Our purpose is:
To be a great company that creates exceptional long-term value for our customers, employees and shareholders by enhancing the health and well-being of pets, people and livestock.
Change
You are probably already managing change

HIS GOLDFISH DIDN’T HAVE EYES LIKE THE ONES ON THE PACKAGE.

We wouldn’t let him lick the dog.
## Naming emotions & the change dial

![Change Dial Diagram](image)

<table>
<thead>
<tr>
<th>Loss</th>
<th>Denial</th>
<th>Resistance</th>
<th>Exploration</th>
<th>Acceptance</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEAR, uncertainty, disbelief, shock, stunned, mourning, helplessness, powerless, loss of control, feeling stuck</td>
<td>skepticism, doubt, frustration, ANGER, questioning of value/competence, rage, disorientation</td>
<td>uneasiness, distress, worry, ANXIETY, overwhelmed, processing, blaming, stubbornness</td>
<td>interest, considering options, solution-minded, anticipation, RELIEF, curious; testing, problem solving</td>
<td>tolerant, CONFIDENT, competent, satisfaction, agreement, reflective, happier, more positive</td>
<td>ASSIMILATION, incorporation, pride, COMMITMENT, ownership, productivity, accomplishment, integration, new focus</td>
</tr>
</tbody>
</table>
Tip #1: Emotions

- Recognize that change and emotion go hand-in-hand
- Welcome the fact that people will react emotionally and help them name what they are feeling
In a perfect world...

1. **Awareness**
   - I know what this is about and how it affects me.

2. **Desire**
   - I think this is worthwhile and I want to support it.

3. **Knowledge**
   - I know how to participate in appropriate ways.

4. **Action**
   - I am participating.

5. **Reinforcement**
   - I know that my participation was useful and valued.

6. **Change**
In the real world…
Planning for Change

1. IDENTIFY THE CHANGE
   - Type of Change
   - Reason for Change
   - Scope
   - Current State
   - Future State
   - Concepts
   - Org Readiness

2. THE DETAILS
   - Process Changes
   - People Changes
   - Behavior Changes
   - Information Change
   - Cost of Change
   - Risk Assessment

3. THE APPROACH
   - Stakeholder Analysis
   - Resistance to Change
   - Role of Change Management Team

4. IMPLEMENT
   - Action Plan
   - Communication Plan
   - Training Plan
   - Biz Systems Plan
   - Resistance Plan
   - Transition Management
   - Readiness Review
   - Escalation Process

5. MONITOR
   - KPI Reporting
   - Sensing (Behaviors)
   - Management Review
Tip #2: Write Now

- Think before you write; write before you speak.
- Too often we jump directly into telling everyone of our plan without respecting the time, energy, and thought that we have had to make this decision.
- Write out the answers to the bullets on the previous page.
Managing Change

1. Establish A Sense Of Urgency
2. Form A Powerful Coalition
3. Create A Vision
4. Communicate The Vision
5. Empower Others
6. Plan For & Create Short Term Wins
7. Consolidate Improvements
8. Embed change
Establish a sense of urgency
Form a powerful coalition

Stakeholder Map

<table>
<thead>
<tr>
<th>Degree of Influence</th>
<th>Commitment to Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low (1)</td>
<td>Go (1)</td>
</tr>
<tr>
<td>High (3)</td>
<td>No Go</td>
</tr>
<tr>
<td>Medium (2)</td>
<td>On the fence (2)</td>
</tr>
</tbody>
</table>

Power/Interest

- Key Players
- Minimal effort
- Keep Satisfied
- Keep Informed

Keep Satisfied
Keep Informed
Key Players
Minimal effort

Keep Satisfied
Keep Informed
Key Players
Minimal effort
Who should participate in this discussion?

The visioning exercise should involve the people who are going to drive and support the change throughout the organization.

Create a vision

- **Executives & department leads**
  To ensure the vision aligns with overarching goals

- **Project managers**
  To carry out a plan that supports this vision

- **IT**
  To ensure the vision fits within the IT landscape

- **Champions**
  To help drive the change forward across end users
Write a vision statement

- What are we doing [Product/ Program/ Process]
- For whom? [audience]
- Why are we doing it? [High-level benefit(s)]

Example 1:
Community Health Options is dedicated to helping Maine and New Hampshire businesses insure their most important assets—their employees…The value-based designs help ensure businesses can bend the cost curve while still offering valuable benefits to your employees.

Example 2:
O365 advances the use of new technology at IDEXX, empowering our employees so that they may work from anywhere on their favorite devices and increase productivity while simplifying collaboration.
Communicate the vision

- Create a sense of urgency
- Share the vision
- Share known details but let it be known that input will be needed/others will have a say
Tip #3: Have fun

IT's "cubicles" may seem safe by day.

But at night...

Enter the Collaborators! Here to protect IDEXX.
Empower others

- Give people choices – any and every choice that you can
- Call for volunteers – make subgroups
- Ask people to help, even in little ways – use your team’s talent
- Create open forums at which people may ask questions and get answers
  - Read Kotter’s “Buy-in” to prepare for these open forums
  - Address all concerns
Tip #4: Communicate some more

- Get top-down buy-in (have them write an email)
- Get bottom-up buy-in (quote them you in an article/email)
- Call attention to all of the places that you have empowered others and recognize them for their great work
- Communicate about how you are communicating:
  - Example: [https://player.vimeo.com/video/160248844](https://player.vimeo.com/video/160248844)
- Exhaust every type of communication that you know: video, pictures, posters, flyers, email, social media, meetings, personalized cards…
  - Don’t underestimate the power of face-to-face!
- Send out the results of all of your surveys to everyone: be transparent
CREATE THE BIG MESSAGE

TAKE THE PULSE OF THE ORGANIZATION

START

WORKPLACE CHANGE MANAGEMENT is a process for helping employees adapt to a changing work environment.

DELIVER THE MESSAGE

END

Evaluate the process

MOVE-IN

Support the move

3–6 MONTHS AFTER MOVE

12–18 MONTHS BEFORE MOVE
Short-term wins & Consolidate improvements

Change management is a dolphin, not a whale
Tip #5: You’ll never win everyone
Measure!
IDEXX is green
Please project (don’t print) this presentation.