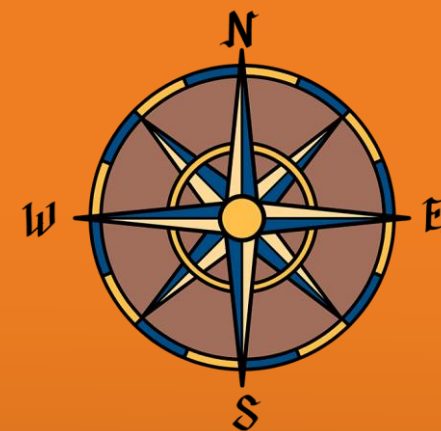


Navigating Change: Steering Environmental Laboratories Through Transformation Without Losing Our Compass

2025 Environmental Measurement Symposium



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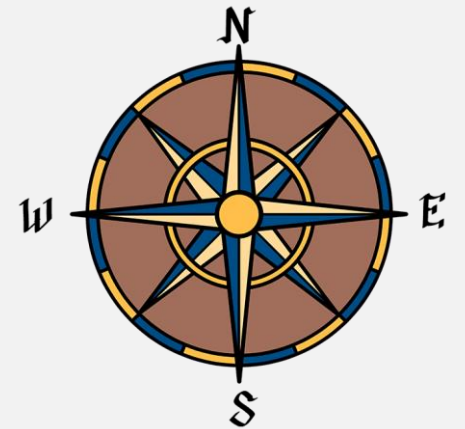
Discussion Points



- Why Change is essential
 - Change Management Plan
 - Change Models
 - Change Agents
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Our Compass

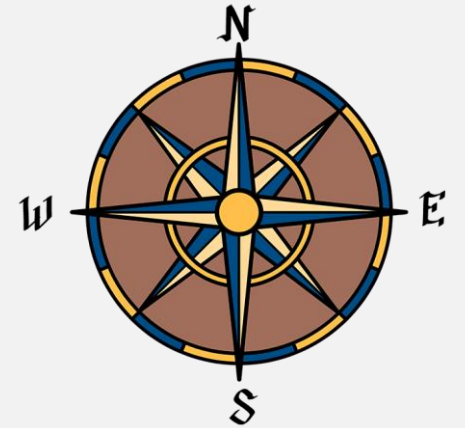
- Vision: Our long- term direction
- Values: Guiding principles during upheaval
- Purpose: Who benefits from our excellence
- Behavioral Insight: Purpose-driven teams are more resilient



Setting the Stage for Change

Laboratories face many pressures

- Complex regulatory requirements
- Rising automation and data analytics
- Budget constraints and shifting client demands
- Resource availability



Change is Essential

Dynamic regulatory, technological, and work shift changes

New methods	Regulations (MUR, PFAS, etc.)
New instruments / equipment	Shifting Workforce Demographics
Renovations	Artificial Intelligence
Ownership changes	Organizational Restructuring

Resistance to change is natural but must be managed

Change Management = Risk Management = Preventive Actions

Definition of Change

From ASQ (American Society of Quality)

- Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes. This includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation.
- Significant organizational change can be challenging. It often requires many levels of cooperation and may involve different independent entities within an organization. Developing a structured approach to change is critical to help ensure a beneficial transition while mitigating disruption.



Who is Involved with Change?

- Lab Manager / Lab Director
- Lab Quality
- Department Manager / Supervisor
- Safety Manager
- Laboratory Staff
- Accreditation Bodies
- Clients



Change Process

1. Technical aspects of the change

- Assessment of what needs to change
- Actions to make the change
- Track the change

2. Human Aspects of the Change

- Address the psychology journey of the change
- Status Quo Bias
- Uninformed Optimism

Both aspects must be addressed in the Change Management Plan

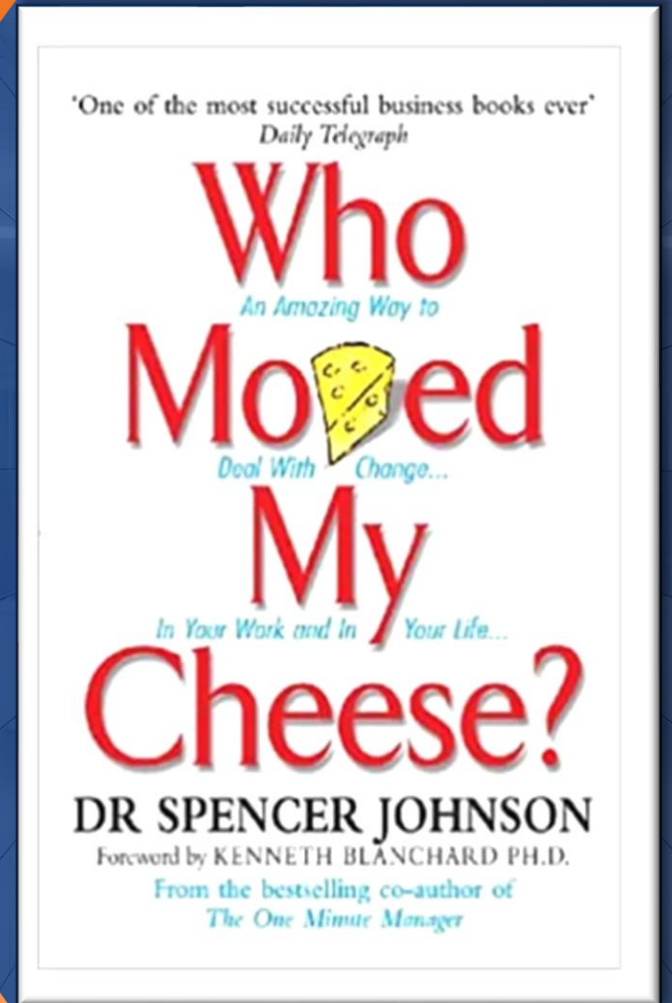
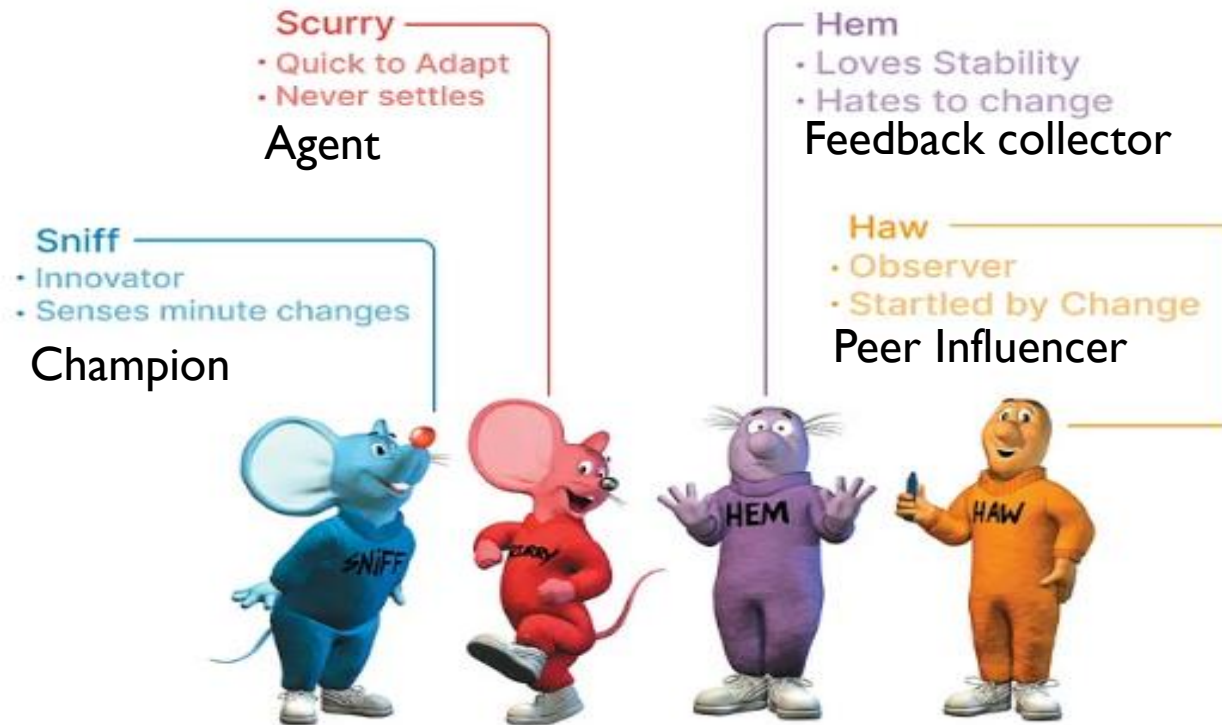
Change Management Plan

Component	Topics to Address
Clear Objectives	Define the change, why it is happening, and what success looks like. Define measurable performance indicators and align outcomes with business objectives.
Stakeholder Analysis	Identify who will be affected by the change and how. Identify champions and resistors. Tailor communication and support.
Communication Strategy	Messaging that is transparent, consistent and empathetic. Use multiple communication channels.
Training and Support	Equip teams with skills and resources they need to adapt. Identify who will provide the training.
Resistance Management	Anticipate pushback and create strategies to address concerns. Reframe fear as opportunity.

Change Management Plan

Component	Topics to Address
Feedback Loops	Create mechanisms to gather input and adjust the plan as needed
Timeline and Milestones	Break the change into manageable phases and measurable goals with checkpoints. Assign accountability.
Reinforce and Sustain the Change	Recognize and reward early adopters. Monitor KPIs and adjust where needed.
Evaluate, Document, and Celebrate	Plan a debrief on what worked and what didn't. Document lessons learned. Celebrate milestones.

The Characters of Change



Change Models

Change requires a formal framework (Change Management Plan)

- ADKAR
- Kotter's 8 Steps to Change Management
- McKinsey 7-S Framework

Checklists are available on the internet for each change model

Model for Change - ADKAR

Step	Meaning	Key Activities
A - Awareness	Understanding why change is needed	Townhalls, messaging, explain risk of not changing
D - Desire	Willingness to support the change	Motivation campaigns, change agents
K - Knowledge	Learning how to change	Training, documentation
A - Ability	Implementing new skills / behaviors	Coaching
R - Reinforcement	Sustaining the change	Rewards, cultural embedding

Model for Change – Kotter's 8 Steps

Step	Meaning	Key Activities
1. Create a sense of urgency	Highlight threats or missed opportunities	Use data , customer feedback, insights
2. Build a guiding coalition	Cross-functional influence team	Formal and informal leaders, change champions (Sniff)
3. Form a strategic vision & initiatives	Create a clear vision to steer the change effort	Future-focused and aligned with mission, picture of outcome
4. Enlist a volunteer army	Rally a group of people to drive the change	Empower employs to co-create, change agents (Scurry / Haw)

Model for Change – Kotter's 8 Steps

Step	Meaning	Key Activities
5. Remove barriers	Identify & eliminate obstacles, Use feedback loops	Adjust KPIs, address poor communication, silos (Hem)
6. Generate short term wins	Celebrate visible improvements early	Public recognition, rewards, wide communication
7. Sustain acceleration	Keep momentum by building on early wins	Continue rewarding engagement
8. Institute change	Anchor the changes in company culture	Align hiring, training and leadership development with new behaviors

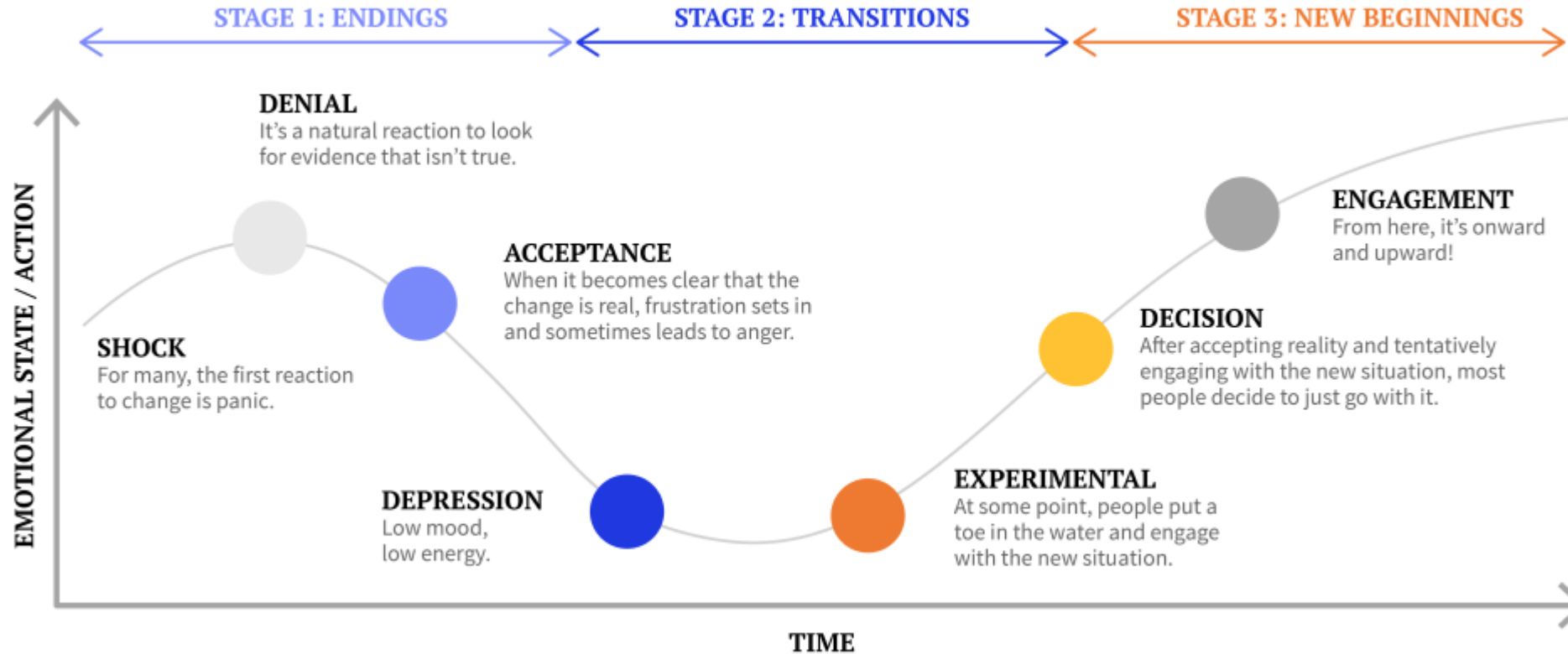
Model for Change – McKinney 7-S

Category	Element	Description
Hard Elements	Strategy	The plan to gain competitive advantage and respond to change
	Structure	Organizational hierarchies
	Systems	Daily operations, processes and workflows

Model for Change – McKinney 7-S

Category	Element	Description
Soft Elements	Shared values	Core values and culture
	Skills	Organizational capabilities and employee competencies
	Style	Leadership style and decision-making approach
	Staff	Workforce demographics, development policies

Reaction to Change



Kubler-Ross Change Curve

Harvard Business Review study found that 70% of change programs fail due to employee resistance and lack of management support. (Hem and Haw)

Change Champions and Change Agents

Champion - Individuals or groups that facilitate, drive and support the change (Sniffs), Official and unofficial leaders

- Endorse and promote the change
- Motivate others
- Build trust and buy-in

Agents – Individuals or groups implementing the change (Scurry)

- Planning, delivering and tracking the change initiative
- Provide training, communication and process redesign
- Assist with resistance management

Change Agent Network Map

Agent Name	Team / Area	Role	Communication Mode	Influence Level	Resistance Notes
Jessica Abba	Wet Chemistry	Peer Coach	Weekly Check-ins with team	High	Low
Tom Jones	Prep Lab	Trainer	Hands-on, Demos	Medium	Moderate concern
Apple Tini	Quality Team	Mentor	Digital Bulletin, One-on-One meetings	High	Possible burnout

Peers drive perceived feasibility of change.

Hem and Haw

Haw – Peer Influencer

- Evolves and adapts, choosing courage over comfort
- Share his/her story to normalize resistance and highlight benefits of adaptability

Hem – Feedback loop

- Represents real resistance to change
- Early warning system
- Feedback can reveal blind spots in change strategy

Communication Strategy

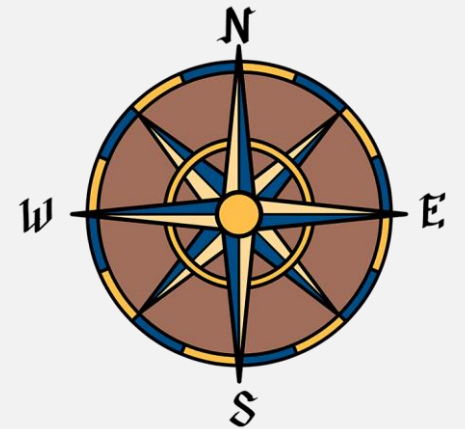
- Identify stake holders – tailor messages
- Message clarity – why, what, how - transparency
- Channels – use mix of formats such as e-mail, town halls, one-on-one meetings, newsletters
- Timing and frequency – early and often, repeat key messages 5-7 times
- Two-way dialogue – space for feedback, questions and concerns
- Identify and reply – address rumors and confusion proactively

Highlight Success

- Before/after metrics, rework rates, improved morale
- Highlight wins from each team
 - Document Control,
 - Traceability & Records Management,
 - Root Cause & Corrective Actions,
 - Proficiency Testing,
 - Regulations,
 - And many others.

Our Compass

- Vision: Are we stronger now?
- Values: Did we honor our values?
- People: Did people feel heard?
- Insight: Are there lessons to be learned?




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QUESTIONS?

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