Continuous Change Community

The Value of Change Management

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The session started by reflecting on the session we ran with Myles Runham back in January. In that session we had talked about the different types of data collected and wanted to take the opportunity to consider how we could build on the approach and rather than measure the value of a specific change, we could measure the value of the change management profession to the organisation. All those on the call felt that we added value by ensuring people were aware, ready, and embracing any change. The challenge is could we measure that value in hard currency terms.

In the last session we had talked about recommendation data, adaptive experience data and prediction data. If we apply the thoughts raised last time and consider if we want to measure the value of change management, are we taking the people with us we can consider

Participation Data – As we start to have new beginnings in our change, we can measure the levels of participation and adoption in the new ways of working. Kotter, in fact, suggested that things are not sustainable if the levels of adoption do not exceed 75%. Therefore, if we consider any change, we are involved in then 8 out of every 10 people must understand the change and adopt the new ways of working if we are to succeed in the changes being successful.

Prediction data – An additional value we can bring as that we can predict the levels of adoption based on previous change projects. We could also sample how do people feel on a regular basis, to predict what is likely to be the new adoption, take up rates for the process, system, or new behaviour. However, the use of prediction data had the potential to be subjective and the change manager needs to consider how to remove subjectivity by combining with hard facts. Maybe an opportunity to look at past data to see if we can predict adoption due to the work of change management.

Recommendation data – taking this as step further but seeking recommendations as to the adaption of experience. Asking what people are expecting from a change and how will people be impacted. We could ask what you would like to sign up for, giving the people a choice over workshops, videos etc which will give some autonomy on the process they go through to adapt to the change allowing them some autonomy

We know results can get skewed, so we as a profession need to get as good at asking questions. As the group pointed out, our roles in change projects need to work together. The project manager, change manager and business analyst will all be seeing to collect data and only when we work effectively together will we be able to show the change is making progress.

The group acknowledged that collecting data alone may not be persuasive, seeing lots of numbers and data alone will not persuade but when combined with other information create success stories

aligned to benefits to create a richer set of data and hence lead us to collect different sets of information a combine them in a rich picture.

By observing action, you can change it – precognitive structure what are people's intrinsic motivations.

The group raised the point that we we need to demonstrate more and more that change management isn't a one size fits all and that we can adapt our methods depending on the situation. Participation opportunities also drive employees' behavioural support for change initiatives and minimise (behavioural) resistance against it - this is where recommendation and adaptive experience data about (personal) preferences of employees come in and is most important to drive change initiatives. Because these two data types are more malleable and 'easier' to translate into business practices.

In fact, asking stakeholders for their preference, has been found to be empowering and gets greater buy in and sticking to these things they've expressed a preference for, over times increases their confidence in our team.

If we capture people's "positivity" towards the change that may also be an indicator of the likelihood people will participate in the change.

We can extrapolate from past spend data what we might expect to spend on the change this time. To build on that, anything that we have previously measured, e.g., the number of people involved, the number of workshops we held, the number of weeks it took to complete the training will all act as predictors of the scale of the next change.

Track how people have felt over time, and map this against what is happening in the portfolio to see the moments when they felt overwhelmed and note how much change was taking place at that point so we can predict when those hot spots will occur in the future.

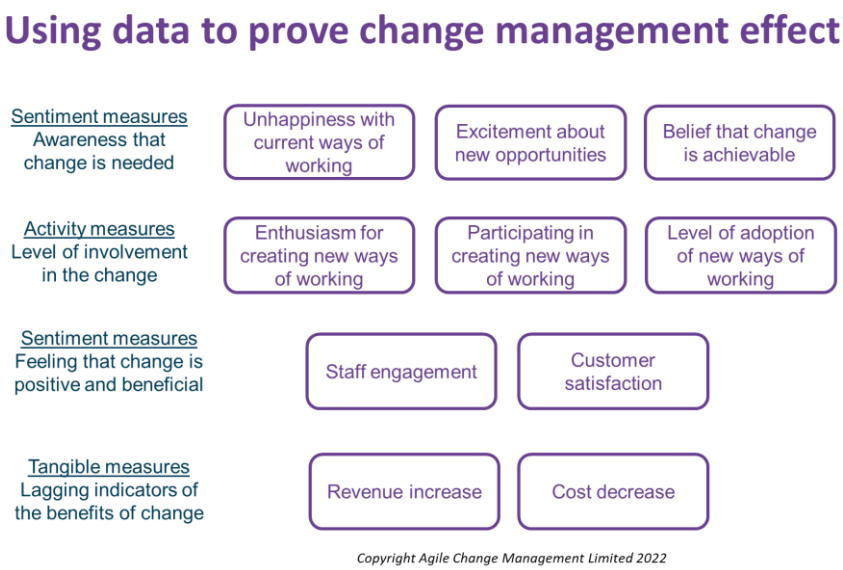
In the breakout, one group reported they had concentrated on recommendation data, filtering content based on past selections. The point was that as a group they often felt they did not have past selections to go on, so needed to build more of these selections into our changes from now on. They talked about how those selections could be about the type of activities available for participation, the format, frequency and content of communications, the rewards, or acknowledgements of success.

In trying to work out what data we track to evidence our progress, we must think about the questions we want to ask. One contributor pointed out that she spends a lot of time making decisions for her stakeholders about what information she is going to share with them but has realised that perhaps more time spent on asking them what they need would achieve more engagement.

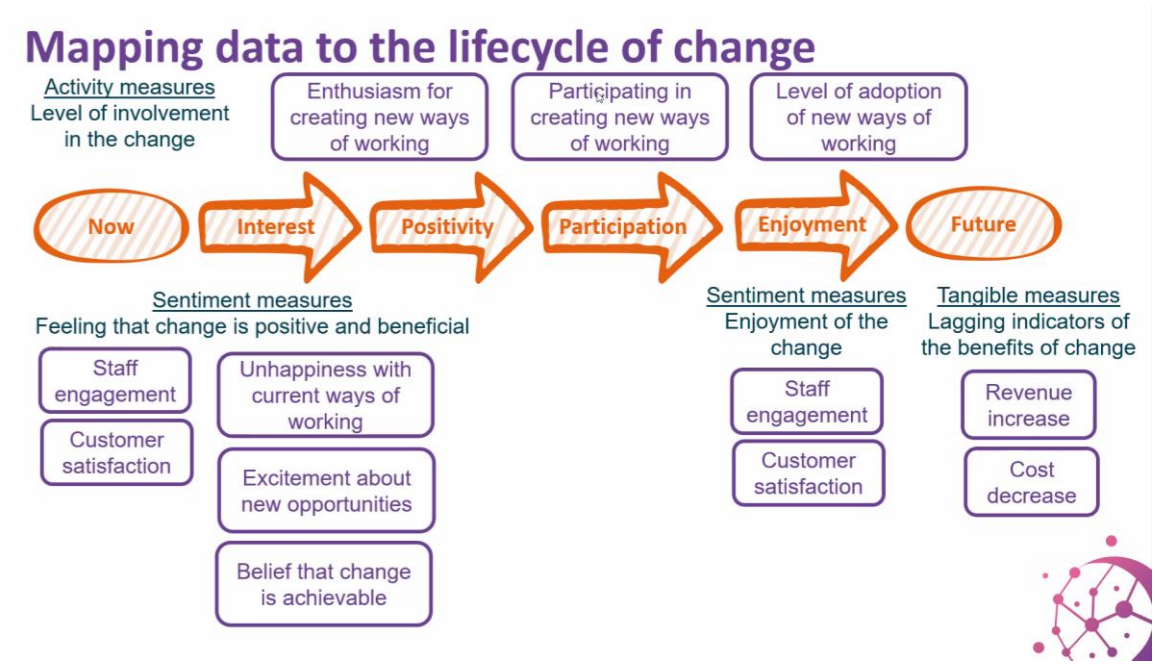
What question we ask is what people pay attention to, so by carefully framing the questions to track our progress we can increase the participation in our changes. For example, we can ask "what is the best time for you to attend the change workshops?" creating the expectation that they will attend, it is the timeslot that is in question.

As a change manager we may be able to bring a greater insight by combining different sets of data. Consider hypothetically the plane and the runway. If we understand the data about the activities of the aircraft and the availability of the runways, we are in a much better position to relay information

about flights. Whilst the runway and the plane are hypothetical examples you can see a clear link to organisations and activities in multiple changes or multiple streams withing one specific change.



Perhaps we should be drawing together the data captured across the lifecycle of a change



There was a strong view that often the only source of data is to seek people's feedback and use feedback forms or surveys. There were a significant number of concerns over using surveys not least the amount of people who will choose not to complete the survey and hence lead to a skewed set of data. There were numerous suggestions as to overcome the issue and maybe one idea is that you keep the data you are asking for as simple as possible. The airport concept of pressing a smiley face or sad face as you exit security to get a simple measure of how effective the service was. That type of data does not take much effort to capture and combined with other forms of data could be an effective data point.

Keeping all the sets of data could end up providing g a trend analysis. Several weeks of smiley face data would in fact show that trends were continuing in the right direction. However, to eliminate

any other factors, you would need to ensure it was captured in similar circumstances or times of the day / week. Change managers would not want to see the data skewed by the Monday morning feeling. Which finally leads to fact that if you are capturing survey data the results should be tempered with other sources of data e.g., the amount of use people are making of a new system.

Track how much ownership people have – assume they start with 0% ownership because they are being told about the change but by creating lots of co-creation opportunities and asking for and acting on their feedback throughout the change, we can increase that ownership.

Another view of this was as we come towards the end of the change can we track proficiency in the new way of working; 2 possible measures, proficiency tracked by declining error rates; declining calls to the help desk; declining calls on the use of super users; and confidence levels of those expected to work in new ways.

Track how much feedback – verbal and written, amount of content/detail in the feedback, the number of questions raised, the number of suggestions for additional changes put forward and how much feedback have we actioned.

Great ideas on the importance of tracking trend data at the same point in time each week – it needs to be regular but it needs to be in the same circumstances each time so it is not impacted by different circumstances.