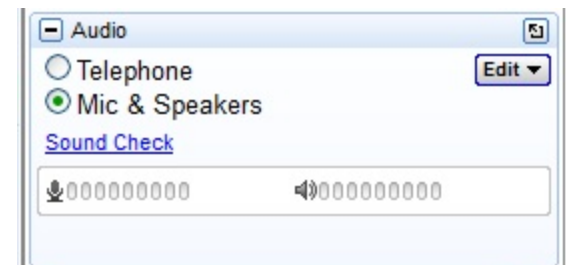


Welcome to the webinar... We will begin shortly

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How to Mitigate Resistance to Change

August 2014

Maureen McVey

Head of Learning and Development

IIBA

- Maureen McVey, CBAP has 16+years of experience as a business analyst and is a founding member of IIBA. Ms. McVey has provided business analysis services for many different industry sectors including; banking, finance, insurance, government, policing and manufacturing and has been working within the I.T. industry for over 25 years.
- As the Head of Learning and Development, Ms. McVey is accountable to business analysts in the areas of competency and career development. She supports corporations by providing process and business analyst competency assessments. Ms. McVey assesses academic business analysis programs ensuring alignment of those programs to the IIBA *Business Analysis Body of Knowledge*® (*BABOK*® *Guide*) and Competency Assessment Model v 3.0



Today

- IIBA and Announcements
- Elements needed for successful change
- Identifying resistance to change
- Describe the structure of an effective change team
- List the tools that can help with change



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Vision

- The world's leading association for Business Analysis professionals

Mission

- Develop and maintain standards for the practice of business analysis and for the certification of its practitioners

IIBA® is an international not-for-profit professional association for business analysts.

BABOK® Guide v3 Public Review is now closed!



- **Thank you to everyone who participated!**
- BABOK Guide v3 Public Review was a huge success
- Over 5,500 people helped shape the future of the business analysis profession
- Participants can review and track the status of their comments by logging in to the Feedback Collector Tool

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Topics:

- **Cloud Computing**
- **Mobile Solution**
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- **Customer Value and Process**
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How is Change Success imagined by the Sponsor and Project Team ?

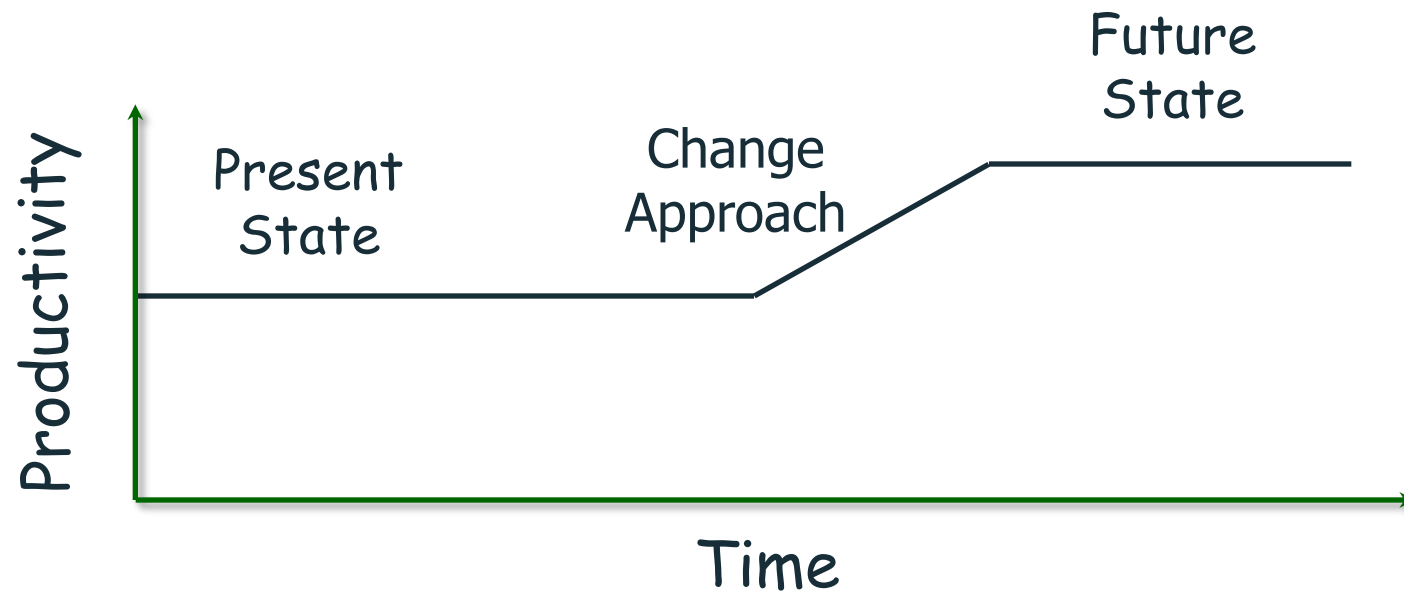


How Change Success is imagined...

- People will be excited
- People will adopt the change willingly
- Training people is enough
- Just tell them to do it

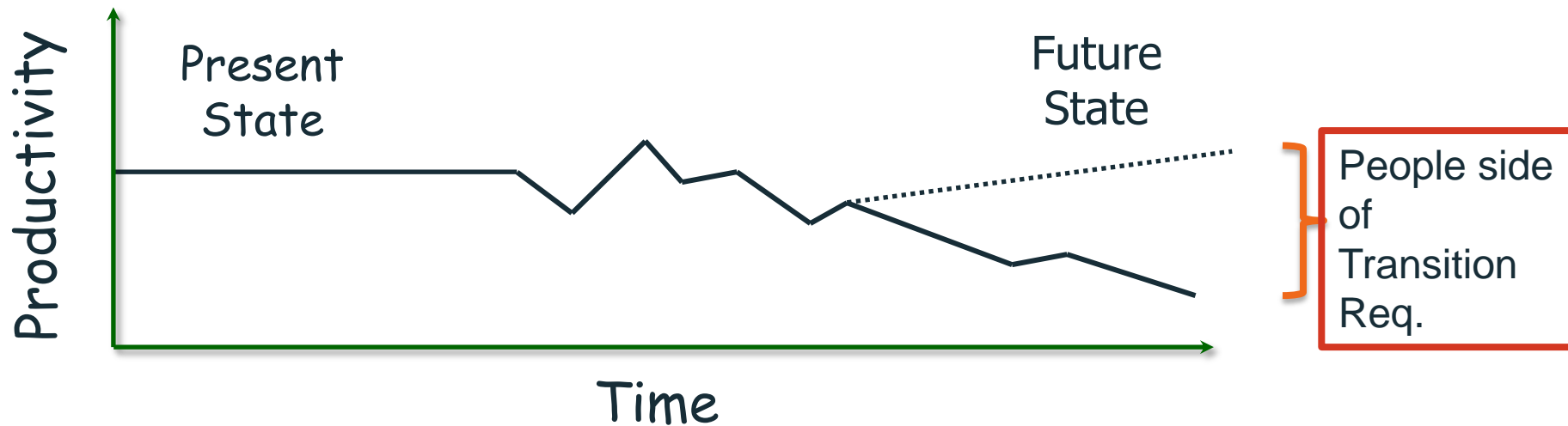


Dr. Hammer - Fantasy



Reference: Michael Hammer

Dr. Hammer Approach: Reality



Reference: Michael Hammer

Question: Why are we resistant to change?



FEAR



What we say about change....

- What is going on?
- Everything is fine the way it is!
- This isn't going to work!
- No one asked me!
- Will I be able to do this?
- Sure – just like last time!



Resistance

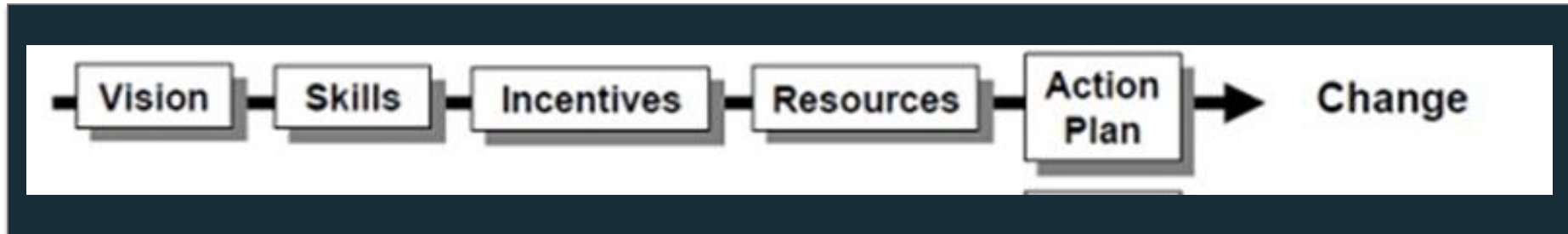


BABOK 7.3 Assess Organizational Readiness

“... describes the effects the new solution will have on an organization and whether the organization is prepared for the organizational change that the solution implementation will cause.”



What do is Needed for Successful Change



Vision

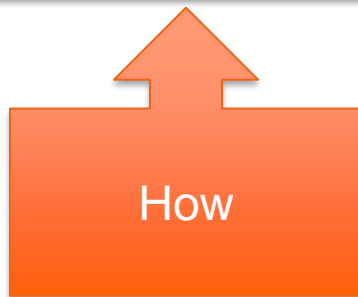
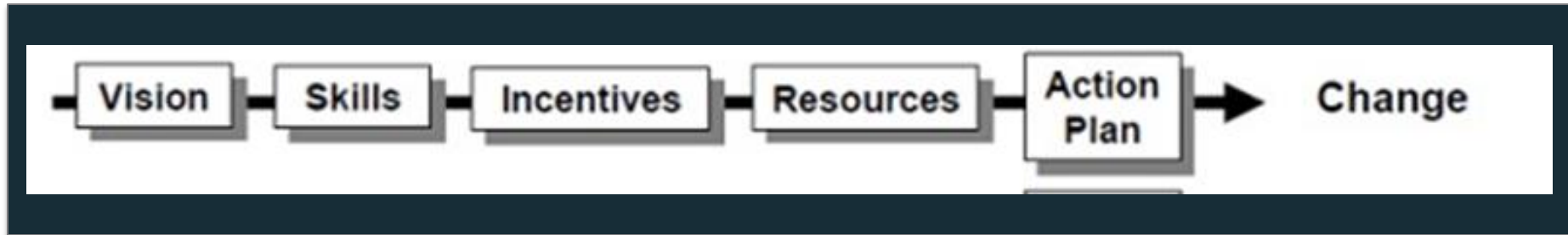
- Serves as the foundation for communications

Answers these questions:

- How does the change fit into the overall business strategy?
- What will the desired state look like?
 - Structure: operations, resources, infrastructure
 - Processes
 - People: knowledge, skills, performance,
 - Culture: behavior, rules
 - When
 - Why



What do is Needed for Successful Change

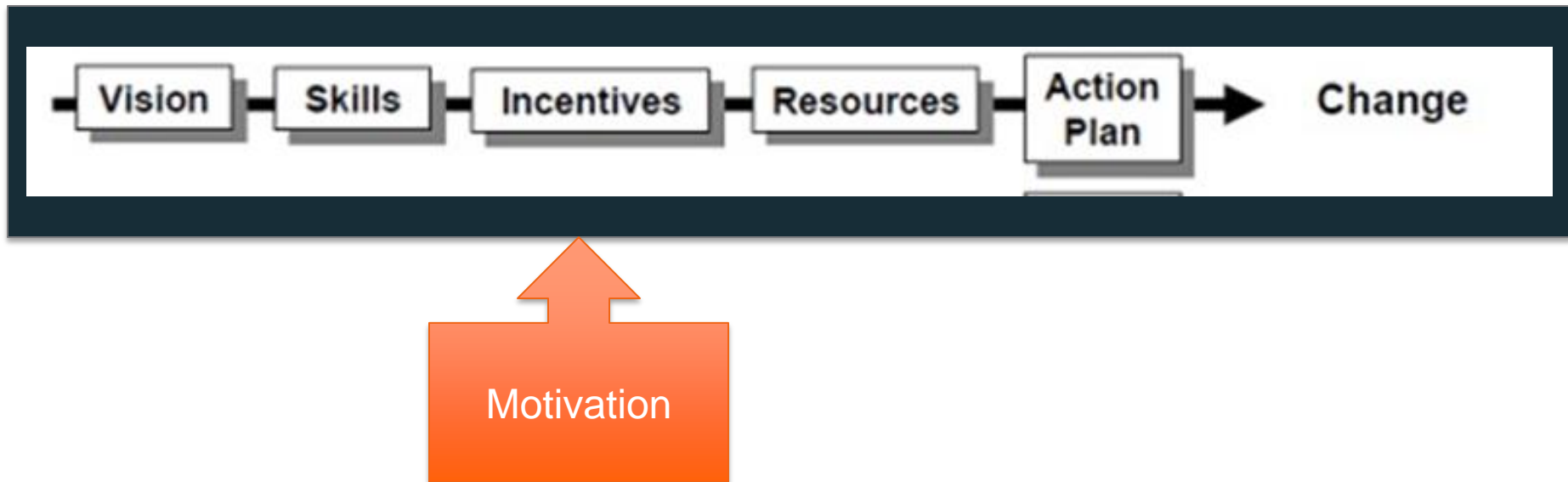


Training and Support

- Identify skills gap
- Training Plan
- Appropriate methods
 - online
 - self paced
 - classroom
- Support for new skills approaches at departmental level/ Managers
- Measure and Track



What do is Needed for Successful Change



Motivation

- Your talent determines what you can do. Your motivation determines how much you are willing to do. Your attitude determines how well you do it.”
— Lou Holtz

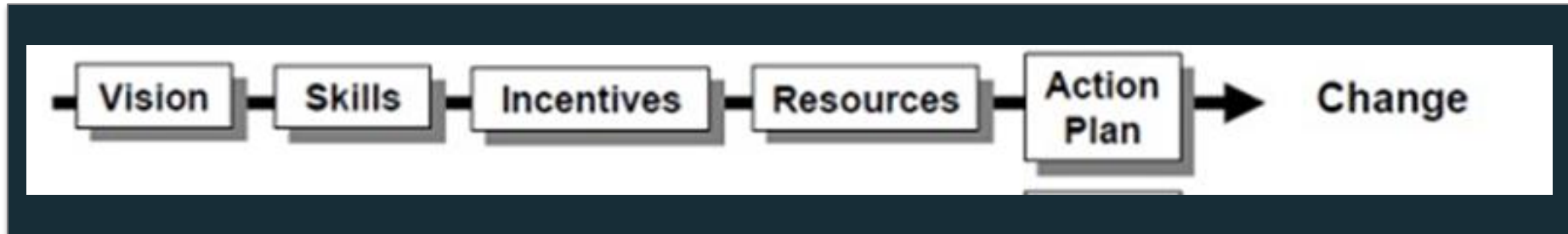


Motivation - Incentive

1. a positive motivational influence [ant: deterrence]
2. an additional payment (or other remuneration) to employees as a means of increasing output [syn: bonus] *
3. Something, such as the fear of punishment or the expectation of reward, that induces action or motivates effort.
adj. Serving to induce or motivate: *an incentive bonus for high productivity.* **



What do is Needed for Successful Change



What is
needed

Resources

- **Process:** are there enough to adequately achieve the results?
- **People:** are they the right resources: skills, numbers etc.?
- **Technology:** Tools

Change Agents / Change Team



Change Team

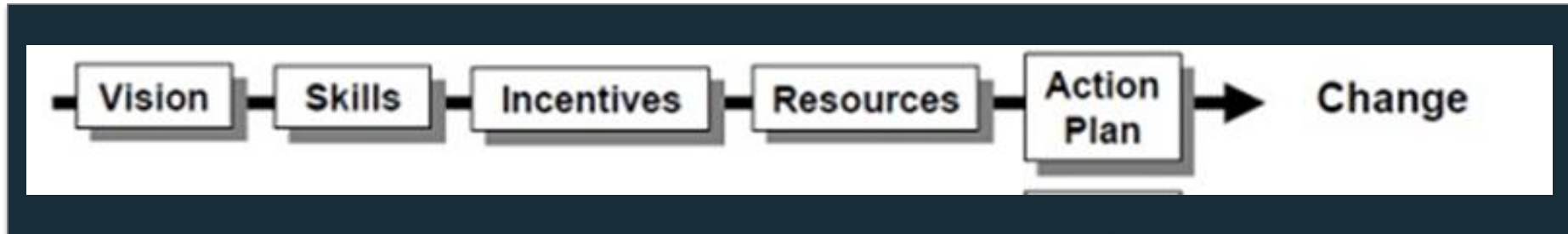
- Management for each department affected
- Super User for each department
- Human Resources
- Executive Sponsor
- Project Team – PM

Need Buy In from 75%
of Management

Pilot with a motivated
group

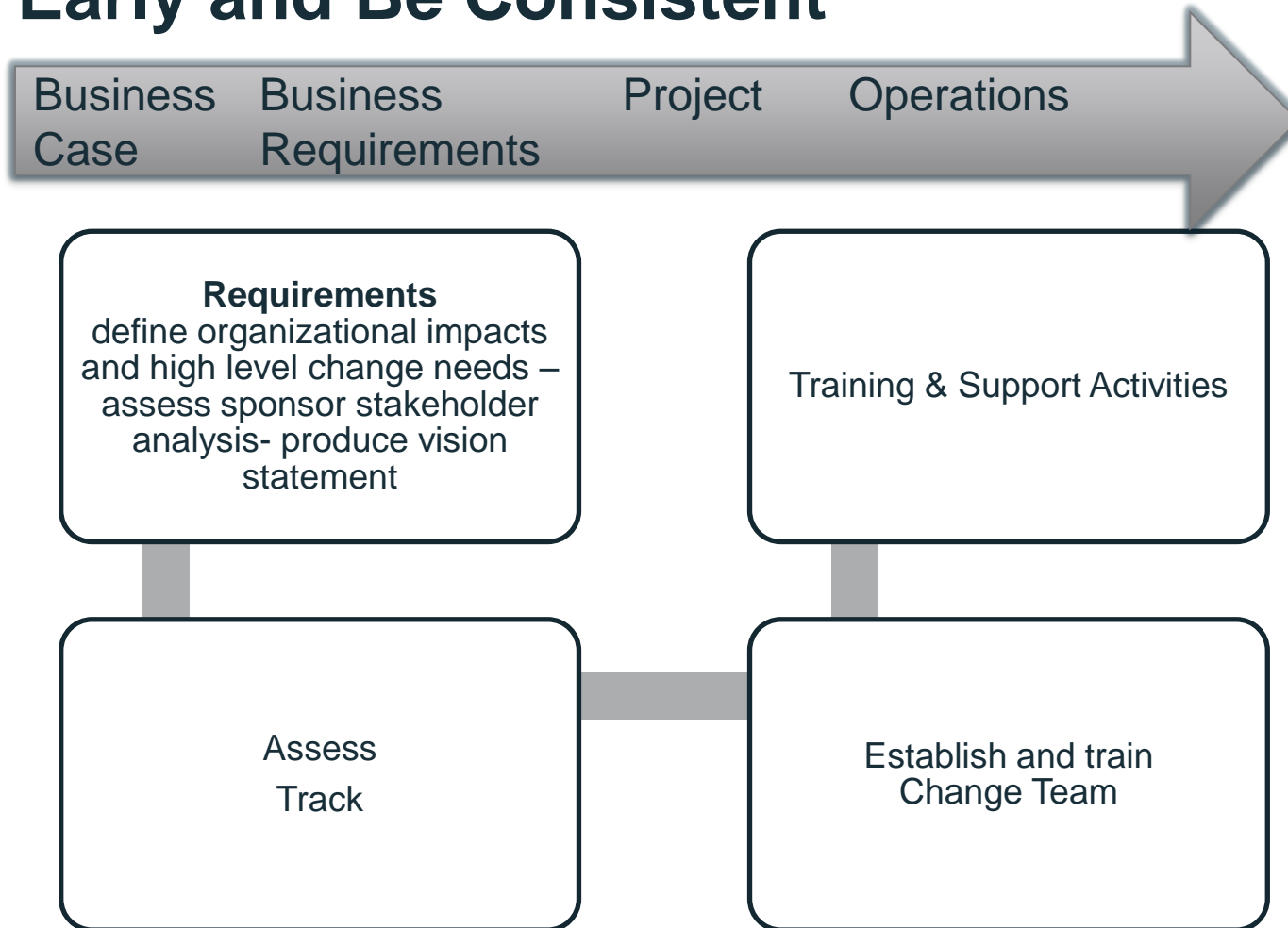
Train and Reward
Change Agents

What do is Needed for Successful Change



How to get
there

Start Early and Be Consistent



Feedback Loops

- Survey
- Focus Groups
- Change Agents
- Assessments
- Measures



Planning and Risk Mitigation

- What would happen if we did not change?
- What change forces are internal/external?
- How much time do we have to change?
- What if our attempt to change fails?
- What opportunities are not being exploited?

Plan to Manage Resistance!



Manage Resistance

- This can be done by the BA or the lead of the change team and executed by the change agents
- Identify and engage key opinion leaders
- Use leader visibility, modeling, communication and sponsorship
- Be clear and emphatic about what is not changing
- Assist employees in understanding why they are being asked to make the change
- Legitimize and acknowledge people's feelings
- Develop, communicate, reward, and reinforce new behaviors

Resources Addressing Conflict

Quick Tips:

How to Uncover Requirements and Assumptions Hidden by Objections April 16, 2012

BABOK Guide: 8.5 Interaction Skills Page 150-152
Negotiations, Facilitation, Leadership, Influencing

Online Library:

The Handbook of Conflict Resolution: Theory and Practice by
Morton Deutsch and Peter T. Coleman (eds)

Reaction	Response
Feeling fear, confusion, or overwhelmed	Allow and accept people's feelings, avoid confrontations, focus on small first steps and clarify expectations.
Acting defensively,	Test for acceptance of reality, avoid confrontations, focus on small first steps and reconfirm the need for change.
Showing a need to regain control	Allow them to voice their anger and legitimize it without taking it personally.
Trying to minimize the impact of the change	Listen
Feeling frustrated, low coping ability	Provide support, and encouragement.
Beginning to try new alternatives	Help to explore realistic options, acknowledge progress.
Responding to change realistically	Reward and acknowledge progress,

Determine How to Motivate

- This can be done by the BA or the Change Lead and the organizational management team
- What are the positive messages that will be communicated?
- Pick motivated change agents
- Determine early wins
- How will wins be communicated
- Determine “What’s in it for...”
- Ensure Clarity of messages, instructions

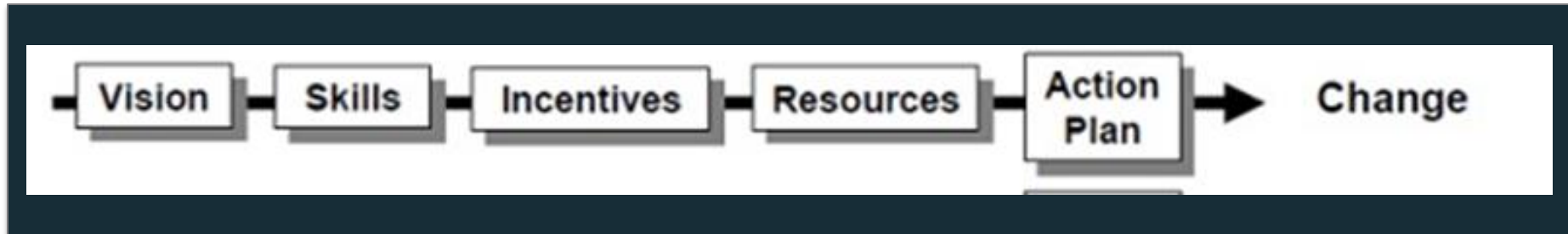


Assess Readiness

- Is leadership aligned?
- Has a sense of urgency been established?
- Have guiding teams been established?
- Can the change vision be communicated clearly and is it compelling?
- Is communication simple, candid and sincere?
- Can individuals take action for change?
- Are short term wins identified?
- Will measurement be used to further the change effort?
- Have clear performance measures have been established?



What do is Needed for Successful Change

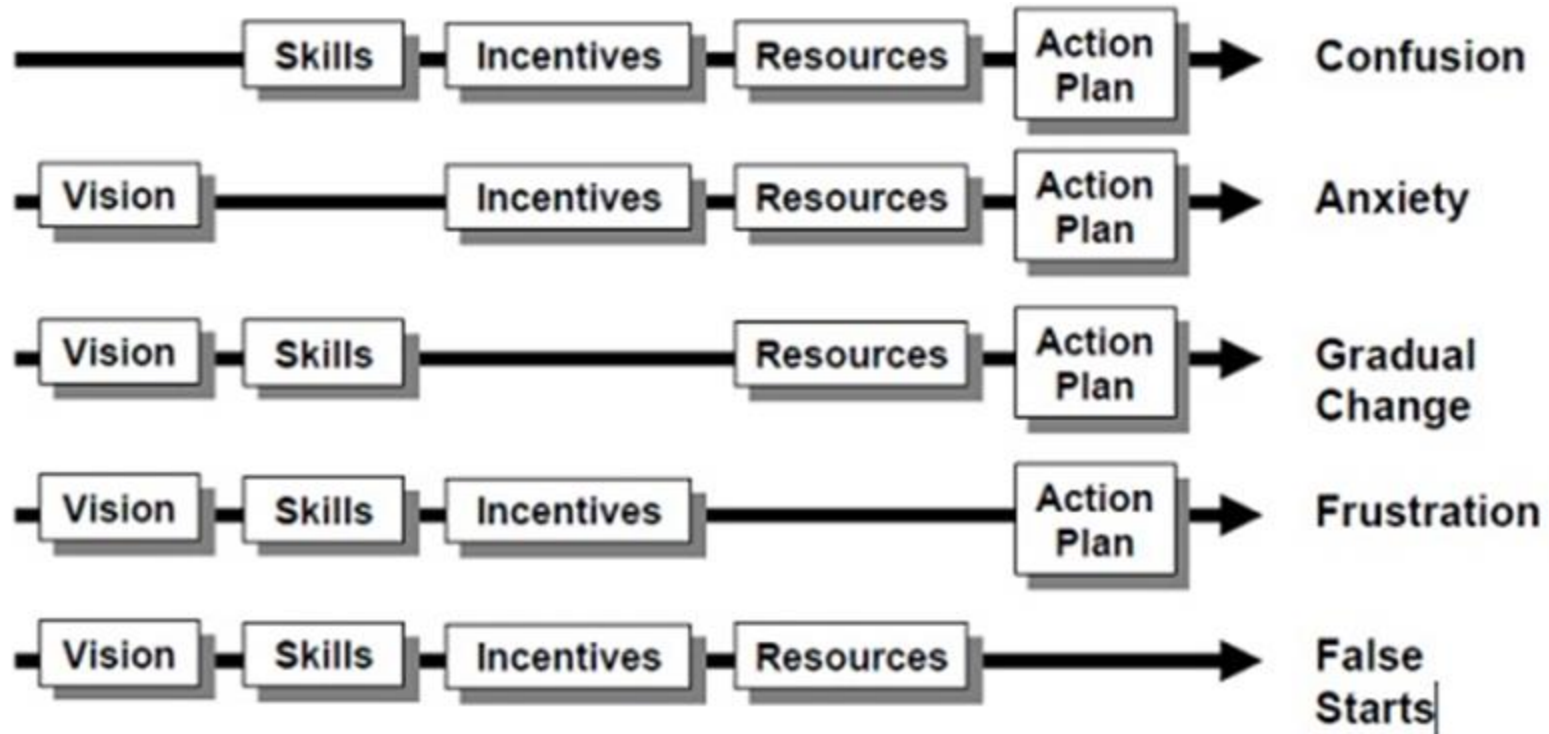


Change must be

- ✓ Realistic,
- ✓ Achievable
and
- ✓ Measurable

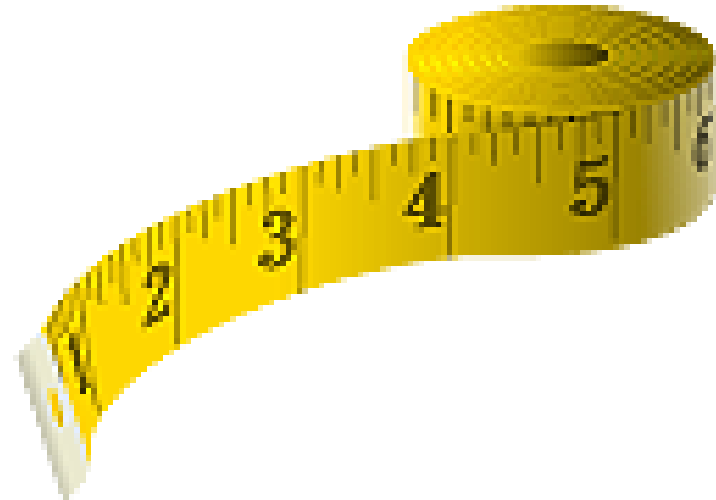
18-24 Months

What if?



Measure

- Adoption of solution
- Measures identified in business case
- Reporting requirements
- Observation
- Feedback



Tools for Change

- Assessment questionnaire
- Communications: Video, newsletters, town hall meetings, progress reports, games, feedback reports (we hear you), celebrations.
- Stakeholder analysis: Chapter 2 IIBA BABOK Guide
- Communications Plan
- Focus Groups
- Observation
- Interviews



Contact

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-  [Mcvey_mcvey](https://twitter.com/Mcvey_mcvey)

Join us on LinkedIn

#BAOT #IIBA

Questions



Resources

IIBA Online Library

- *Everything You Want to Know About Organisational Change* by Darren Arcange and Brian Johnson
- *Value-Based Metrics for Improving Results: An Enterprise Project Management Toolkit* by Mel Schnapper and Steven Rollins and Brian Johnson

Best Practices for Better Business Analysis™

<http://www.iiba.org/News-Events/Best-Practices-for-Better-Business-Analysis.aspx>

The Forgotten Requirement – Organizational Change by Maureen McVey, CBAP

Sources

- *The Dance of Change* Peter Senge
- *The Consultant's Tool Kit* Mel Silberman
- LaMarsh & Associates Newsletter

