

“Leading Through Change”



*Employee Development
Summit*





Welcome



Lori Wolff
DHR Administrator



Icebreaker Kickoff



Angela Kraft Fisher
Chief Learning Officer

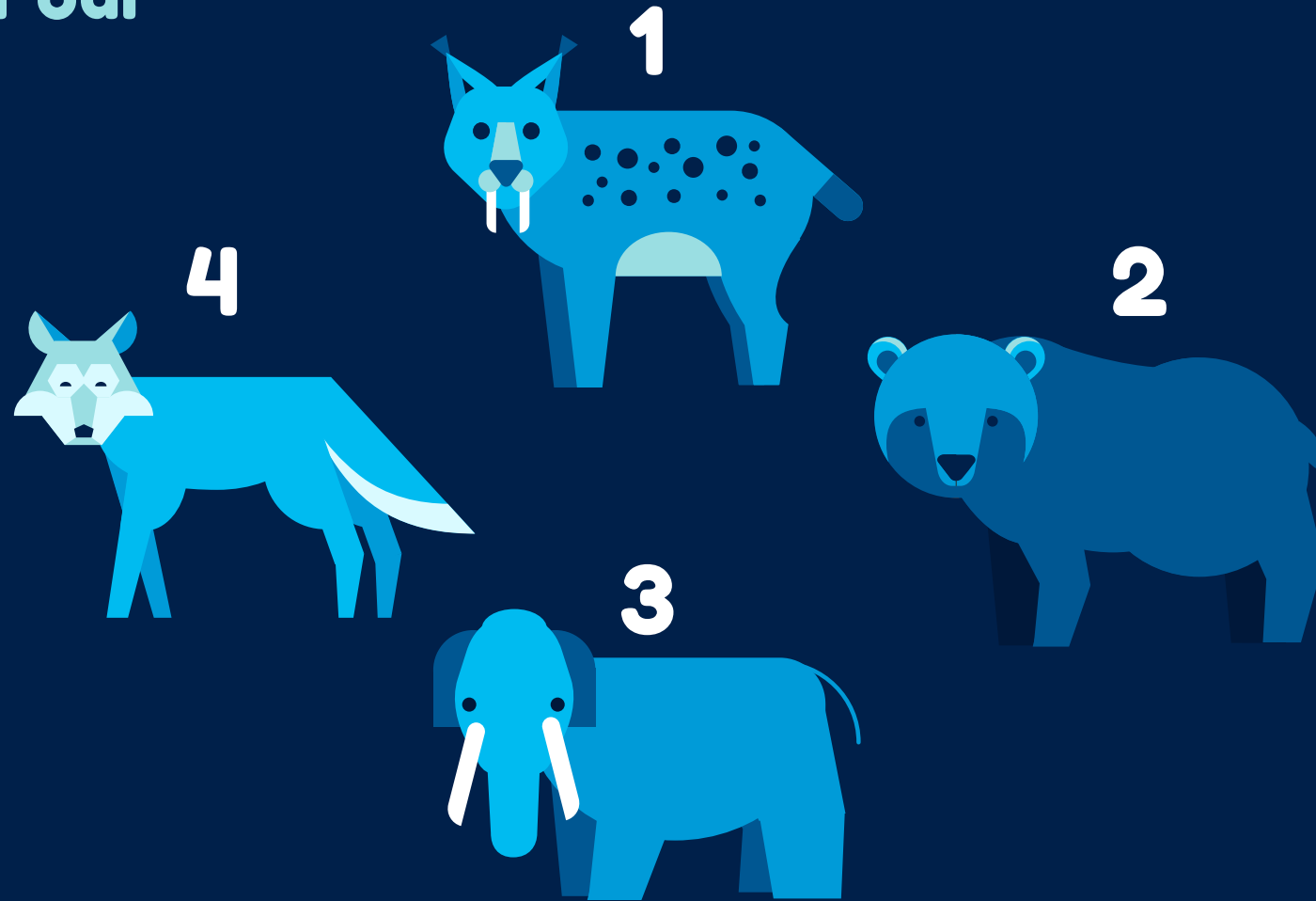
The background is a dark blue gradient. In the top left, there are stylized, light blue branches with white snow. In the bottom left and right, there are stylized, light blue leaves with white snow. Scattered throughout are white and light blue circles of varying sizes, and a few dark blue snowflake icons.

Housekeeping

The image features a central 3D ice block with a jagged, crystalline shape. The ice is rendered in shades of light blue and white, with diagonal stripes across its top surface. The text "Let's break the ice!" is written in a bold, dark blue, sans-serif font across the middle of the ice block. The background is a dark navy blue, decorated with several white and light blue circles of varying sizes, and two dark blue snowflake icons. The overall aesthetic is clean and modern, with a winter theme.

**Let's break
the ice!**

Groups of Four



People you DO NOT know



**You will have 60 seconds to answer
the question.**

You must talk the entire time.

**Stop talking when
your time is up.**

Question 1

What is the best or most memorable meal you've ever had?



Question 2

What are some fun facts or things people may not know about you?



Question 3

What are three
(*or more*) positive
things from 2022?





Enjoy your day!





HR Modernization



Janelle White
Bureau Chief

Andrea Ryan
HR Manager

Mike Evans
HR Manager



November 30th, 2022

HR *Modernization*

Janelle White, DHR Bureau Chief
Andrea Ryan, HR Manager
Mike Evans, HR Manager

Priorities

for Division of Human Resources



HR Modernization



Recruitment
& Retention



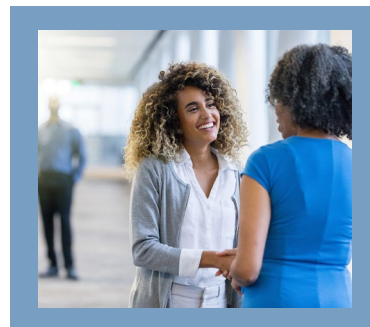
Classification &
Compensation
study



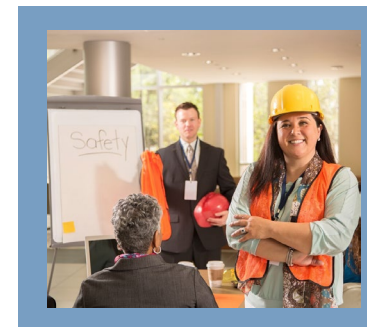
Luma Phase 2



Training &
Development



Improved
Communication &
Onboarding



Occupational Health
& Workplace
Safety



Employee
Relations

HR MODERNIZATION:

New focus for DHR

Goal: The State of Idaho is one employer - we want consistency in managing our state workforce.

Delivered through:

- Policy/practice support rather than backend review procedures
- Improved strategies to manage the workforce and attract talent
- Leadership and professional development of HR professionals
- Training and Development of employees and leaders





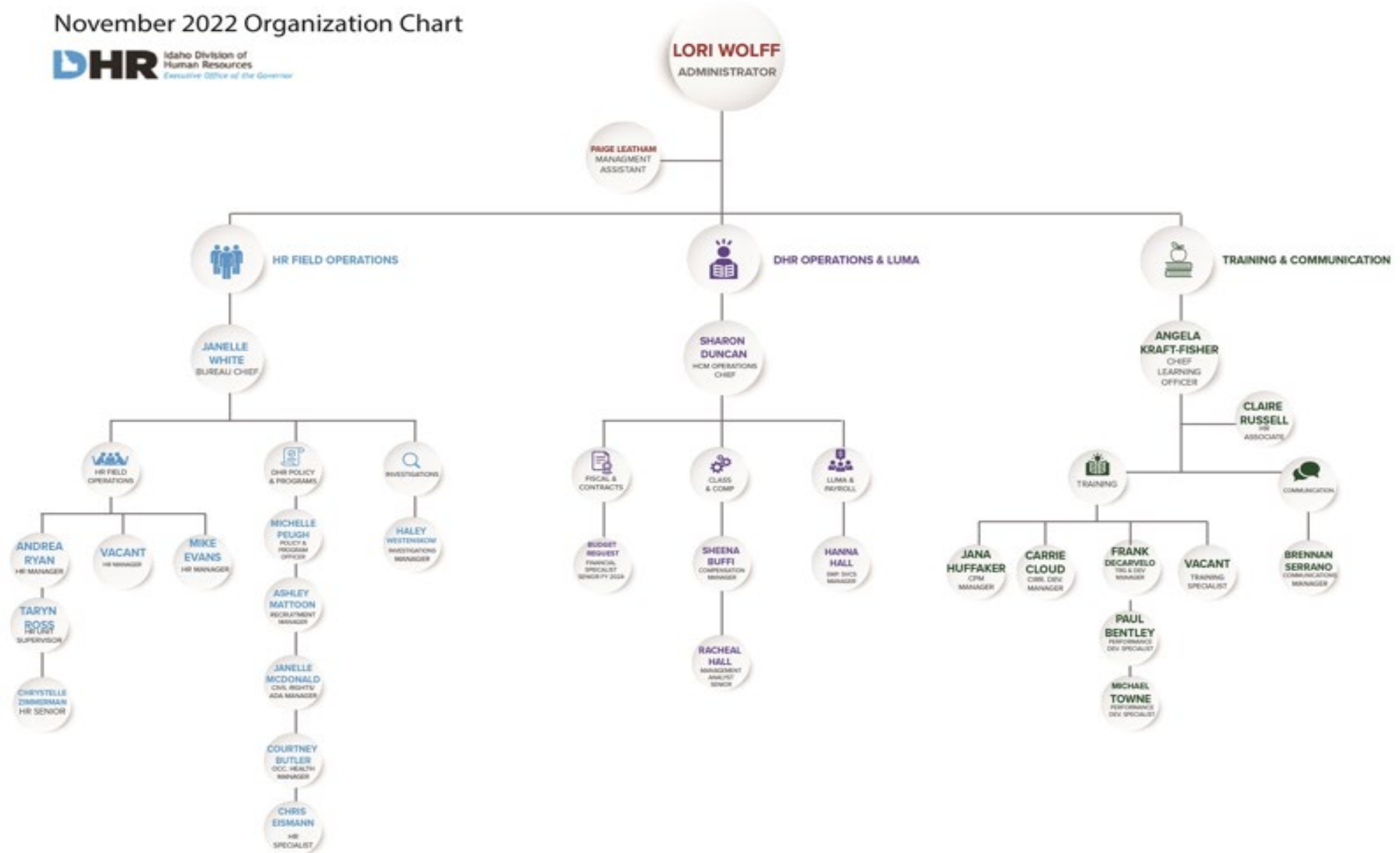
Structure for *Support* Under HR Modernization

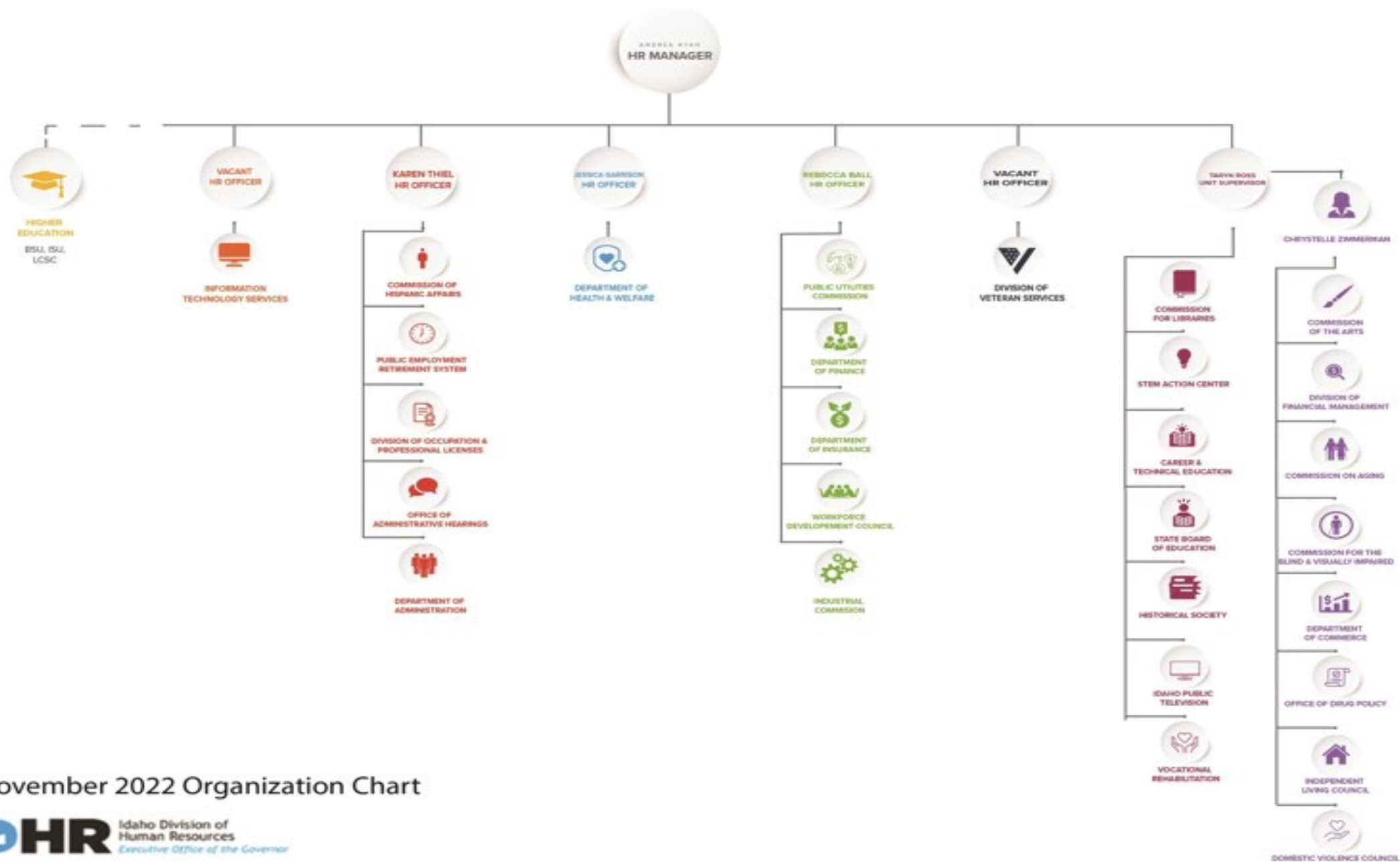
- There will no longer be “delegated and non-delegated agencies”
 - Most HR staff will remain in agencies
 - All HR professionals will report through DHR. Depending on the size of the agency, they may have an embedded HR Officer, while others may have that support remotely.
 - DHR central office will be structured to develop policy, guidelines, practices
 - HR decisions will occur in the agencies with support from their HR officer.
 - Training and Development will support all agencies
-



HR Modernization: Organizational Structure

November 2022 Organization Chart



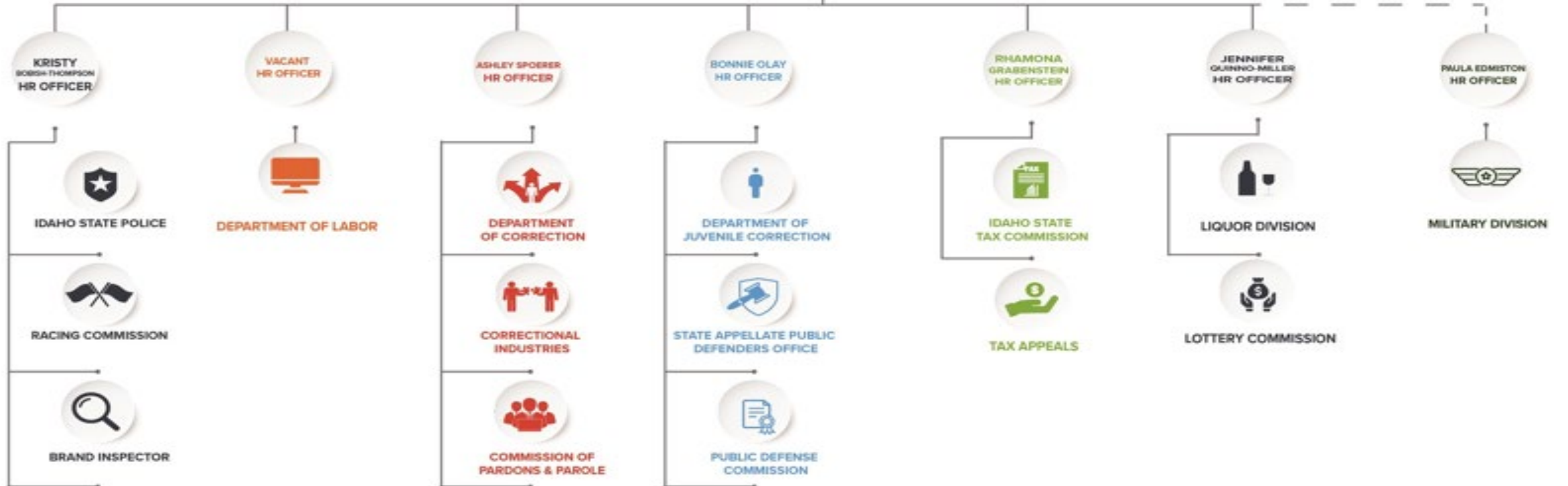


November 2022 Organization Chart

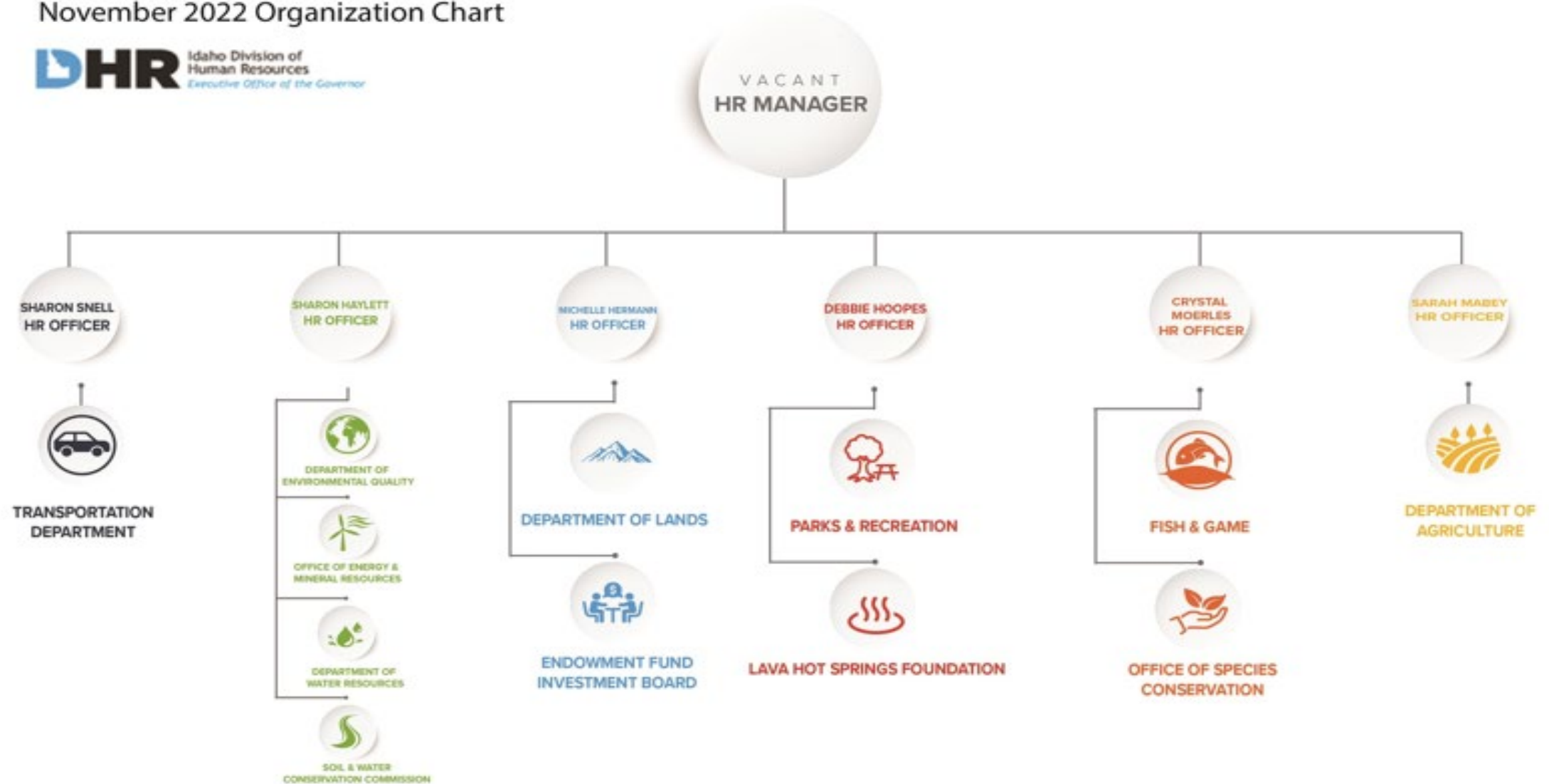
November 2022 Organization Chart



MIKE EVANS
HR MANAGER



November 2022 Organization Chart



Central Office Functions

- Implementation of Governor's vision for state employee workforce;
- Leadership of statewide human resources;
- Strategic planning and liaison with the legislature and other constitutional officers;
- Statewide management of human resources professionals;
- Oversight, configuration, and troubleshooting of the HCM system;
- Development of Employee, Leadership, and Human Resources training;

Estimated FTP ~ 25

Overview of HR Roles and Responsibilities

Agency Functions

- Implementation of the agency head's vision for their agency's state employee workforce in alignment with the Governor's vision;
- Leadership of human resources staff within the agency; Participating on the agency's executive leadership team;
- Authority to make decisions within the parameters set by the personnel system statutes, rules, policies, and guidance from the central office;
- HR support in the functional areas of human resources, such as recruitment, classification, compensation, employee/manager relations, civil rights, investigations, training, payroll, and occupational health.
- Utilization of the statewide HCM system

Estimated FTP ~ 140





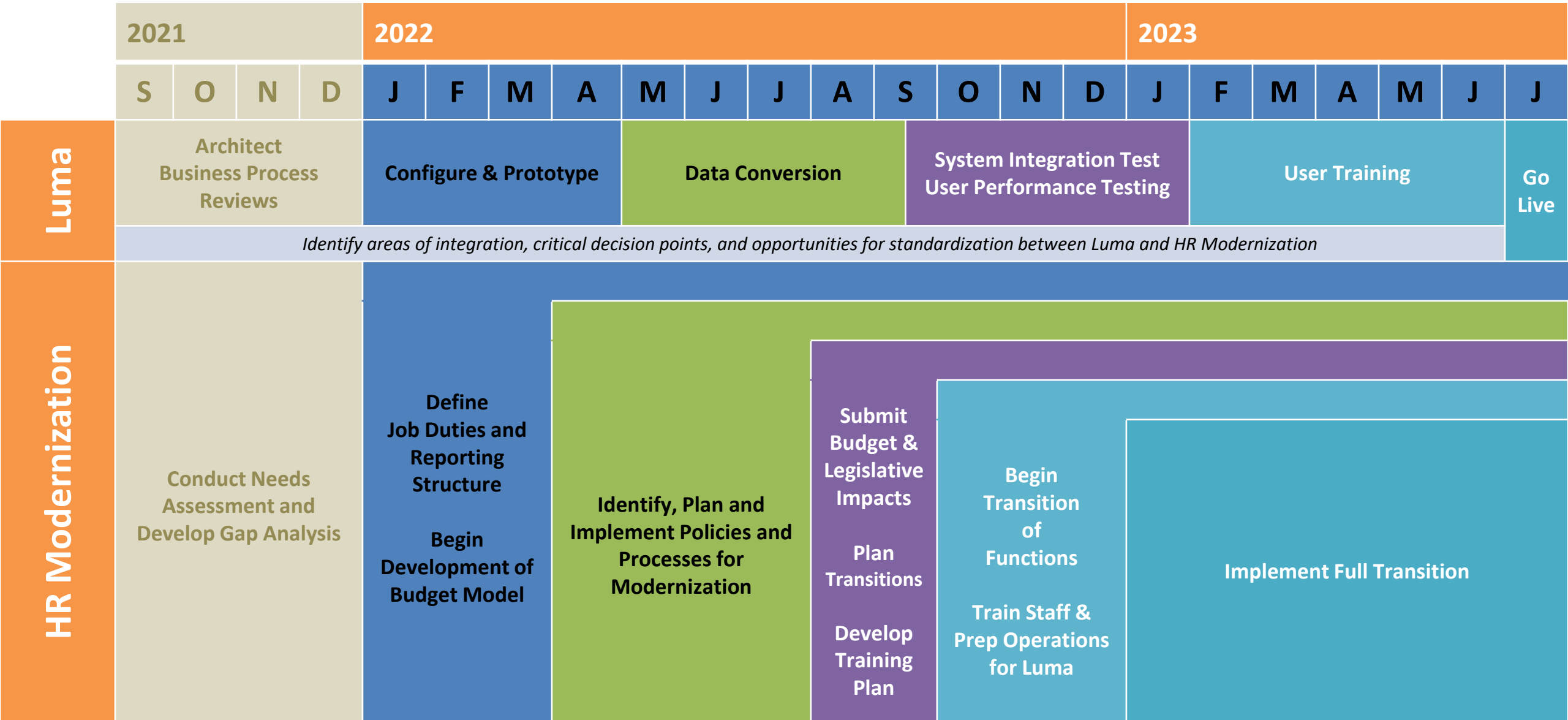
Roles & Responsibilities

Managing State Personnel

- Agency Directors retain authority to make hiring and compensation decisions within the authority outline in statute.
- HR continues to provide consultation to Directors on application and execution of policy.
- DHR will ensure Human Resource professional are available in all agencies for support in hiring and managing state personnel (similar to AG model).




Luma & Modernization *Timeline*



Opportunities for Calibration



When an employee announces their retirement, how much leave does your agency allow beyond the last day worked? How does it get approved?




How much sick leave do you allow employees to you use for bereavement?

Three horizontal blue bars of varying thickness are positioned below the text, extending across the width of the slide.

What advice do you give around estate
planning?

Three horizontal blue bars of varying thickness are positioned below the text, spanning the width of the page.

Do you require an employee to provide
medical note to request donated leave?
How do you announce it?
Do you share their information?

The text is positioned above a decorative graphic consisting of three horizontal blue bars of varying thicknesses. The top bar is the thickest, followed by a thinner bar, and then another thick bar at the bottom of the graphic section.

Any other examples?

Three horizontal blue bars of varying thickness are positioned below the text. The top bar is thin, the middle bar is thick, and the bottom bar is thin.



Where would you like to see more consistency and/or have better guidance?

- Using the notecards on your table, write down your requests for the Central DHR Office and the HR Managers to provide HR will better consistency and guidance.
- You can leave your cards on your table, and we will pick them up at the end!



Pilot Project:

Who: HR Professionals providing support to:

- Idaho Industrial Commission
- Public Utilities Commission
- Department of Finance
- Department of Insurance
- Workforce Development Council

What: Implement new structure for human resources support.

When: December 2022

Where: Current agency human resources staff will stay physically in the agency that they are assigned.

Why:

Opportunity to test the process prior to full implementation. Ability to fix things fast. Small group implementation for better communication with those going through the transition process. Ability to focus on the details that really impact employees and the agency needs.



Team Building Activity – “Speed Dating”



Objective: *Get to know information about each other's agencies*

Instructions:

- Pair off! Choose someone who is **NOT** at the same agency as you!
- Each take turns (2 minutes each) to explain the mission of your agency to the other person something unique about your agency!
- Switch Pairs and Repeat – avoid others from your agency
- Share with the larger group something interesting you learned from your partner!

Onboarding Project

Objective: Gather ideas on how we as an agency want to structure our onboarding process to ensure success!

Instructions:

Reflect on successful and unsuccessful onboarding experiences you have had or see.

Include: logistics, relationships and topics

- Three Time Frames
 - First 30 Days
 - First 6 Months
 - Annually
- Volunteers to Report out to the group



Reconvene to Big Group

Report Out

First 30 Days
First 6 Months
Annually

Focus group?



We Need a List – From Leadership Training

- Contact names, emails and agencies for HROs
- Direction on how to take on a new agency
- Concrete dates for changes
- Clear expectations
- A Christmas party
- A game plan to train staff



dhr.idaho.gov/modernization

Thank you!



Networking Lunch



Eat with someone new!



Change Management



Jana Huffaker
Training & Development Manager



Sunset / Sunrise



Idaho Division of
Human Resources
Executive Office of the Governor

Sunset

- Take a few minutes to reflect on what you're ready to say goodbye to
- Write down your thoughts on your moon cutout (*No one will have to see it!*)
- Discuss what you're comfortable sharing with your group



Let it go!

Shining Stars

- Reflect on some accomplishments (big or small) that you're proud of from working in HR for the state
- Write your proudest accomplishment on a star
- Discuss with your group

Celebrate!

Sunrise

- Think about what you are looking forward to with HR Modernization
- Write what you're looking forward to on a sun cutout
- Discuss as a small group
- Thread group member's suns on the string and hang on a nearby wall

It's a new day!



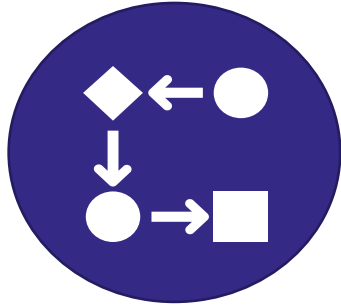
Your Change Management Toolkit

Jana Huffaker, Training and Development Manager

Prosci[®]

PEOPLE. CHANGE. RESULTS.™

Change Management is both a Process and a Competency



Change Management as a Process

Effective change management follows a **repeatable process** and uses a holistic set of **tools** to drive successful change.

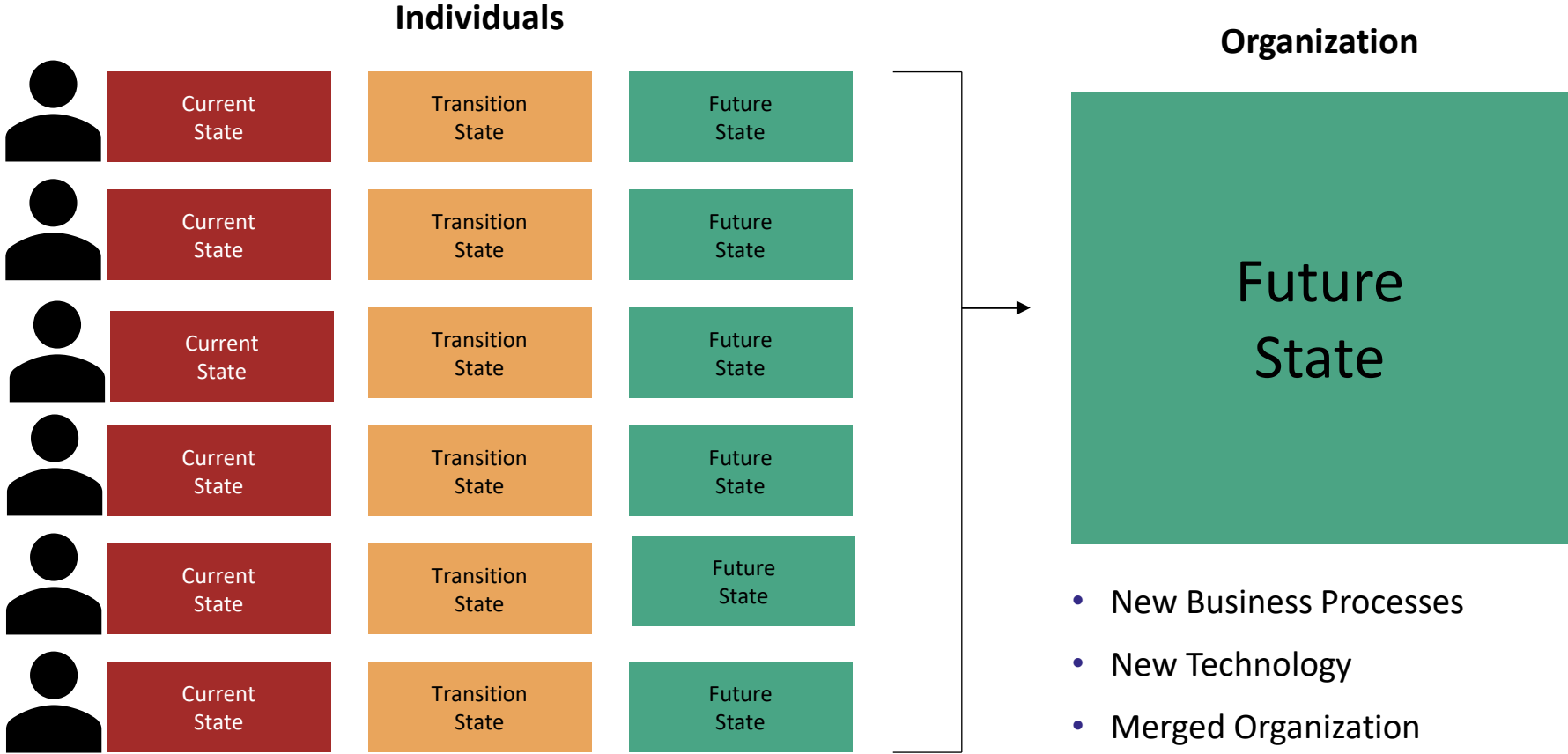


Change Management as a Competency

Change management is a **set of skills** that enables change and creates **strategic capacity** for increasing organizational effectiveness.

Change Happens at an Individual Level

The collective change creates the future state

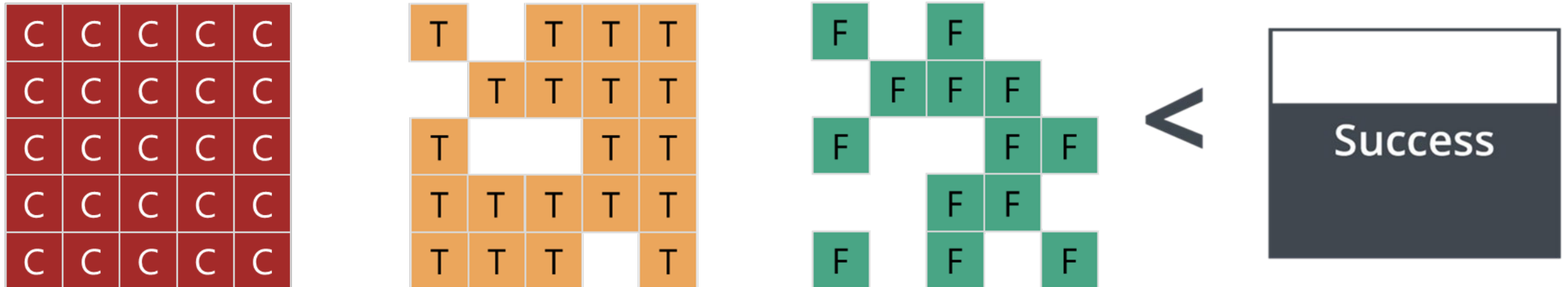


“Organizations don’t change, people do.”

With Change Management



Without Change Management skills, tools, and support



Stepping out of your Comfort Zone





The Power of the Current State:



The current state defines who we are



The current state is where we have been successful



The current state is comfortable



The Transition State is



Messy



Disorganized



Less productive



Emotionally
Charged



The Uncertainty of the Future State



The future state is
not fully defined



The future state is
worrisome



The future state may not
match my personal and
professional goals

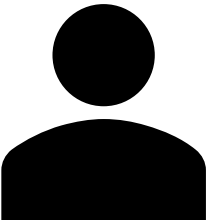
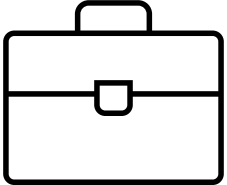


Resistance

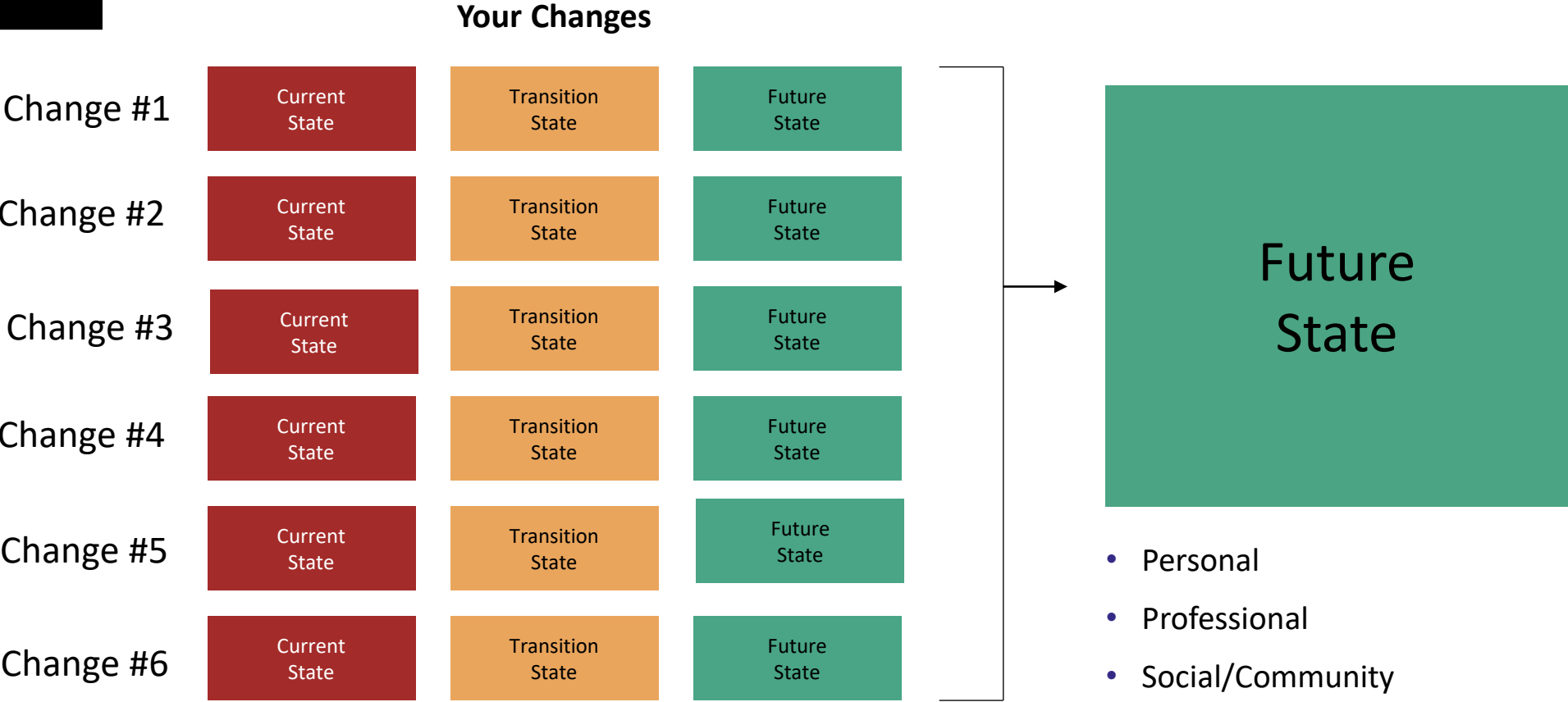
Resistance is a
**natural human
reaction**
to change.

Resistance to
change is **normal**.

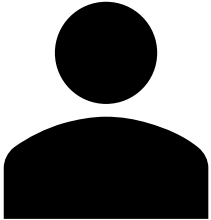
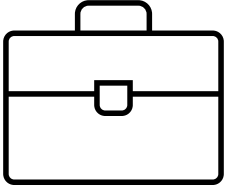
Changes Impacting Me



An inventory of the changes happening to ME

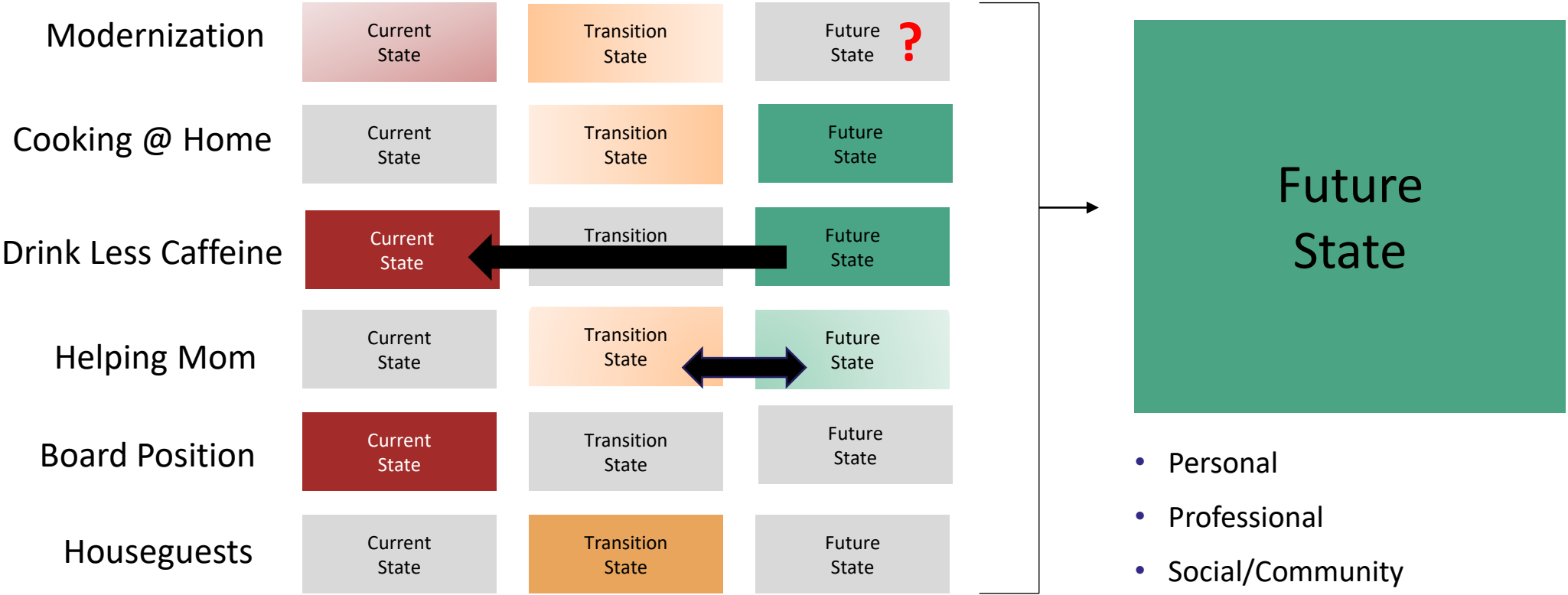


Changes Impacting Me



An inventory of the changes happening to ME

YOU



Identify the **DETAILS** of the change



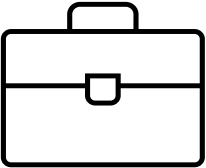
“We are modernizing DHR”

“Which will have an impact on how you do your job”

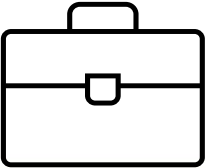












Who needs to do their job differently and how?

Change Impact Canvas













Change Impact Canvas Resource



Yesterday (before the change)	Aspect	Tomorrow (after the change)	Degree (0-5)
	 Processes		
	 Systems		
	 Tools		
	 Job Roles		
	 Critical Behaviors		
	 Mindset/Attitudes/Beliefs		
	 Reporting Structure		
	 Performance Reviews		
	 Compensation		
	 Location		

Change Impact Canvas Resource

Yesterday (before the change)	Aspect	Tomorrow (after the change)	Degree (0-5)
Agency specific process and protocol	 Processes	DHR process and protocol	5
A few common systems	 Systems	One common system- Luma	5
Agency-specific manuals	 Tools	One HR manual	5
Agency-specific roles	 Job Roles	Job class, training, career paths	4
Orient to needs of agency	 Critical Behaviors	Statewide vision for supporting all agencies	4
Agency & DHR separate	 Mindset/Attitudes/Beliefs	Support and direction to all agencies	3
Agency leadership defined	 Reporting Structure	DHR- aligned for all agencies	5
Agency specific	 Performance Reviews	Expectations defined by job class	1
Agency specific	 Compensation	According to job class	3
	 Location		

“The achievements of an organization are the results of the combined effort of each individual.”

Vince Lombardi

Legendary head coach and general manager of the American football Green Bay Packers



The Building Blocks of Successful Change



Awareness

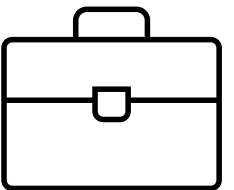
Desire

Knowledge

Ability

Reinforcement

Successful individual change can be modeled and repeated



The 5 Elements of Successful Change

Change begins with understanding why

Awareness

Desire

Knowledge

Ability

Reinforcement



Awareness

What is the **nature** of the change?

Why is the change **needed**?

What is the **risk** of not changing?

The 5 Elements of Successful Change

Change involves personal decisions



Desire

What's in it for me
(WIIFM)?

A **personal choice**

A decision to **engage**
and **participate**

Awareness

Desire

Knowledge

Ability

Reinforcement

The 5 Elements of Successful Change

Change requires knowing how



Knowledge

Understanding
how to change

Training on new
processes and tools

Learning
new skills

Awareness

Desire

Knowledge

Ability

Reinforcement

The 5 Elements of Successful Change

Change requires action in the right direction

Awareness

Desire

Knowledge

Ability

Reinforcement



Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

The 5 Elements of Successful Change

Change must be reinforced to be sustained

Awareness

Desire

Knowledge

Ability

Reinforcement



Reinforcement

Actions that **increase the likelihood** that a change will be continued

Recognition and rewards that sustain the change

The 5 Elements of Successful Change

Score each element from 1-5



Awareness

5

Desire

4

Knowledge (2)

5

Ability

4

Reinforcement

3

Awareness
Understanding
Action

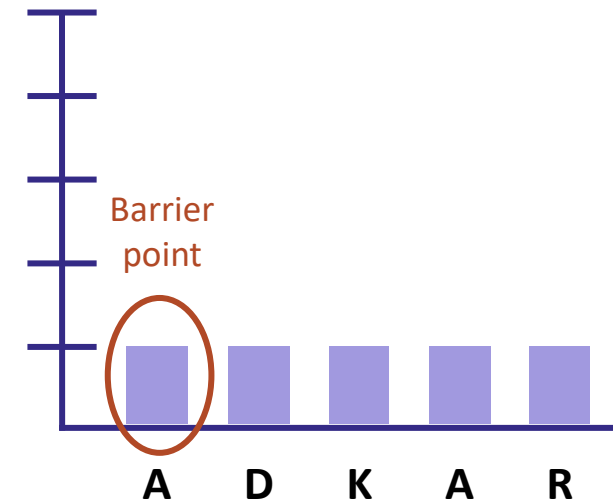
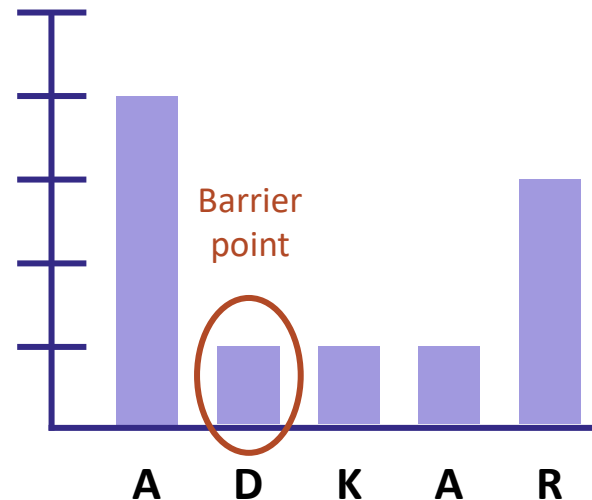
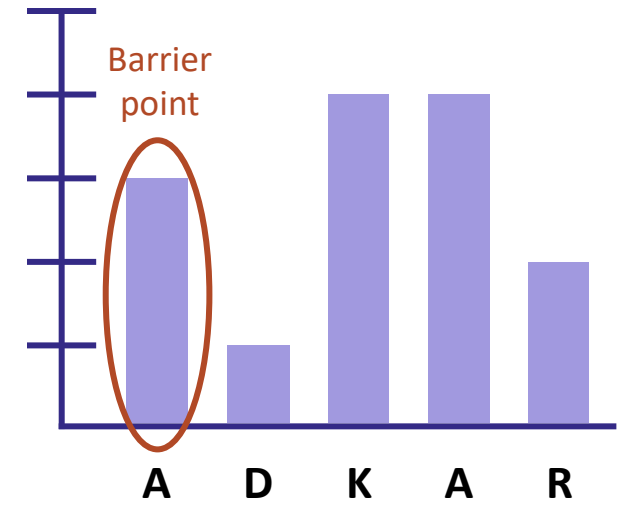
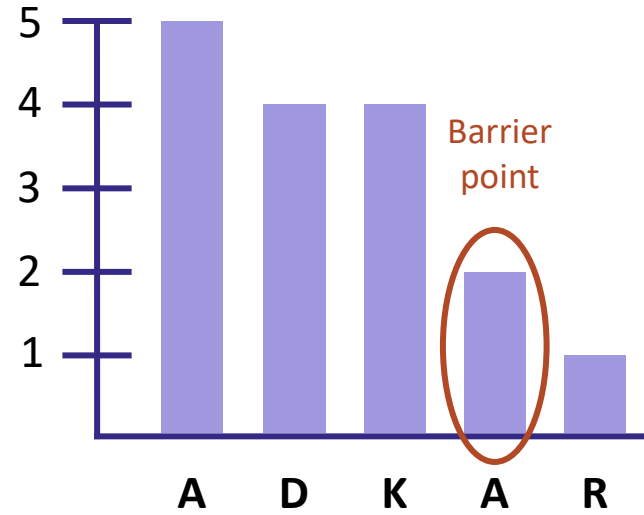
Defined as the first ADKAR element that is insufficient and impedes change progress.

The *barrier point* tells us where to focus our attention in order to make progress.

It can be very frustrating for people, and ineffective for the initiative, if our responses and adjustments are focused on the wrong ADKAR element.

ADKAR Barrier Point

A score of “3” or feeling “neutral” is a barrier.



Complete your ADKAR Assessment

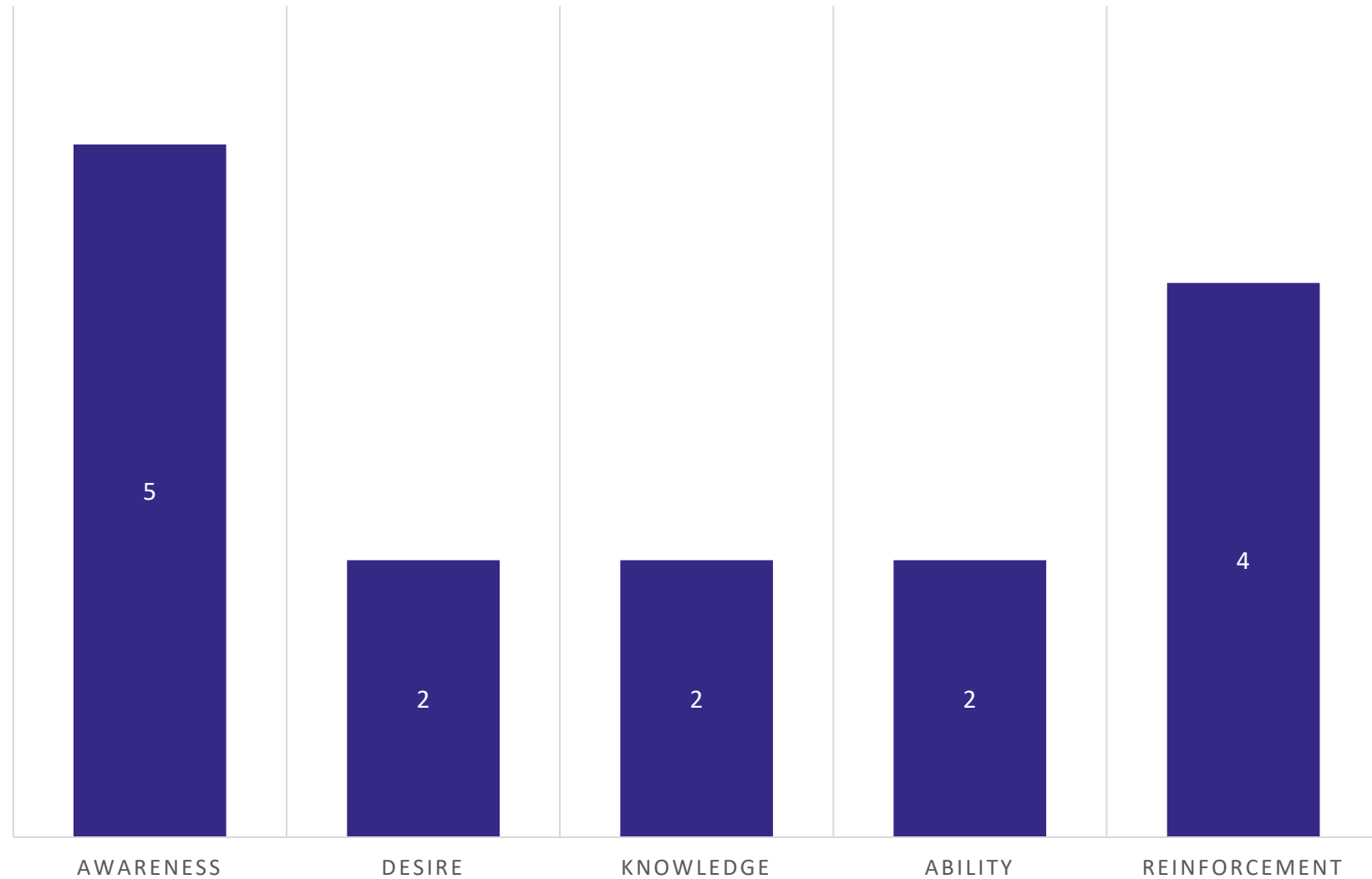
- Complete pages 2-3
- Score your ADKAR elements & identify your barrier point on page 4
- Discuss with your table action ideas for each element



ADKAR Model on a Page

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	“I understand why...”	Why? Why now? What if we don’t?
D Desire	To participate and support the change	“I have decided to...”	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	“I know how to...”	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	“I am able to...”	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	“I will continue to...”	Mechanisms Measurements Sustainment

Consider how your ADKAR scores can change



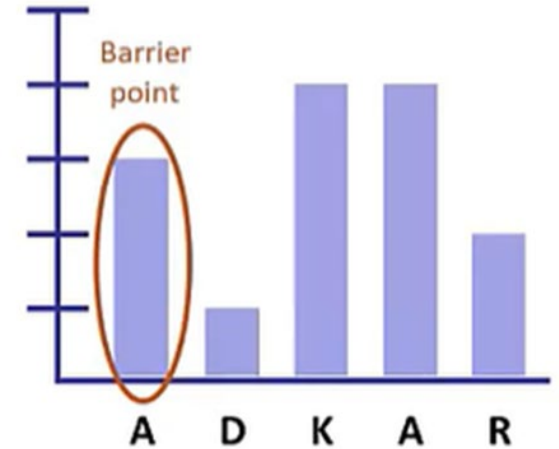
What changes are happening? Where am I? What is holding me back?

Do I have a clear picture of all the aspects of the change? What details are missing?

What is my ADKAR barrier point? What do I need to do to progress?

My Changes

	Current State	Transition State	Future State
Change #1			
Change #2			
Change #3			
Change #4			
Change #5			
Change #6			



*“Name it
to
Tame it”*

~Dr. Dan Siegel

*“Specific
is
Terrific”*

~A brilliant webinar attendee

*“Action is the
foundational
key to all
success”*

~Pablo Picasso

What do you need to be successful?

- What do you need to **move forward** with this change?
- What types of **information or support** do you need from your immediate supervisor/manager?
- Who can **help you** with your concerns?
- What **actions** do you need to take?
- What questions remain **unanswered**?



Create and Sustain Change



Brian Elms
CEO Change Agents Training



Lessons for 10 Years



CHANGE AGENTS
TRAINING

Hello! I'm Brian.



GOVERNING
THE STATES AND LOCALITIES



THE DENVER POST

DENVER
Westword



LIVING CITIES
INNOVATE ▶ INVEST ▶ LEAD

What Works Cities | Bloomberg Philanthropies



colorado**biz**

5280
MAGAZINE





10 years, 11 years of superheroes

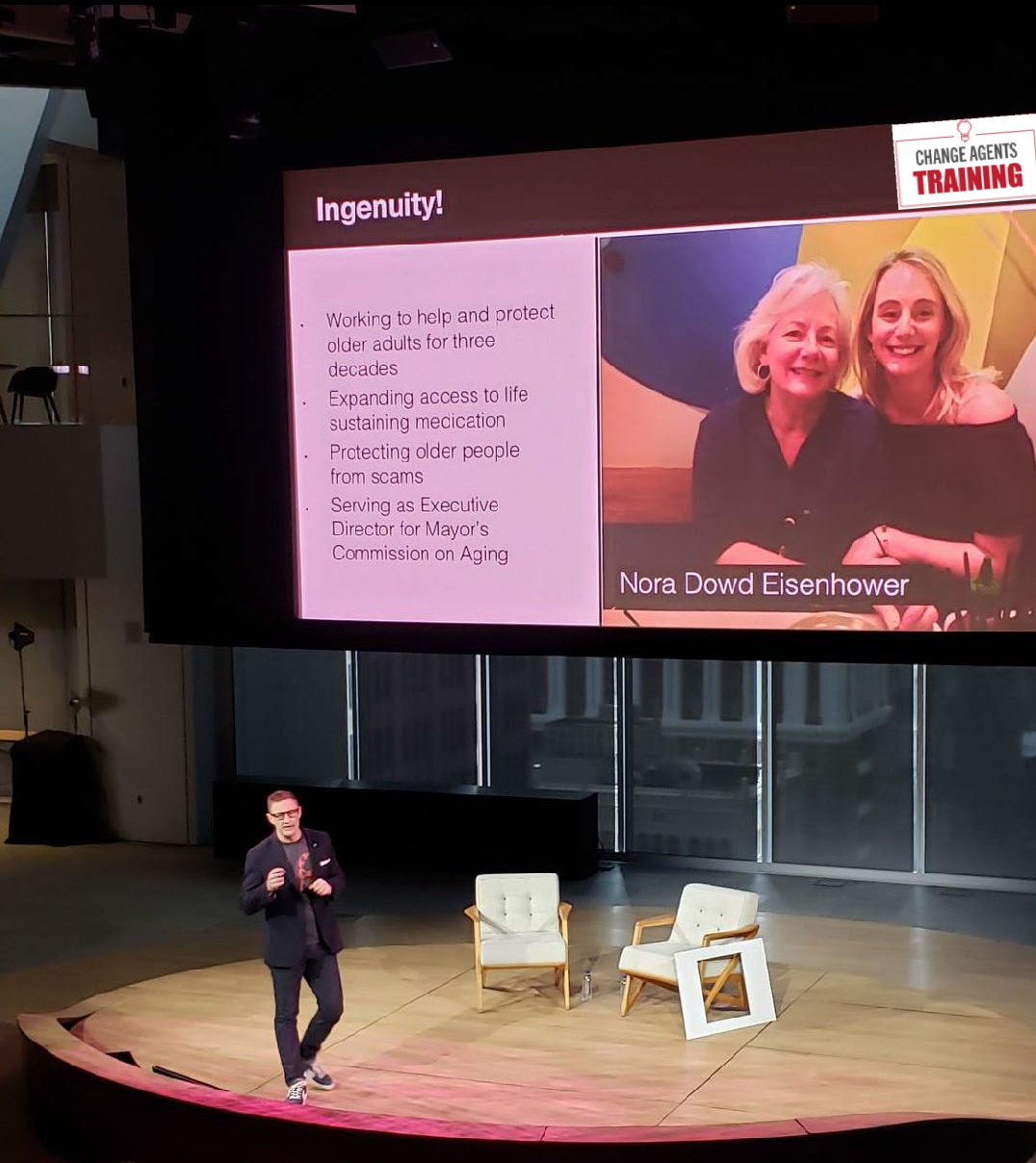
Take a selfie...



Look at far you have come.

- What is the Innovator's Paradox?
- Why is everyone so different?
- What needs to change?

How far have we come...



Take Stock...

10 years ago, where were we?



**DENVER
HEALTH**
— est. 1860 —
FOR LIFE'S JOURNEY



**DENVER
WATER**

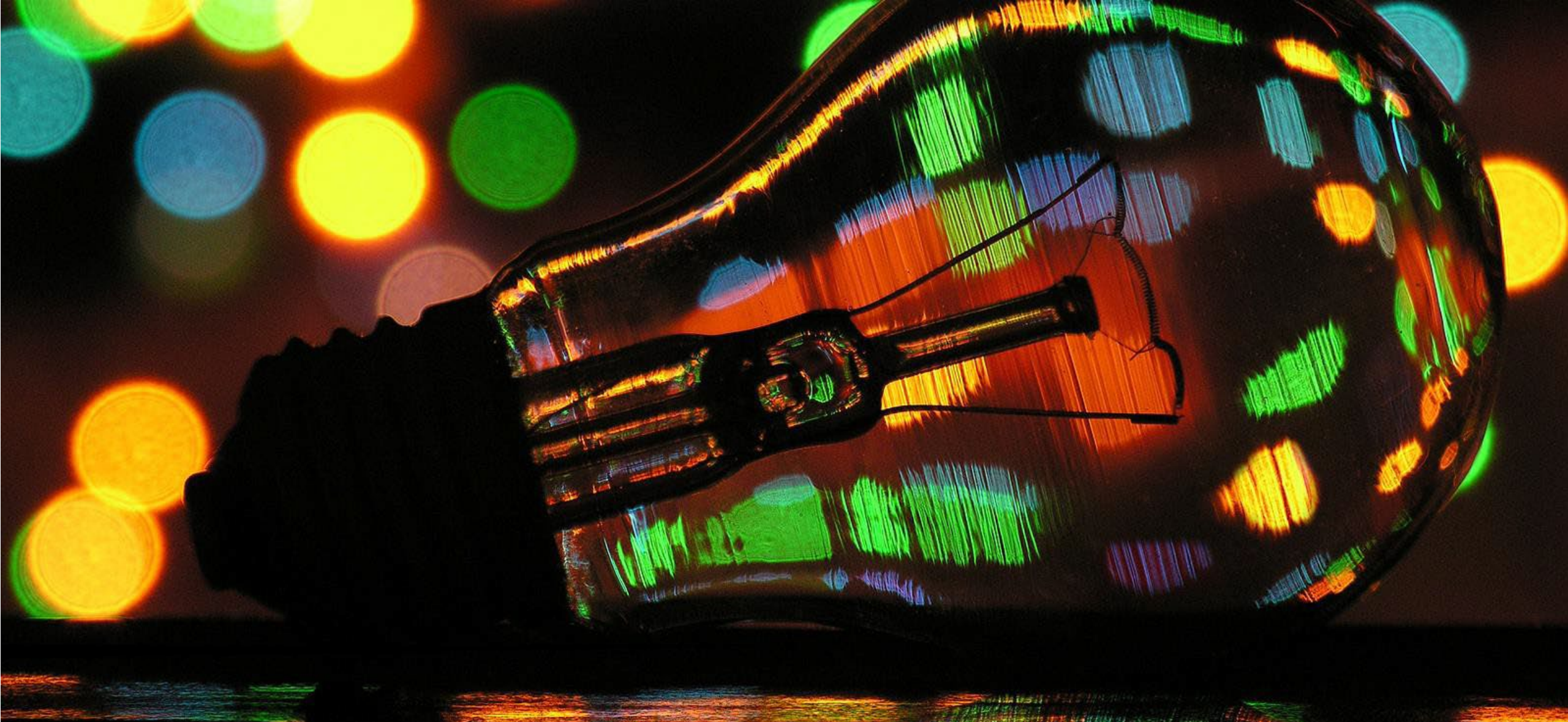


DENVER®
THE MILE HIGH CITY

Focus on
What
Matters!

Things
That
MATTER

Things
You Can
CONTROL



Innovator's Paradox


CHANGE AGENTS
TRAINING



- Having too many things to do
- Overwhelmed with the current state
- Cannot focus on anything but the backlog
- Frustrated that no matter how hard you work, it doesn't seem to change the workload

Innovator's Paradox



Taking the time to create time is the Innovator's Paradox

You cannot find time in your work, unless you are willing to break apart the service and search for parts of the process that create challenges.

This is fear inducing. Breaking the status quo creates anxiety.

Innovator's Paradox



Different

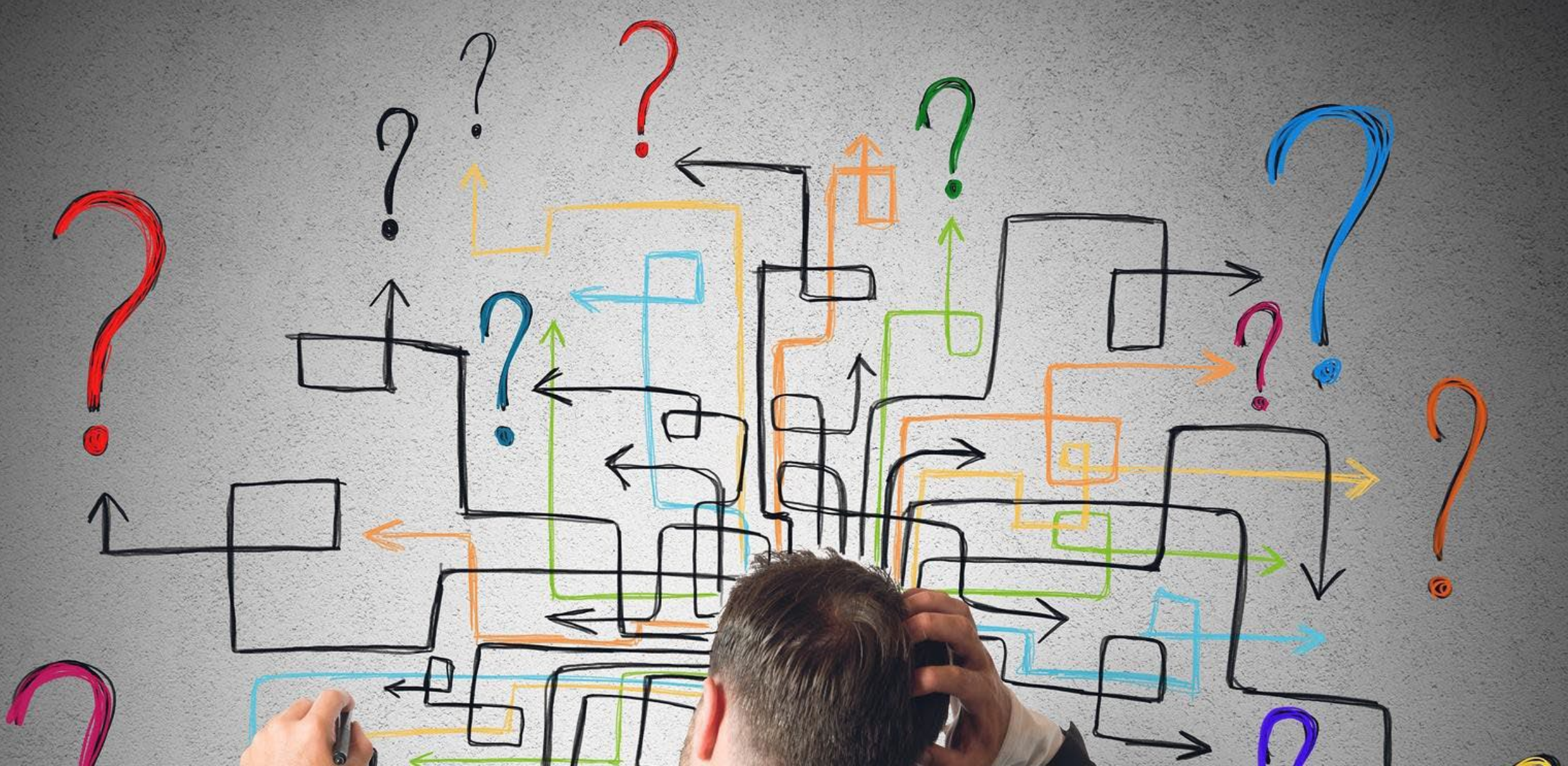

CHANGE AGENTS
TRAINING

“We are all so different”

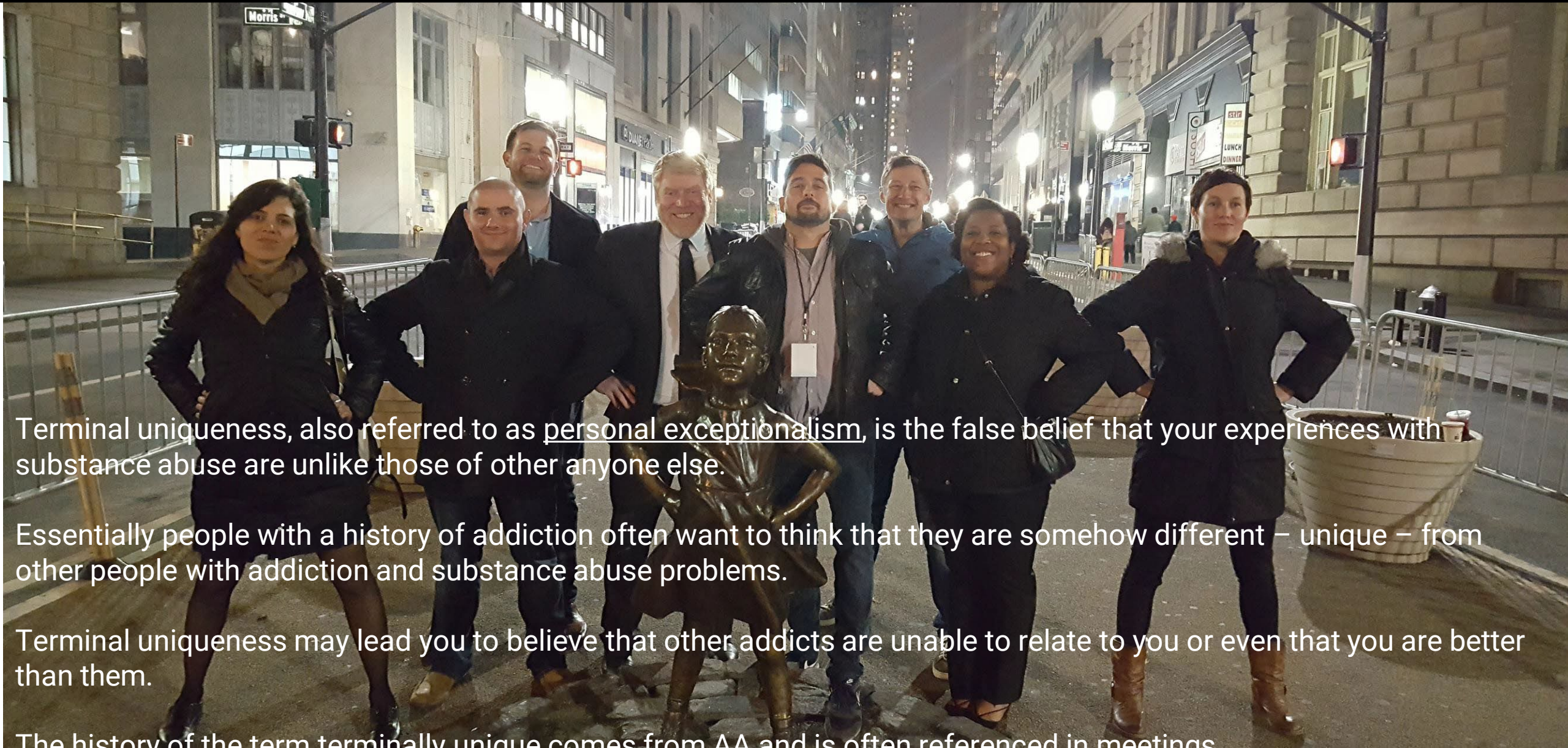


- You have seen one city...you have seen one city.
- This is health care...it is totally different here.
- I don't think you understand what it is like to work here...we are a hotel.
- None of this applies to me. This is for someone else, I sell insurance.

Addiction to the status quo



Terminal Uniqueness



Terminal uniqueness, also referred to as personal exceptionalism, is the false belief that your experiences with substance abuse are unlike those of other anyone else.

Essentially people with a history of addiction often want to think that they are somehow different – unique – from other people with addiction and substance abuse problems.

Terminal uniqueness may lead you to believe that other addicts are unable to relate to you or even that you are better than them.

The history of the term terminally unique comes from AA and is often referenced in meetings

Terminal Uniqueness

Signs of terminal uniqueness in recovery include:

- Comparing yourself to others
- Feeling like no one can relate to you
- Trying to prove that other people are different from you
- Overgeneralizing
- Thinking the rules do not apply to you
- Demanding special requirements

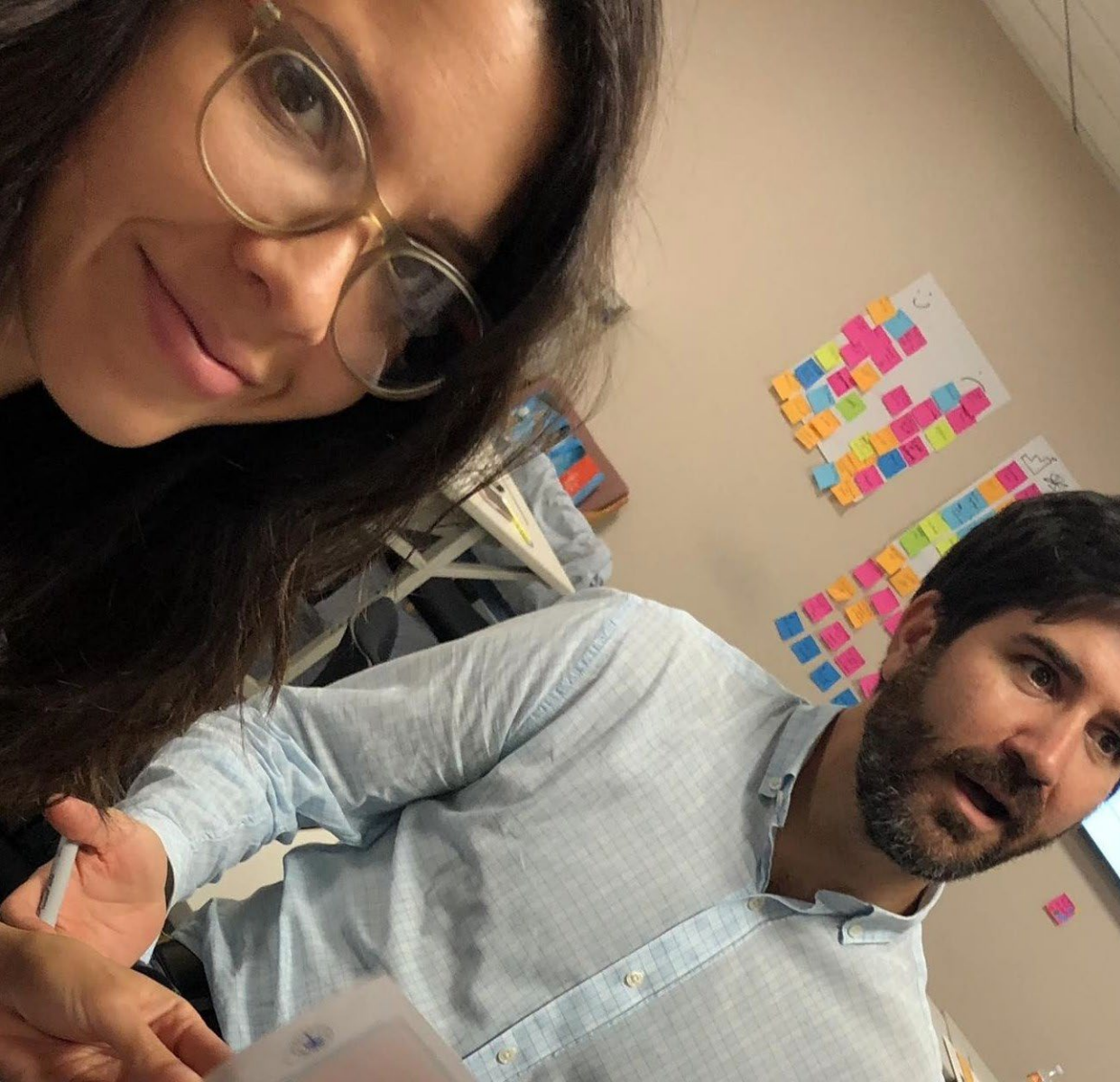




Everyone is experiencing the same challenges:

- 1) Not enough staff
- 2) Not enough technology
- 3) Not enough money to fix it

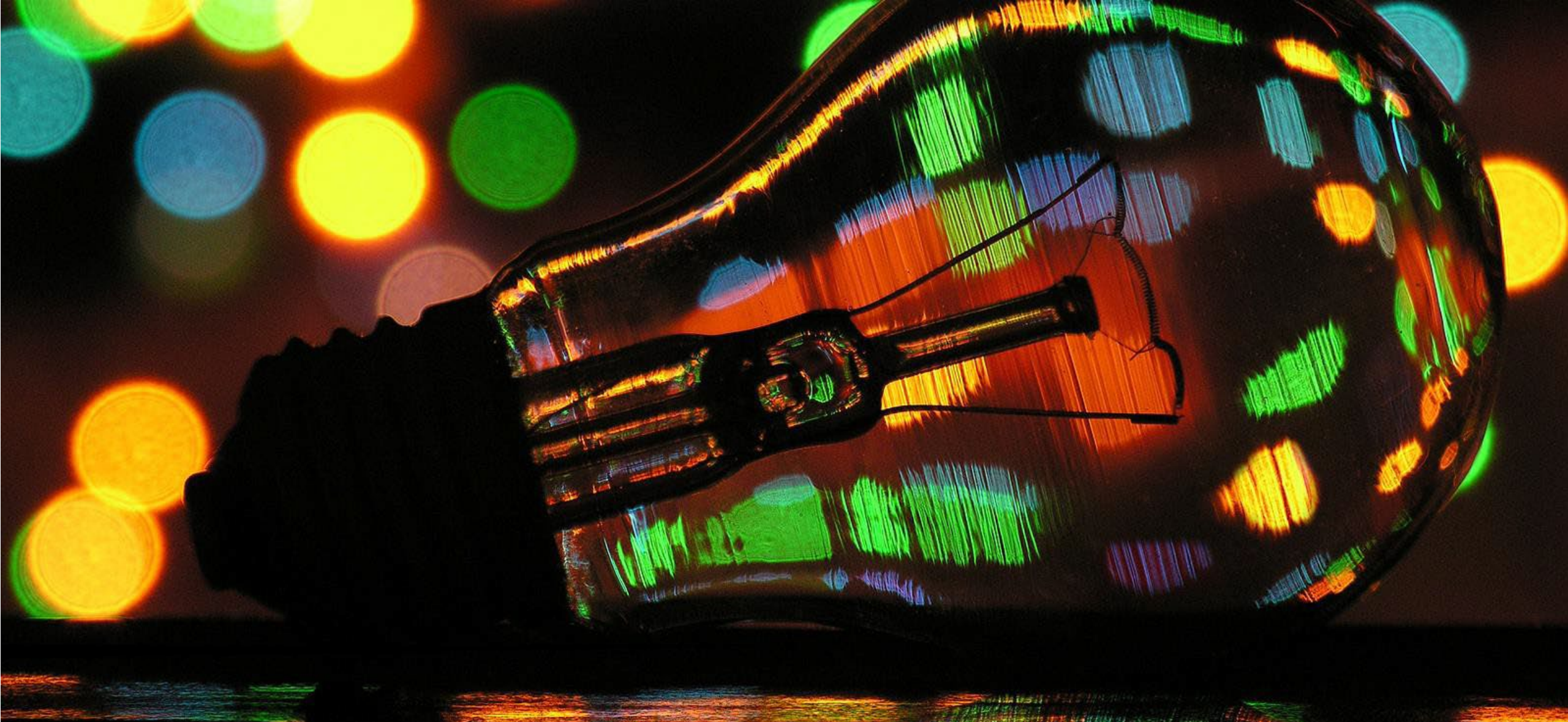
Bus driver, barber, broker, bud tender...all the same



Instead of pointing out how different you are...

- Try reaching out to the people at this event and share your challenges.
- Through connections, we can make these challenges a little better than they were when we started.
- Shared suffering is a great place to start.

Reach out to your networks



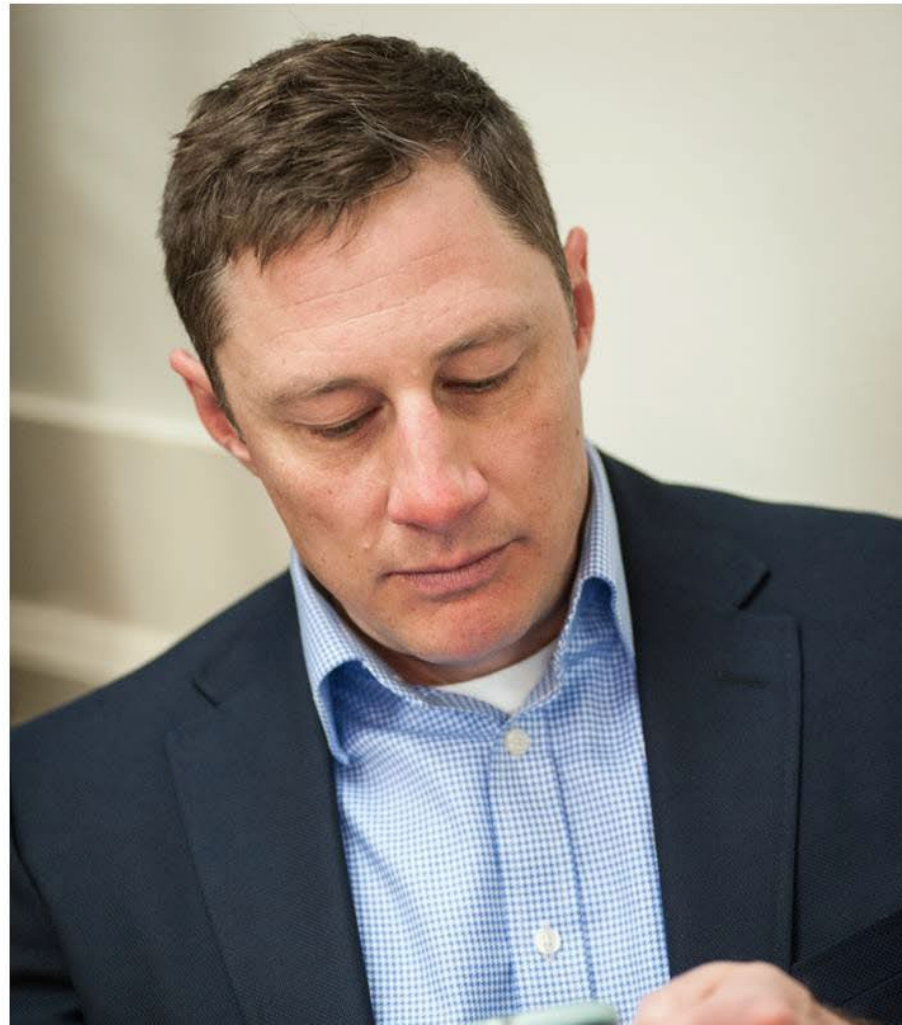
What needs to change?


CHANGE AGENTS
TRAINING

Barriers to Innovations

2015

- Presentation about me being the biggest barrier to innovation
- Attempting to bring humor in the world of Innovation





EVERYONE **THINKS** OF
CHANGING HUMANITY,
AND NOBODY THINKS OF
CHANGING HIMSELF.

WWW.MAGICALQUOTE.COM

LEO TOLSTOY



Running the same style of classes until 2020



Anchored—all this must be in person



In-person vs. online graduation rates



In-person:

Introduction process improvement: 24%

Advanced process improvement: 52%



Online asynchronistic coaching:

Introduction process improvement: 72%

Advanced process improvement: 84%



Covid challenged me to deliver high quality training for people who couldn't come to class.

- Challenge yourself even with your most anchored thought.
- As innovators, we are often called on to help others discover changes
- Far too often, we are the ones who need to change.

Nothing changes until you decide to change!

All techniques require practice



Time to make a commitment.
What are you going to practice next week?
How are you going to make this a part of your work?

Nothing worth doing is easy!



26

Everyone likes the idea of spreading innovation, but what that really means is long hours, lots of confrontational meetings, angry emails, inevitable moments of self doubt, and no guarantee that you'll be thanked for your hard work.

PEAK PERFORMANCE

How Denver's Peak Academy is saving millions of dollars, boosting morale and just maybe changing the world.

(And how you can too!)

By Brian Elms



CHANGE AGENTS TRAINING

Brian Elms

brian@changeagentstraining.com

303.619.7353

Thank you

“Leading Through Change”



*Employee Development
Summit*

