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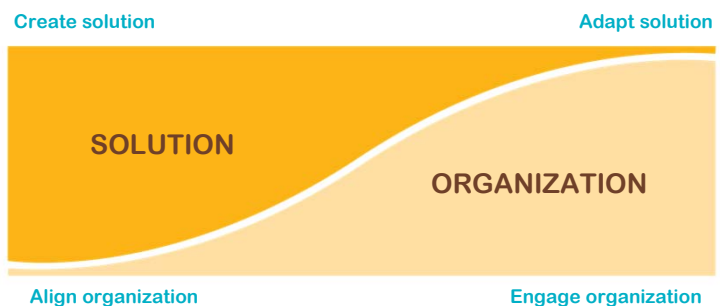
Building Change Capability





Lyall Samaroden | Implementer, Facilitator, Connector.
lyall@benchsolutions.com | 403.808.9495 | benchsolutions.com

The journey to:
impact



Create solution


Adapt solution

SOLUTION

ORGANIZATION

Align organization

Engage organization

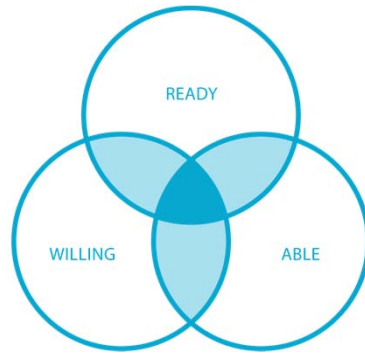


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Change:

What is it?

Change as a discipline refers to the collection of tools, techniques, and mindsets that help organizations ensure their people are **ready** to engage, **willing** to commit and **able** to do what it takes to realize the full potential of great solutions.



Lylla Samaroden | Implementer, Facilitator, Connector.
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Navigating change: key pieces of the puzzle

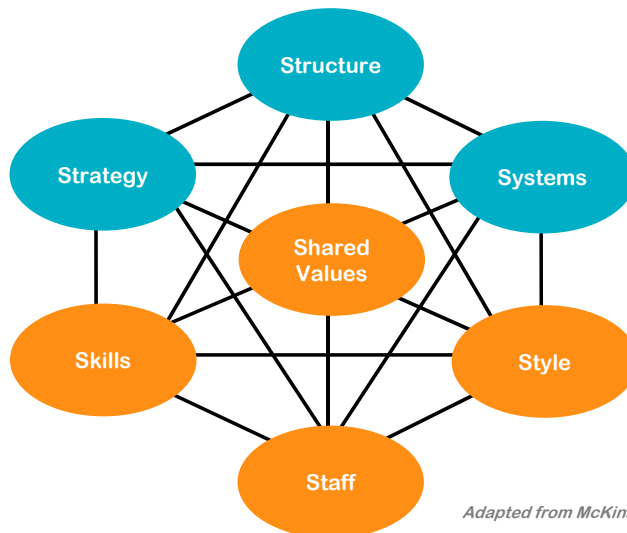


Adapted from Simply Leading Change, Chris Edgelow



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lylla@benchsolutions.com | 403.808.9495 | benchsolutions.com

Navigating change: change elements

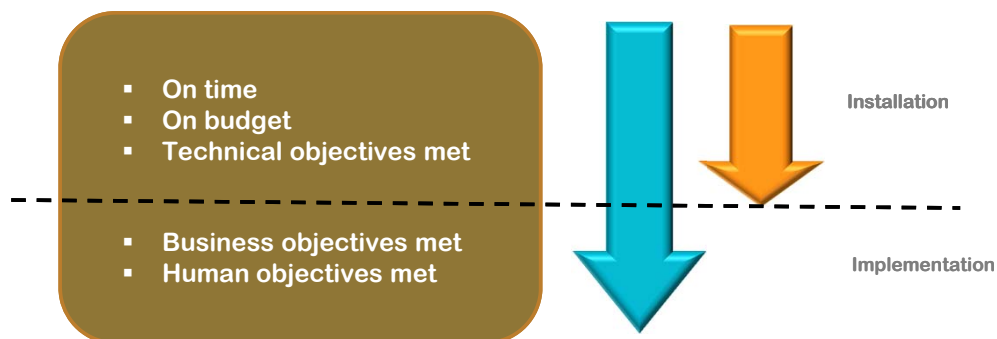


Adapted from McKinsey 7S Framework



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Change failures: why?



Source: IMA

Installation \neq Implementation



Lyall Samaroden | Implementer, Facilitator, Connector.
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Organizational change:
the sweet spot



Lyall Samaroden | Implementer, Facilitator, Connector.
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Resiliency:
what?

The ability to return to the original state or form after being stretched, compressed or bent. It is the ability to recover from adversity.



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Resilient people:

5 characteristics

Positive

Focused

Flexible

Organized

Proactive

Daryl Conner, *Resilience: A Change for the better*



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Change leadership:

5 roles

Advocate

Coach

Liaison

Communicator

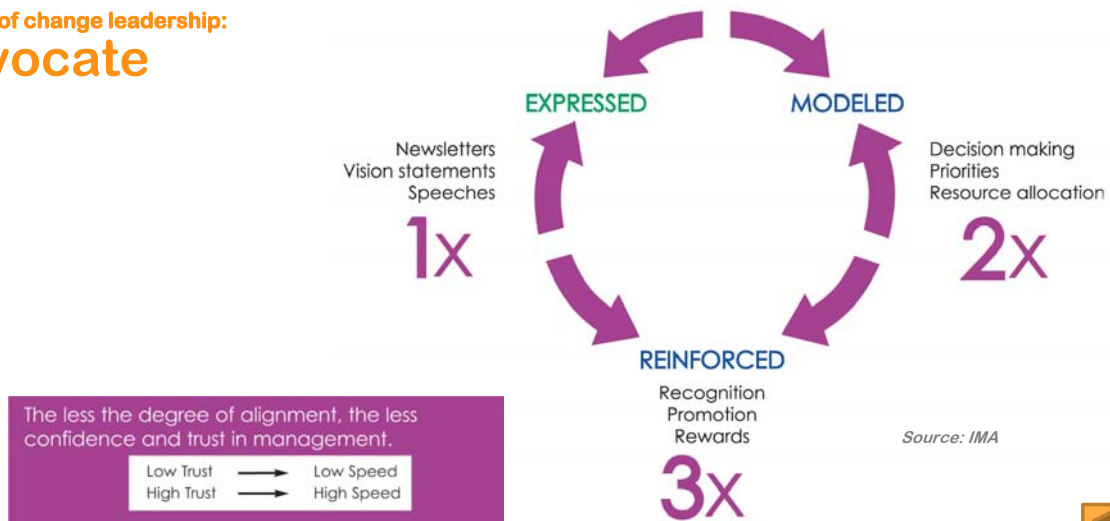
Resistance Manager

Adapted from Prosci



Lyall Samaroden | Implementer, Facilitator, Connector.
lyall@benchsolutions.com | 403.808.9495 | benchsolutions.com

5 roles of change leadership:
advocate



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5 roles of change leadership:
leaders *coach* others

- A**wareness of the need for change
- D**esire to participate and support the change
- K**nowledge on how to change
- A**bility to implement skills and behaviors
- R**einforcement to sustain the change

© Prosci



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5 roles of change leadership:

resistance manager

#1 job: surface resistance (you can't manage what goes underground)

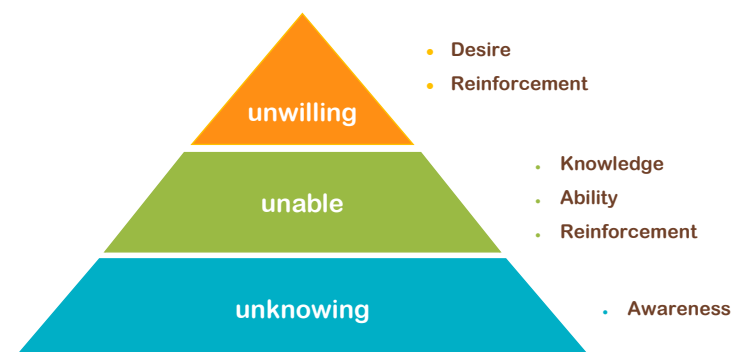
Resistance is a function of disruption; not whether people like or dislike the change.

You can expect the most amount of resistance from the group(s) with the highest vested interest in things staying the same.



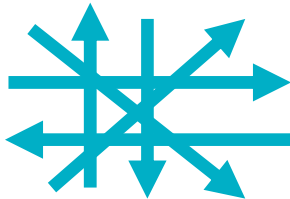
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Resistance to change: causes



Lyall Samaroden | Implementer, Facilitator, Connector.
lyall@benchsolutions.com | 403.808.9495 | benchsolutions.com

5 roles of change leadership:

liaison

Two way information exchange;
laterally, vertically and across
departmental lines

Risk if this role is not fulfilled:

Leadership teams will not have an accurate
view of how the change is impacting people or
how effectively the change is being adopted

Adapted from Prosci



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5 roles of change leadership:

communicator

People want to hear “personal messages” about the change
from a person they trust:

How will it impact me?

How will it impact my team?

What do you think about this change?

People also want to be heard – listen to what they are saying!

Risk if this role is not fulfilled: People lack awareness about
why changes are being made. Resistance increases.

Adapted from Prosci



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Manage the change:
use a model



Source: ExperiencePoint



**Mindsets, methods, tools
and leadership for your
creative change**

Thanks everyone!

bench
SOLUTIONS



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