



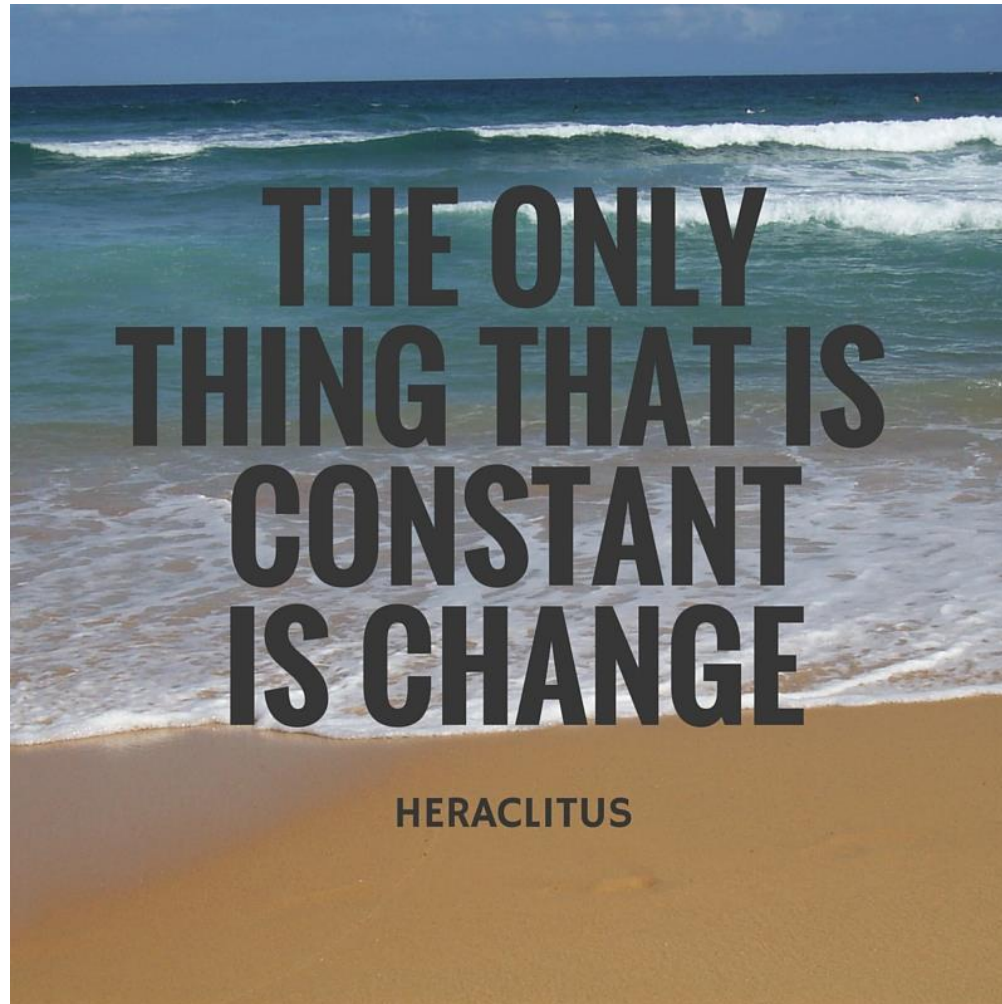
MANAGING CHANGE IN TIME OF TRANSITION

Best Practices for Floodplain Managers

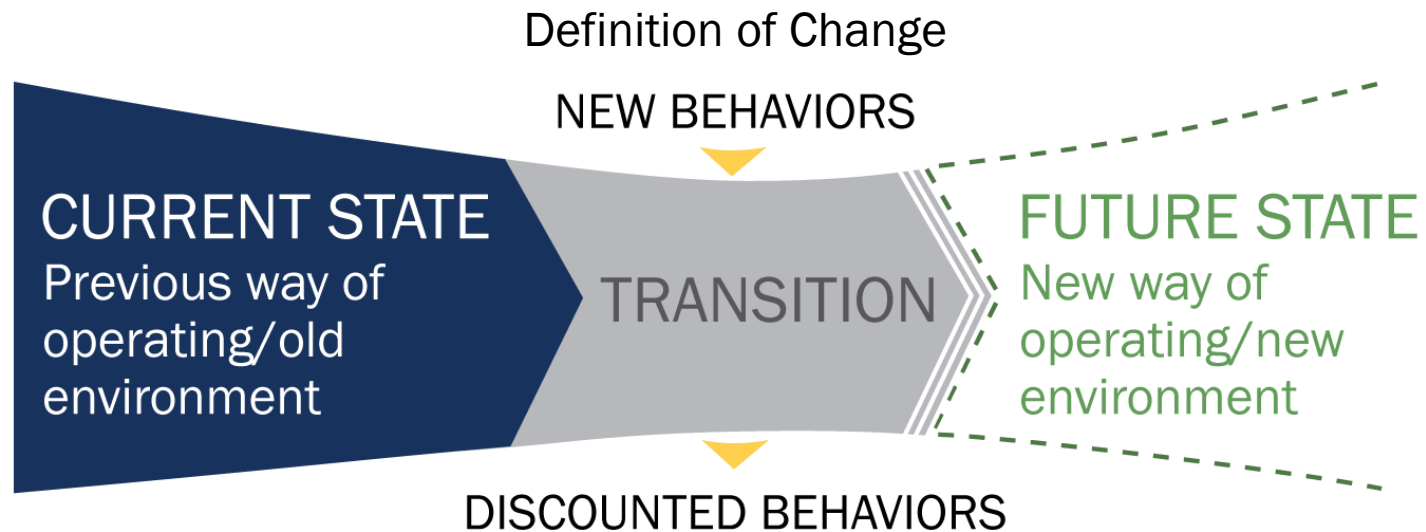
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FLOODPLAIN MANAGERS NEED BEST PRACTICES AND TOOLS TO REDUCE THE NEGATIVE IMPACT OF CHANGE



CHANGE IS A TRANSITION FROM AN OLD STATE TO A NEW STATE



- Definition of Change Management
 - Change Management maximizes the ***understanding, willingness, and ability*** of people in an organization to move from the current state to the future state

MOVING FROM THE OLD STATE TO THE NEW STATE IS NOT EASY

Only 29% of large transformations showed bottom line improvement

Change initiatives often fall victim to employees' resistance

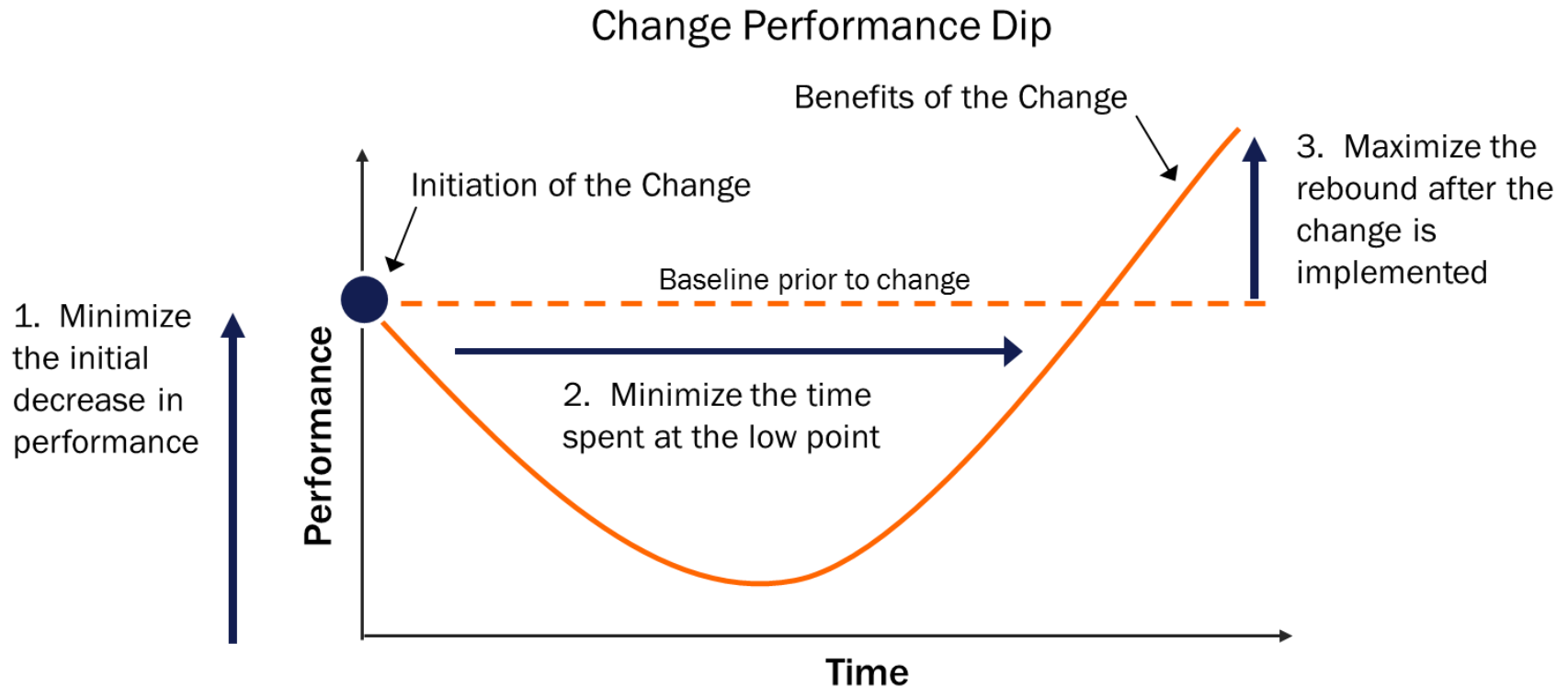
Change Management is a critical yet often overlooked enterprise process

TRANSITION

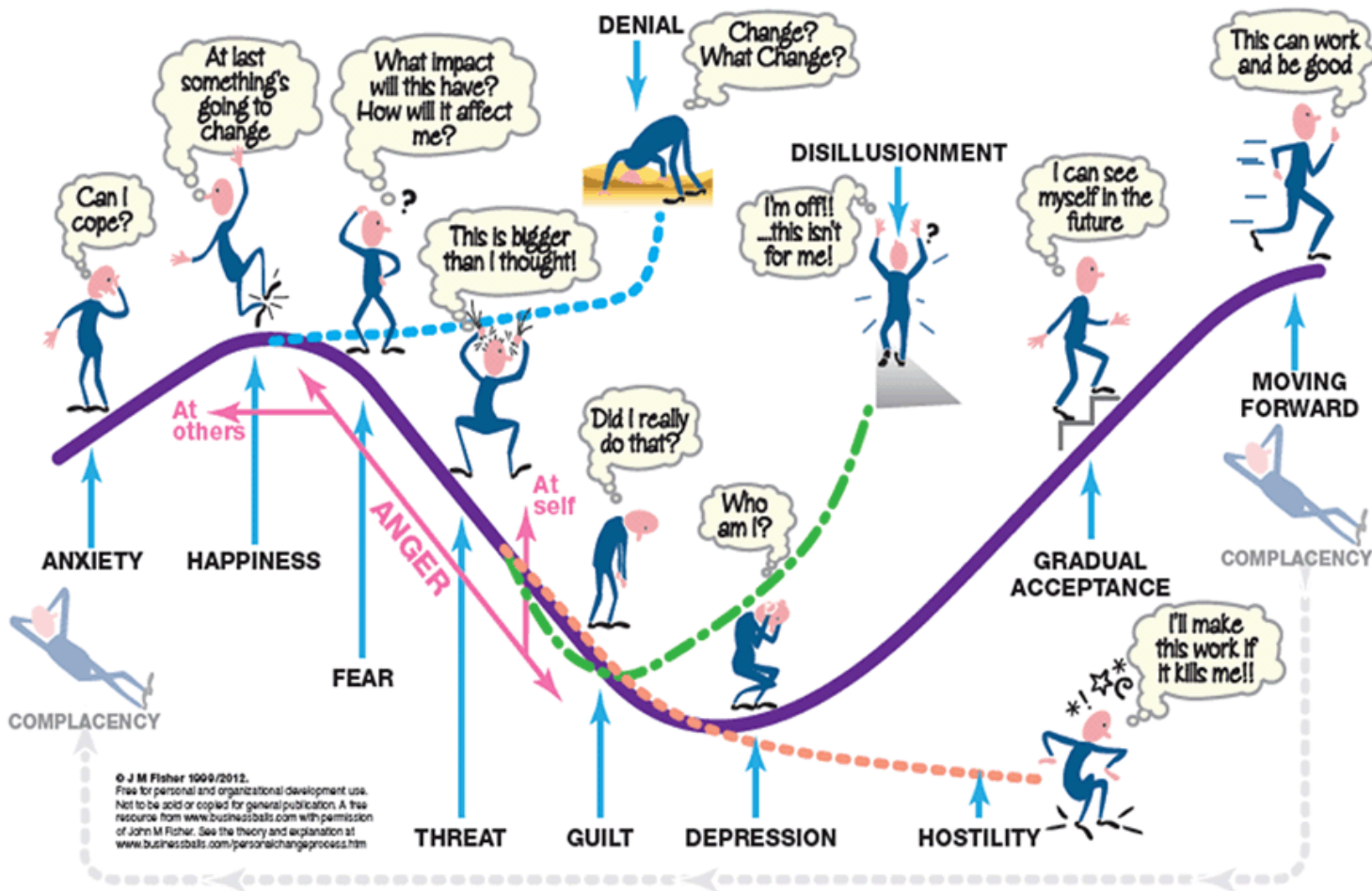
To thrive in today's stormy business environment, organizations must not only identify the right new strategy or approaches, they must also quickly get the entire organization to support its implementation

Failure to address the human aspects early enough is one reason why changes so rarely deliver the promised benefits and do not always fulfill expectations

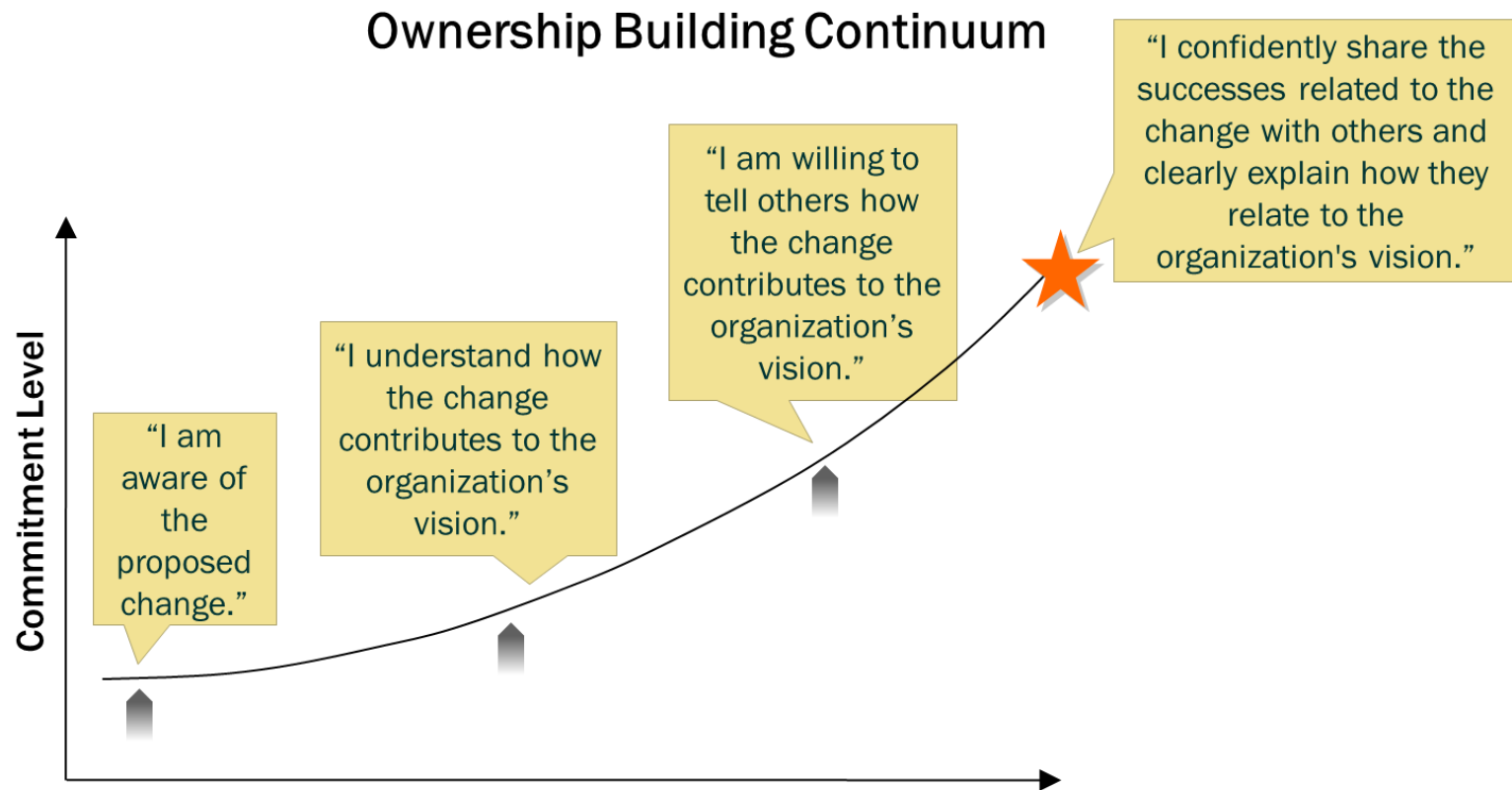
PERFORMANCE TYPICALLY SUFFERS DURING A CHANGE, REFERRED TO AS THE “PERFORMANCE DIP”



FOR MANY PEOPLE, CHANGE CAN HAVE A VERY REAL NEGATIVE IMPACT ON THE DAY TO DAY



CHANGE MANAGEMENT HELPS SUPPORT PEOPLE IN MAKING THE TRANSITION



JOHN KOTTER OUTLINED 8 STEPS CHANGE LEADERS SHOULD TAKE TO EFFECTIVELY LEAD CHANGE AND MAKE IT LAST

1. Establish Urgency

- Examining the market and competitive realities
- Identifying and discussing crises, potential crises, or major opportunities

2. Create a Guiding Coalition

- Putting together a group with enough power to lead the change
- Getting the group to work together like a team

3. Develop a Vision

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision

4. Communicate the Vision

- Using every vehicle possible to constantly communicate the new vision and strategies
- Having the guiding coalition role model the behavior expected of employees

Source: Kotter, *Leading Change*, Harvard Business School Press, 1996

THE NEXT STEPS APPLY TO THE LEADER'S ROLE IN IMPLEMENTING AND ANCHORING CHANGE

5. Empower Employees

- Get rid of obstacles
- Change systems or structures that undermine the change vision
- Encourage risk taking and nontraditional ideas, activities, and actions

6. Generate Short Term Wins

- Plan for visible improvements in performance, or “wins”
- Create those wins
- Visibly recognize and reward people who made the wins possible

7. Consolidate Gains

- Use increased credibility to change all systems, structures, and policies that do not fit together and do not fit the transformation vision
- Hire, promote, and develop people who can implement the vision
- Reinvigorate the process with new projects, themes, and change agents

8. Anchor New Approaches

- Create better performance through customer- and productivity-oriented behavior, more and better leadership, and more effective management
- Articulate the connections between new behaviors and success
- Develop means to ensure leadership development and succession

TOOLS AND RESOURCES

- **Change Management Methodologies**
 - Prosci – ADKAR Change Management - <https://www.prosci.com/adkar/adkar-model>
 - Le Marsh Change Management - <http://www.lamarsh.com/about/successful-change-management/>
- **Association of Change Management Professionals** - <http://www.acmpglobal.org/>
- **Change Management Training**
 - <http://msb.georgetown.edu/executive/custom-programs/clients/booz-allen-hamilton>
 - <http://scs.georgetown.edu/programs/390/organizational-consulting-and-change-leadership/>