

Overview

Managing change overview

The purpose of this section is to provide a high-level overview of the process for managing change with employees.

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This download is an excerpt from Prosci's *Change Management Guide for Managers and Supervisors*.

In this excerpt you will find an overview of the Toolkit and the process managers and supervisors can follow to become great leaders of change. Find out more by calling 970-203-9332, emailing orders@prosci.com or visiting:

www.change-management.com/managers-guide.htm



Introduction

About this toolkit

This toolkit is less about reading and more about doing. You will find templates, checklists and worksheets that you can immediately use to support your employees during change. We start here with a 10-minute overview of the process steps and then it's time to go to work.

Why you?

The roles of managers and supervisors are vital for successful change in business and in government. Best practices research in change management identified **employee resistance** as the number one obstacle to change. Not surprisingly, an employee's direct supervisor has the greatest **influence** on his or her engagement in the change process.

In other words, employees want to hear about a change from you. They want to understand the nature of the change, why it is happening and how the change will impact them. From their perspective, you are one of the most trusted sources for this information.



What's in it for you?

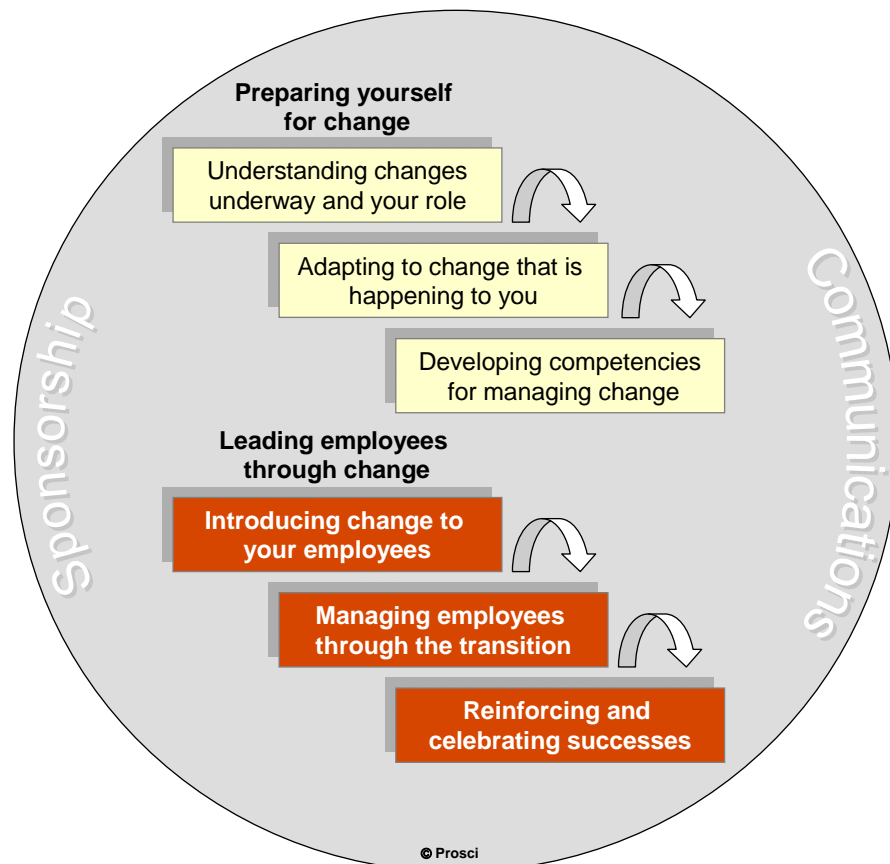
First and foremost, you will help your organization succeed during change. However, at a professional level, developing **competencies** in change leadership will build your own resume. On a personal level, you will find that these tools are effective at work, at home and in your community. Most importantly, your employees look to you to set an example as a great manager, coach and mentor. Leading change effectively sets this example.

This first section is a very brief **overview** of the process for leading employees through change. This section takes about 10 minutes to read and then we can get started.



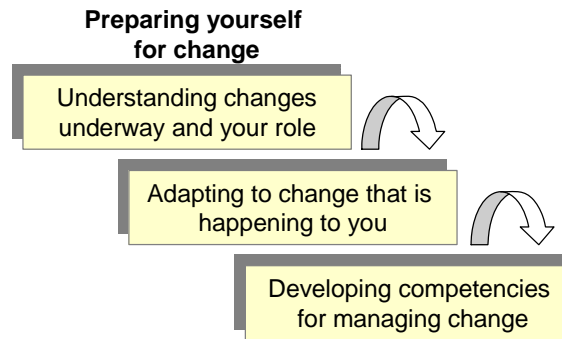
Prosci's Change Management Process for Managers and Supervisors

Prosci's Change Management Process for Managers and Supervisors is shown below. The background circle represents the necessary sponsorship and communication activities that must be in place – more on this later. The first group of process steps are titled **“Preparing yourself for change”** and represent the activities that you must complete before you can lead your employees through the change process. The second group of process steps is titled **“Leading employees through change”** and represents the actions that you will take with your employees. Let's take a closer look.



Preparing yourself for change

The first phase of this process has three steps that you need to complete before you can effectively lead your employees through change. This includes understanding the changes underway in the organization, adapting to those changes on a personal level, and getting ready with the right processes and tools for working with employees. Put simply, we will be working with you first and your employees second.



Understanding changes underway

In this first step you will learn about the changes that are underway in the organization, as well as the role you will play in leading those changes. You will need to know why these changes are being made, the risk if no changes are made and how these changes will impact your group.



Adapting to changes happening to you

In this second step you will be applying tools to help you evaluate and adapt to the changes underway in your organization. You may have concerns or objections to certain changes that are being implemented. You may be resistant to some elements of the change. Here is the punch line: You cannot lead change with your employees until you have surfaced your own objections and have worked through these issues. Leading change requires you to be an advocate and coach. In short, you need to be onboard first.

Developing competencies to manage change

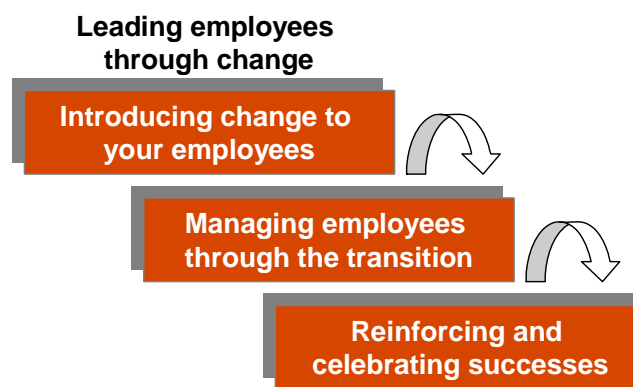
In this third step, you are preparing yourself to lead change. This includes understanding how to:

- implement the **roles** of a great change leader
- **talk** effectively with your employees about change
- coach your **group** through difficult transitions
- lead **individual** employees through change using the ADKAR model
- manage **resistance** to change



Leading employees through change

The second part of this process is all about your employees. In this part of the process, you will be introducing the changes to your group, managing your employees through the transition and reinforcing the change.



Introducing change to your employees

In this first activity your role is to introduce the change to your team. Employees want to know what is changing and why these changes are being made. They may want to know what is “wrong” with what they are doing today. Some employees perceive change to mean that something they are doing now is not good enough or is incorrect. In most cases this is not true, but is a common employee perception. This first step is less about the change itself and more about the business issues that have created a need for change. You are helping build their awareness of why the change is needed.



Managing employees through the transition

In this second step, you will be leading your employees through the change process. For some employees this transition will be simple and straightforward. In other cases, you may encounter strong resistance. You will be using many tools in this activity to help each employee move from the current state (how they are doing things today), through a transition state (a period of uncertainty and chaos) to a future state (where the change has been realized).

Reinforcing change and celebrating success

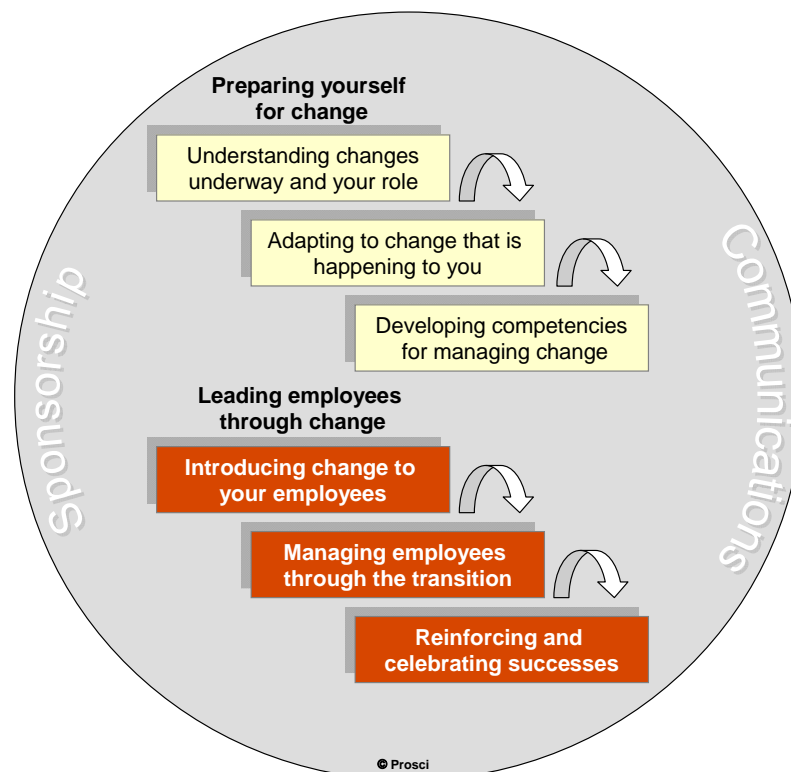
In this final step, you will be reinforcing the change with your team. Employees can easily revert back to old behaviors if you are not careful. You will need to celebrate successes, measure performance, assess adherence to the change, and publicly and privately recognize your team members for their contribution. Each of these activities will reinforce the change with your group and create a “can-do” atmosphere about change in the future.



The big picture

Coming full circle, you can see that you have two processes to implement. The first is focused on you and your role in the change process. The second is all about your employees.

Note that **communications** and **sponsorship** create the background for these processes. Communications and sponsorship are those activities being implemented by your leadership team and by the project team (for larger changes) to support the change initiative. Communications can be any form of information sharing ranging from simple emails to face-to-face presentations. Sponsorship refers to the actions of your senior leaders to “sponsor” the change including their active and visible participation throughout the project, coalition building among leaders in the organization and direct communications to employees about the change.



How this toolkit is organized

This toolkit is organized to make the change process fast and easy to apply, and to give you the results you need for your team. You will see a separate tab in this toolkit for each process activity that we just reviewed. In each tab, you will find the necessary tools to help you prepare and execute that process step.

The structure for each tab will be:

1. Purpose of this activity (why are we doing this step)
2. How the activity is performed
3. Tools and worksheets to support this activity

This toolkit contains the following reference materials and worksheets:

- The book: *ADKAR: a model for change in business, government and our community*
- The book: *Employee's Survival Guide to Change*
- Assessments: *10 ADKAR Worksheets*

Please turn to Tab 2, "***Understanding changes underway***" to get started.

The *Change Management Guide for Managers and Supervisors* is available for you to purchase today at:
www.change-management.com/managers-guide.htm

Price: \$189, includes a copy of the *ADKAR: a model for change* book, the *Employee's Survival Guide* and a set of ADKAR worksheets

Quantity discounts are available:

- 2 – 5 copies: 10% discount
- 6 – 50 copies: 15% discount
- 51 to 500: 40% discount

