



Integrating Organizational Change Management Into Your Project

Lenora Sneva and Aunna Moss
Office of Financial Management
October 26, 2021

Who are we?



We need your engagement – polls and chat

Lean, Organizational Change Management and Project Management

- Process improvement is change
- Change rollouts need planning
- Planning requires project management



*“As dealing with change
becomes a regular activity,
leading it becomes a skill to
hone, an internal capacity
to master”*

— Arnaud Henneville

Preparing for change

Learning

- Learning about the change

Clarifying

- Clarifying roles

Planning

- Planning communication activities

Learning about the change



BUILD RELATIONSHIPS



COMPLETE IMPACT
ANALYSIS



CONDUCT
STAKEHOLDER
INTERVIEWS



DETERMINE IF
THE CHANGE IS PRE-
DETERMINED



VISIT TEAM MEETINGS
TO UNDERSTAND
WORK CULTURE

What are your
strategies to
build
relationships?



Washington Recovery Group



Coordinate state's pandemic recovery and resilience activities



Agency directors, subject matter experts, community partners



Use an equity lens

Clarifying roles

1

Determine and document critical roles

2

Discuss activities and tasks with stakeholders

3

Assign milestone leads and develop work plan

Washington Recovery Group structure and plan



Planning communication activities



INCLUDE IMPACTED
STAKEHOLDERS



CONDUCT PULSE CHECKS



DEVELOP KEY MESSAGES
AND TALKING POINTS



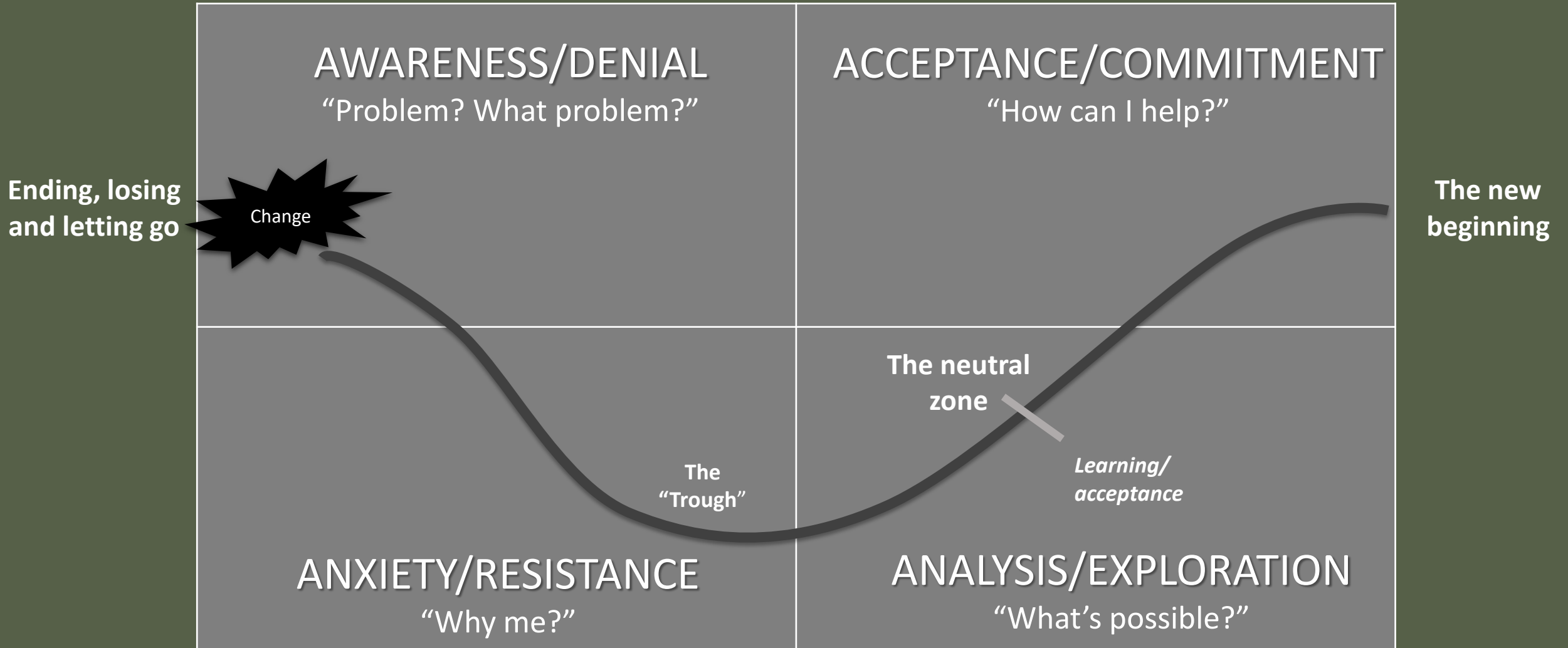
PREFERRED MEDIA

Which mediums
do you use
regularly to
conduct pulse
checks?



CONDUCT PULSE CHECKS

The Change Curve



Lean + Organizational Change Management + Project Management

OCM Principles	Agency Director	Stakeholder	SMARTIE Specific-Measurable- Attainable- Realistic- Time bound-Inclusive-Equitable
Awareness Desire Knowledge Ability Reinforcement	Questions to answer *How will the project be executed? *What is the status of the project? *How should I be participating?	Questions to answer *How can I be engaged? *How can I provide my feedback or get involved?	Ensure Washington Recovery Group workgroups have an agency leader and a community partner as co-leads by October 2021.
Empathy Involvement Collaboration Inclusion	Key messages to share We want to use a human-centered approach to integrate services. We will be inclusive and equitable by engaging all interested stakeholders.	Key messages to share *We want to give power to your voice. *We will design the solution with you.	Conduct four Washington Recovery Group listening sessions with agency staff and community partners by March 2021.

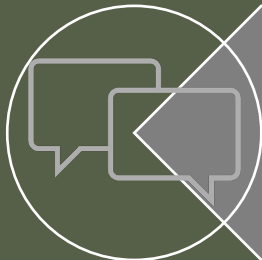
What did we say?



Clarify roles



Engage stakeholders



Develop key messages

What did you learn?

How are you going to apply what you
learned?

Resources

Integrating Organizational Change Management Into Your Project

WA State Government Lean Transformation Conference



Organizational Change Management – Best Practices

Why is it important for change managers to be brought in at the start of projects?

- ☐ Effective and thoughtful preparation for change requires time and leg work.
- ☐ Change management is about trust and relationship building which requires time.

Strategies to address being brought in late as the change manager for a project

- ☐ Review the existing Organizational Change Management plan and adjust, as needed.
- ☐ Develop a comprehensive Organizational Change Management plan if none exists.
- ☐ Have a conversation with project leaders about project risks to ensure managers can make an informed decision about how to proceed.

Best practices for integrating Organizational Change Management into projects at initiation

- ☐ Build relationships with project teams.
- ☐ Market the value you bring to projects as a consultant, partner, and advocate for change.
- ☐ Explain the importance of bringing change managers in early on projects.
- ☐ Understand whether the change being implemented is pre-determined (i.e., legislative mandate) or not to determine the right approach.

Tips and advice

- ☐ Develop clear project roles and responsibilities and regularly communicate them.

Integrating Organizational Change Management Into Your Project

WA State Government Lean Transformation Conference



Preparing for Change

Stakeholder Interview Questions

1. Currently, what do you know about this project?
2. What outcomes do you hope to see from this project? What does success look like from your perspective?
3. Do you support this project's objective?
4. What do you like or dislike about this project?
5. How would you like to participate in this project?
6. How frequently would you like to receive information including updates about this project?
7. What communication channels would you like the project team to use to share information about the project?
8. What challenges or barriers do you think we may experience with this project?
9. What concerns do you have about this project?
10. What questions do you have about this project?
11. Who else do you think we need to talk to about this project?

Sources:

"Discovery Methods: Chapter #1 Internal Stakeholder Interviews." User Interviews, [How to Conduct Stakeholder Interviews for UX Research](#) [\[userinterviews.com\]](#)

Essl, Thomas. "Stakeholder interviews and 8 questions that yield unique insights." Product Nuggets, [Stakeholder Interviews and 8 questions that yield unique insights — Thomas Essl](#).

Washington Recovery Group

Office of Financial Management



Background

- The Washington Recovery Group is coordinating the state's COVID-19 pandemic recovery activities and setting priorities that strengthen the resiliency of our state and all Washingtonians. To learn more, visit the [Washington Recovery Group webpage](#).
- Governor Jay Inslee has asked the Washington Recovery Group to keep moving this work forward by developing more specific strategies and activities around four recommendations.

Recommendations

- Create an integrated human-centered support system to equitably connect people to information.
- Invest in the state's IT infrastructure in an intentional, strategic way to reduce our dependence on outdated technology to deliver basic services.
- Collaborate as an enterprise to implement the Poverty Reduction Work Group's "Blueprint for a Just & Equitable Future: The 10-Year Plan to Dismantle Poverty."
- Align and integrate services across the workforce development system.

Next steps

There is a workgroup in place for each recommendation. The workgroups are meeting regularly to develop more specific strategies and activities for each recommendation.

Principles

- Collaboration
- Equity
- Flexibility
- Centering the voice of community members
- Big connections and small wins

For more information, [contact Max Brown, Washington Recovery Group program manager](#)

Organizational Change Management
Best Practices

Stakeholder Interview Questions

Washington Recovery Group
Informational Guide

Sources

- “Riding the Waves of Change – Approaches and tools to help you move through the new “NORMA.” Employment Security Department Product, Planning, and Performance Team.
- “The Change Curve: Accelerated Change, and Increasing Its Likelihood of Success.” MindTools, [The Change Curve - Change Management Training from MindTools.com](#).
- “Bridges Transition Model- Guiding People Through Change.” MindTools, [Bridges' Transition Model - Change Management Tools From MindTools.com](#)