

# Is your tech project really finished

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Business Transformation

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## Agenda

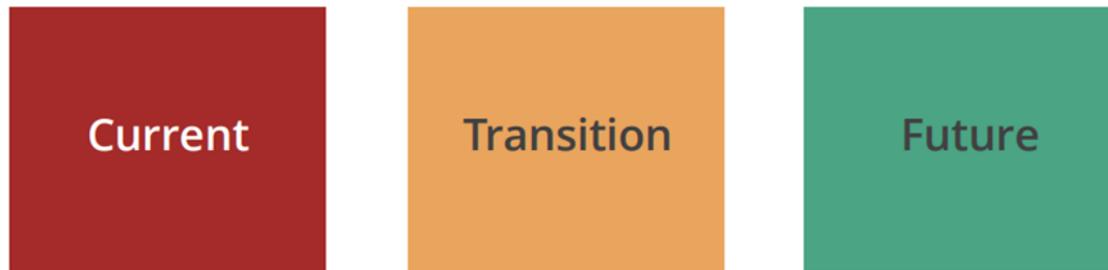
- Why Change Management?
- 'If you build it they
- High level timeline
- Adoption planning
- Learning Pathways
- Success criteria
- Assumptions
- Next steps

# Why change management?

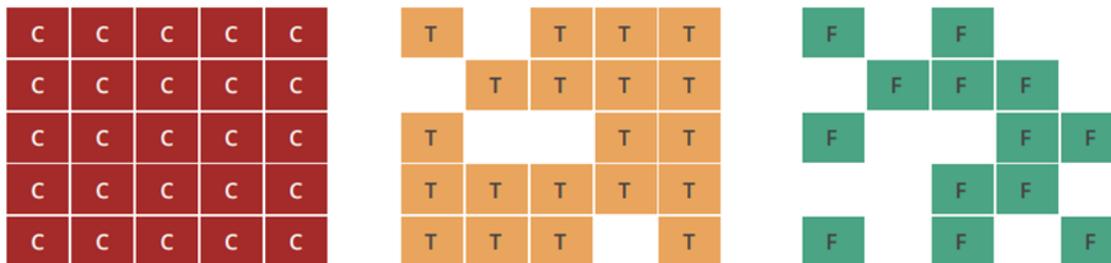


**“Organisational outcomes are the collective result of individual change”**

An organizational move to a future state



Ultimately requires individuals to move from their current to their future state



## The consequences of poor change management

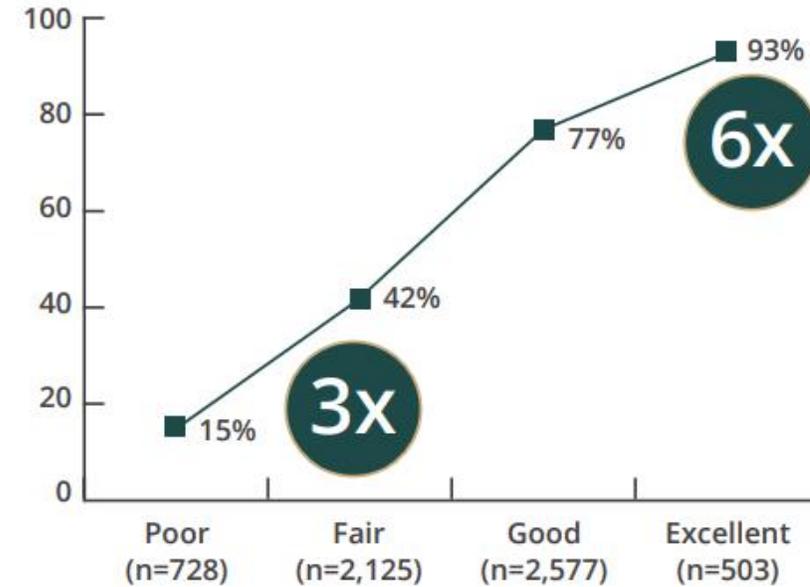


- Lower ROI
- History of failed changes
- Benefits not realised
- Not what we expected
- Disengaged or frustrated end users
- Reduced morale
- Increased service desk tickets
- Efficiency drop
- Ineffective training

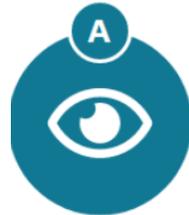
# Improve the Likelihood of Change Outcomes



Percent of respondents that met or exceeded project objectives



# States of change



Awareness



Desire



Knowledge



Ability



Reinforcement

ADKAR Element	Definition	What you hear	Triggers for building
Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organisational motivators
Knowledge	On how to change	"I know how to..."	Need to know during Need to know after
Ability	To implement required skills and behaviors	"I am able to..."	Size of K-A gaps Barriers/Capacity Practice/Coaching
Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

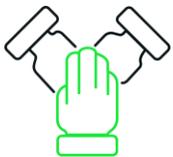
# Effective Sponsors



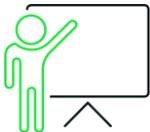
What makes an effective Sponsor?



Actively and visibly participate throughout the project

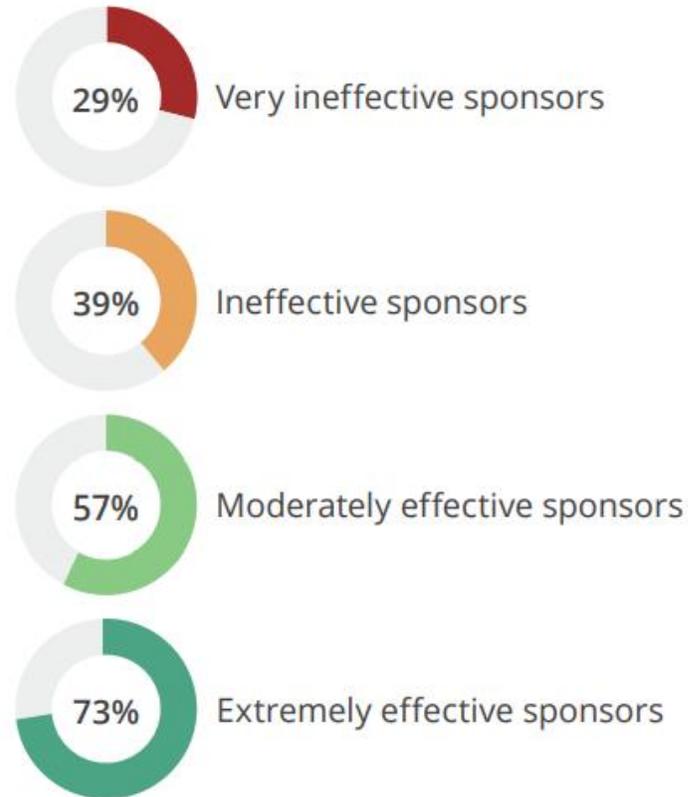


Build a coalition of sponsorship with peers and managers



Communicate directly with employees

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



## Critical Sponsor Activities:

### Support the team

- Make key decisions in a timely manner
- Proactively remove barriers for the change management team, including managing resistance
- Provide the necessary resources and control the budget
- Coach and oversee team throughout the project
- Respect and listen to impacted groups
- Track success and give recognition

### Champion the change

- Set direction and focus by communicating the end vision
- Own the change
- Maintain and build positive attitudes about the project
- Be the first adopter and commit to the change

### Communicate support

- Set direction and focus by communicating the end vision
- Create awareness about the need for change and the specifics of the change
- Actively advocate for the change to impacted groups
- Be open and willing to answer questions from impacted groups that might show resistance

### Build a coalition of sponsorship

- Engage across the organisation
- Create, coach and maintain the change network
- Cultivate the management support of the project
- Ensure alignment of expectations
- Openly receive management feedback

# Sponsor mistakes

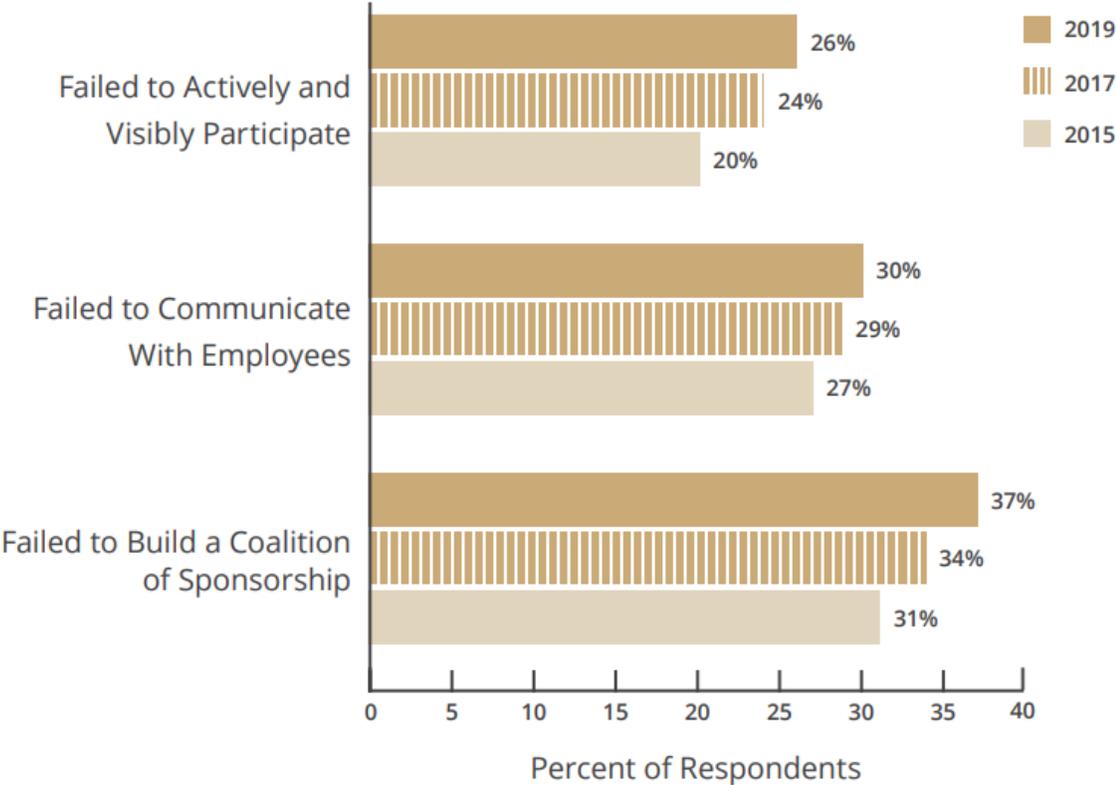


Decades of research have demonstrated the pivotal role leaders play in ensuring the successful outcomes of a change initiative

## What are some of the biggest mistakes?

- Failing to remain active and visible throughout the project
- Underestimating or misunderstanding the people side of change
- Failing to communicate messages about the need for change
- Delegating of the sponsorship role and responsibilities
- Failing to demonstrate support for the project in words and actions

Roles that sponsors are struggling to fulfill during change



# People Managers



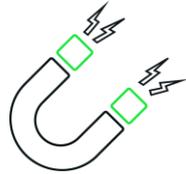
## Why are people managers so important during change?



Employees trust them



They are close to where the action happens

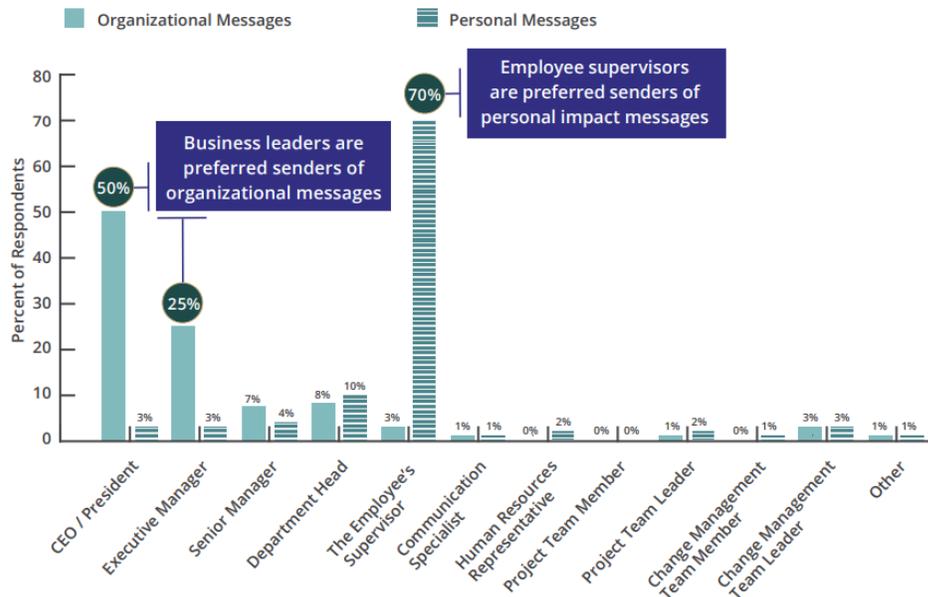


They mitigate resistance



They build support

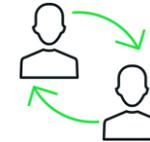
## Change Practitioners Work With and Through Others



## People manager roles: CLARC



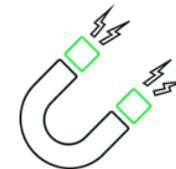
**C**ommunicator



**L**iaison



**A**dvocate



**R**esistance Manager



**C**oach

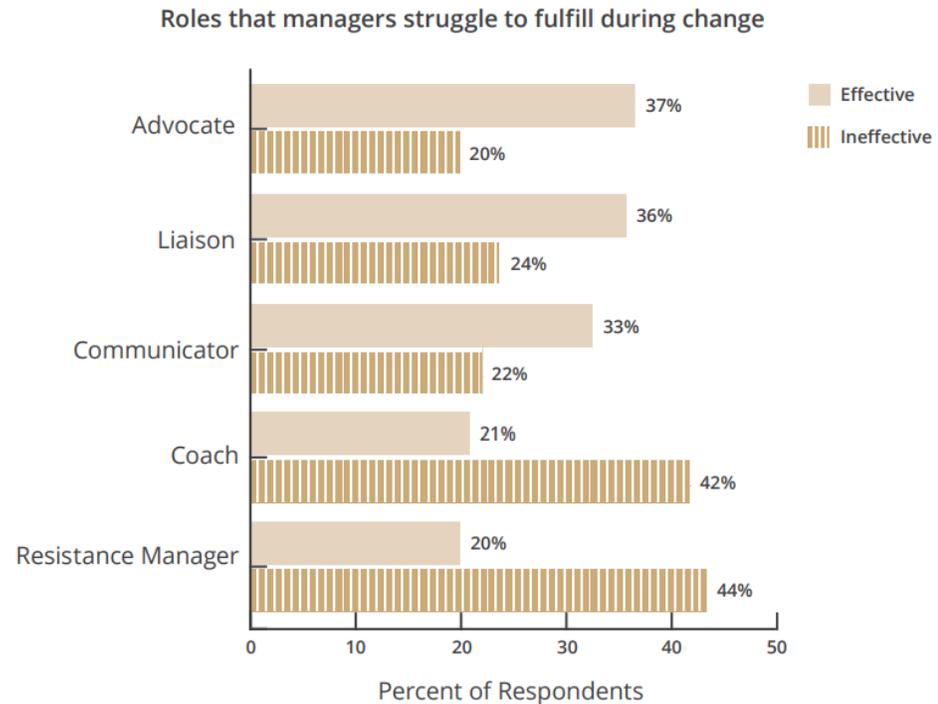
# People Managers – Common Mistakes



Managers and supervisors play a key role in producing change outcomes. Employees look to their manager for overt instructions and subtle cues about how a coming change will impact them

## What are some of the biggest mistakes?

- Role abdication
- Not accepting change responsibility
- Ignoring change
- Not seeking better understanding
- Communication mistakes
- Failing to support staff
- Ill prepared
- Resisting the change



Nearly two of three (63%) participants reported their organization **did not adequately prepare** managers/supervisors with the skills, training and tools they need to lead during change

# 10 Aspects of change Imp



Who has to do their job differently and how?

- Define impacted groups
- Assess change impact
- Identify group considerations
- Define adoption and usage
- Personalise engagement
- Scale interventions



Yesterday (before the change)	Aspect	Tomorrow (after the change)	Degree of Impact (0-5)
	Processes		<input type="checkbox"/>
	Systems		<input type="checkbox"/>
	Tools		<input type="checkbox"/>
	Job Roles		<input type="checkbox"/>
	Critical Behaviors		<input type="checkbox"/>
	Mindset/Attitudes/Beliefs		<input type="checkbox"/>
	Reporting Structure		<input type="checkbox"/>
	Performance Reviews		<input type="checkbox"/>
	Compensation		<input type="checkbox"/>
	Location		<input type="checkbox"/>

# The Nature of Resistance



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



Resistance is a **natural** reaction to change

## Top reasons for employee resistance:

1. Lack of awareness of the reason for 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



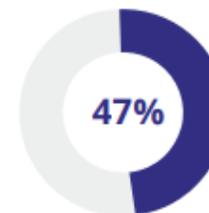
The **goal** is to mitigate, not eliminate all resistance



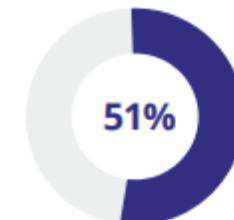
Many are surprised by resistance to change; **expect it and plan for it**

## Top reasons for manager resistance:

1. Organizational culture
2. Lack of awareness and knowledge about the change
3. Lack of buy-in
4. Misalignment of project goals and personal incentives
5. Lack of confidence in their ability to manage the people side of change



Reported that over half of the employee resistance they experienced was avoidable



Reported that over half of the manager resistance they experienced was avoidable

# Resistance Management



## Resistance Prevention

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



## Resistance Response

Developing effective responses when resistance becomes enduring or persistent



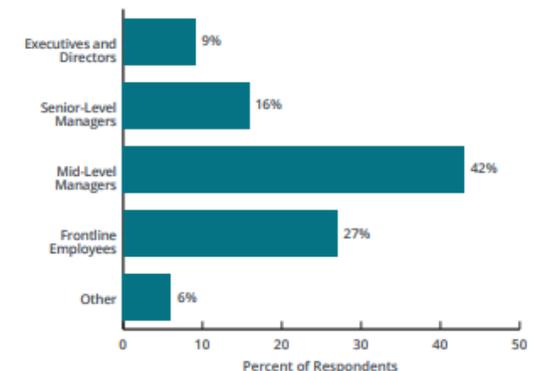
## 10 Tactics

1. Listen and understand objections
2. Focus on outcomes
3. Remove barriers
4. Provide simple clear choices
5. Create hope
6. Show tangible benefit
7. Make a personal appeal
8. Convert the strongest dissenters
9. Demonstrate consequences
10. Provide incentives

## Resistance Challenge

1. Identify a highly impacted group on your project that is resisting the change
2. Write a short description of a resistance challenge you are facing
3. Share a brief description of the resistance challenge with the group
4. Each person shares an idea to help you address your challenge

Most resistant groups



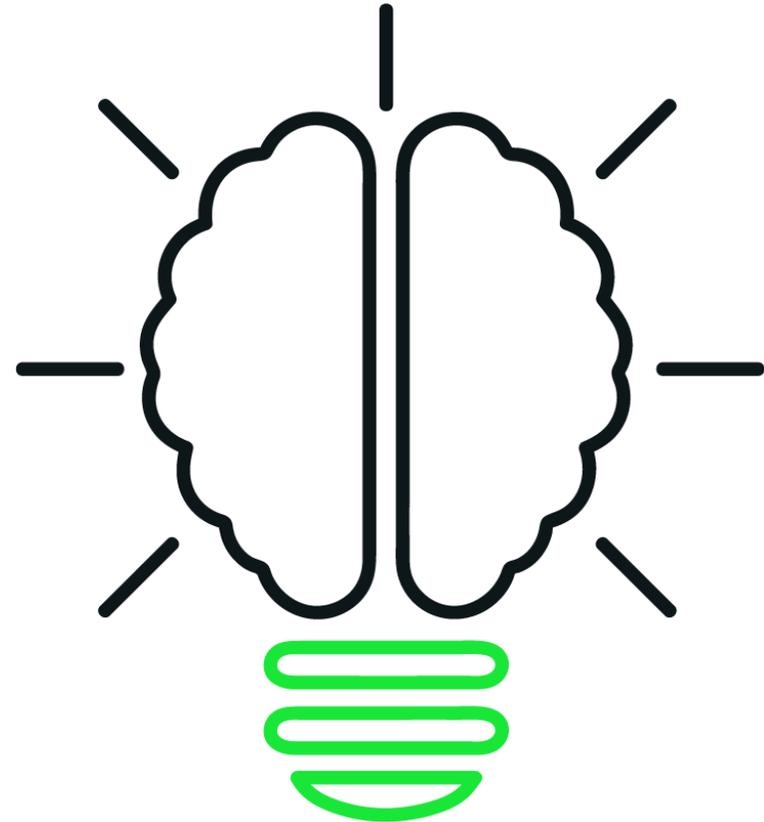
# Takeaways & Conclusions



Consider **3 x things** you can engage your project team, sponsors, people managers or users on that will improve the adoption of your changes.

Write them down.

Playback.



# Delivering success



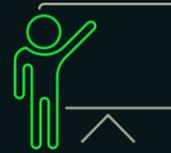
“Initiatives with excellent change management are 6x more likely to meet objectives than those with poor change management.”

## Prepare



- Business requirements and success measures scoped
- Define and assess change impact
- Measure project risk
- Identify resistance and mitigation tactics
- Identify resources, structures and roles
- Carry out ADKAR assessments

## Manage



- Build change management blueprint
- Create change plans (Sponsor, People manager, Communications, Training)
- Align timelines
- Deliver change plans
- Track and measure performance
- Gain feedback and adapt approach
- Carry out ADKAR assessments

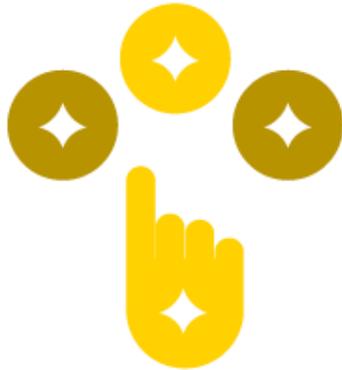
## Sustain



- Review progress against success measures
- Review change management initiatives
- Review ADKAR outcomes
- Document lessons learned
- Identify gaps, goals and priorities
- Create success sustainment plan
- Celebrate success
- Transfer knowledge and ownership

# The Kocho Way

Our values underpin how we do things at Kocho. They're a mindset, a way of working and when combined, make us a better workforce for good.



## Do what's right.

→ We believe that greatness thrives on doing the right thing. That's why we embrace each other's differences, celebrate honesty and respect every opinion. We stand up for what's important, always taking care of each other and the planet. And we know that life happens outside of work, so we encourage everyone to find a good balance.

## Think greater.

→ We're always striving to expand our minds and grow our expertise. No matter how high the bar, we can raise it. And we're not afraid to fail, every mistake is a lesson. Every day we challenge ourselves to find a better way of doing things. We're relentless in our quest to create great solutions and even greater careers.

## Better together.

→ We believe that solid teamwork leads to the best results. Collaboration isn't just a buzzword for us, it's our ethos. We're relationship people. We love to work in partnership at every step, sharing every challenge and learning, as well as celebrating every win. It's a one team thing.

# About Kocho

At Kocho, we believe **greatness** lies in everyone. That's why we exist, to help ambitious companies realise their potential.

By combining the power of Microsoft cloud technology with world-class identity, cyber security and our team of talented people, we take our clients on a journey of secure cloud transformation.

And we're with you every step of the way. Because the path to greatness isn't walked alone. We help you adopt and embrace the right technology solutions at the right time.

The result? Sustainable and secure growth that amplifies your business success.

Kocho. **Become Greater.**

## Award-winning solutions



Eight-time winner of the Microsoft Partner of the Year Award for Identity Management, Enterprise Mobility, and Security and Compliance.



Gold Security  
Gold Datacenter  
Gold Cloud Platform  
Gold Cloud Productivity  
Gold Application Developer  
Gold Windows and Devices  
Gold Enterprise Mobility Management  
Gold Small and Midmarket Cloud Solutions

