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 291963 (8%)

6 – I'm teaching a class next week 296161 (2%)
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

1. Increase Urgency: Build a sense of urgency about the needed change by increasing energy and motivation

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

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

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

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

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

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

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

- **Early Euphoria**
  - “Change is exciting”
  - “State Parks is taking a bold step”

- **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!”

- **Paralysis**
  - “I can’t act any more with all this uncertainty”

- **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”

- **Adaptation**
  - “I think I can figure out how to live with it”

- **Commitment**
  - “It is the right thing to do”
  - “We will succeed”

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**Key Phases**

- **Resistance**
- **Exploration**
- **Commitment**

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**Organizational Momentum**

- **High**
- **Low**
- **Productivity Baseline**

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As efforts are implemented to address change resistance, there will be an increase in commitment to the Transformation initiatives.
Where are YOU on the curve?

Text a CODE to 22333

1 – Unaware: 4% 296359

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

1 – Unaware 296444 34%

2 – Aware 296445 53%

3 – Understand 296446 5%

4 – Collaborate 296520 4%

5 – Commit 296521 3%

6 – Advocate 296522 2%
Why? (For example: Fear, Lack of knowledge, Desire to keep things how they are, etc.)

Text 291968 and your message to 22333
## Effective Change Management Includes Many Components

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

### Key Objectives

<table>
<thead>
<tr>
<th>Change Readiness</th>
<th>Organizational Alignment</th>
<th>Communications</th>
<th>Capability Transfer</th>
<th>End-User Training</th>
</tr>
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</table>
| ▪ Assess & manage organizational readiness | ▪ Assess process, organization, and job impacts | ▪ 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.