The People Side of Change
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Agenda

1. GNT Organization

2. Why Change Management?

3. Prosci methodology introduction

4. The ADKAR model and important roles

5. Lessons learned

GROWING COLORS

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GNT Organization

GNT Group
Global market leader in sustainable, plant-based colors

Your partner

Since our foundation in 1978
Mission to create plant-based ingredients to drive a healthier future for people and planet

Now
Top 3 global color supplier with turnover of > €200 million

Our future
Growth per year on average > 10%

Worldwide coverage to meet regional needs

HQ and production facilities:

GNT Group B.V.
Headquarters
Mierlo, NL

GNT Deutschland GmbH
Production
Heinsberg, DE

GNT International B.V.
Production
Mierlo, NL

GNT USA LLC
Production,
Customer experience center
Dallas, North Carolina, USA

Sales and application offices:

Europe:
- France
- Germany
- Italy
- Poland
- Spain
- UK

Americas:
- USA
- Mexico

Asia:
- Singapore

Middle East:
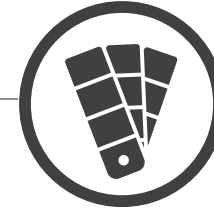- UAE

Distributors and agents:

- Australia
- Balkans, Kazakhstan, Uzbekistan
- Brazil
- Chile
- China
- Colombia
- Hungary
- India
- Indonesia
- Israel
- Japan
- Malaysia
- New Zealand
- Peru
- Romania
- Scandinavia
- Slovenia
- South Africa
- South Korea
- Taiwan
- Thailand
- Ukraine
- Vietnam

📍 Production facilities
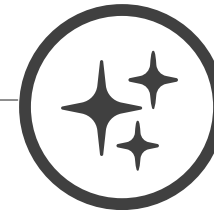● Sales and application
● Distributors and agents

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products are made from fruits, vegetables & plants

Vibrancy
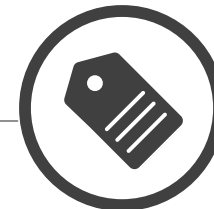Competitive product portfolio covering all shades of the rainbow

Versatile solutions
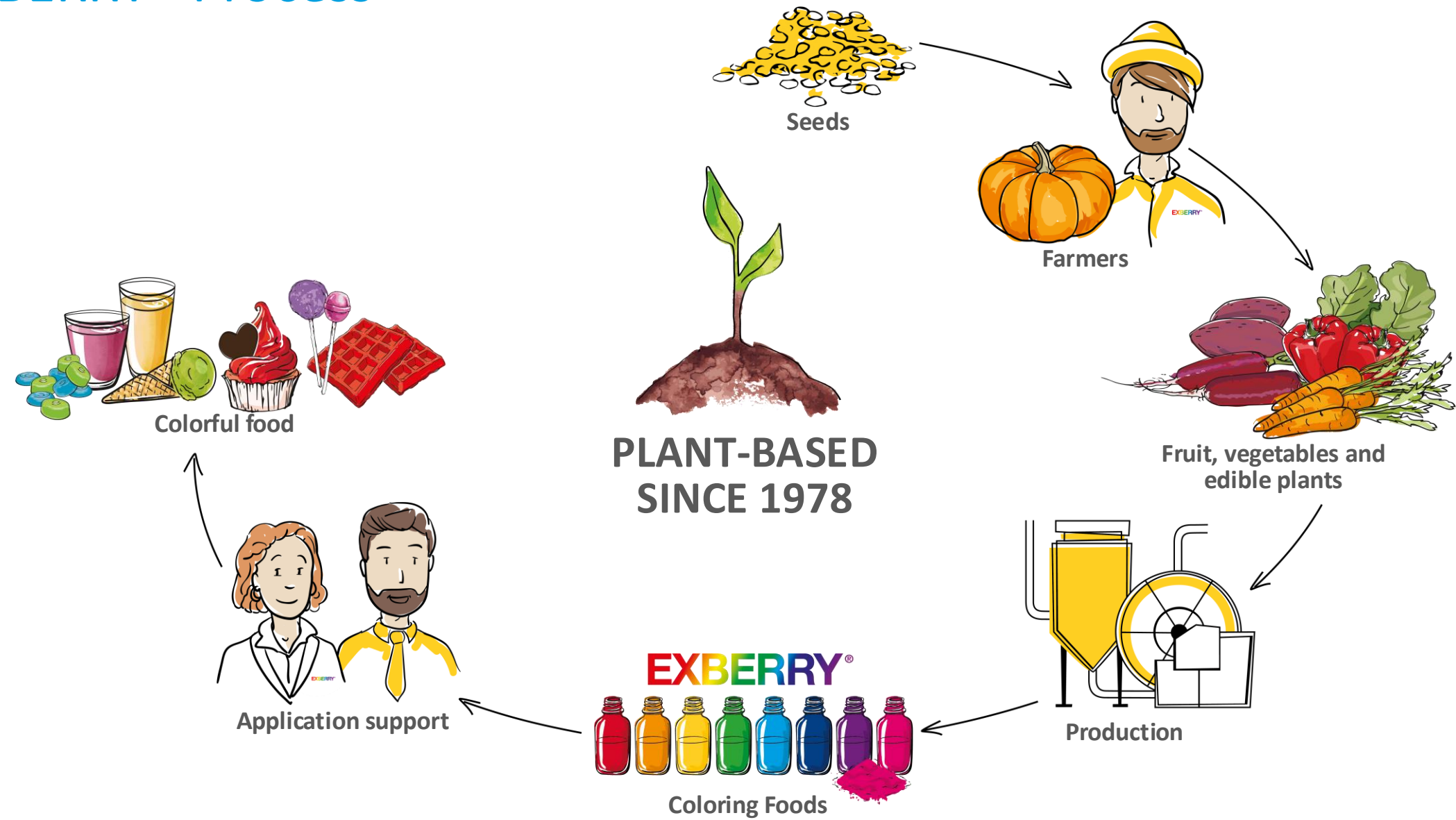Formats available to suit all types of application

Certified
Non-GMO, Vegan, Halal/Kosher and Organic range available

Product labelling
Clean and simple labelling to maximize consumer acceptance

EXBERRY® Process

Seeds

Farmers

Fruit, vegetables and edible plants

PLANT-BASED SINCE 1978

Production

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Coloring Foods

Application support

Colorful food

Chameleon program

Building the foundation for our future growth

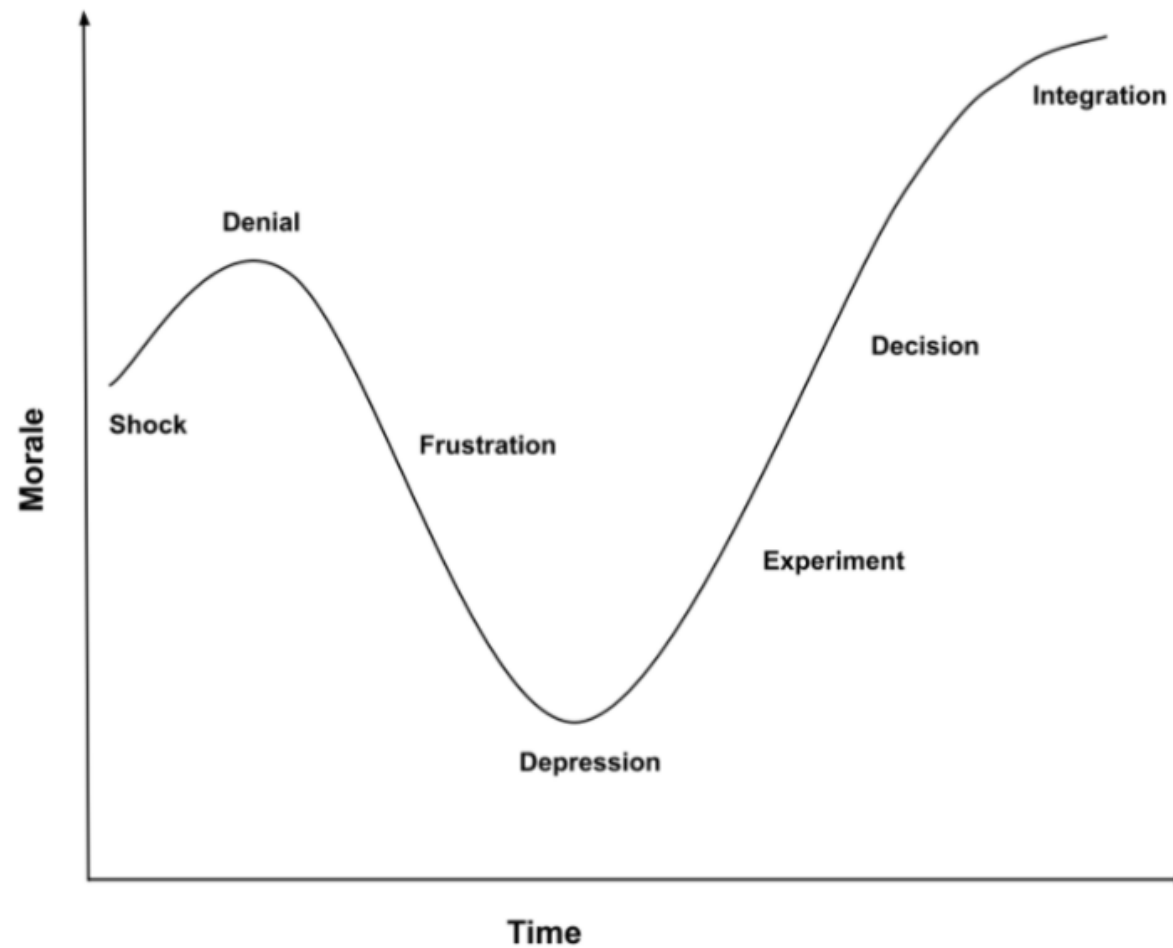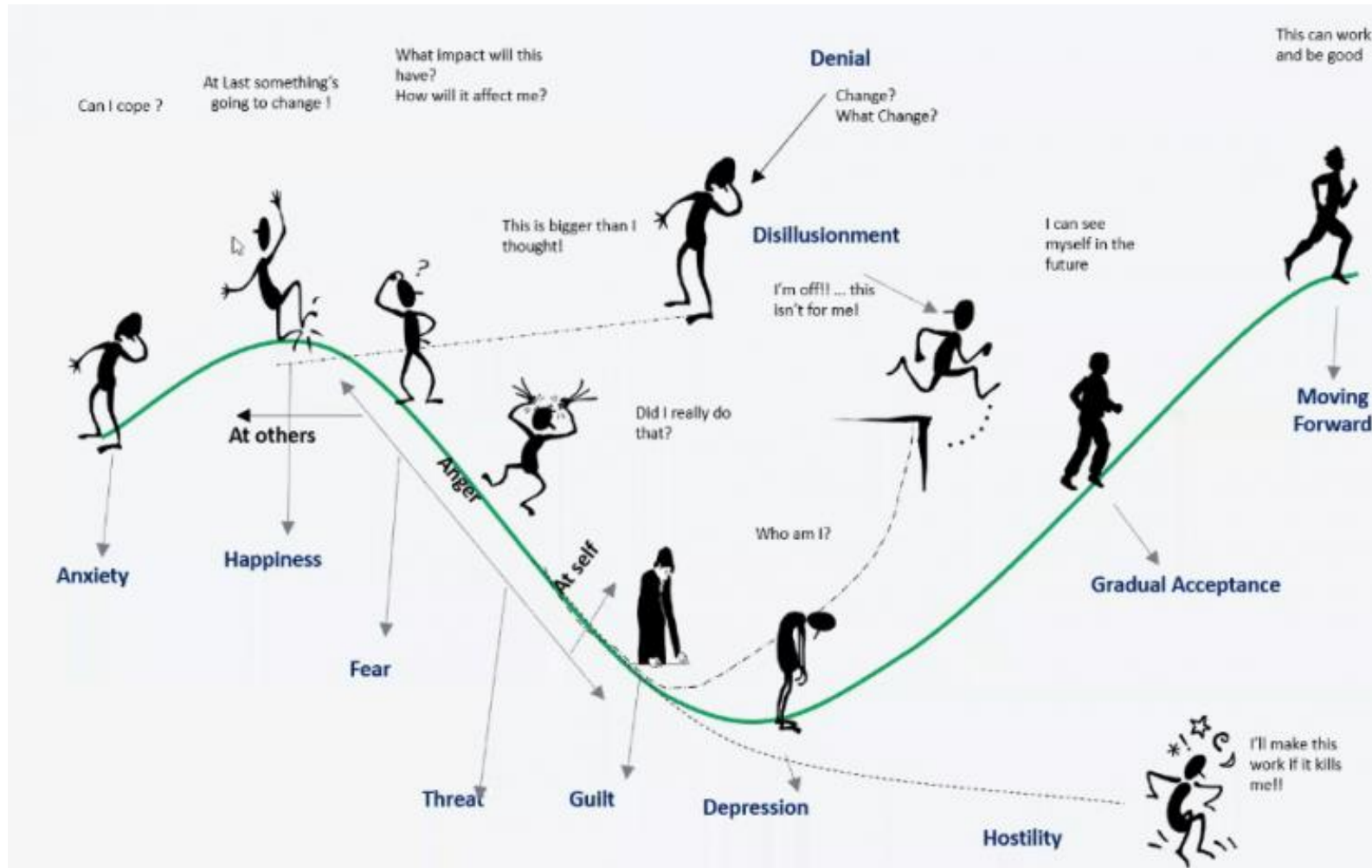# Why Change Management?

Why change management?

Kubler – Ross model

Why change management?

John Fisher change model

Why change management?

With change management

Current State | Transition State | Future State | = | Success

Without change management

Current State | Transition State | Future State | < | Success

Why change management?

Future State

Instead of

Future State
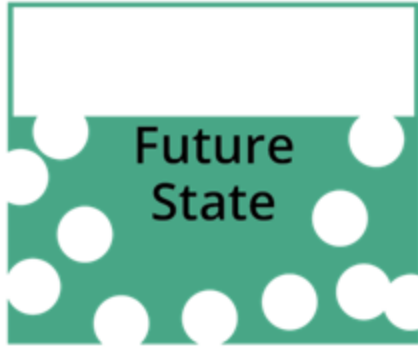
Lower Return of Investment

History of failed changes

Unachieved improvement

Not what expected/ hoped for

Prosci Methodology

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The People side of Change
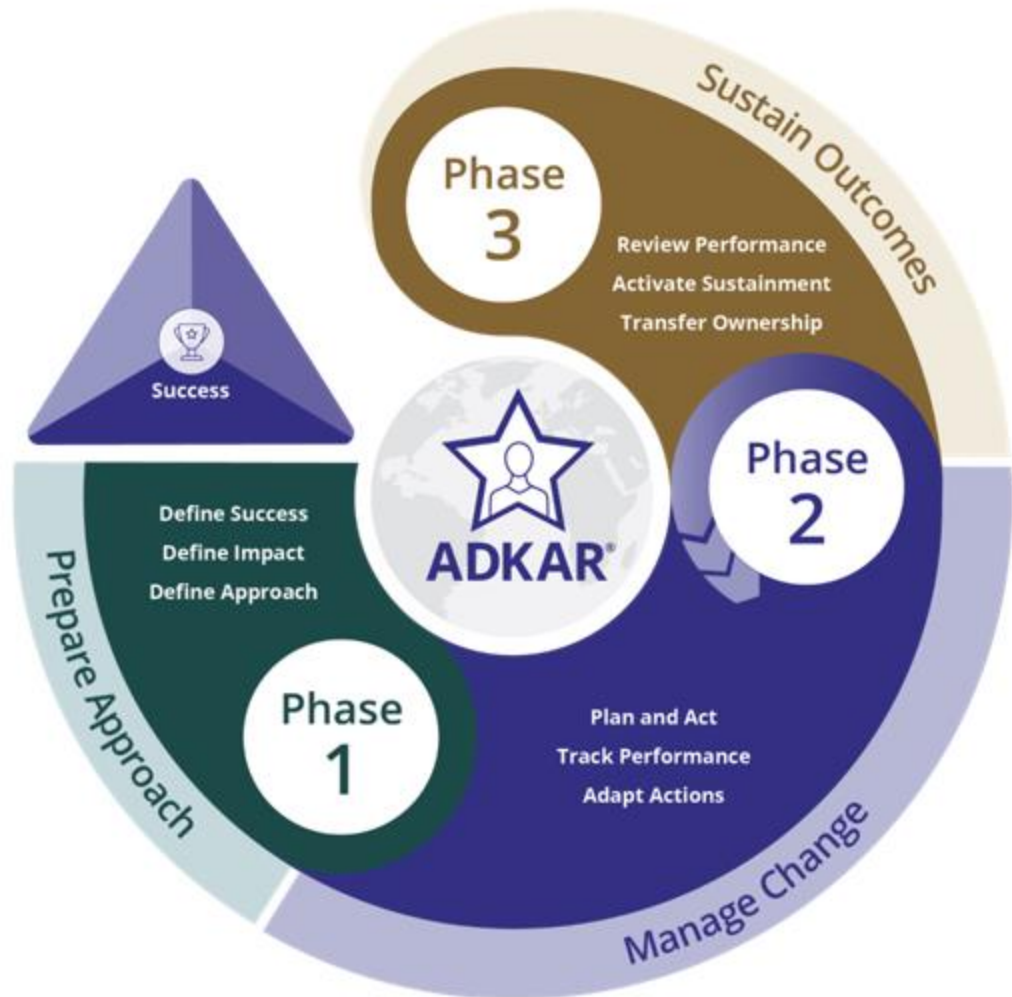
Project Change Triangle (PCT model)

A reason for change
Defined benefits and objectives
Units of measure

Governance and direction
Decisions and actions

Technical side
Time, cost, scope
Design, develop, deliver

People side
Individual and organizational
Engage, adopt, use

Leadership/
Sponsorship

Success

Project
Management
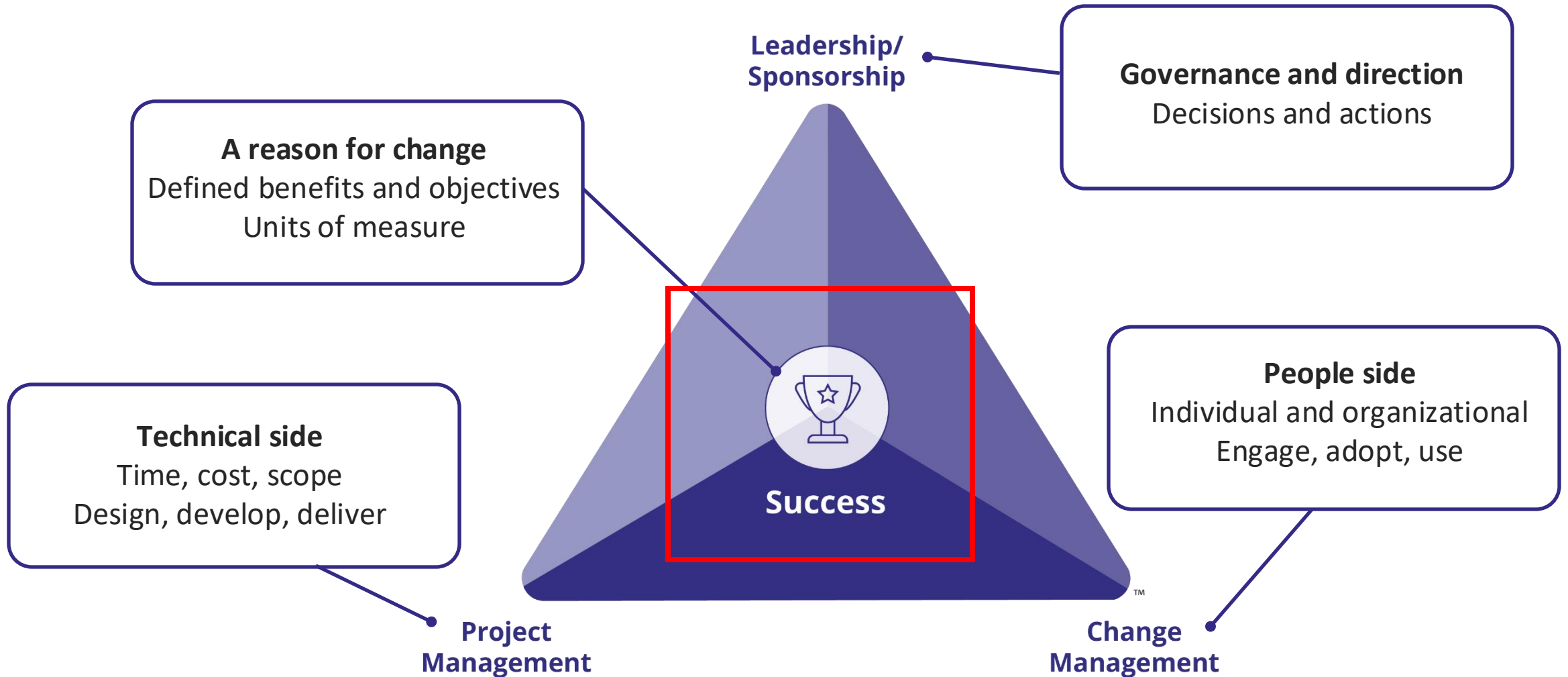
Change
Management

Project health assessment

Success

Factor	Score
1. Inputs into the change management process are defined (may include a business case, charter, scope, or plan).	1 2 **3**
2. Organizational benefits are fully defined (what the organization gains).	**1** 2 3
3. Project objectives are fully defined (what the project achieves).	1 2 **3**
4. Adoption and usage objectives are fully defined.	1 **2** 3
5. Units of measure for benefits and objectives are established.	1 **2** 3
6. Benefits and objectives are prioritized.	**1** 2 3
7. Benefit and objective ownership is designated.	**1** 2 3
8. People dependency of benefits and objectives is evaluated.	1 **2** 3
9. The definition of success is clear and ready to be communicated.	1 **2** 3
10. The sponsorship coalition is aligned to a common definition of success.	1 2 **3**

	Score	20
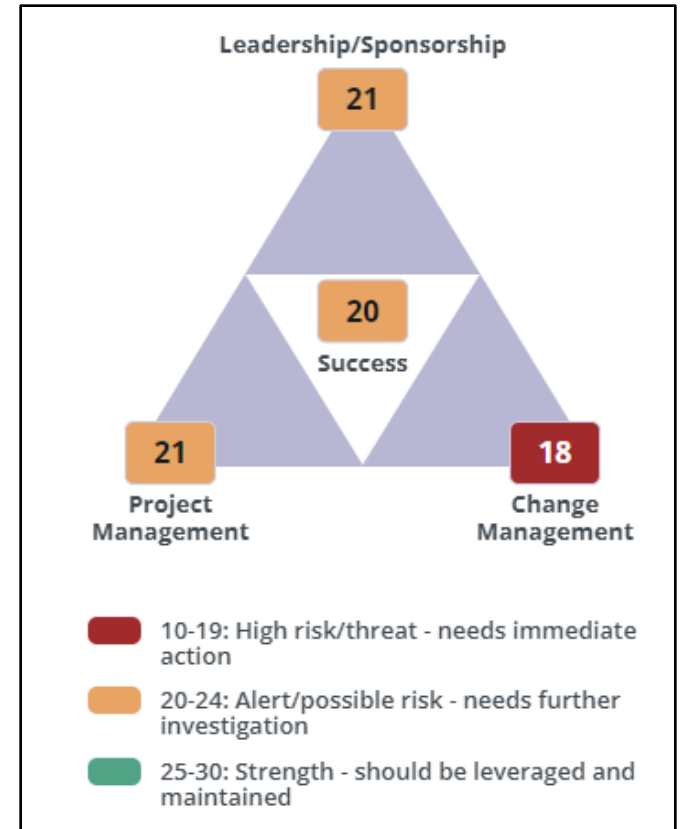
Leadership/Sponsorship 21

Success 20

Project Management 21

Change Management 18

- 10-19: High risk/threat - needs immediate action
- 20-24: Alert/possible risk - needs further investigation
- 25-30: Strength - should be leveraged and maintained

The ADKAR model and important roles

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The ADKAR model

	A		D		K		A		R
Awareness		**Desire**		**Knowledge**		**Ability**		**Reinforcement**	

Awareness

1. What is and isn't working in my organization
2. What are my options
3. Communicate that there is a problem
4. Focus attention on the most important reasons to change

Desire

1. Communicate benefits for adoption of scrum
2. Identify risks involved
3. Build momentum
4. Address fears

Knowledge

1. Learn new technical skills
2. Learn to think as a team
3. Learn how to time box
4. Share information
5. Set reasonable targets

Ability

1. Empty a suitable governance framework
2. Training the basics
3. Start small
4. Don't do it by stealth
5. Adjust processes that touch the scrum teams

Reinforcement

1. Engage a scrum coach identify champions
2. Share scrum experience
3. Learn from early mistakes

Set up ADKAR model

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

Most important roles within Change Management

Employee-Facing Roles	Enabling Roles

Sponsor

- Authorize the change
- Fulfill three key roles: (ABCs)
  - Actively and visibly participate throughout the project
  - Build a coalition of sponsorship with peers and managers
  - Communicate directly with employees

People Manager

- Support direct reports in their change journeys
- Fulfill five key roles: (CLARC)
  - Communicator
  - Liaison
  - Advocate
  - Resistance Manager
  - Coach

Change Practitioner

- Apply structure and intent to change
- Enable and equip other change roles
- Collaborate on a unified approach with the project manager

Project Manager

- Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning
- Collaborate on a unified approach with the change practitioner

Tracking change impact

Chameleon ADKAR assessment Process owners - Saved ⌄

Style   Settings   Preview   ▷ Collect responses

Chameleon ADKAR assessment Process owners

It is important for us to follow-up with our process owners to understand how the changes of the Chameleon project affect the impacted teams. Your feedback is very helpful in developing corrective actions and define change management activities.

This assessment is not a test, just to gather feedback.
Rank each statement with the following options:

1. Fully disagree
2. Disagree
3. Neutral
4. Agree
5. Fully agree

Please feel free to give your comments and remarks in the last question.

1. I understand the business reasons for the Chameleon project *

| 1 | 2 | 3 | 4 | 5 |

2. I understand the risk and reason of not changing. *

| 1 | 2 | 3 | 4 | 5 |

3. I understand the impact of this project on my day-to-day work activities? *

| 1 | 2 | 3 | 4 | 5 |

Tracking change impact

Department	AWARNESS	DESIRE	KNOWLEDGE	ABILITY	REINFORCEMENT	BARRIER POINT	DESCRIPTION
Purchase department	4	3	2	3	5	D	Lack of personal motivation to be part of the project
Production department	5	4	3	3	5	K	Additional training on the system is required
Planning Office	4	3	3	2	4	D	Lack of support of my supervisors
Sales back office	4	3	2	1	3	D	The impact of this project on our day-to-day work activities is not clear
Sales department	4	4	3	3	3	K	I do not have the skills and knowledge to be successful during the project
Quality department	5	2	2	4	4	D	My colleagues do not support this project and the proposed changes
Logistic department	4	4	4	2	3	A	Practice and experience to perform in the new environment is not sufficient
Finance department	4	4	3	3	4	K	Training program has not been adequate

Integration with Chameleon program
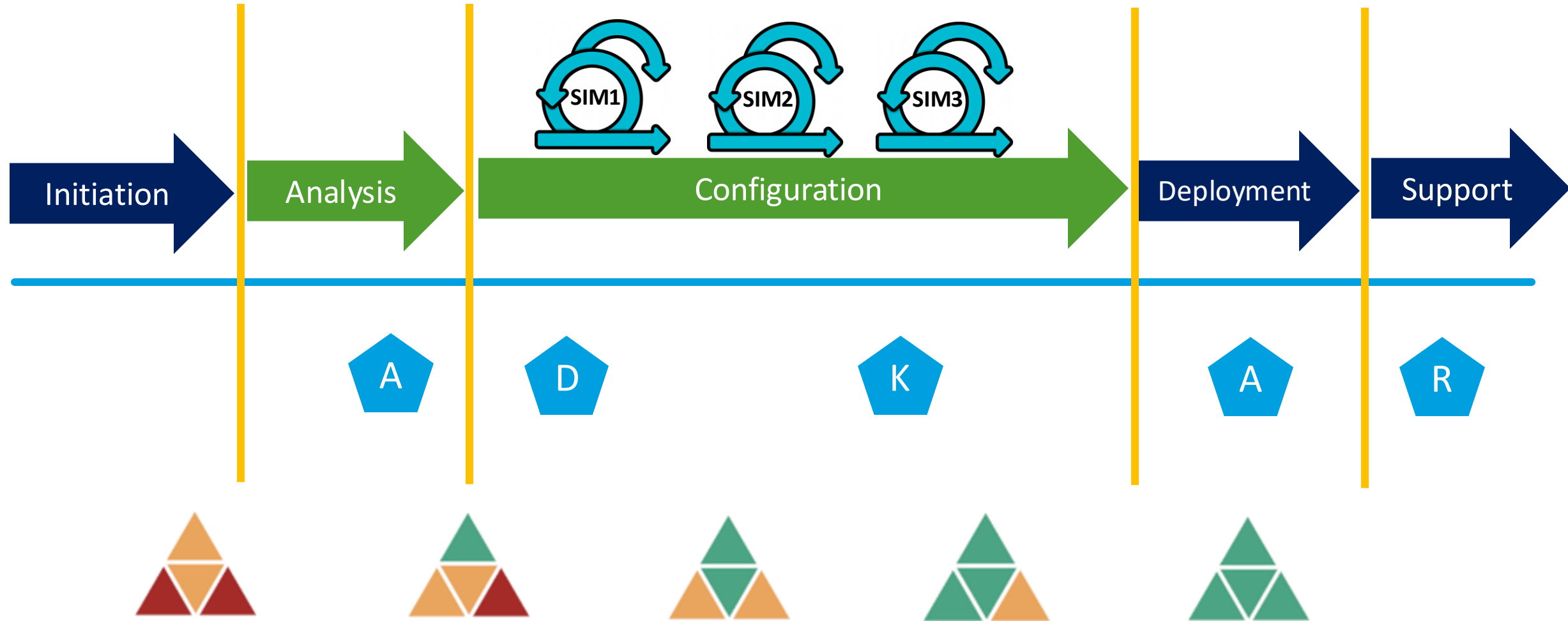
Lessons learned

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The People Side of Change - Tips

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Change Impact analysis

Project health follow-up actions

Stakeholder management

Definition of Success (SMART)

Impact written communication

Influence other projects

Questions?

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Thanks for your attention

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