Welcome
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

Carl Greer

Washington State Department of Transportation

Gary Vansuch

COLORADO Department of Transportation

Scott McAllister

Prosci
First Things First

KEEP CALM AND PUT FIRST THINGS FIRST
First Things First

Stand up, and point to the Exit
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?
Basic math is part of your work, right?
Instructions:

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

... ignoring slide numbers
This is a quick exercise which combines both ...
1000
1000
40
1000
1000
40
1000
30
1000
40
1000
30
1000
Hmmmmmmmmmmmmmmm
The “Best” Answer (in Base 10):

\[
\begin{array}{c}
1000 \\
 \quad 40 \\
1000 \\
 \quad 30 \\
1000 \\
 \quad 20 \\
1000 \\
 \quad 10 \\
\hline 
4100
\end{array}
\]
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

1000
40
1000
30
1000
20
1000
10

4100
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?

Because ....
Culture eats strategy for breakfast.

– Dr. Peter F. Drucker
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

1. Shaping our culture: basics
2. Shaping our culture: Change management at WSDOT
3. Shaping our Culture: Change management at CDOT
4. Your thoughts and questions
What’s inside today: Parts

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

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<th>My Key Takeaways and My Action Items</th>
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Change Management: Helping Our People Be Successful With Each and Every Change
Wednesday, October 18, 2017

My 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 have.
First

What is "culture"?

A very quick course

www.hetemeel.com
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.
What is Culture?

Those **behaviors** and beliefs and words that are the essence, the core of your organization
## OUR VALUES

<table>
<thead>
<tr>
<th>Safety</th>
<th>People</th>
<th>Integrity</th>
<th>Customer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety – We work and live safely!</td>
<td>People – We value our employees!</td>
<td>Integrity – We earn Colorado’s trust!</td>
<td>Customer Service – We satisfy our customers!</td>
</tr>
<tr>
<td>We protect human life, preserve property, and put employee safety before production.</td>
<td>We acknowledge and recognize the skills and abilities of our employees and draw strength from our diversity and commitment to equal opportunity.</td>
<td>We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.</td>
<td>With a can-do attitude we work together and with others to respond effectively to our customer’s needs.</td>
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<tr>
<th>Excellence</th>
<th>Respect</th>
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<tr>
<td>Excellence – We are committed to quality!</td>
<td>Respect – We respect each other!</td>
</tr>
<tr>
<td>We are leaders and problem solvers, continuously improving our operations and outcomes in support of our commitment to provide the best transportation systems for Colorado.</td>
<td>We are kind and civil with everyone, and we act with courage and humility.</td>
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### What is Culture?

Those behaviors and beliefs and words that are the essence, the core of your organization.
Culture: Behaviors and beliefs and words
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/_________

**Poll Everywhere**
Your **desired** culture: behaviors and beliefs and words

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<th>Notes on culture</th>
<th>What does your DESIRED culture look like, sound like, act like?</th>
<th>What does your CURRENT culture look like, sound like, act like?</th>
<th>Gap?</th>
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[Shifting Culture Through Change Management](#)
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/**_________
Your **CURRENT** culture: behaviors and beliefs and words

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*Explanation:*
- **Desired Culture:** Define what behavior, sound, and actions you want in your organization.
- **Current Culture:** Describe what you currently observe in your organization.
- **Gap:** Identify the differences and areas for improvement.

*Example:* If desired culture is to be innovative and risk-taking, and current culture is risk-averse, the gap is missing a culture of innovation and risk-taking.

*Note:* These terms and behaviors should be relevant to your organization to ensure the analysis is contextually accurate.
Your culture challenge:
Desired vs. Current = Gap

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Determine what behaviors and beliefs you value in a successful culture and them.

These behaviors and beliefs should be so embedded in your company that you don’t even think about them as part of your culture.
Step 1, Summary

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 you want / need?
OK, Gary, I agree: Culture is important.

Maybe the culture in my organization is standing in the way of progress.
However, I am just one person.

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 one person 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)
Name of the change

Purpose (Why)

Short version for today: one (reasonably short) sentence
Name of the change

Purpose (Why)

Particulars (What)

What is actually being changed?
Specific changes that will be made to business processes, systems, tools, job roles, organization structures – what is actually being changed?
Name of the change

Who has to do their jobs differently?
With the new processes, systems, tools, job roles, organization structures – whose day-to-day work will be impacted?
Name of the change

**Who has to do their jobs differently?**

*Scale of 0 to 100: what percentage of the success of your change depends on people doing something different?*

**Purpose (Why)**

Short version for today: one (reasonably short) sentence

**Particulars (What)**

Who has to do their jobs differently?

Scale of 0 to 100: what percentage of the success of your change depends on people doing something different?

**People (Who)**

Conversion today: [name] or [4 people or groups]
If people do NOT change how they do their jobs, then it does NOT matter what specific changes are implemented!

If people don’t change how they do their jobs, then we ultimately will NOT achieve the purpose of the change or the project!
Let’s do a 2\textsuperscript{nd} quick exercise
Future State: organizational

Future State: individuals

1. What does this individual have to do differently?

2.

3.
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

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, non-confrontational 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**?

Poll Everywhere
What comes to mind when you think of change management?

Take out your phone or tablet, open a browser, and go to: PollEv.com/_______
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.
The Five Building Blocks for Successful Change

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement®
We will cover the ADKAR model overall first, then discuss its application to Personal Changes and Business Changes.
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

Desire

What’s in it for me (WIIFM)?

A personal choice

A decision to engage and participate

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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

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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

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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

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**Individual Change Management Outcomes**

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Think of a personal change that you are trying to facilitate with a friend, family member, neighbor.
# Individual Change Management Outcomes

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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

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
The Five Building Blocks for Successful Change

ADKAR applied to a Business Change at WSDOT
# Individual Change Management Outcomes

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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
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 change
Tip B: Start with yourself: be a good example
Tip 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

1. Shaping our culture: basics
2. Shaping our culture: Change management at WSDOT
3. Shaping our Culture: Change management at CDOT
4. Your thoughts and questions
Build relationships:
trust, credibility for the project

Role/job is to walk a mile in their shoes
- Nurture relationships
- Develop & leverage statewide support teams
- Collaborate with and coach project leadership
- Employ ADKAR metrics to coach and measure progress

- Invite project participation
- Embrace and participate in regional culture

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

- Practice transparency, openness, proactivity
- Timely and meaningful outreach
The Five Building Blocks for Successful Change

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement®
WSDOT has seven regions and the nation’s largest marine highway system, Washington State 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
“If you talk to a man in a language he understands, that goes to his head.

If you talk to him in his language, that goes to his heart.”

- Nelson Mandela
What’s inside today: Parts

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WHAT is CDOT
WHO is TEAM CDOT?
WHERE is TEAM CDOT
CDOT’s Summit: To Become the Best DOT in the Country

Purpose
To save lives and make lives better by providing freedom, connection and experience through travel.

Values
Safety, people, integrity, customer service, excellence and respect are at the heart of all that we do.

Summit
The best DOT in the country for all customers by focusing on our people, leading-edge technology and a healthy multi-modal system.

Peaks
- Technology
  - Help Our People with Technology
  - Big Data
  - Improve Travel Experience with Technology
- People
  - Internal Customer Focus
  - Develop Leaders
- System
  - Asset Condition
  - Improve Customer Experience

Base Camps
- Paperless CDOT
- Software Masterworks
- 3-D Modeling
- Underpaid Positions
- Workforce of the Future
- Risk and Resiliency Program
- Winter Operations Readiness
- Maintenance Optimization
- Stripping Improvement

Trails
- Turning Data into Intelligence
- Expansion of Fiber Program
- RoadX
- Compensation 
- Situational Awareness
- Employee Recognition
- Hiring 
- Leadership Development
- Maximum Project Delivery—Central 70, Key RAMP Projects, SPI
CDOT’s Change Agent Network (CAN):
It’s All About People, too

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

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

CAN:
5 Regions
6 Team Leads
45 Change Agents

Activities:
• Support Multiple Projects
• Statewide CAN Meetings
• Regional CAN Meetings
• Two-way!!!
• Change Management Plans
What’s inside today: Parts

1. Shaping our culture: basics
2. Shaping our culture: Change management at WSDOT
3. Shaping our Culture: Change management at CDOT
4. Your thoughts and questions
Let’s have some conversation!
What we covered

1. Shaping our culture: basics
2. Shaping our culture: Change management at WSDOT
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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?

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