CDOT's Organizational Change Management Program

September 2017

Today's CDOT Presenters

A Few CDOT Facts

- Center Line Miles: 9,104
- Lane Miles: 23,022
- **Daily Vehicle Miles Travelled: 77,730,000**
- System Access Points: 13,901 (on-ramps, at-grade intersections, junctions)
- **Park-n-Rides: 27**
- Traffic Signals: 1,850+
- Ramp Meters: 76
- ITS Devices: 2,122
- Direct Maintenance Employees: 1,685
- **Mountain Passes Open Year-Round: 35**
- Snow Plows: 851
- Heavy Equipment: 3,467
- Courtesy Patrol Trucks: 24
- Route Miles of Bustang service: 282 (approximate)

CDOT's Mission
To provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods, and information.

CDOT's Purpose

To Save Lives and Make People's Lives Better
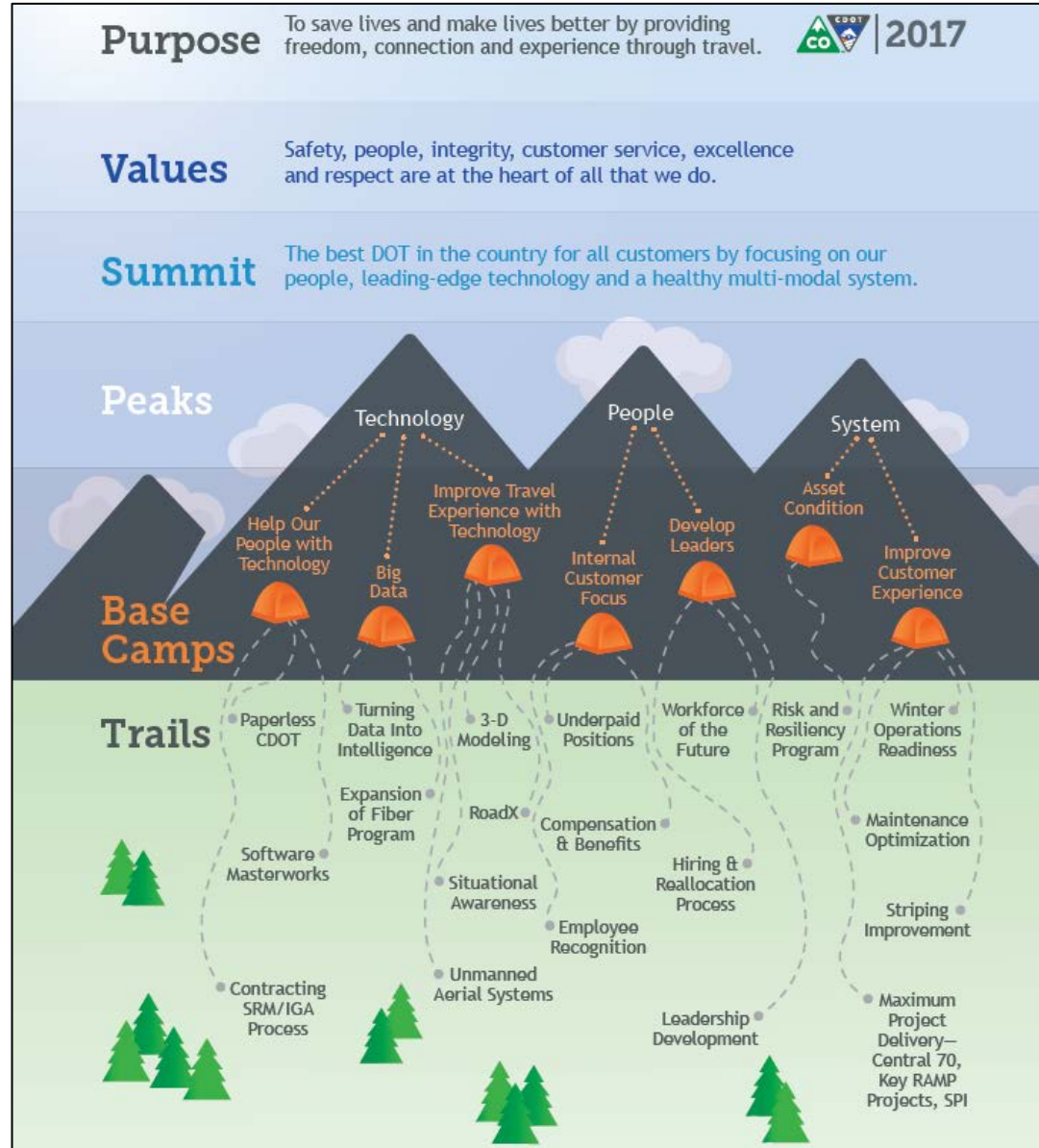
2015: A Sample of Our Larger Initiatives

RAMP

Creation and ramp-up of new Division of Transportation System Management and Operations (TSM&O) ****

Transportation Asset Management (TAM)

Matrix Management

Changes to Business Reporting and Contr

Improvements to Performance Measures

Changes to Business Reporting and Contr

Total Project Leadership (TPL)

Knowledge management

Updating the Statewide Long-Range Trans

Integrating MAP-21 changes into CDOT's b

Creation and ramp-up of the new Office of

Boundary changes (including office locatio

Portfolio management, cash and program

Expanding Employee Engagement (includi
survey, and Everyday Ideas)

Implementing CDOT's new safety initiative ("Excellence i

Ambassador outreach program

Revised performance management program (PMP)

New "Foundational Leaders" Program

New Succession Management program (including career progression mapping, cross-training and mentorship programs)

erseen by the Information Technology

t projects

Transition to a Performance-driven Organization

Changes to Civil Rights / Human Resources Roles and Structure (including related implications for hiring and other processes)

Over 150 Larger Initiatives!!!

(Not all are listed here)

2017: CDOT's 3 Peaks

CDOT's 3 Peaks

Peak	Peak Sponsors	Base Camp	Programs	Projects
Healthy Multi-Modal System	Deb Perkins Smith & John Olson	Improve Customer Experience	Winter Operations Readiness	Pathfinder Coordination and Communication
				Planning for Maintenance Optimization
			Maintenance Optimization	MLOS Budget Model SAP Integration
				Work Order Analysis and Error Detection Tool
				Updated Lane Mile per FTE Report
				Updated Facilities Report
			Striping Improvement	Striping Data Collection and Research
				Striping Resourcing
				...jects
				...f Programed Budget (XPI)
				...on
				...mits
				...d Mobility Training
				...ency Pilot
				...nd Prioritization
				...d Management
				...P21/FAST ACT Performance
Leading Edge Technology	Dave Eller and Ryan Rice			...ntelligence
				...oject
				...Systems
				...& Construction)
				...ess
				...Maintenance Work Order)
				...Maintenance - MDSS)
				...eMaintenance)
				...cords Mgmt)
				...eld Inspection)
				...rofessional Services
Our People	Karen Rowe, Maria Sobota and Susan Rafferty			...on
				...ent Action Plan
				...ensation PD
				...on Soft Benefits
				...III: A New Journey Awaits
				...Required Training
				2017 Region Outreach
		Develop Leaders	Workforce of the Future	TBD
			Hiring & Reallocation Process	Hiring Process Improvements
				Reallocation Process Improvements
			Operations & Maintenance Training and Development	MTA Curriculum Development
				Curriculum Development & Integration
			Excellence in Safety	Statewide Safety Communications
				Divisional Integration into Safety Program

49 CDOT 'Focused' Projects
(Still a ton of Change!)

Managing resistance to change?

Listening to employee feedback?

Building sponsorship coalitions?

Coaching employees through the tran

Providing knowledge on how to change?

Is it Communications?

All of this, and more!

What Is Change Management?

On a project level:

- Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.

On an organizational level:

- A leadership competency for enabling change within an organization

- A strategic capability designed to increase change capacity and responsiveness

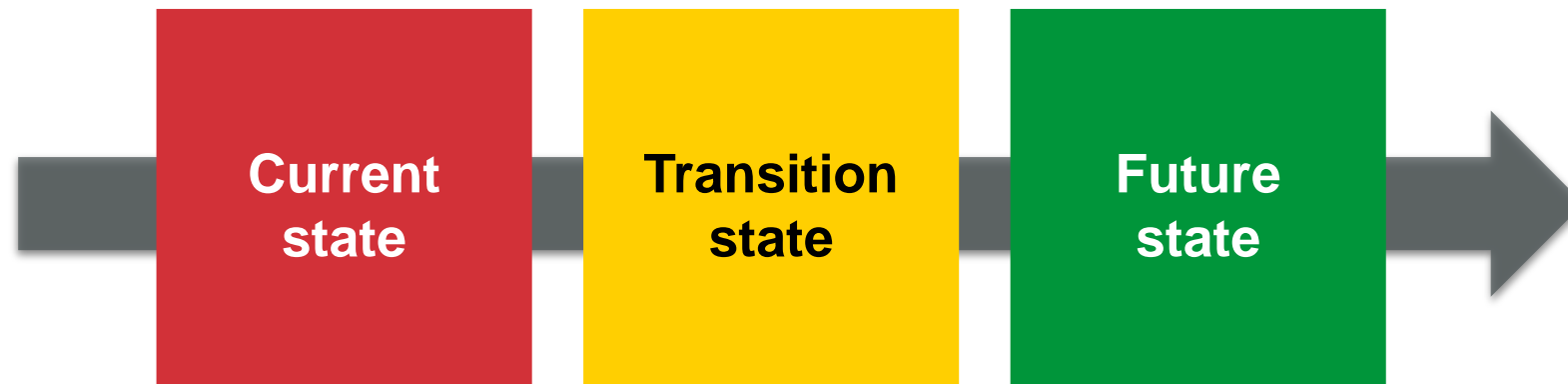# Why Do We Need Change Management?

Organizations don't change – PEOPLE DO!!

Primary Reasons for Applying Change Management

1. **Increase probability of project success**

2. Capture people-dependent ROI

3. Manage employee resistance to change

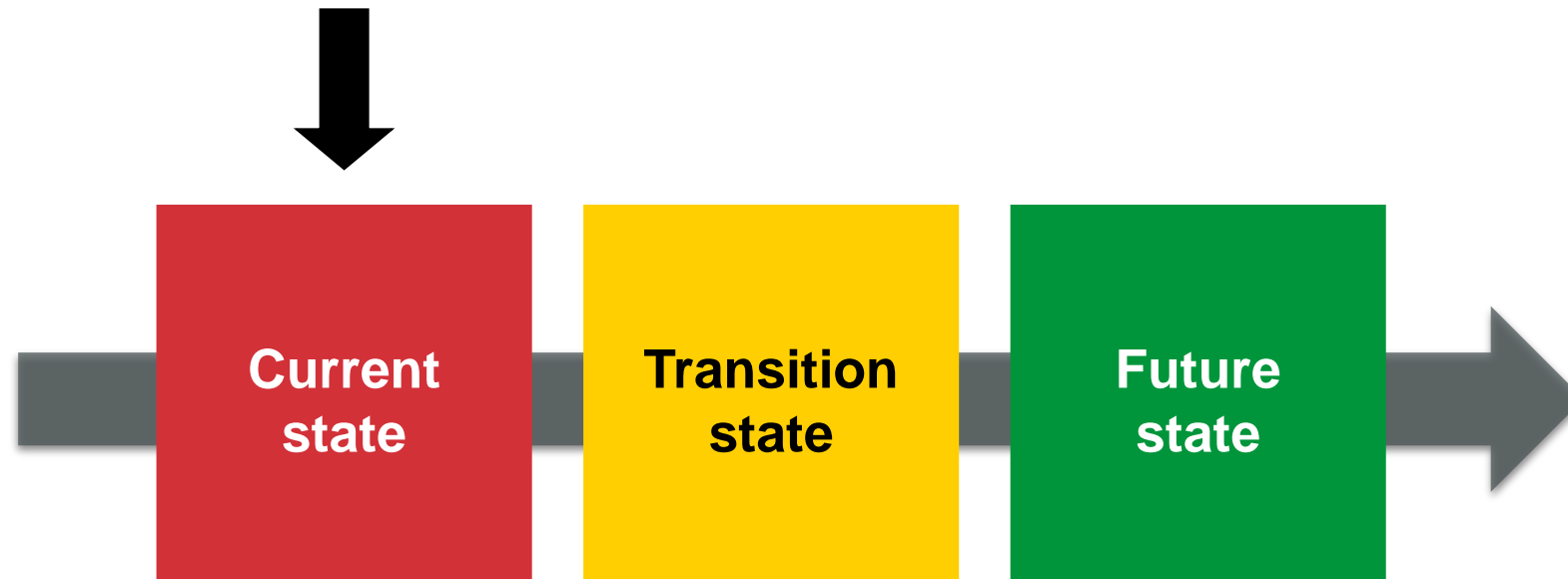4. Build change competency into the organization
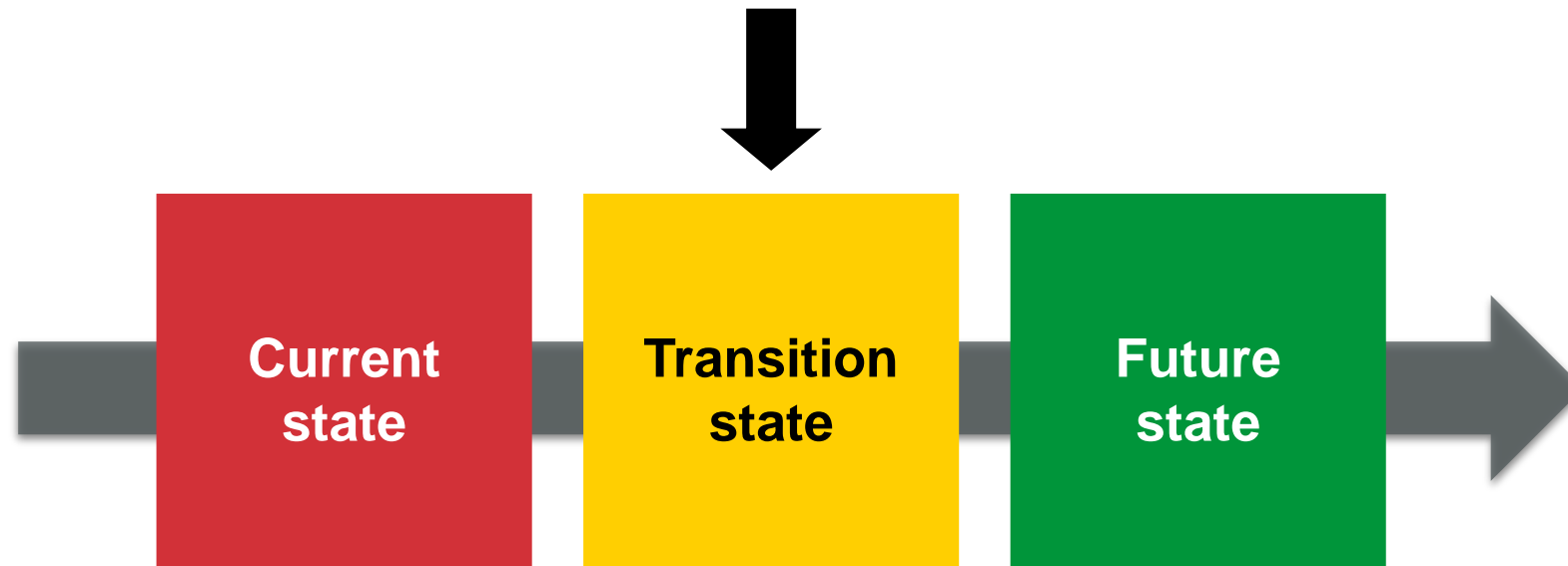
Change Is a Process

| Current state | Transition state | Future state |

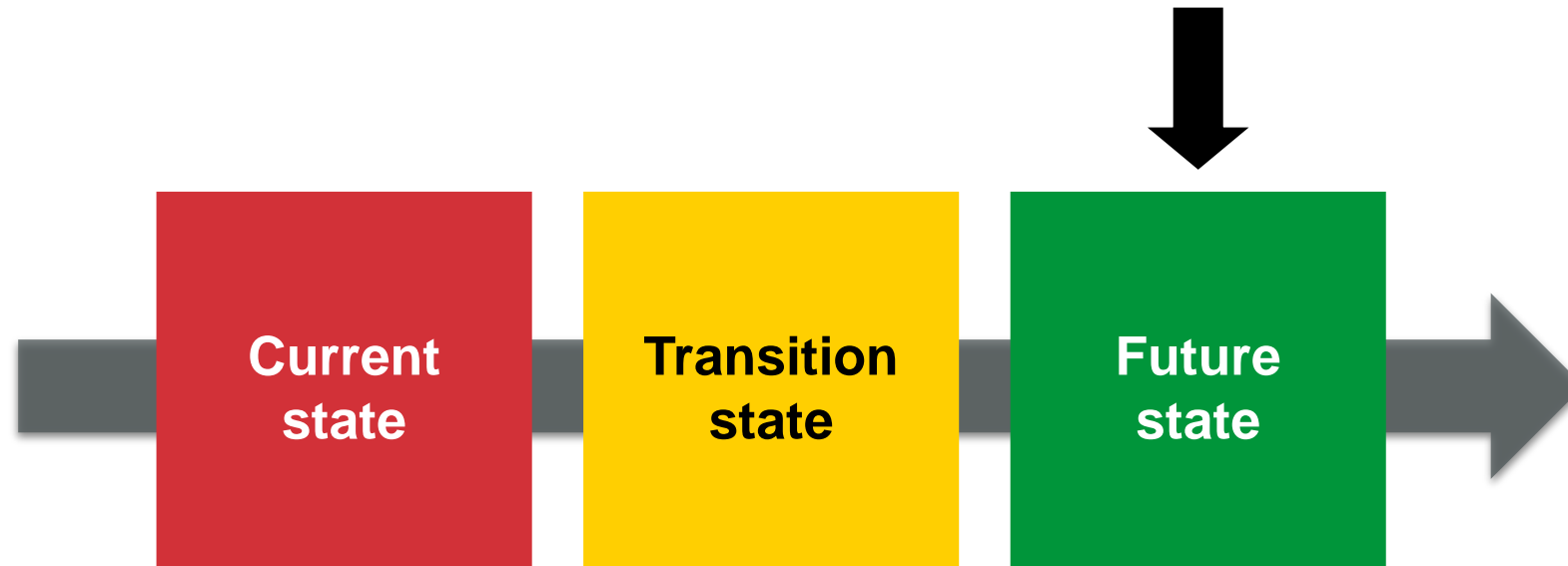**Where you are today**

Where you want to be

The Three States of Change

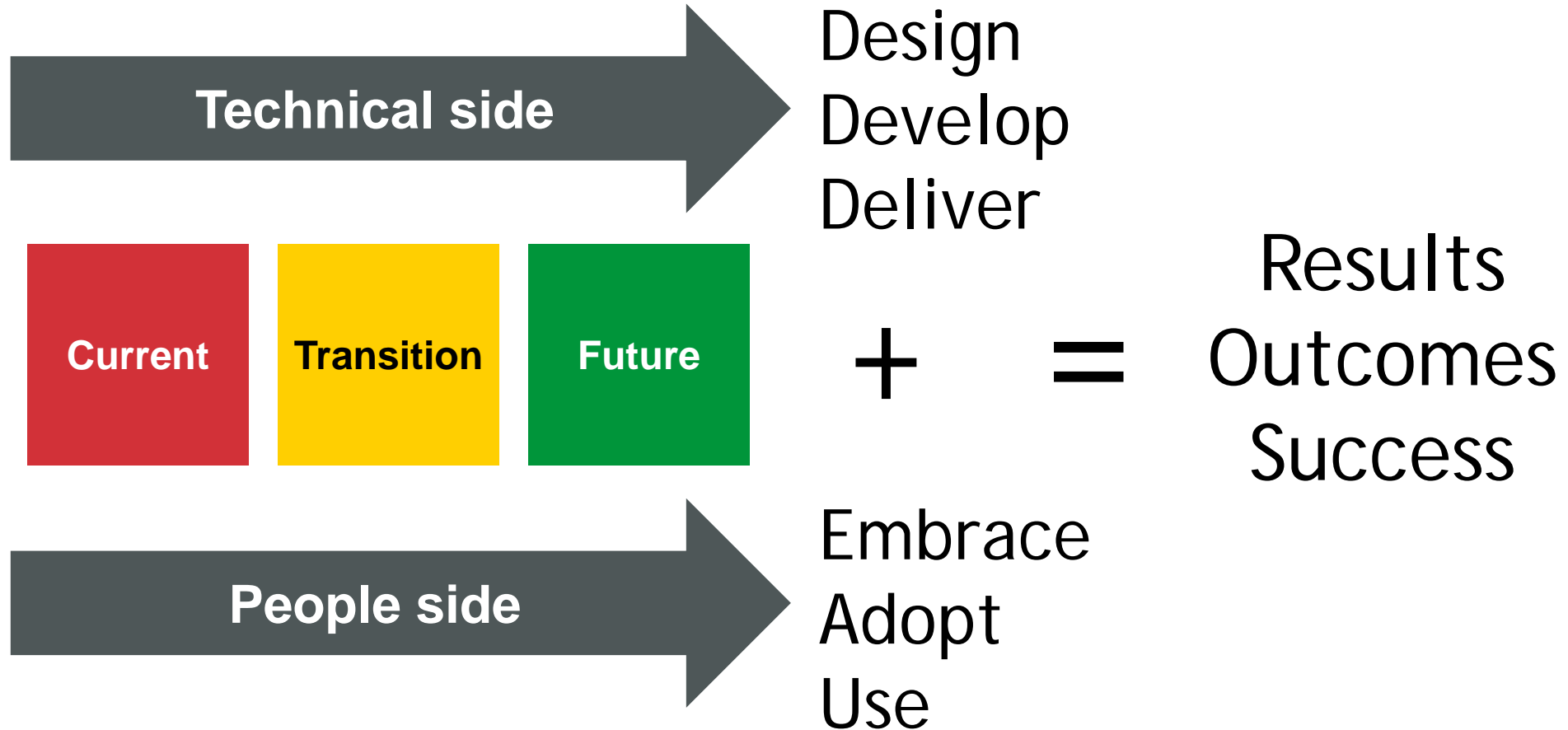The transition state creates stress and anxiety.

The Three States of Change
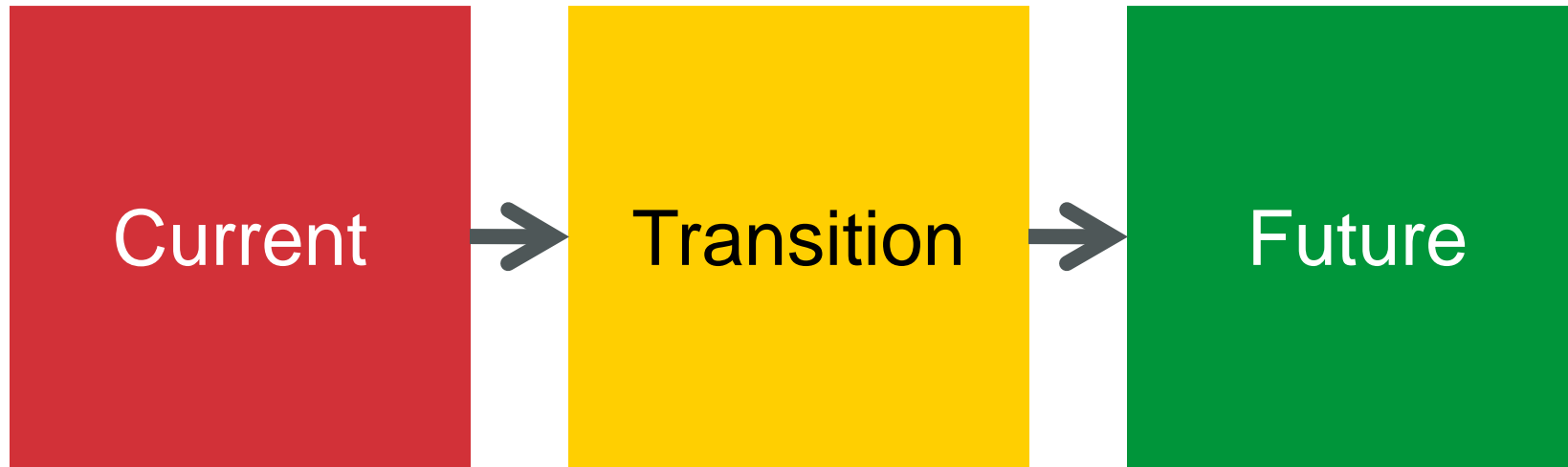
The future state is unknown or not well understood.
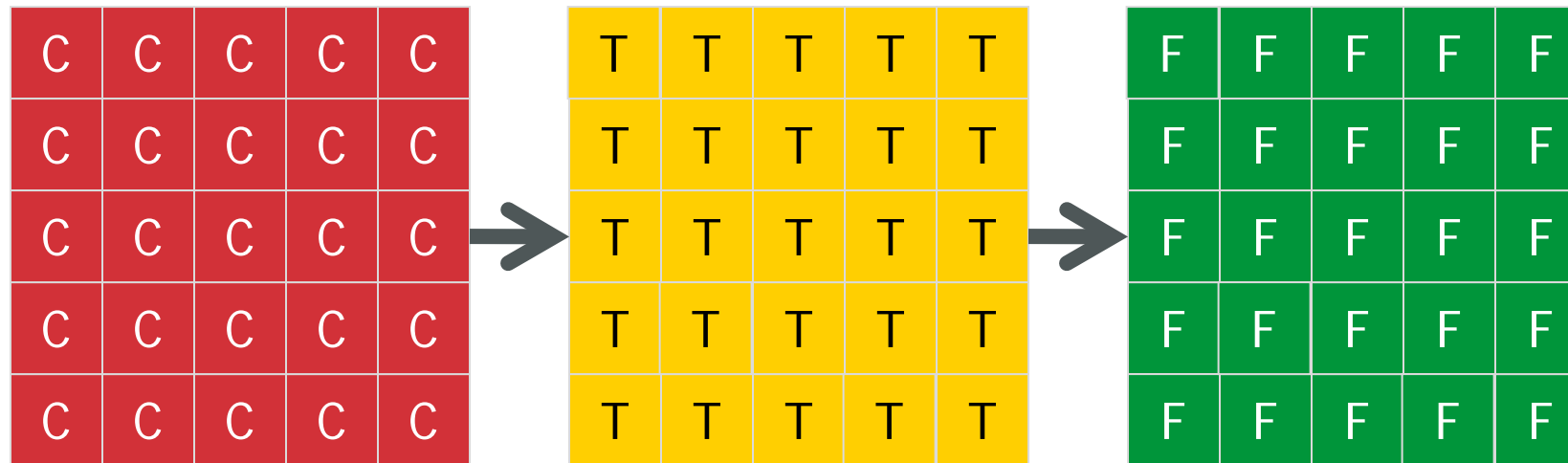
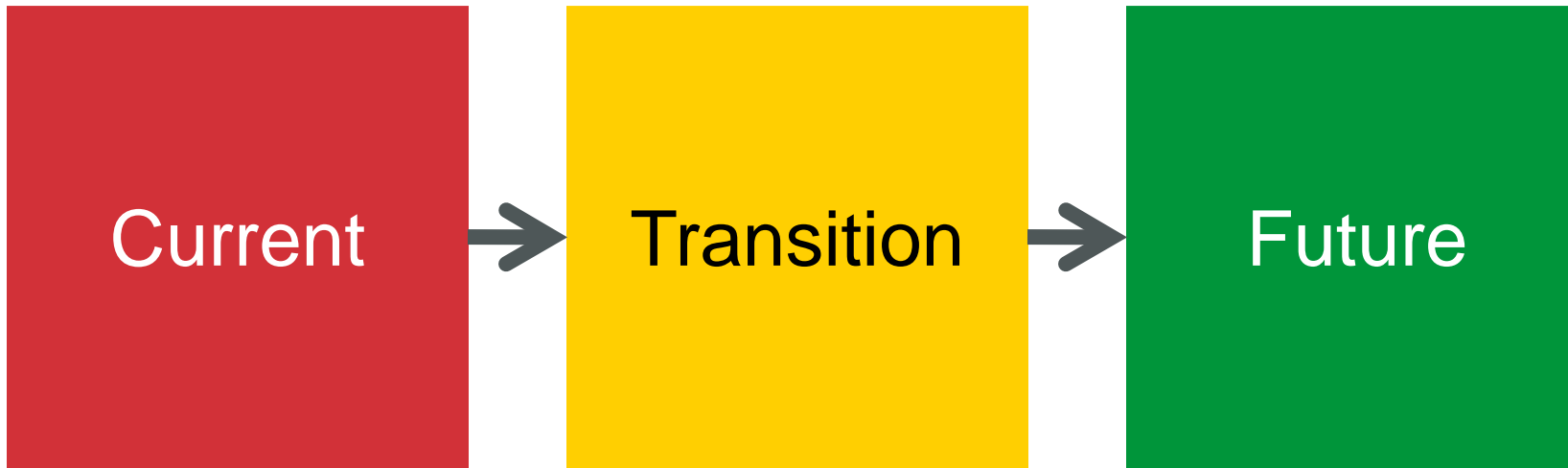# Successful change requires both the technical and people sides

Technical side →
Design
Develop
Deliver

| Current | Transition | Future | + | = | Results
Outcomes
Success |

People side →
Embrace
Adopt
Use

An organizational move from the current to the future

Current	→ Transition	→ Future

Ultimately requires individuals to move
from their own current to their own future

C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C
C	C	C	C	C

→

T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T
T	T	T	T	T

→

F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F
F	F	F	F	F

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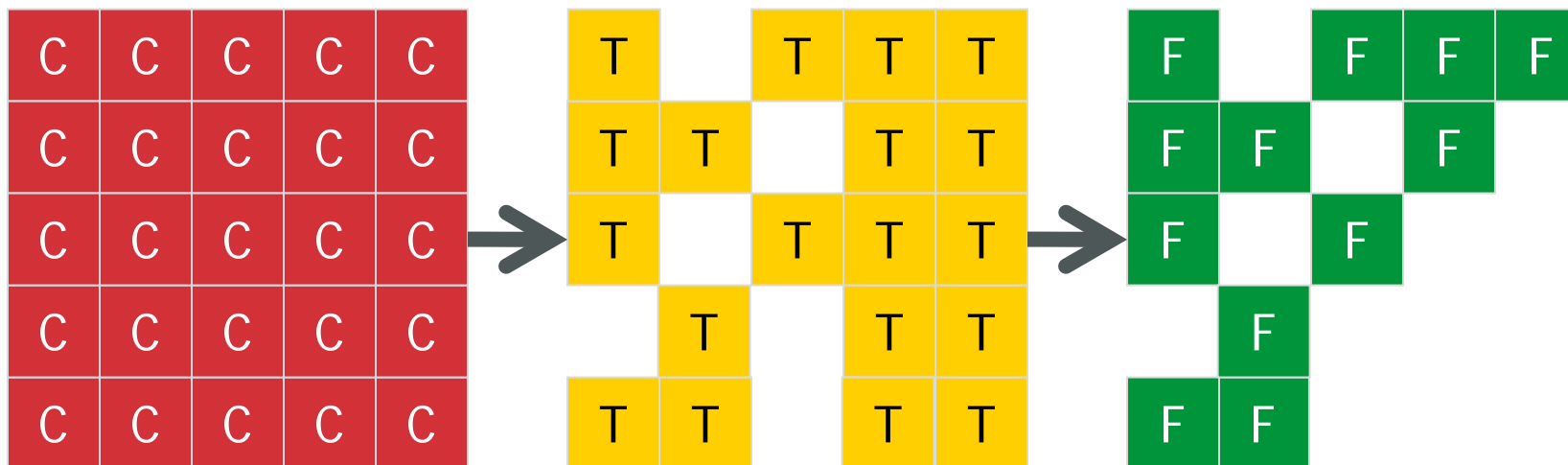
instead of

= lower ROI
= less benefit realization
= unachieved improvement
= not what we expected/hoped for

Schedule
16% vs 75%

Quicker Adoption = Quicker Return on Investment**
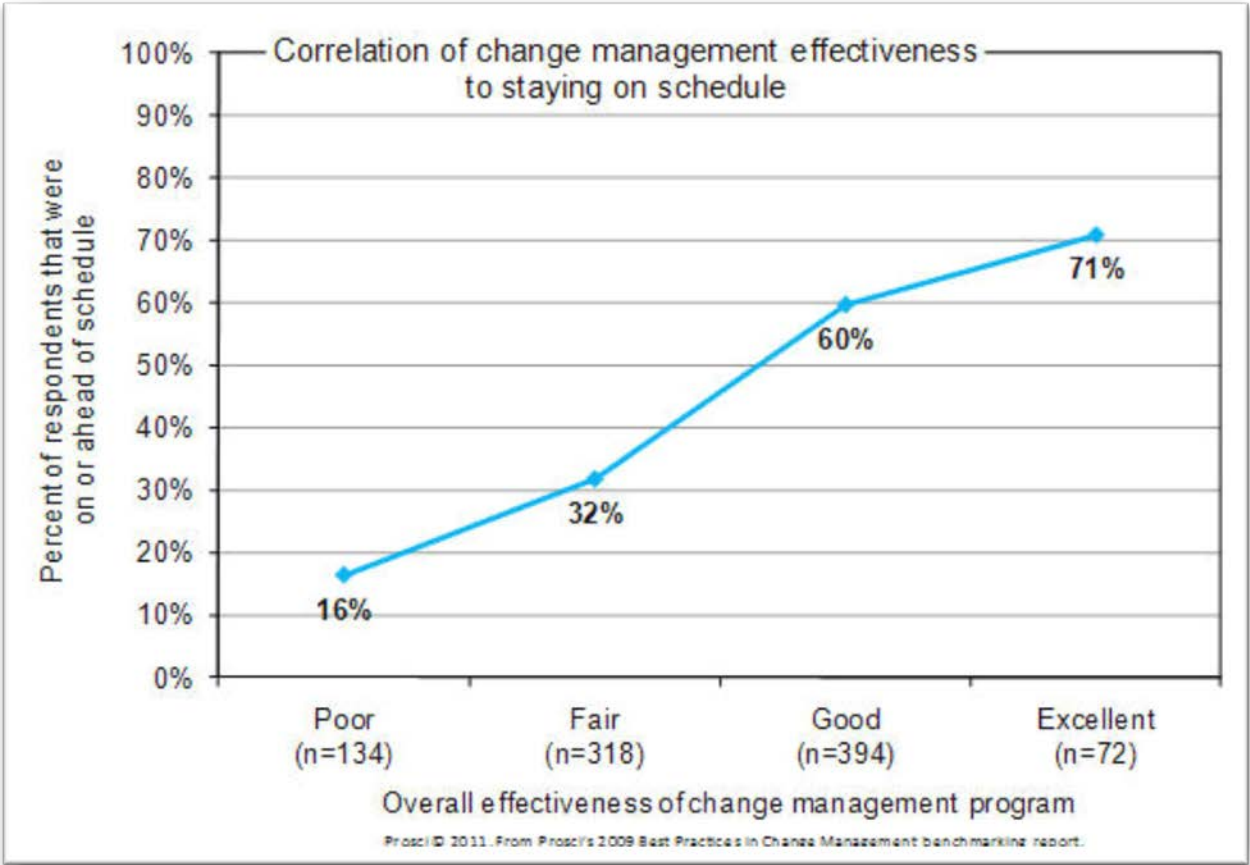
Prosci Research

2016 Edition Best Practices in Change Management Benchmarking Report

Human Factors that Determine ROI

1. **Speed of Adoption**

   How quickly are people up and running on the new systems, processes and job roles?

2. **Ultimate Utilization**

   How many employees (of the total population) are demonstrating "buy-in" and are using the new solution?

3. **Proficiency**

   How well are individuals performing compared to the level expected in the design of the change?

Change Management must be
PERSONAL

ADKAR ®

Awareness

Desire

Knowledge

Ability

Reinforcement

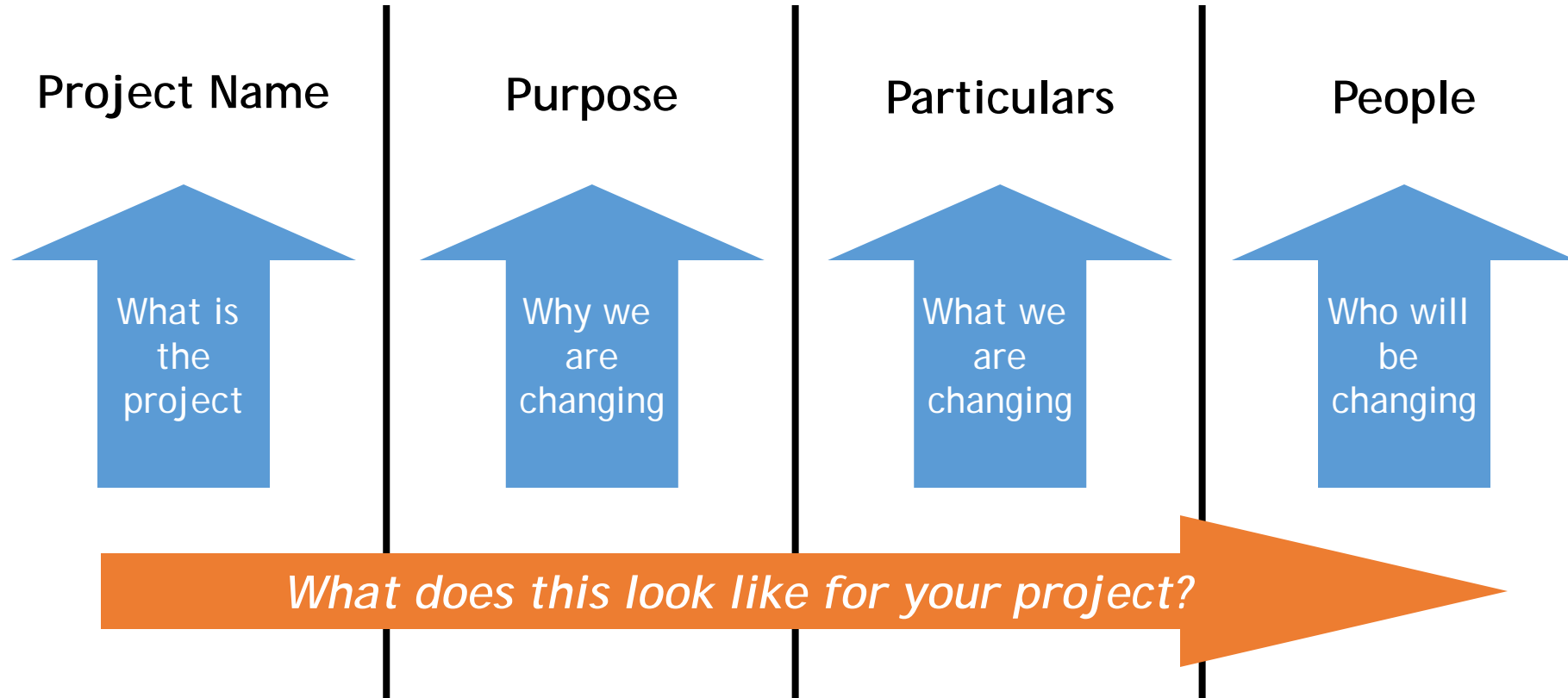"Lack awareness of the need for change"

#1 reason employees resist change

Prosci Research

2016 Edition Best Practices in
Change Management Benchmarking Report

Connecting Change Management to Business Results

Project Name

Purpose

Particulars

People

What is the project

Why we are changing

What we are changing

Who will be changing

What does this look like for your project?

Connecting Change Management to Business Results
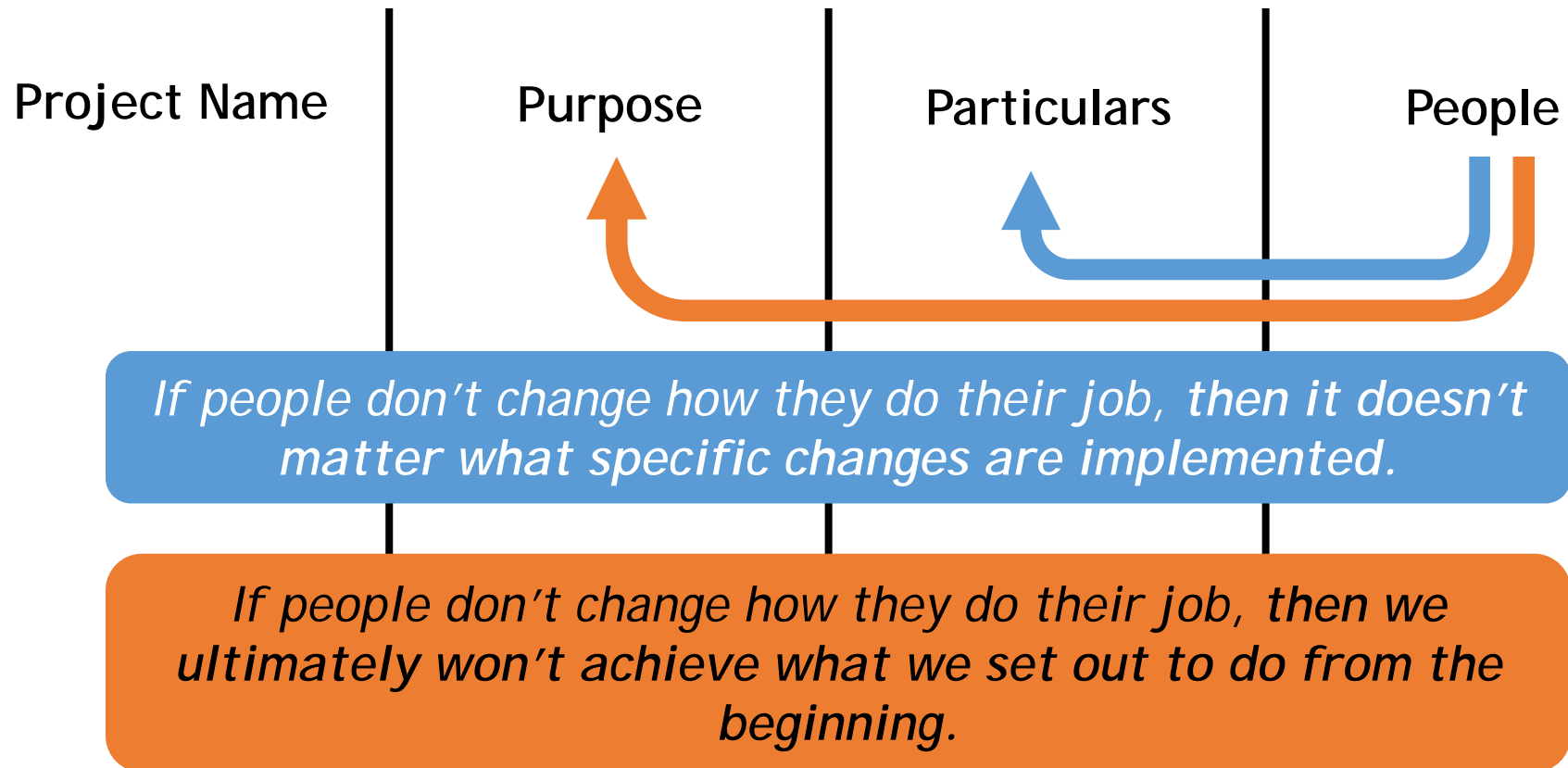
Project Name | Purpose | Particulars | People

What percent of your project outcomes are linked to people changing how they do work?

Connecting Change Management to Business Results

Project Name | Purpose | Particulars | People

If people don't change how they do their job, then it doesn't matter what specific changes are implemented.

If people don't change how they do their job, then we ultimately won't achieve what we set out to do from the beginning.

Change Management needs
SUPPORT

1. Active and visible executive sponsorship
2. Structured Change Management Approach
3. Dedicated Change Management Resources
4. Dedicated resources & funding for change
5. Employee engagement and participation

Prosci Research: Success Factors

2016 Edition Best Practices in
Change Management Benchmarking Report

What is CDOT's Change Agent Network?

2012
20 Change Agents
3 Sponsors
3 Projects
3 Project Managers
2 Support Resources

2017
100 Change Agents
6 Change Agent Teams
7 Sponsors
49 Projects (Currently)
35+ Project Managers, Change Mangers and Owners
4 Support Resources

Project / Change Managers

- Integrate Project Plan with Change Management Plan
- Provide information
- Ask for Action from Change Agents, Managers & Supervisors, and Employees
- Ask for Feedback

Change Agents

- Discuss information, action items, etc. with assigned managers & supervisors a minimum of once a month
- Ask (or observe) if there is resistance with employees
- Coach/Reinforce assigned managers & Supervisors on 1 Day Coach's Course (CLARC Roles)
- Support Assigned Managers & Supervisors with Tools to Manage Resistance

Managers & Supervisors

- Meet with Assigned Change Agent
- Adjust and adopt the change first
- Help employees who are impacted by change adjust and adopt the change
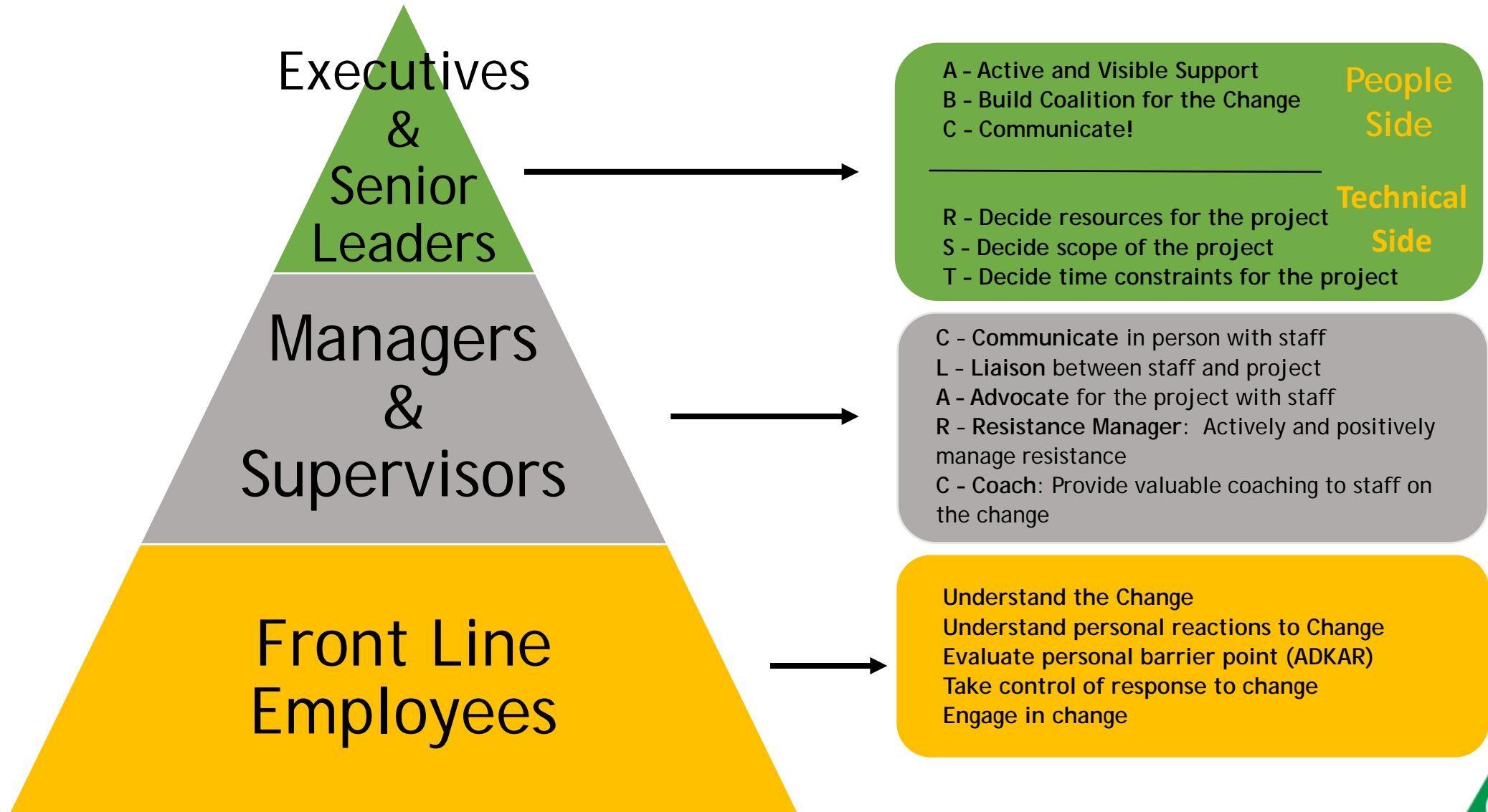- Provide feedback to Project / Change Managers

Change Agents
Support Assigned managers & supervisors to ensure that everyone impacted by change is successful with that change

Everyone Plays a Role in Change

Roles involved in successful organizational change management

Executives & Senior Leaders

A - Active and Visible Support
B - Build Coalition for the Change
C - Communicate!

People Side

_____

R - Decide resources for the project
S - Decide scope of the project
T - Decide time constraints for the project

Technical Side

Managers & Supervisors

C - **Communicate** in person with staff
L - **Liaison** between staff and project
A - **Advocate** for the project with staff
R - **Resistance Manager**: Actively and positively manage resistance
C - **Coach**: Provide valuable coaching to staff on the change

Front Line Employees

Understand the Change
Understand personal reactions to Change
Evaluate personal barrier point (ADKAR)
Take control of response to change
Engage in change

Roles involved in successful organizational change management

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_____

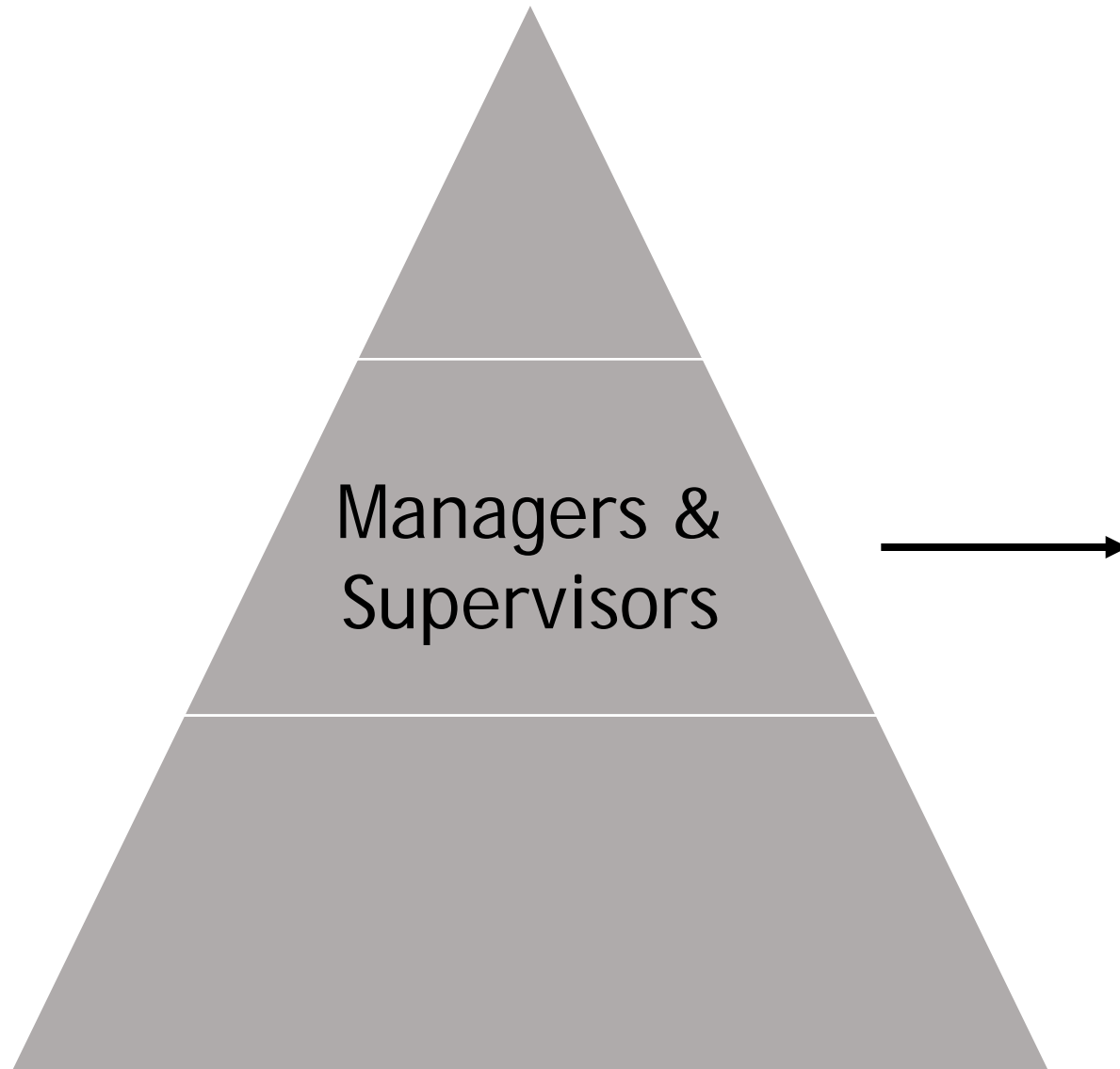R - Decide resources for the project
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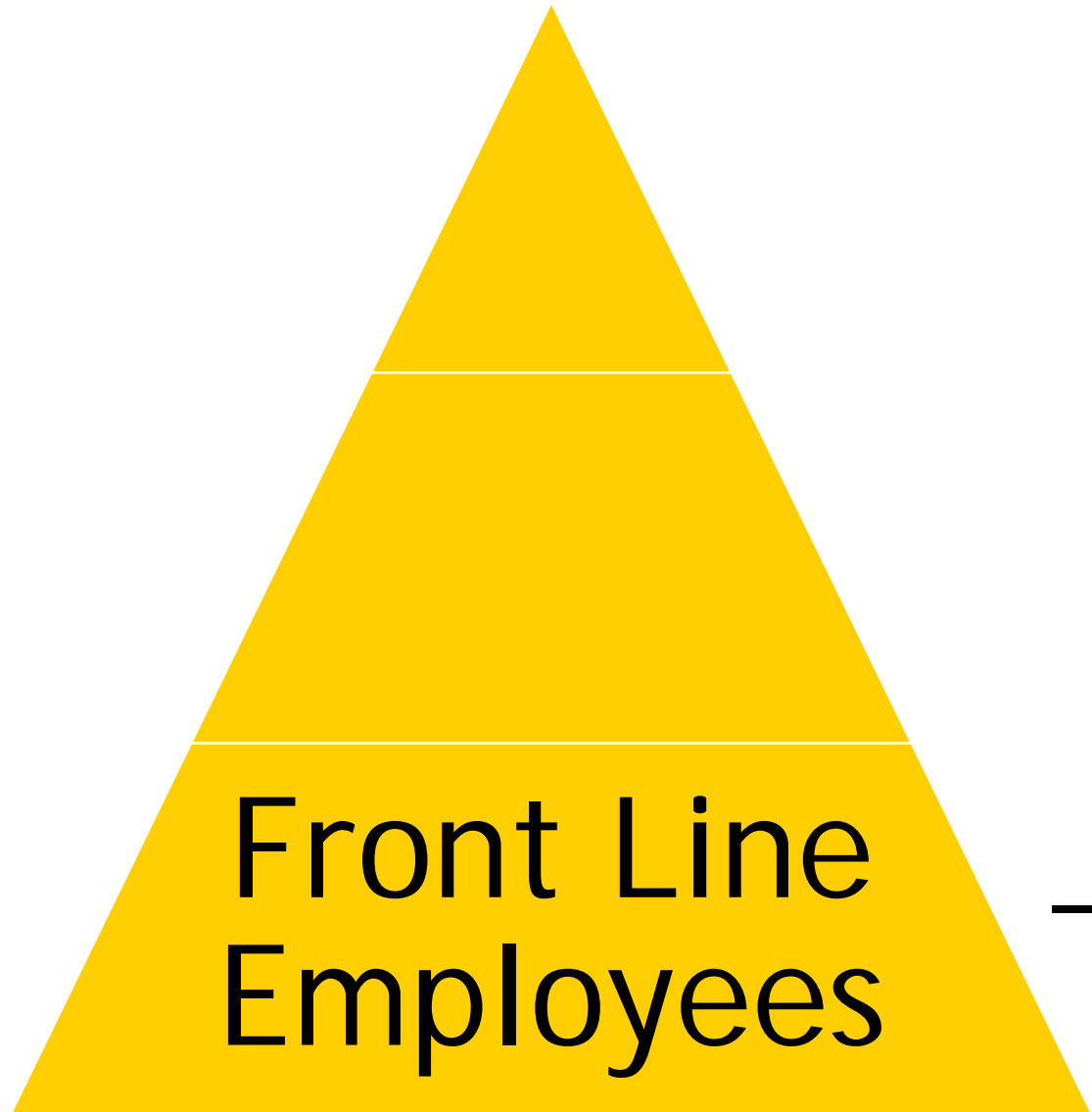
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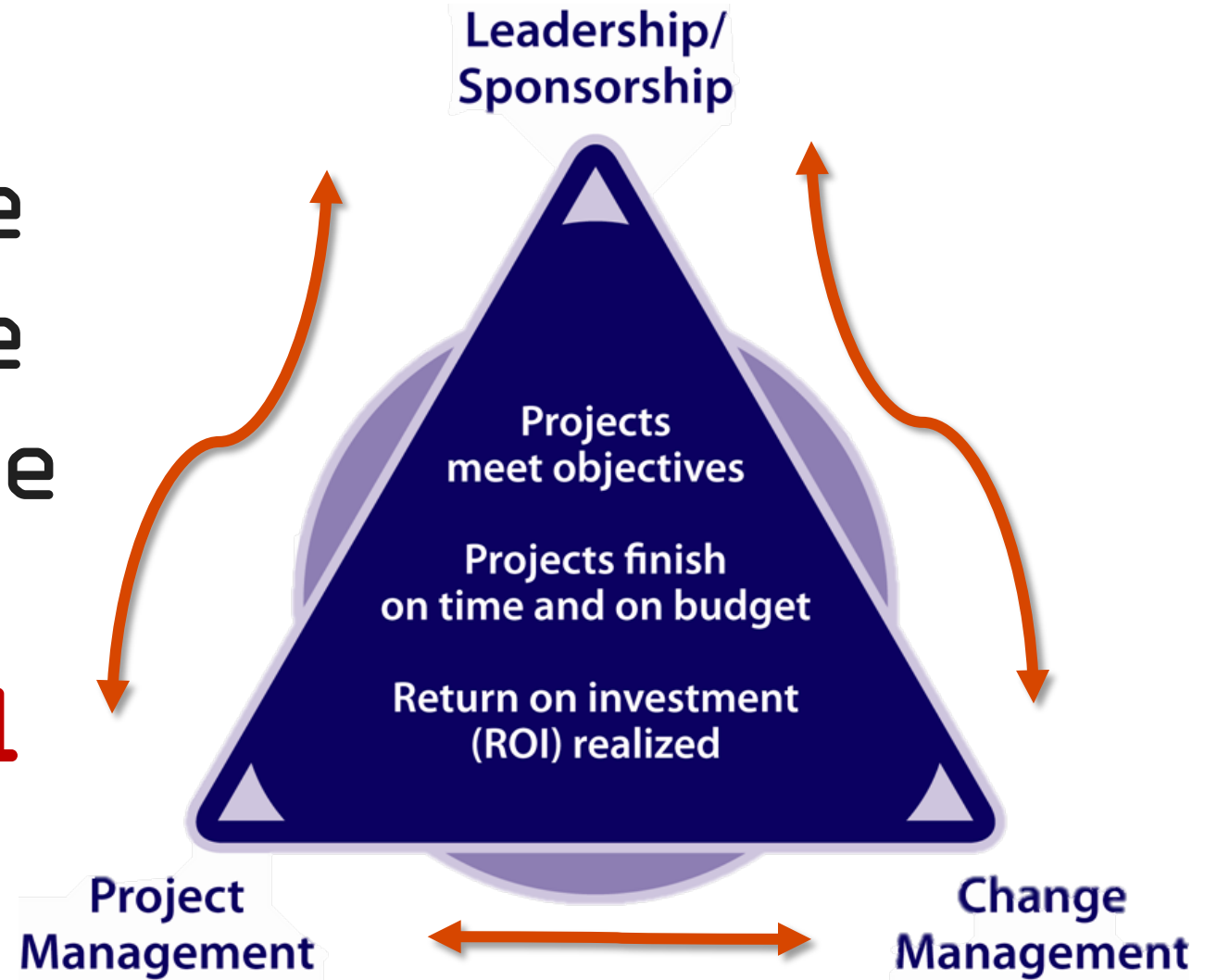C – **Coach**: Provide valuable coaching to staff on the change

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- Understand personal reactions to Change
- Evaluate personal barrier point (ADKAR)
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- Engage in change

Connecting the Technical Side with the People Side: **Helping The Individual Change**

Leadership/
Sponsorship

Projects
meet objectives

Projects finish
on time and on budget

Return on investment
(ROI) realized

Project
Management

Change
Management

CHANGE IS HARD AT FIRST, MESSY IN THE MIDDLE AND GORGEOUS AT THE END

ROBIN SHARMA

The Leader Who Had No Title

Today's Key Takeaway #1

A successful change, or a successful project, addresses BOTH the technical and the people side of the change.

Lake San Cristobal

Today's Key Takeaway #2

Effective change management **MUST** be focused on helping **_individuals_** change in order to implement successful organizational change.

Grand Mesa

Today's Key Takeaway #3

Learn and adjust in the three crucial elements of Projects: Project Management, Change Management and Sponsorship

Pedestrian Bridge over I-25, Denver

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4201 E. Arkansas Ave., Denver, CO 80222

Michelle Malloy, Program Leader, Change Management Services
(719) 924-3071

Questions?

Near Silverton