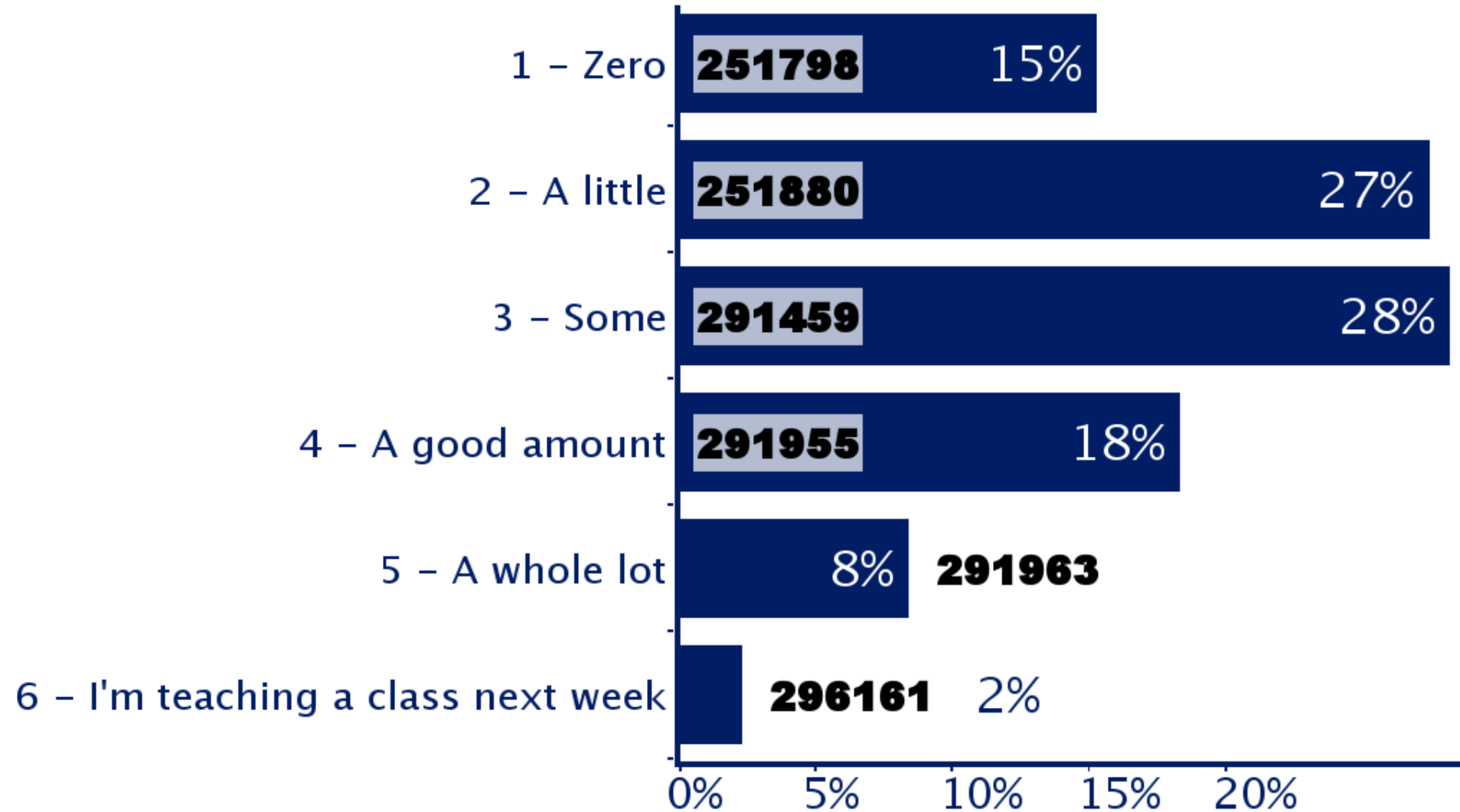# Leading Transformational Change

Leading Transformational Change

How much do you feel you know about change management?

📱 Text a **CODE** to 22333

1 – Zero	**251798**	15%
2 – A little	**251880**	27%
3 – Some	**291459**	28%
4 – A good amount	**291955**	18%
5 – A whole lot	8% **291963**	
6 – I'm teaching a class next week	**296161** 2%	

0%   5%   10%   15%   20%

Change Management Overview
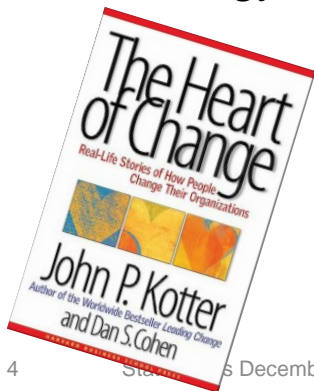
What is Change Management?

Change Management is the process of **proactively addressing organizational change** to minimize negative impact of the change and increase the likelihood of end-user adoption

Why is Change Management important?

Effective Change Management will greatly **increase the likelihood of long-term success** and lasting transformation throughout State Parks

What is the best way to approach Change Management?

There are guiding principles the Transformation Team can leverage to proactively address change within State Parks, including the *"Heart of Change"* methodology:

- Change management is a **gradual process**, and the "Heart of Change" steps inform different actions that correspond with different stages of change
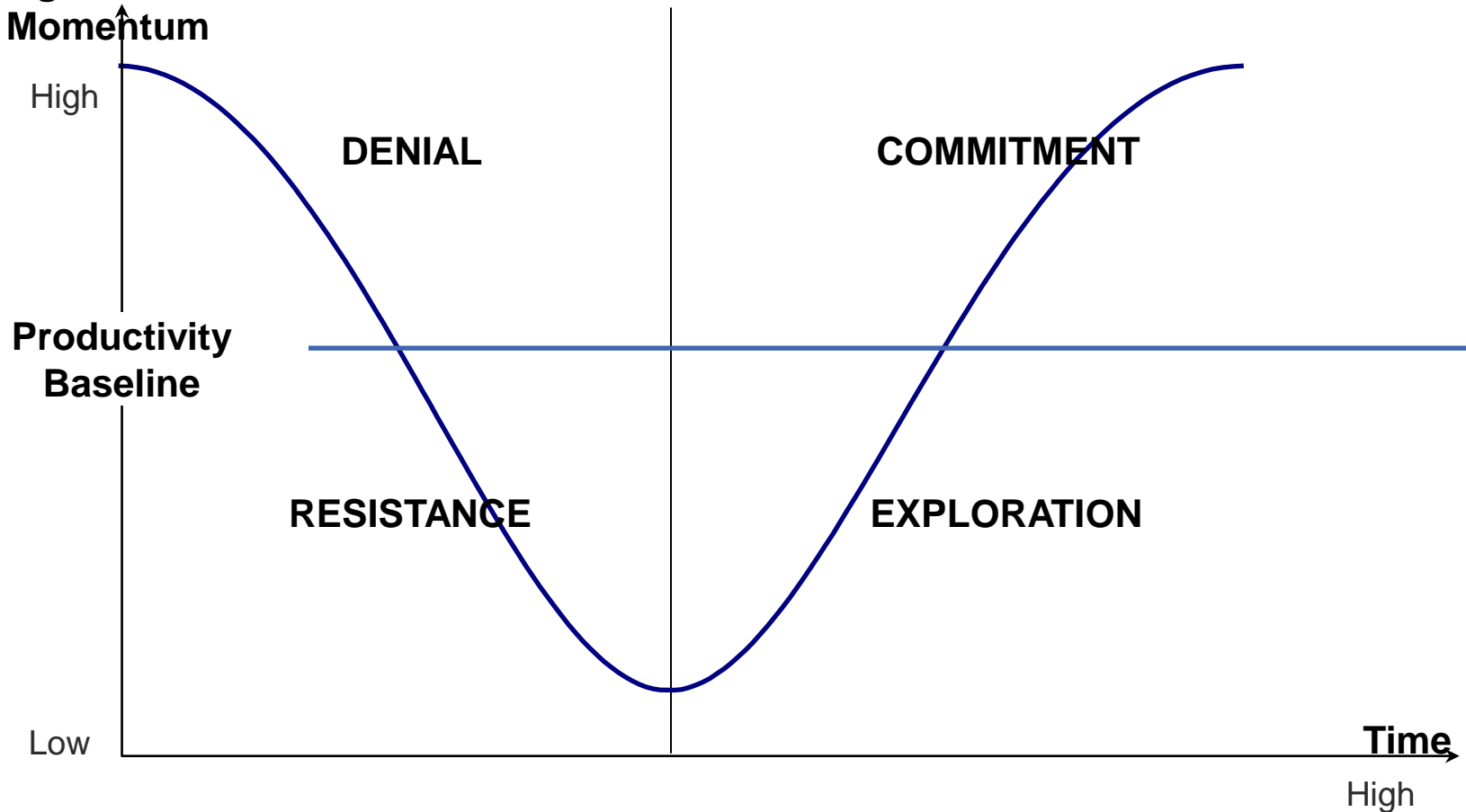
The "*Heart of Change"* Can Guide Successful Change at State Parks

Implementing & Sustaining Transformation

8. Make it Stick: Change leaders must reward, and model the new behavior in order to embed it in the fabric of the organization

7. Perseverance: Don't let up! Guiding teams should be persistent, monitor and measure progress, and not declare victory prematurely

Engaging & Enabling the Whole Organization

6. Short-term Wins: Change leaders should reenergize the organization's sense of urgency by achieving the visible, timely, and meaningful performance improvements

5. Enablement: Enable action by removing barriers that hinder people who want to make the vision work

4. Communication: Change leaders should communicate for buy-in by delivering heartfelt messages about the change to create trust, and the necessary commitment to achieve the vision

Creating a Climate for Change

3. Get the Right Vision: Get the vision right by creating a clear, inspiring, and achievable picture of the future

2. Build the Guiding Team: Mobilize leaders who are focused, committed, enthusiastic, and can lead the change

1. Increase Urgency: Build a sense of urgency about the needed change by increasing energy and motivation
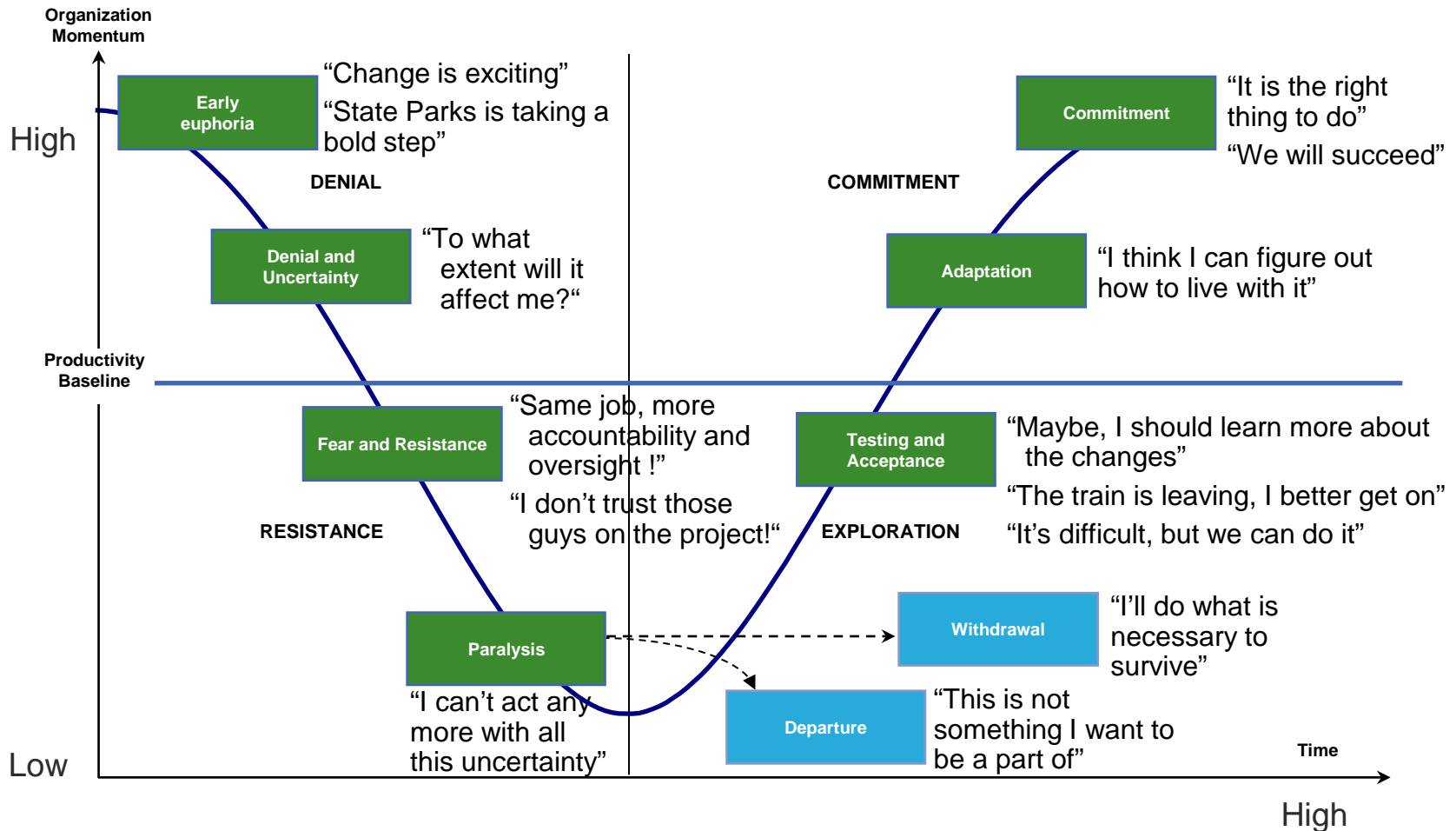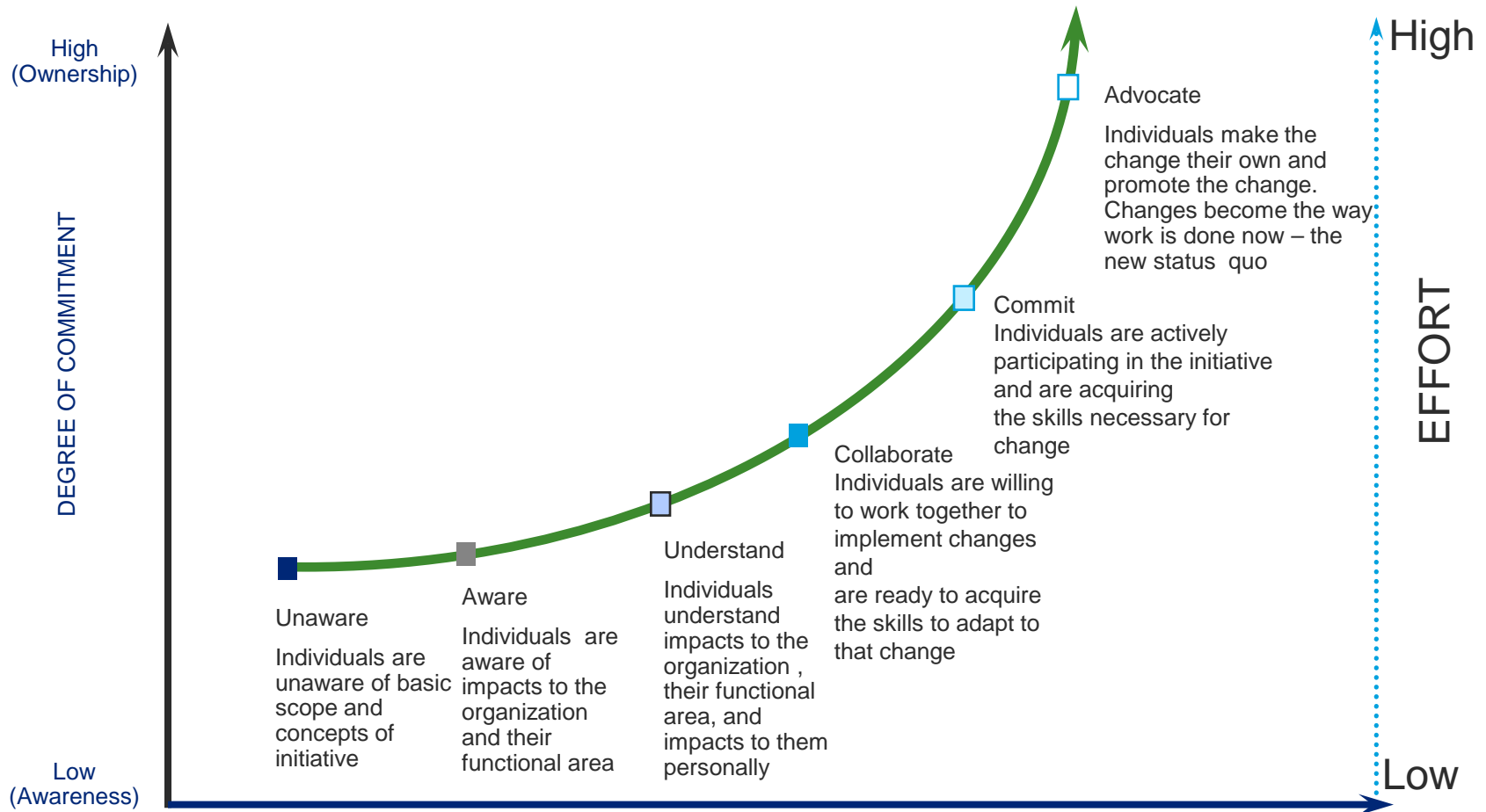
The Need for Change Management

Changes in business processes or technology can leave staff feeling skeptical, threatened, uncertain, or fearful. A proactive approach to addressing staff concerns can make or break the transformation effort.

Organization Momentum

High

DENIAL

COMMITMENT

Productivity Baseline

RESISTANCE

EXPLORATION

Low

Time

High

The Need for Change Management

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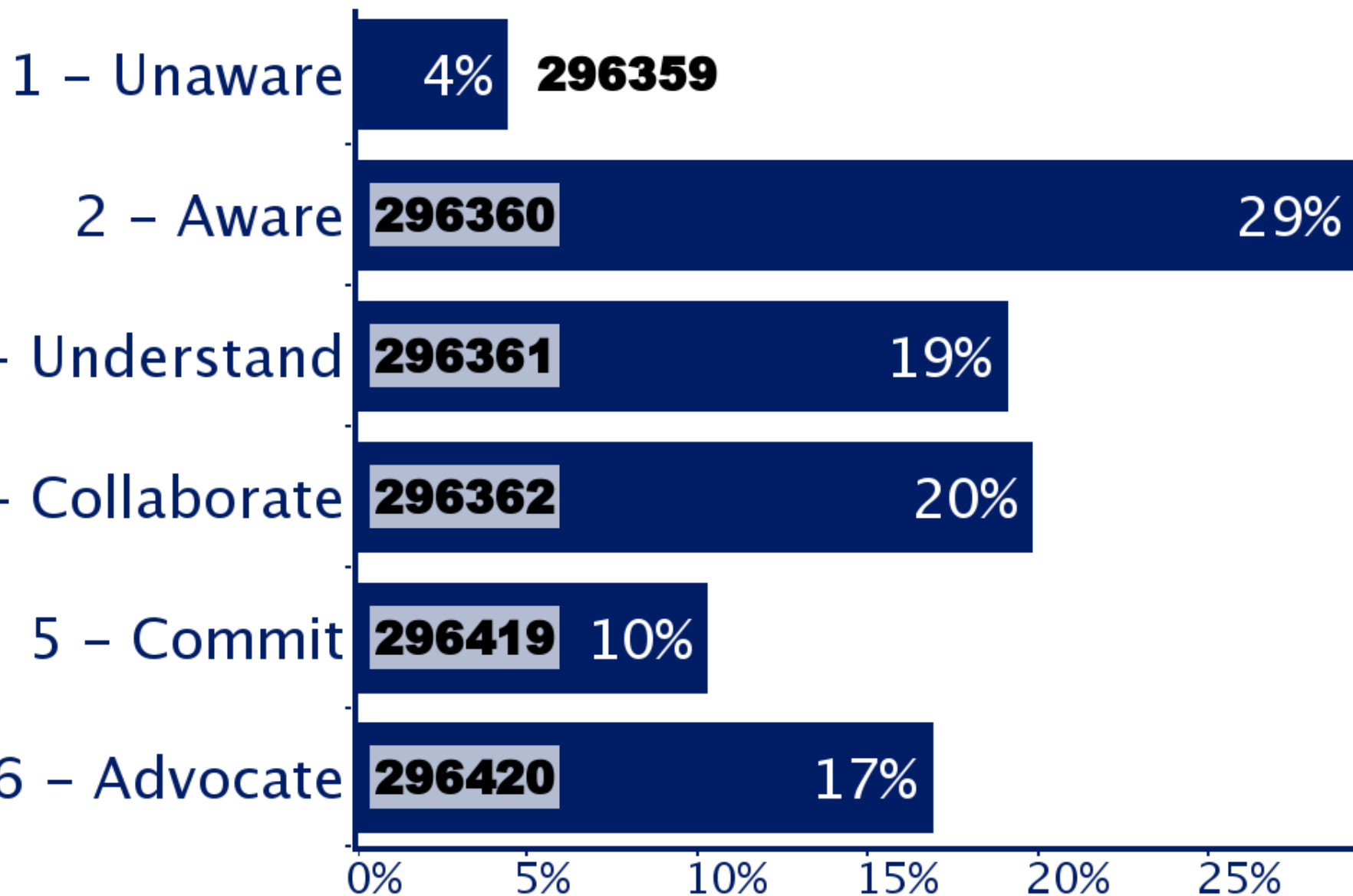

Organization Momentum (vertical axis: High, Productivity Baseline, Low)

Time (horizontal axis: High)

Early euphoria
"Change is exciting"
"State Parks is taking a bold step"

DENIAL

Denial and Uncertainty
"To what extent will it affect me?"

Fear and Resistance
"Same job, more accountability and oversight !"
"I don't trust those guys on the project!"

RESISTANCE

Paralysis
"I can't act any more with all this uncertainty"

Commitment
"It is the right thing to do"
"We will succeed"

COMMITMENT

Adaptation
"I think I can figure out how to live with it"

Testing and Acceptance
"Maybe, I should learn more about the changes"
"The train is leaving, I better get on"
"It's difficult, but we can do it"

EXPLORATION

Withdrawal
"I'll do what is necessary to survive"

Departure
"This is not something I want to be a part of"

As efforts are implemented to address change resistance, there will be an increase in commitment to the Transformation initiatives
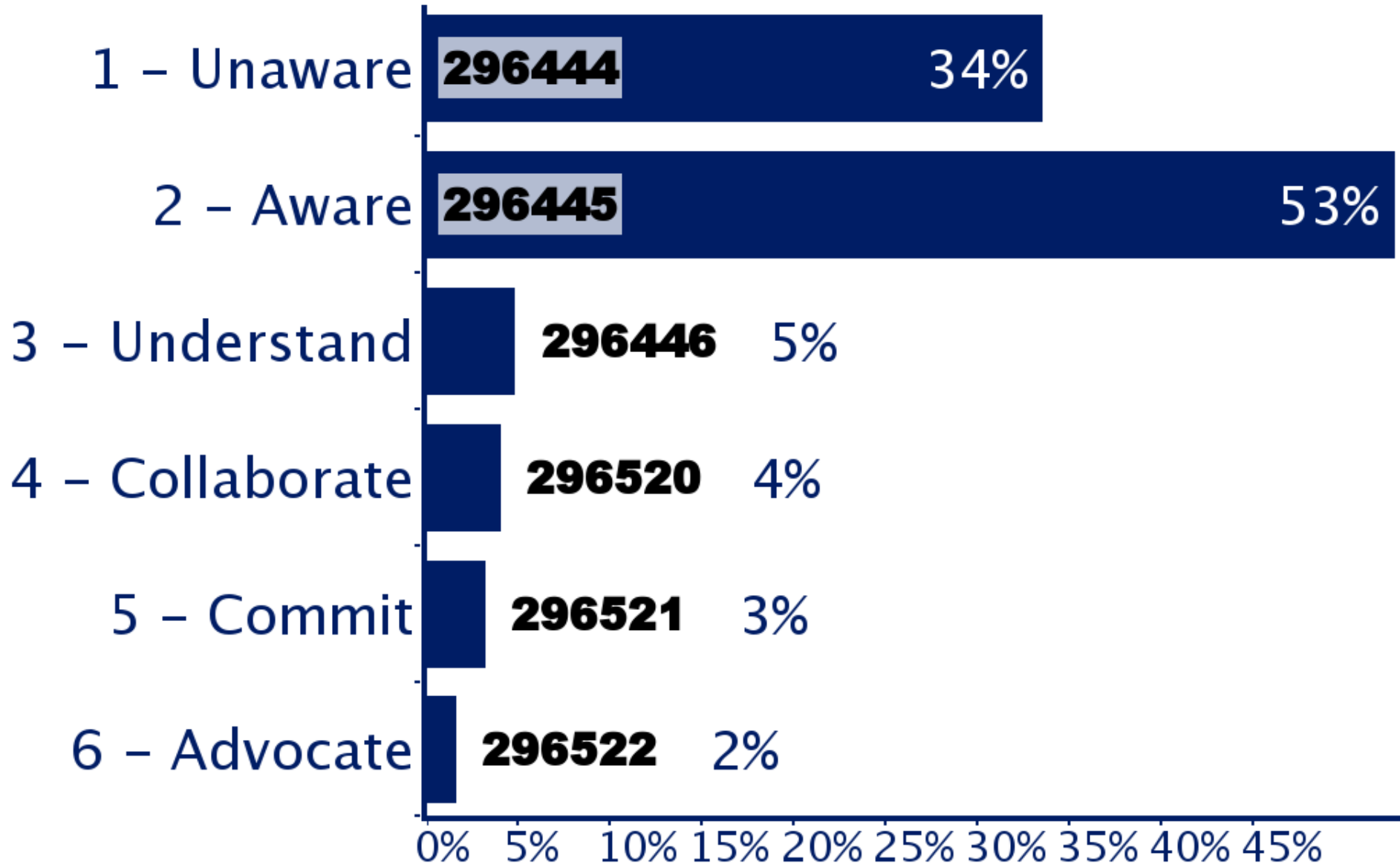
Commitment Curve

High (Ownership)

DEGREE OF COMMITMENT

Low (Awareness)

High

EFFORT

Low

Advocate
Individuals make the change their own and promote the change. Changes become the way work is done now – the new status quo

Commit
Individuals are actively participating in the initiative and are acquiring the skills necessary for change

Collaborate
Individuals are willing to work together to implement changes and are ready to acquire the skills to adapt to that change

Understand
Individuals understand impacts to the organization, their functional area, and impacts to them personally

Aware
Individuals are aware of impacts to the organization and their functional area

Unaware
Individuals are unaware of basic scope and concepts of initiative

Where are YOU on the curve?

📱 Text a **CODE** to 22333

Stage	Code	Percentage
1 – Unaware	296359	4%
2 – Aware	296360	29%
3 – Understand	296361	19%
4 – Collaborate	296362	20%
5 – Commit	296419	10%
6 – Advocate	296420	17%

Where do you think your STAFF are on the curve?

📱 Text a **CODE** to 22333

Category	Code	Percentage
1 – Unaware	296444	34%
2 – Aware	296445	53%
3 – Understand	296446	5%
4 – Collaborate	296520	4%
5 – Commit	296521	3%
6 – Advocate	296522	2%

0% 5% 10% 15% 20% 25% 30% 35% 40% 45%

Why? (For example: Fear, Lack of knowledge, Desire to keep things how they are, etc.)

Text **291968** and your message to **22333**

"too busy to care"
6 days ago

"skeptical"
6 days ago

"Tired"
6 days ago

"Most things come across as conceptual and the actual process is unknown"
6 days ago

"tried this before and it didn't work."
6 days ago

"status quo oriented"
6 days ago

"we have not told them expectations"
6 days ago

"I need to be better at helping them understand the new paradigm"
6 days ago

"they remember phoenix"
6 days ago

"lack of knowledge of anything concrete"
6 days ago

"Poor communication + overwhelmed with day to day + resistance to change (in the box thinking)"
6 days ago

"lack of solid indicators pointing to success"
6 days ago

"disinterest"
6 days ago

"it's the way it always has been done"
6 days ago

"no tangible results"
6 days ago

"some staff fearful will lose job with change"
6 days ago

"frustration"
6 days ago

"Lack of complete understanding of the processes."
6 days ago

"This is not the first attempt to redesign the department. The last attempts were not so successful. And. The unknown."
6 days ago

"some HQ stuff is just concept details. Until it's real it doesn't matter."
6 days ago

"Lack of time in management to truly be a change champion"
6 days ago

"uncertain"
6 days ago

"Adverse conditioning"
6 days ago

"lack of clear communication from top to bottom"
6 days ago

"Apathetic."
6 days ago

"Not enough funding to maintain the parks - why are we spending money on these other efforts?"
6 days ago

"they just don't care. They want staff and BODIES to help serve the visitors."
6 days ago

"lack of knowledge"
6 days ago

". Need staff"
6 days ago

"Been here before. Nothing changed."
6 days ago

"Fear of rank buy in"
6 days ago

"Too busy doing their jobs to give it a lot of thought"
6 days ago

"fear of losing special classification opportunities"
6 days ago

"Today's disc is tomorrow's business chemistry"
6 days ago

"Done it before, didn't work then why now"
6 days ago

"communication and lack of perceived relevance"
6 days ago

"all are afraid change will have a negative impact on them"
6 days ago

"fear of how to pay for it"
6 days ago

"lack of substantive communication"
6 days ago

"resistance"
6 days ago

"because uncertain on how change will affect them"
6 days ago

"Fear of more work...staff are already so overwhelmed"
6 days ago

"Past changes not well executed."
6 days ago

"lack of knowledge"
6 days ago

"Not entirely confident that what is being said matches that that is being done"
6 days ago

"uncertain, cynical, whipped puppies"
6 days ago

"resistance and fear"
6 days ago

"It's been done before"
6 days ago

"Lack of leadership"
6 days ago

"Organizational malaise due to mission creep"
6 days ago

"They won't get the funding they need to do what will be required"
6 days ago

"given up"
6 days ago

"they just want staff hired to help them"
6 days ago

"early process fear"
6 days ago

"they think they have no control of the future and little or no input"
6 days ago

"no real answers or direction about whats going on. Communicating old news instead of new."
6 days ago

"not a lot of helpful information being shared"
6 days ago

"no staff to do it"
6 days ago

"too early in process"
6 days ago

"limited details on how to execute plan."
6 days ago

"lack of communication"
6 days ago

"not a lot of helpful information being"
6 days ago

"changes don't stick"
6 days ago

"Not enough information from transformation team."
6 days ago

"Comfort with the status quo"
6 days ago

". Busy doing their jobs"
6 days ago

"they don't see it as relevant. It's background noise"
6 days ago

"Slide: "A proactive approach to addressing staff concerns can make or break the transformation effort". If no one here today addresses our SEVERE"
6 days ago

"Deflated expectations"
6 days ago

"excited about change"
6 days ago

"no trust"
6 days ago

"afraid their job will change significantly"
6 days ago

"exhausted and worried about the here and now"
6 days ago

"lack of knowledge"
6 days ago

"lack of knowledge"
6 days ago

"Apathy, "not my problem""
6 days ago

""lack of specifics""
6 days ago

"change is challenging"
6 days ago

"Knowledge deficit"
6 days ago

"Folks are afraid of change and it makes them uncomfortable"
6 days ago

"they are afraid that the change will not last."
6 days ago

"sounds like last time."
6 days ago

"pessimistic"
6 days ago

"Lack of communication from management."
6 days ago

"change and uncertain"
6 days ago

"staff waiting to participate and provide input"
6 days ago

"willing"
6 days ago

"fatigue"
6 days ago

"fear that their job will unintentionally be made more difficult"
6 days ago

"Not enough hours in the day."
6 days ago

"Distrustful of the process."
6 days ago

"Don't know how the transformation will affect them and their work and work relationships"
6 days ago

"Lack of communication"
6 days ago

"jaded--same old stuff"
6 days ago

"frustrated and lack of trust. Been down this road before with no success."
6 days ago

"out of touch"
6 days ago

"General malaise"
6 days ago

"lack of knowledge"
6 days ago

"skeptical, change isn't easy"
6 days ago

"Buried in work and someone else's problem."
6 days ago

Effective Change Management Includes Many Components

There are several key tools and processes available to address the challenges associated with organizational change management.

Change Readiness	Organizational Alignment	Communications	Capability Transfer	End-User Training
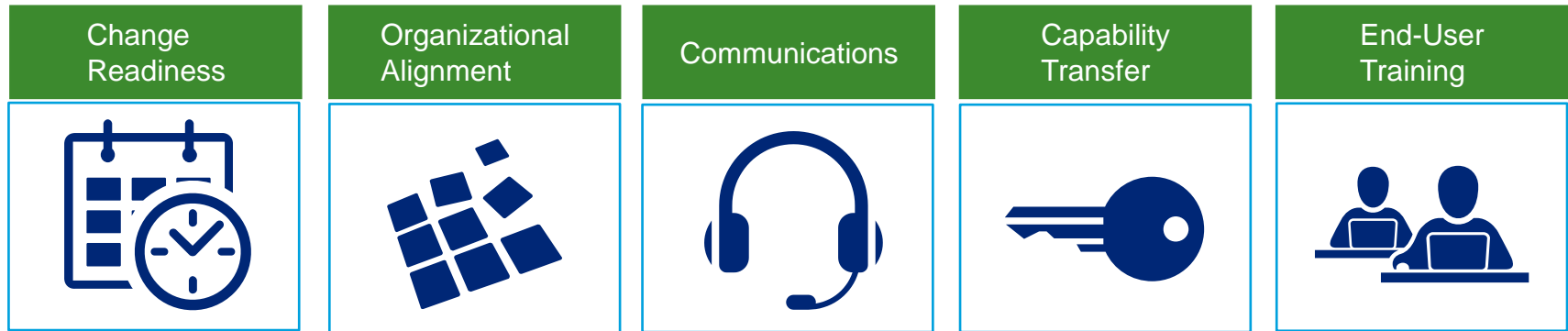
Key Objectives

|				
▪ Assess & manage organizational readiness ▪ Assess & facilitate leadership alignment and action planning ▪ Prepare & engage stakeholders	▪ Assess process, organization, and job impacts ▪ Plan, design, implement, and execute role to position mapping ▪ Establish workforce transition plans	▪ Plan, design, develop, and deliver stakeholder communications throughout the project life cycle	▪ Plan design, execute, and manage the capability transfer process	▪ Plan, design, develop, and deliver the end-user learning (training) program

Communications can serve as a primary Change Management tool for the Transformation Team

Strategies for Leaders

Strategies that leaders can use to promote change concepts and support their staff are listed below:

- Use the Department-wide communications (Transformation Tuesdays, the intranet, etc…) and share messages and progress with staff
- Create time during your staff meetings to discuss any changes and emphasize messaging
- Identify examples of positive response to change, i.e. success stories and share them with the Transformation Team
- Meet with managers and supervisors to understand how they are perceiving the changes and discuss with them how they can help exemplify new behaviors
- Provide timely communication on status of changes
- Put together teams to tackle specific issues that impact your area
- Identify how you can translate the overall Department vision and Transformation goals to your area
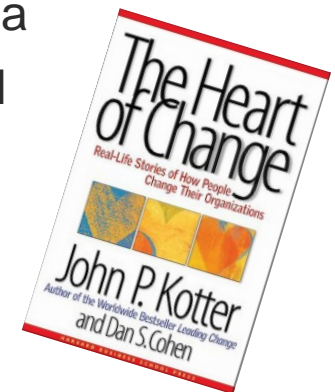
Questions

If you have questions regarding the content in this presentation, please reach out to Julie Quinn from Deloitte Consulting LLP at juquinn@deloitte.com.