



# GEAPS EXCHANGE

KANSAS CITY • 2022

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# Change Management

Achieving the Behaviors to Support Safety and Technology Initiatives



# Jonathan Shaver

Envision Partners LLC

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Owner



## Envision Partners

Your partner for building leaders



# Change Management

Achieving the Behaviors to Support Safety and Technology Initiatives



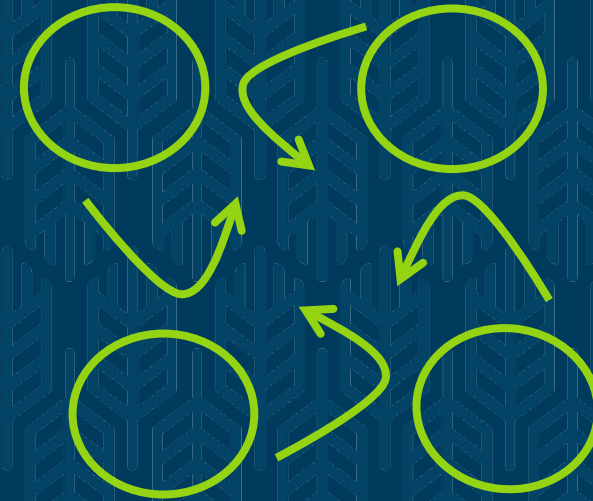
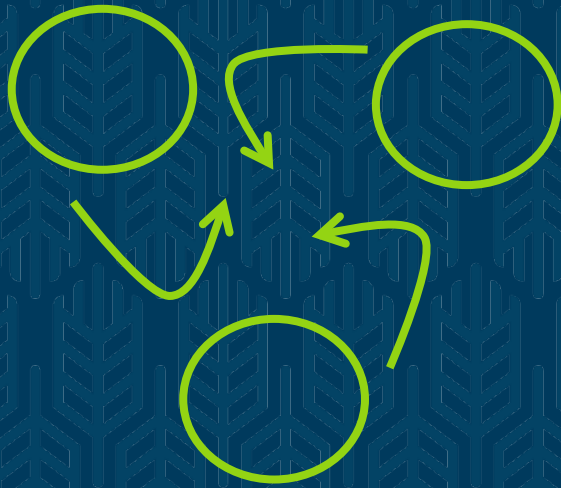
Partner 1

Partner 2

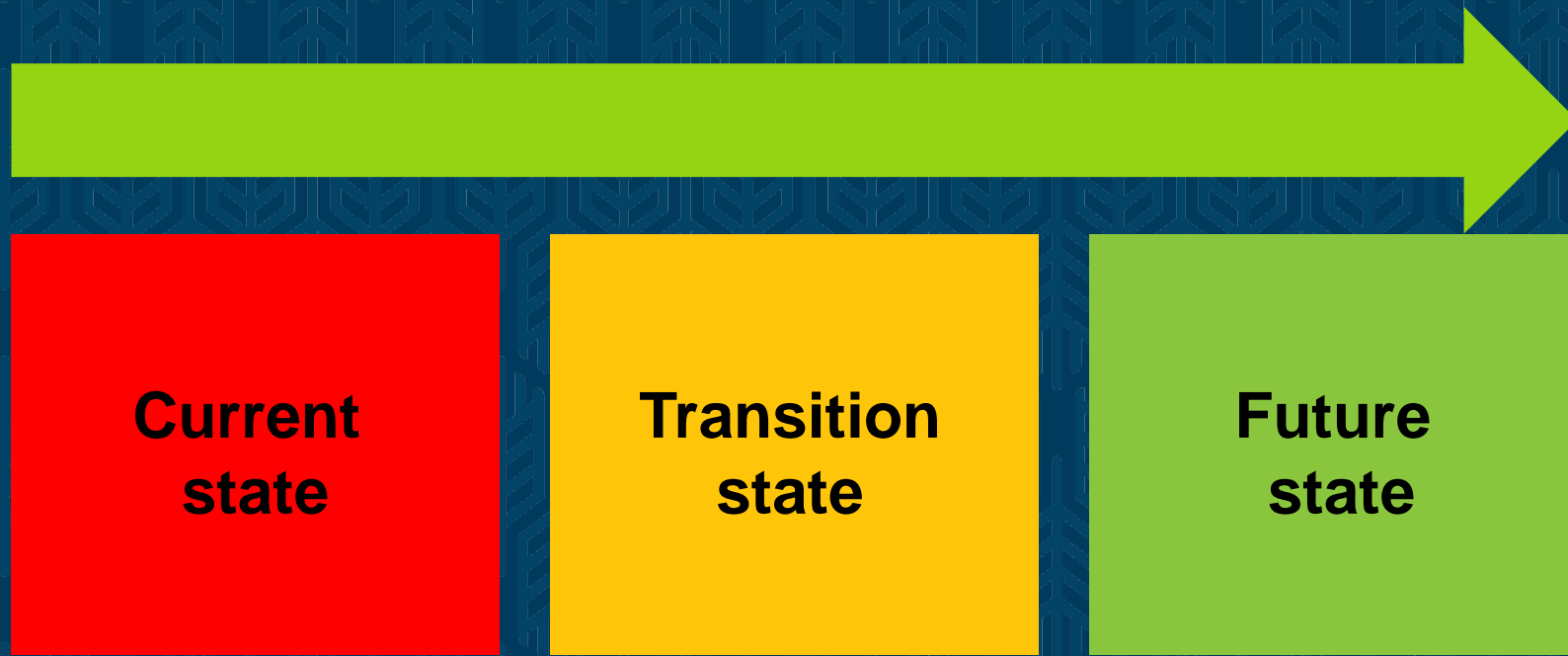
Partner 3

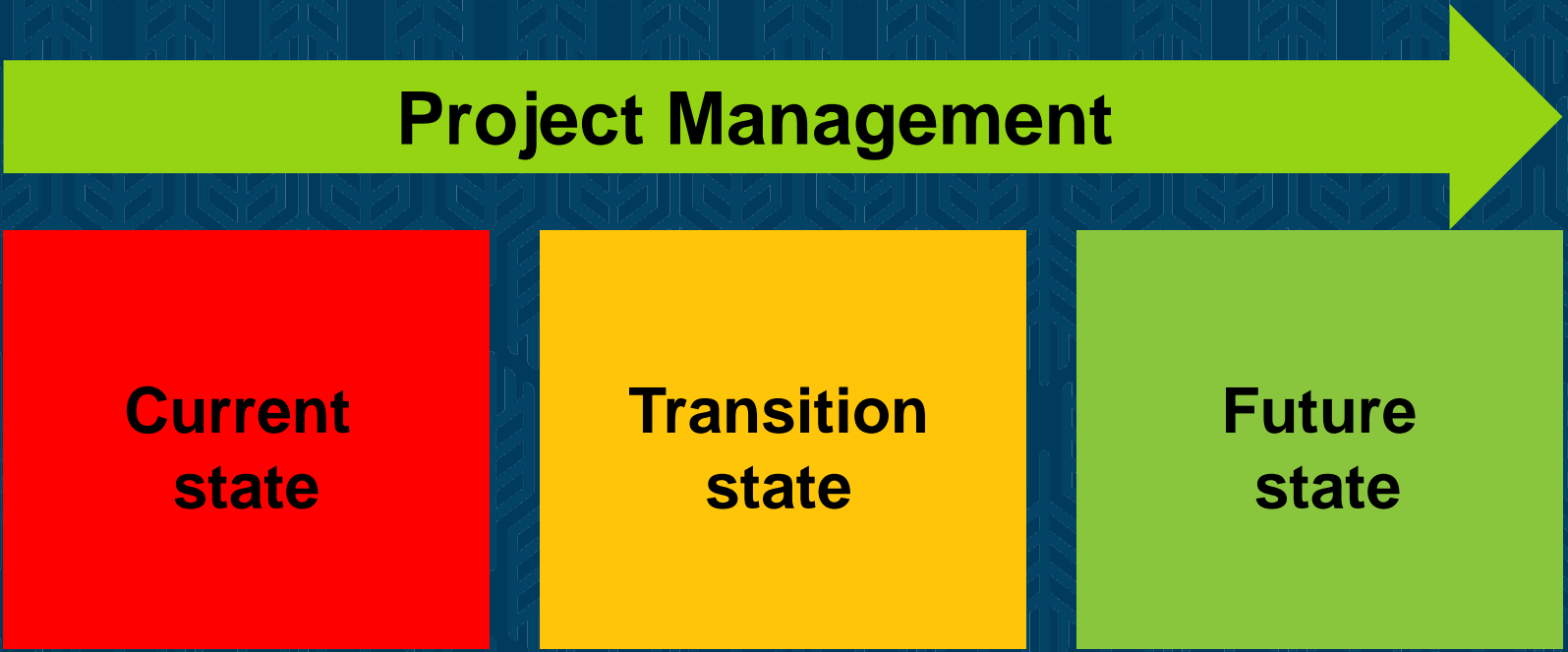
Partner 4

# Why is learning about change management important to you?



# What is change management?







Our goal =



Current state



Transition state



Future state

= X project benefits

Reality =



Current state

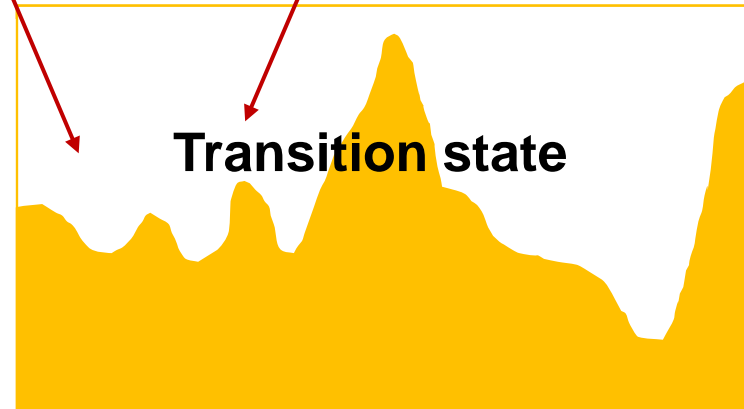
Adoption rates are low

Utilization is not as expected

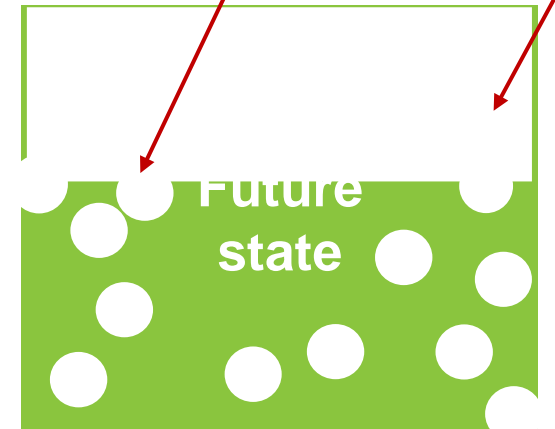
Adoption takes longer than expected

Utilization is inconsistent

Proficiency is limited

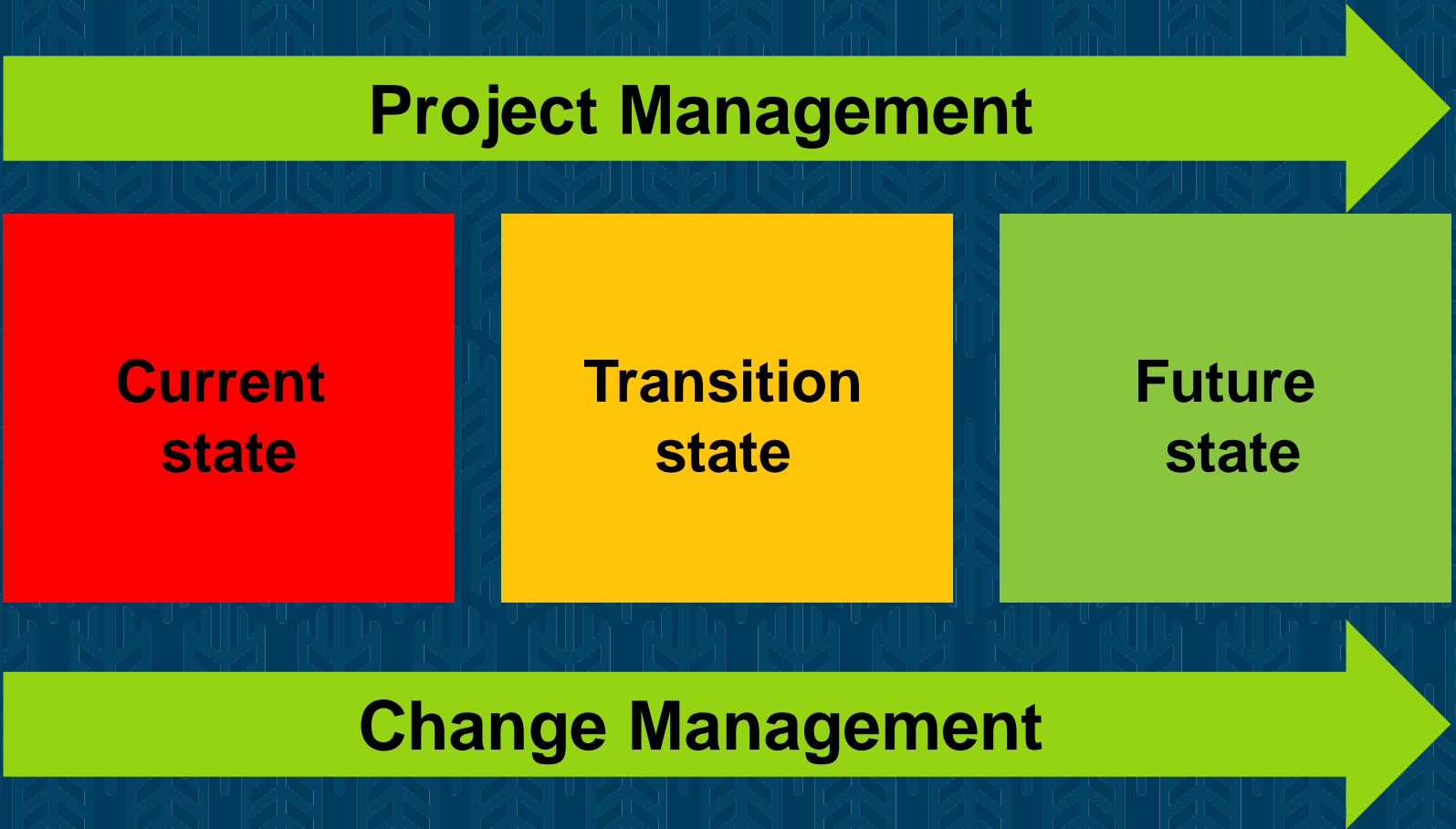


Transition state



Future state

< X





4 minutes for partner 1

What is a change that you are trying to fulfill?

Who needs to change their behavior to achieve this change?

How do they need to behave differently to achieve this change?

One year from now, after your change is successful, what would you be seeing, hearing, feeling?





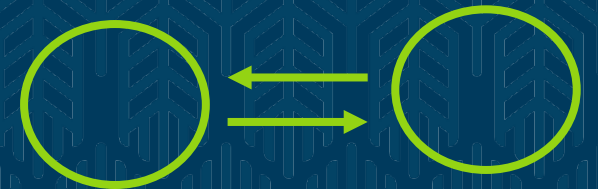
4 minutes for partner 2

What is a change that you are trying to fulfill?

Who needs to change their behavior to achieve this change?

How do they need to behave differently to achieve this change?

One year from now, after your change is successful, what would you be seeing, hearing, feeling?







# ADKAR

Model for understanding change at the individual level

Awareness

Desire

Knowledge

Ability

Reinforcement

## ADKAR model

Awareness

Desire

Knowledge

Ability

Reinforcement



# Awareness

“This is a waste of time”  
“Don’t fix what isn’t broken”  
“They never tell me what’s going on”

- Change begins with understanding why
- #1 barrier to success

- Communicate early
- Communicate often
- Use trusted sources

Score: 5= I have complete comprehension, 1= I am completely unaware of the reason why

# Seven drivers of change



Adapted from Anderson and Anderson, 2002



# Desire

- A personal decision to participate
- Most difficult stage to achieve

“I’m not interested”

“What’s in it for me?”

“I know what to do. I just don’t want to do it”

- Identify individual motivators
- Understand perceived threats
- Create an inspiring vision

Score: 1= I want nothing to do with this change, 5= I want to be part of this change



**Will it help me be more successful...**

**...at what's important to me?**

**Me**—what's in it for me?

**My team**—a passion for the immediate working group

**My company**—driven by the values and goals of the company

**Our customer**—a focus on meeting the needs of the internal or external customer

**Society**--doing something for the good of humankind or the environment



# Knowledge

- Skills and information how to operate
- Plan on how to get to the future state
- Too often the starting point for change

“What am I supposed to do?”

“What next?”

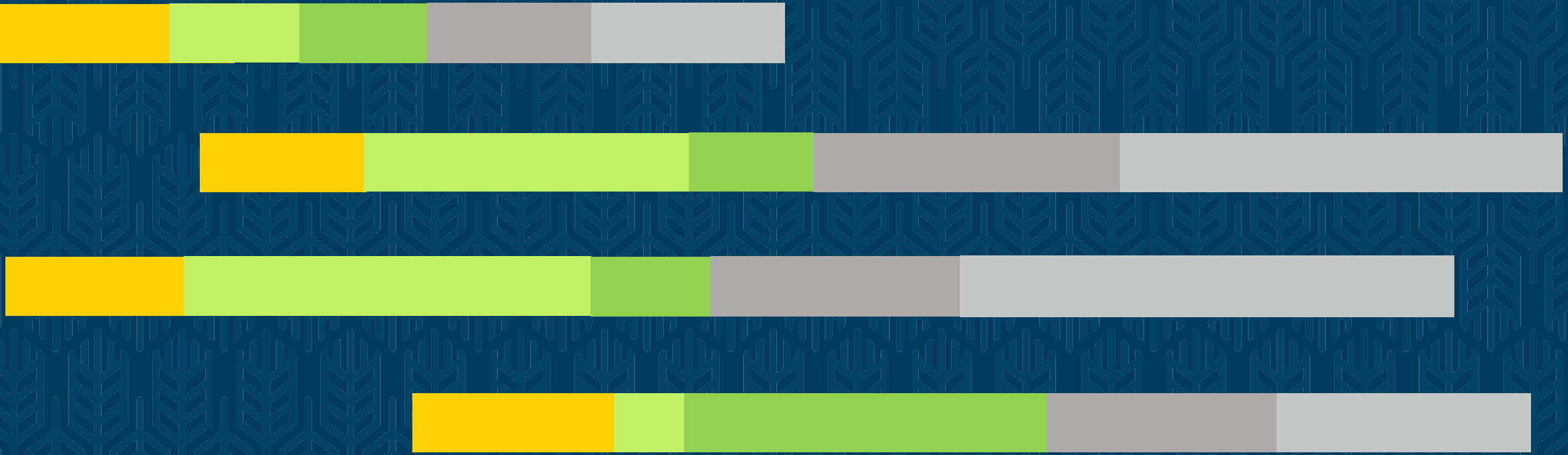
“Oops, again”

- Use appropriate methods
- Establish clear expectations
- Share what to stop doing too

Score: 1= I have no idea what to do differently 5= I am absolutely clear what to do



Awareness    Desire    Knowledge    Ability    Reinforcement



Time



# Ability

“This doesn’t work with my work process”

”I eventually get there, but it takes twice as long”

“No one else has changed so our processes don’t mesh”

- Capacity to turn knowledge into action
- Where real progress on change is seen

- Make sure everyone is on board
- Understand the ripple effects
- Provide space and support

Score: 1= I am not able to implement what I know 5= I am able to deliver desired outcomes of the change





# Reinforcement

“No one recognizes how hard this is”  
”I keep forgetting”  
“What about everyone else?”

- We tend to go back to what we already know
  - Causes can be internal or external
  - Change is a process
- Stay with the change all the way through
  - Know the tripping points ahead of time
  - Reward positive behavior
  - Address negative consequences

Score: 1= we keep starting over again and again, 5= we keep the change in mind until it is second nature



What stage is the barrier for your change?

Awareness

Desire

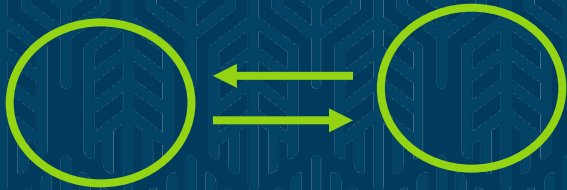
Knowledge

Ability

Reinforcement



Based on that realization, what action do you plan to take?





What questions are on your mind?





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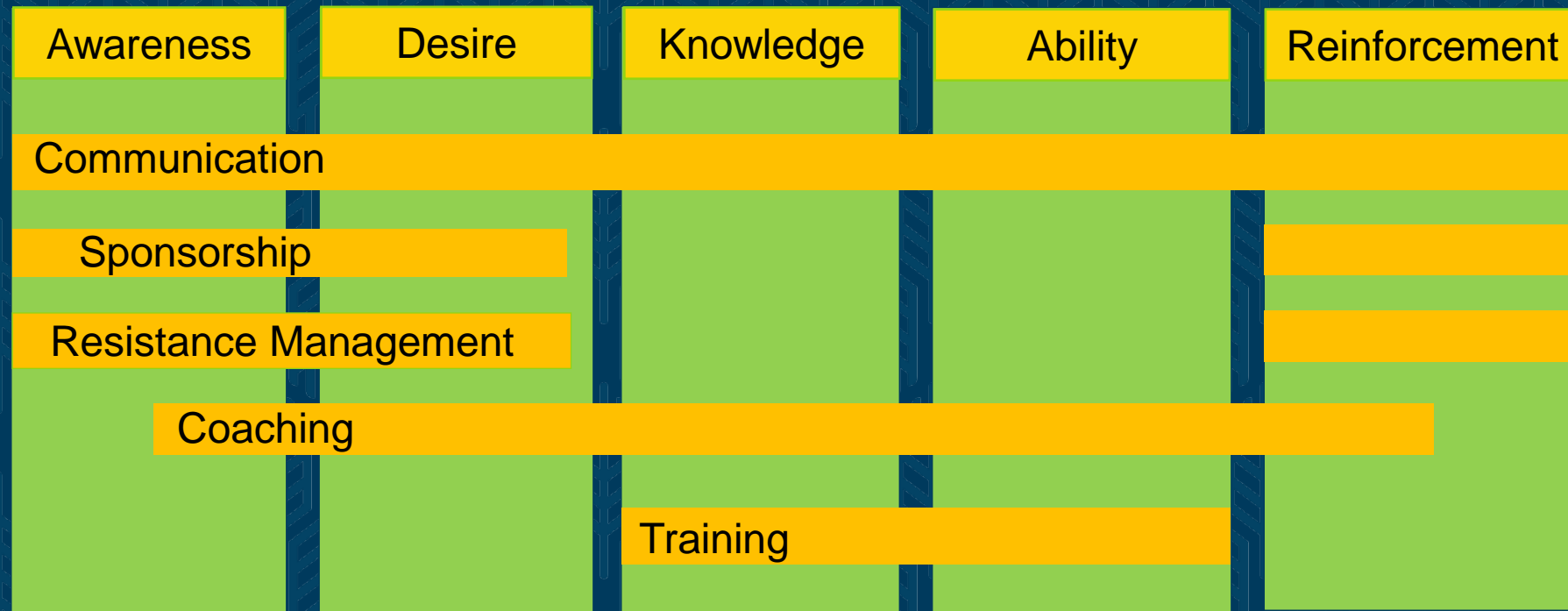


# Jonathan Shaver



Envision Partners, LLC

# Five organizational plans to support individual change management





# SAVE THE DATE!

**FEBRUARY 25-28, 2023**  
Kansas City Convention Center  
Kansas City, Missouri



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