

Empowering  
People  
Through  
Change  
Enablement



**ACMPDC** 2020



Clear Vision for Change

Krista Schaber-Chan  
October 22, 2020

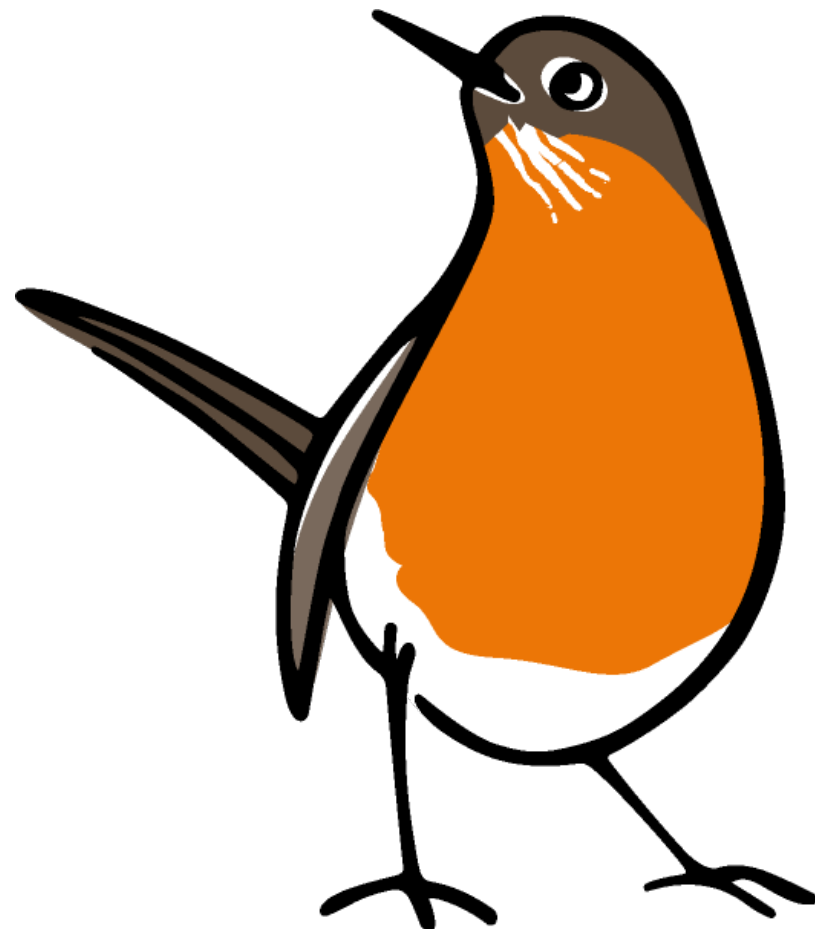


# Krista Schaber-Chan

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Co-Founder & Managing Partner,  
Harbinger SCR Inc.

Helping lead people and their  
organizations through business  
transformations that drive lasting  
benefits by supporting user adoption.



# Today's Session

## 1 | Change Enablement

- *The Evolution of Change Management*

## 2 | Enable First, Manage Second

- *Using a coaching mindset to enhance your change management approach from tactical to enabled*

## 3 | Recognizing Resistance

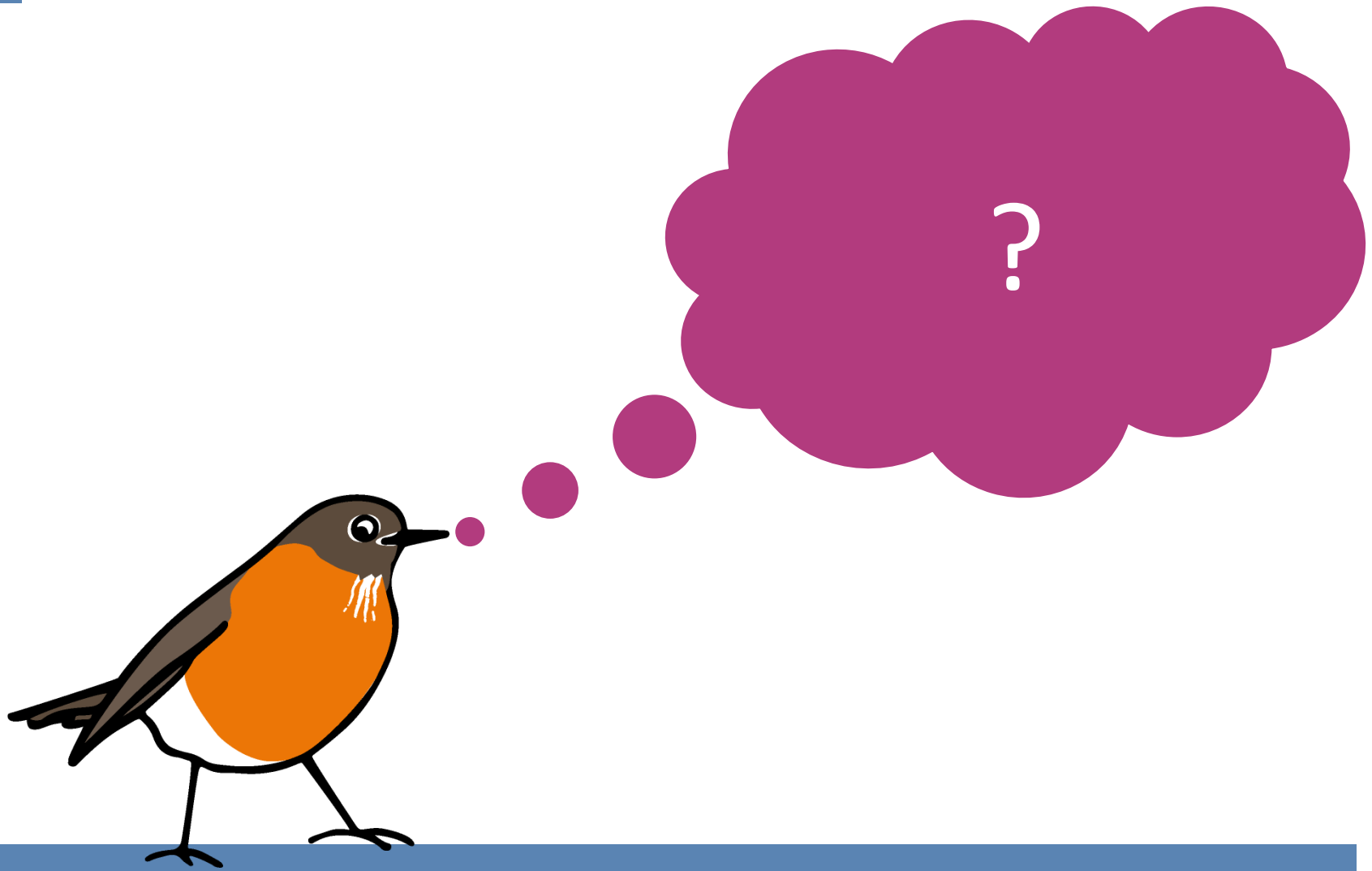
- *Is it resistance? Or are people simply "stuck" because they do not feel enabled or empowered?*

There is still a lot of focus on managing change, but...



*“To manage is to control,  
to enable is to provide the opportunity to  
make meaningful change possible”*

*- Greg Roth, Managing Partner, Harbinger*



# Change Enablement: The Evolution of Change Management

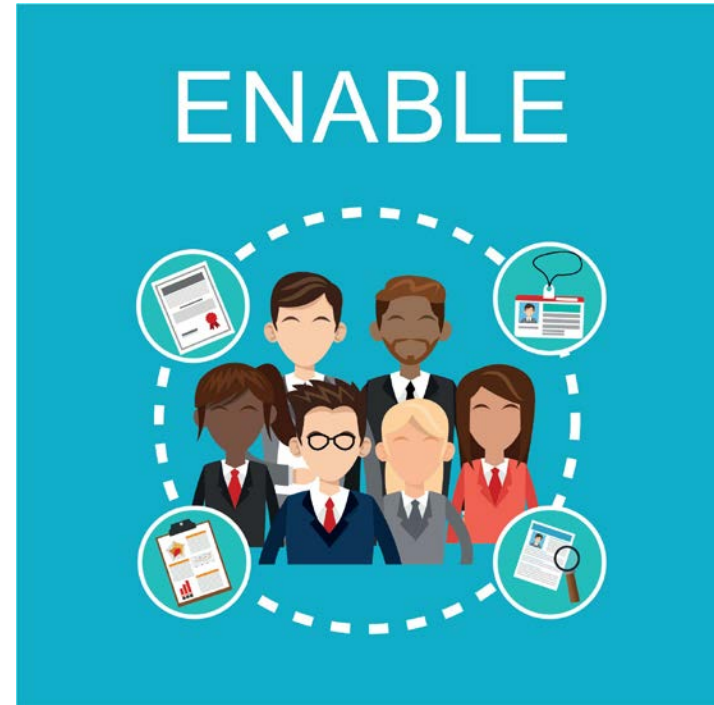
## MANAGE



*“The process of **dealing with** or **controlling** things or people.”*

vs.

## ENABLE



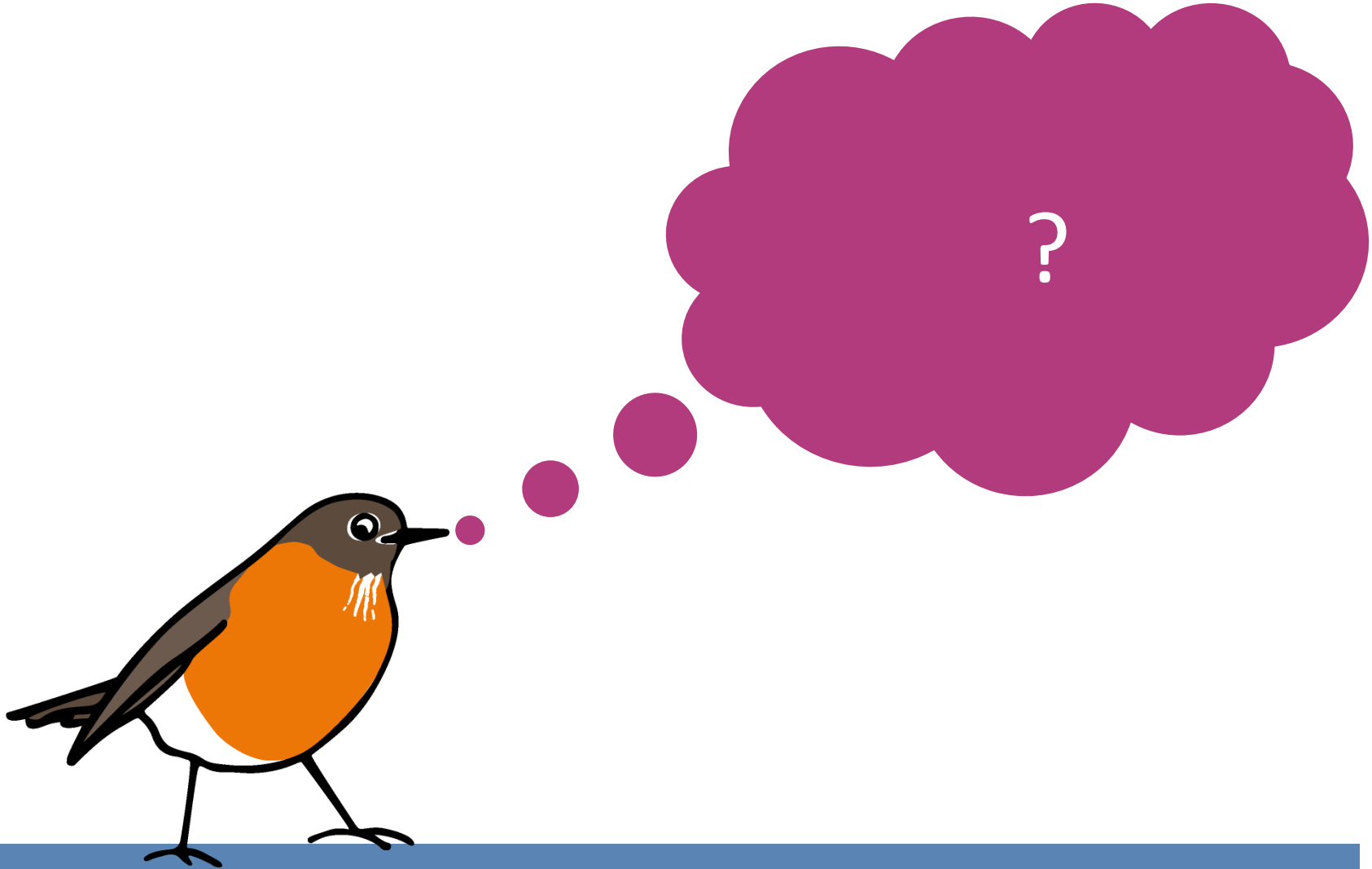
*“To make it **possible** for something to happen or exist **by fostering** the necessary conditions.”*

## Enable First, Manage Second:

Using a coaching mindset to enhance your change management approach from tactical to enabled

- Change happens one person at a time and so does establishing a change enabled culture
- A coaching mindset (i.e. asking the right questions) empowers employees (at all levels) to contribute, lead, and take personal responsibility for their change journey
  - Focus on creating an environment where people are enabled to lead and make decisions, by providing opportunity to process and digest the change, ask questions and ultimately own it for themselves.







# Applying a Coaching Mindset to Enable Change



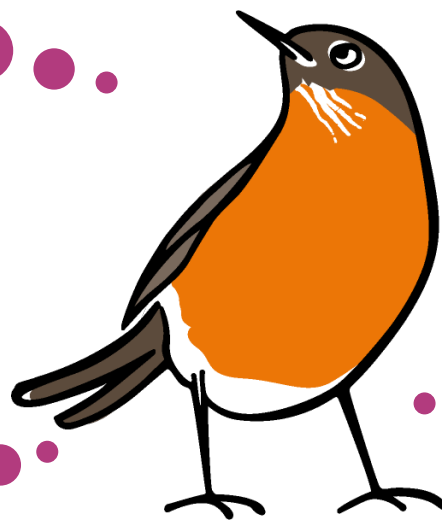
# Coaching Mindset doesn't need to be time consuming or difficult

What is the need for the change?

What about it worries you?

What do you find challenging about the change?

What about it is important to you?  
To your team or organization?



Resistance:

Recognizing it and understanding where it comes from

“I don’t want to and  
you can’t make me”

- Robyn the Resister



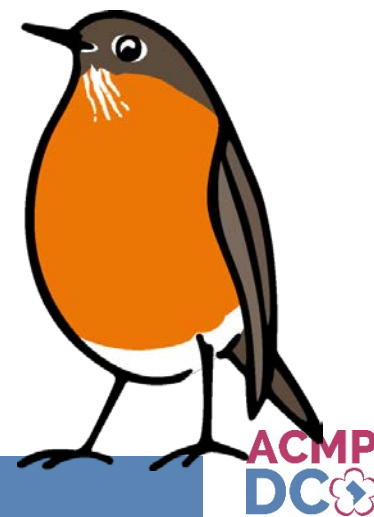
# Resistance:

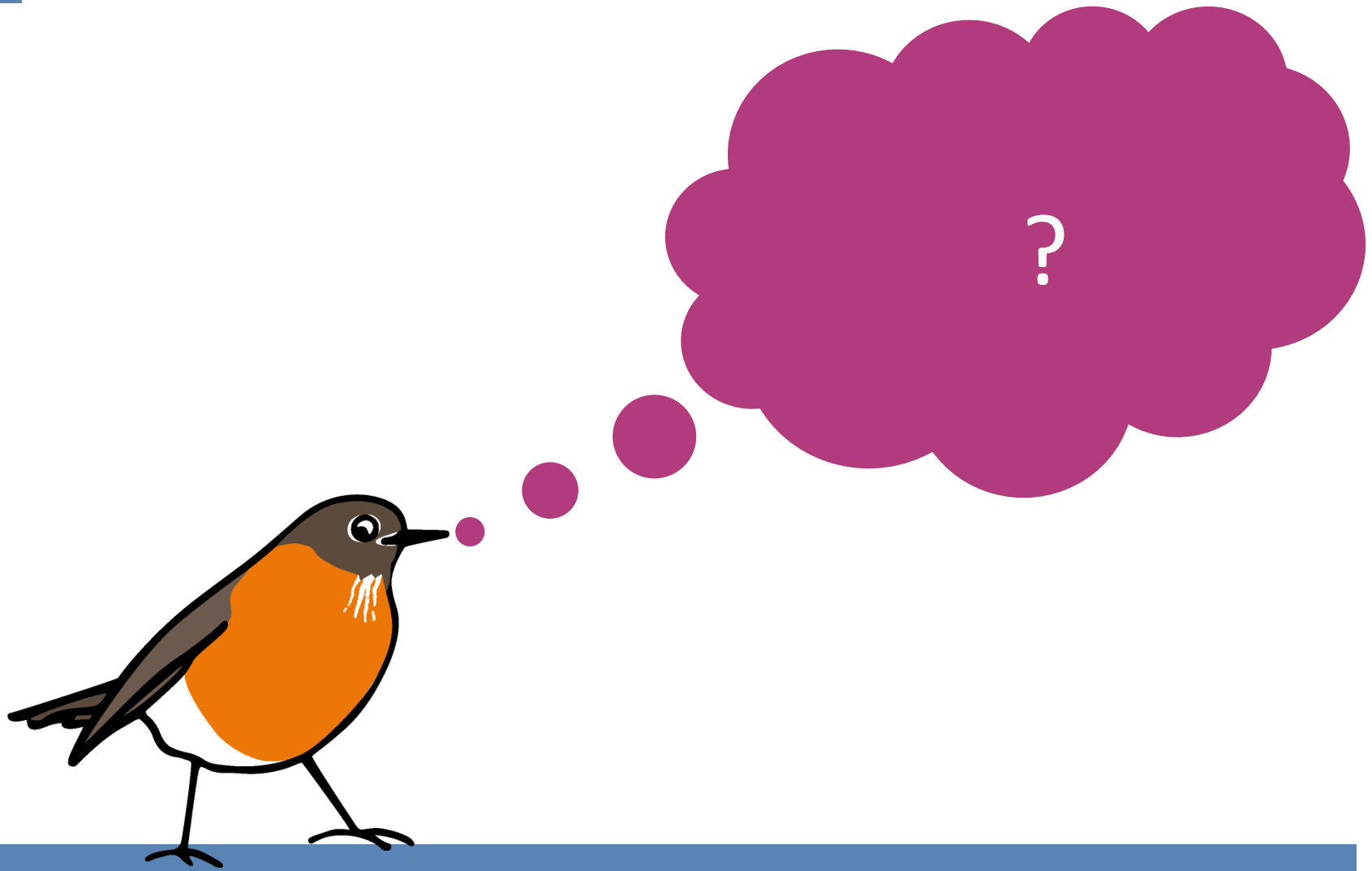
It's a big part of leading and supporting change, and you should never be surprised by it – resistance is normal

Is it resistance? Or are people simply "stuck" because they do not feel enabled or empowered?

Some reasons people may resist change:

- Lack of information or understanding
- Level of impact on current job or role
- The organization's past performance with change
- Lack of visible support and commitment for the change
- Change fatigue
- Comfort with the way things are
- Feeling "stuck"
- Fear of Job or Position loss
- Not feeling personally connected or accountable for own change journey
- Feeling inadequate about ability or capability





# Addressing Resistance:

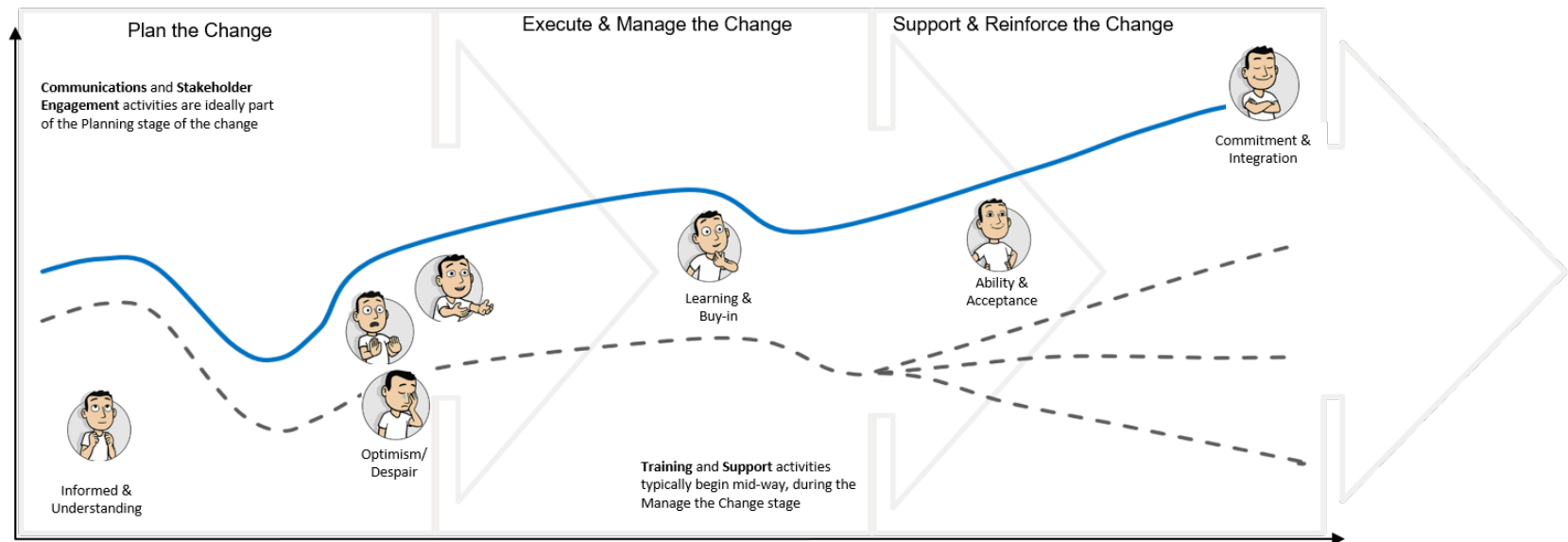
## Applying a Coaching Mindset when supporting those who are stuck or resisting

There is no one recipe for perfectly curbing resistance. Supporting those who are showing signs of resisting is largely shaped **by timing and circumstance**.

Step	Activities
Conversation and Dialogue (two-way)	<ul style="list-style-type: none"> <li>• 1:1 conversations</li> <li>• Identify fears/ hesitations</li> <li>• Establish regular touch-points</li> </ul>
Action plan	Document <ul style="list-style-type: none"> <li>• The fears/hesitations</li> <li>• A commitment to address them</li> <li>• List of “new normal”</li> </ul>
Building personal connection to the change	<ul style="list-style-type: none"> <li>• Challenge thinking</li> <li>• Focus on solutions</li> <li>• Identify and practice new behaviours</li> </ul>
Look forward	<ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Celebrate success</li> </ul>









# Watch for Resistance throughout the stages of change

Using the Stages of Adoption Change Curve as a support tool, you can plan to be prepared for resistance because it will help you see who is lagging and requires support.



# Universal Charter:

## Tool that can support those who are stuck

 <p>Goals</p> 	 <p>Roles and Skills</p> 
 <p>Principles</p> 	 <p>Non-Negotiables</p> 

## TEAMCHARTER

1. Desk booking:
  - a. Each team member is responsible for booking their own desk.
  - b. Use of booking system is expected as well as respecting others' bookings.
  - c. Clean desk policy applies to all desks (even Resident spaces).
2. Working from Home or other locations:
  - a. When working from home or from another location, team members are expected to set their location and contact information in Lync/Skype.
  - b. Flexible work arrangements are subject to the needs of the team and department – for example, if there are deliverables due that can be more efficiently completed through face-to-face interactions, or an all team member meeting, it is expected that team members arrange their schedules to accommodate the needs of the business.
3. Short meetings and discussions in the neighbourhood is okay; a meeting room or other collaboration space should be booked or utilized for longer and more involved group discussions.
4. Personal items should be kept to a minimum, however a drawer in one of the team filing cabinets will be designated as storage for personal items such as coffee cups, files or shoes.

Respect

Leadership

Supportive

Collaborative

Accountability

Organized

Planning





## Supporting a Change Enablement Mindset

*"You don't manage people,  
you manage things.*

*You [ENABLE] people."*

*– Grace Hopper*



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Thank you!