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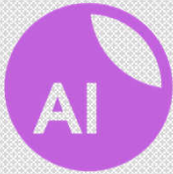
Jeff Oltmann  
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*transforming your ideas into action*


OPPIA  
November 13, 2025

knowledge transfer  
strategic facilitation  
**consulting**  
training  
project coaching  
change management


## Surfing through chaos: a discussion about leading change




Generative AI




Remote Working




Cybersecurity






Private Sector



Public Sector






Research and Academia



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# Agenda

1. How to Sponsor Change
  - 
2. Resistance and Stickiness
  - 

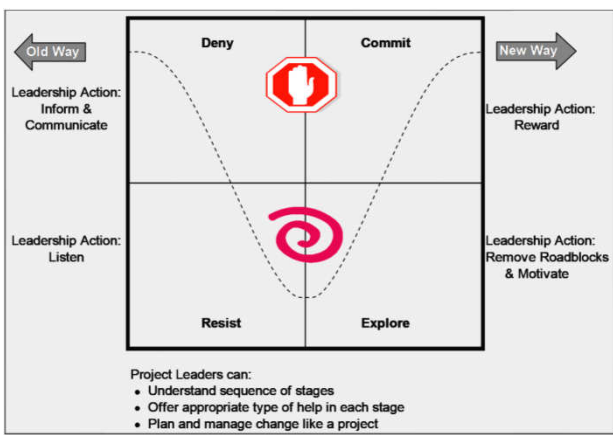



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# Previously on This Channel ...

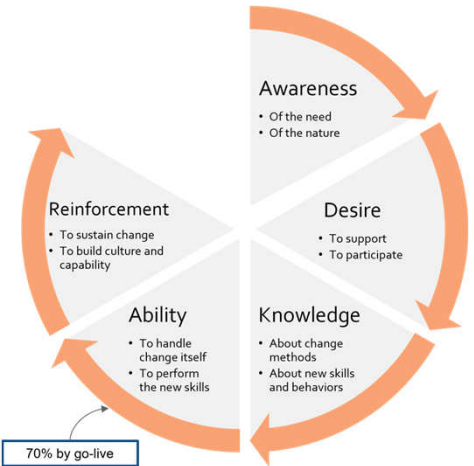
### A. How Individuals React to Change



**Project Leaders can:**

- Understand sequence of stages
- Offer appropriate type of help in each stage
- Plan and manage change like a project

### B. Equip People to Chart Their Own Path

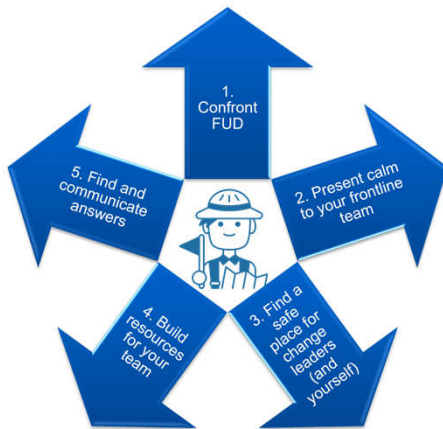


70% by go-live



## Previously on This Channel ...

### C. Leading During Ambiguity



### D. Leading a Stressed Team



## Part 1: How to Sponsor Change

Here are the questions that will be on the exam.

01

1. What are the most important things a change sponsor must do?

02

2. How can an organization create a good change environment?

03

3. How can sponsors enable appropriate and effective communication about the change?

04


4. How can you help a disengaged sponsor improve?

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## Predicting Probability of Successful Change

Variable		Description	
Duration	D	Time between highly visible reviews is short	
Integrity	I	Project team members have necessary skill, motivation, and resources	← ADKAR strength
Commitment	C1	Senior management is committed and communicates a clear vision	← Kotter strength
	C2	Affected employees believe it is worthwhile	← ADKAR strength
Effort	E	Project does not require excessive extra work by employees beyond their normal workload	

Each factor is scored from 1 (best) – 4 (worst) using a calibrated scale  
 DICE score = D + (2 x I) + (2 x C1) + C2 + E



Sirkin, et al, *The Hard Side of Change Management*, p. 6

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## Role of Senior Managers (Prosci, Esser, Sirkin et al)

A

**Actively** and visibly participate throughout the project  
Vision + holding

B

**Build** a coalition of sponsorship with peers and managers

C

**Communicate** directly with managers and employees

+

E

Create **environment of trust, psychological safety, and learning**

R

Provide essential **resources**


Holding - [spspro.com/dont-cheerlead-during-a-crisis/](https://www.spspro.com/dont-cheerlead-during-a-crisis/)

Adapted from Prosci's ABC Model, & "The Secret of Adaptable Organizations is Trust", Joerg Esser, HBR, March 15, 2021 & Sirkin, Keenan, and Jackson, "The Hard Side of Change Management"



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## What Does This Mean?



**A**

**Actively** and visibly participate throughout the project

1. Set expectations and establish clear objectives

2. Hold the team accountable for results

3. Frequently and actively review progress

4. Involved in critical decision making

5. Ensure self and management team accessible to all

6. Remain steadfast when change gets tough

1. Empower people at all organizational levels to drive aspects of change


2. Visibly support your direct reports; help them do same for their people

3. Listen to and address concerns

4. Deal with resistance

5. Directly meet with impacted people

6. Ensure leaders get frequent status updates




**B**

**Build** a coalition of sponsorship with peers and managers

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## What Does This Mean?



**C**

**Communicate** directly with managers and employees

1. Who: everyone

2. What: vision, reasons for change, and risks of not changing

3. How: frequently, via multiple channels, during entire project

4. Help managers create and communicate consistent messages

5. Solicit feedback, answer questions, and correct misinformation

6. Go on roadshows and town halls


1. Customize approach to each employee's spot on change curve

2. Encourage exploration, adaptation, and making mistakes

3. Acknowledge stresses and emotions; provide ways to handle

4. Publicly recognize contributions related to change

5. Scan for and deal with resistance and conflict within the organization



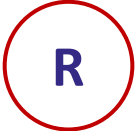
**E**

Create **environment**



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## What Does This Mean?



**R**

Provide essential **resources**

1. Ensure project has right team members, budget, and resources
2. Arrange for professional development to close gaps between current and needed job skills
3. Ensure employees have the necessary time and resources to prepare for the changes
4. Ensure change management framework is set up; hold periodic management level progress reviews

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## Discussion 1 – Sponsoring Change


1. What are the most important things a change sponsor must do?

2. How can an organization create a good change environment?

3. How can sponsors enable appropriate and effective communication about the change?


4. How can you help a disengaged sponsor improve?

6 minutes as small groups




Share tips and experiences about your assigned question


1 minute each



Write three top insights to share



If called on, summarize one insight from your group's list



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A  
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C  
+  
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## Questions You Can Use to Start the Conversation with Sponsor



What excites you about the changes?



What concerns you?



What do you see as your role?



What would you like to know about change management?



How would you like to be supported?

## Part 2: Resistance and Stickiness

Here are the questions that will be on the exam.

01

1. What are effective ways to deal with resistance?

02

2. How do you make change stick?

03

3. How do remote and hybrid work affect your approach?

04

4. How can you increase org capability for ever-faster change?



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## Resistance is Not Always Wrong!

“The employees at issue were NOT change resistant in general; they merely resisted some particular changes – and, it turns out for good reason.” – study participant

Listen before trying to combat resistance

Quote from Prosci, “Managing Resistance to Change” study, undated

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## Solutions for Two Kinds of Resistance

**Active:** acting out, building barriers, pushback

1. <b>Address</b> resistor directly	2. <b>Listen</b> and Communicate: Seek out and counteract FUD
3. <b>Teach</b> others to detect and address resistance	4. <b>Engage</b> resisters in design
5. Involve people with more <b>influence</b>	

**Passive:** disengagement, withdrawal, negativity, avoidance

1. **Communicate** honestly
2. **Empathize**, listen carefully, and dialog
3. Ensure people are **equipped** to succeed
4. Leverage **peer** influence
5. Make resistor part of **solution**
6. Ensure managers are good **examples**


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## How to Make Change Stick For Individuals (Prosci)

Visible	<ul style="list-style-type: none"> <li><b>Recognize</b> individual achievements and progress</li> </ul>
Meaningful	<ul style="list-style-type: none"> <li><b>Customize rewards</b> to be meaningful to what the individual values</li> </ul>
Accountable	<ul style="list-style-type: none"> <li>Use <b>visible</b> measures (e.g. scoreboards and reviews)</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>Remove <b>negative peer pressure</b> or social consequences</li> </ul>



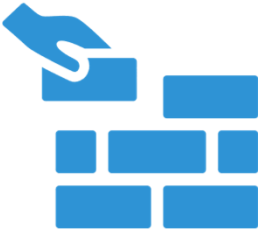
In chat: share tips and questions about how to make change "stick".

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## How to Make Change Stick For the Organization (Kotter)

Short-term wins (Kotter's Step 6)	<ul style="list-style-type: none"> <li>Intentionally <b>engineer</b> frequent wins</li> <li><b>Celebrate</b> accomplishments, small and large</li> <li>Visibly <b>reward</b> results</li> </ul>
Persist and accelerate (Kotter's Step 7)	<ul style="list-style-type: none"> <li><b>Build</b> on short term wins with new steps forward</li> <li>Change org structures and policies that are <b>not aligned</b> with vision</li> <li><b>Develop</b> employees who see the vision</li> </ul>
Embed the change (Kotter's Step 8)	<ul style="list-style-type: none"> <li>Ensure change leaders don't get <b>distracted</b></li> <li>Connect <b>organizational success</b> to the new behaviors</li> <li>Develop future leadership who will <b>continue</b> the work</li> </ul>



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## Discussion 2 – Resistance and Stickiness


1. What are effective ways to deal with resistance?

2. How do you make change stick?


3. How do remote and hybrid work affect your approach?

4. How can you increase org capability for ever-faster change?


**6 minutes as small groups**      **1 minute each**




Share tips and experiences about your assigned question



Write three top insights to share



If called on, summarize one insight from your group's list



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## Things to Think About While Designing Your Change

**All organizational levels have vital and different roles during a change. How will you approach each one?**



Senior Leaders



Managers and Supervisors



Individual Contributors



**All of these areas may need to change. Have you considered them?**



# Take Action



Write down one idea to try in the next 2 weeks



- Grab a copy of these slides
- Check out more ideas on the resources page



“ It is not necessary to change. Survival is not mandatory.”  
 – W. Edwards Deming



www.spspro.com/clients/thrive-change

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