

Change Management Guide

Learn the value and science of managing change

Organizational agility is key to the survival of any business. You need the ability to adapt to change if you want to stay competitive and take advantage of the latest trends and innovations. These best practices will get you started thinking about how to ensure that your company's culture embraces and manages the level of change involved in adopting a CX platform.

Table of contents

| | | |
|----------|---|-----------|
| 1 | Overview | 3 |
| 1.1 | What is change management? | 3 |
| 1.2 | Relationship to project management | 4 |
| 1.3 | ROI of change management | 5 |
| 2 | Change management team | 6 |
| 2.1 | Team reporting structure | 6 |
| 2.2 | Roles and responsibilities | 7 |
| 2.3 | Executive sponsorship..... | 8 |
| 3 | Use a holistic approach | 8 |
| 3.1 | Develop a proper vision | 8 |
| 3.2 | Account for all components | 9 |
| 3.3 | Manage phase by phase..... | 9 |
| 3.4 | Manage needs for the individual | 10 |
| 3.5 | Manage needs for the organization | 10 |
| 4 | Resistance | 11 |
| 4.1 | Undesirable symptoms of change..... | 11 |
| 4.2 | Seek to understand resistance..... | 11 |
| 4.3 | Primary causes of resistance | 12 |
| 4.4 | Risks | 12 |
| 5 | Facts and figures..... | 13 |
| 6 | Summary..... | 14 |
| 7 | Change management titles and programs..... | 15 |
| 8 | Definitions | 16 |
| 9 | References | 18 |

1 Overview

This guide is intended to make you aware of the value and importance of developing a change management (CM) strategy when adopting a new CX platform. This is not a how-to guide on developing that strategy.

Genesys Telecommunication Laboratories, Inc. (hereinafter “Genesys”) does not assume, fulfill, or replace the role of a CM practitioner, or the responsibilities or implementation of a CM program or related functions. There are many effective, yet different CM methodologies to choose from. No single approach is enforced or recommended. Organizations often choose a method that aligns to their culture and complements existing programs.

1.1 What is change management?

Change management is the practice of applying a structured approach to transition an organization from a current state to a future state to achieve expected benefits.¹ Change is not a single event. It’s a process with multiple and varied events.²

Whether the change is perceived as simple or complex, you should anticipate and prepare for a dip in performance across time until the change is internalized, as Figure 1 illustrates.

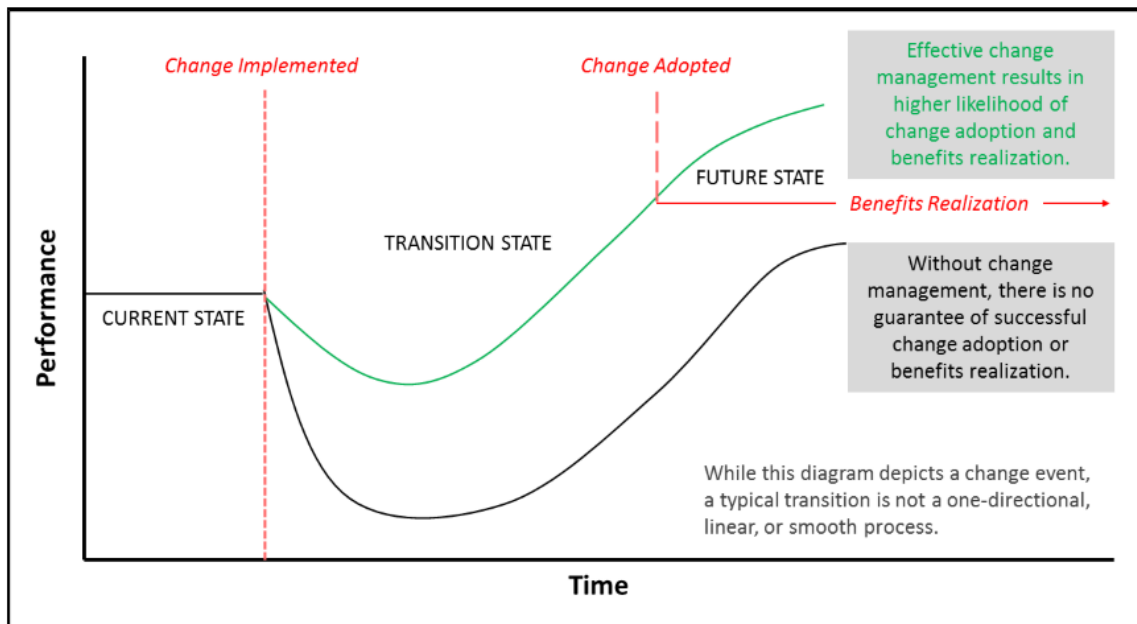


Figure 1. The effect of change management on the transitional process³

¹ Data source: Standard of Change Management ©2018, Association of Change Management Professionals (ACMP®), section 3.5, page 9

² Data source: Standard of Change Management ©2018, ACMP®, section 4.1, page 12

³ Image source: Data source: Standard of Change Management ©2018, ACMP®, section 4.1, page 12

The transition from current to future state requires more than an implementation plan or process redesign. It needs to address people's natural responses to change starting with "why?" [According to Simon Sinek](#), Founder and Visionary at Start With Why, LLC, *"The WHY is the purpose, cause, or belief that drives every organization and every person's individual career."*

1.2 Relationship to project management

It is not uncommon for project management and change management to be mistaken as one in the same, but they are not. Each is a separate discipline intended for different purposes, yet both strive for achieving the same business outcomes to be realized.

| Project Management | Change Management |
|------------------------------|------------------------------------|
| Technical, solution delivery | People, individuals & organization |
| Design, develop, deploy | Adopt, utilize, sustain |
| Managing project | Managing the people side of change |

Ideally, change management runs in parallel with project management, as shown in Figure 2.



Figure 2. Parallel roles⁴

⁴ Adapted from commonly used phases of project management, ACMP Standard, Change Management Processes, Section 5, Page 20, and Prosci, Inc.'s blog, [Project Management and Change Management: A Side-by-Side Comparison](#)

Here are some of the tools, tactics, and techniques used by each team.⁵

| Project Management | Change Management |
|--|---|
| Statement of work (SOW) | Vision/change rationale |
| Project charter/project sponsor | Executive sponsor of change |
| Project communication plan | Change communication plan |
| Business case/use case | Sponsor roadmap/stakeholder plan |
| Discovery/journey mapping | Change needs/gap analysis |
| Project risk management | Barrier points |
| Implementation plan | Training and readiness strategy |
| Timeline and milestones (project plan) | Success criteria (metrics and measures) |
| Change control (moves, adds, changes, deletes) | Proactive resistance management plan |
| Project closeout checklist | Sustainability strategy and plan |

1.3 ROI of change management⁶

According to Prosci, Inc., change management provides the following benefits that have a direct impact on your return on investment (ROI):

- Speed of Adoption – how quickly employees adopt a change
- Ultimate Utilization – how many employees eventually adopt the change
- Proficiency – how effective employees are once they've adopted the change

⁵ Adapted from commonly used Phases of Project Management and ACMP Standard, Change Management Processes, Section 5, Page 20

⁶ See <http://blog.prosci.com/three-factors-of-change-which-define-or-constrain-project-roi>

2 Change management team

2.1 Team reporting structure⁷

The decision how to best organize the team often depends on the whether to integrate change management with project management or not. Since both strive to realize the same business outcomes, the reporting structure should mirror this approach.

At a high level, the change management team should be in the reporting structure as in Figure 3.

- To learn more about change management reporting team structures, see Prosci, Inc.'s [The Three Corners of the Prosci PCT Model](#).
- To learn more about integrating change management with project management, see Prosci, Inc.'s [Dimensions of Integrating Change Management and Project Management](#).

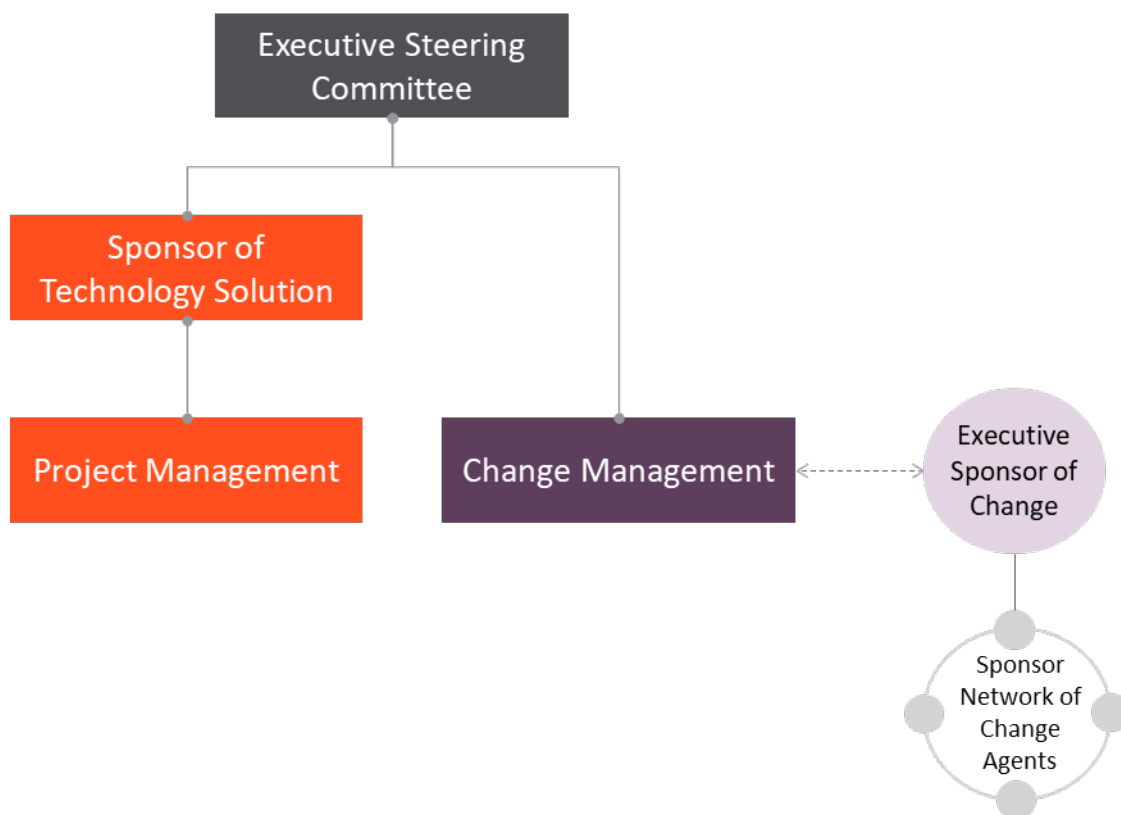


Figure 3. Change Management reporting structure

⁷ Adapted from ACMP's "The Standard Change Management Roles and Responsibilities" and from Prosci Inc.'s "Dimensions of Integrating Change Management and Project Management".

2.2 Roles and responsibilities⁸

A particular change effort may involve individuals specifically selected to advise the project team on potential change risks, such as an advisory committee. The change management team may engage additional individuals or groups (outside the change team) to help assess change effects; prioritize change management tasks; provide feedback on the change management strategy, plan, and tactics; and execute and support the change process at the stakeholder level.

The following roles are defined for dedicated change professionals:

- **Change Management Practitioner** — An individual responsible for coordinating, applying, and tracking change management tools or activities. This individual is not responsible or accountable for the change strategy.
- **Change Management Team** — A group of individuals who work together facilitating change management activities to design, analyze, develop, and enable the organization to own and effectively drive adoption, usage, and proficiency. Team members ensure activities are completed, feedback is gathered, training is conducted, and communications are delivered in various formats.
- **Change Management Lead** — The individual accountable and responsible for the change strategy who assesses the change, outlines a change plan, and implements change management. This individual has direct day-to-day control over the change management team, the change project schedule, associated budgets, and resources. The Change Management Lead is the primary liaison to the change sponsor, project manager, leadership, overall project team, and stakeholders.

Change roles may have different names associated with the role, depending on the organization. Additional or consolidated roles may be required based upon the complexity of the goals set for the change.

The following roles drive stakeholder results:

- **Change Agents** — Functional or social leaders, middle management, and subject matter experts from different areas in the organization who are trusted by colleagues, stakeholders, and executives for their insight into and understanding of the organization. These individuals may be selected for their (informal, non-hierarchical) network and influence (without authority) over other individuals or groups. They model the required behaviors in their areas, provide feedback on change activities, and actively engage with others around change activities.

⁸ See ACMP The Standard, Section 4.6 Change Management Roles and Responsibilities, Page 18

- **Sponsor of Change** — The individual or group in the organization accountable for the realization of the benefits of a change. The sponsor defines and champions the overall change goals, scope, and definition of success. This individual or group influences peers and other senior leaders to gain support and provide leadership to achieve the stated vision. This role has ultimate decision-making and funding authority and provides constant visibility to the change effort.

2.3 Executive sponsorship

The importance of executive sponsorship cannot be emphasized enough. According to Prosci, Inc.'s 2018 Edition Best Practices in Change Management — Executive Summary, the number one success factor for change is active and visible executive sponsorship.⁹

Don Harrison, IMA President and Developer of the AIM Change Management Methodology, advocates three activities of a sponsor that cannot be delegated.¹⁰

- **Express** commitment to the change
- **Model** commitment to the new behaviors
- **Reinforce** the new behaviors (the behaviors “we seek to see”)

Without executive sponsorship, the commitment and buy-in for the change will diminish.

3 Use a holistic approach

3.1 Develop a proper vision

Change begins with a change vision. John P. Kotter, Kotter, Inc.'s Chief Innovation Officer and best-selling author of *Leading Change*, describes a change vision as *“a picture for people of what the organization will look like after they have made significant changes, and it also shows them the opportunities they can take advantage of once they do that.”*

A change vision is different than that of a corporate vision statement. According to Kotter, a successful change vision has the following traits:

- Easy to understand
- Communicated in 60 seconds or less
- Both intellectually and emotionally appealing
- Understood across a broad range of individuals

⁹ See <http://empower.prosci.com/2018-best-practices-change-management-executive-summary>

¹⁰ See IMA401-eBook-Is there a Sponsor in the House 2018, <https://www.imaworldwide.com/blog/talking-about-change-management-with-your-sponsors>

For more on this:

- Watch John P. Kotter's video, How to Create a Powerful Vision for Change at <https://www.youtube.com/watch?v=yA1a0khcuKo>
- Visit John P. Kotter's Harvard Business School profile at <https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6495>
- Learn more about Kotter, Inc. at <https://www.kotterinc.com/team/john-kotter/>

3.2 Account for all components

To successfully manage change, you must have a plan for executing on **all** of the following:

- **Vision** — Define the vision of what your company will look like after the change.
- **Sponsorship** — Ensure there is active sponsorship for the change at the executive level.
- **Measures** — Set indicators to track the success of the change initiative.
- **Change team** — Get the culture ready to accept and move forward with change.
- **Communications** — Keep everyone affected by the change informed.
- **Stakeholders** — Gain buy-in from those affected by the change.
- **Training** — Close knowledge gaps in areas required by the change.

3.3 Manage phase by phase

Managing change occurs in steps and across distinct phases. According to Prosci, Inc.'s research, there are key elements to address during three distinct phases for successful change. This is known as the [Prosci® 3-Phase Process](#).

| Phase 1 | Phase 2 | Phase 3 |
|---|--|---|
| Preparing for change | Managing change | Reinforcing change |
| <ul style="list-style-type: none"> • Defining your change management strategy • Preparing your change management team • Develop your sponsorship model | <ul style="list-style-type: none"> • Develop change management plans • Take action and implement plans | <ul style="list-style-type: none"> • Collect and analyze feedback • Diagnose gaps and manage resistance • Implement corrective actions and celebrate successes |

3.4 Manage needs for the individual

A simple and effective model to drive individual change is Prosci, Inc.'s [ADKAR® model](#). ADKAR is built upon five elements:

- | | |
|--|-----------------------|
| 1. Awareness of the need for change | I understand why... |
| 2. Desire to participate and support the change | I have decided to... |
| 3. Knowledge on how to change | I know how to... |
| 4. Ability to implement required skills and behaviors | I am able to... |
| 5. Reinforcement to sustain the change | I will continue to... |

If individuals are not supported or equipped to transition you face:

- Status-quo regression
- Change fatigue/saturation
- Performance inertia

3.5 Manage needs for the organization

An effective change management requires leadership, programs, and individuals to collaborate. Collaboration is defined as “working jointly with others or together especially in an intellectual endeavor.”

According to the Deloitte Insight’s study “As One — Better collaboration where it counts the most,” organizations who achieve their goals have three factors always present.¹¹

- **Belong** – People collaborate on behalf of organizations they feel connected to.
- **Believe** – People collaborate when they commit to carrying out specific actions.
- **Behave** – People collaborate when they share a common understanding of how things are done.

Potential consequences to the organization if change is poorly managed include:

- Lower ROI
- Less realization of benefits
- Decline in morale

¹¹ Data source: Deloitte Review, issue 12, 2013, <https://www2.deloitte.com/insights/us/en/deloitte-review/issue-12/as-one.html>

4 Resistance

Everyone responds to change differently. Organizations should anticipate and plan accordingly to address a broad range of emotions and behaviors when change is coming. This may range from those who welcome and embrace change to those who remain steadfast to preserve the status-quo.

According to Deloitte Insights Article “As One” noted above, there are five individual responses to change.

- **Committed** – Ready to do what it takes to achieve the goal
- **Supportive** – In favor if you ask, but achieving the goal is someone else’s job
- **Undecided** – Won’t say a word against, but is waiting to see if they really have to act
- **Unaware** – Never read the email, and if they did, doesn’t remember it
- **Opposed** – A saboteur, and talking to others about what a bad activity this is

4.1 Undesirable symptoms of change

Depending on why there is resistance to change, you should be aware of the following symptoms that directly affect your business operations:

- Increase in absenteeism
- Unexpected project delays
- Noticeable apathy, indifference
- Increase in uncertainty
- Repetitive questions
- Rise in workplace conflicts and outbursts
- Reluctance to contribute, participate
- Unexpected employee turnover
- Drop in employee satisfaction
- Decline in quality of work and service

4.2 Seek to understand resistance

A stakeholder’s resistance to change is a natural reaction. Never underestimate the comfort of what is familiar. Never try to eliminate resistance. Instead, mitigate. Embrace resisters. They add value by providing insight to change.

According to Fred Nickols' article, [Embracing Resistance](#), resistance can yield several benefits to your change program:

- Slows down the pace of change
- Tests the commitment of those initiating the change
- Often based on valid viewpoints and important grains of truth
- Weeds out bad ideas that have not been thoroughly vetted
- Provides an outlet for people's emotions and energy during a time of intense pressure

Don't wait for resistance to surface; anticipate, plan and act accordingly. We recommend the following when it comes to managing resistance:

- Begin early
- Be proactive
- Remove barriers

4.3 Primary causes of resistance¹²

Resistance is experienced differently for individuals in different roles. The table below lists the most common root causes of resistance by role.

| Employees | Mid-level managers | Executives |
|--|---|---|
| <ul style="list-style-type: none"> • Lack of awareness of why the change is happening • What's in it for me? ("WIIFM") • Comfort with the status quo • Fear of the unknown | <ul style="list-style-type: none"> • Lack of awareness • Loss of power or control • Overload of current responsibilities | <ul style="list-style-type: none"> • Disconnect with their strategy, financial objectives, or compensation |

4.4 Risks

Poorly managed resistance can be damaging to a business:

- Employee turnover, insufficient workforce
- Project delays, postponements
- Increase costs, rework, rollback

¹² Adapted from Prosci, Inc., <http://blog.prosci.com/understanding-why-people-resist-change>

5 Facts and figures

*Projects with organizational change management (OCM) are **6 times** more likely to meet objectives than those with poor change management.*

– 2018 Library of Figures, Prosci, Inc.

*In a transformation, **the most important role** for the CEO to play is that of a visionary who shows the organization the way by communicating a compelling change story and being a visible advocate for the changes taking place.*

– The People Power of Transformation, McKinsey & Company 2017

***23.7%** said human barriers are the top challenge while undergoing a digital transformation.*

– The 2017 State of Digital Transformation, Altimeter Group

***76%** of CEOs said their ability to adapt to change is a key competitive advantage.*

– PwC survey of 1,150 CEOs

*The **#1 success factor** for change is active and visible executive sponsorship. Failing to remain active and visible throughout the life of the project is the most common sponsor mistake.*

– PwC survey of 1,150 CEOs

Businesses with a solid strategy to manage big changes are:

***6x** more likely to achieve project objectives*

***5x** more likely to stay on or ahead of schedule*

***1.5x** more likely to stay on or under budget*

– Prosci, Inc. 2018 Best Practices Benchmarking Data

*Agile firms see a **37%** increase in revenue when they employ leaders who strategically adapt to any situation.*

– 8 Steps to Accelerate Change, Kotter International, 2017

***90%** of managers and employees said the importance of agility and speed has increased in the last 5 years.*

– 8 Steps to Accelerate Change, Kotter International, 2017

6 Summary

Far too often it's seen as non-essential and a nice-to-have, but on the contrary. The value and science of change management is an essential component to...

- Realize *full* ROI
- Achieve benefits and outcome
- Reduce the transition gap
- Retain talented workforce
- Manage resistance to change proactively
- Minimize change fatigue
- Increase likelihood of future successful change initiatives
- Address individual and organizational needs during change
- Make change a reality
- Achieve your vision of the future

7 Change management titles and programs

The following change management profession titles have been consolidated from various change management communities, individuals and organizations with a program in place.

| | | |
|------------------------------|----------------------------------|------------------------------------|
| CM Adoption Lead | CM Practitioner | Enterprise CM Advisor |
| CM Advisor | CM Program Lead | Enterprise CM Consultant |
| CM Analyst | CM Specialist | Enterprise CM Manger |
| CM Coach | CM Strategic Realization Analyst | IT Organizational CM Lead Analyst |
| CM Consultant | CM Strategist | OCM Specialist |
| CM Coordinator | Benefits Realization Manager | Organization Adoption Lead |
| CM Facilitator | Business Analysts | Organizational CM Analyst |
| CM Implementation Specialist | Business Readiness Lead | Organizational CM Practice Manager |
| CM Lead | Business Transformation Manager | Organizational Readiness Analyst |
| CM Leadership Coach | Business Transition Analyst | Realization Coach |
| CM Manager | Change Manager | Transformation Lead |
| CM Officer | Change Realization Lead | Transformation Manager |
| CM Practice Manager | | |

The following change management program names have been consolidated from various change management communities, individuals and organizations with a program in place.

| | | |
|----------------------------|---------------------------------|-------------------------------------|
| CM Center of Excellence | Change Enablement | Operational Excellence |
| CM Team | Change Excellence | Organization CM Program |
| CM Network and/or Division | Change Integration or Hub | Organizational Change Team |
| CM Organization | Change Practice / Practitioners | Organizational Readiness Team |
| CM Specialists | Change Specialist Group or Team | People Change Management |
| CM Team | Culture Change Unit or Team | PMO (CM embedded) |
| Enterprise CM (ECM) | Customer Loyalty and CM | Project Team (CM embedded) |
| Organizational CM (OCM) | Enterprise Transformation Team | Readiness (Business Transformation) |
| Benefit Realization Team | Office of CM Practitioners | Specialist Team |
| Business Transformation | Office of Strategy and Planning | Strategic Operations |
| Business Transition | | |
| Change Culture Team | | |

8 Definitions¹³

adoption

Choosing to accept and demonstrate a new way of thinking or behaving

benefit

The quantitative and qualitative, measurable and non-measurable outcomes resulting from a change

benefit realization

The achievement of the expected outcomes of a change

¹³ Data source: ACMP The Standard, Section 3 TERMS AND DEFINITIONS, page 9

change

The transition from a current state to a future state

change impact

How people, process, technology, and the workplace are affected during the transition from the current state to the future state

Change Management (CM)

The practice of applying a structured approach to transition an organization from a current state to a future state to achieve expected benefits

change risk

An event or condition that, if it occurs, may have an effect on the change benefit

change saturation

When the amount of change occurring in an organization is more than can be effectively handled by those affected by the change

competency

The organizational or individual collection of knowledge, skills, and abilities

current state

The condition at the time the change is initiated

engagement

Stakeholder involvement and influence in the change process

future state

The condition at the time when the benefits have been realized

governance

Decision-making process by authorized individuals/teams, for approving/rejecting, monitoring, and adjusting activities of a change management plan

outcome

A specific, measurable result or effect of an action or situation

readiness

The preparedness of an organization or its parts to accept, effectively handle, and integrate impending change

resistance

A stakeholder's opposition to a change

resistance management

The process of addressing stakeholders' opposition to a change

sponsor

The individual or group in the organization accountable for the realization of the benefits of a change

sponsorship

The process of aligning stakeholders to support and own the change

stakeholder

An individual affected by a change

sustainability

The ability to maintain the future state

vision

The description of the future state

9 References

- ACMP The Standards of Change Management® Association of Change Management Professionals (ACMP®) – <https://www.acmpglobal.org/>
- Association of Change Management Professionals (ACMP®) – <https://www.acmpglobal.org/>
- Deloitte Insights – As one. Better collaboration where it counts the most <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-conditions-for-change-050814.pdf>
- Deloitte Insights – As one. Better collaboration where it counts the most <https://www2.deloitte.com/insights/us/en/deloitte-review/issue-12/as-one.html>
- Deloitte Insights – <http://www.deloitte.com/insights>

- Fred Nickols – Embracing resistance
<https://www.nickols.us/embracingresistance.htm>
- Implementation Management Associates (IMA) – eBook-Is there a Sponsor in the House 2018 <https://www.imaworldwide.com/blog/talking-about-change-management-with-your-sponsors>
- John P. Kotter How to Create a Powerful Vision for Change –
<https://www.youtube.com/watch?v=yA1a0khcuKo>
- John P. Kotter, Harvard Business School –
<https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6495>
- Kotter, Inc. – 8-step process for leading change <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- Kotter, Inc. – John P. Kotter <https://www.kotterinc.com/team/john-kotter/>
- Kotter, Inc. – Leading Change <https://www.kotterinc.com/book/leading-change/>
- Merriam-Webster – <https://www.merriam-webster.com>
- Prosci, Inc. – <https://www.prosci.com/>
- Prosci, Inc. – Project management and change management comparison
<http://blog.prosci.com/project-management-and-change-management-comparison>
- Prosci, Inc. – 2018 best practices change management executive summary
<http://empower.prosci.com/2018-best-practices-change-management-executive-summary>)
- Prosci, Inc. – 3-Corners of project triangle <https://www.prosci.com/change-management/thought-leadership-library/3-corners-of-project-change-triangle>
- Prosci, Inc. – ADKAR® <https://www.prosci.com/adkar/adkar-model>
- Prosci, Inc. – Dimensions of integrating change management and project management
<https://www.prosci.com/change-management/thought-leadership-library/dimensions-of-integrating-change-management-and-project-management>
- Prosci, Inc. – Project management and change management comparison
<http://blog.prosci.com/project-management-and-change-management-comparison>
- Prosci, Inc. – Understanding why people resist change
<http://blog.prosci.com/understanding-why-people-resist-change>
- Prosci, Inc. – Change management process <https://www.prosci.com/change-management/thought-leadership-library/change-management-process>
- Prosci, Inc., – Three factors of change which define or constrain project ROI
<http://blog.prosci.com/three-factors-of-change-which-define-or-constrain-project-roi>)
- Simon Sinek – Start with why <https://www.linkedin.com/pulse/science-why-simon-sinek/>

Copyright ©2018 Genesys. All Rights reserved. Genesys and the Genesys logo are registered trademarks of Genesys. All other company names and logos may be registered trademarks or trademarks of their respective companies. Genesys confidential and proprietary information. Unauthorized disclosure is prohibited.