



# Change Management & Content Strategy

## **Boston DITA Group**

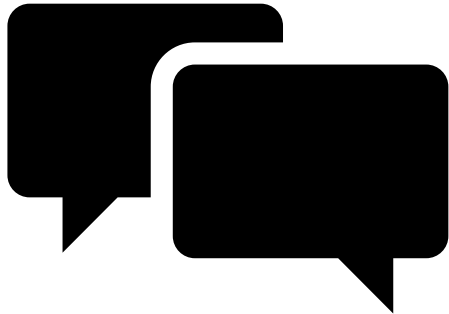
**Tara Knapp**  
*AVP Change Management &  
Communication*

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Communication

# Let's discuss...



- 1. Change management & why it matters**
- 2. Change curve & tips for successfully managing change**
- 3. Bring it together**
- 4. Tools for uncertain times**

# What is Change Management

## and why does it matter?

A woman in a black business suit is pulling a rope that holds a large blue tarp over a green field. The tarp is being pulled from a cracked, dry ground towards a lush green field. The background is a dark, stormy sky with lightning bolts. The woman is on the right side of the image, leaning forward and pulling the rope with effort. The tarp is on the left side, covering the green field. The ground is cracked and dry, representing a difficult or challenging situation. The green field represents a positive outcome or success. The woman's action of pulling the tarp across the cracked ground symbolizes the process of change management, where one must overcome obstacles to achieve a better future.

# Change management

guides how we prepare, equip & support individuals to successfully adopt

**change** to drive organizational success & outcomes

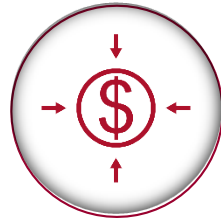
# Impacts to content strategy

## EMPLOYEE RESISTANCE



**If a majority of employees are not on board with change, initiative is doomed**

## PLANNING



**Change can be overwhelming & stressful**

## COMMUNICATION



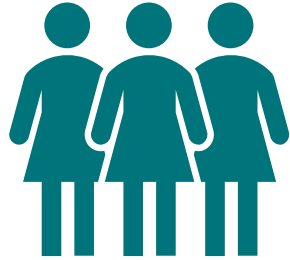
**Impacted users need context & WIITFM**

## LEADERSHIP BUY-IN



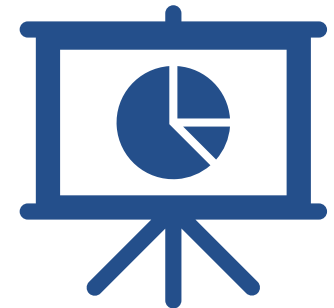
**Lack of management commitment will end any effort**

# Change Management vs. Project Management



- Emphasis on people & preparation for change
- How it gets delivered
- Stakeholder engagement
- Adjustments to organization to sustain change
- Focus on impacts
- Ensure people know what they need to know
- Ensure overall communications

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- What gets delivered
  - Schedule, costs, time & resources
  - Scope, quality, budget
  - Drive delivery of tasks
  - Interdependencies
  - Drive & monitor delivery
  - Business requirements met

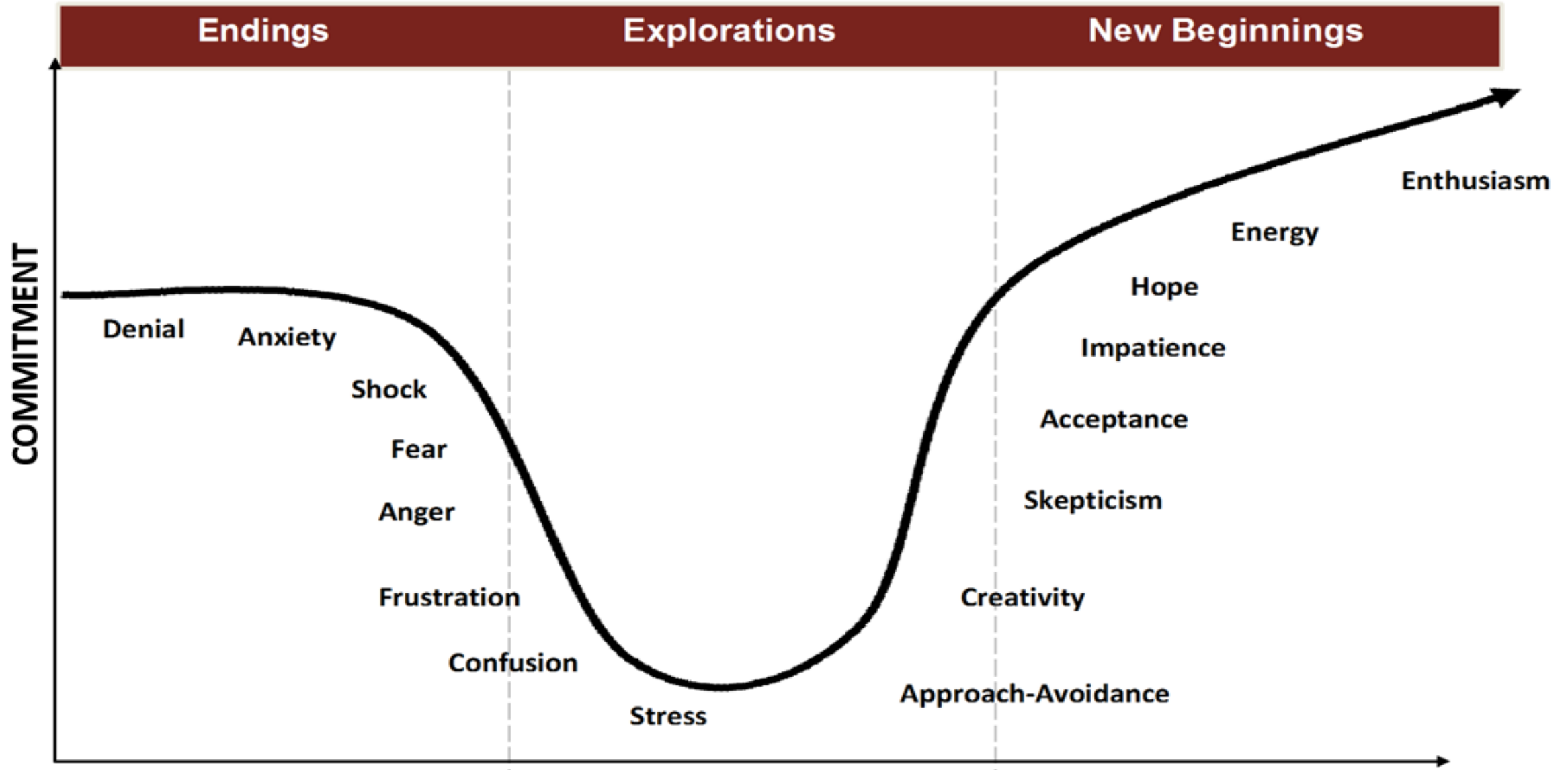


Change is painful, but nothing is as painful as  
staying stuck somewhere you don't belong.  
– Mandy Hale





# Change curve... or how to avoid mutiny

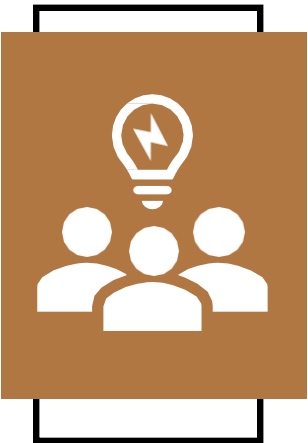


# Supporting endings



## WHAT MIGHT YOU HEAR?

- There's no need to change
- The change will never really happen
- This won't work
- It will be over soon
- What does this mean for me?
- I'm finding it difficult to focus
- I don't know what is expected of me anymore



## WHAT CAN YOU DO?

- Be visible and accessible
- Accept the reality of loss; acknowledge openly and sympathetically
- Treat the past with respect; recognize it as a foundation to build on
- Define what is over and what is not
- Explain what changes need to happen and why
- Reinforce the benefits of the change and your commitment to the change



# Encouraging exploration of the view



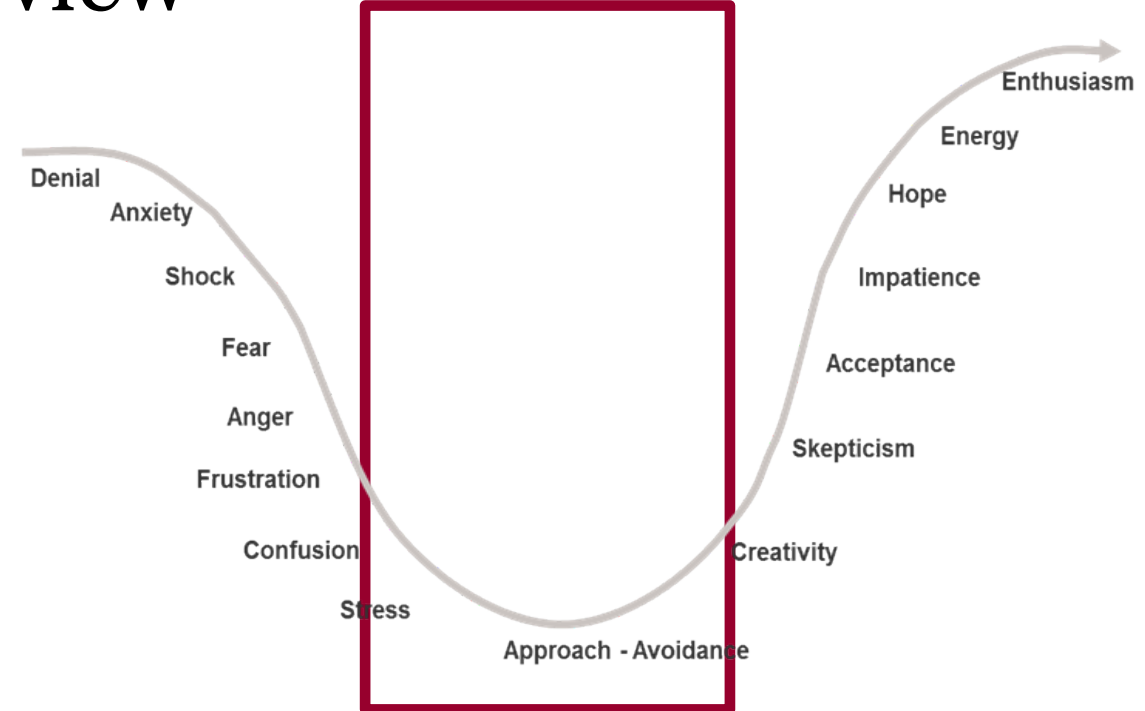
## WHAT MIGHT YOU HEAR?

- There is too much to do
- I don't see how we can do this
- I'm trying, but I feel frustrated
- I don't know how to do what you're asking
- I want to contribute



## WHAT CAN YOU DO?

- Clarify and reiterate the purpose
- Identify a clear, positive payoff that directly results from the changes
- Answer questions honestly
- Be comfortable saying "I don't know" (and if you don't know, find the answer and follow up)
- Paint a picture of how the outcomes will look and feel
- Provide coaching or training on new skills needed for success
- Protect people from further changes while they regain their balance



# Reinforcing new beginnings



## WHAT MIGHT YOU HEAR?

- How I can do this more effectively?
- I'm beginning to see opportunities I would not have had before
- I'm learning new ways of doing things
- We're providing better service to our customers
- It could have been worse



## WHAT CAN YOU DO?

- Be consistent in messaging
- Model the new identity & provide coaching
- Explore current attitude and listen
- Create a safe environment for taking risks and changing ways of working
- Recognize and reinforce positive behaviors
- Sincerely express your appreciation for cooperation
- Plan opportunities to celebrate

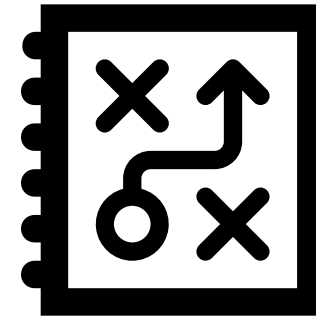


# Bringing it together

**They always say time changes things, but you actually have to change them yourself.  
- Andy Warhol**

# Change Styles

- There's no "one-size-fits-all" approach to change management – so there's no perfect way to lead it
- Stay authentic & lead in a way that's right for you
- Flex and adapt your approach to suit the particular challenges that your organization faces – and the behaviors that you're trying to change



# Change Styles

## Director

- Gives direction towards the expected outcome
- Spells out how the change would be achieved
- Provides the necessary resources

## Caretaker

- Ensure resources are available: capital and intellectual ability
- Ensures process continuity so no one's absence can halt or disrupt the process. The
- Welcomes constructive criticism.

## Interpreter

- Takes 'sense-making' approach to the situation.
- Clearly communicates purpose of change in easily understood manner by other team members.
- Assesses level of support from the team

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## Coach

- Can lead to a change that cannot be sustained or that may fail outright.
- Able to communicate vision
- Manages resistance fail if the people enacting the change

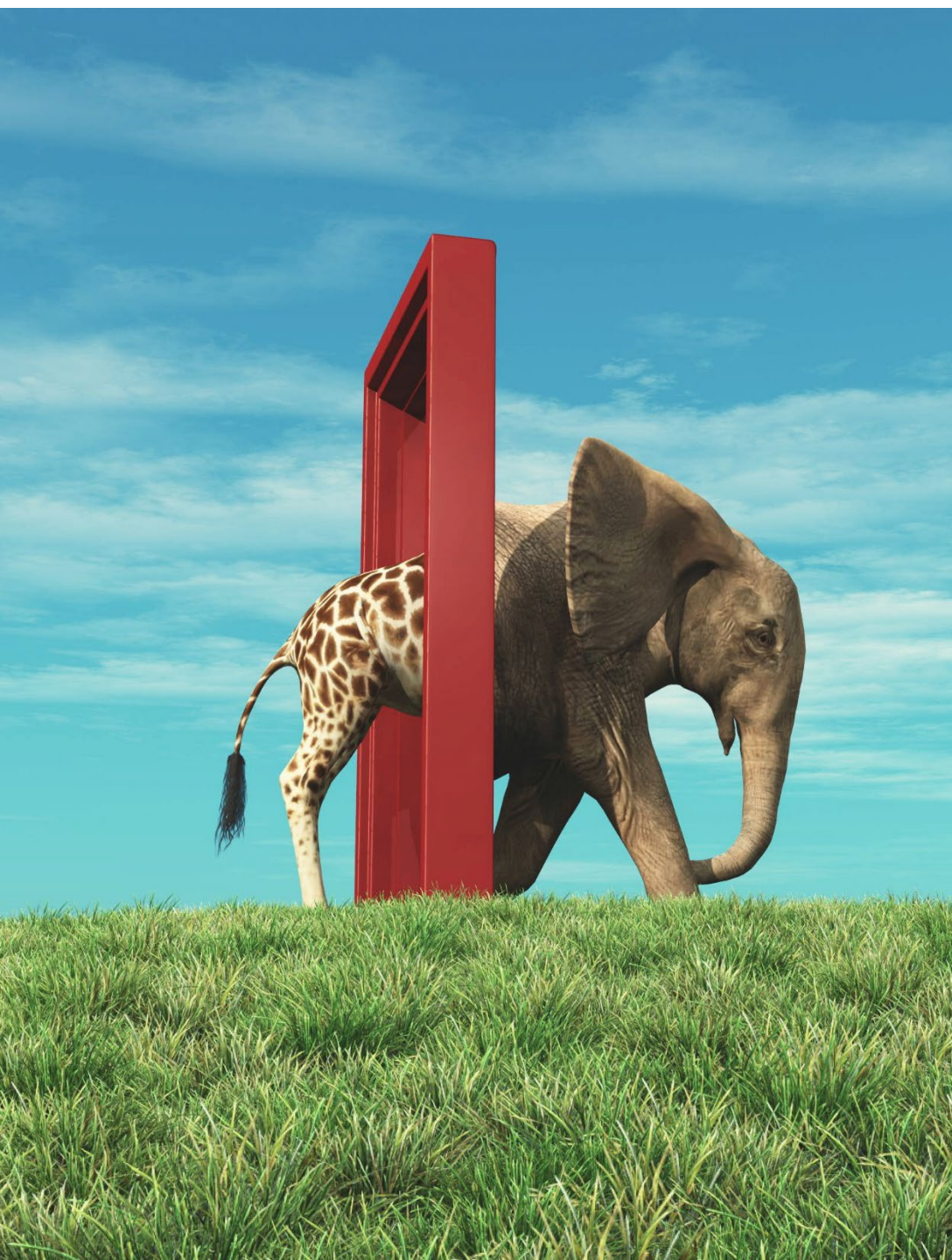
## Navigator

- Manages through resistance, addressing the concerns while focusing on outcomes
- Communicate effectively during the process
- Assesses support of the change and projecting outcome to minimize resistance.
- Manages resistance through contingency planning

## Nurturer

- Ensures stability
- Anticipates resistance, despair, apathy

# Tools during uncertainty



- **Presence and deep listening:** being alert to whatever is happening here & now, and truly listening
- **Framing:** defining a clear context or operating space for others to step into
- **Containing:** being confident and non-anxious even in challenging situations
  - providing bounded space for others to air their anxieties, both one-on-one and in groups
  - developing a container to process own anxieties
- **Negative capability:** being able to resist the urge to act, or drive self or others to come up with a quick solution; instead hold on to creative tension.
- **Practicing self-care:** looking after oneself physically and mentally, being one's own container & developing deeper skills that enable a quietening of the mind



# Change management is for everyone

- Analyze the organization
- Listen to the people
- Understand the culture
- Recognize the importance of sponsorship
- Proactively manage resistance
- Over communicate
- Celebrate adoption successes



# Thank You

**Tara Knapp**

*tara.knapp@lfg.com*

*Twitter: @tara\_knapp*

*LinkedIn: Tara Knapp*