



# **Changed For Good:** Leading Transformation in Your Organization and Your Community

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# Why is change hard?



“Relax, honey – change is good!”

# Part 1: What You're Up Against



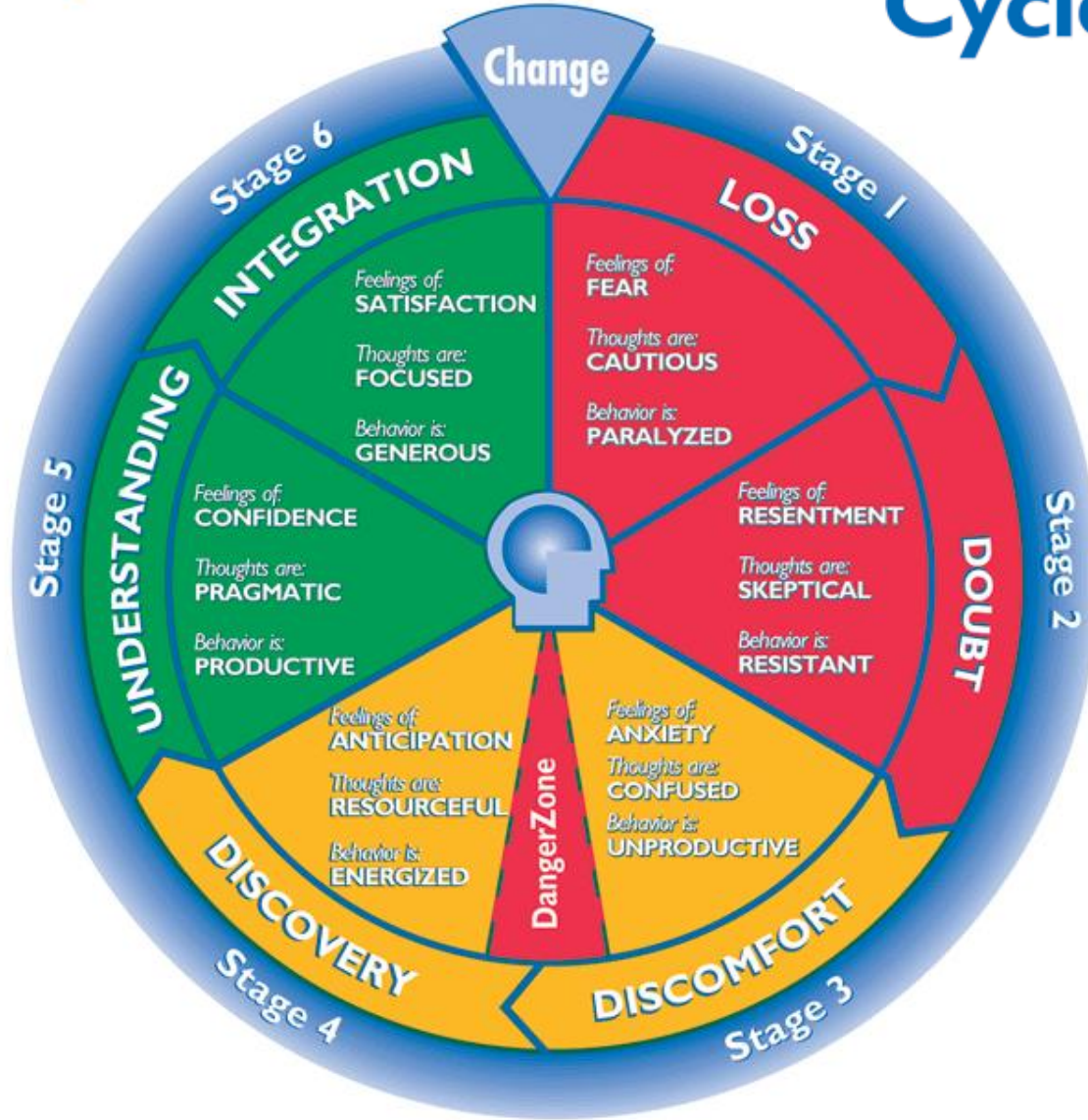
Expect Resistance

# Understanding Resistance



People's reactions to change generally are not logical from an outsider's point of view.

What could I gain?



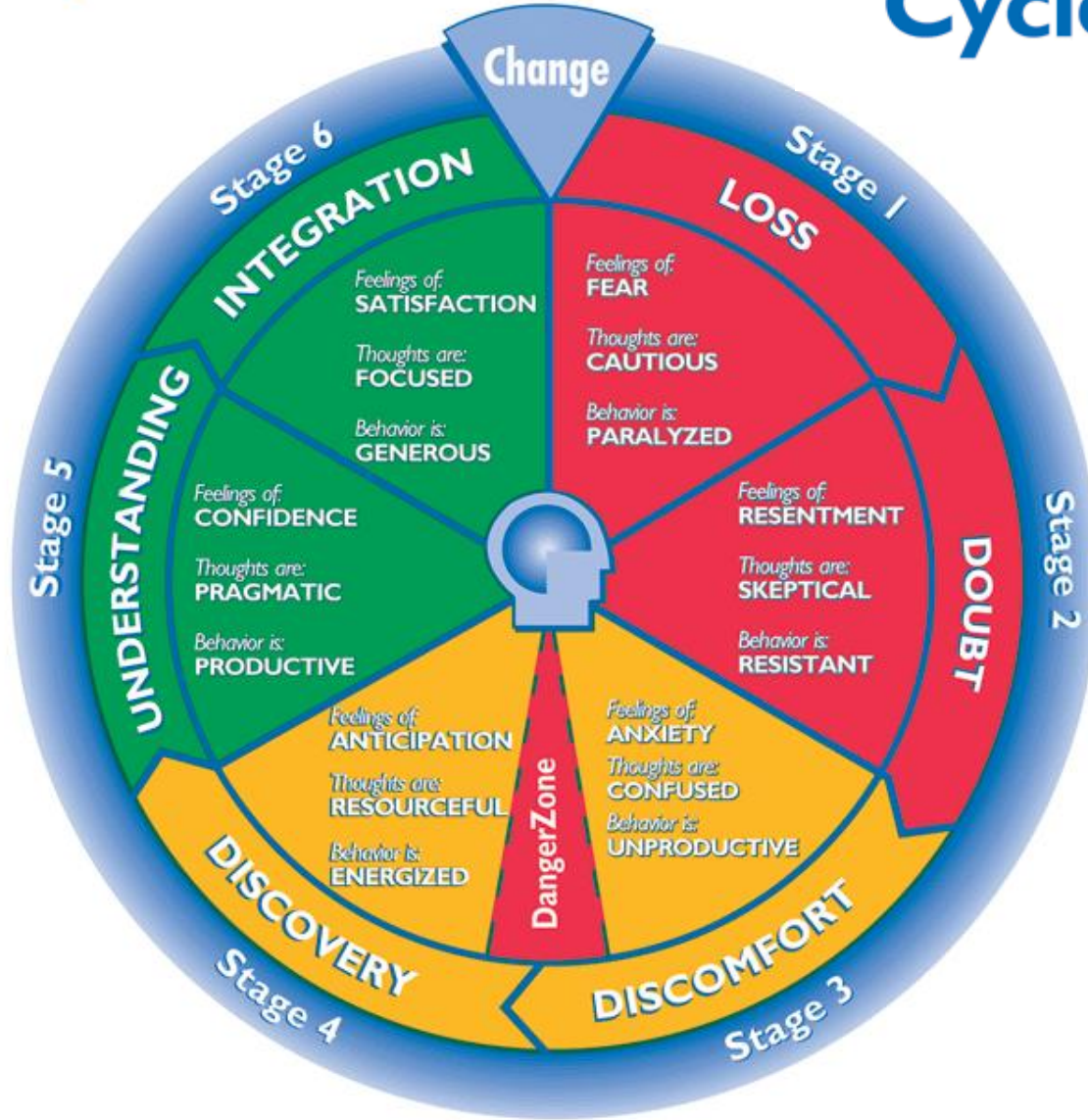
What could I lose?

# Golden Rule of Leading Change:



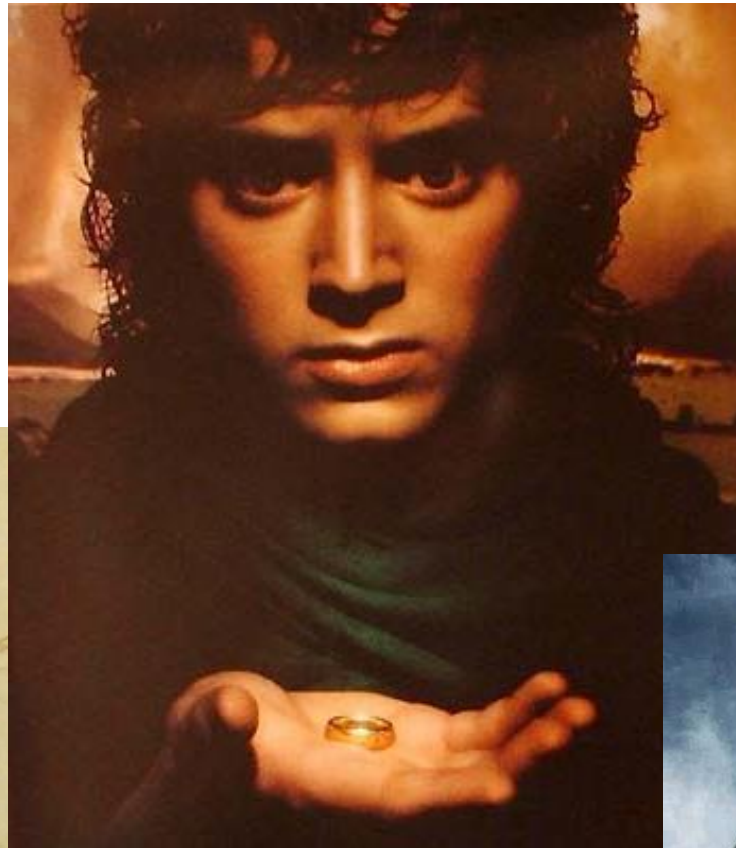
**Meet them where they are.**

What could I gain?



What could I lose?

# What do you consider precious?





## Small Group Discussion

Think of a change that you've gone through that you resisted.

- What were you being asked to leave behind?
- Why was that such a difficult loss for you?
- How did you overcome your resistance?
- If you successfully implemented that change, what replaced the thing(s) you lost?

# Part 2: Make it Happen



Your Strategy for Success

# What change effort will you lead?

Select a specific change you want to champion  
in your organization or your community.

You'll spend the rest of the session creating  
a plan to lead your change.

# Identify Stakeholders

- Who are the various groups who will be affected by this change?
- Who's going to want it?  
Who has the most to gain?
- Who's going to oppose it?  
Who has the most to lose?
- Who's got power to decide? To influence?

# Examples of Stakeholders

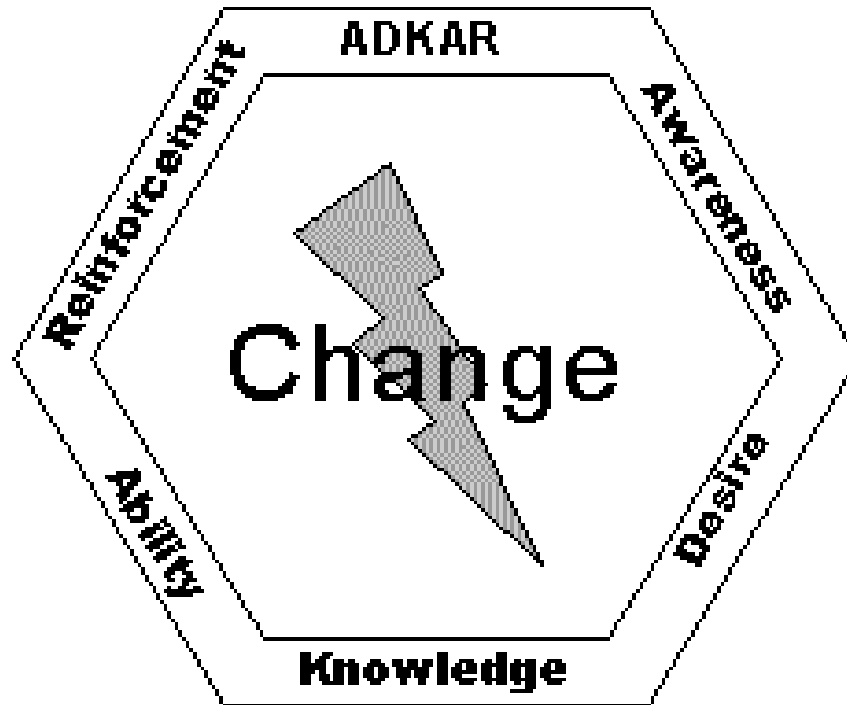
## Community

- Colleagues
- Community Leaders
- Community Groups
- Individuals: voters, parents, breadwinners, taxpayers, etc.
- Business (Small, Large)
- Labor
- Nonprofits
- Religious Leaders/Groups
- Experts
- Academics
- Media
- Other Governments

## Organization

- Your Elected Board/Council
- Department Heads
  - Your Direct Reports
  - Elected/Appointed Dept Heads
- Division Managers
- First-Line Supervisors
- Administrative Employees
- Union Employees
- Labor Unions
- Informal Opinion Leaders
- Citizen Advisory Boards
- Taxpayers/Customers

# The ADKAR Change Model



Created by Prosci, Inc.

# Awareness

## **Understanding of:**

- **Nature of change**
- **Why change is being made**
- **Risk of not changing**
- **What's in it for me.**

## **Factors Influencing Awareness:**

- A person's view of the current state
- How a person perceives problems
- Credibility of the message sender
- Circulation of misinformation/rumors
- Contestability of the reasons for change

# Awareness

On a scale of 1 to 5, how much awareness is there about the need for this change among the stakeholders in your community?

1

Very  
Little

2

3

4

5

Very  
Much



# Desire

**Personal choice:**  
**Willingness to support and engage in change.**

Factors Influencing Desire:

- Nature of the change (what the change is and how it will impact them)
- Environmental context for the change (their perception of the environment)
- Individual's personal situation
- What motivates them (intrinsic motivators unique to an individual)

# Desire

On a scale of 1 to 5, how much desire is there for this change among the stakeholders in your community?

1

2

3

4

5

Very  
Little

Very  
Much

# Knowledge

**Information, training and education necessary to know how to change.**

Factors Influencing Knowledge:

- Current knowledge base of the individual
- Capacity/capability of this person to gain additional knowledge
- Resources available for education / training / information dissemination
- Access to, or existence of, the required knowledge

# Knowledge

On a scale of 1 to 5, how much knowledge of how to make this change is there among the stakeholders in your community?

1

Very  
Little

2

3

4

5

Very  
Much

# Ability

**Turning  
knowledge into  
action.**

**The realization  
of the change.**

Factors Influencing Ability:

- Psychological blocks
- Physical abilities
- Intellectual capability
- Time available to develop the needed skills
- Availability of resources to support the development of new abilities

# Ability

On a scale of 1 to 5, how much ability to apply their knowledge and successfully make this change is there among the stakeholders in your community?

1

Very  
Little

2

3

4

5

Very  
Much

# Reinforcement

## **Factors that sustain change.**

- **External rewards & recognition.**
- **Internal satisfaction.**

## **Factors Influencing Reinforcement:**

- **Meaningful reinforcements**
  - Applies to the person being recognized
  - Comes from respected source
  - Reward is relevant/valuable to person
- **Association of reinforcement with accomplishment**
- **Absence of negative consequences**
- **Accountability systems are in place**

# Reinforcement

On a scale of 1 to 5, how much reinforcement is already there to support this change among the stakeholders in your community?

1

Very  
Little

2

3

4

5

Very  
Much



# The Hotel Bathroom Sign

## Awareness

Each day we use millions of gallons of water and tons of detergent in hotels to wash guest towels that have been used only once.

## Desire

Decide for yourself. A towel on the rack means: "I will use it again."

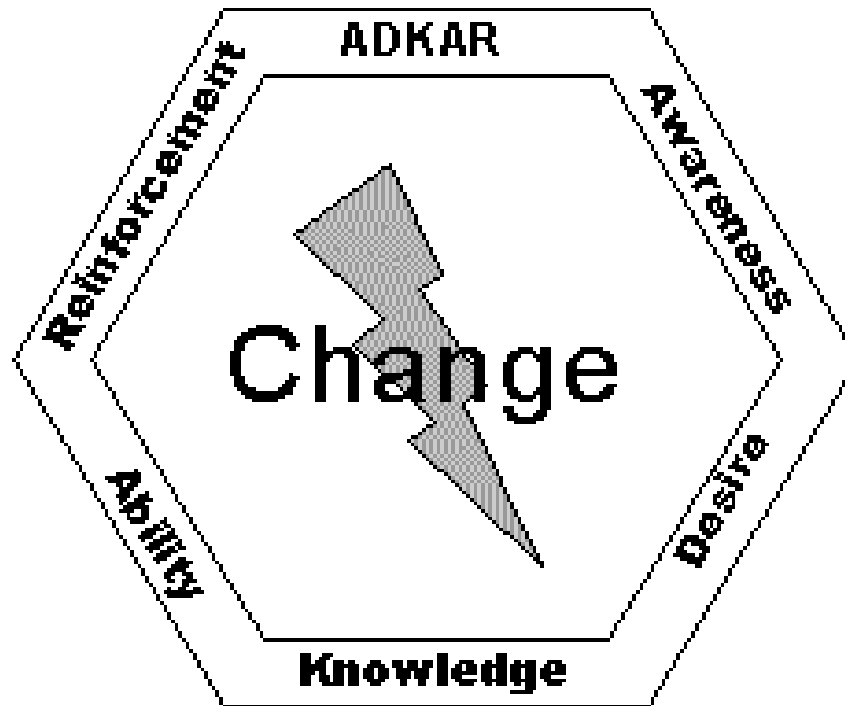
## Knowledge

A towel on the floor or the tub means: "Please exchange."

**Ability:** Nearly anyone can hang or toss a towel.

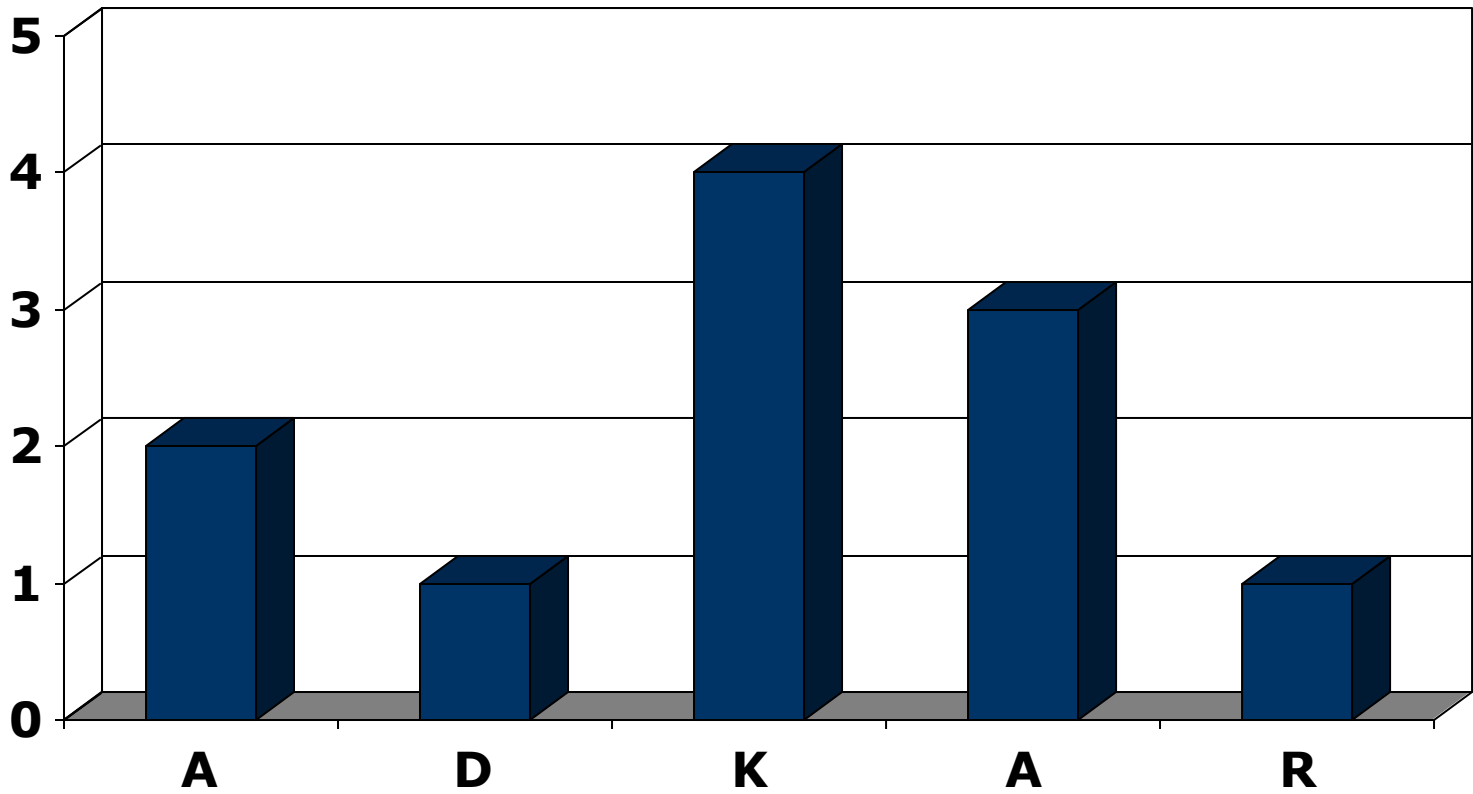
**Reinforcement:** Guest receives a clean towel or helps save the planet. Satisfaction with the choice reinforces it.

# The ADKAR Change Model

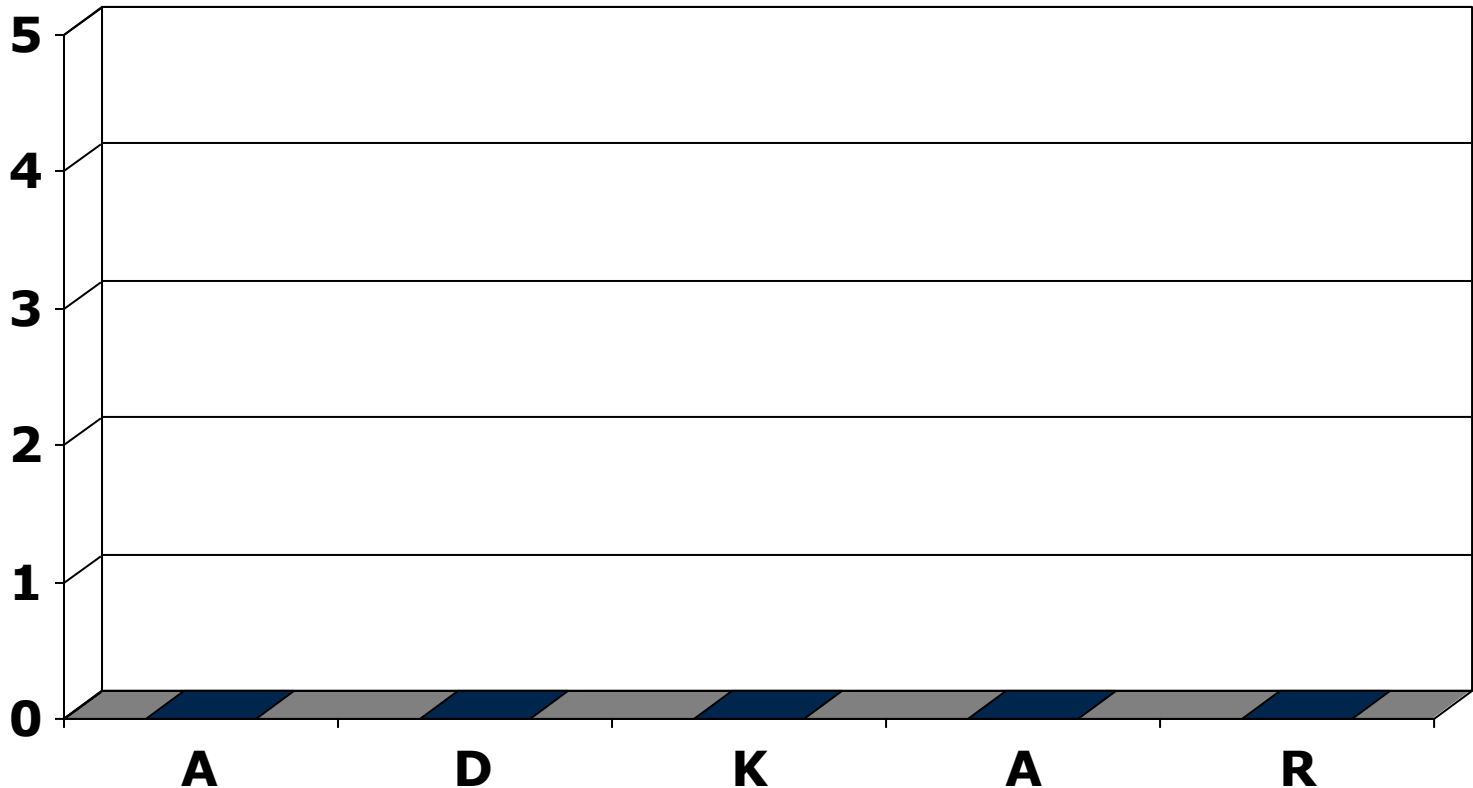


Sequential and Cumulative.

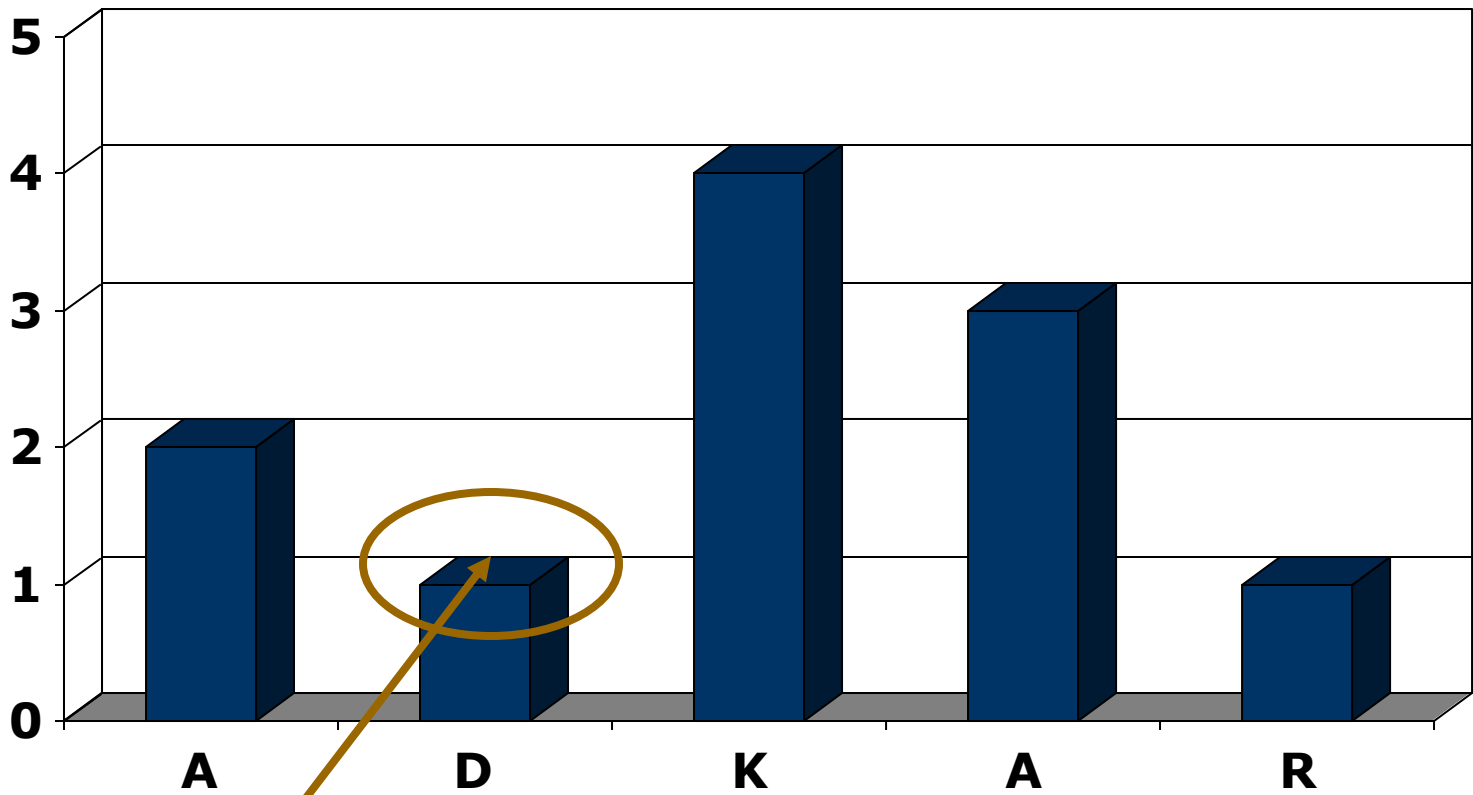
# ADKAR Profile



# Estimate the ADKAR Profile for your change



# ADKAR Profile



Barrier Point

# Change Leadership Activities

	<b>A</b>	<b>D</b>	<b>K</b>	<b>A</b>	<b>R</b>
Communications	✓	✓	✓	✓	✓
Sponsorship	✓	✓			✓
Coaching	✓	✓	✓	✓	✓
Resistance Management		✓			
Education			✓	✓	

# Awareness

## **Tactics for Building Awareness:**

- Effective communication (How? Who?)
- Executive/community sponsorship
- Coaching by managers/opinion leaders
- Ready access to information

# Desire

## **Tactics for Creating Desire:**

- Effectively sponsor the change
- Equip managers/opinion leaders to be change leaders
- Assess risks and anticipate resistance
- Engage stakeholders in the change process
- Align incentives



# Knowledge

## **Tactics for Developing Knowledge:**

- Effective information dissemination
- Keep it simple
- One-on-one coaching by leaders
- Stakeholder groups and forums

# Ability

## **Tactics for Fostering Ability:**

- Regular involvement of champions
- Access to information and/or subject matter experts
- Peer-to-peer support
- Performance monitoring

# Reinforcement

## **Tactics for Building Reinforcement:**

- Celebrations & Recognition
- Rewards
- Feedback from stakeholders
- Audits & performance measure systems
- Accountability systems

There is nothing wrong with change, if it is in the right direction.



-- Winston Churchill



# Resources

ADKAR: [www.change-management.com](http://www.change-management.com)

Change Cycle: [www.ChangeCycle.com](http://www.ChangeCycle.com)

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