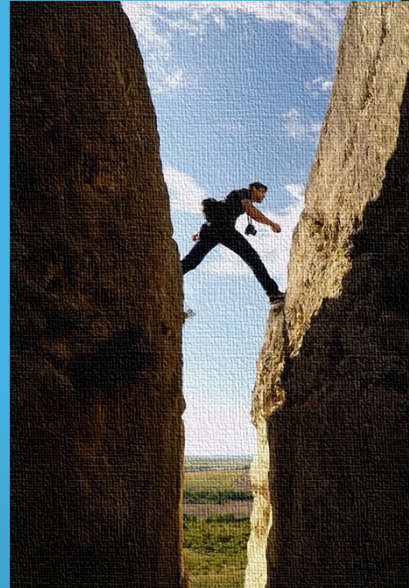


Get essential work done faster by creating thriving projects and teams

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

Jeff Oltmann  
[jeff@spspro.com](mailto:jeff@spspro.com)



## SURFING THE CHAOS

### A Discussion About Leading Change

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



Generative AI



Remote Working



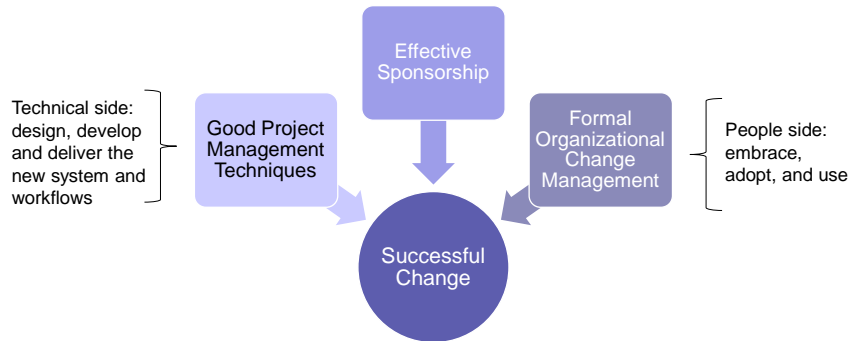
Cybersecurity

# Three Elements Necessary for Successful Change

**Leadership and Sponsorship** guides and governs the change

**Project Management** gives structure to the technical side of the change

**Organizational Change Management (OCM)** gives structure to the people side of the change



**All three components are required for successful change.**

## Agenda

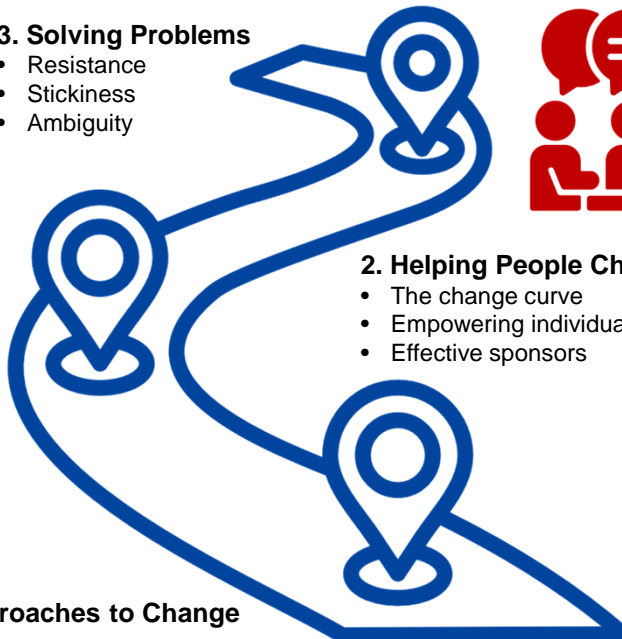
### 3. Solving Problems

- Resistance
- Stickiness
- Ambiguity



### 2. Helping People Change

- The change curve
- Empowering individuals
- Effective sponsors



### 1. Approaches to Change

Slides at:  
[spspro.com/clients/simpdx](https://spspro.com/clients/simpdx)

# Famous OCM Approaches Focus on Different Things

Web: [PollEv.com/jeffo410](https://PollEv.com/jeffo410)

Text to 37607: **jeffo410** and your answer



### Careful Planning

- Kotter's 8 steps
- Prosci's ADKAR
- Prosci's phases

What OCM systems are you familiar with?

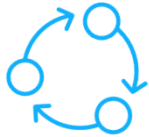
custom  
adhoc

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [poll-ev.com/app](https://poll-ev.com/app)



### Mash Up

- Borrow freely



### Highly Adaptive

- Human systems dynamics (HSD)



### Human Psychology

- Scott, Jaffee, Bridges
- Psychological safety



### Systems Thinking

- GE CAP
- Prosci's toolkit

## Round 1



### Helping People Change

- The change curve
- Empowering individuals
- Effective sponsors



1. How do you work with with the change curve?

2. How do you help people thrive during change?

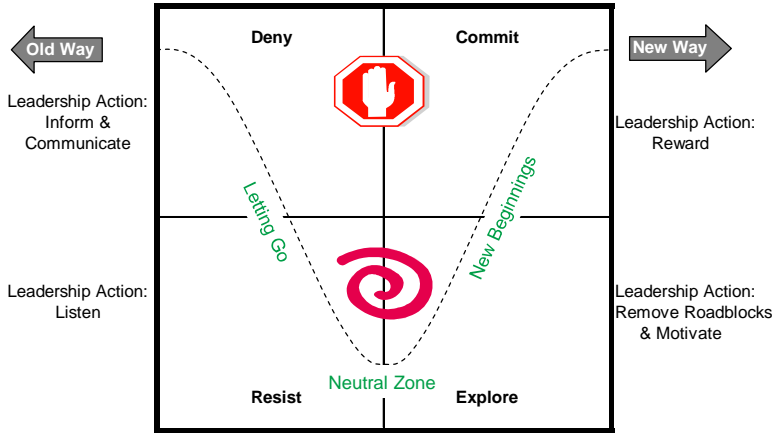
3. Who are the right people to involve early?

4. How do you encourage initiative rather than passivity?

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

6. What is the role of supervisors and first line managers?

## How Individuals React to Change (Bridges, Scott, Jaffee)



“Successful change, at its core, is rooted in something much simpler: How to facilitate change with one person is really a collection of individuals changing.”  
 - “ADKAR: A model for change in business, government and our community”, p. 1 by Jeff Hiatt

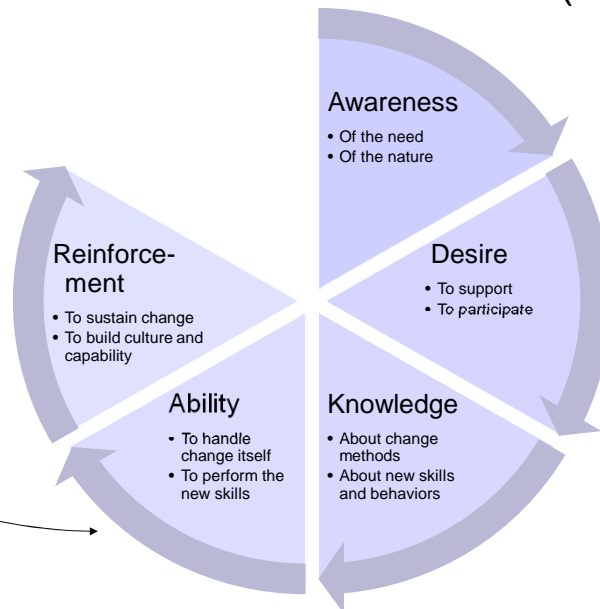
Leaders and advocates tend to be furthest along the curve and wonder why others seem “stuck”

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

Based on models from William Bridges and Cynthia Scott & Dennis Jaffee

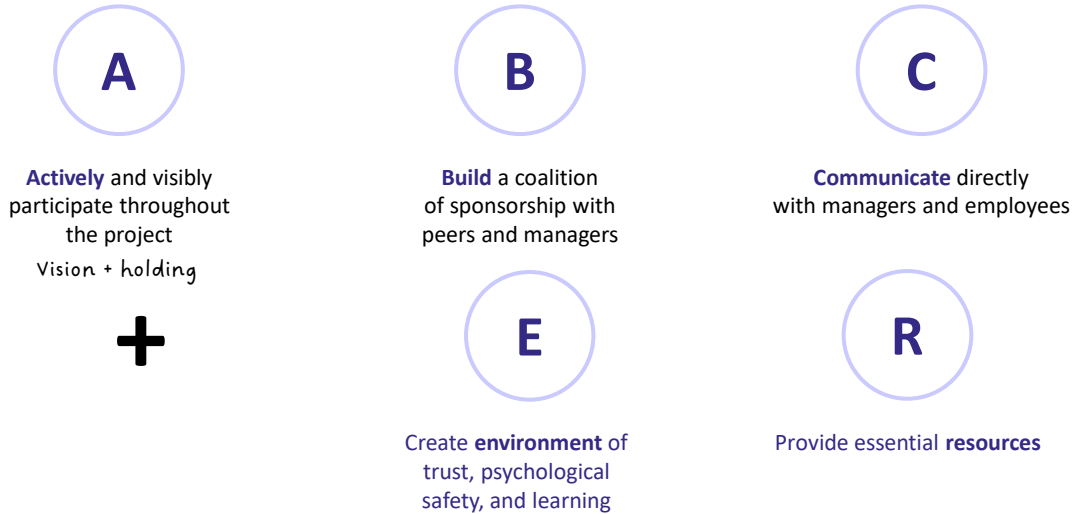
## Equip People to Chart Their Own Path (Prosci ADKAR)

Prosci research shows that in successful change efforts, a minimum of about 70% of affected people have sufficient **ability** by go-live



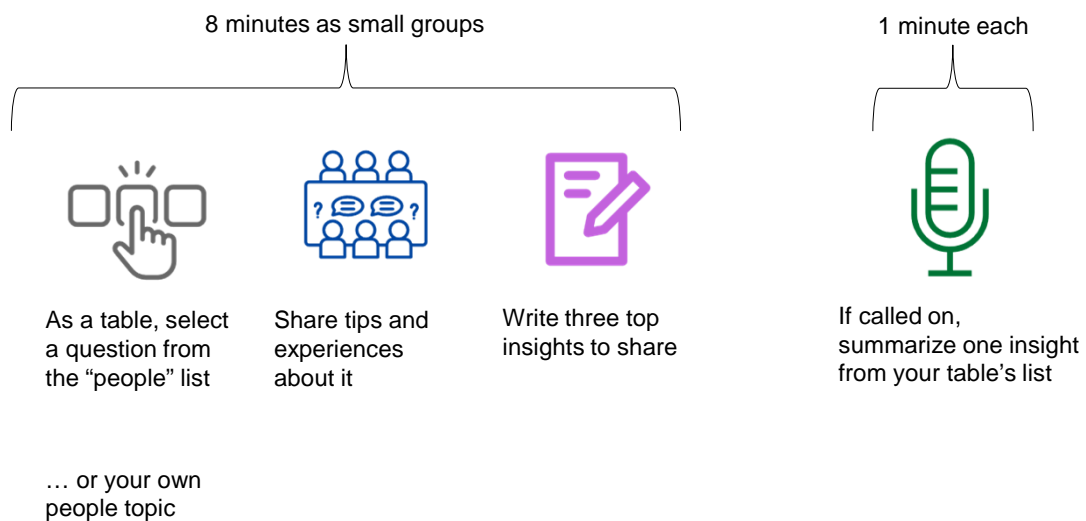
ADKAR model adapted from Prosci, www.prosci.com

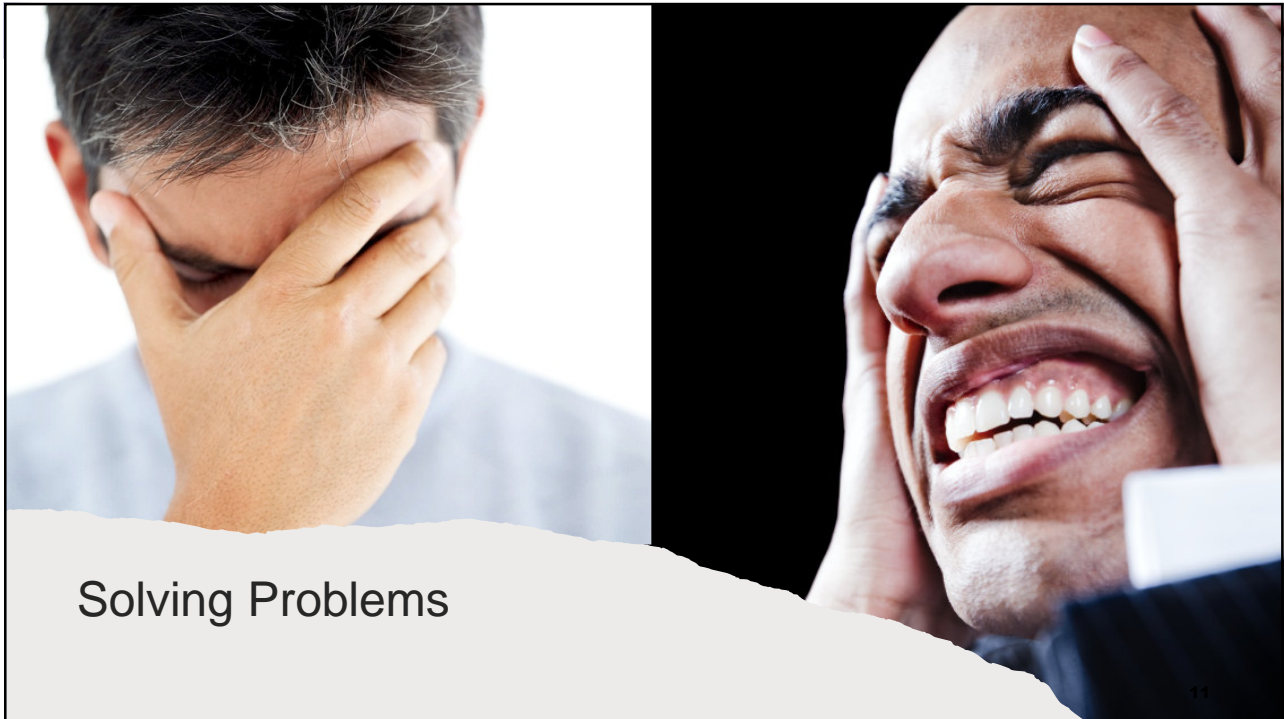
## Role of Senior Managers (Prosci, Esser, Sirkin et al)



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"

## Discussion 1 – Helping People





## Solving Problems

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### Round 2

**Solving Problems**

- Resistance
- Stickiness
- Ambiguity

1. How do you help your organization deal with ambiguity and fear?	2. What are effective ways to deal with resistance?	3. How do you make change stick?
4. How do remote and hybrid work affect your approach?	5. How do you lead a stressed team?	6. 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

Consolidate concerns

Reevaluate path forward

Say thanks to the issue raisers!

Listen before trying to combat resistance

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

# Solutions for Two Kinds of Resistance

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

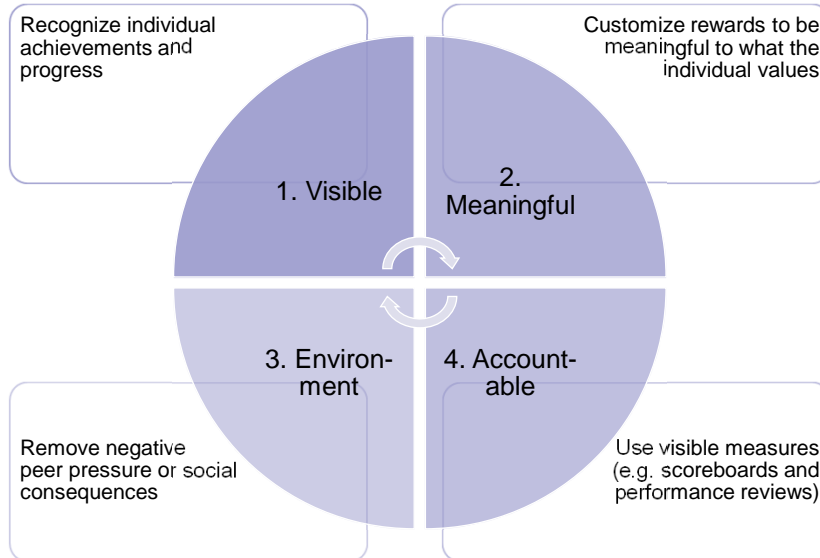
**Passive:** disengagement, withdrawal, negativity, avoidance

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

- 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**

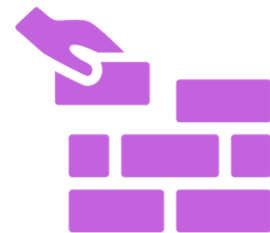
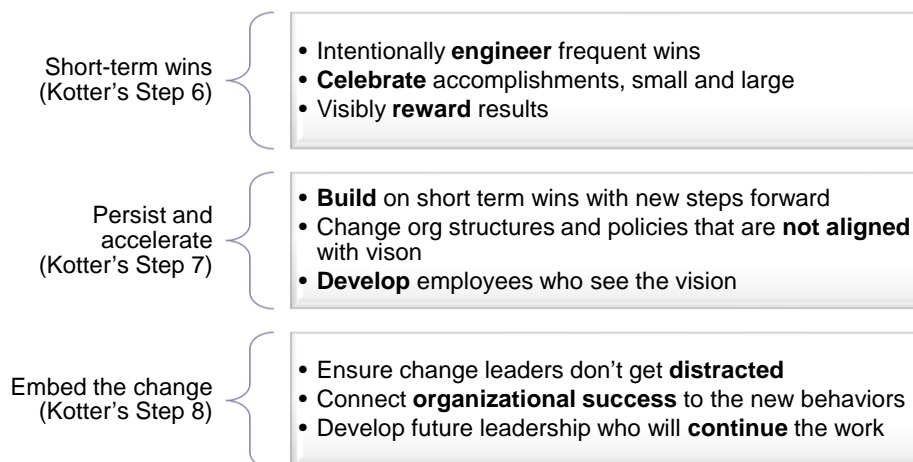
# How to Make Change Stick

## For Individuals (Prosci)



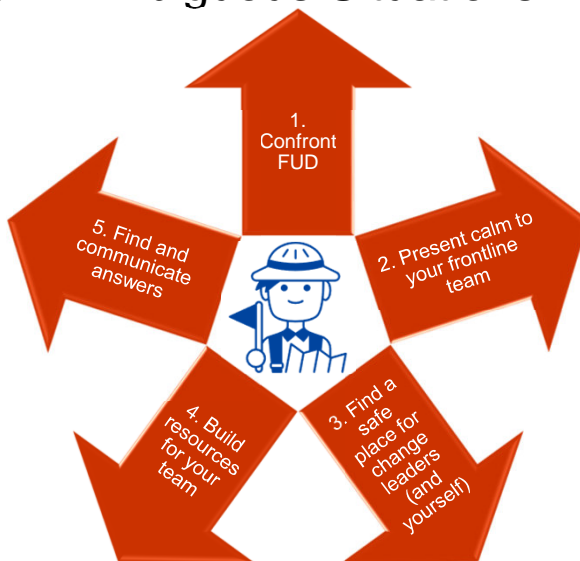
# How to Make Change Stick

## For the Organization (Kotter)





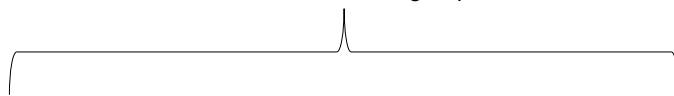
## How to Lead in Ambiguous Situations



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## Discussion 2 – Solving Problems

8 minutes as small groups



As a table, select a question from the “solutions” list

... or your own “solution” topic

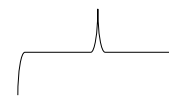


Share tips and experiences about it



Write three top insights to share

1 minute each



If called on, summarize one insight from your table’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?



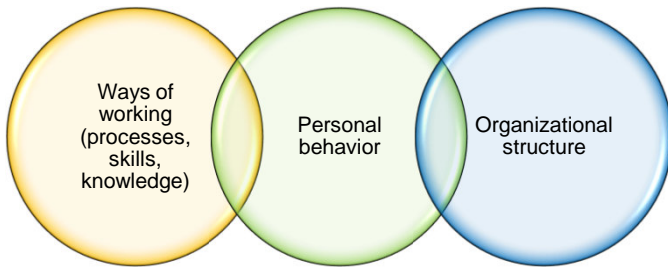
Senior Leaders



Managers and Supervisors



Individual Contributors



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

## Essential Steps for Success (Kotter)



Step 1: create sense of urgency



Step 5: enable action by removing barriers



Step 2: build guiding coalition



Step 6: generate short-term wins



Step 3: form strategic vision and initiatives



Step 7: sustain acceleration



Step 4: enlist a volunteer army



Step 8: institute change

## What's Next?



Receive a summary of table discussions



Write down one idea and try it in the next 2 weeks



Grab a copy of the slides from [spspro.com/clients/simpdx](https://spspro.com/clients/simpdx)



“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”  
– Nicolo Machiavelli