

- When a project is dependent on people for success, the risk of success increases
  - Identify those critical to the project
  - Plan for training and support needs
  - Monitor progress and provide support
  - Address resistance as needed

CM Implementation Process

Before implementing a change management framework, there are some integral activities to engage in...



Staff Pulse Check

- Culture Assessment
  - What's under the iceberg?
  - Survey Staff
  - Survey Leaders

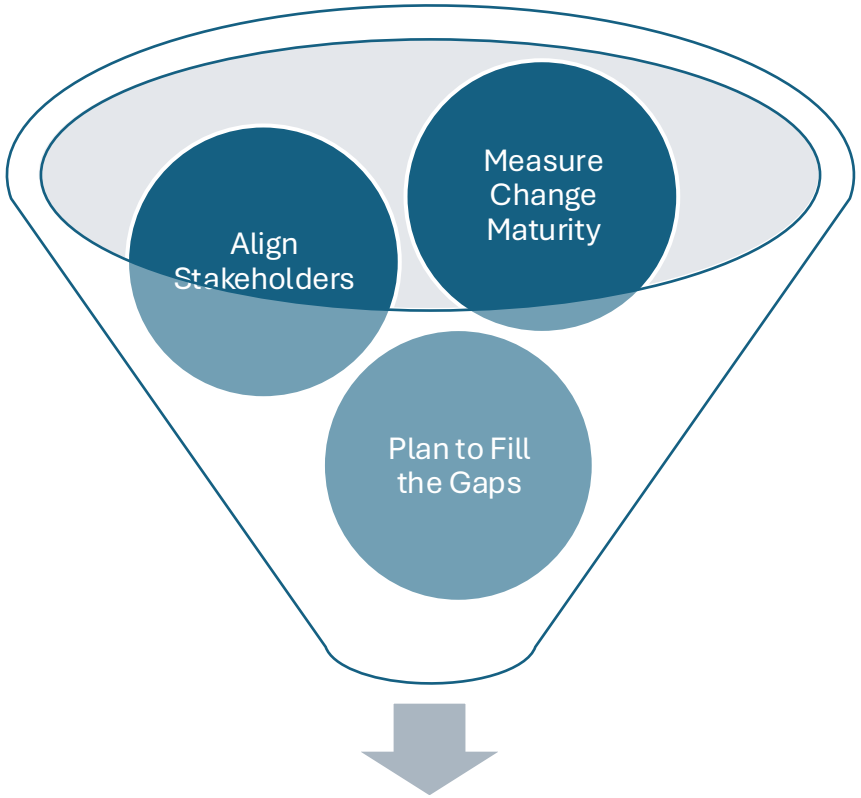


L

Change Maturity Audit

- Prework for your district →
  - Assess your change maturity
    - Seek a certified change practitioner for best results
  - Form a plan for implementation

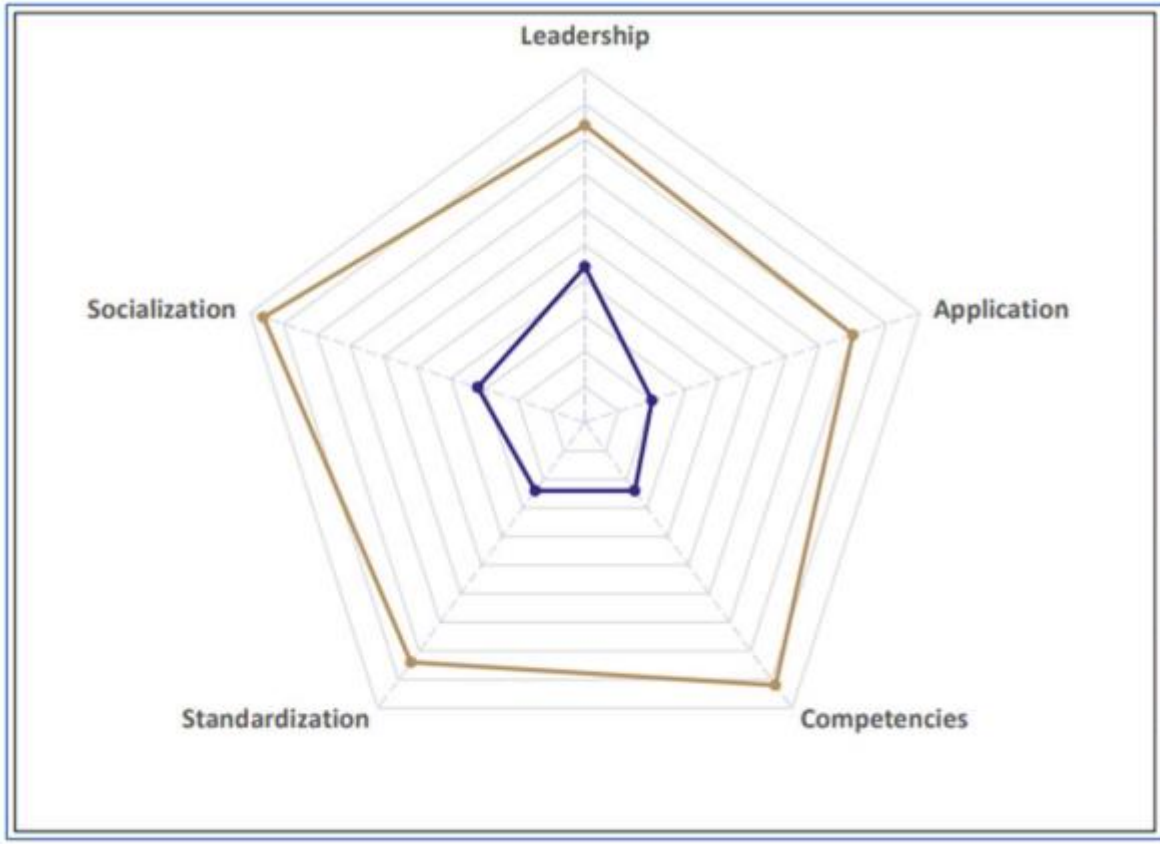
- Resources
  - Article - How to Use the Prosci Maturity Model
  - Video - The 5 Capability Areas of Change Maturity



Clarify the Approach

L

Identify Gaps to inform Implementation Plan



	Current	Future	Gap
Leadership	2.2	4.2	2.0
Application	1.0	4.0	3.0
Competencies	1.2	4.6	3.4
Standardization	1.2	4.2	3.0
Socialization	1.6	4.8	3.2
Overall Scores	1.44	4.36	2.92
Maturity	Level 1	Level 4	

Example Change Maturity Audit Results

T

© Prosci. All Rights Reserved.

Leadership Awareness & Alignment

- Build the Coalition of Sponsors
  - Make the case – use data and pain points to improve
    - How do people benefit?
    - How does the district benefit?
    - What are the costs and risks of not doing this?
  - Assess mental models
    - Leadership philosophy
    - Trust
    - Change agility

Words of wisdom…

Implementing change management requires change management

Change management requires *changing* management

Select, Resource & Support

- Select a framework
- Executive Sponsorship required (Superintendent)
- Invest in a CM resource
    - Recommendation ~ 0.5 FTE to begin with or contract with an outside source
    - Pairs well with Communications departments
- Form an implementation plan and prioritize it

Refocus on the Why

With Change Management

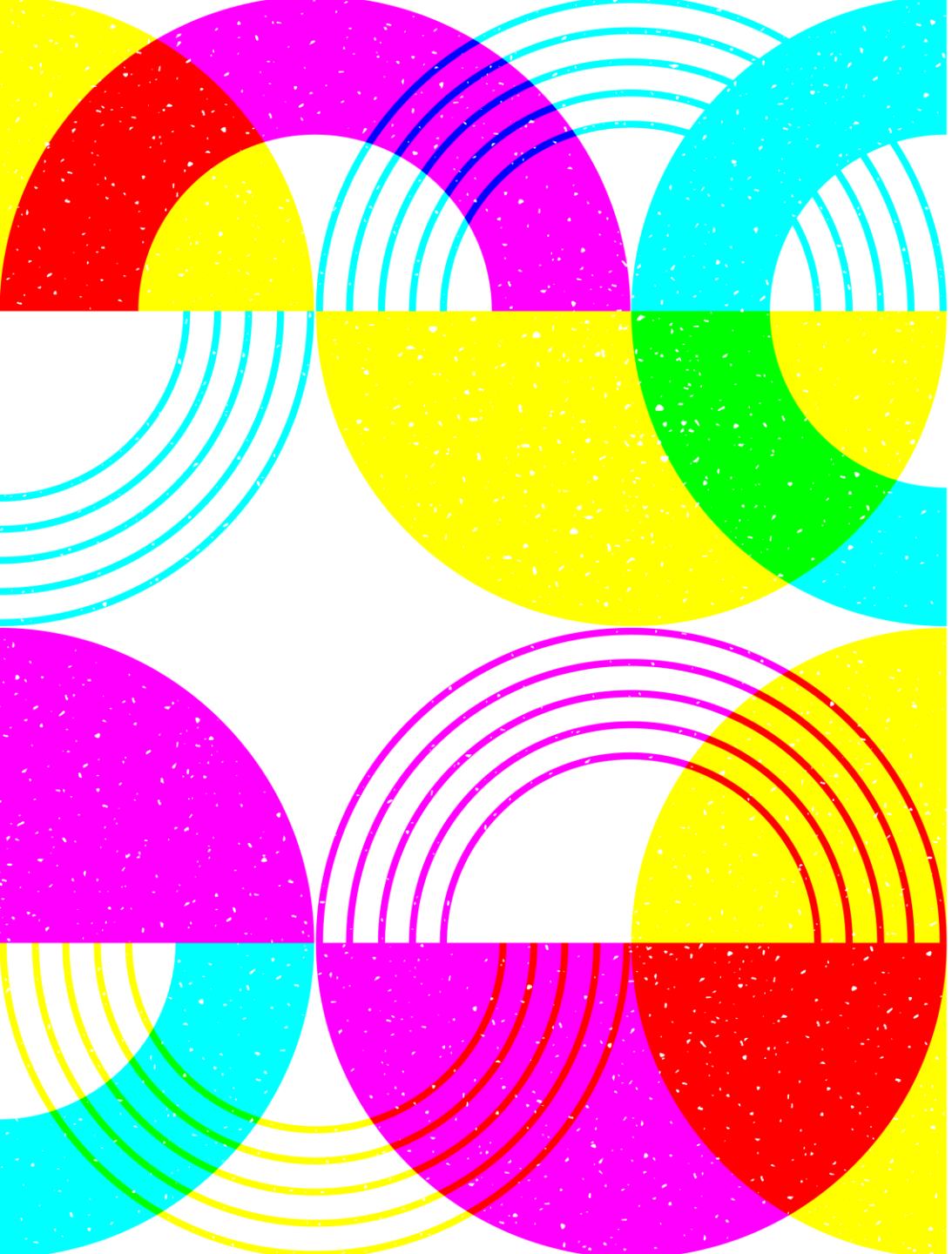


Without Change Management



T

@Prosci. All Rights Reserved.



SKYWARD®

iCON

thank you!