



Welcome!



Hopes and Dreams



What are your
hopes and
dreams for this
conference?



Agenda

- ▶ The value of change management: short term
- ▶ The power of change management: long term
- ▶ Leveraging change management to build better futures for Washington's state agencies and citizens.



The Value of Change Management



(Short Term)



What percentage of projects fail?

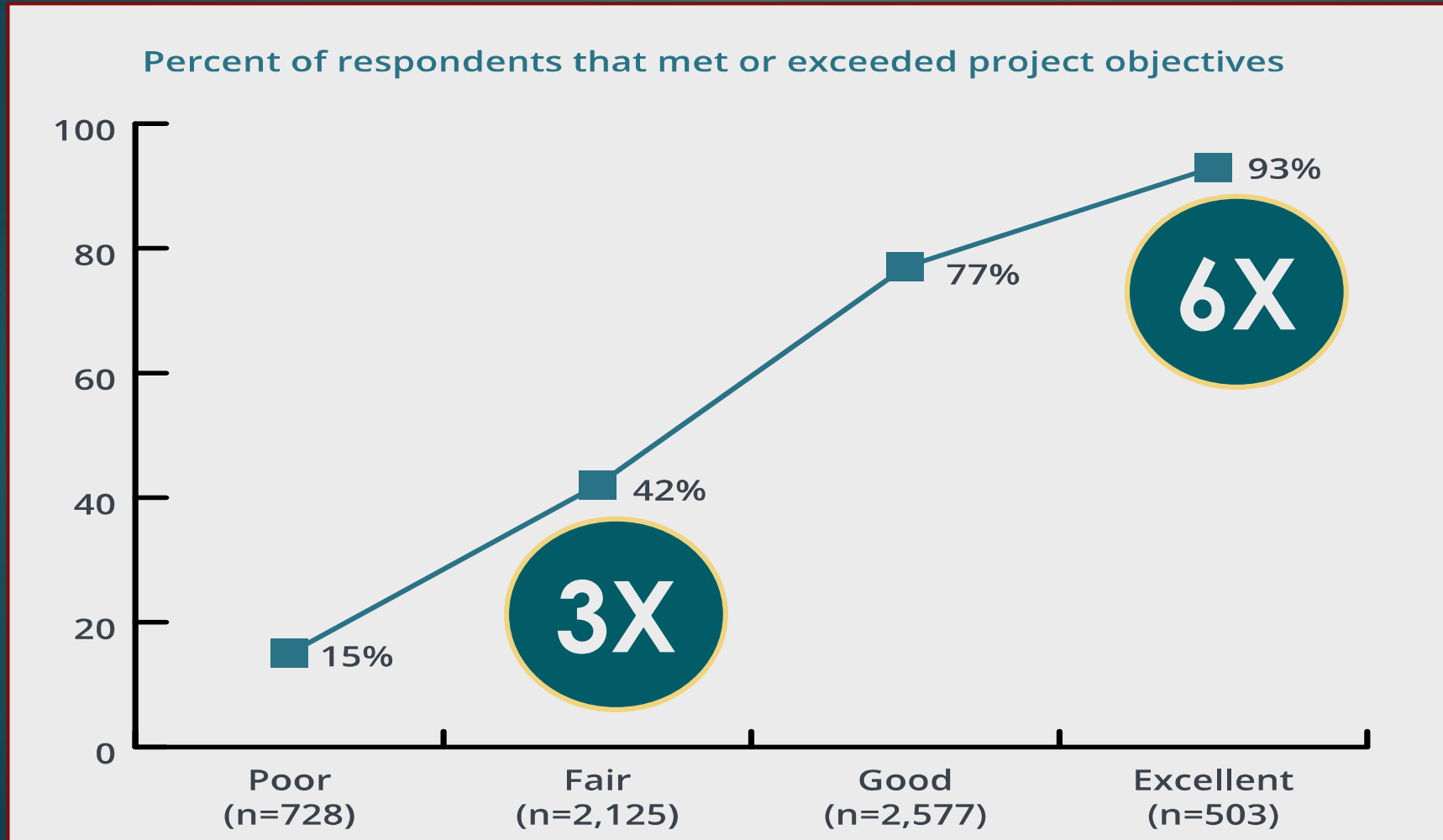


Please put your estimate in chat.

According to Teamstage IO's "Project Management Statistics: Trends and Common Mistakes in 2024"

70% of projects globally fail.

Change Management Improves the Likelihood of Project Success



Data from Prosci's benchmarking studies, 2007 – 2020.

The Bottom Line...

Change management is good for your bottom line.

- Better return on investment – of money and time.
- Less wasted money on failed projects.
- Project benefits are realized faster.

*See Prosci's Research hub &/or Library of figures for more info.



The Power of Change Management



(Long Term)



“Trust is the currency of
change...



and change is
expensive.”



Lily Zheng,
DEI Deconstructed



Trust-Building Tactics Compared to Change Management Tactics



- ▶ How to build trust from Harvard Business Review's *The Neuroscience of Trust* (2017)
 - ▶ Recognize excellence. Do this in a way meaningful to the recipient.
 - ▶ Share information broadly. Don't hoard information; share as much as possible, as often as possible.
 - ▶ Show vulnerability. Ask for help; say "I don't know, but I'll find out" when you don't know.
 - ▶ Intentionally build relationships. Ask people how they're doing, and what their concerns are, and listen to their answers.
- ▶ Key tenets of change management (drawn from Prosci; Kotter; Bridges; and Head, Heart, Hands change management models)
 - ▶ Celebrate success. Recognize people in ways that are meaningful to them.
 - ▶ Be transparent. Communicate as much as possible, using methods and media that work for your intended audience.
 - ▶ Make space for all to participate; invite questions and feedback, and answer honestly, even – maybe especially – when you don't know.
 - ▶ Listen to understand. Ask curious (non-judgmental) questions, and seek to understand concerns.

Expectation and Role Clarity



- ▶ Leaders.com notes that clear expectations and role clarity help prevent burnout, frustration, and turnover. Some of their tips to create clarity are:
 - ▶ Align your goal or purpose with your employees' why. Let people see how their work fits into the big picture.
 - ▶ Establish realistic timelines. Ensure that your timelines allow for the actual amount of work being done, and some quality checks along the way.
 - ▶ Document and verify expectations with employees. Ensure everyone is on the same page and in agreement.
- ▶ Change management tools intended to establish role clarity/clear expectations (drawn from Prosci and Kotter change management methods)
 - ▶ Change Canvas – Working with your team to capture a concise description of the what, why, who and when for the change ensures alignment of key parties.
 - ▶ When going through a change, ensure your timelines to allow the leaders to get onboard before expecting them to help others, and ensure time for measurement and adjustment.
 - ▶ Work with others to create “I/by” statements (E.g.: I, sponsor, contribute to project success by making timely decisions, visibly participating, etc. Or “I, host of our family reunion, will contribute to the success of the event by making sure child care is available, dietary restrictions are accounted for, etc.)

The Tools of Change Management are the Tools of Culture Change.



Challenge:

Think through how you can use your change management tools to create the kind of changes you'd like to see.





Thank you



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