

Change Management Framework:

Components and Application



- Core components of a change management framework and step-by-step application



- The manager's role in leading change



- Why it matters: people and adoption are the central challenge



- Practical tools for planning, communicating, and sustaining change initiatives



What Change Management Really Means

- A structured approach to moving people from current to desired future state
- Project management delivers the technical solution; change management delivers adoption and value
- People respond emotionally before rationally — this is the starting point for credible change practice



Core Components of a Change Management Framework



- Vision and case for change, sponsorship, stakeholder engagement



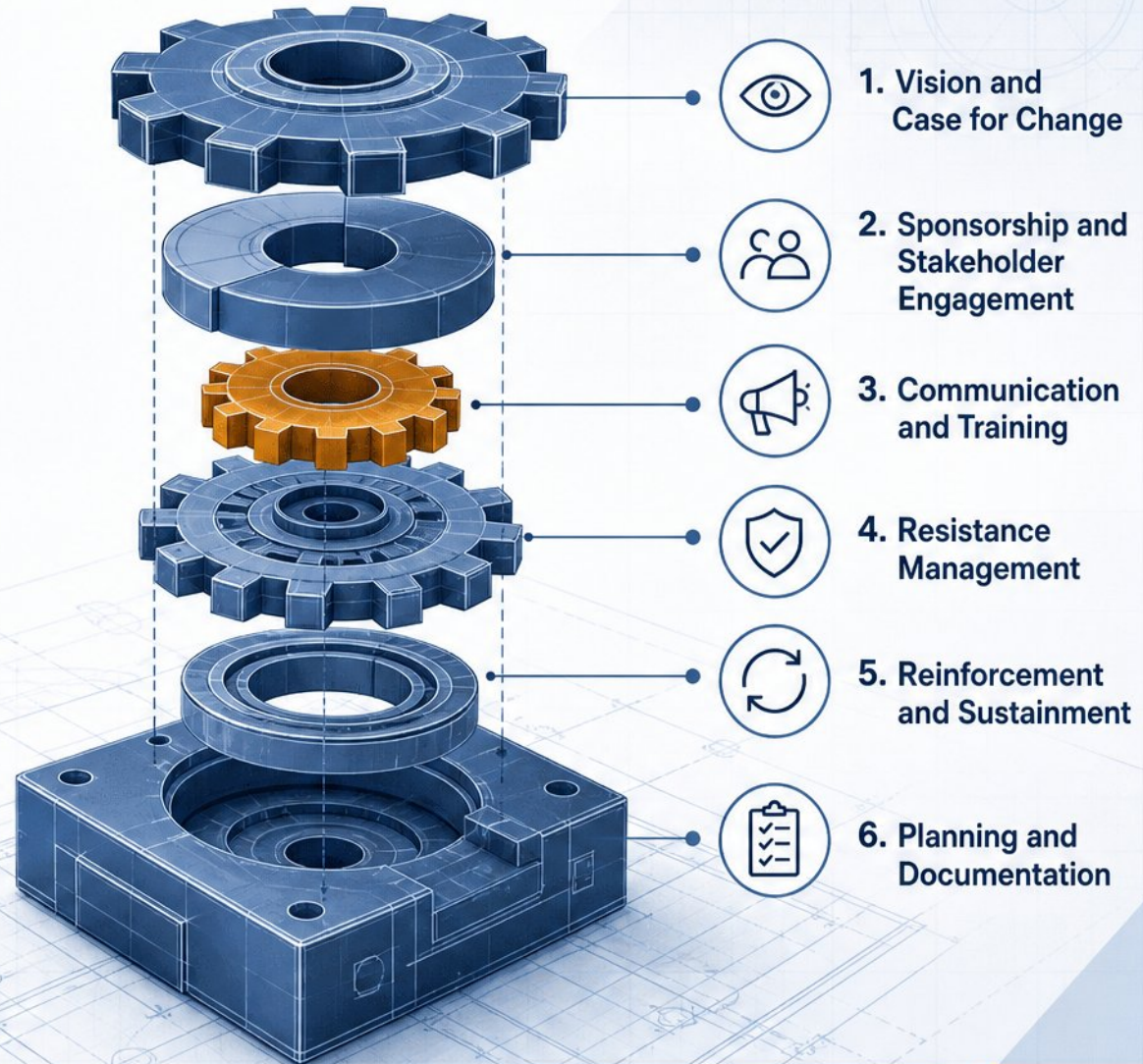
- Communication, training, resistance management, reinforcement



- Connected end-to-end from preparation through sustainment



- Complete plan documents all components before implementation



Established Frameworks: ADKAR, Prosci, and Kotter



- ▶ **ADKAR:** five individual outcomes — Awareness, Desire, Knowledge, Ability, Reinforcement
- ▶ Diagnoses exactly where people are stuck in adoption
- ▶ **Kotter's 8-Step:** top-down sequence from urgency to culture
- ▶ Best for large-scale, leadership-driven transformation
- ▶ **Prosci:** combines ADKAR with 3-phase process (Prepare, Manage, Sustain)
- ▶ Frameworks complement each other — blend Kotter + ADKAR for best results

Applying the Framework Step by Step



Stakeholder Analysis and Engagement



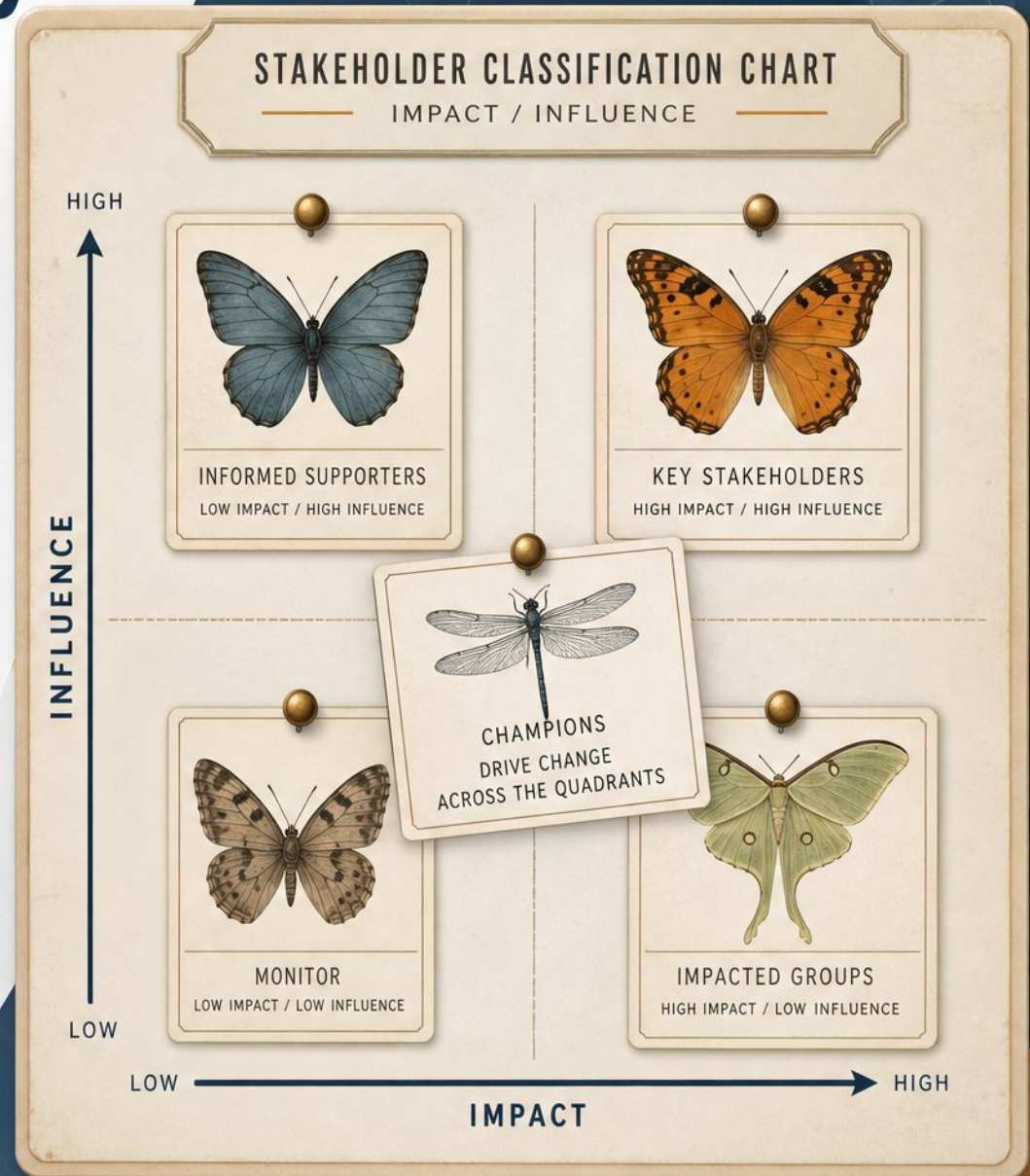
- Identify all impacted and influential stakeholders, including informal leaders and champions



- Map stakeholders by impact and influence to prioritize engagement effort



- Tailor approaches: sponsors need strategic context, frontline employees need day-to-day impact clarity



Communication That Drives Change

- ▶ Planned, repeated, two-way communication—not one-time broadcast
- ▶ Core messages: why, what it means, what to expect
- ▶ Tailor channels and timing by audience
- ▶ Equip managers with talking points and toolkits
- ▶ Avoid tick-box communication; foster ongoing dialogue



Training and Capability Building

- Bridge current skill gaps with role-based, practical learning
- Deliver training close to actual use; blend digital with hands-on practice
- Knowledge: what people know; Ability: what they can do under pressure
- Reinforce with refreshers, practice opportunities, and manager support



Resistance, Feedback, and Coaching



- People resist due to loss of control, uncertainty, fear of failure, and lack of trust



- Spot early signs through pulse checks and manager conversations



- Reframe resistance as feedback: listen actively and diagnose root causes



- Use empathy, open questions, and confidence building to coach through transitions



- Equip middle managers—they are a critical leverage point, not a bypass



What matters most to you right now?

What concerns you most?

What would need to be true for this to work for you?

What support would help?

What's one step we can take together?

Reinforcement and Sustaining Change



- Change regresses when reinforcement stops too early



- Never declare victory too soon



- Measure adoption, proficiency, and business results over time



- Use leading and lagging indicators for tracking



- Recognize wins, use feedback loops, and apply corrective actions



- Transition ownership from project team to operational leaders



REINFORCEMENT ACTIVE



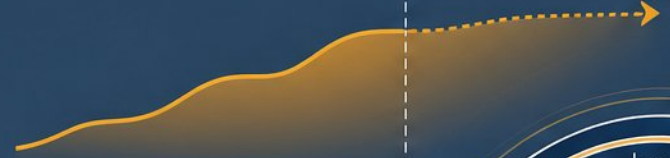
ADOPTION



PROFICIENCY



BUSINESS RESULTS



Sustain the change. Reinforce the behaviors.
Protect the gains. Drive lasting impact.



Common Pitfalls and How to Avoid Them



-  - Engage sponsors early and clarify the case for change
-  - Integrate all components into an end-to-end plan
-  - Involve middle managers and create two-way feedback channels
-  - Define sustainment metrics and transition plans before go-live

Engage sponsors early and clarify the case for change

Integrate all components into an end-to-end plan

Involve middle managers and create two-way feedback channels

Define sustainment metrics and transition plans before go-live



Choosing and Combining Frameworks



- Select by scope: individual, team, or enterprise



- Match type: behavioral, structural, technological, cultural



- Common blend: Kotter for leadership, ADKAR for adoption



- Add Bridges when change involves significant loss



- Avoid framework fatigue: map models together, keep language simple





Applying the Framework to Your Own Initiative



- Select a change initiative to work on



- Draft a mini plan: vision, stakeholders, communication, training, resistance, reinforcement



- Get peer feedback and identify next steps



- Use follow-up resources for continued practice



- Start with one concrete action within two weeks



Key Takeaways and Action Plan



- Change is a people process: adoption, not delivery, determines value



- Use a structured framework, blending models pragmatically by scope and context



- Manager actions: communicate continuously, engage stakeholders early, equip your team



- Address resistance as feedback, and measure adoption to sustain change



- Commit to one concrete next step for your change initiative within two weeks



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