



# Symposium for Research Administrators

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University of Wisconsin-Madison  
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# **Change is Easy! But You Go First.**

**Tools for leading people through organizational change**

Jenny Erickson, Capacity Building Lead

Kate Kingery, Internal Consultant



## Office of Strategic Consulting

UNIVERSITY OF WISCONSIN-MADISON

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### Who we are

We are an internal consulting office that works with academic and administrative units on campus to address organizational challenges, advance strategic priorities, and improve organizational effectiveness.

### Our core services

- Strategic planning
- Process improvement
- Organization design and redesign
- Enhancing organizational culture and climate
- Project delivery
- Leadership coaching
- Organizational change management

[strategicconsulting.wisc.edu](http://strategicconsulting.wisc.edu)

# Desired Outcomes for Today's Session

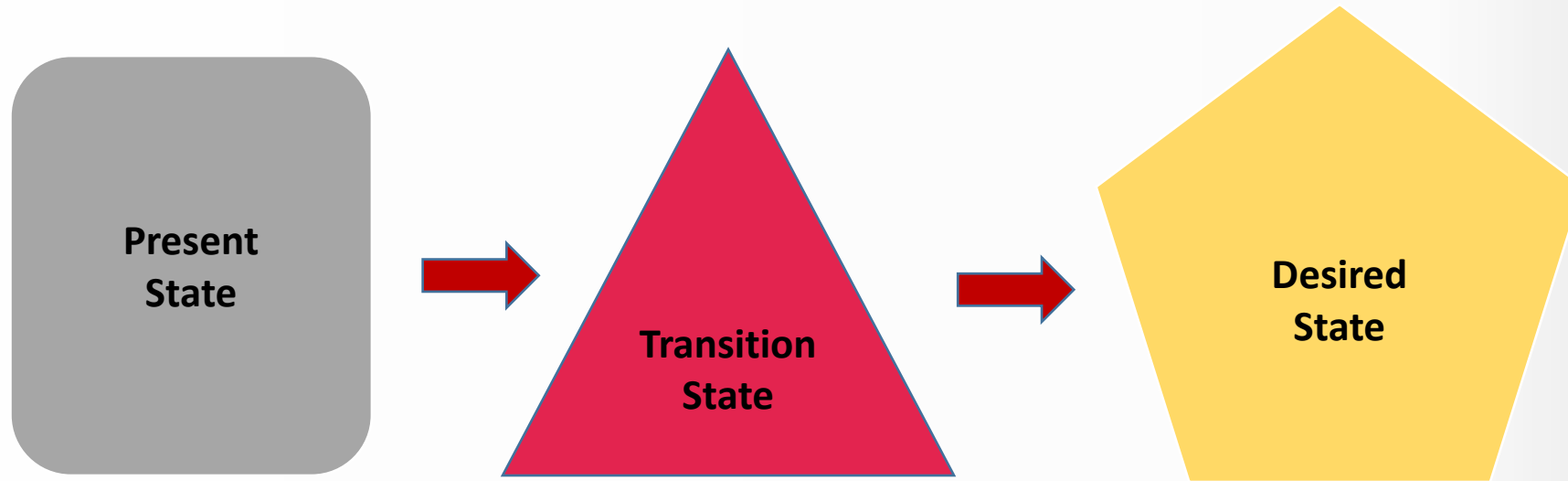
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- Deepen knowledge of the phases of change
- Understand how individuals may experience change
- Able to use frameworks and tools for implementing change
- Build skills to address resistance to change



# Change is a Process

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Where you are today



Time



Where you want to be

# Individual Change Matters

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- We change for a reason.
- Organizational change requires individual change.
- Organizational outcomes are the collective result of individual change.
- Change management is an enabling framework for managing the PEOPLE side of change.
- We apply change management to realize the benefits and desired outcomes of change.

Source: Hiatt, J. Y Creasey, T. (2012). Change Management: The People Side of Change.

# Change Management

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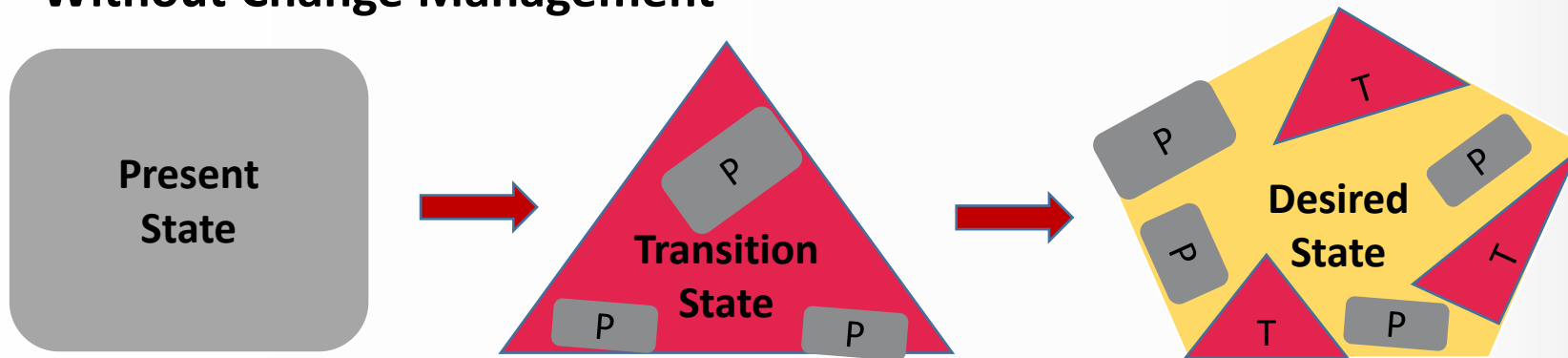
Application of a structured process and set of tools for leading the **PEOPLE** side of change to achieve a desired outcome.



# Why Is Change Management Important?

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Without Change Management





# 10 Aspects of Change Impact

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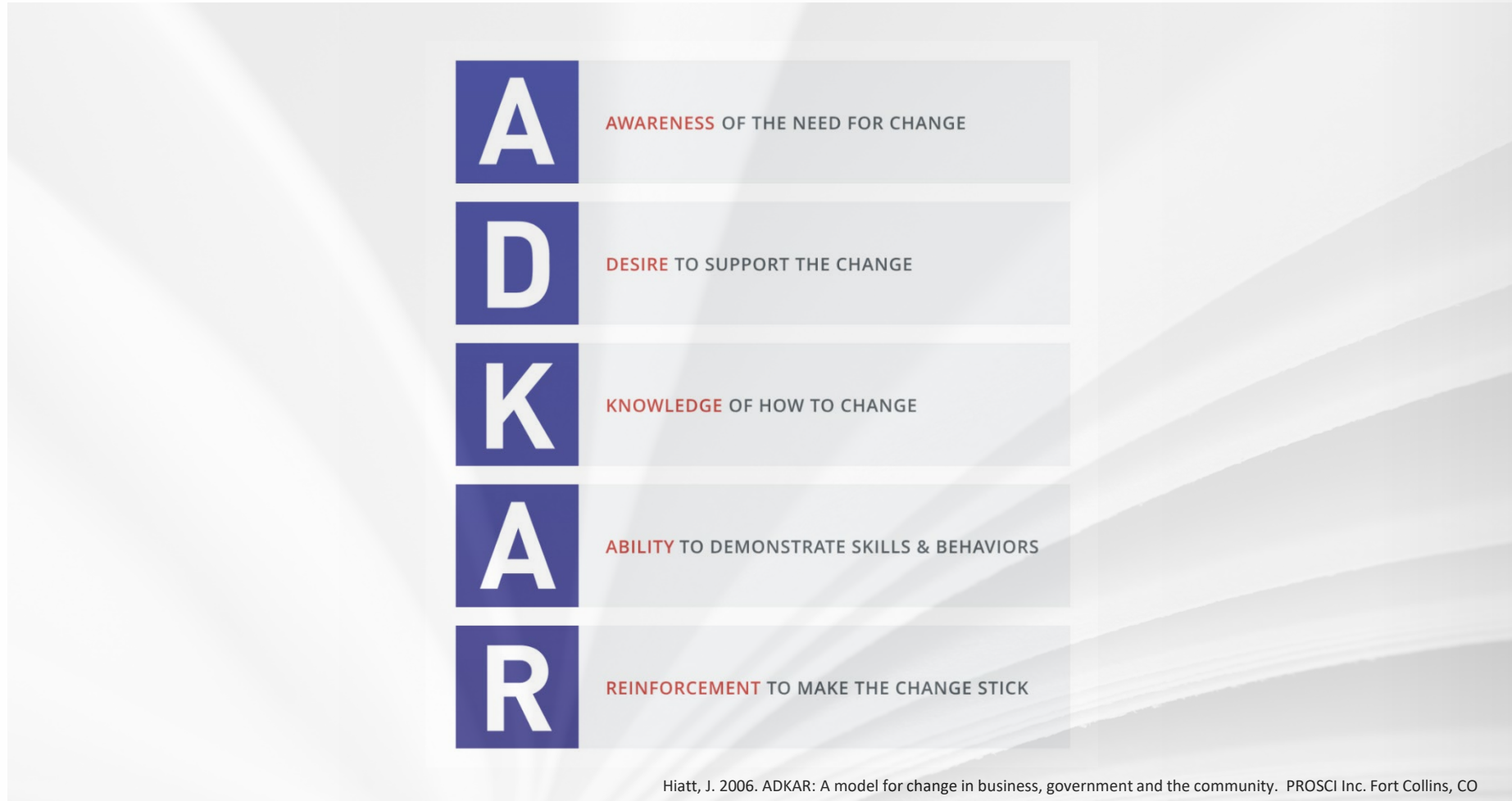
What will be different tomorrow for your team members as a result of the change?

- Processes
- Systems
- Tools
- Job Roles
- Critical Behaviors
- Location
- Compensation
- Performance Reviews
- Reporting Structures
- Mindset/Attitudes/Beliefs



# ADKAR Change Management Model

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# AWARENESS

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Awareness

Desire

Knowledge

Ability

Reinforcement

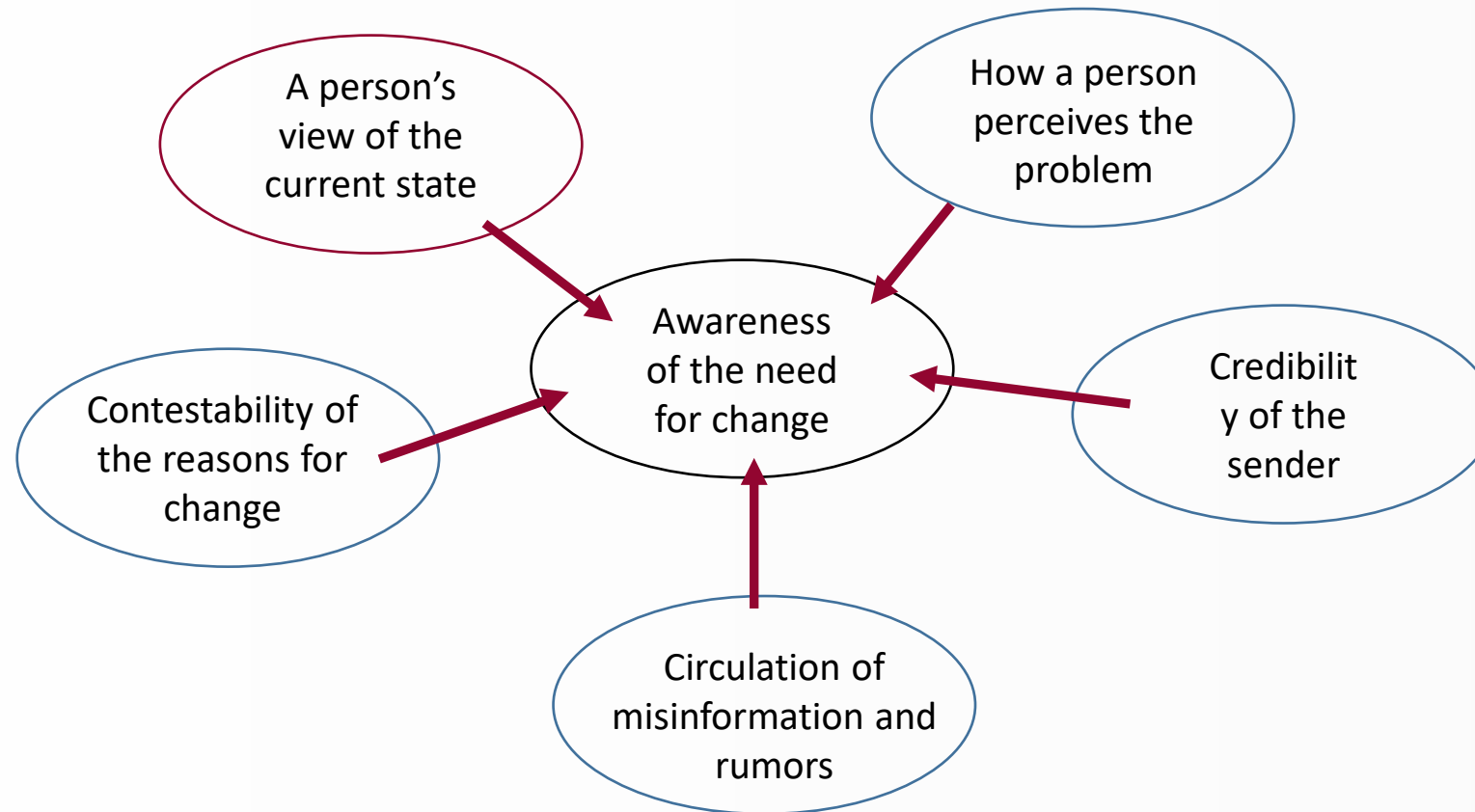
- Change begins with understanding **WHY**.

- What is the change?

- WHY is it happening?

- What's the risk of not changing?

## Five Factors that Influence Awareness of the Need for Change



Hiatt, J. 2006. ADKAR: A model for change in business, government and the community. PROSCI Inc. Fort Collins, CO

# DESIRE

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Awareness

Desire

Knowledge

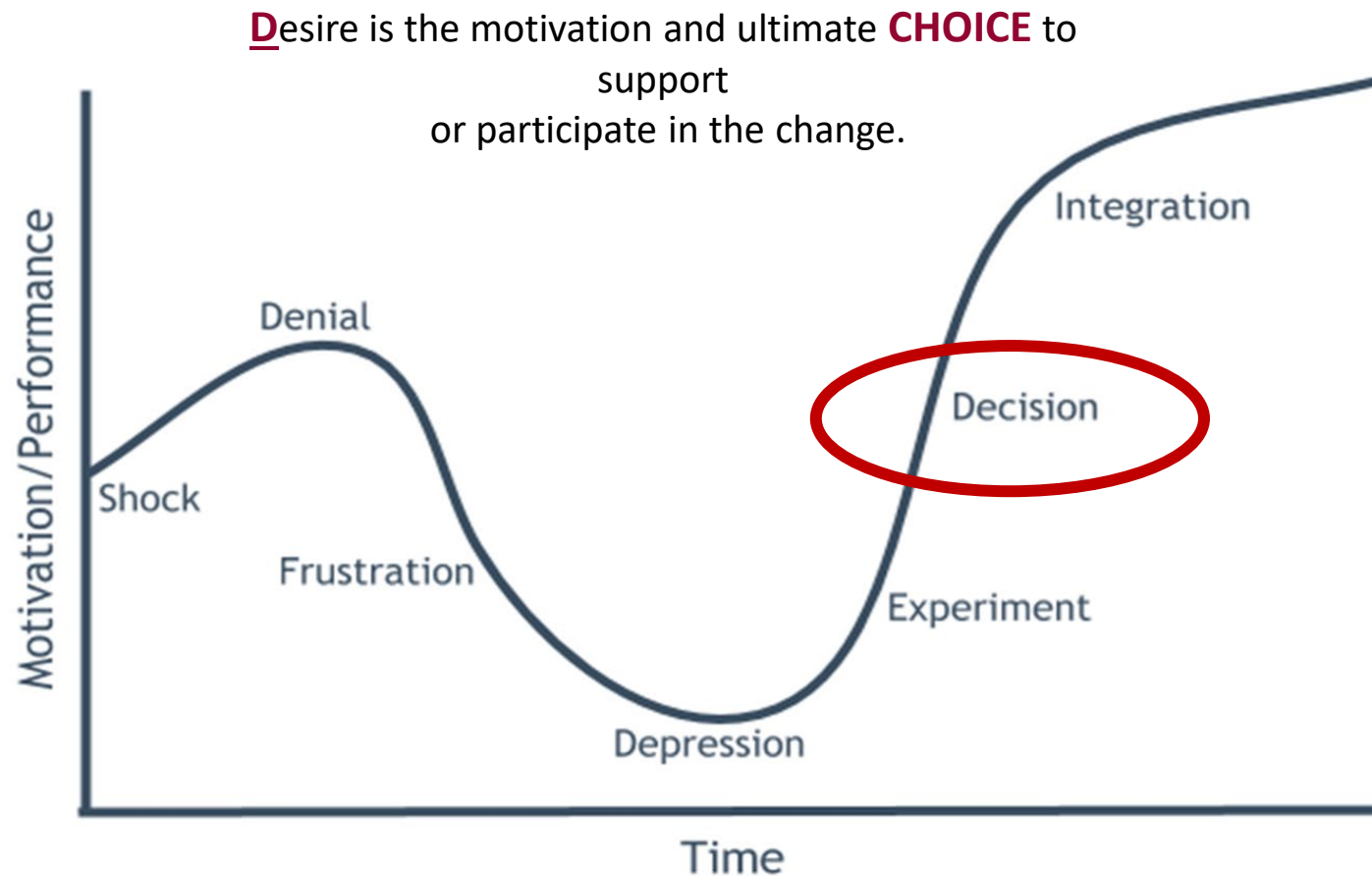
Ability

Reinforcement

- **Change involves personal decisions**
  - What's in it for me?
  - What personal choices do I want or need to make?
  - Am I going to choose to engage and participate?

# The Kubler-Ross Change Curve

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# KNOWLEDGE

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Awareness

Desire

**Knowledge**

Ability

Reinforcement

- **Change requires knowing how**
  - Understanding how to change, process and technical skills
  - Training on the new change
  - Opportunities to learn new skills

# How to Help Build Knowledge

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## Tactics for Building Knowledge:

Formal training programs

Job aides

One-on-one coaching

User groups and forums

Troubleshooting guidance



## Potential Challenges and Resisting Factors:

Gap between current knowledge levels and desired knowledge levels

Insufficient time (conflicting demands)

Inadequate resources available for training

Lack of access to the necessary information

Capacity to learn



# ABILITY

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Awareness

Desire

Knowledge

**Ability**

Reinforcement

- **Change requires action in the right direction**
  - Demonstrated capability to implement the change
  - Performance or behavior that shows achievement of the desired change

# Helping Individuals to Foster Ability

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## Tactics for Fostering Ability

- Direct involvement of coaches
- Access to subject matter experts
- Performance monitoring
- Hands-on practice during training
- Availability of expert resources to help employees



## Potential Challenges and Resisting Factors

- Inadequate time available to develop skills
- Lack of support
- Existing habits contrary to the desired behavior
- Psychological blocks
- Limitations in physical abilities
- Individual capabilities (personal limitations)

# REINFORCEMENT

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Awareness

Desire

Knowledge

Ability

Reinforcement

- **Change must be reinforced to be sustained**
  - Actions that increase the likelihood that the change will be continued
  - Recognition and rewards that sustain the change

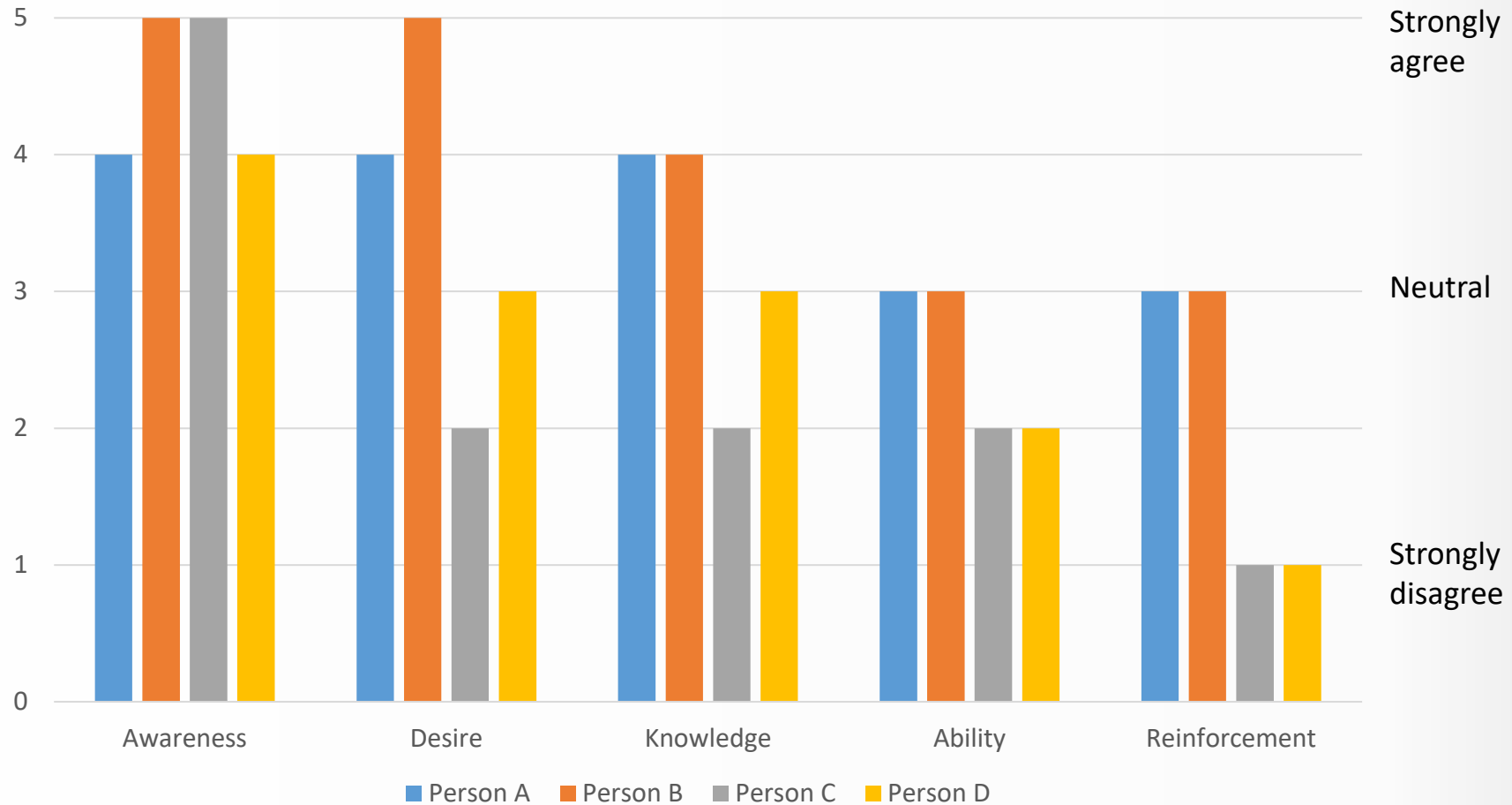
# Top 5 Reasons Employees Resist Change

1. Don't understand the "why".
2. Layoffs announced or feared
3. They don't feel they have the skills to implement the change.
4. Like how things are now - rewards, role, accomplishments, etc.
5. Feel like they must do more with less.



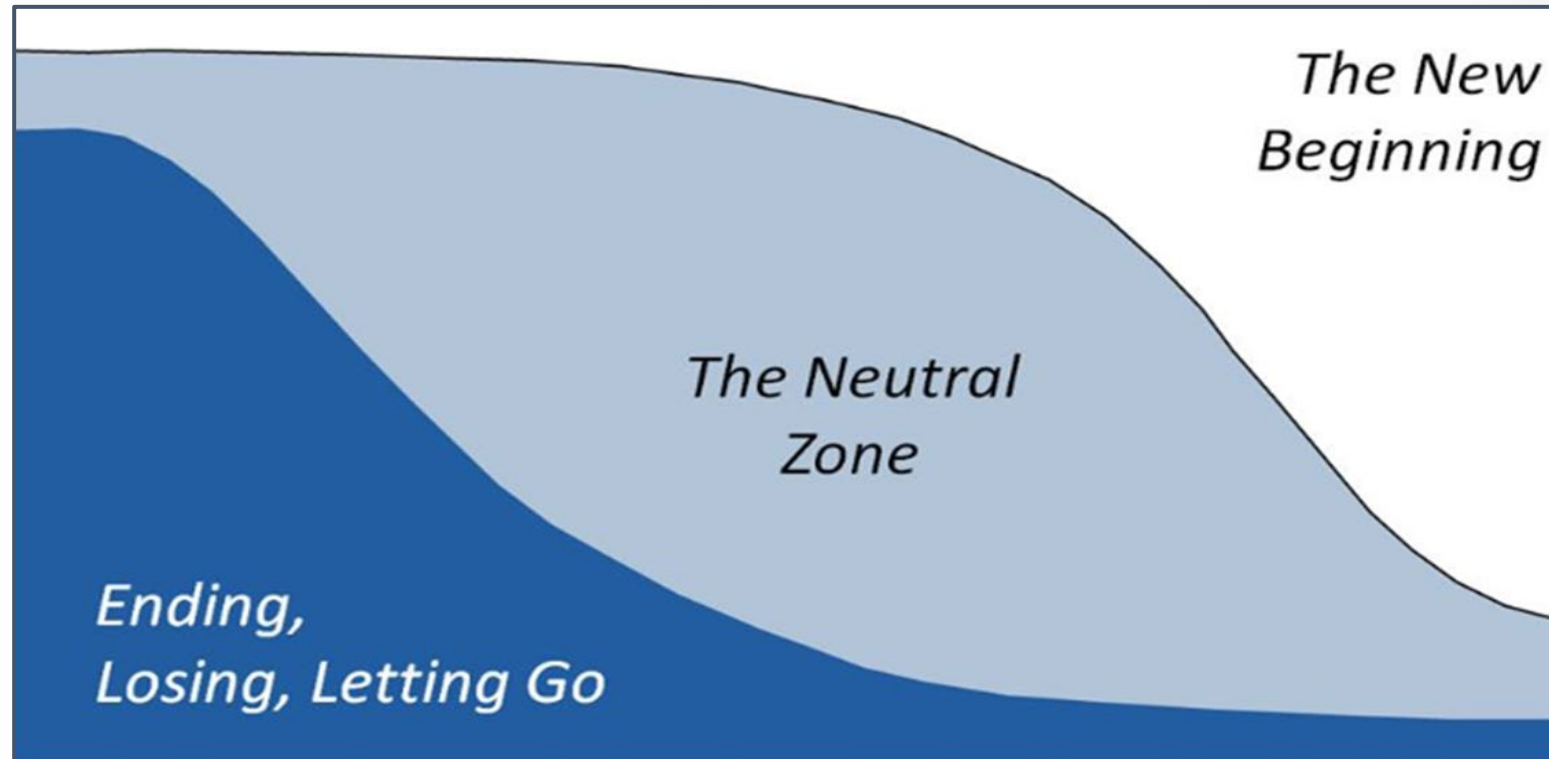
# The Leader' Challenge

ADKAR Self-Assessment Results [Hypothetical]

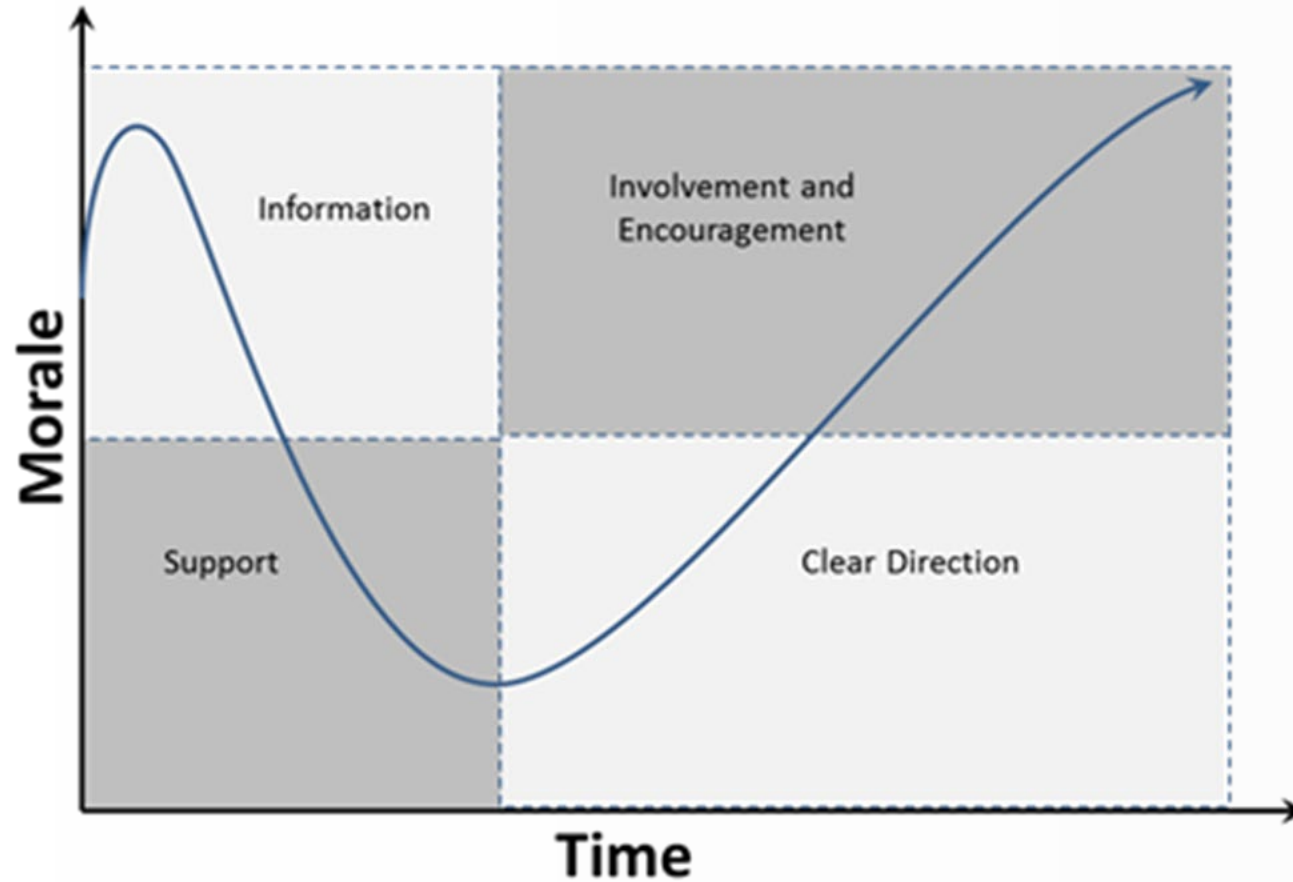


# Change vs. Transition

*“Nothing so undermines change as the failure to think through the losses people face.”*



# Supporting People Through Transition



Those faced with large-scale change need different things depending on where they are on the “change curve.”

Listen for evidence of where they are on this curve and respond appropriately.

# Diversity, Inclusion, Belonging

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Value systems and organizational culture have a direct impact on how employees react to change.



Change management approaches can be used when incorporating formal diversity, equity and inclusion efforts into organizations.



Employees need and want to feel included and accepted in an organization to fully contribute to improvement efforts.



Psychological safe is “a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk-taking.” – Dr. Amy Edmondson, Harvard University



# Psychological Safety

5 WAYS TO HELP  
**CREATE PSYCHOLOGICAL SAFETY**

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**1. MAKE**  
it an explicit  
priority.
- 

**2. FACILITATE**  
everyone  
speaking up.
- 

**3. ESTABLISH**  
norms for how  
failure is handled.
- 

**4. CREATE**  
space for new ideas  
(even wild ones).
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**5. EMBRACE**  
productive  
conflict.

 Center for Creative Leadership®

# Summary Concepts

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The size and type of change determines how much and what kind of change management is needed.

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Employees goes through change in stages and as individuals.

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Employee resistance is the norm, not the exception.

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The “right” answer is not enough to implement change successfully and does little to mitigate resistance.

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Change agents must be conscious of both a sender’s meaning and a receiver’s interpretation.

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Value systems and organizational culture have a direct impact on how employees react to change.

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Visible and active sponsorship is necessary for change.

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Source: Hiatt, J. Y Creasey, T. (2012). Change Management: The People Side of Change.

# Thank you!

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- Thank you for your joining our session on supporting individuals through the process of change.
- If you have questions or want more information:
  - Office of Strategic Consulting, <https://strategicconsulting.wisc.edu>
  - Kate Kingery, Internal Consultant, [kate.kingery@wisc.edu](mailto:kate.kingery@wisc.edu)
  - Jenny Erickson, Capacity Building Lead, [jennifer.erickson@wisc.edu](mailto:jennifer.erickson@wisc.edu)

# Additional Resources

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ADKAR Model: <https://www.prosci.com/adkar>

William Bridges, Transition Model: [Bridges Transition Model - William Bridges Associates \(wmbridges.com\)](http://www.wmbridges.com)

Amy Edmondson, Psychological Safety: [Psychological Safety – Amy C. Edmondson \(amycedmondson.com\)](http://www.amycedmondson.com)

Jeffrey M. Hiatt. *ADKAR: A Model for Change in Business, Government and our Community*. Prosci Learning Center Publications. 2006.

Jeffrey M. Hiatt and Timothy J. Creasey, *Change Management*. Prosci Learning, 2003.

Rosabeth Moss Kanter, “Ten Reasons People Resist Change,” *Harvard Business Review*.  
<https://hbr.org/2012/09/ten-reasons-people-resist-chang>

John Kotter and Lorne A. Whitehead, *Buy-In: Saving Your Good Idea from Getting Shot Down*. Harvard Business Review Press, 2010.