



ACMPDC 2020



Clear Vision for Change

Education Session Descriptions

Breakout Session 1:

Michelle Gebhart and John Martin, US EPA

Customer Adoption Program: Driving Organizational Change, Saving Money and Making People Smile

Does your organization have trouble getting employees to use new technology? You buy a new tool, roll it out, make sure it works reliably, and... no one uses it. This is a common problem across private and public sectors, and the US Environmental Protection Agency faced similar challenges after transitioning to Office 365: they wanted employees to embrace new ways of doing business and position EPA to discontinue support for legacy and redundant technology. To accomplish these goals, Michelle and John started the Customer Adoption Program. By integrating communications and training into an overall change management strategy, they are now succeeding at transforming the EPA workplace. Employees are voluntarily changing their behavior and adopting new ways of doing business. This presentation includes examples of communication and education pieces that were effective at US EPA (including videos and competitions).

Nicole Sroka, Mind Moves

The Human Impact of AI: How to Make Friends with Robots

MAKE CHANGE STICK - a practical pathway to sustain the changes that matter most

From robotic automation to employee coaching, Artificial Intelligence (AI) is a mega change coming to a workplace near you. Data is now considered the biggest asset or risk to organizations. Investment in AI is predicted to climb from \$38B this year to \$98B in 2023. Federal legislation is driving organizations to become more rigorous in data analytics capabilities. Yet, the growing opportunities to automate products and services can only be done in harmony with employees' acceptance and assistance in the transformation. As change practitioners (with little to no AI technical skill), we can deliver tremendous value to our organizations and clients by understanding AI's strategic advantage, capabilities (data infrastructure, teams, and skills) and impact on the workforce. How might you mobilize teams to function under an open operating model, to acquire and apply advanced data science skills and to create meaningful results all while moving towards an AI emergent future? In this inspirational TED-talk style presentation, Nicole leverages her knowledge and experience to provide the building blocks for you to lead AI transformation within your organization.

Participants will engage in creative brainstorm, visualization technique, and peer-to-peer sharing of ideas and insights.

Amanda Schmoltdt, USAA

Measuring What Matters: Successful Change

Measuring adoption has long been a challenge for change practitioners. What to measure, when to measure, and whether change management can claim credit are just some of the questions that make a relatively simple problem seem complicated. This session applies lessons learned from the non-profit community and behavior science to help you develop adoption metrics that truly measure the success of the change. Learn what to measure, how to scale adoption metrics (and incentives) and how to share the approach and results using a simple tool.

Breakout Session 2:

Jason Dunn, CareFirst BlueCross BlueShield

Leading Your Sponsor

Change managers and project managers often expect sponsors to know what it takes to be a good sponsor. However, research suggests that less than 15% of change sponsors have experience in the change that they are leading or have formal training to be a sponsor. So, how can we expect them to be good at a job they don't know? Consequently, we have train and lead our sponsor, in order for them to help our changes be successful. But how do you do that, in a tactful manner that doesn't threaten your relationship with your sponsor? Attend this session to 1) understand how to identify what is specifically needed from your sponsor based on the characteristics of your change, 2) how to determine whether they can deliver what is needed, and 3) how to close capability gaps that might prevent your sponsor from delivering what is needed for your change to be successful. Sponsors are just like us – just with a lot less training, time, and resources. Help your sponsor in order to help yourself!

Dr. Josef Martens, Katalysor

Change Management with Real Impact - Change Your Impact by Changing Your Positioning

In this session Dr. Martens will share a powerful process to strategically position your unique expertise, and tactically deliver your change message in meetings, during presentations and during networking. You'll discover how to mine your expertise for the hidden, unique wisdom called your "ProViews," and you'll use a proven template to organize these "ProViews" into a one-of-a-kind message that leverages your experience and expertise to drive impact in a very specific way. Learn how to increase your influence in meetings and from the front of the room without being pushy, without hype, or any high-pressure tactics that make you cringe.

Jeff Feller, Slalom Consulting

Debunking Digital Transformation: A Guide for Change Leaders Navigating a Gnarly Challenge

Digital Transformation: a phrase that is one of the most overused terms in business today. But what does it really mean? And why are so many missions and businesses focused on it? And yet most of them fail, but why? This session aims to demystify and debunk the buzz-word laden world of Digital Transformation and provide some practical tips and tricks for Change Leaders. From the big picture drivers that are creating the transformation imperative for government, to the more localized “micro-transformations” happening at lower levels of organizations, this interactive session will benefit any change leader whether they are actively supporting a Digital Transformation effort, or for when they need to help influence and shape a new initiative. Jeff will use his multidisciplinary background in IT Strategy, design, communications, and change to explore some creative approaches for change leaders to consider when tackling the complexities of transformation. He will also look at adjacent disciplines such as Agile Coaching, Service Design, and Product Management which are often key to transformations and have much in common with Change Management.

Breakout Session 3:

Karen deLacy, deLacy Associates

One Courageous Conversation at a Time -- Tackling Key Organizational Challenges Today

This interactive presentation will help participants understand how principles of courageous leadership can help transform the way leaders and organizations effectuate meaningful culture change on diversity/inclusion and innovation in the workplace. Using the results of Brené Brown’s most recent empirical research on leadership, participants will understand the critical linkage between courageous leadership and key challenges confronting organizations and leaders today. During the workshop, participants will consider imperatives for and obstacles to creating more inclusive organizations and learn what current research says are necessary elements to success. Participants will also engage in a series of short activities a hands-on exploration of how specific courageous leadership skill sets can move organizations away from cultures in which inclusion is seen as ‘fitting in’ towards cultures of ‘belonging.’

Dr. Victoria M Grady and Regan Jagatnarain, GMU & Pivot Point

Psychological Contracts and Change Management: Are These Unspoken Agreements Affecting Your Change Plan?

The field of People & Change consulting is filled with personal perspectives, anecdotes, commentaries, extrapolations, and unfounded opinions. How do you differentiate effective change management from en vogue management fad? We believe the answer is found the same way Newton’s Third Law of Motion (generally...what goes up must come down) ... was proved ... RESEARCH based on scientific evidence. While the field of change management has rigorously researched theory and models for implementation that achieve success, we identified a significant void in literature. This void is related to the informal Psychological Contract that forms between employees their respective organization and is key to understanding nature and source employee resistance to change. Quite possibly the most interesting aspect of the role of

the psychological contract is the overlap with other areas of theory that are often cited (but rarely fully developed) related to one of several psychological foundations. - Neuropsychology - Developmental Psychology - Positive Psychology - Social Psychology - Industrial/Organization Psychology This presentation examines these perspectives on achieving effective change and emerges with the commonalities that scientifically inform development of research-based viewpoint on effective change management grounded in Psychology and the tools required to analyze, track and measure the process.

Sjaloom Verhagen and Beth Kanter-Leibowitz, Marriott International

How Commitment to Change Can Help Move Mountains

After Marriott International's merger with Starwood Hotels in 2016, the company focused on integrating the two companies to build even greater scale and capability across the organization, and to set up shared processes for continued success. A critical component of the integration effort was to revamp the legacy contact center strategies across both organizations. The project consisted of three key focus areas: process, people and technology improvements. These improvements have generated savings, and the new operating model enabled customer needs to be primarily handled by a single associate skilled in Reservations, Customer Care and Loyalty, which reduced transfers. What sort of change approach is required during this sort of transformation, and will it really work? Come hear how a recent, focused change planning and implementation effort with Marriott's Customer Engagement Centers moved 8,000 employees to adopt changes in technology and processes, which resulted in engaged associates and a more efficient workforce. Attendees will learn about key design and success factors that moved our mountains.