



C2HR

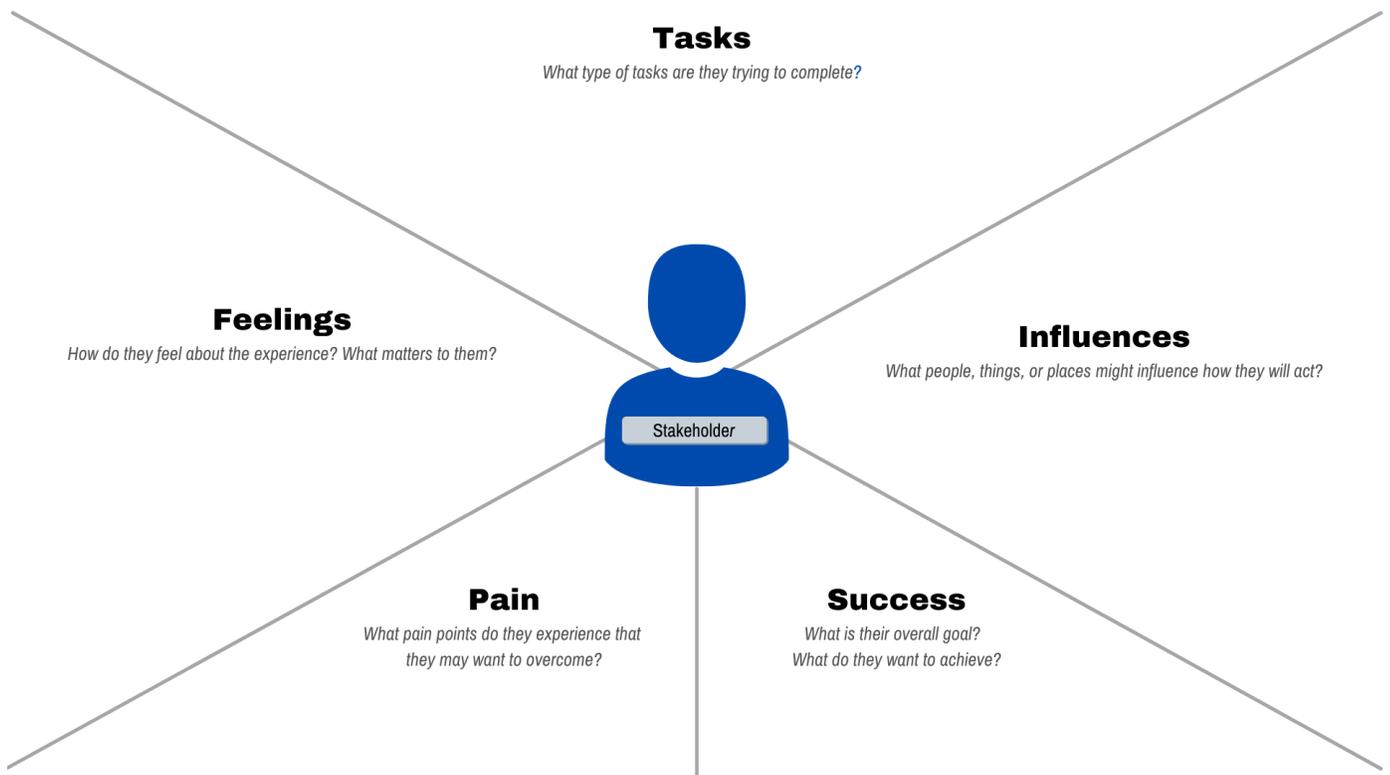
Content & Connectivity
Human Resources



Change Management Toolkit

Empathy Map

Think of a specific person in the stakeholder group you are influencing. Put yourself in their position and jot down answers to the questions on the empathy map. Use this information to think about how you can guide them through the change and get to acceptance.



Empathy Map

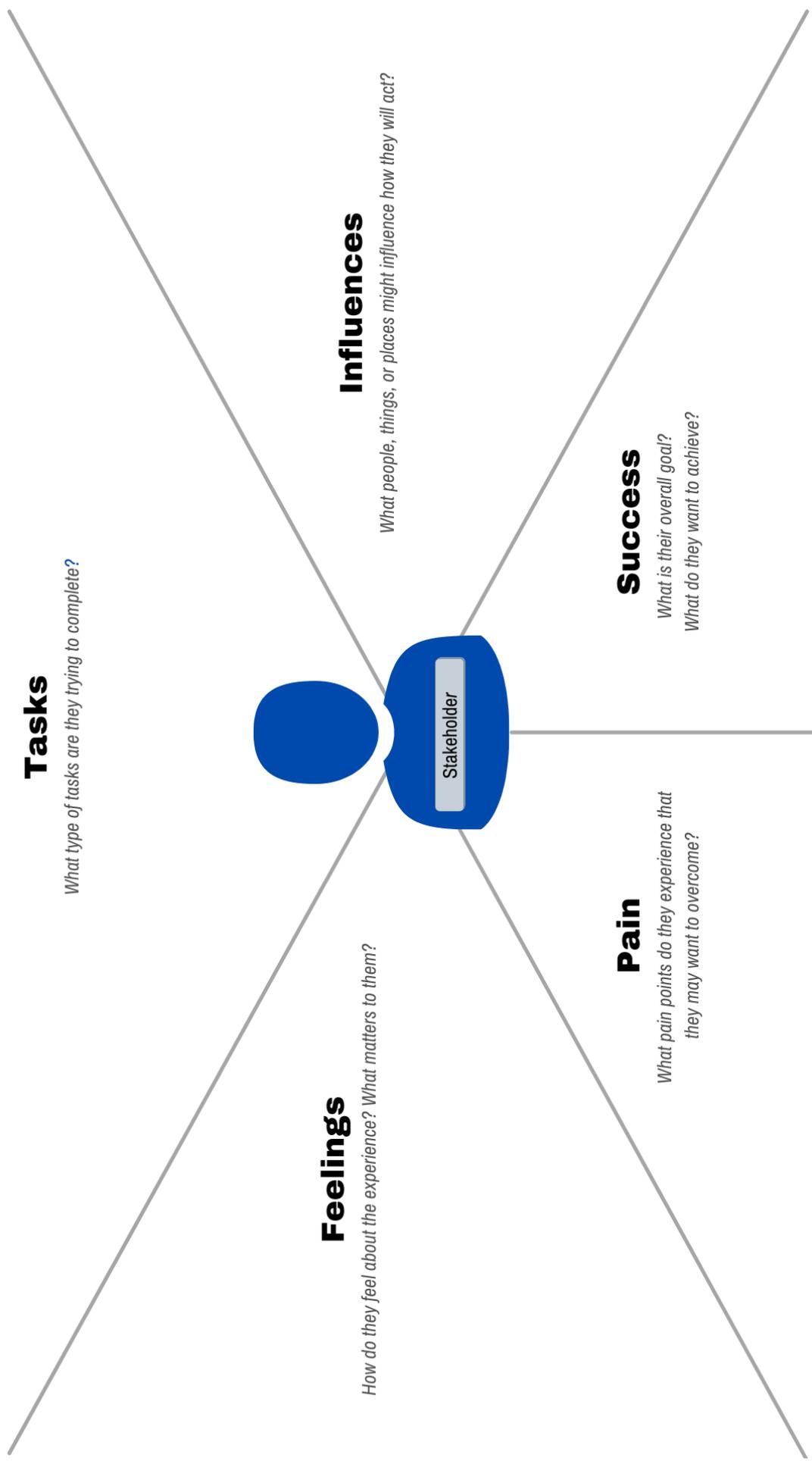
Facilitating a discussion around the empathy map:

When? Use this discussion before you create your change plan to understand the targets of change better. You will increase your likelihood of adoption if you plan for change with the mindset of those encouraging you to adopt the change.

Who? Create an empathy map for each group experiencing change. Each group has different feelings, pain points, and motivators regarding change. Different groups need different plans and communication approaches.

Engage? Engage key stakeholders in this conversation. Ideally, if you have a truth-teller in the change group, they can provide invaluable perspective. You can facilitate a discussion around an empathy map with one or twenty or more people.

- **How?** Use the blank map provided or draw your own. Ask each of the questions and down answers. You can also have participants write down answers on post-it notes, read them and add them to the map. Post-it notes enable you to group themes.
- **In-person?** You can have it on a handout or a flip chart/whiteboard
- **Virtually?** Use it as a PowerPoint slide and add text boxes to “write” on the slide.
- **Large group?** If facilitating a large group, provide each group of three to five with a map, have them brainstorm their map, and report to the large group to build one group map.
- **Key to Success!** Facilitate the discussion to stay on topic with one change and one group for each map.
 - i.e., Implementing a new hiring process with acquired company HR Staff.
 - i.e., Adopting a new time-off policy with acquired company hourly employees
- **Reflect!** As a group, review the contents on your map before you begin planning for change. Discuss how best to leverage the motivators and overcome the pain points and fears. Include these ideas in your plan.

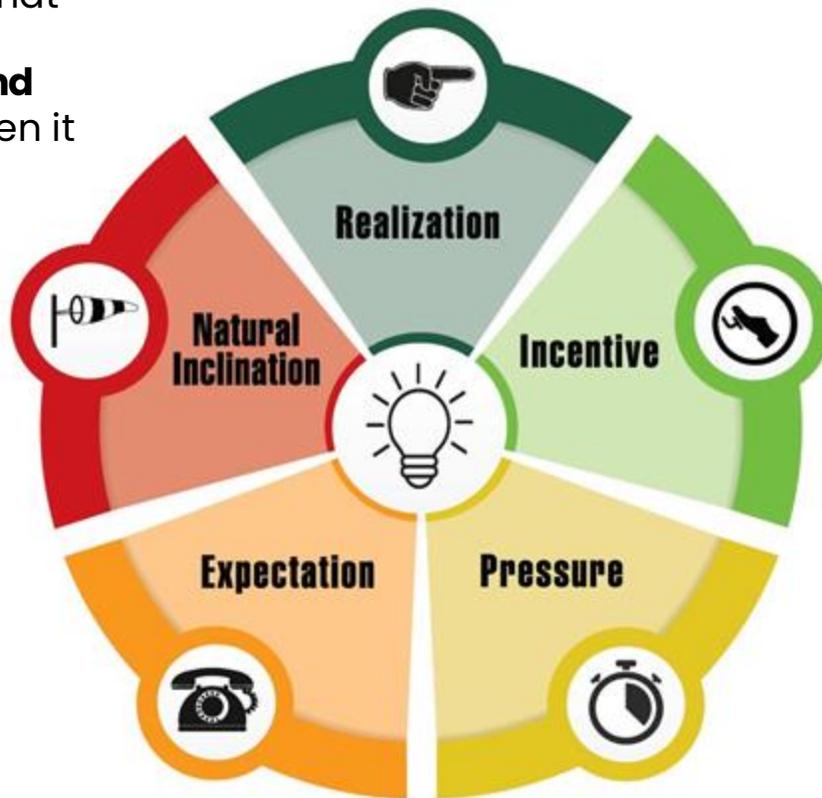


Assessing Readiness

NATURAL INCLINATION: What are their natural **assumptions and motivations** when it comes to this change?
(Empathy Map)

REALIZATION: What is their level of **awareness** about the need for this change?

INCENTIVE: Do they see **any incentive** for personally embracing this change?



EXPECTATIONS: Do they understand **what is expected** of them during this change?

PRESSURE: Do they understand why it is **important** to personally embrace this change?

Assessing Readiness



Assessing Readiness with the RIPEN Model

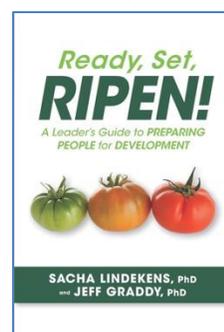
Facilitating a discussion around the RIPEN Model for Readiness:

When? Use this discussion before you create your change plan to understand the what you need to include in your change management communications and plan. Understanding what you need to emphasize in your communications and plan will increase your likelihood of success.

Who? Discuss the RIPEN model for each group experiencing change. Each group may have different gaps and needs regarding change. Each group may need different plan and communication approaches in order to successfully adopt change.

Engage? Engage key stakeholders in this conversation. Ideally, if you have a truth-teller in the change group, they can provide invaluable perspective. You can facilitate a discussion around the RIPEN model with one or twenty or more people.

- **How?** Use the RIPEN model provided or draw your own.
- **In-person?** You can have it on a handout or a flip chart/whiteboard
- **Virtually?** Use it as a PowerPoint slide and add text boxes to “write” on the slide.
- **Large group?** If facilitating a large group, provide each group of three to five with a map, have them brainstorm the topics in the model, and report to the large group to build one model.
- **Key to Success!** Facilitate the discussion to stay on topic with one change and one group for each RIPEN discussion.
 - i.e., Implementing a new hiring process with acquired company HR Staff.
 - i.e., Adopting a new time-off policy with acquired company hourly employees
- **Reflect!** As a group, review the contents on your RIPEN model before you begin planning for change. Discuss how best to leverage the motivators and overcome the barriers. Include these ideas in your plan.
- **The RIPEN Model is** also effective for personal change and development. You can read more about the model in the book, RIPEN!



UNDERSTANDING DRIVERS/BARRIERS TO CHANGE

Drivers

What will help drive the change?

Barriers

What may hold back the change?



Force Field Analysis–Drivers and Barriers

Facilitating a discussion around the RIPEN Model for Readiness:

When? Use this discussion before you create your change plan to understand the forces in the organization that are supporting the adoption of change and those that will be barriers to overcome.

What? Discuss the Driver and Barriers for change. Each change may have drivers and barriers to leverage and overcome.

Engage? Engage key stakeholders in this conversation. Ideally, if you have a truth-teller in the change group, they can provide invaluable perspective. You can facilitate a discussion around the drivers and barriers with one or twenty or more people.

- **How?** Use the Force Field Analysis model provided or draw your own.
- **In-person?** You can have it on a handout or a flip chart/whiteboard
- **Virtually?** Use it as a PowerPoint slide and add text boxes to “write” on the slide.
- **Large group?** If facilitating a large group, provide each group of three to five with a model, have them brainstorm the topics in the model, and report to the large group to build one model. You can also use post it notes from each group to add to the large model. Post-it notes enable grouping by theme.
- **Key to Success!** Facilitate the discussion to stay on topic with one change.
 - i.e., Implementing a new hiring process
 - i.e., Adopting a new time-off policy
- **Reflect!** As a group, review the contents on your Force Field Analysis model before you begin planning for change. Discuss how best to leverage the drivers and overcome the barriers. Include these ideas in your plan.



Avion Consulting

Avion Consulting specializes in leadership, team, and organizational development.

Avion Consulting partners with senior leaders and their organizations to unleash potential in people. We contribute to our clients' success by providing tailored solutions that positively impact people and drive business results.

Our leadership development professionals bring unique experiences and skills to our work with clients, but one thing we all have in common is a deep commitment to helping leaders and organizations achieve their full potential.



Michelle DiTondo

Michelle is a Principal with Avion Consulting. She has over 30 years of experience in human resources leadership and strategy.

Michelle has worked with companies across multiple industries to improve and transform their organization culture. Prior to joining Avion Michelle served nearly a decade as the Chief Human Resources Officer for MGM Resorts International, leading culture transformation and employee engagement initiatives for the company's 88,000 employees worldwide.

Michelle received her Bachelor of Arts degree in Education from Arizona State University and her M.B.A. from Brigham Young University. Michelle is based in Las Vegas, Nevada and Buffalo, New York.

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