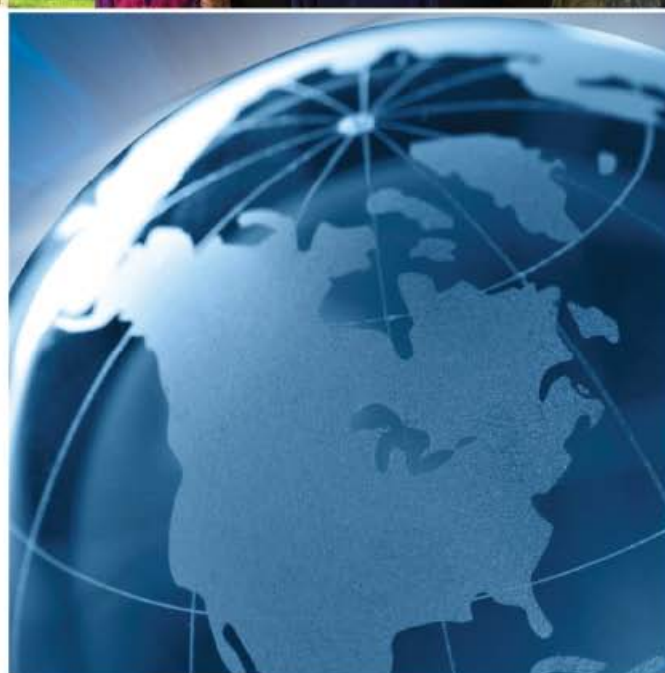


Change Management Guide for Managers
TOOLS TO SUPPORT MANAGERS IN TIMES OF CHANGE

 Citizenship and Immigration Canada



INTRODUCTION

Change is an essential part of our lives. In recent years, broad changes have taken place in our organizations. While the specifics of the changes may vary from one organization to another and from one change to another, change is happening in more organizations with more complexity and at a faster pace than ever.

One of the first requirements in leading and managing change successfully is to gain a greater understanding and insight on the change process and how to lead people through change. Successfully leading and managing change requires:

- Strong change management and change leadership throughout the change process
- A solid understanding of the new dimensions, principles and concepts of organizational and individual change and change management
- A solid understanding of the broader context for change including the drivers of the change
- A change management strategy and plans that put a heavy focus on people and effective communications
- A set of tools and resources to help manage the various aspect of the change

In order to support you in leading, managing and living the change in a more effective way, this series of tools was developed to help you navigate through the various dimensions of change, change management and change leadership.

Note that although this guide is addressed to managers and leaders of change, everyone who is involved and /or impacted by a change project or initiative can benefit from the tools and information provided in this document.



NAVIGATING THROUGH THE CHANGE MANAGEMENT GUIDE FOR MANAGERS

This guide is divided into 9 sections. Each section contains information about key elements of change management and some tools that you can use to better prepare yourself and support your employees.

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For more tools or to learn about how our team can support you to successfully navigate a change, please contact us in the Strategic Change Unit, by visiting Connexion → Human resources → Workplace → Dealing with change (<http://cicintranet/connexion/hr-rh/workplace-lieu/change/index-eng.aspx>), or by sending us an email to Strategic-Change-Unit@cic.gc.ca



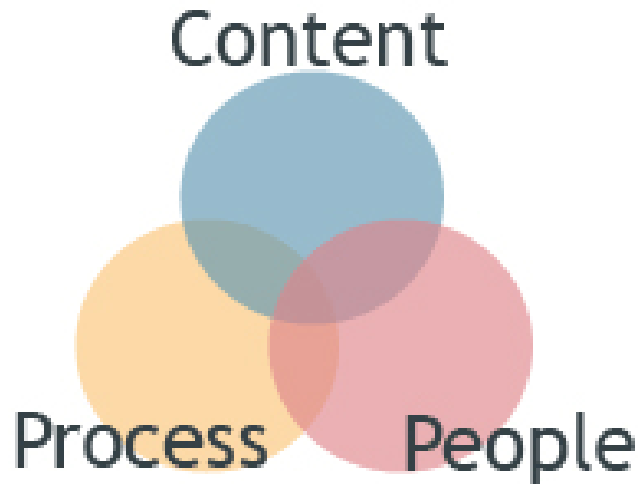
SECTION A: UNDERSTANDING AND MANAGING ORGANIZATIONAL CHANGE

The evolving nature of change presents **new dimensions** that need to be understood by executives, managers and supervisors to successfully lead and manage organizational change.

- Change is fast, pressured, constant, competitive, more complex and dynamic
- Change is often unpredictable, uncontrollable, and the change process must be crafted, shaped and adapted as it unfolds
- Change is influenced by a variety of external and internal forces
- Change requires strong change leadership and new leadership mindsets, behaviours, knowledge and competencies
- Change requires new approaches and strategies that must take into account the content and speed of change, the process to make the change happen and the people involved in that change

In order to successfully address the challenges associated with these new dimensions, managers and leaders need to have a good understanding about what it means to manage and lead change in this new reality.

Change management involves more than simply using a methodology and following steps. It is about the set of tools, processes, strategies, knowledge, competencies, and practices to address simultaneously the **content**, **process** and **people** side of change. Successfully leading and managing organizational change requires competent attention to these three areas simultaneously with a strong focus on the people dimension.



Content - The Content refers to what in the organization needs to change i.e., structure, systems, technology, business processes, products, services, etc. Content describes the aspects of the business solution being designed and implemented—and often gets the most leadership attention.

Process - The process component of a change strategy draws the roadmap to get an organization from where it is today to where it needs to be to achieve the results desired. It moves an organization through the design of the solution, testing, and implementation—all the way to full realization. (Change leadership, clear vision for change, build understanding, change strategy; change mapping, governance, etc.)

People - The people component of a change strategy includes people's emotional reactions to the change, how to engage people in design and implementation, and how to ensure commitment and capacity to the change. These are as important as the content and process of the change –most change efforts fail because of lack of attention, or skill, applied to people dynamics. (Communications and engagement strategy, change leadership, readiness assessments, etc...)



Traditional Change management approaches often focus on process (project management approach / IT control process) and mostly look at a controlled approach to change. However this kind of approach is not always suitable for the new and more complex types of changes facing organizations these days. Today's organizations require more flexibility in the processes and more attention to the people dynamics involved in change.

New trends in the area of organizational change talk about change leadership which addresses the 3 key components simultaneously **AND** where leaders, managers and supervisors play a key role in the success of organizational change.

Your level of awareness and understanding of the change process, as well as your capabilities to address the change with employees, are determining factors in the successful implementation of the change.



Checklist for managing organizational change

- ☐ I understand the **nature of change**, the **forces of change**, the **guiding principles of change management** and the **impacts of change on people**
- ☐ I assess the organization's environment and **capacity for change**
- ☐ I assess the potential or perceived **risks and obstacles of change**
- ☐ I design a **change management strategy** that will define the various change management activities
- ☐ I develop and use specific proven and effective **change leadership skills** such as building constructive relationships, communication, motivation and leadership skills, modeling behaviors, stepping back and seeing the big picture, delegating, etc.
- ☐ I consult with, involve and inform the people affected by the change so they can make informed choices on how they will move through the **transition period**
- ☐ I provide the tools and resources to proactively manage and deal decisively with **resistance to change**
- ☐ I monitor **progress** and make the necessary adjustments
- ☐ I track and resolve outstanding questions and concerns

Checklist to better understand the new dimensions of change

- ☐ I understand the characteristics and the nature of today's change
- ☐ I understand the repercussions that change generates on me
- ☐ I understand the repercussions that change generates on others
- ☐ I know which types of approaches and strategies are necessary to manage change in today's organizations

Checklist to better understand the drivers of change (the forces causing change)

- ☐ I can explain the characteristics of the change that is currently happening in my organization
- ☐ I know the main drivers of the change (forces causing the change)
- ☐ I understand what the consequences are for the organization if it is not responding to those forces
- ☐ I know the force that is the most significant to the future success of the organization
- ☐ I know two or three constructive ways to effectively respond to this force and to employees' needs during the change



SECTION B: CHANGE LEADERSHIP

What is change leadership?

Leaders have always done their best to lead and manage organizations and organizational change. Today's reality however, calls for more than good leadership skills to successfully lead organizations through change. It demands that leaders broaden their view and understanding of the reality of change in organizations, and at the same time transform their beliefs about people, organizations and change. Change leadership is about engaging and rallying groups and individuals to the need for specific changes in the way things are done. It involves taking responsibility to champion the change effort through building and maintaining support and commitment through to completion.

Who is a change leader?

A change leader is someone who has the responsibility for designing, influencing or implementing the change plans. This includes the senior leaders of the organization but also the middle managers, supervisors and employees who play a crucial role on different change teams in the organization and to whom employees will turn for direction, guidance and information.



Research in the area of change management identifies the following as key contributors for successful organizational change. In most instances, successful change managers and change leaders:

- Strive to be good leaders for managing organizational changes
- Understand what is driving organizational changes
- Have a correct grasp of the scope of the required transformation
- Plan the process for the organizational changes
- Make sure that the organization has the capacity and resources to carry out the changes before initiating them
- Develop a comprehensive strategy related to the changes that includes all transition efforts
- Clearly define the operational outcomes that the changes must achieve
- Make sure that the type of change made is understood as well as its markers
- Communicate, communicate, communicate
- Mobilize stakeholders through participation by the entire system
- Determine specific responsibilities and roles for every stakeholder
- Transform attitudes and behaviours over the transition period leading to the organizational changes
- Develop action plans (communication plan, championship plan, coaching plan, training plan, resistance management plan)
- Evaluate the effectiveness of change management over the course of the transition and modify your integrated change management strategy as needed
- Celebrate and reward accomplishments
- Reinforce and integrate the changes into the organization



CIC's Competency Dictionary defines Change Leadership as the ability to energize and alert groups to the need for specific changes in the way things are done. It also looks at how **the person is truly a change agent, and can lead change initiatives, progressing from explaining to leading change as follows:**

1. Fostering understanding of change
 - a. Effectively manages own personal resistance or reaction to change
 - b. Shares own understanding of change with others
2. Fostering acceptance of and commitment to change
 - a. Involves others in planning for implementing change, and in so doing gains buy-in for change
 - b. Helps others deal with their resistance to change
 - c. Communicates to colleagues, staff and/or clients why change is needed, the benefits of change, what is at stake, and how the change will impact employees and clients
3. Managing change
 - a. Translates organizational change strategies into specific and practical goals, processes, activities and time frames
 - b. Develops and implements strategies to transition from the current to future situation
 - c. Develops contingency plans for major resistance and/or unforeseen issues in implementing change



4. Leading change

- a. Communicates a clear, compelling vision of what the change will accomplish
- b. Ensures ongoing communication strategies are in place to facilitate understanding and commitment to change
- c. Generates momentum and genuine enthusiasm for change
- d. Spearheads the development and implementation of change strategies, developing or adjusting organizational systems to facilitate the change and employee or client transition



Checklist - Characteristics of effective change leaders

- ☐ Do not control the change; they guide, shape and influence it. They work with the nature of change rather than against it.
- ☐ Quickly realize that the change itself has to change in order to respond to emerging issues.
- ☐ Have developed the characteristic of resilience and help others develop it.
- ☐ Stay engaged with the change by providing on-going direction and guidance - they actively work to shape the change as it evolves.
- ☐ Identify and understand the external and internal forces causing the change and anticipate and prepare for the effects of those forces.
- ☐ Recognize that a change of any size or shape has an emotional consequence for those asked to implement or live with the change.
- ☐ Create a felt need for the change and create the conditions in which people begin to pay attention.
- ☐ Listen to and empathize with employees' anxieties and fears.
- ☐ Understand what employees believe they are likely to lose and acknowledge the perceived or actual losses posed by change.
- ☐ Try to offset the perceived or actual losses posed by change.
- ☐ Understand what employees are likely to gain and reinforce the positive impact of the change.
- ☐ Recognize that some level of fear and resistance goes with any change and take proactive steps to better understand and deal with its causes.
- ☐ Involve others in helping design the change.
- ☐ Encourage and support employees' learning and celebrate successes and accomplishments.
- ☐ Work at sustaining employees' commitment to continuous learning and innovation.



Change Leadership - Self assessment tool

Read the statements below and based on your concrete experience with change efforts, place a checkmark in the right hand column that best corresponds to your practices.

<i>Change Leadership - Self assessment tool</i>	Always	Most of the time	Some-times	Rarely	Never
1. I identify and understand the reasons for change, what is changing, the scope of change and what / who it impacts					
2. I understand, guide, shape and influence change					
3. I understand how the change fits with the strategic priorities					
4. By supporting change, I strengthen organizational systems, structures, policies, and procedures					
5. I follow a formal methodology, framework and tools for managing change					
6. I set aside time for training (formal and informal) and to consult my colleagues and partners to keep up to date in the area of change management (courses, models, frameworks, tools, best practices, and others)					
7. I apply what I learn in training and consultations as much as possible (knowledge, best practices, etc...)					
8. I practice active listening and I use two-way communication with people involved in and affected by the change					
9. In times of change I am resilient and I help others to become resilient as well					
10. I stay engaged and involved throughout the change effort and positively influence others					
11. I provide clear information to translate strategic direction into actions					
12. I create positive conditions, for people and the organization, to successfully achieve the change					
13. I model the change I am asking of others with all my actions					

...Change Leadership - Self assessment tool (continued)	Always	Most of the time	Some- times	Rarely	Never
14. I'm open to and recognize emotional consequences in myself and others					
15. I realize it is normal to have some level of resistance while dealing with change, I recognize it when it appears and I find ways to deal with it, for myself and others					
16. I involve others and provide opportunities for learning and development					
17. I provide opportunities to offer and receive feedback					
18. I celebrate successes with employees					

For an understanding and an interpretation of the results of your self-assessment, compare your answers to the following. You might also want to complete the self-assessment with a trusted colleague and then compare and discuss results.

Almost all of my answers are on the "Most of the time" and "Always" columns	For sure you are an excellent change leader! Not only do you have the skills to lead change, but also you relate to others and develop and learn skills to successfully lead change... as a Change Leader, we look forward to your expertise; how about sharing it with us and others!!
Many of my answers are on the "Sometimes" column	You are a good leader. You have the experience and skills to successfully lead change and you know there is always room for improvement... focus on one or two of those key areas you want to improve.
Several of my answers are in the "Rarely" or "Never" columns	You are a moderate change leader...You can improve to become the best you can be as a change leader by developing more characteristics associated with effective change leaders.



For more information on how you can become an effective change leader you can consult the following resources:

1. CIC Change Leadership Framework - see "Section C" of this guide or visit <http://cicintranet.ci.gc.ca/connexion/hr-rh/workplace-lieu/change/leadership/framework-cadre-eng.aspx>
2. CIC Change Management Guiding Principles for Managers - see "Section H" of this guide or visit <http://cicintranet.ci.gc.ca/connexion/hr-rh/documents/pdf/management-principles-gestion-principes-e.pdf>
3. CIC Competency Development Resource Guide http://cicintranet.ci.gc.ca/connexion/hr-rh/documents/pdf/resource_guide_e.pdf
4. Public Service Key Leadership Competencies <http://www.tbs-sct.gc.ca/tal/kcl/dwnld/klc-eng.pdf>
5. CIC Corporate Leadership Development Program - Adventures in Leadership <http://cicintranet.ci.gc.ca/connexion/hr-rh/develop/training-formation/courses-cours/556n-eng.aspx>
6. Canada School of Public Service Learning Roadmaps, tools and resources for supervisors, managers, senior managers and senior leaders <http://www.csps-efpc.gc.ca/lto/index-eng.asp>



SECTION C: OVERVIEW OF CIC CHANGE LEADERSHIP FRAMEWORK

CIC Change Leadership Framework was developed to support you when leading and managing organizational change and to ensure the success of your change efforts.

CIC Change Leadership Framework is a learning product aimed at providing managers with information, techniques and a set of tools that promote strategic, integrated change management and that address the 3 components of change simultaneously (content, process and people). It provides the information and steps that you need to address when leading and managing organizational change. By addressing each component of the framework you will be in a better position to prepare for the upcoming change, manage the processes and people side of change and increase your chances of successful change implementation.

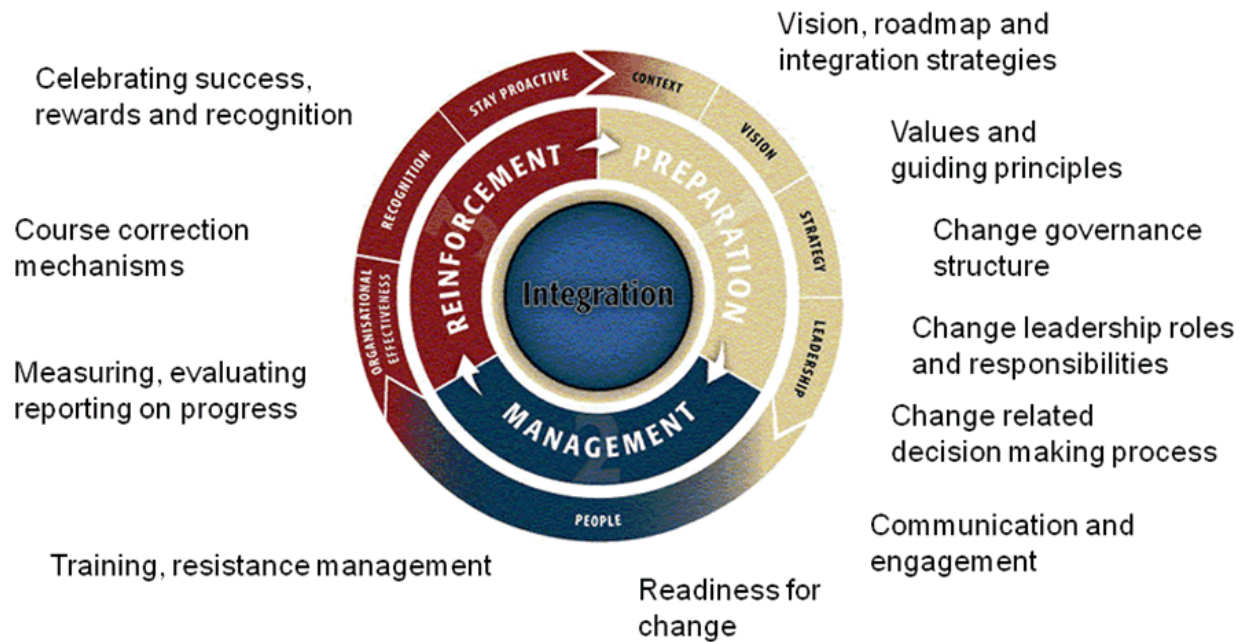
As we know, all changes vary in scope, in number of people impacted, in the type of change, in the readiness of the organization to face the change; etc

Considering that every change situation is different, the framework offers an integrated and flexible approach to managing change. You can follow all the steps described in the Framework or identify the areas of flexibility to better use the tools for your needs.





CIC CHANGE LEADERSHIP FRAMEWORK



For a more complete version of CIC's Change Leadership Framework and tools follow this link:

<http://cicintranet.ci.gc.ca/connexion/hr-rh/workplace-lieu/change/leadership/framework-cadre-eng.aspx>



Checklist to evaluate my overall awareness and understanding of the change process

- ☐ I understand and can explain what the benefits and business reasons are for the change
- ☐ I can describe the context in which the change is taking place
- ☐ I understand and can explain what the major internal and/or external forces are, causing the need for change
- ☐ I understand the impacts of the change on the organization, its stakeholders, clients, structure and the people
- ☐ I can forecast which side effects are likely to result from the change
- ☐ I can describe how individuals and groups will be affected positively and negatively by the change
- ☐ I can describe what the outcomes of the change will be and towards which objectives we are aiming with the change
- ☐ I can plan how the change will take place and what the desired state looks like
- ☐ I know the current change agenda and what processes and strategies are in place to effect change
- ☐ I made sure that everyone is aware of the details of the plan that most significantly affect them in regard to timeframes, accountabilities, resources, roles, etc...
- ☐ I understand how different groups will be impacted by this change
- ☐ I made sure that all necessary and specific resources are available to the people and groups immediately impacted by the change in terms of training, coaching and additional support



SECTION D: UNDERSTANDING AND MANAGING THE PEOPLE SIDE OF CHANGE

Change happens when something ends and something new or different begins. It is an **external event** over which we may or may not have any control, such as organizational change or shifting government priorities.

Transition is the **internal process** through which human beings must **all** pass when faced with change.

As the organization moves through its own change process, so too individuals must simultaneously go through a transition process where they have to let go of what used to be in order to be able to embrace the new or different reality. One of the most common errors in managing change initiatives occurs when change leaders and managers only manage the external events while failing to manage the human transition. In trying to get people to jump too quickly into the new reality without first acknowledging the losses they inevitably have to go through, change leaders and managers actually hinder change initiatives.

One essential step in managing the human side of change is to be able to recognize first where **YOU** (as a manager/leader) are in the transition process. You have to acknowledge where you are and understand what you are going through if you want to be in a better position to help and support the other people going through the change. Successfully leading change entails managing the change process as well as the human transition process, both in **oneself** and in **employees**. These two processes are part and parcel of all changes and unless they are both given appropriate attention, change initiatives are likely to fail.

People move through the transition process at different paces and emotional reactions may vary from one person to another.

Change can represent both risks and opportunities. One of the strongest emotional responses to change is the feeling of loss and confusion. Although fear and resistance are normal first reactions to change, not acknowledging the losses may lead to even more fear and resistance.

However, when people begin to see the possibilities and opportunities created by the change, it is likely that the change is well on its way to successful implementation.

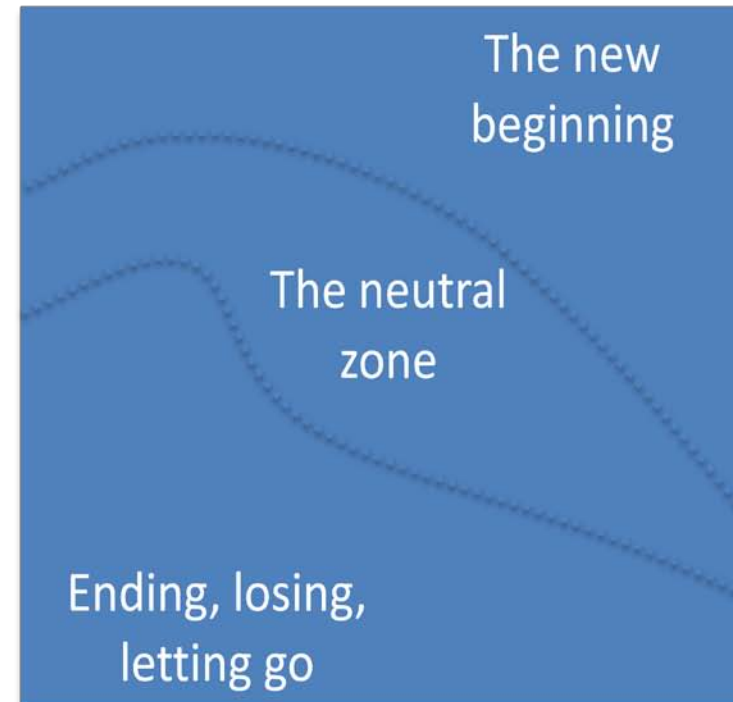


Simultaneous Change Processes

Organizational Change



Human Transitions



(Adapted from: A time for Leaders of Change, CIC 2002 and Managing Transitions, William Bridges, Da Capo)



WHAT HAPPENS TO PEOPLE DURING ORGANIZATIONAL CHANGE? - THE PHASES OF HUMAN TRANSITION

Endings

All change first starts with the ending of something. Before human beings can embrace a new reality, job, relationship or even learn a new way of doing things, they must first unlearn and let go of the old way. When things change, we all have to let go of something. While people may not resist the change itself, they will almost invariably resist the loss and ending it involves. That is why at this stage, talking enthusiastically about the "new and improved" reality will do little to enroll people. Some recommended activities to address the endings are:

- Frequent communications about the reasons and the need for change.
- A meeting or team retreat to discuss the situation before the change and identify what went well, what we bring into the new reality and to celebrate the end
- A social activity with the pre-change group

The Neutral Zone

The neutral zone is the "nowhere between two somewheres". (William Bridges, *Managing Transitions: Making the Most of Change*). While this phase is characterized by a lot of anxiety, confusion, self-doubt, and vulnerability, it also presents opportunities for creativity and innovation. At this stage, it is normal to see more absenteeism, illness or loss of productivity. People's energy may be largely focused on managing the unknown and their work may temporarily be perturbed.



Some proposed activities to address the neutral zone are:

- Frequent updates/meetings to provide new information about the change and to allow for questions and answers
- A feedback mechanism that people can use to provide feedback, share opinions and ask questions, etc... (eg: an e-mail box where people can send messages)
- Knowledge transfer and training activities that will provide the people with the knowledge and skills they need in the new reality
- Social activities to reinforce the new group

Beginnings

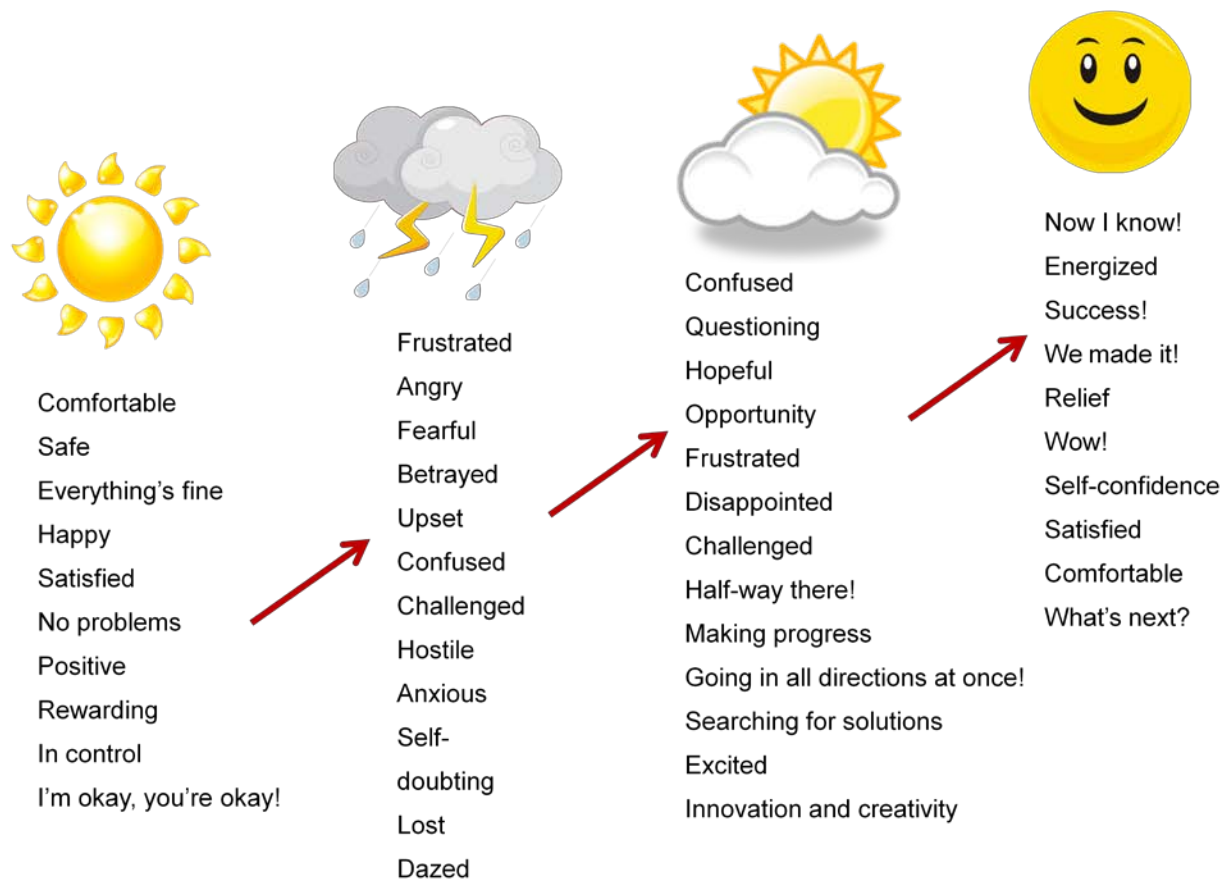
Beginnings elicit mixed feelings and ambivalence. When the situation has been clarified through the creation of new organizational charts, new roles and redefined accountabilities, people may start to see the new reality and how they might fit into it. As such, beginnings entail the need to develop new understandings and adopt new values, attitudes and identities. Some proposed activities to address the beginnings are:

- New logos, new name for the team or working group, etc...
- Clarification of roles and responsibilities in the new reality
- More knowledge transfer and training activities that will provide people with the knowledge and skills they need in the new reality
- A meeting that looks at the change in retrospect and identifies what went well, lessons learned, good practices, etc..
- A reward and recognition mechanism that recognizes the move forward



Following is a graphic representation of the possible emotional reactions to change and the journey that one might go through when dealing with change.

How do you move through change?



RDIMS - 2730970

Tips on the transition process

Here are some useful tips helping yourself and your employees move through the transition process.

Endings - Loss: How to help people let go

Focus: on the past, on what was, and on concerns for the unknown future

As an individual	As a manager
<p>Suggested actions</p> <ul style="list-style-type: none"> • Ask questions and get the information you need • Assess how the change will affect you, your team, etc.. • Express your concerns • Identify what you / your group are losing • Identify what is still the same • Accept your feelings as normal • Seek help if needed 	<p>Suggested actions</p> <ul style="list-style-type: none"> • Identify who's losing what and what stays the same • Acknowledge the losses • Ask for reactions, questions and concerns • Listen • Mark the endings • Communicate regularly and share information • Involve people
<p>Skills and knowledge needed</p> <ul style="list-style-type: none"> • Dealing with change • Grieving and loss • Resilience • Communication • Listening 	<p>Skills and knowledge needed</p> <ul style="list-style-type: none"> • Dealing with transition and resistance • Communication • Listening • Helping people deal with losses



Neutral Zone - How to help people live in uncertainty

Focus: on the future

As an individual	As a manager
<p>Suggested actions</p> <ul style="list-style-type: none"> • Identify what you have control over and take action (get involved, set goals, minimize other personal changes) • Seek out information and greater understanding • Get support (family, colleagues, other) • Take stock of your skills, talents, abilities, achievements • Develop a learning plan to acquire the knowledge and skills you need in the new world 	<p>Suggested actions</p> <ul style="list-style-type: none"> • Let people know it is normal to find this period difficult and confusing • Communicate regularly and often • Continue to explain the change and direction • Encourage people to get support • Encourage people to get involved and be creative • Strengthen group connections (e.g. social activities, lunches, etc.) • Offer training for the new skills and knowledge needed in the new world
<p>Skills and Knowledge needed</p> <ul style="list-style-type: none"> • Career planning • Creativity and innovation 	<p>Skills and knowledge needed</p> <ul style="list-style-type: none"> • Coaching • Communication

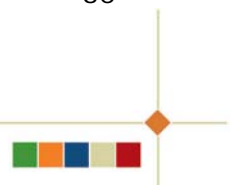
Beginnings - Mixed feelings: How to help people move on
Focus: on the future

As an individual	As a manager
<p>Suggested actions</p> <ul style="list-style-type: none"> • Ensure you build the knowledge and skills required for success • Be clear on your new direction • Break new tasks and learning into manageable pieces • Set short-term goals and reward yourself • Find a mentor or a coach • Celebrate your successes 	<p>Suggested actions</p> <ul style="list-style-type: none"> • Acknowledge that mixed feelings are normal • Clarify and communicate the purpose • Create a picture of what the new direction will look like • Show people how they fit into the new purpose and picture
<p>Skills and knowledge needed</p> <ul style="list-style-type: none"> • Planning and objective setting 	<p>Skills and knowledge needed</p> <ul style="list-style-type: none"> • Giving recognition • Coaching

After the change: Moving forward
Focus: on lessons learned and preparing for the next change

As an individual	As a manager
<p>Suggested actions</p> <ul style="list-style-type: none"> • Reflect on the change experience and personal transition to identify insights and lessons learned • Identify strategies to use for a future change 	<p>Suggested actions</p> <ul style="list-style-type: none"> • Reflect on the change and transition experiences to identify insights and lessons learned • Develop strategies to improve the management of future changes and transitions

(Adapted from William Bridges, *Managing Transitions: Making the Most of Change*)



Checklist for managing transitions

- ☐ I acknowledge that with every change, people must go through an internal transition process before they are able to embrace the new reality
- ☐ I recognize that in every human transition there is an element of loss, even when change is perceived as being positive
- ☐ I acknowledge that different people have different emotional reactions and that not everybody moves through transition at the same pace
- ☐ I acknowledge that fear and resistance are normal first reactions to change
- ☐ I acknowledge my own transition process and seek support as needed
- ☐ I help employees move through their losses and effectively manage stress
- ☐ I help employees see the possibilities and opportunities that change brings so they can embrace them and move forward into the new reality
- ☐ I promote and model work/life balance
- ☐ I ensure that employees are aware of available resources and help them access support as needed (e.g.: HR advisors, professional development, EAP, etc.)
- ☐ I communicate often and regularly



Remember:

Adaptability and flexibility are key competencies that can help people move through the transition process. CIC's Behavioural and Technical Competency Dictionary defines Adaptability and Flexibility as *"the ability to readily adjust one's behaviour to meet the demands of a changing work environment. It includes reacting positively to change, co-operating readily with revised methods and priorities. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as the requirements of a situation change, and changing or easily accepting changes in one's own organization or job requirements."*

For ideas on how you can enhance your Adaptability and Flexibility competency you can consult CIC Competency Development Resource Guide at http://cicintranet.ci.gc.ca/connexion/hr-rh/documents/pdf/resource_guide_e.pdf



RESISTANCE TO CHANGE

What is resistance to change?

Resistance to change is the action taken by individuals and groups when they **perceive** that a change that is occurring is a **threat** to them.

Throughout the implementation of your change, you will likely have to deal with new sources of resistance. No matter how big or small the change is you can anticipate that some people in the organization will resist the change.

Who resists change?

Often, there is a common misperception that resistance comes from people below the executive level. Resistance to change can come from any level. It is normal and it can happen at various stages throughout your change process. As a change manager and leader you must be able to anticipate the resistance, so you can prepare and develop a resistance management plan.

To develop a plan for managing change resistance, it is also important to understand the causes of the resistance, how it is expressed, and what it means but it is also important to recognize that people or groups of people may not resist at the same time and pace during the change.

As a matter of fact you might be wondering why some people seem to resist more than others or at different stages in time and why they seem to be resisting.



What causes people to fear and resist?

- Fear of losing something that is valued (e.g. role and responsibilities, office space, a colleague, etc...)
- Lack of trust in leader or misunderstanding of leader's motives (e.g. conflicting values, hidden agendas, etc...)
- Disagree with or do not see the merit of the change (e.g. been there, done that, did not work in the past)
- Personal low tolerance to change (e.g. might also be going through many other personal changes at the same time)

How do I recognize fear and resistance?

It is important for a leader, manager, supervisor to recognize the signs of resistance in one self and in others. Remember that resistance is a normal reaction to change and that signs of fear and resistance can appear in a variety of ways, the most common being:

- Uncertainty and doubt
- Anger
- Complaints
- Blaming
- Errors
- Apathy
- Absenteeism, sickness
- Withdrawal
- Lower productivity
- Road block setting



What can I do to help myself and others along the emotional journey through change and help them see its possibilities and opportunities?

Most approaches to managing change view resistance as a natural negative result which implies that resistance must be overcome. However a more positive approach to resistance allows you to work with the resistance rather than having to overcome it. How resistance is perceived and managed is a critical aspect of succeeding with change. Successful strategies in response to fear and resistance involve:

- Increasing your awareness and understanding of the change so you can in turn communicate the reasons and vision behind the change
- Listening to people's concerns, anxieties, and fears while also acknowledging your own
- Establishing a trusting relationship with your employees
- Understanding what people believe they are likely to lose with the change and offsetting the perceived losses with opportunities and possibilities
- Helping people say "good-bye" to the past, so they can more easily say "hello" to the future
- Communicate, communicate, communicate – frequently, regularly and consistent messages



Checklist for dealing with resistance

- ☐ I can recognize the common signs of fear and resistance within myself and others
- ☐ I provide employees with the opportunity to openly voice their concerns in a safe, supportive setting
- ☐ I acknowledge employees' concerns as being a normal and legitimate component of change
- ☐ I express my understanding of where employees are in terms of their personal transition and support them accordingly
- ☐ I take steps to ensure a continued dialogue with my employees as we go through the change
- ☐ I inform employees of support available to help them better deal with the transition process
- ☐ I avail myself of supports as needed
 - Employee Assistance Program
 - Office of Conflict Resolution
 - Strategic Change Unit
 - Other HR services (Labour Relations; Organizational Design and Classification; Staffing; etc...)
 - Your professional network
 - Your personal network
 - Medical resources
 - Etc...



Remember:

- As a manager, your work is not to eliminate resistance. This is impossible to do. However, you can focus on allowing people to express their concerns – sometimes people just need to be heard
- People don't have to like the change. It's enough for them to agree to work with you and to slowly start to accept the change
- Seek to differentiate between resistance that comes from fear of lack of abilities or skills and resistance that comes from unwillingness to participate in the change
- Work together to develop strategies and plans to address the concerns, fears and losses associated with the change



SECTION E: COMMUNICATING ORGANIZATIONAL CHANGE

In times of change it is crucial that discussions be engaged at every level of the organization to understand what the change is all about and what impacts it will have on the organization and on the people in the organization. By communicating early, regularly and often, we can help employees better deal with the disruptions brought about by organizational change. As with any change, it is essential to keep people well informed in order to gain their support and counteract any concerns, opposition and stress - communication is critical to the success of organizational change and it contributes highly to the engagement of employees.

Did you know? A study conducted by the American company Wyatt involving more than 500 organizations undergoing change, revealed that, if those organizations could have done one thing differently to better deal with their organizational transformation, they would have changed the way they communicated with their employees...

The following benchmarking findings with more than 300 organizations highlight characteristics of successful communication in times of change:

When to communicate:

- At the beginning and throughout the change process
- At least once a week (more than 85% of respondent recommended this – even if there is nothing new to announce – it just keeps the momentum going and ensures everybody has access to information on a regular basis)

What to communicate - Key information to include in your communication



- The reasons and the need for the change
- Information on the present state, the intermediate state, the future state, and the activities of the change process (understanding that early in the change process there may be more questions than answers)
 - What is changing and when
 - Who is impacted by this change and how
 - Strategies, plans and activities for managing the change
 - Updates and progress on the change
- Make sure to communicate the information of most concern to employees, as in the following examples
 - Possibility of job losses
 - Changes in work descriptions
 - How is the work load affected
 - Potential moves to another Branch or Department

*Most effective **methods** of communications include*

- Face-to-face communication, this is a MUST in times of change, especially significant to have senior leaders leading the sessions
- Regular e-mail updates and announcements
- Regular meetings (formal and informal)
- Senior management presentations
- Direct supervisor conversations with impacted staff
- Social events that encourage dialogue (e.g. team breakfast)

Some of the most effective communication **media** used by participants in change include the following but keep in mind that these need to be used in an integrated fashion - Vary the media.

- One-on-one conversations
- Meetings and presentations

- Voice mails and conference calls
- Weekly updates /newsletter
- Intranet web page
- Workshops/training sessions
- All-staff announcements

Checklist to improve change communication

- ☐ I help employees overcome their fears and reduce opposition by listening to them and engaging in continuous and more effective communication
- ☐ I legitimize feelings and emotions
- ☐ I create an emotionally safe environment for people
- ☐ I communicate often, using various forms
- ☐ I recognize that different means of communication might be necessary for different groups/people
- ☐ I prevent rumours by communicating proactively with my employees
- ☐ I communicate all that is known about the change as soon as information becomes available
- ☐ I give employees the opportunity to ask questions, request clarification and offer their opinions to possibly influence the change and the change process
- ☐ I encourage employees to think about the various elements of the change that impact on their work, and encourage them to ask for clarification when necessary
- ☐ I ensure that employees know to whom they may turn to ask questions, request clarification and share their concerns
- ☐ I share best practices and lessons learned with my peers



Basic communication tips

- 6X's rule (a piece of information must be sent a minimum of 6 times before people pay attention)
- Vary the medium (e-mail, face-to-face, newsletter, videoconference, etc...)
- Ensure it is two-way (people will have questions and need to know that you are open and willing to have a conversation with them)
- Consider appropriate timeliness
- Ensure consistency throughout the organization (this reduces the risks of creating false expectations and providing contradict on messages)
- Simple and direct is best (avoid the corporate jargon and say it as it is)
- People trust behaviours over words, every time (walk the talk)
- Understanding is more important than agreement, at the outset
- Listening is twice as important as talking
- Use metaphors, analogies and examples, whenever possible (a good image is often worth a thousand words)
- Tell people the truth
- Deal with the apparent inconsistencies directly (this reduces the risks of creating false expectations and providing contradict on messages)
- Encourage and emphasize the positive and/or benefits
- People usually complain before they create... be patient!
- If you don't know the answer to a question, be honest about it and offer to follow –up and get back to them with the response



SECTION F: ORGANIZATIONAL READINESS FOR CHANGE

With the rate of change today at its fastest in recorded history, managing change is no longer enough to ensure success of these changes. We must begin to create change-competent and change-ready organizations that can respond to change in real time.

As CIC is moving through a variety of important changes, it is becoming even more important that CIC's leaders and managers be able to assess the **organization's readiness and capacity for change**.

What is Change Readiness?

Change readiness is the organization's ability to continuously initiate and respond to change in ways that create advantage, minimize risks and sustain performance.

Change readiness describes the collective state of the organization prior to the implementation of any single change initiative. Its focus is on the readiness of the people (individually and collectively) as opposed to the readiness of the technology.



Why is Change Readiness important?

- To understand the organization's current knowledge and understanding of the change projects.
- To determine whether the organization's community is ready to adopt the upcoming changes
- To understand the most effective way to communicate with, engage and train the organization.
- To keep a finger on the "pulse" of the organization.
- To give the organization's community an opportunity to participate in the change project.

What is a Change Readiness Assessment?

Change Readiness is usually assessed by defining and measuring 4 key areas that contribute to higher change readiness.

- Change awareness: the ability to proactively search for and see opportunities for renewal and innovation (environmental scan, vision, strategic directions and planning)
- Change ability: the capacity of leaders to facilitate and deliver change that's needed (change leadership; change communication; engagement)
- Change reaction: the ability to analyze problems, assess risks, and manage the reactions of employees (Process, Content and People)
- Change mechanisms: the structures and systems that support the implementation of change



Change Readiness assessment usually assesses the following key elements

- Business case for change
- Change project vision and strategy
- Culture
- Change history
- Leadership
- Communication
- Engagement
- Individual and team capacity
- Organizational design
- HR practices
- Training
- Overall perspective on the change project

A typical Change Readiness Assessment should at a minimum help you answer the following questions

- How will people respond to the contemplated change?
- To what extent will they “own” the contemplated change?
- Where might there be pockets of resistance to the change?
- What are the systemic or cultural barriers to the effective implementation of the change?
- What strategies and methods should we employ to minimize resistance, reduce barriers and promote ownership of the change?



Change Readiness Self-Assessment Tool

This tool will help you determine how change-ready your organization is.

Organizational Change Readiness Self-assessment Read the statements below and indicate the level of agreement in the right column.		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. Sponsorship comes from a senior level in the organization		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The reasons for the change are clear and understood by all		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The change vision is clearly articulated and employees have a good understanding of it		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The change objectives are aligned with the strategic priorities of the organization		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The organization's leaders are effective change leaders and managers		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The leaders and managers have the knowledge and competencies needed to lead and manage change		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The change leaders and managers have access to tools and resources to effectively lead and manage change (courses, tools, coaching, etc...)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The change effort connects to other major change initiatives underway or being planned in the organization		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Communications within the organization are clear and prompt, keeping the employees well informed		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The organization is open to new ideas and innovation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The organization has successfully implemented major changes in the past 2 years		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. A review and analysis of previous changes was conducted in order to learn from these changes (lessons learned best practices, challenges, etc...)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Performance indicators are developed to measure the progress and level of success of the change		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. We have the necessary resources to ensure the success of the change		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Employees view change as an opportunity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Employees trust management to be able to guide them through the change process		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Employee feedback is appreciated and mechanisms are in place to collect the feedback		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Plans for learning and professional development are well defined and implemented to ensure employees have the knowledge and abilities necessary to support the change		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Employees have access to tools and resources allowing them to effectively live and support change (EAP; courses/learning; information; etc...)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. All levels of employees have clearly defined organizational performance objectives		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





... Organizational Change Readiness Self-assessment (continued)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
21. Employees support each other, especially during stressful work periods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Information provided by leaders is usually easy to translate into actions, so employees know what's expected from them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Employees are motivated and engaged in their actual work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Employees understand what they will need to do differently to support the change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For an understanding and an interpretation of the results of this self-assessment, compare the number of answers to the following

Almost all of the answers are on the "Strongly Agree" column	<p>The level of readiness is at Excellent</p> <ul style="list-style-type: none"> • All or almost all key elements are in place in the organization to support the change. • Minimal preparation is required to ensure the organization's capacity to change. • The change is ready to be implemented.
Most of the answers are on the "Agree" column	<p>There is a Very Good level of readiness</p> <ul style="list-style-type: none"> • A number of key elements are in place in the organization to support the change. • Preparation and updating are required only for certain aspects of the organization. • The change will likely succeed.
Many of the answers are in the "Neither Agree nor Disagree" column	<p>The level of readiness is considered Fair; there are important challenges to address in order to turn into a more positive situation.</p> <ul style="list-style-type: none"> • Some key elements are in place in the organization to support the change. • Significant improvement is required to address some key elements of the organization. • It is unlikely that the change will succeed.



<p>Many of the answers are in the “Disagree” or “Strongly Disagree” columns</p>	<p>This indicates the level of readiness is Low, however focusing on key factors could turn all this around</p> <ul style="list-style-type: none"> • Few key elements are in place in the organization to support the change. • A great deal of improvement and preparation is required to address several key elements of the organization. • There is little or no chance that the change will succeed if the situation stays “as is”, important actions are needed.
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SECTION G: DEVELOPING A CHANGE STRATEGY AND PLAN

The role of the Strategic Change Unit is to support CIC's change leaders and change managers in the development of their change management strategies and to provide them with the tools they need in order to develop or enhance their change management competencies.

Part of your role as a change leader and change manager is to guide the development of the change management strategy and plans that will support the planning, the management and the successful implementation of a change project or initiative. But, preparing for the development of a change strategy and plans is not always easy to do. In order to support you in the development of your change strategy and plans, the change management advisors in the Strategic Change Unit have developed a checklist that will guide you through the steps and the elements that you need to consider for the development of your change strategy and plans.

You might also find it useful to consult CIC's Change Leadership Framework and CIC's Change Management Guiding Principles for Managers, which have been developed to guide decision making related to change, to assist you with understanding the process to use for successfully managing and leading change, and to support you with the development of appropriate change strategies and plans.



An overview of the ***CIC Change Leadership Framework*** can be found on “Section C” of this guide. For a more complete version of the Framework consult the following link: <http://cicintranet.ci.gc.ca/connexion/hr-rh/workplace-lieu/change/leadership/framework-cadre-eng.aspx>

CIC Change Management Guiding Principles for Managers can be found on “Section H” of this guide or by consulting the following link: <http://cicintranet.ci.gc.ca/connexion/hr-rh/documents/pdf/management-principles-gestion-principes-e.pdf>

What is a change management strategy?

A change management strategy defines the overall approach needed to manage change given the unique situation of the project or initiative. Formulating a change management strategy is the first critical step in bringing about change in an organization. The change management strategy helps assess the organization’s readiness for change and provides direction and results in informed decision making throughout the change process, contributing to the formulation of all subsequent change management plans and activities that will take place throughout the change process.



Key considerations and questions for reflection – checklist for developing a change management strategy

A well-formulated strategy brings the project or change to life, describing who and how it will impact the organization – it sets the stage for effective change management and project success.

The following questions have been prepared to help you develop your change management strategy. By answering as many of the questions as you can you will have a more complete understanding of the change and what needs to be done to increase your chance of successfully implementing the desired change. Your answers to these questions will provide you with the input you need in order to develop your key output, i.e. the overall change strategy, as well as some of the key change management plans (roadmap of stakeholders and sponsors with roles and responsibilities in leading the change; communication plan; learning and training plan; resistance management plan and mobilization plan; coaching plan; etc...).

- ☐ What is driving this change? Why this change? (this is a very important question as a lot of people want to know why this change is happening)
- ☐ What is your vision for this change? What will the future look like (A compelling vision can create excitement and desire to participate in the change – it will be key to communicate the change vision well and often so people know where this will lead them. It is also a great way to track progress and something to measure success against)
 - ☐ What will be achieved when the change is complete?
 - ☐ What will be in place and successfully running as a result of this change effort?



- How is the business strategy being fulfilled by this change? What goals are being achieved? (this will also become a key element of your communication – it provides a common goal for all)
 - How does the change help the organization better meet the demands of its environment and clients?
 - What would happen if we did not complete this change? (this speaks to the sense of urgency and the high need for this change in order to better meet the needs or achieve strategic results)
- What will be different in the new state? What are the particulars of this change? (This will help employees and managers understand what they are losing and leaving behind but also make sense of what they can expect and what they may gain.)
- What will remain the same? What will be done differently?
 - What roles will be affected?
 - What will improve and how will we know it has improved?
- Do we have the capacity to effect this change? (systems, financial, people, leadership, others)
- What are the costs associated with this change? Do we have the funding we need? If not, can we approach senior managers for more funding?
 - Will new structures/systems/processes/policies be required?
 - Do we have the leadership skills and mindset required to successfully lead this change?
 - Do we have the workforce capacity (numbers, state of mind, change fatigue, culture, skills, competencies)
 - What risks may be associated with this change and how will we minimize them?
 - What are the risks of not changing?



- ❑ What is the scope of this change?
 - Who and how many people are/will be impacted by this change?
 - Where will be the biggest impacts? And why? (This may help anticipate some pockets of resistance)
- ❑ How and when will people be impacted?
 - Will there be any job loss as a result of the change?
 - Can you anticipate pockets of resistance? Where? When?
 - Will there be changes in relationships / roles / work practices?
 - Will new skills / knowledge / competencies / behaviours and mindsets be required?
 - Will any type of training be required? For what? And when?
 - How will stakeholders transfer knowledge and share information?
 - How will our key partners be impacted by this change?
- ❑ When will this change take place?
 - Timelines?
 - Incremental vs. one time?
 - Dependencies? (On other changes? Other priorities? Etc...)
- ❑ Are we ready as an organization for this change? (Change Readiness assessment)
- ❑ Who will be doing what for the change to take place? (Stakeholders' and sponsors' roles in planning for the change, managing the change and implementing the change)
 - Who and how will we make decisions related to that change?



- ❑ Who in the organization needs to be involved? When? What role will they have?
- ❑ How will this change be communicated? When? By whom? To whom?
(Your communication strategy becomes a very important tool here – it is important also to consider that change communication differs a bit from regular business communication in that it requires more in-person conversations and consideration of peoples' normal reactions to change)
 - How will we ensure people are engaged, mobilized and committed to making the change?
- ❑ How will we track progress and measure success?
 - How will we ensure change is reinforced and part of the new way of doing business?
 - How will we reward success?
 - How will we course-correct and adjust if needed?
 - How will we know we have succeeded?
 - How will we capture lessons learned and good practices for future changes?



Remember:

1. Describe the change, the drivers and reasons for change
2. Conduct an analysis of the current situation and the context for change
3. Describe your vision for change and the desired outcome of the change
4. Clarify the implications for the organization – scope (who, how many, where), impacts on people (how), change readiness, possible pockets of resistance; timelines, etc...
5. Define your Roadmap of stakeholders and sponsors roles in planning, managing and implementing the change
6. Describe your overall strategies (the main areas of focus to ensure success of change)
7. Develop your detailed change management activities plans (communication plan; learning and training plan; resistance management plan and mobilization plan; coaching plan)
8. Review; adjust and course correct as needed... this will only make your strategy and plans better and everybody will benefit from it
9. Reward and celebrate success

“Voilà”, your very own change strategy and plans ready to implement...



IMPORTANT NOTE: We're always looking for lessons learned, good practices and success stories. Let us know how it went and share with us your stories so others can benefit from your own experiences. We will be more than happy to post them on our web site.

For more tools or to learn about how our team can support you to successfully navigate a change, please contact us by visiting Connexion → Human resources → Workplace → Dealing with change
(<http://cicintranet/connexion/hr-rh/workplace-lieu/change/index-eng.aspx>)



SECTION H: CHANGE MANAGEMENT QUICK REFERENCE GUIDES

Successfully managing change entails managing the change process as well as the human transition process. The role that you play as a supervisor, manager or leader is critical to help people move through change.

The following tools have been developed as **quick reference guides** to support you as you lead your team through major change. Use these quick reference guides along with ***CIC Change Leadership Framework*** and the other tools found in other sections of this ***Change Management guide for Managers***.

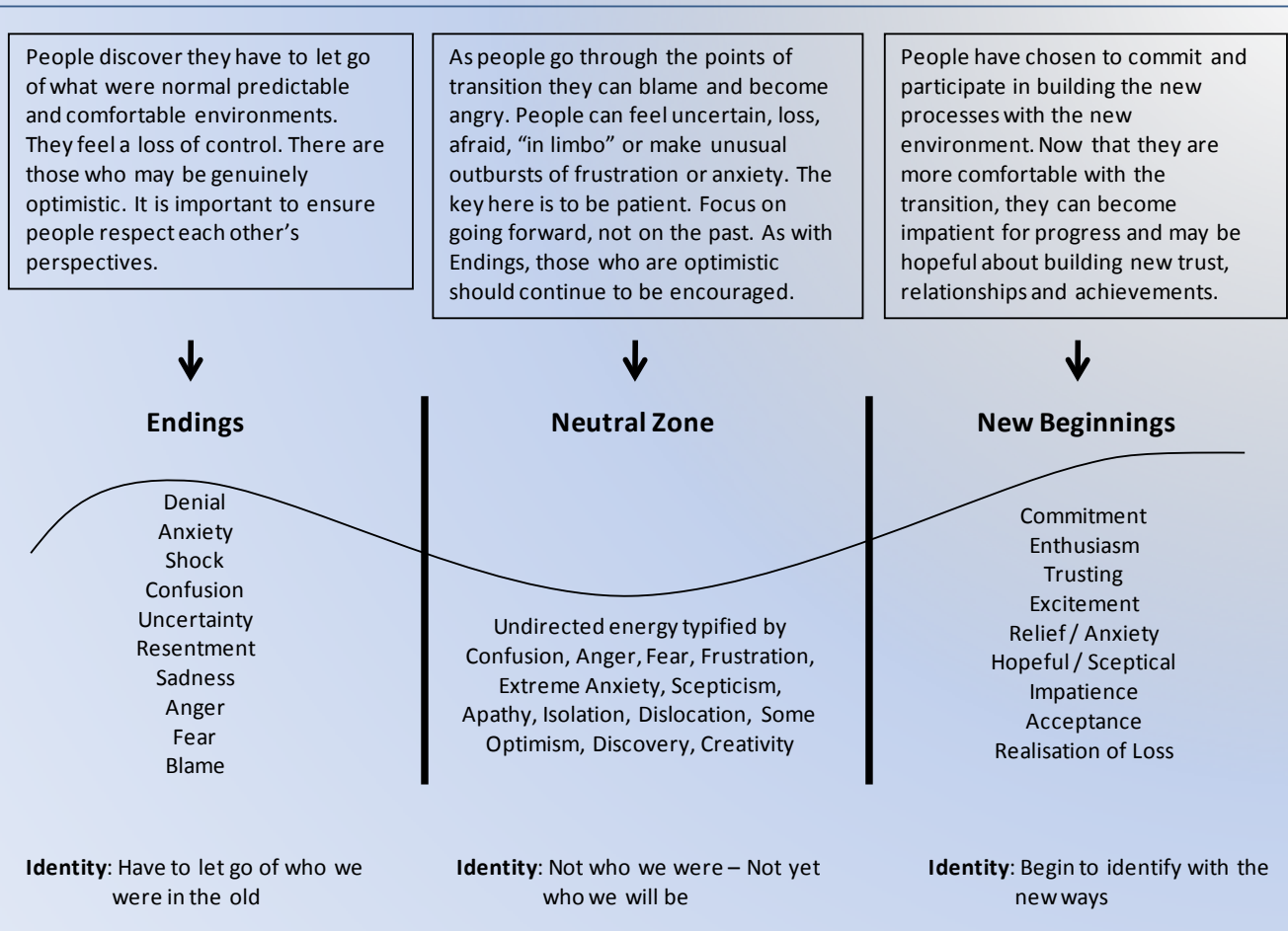
- ☑ The Human Transition Process
- ☑ Change Management Guiding Principles for Managers
- ☑ A Manager's Guide to Change
- ☑ A Supervisor's Guide to Change
- ☑ An Employee's Guide to Change
- ☑ Communicating Organizational Change
- ☑ Developing a Change Strategy





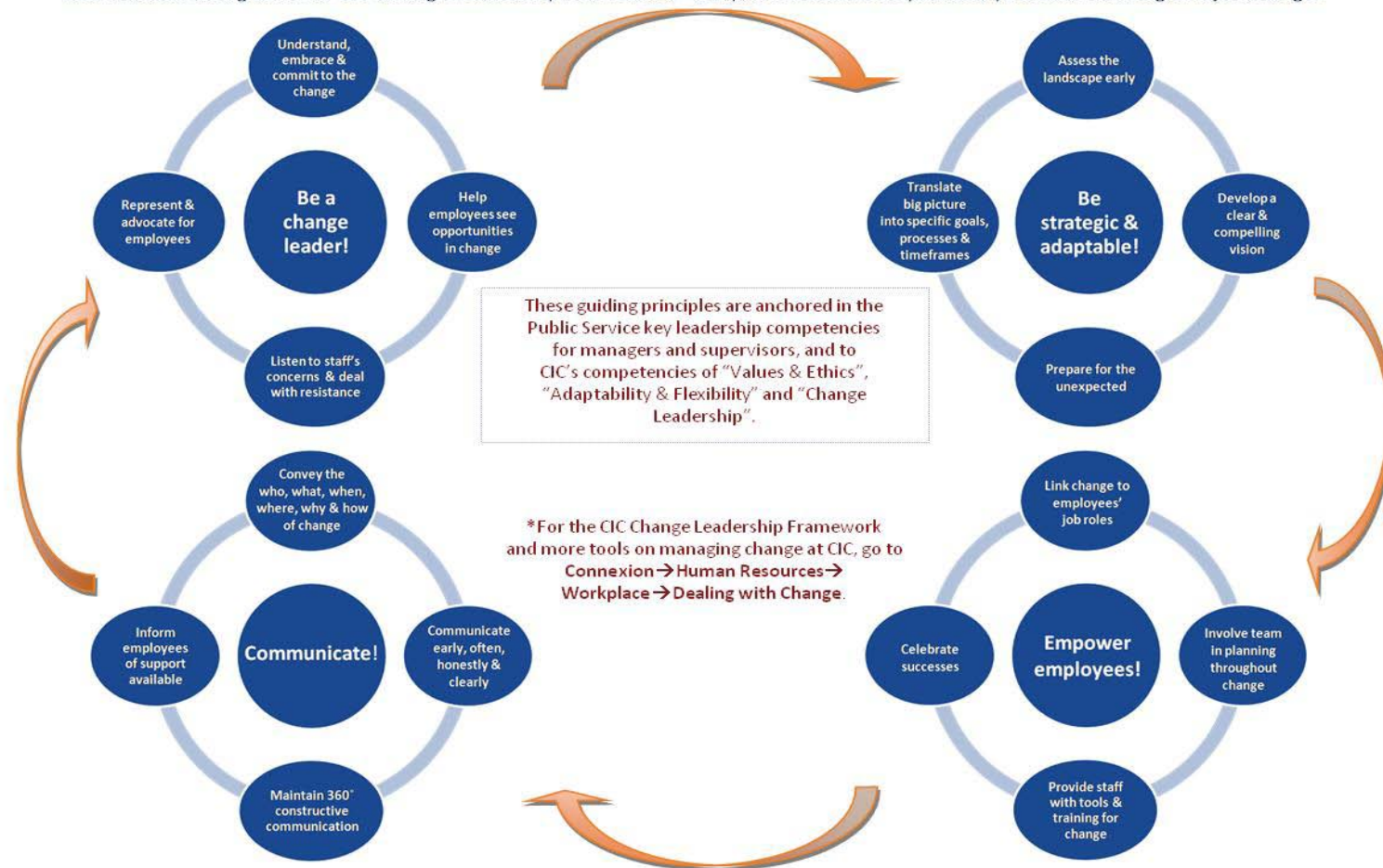
The Human Transition Process

The Three phases of transition



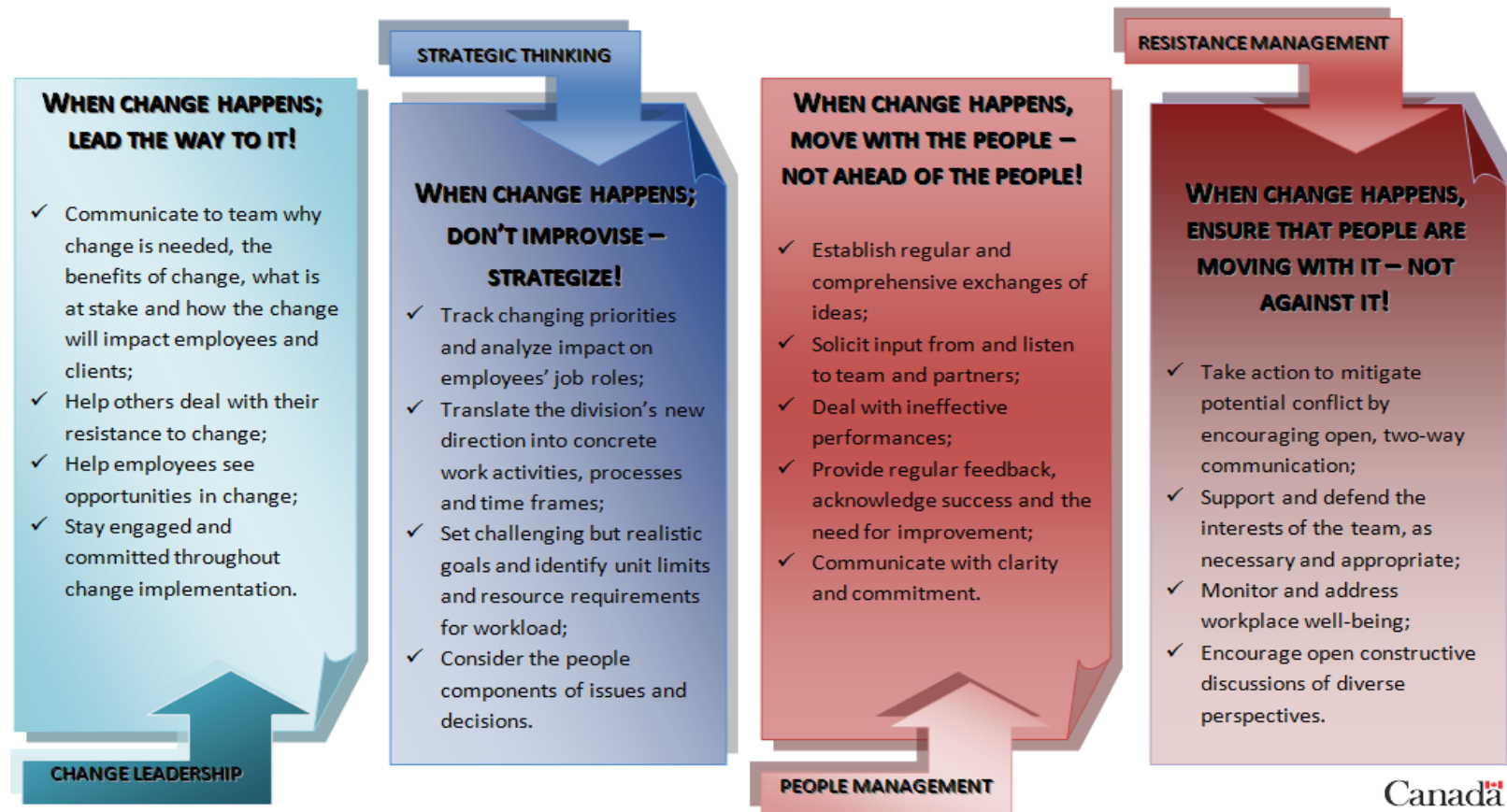
Change Management Guiding Principles for Managers

Successfully managing change entails managing the change process as well as the human transition process.
Use this tool along with the CIC Change Leadership Framework* for quick reference as you lead your team through major change.





A MANAGER'S GUIDE TO CHANGE — HOW TO MAKE YOUR TEAM MOVE WITH CHANGE AND ENJOY IT!

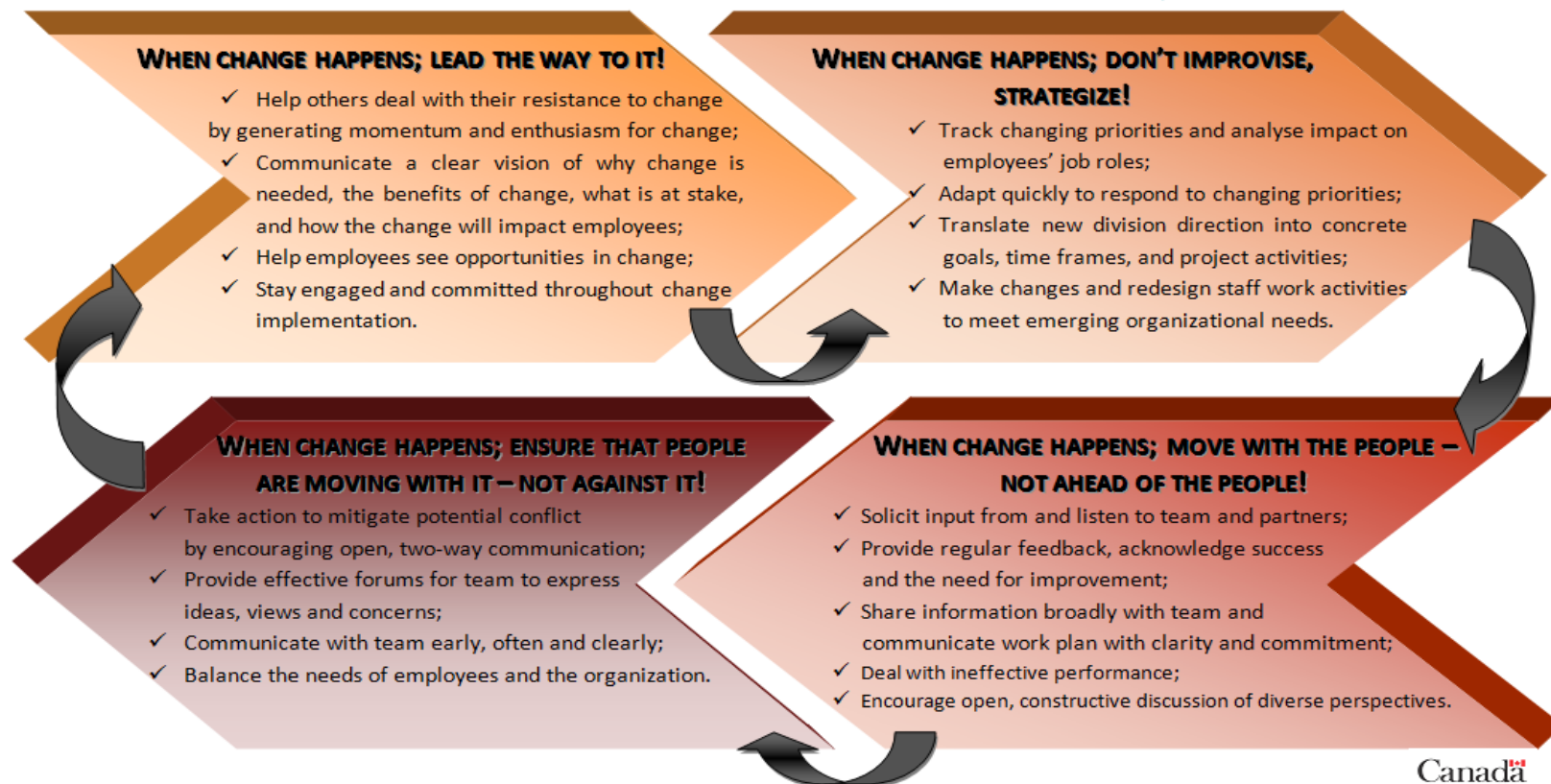


Canada





A SUPERVISOR'S GUIDE TO CHANGE – HOW TO MAKE YOUR TEAM MOVE WITH CHANGE AND ENJOY IT!

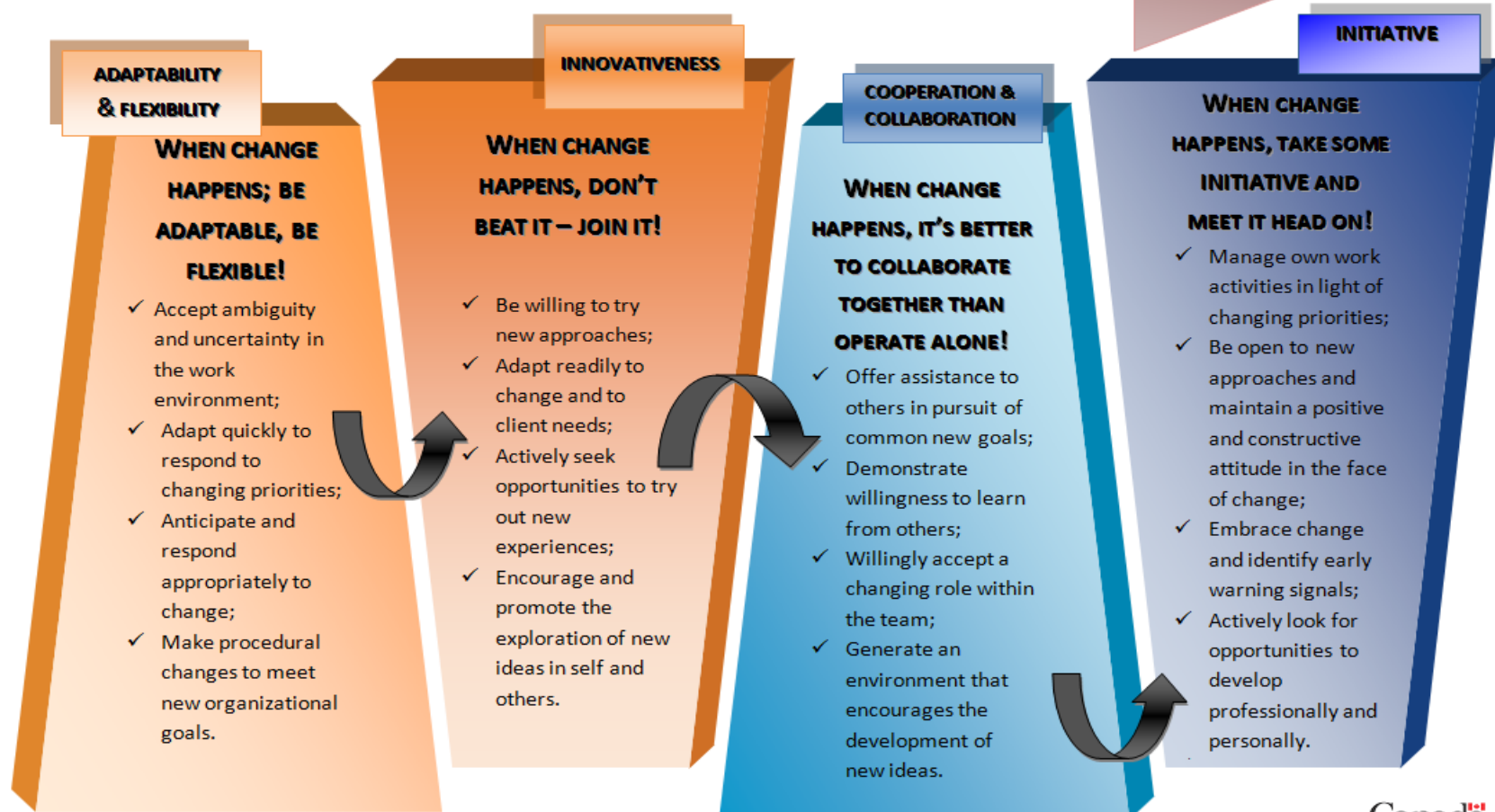


Canada





AN EMPLOYEE'S GUIDE TO CHANGE – HOW TO MOVE WITH CHANGE AND ENJOY IT!





Communicating Organizational Change

WHEN

- ✓ At the beginning and throughout the change process
- ✓ Once a week – keeps the momentum going and ensures everybody has access to information on a regular basis

WHAT

- ✓ The reasons and the need for change
- ✓ Information on the present, intermediate and future state and the activities of the change process
 - What is changing and when
 - Who is impacted and how
 - Strategies, plans and activities

HOW

- ✓ Face-to-face
- ✓ Regular e-mail updates and announcements
- ✓ Regular meetings
- ✓ Senior management presentations
- ✓ Conversations with direct supervisor

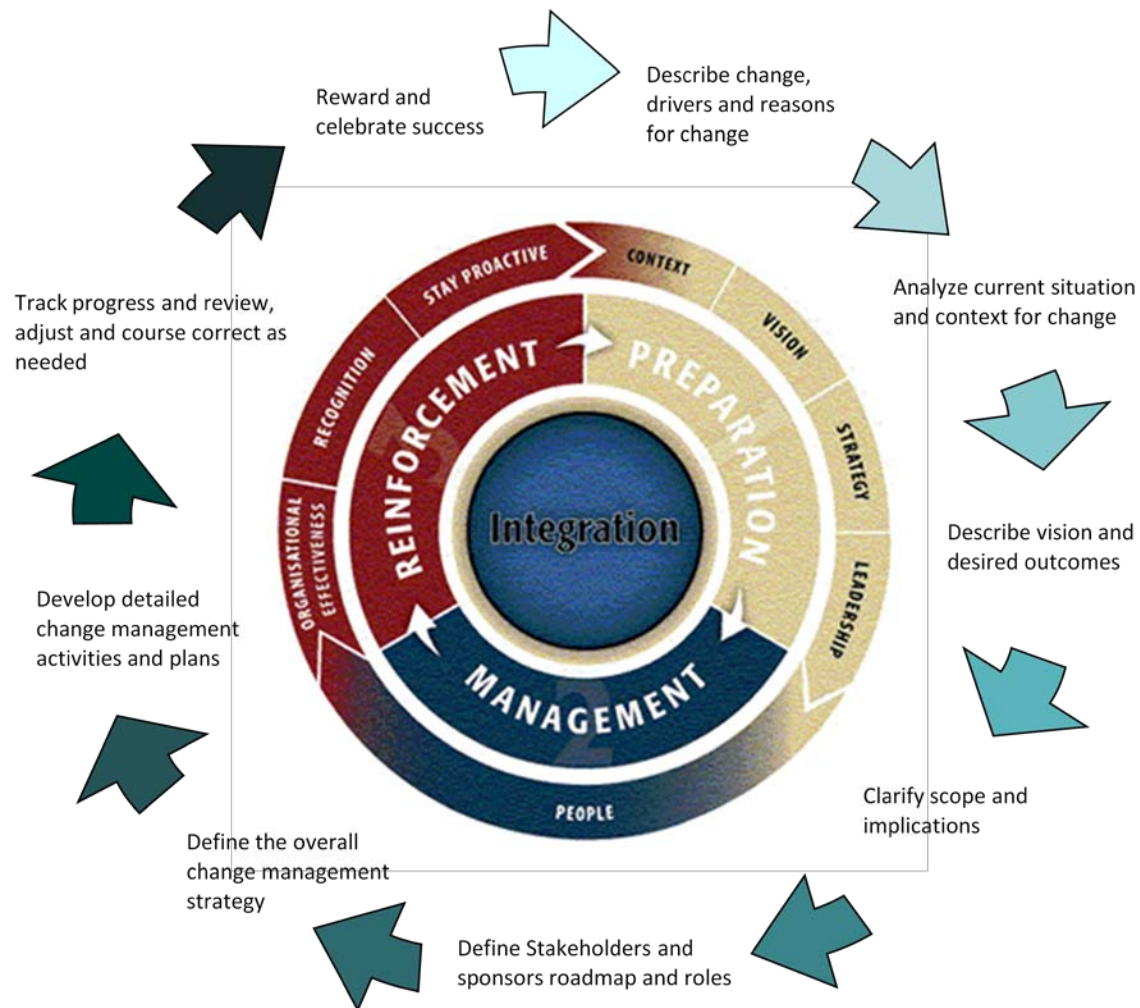


Developing a change strategy and plan



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



RDIMS # 2731197





SECTION I: OTHER TOOLS AND PRODUCTS

Following is a list of additional tools available to you. If you are interested in finding out more about these tools (or other tools that we know of), how you can use them or how we can help you with your change projects, please contact us in the Strategic Change Unit, by visiting Connexion → Human resources → Workplace → Dealing with change

(<http://cicintranet/connexion/hr-rh/workplace-lieu/change/index-eng.aspx>), or by sending us an email to Strategic-Change-Unit@cic.gc.ca.

- **Change Readiness Gauge:** The Change Readiness Gauge is an organizational tool designed to assess an organization's ability to accept and implement change. This instrument helps organizations identify and quantify their ability to react and respond to a rapidly changing environment in challenging times. Available in English only / Costs may apply.
- **Change Style Indicator:** Assessment instrument designed to measure your preferred style in approaching change and dealing with situations involving change. Available in French and English/ Costs may apply.
- **Communication Style:** Assessment instrument designed to help you analyze all aspects of your communication style so that you can be more aware of how you are communicating and be alert to others' styles as well. Available in French and English / Costs may apply.



- **Resistance Style Inventory:** Assessment instrument designed to give useful feedback about your style of resistance to change and help you be better prepared to deal with change. Available in French and English / Costs may apply.
- **Business Health Culture Index:** Assessment instrument designed to help foster the health of an organization and its employees by measuring the extent to which the “health culture” of the organization is working for or against its business objectives; tracking the stress and satisfaction of employees; and providing an assessment tool for managers and work-groups to plan what steps they might take to maintain and/or improve workplace well-being. Available in French and English.