Inclusive Change Management:

A Process Approach to Enable Middle Management Leadership

Session Guide And Action Plan

December 8, 2016
Directions for Assessment:

- Complete the Assessment Tool to better understand your current state

- At your tables discuss:
  - Barriers and enablers for engaging middle managers
  - What it would “look like” if middle managers were engaged
  - Strategies that have worked and those that haven’t

- Be prepared to report on your findings
Driving Diversity Efforts With a Change Management Lens: The 4 Levers of Change

- Revisiting talent and performance processes
- Impact on hiring and promotion processes
- Driving accountability through compensation

- Establishing consistent metrics
- Ensuring clarity on the metrics
- Accountability for achieving metrics

- Getting the word out
- Targeting the message
- Leveraging vehicles
- Integrating with key business initiatives

- Who to engage
- How to engage them
- Maintaining focus with competing priorities

- Communication
- Engagement
- Measurement
- Alignment
Putting It All Together: Creating A Middle Management Engagement Plan:

• Reflect on everything you have heard today including:
  – Speakers and panelists
  – Table discussions on barriers, enablers and successful strategies
  – Change management model

• Complete the Action Plan to begin developing/enhancing your Middle Management Engagement Plan
  – Assess each of your proposed initiatives against the Levers of Change and adjust plan as necessary

• Be prepared to share highlights from your plan
Middle Management Engagement Plan:

Assessment and Action Plan
Middle Management Engagement Plan: Assessment Tool

Obstacles for MM Engagement:
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Enablers for MM Engagement:
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Strategies That Work Well:
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Strategies that Haven’t Worked Well:
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Assessing Current State

What It Would Look Like If MM Was Engaged:
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## Middle Management Engagement Plan: Action Plan

Directions: For each strategy you include in your Middle Management Engagement Action Plan, consider the 4 key change levers to ensure you are driving your diversity engagement effort with a change management lens.

<table>
<thead>
<tr>
<th>Strategies/Actions To Engage Middle Managers</th>
<th>Timing</th>
<th>Who To Involve</th>
<th>Measures of Success</th>
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