



# Virtual User Group: Change Management

Tuesday, August 25, 2020

Today's Host



## Cynthia Boon

Strategic Customer Success Manager  
Workfront

# Agenda

- 11:00 a.m. Welcome and Agenda
- 11:10 a.m. Understanding & Leading Change  
*Leigh Burger, Strategic Customer Success Manager*
- 11:40 a.m. Group Discussion
- 12:25 p.m. Wrap-up Next Steps
- 12:30 p.m. Event Ends



PRESENTER



**Leigh Burger**

Strategic Customer Success Manager, Workfront

MS, Positive Organizational Development & Change

# Understanding & Leading Change

# Understanding Change



How our brain perceives change(s)





Without even realizing it, change situations most frequently invoke a threat response (fear) in our brains.



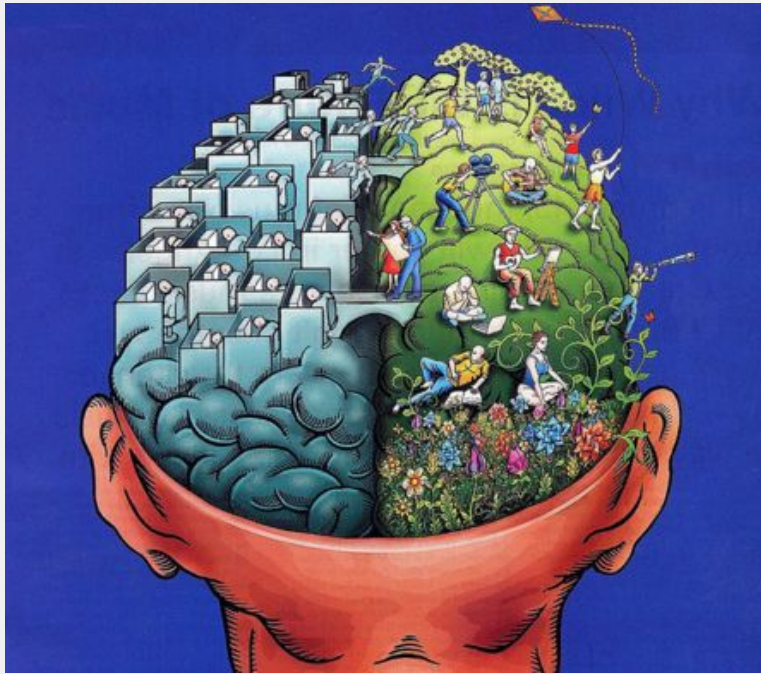




**"I've seen this before: Combustion due to extreme resistance to change."**



# Task Positive and Default Mode Networks



- Two competing neural networks that dominate our thinking patterns.
- Task positive is associated with analytical calculations.
- Default mode is associated with moral, ethical, emotional



“What if we don’t change at all ...  
and something magical just happens?”

# Pop Quiz! True or False

- It's our brain's hard-wired, primitive, automatic, inborn response that prepares us to respond to a perceived threat.
- Our world has vastly changed since our reptilian brains learned the fight or flight threat response, but its still there, working to monitor our environments.
- Change situations can invoke a subconscious response. So without even realizing it you could express a change resistance behavior.
- The resistance to change we may experience (in ourselves or others) and that manifests itself in many different ways in a business setting, is not intentional or malicious. It's simply our body's emotional response to situations.
- When we're experiencing an emotional response, such as fear, we cannot **at the exact same time** respond analytically. In other words, our emotions can negatively impact our logic.
- By its very nature, the fight or flight system bypasses our rational mind—where our more well thought out beliefs exist—and moves us into threat response mode.

# Key Point to Remember!

Address the emotions to move folks to a more logical space.



*The most powerful force for changing whether people change...is not whether you pay them, not whether you penalize them, but whether you talk to them.*

*It's people talking to people and moving an idea.*

*We yearn for frictionless, technological solutions. But people talking to people is still the way that norms and standards change.*

Atul Gawande, *Slow Ideas*, The New Yorker, July 29, 2013

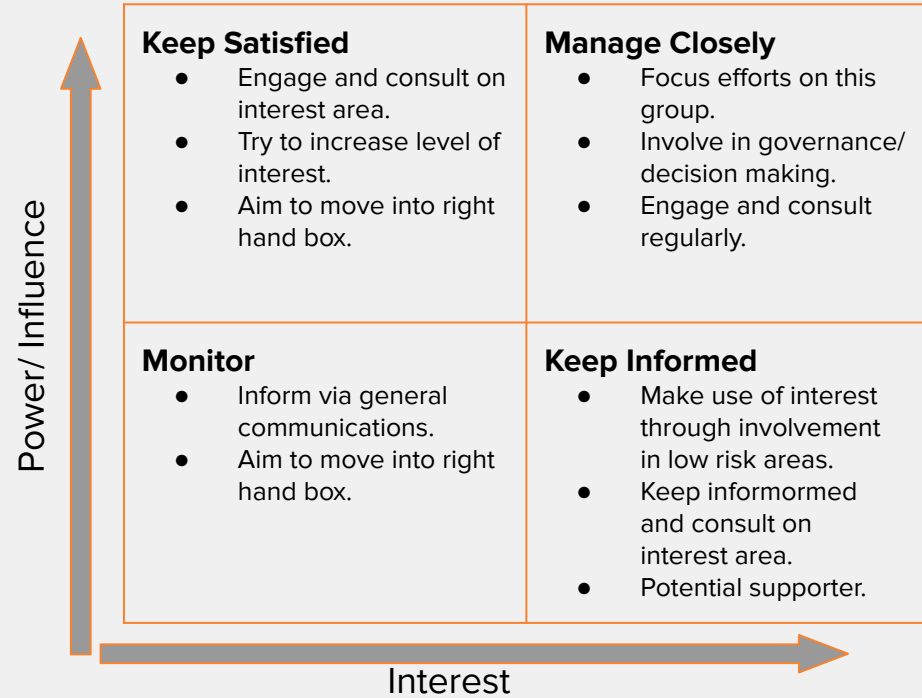
# Leading Change



Step one. Define the vision.

***What are you doing?***

**2) The Who - Identify, list and analyze your stakeholders** (Any group that is impacted by or has a vested interest in the change.)  
Write it down.




**3) Answer the *Why*.** Write it down. Then socialize, clarify and crystalize it.

**He who has a  
why can  
endure any  
how.  
- Nietzsche**

**4) Answer the *When*.** Put a timeline down on “paper” (aka - write it down) Provide ongoing updates against the targeted timeline.



**5) Answer the *How*.** What are the tools you're going to employ and/or provide your stakeholders to support this change? Write it down. Assign owners.

 Print Recipe



**Prep Time**

15 mins



**Cook Time**

30 mins



**Total Time**

45 mins

**Servings:**

24

**Course**

Dessert

**Calories:**

124kcal

**Cuisine**

American

**Author:**

Robyn Stone | Add a Pinch

**Ingredients**

- 2 cups all-purpose flour
- 2 cups sugar
- 3/4 cup unsweetened cocoa powder
- 2 teaspoons baking powder
- 1 1/2 teaspoons baking soda
- 1 teaspoon salt
- 1 teaspoon [espresso powder](#) homemade or store-bought
- 1 cup milk buttermilk, almond,



6) Create and align tailored messaging to your various groups.



**Thank you.**

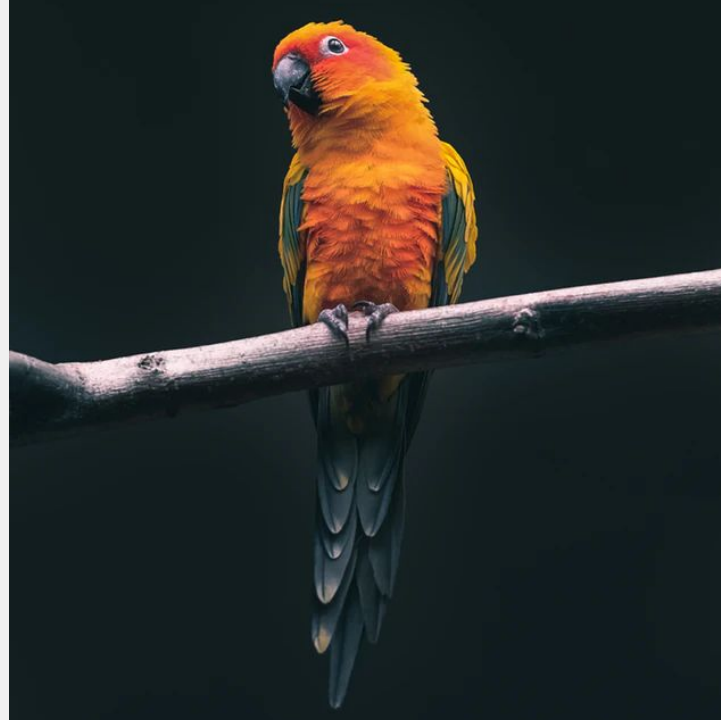
# Appendix

# Addt'l Stakeholder Analysis Questions to Ask Yourself

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?
- How do they want to receive information from you? What is the best way of communicating your message to them?
- What is their current opinion of your work? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they are not likely to be positive, what will win them around to support your project?
- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

# “Birds of a Feather” Group Discussions

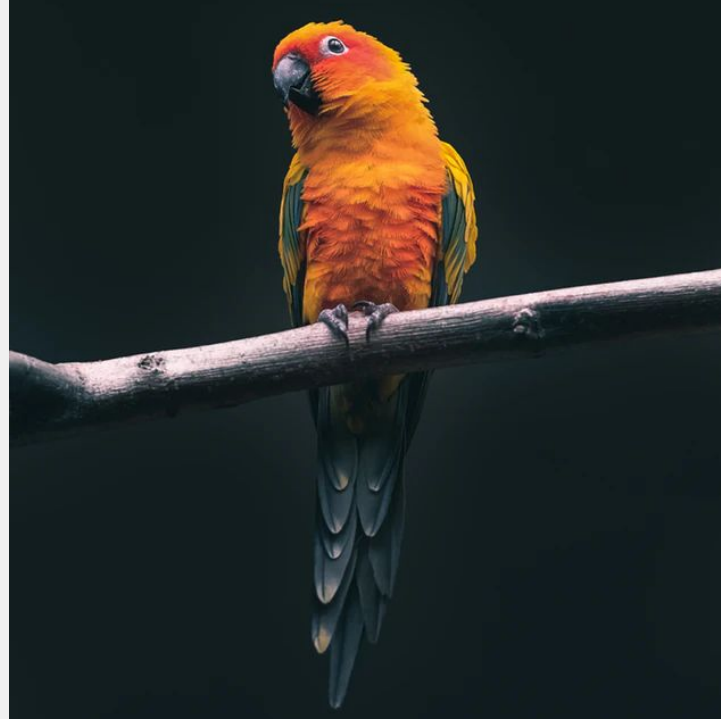
- How does your organization handle change today?



# “Birds of a Feather” Group Discussions

## *Let’s Switch Groups!*

- In the context of what we just learned, what are some key takeaways? How will you address change with the new Workfront experience?





## Wrap-up and Next Steps

# Continue the Conversation on Workfront One

- Collaborate with others in a similar industry or department
- Harness the power of your peers to crowdsource inspiration and solutions
- Learn about upcoming events

**workfront ONE** Search... Kristin Farwell

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We have 8 special edition Leap User groups for you to learn and connect with other Workfront users the week following Virtual Leap.

[See all 8 topics](#)

Community Discussions

Question Poll

What would you like to know? [Ask](#)

Sort by: Latest Posts

For the Love of Pets  
Workboldy · Kristin Farwell · June 8, 2020 at 7:50 AM 100 2 11

**Product updates**

**What's new in Workfront**

[2020.2 release overview](#) (new in Production)

[2020.3 release overview](#) (new in Preview)

**What's new in Workfront Library**

[Workfront Library release activity](#)

Discover the new features in the new experience



## Virtual User Groups - Fall 2020

[one.workfront.com/events](https://one.workfront.com/events)

- Sept 15: Agile in Marketing
- Sept 29: System Admin Best Practices

*Coming soon!*

- *Governance in Workfront*
- *Tracking Time in Workfront (i.e. Timesheets!)*
- *Creative Agencies & Marketing: Workload Balancer*





## Dive deeper into Leap!

- Over the coming weeks many of our fantastic Leap speakers will be starting a thread on the Community where you can ask them any questions about their sessions.
- Visit the “All Discussions” group regularly over the coming weeks to see that latest conversations!

**Thank you.**

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