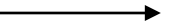


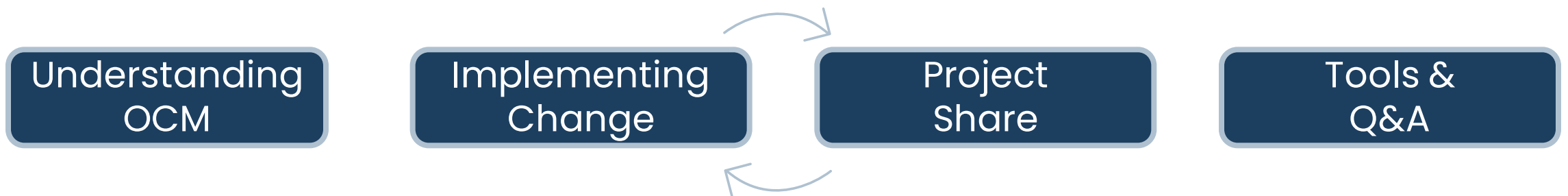
Delivering **CHANGE**

RESULTS WA LEAN CoP



today's **AGENDA**

Understanding the basics of
delivering organizational change.



Understanding **ORGANIZATIONAL CHANGE MANAGEMENT**

Changes are inevitable and not always controllable. What can be controlled is how you manage, react to and work through the change process.

– Kelly A. Morgan

WHAT IS CHANGE MANAGEMENT?

Organizational Change Management (OCM) involves applying structured change methodologies to manage the people side of change.

WHAT DOES “PEOPLE SIDE OF CHANGE” MEAN?

Any project impacting the way people do things – customers, employees, vendors, etc. – requires those people to adopt something new. To change something.

People need help to do that successfully.

Change management provides that help so project adoption can succeed.



HELPING PEOPLE TRANSITION

from current to future state

People don't like to change workflows or habits they are comfortable with.

This is normal and expected.

It's human nature to be resistant to change.



CHANGE MANAGEMENT TEAMS ENGAGE WITH IMPACTED STAKEHOLDERS TO OVERCOME THAT NATURAL RESISTANCE.

The recipe for successful change management requires two main ingredients:

1

A clear **PROCESS** for implementing the change from beginning to end

2

A **PLAN** to support people through the change process

Benefits

INCREASES CHANCES OF SUCCESS

Applying change management methods clarifies transformation steps from the outset, so key players are on the same page.

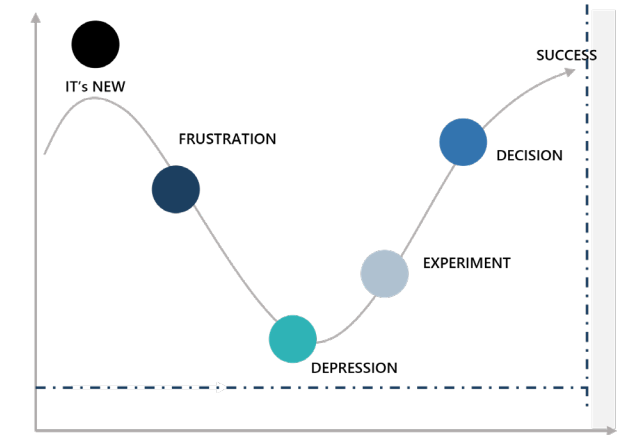
PREVENTS STAGNATION

With a strong change management framework, organizations have the openness and agility to embrace and implement change.

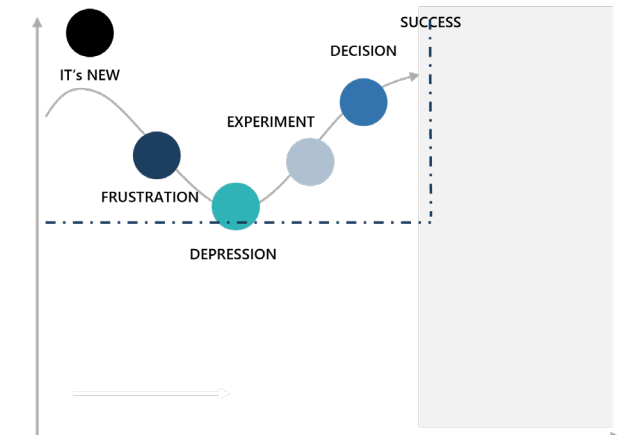
IMPROVES MORALE

An effective change management process includes communication with employees and other stakeholders to alleviate the stress that often accompanies change.

WITHOUT CHANGE MANAGEMENT



WITH CHANGE MANAGEMENT



Kubler-Ross Change Curve

Understanding **FORCES OF CHANGE**

Learning to recognize the need for change, precipitated by internal and external forces, is critical to normalizing change within an organization and preparing to tackle it head-on.

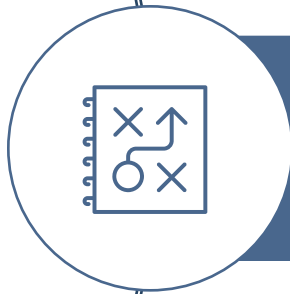


3 TYPES OF CHANGE



Developmental

- Focused on skills & processes
- Improve what you are already doing



Transitional

- Strategy with measurable actions, steps & goals
- Planned, executed & evaluated



Transformational

- Cultural & behavioral
- Aspirational, ambiguous, iterative & (often) emotional

How are
they similar?

HAVE AN END IN MIND

Every change initiative has better odds for success with a plan in place.

DON'T IGNORE EMOTIONS

All change initiatives come with some emotional baggage.

BUY-IN FUELS THE WORK

Communicating the reasons for the change and involving others early

Delivering
CHANGE



Project
SHARE



Awareness

Desire

Knowledge

Ability

Reinforcement

Key Goals

WHAT DO OCM TEAMS DO?

Change management engagement gets people (*impacted stakeholders*) ready to successfully make required changes.

The key goals of change management:

1

Get people ready to adopt the changes by the project's "go-live" date

2

Ensure those changes are sustained after go-live as the "new normal"

How Change Managers SUPPORT SUCCESSFUL CHANGE



PLANNING

We work with you to define the change and understand the project scope and vision



IMPACT

We identify the stakeholders and determine the impact of the change and design delivery strategies



CHAMPION

We champion the change, recruiting and supporting change leaders to create excitement and manage resistance



TRAIN

We develop training plans and approaches (*sometimes the training itself*) and work with internal partners or vendors to ensure delivery and effectiveness



COMMS

We develop communications plans and approaches and partner with comms team to ensure consistent messaging and a professional brand

Case Study PROJECT SHARE

The Project

Multi-year implementation of Microsoft Dynamics 365, an enterprise-wide ERP system.

The Details

- 4-year project (in the midst of COVID-19)
- Complete transformation of operations and working roles for 80% of agency.
- 40% of impacted people incarcerated workforce
- Over 14 locations that use siloed programs to operate (current state)
- TRANSFORMATIONAL CHANGE

OCM DELIVERY ROADMAP

01

ASSESS

- ☐ Review Project/Program
- ☐ Conduct Stakeholder & Target Audience Analysis
- ☐ Perform Change Impacts Assessment
- ☐ Conduct Preliminary Organizational Readiness
- ☐ Complete Change Risk Analysis

02

DEVELOP

- ☐ Establish Change Management Group
- ☐ Choose Change Approach & Tools
- ☐ Develop OCM Strategy & Roadmap
- ☐ Create a Change Playbook
- ☐ Develop Detailed Change Plans

03

DELIVER

- ☐ Implement Change Plans
- ☐ Deliver communications
- ☐ Engage stakeholders
- ☐ Manage Change Champions Network
- ☐ Deliver Coaching & Training
- ☐ Track Change Readiness
- ☐ Manage & Resolve Resistance

04

NORMALIZE

- ☐ Obtain End-user Feedback
- ☐ Track & Measure Adoption/Usage
- ☐ Provide Additional Training & Support
- ☐ Resolve Adoption Roadblocks

05

EXIT

- ☐ Conduct/Provide Lessons Learned
- ☐ Develop a Transition Plan
- ☐ Recognize/Celebrate Quick Wins and Successes
- ☐ Transfer Ownership of the Change

Assess

Develop

Deliver

Normalize

Exit

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec

Case Study PROJECT SHARE

Biggest challenges

- COVID-19: Timeline changes; maintaining engagement
- Significant workload transition from the incarcerated workforce to state staff
- Negative predisposition to change; history with change

What worked

- Leader commitment to coaching & development
- Robust OCM strategies; flexibility in delivery method
- OCM responsible for communications & engagement
- Joint ownership of project success (OCM + PM partnership)
- Focus on developing internal/agency change competency

debrief TOOL + Q&A

The secret of change is to focus all your energy, not on fighting the old, but on building the new.

– Dan Millman

essential DELIVERY TOOL

Imagine you are tasked with delivering a change in your organization.

The organization has no toolkit, they've never had a change manager before, and the project doesn't know what to expect.

This is your change playbook.

Use it to spark creativity and help you document, design, socialize, and deliver your change.

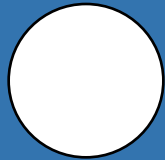


Hey was this **HELPFUL?**

Using the chat, pick one of the shapes and share your insights.



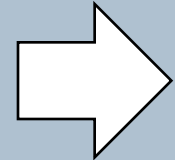
A new point made
for you.



Something still
rolling around in
your head...



Something that
squared with you...



Something you will
put into action...

Let's work
TOGETHER



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