

# World Change Summit

Change Management Certification

2020

# Change Management Certification

- The training is organized by World Change Summit
- The Training is free but for those who are interested in certificate of Participation or The Change Management Certificate will pay a token of 10 dollars and 20 dollars respectively.
- You can only request for a change management certificate if you attend at least 80 percent of the class and you submit your Case Study Assessment.
- We have five key Notes Speakers and will take on Change Management from their area of expertise,
- We will take a case study after each class
- The following organization are partners of World Change Summit for this Certification

World Creativity and Innovation Week

Torrance Center Portugal

Fast LMS Orlando Florida

Sure Success Consultancy Nigeria

# Course Content

- What you might not know about Change
- What Leads to Change?
- Why we manage Change?
- What is Change Management?
- Change management process versus Change management product
- The PRAAG Model of Change management
- Kotter's Change Management Model
- Change Management methodology and Tools
- ROI of Change Management
- Change Management :in view of the ADKAR individual Change Mode
- Contributions of Change management to the success of Organizations.
- Case Studies and Practical Sessions

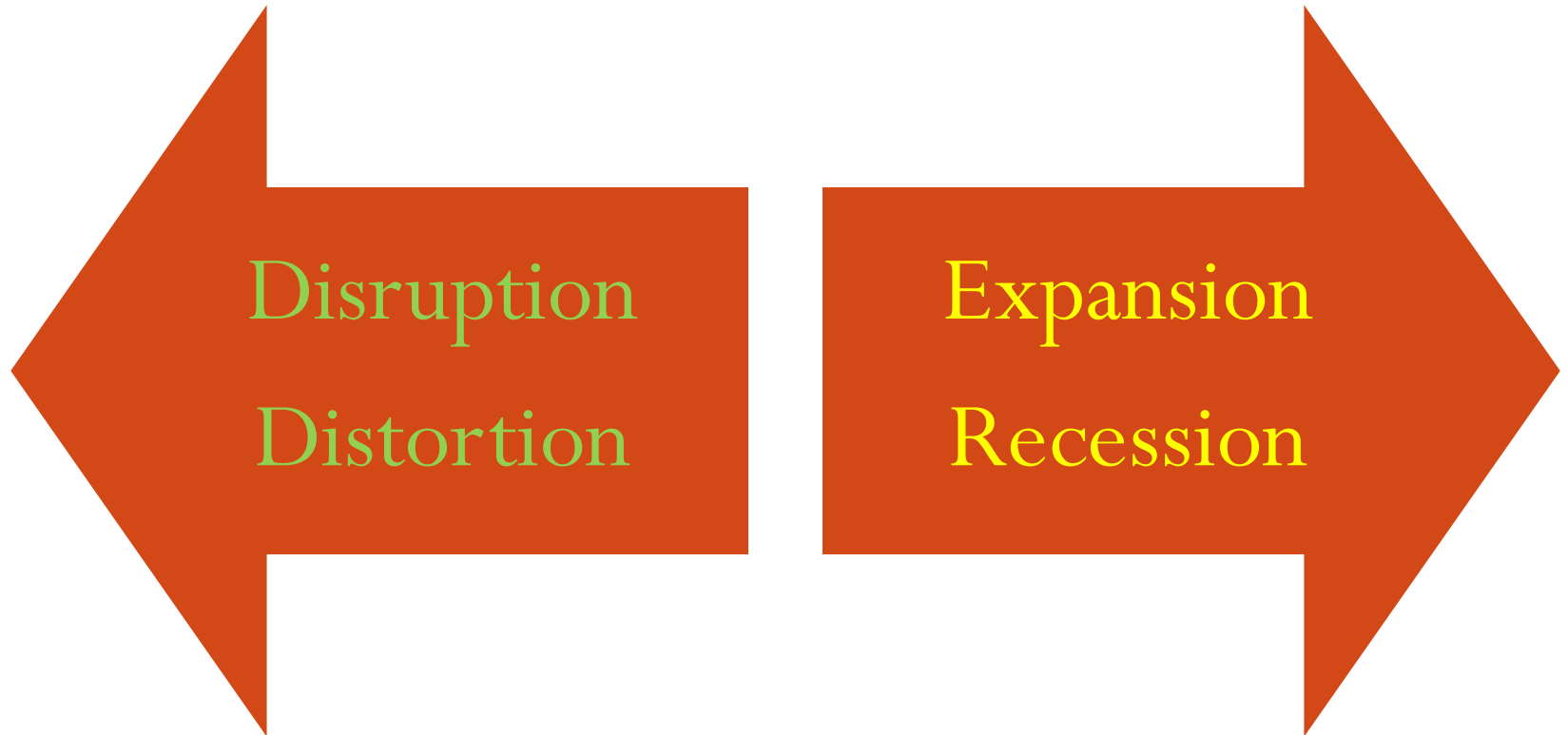
# Change is Constant



# What you might not know about Change

- Change is not Harmful
- Change is constant and the choice to accept or resist it is constant
- Change should not just be communicated but it should also be engaged
- The process of change is as important as the product of change, if not more important
- You can't Change yourself, you can only change your actions
- Change begins from within not without
- You can't resist change and not be hurt
- To achieve any successful change process, people should be ultimately considered.

# What Leads to Change



# Why we manage Change?

- It Increases probability of Project Success
- It helps to manage employees resistant to change
- Builds Change Competency into the organization
- Helps to effectively reposition individuals and organizations
- The failure to manage change leaves you in a worse state .
- It's gives room for mind set reorientation.

# What you need to know about Resistance to Change?

- Resistance to change is any force or activity that slows down or prevent change



# Resistance Behaviors you should expect

- Refusing to change
- Some will give reasons why the change wont work
- Pretend they want it but still stick to their old ways of doing things
- Some don't adapt to the change
- Some don't accept the change but do as you say expecting the failure the change will bring
- Some shows excitement about the change but they wont do any thing about it
- Some just avoid the change
- Some just change in any direction not in the right direction

# Why do people resist change?

- Lack of understanding
- Fear of job loss
- No support from management
- Lack of awareness for the need for change
- History and Culture of the organization

# How to overcome resistance to change

- Resistance to change is the first and then eliminated
- Structure the team to maximize its potential
- Set challenging achievable and engaging targets
- Change process should be broken to stages
- Show passion and a degree of empathy
- Be Persuasive
- Engage Creativity and Innovation
- Resolve conflicts quickly and efficiently
- Remain supportive and positive

# Can we Force Change?

## In the case of total Resistance



- If Yes, At what point do you force it and how do you force it
- If No, Do we give up on change or how can we get the expected outcome without forcing it in the case of total resistance

# What is change management?

- Change management is the process, tools and techniques to manage the people side of change to achieve the required business outcome. (Proci)
- Change Management is a collective term for all approaches to prepare, support and help individuals teams and organizations in making organizational changes (Wikipedia)
- Change Management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order drive organizational success and outcomes. (Proci)

# Care Study



Resistance to Change: The Blackberry  
Mobile Phone Experience

# What you might not know about Blackberry Mobile ?

- The Canadian company was originally named research in motion (founded in 1984)
- Blackberry was said to be the producer of world's first widely adopted premium smart phone brand.
- At one point Blackberry controlled 50 percent of the of the smart phones market in the US and 20 percent globally.
- Sold more than 50 million units at its peak in 2011.
- In 2016 Blackberry stopped manufacturing it's own phones due to a drastic fall in demand.
- Black berry dominated the market till 2010 even after the entry of iPhone on 2007 and Google Android OS in 2008.They had 40 percent of the domestic market and 20 percent of the global market.

# Blackberry resisted Change in many ways.

- They focused on the wrong end market user (focused on selected user not the masses)
- They initially ignore touch screen technology
- Missed the Value proposition and a smart phone (Never focused on personal productivity and entertainment)
- Poorly implemented innovation (Blackberry didn't get there changes right)
- Accordingly to Vlad Sxov "Focusing on the tens of millions of customers it already had, Blackberry missed out on the billions that were to come"
- Blackberry was very slow with their change process



End of the first Class

Thanks for your Time

# The Change Management Gap

- Before The Change Process: Initial Resistance-Awareness
- During The Change process: Intermediate Resistance-Sensitize
- After the Change Process: Final Resistance-Sanitize

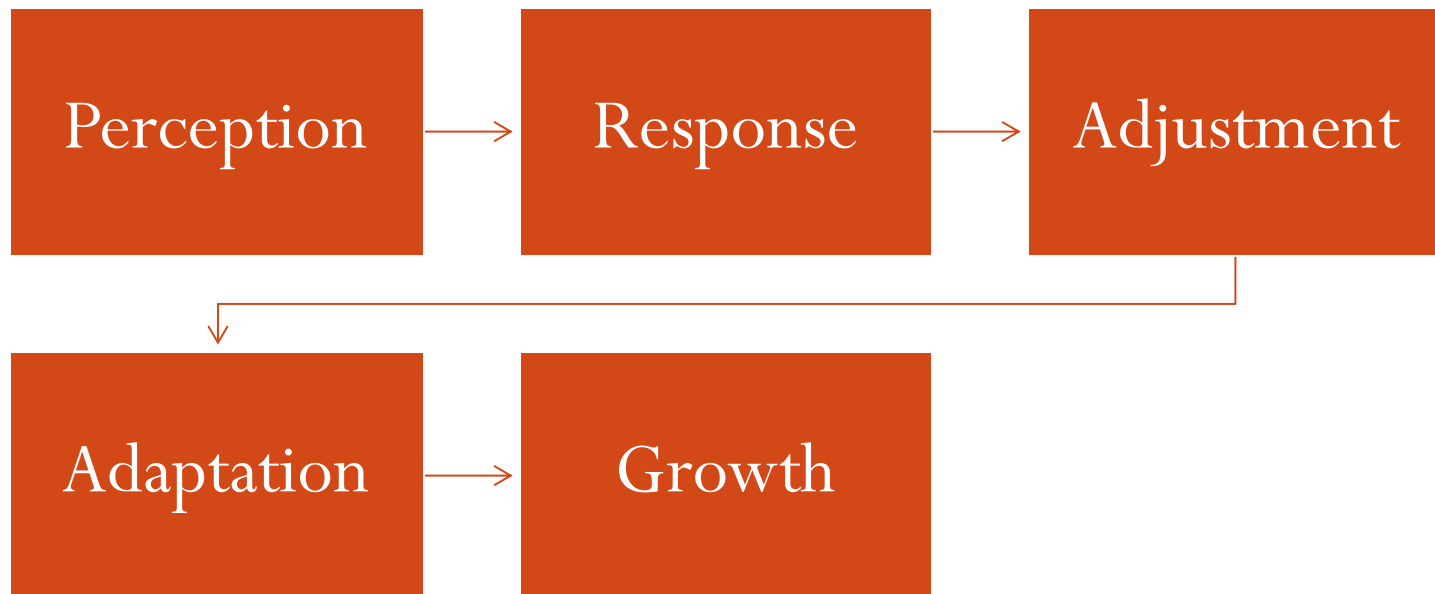
Mindset: Change will always happen.

No Change no Growth.

Change is an opportunity to Grow



# The PRAAG Model of Change Management Process



# The PRAAG Model of Change Management Process

- P: Perception
- R: Response
- A: Adjustment
- A: adaptation
- G: Growth

# Perception

The way in which something is perceived, regarded, understood or interpreted.



# Response

## A Reaction to something



# Adjustment

Movement made to achieve a desired fit or result





# Adaptation

It's the process of moving successfully from the old to the new

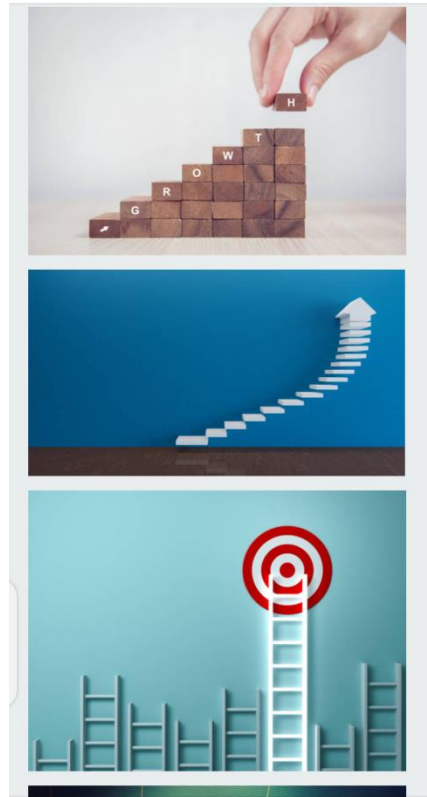


# Adjustment versus Adaptation

- Movement is key for Both but adjustment is temporary while adaptation is more permanent
- Adaptation makes you develop few traits or features that will make you successfully fit into the new normal which is the new habitat you find yourself but adjustment you don't necessarily need to develop any trait.
- You cant Fake adjustment but you can't fake adaptation
- Adaptation comes from within but adjustment comes from without

# Growth

Gradually evolving or developing



# Case Study

The rise and fall of Yahoo

# What you might not know about Yahoo

- Yahoo was first Lunched in 1994
- Yahoo attracted over 70 percent advertisers patronage online in its early years
- Over 60 percent of the early email users used Yahoo
- In 2005 Yahoo was one of the main players in the online advertising market
- Verizon has agreed to purchase Yahoo core Business for 4.83 billion dollars, a company that was once worth 125 billion dollars

# What went wrong with Yahoo

- Yahoo undervalued the importance of Search and just focused more on becoming a media giant
- Neglected the user experience and consumer trends (people wanted more than what they were offering)
- Missed many opportunities to get back on top of their game; 2002 they couldn't pull through to acquire Google. 2006 Yahoo had the opportunity to buy Facebook but lowered their offer eventually.
- Lack of clear vision and string of poor leaders
- Made a lot of poor business decisions

# Kotter's Model of Change

- Create Urgency
- Form a powerful Coalition
- Create a Vision for Change
- Communicate the Vision
- Remove Obstacles
- Create Short term wins
- Build on the Change
- Anchor the Changes in Corporate Culture

# Create Urgency



- You need to make a compelling case for Change
- Engage foresight
- Change is needed and its helpful
- Understand that change leads to growth
- Create a need to embrace Change



# Form a Powerful Coalition

- You need a Team
- You need people who are willing to drive the change
- Identify those that have the mind to accept change and make them team leaders

# Create a Vision for Change



- The Team must be able to run with a Vision
- The Vision must be clear and well spelt out
- The Team must buy into the Vision and understand the Vision

# Communicate The Vision



- Communicating the vision is very vital and also making sure that the team connects with vision
- Don't hide any part of the Vision
- Every Team member should be consistently carried along

# Remove Obstacles

- There will be obstacles on the way to achieve any meaningful Change
- You must be strategic in removing the obstacles
- You must consistently be on a lookout for obstacles and be very prompt to remove it

# Create Short Term Wins

- Its important you break the Change Process into stages and celebrate the success of moving from one stage to the other.
- Always celebrate the change progress
- Don't only focus on the product of change, focus more on the process

# Build on the Change

- Get your Team to keep working on the success of the Process
- To effectively build on the change they will need the a persevering mind set.
- The Team should not relax at any point despite wins

# Anchor the Change in Co-operate culture

- Articulate the connections between the new behaviors and the organizational success
- They must continue until they become strong enough to replace the old habits
- The change must be instituted, form a culture to hold on to

# Prosci ADKAR Model

- This model is a goal oriented change management model that guides individual and organizational Change.
- It was created by the founder of Prosci Jeff Hiatt



# Prosci ADKAR Model of Change Management

- A: Awareness
- D: Desire
- K: Knowledge
- A: Ability
- R: Reinforcement

# Awareness

- There should be an awareness for the need for Change, there should be orientation and re-orientation about the need for the change at that time.

# Desire

- There should be a strong desire to accept and then support the change.
- The desire must be original and active

# Knowledge

- The knowledge of how to Change is very important
- The process of change is more important than the product of change, so the know how of the process is very crucial to the success of the change

# Ability

- Ability to demonstrate skills and behaviors
- Knowledge should be translated to ability by making the knowledge functional

# Reinforcement

- It is important to re- inforce the change to make the change stick
- The process of change is by no means an easy one, so it has to be consistently put in effort to make the change process work and succeed

# Care Study

Kodak and Toshiba

Their best and worst moments

What they got right and wrong

# Kodak

- Kodak company dominated the photographic film market during most of the 20<sup>th</sup> century.
- They didn't embrace disruptive Technology (focused on film success and missed the digital revolution)
- Kodak failed to reemerge and reinvent technology (Invented Digital Camera but refused to transit into its use)
- Kodak was slow and complacent in their change process
- They didn't follow the trend and did not explore newer avenue
- Communication gap between the management and employees
- Kodak filed a bankruptcy in 2012



# Toshiba

- Toshiba created a laptop that performed like a desktop.
- In the mid 1980s, Toshiba was one of the worlds most innovative companies.
- The internet killed Toshibas growth
- In 2017 Toshiba announced that they are considering selling its prized memory chip to pay down debt.
- In 2018, Toshiba agreed to sell their PC business to rival Sharp which is now own by Foxconn
- It took Toshiba 70 years to reach its peak and just a decade to get back to the base
- They were not sensitive to change, bad leadership and made wrong decisions at some point