

5 STEPS TO **MANAGING CHANGE**

1 **AWARENESS**

Help people see why the change is necessary.
Share your vision of the future.

2 **DESIRE**

Paint a compelling picture. Create a powerful movement. Show what's in it for individuals.

3 **KNOWLEDGE**

Be clear about exactly what people need to do.
Provide information and training.

4 **ABILITY**

Make sure that people are able to change.
Provide tools and resources. Remove barriers.

5 **REINFORCEMENT**

Keep communicating. Celebrate early wins. Share success stories. Sponsor remains active and visible.

A project's return on investment is largely determined by human factors:

- ◆ *speed of adoption*
- ◆ *ultimate utilization*
- ◆ *proficiency*

*Change management increases these up to six-fold by addressing **the people side of change.***

90% OF RESISTANCE IS AVOIDABLE

Middle managers are the group most likely to resist change, because they have little control and the most to lose. Engage them early and make them feel safe.

KEYS TO SUCCESS

- ◆ Active and visible sponsorship
- ◆ A powerful coalition of advocates, supporters and change agents
- ◆ Anticipate and address resistance
- ◆ Celebrate early wins (but don't declare success too soon)
- ◆ Communicate, communicate, communicate