

August 2024

Transition Management: Human Factor of Change

Albuquerque Quality Network

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“Honeywell Federal Manufacturing & Technologies, LLC operates the Kansas City National Security Campus for the United States Department of Energy / National Nuclear Security Administration under Contract Number DE-NA0002839”

The Department of Energy's Kansas City National Security Campus is managed and operated by Honeywell Federal Manufacturing & Technologies, LLC under contract number DE-NA0002839



Agenda

- Introduction & Background
- What Transition Management Is and Why It Is Important
- Transition Management Principles (Workshop Activity)
- Benefits of a Change Agent Network
- Keys to Successful Change





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Introducing Change / Transition Practitioners



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Name/Org: Shaun Manley/ KCNSC Communications

Date: 07/01/2023 Guidance (if applicable):_____

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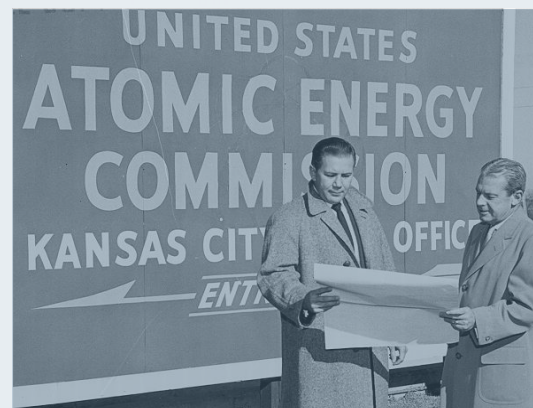
ABOUT US

KCNSC is a multi-mission engineering and manufacturing enterprise that delivers trusted national security products and government services.

Established in
February 1949
for non-nuclear weapon
component production

Managed & Operated
solely by
Honeywell
since 1949

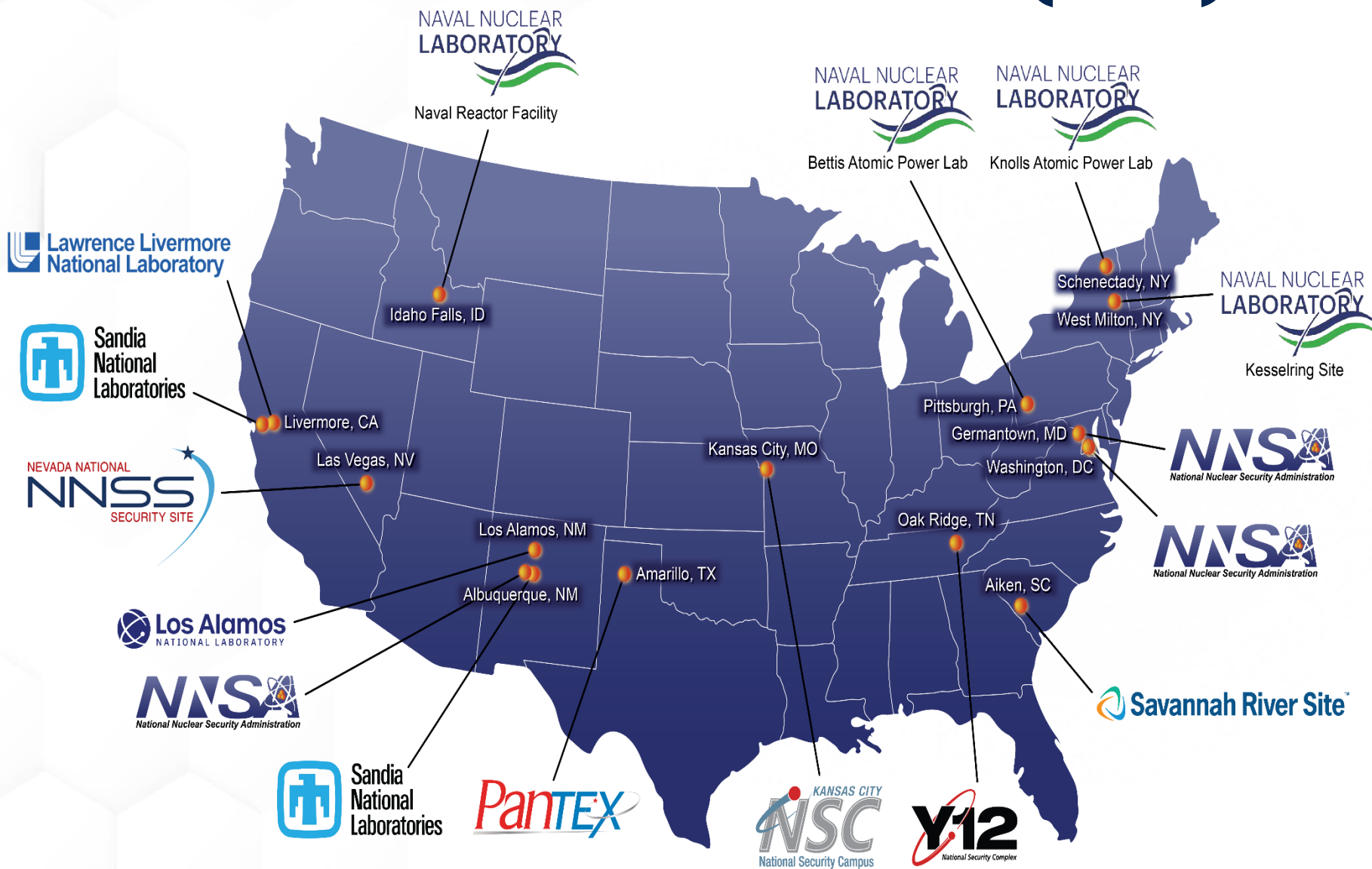
7,000+
employees
and growing



Delivers
more than 80%
of the country's nuclear
weapon components

4,900
production & indirect
suppliers

NNSA'S NUCLEAR SECURITY ENTERPRISE (NSE)



Honeywell's NSE Presence

Honeywell Federal Solutions, Washington D.C. oversees:

- Kansas City National Security Campus
- Nevada National Security Site
- Sandia National Laboratories
- Oak Ridge Reservation (DOE EM efforts)

OUR MISSION

MISSION AREAS

Nuclear Weapon Programs



Global Security



New Mexico Operations



Supply Chain Management Center (SCMC)



MISSION

One team developing and delivering **QUALITY** products and services to advance our nuclear deterrent in **DEFENSE OF OUR NATION**

VISION

To deliver **INNOVATIVE** national security **SOLUTIONS** for **GENERATIONS TO COME**

Do You Ever Feel This Way?



<https://www.youtube.com/watch?v=esXwnno9jns&t=12s>

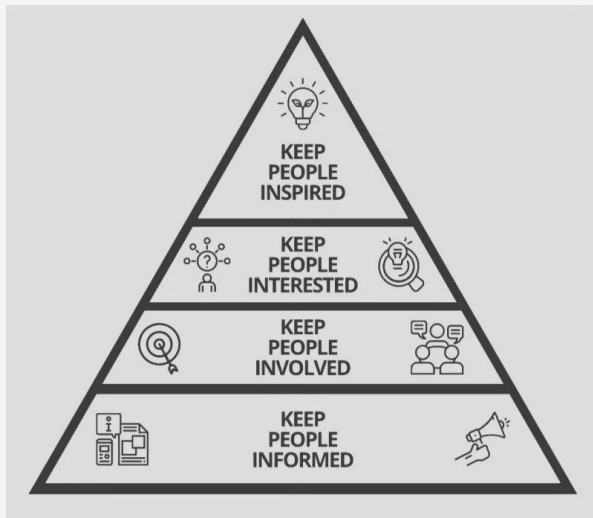
(Greenfield, 2013)

The Trouble with Change

Transition Management (TM)

What

- Focused engagement with those impacted by change
- Effective communication & consistent reinforcement of need for change
- Acknowledgement of emotional evolution brought on by change
- Most effective when addressed in parallel with project management
- Progresses at a slower pace than project management



Why

Most change initiatives ultimately fail over time because they overlook the critical emotional and cultural factors influencing individuals

Increased transparency

Minimized disruptions to change

Greater job satisfaction / employee morale






Less turnover = more talent retention

Cultivates culture of Innovation

Two dimensions of change



How

	<p>AWARENESS</p> <p>Change begins with understanding why</p> <ul style="list-style-type: none"> • What is the nature of the change? • Why is the change needed? • What is the risk of not changing?
	<p>DESIRE</p> <p>Change involves personal decisions</p> <ul style="list-style-type: none"> • What's in it for me (WIIFM)? • A personal choice • A decision to engage and participate
	<p>KNOWLEDGE</p> <p>Change requires knowing how</p> <ul style="list-style-type: none"> • Understanding how to change • Training on new processes and tools • Learning new skills
	<p>ABILITY</p> <p>Change requires action in the right direction</p> <ul style="list-style-type: none"> • The demonstrated capability to implement the change • Achievement of the desired change in performance or behavior
	<p>REINFORCEMENT</p> <p>Change must be reinforced to be sustained</p> <ul style="list-style-type: none"> • Actions that increase the likelihood that a change will be continued • Recognition and rewards that sustain the change

Transition Management Directly Supports Desired Business Outcomes

Transition Management as the linchpin for Strategy Success

*“When specifically looking at strategic initiatives, organizations report that only **52 percent** of these are successful”*

(“2014 Pulse of the Profession: The High Cost of Low Performance”. PMI, Jan. 2014).

*“The organization **lacks change management skills**” is the **most frequently cited reason** for the failure of strategic initiatives*

(“Why Good Strategies Fail: Lessons for the C-Suite”. Economist Intelligence Unit, July 2013).

*Only **18 percent** of organizations report being **highly effective** at organizational **change/transition management***

(“Enabling Organizational Change through Strategic Initiatives”. PMI, Mar., 2014)

Why is Transition Management Important?

With Transition Management



Without Transition Management



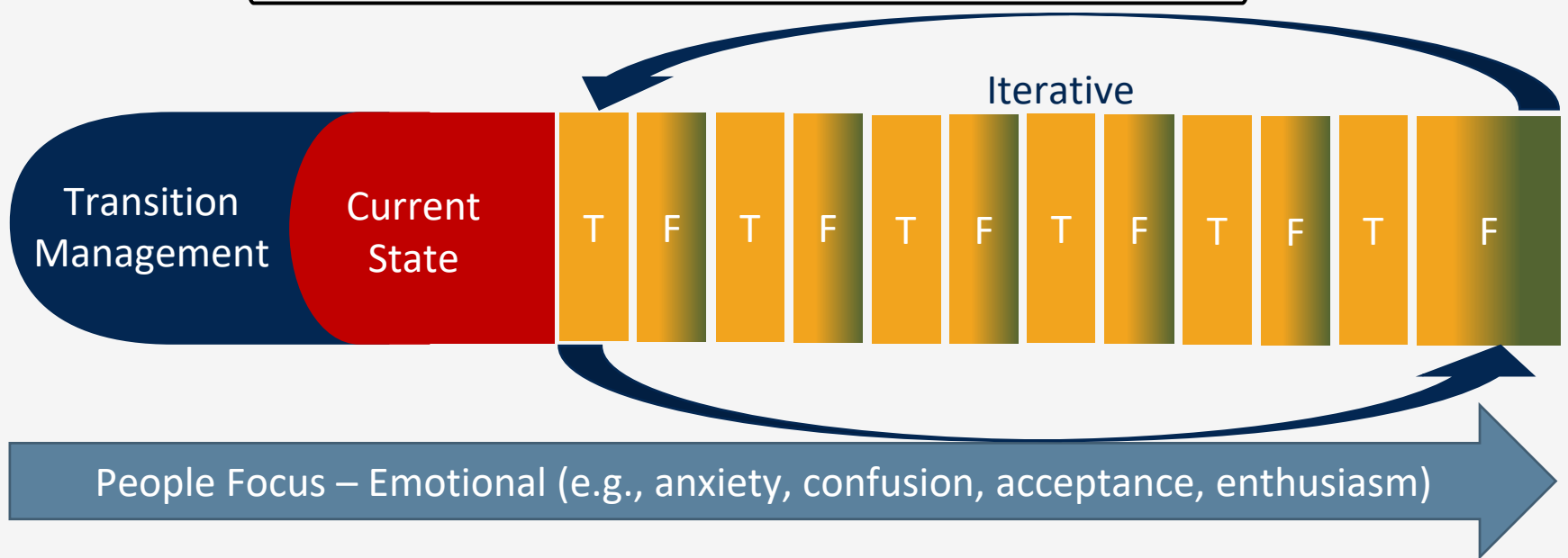
Projects Using TM Are 7x's More Likely To Succeed

Change Management vs. Transition Management

Process Focus – Tangible (e.g., replacement for ERP)



- Plan
- Do
- Check
- Act



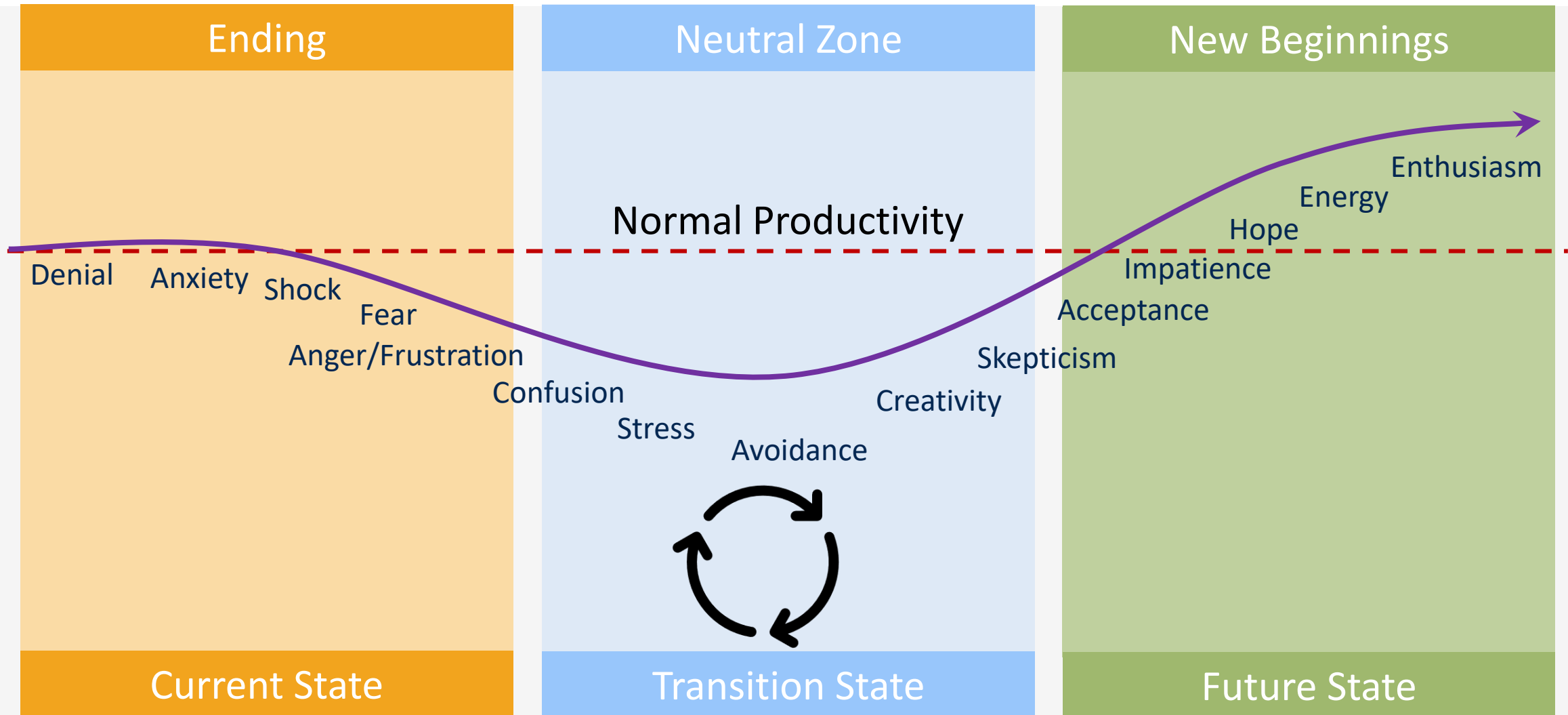
- Awareness
- Desire
- Knowledge
- Ability
- Reinforce

+ =

Sustain Success!

Organizations *Change* and People *Transition*

Transition Phases of Emotions



Bridges Transition Model, © William Bridges Associates. 1988. All rights reserved.

Change is an Emotional Journey for Everyone

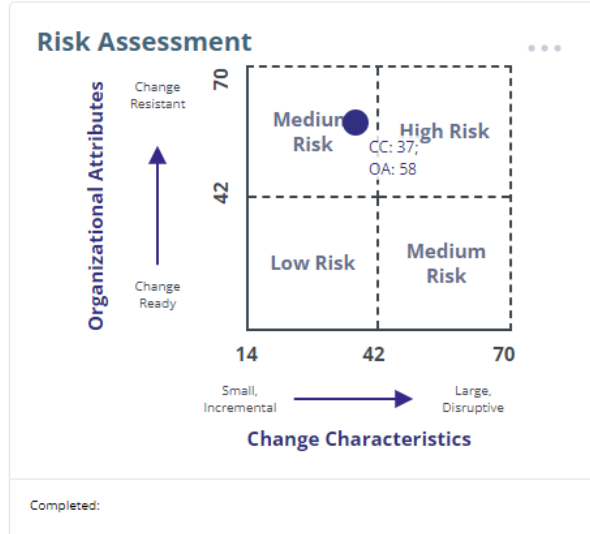
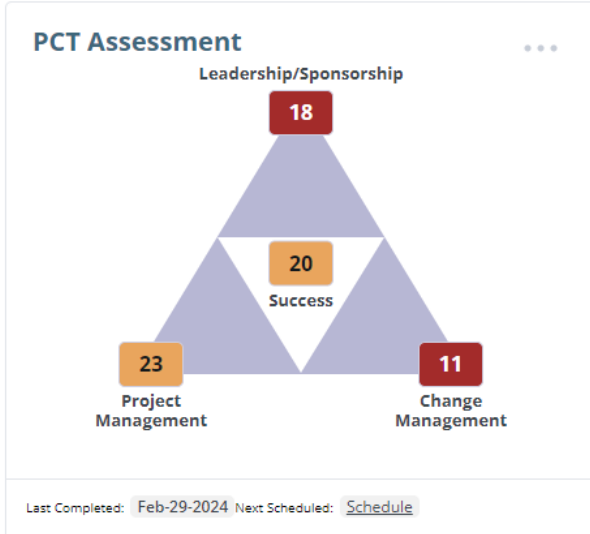
ADKAR MODEL

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

Greatest Barrier to Change is Lack of Awareness

TRANSITION MANAGEMENT TOOLS (PROSCI)

- BACK TO PROJECTS
- MOS ROLL OUT
 - Project Dashboard
 - PCT Assessments
 - 4 P's
 - Value of CM
 - Impacted Groups
 - ADKAR
 - Risk Assessment
 - Anticipated Resistance
 - Resources and Governance
 - Role Rosters
 - Roadmap
 - Blueprints and Plans
 - CM Performance Reports
 - Tracking Calendar (View Only)
 - Project Settings

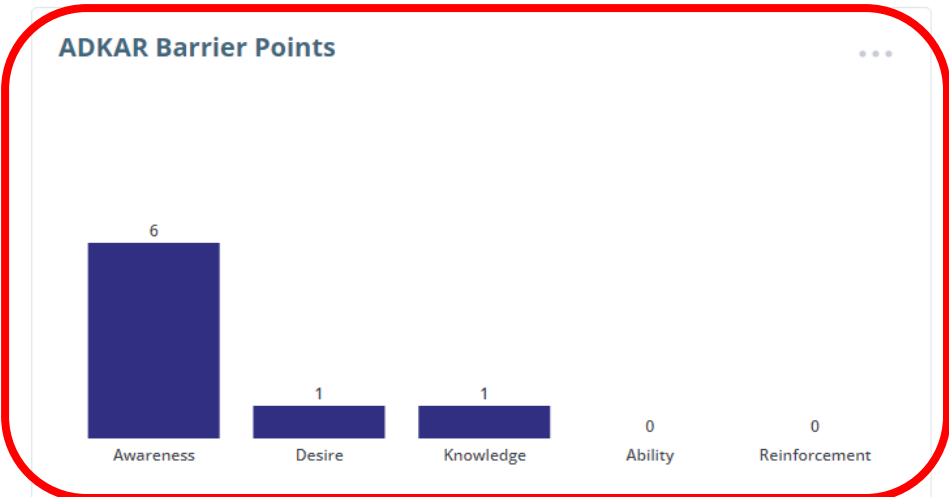


Assess Change Impact

Overall Degree of Impact (Scale 1-5)

Assess the Impact of Change
 Assess groups using the 10 Aspects of Change Impact to identify the degree of change impact for each group.

[View Impacted Groups](#)



Key Impacted Groups

Impacted Group	Degree of Impact	ADKAR Barrier Point	Risk Assessment By Group	# of People
Operation Functions (Eng., ISC, PMO, PM, GS, NMO)		Awareness		6000
Support Functions (HR, IT, CBO)		Awareness		1000
Sr. Managers		Awareness		175
SLT & Directors		Desire		60
Mission Assurance		Knowledge		36

ADKAR EXERCISE

Select a score between 1 and 5. The scoring scale is [1 = None], [2 = Some], [3 = Neutral], [4 = Most], [5 = Complete]

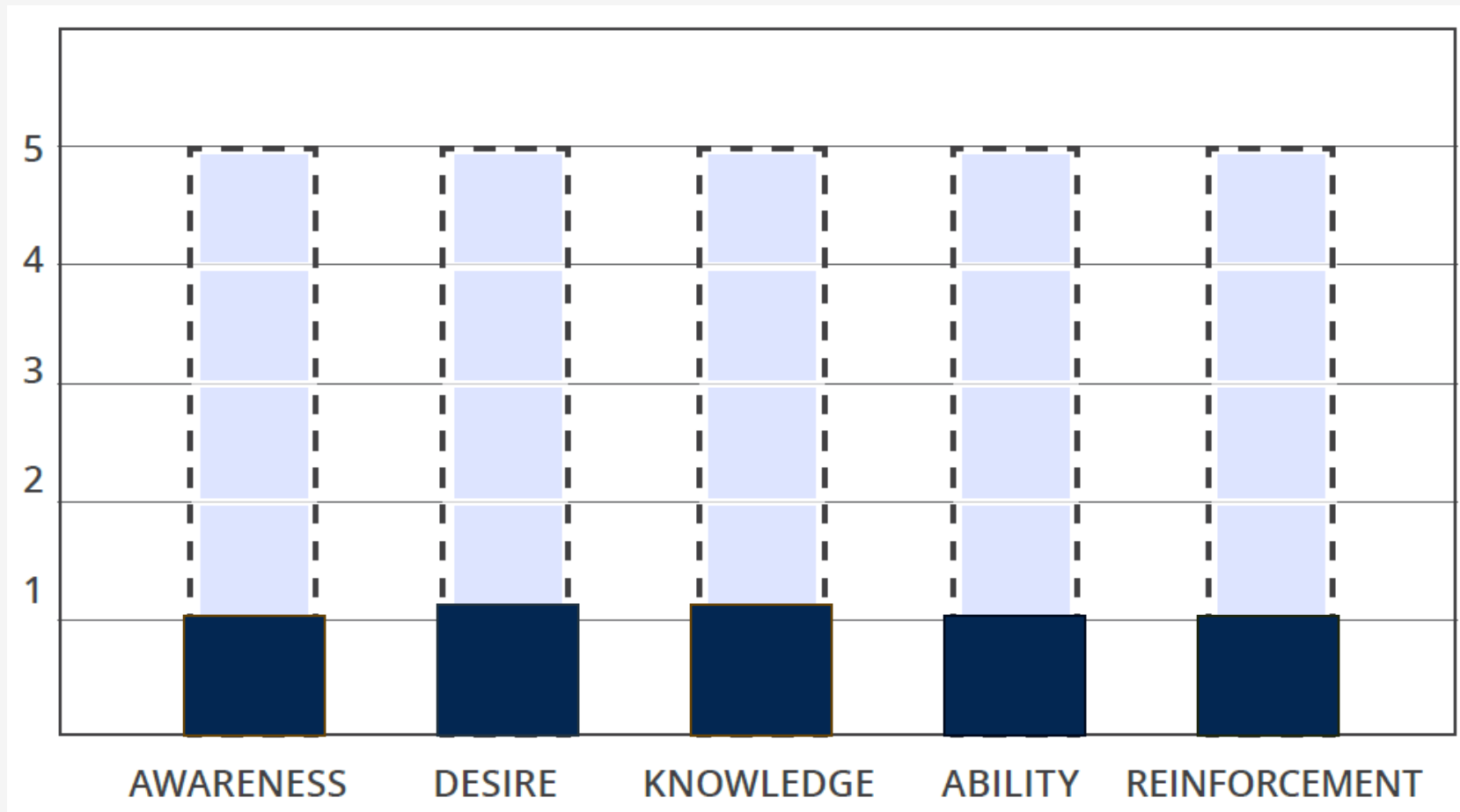
Think of a personal change in behavior you are trying to influence a friend, family member or work associate to make. How would you assess their level of...

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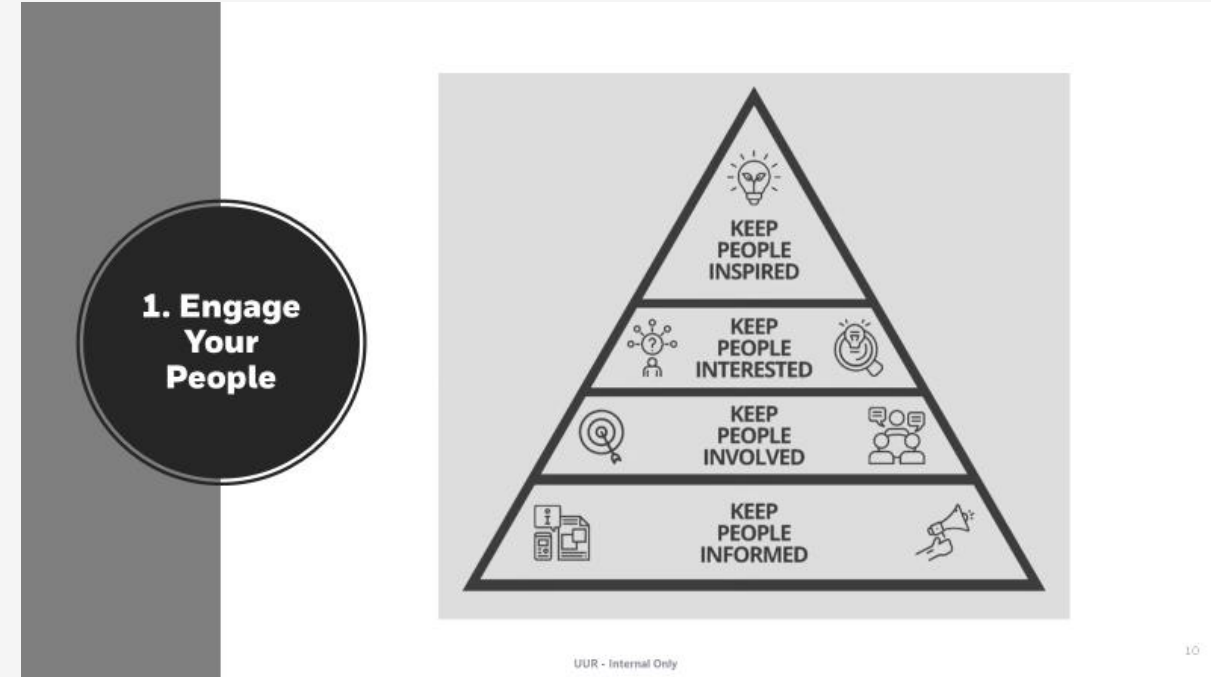


Change Agents / Influencers

- Make efficient use of resources to extend the scope and reach of a change
- Enhance communication by increasing the flow of information across an organization
- Align change objectives at all organizational levels
- Build credibility for a change through peer-to-peer engagement
- Boost ownership of the change through increased engagement of impacted groups

Keys to successful Transition Management

1. Clear ownership of the transition process and its outcomes
2. Consistent employee engagement
3. Prepare an approach, manage the change, and sustain outcomes
4. Leaders serve as the “voice” for change - Clearly communicate the rationale & personal benefits (WIIFM)
5. Pulse personnel throughout process & proactively address their needs
6. Ensure the right people are strategically positioned and empowered to affect change



We're Not Changing Everybody...We Are EVOLVING!

Other Industry Benchmark Change Models

Navigating Change

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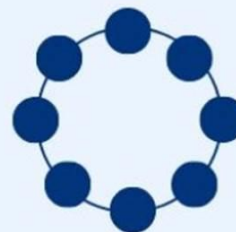
5 Leadership Frameworks that guide you through the process.

Kotter's 8-Step Model

How to Use:

Follow 8 steps:

- Urgency
- Coalition
- Vision
- Communication
- Remove obstacles
- Short-term wins
- Build on change
- Anchor changes.



When to Use:

For big organizational changes needing engagement.

Lewin's Change Model

How to Use:

Use 3 steps:

- Unfreeze
- Change
- Refreeze



When to Use:

For clear start-to-end changes, such as when changing organizational structures or processes.

Bridges' Transition Model

How to Use:

Manage 3 stages:

- Ending
- Neutral Zone
- New Beginning

When to Use:

For emotional changes like layoffs or big culture shifts.



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ADKAR Model

How to Use:

Focus on five areas:

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement.

When to Use:

For personal or small team changes where individual buy-in is crucial.



McKinsey's 7-S Model

How to Use:

Align seven elements:

- Strategy
- Structure
- Systems
- Shared Values
- Style
- Staff
- Skills



When to Use:

For complex, multi-faceted changes affecting many parts of the organization.

In Closing



<https://www.youtube.com/watch?v=l-gQLqv9f4o>

(Participant, 2013)

“It’s everybody’s duty to give the world a reason to dance”

Questions?

Unclassified Unlimited Release – Internal Only"

APPENDIX / REFERENCES



"Unclassified Unlimited Release – Internal Only"



References

- Greenfield, A. (2013, December 05). *The trouble with change is...* [Video file]. YouTube. <https://www.youtube.com/watch?v=esXwnno9jns&t=12s>
- Participant. (2013, January 24). *A Pep Talk from Kid President to You* [Video file]. YouTube. <https://www.youtube.com/watch?v=l-gQLqv9f4o>