

CHAMPION CHANGE

PARTICIPANT GUIDE



LEADERSHIP ASCENT



VAIL RESORTS
EXPERIENCE OF A LIFETIME™



OVERVIEW

Change is constant, yet it is one of the most resisted phenomena we know. As a leader, you have great influence over the changes you implement within your team and how they are received. By understanding the normal reactions to change, and using effective change management tools, you can help your team embrace change while maintaining operational effectiveness.

OBJECTIVES

- Examine and assess typical reactions to change from a personal and leadership perspective
- Create an environment conducive to change initiatives
- Influence and sustain successful change initiatives within your specific departments

BEST OF THE BEST - WORST OF THE WORST

Identify change initiatives that have gone really well compared to those that have not gone well. Capture the key elements that made them either the best of the best or the worst of the worst.



BEST OF THE BEST



WORST OF THE WORST



WHAT CHANGES ARE UPCOMING OR ARE YOU CURRENTLY EXPERIENCING IN YOUR OPERATIONS?

KOTTER'S MODEL

1 - CREATE A SENSE OF URGENCY

Focus on the “What is in it for me?” For instance, speak to what will improve such as: better accuracy, less work to record your time, mobile friendly app, easier to track your time and your employee’s time off, or less management time needed.

2 - BUILD A GUIDING COALITION

Find the right people with the right perspective and talent for the job. Who do you think would need to be on the design and execution team? Your answers should reflect a sample of managers and individual contributors from corporate and field teams.

3 - DEFINE THE VISION

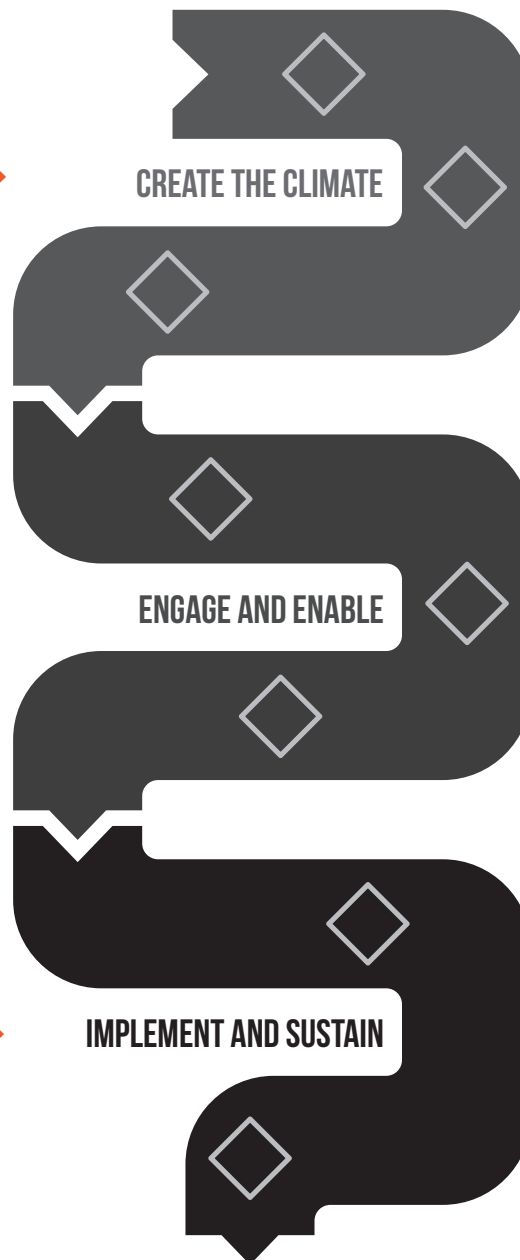
Now that you have your “big idea” and the right team in place, you must work together to form the vision that will be communicated to the organization. Ideas might include a slogan, acronym, graphic or other mechanism that will help your effort.

7 - SUSTAIN ACCELERATION

Your team should prepare to review progress at regular intervals. They should be on the look out for wins that can be leveraged and missteps that can be corrected.

8 - MEMORIALIZE THE CHANGE

Remember the ultimate goal is to make the change feel like the new normal - the way things have always been.



4 - CREATE A COMMUNICATION PLAN

There are many tools available to help you focus and plan for this stage such as the 4 P's of communication: Purpose, Picture, Plan and Part (see next page). Keep in mind that this is the time to get your innovators and early adopters on-board. They will become your volunteer army to help embrace and champion the change with you.

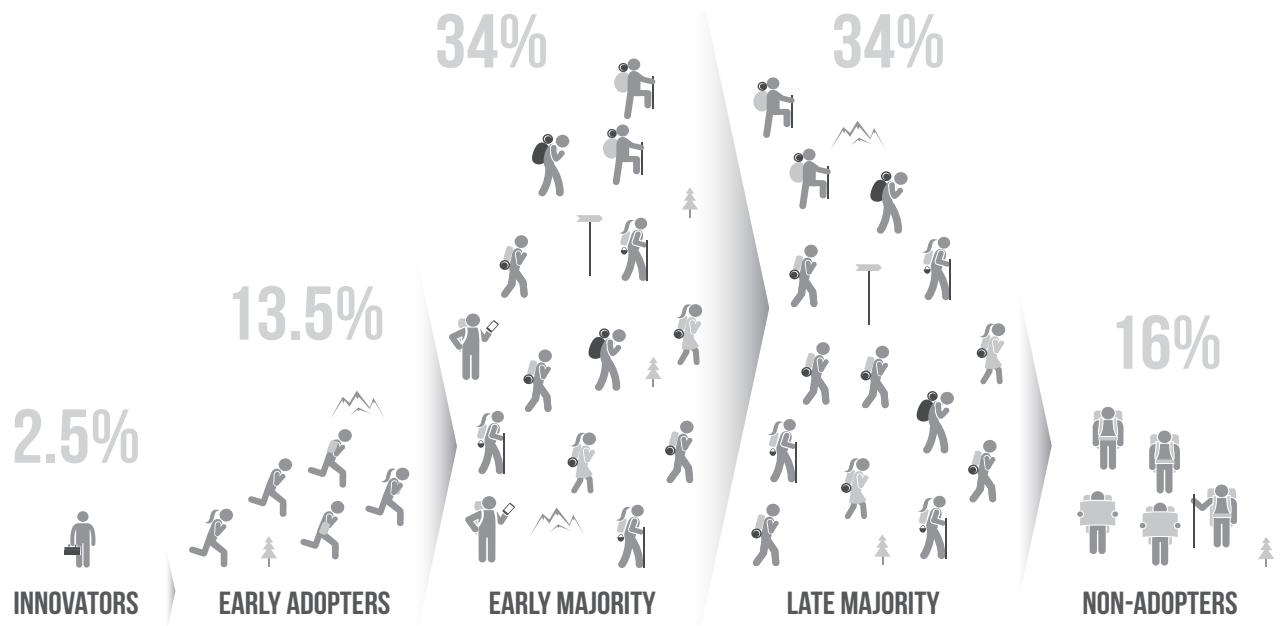
5 - REMOVE BARRIERS

The goal here is to think of all possible obstacles, challenges and barriers that could potentially get in the way. Consider how the change might effect other departments and make a plan on how to tackle them.

6 - GENERATE SHORT-TERM WINS

Wins are the molecules of results. They must be collected, categorized, and communicated early and often to track progress and energize your volunteers to drive change. What would you consider a win in this change initiative? How would you share that win?

ROGERS' DIFFUSION OF INNOVATION CURVE



NOTES

SELF-REFLECTION



EXERCISE

Think about the change you are currently facing and where you would place yourself on the diffusion of innovation curve. How does this impact you as an employee? As a leader of change?

How might you adjust your approach based on this information?

Who might you identify to help champion this change initiative? Why?



“

It isn't the changes that do you in, it's the transition.

”

William Bridges

CREATE A COMMUNICATION PLAN



EXERCISE

PURPOSE

People often need to understand why a change is taking place before they can change themselves. Be prepared to answer questions like: Why are we doing this? What problem are we solving? What are we trying to accomplish?

PICTURE

People often need to have an explanation as to what will be happening before they can commit to it. Be prepared to answer questions like: What is the end game? How is it going to work? What is changing and what isn't?

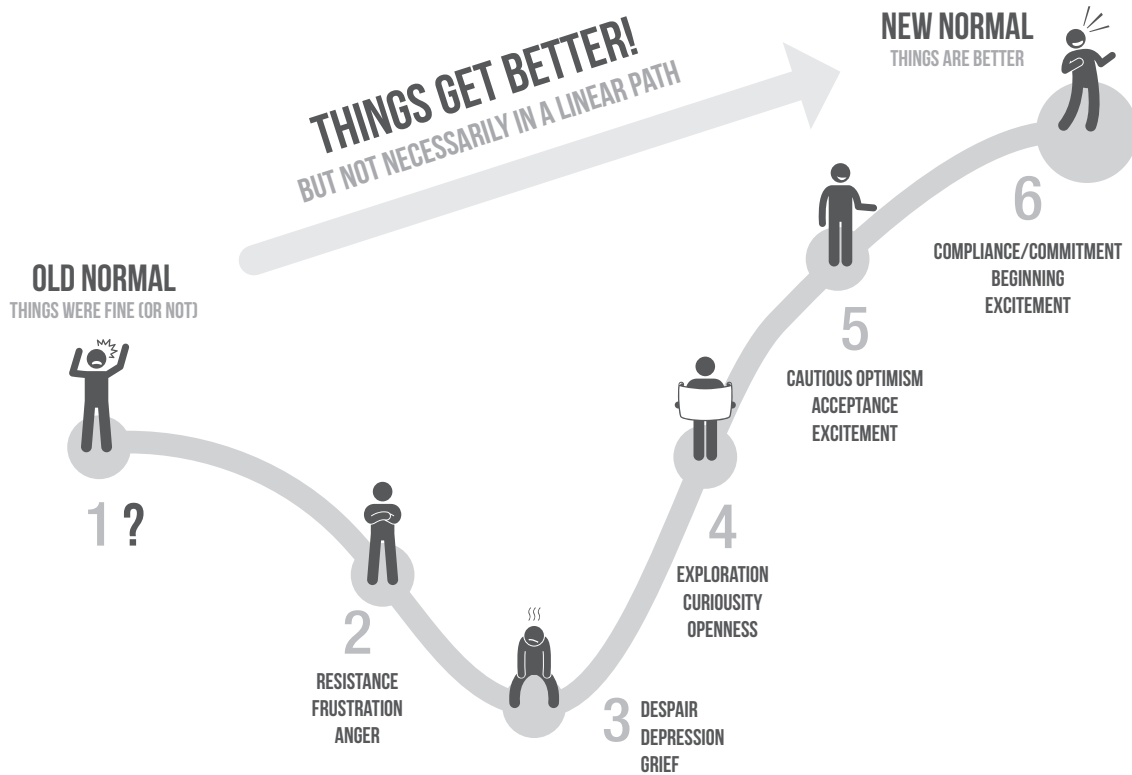
PLAN

People will adopt change faster and with less anxiety when there is a clear plan in place. Address questions such as: What is the road map for getting to where we need to go? What is going to happen over the next X months? What happens first, second, third?

PART

People need to know where they fit and how they can contribute. Provide answers to questions like: What is my role? How will I be involved? Do I have an opportunity to provide input into the plan? When will I be trained?

THE CHANGE CURVE



WHO GETS THREATENED DURING CHANGE?



IN EACH STAGE: WHAT DO PEOPLE DO AND SAY?

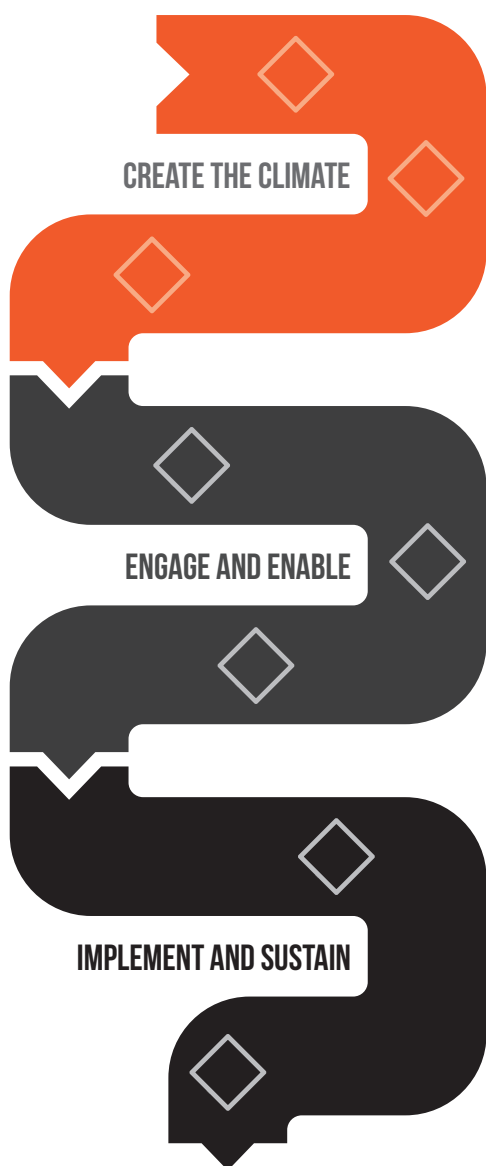


IN EACH STAGE: WHAT DO THEY NEED? IN OTHER WORDS HOW CAN YOU HELP THEM MOVE ALONG THE CURVE?

1 OLD NORMAL	What do people do/say?	What do people need to move on?
2 RESISTANCE FRUSTRATION ANGER	What do people do/say?	What do people need to move on?
3 DESPAIR DEPRESSION GRIEF	What do people do/say?	What do people need to move on?
4 EXPLORATION CURIOSITY OPENNESS	What do people do/say?	What do people need to move on?
5 CAUTIOUS OPTIMISM ACCEPTANCE EXCITEMENT	What do people do/say?	What do people need to move on?
6 COMPLIANCE COMMITMENT BEGINNING EXCITEMENT	What do people do/say?	What do people need to move on?

CHANGE PLANNER

 USE THIS TOOL TO PLAN FOR A CHANGE INITIATIVE IN YOUR DEPARTMENT OR ANALYZE A PAST EFFORT



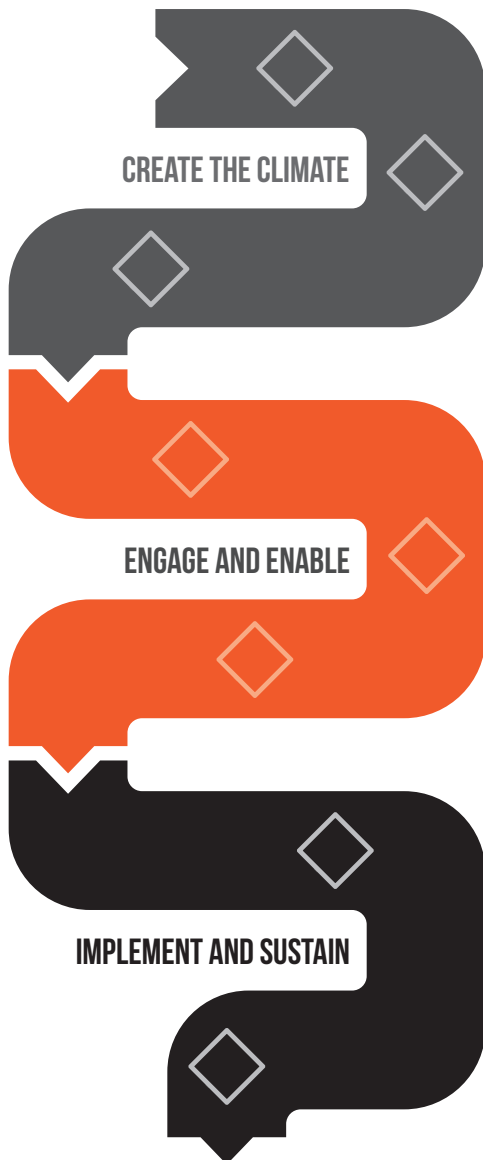
CREATE THE CLIMATE

1 - CREATE A SENSE OF URGENCY

2 - BUILD A GUIDING COALITION

3 - DEFINE THE VISION

CHANGE PLANNER



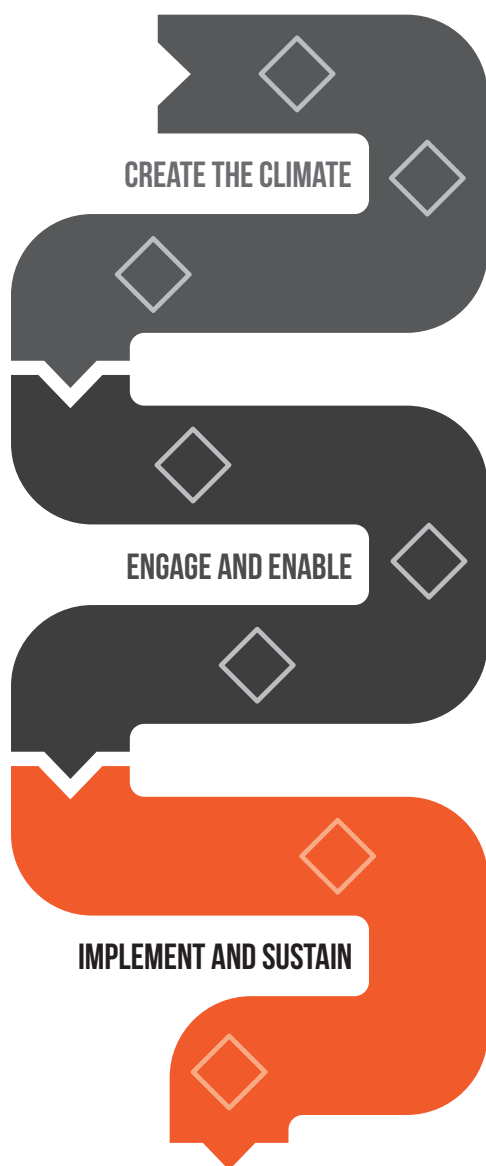
ENGAGE AND ENABLE

4 - CREATE A COMMUNICATION PLAN

5 - REMOVE BARRIERS

6 - GENERATE SHORT-TERM WINS

CHANGE PLANNER



IMPLEMENT AND SUSTAIN

7 - SUSTAIN ACCELERATION

8 - MEMORIALIZE THE CHANGE

SELF-REFLECTION



ONE THING I CAN DO IMMEDIATELY TO MAKE A DIFFERENCE A CHANGE EFFORT FOR MYSELF...



ONE THING I CAN DO IMMEDIATELY TO MAKE A DIFFERENCE A CHANGE EFFORT AS A LEADER OF MY TEAM...



“ *You do not build a reputation
on what you say you are
going to do* ”

Henry Ford



NOTES
