

Wasnington State Government LeanTransformation Conference



The ability to learn is the most important quality a leader can have.

- Sheryl Sandberg, Chief Operating Officer, Facebook



Change Management: Helping Our People Be Successful With Each and Every Change





COLORADO Gary Department of Transportation Vansuch

Scott



First Things First



KeepCalmAndPosters.com

First Things First



Stand up, and point to the Exit



What's inside today: long version

Agencies in many states are striving to build their internal change capability to support the success of key improvement projects and - even more importantly the success of their people. The Colorado Department of Transportation (CDOT) and the Washington State Department of Transportation (WSDOT) – two large government enterprises – are helping their people be successful with improvement by deploying structured change management (" people side of change") on these key improvement projects. During this session, we will discuss 1) building internal change competency; and 2) embedding that in the organization's approach to Lean continuous improvement. This approach to change management, developed by Prosci, has increased CDOT's and WSDOT's change capability, which helps us ensure that every person on who is impacted by a change will be successful with that change.



What's inside today: short version

Let's create cultures where each and every person will be successful with each and every change impacting them

Let's try a quick exercise first



Are you good working together with others?







Instructions:

Add the numbers you see, collectively, and call out the resulting answer

... ignoring slide numbers

This is a quick exercise which combines both











Hmmmmmm

The "Best" Answer (in Base 10):

Question for the audience:

What happened?



Good intentions are not enough.

They've never put an onion in the soup yet.

-- Sonya Levien, American screenwriter and Academy Award winner



Every system is perfectly designed to get the results it gets.

- W. Edwards Deming



The "Best" Answer (in Base 10):

If you want to change the results you got, something has to change

If you want to change the results in your organization, something has to change, too.









We know that something!

We just heard it over the past 2 days! We know the strategy!

And, that's not enough!

Good intentions are not enough.









HOW do we do it?

HOW do we change our culture?









HOW do we do it?

HOW do we change our culture?









Culture eats strategy for breakfast.

– Dr. Peter F. Drucker



ORGANIZATIONAL A expertise & CULTURE social & deepest Feedback result & status stories knowledge & organizational outlasting triinterpersonal

How do we change culture?



What's inside today: short version

Let's create cultures where each and every person will be successful with each and every change impacting them



What's inside today: Parts

- . Shaping our culture: basics
- . Shaping our culture: Change
 - management at WSDOT
 - Shaping our Culture: Change
 - management at CDOT
- Your thoughts and questions



What's inside today: Parts

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Does your company have an "I can" culture?

If not, what are you doing to change it?

- Karyn Ross, Keynote Speaker

Some tools to help our learning

Wednesday, October 18, 2017		SDOT
fy learning objective(s) for today's ses	The ability to learn is the most important quality a leader can have.	
My Key Takeaways and My Action Items	What <u>l</u> am going to do with this, and by When	People I need to involve



surviving and thriving during organizational change

Jeffrey M. Hiatt



Determine what behaviors and beliefs you value as a company, and have everyone live true to them.

These behaviors and beliefs should be so essential to your core that you don't even think of it as culture.

- Brittany Forsyth, VP of Human Relations, Shopify





Words both create and transmit organizational culture.

- Karyn Ross, Keynote Speaker

What is Culture?

Those behaviors and beliefs and words that are the essence, the core of your organization

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Those behaviors and beliefs and words that are the essence, the core of your organization





Safety

OUR VALUES

People

Integrity

rity

Cust Ser

Safety – We work and live safely!

We protect human life, preserve property, and put emplo

People – We value our employees!

We acknowledge and recognize the skills and abilities of diversity and commitment to equal opportunity.

Integrity – We earn Colorado's trust!

We are honest and responsible in all that we do and hold standards.

Customer Service – We satisfy our customers!

With a can-do attitude we work together and with others needs.

Excellence – We are committed to quality!

We are leaders and problem solvers, continuously impro of our commitment to provide the best transportation sys

Respect – We respect each other!

We are kind and civil with everyone, and we act with courage and nummy.

What is Culture?

Those behaviors and <u>beliefs and</u> words that are the essence, the core of your organization

That is the end of

the quick course.

Culture: Behaviors and beliefs and words

www.hetemeel.com

Some advice

Some advice

Step 1: What culture do you need/want: define it clearly for yourself: behaviors, beliefs, words

Step 1

What culture do you want / need?

What is your **DESIRED** culture – the culture you need in your organization?





What is your **DESIRED** culture – the culture you need in your organization?

Take out your phone or tablet, open a browser, and go to: PollEv.com/____





Your <u>desired</u> culture:

behaviors and beliefs and words



What is your **CURRENT** culture (even if you do not like it)?



What is your **CURRENT** culture (even if you do not like it)?

Take out your phone or tablet, open a browser, and go to: PollEv.com/____

ISY Not-good Crooks



Your <u>CURRENT</u> culture:

behaviors and beliefs and words



Your culture challenge: Desired vs. Current = Gap



Step 1, Summary

Step 1: What culture do you need/want: define it clearly for yourself: behaviors, beliefs, words

Step 2

How do you <u>change</u> to that culture you want / need?

OK, Gary, I agree: Culture is important



ne

Disorganize

Not-good Crooks

Lousv

Maybe the culture in my organization is standing in the way of progress. Co



Isn't changing the culture someone else's job, the CEO, COO, CFO, CXO ...?

However, I am just one person.

Isn't changing the culture someone else's job, the CEO, COO, CFO, CXO ...?

What good can <u>one person</u> do to change culture?

Some advice

Step 1: What culture do you need/want: define it clearly for yourself: behaviors, beliefs, words

Step 2: How do you change to that culture: approach it like you would any change

Tip A: Understand the change Tip B: Start with yourself: be a good example Tip C: Focus on coaching / mentoring individuals (ADKAR), so that they can be successful

Tip A

 Approach this change like you would approach any change: first, understand the change

Here's a tool that can help

Think of a change you are currently involved with, or are contemplating starting.

Perhaps you want to transition to that Desired Culture



Name of the change (Project)

Purpose (Why)

Short version for today: one (reasonably short) sentence





Purpose		Particulars	People	
(Why)		(What)	(Who)	
Short v for toda (reaso sho sente	So perco your c	Who has to do their jobs differently? Scale of 0 to 100: what percentage of the success of your change depends on peop doing something different?		rersion oday: or 4 le or ups



Let's do a 2nd quick exercise

Future State: organizational

Future State: individuals 1. What does this individual Future State, new reality: have to do differently? organizational view 2

3

v does the organization change (benefits for the organization)

Future State, new reality: individual views Who has to change? How does their job change? What must they do differently 1. 2. 3. Instructions for this tool available at: blog.prosci.com/connecting-change-management-to-business-results-future-states-exercise 5 Shifting Culture Through Change Management

Future State: organizational

Future State: individuals 1.

2. What do YOU have to do differently?3.
Tip A, summary

 Approach this change like you would approach any change: first, understand the change

Tip B

 Approach this change like you would approach any change: Start with yourself, be a good example, a good role model

"You must become the change you wish to see in the world." - Mahatma Ghandi



"What you do speaks so loudly, I can't hear what you're saying."

- Ralph Waldo Emerson



One person can make a difference, and everyone should try - John Kennedy

Approach this change like you would approach any change: Start with yourself, be good example, a good role model

A tool that may help

Adapting to this change myself

UNDERSTAND - I will seek out information to understand why this change is happening.

ASK QUESTIONS - I will ask questions to make sure I understand how this change will impact me and my team.

PROVIDE FEEDBACK - I will provide feedback in a clear, nonconfrontational manner to my manager and to the Sponsor (or project team) of this change, including any objections I have.

DEAL WITH MY OWN RESISTANCE - If I am resistant to the change, I will figure out the root cause of my resistance and will work with my manager to find solutions to my objections.

SUPPORT AND PARTICIPATE - Before introducing this change to my people, I will decide to support and participate in the change, and to be an advocate.

There is nothing so annoying as a good example! – Mark Twain



Tip B, summary

 Approach this change like you would approach any change: Start with yourself, be a good example, a good role model

Tip C

 Approach this change like you would approach any change: Focus on coaching and mentoring individuals

What comes to mind when you think of change management?





What comes to mind when you think of change management?

c positive comminicatio bit happen rid notified happens
Take out your phone or tablet,
open a browser, and go to:
PollEv.com/_____

agency ideas managing hillclimb systemunknown happening wide



MPROVE Change management, our definition: Helping every person be successful with every change which impacts him or her

Prosci's ADKAR® Model

- ADKAR was developed by Prosci Research after studying the change patterns of more than 700 organizations.
- ADKAR represents the five elements of change that must be achieved for the change to be a success.
- ADKAR targets managing change at an individual level and guides activities at an organizational level.





Awareness

The Five Building Blocks for Successful Change

We will cover the ADKAR model overall first, then discuss its application to Personal Changes and Business Changes

Reinforcement®

The Five Building Blocks for Successful Change Change Begins with Understanding Why



Awareness



What is the **nature** of the change?



Why is the change **needed**?

?

What is the **risk** of not changing?

The Five Building Blocks for Successful Change Change Involves Personal Decisions





What's in it for me (WIIFM)?



A personal choice



A decision to engage and participate

The Five Building Blocks for Successful Change

Change Requires Knowing How



Knowledge



Understanding how to change



Training on new processes and tools



Learning new skills

The Five Building Blocks for Successful Change Change Requires Action in the Right Direction





The **demonstrated capability** to implement the change



Achievement of the desired change in **performance or behavior**

The Five Building Blocks for Successful Change Change Must Be Reinforced to Be Sustained



Reinforcement®



Actions that **increase the likelihood** that a change will be continued



Recognition, rewards, and other activities that sustain the change

Individual Change Management Outcomes

When you create:

You hear:

Awareness "I understand why..."

Desire "I have decided to..."

Knowledge "I know how to..."

A bility "I am able to..."

Reinforcement "I will continue to..."

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Awareness

The Five Building Blocks for Successful Change

Think of a personal change that you are trying to facilitate with a friend, family member, neighbor





Individual Change Management Outcomes

When you create:

You hear:

"I understand why..." Awareness Α

D	Desire	"I have deci The best Change Management guide a business can provide to its employee
K	Knowledge	"I know hov Survival Guide
(A)	Ability	"I am able t pp. 45-50

The complete guide to surviving and thriving **Reinforcement** "I will contin R during organizational change

Jeffrev M. Hiatt

I feel really grateful to the people who encouraged me and helped me develop.

Nobody can succeed on their own.

-- Sheryl Sandberg, COO of Facebook



Sheryl Sandberg

A 1987 yearbook photo of Sheryl Sandberg, who graduated from North Miami Beach High School



"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." - Maya Angelou

Awareness The Five Building Blocks for Successful Change

ADKAR applied to a Business Change at WSDOT

Ability

Desire

Reinforcement®

Individual Change Management Outcomes

When you create:

You hear:

A wareness "I understand why..."

D	Desire		
K	Knowledge	"I know hov	Employee's Survival Guide

A Ability "I am able t Pp. 57-62

Reinforcement "I will contin

The complete guide to surviving and thriving during organizational change

Jeffrey M. Hiatt

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Tip C summary

 Approach this change like you would approach any change: Focus on coaching and mentoring individuals, to help them succeed

What we covered

Step 1: What culture do you need/want define it clearly: behaviors, beliefs, words

Step 2: How do you change to that culture: approach it like you would any change

Tip A: Understand the changeTip B: Start with yourself: be a good exampleTip C: Focus on coaching / mentoring individuals (ADKAR), so that they can be successful

One person can only do so much



What's inside today: Parts

- Shaping our culture: basics
- Shaping our culture: Change management at WSDOT
 - Shaping our Culture: Change
 - management at CDOT
- Your thoughts and questions

Build relationships: trust, credibility for the project



Role/job is to walk a mile in their shoes

OUT OF EDEN PROJECT

- Nurture relationships
- Develop & leverage statewide support teams
- Collaborate with and coach project leadership
- Employ ADKAR metrics to coach and measure progress



- Just enough, just in time
- Role- and process-based materials
- Tailor training method to learning preferences



The Five Building Blocks for Successful Change

WSDOT has seven regions and the nation's largest marine highway system, Washington State Ferries







Before implementing ADKAR, the method of communication was through e-mail, high-level meetings or Quick notices.
Sponsors and project managers now meet with the affected staff to explain the "why" of the project and risk of not doing anything.





Implemented methods for affected stakeholders to ask questions or give feedback.

WIIFM for the **Organization**

Vs.

WIIFM for the impacted stakeholders WIIFM?

"If you talk to a man in a language he understands, that goes to his head.

If you talk to him in <u>his</u> language, that goes to his heart."

- Nelson Mandela





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CDOT's Summit: To Become the Best DOT in the Country







CDOT Change Agent Network We CAN be the best at change!

Helping All of Our People be successful with each and every change which impacts them





Greatest Contributors to Success:

- Active and Visible Sponsorship
- Frequent and Open Communication about the Change
- Structured Change Management Approach
- Dedicated Change Management Resources and Funding
- Employee Engagement and Participation
- Engagement with and Support from Middle Management





Two Way Information System:

- Frontline Employees can send Ideas and Information Back Up the Chain
- Allows for Sending and Receiving Communication Regarding Organizational Changes
- Encourages Engagement from Frontline Workers



CDOT's Change Agent Network (CAN): It's All About People, too



CDOT Change Agent Network We CAN be the best at change!

CAN:

5 Regions6 Team Leads45 Change Agents

Activities:

- Support Multiple Projects
- Statewide CAN Meetings
- Regional CAN Meetings
- <u>Two-way</u>!!!
- Change Management Plans

Helping All of Our People be successful with every change which impacts them





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Let's have some conversation!





What we covered

- 1. Shaping our culture: basics
- 2. Shaping our culture: Change
 - management at WSDOT
 - Shaping our Culture: Change
 - management at CDOT
- 4. Your thoughts and questions

"They always say that time changes things, but you actually have to change them yourself." - Andy Warhol



"A good plan, violently executed now, is better than a perfect plan executed next week."

- General George Patton

So, what's on your (good enough) plan?

/ly learning objective(s) for today's session is/are: to support this (these) organizational goal(s) at my own DOT:		The ability to learn is the most important quality a leader can
My Key Takeaways and My Action Items	What <u>I</u> am going to do with this, and by When	have, - Bropie Instea Liber Deschi Contract Automation People I need to involve



