

# DE&I Change Management



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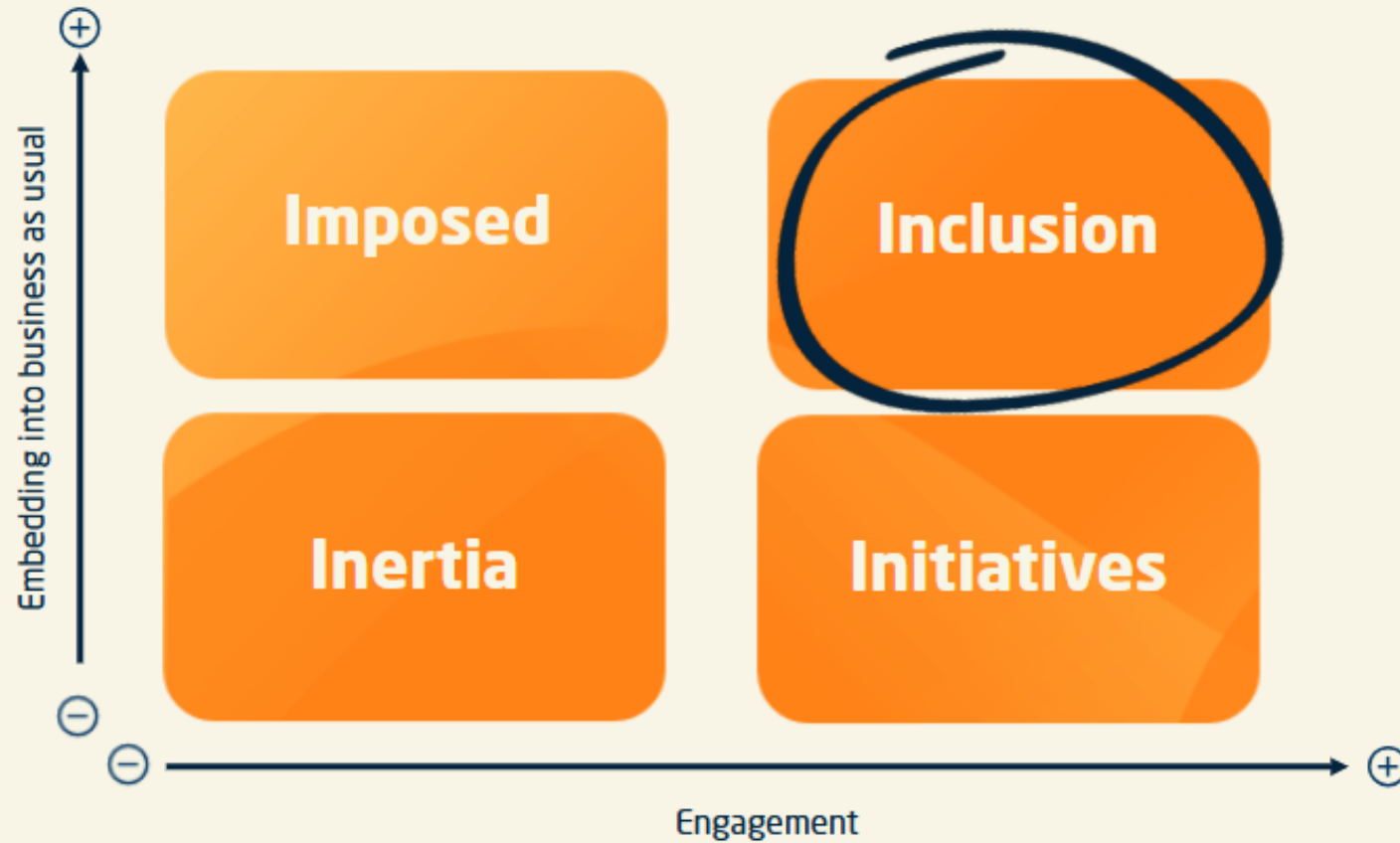


# What is change management?

- A structured process of **planning, delivering** and **reinforcing** organisational change
- Taking a change management approach creates impact - it ensures that the change is adopted **smoothly** and **successfully**
- The benefits of following change management principles include the ability to **build trust with stakeholders and employees, limiting resistance to change** through transparency and communication and **aligning leadership buy-in**.

# Why is change management important for embedding DE&I?

The two critical components to change on DEI



# Change Management Principles



## Change Management Principles

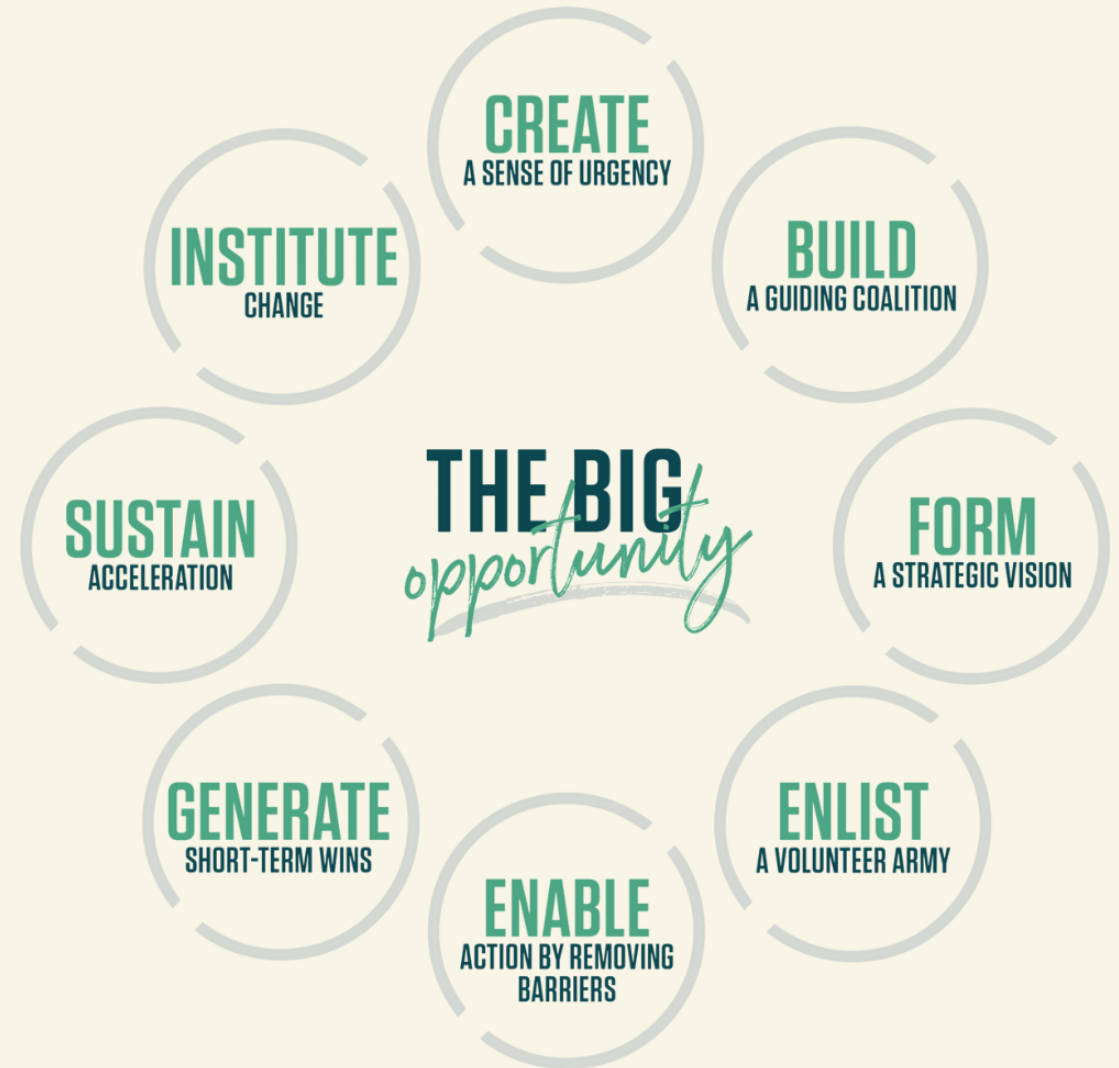
Guiding principles to support organisations with delivering on change smoothly and successfully

Many different change models that have been created for organisations to effect change, such as Kotter's model

Each organisation will operate using their own change management principles / models – used not just for culture change but also for operational, business, strategic changes



Let's take a look at Kotter's change management model as an example to illustrate what change management principles can look like...



**Create a sense of urgency**

Why do we need the change?

**Build a guiding coalition**

Who is driving the change?

**Form a strategic vision**

Where are we going to?

**Enlist a volunteer army**

Who are we enlisting to support us?

**Enable action by removing barriers**

What is hindering us that we need to address?

**Generate short term wins**

What are the short term gains we can capitalise on?

**Sustain acceleration**

How do we continue to build momentum after initial gains?

**Institute change**

How do we integrate the change in our behaviour?

# ADKAR



## Awareness

Ensure awareness of issues



## Desire

Incentivize with benefits and consequences



## Knowledge

Know how to create and how to sustain change



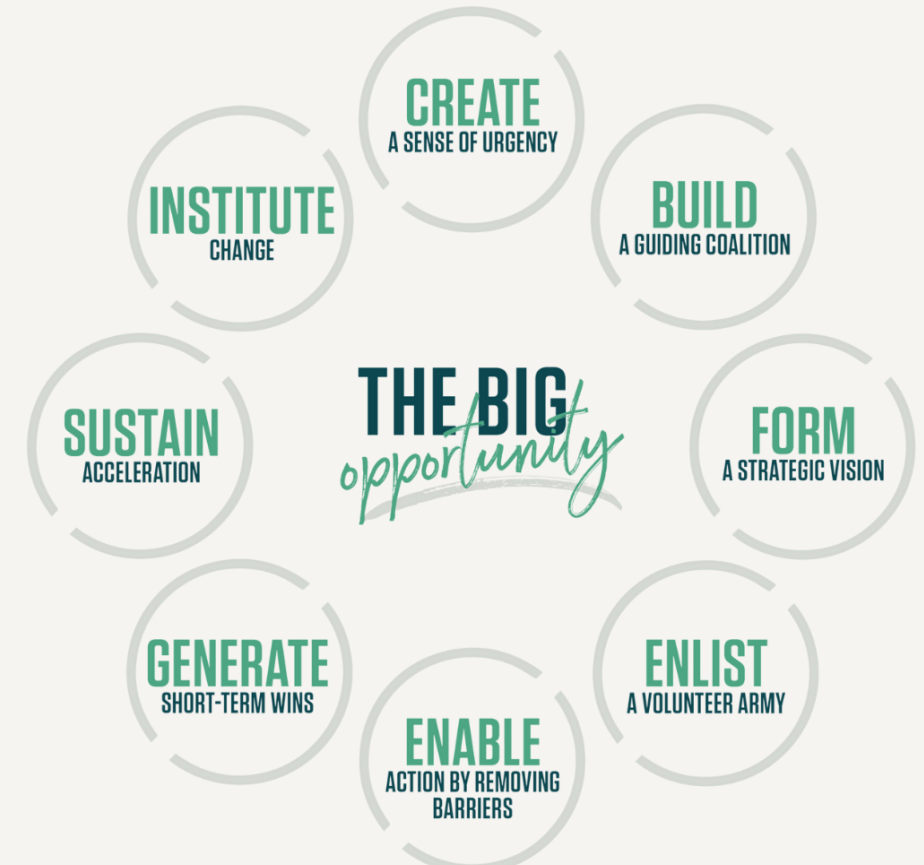
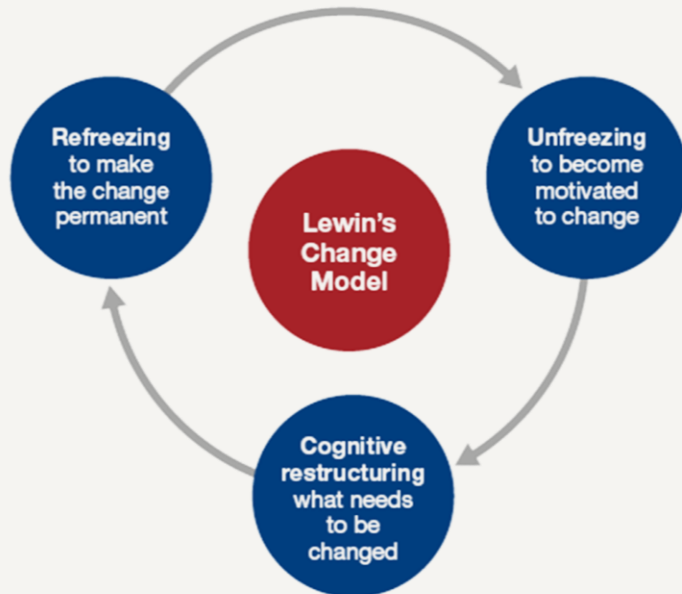
## Ability

Closing the skills gap that limits change



## Reinforcement

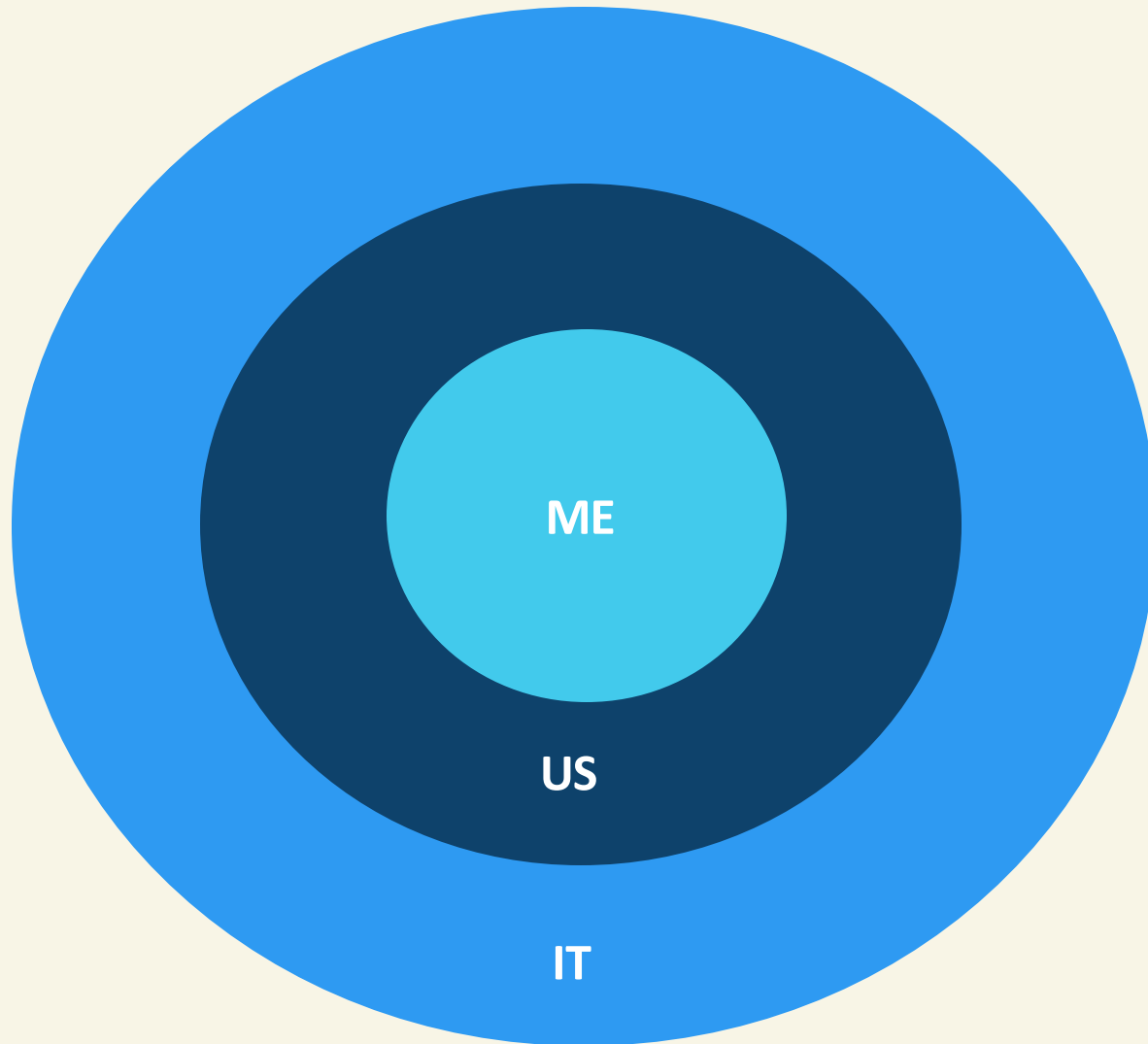
Measuring and rewarding wins



What are the change models you have used / are using?

What is their impact on your work?

## Creating Change at Three Levels



### ME / INTRAPERSONAL

How the experiences I have had in life shape how I see the world

**Who am I and how do I show up?**

### US / INTERPERSONAL

How I interact with others, what parts of me I exaggerate and those I hide

**Who are we when we are together?**

### IT / INSTITUTIONAL

How our behaviours shape the culture and other people's experiences

**What is it we create together?**

# The 'Why' / Creating the case for change



# Why this, and why now? What is going to be different as a result?

**SWOT**

**Head, Heart, Hand**

**S - Strengths**

**W - Weaknesses**

**O - Opportunities**

**T - Threats**



**Logic, Data  
and Analysis**



**Compelling Story,  
Emotion and  
Connection**

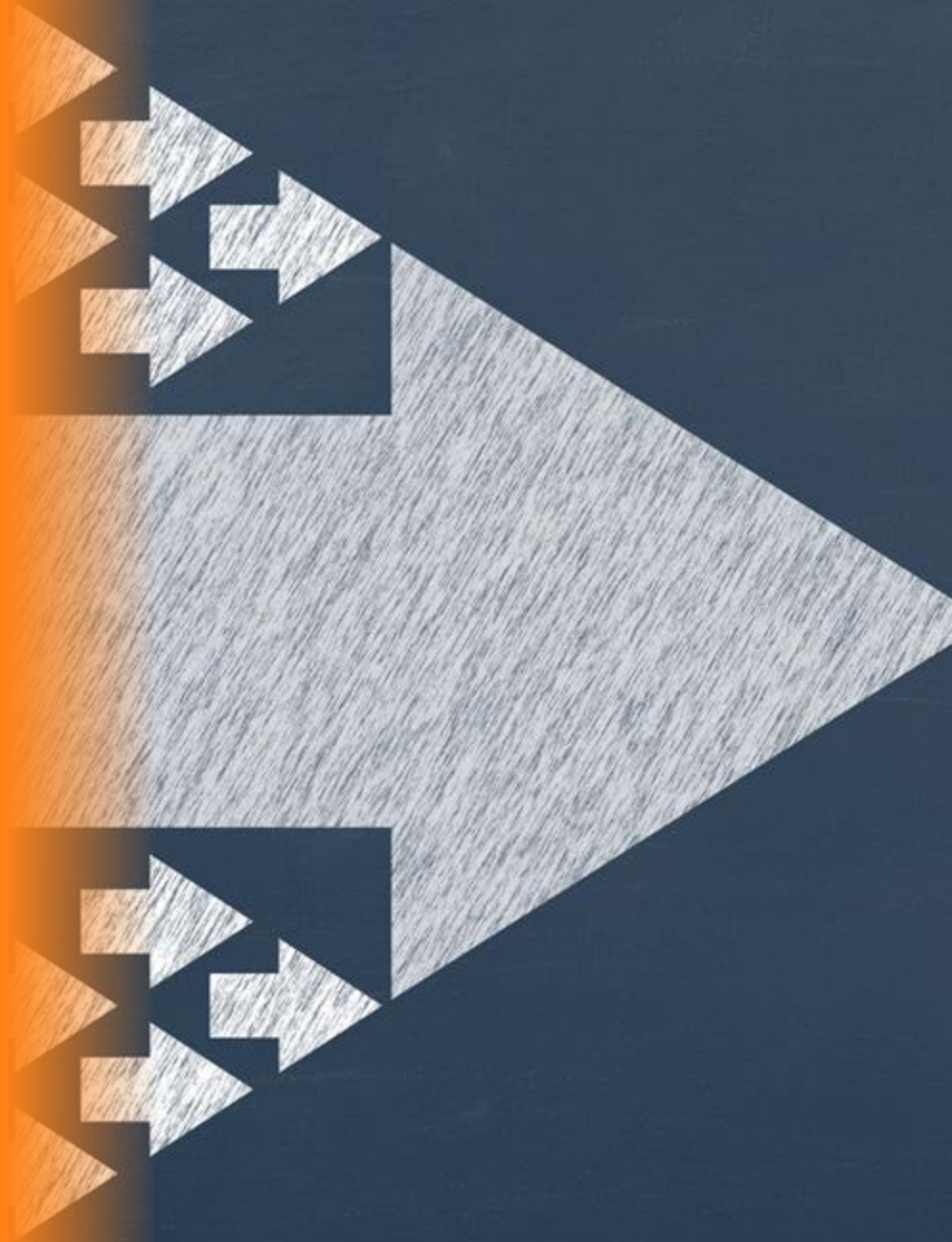


**Actions and Practical  
Examples**

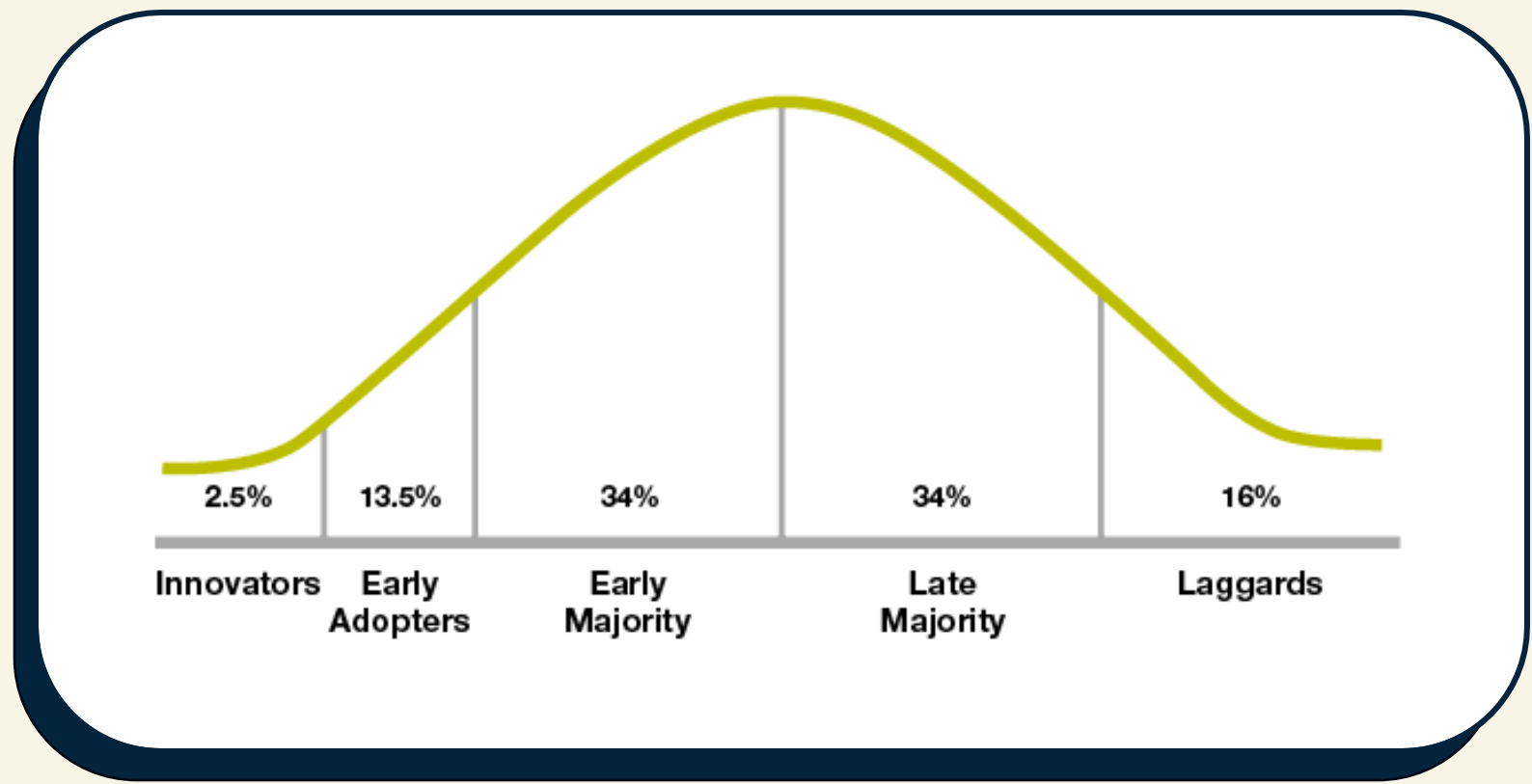


**How might you use your organisation's change management model to align culture change to the business strategy and delivery of it?**

**Who are we influencing?**

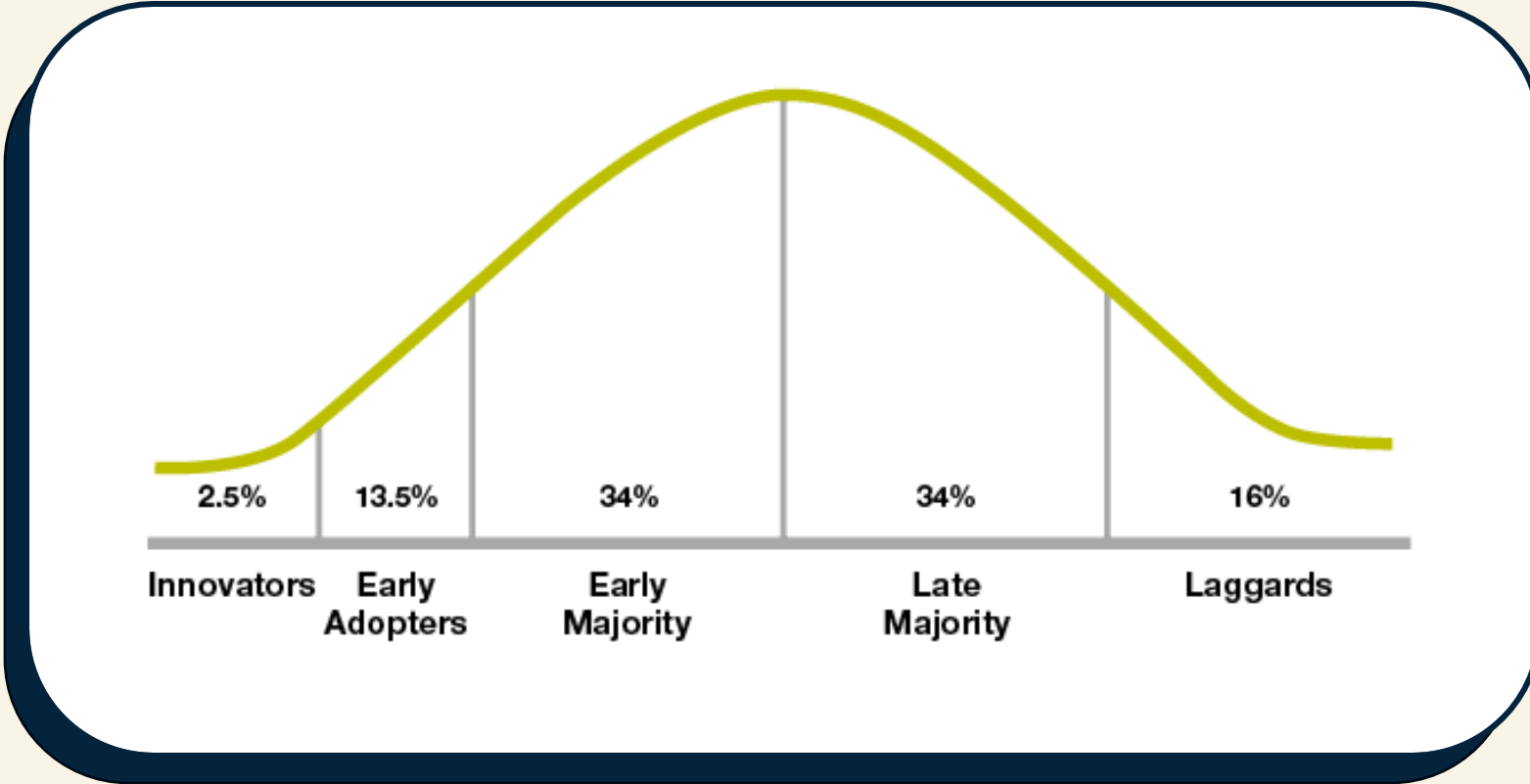



## Diffusion of Innovation Theory



Source: <https://www.leadershipcentre.org.uk/artofchangemaking/theory/adoption-curves/>

## Diffusion of Innovation Theory

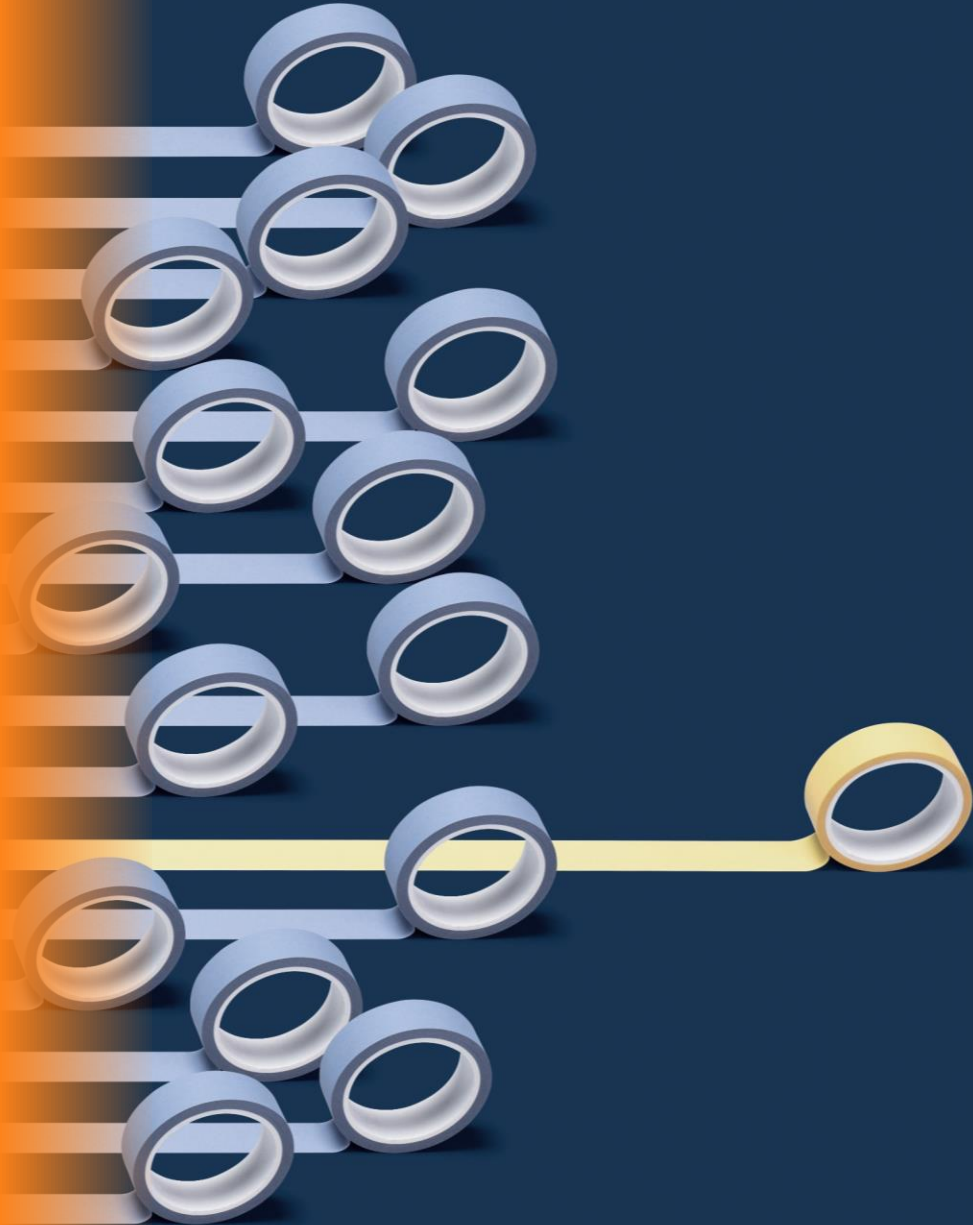


 Where should you spend your energy / who should you be engaging with?

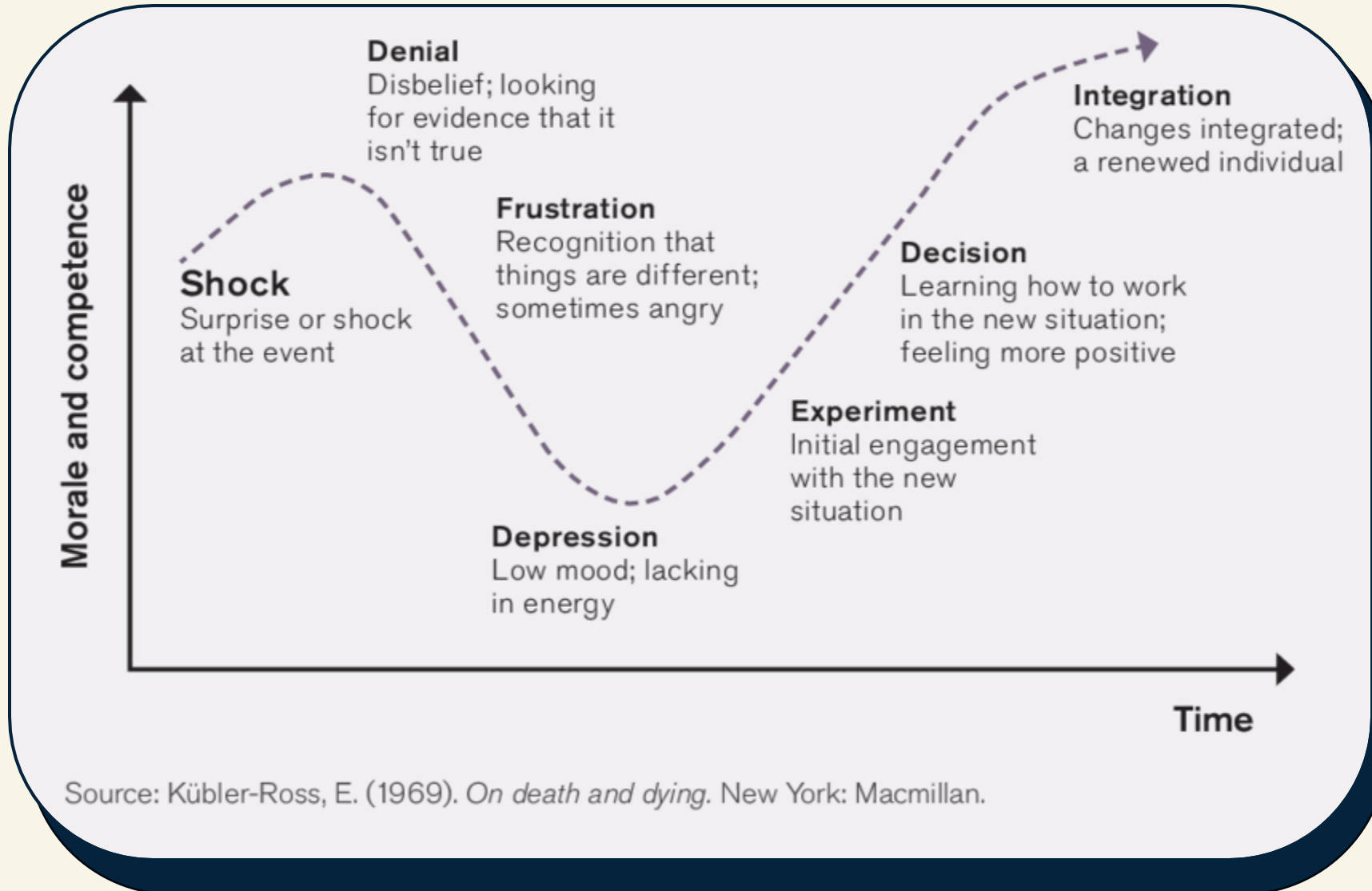
How do you identify the innovators and the early adopters?

How could some of the innovators and early adopters support you in your DE&I work?

# Leading Others Through Change

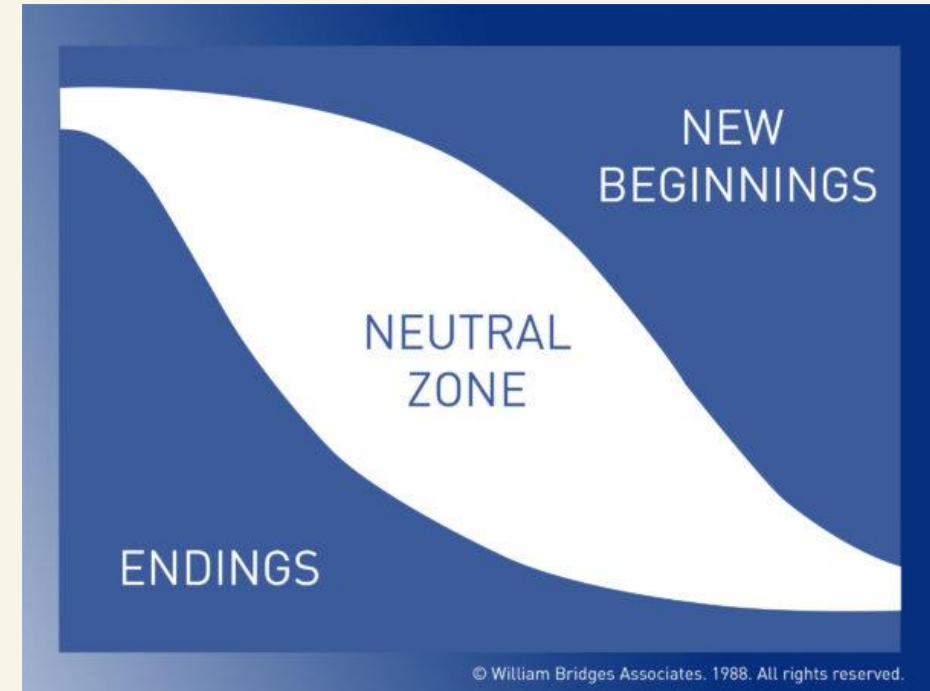
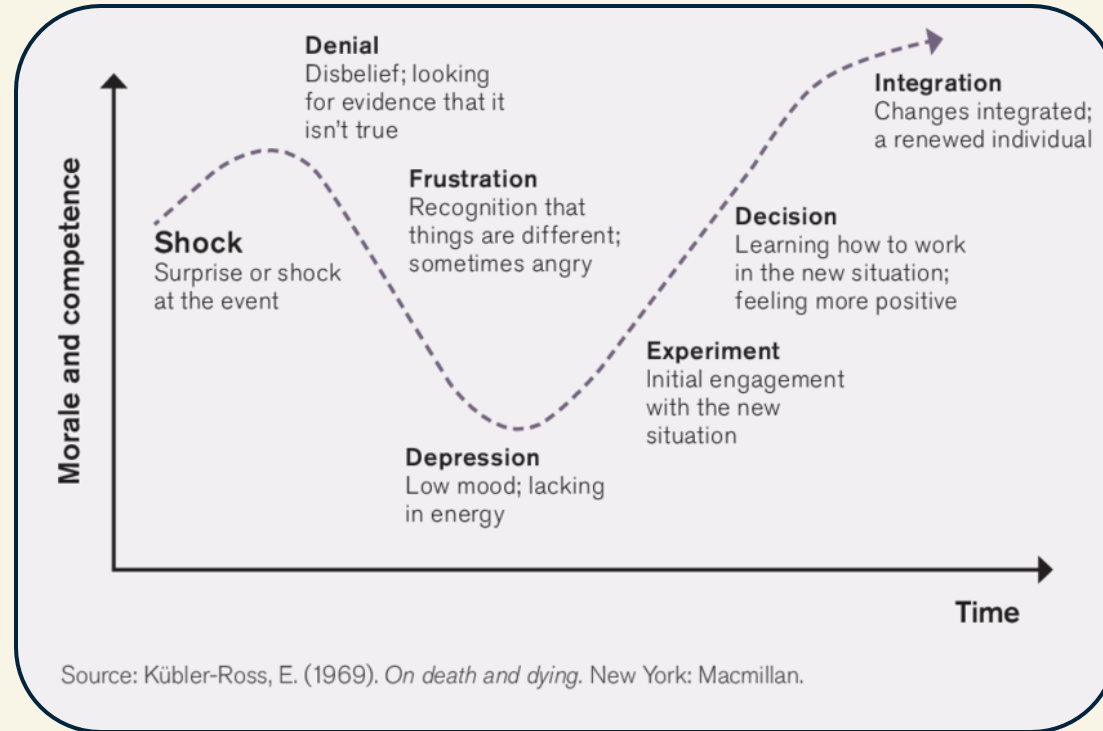


## The Change Curve – Kubler Ross



# Leading Others Through Change

## Using Bridges' Transition Model



There are three key transition periods through the change curve:

**Endings, Neutral Zone, and New Beginnings.**

Transition is how we experience the change and move through it – it's the human experience of change.

# Leading Others Through Change

## Using Bridges' Transition Model



### Endings

Transition begins with something coming to a close.

# Leading Others Through Change

## Using Bridges' Transition Model



### Neutral Zone

The second phase of transition is the neutral zone – an in-between period where the old has ended, but the new isn't fully in place.

# Leading Others Through Change

## Using Bridges' Transition Model



## New Beginnings

Beginnings bring fresh perspectives, values and mindsets. They signal a renewed sense of direction and reflect a developing identity.

# Leading Others Through Change

## Leadership Responses to Stages of Change

Change  
Curve Stage

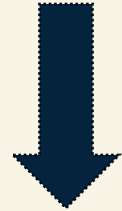
**Denial**

**Frustration**

**Depression**

**Experiment**

**Integration**



Provide  
information  
Listen actively

Empathise  
Acknowledge  
loss

Offer support or  
examples  
Validate feelings

Encourage ideas  
Celebrate small  
wins

Reinforce new  
behaviours

Leadership  
Responses



**Be prepared to  
share an overview  
of your discussion in  
the wider group**



**IN PAIRS**

1. Think of a specific change that you are leading / have been involved with. How would you support others as they transition through the change?
2. Consider the 'Me, Us, It' and the 'Head, Heart, Hand' models to support you with your response.

## NEXT STEPS



Share one reflection after today's session

Share one action you are going to take based on what you've heard today

Update us on your progress on WhatsApp / Email

## Programme Next Steps

- **Peer Review Session** – Monday 1<sup>st</sup> December
- **Self-Led Module** – Becoming a Trusted Advisor to Senior Leadership
- **Self-Led Module** – Inclusive Communications



What's Next?