SUSTAINABLE FLEET TECHNOLOGY

VIRTUAL CONFERENCE 2020

Session #17: Change Management to Remove Resistance & Roadblocks

December 16, 2020

NC CLEAN ENERGY
TECHNOLOGY CENTER

SUSTAINABLE FLEET TECHNOLOGY

VIRTUAL CONFERENCE 2020

https://www.sustainablefleetexpo.com/

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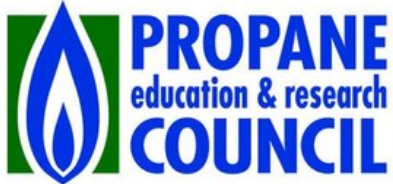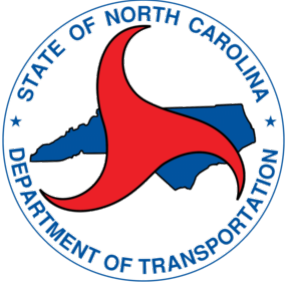
Format

- Q&A at the end

- Submit questions and comments to "Panelists"

- Scheduled for 2:00p-3:30p

- Handout

- Recording

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- **Clean Transportation Program Director NC Clean Energy Technology Center at NC State University**
- **8 years with NC State**
- **30+ years experience including General Motors, Draper Lab and Great Lakes Pulp & Fibre in both engineering and business management roles**

Human Nature to Resist Change

Have you tried brushing your teeth with the opposite hand or cross your arms opposite normal?

People are comfortable with what is known and familiar.

Anything different from the normal routine can be seen as a threat, causing stress and anxiety.

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NAFA Fleet Management Association

Change Management

Aimed at behaviors and attitudes to manage the people side of change.

Leadership for Change

Managing Change

- Planning
- Budgeting
- Organizing
- Correct personnel
- Marketing
- Measuring
- Problem Solving
- Executing core activities well
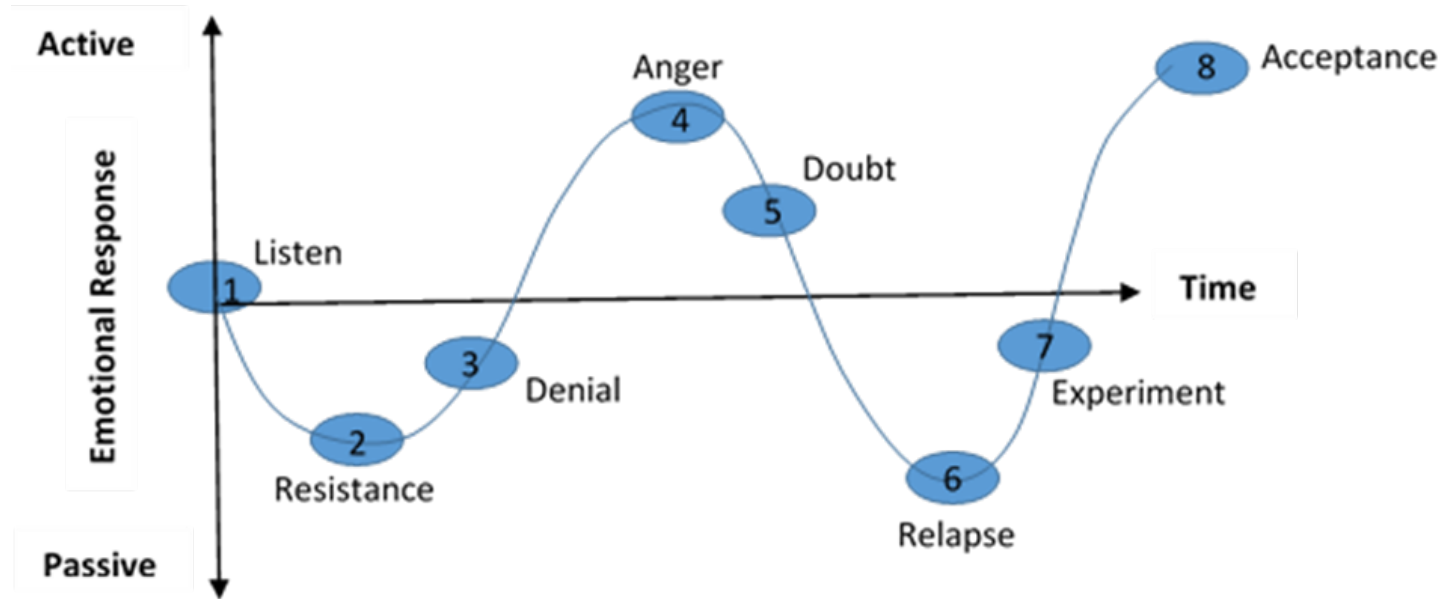- Consistently producing reliable results

+

Leading Change

- Establishing direction
- Aligning individuals
- Motivating
- Inspiring
- Uniting to achieve results
- Driving towards the future

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Adoption Curve for Sustainability
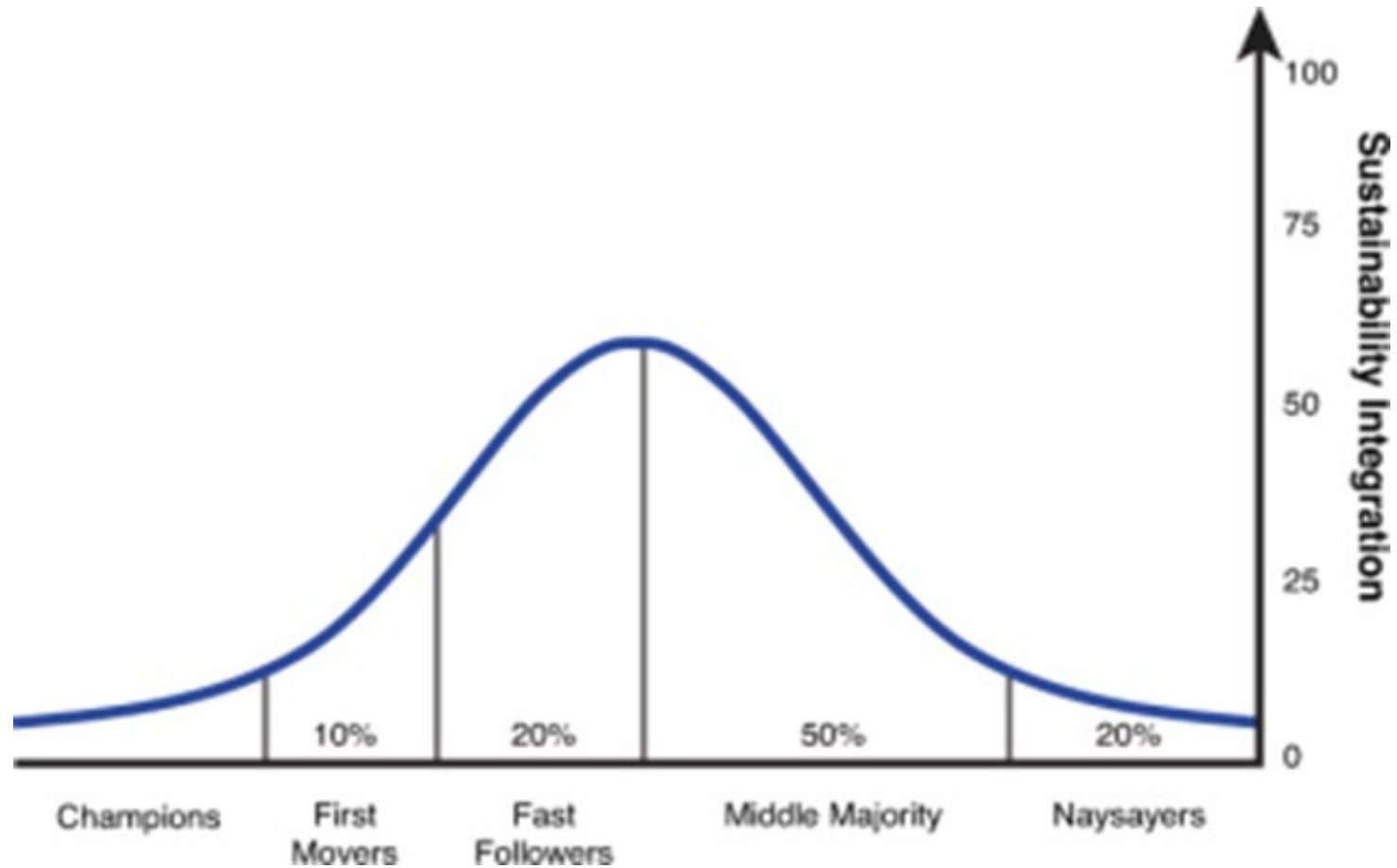
De Caluwe's Individual Change Curve

Change Management Models

Growing field w/ increasing application

Multiple disciplines

Several models being successfully applied

Sustainable Fleet Technology Conference Series: Change Management to Remove Resistance & Roadblocks

NCSU December 2020

Today's Agenda

- What is Change Management?

- Understanding Resistance

- Tools, Tips and Techniques to Remove Resistance and Roadblocks

- Panel Q & A

Change Is a Process

Where You Are Today

Where the Change Requires You to Be

| Current State | Transition State | Future State |

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Core Change Management Roles
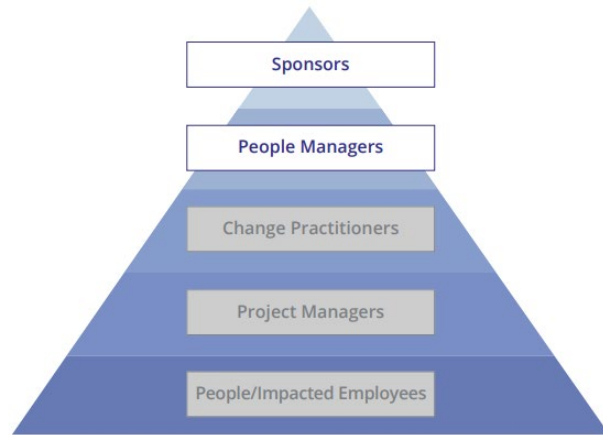
Who does change management?

Core Role Descriptions

The table below illustrates what we would like to hear each of these groups say if they are actively engaged in managing change. Conversely, it also identifies what you may hear from each role if their responsibility is not clearly defined or understood (either by the player or by the organization).

Role	How they should describe their role:	How they could misunderstand their role:
Change Practitioners	"I, change practitioner, contribute to successful change outcomes through adoption and usage by preparing, equipping and supporting people with integrated strategies and plans."	"I feel like I'm on an island here. People expect me to do everything and have all the answers."
Sponsors	"I, sponsor, contribute to successful change outcomes through adoption and usage by **A**ctively and visibly participating throughout, **B**uilding coalitions, and **C**ommunicating directly."	"I gave you funding and signed the charter, now go make it happen!"
People Managers	"I, people manager, contribute to successful change outcomes through adoption and usage by performing the roles of **C**ommunicator, **L**iaison, **A**dvocate, **R**esistance Manager and **C**oach."	"I feel like I'm the direct target for some of these changes, and I wish I knew what was going on."
Project Managers	"I, project manager, contribute to successful change outcomes by designing with adoption and usage in mind and integrating with the people side."	"My focus is getting to go-live. Once I flip the switch, I'm moving on to the next project."
People/Impacted Employees	"I, employee, contribute to successful change outcomes by engaging, adopting and using the change."	"I'm just going to wait and see what happens. It seems like this change and its success are not my responsibility."

Enabling versus Facing Roles

Prosci's Core Roles in Change Management Model:
Employee-Facing Roles

- Sponsors
- People Managers
- Change Practitioners
- Project Managers
- People/Impacted Employees

Prosci's Core Roles in Change Management Model:
Enabling Roles

- Sponsors
- People Managers
- Change Practitioners
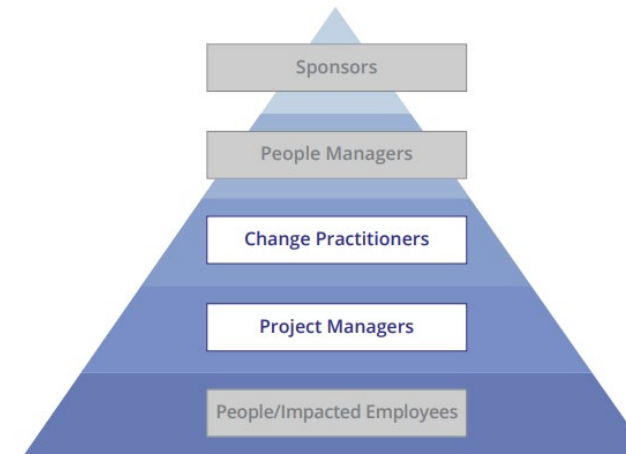- Project Managers
- People/Impacted Employees

Employee-facing roles

Sponsors and people managers are the two functions in the change management context that interact directly with individuals who need to change. To impacted employee groups, they are the visible actors on the change stage. They deliver communications, coach and support teams through their transitions, and represent the future state through:

- One-to-one interactions
- One-to-many interactions

Why are these two roles the only employee-facing roles in the change management ecosystem?

Because these are the people that employees want to hear from.

Enabling Roles

Change practitioners and project managers facilitate change. These two roles in change management formulate and coordinate the plans that are executed by the employee-facing roles within the business. They are producers and directors who operate off-stage to make the production successful.

Why are these two roles typically not employee-facing in times of change?

Because employees don't know who they are and they are not preferred senders of messages.

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Resistance Management

A comprehensive approach
to managing resistance

And the Research Says

What Causes Resistance?

Top Reasons for Employee Resistance

1 – Lack of awareness of why a change is needed

2 – Change-specific resistance

3 – Change saturation

4 – Fear

5 – Lack of support from management or leadership

Top Reasons for Manager Resistance

1 – Organizational culture

2 – Lack of awareness and knowledge about the change

3 – Lack of buy-in

4 – Misalignment of project goals and personal incentives

5 – Lack of confidence in their own ability to manage the people side of change

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Understanding Resistance to Change

Resistance is a natural human reaction to change.

You should expect resistance and not be surprised by it.
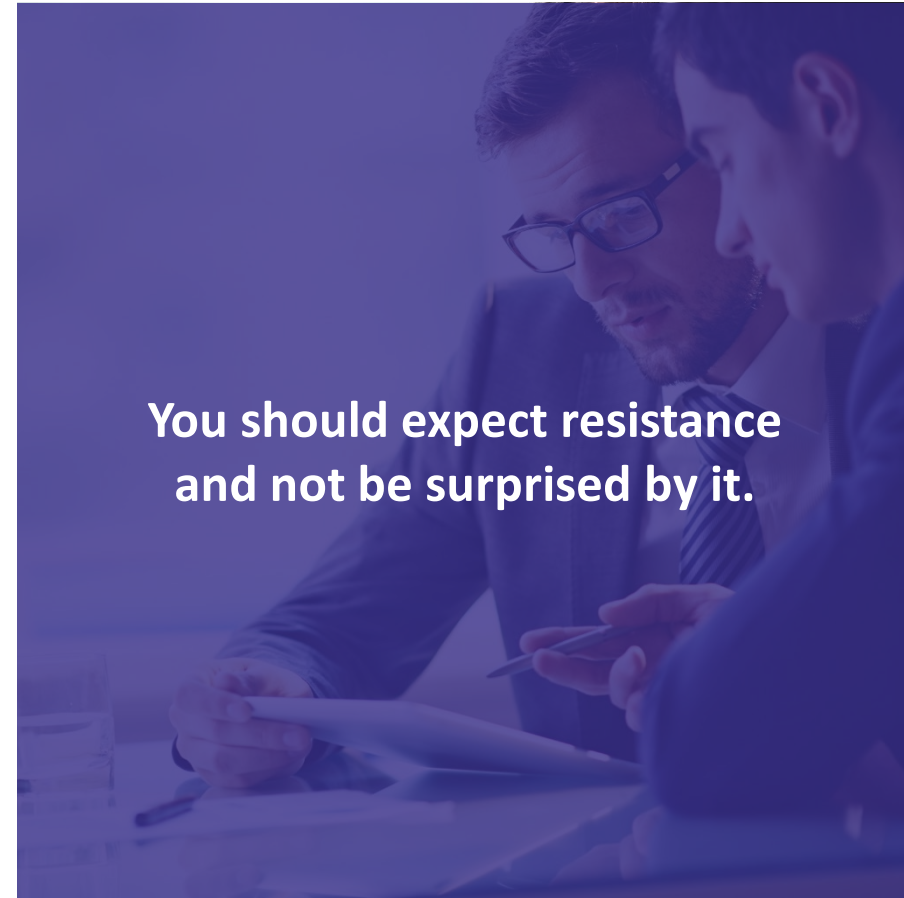
Do not underestimate the power of "comfort" with how things are today.

Resistance Does Not Occur in a Vacuum

Personal Context

An employee's **personal** and **family** situation

An employee's professional career **history** and **plans**

The degree that this change will affect them **personally**

Organizational Context

History with change
- Successes, failures
- Flavor of the month

An organization's **values** and **culture**

Change **saturation** and change **capacity**

The Top Reasons for Employee Resistance

1   **Lack of Awareness of Why a Change is Needed**

2   **Change Specific Resistance**

3   **Change Saturation**

4   **Fear**

5   **Lack of Support From Management or Leadership**

The Top Reasons for Manager Resistance

1. **Organizational Culture**

2. **Lack of Awareness and Knowledge About the Change**

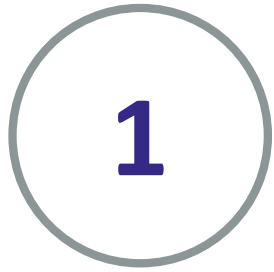3. **Lack of Buy-in**

4. **Misalignment of Project Goals and Personal Incentives**

5. **Lack of Confidence in Their Own Ability to Manage the People Side of Change**

Three Avenues for Resistance Management

1

Resistance Prevention

2
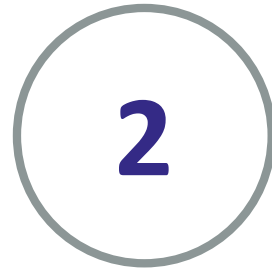
Proactive Resistance Management

3

Reactive Resistance Management

Managing Resistance

10 Tactics
5 Tips
Checklist
Worksheet
Plan

Top Ten Tactics for Managing Resistance

1

Listen and Understand Objections

A critical step any manager should take when creating desire to change is to **listen**.

In many cases employees simply **want to be heard** and to voice their objections.

Understanding these objections can often provide a clear **path toward resolution**.

Listening can also help managers **identify misunderstandings** about the change.

Top Ten Tactics for Managing Resistance

2

Focus on the 'What' and Let Go of the 'How'

For some types of changes, it is effective for managers to let go of the 'how' and simply communicate **'what' needs to change** (focus on outcomes).

This process transfers **ownership of the solution** to employees.

Employee involvement and ownership naturally builds desire to support the change.

Top Ten Tactics for Managing Resistance

3

Remove Barriers
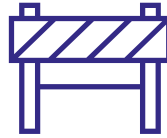
Barriers may relate to **family, personal issues, physical limitations or money**.

Fully understand the individual situation with this employee. What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past.

Identify the barriers clearly.

Determine ways that the business may be able to address these barriers.

Top Ten Tactics for Managing Resistance

4

Provide Simple, Clear Choices and Consequences

Building desire is ultimately about **choice**.

Managers can facilitate this process by **being clear** about the choices employees have during change.

Communicate in **simple and clear terms** what the choices and consequences are for each employee.

By providing simple and clear choices along with the consequences of those choices, you can put the ownership and control **back into the hands of employees**.

Top Ten Tactics for Managing Resistance

5

Create Hope

Many people will **respond** to the opportunity for a better future.

Managers can create desire to change by sharing their **passion for change** and by creating excitement and enthusiasm.

People will follow a leader who can create hope and whom they **respect and trust**.

Top Ten Tactics for Managing Resistance

6

Show The Benefits in a Real and Tangible Way

For some employees seeing is believing. Demonstrate the benefits of change in a real and tangible way:

Share case studies

Invite guests to provide personal testimonials

Visibly **demonstrate** the success of pilot programs or trials

Top Ten Tactics for Managing Resistance

7

Make a Personal Appeal

A personal appeal works best with honest, open relationships where there is a high degree of **trust and respect**.

A personal appeal may sound like:

"I **believe** in this change."	"It is **important** to me."
"I would like your **support**."	"You would be helping me by **making this change work**."

Top Ten Tactics for Managing Resistance

8

Convert the Strongest Dissenters

Managers can use **special interventions** to convert strong and vocal dissenters.

The strongest dissenters can become your **strongest advocates**.

They are often **equally vocal** in their support as they were in their resistance.

Top Ten Tactics for Managing Resistance

9

Demonstrate Consequences

Often removing a **key individual** who is demonstrating resistance to change sends a powerful signal to the organization as a whole.

The message is:

- They are serious about this change.
- Resistance will not be tolerated.
- The consequences for not moving ahead with the organization are real and severe.

Use with **caution** and with the involvement of HR and legal.

Top Ten Tactics for Managing Resistance

10

Provide Incentives

Use with mid-level or senior managers who are critical to the success of the change:

- Increase their compensation or create a bonus program such that they are directly rewarded for the successful completion of the change.
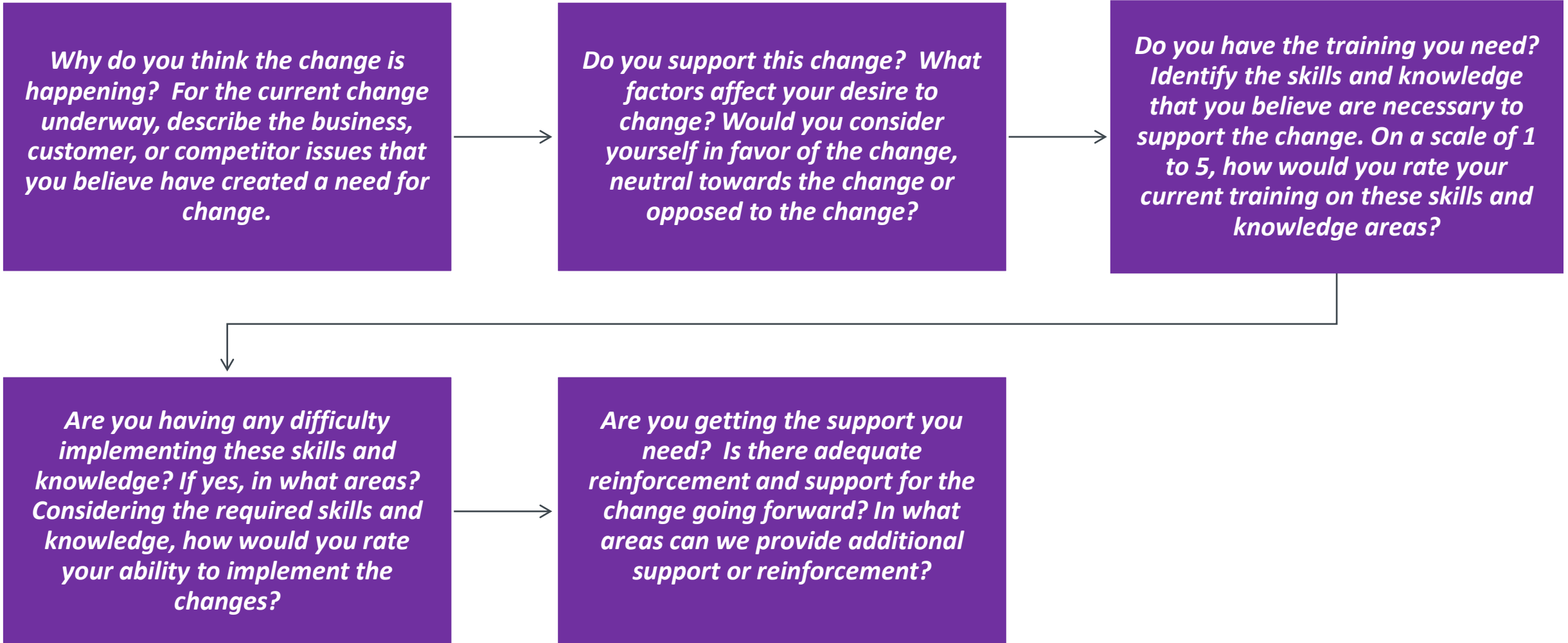
- Offer a promotion to a position they desire.

5 Tips for Managing Resistance

- Do change management right the first time

- Expect resistance to change

- Address resistance formally

- Identify the root causes of resistance

- Engage the "right" resistance managers

Resistance Management Checklist

❑ Are you expecting and planning for resistance?

❑ Have you identified where in the organization resistance to the change might come from?

❑ Have you identified what resistance to the change might look like?

❑ Have you identified potential risks to the project related to resistance?

❑ Are you ready to diagnose the root causes of resistance?

❑ Do you know the top reasons employees resist change?

❑ Do you know the top reasons managers resist change?

❑ Are you using an individual change management model to understand resistance?

❑ Do you have a system in place to identify and react to resistance when it happens?

❑ Have you prepared the people you need to respond to resistance?

Resistance Assessment Worksheet

Why do you think the change is happening? For the current change underway, describe the business, customer, or competitor issues that you believe have created a need for change.

Do you support this change? What factors affect your desire to change? Would you consider yourself in favor of the change, neutral towards the change or opposed to the change?

Do you have the training you need? Identify the skills and knowledge that you believe are necessary to support the change. On a scale of 1 to 5, how would you rate your current training on these skills and knowledge areas?

Are you having any difficulty implementing these skills and knowledge? If yes, in what areas? Considering the required skills and knowledge, how would you rate your ability to implement the changes?

Are you getting the support you need? Is there adequate reinforcement and support for the change going forward? In what areas can we provide additional support or reinforcement?

Creating a Resistance Plan

| Category	Medium Risk: Change Resistant	High Risk
Speed in Dealing with Resistance	• Requires investigation and swift action to prevent potential development of collective resistance.	• Requires investigation and swift action to prevent potential development of collective resistance.
Planning	• Proactive and anticipated resistance management tactics will be key elements to include in your plan. • Apply ADKAR to identify barrier point, identify root cause, implement proactive and reactive resistance management, engage primary sponsor and/or sponsor coalition members as needed. • Offer opportunities for employee engagement early in the project and throughout. Early focus on reinforcement to increase likelihood of sustaining the change.	• Proactive and anticipated resistance management tactics will be key elements to include in your plan. • Apply ADKAR to identify barrier point, identify root cause, implement proactive and reactive resistance management, engage primary sponsor and/or sponsor coalition members as needed. • Offer opportunities for employee engagement early in the project and throughout. Early focus on reinforcement to increase likelihood of sustaining the change.
Primary Roles	• Primary sponsor, sponsor coalition members, direct manager with coaching from change management practitioner.	• Primary sponsor, sponsor coalition members, direct manager with coaching from change management practitioner.
Severity of Consequences	• Simple and clear consequences communicated early and demonstrated as appropriate with involvement of direct manager and HR.	• Carefully considered involving primary sponsor, direct manager and HR as appropriate. Implemented decisively.

Category	Low Risk	Medium Risk: Radical Change
Speed in Dealing with Resistance	• Requires investigation and timely action.	• Requires investigation and timely action.
Planning	• Apply ADKAR identifying barrier point, identify root cause, implement resistance management tactics as appropriate. • Offer employee engagement opportunities throughout the project.	• Apply ADKAR identifying barrier point, identify root cause, implement resistance management tactics as appropriate. • Offer opportunities for employee engagement early in the project and throughout. Early focus on reinforcement to increase likelihood of sustaining the change.
Primary Roles	• Direct manager, coaching available from change management practitioner as needed.	• Direct manager or supervisor with coaching from change management practitioner. Engage primary sponsor and/or sponsor coalition members as needed.
Severity of Consequences	• Simple and clear consequences communicated early.	• Simple and clear consequences communicated early and demonstrated as appropriate with involvement of direct manager and HR.

Panel QA

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PEOPLE. CHANGE. RESULTS.™

Managing Change in the New Reality

Have Questions?
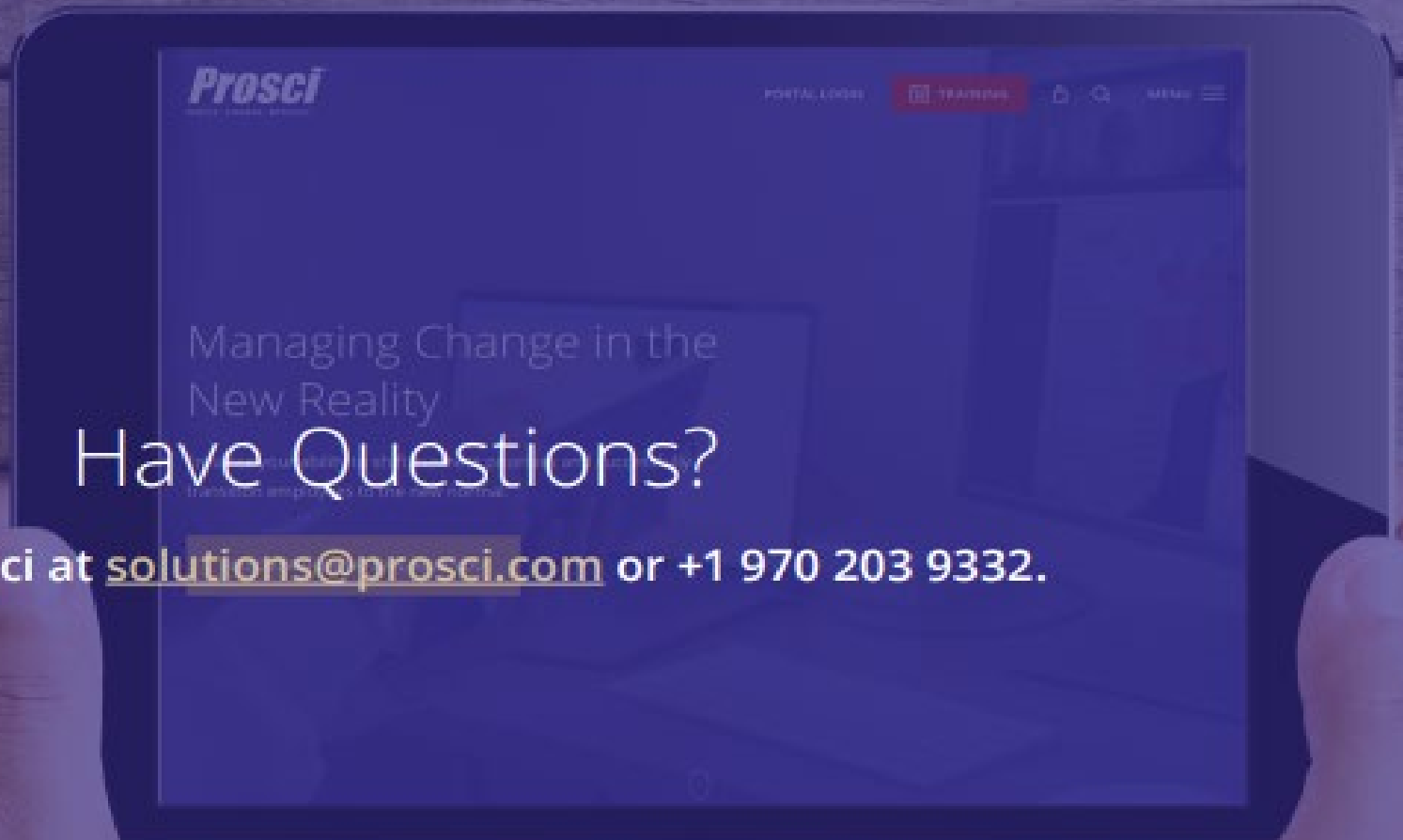
Contact Prosci at solutions@prosci.com or +1 970 203 9332.

Resources:

https://www.prosci.com/resources
https://www.prosci.com/solutions/tools-and-resources
Prosci You Tube

Change Management to Remove Resistance & Roadblocks
December 16, 2020

Featured Speakers:

Rick Sapienza, Clean Transportation Director, NC Clean Energy Technology Center

Terrie Szucs, Senior Change Advisor, Prosci

Al Curtis, Director Fleet Management, Cobb County GA

Jim Hineson, General Maintenance Supervisor at Central Automotive Division, Port Authority NY NJ

Mark Stevens, Fleet Manager at the Department of Public Works, City of Sacramento CA

Kelly Reagan, Fleet Administrator, City of Columbus OH

Rocky Buoy, Fleet Manger, County of San Louis Obispo CA

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STATE OF NORTH CAROLINA DEPARTMENT OF TRANSPORTATION