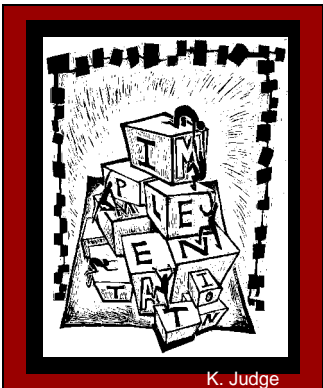




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Change as a Competitive Advantage

CREATING A CULTURE OF READINESS & RESILIENCE



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lamarsh and associates, inc.
consulting services for changing organizations



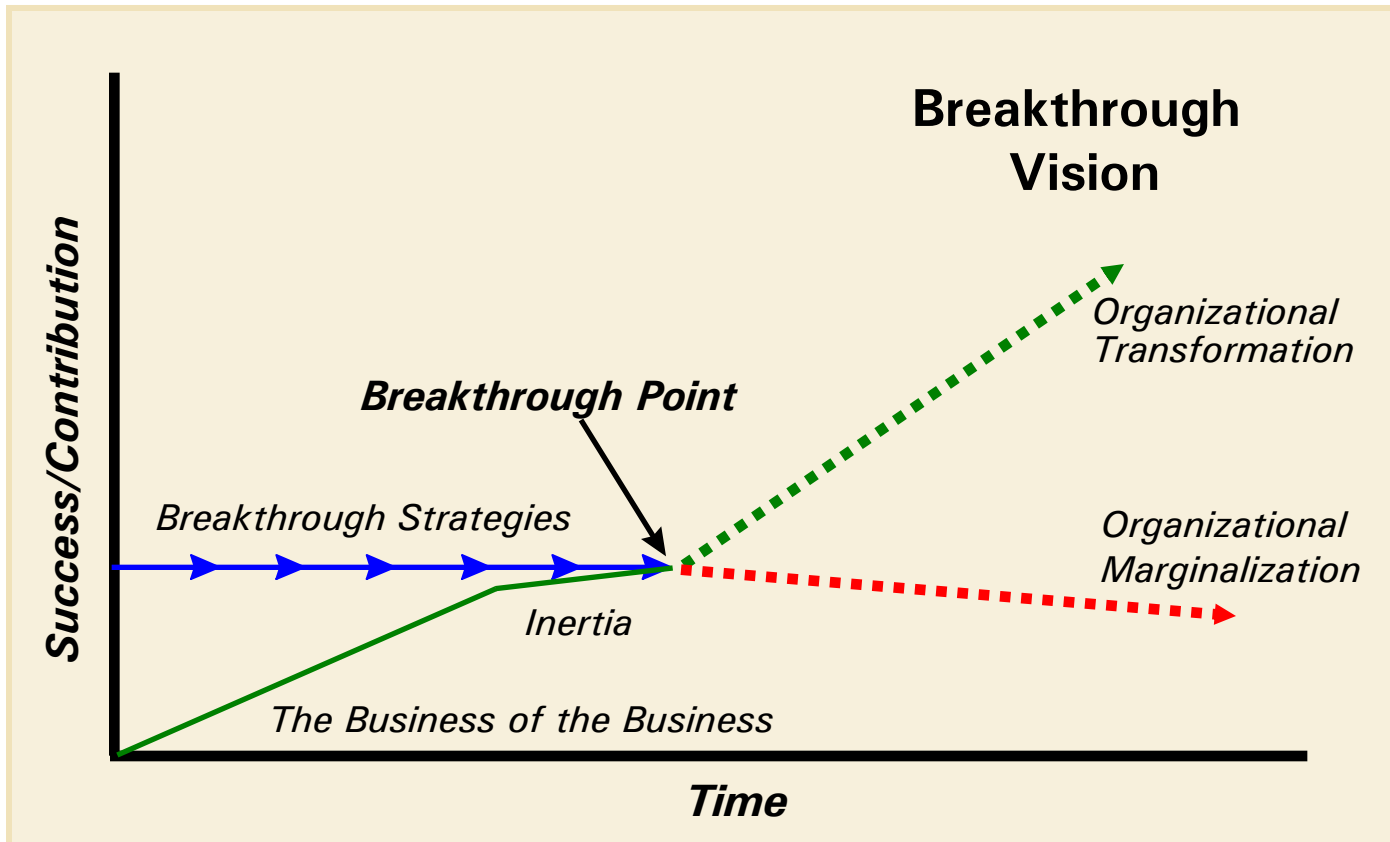


What is Change Management?

- Change management is the systematic process of applying the knowledge, tools and resources needed to make it easier for people to change
- The most common obstacle to successful change is human resistance – address the resistance and your change will happen faster and smoother

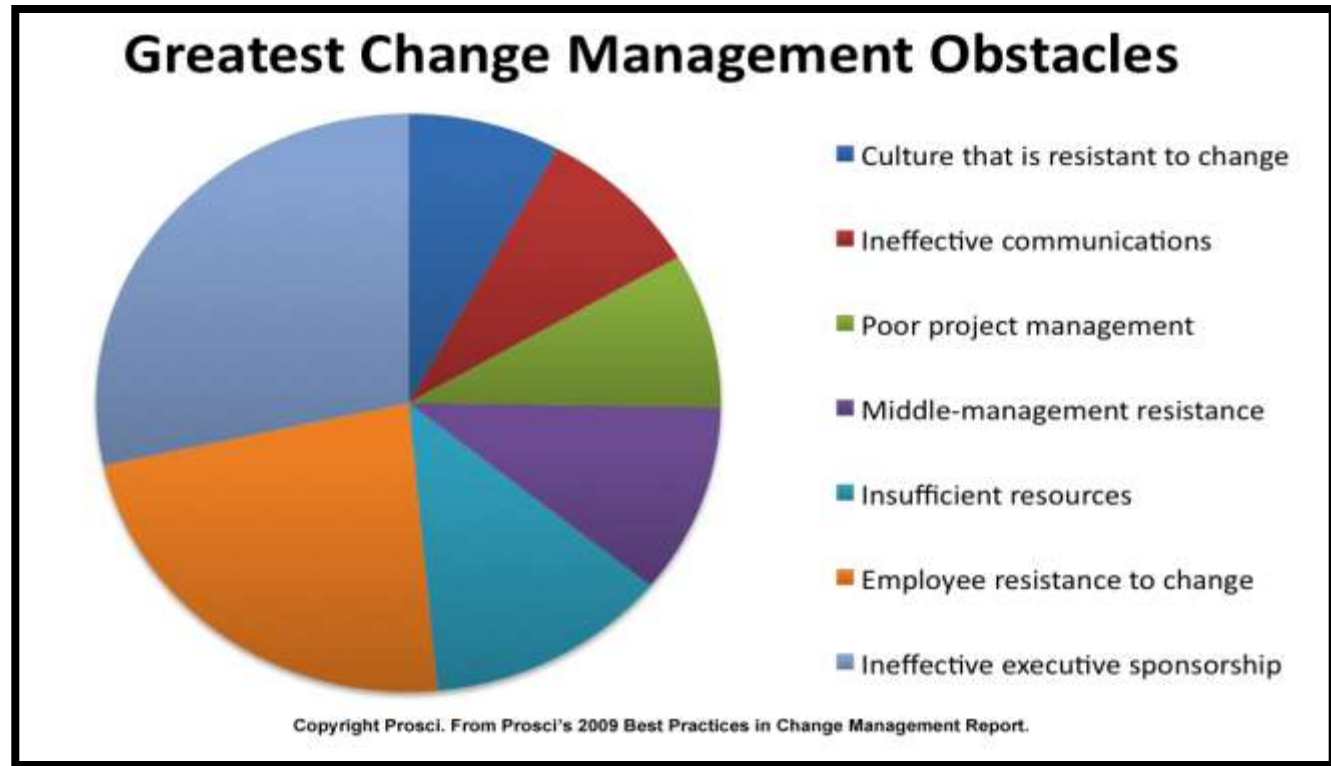


Why Manage Change?





Poor Sponsorship is an Obstacles to Successful Change



**Over 25% is attributable to ineffective sponsorship.
Ineffective sponsorship is a major cause of the other obstacles**



The Cost of Not Managing the People Related Aspects of Change

- Loss of key people who cannot or will not make the transition
- Wasted investment
- Stress costs
- Image in the marketplace



The Competitive Edge.....

An organization's ability to manage and leverage change within a replicable framework.

The choice is....

change happening to you
or

you making change happen !

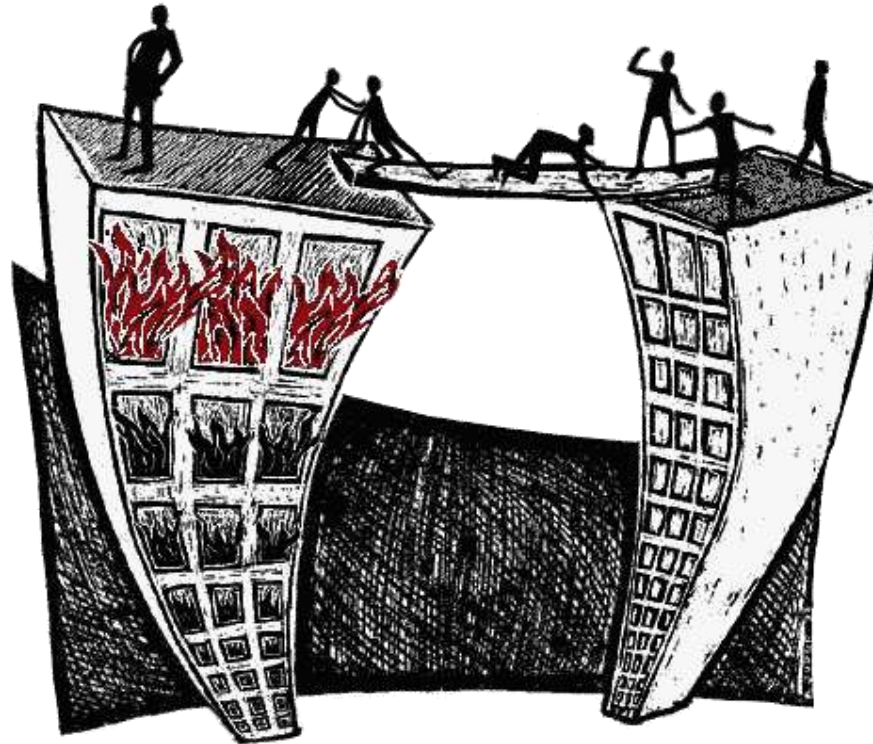


Why Do People Resist Change?

- They don't want to leave where they are
- They don't want to go where you want them to go
- They don't want to do through the effort required to change
 - Too much work
 - Don't know how
 - Have too many changes to make
 - The effort will hurt their performance
 - Past changes have hurt them
- They don't believe leadership is supporting the change
- They don't trust the change agents
- They just don't like change



How the Targets of Change See Themselves





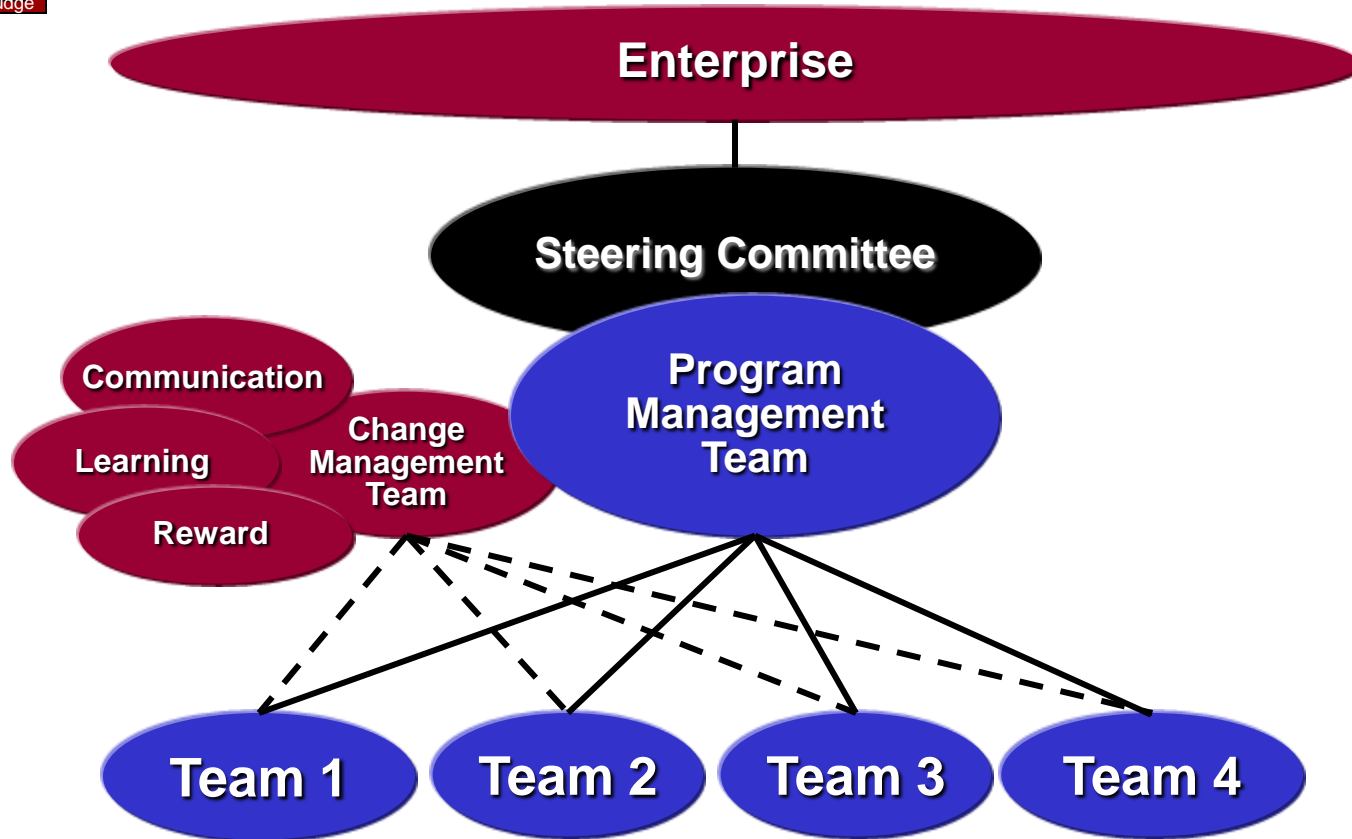
What Does it Take to Build Resilience and Readiness?



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A Well Designed Governance Structure





People Willing and Able to Play Their Role

- Sponsor
- Change Agent
- Target



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The Difference Between Sponsors and Change Agents

Clearly define the roles and responsibilities of the sponsors and those of the change agents

Sponsors

Make it clear that resistance will be addressed

Commit the resources that are required to reduce the resistance

Do the communicating

Provide the rewards and reinforcements

Change Agents

Systematically identify the target populations and the sources of potential resistance

Identify the actions required to reduce the resistance and build a plan of action

Write the speeches

Determine what those need to be



Give Targets the Answers



Current State



WHY?



Desired State



WHAT?



Delta State



HOW?

Use the Safety Nets



- **Communication System**
- **Learning System**
- **Reward System**



The Benefits of Managing Change



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**Contain Cost /
Attain Schedule**

Time
Task
Resources

**Contain Risk /
Attain Benefits**

Timing
Quality
Fulfillment

**Contain Productivity Loss /
Attain Performance**

Quality
Customer Satisfaction
Productivity
Capacity

--- = without change management



Change Management is a Proactive Process, Proven to be Essential to the Success of Change

- Embedded in every project
- Transferred to individuals and throughout the organization.

