What good is an idea if it remains an idea? Try. Experiment. Iterate. Fail. Try again. Change the world.

- Simon Sinek
Agenda

- Purpose of the OECoP
- Presentations
- Upcoming events
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Innovation at ASU

Minu Ipe
Knowledge Enterprise Architect
Advisor to the President
Office of University Affairs
What does innovation look like at ASU?

EdPlus focuses on the design and scalable delivery of digital teaching and learning models to increase student success and reduce barriers to achievement in higher education.
What does innovation look like at ASU?

The Cronkite School’s “teaching hospital” model immerses its students in an intensive learning environment unique to journalism schools across the country.
What does innovation look like at ASU?

SolarSPELL

SolarSPELL is a portable ruggedized, solar powered digital library that broadcasts a webpage containing open-access educational content over an offline WiFi hotspot for use in under-resourced localities.
What does innovation look like at ASU?

GlobalResolve

GlobalResolve is an engineering-based, social entrepreneurship program that gives ASU students the opportunity to solve challenges and impact lives in the developing world.
What does innovation look like at ASU?

NeoLight

NeoLight’s device, Skylife, revolutionizes the way infant jaundice treatments are administered across the world, bringing life-saving technology to those who otherwise would not have access.
What does innovation look like at ASU?

PlayMaker Program

By providing playful experiences that are joyful, attention-grabbing, stimulating and stress-relieving, PlayMakers gives students an opportunity to re-charge between classes and learn about health and wellness in a fun and accessible way.
What does innovation look like at ASU?

First-Year Success Center

The First-Year Success Center (FYS) pairs first year students with personalized peer coaching services to help students better transition and thrive in college.
Staff at OKED have streamlined processes and procedures for submitting, reviewing and selecting proposals among internal competitions and limited submissions, resulting in easier navigation and greater participation.
Innovation is not just the success stories at the end

Collaboration
Experimentation
Trying and failing
Persistence

It is also the learning process.
Innovation at ASU

In the type of institution we are trying to be
In our structure, our focus on scale

In research outcomes, in university operations
In classrooms and digital teaching innovations

In everyday processes and evolving practices
In visible and invisible ways

WE are ALL part of the innovation story at ASU.
At ASU, innovation is not just what we do. It’s who we are.

Innovation Mindset
How University Council members described the ASU community

Innovative.

Mission driven.

We think creatively, challenge status-quo, and take bold risks.

Adaptive and nimble. Always moving forward.

‘Yes’ culture – helpful, supportive, collaborative.

Inclusive, energetic, committed.
Voices of ASU staff

“We break down barriers, we ask “why”, we care about the world around us.”

“We’re not afraid of failure.”

“ASU invests in students and projects to support new ways of thinking.”

“We are structured to collaborate and challenge the status quo.”

“We never stop improving.”

“We let everyone from staff to faculty to students try new things that might be helpful to our mission.”

“We dare to try.”

“ASU is forward thinking and solutions oriented.”

“We have made it a mission.”
Voices of ASU students
Innovation at ASU

CHARTER (our WHY)

- Culture
- People
- Structures

Innovation Mindset
Sustain an innovation mindset for the long term

Focus on purpose.
Celebrate and strengthen ASU’s culture.

Innovation gets built into the DNA of the institution.
Innovation in Change Management

Association of Change Management Professionals
Panel Presentation:
Innovation and Organizational Change Management
Introductions

Cary J.S. López – W. P. Carey School of Business, ASU

Kate DeGon – ChangeSync; Collaborative Solutions

Shannon Butler – Sierra Cedar Consulting

Brad Hall – Nationwide Insurance

Shauna Risser – Slalom Consulting

Danielle B. Steele - University Technology Office, ASU
Agenda

About ACMP and the Phoenix Chapter

What is Organizational Change Management?

Discussion of Organizational Change Management Activities
  • Organizational Analysis
  • Stakeholder Identification and Analysis
  • Building a Change Network
  • Readiness Initiatives

Q&A
ACMP - Member Benefits

• **Webinars** - Attend monthly webinars featuring high profile change experts on current best practices & trends in change management

• **Resource Library** - Access innovative and applicable webinars, presentations and white papers

• **CCMP Discount** - Receive a discount on the Certified Change Management Professional certification application

• **Networking** - Find opportunities to make connections with change management practitioners at ACMP global and local chapter events

• **Practitioner Director** - Promote your expertise - and search for experts - through the online ACMP Change Management Practitioner Directory

• **Career Center** - Advance your career by connecting with employees and other change practitioners

• **Volunteers** - Be at the heart of ACMP by volunteering and helping us lead the way change works

• **Conference Discounts** - Enjoy registration discounts to all ACMP conferences
ACMP and the Phoenix Chapter

Number and Location of Chapters: Global Community

14 in the United States (plus 2 new chapters - Nashville and Phoenix)
6 in Canada
4 in Europe (plus 1 new chapter - London)
1 in Latin America
1 new chapter in Asia (Hong Kong)
1 new chapter in Australia (Perth)
What is Change Management?

Change Management focuses on the people side of change. Its work can be organized into three buckets:

1. **Engagement** focuses on impacted employee populations, including the involvement of all stakeholders to enable buy-in and ownership of the change.

1. **Readiness** focuses on making sure the business is prepared to own and accept the change—organizationally, behaviorally, functionally, and technically.

1. **Adoption** focuses on overall sustainability of the change through knowledge transfer, while tracking benefits realization.
Discussion of Change Management Activities
Organizational Analysis

The analysis primarily focuses on three areas:

People
  • highest return, difficult implementation efforts

Process
  • medium return, medium implementation efforts

Product
  • low return, often easier implementation efforts
Who will this change impact, and in what ways?
- Direct - job changes, reporting structure changes, day-to-day activities
- Indirect - peers, “watching from the sidelines”

What authority does the stakeholder have?
- Official or overt - manager/leader/supervisor, team lead
- Unofficial:
  - Connection Power
  - Informational Power
  - Expertise Power
The Story of Henri(etta)
Readiness Initiatives

- Designed to prepare and ready impacted employees to the impending change.
- Can be standardized, but can also be customized to address the needs of impacted groups.
**Problem:** Large transformation technology effort but hard to showcase benefits and end-to-end process when the system is in “build” mode

- Impacts were far reaching, from sales to service center

**Solution:** The Change Management team highlighted segments of the system in an online forum, called Demo Days, with technical leaders as SMEs

- We used audience feedback on future sessions. They were recorded and used as an added educational resource.
Demo Days Initiative

**Measure Success**

- Tracked “add to calendar” for each session via “Fancy” Link
- Monitor continued interest & value

<table>
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<tr>
<th>Seven Sessions “added” to calendar (Average)</th>
<th>2,211 total (315)</th>
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<tr>
<td>Average Attendance</td>
<td>240</td>
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<tr>
<td>Average questions asked per session</td>
<td>45</td>
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Business Unit or Department heads are engaged in selection process; nominate representatives are seen as leaders within their groups.

Representatives serve as engaged, knowledgeable, and positive advocates on behalf of the project team.

Contribute to change management plans of impacted groups; validate perceived impacts and assess risks associated with upcoming changes so project team can adjust accordingly.

Building a Change Advocacy Network
EDUCAUSE Poster Session

Build a change network to prepare, train and communicate with your community

Danielle B. Steele, MA, MBA, PMP, Prosci® Change Practitioner | IT Project Manager | University Technology Office (UTO) | Arizona State University | dbs@asu.edu

Leading change activities requires both project and change management

C4C: Collaborate for Change

UTO Project Management Framework

Discover | Ideate | Plan | Execute | Validate | Close

Go Live / Launch

Initial Activities/Questions:
- Identify groups of customers
- Discover customers’ JEEFM® (What’s in it for me?)
- Determine how your organization will encourage customer adoption

C4C Components & Representatives:
- Change Preparation (Project Management: Needles & Stakes)
- Communication (Outline of the IO: Jerome Rossini Assisted)
- User Experience & Design (Involvement: Karla Christia)
- Training (Customer Service & Support: Real Skills, Laura Revuel)
- Knowledge Base (ITO Service Management: Scott Duvall)

Customer Milestones:
- Involves customers chronically in different phases

C4C is a network of UTO representatives who partner with project leads to help ensure that customers understand, adopt, and are able to use the solutions delivered by projects.

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The professional discipline of Change Management exists because innovation occurs. It’s application bridges the conceptual aspect of change and the tactical implementation of it.

As you can imagine, it’s a growing field....
Join Us

• Association of Change Management Professionals began in 2009 and now has a community of 3,500 plus change practitioners across the globe

• ACMP offers both student and corporate discount memberships

• To join ACMP, visit website: https://www.acmpglobal.org

Please affiliate with the Phoenix chapter!
The Psychology of Why People Change

Aaron Krasnow
Associate Vice President
ASU Counseling Services and Health Services
Change

Previous  →  Transition  →  New
Changes and transitions

- **Change** is situational – The reorganization, the new workplace, the new boss, the new role, colleagues leaving, smaller/larger groups, etc.

- **Transition** is the psychological process people go through to make and maintain a change.

- It isn’t the end-point of **change** that creates strain, it’s the **transition**.

- Unless the **transition** occurs, **change** will not happen.
Following the announcement of a change, many people report feeling “worried.”

Why do we worry?

Survival trait
Social reinforcement
Intermittent reinforcement
Snowball fight!!!
The most important reason why we worry: Because we care.
Empathize with who is asked to change

• Humans behave in predictable ways.

• There is a “change continuum” that we all must work through.

• Motivation for change can be learned, accelerated and blocked.

• Everyone is ambivalent.
  • Two energies
The change continuum

Pre-contemplation
They don’t see a problem.

Contemplation
Cost of change may be greater than the cost of staying the same.

Preparation
Change makes sense, trying to figure out how to do that.

Action
Ready for change and doing it.

Maintenance
Doing what it takes to reinforce the change.

Listening for change

Pre-contemplation
“I see no reason to ... I am not interested.”

Contemplation
“There are (obstacles).”
“I would but I don’t want (negative outcome).”

Preparation
“I see the reason for the decision/change.”
“I’m focusing on it as a priority.”

Action
“I’m doing the right things to make it happen.”
“I see what needs to be done.”

Maintenance
“I’ll (continue to do the behaviors related to change).”
Hard, but effective

- Ask open-ended questions.
- Highlight pros and cons of change/staying the same.
- Affirm the person (somehow).
- Listen reflectively.
  - Repeat.
  - Rephrase.
  - Highlight the ambivalence.
Tried and true

• When pre-contemplative:
  • Pros and cons.
  • Information—be careful that it is neutral.

• When contemplative:
  • Highlight advantages of change.
  • Affirm the difficulty of change.

• When preparing:
  • Be optimistic about change.
  • Focus on strengths.

• When acting:
  • Write out plan.
  • Ask what you can do to support.
Upcoming Events
ACMP® is a global community of like-minded professionals dedicated to leading the way change works.

Joining a local chapter provides:

- In-person professional development.
- Best-in-class change management tools and resources.
- Access to regional conferences, webinars and newsletters.

Self-Affiliate with ACMP Phoenix: acmpglobal.org/page/chapters
May OECoP event

May 2, 2019
9–11 a.m.
Ventana Ballroom | Memorial Union
Contact Us

Minu Ipe
Knowledge Enterprise Architect
Advisor to the President
Office of University Affairs
Minu.Ipe@asu.edu
480-965-8635

Aaron Krasnow
Associate Vice President
ASU Counseling Services and Health Services
Aaron.Krasnow@asu.edu
480-965-8537

Cary Lopez
Chief People & Talent Officer
W. P. Carey School of Business
Cary.Lopez@asu.edu
480-727-3677

Clayton Taylor, MBA, SSMBB
Organizational Performance Office
Business and Finance Support Services
Clayton.Taylor@asu.edu
480-965-6887

Alan Rogers, SSBB
Organizational Performance Office
Business and Finance Support Services
Alan.Rogers.1@asu.edu
480-965-4305
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Community of Practice
new perspectives
new ideas