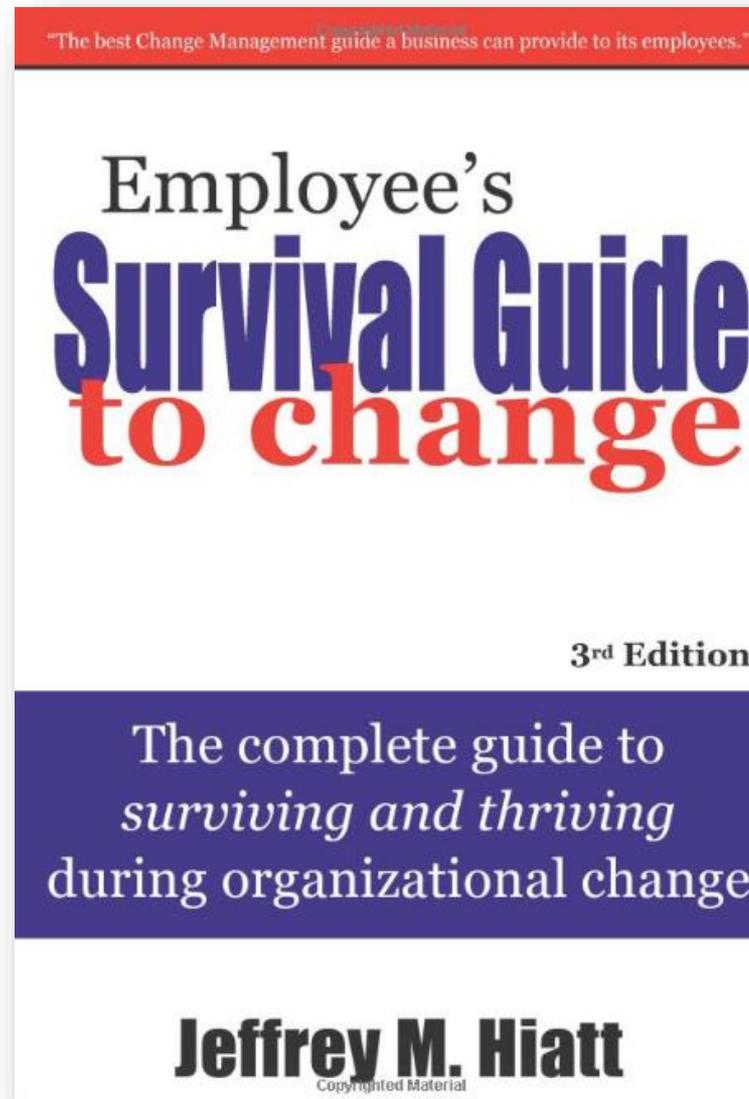


Change: Identifying and Addressing Barrier Points

HR Community Circle
January 17, 2017





- Change is constant
- Change can be interesting, worrisome and uncomfortable
- You play an important role in the success of the change
- The more informed you are, the more likely you will survive the change and advance professionally in a constantly changing environment

The way UVA delivers Human Resources is transforming and thereby impacting how I perform my role and meet my responsibilities now and in the future.

What does this change mean to you?

The good news is...

- You are not a victim of change
- You are in control of how you respond to change
- In the face of change, we all take actions which impact desired outcomes:
 - Negative - decisions and choices you make that may be bad for you or the organization
 - Positive - decisions and choices you make that will benefit you and enhance your ability to thrive in a changing organization

Current
State

Transitio
n State

Future
State

People need to move through five stages of change

Awareness → “I understand why...”

Desire → “I have decided to...”

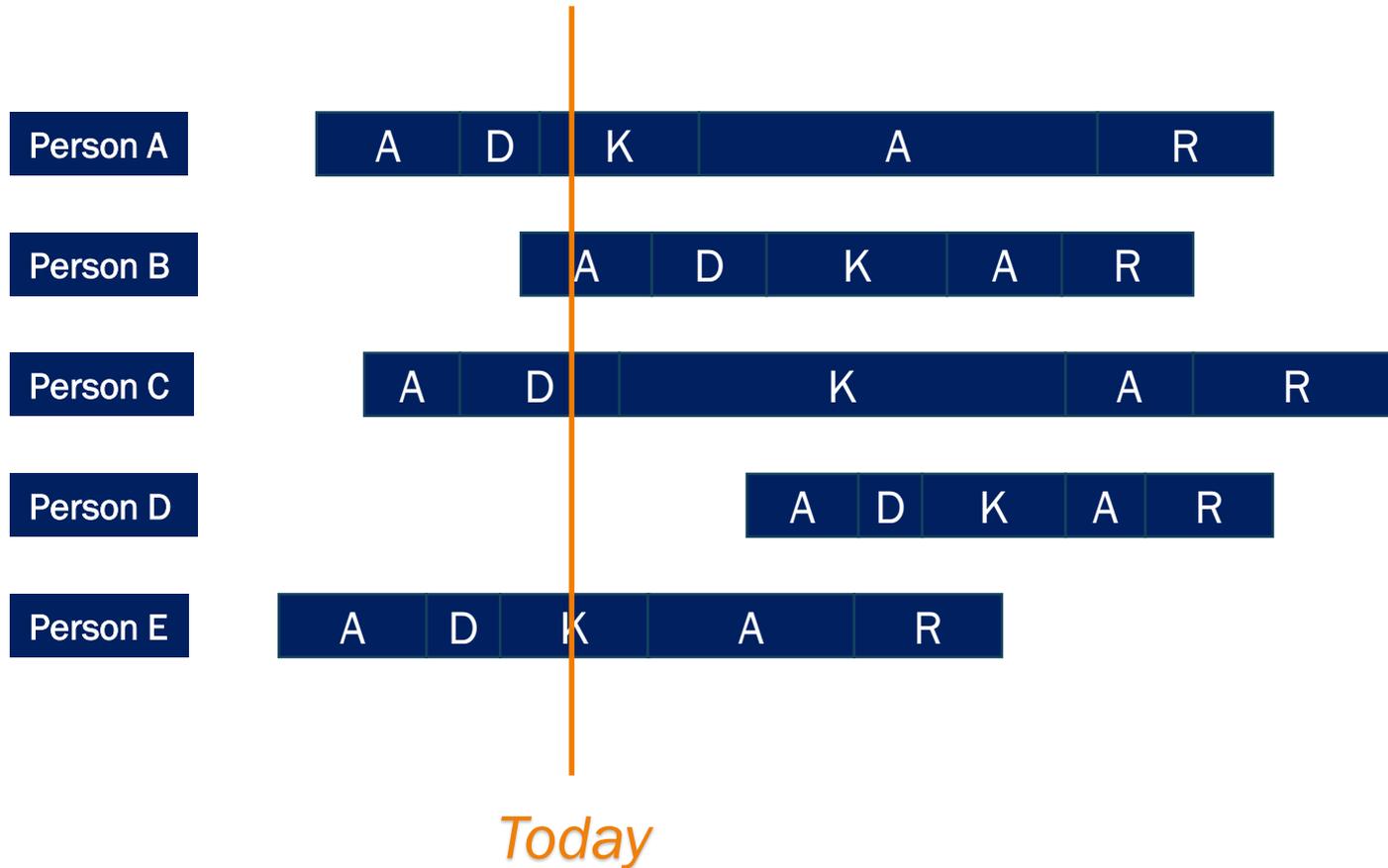
Knowledge → “I know how to...”

Ability → “I am able to...”

Reinforcement → “I will continue to...”

ADKAR

Not everyone changes at the same pace



Identifying barrier points

Assessment to help you diagnose why you may be struggling and help to focus your energy and conversation to achieve success

The way UVA delivers Human Resources is transforming and thereby impacting how I perform my role and meet my responsibilities now and in the future.

1. Complete page 1 of the worksheet
2. Retrieve your smart phone
3. Participate in anonymous interactive activity

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Business Change:
Briefly describe the change that is being implemented:

1. Describe your awareness of the need to change. What are the business, customer or competitor issues that have created a need to change?

Rate your awareness of the need to change on a scale of 1 (I am not aware) to 5 (I am fully aware) of the business reasons to change: []

2. List the factors or consequences (good or bad) related to this change that affect your desire to change.

Consider these organizational systems. Rate your overall desire to change on a scale of 1 (I have little desire) to 5 (I have a strong desire) to change: []

3. List the skills and knowledge needed to support this change.

Do you have a clear understanding of the change and the skills you will need to operate in the new environment? Have received education or training to learn these new skills? Rate your knowledge of how to change on a scale of 1 (I do not have the training or required knowledge) to 5 (I have training and the required knowledge to implement the change): []

4. Considering the skills and knowledge identified in step 3, assess your overall ability in each area (low, medium, high).

Include your evaluations and rate your overall ability to change on a scale of 1 (I have not yet developed the skills and behaviors) to 5 (I have mastered the skills and behaviors) to support the change: []

5. List the reinforcements that will help retain the change. Are incentives in place to reinforce the change and make it easy?

Rate the degree to which you are receiving reinforcement for demonstrating the change on a scale of 1 (I am not receiving reinforcement) to 5 (I am receiving reinforcement) for demonstrating the change: []

Review the five scores above and circle the cell area where you scored a 3 or below.

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The Activity

- Retrieve your smartphone or mobile device

- Go to the internet browser and enter
 - respond.cc

- Enter session key
 - **XXXXXX**

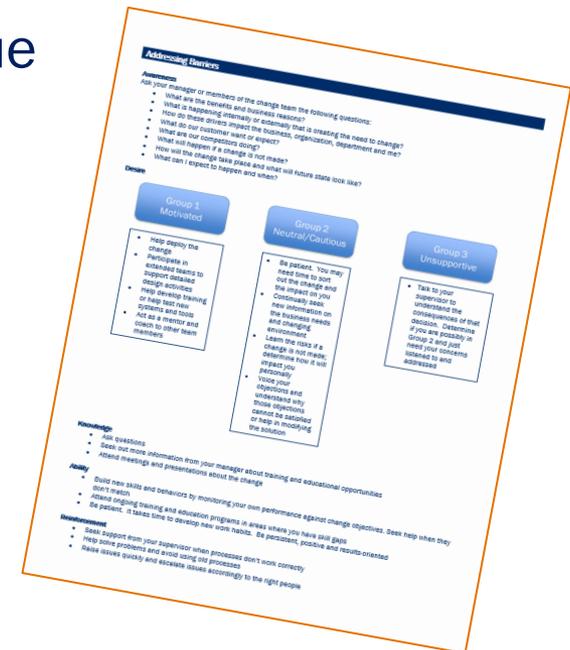
- Enter the answers to the 6 questions from your worksheet

- Submit!

Addressing barrier points

Focus your energy and conversation on the area that will most likely produce progress and ultimately success

1. Review strategies related to barriers unique to you
2. Take action



Assess which group you are in when it comes to desire to make the change.

Group 1

- You are motivated to change simply by understanding what is happening.
- You need very little, if any incentive beyond the basic knowledge.
- You are a willing participant and active supporter of the change.

Group 2

- You are neutral or cautious about the change.
- You may need incentives, personal attention or definitive consequences for supporting or not supporting the change.
- You need to understand how it impacts you personally.
- You will need to understand the risk of a change is not made.

Group 3

- You will not support the change no matter what is done.
- You will either openly obstruct the effort or leave the company.
- You may be a passive observer but behind the scenes you actively campaign against the change.

Next Steps

- Seek clarification – talk to your supervisor
- Provide clarification – talk to your team members
- Get curious – learn about ways to cope with change
- Use resources – reach out to FEAP
- Lean in – participate in development opportunities
- Reassess – watch for movement or progress