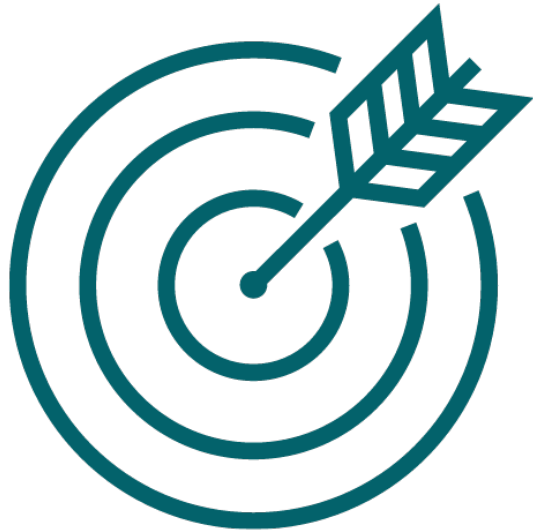# The Supervisory Collective

"The Collective"

Purpose of *The Collective* for its Members

To cultivate and build meaningful relationships through knowledge sharing that promotes; capacity building, equipping leaders with the necessary tools, best practices, expertise, and support to excel in our roles, and to tackle complex issues with confidence.

Purpose of *The Collective* for the City of Madison
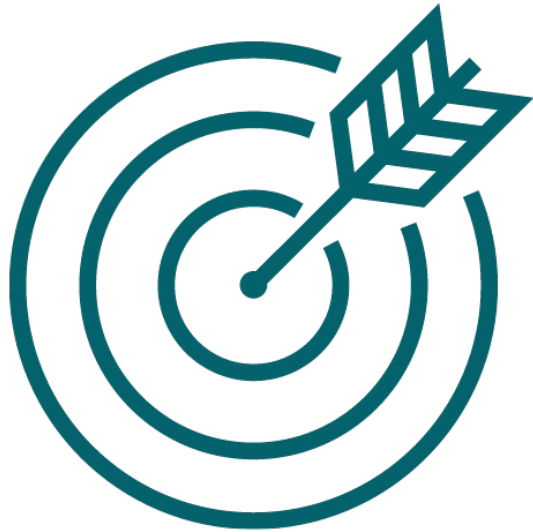

To provide a dedicate space for staff whom have supervisory responsibilities to connect, learn, and grow together in such a way that supports Our Vision of an Inclusive, Innovative and Thriving #TeamCity.

Values

Guiding Principles

1. Make space, take space

2. Create space for multiple truths

3. Assume best intent, attend to impact

4. Accountability for ourselves and to one other

5. Speak from personal experience with "I" statements

6. Be curious and ask open-ended questions

7. What's said here stays here, what's learned here leaves here
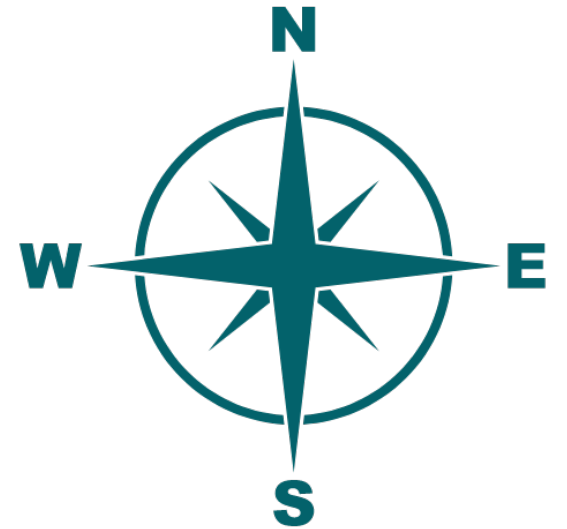
The Collective's Leadership Team (CLT)

Caitlin Stokes, she/hers

Streets

Rachel Darken, she/hers

Fleet

Jessy Stammer, she/hers

Metro

Kurt Rose, he/him

Human Resources

The Collective's Leadership Team (CLT)

Kevin Goke, he/him

Parks

Jennifer Delaney, she/hers

Parks

Mark Vander Waal, he/him

Fleet

Yolanda Shelton-Morris, she/her

Community Development

The Collective's Manager, Jay Winston

Leadership Development Specialist
Human Resources
she/hers

Change Management Supervisor Collective
March 21, 2024

Employees' Experience with Change

People - Places - Possibilities

Change Happens at Many Levels

Individual Change

Team Change

Organizational Change

Change is a Process

Current State
- When the change is first announced, before change is implemented.

Transition State
- During the change process when the new solution is being deployed.

Future State
- After the change is in place following the implementation of the solution.
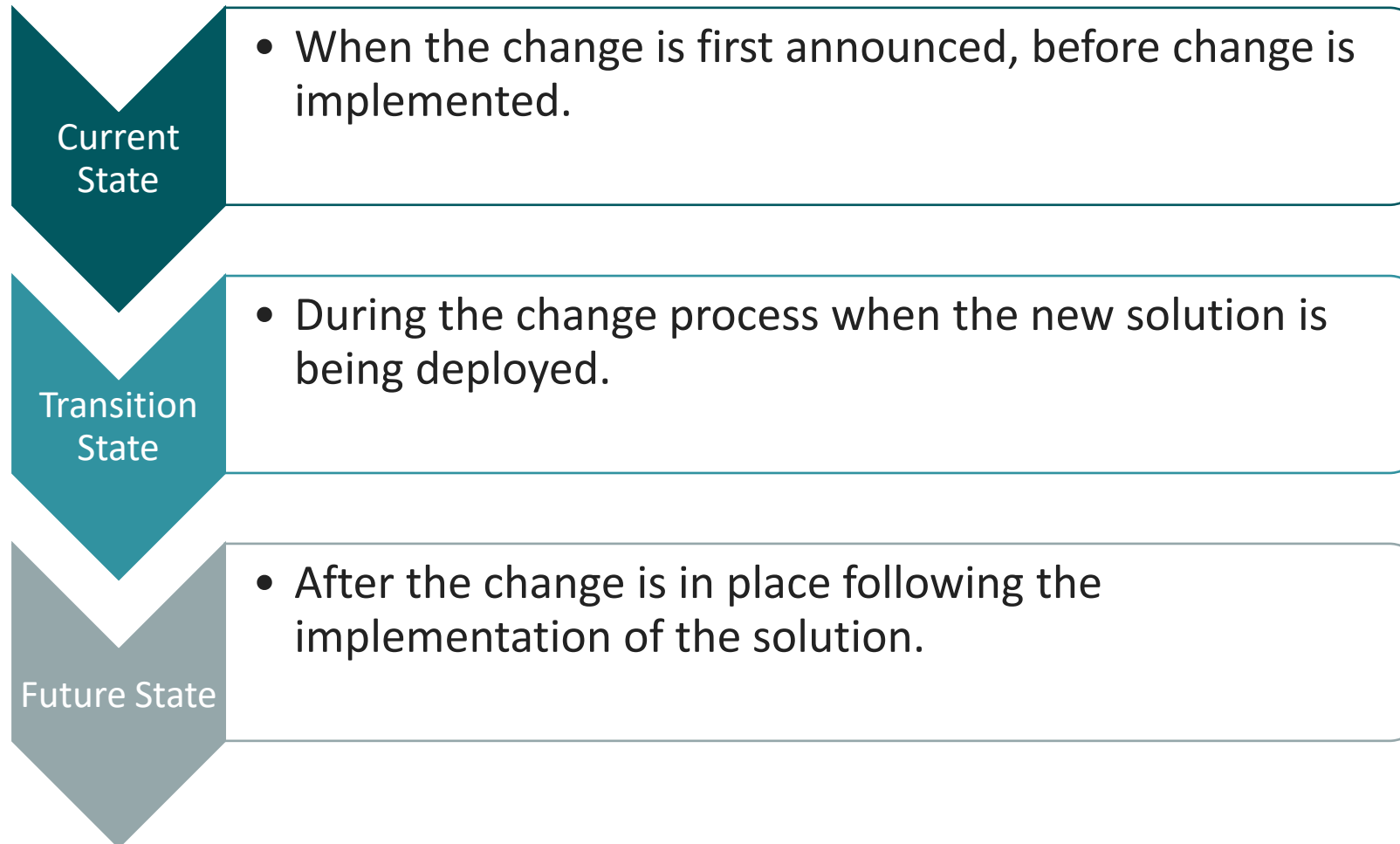
How are people feeling?
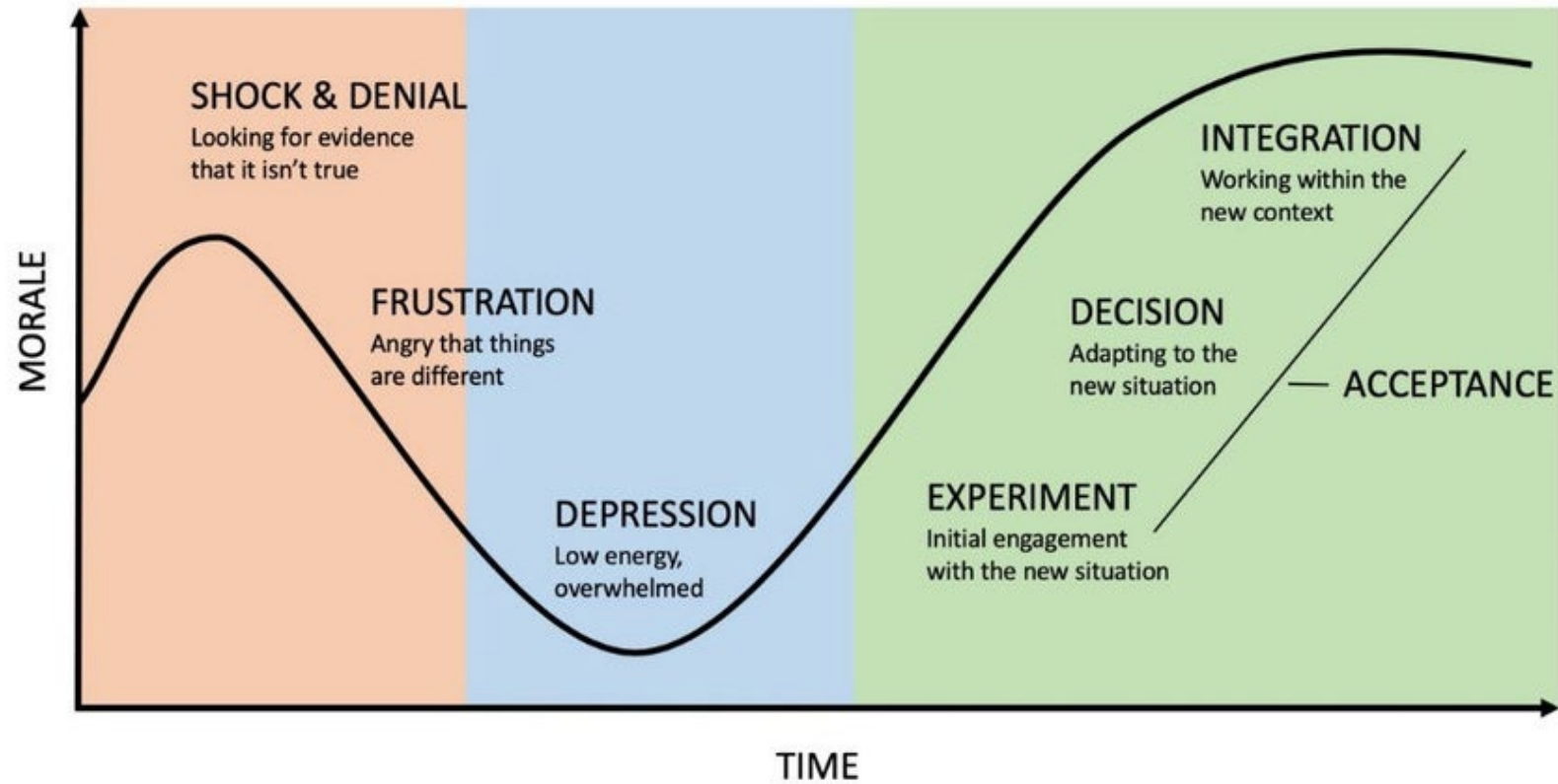
Take Control with ADKAR

People - Places - Possibilities

Five Building Blocks of Change

Prosci® ADKAR® Model

Awareness — Awareness of the need for change

Desire — Desire to participate and support the change
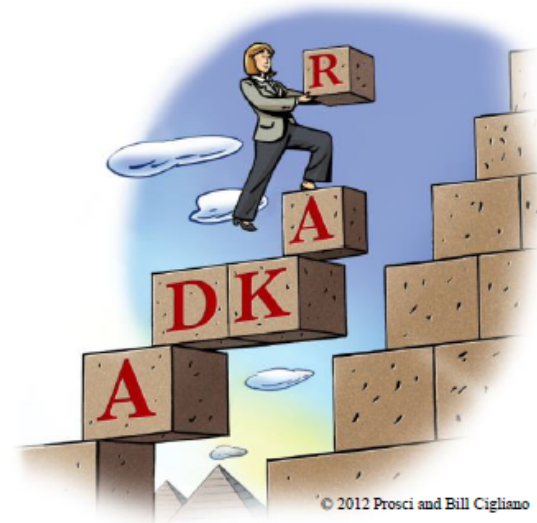
Knowledge — Knowledge on how to change

Ability — Ability to implement required skills and behaviors

Reinforcement® — Reinforcement to sustain the change

© 2012 Prosci and Bill Cigliano

What happens when one is missing?

Awareness	Desire	Knowledge	Ability	Reinforcement	→	Change Success
	Desire	Knowledge	Ability	Reinforcement	→	Confusion
Awareness		Knowledge	Ability	Reinforcement	→	Resistance
Awareness	Desire		Ability	Reinforcement	→	Fear/Anxiety
Awareness	Desire	Knowledge		Reinforcement	→	Frustration
Awareness	Desire	Knowledge	Ability		→	Backsliding
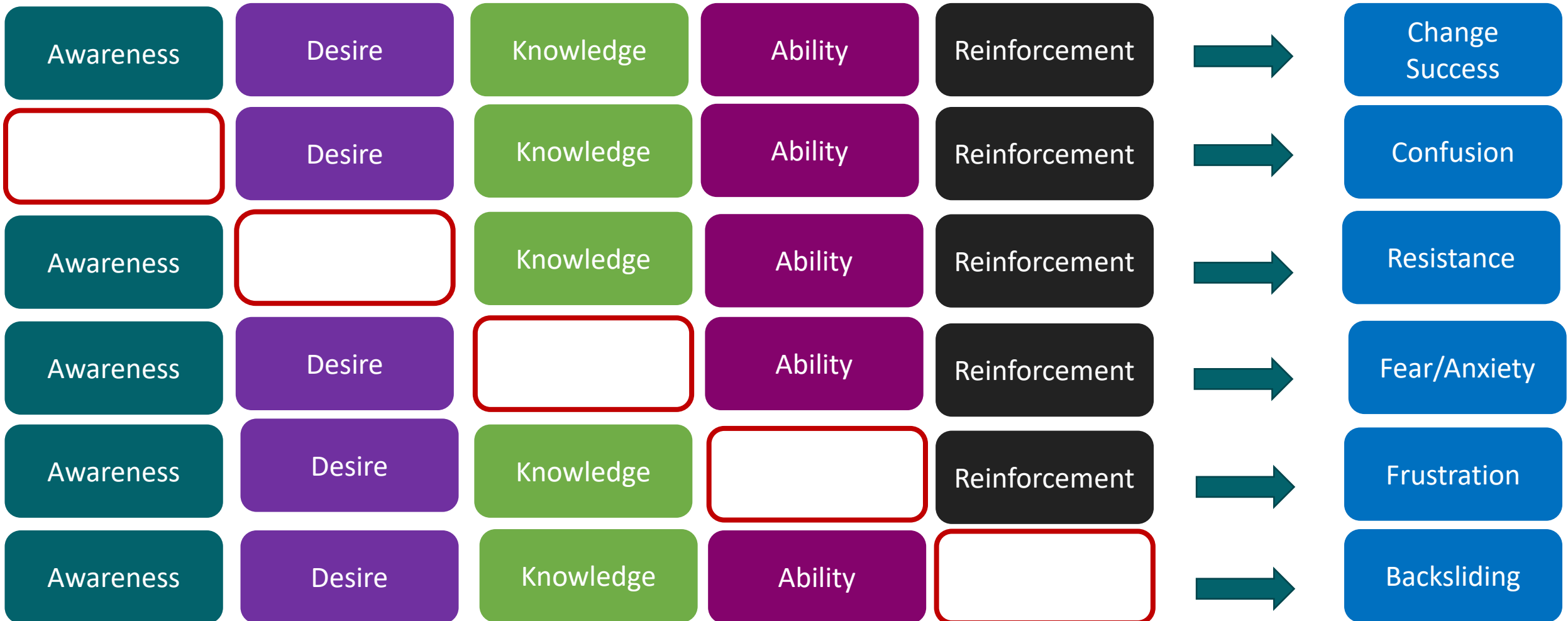
ADKAR Assessment

ADKAR assessment identifies *individual* barrier points to change for roles impacted by change so you can support these individuals through the change journey.

Instruction: Score each outcome for a specific individual from 1 to 5
- ***A**wareness* of the need to change? (Rate 1-5)
- A ***d**esire* to change? (Rate 1-5)
- ***K**nowledge* of how to change? (Rate 1-5)
- ***A**bility* to make the change? (Rate 1-5)
- ***R**einforcements* to make the change stick? (Rate 1-5)

*Can also be used for team and organizational barrier point assessment.

Barrier Point

- The <u>first</u> ADKAR stage with a low score (3 or less)

- Needs to be addressed first to move the change forward

- How to address the barrier point depends on the stage and context
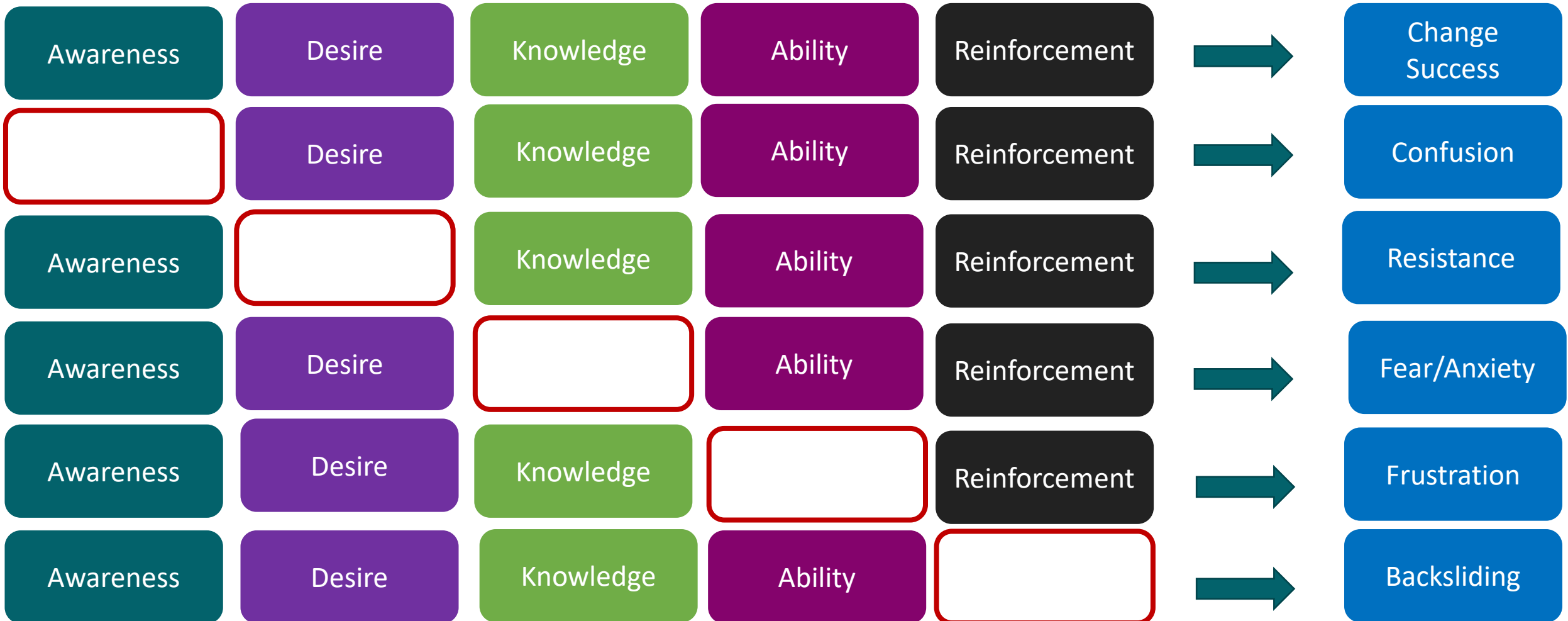
Practice & Discussion

- **Practice**: Consider an individual, team, or organizational change. For your identified change, what is your barrier point?

<div>

Rate each 1-5

- ***A**wareness* of the need to change?
- A ***d**esire* to change?
- ***K**nowledge* of how to change?
- ***A**bility* to make the change?
- ***R**einforcements* to make the change stick?

Barrier point: first score of 3 or lower

</div>

What happens when one is missing?

Awareness	Desire	Knowledge	Ability	Reinforcement	→	Change Success
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Confusion
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Resistance
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Fear/Anxiety
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Frustration
Awareness	Desire	Knowledge	Ability	Reinforcement	→	Backsliding

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