

What is Change Management?

All change involving people requires behavior change, and for most people, change is hard. Change management is the process of helping people prepare for and move through change. It is key to successful process improvement. Many improvement efforts fail because the project team and employees impacted by the improvement are not fully prepared for the change.

When do I need it?

- Whenever people need to change their behavior in some way
- When people might be resistant to change or are already pushing back on ideas for change
- When you want to be sure that everyone is on board and your improvement project is successful

How do I facilitate it?

There are numerous approaches to change management. Some common approaches:

- [Kotter's 8-step change model](#)
- [Lawson and Price model](#)
- [Switch framework](#) (see page 2)

Hints

- More difficult or bigger changes require more thought and planning regarding change management
- It is helpful to think about how the change will be communicated to all stakeholders throughout the process and what training different stakeholders need. See pages 3 and 4 for communications and training templates developed by Kimberly Cates in the Controller's Office eMerge division.

Change Management

The Switch framework for guiding people through change - adapted from *SWITCH: How to change things when change is hard* – by Chip Heath and Dan Heath. 16-minute video explainer by the Heath Brothers [available here](#) (you must register to get access).

DIRECT THE RIDER Present a rational justification for change	MOTIVATE THE ELEPHANT Appeal to emotions	SHAPE THE PATH Make the change simpler to accomplish
FOLLOW THE BRIGHT SPOTS	FIND THE FEELING	TWEAK THE ENVIRONMENT
Idea: What you're doing has probably been done before. If your staff or leadership is hesitant to change, show them how the change has been successful elsewhere. If you can't find an example, start small (see "Shrink the Change").	Idea: The core of change is behavior change. Connect the change to staff and customer pain points. Communicate to the emotional side, not the rational side. Don't lead with data. Lead with heart. Stories and visuals can be powerful tools.	Idea: Are people not changing because the physical or social environment encourages them to do the same thing? How can you change the environment to make it easier for people to change? Establish a downhill path to change.
Example: Lean process improvement was successful in Denver and that made it easier to adopt the program in San Francisco.	Example: The CDC's gut-wrenching anti-smoking media campaign led 1.6 million people to try to quit smoking and 100,000 people quit.	Example: Some jurisdictions automatically enroll residents into benefits they're eligible for. They can opt-out, but the default setting is opt-in.
SCRIPT THE CRITICAL MOVES	SHRINK THE CHANGE	BUILD HABITS
Idea: Identify and communicate the behaviors needed. Explain how the new process will work and what each person will do. Make it easy for people to do what they need to do.	Idea: Are staff overwhelmed? Rather than tackle the entire process, start with a small, relatively easy part of the process. Get quick wins to maintain engagement and momentum.	Idea: To change yourself or other people, habits must change. Habits tend to change when the social or physical environment changes. Link new habits to old ones: When you do X, do Y as well.
Example: Whole Foods printed a list of the most nutritious foods on their grocery bags. It helped shoppers focus their attention. BTW: Kale, Chard, and Collard Greens are on top!	Example: Instead of sorting through the materials in their entire electrical shop, electricians at the Recreation and Parks Structural Maintenance Yard decided to focus on one of five rooms in the shop.	Example: Students were late to class so the teacher locked the door when the bell rang. Late students got stuck in the hallway, which was embarrassing, so they changed their behavior.
POINT TO THE DESTINATION	GROW YOUR PEOPLE	RALLY THE HERD
Idea: Show people where you're going by when. Show why it's worth pursuing. Goal should be achievable, and everyone should know when they've arrived and can celebrate. The clearer the destination, the clearer the paths to get there.	Idea: Create the expectation that failure along the way to the goal will happen. Help people have a growth mindset. Change doesn't happen linearly. There will be ups and downs. Focus on learning rather than winning.	Idea: Behavior is contagious. People are influenced by peers and social norms. Find the trend setters and get them on board first. Be sure to create a safe, supportive place for social minorities as well.
Example: Students entering first grade were not at kindergarten level. Teacher set goal that by year end, they would be third graders. The students were excited to become third graders and worked harder to achieve that goal.	Example: The City's successful online Business Portal was developed using an "Agile" approach. Rather than spend lots of time planning, the project moved through an iterative cycle of building, testing, learning, and refining.	Example: Britain's Behavioral Insights Team got delinquent taxpayers to pay their bill by sending them a letter that said they were in "the very small minority" of citizens who had not paid their taxes.

Communication planning tool

Who	What	When	Where	Why
Example: Controller's Office Hiring Managers	Written instructions for how to use new PeopleSoft Request to Hire module	June 1, 2017	Email dissemination and review during in-person trainings	New module goes live July 1. Need managers to understand how to use new module before Go Live.
Example: Job seekers	YouTube video on why working for the City is a great choice.	November 1, 2016	LinkedIn, YouTube, City's websites and social media	Need to attract more talent to the City's workforce; baby boomers retiring

Training Plan Tool

Who	What	When	Where	Why
Example: Controller's Office Hiring Managers	New PeopleSoft Request to Hire module	June, 2017	CON Training Room	New module goes live July 1. Need managers to learn and practice with new module before Go Live.