

# Implementing Diversity & Inclusion Change Management

## Presenters:

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February 16, 2011

The Cheshire Cat Alice  
encountered as she wandered  
through Wonderland, said,

“If you don’t know  
where you are  
going...

... Any road will get  
you there.”



# Presentation Objectives

- ▶ Describe a change management process applicable to any organization
- ▶ Provide concrete action steps for each of the change phases
- ▶ Understand the inter-linkages between various change tactics

# A Working Definition of Change Management

Change Management is the set of **tools**, **processes**, **skills** and **principles** for managing the **people side** of change to achieve the required outcomes of a project or initiative.

# Why Planned Change Management?

Change Happens...

You go first...

# Key Elements of Planned Change

- ▶ In Prosci's benchmarking studies for 1998, 2000, 2003, 2005, 2007 and 2009, participants in the study identified **active and visible executive sponsorship** as the number one **top contributor to success** of their change.
- ▶ A whole system approach (Holman, et.al, 2007; Bunker & Alban, 1996; Burke, 1992; Lippitt, 1958)
- ▶ Both strategic *and* tactical work plans required

**IDENTIFY**  
THE CHANGE

**PREPARE**  
THE CHANGE

**PLAN**  
THE CHANGE

**IMPLEMENT**  
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**SUSTAIN**  
THE CHANGE

# Change management process

**Copy-n-Paste**



# Identify the change ( $\Delta$ )

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▶ Determine the major issues

- Current
- Desired
- Delta ( $\Delta$ )

# Ten Key Diagnostic Questions

1. Why the change?
2. Change to what?
3. What's the perceived need?
4. What's the real need?
5. Is there a sense of urgency?
6. What does success of this initiative mean to you?
7. Does the proposed change support the strategic plan?
8. What has been done in the past? By whom? when?
9. What were the results?
10. How will you know when you get there?

Identify

# Action Steps

- ▶ Initiate a **change readiness assessment**.
- ▶ Ensure executive sponsorship.
- ▶ Hold one-on-one and/or group interviews.
- ▶ Conduct a survey/distribute a questionnaire.
- ▶ Facilitate focus groups.
- ▶ Conduct marketing research.
- ▶ Collect historical information (data, records, reports, etc.).
- ▶ Pull together best practice / best in class specifics for review/consideration.
- ▶ Hire an expert.

# Prepare the change

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- ▶ **Identify/assess key stakeholders**
  - Sponsors | Change agents | Targets
- ▶ **Determine risk and cost of change**
  - Culture | History | Resistance

apathetic resistant  
important resentment  
dislike laissez-faire  
indifferent obligation interest  
ownership sponsor  
responsibility supportive  
co-sponsor **commitment**  
advocate  
defiant disregard aversion  
worthy

# Ten Key Diagnostic Questions

1. Have you clearly described what active and visible sponsorship looks like?
2. Who needs to set (or help set) the direction?
3. Who can secure the needed resources?
4. Who can remove organizational barriers?
5. Do sponsors understand their role?
6. Who are the informal leaders?
7. What can resistance tell me?
8. Who can build a coalition of change agents and manage resistance?
9. From your key players, who is committed and what's the level of commitment?
10. Who will be impacted by the change and how?

Prepare




# Action Steps

- ▶ Develop a **sponsor roadmap** (who needs to do what by when).
- ▶ Conduct stakeholder analysis.
- ▶ Identify existing behaviors.
- ▶ Clarify desired behaviors.
- ▶ Complete a **commitment matrix chart** for key players.
- ▶ Use chart to inform your **stakeholder management plan** (sponsors, change agents & targets).
- ▶ Identify components that need to be addressed in a **workforce transition plan**.

# Create a commitment chart

<b>Key Players</b>	<b>No Commitment</b>	<b>Let it Happen</b>	<b>Help it Happen</b>	<b>Make it Happen</b>

# Create a commitment chart

Key Players	No Commitment	Let it Happen	Help it Happen	Make it Happen
Sniff		X		O
Scurry			XO	
Hem	X		O	
Haw		O		X

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# Ten Key Diagnostic Questions

1. Are systems and structures (climate) aligned to support the change?
2. Does the culture (values, beliefs, norms) of your organization lend itself to change?
3. What form does the resistance take?
4. Are these legitimate issues given where you want to go?
5. Who are the formal and informal leaders of the resistance?
6. Who can be won over?
7. What the risks?
8. Are the risks from the outside or the inside of your organization?
9. Do you have a plan for mitigating risks?
10. Do you have an ongoing process for identifying and monitoring risks?

Prepare

# Action Steps

- ▶ Complete an analysis (SWOT, force-field, etc.).
- ▶ Identify what is working well (Appreciative Inquiry, Open Space, Positive Deviance, etc.).
- ▶ Determine your leverage points: culture? climate?
- ▶ Develop a variety of tools to address the diversity of issues.



# Example: Force-Field Analysis

## Drivers for change

Strong support from new Executive Director

Re-engaged D&I leadership team

Existing D&I Roadmap

Self-identified change advocates

New senior management team

Recognition of a diverse workforce

Conducting survey assessment to determine base for D&I initiative

## Resisters of change

Poor communication channels

Union resistance

Mistrust amongst workforce

Feeling of change overload

"Change initiative is a temporary fad."

Bad experience from previous efforts

## Culture or Climate?

# Plan the change

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- ▶ **Design the change systems**
  - Communication
  - Learning/Education
  - Reward/Recognition
  - Others

# Ten Key Diagnostic Questions

1. What are the key messages?
2. Who should deliver these messages?
3. Who needs to hear these messages?
4. Does your communication plan allow for two-way involvement?
5. What methods will you use for communicating?
6. What are the required behavioral changes?
7. What training and education is needed?
8. To whom and when will it be delivered?
9. How will you reinforce (and reward) desired behavior?
10. Is there alignment with performance management and other policies & procedures?

Plan

# Action Steps

- ▶ Develop a communication plan (who, what, where, when, and to whom).
- ▶ Periodically update a FAQ sheet.
- ▶ Conduct a training needs assessment.
- ▶ Develop training/education plan.
- ▶ Align rewards and recognition programs with desired behavior change.
- ▶ Audit systems and structures to ensure that they align with the strategy.

# Implement and Sustain the change

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- ▶ Build the strategies, tactics into an overall change plan
- ▶ As the *change is changing*...
  - Watch
  - Measure
  - Adapt

# Ten Key Diagnostic Questions

1. Is the WIIFM clear to all constituents?
2. Is the desired change supported by other systems and structures: staffing, measures, rewards, org. structure, policies, information systems, resource allocation, performance management, training?
3. Have you built accountability into every corner of the organization?
4. What changes to those systems are required?
5. Are plans shaped to adjust for risks?
6. Have you clearly defined milestones and criteria for success?
7. Are you producing results early, often and building momentum?
8. Are you keeping the change alive and visible?
9. Are you celebrating successes?
10. Are you checking and adjusting your education/training, reward & recognition plans?

Implement  
and  
Sustain

# Action Steps

- ▶ Develop a feedback loop that provides data and ensures senior management engagement.
- ▶ Drive for lasting results.
- ▶ Task each unit with reasonable and achievable targets.
- ▶ Build accountability for each unit's contribution to the strategy.
- ▶ Be prepared to adapt to changing circumstances.

# The Change Management Mantra

Identify  
Prepare  
Plan  
Implement  
Sustain

Every D&I initiative requires cycling through all phases of the plan.

# Break Out Sessions

A “Taste” of the Tools,  
Examples, and  
Philosophies

# Break Out Sessions

- ▶ At your tables, discuss the phase.
- ▶ Identify a scribe to capture any key concepts and remaining questions.
- ▶ Be prepared to report out.