CHANGE MANAGEMENT FOR SPORT LEADERS

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Outline

- Some Change Definitions

- Anticipating Change

- A Useful Model

- Change Leadership

- Project and Change Management

- Key Phases

- Summary Learnings

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Managing Change

How experienced are you with managing large scale change within your organization?

(choose only one)

- Very experienced

- Somewhat experienced

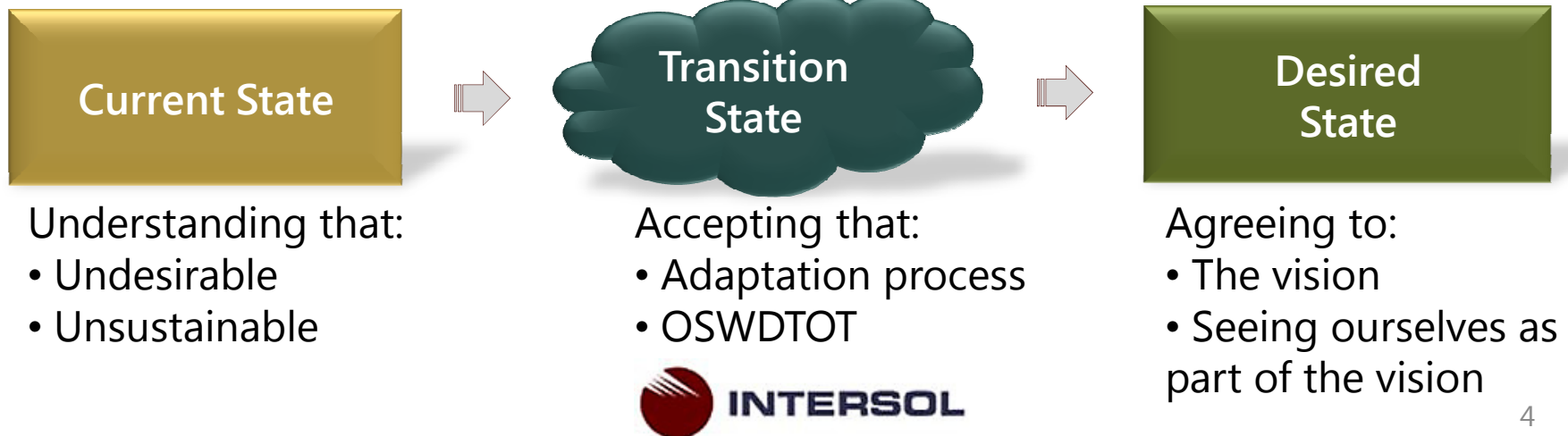- Not at all experienced

- Don't know / not sure

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Change in Sport

What is Change?

Definitions

⇨ The process of becoming different

⇨ To give a completely different form or appearance to

⇨ To lay aside or abandon or leave for another

⇨ Transition from one state, condition or phase to another

Common to these definitions:

> **Change is a condition in which a current state is no longer sustainable or desirable**

Current State

Understanding that:
• Undesirable
• Unsustainable

Transition State

Accepting that:
• Adaptation process
• OSWDTOT

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Desired State

Agreeing to:
• The vision
• Seeing ourselves as part of the vision

Anticipating Change

Little "c" change	⇨ Small, contained, and incremental
Big "C" change	⇨ Significant and disruptive

Change can come from inside
OUTBOUND Change

Change can come from outside
INBOUND Change

Best practice to predict change   ⇨ *Ongoing* scanning for indicators or trends:
- On the rise?
- Stable?
- Decline?

Assess the potential impact of change   ⇨   **BIG CHANGE**   or   *little change*
⇧   ⇧
Plan. Now!   Monitor or plan for it

KEEP MONITORING

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Resistance to Change

In a few words, what is the most common reason for individuals in organizations being resistant to change?

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Resistance to Change

Most common factors for resistance to change amongst individuals in organizations:

- Fear of losing job

- Lack of incentives (financial or other)

- Lack of awareness of need for change

- Impact on current job

- Lack of visible support from manager

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Linking Org & Personal Change

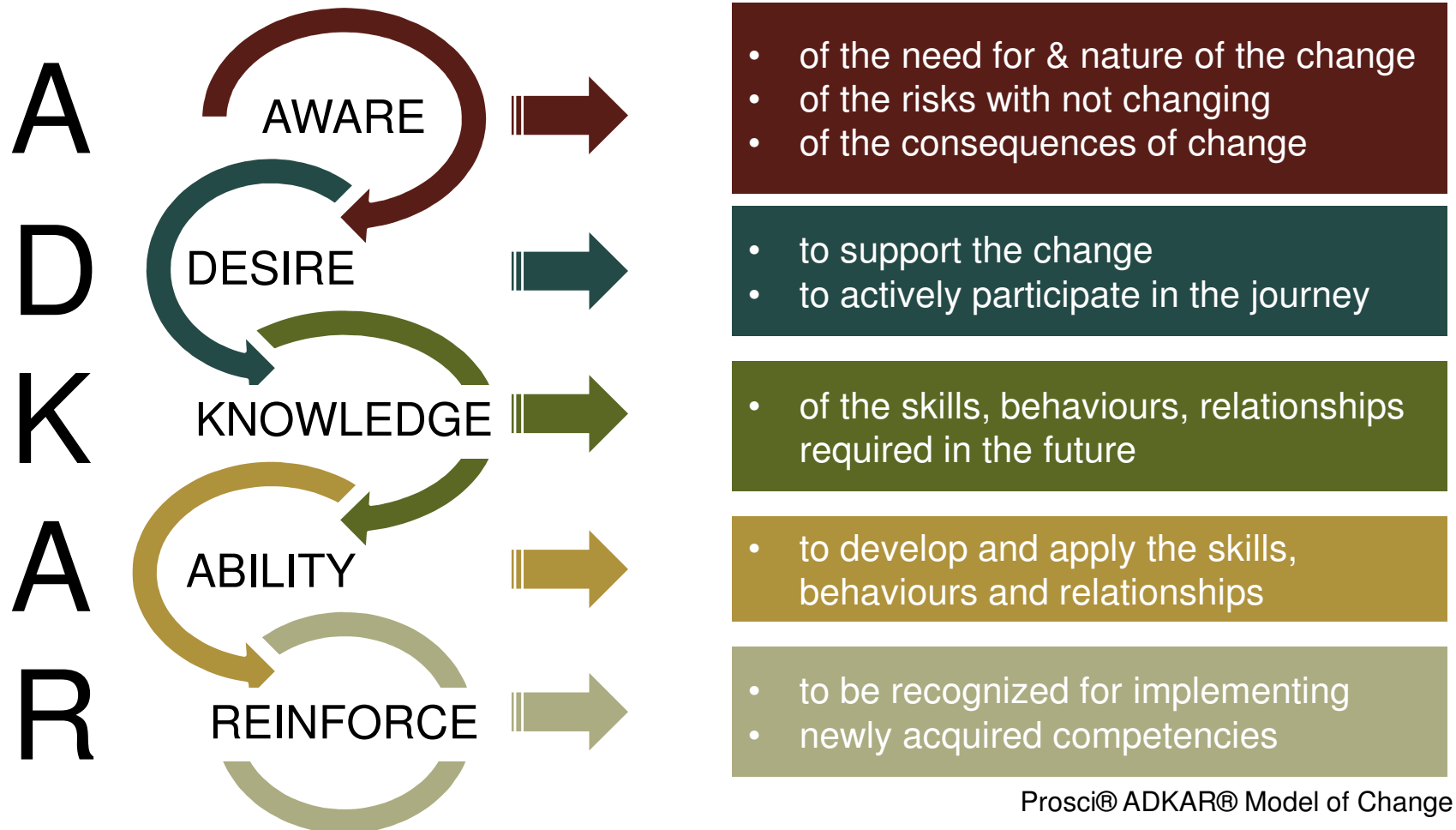Current State → Transition State → Desired State

Individuals typically have some BIG questions when an organization announces a change

BAQ – BIG AUDACIOUS QUESTIONS

1. Why this Change?

2. What does the change mean for me? WIIFM?

3. Do I have what it takes to "do stuff differently"?

4. What is the organization, what is my "boss" going to do to:
   - help me understand the change?
   - help me learn "to do stuff differently"?

5. Is the stuff that I have to do differently, really different? Like, really different? Or is this the new flavour-of-the-month?

The BAQ's are extremely insightful and provide a roadmap
for the personal side of change management.

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Personal Side of Change

ADKAR		
A	AWARE	• of the need for & nature of the change • of the risks with not changing • of the consequences of change
D	DESIRE	• to support the change • to actively participate in the journey
K	KNOWLEDGE	• of the skills, behaviours, relationships required in the future
A	ABILITY	• to develop and apply the skills, behaviours and relationships
R	REINFORCE	• to be recognized for implementing • newly acquired competencies

Prosci® ADKAR® Model of Change

These "building blocks" mutually reinforce each other.

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Organizational Change

Three Pillars of Change Management
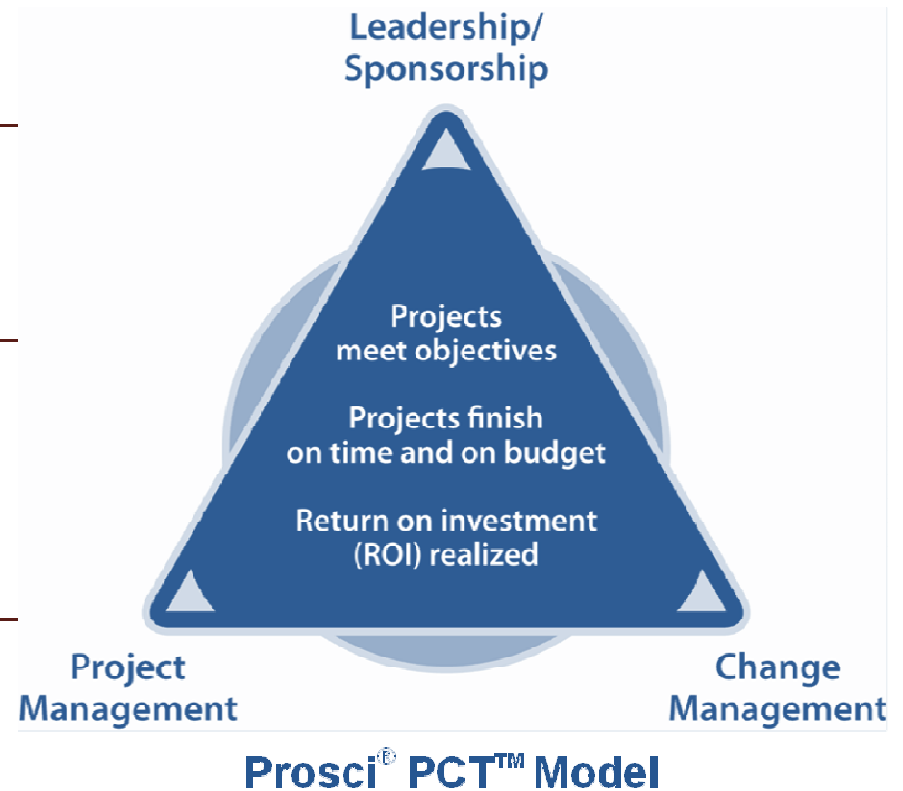
Leadership	to champion and legitimize the change effort
Change Management	to focus on the *people* side of moving to the future state
Project Management	to focus on the *technical* side of moving to the future state

Prosci® PCT™ Model

Change Leadership # 1:
Resistance is normal

The natural reaction to change is **resistance**.

- Individuals have their own thresholds for how much change they can absorb.

- Some employees will resist the change no matter what!

- Anticipate resistance to change as the norm, not the exception

Implications	⇨ Expect resistance, plan for it
	⇨ *Invite, request, require, explore* - the progression is important

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Change Leadership # 2:
Authority for change

Active and visible executive sponsorship is the most important requirement for successful implementation of change.

- Employee resistance to change will increase
  ⇨ if they don't trust the Champion
  ⇨ if the Champion has a history of failed changes

Implications	⇨ Credibility of the Champion is key ⇨ Ongoing and visible involvement is essential ⇨ Sometimes leaders need coaching too

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Change Leadership # 3:
Change leaders must have all the answers

Change leader often fall into the trap of believing that they have THE correct answer or they possess the certainty of "the right way" to do things.

- Overconfidence and premature certainty builds resistance.

- Focusing on the outcome will engage employees in figuring out the method or how to implement the change.

Implications	⇨ Don't force a solution
	⇨ Be clear on desired outcomes
	⇨ Engage in the search for a solution

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Change Leadership # 4:
Change messaging

Messaging *– sometimes **who you are** says more than what you say.*

Employees prefer two sources of change messages:

	Messages related to
CEO or executive sponsors	External environmental factors including government policy, change drivers, financial performance
Immediate supervisor	Personal impact such as how change will affect employees, immediate work unit – pivotal role

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Change Leadership # 5:
Pace of change

- Change can be incremental, where relatively minor changes occur over a long period of time; or change can be radical, where dramatic changes take place over a very short period of time.

- People and organizations can only absorb so much change

- Change management must be adapted to what is "digestible". In other words, there is a finite change absorption rate to any system, to any group of individuals

Implication	⇨ Adjust approach to scale and scope of the change

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Organizational Change

Three Pillars of Change Management

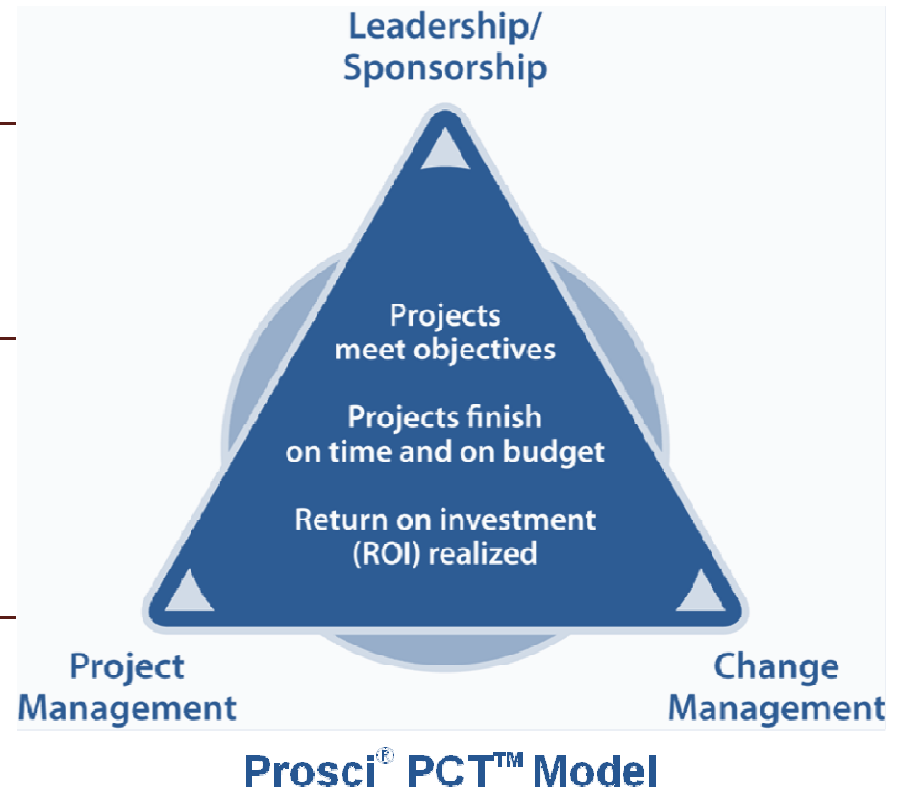|	
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Leadership/Sponsorship

Projects meet objectives

Projects finish on time and on budget

Return on investment (ROI) realized

Project Management

Change Management

Prosci® PCT™ Model

Project and Change Management

Focus:
Technical side of moving from current state to future state

Project Management →

Current State | **Transition State** | **Desired State**

Change Management →

Focus:
People side of moving from current state to future state

Process:
- Define
- Plan
- Implement
- Monitoring/ controlling
- Debrief

Tools:
- Statement of work
- Project charter
- Business case
- Work breakdown structure
- Budget estimations
- Resource allocation
- Schedule
- Tracking

Process:
Organizational:
- Preparing for change
- Managing change
- Reinforcing change

Individual:
- ADKAR

Tools:
- Individual change model
- Readiness assessment
- Communication plans
- Sponsorship roadmaps
- Coaching plans
- Training plans
- Resistance management
- Reinforcement

Prosci® ADKAR® Model of Change

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Change Management: How to…
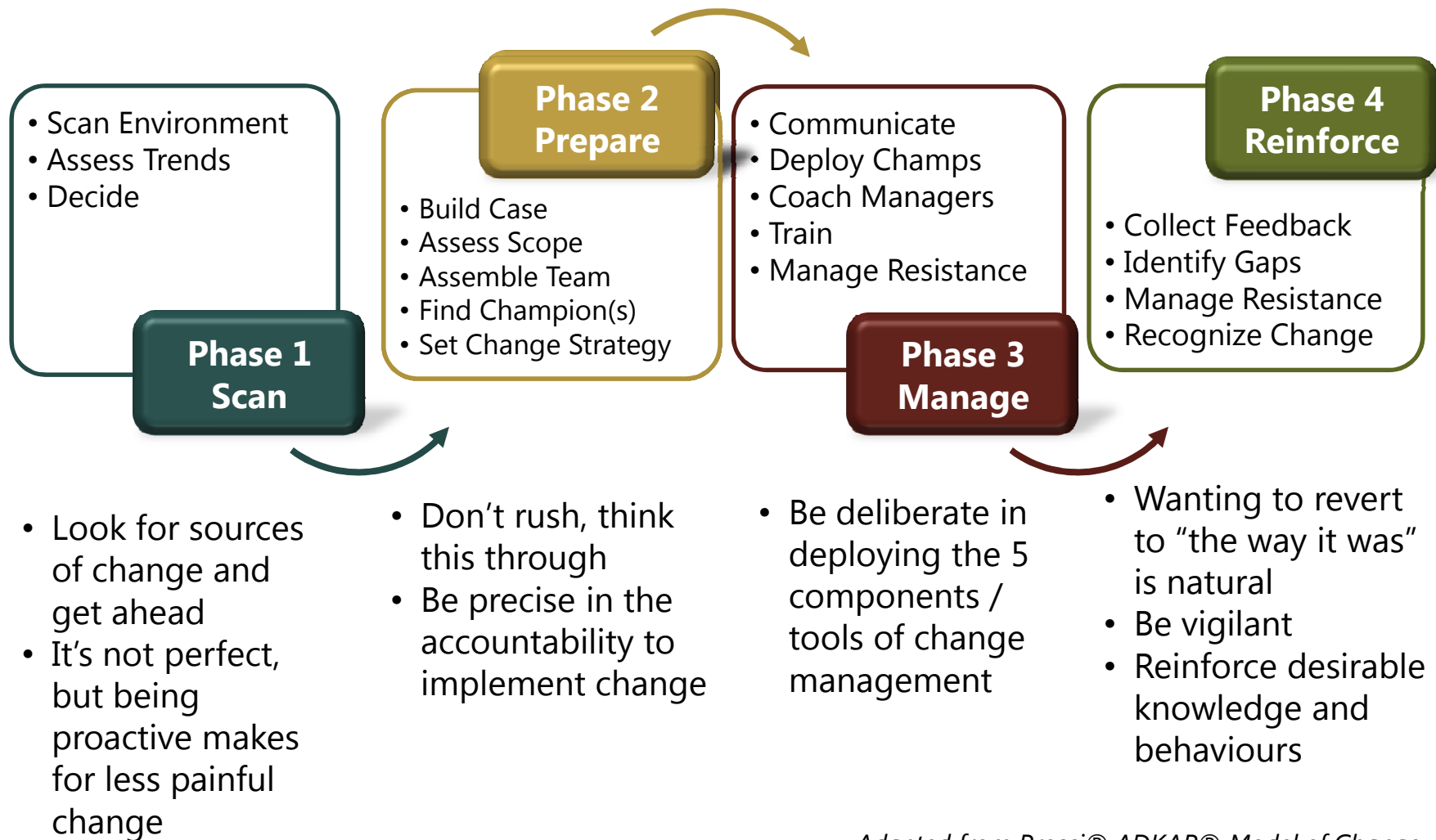
Phase 1 Scan
- Scan Environment
- Assess Trends
- Decide

Phase 2 Prepare
- Build Case
- Assess Scope
- Assemble Team
- Find Champion(s)
- Set Change Strategy

Phase 3 Manage
- Communicate
- Deploy Champs
- Coach Managers
- Train
- Manage Resistance

Phase 4 Reinforce
- Collect Feedback
- Identify Gaps
- Manage Resistance
- Recognize Change

- Look for sources of change and get ahead
- It's not perfect, but being proactive makes for less painful change

- Don't rush, think this through
- Be precise in the accountability to implement change

- Be deliberate in deploying the 5 components / tools of change management

- Wanting to revert to "the way it was" is natural
- Be vigilant
- Reinforce desirable knowledge and behaviours

Adapted from Prosci® ADKAR® Model of Change

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Phase 1 - Scan

Organizationally, establish "systems" to recognize and plan for change.

Scan

Trends

- Look for trends specific to your environment that are precursors to change
- Alternative way is to do a STEEP analysis for trend discovery (Social – Technological – Environmental – Economics – Political)

What's going on around us?
What are we seeing more of?
Less of?
What is unchanged?

SWOT

Probably most common way to scan an organization's environment - simple and effective
- Internal Strengths, Weaknesses
- External Opportunities, Threats

What's are we good at, not good at?
What poses a threat to us?
What opportunities might we seize?

Assess

Impact

- Look through your analysis of Trends and SWOT and determine what requires attention.
- Because it's a trend, doesn't make a change priority. BUT, are some trends the precursors to BIG change?

What can impact our ability to fulfil our mission? How probable is this?
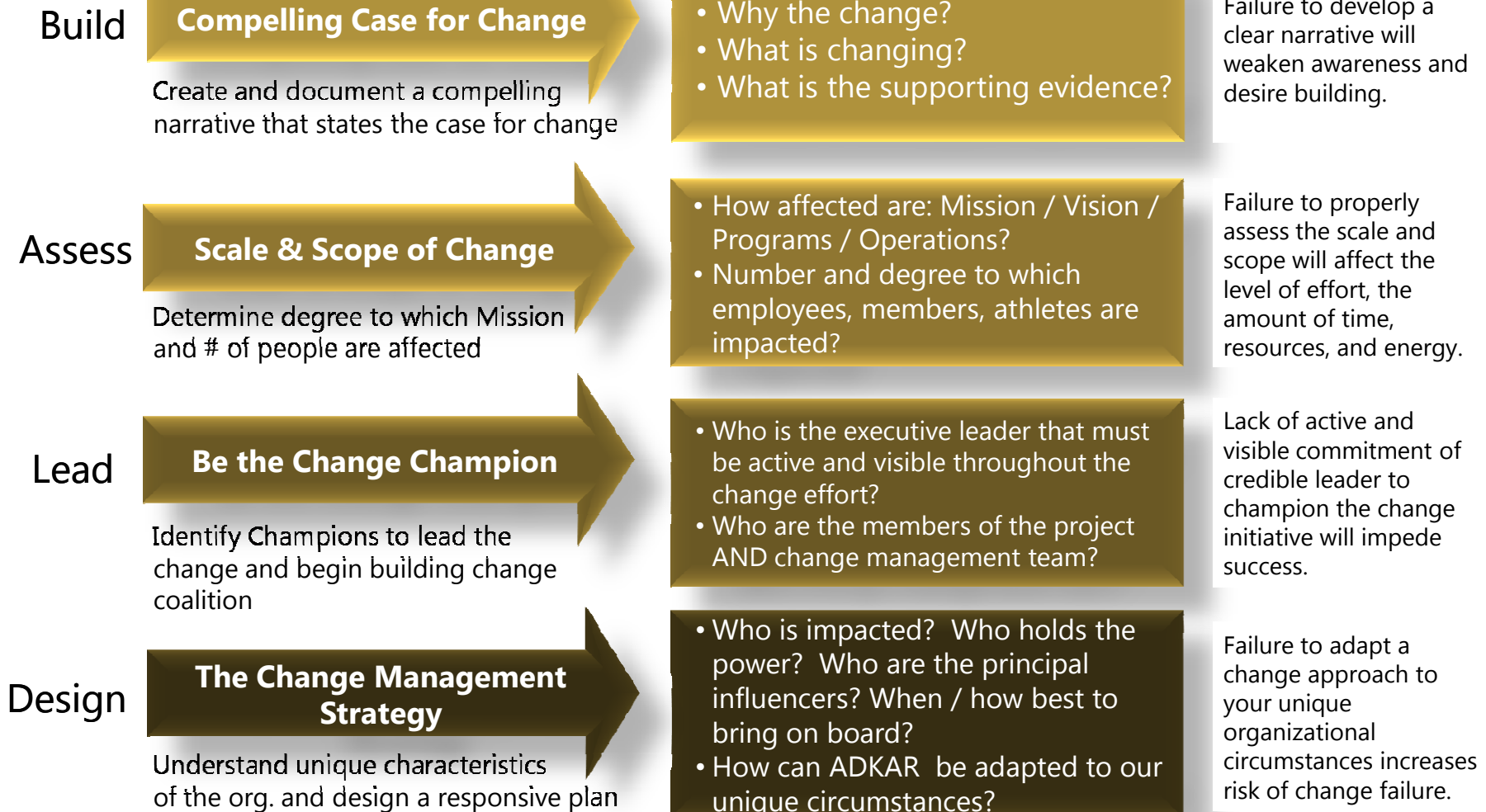
DECIDE

Only by carefully considering the potential impact (s) are you in a position to determine what fits into your "Change Agenda".

What are the "strategic Change issues" we must address?

Annually

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Phase 2
Prepare
- Build Case
- Assess Scope
- Assemble team
- Find Champion
- Set Change Strategy

Phase 2 - Prepare

Build

Compelling Case for Change

Create and document a compelling narrative that states the case for change

- Why the change?
- What is changing?
- What is the supporting evidence?

Failure to develop a clear narrative will weaken awareness and desire building.

Assess

Scale & Scope of Change

Determine degree to which Mission and # of people are affected

- How affected are: Mission / Vision / Programs / Operations?
- Number and degree to which employees, members, athletes are impacted?

Failure to properly assess the scale and scope will affect the level of effort, the amount of time, resources, and energy.

Lead

Be the Change Champion

Identify Champions to lead the change and begin building change coalition

- Who is the executive leader that must be active and visible throughout the change effort?
- Who are the members of the project AND change management team?

Lack of active and visible commitment of credible leader to champion the change initiative will impede success.

Design

The Change Management Strategy

Understand unique characteristics of the org. and design a responsive plan

- Who is impacted? Who holds the power? Who are the principal influencers? When / how best to bring on board?
- How can ADKAR be adapted to our unique circumstances?

Failure to adapt a change approach to your unique organizational circumstances increases risk of change failure.

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- Communicate
- Deploy Champs
- Coach Managers
- Train
- Manage Resistance

Phase 3 Manage

Phase 3 – Manage Change

Communicate
- To all relevant stakeholders, throughout all phases of change
- Develop awareness; build desire and support
- Bi-directional: its about information out, but also receiving feedback

Mobilize
- Develop a roadmap for visible and active participation of Champions
- Involve Champions in a deliberate, planned and "scripted" fashion
- Champions must build a coalition of change with peers and superiors

Coach
- Coach and support managers / supervisors to play active change role
- Engage managers in determining How to move to desired state
- Provide support for difficult conversations with staff

Train
- Change may impact knowledge, skills & relationships to "do the work"
- Train for "new" knowledge / skills
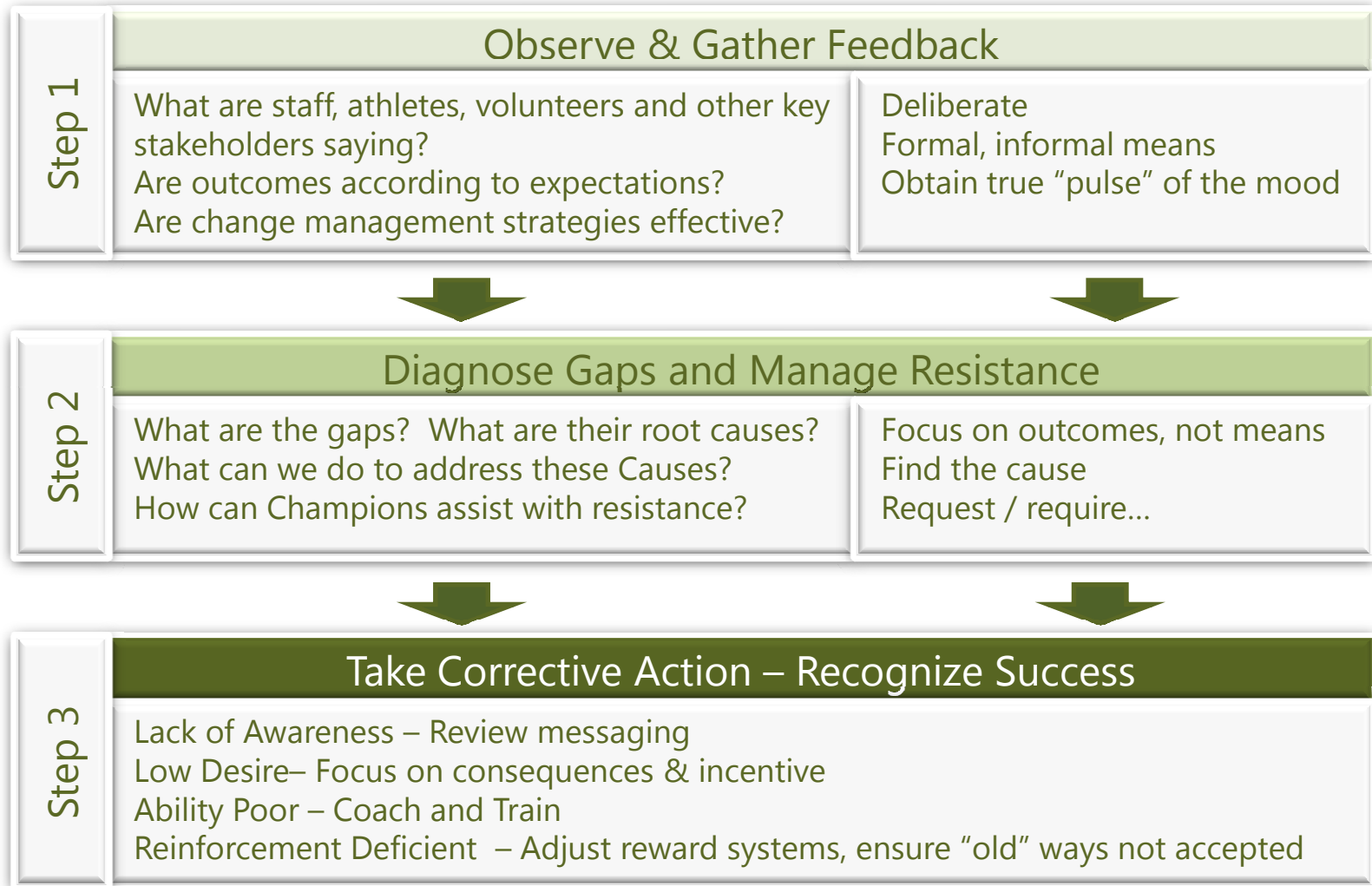- Create events to build new relationships

Deal with Resistance
- Look for "pockets of resistance" through ongoing feedback
- Focus on awareness & desire Building; focus on Outcomes not means
- Remember: Invite, Request, Require, Explore

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- Collect Feedback
- Identify Gaps
- Manage Resistance
- Recognize Change

Phase 4 - Reinforce

Step 1

Observe & Gather Feedback

What are staff, athletes, volunteers and other key stakeholders saying?
Are outcomes according to expectations?
Are change management strategies effective?

Deliberate
Formal, informal means
Obtain true "pulse" of the mood

Step 2

Diagnose Gaps and Manage Resistance

What are the gaps? What are their root causes?
What can we do to address these Causes?
How can Champions assist with resistance?

Focus on outcomes, not means
Find the cause
Request / require…

Step 3

Take Corrective Action – Recognize Success

Lack of Awareness – Review messaging
Low Desire– Focus on consequences & incentive
Ability Poor – Coach and Train
Reinforcement Deficient – Adjust reward systems, ensure "old" ways not accepted

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Summary Learnings

1. Learn to read the signals and anticipate change – ongoing scanning is key

2. Be realistic about your organization's capacity and appetite for change

3. Take the time to plan upfront but avoid planning paralysis

4. Engage stakeholders, involve influencers, pay attention to resisters

5. Build momentum through early successes and celebration

6. Act quickly when things go awry; inaction conveys wrong message

7. Hang in for the long-haul; significant organizational change takes time

8. Invest the necessary resources; benefits significantly outweigh costs

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