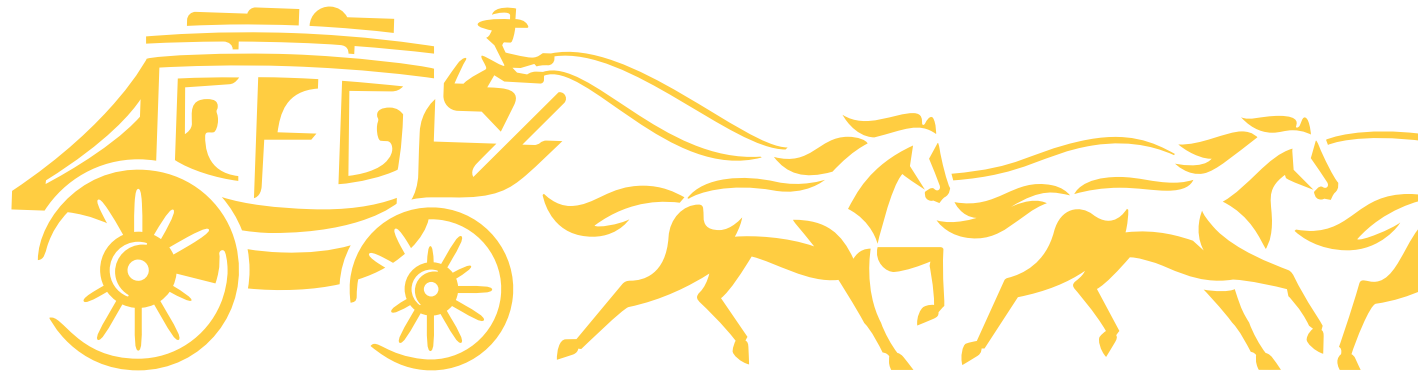


# Change Management for Information Governance

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February 18, 2021  
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ARMA Greater Columbus Chapter



# Speaker Introduction and Session Overview

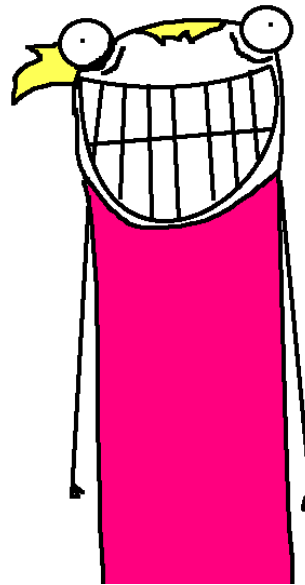
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## Speaker Introduction

- Certifications
- Experience
- Records Philosophy

## Session Overview

- Understanding Change Impacts
- Preparing yourself
- Leading others
- Change Management Planning
- Specific Records Mgmt Considerations

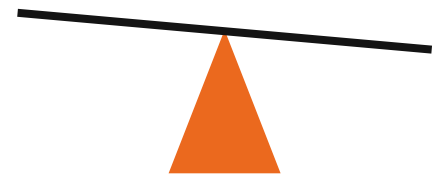


I'M going to  
be a CHAMPION...

## Being Ready

- Understand the impacts of change
- Determine the right time for change/the right change for the time
  - The Tipping Point
  - Align with some other (mandatory) initiative
  - Create a sense of urgency
- Be ready to respond to change yourself
- Be ready to lead change in the organization
  - Healthy organizations handle change better than weak ones
  - Plan for the change (and change the plan)
  - Create an environment conducive to change

According to Malcolm Gladwell, the "**tipping point**" is "that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire."



# Change = Stress

All change is stressful, even positive change

Source of Stress	Rating
Death of spouse	100
Divorce	73
Marital Separation	65
Jail Term	63
Death of close family member	63
Personal injury or illness	53
Marriage	50
Job Loss	47
Marital reconciliation	45
Retirement	45
Change in health of family member	44
Pregnancy	40
Sex difficulties	39
Gain of a new family member	39
Major business readjustment	39
Change in financial state	38
Death of a close friend	37
Change to a different line of work	36
Change in number of arguments with spouse	35
Taking on a mortgage	31
Foreclosure of mortgage or loan	30
Major change in responsibilities at work	29

## Poll: what is your current “stress score”?

Life Event	Score
Spouse beginning or ceasing work outside the home	26
Major change in living condition	25
Revision of personal habits	24
Major changes in working hours or conditions	20
Major change in usual type and/or amount of recreation	19
Major change in church activity	19
Major change in social activities	18
Major change in sleeping habits	16
Major change in number of family get-togethers	15
Major change in eating habits	15
<b>Total for Quarantine Related Changes</b>	<b>197</b>

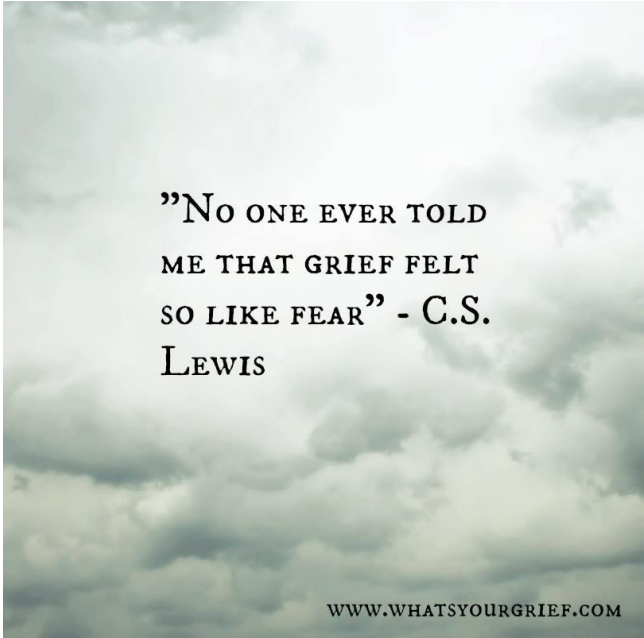
## What Does Your Score Mean?

- **150 points or less** | a relatively low amount of life change and a low susceptibility to stress-induced health breakdown
- **150 to 300 points** | 50% chance of health breakdown in the next 2 years
- **300 points or more** | 80% chance of health breakdown in the next 2 years, according to the Holmes-Rahe statistical prediction model

# Reactions to Change versus Stages of Grief

- Common reactions to change
  - Confusion
  - Denial
  - Panic
  - Helplessness
  - Joy

- Stages of Grief (with Meaning Added)
  - Shock
  - Denial
  - Anger
  - Bargaining
  - Depression
  - Testing
  - Acceptance
  - Meaning

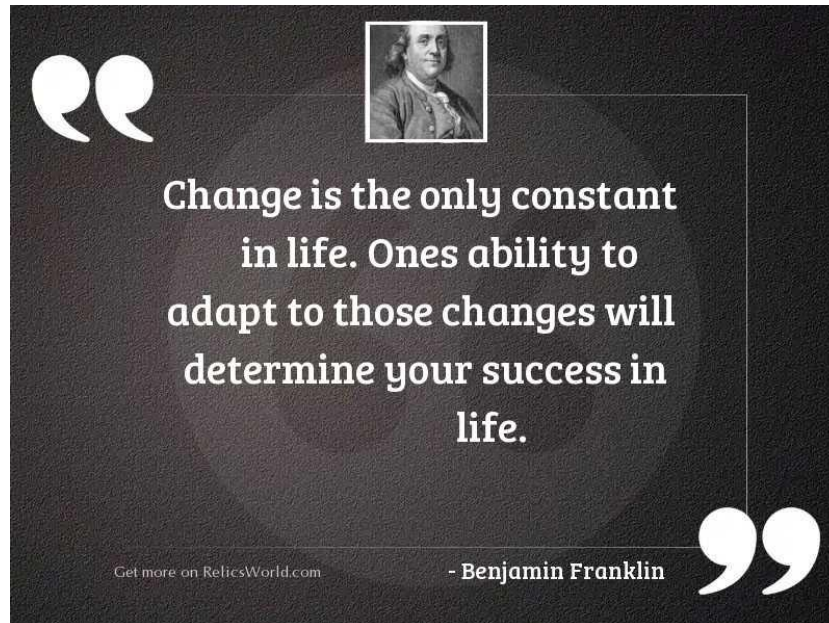


”NO ONE EVER TOLD  
ME THAT GRIEF FELT  
SO LIKE FEAR” - C.S.  
LEWIS

[WWW.WHATSYOURGRIEF.COM](http://WWW.WHATSYOURGRIEF.COM)

## Responding to change

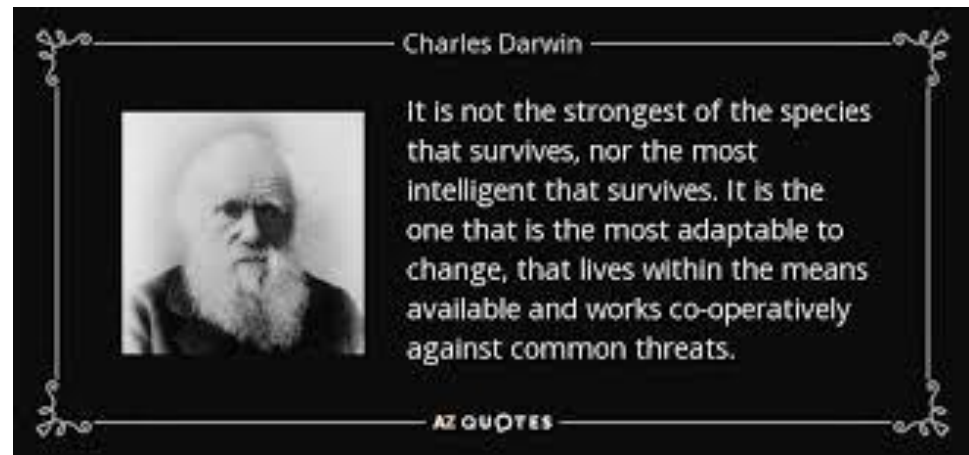
- Build resiliency ahead of time (or just in time)
- Recognize that change is inevitable
  - Recognize all things are temporary
  - Keep things in perspective
- Value learning and learn how to learn
- Decide/Act





## Building Resiliency

- Have a purpose
- Develop an internal locus of control
- Look at obstacles as challenges to overcome
  - Problem solving mindset
- Practice regular self-care
- Have a social support system (of good people)
- Reframe the situation
  - Find the positive



## Resiliency, continued.

- Have positive self-esteem
  - Focus on strengths
  - Receive constructive criticism without taking offense
  - Accept your emotions
    - Recognize anger is temporary
  - Let go of perfectionism
  - Self compassion



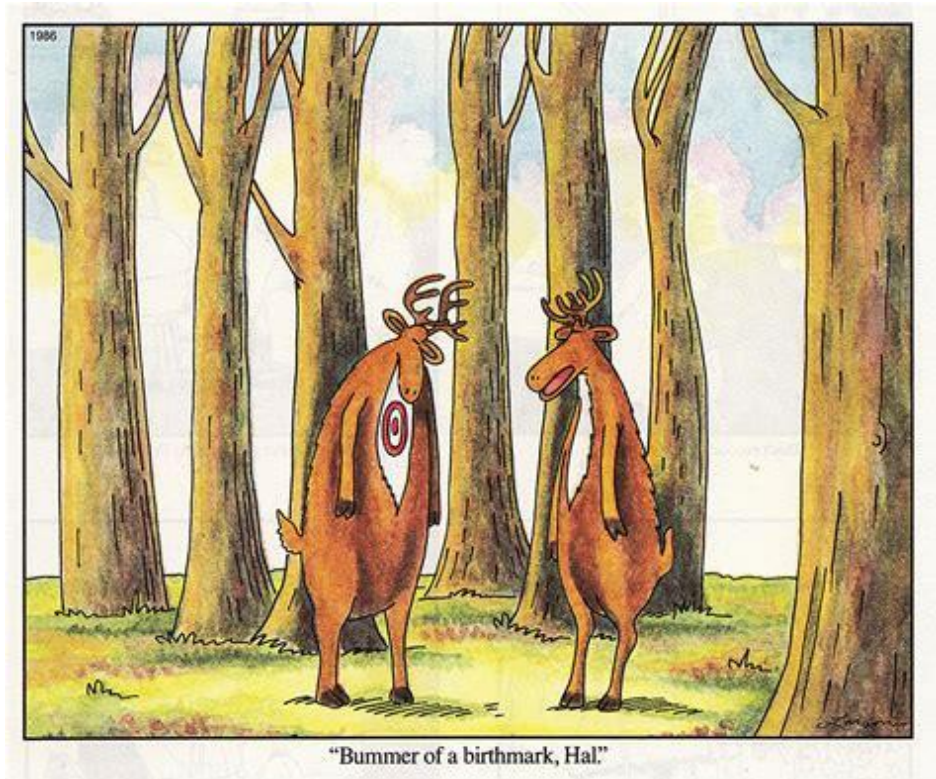
## Resiliency, cont.

### Be self-aware

- Evaluate your core beliefs about change
- Be grateful
- Remember to have courage
- Be flexible
  - Accept what you can't change
- End of History illusion – a psychological illusion in which individuals of all ages believe that they have experienced significant personal growth and changes in tastes up to the present moment, but will not substantially grow or mature in the future

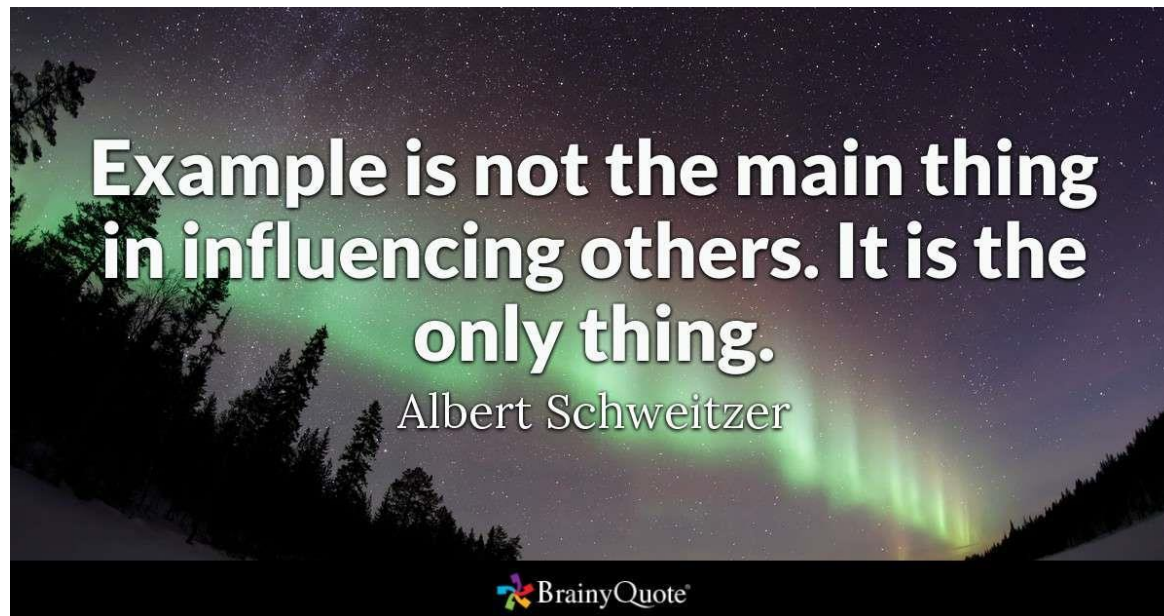
## Lead Change

- Recognize that every change happens at the individual level
  - Belief perseverance: the tendency to cling to one's initial belief even after receiving new information that contradicts or disconfirms the basis of that belief.
  - Acknowledge the value of the “old way”
  - Empathy
  - Patience
  - Positive reinforcement
  - Assume positive intent
- Possible reactions
  - Fear
  - Anger
  - Turnover
  - Loss of productivity
  - Decrease in morale



## Lead Change, cont.

- Lead by example
- Create an environment conducive to change
  - Where personnel feel supported
  - Sense of belonging to a team



# Understanding Team Dynamics

- High performing teams handle change better
- High performing teams are formed by going through all the stages in a team lifecycle: Forming, Storming, Norming, Performing
- High performing teams have the following characteristics:
  - They have the ability to prevent or work through group problems
  - The members have insights into personal and group processes
  - The members understand each other's strengths and weaknesses
  - They self-change in a constructive manner
  - They are satisfied with the team's work
  - They have close attachment to the team



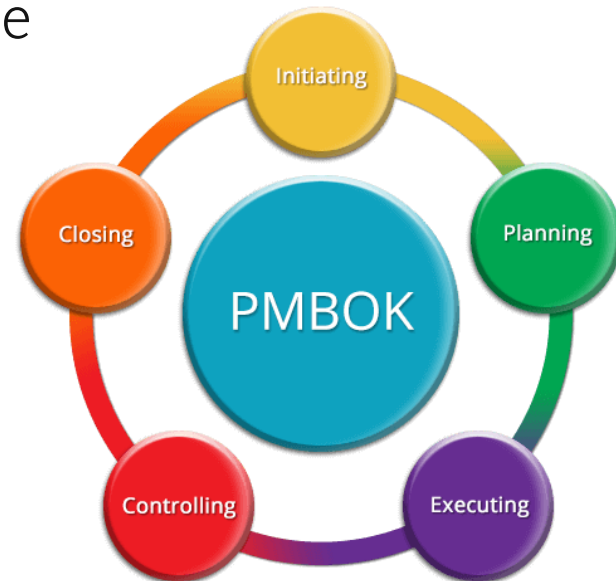
## Change Management Planning – Looks a lot like Project Planning

- Initiate Change
  - Define Objectives and Deliverables
    - Measurable
  - Document Assumptions
  - Define Constraints
  - Define Strategy
  - Identify Resource Requirements
    - Stakeholders – Engage all levels of leadership
    - Roles & Responsibilities (lead, follow, get out of the way, cheerlead)
    - Skills and tools needed for each role



## Change Management Planning, Cont.

- Develop Change Management Plan (tasks and schedule)
  - Invite Debbie Downer
- Execute Change Management Plan
- Correct Change Management Plan – Be Flexible/Admit Mistakes
  - Measure Effectiveness
  - Take Corrective Actions
  - Assess and Manage Risks
- Close Change Management Plan
  - Complete final deliverables
  - Release resources





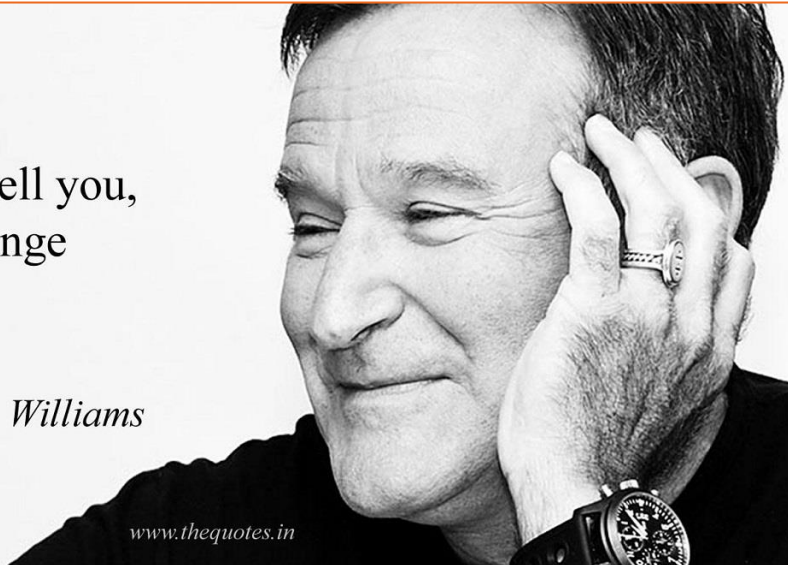
## Communication Strategy – the Message

- The change
- The impact
  - To the organization
  - To the team
  - To the individual
- The strategy
  - What
  - When
  - How

No matter what people tell you,  
words and ideas can change  
the world.

*Robin Williams*

[www.thequotes.in](http://www.thequotes.in)



## Communication Strategy – the Method

- Repetition
  - 1<sup>st</sup> – what is it?
  - 2<sup>nd</sup> – what of it?
  - 3<sup>rd</sup> – Reaction
  - 4<sup>th+</sup> - Action
- Multiple channels
- Start with the immediate (face to face)
- Follow up with the delayed
- Make the abstract concrete
- Testimonials from naysayers
- Remember the 80/20 rule

- Always wash your hands
- Please wash your hands
- It's important to wash your hands
- Hand washing works
- Wash your hands for 20 seconds
- Did you wash your hands?



## Information Management Specific Considerations

- People have been “managing records” since they were in pre-school
- People are heavily invested in their jobs
- These people are NOT records managers (nor should they be)
- Seek out the path of least resistance
- Make compliance easier than revolt
- Records Management concepts can be complicated and fuzzy
- If it’s possible for someone to misunderstand your message, it will be misunderstood



Thank you

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