



Change Management 101

Cultivating an adaptable, thriving workforce in any season of change.

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Manager Enterprise Change Management



88% of organizations expect an increase in changes over the next two years.

More than 50% expect a significant increase in the amount of change.



52% of employees are experiencing burnout.

43% of employees report increased stress due to organizational changes.

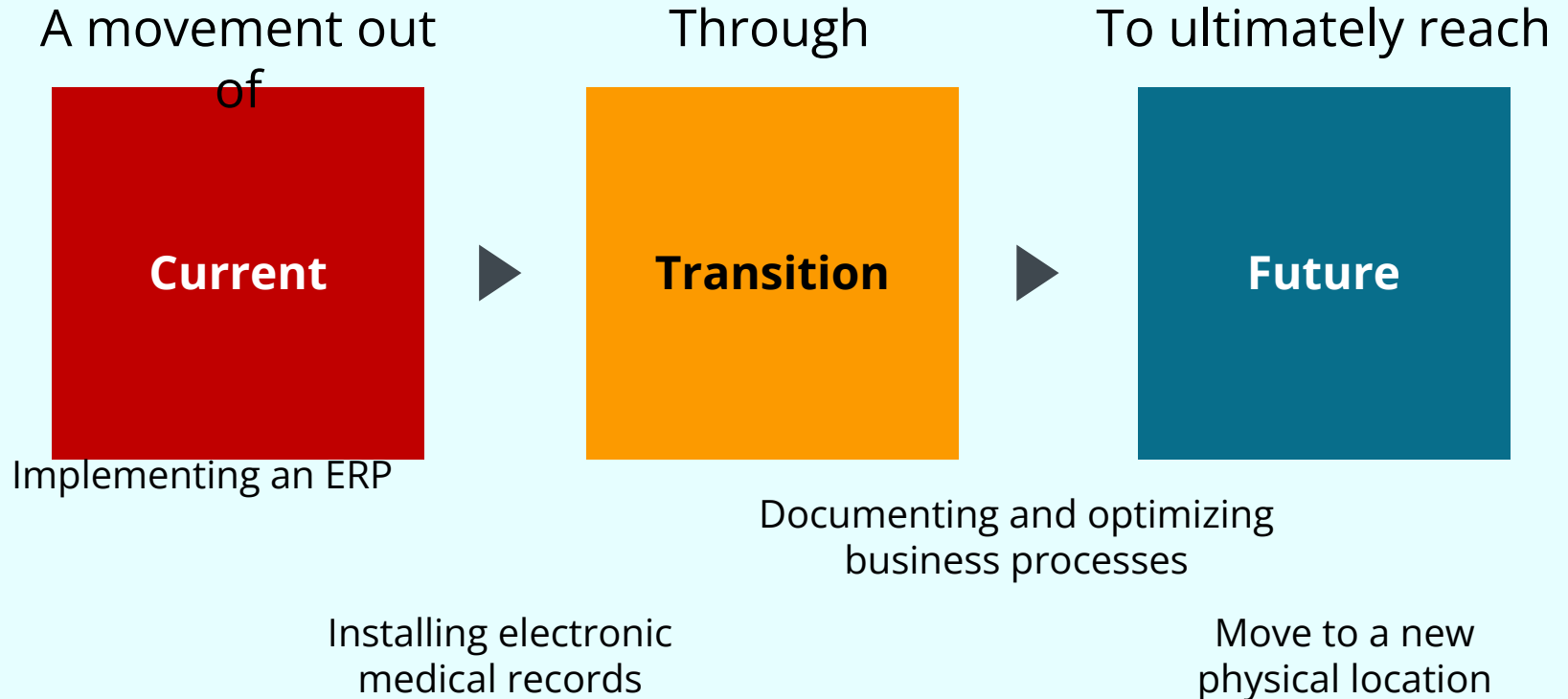


**Change is the only
constant.**

**Employees need our
support through
organizational change.**



Change is a process, not a single event and we do it for a reason.





We Tend to Focus on Change at the Organizational Level.

Implementing an ERP

Installing electronic medical records

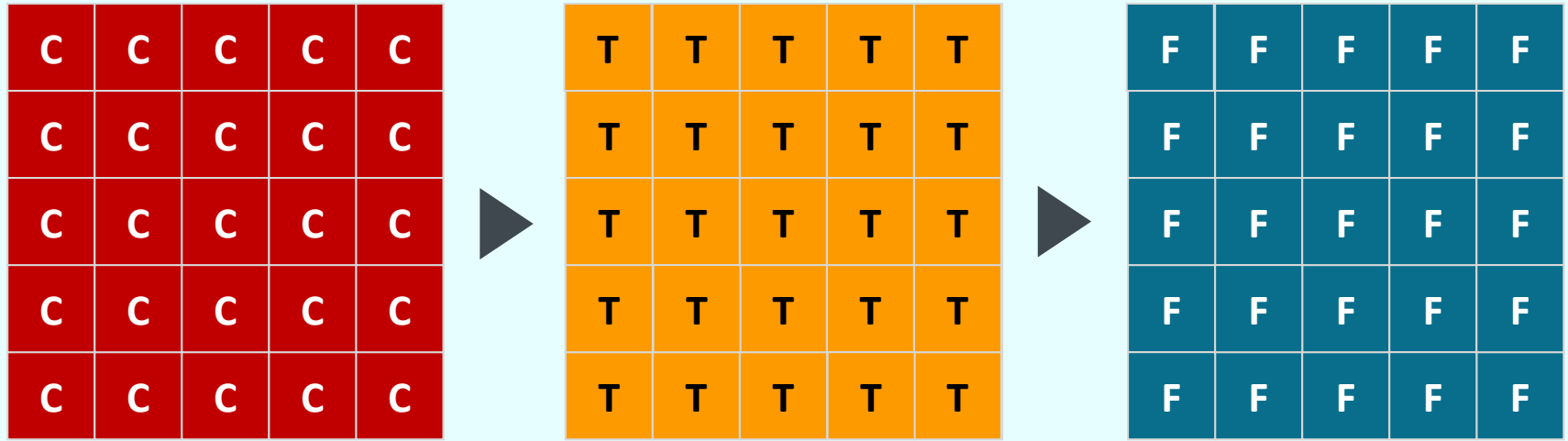
Documenting and optimizing business processes

Move to a new physical location



The True Unit of Change is the **Individual**.

Organizational change requires individual change.



Current state

Transition state

Future state



Without Change Management, organizational outcomes will not be achieved.

C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C

Current state



T	T	T	T	T
T		T		T
T	T		T	T
T		T		T
T	T		T	T

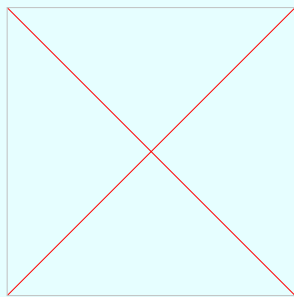
Transition state



F	F	F	F	F
F				F
F	F		F	
F		F		F
	F		F	

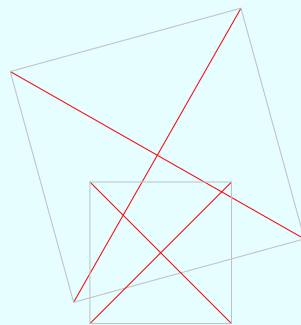
"Swiss Cheese" Future state

Consequences of the “Swiss Cheese Future State”

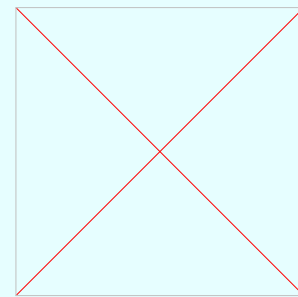


Lower
Return on
Investment

History of
Failed
Changes



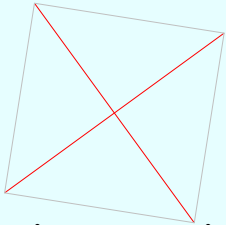
Unachieved
Improvement



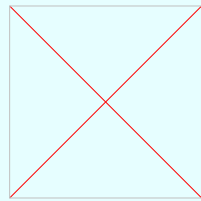
Not What We
Expected/
Hoped For

The Nature of Resistance: Why Employees “Opt Out” of Change

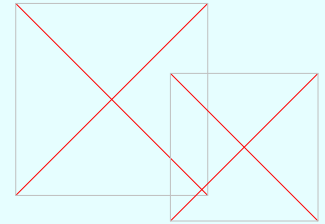
Do not underestimate the power of “comfort” with how things are today.



Resistance is a **natural** reaction to change.



Many are surprised by resistance to change; **expect it and plan for it.**



The goal is to mitigate, not eliminate all resistance.



We apply change management to realize the benefits and desire outcomes of change.

C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C

Current state



T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T

Transition state



F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F

Future state

Our BCBSKS Framework: ADKAR-Prosci Model

Change management is an enabling framework for managing the people side of change.

A

AWARENESS

...of the need for change.

D

DESIRE

...to participate and support the change.

K

KNOWLEDGE

...on how to change.

A

ABILITY

...to implement required skills and behaviors.

R

REINFORCEMENT

...to sustain the change.

ADKAR-Prosci Model Example

Managing the people side of change to rollout Name Pronunciation Feature to BCBSKS

A

AWARENESS

74%
mispronounced
colleagues'
names

D

DESIRE

Names
signify
identity and
inclusion

K

KNOWLEDGE

Job aides and
Step-by-Step
instructions

A

ABILITY

Key
influencers
lead by
example

R

REINFORCEMENT

Celebrate
Success; use
multiple ways
to promote
go!

5 Tenets of Change Management (Prosci)

1. We change for a reason.
2. Organizational change requires individual change.
3. Organizational outcomes are the collective result of individual change.
4. Change management is an enabling framework for managing the people side of change.
5. We apply change management to realize the benefits and desired outcomes of change.

