

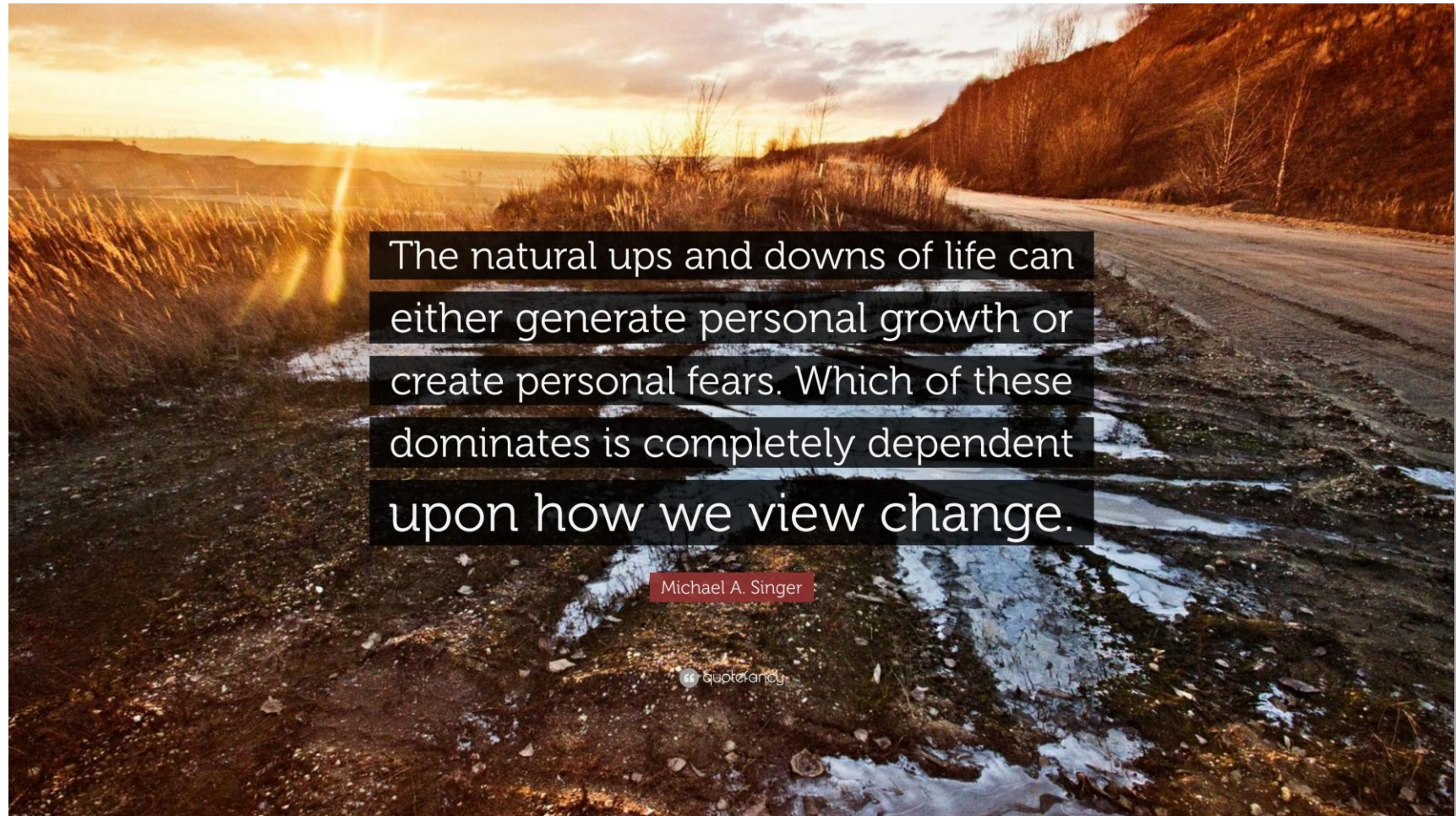


# Change Management

Crystal E. Barrett MAED/T, MLS(ASCP)<sup>cm</sup>



# The Ups and Downs of Change



The natural ups and downs of life can either generate personal growth or create personal fears. Which of these dominates is completely dependent upon how we view change.

Michael A. Singer

quotefancy



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What word comes to mind when you think about **CHANGE** in your organization?

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# Understanding Change

- Change is constant
- Public sector is dynamic
- Crucial skills for leaders at any level
  - Navigate change effectively
  - Lead by example during times of change



# Organizational Change

- Planned or unplanned
- Incremental or transformational
- Top-down or bottom-up
  - Each brings unique challenges
  - Require different approaches



# The Human Side of Change

- Emotional and psychological impacts
- Uncertainty and fear
- Loss of control or identity
- Skepticism
- Habitual patterns
- Hope and excitement





**How comfortable are you navigating uncertainty at work?  
(1 = Very uncomfortable ... 5 = Very comfortable)**

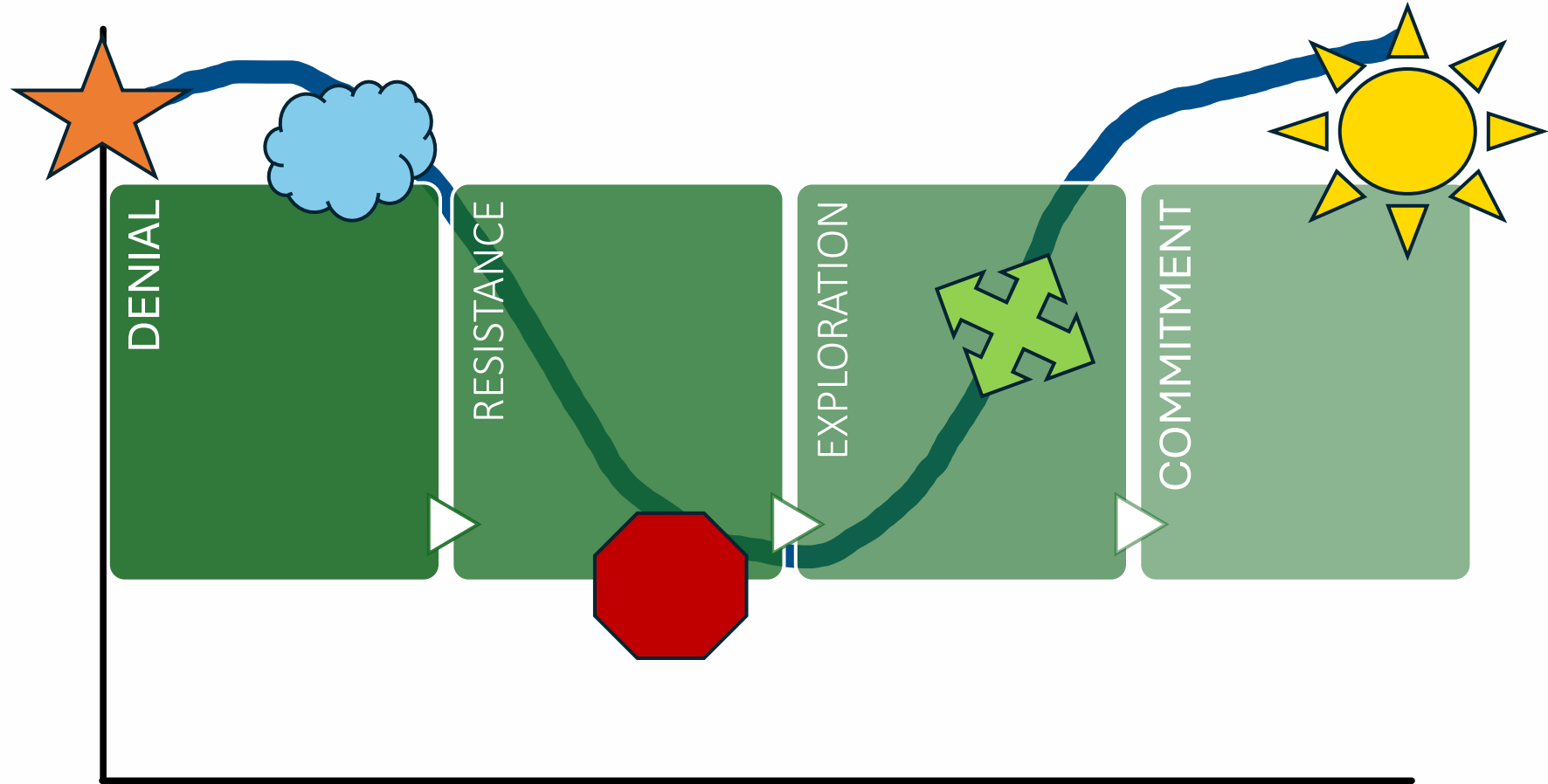
1 - Very Uncomfortable 5 - Very Comfortable

Score: ★ 0.0

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# The Change Curve



# Common Barriers: Why Change Fails

- Poor communication
- Lack of stakeholder involvement
- Inadequate support, resources, or training
- Resistance that is ignored or mishandled
- Failure to align change with organizational culture





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**What are the top barriers to successful change in your area? Drag to reorder. #1 will be your biggest barrier.**

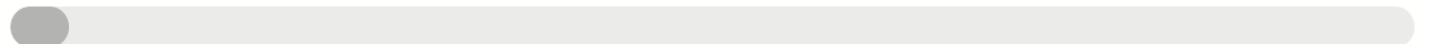
1. Communication



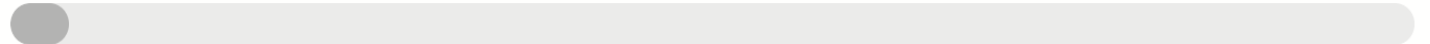
2. Time, competing priorities



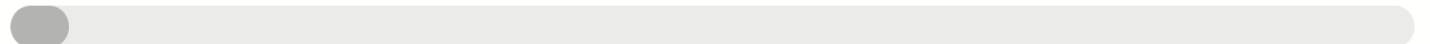
3. Stakeholder involvement



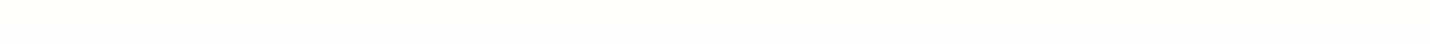
4. Training, resources



5. Culture



6. Something else



# Change Management

- Effective change management:
  - Anticipate resistance and plan for it
  - Communicate the “why” clearly and consistently
  - Set the vision and tone
  - Model adaptability and resilience
  - Create safe spaces for feedback and dialogue
  - Celebrate small wins to build momentum

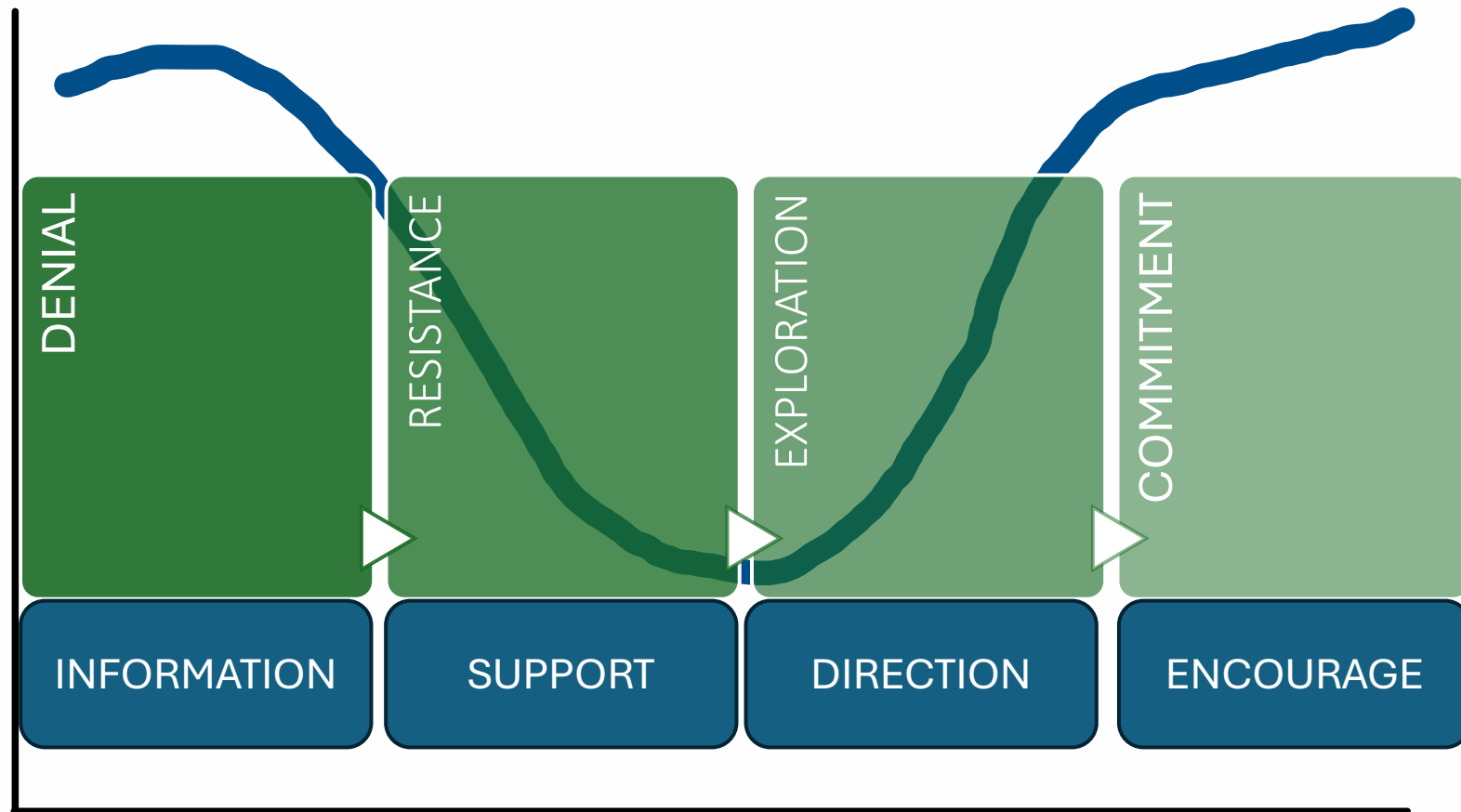


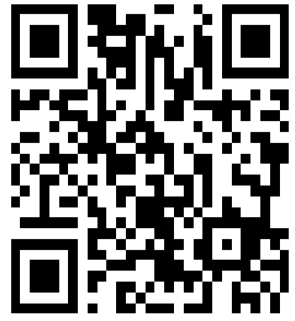
# Change Management: ADKAR Model

ADKAR Model	
<b>Awareness</b>	Communicate business reasons for change, support with data to understand the “Why”
<b>Desire</b>	Involve employees and emphasize positive outcomes so they can accept, commit, embrace, influence
<b>Knowledge</b>	Provide support with new tools, resources, processes as the organization acquires new concepts
<b>Ability</b>	Lead by example, get early adopters to gain capability for implementation, provide coaching
<b>Reinforcement</b>	Monitor progress, period process reviews, adjust as needed, celebrate wins



# Change Curve Managed





What helps you personally move from "Resistance" to "Exploration" on the change curve?

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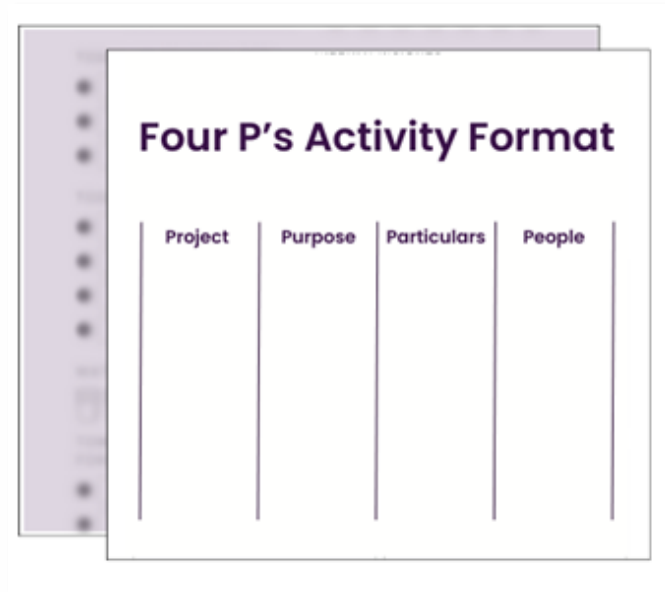
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# Strategies for Leading Change

- Effective change management is strategic, intentional
- Right-sized
- Rooted in organizational culture and purpose
- Apply "Four P's" model when leading change
  - Project
  - Purpose
  - Particulars
  - People



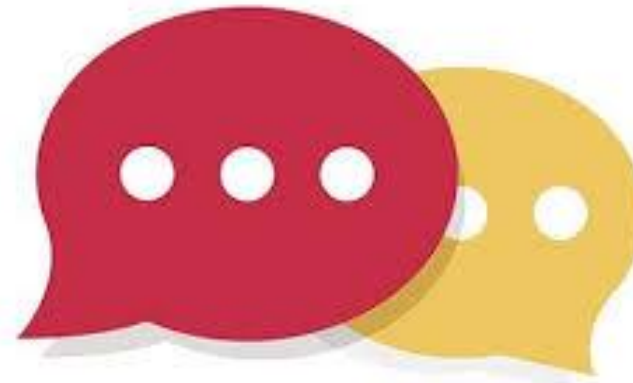
The image shows a template for a 'Four P's Activity Format'. It consists of a white rectangular box with a purple border and a purple shadow. The title 'Four P's Activity Format' is centered at the top in a purple font. Below the title is a table with four columns, each labeled with a 'P' in a purple font. The columns are labeled 'Project', 'Purpose', 'Particulars', and 'People'. Each column is empty, with only vertical lines defining the structure.

Project	Purpose	Particulars	People



# Strategy 1: Communicate

- **Communicate Clearly and Frequently**
- Ensure all stakeholders understand
  - Purpose
  - Process
  - Expected outcomes
- Communication
  - Transparent
  - Consistent
  - Ongoing





What's one thing that makes communication during change more effective?

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# Strategy 1: Communicate

- **How to implement:**
  - Hold regular team briefings or town halls
  - Use multiple channels to reinforce key messages
  - Create a change FAQ document to address common concerns
  - Encourage two-way communication



# Strategy 1: Communicate

- **Activity: “Message Mapping”**
  - Scenario: *A new Learning Management System (LMS) is being implemented to create standardization across the organization*
  - Task: Create a message that includes the Four P's :
    - Project: What is the change?
    - Purpose: Why is change happening?
    - Particulars: Key messages that need communicating?
    - People: Who needs to hear what, what channels?
- “How can tailoring communication to different groups improve clarity and reduce resistance?”*



# Strategy 2: Involve Employees

- **Involve Employees in the Change Process**
- Engage staff early and often
  - Build ownership
  - Reduce resistance
  - People support what they create





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## How involved do employees feel in decisions that impact their work?

Very involved

0%

Somewhat involved

0%

Not very involved

0%

Not involved at all

0%



# Strategy 2: Involve Employees

- **How to implement:**

- Form a change advisory group with representatives from different roles
- Surveys or focus groups to gather input, questions and concerns
- Pilot testing or process redesign
- Provide templates for information sharing
- Recognize and implement suggestions where feasible



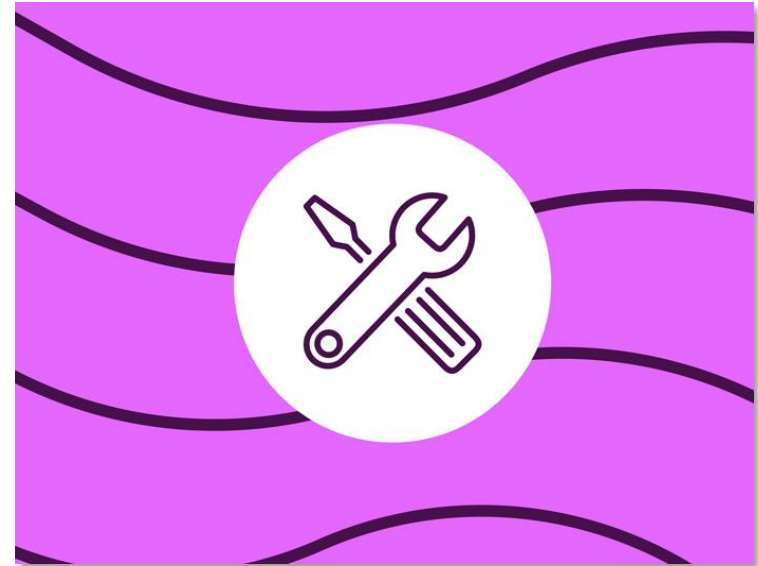
# Strategy 2: Involve Employees

- **Activity: “Co-Creation with the Four P’s”**
  - Scenario: *You must redesign a workflow because a grant-funded position is ending*
  - Task: Use the Four P’s to plan how to involve staff:
    - Project: What change is being considered?
    - Purpose: What’s the goal of involving staff?
    - Particulars: What input is needed, how will it be gathered?
    - People: Who should be involved?
- “What are the challenges and risks of involving various people in a change process?”*



# Strategy 3: Provide Support

- **Provide Support and Resources**
- Equip employees
  - Tools
  - Training
  - Emotional support
  - Vision
  - Guidance





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### Which type of support(s) do you find most valuable during transitions?

Clear expectations

0%

Emotional support

0%

Additional training

0%

Tools or job aids

0%

Time to adjust



# Strategy 3: Provide Support

- **How to implement:**

- Hands-on training sessions and job aids
- Mentors or change champions support peers
- Check in regularly, provide access to employee assistance programs
- Adjust workloads, stagger onboarding to allow time for learning
- Remind staff of purpose and goals



# Strategy 3: Provide Support

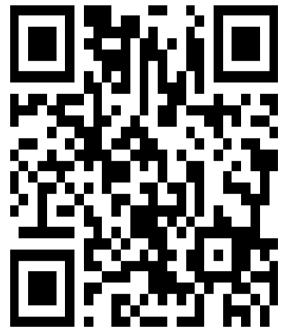
- **Activity: “Support Strategy Builder”**
  - Scenario: *Due to budget cuts, your team is taking on additional responsibilities without additional staffing*
  - Task: Use the Four P’s to design a support plan:
    - Project: What’s changing operationally?
    - Purpose: What support outcomes are you aiming for?
    - Particulars: What tools, training, or support is needed?
    - People: Who needs support, who can provide it?
- “How can we anticipate the need for support and be proactive versus reactive?”*



# Strategy 4: Lead by Example

- **Lead by Example**
- Demonstrate behaviors and attitudes you want to see in others
  - Set the tone
  - Perception vs. reality
  - Reality vs. optimism
  - Model embracing change
  - Find your own support system





What's one behavior a leader could model that would help you during change?

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# Strategy 4: Lead by Example

- **How to implement:**
  - Show enthusiasm and commitment to the change
  - Be visible and accessible—walk the floor, attend training sessions
  - Acknowledge your own learning curve and model adaptability
  - Follow the same new procedures expected of staff



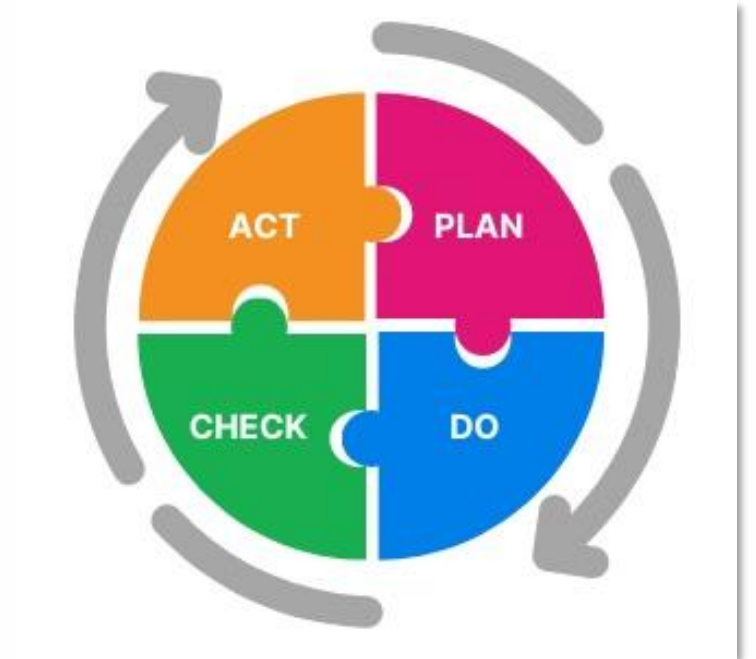
# Strategy 4: Lead by Example

- **Activity: “Modeling the Change”**
  - Scenario: *Leaders must model prioritization by visibly pausing lower-impact activities and focusing on essentials.*
  - Task: Use the Four P’s to plan leadership modeling:
    - Project: What behavior or process is changing?
    - Purpose: What message should leadership modeling send?
    - Particulars: What specific actions will leaders take?
    - People: Who are the key influencers or role models?
- “What is one behavior you can model to build trust and commitment during change?”*



# Strategy 5: Monitor Progress

- **Monitor Progress and Adjust as Needed**
  - Track how the change is unfolding
  - Seek feedback
  - Assess goals versus outcomes
  - Be willing to course correct
  - Plan, Do, Check, Act





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## How often does your team gather feedback after implementing a change?

Frequently

0%

Occasionally

0%

Rarely

0%

Not at all

0%



# Strategy 5: Monitor Progress

- **How to implement:**
  - Set measurable goals and milestones
  - Use feedback loops to assess impact
  - Celebrate early wins to build momentum
  - Be flexible—adjust timelines or strategies if needed
  - Provide regular updates



# Strategy 5: Monitor Progress

- **Activity: "Feedback Loop Design"**
  - Scenario: *A new onboarding process was implemented but feedback suggests it's overwhelming and difficult to navigate*
  - Task: use the Four P's to design a feedback and adjustment plan for improving the onboarding
    - Project: Onboarding process
    - Purpose: Understand pain points, improve experience
    - Particulars: Feedback, metrics, data collection points
    - People: Who provides feedback, who decides adjustments
- "What systems or habits can we build to make continuous improvement part of our onboarding culture?"*



# Change Challenge

- What is one change your organization is facing?
- Where is the organization on the **change curve**?
- **Which strategy** for leading change is most needed now?
- Use the **Four P's** to identify specific actions you can implement:
  - Project
  - Purpose
  - Particulars
  - People



# Summary



- Change is inevitable
- Emotional and psychological impacts
- Effective change leaders manage the change process using the five key strategies where applicable
  - Communicate, Involve, Support, Lead, Monitor
- 4 P's should be at the center of each strategy
  - Project, Purpose, Particulars, People
- Celebrate success!





**What is one action you plan to take to support change on your team?**

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Thank you

Any questions?

