
BEHAVE YOURSELF! USE BEHAVIOR TO DRIVE CHANGE

April 9, 2020



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Advancing the field of Change Management
in the Metro Denver Area

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LEARNING OBJECTIVES

- 1. Describe why a behavior based approach to change matters**
- 2. Define the behavior cycle**
- 3. Learn practical ways to implement behavior to dramatically improve change outcomes**



WHY FOCUS ON CHANGE?

Increase the likelihood of securing business benefits & goals through:

1. Minimizing amount of people disruption associated with change
2. Lessening the time required to move people from current to future state

Build a Change Adaptive Culture



HOW WE TYPICALLY MANAGE CHANGE?

CURRENT

- **Project View**
- **Tools and Templates**
- **Single, Silo View of Change**
- **Scattered, Inconsistent Data**



TO

- ✓ **Tools and Templates +**
- ✓ **Capability & Portfolio View**
- ✓ **Behavior & Data**





WHAT & WHY BEHAVIOR BASED CHANGE?

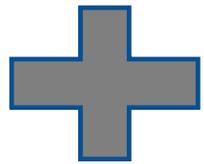
THE WHAT, WHY AND HOW OF BEHAVIOR

- UAT & Comm
- Reading
- Training
- Process
- Job Ai



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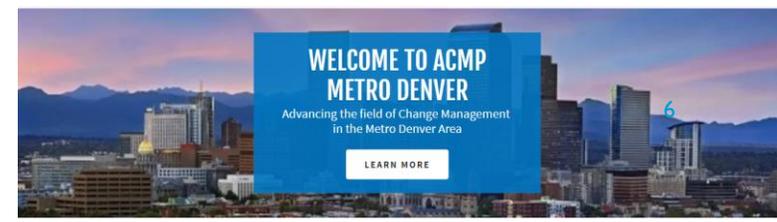
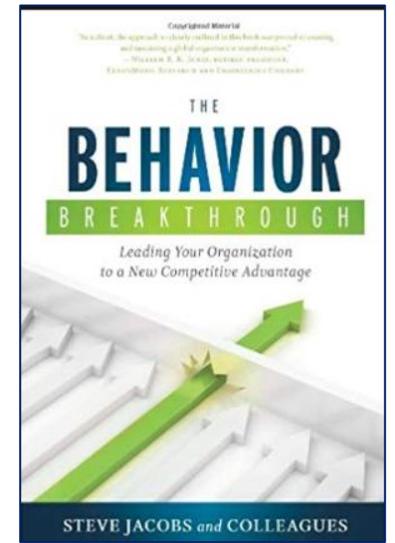
20%



- Pay Cut

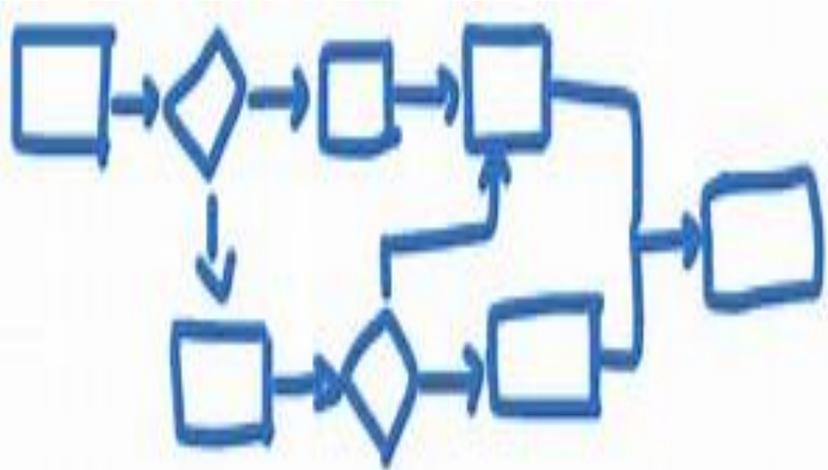


80%

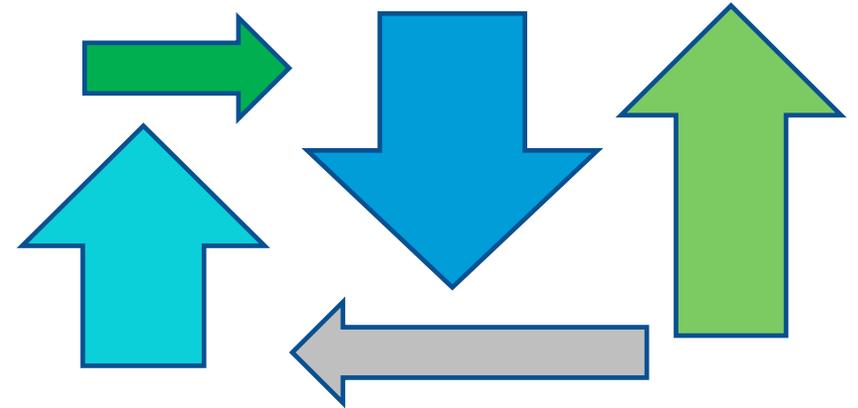


PROCESS + LEADERSHIP ACCELERATES CHANGE

Process Orientation



Leadership Orientation



Project Management & Change Management

Predecessors

Behavior Based Approach *

Reinforcement & Consequences



*IBM Institute for Business Value, 2014, "Making change work while the work keeps changing"



BEHAVIOR DRIVES CHANGE



ID Behavior

**Coach Leaders for
Behavior Change**

**Measure Behavior
that Matters**

Behavior Based Change

YOUR TURN: PINPOINT CRITICAL BEHAVIOR EXERCISE

Which of the following behaviors most directly relates to the goal of “Increasing sales **10% in Q1 2020 from Q4 2019**”?

1. Log into sales system
2. Inactivate a customer in sales system
3. Interview sales people
4. Schedule monthly order for existing customer for 5,000 more widgets per month starting in March 2020
5. Save new customer contact information



YOUR TURN: PINPOINT CRITICAL BEHAVIOR EXERCISE

Goal: Increase sales 10% in Q1 2020 from Q4 2019

Schedule monthly order for existing customer for 5,000 more widgets per month starting in March 2020

Why? This behavior has the most specificity and alignment to the goal



PINPOINT CRITICAL BEHAVIOR(S)

1. **Identify critical behavior(s)**
2. **Drill the behaviors down**
3. **Consider behavior differences amongst stakeholder groups**
4. **Use critical behavior(s) as the foundation of your change strategy and plan**



Not all behaviors are created equal!



ID Behavior



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Behavior Based Change

HOW LEADERS RATE THEIR PERFORMANCE DRIVING CHANGE

- 80 to -83%*

Effectiveness at **Communicating, Advocating and Liaising***

Lack of effectiveness/not effective at **Coaching***

Lack of effectiveness/ not effective at **Managing Change Resistance***

70 to 80%*

* Prosci Best Practices in Change Management



ROLES LEADERS NEED TO ACTION



Communicate

Be a good communicator and listen

Support a clear vision & strategy

Empower your team; don't micromanage

Be interested in team success

Create inclusive team environment

Be a good coach

Advocate & Liaison

Encourage career development

Results Focused

Collaborate

Possess basic technical skills

Leader Change Activation

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TIPS TO COACH LEADERS FOR CHANGE

1. Don't assume they know how to drive change
2. ID leaders and create communication & engagement plan, leaders coaching and plan to include reinforcement and consequences for behavior as part of your change strategy, change plan and change execution
3. Focus leaders efforts on triggering, reinforcing and sustaining the critical behavior(s)
4. Act as a partner, not a threat

80% of the success of your change depends on them so be the coach you would want to have!



TIP!



ID Behavior



**Coach Leaders for
Behavior Change**



**Measure Behavior
that Matters**

Behavior Based Change

PROCESS OF CHANGE SUSTAINMENT



First Swim (Adoption)

- Trying or using the change



Swim Practice (Proficiency)

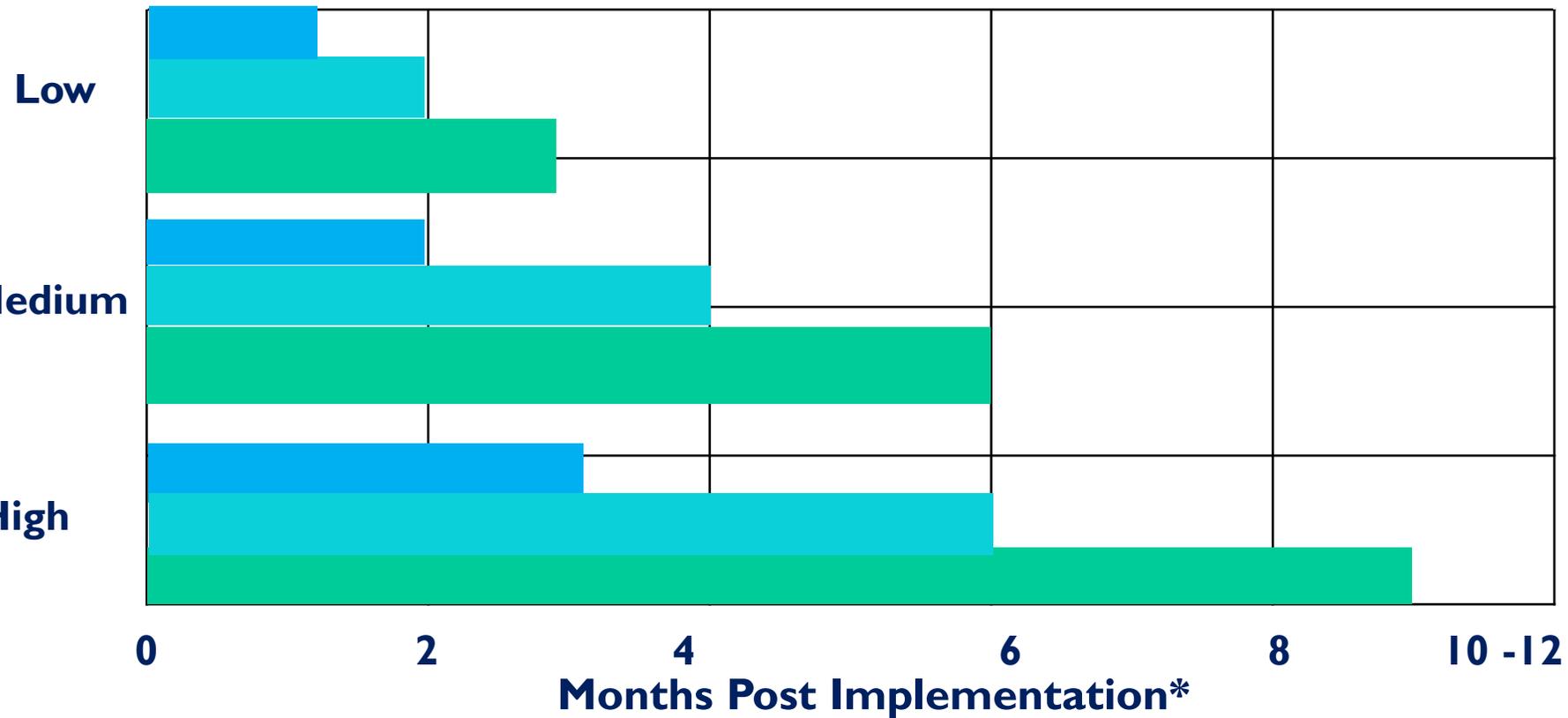
- Gaining quality & timeliness/speed with the change



Business as Usual (Sustainment)

- Change is part of normal business process

PROCESS OF CHANGE SUSTAINMENT ON MEASUREMENT



Adoption 

Proficiency 

Sustainment 



CHANGE SUSTAINMENT CALCULATOR

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Project or Initiative Name	Priority	Stakeholder Group	Individuals	Process	Systems	Data	Market	Product	Culture	Consideration Impact AVG.	Do the Change Targets have a positive history with change ?	Are there other changes being implemented around the same time to the Change Targets?	Will the Change Targets be in process of sustaining other changes when the change is being implemented ?	Total Change History	Total Change Impact	Level of Impact
My Project		Sales	5	5	5	5	5	5	5	5.0	No	Yes	Yes	0.1	5.1	High
Your Test	Low		1		5			1	1	2.0				0.0	2.0	Low
Impact	High	Customer Service	5			5	5		1	4.0	No	Yes	Yes	0.1	4.1	Medium

Column	What to Enter
A	Enter Project or Initiative Name
B	Optionally, enter a Business Priority
C	Optionally, enter a Stakeholder Group to have the line reflect the impact ONLY for this stakeholder group
D through J	Select a rating for each Consideration D through J that are applicable to the Project or Initiative. Ratings include 1 (Low), 3 (Medium) or 5 (High)
K	No user entry needed. The tool displays a Consideration Impact Average
L through M	Optionally, select a value for each field relative to Change History
P and Q	No user entry is needed. The tool displays the Total Change Impact numeric and rating fields

CHANGE SUSTAINMENT CALCULATOR

A	P	Q	R	S	T	U
Project or Initiative Name	Total Change Impact	Level of Impact	Implementation / Go Live Date	Adoption Complete	Proficiency Complete	Sustainment Complete
My Project	5.1	High	January-20	April-20	July-20	December-20
Your Test	2.0	Low	March-19	April-19	April-19	June-19
Impact	4.1	Medium	September-20	October-20	December-20	February-21

Column

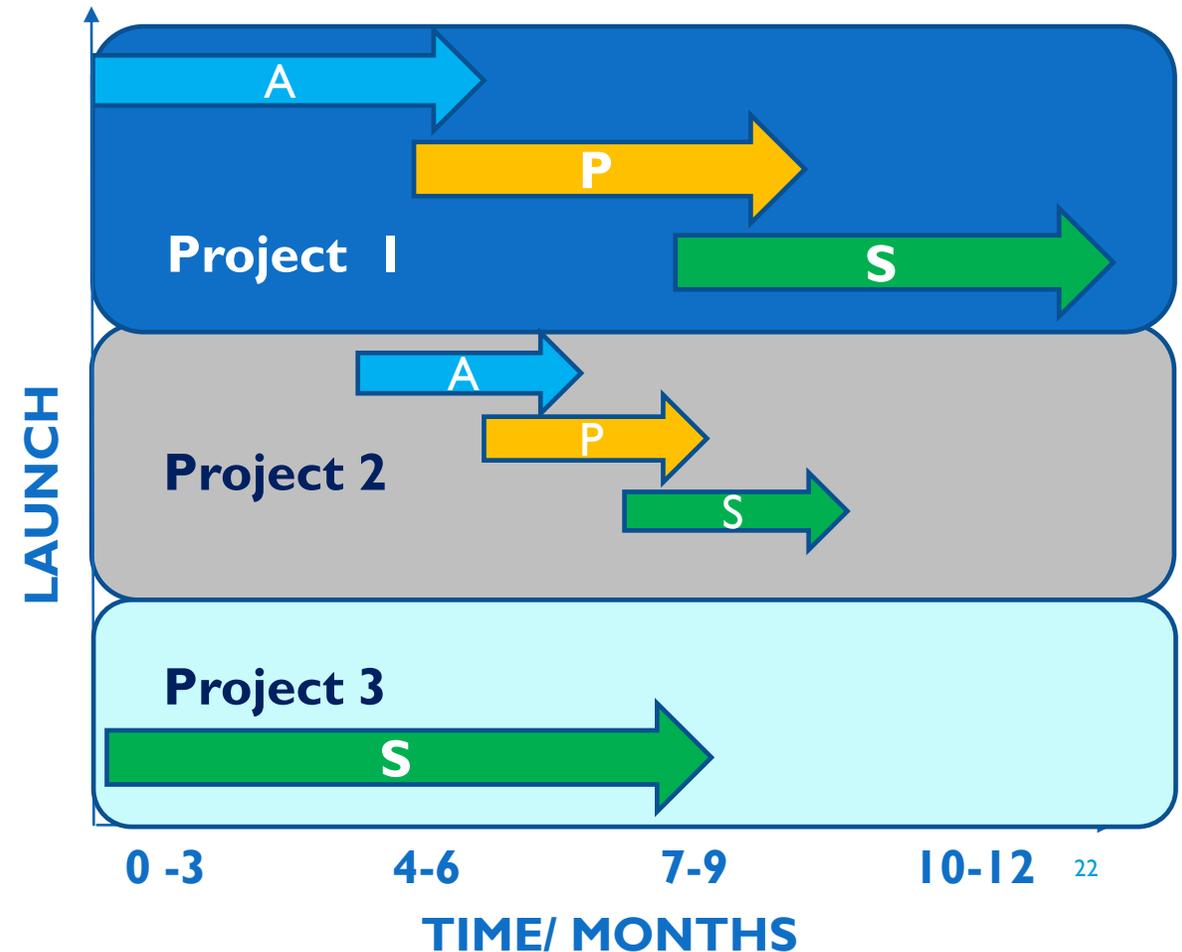
What to Enter

R Enter **Implementation/Go Live Date** in MM/YY format

S through U No user entry needed. The tool displays approximate dates for Adoption, Proficiency and Sustainment Complete timeframes based on the Level of Impact and the starting value that if Level of Impact = High it could take up to 12 months to reach Sustainment Complete. The idea is that if an organization uses these baseline timings and gathers their own data on Adoption, Proficiency and Sustainment timings they can adjust the tool to reflect their timings

CHANGE MEASUREMENT

- Measure critical behaviors that are most likely, when executed, to deliver business benefit/ROI
- Gotchas
 - Not measuring per the process that people adapt to change
 - Not measuring change projects/portfolio in the same way
 - Not considering the impact on measurement that other changes might have



ID Behavior

Identify critical behavior(s) that deliver business benefits/ROI

Build change strategy and plan around the critical behavior(s)

Coach Leaders for Behavior Change

Coach leaders on change roles: Communicator, Advocate, Coach & Liaison

Focus leader effort on triggering, reinforcing and sustaining critical behavior(s)

Measure Behavior that Matters

Measure critical behavior(s)

Have awareness on measurement gotcha's

Behavior Based Change

BEHAVIOR FIT INTO CHANGE PROCESS*

Evaluate Change Impact & Organizational Readiness

Understand scope & change impact
 Create stakeholder analysis
 Define change readiness considerations & risks
Identify behavior & measures

Formulate the Strategy & Develop Change Mgmt. Plan

Create change strategy
 Create change plan
 ID change agents & leaders
Create communication & engagement plan (leaders coaching and plan to include reinforcement and consequences for behavior)
 Assess Change Readiness
 Prepare for Business Handover

Implementation: Execute the Plan

Support launch
Support to fully activated change agents and leaders
Track Adoption, Proficiency & Sustainment Metrics
 Feedback
 Course correct, as needed.

Post Implementation: Complete the Change Mgmt. Effort

Support to fully activated change agents and leaders
Track Adoption, Proficiency & Sustainment Metrics
 Feedback
 Course correct, as needed
 Fully Transition to Business Owner
 Close Change

*ACMP Change Standard



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