SIAPARTNERS

Change Management Fundamentals

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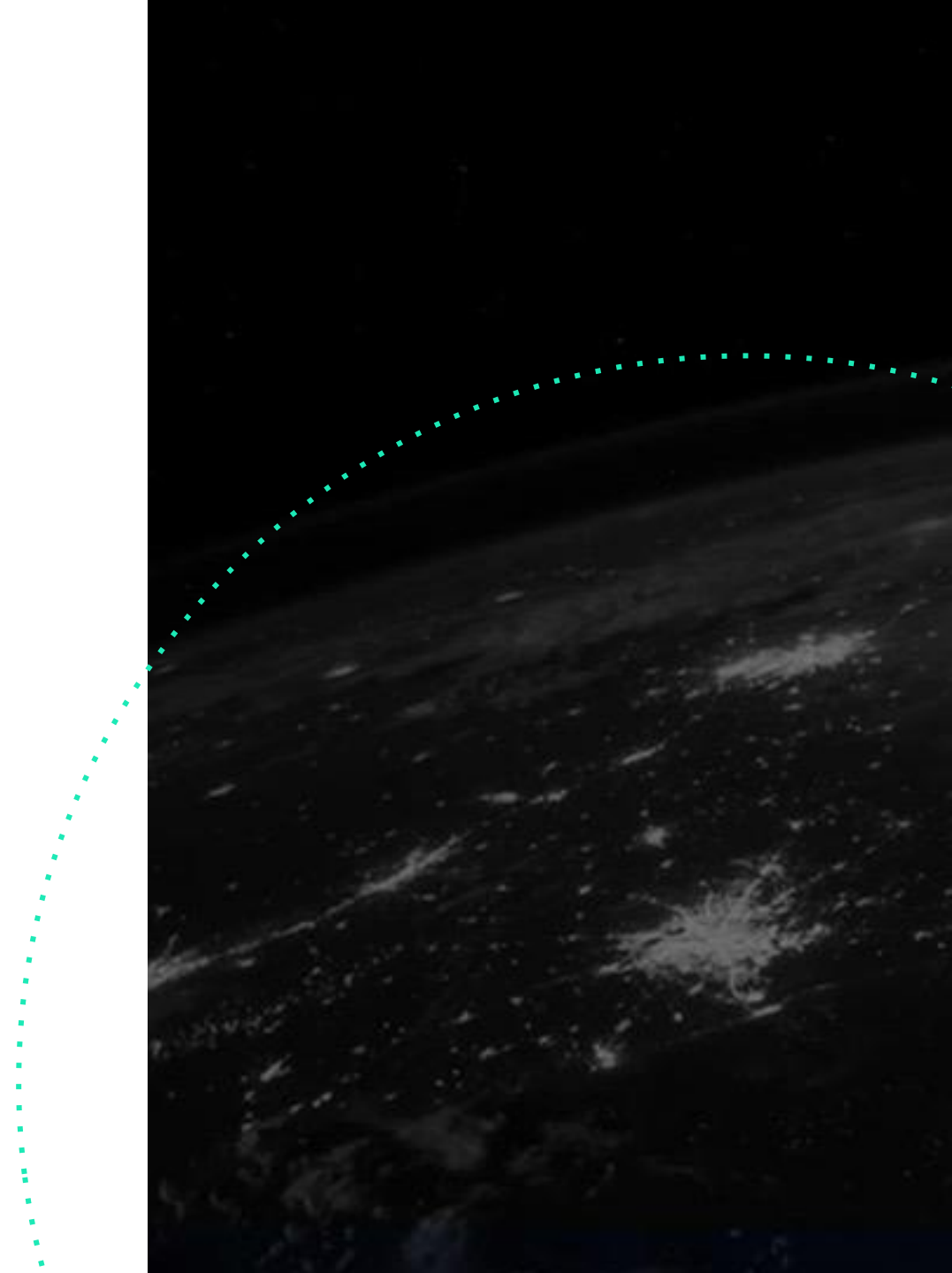(781) 603 - 8392

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Who We Are

About us

Andrea G. Grant

Andrea is a driven and accomplished consultant originally from Guayaquil, Ecuador but also identifies herself as a Charlotte native, with various years of experience in change management and project management.

Over the years, she has honed her skills in managing complex projects and navigating change management initiatives. She has been a key player in high-profile projects for clients in a variety of industries, from automotive to finance to technology.

Elizabeth Kramer

Liz is an experienced consultant and leader with 15+ years experience in change management and project management. She collaborates well with business and technology partners to manage change from new solutions, processes, and initiatives.

She excels at delivering through tactical execution using Program Management, Project Management, Change Management, Agile Delivery, Business Process Management, and Data Analysis. She has delivered strong results across industries in Government, Energy, Financial Services, and Professional Services.

We are a next-generation consulting firm

We are a global firm that has grown steadily over the past 20 years

2,600 Consultants

45 Offices across **19** countries

420M$ in revenue for FY21/22

We invest heavily in tech and design to stay on cutting-edge and meet our clients' evolving challenges

5 AI centers

2 Design Centers

700 Clients
92% returning

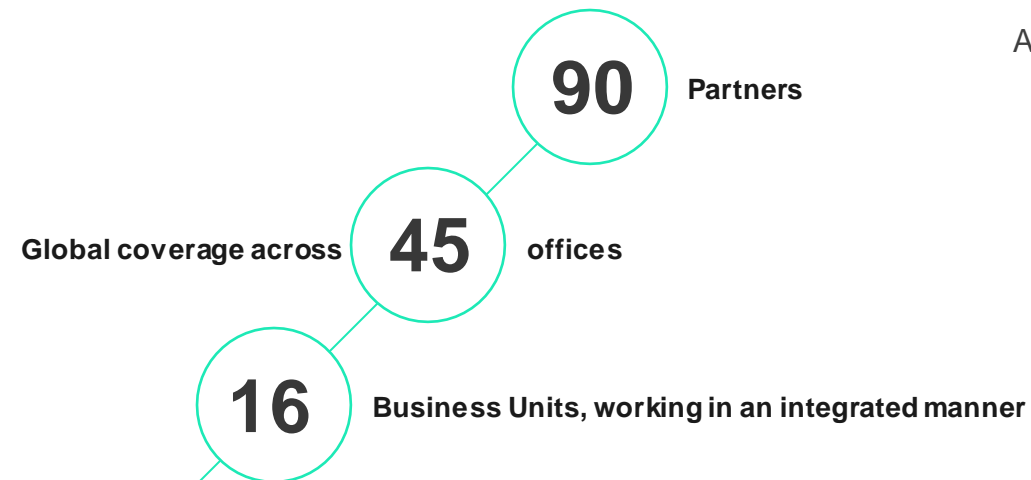*We support capabilities stemming from R&D activities and our proximity with our clients' industries*

4% Of our revenue invested in R&D

150k+ Followers on LinkedIn

We are business experts focused on delivering superior results

90 Partners

Global coverage across **45** offices

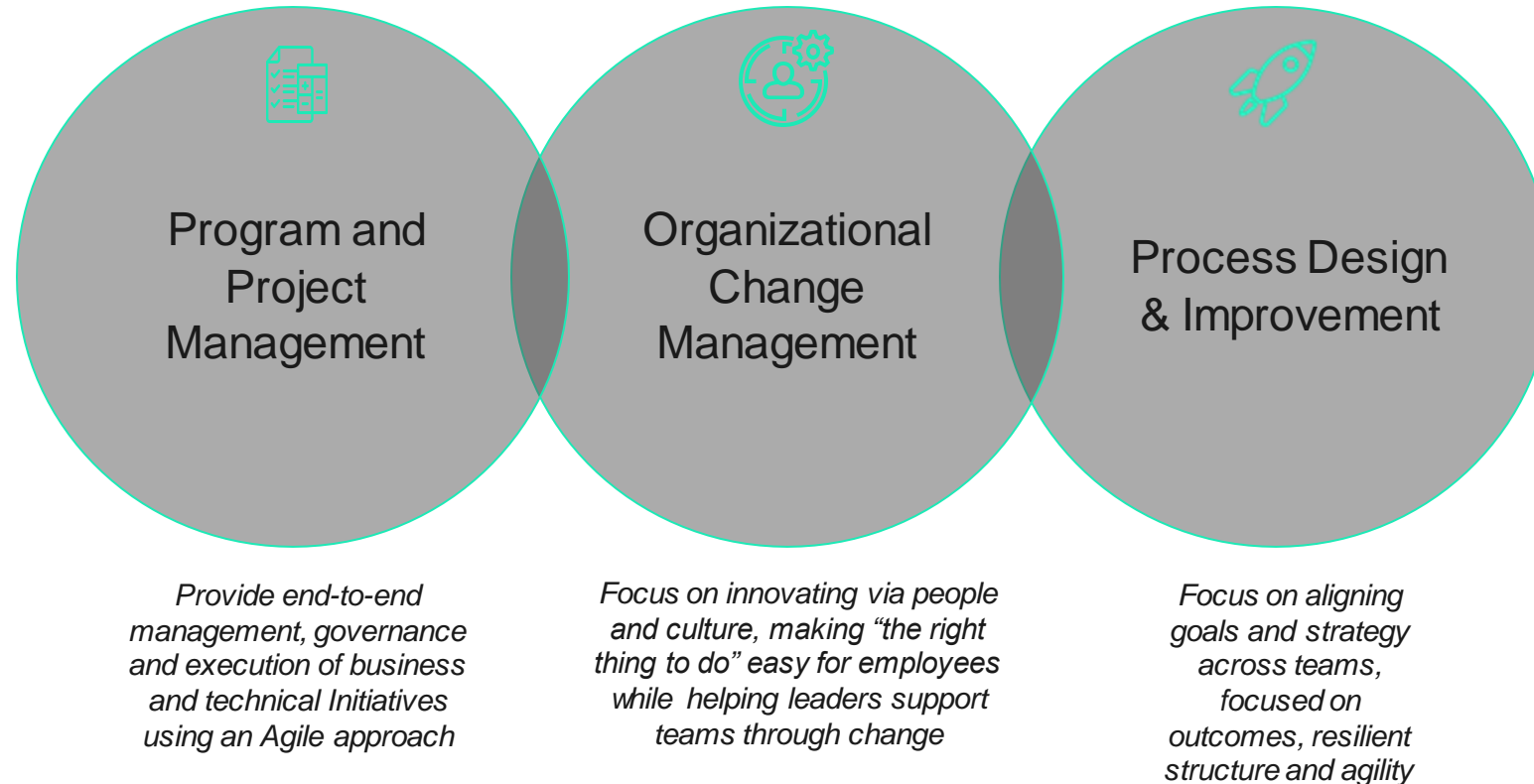**16** Business Units, working in an integrated manner

SECTORS

Agriculture
Automotive & Aerospace Defense
Banking & Capital Markets
Consumer Goods & Retail
Energy, Resources & Utilities
Government
Health
Insurance
Luxury goods and beauty
Manufacturing
Pharmaceuticals
Real Estate
Software & platforms
Technology
Telecommunications & Media
Transportation & Travel

SERVICES

Actuarial Sciences
Business transformation
Coaching & Leadership
Compliance
Corporate Strategy
CSR
Cybersecurity
Data management
Data Science
Digital transformation
E-commerce
Financial Performance
Growth & Innovation
IT Strategy
Marketing & Customer Experience
Organization effectiveness
People
Pricing & Revenue Management
Procurement & Sourcing
Restructuring
Supply Chain & Logistics

Transformation and Change Practice Areas

Helping clients create value by transforming business programs, processes and organizations to improve competitive advantage, agility, and employee engagement.

Program and Project Management

Provide end-to-end management, governance and execution of business and technical Initiatives using an Agile approach

Organizational Change Management

Focus on innovating via people and culture, making "the right thing to do" easy for employees while helping leaders support teams through change

Process Design & Improvement

Focus on aligning goals and strategy across teams, focused on outcomes, resilient structure and agility

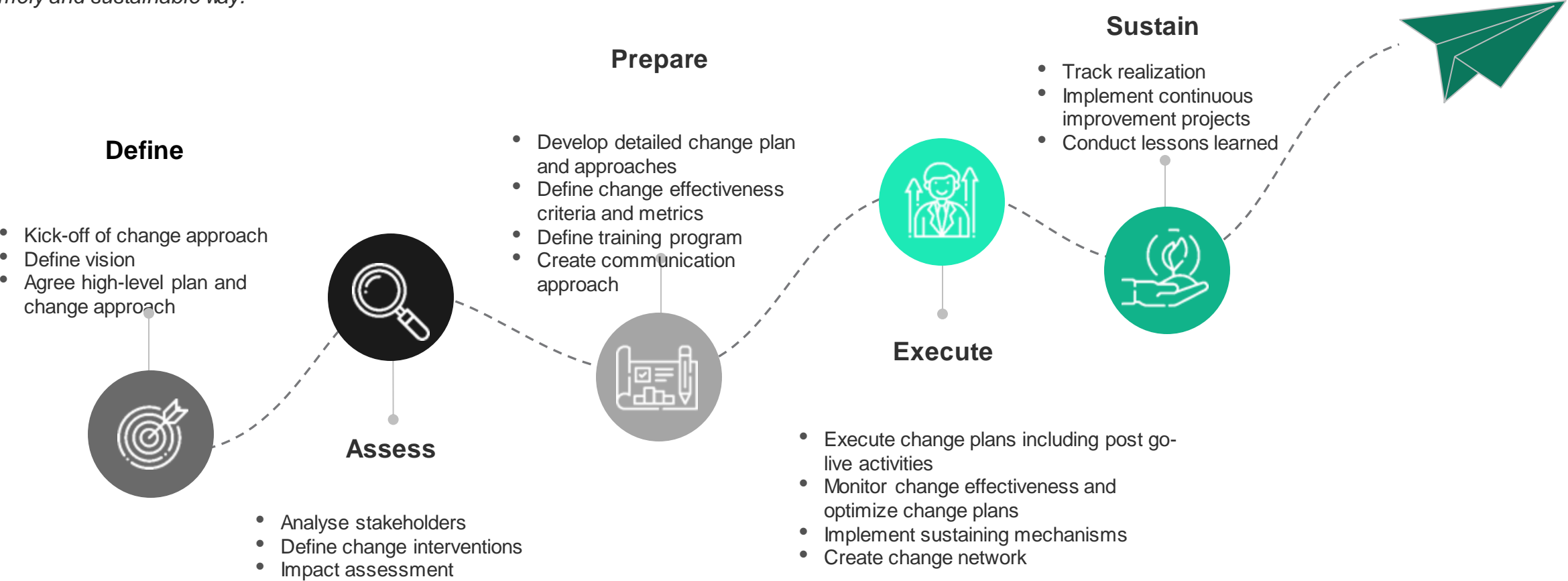**IT • Finance • Human Resources • Sales & Marketing • Operations**

About Change Management

Our Five Step Change Management Framework

Change Management is the discipline of preparing individuals, teams, and organisations to transition to a desired future state.
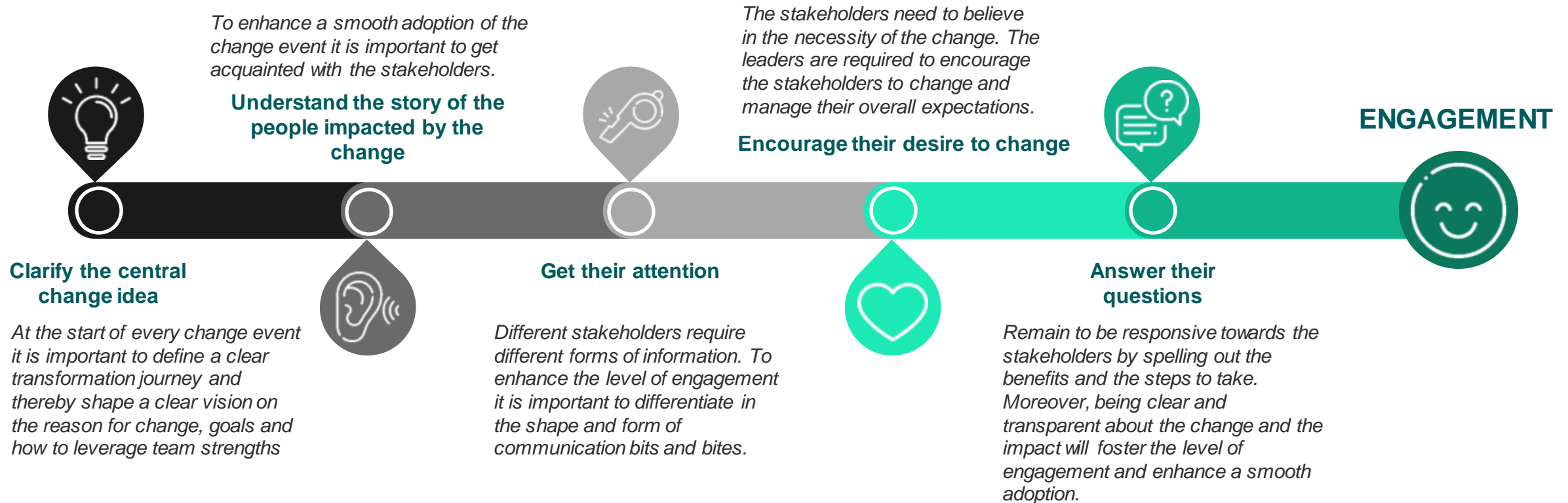
Change Management consists of planned actions and activities to ensure benefits are realised and time/cost impacts are minimised, while developing self-sustaining mechanisms for long term success. Sia Partners' tried-and-tested Change Management toolkit provides a framework, underpinned by guidelines, templates and tools, for use on your change initiatives. It is a pragmatic and flexible approach that will help you to manage change risk, and realize benefits, in a timely and sustainable way.

Define

- Kick-off of change approach
- Define vision
- Agree high-level plan and change approach

Assess

- Analyse stakeholders
- Define change interventions
- Impact assessment

Prepare

- Develop detailed change plan and approaches
- Define change effectiveness criteria and metrics
- Define training program
- Create communication approach

Execute

- Execute change plans including post go-live activities
- Monitor change effectiveness and optimize change plans
- Implement sustaining mechanisms
- Create change network

Sustain

- Track realization
- Implement continuous improvement projects
- Conduct lessons learned

Focus on creating a compelling change story

A change often impacts employees in their existing working situation. Most often it affects a group or even groups of employees, each perceiving a change from their own perspective. ***In order to have them accept a change, it requires careful stakeholder analysis in understanding their point of view, well-thought and prepared communication, and ultimately interventions in gaining everyone's motivation to accept and adopt the change.***

Omitting this critical step negatively influences engagement and adaptation. Change never comes effortless.

To enhance a smooth adoption of the change event it is important to get acquainted with the stakeholders.

Understand the story of the people impacted by the change

The stakeholders need to believe in the necessity of the change. The leaders are required to encourage the stakeholders to change and manage their overall expectations.

Encourage their desire to change

ENGAGEMENT

Clarify the central change idea

At the start of every change event it is important to define a clear transformation journey and thereby shape a clear vision on the reason for change, goals and how to leverage team strengths

Get their attention

Different stakeholders require different forms of information. To enhance the level of engagement it is important to differentiate in the shape and form of communication bits and bites.

Answer their questions

Remain to be responsive towards the stakeholders by spelling out the benefits and the steps to take. Moreover, being clear and transparent about the change and the impact will foster the level of engagement and enhance a smooth adoption.

Change Management Strategy - Mobilizing a Change Agent Network

Engaging staff in change makes successful change more likely than using a top-down approach alone. The change network will consist of colleagues from impacted areas that can support embedding changes.
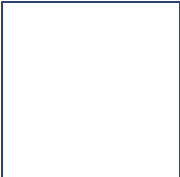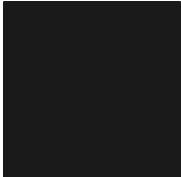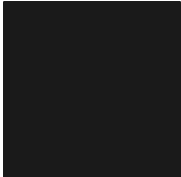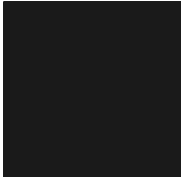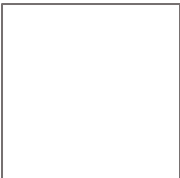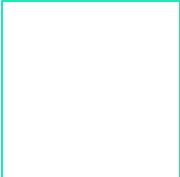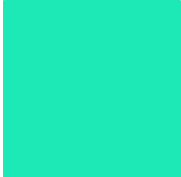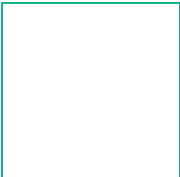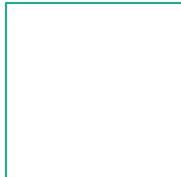
Change agents enable effective dialogue among staff, leadership, and project teams. They are able to facilitate conversation, particularly from "silent voices," amongst the staff that leads to improvement opportunities and support lasting change.

Communication messages from senior stakeholders, project leadership, functional leaders

Messages distributed to staff by influential, trusted change agents

Staff feedback and responses gathered and analyzed by change agents

Staff inputs shared with squad team during change network sessions

Inputs incorporated into future squad sprints and change plans

Change Agent Feedback Loop

Benefits of a Change Agent Network

✓ Provides consistent, "on-the-ground" messaging to staff

✓ Critiques and advises on change, communications, and training plans

✓ Enables feedback touch points between staff and the squad/leadership

✓ Increases adaptation of desired behaviors through modelling changes

✓ Affect positive change in others by relying on informal influence and power

✓ Acts as a voice for local staff needs and considers competing change priorities

ADKAR and Change Management Activities

	Communication	Sponsorship	Coaching	Resistance Management	Training
Awareness Represents a person's understanding of the nature of the change, why the change is being made, and the risk of not changing	■	■	■		
Desire Represents the willingness to support and engage in a change		■	■	■	
Knowledge Represents the information, training, and education necessary to know how to change			■		■
Ability Represents the realization or execution of the change			■		■
Reinforcement Represents the realization or execution of the change		■	■		

Sponsorship and Coaching

As managers, you are in a great position to be champions of any change. **One of the best ways to support your individual teams is through sponsorship and coaching.**

Sponsorship

Comes from the top-down

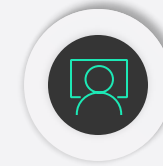Creates a common understanding of the 'why'

Needs to be present throughout the lifecycle of the project/change

Establishes priority for the changes to their teams

Coaching

Done primarily by managers

Helps people understand what the change will mean to them personally

Should be done "face-to-face" or in small groups

Provides an opportunity to correct misinformation and address knowledge gaps

Best Practices

> *" Good communication requires repetition. Leaders are **9x more likely to be criticized for under-communicating than over communicating**. When you're tired of your message, it's just starting to land. "* – Adam Grant

Leverage Preferred Senders
- People tend to want to hear *why* a change is occurring **from the business leaders** of that change
- People want to hear about *how the change will impact them* **from their direct supervisor**

Repeat Ourselves
- Identify available communication channels and use all of them to share information
- Communicate **more frequently and at regular intervals**
- Keep messaging **consistent**

Visible Sponsorship
- Projects are **most successful when leaders are enthusiastic and visible** throughout the lifecycle

Inspire a Shared Vision
- Help drive a common understanding **of why the changes is needed and how it aligns** to our broader strategy and vision

Reinforce the Message and Value
- Help us build on the messaging and making it personal for your team
- Messaging should focus on the benefits gained and be **free from negative consequences**

Group Exercise

The Foundation

What's changing: Smart meter deployment

Story behind the change:
- Traditionally, the electric meter system is installed and maintained by the electric department and meters are read by them.
- Interaction lays between electric and billing to provide a meter reading file once per month.
- With smart meters, **these utilities now receive a lot more information such as outage alerts, can remotely connect or disconnect power to meters, receive high consumption or voltage alerts, and provide 15 minute interval meter readings.**

What the change is causing: Boost efficiency. Getting data points to where your high time is as well as your low time and you know how to work accordingly.

What the change offers: The right amount of communications, where needed.

Impact assumptions:
- Turnover in offices make it harder to implement the change
- Resistance from utilities workers to successfully implement and retain the change
- Cost to consumers

Stakeholder analysis questions to consider

- **Who are the stakeholders?**
    - Stakeholder analysis is the process of collecting information about any person that will be impacted by (or can impact) your project
    - *Conducting a stakeholder analysis will enable you to identify all your stakeholders as well as their needs and expectations*

- **What is their role in the organization?**
    - Understanding your stakeholders role can bring many benefits to the project
    - *Depending on their role, they can get involved in the decision-making process and influence the organisation's actions in a way that is helpful to the project management team*

- **How will the change impact them?**
    - A description of how the change will impact each stakeholder, allowing them to be more susceptible to the change

- **What is important to the stakeholder?**
    - Clearly understanding your project stakeholders can help you gain buy-in and execute your project more effectively

- **What kind of influence do they have?**
    - Indicates a stakeholder's relative power over and within a project
    - *A stakeholder with high influence would control key decisions within the project and have strong ability to facilitate implementation of project tasks and cause others to take action*
    -

- **What is the estimated Impact of Change (High, Medium or Low)?**
    - Stakeholder impact refers to the effects an organization's actions, decisions, or policies have on its stakeholders
    - *A way of evaluating the impact of an organization's activities on the people, groups, and organizations that are affected by its operations*

Q&A

Get in touch with Andrea

Get in touch with Liz

Thank you!

Andrea G. Grant

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