



HDD

Leading IT Service & Support



Managing Change within the Service Desk

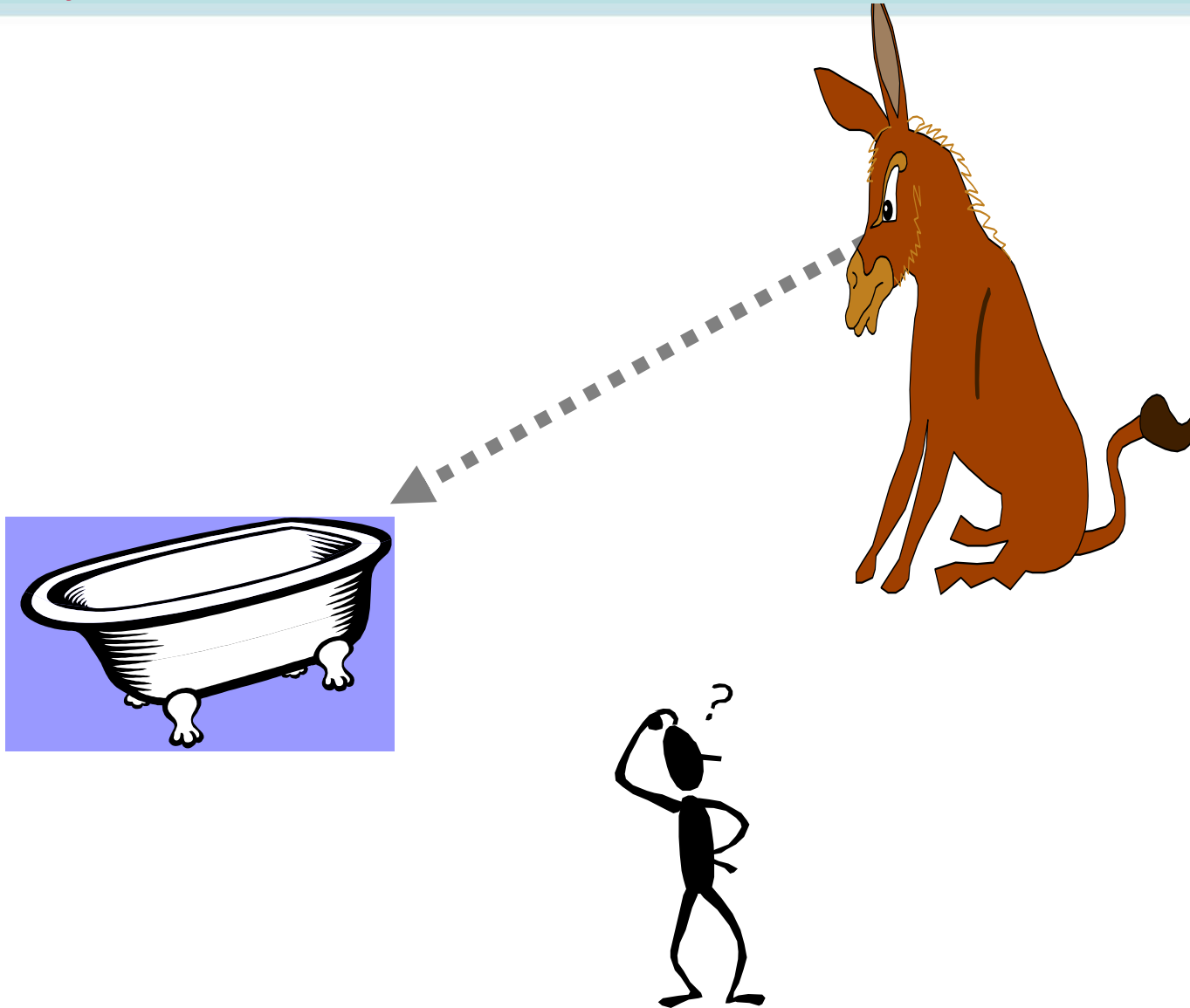
**Maureen
Cunningham, CGI**

Agenda

- What is Management of Change ?
- What is Resistance to Change ?
- Creating Buy-in and Adoption
 - A Formula
 - Targeting the Influencers
 - Change Tools
- Conclusions

WHAT IS MANAGEMENT of CHANGE?

A Story



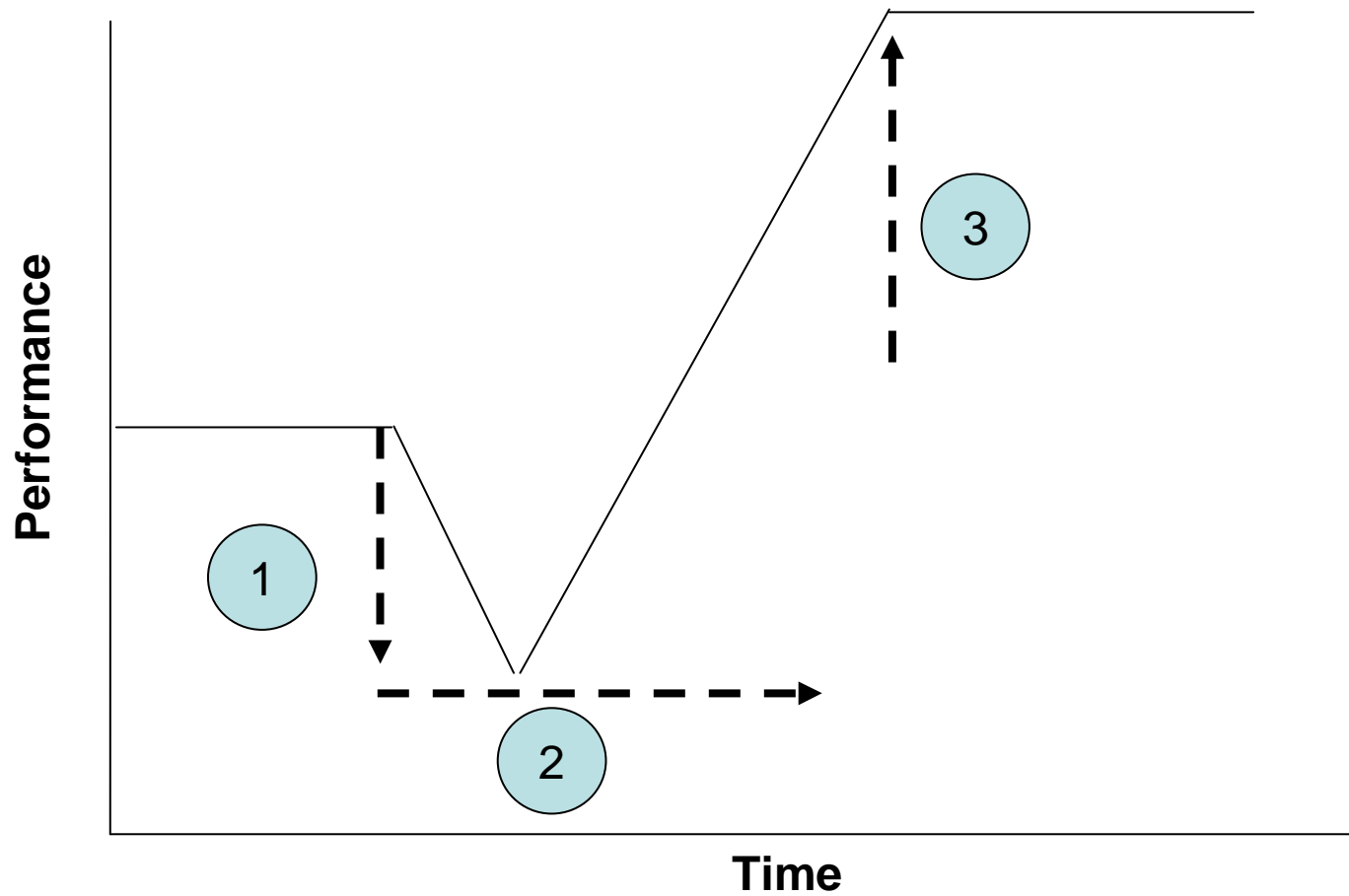
WHAT IS MANAGEMENT of CHANGE?

A Definition

- According to the Standish Group, only 36% of IT projects produce the results they set out to achieve
- Management of Change is that series of strategies and activities which help the client organization want to change ...and to succeed in changing

MANAGING YOUR CHANGE

Three Objectives



Niagara Institute

WHAT IS “RESISTANCE TO CHANGE”?

It has both emotional and logical elements

Emotional (affects HOW you change)

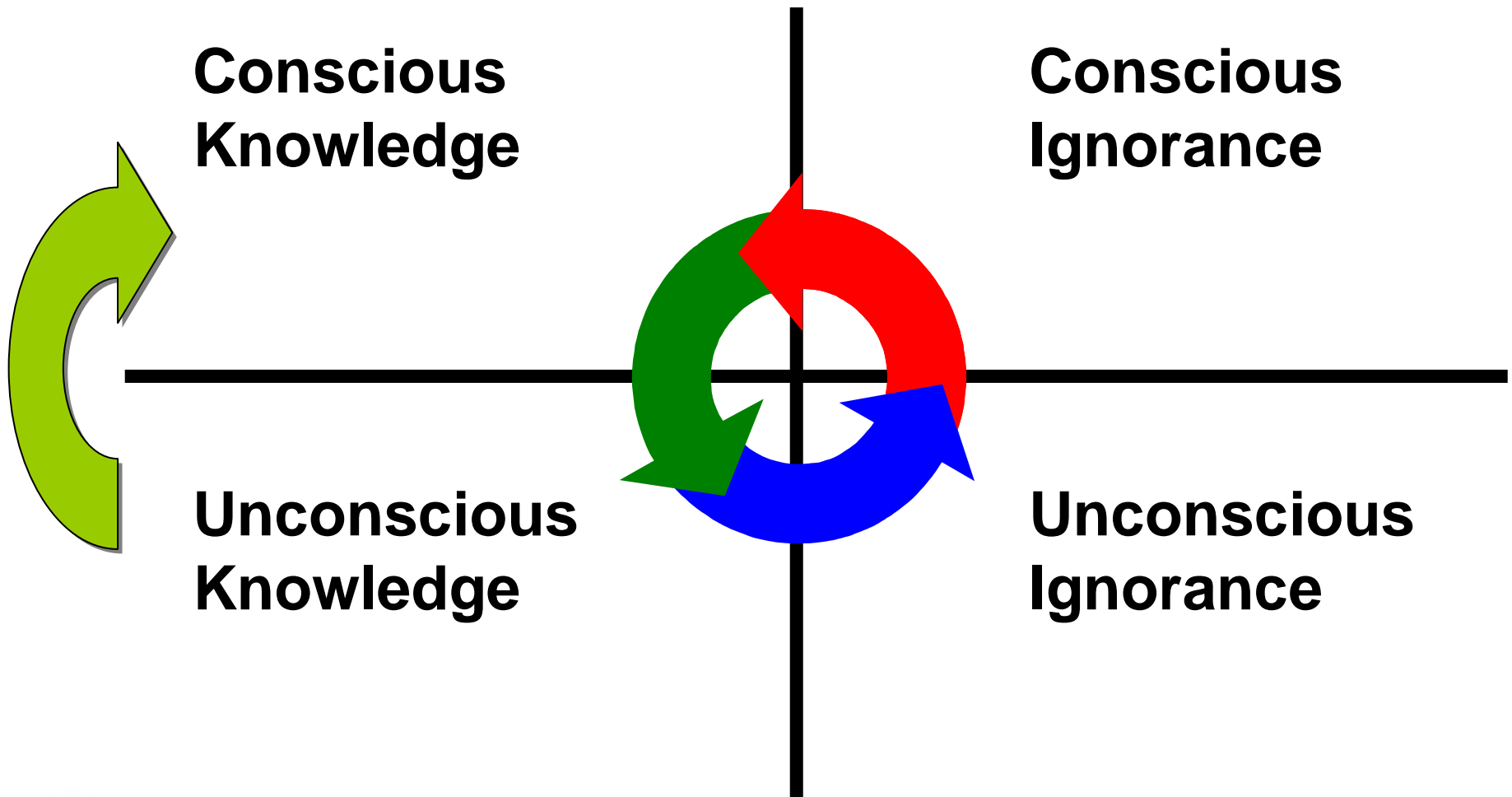
- Resistance is an unspoken, emotional reaction to a feeling of vulnerability or loss of control

Logical (affects WHAT you change and do)

- Resistance is often a rational and even sometimes desired human response to protect the organization from inappropriate actions. People resist:
 1. What they do not agree with (needed: refine the solution)
 2. What they do not understand (needed: communications)
 3. What they feel they cannot do (needed: communications, training, practice and support)

WHAT is MANAGEMENT OF CHANGE?

A Key Step: Resurfacing Unconscious Knowledge



CREATING BUY-IN and ADOPTION

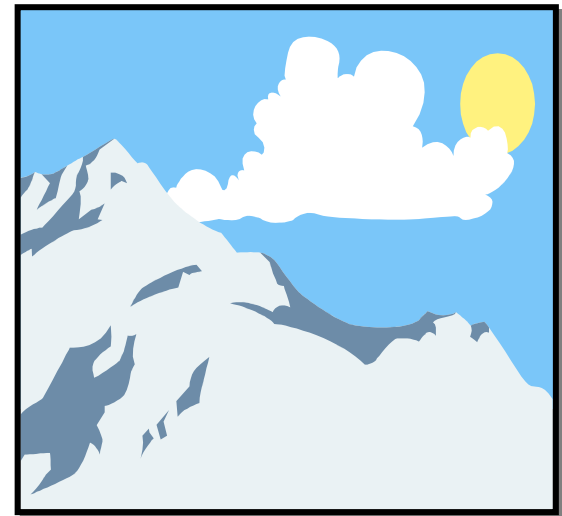
A Formula and Critical Mass

$$D \times V \times F > R$$

Dissatisfaction x Vision x First Steps > Resistance to Change

Source: Beckhard, Harris

*Critical Mass &
The Tipping Point*



CREATING BUY-IN and ADOPTION

Targeting the Influencers

When faced with a problem they can't solve – such as how to operate within a new policy or procedure – employees turn to (in order):

| | |
|------------------|---|
| First | Immediate supervisor's advice |
| Then, 2nd | Experienced co-worker's advice |
| Then, 3rd | Unwritten organizational policy |
| Then, 4th | Official decisions, policy and manuals |

Source: Larkin & Larkin

CREATING BUY-IN and ADOPTION

Targeting the Influencers

- Prosci 2005 Global Study: Who is most resistant to Change?
 - Middle level managers (53%)
 - Front-line employees (19%)
 - Senior level managers (13%)
 - Front-line supervisors (7%)
 - Executive and director levels (5%)
- Helping the middle managers
 - Engage them in solution definition
 - Give them influence over timing, sequence
 - Ensure impacts are understood in advance
 - Given the advance notice

CREATING BUY-IN and ADOPTION

Change Tools which get Quick Wins and Momentum

- **Getting your Point Across (and Getting the Solution Right)**
 - Social Marketing and Tipping Strategies
 - Outcome-oriented, scenario-based consultation
 - Story-telling for surfacing assumptions + capturing knowledge
 - Simulation
 - Vision you can feel
 - Large group interventions
- **Reinforcing the Behaviour**
 - The “right” performance measure
 - Surveys as a change tool
 - Visible board for progress
- **Spreading the Word**
 - Managing stories to travel fast
 - Buzz agents
 - Managed dialogue
- **What else can you add here?**

No one right tool. Tools must fit the need

CREATING BUY-IN and ADOPTION

HOW

- Keep front and center:
 - Protect people from feeling vulnerable
 - Help people feel a good sense of control and “safe”

$$\text{Trust} = \frac{\text{Predictability} + \text{Competency}}{\text{Motivation}}$$

Source: Saunders

- Create the environment which brings out “leaders” vs “managers”
- Raise the bar

CONCLUSIONS

Overcoming resistance and creating adoption benefits from:

- Assuming resistance is based on both thinking and emotional components
- Digging deep for the “real why” (both why we are doing this and why people will “resist”)
- Strategies to change perceptions and beliefs
- Leveraging existing, informal channels to “spread the word”
- Ongoing monitoring and management of both the “How” and “What”

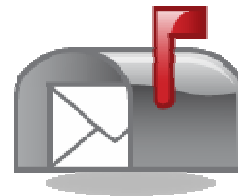
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Where you can find out more

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We would love to help you. Please give us a call !