

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.

- Ensure the organizational change management plan aligns with key principles of change management (i.e., using preferred senders to deliver key messages and planning for resistance as it is a normal response to change etc.)
- Build the organizational change management plan collaboratively with input from stakeholders and projects teams, as much as possible.
- Collaborate with stakeholders, don't tell, as appropriate.
- Help the leader sponsoring the change complete a mission analysis (consider stakeholder input) when a mandate or required change is going to take place.
- Be honest and transparent about the benefits and challenges of the change.
- Engage in humble inquiry and ask questions.

Things to avoid (i.e., aggressive approach)

- Using technical change management language.
- Coming in thinking you know all the answers.
- Sugar coating information about the change.
- Ignoring and/or not trying to understand resistance to the change.

Organizational change management plan development

- If possible and when appropriate, have more than one person create the organizational change management plan.
- Try to put yourself in the shoes of someone who won't understand and doesn't agree with the change as well as someone who will understand and agree with the change.
- Organizational change management plans are fluid. You will need to go back and regularly update your plan.