

Change Management Overview

Facilitators Guide

Introduction- This lesson consist of a PowerPoint lesson and this facilitators guide.

Objectives- The objectives of each main point is structured to assist leaders in understanding change management, how to identify when change is needed and strategies in improving or sustaining change.

Presenters should review the objectives and conduct additional research to gain a full understanding and awareness of this topic. Presenters may want to remind participants that, although the content may be a review for some, it may be completely new to others. The goal is to create a common understanding among all participants. Participants who need additional support should conduct additional research and consult with other subject matter experts to gain an awareness of the benefits and effects of this program.

Lesson

Slide 1: Change Management

This lesson is provided to assist leaders through change (how it can naturally occur and how to make it occur).

Leaders must recognize everything pertaining to an organization rises and falls on the leadership. A proactive leader is a prepared leader. They are ready; and recognize when there is a need for change or when change is coming.

Slide 2: Overview

This lesson will discuss Change Management

- Change Management Described
- Reasons for Change
- Barriers to Change
- Process for Change
- Strategies

Slide 3: Change Management

- According to prosci.com, Change Management is the process, tools and techniques to manage the people side of change to achieve the required business outcome.
- Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.

Slide 4: Reasons for Change

It is natural for organizations to experience change throughout time.

- Leadership/personnel:

- An average organization may gain and lose up to 30% of their members annually. When this occurs, leaders must adapt for many variances to include: generational differences, values, attitudes, beliefs, etc.
 - Culture change
- Mission/expectations:
 - As with new leaders: priorities, goals, requirements, standards may increase
 - Opportunities,
 - Tasks or missions can change/evolve
- Equipment/resources:
 - New or a change in equipment (ex. vehicles, computer systems) can alter performance or productivity
 - Funding may increase or decrease
 - Every business or organization has a customer (to include the military's customer is the American citizens)
- Societal/environmental
 - Expectations to improve
 - Legally
 - Morally
 - Volunteer
 - Donate
 - Expectations to preserve future resources
 - Conserve
 - Recycle
- Natural/forced (modernization)
 - Natural: "Change which takes place in the historic environment without human intervention, which may require specific management responses (particularly maintenance or periodic renewal) in order to sustain the significance of a place." <https://historicengland.org.uk/advice/hpg/hpr-definitions/n/536369/>
 - Forced/Modernization: the process by which cultures are forced to accept traits from outside. <http://oregonstate.edu/instruct/anth370/gloss.html> (ex. a merger, turnover, marriage or a divorce)

Slide 5: Barriers to Change

Change can be difficult for many individuals; leaders may encounter resistance when incorporating change especially within an established organization. Barriers coming from members within the organization may be heard/observed by leaders. For example:

Famous one-liners (heard)

- In my previous unit we did it like this.
- My last unit was awesome.
- I don't want to train a new boss.
- The new leader thinks they know everything.
- This is how we do it.

- I was taught to do it like this.
- This organization stinks.
- We never had that problem before.

Slide 6: Barriers to Change (cont.)

Observed

- Members showing up late to meetings.
- Members walking away when the leadership is talking to them.
- Members rolling their eyes during meetings.
- Appearance standards decrease

Slide 7: Process for Change

Throughout the change management process, performance must be monitored. Leaders who know their employees well have an advantage over uninformed leaders. They have the ability to predict who may have concerns and when issues may arise ahead of time.

As leaders decide to transition to a different approach of their organization (which can be anything including: resources, products, services, equipment, location, company structure, personnel or anything significant/different to the organization's mission.

When implementing change and to lead the new culture: start with the senior leadership, continue with junior leadership and conclude with the rest of the team members.

There are many strategies to use when incorporating a change management process. In this lesson, we will use the 7 step Problem Solving Process

1. Recognize and Define the Problem (Current) how things are done today: Identified through DEOCS, Observations, UCMJ trends, retention, mission accomplishment (quotas)
2. Gather Facts and Make Assumptions (Current)
3. Define End States and Establish Criteria (Current- Transition)
4. Develop Possible Solutions (Current- Transition) Establish future goals, prepare plan
5. Analyze and Compare Possible Solutions (Current- Transition) consult with subject matter experts
6. Select and Implement Solution (Transition) Create policy letters; Determine timeline for implementation; inform all members on changes to be implemented. Train personnel on new standards
7. Analyze Solution for Effectiveness (Future) Hold members accountable; monitor progress. Supervise- Do not micromanage

Slide 8: Strategies for Change (cont.)

How does the management get "the buy in" from everyone?

- **Prepare**

Use the previous problem solving process to prepare a plan and ensure the plan is understood by everyone and supervise the process to ensure the intent is accomplished.

- **A: Awareness**

- Employees need to communicate concerns to leaders (Face to Face, Surveys, Anonymous Comment box).

- Employees need to be aware of identified concerns from leadership (tell them the results of the DEOCS).
- Employees need to be aware they will be held accountable for negative behaviors.
- **B: Be there to support the needs of ALL members**
 - Employees must be heard by leadership.
 - Leadership must be willing to hear and address concerns.
 - Prepare your leaders to be leaders.
 - Learn something about each member.
- **C: Communicate**
 - Discuss the importance of change.
 - Let your members know you are there to make the organization better.
- **Reinforce commitment to change**
 - Ensure the leadership is educated, trained, and remain confident and competent in the decision making.
 - Positive actions through public recognition (ex. awards/certificates, time off, etc.)
 - Say “thank you”
 - Be sincere

Slide 9: Strategies for Change (cont.)

Situation: In your current organization, mid-grade leaders are having problems getting subordinates to listen to them and follow their instructions.

Slide 10-11: Strategies for Change (cont.)

1. Problem: Jobs are not getting completed on time, people are getting more on the job injuries

Slide 12-13: Strategies for Change (cont.)

2. Gather Facts and Make Assumptions:

- The facts are:
 - There has been a decrease in productivity by 10%
 - There has been an increase of safety mishaps by 20% over the last 12 months.
- The assumptions are:
 - Subordinates are not being trained to standards.
 - Midlevel supervisors are not monitoring subordinates.
 - Shortcuts are being done within the workplace and policies are not being followed.

Slide 14-15: Strategies for Change (cont.)

3. Define End States and Establish Criteria:

- End state:
 - Priority 1* Eliminate all future safety mishaps.
 - Priority 2* Eliminate the decrease in productivity and increase productivity by additional 10%.

Slide 16-17: Strategies for Change (cont.)

4. Develop Possible Solutions

- Priority 1*
 - Re-train all employees on safety procedures
 - Make all high risk areas supervised
 - Only supervisors handle equipment
 - Purchase additional safety equipment
 - Hire a team to monitor employees just for safety violations
- Priority 2*
 - Pay members based on output rather than flat/hourly salary.
 - Hold managers accountable for not meeting production standards.
 - Incentives for supervisors for meeting/exceeding quotas.
 - Fire nonproductive employees
 - Identify if problem is due to reduction of employees

Slide 18-20: Strategies for Change (cont.)

5. Analyze and Compare Possible Solutions

- Priority 1* Safety
 - Re-train all employees on safety procedures- Possible solution
 - Make all high risk areas supervised- Possible solution (would have to hire additional employees)
 - Only supervisors handle equipment- Not a solution (too time consuming and not efficient)
 - Purchase additional safety equipment - Possible solution (may be an option)
 - Hire a team to monitor employees just for safety violations- Not possible (too costly)
- Priority 2* Decrease in productivity
 - Pay members based on output rather than flat/hourly salary.- Not a solution (pay is strictly restricted)
 - Hold managers accountable for not meeting production standards.- Possible solution (counseling, denied advancement)
 - Incentives for supervisors for meeting/exceeding quotas.- Possible solution (time off/ training opportunities)
 - Fire nonproductive employees- Not a solution (have to follow lengthy process)
 - Reward employees for meeting quotas. Possible solution (awards, time off)

Slide 21-22: Strategies for Change (cont.)

6. Select and Implement Solution

- Priority 1* Safety
 - Identify if new safety equipment is needed (if yes, purchase new equipment when possible)
 - Ensure supervisors are monitoring subordinates

- Re-train all employees on safety procedures
 - Prepare time on work schedule
 - Ensure senior leadership is present during training
- Ensure all members are aware of the increased safety mishaps
- Priority 2* Decrease in productivity
 - Reward employees for meeting quotas.
 - Create/modify recognition system
 - Recognize performers through an internal promotion program

Slide 23-24: Strategies for Change (cont.)

7. Analyze Solution for Effectiveness

- Priority 1* Safety
 - Review the safety mishaps, check for improvements or if additional modifications must be implemented.
- Priority 2* Decrease in productivity
 - Review the output of products/services to determine if solution worked.

http://www.scguard.com/wp-content/uploads/2014/06/218REG-3-BN_L223-App-D-Student-Handouts.pdf

Slide 25: Conduct multiple follow-ups

As a leader, just because you may think the change you desired has completed and everyone is committed with the change, conducting periodic follow-ups between 30-60 days and thereafter ensures you an opportunity to validate the change has occurred, the success of the change, and the results of the change implemented achieved the desired effect. Leaders should conduct:

- Face to face- discuss how the change has affected members; have leadership team go out to discuss changes with members
- Observations- observe behaviors of members to see how they are adapting to change
- Surveys- conduct surveys identifying perceptions anonymously of members

Slide 26: Summary

- Change Management Described
- Reasons for Change
- Barriers to Change
- Process for Change
- Strategies
- Follow-up