Integrating Organizational Change Management Into Your Project

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Office of Financial Management
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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

- Identify Washington Recovery Group chair and project manager
  - Develop draft charter
- Meet with agency directors and SMEs
- Create work plan
- Conduct listening sessions with community partners
  - Activate work groups
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?
The Change Curve

ARWARENESS/DENIAL
“Problem? What problem?”

ACCEPTANCE/COMMITMENT
“How can I help?”

ANXIETY/RESISTANCE
“Why me?”

ANALYSIS/EXPLORATION
“What’s possible?”

Ending, losing and letting go

Change

The “Trough”

The neutral zone

Learning/acceptance

The new beginning

Riding the Waves of Change – Approaches and tools to help you move through the new “NORMA.” Employment Security Department Product, Planning, and Performance Team
Lean + Organizational Change Management + Project Management

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

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What did we say?

- Clarify roles
- Engage stakeholders
- Develop key messages
What did you learn?

How are you going to apply what you learned?
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 big effort.

Change management is about trust and relationship building with the right people at the right time.

Strategies to addresses being brought in to develop 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 risk to ensure managers can make an informed decision about how to proceed.

Best practices for integrating organizational change management into projects at installation:
- Build relationships with project teams.
- Market the value you bring to projects to all stakeholders, partners, and advocates for change.
- Explain the importance of bringing change managers early in projects.
- Understand what the change is looking for a predetermined set of key metrics, milestones, or a combination of both.

Tips and tricks:
- Develop clear project roles and responsibilities and regularly communicate them.

Stakeholder Interview Questions

1. Correct, 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 the project’s objectives?
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. 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?

Source:

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 our Washingtonians. To learn more, visit the Washington Recovery Group website.

Recommendations
- Create an integrated human-centered support system to equitably connect people to information.
- 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.”
- Invest in the state’s IT infrastructure in an intentional, strategic way to reduce our dependence on outdated technology to deliver basic services.
- Align and integrate services across the workforce development system.

Next steps
- Work with 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
- Engagement of community members
- Big connections and small wins

For more information, contact Max Brown, Washington Recovery Group program manager.
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.


• “Bridges Transition Model- Guiding People Through Change.” MindTools, Bridges' Transition Model - Change Management Tools From MindTools.com