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An Introduction to Change Management



1

'Good' change requires that

- ▶ **People are included from beginning to end**
- ▶ **Their questions, priorities, fears, and hopes are integral pieces of the change process**

2

Change management is a formal channel to focus on the people side of change

- 1 **Background** on Why Change Management
- 2 **What** Is Change Management
- 3 **Why** Change Management is Valuable
- 4 **How to Incorporate** Change Management

Background on Today's Topic of Change Management



Identified in Event #1



**Highlighted in DOE's Innovative Grid
Liftoff Report**



**Mentioned by Jigar Shah,
Director of DOE's Loan Programs Office**

“...Decarbonizing the power sector **can't be achieved with technological breakthroughs alone.** It also requires focusing on what he calls **'change management'**...”

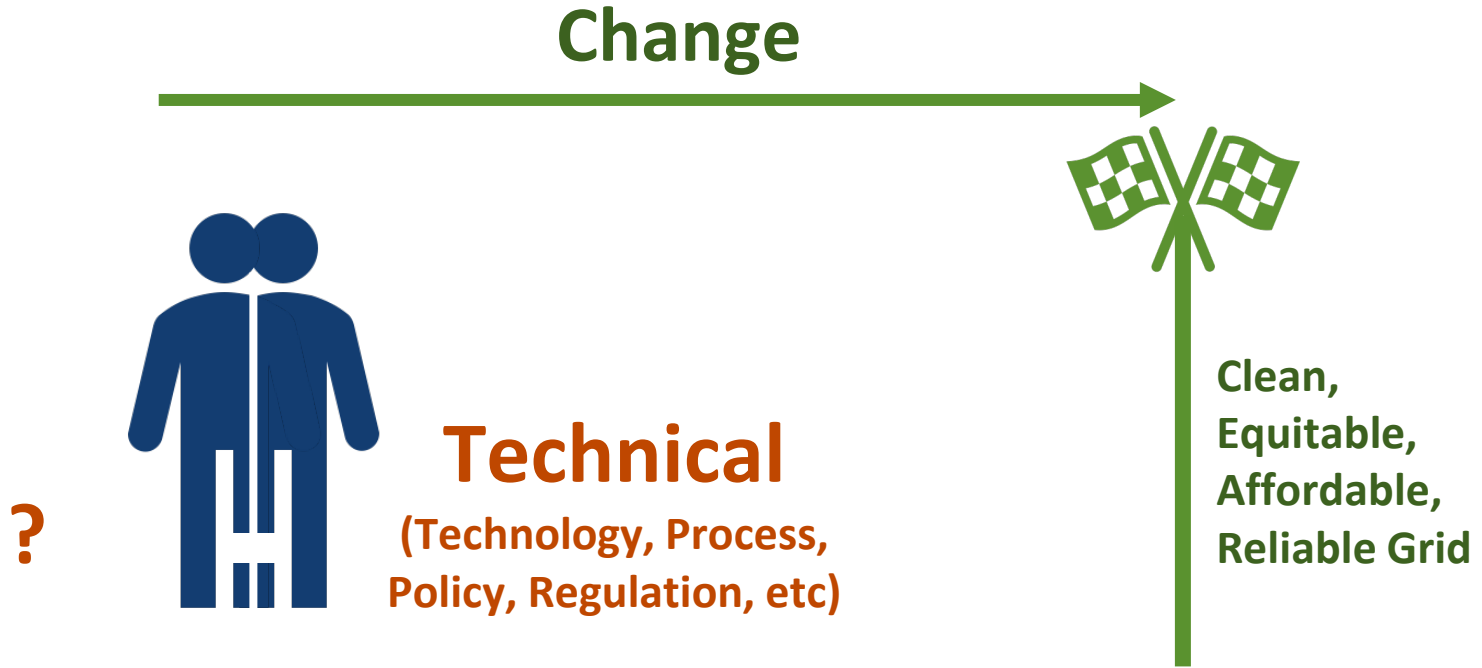
- Cipher News

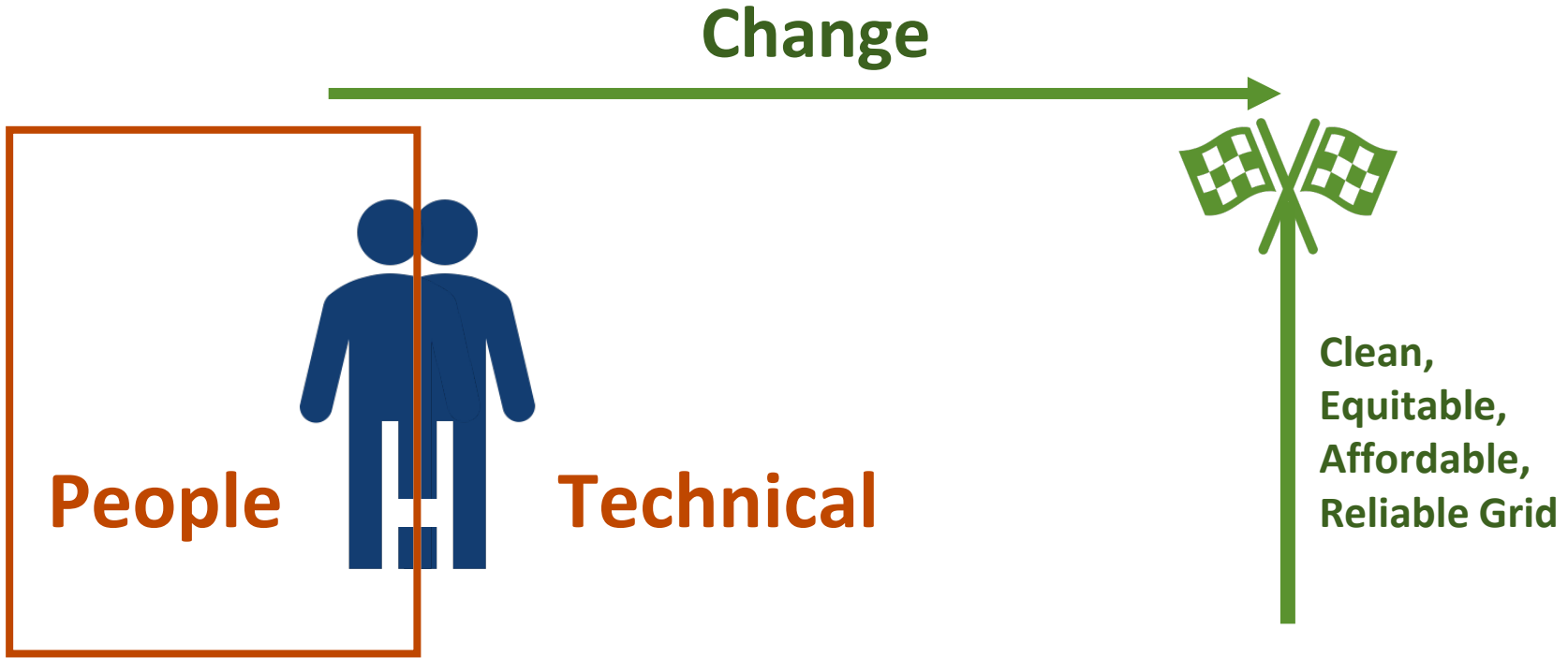
“We just need to spend a lot **more brain power on this culture and norms change management** piece...while we still do the innovation work that DOE has been amazing at for 45 years.”

- Jigar Shah

Change







Change management is the people side of change.

What do All These Changes Have in Common?

CHANGE

Technology

Culture

Process

Organizational

Community

People are Behind Every Change



What is Change Management

✓ The people side of change

✓ A recognized discipline

An intentional approach that helps people feel:

- ✓
- Reflected in the change
 - Prepared for the change
 - Supported in the change

✓ Both a process and a competency



Benefits and Results of Change Management

6X

More likely to
**achieve project
objectives**

5X

More likely to stay
**on or ahead of
schedule**

2X

More likely to stay
on or under budget

Image and Research from Prosci



Change Management at Three Levels

High Level

An **overall framework** for integrating change management

Mid Level

A project timeline with **integrated people and technical phases**

On the Ground

Examples of specific change management **tools**

High Level: An Overall Framework (From Prosci)

Leadership/Sponsorship



Project Management
(Focus on the technical side)

Change Management
(Focus on the people side)

Change Management at Three Levels

High Level

An **overall framework** for integrating change management

Mid Level

A project timeline with **integrated people and technical phases**

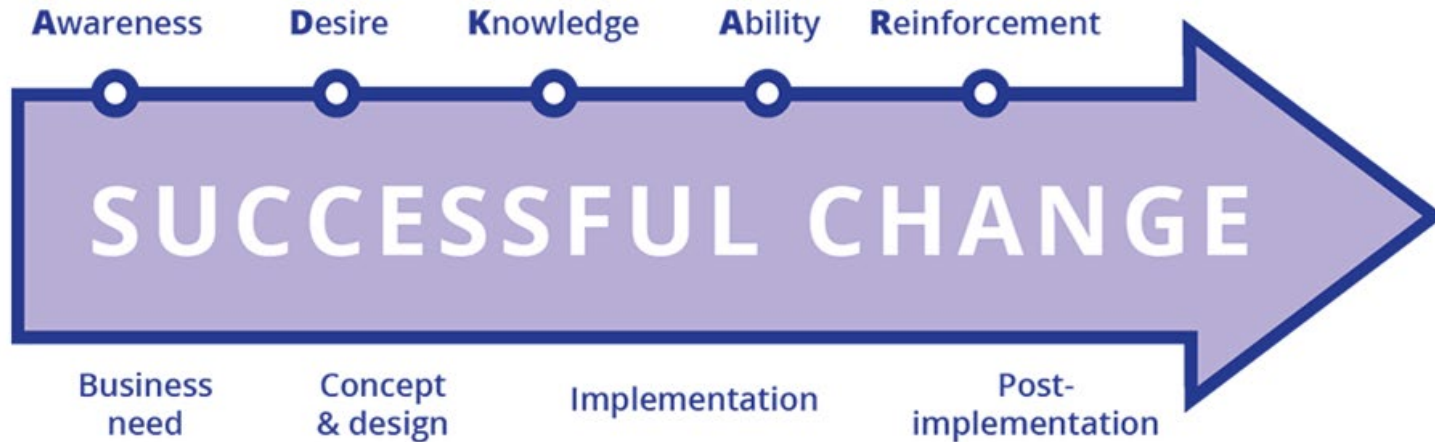
On the Ground

Examples of specific change management **tools**



Mid Level: Integrated People and Technical Phases

The People Side of Change



The Technical Side of Change

* Arrow from Prosci

Change Management at Three Levels

High Level

An **overall framework** for integrating change management

Mid Level

A project timeline with **integrated people and technical phases**

On the Ground

Examples of specific change management **tools**

The People Side of Change



Identifying *and* Understanding Stakeholders

Who are they?
What's important to them?
What do they have to gain?
What do they have to lose?
What's their change experience?

Change Assessments

What is changing?
What do they need to know or
do differently?

Engagement/Communications

What engagement channels are
natural for this group?
What language resonates with
them?
Where/who should engagement
come from?
What are the core messages of the
change?

* Arrow from Prosci

Introduction of Table Change Management Exercise

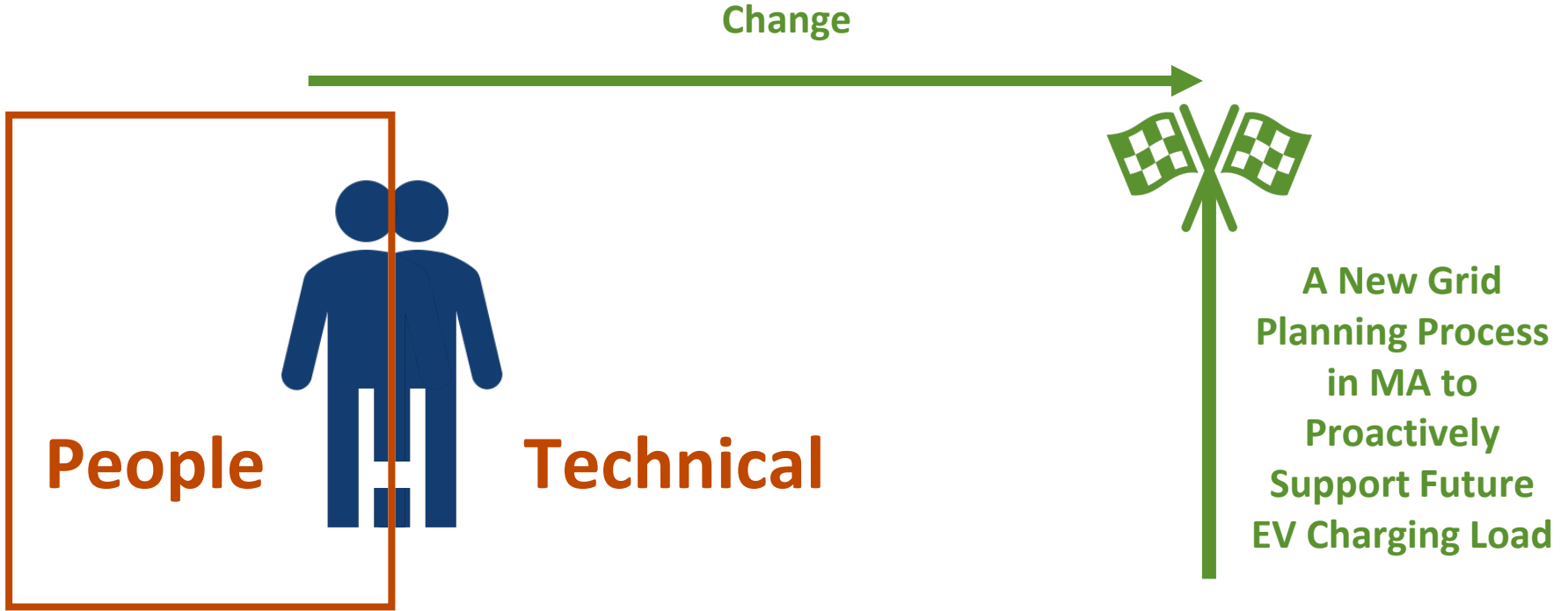
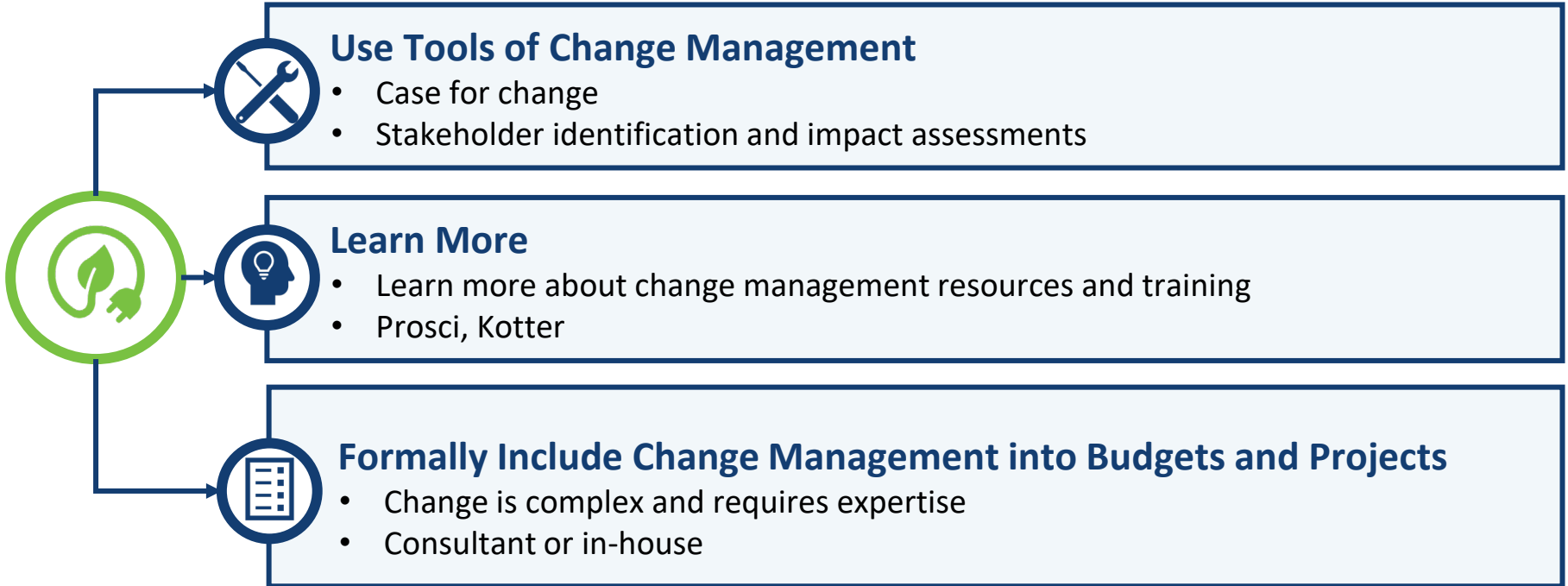


Table Change Management Exercise Ctd.

Directions	<p>As a table, take 10 minutes to identify as many stakeholders as you can. Fill out each question as best you can. <i>Note:</i> This activity is a simplified stakeholder assessment activity. These tools can be initially started by a project team, but ultimately would be completed via interviews with each identified stakeholder group--and continued throughout the change initiative. This is a mock exercise--if you don't feel you can answer a column for a stakeholder group, leave it blank.</p>						
The Type of Change	A new grid planning process in MA to proactively support future EV Charging load						
Stakeholder Group	What is changing?	What new knowledge or skills are needed?	What are current attitudes or mindsets? Will new or different ones be needed?	What are their priorities? (In general and related to this change initiative)	What is there to gain?	What is there to lose?	How have they experienced change historically?



3 Ways to Incorporate Change Management in Your Work



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