MOVE MINDS

TO MOVE YOUR INFORMATION MANAGEMENT PROGRAM FORWARD

Hey, what's in it for me?

If your RIM program isn't progressing, maybe it's because you're trying to move the whole company instead of the individuals. Change happens one person at a time. And a key is creating DESIRE.

Getting executives on board. Changing a keep-everything culture. These are difficult tasks, but critical ones. You can't drag them along unwillingly. So remember that desire is about personal choice. You have to be able to demonstrate what they have to gain through the change.

DESIRE ACTION STEPS

1 Identify the most engaged people from the Awareness stage. These are your change champions.

2 Ensure all change champions support the change to weed out negative attitudes.

3 Empower them to answer the question "what's in it for me?" from their peers. People are more likely to listen to team members over consultants or executives.

4 Employ a Moving Motivator session or similar to help team members understand how the change meets their personal motivations.

5 Create a "tactical canvas," illustrating how they desire to see the change take place.

NEXT: Time to drop some KNOWLEDGE.

MAKE ROOM FOR IDEAS

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Evolving your Information Management program is no easy feat. As the recently-released Cohasset Associates and ARMA International Transforming Information Management report points out, over half of respondents are not experiencing the broad collaboration needed to make a true Information Governance (IG) program a reality. Understanding and initiating change management is required to shape how you your organization views information and evolve from RIM to IG. Iron Mountain is using the Prosci® ADKAR® Model* to help guide you through the RIM to IG change process in your organization.

ADKAR is an acronym that represents the five milestones or outcomes an individual must achieve for change to be successfully realized. When applied to organizational change, this model allows leaders and change management teams to focus their activities on what will drive individual change and produce organizational results collectively. Each letter of the acronym as a focal point for process step (shown below).

PHASES OF A CHANGE PROJECT

AWARENESS	DESIRE	KNOWLEDGE	ABILITY	REINFORCEMENT

Business Need -------------------------- Concept & Design -------------------------- Implementation -------------------------- Post-Implementation

AWARENESS of the need for change. Awareness is often equated to communication; however, the act of communicating does not always produce the result of awareness. This is where the people involved must understand what the change is, why the change is being made, and what the risks of not changing from the current state are.

DESIRE to support and participate in the change. Ultimately, desire is about personal choice. It is often due to uncertainty and lack of control during the change process that causes a person's motivation for the change to put them at odds with the change. The goal is not to drag people along unwillingly, but to create energy and engagement around the change that produces momentum and support from everyone involved.

KNOWLEDGE about how to change. Training should not be the only way knowledge is developed. It is important to equip people with the knowledge of how to change (what to do during the transition) as well as how to perform in the future state (knowledge on the skills and behaviors needed to support the change).

ABILITY to implement the change with the required skills and behaviors. Ability is the building block in the process where the change occurs and is defined by demonstrated achievement of the change (expected performance results are performed).

REINFORCEMENT to ensure change sticks. Reinforcement is the final building block. It is a natural tendency to resort to what we know – research has even shown that it is not just a natural tendency, it is a physiological tendency. While making the change may be difficult, sustaining the change can be even more so. This is why reinforcement becomes such a critical component – it encourages and supports the change to ensure the new way stays in place.

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