

INTRODUCTION TO CHANGE MANAGEMENT

GREEN GLOBAL RESOURCES

INTRODUCTION TO CHANGE MANAGEMENT

Definition

The Change Process

Change Management Approach – Awareness to New Normal

Change Management Approach – Operating Principles

List of Change Management Deliverables and Tools

Example: Impact Assessment Tool

Stakeholder Assessment Objectives and Approach

High Level Milestones/Timeline/ CM Deliverables

Roles/Responsibilities

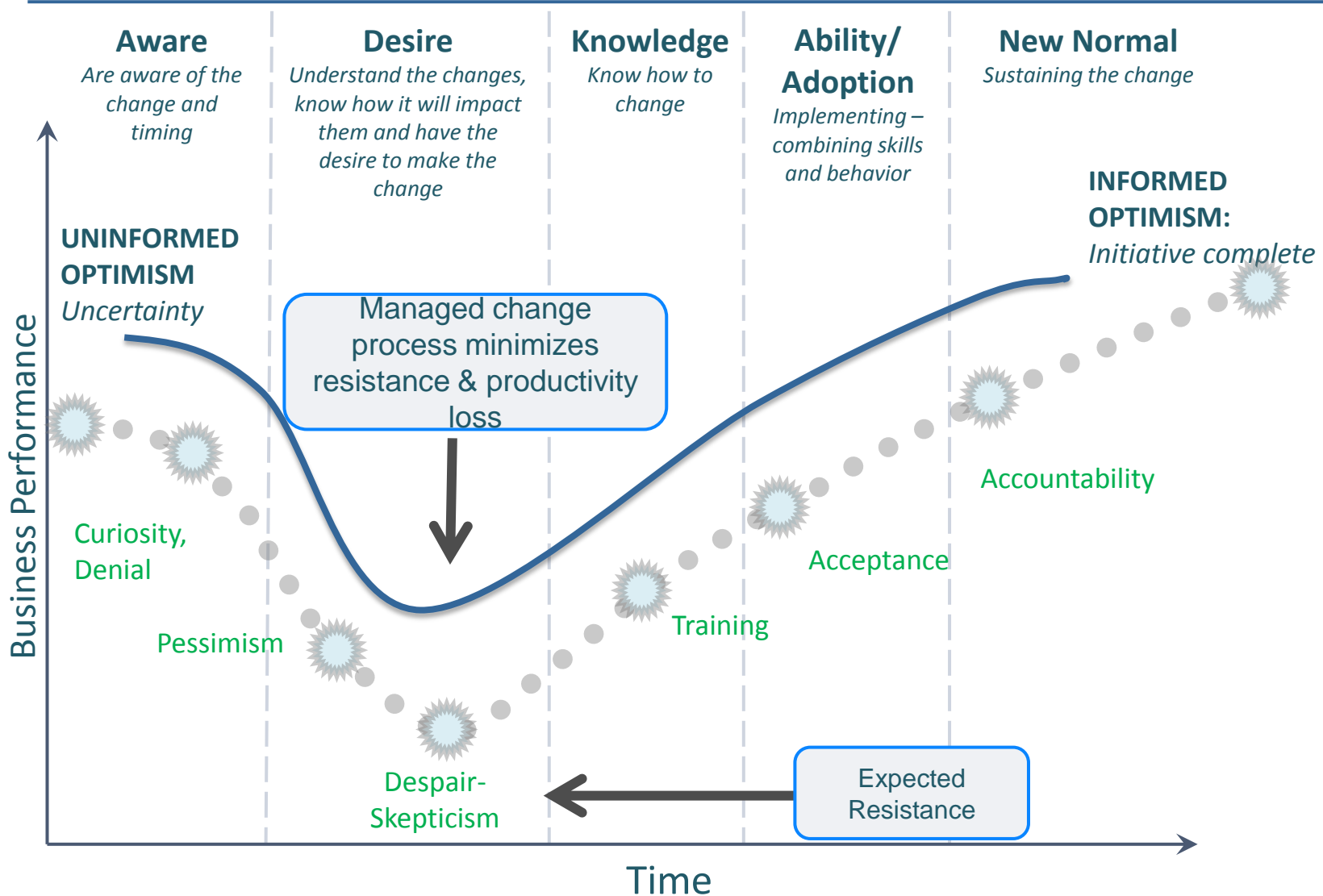
CHANGE MANAGEMENT DEFINITIONS*

Change management is an approach to transitioning individuals, teams, and organizations to a desired future state.

Organizational change is a structured approach in an organization for ensuring that changes are smoothly and successfully implemented to achieve lasting benefits.

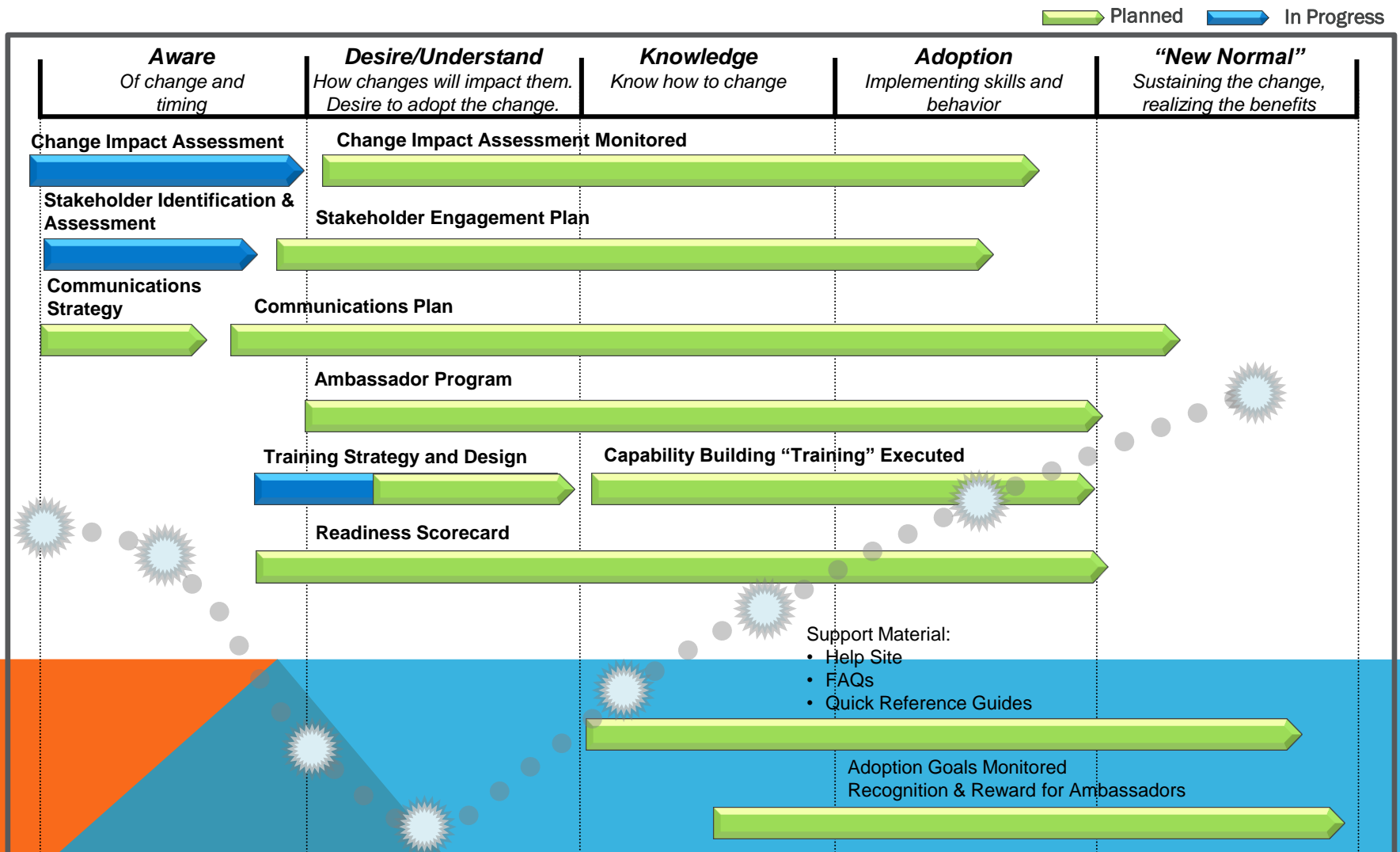
* Wikipedia

The Change Process



CHANGE MANAGEMENT APPROACH

Awareness to "New Normal"



CHANGE MANAGEMENT APPROACH- *OPERATING PRINCIPLES*

Operating Assumptions

- Build Capability within HR and Management community to do (specify)
- Focus on Engagement: Bring them along and enable them to own it... Engage the key influencers (define) and let them be the “messengers”
- Keep it simple – (specify change)
- Functional/Business Project - Reduce dependence on Comp department
- WOW them with (specify)

Project Factors

- Budgetary constraints and compressed schedule to meet (X date)
- Minimize disruption
- Simplified (specify)
- Valid matches
- Previous experience: Roll out of “HR Programs”
- Important to understand impact on (specify people, process, technology)

CHANGE MANAGEMENT DELIVERABLES & ALIGNMENT TOOLS

CM Tool	Activities	Outcomes
Change Impact Assessment	Document the Current State and Future State impact of the People, Process, and Technology for the project; Clearly identify successful adoption measures.	Change impact on the Roles/Structure/ Behaviors expected, define new processes associated with the change, and define technology solutions and/or data/information changes. Gap Analysis completed.
Stakeholder Identification & Assessment	Identify Stakeholders (individuals and groups) that are impacted by the change and/or can influence the change and their current position relative to the change (i.e. support vs. resistor), and where they are on the change curve.	Stakeholders identified across the organization.
Stakeholder Engagement Plan	Develop specific Engagement Strategies based on Stakeholder group and level of engagement required.	Key Engagement activities outlined, timing, messages, individuals included, etc.
Communications Strategy	Identify key Communications activities including messages, timing, expected outcomes for key stakeholders (groups) to build detailed Communications Plan	Aligned approach to communicating to stakeholders groups that are impacted across the organization.

CHANGE MANAGEMENT DELIVERABLES & ALIGNMENT TOOLS (CONT.)

CM Tool	Activities	Outcomes
Ambassador Program	Engage a sub-set of stakeholders to assist in the change management activities (communications, training, testing, liaison to business partner community, etc.).	Accelerate the adoption of the change within the key stakeholder groups, provide two way communications activities and provide “testing” for the change impact.
Training Strategy and Design	Identify training needs for each of the end user groups, objectives, delivery vehicle, delivery time, content required, and expected outcomes of training.	Effective training modules designed to achieve Future State of expected behaviors and technology adoption.
Readiness Scorecard	Tracking document to ensure that all components are in place and ready for launch technology.	Ensure support for successful launch and adoption of change.
Adoption Goals Monitored	Track success measures to ensure adoption of change and identify any risk areas.	Ensure transition to “New Normal” and business as usual.

EXAMPLE: CHANGE IMPACT ASSESSMENT TOOL TEMPLATE

	Current State	Future State	Impact of Change	Adoption Success Criteria
People:				
Roles-What Roles will be impacted by the change?				
Behaviors: What behaviors are changing?				
Expectations: Are there new expectations in roles?				
Process:				
What Processes are impacted by the change?				
Technology:				
What functionality is changing?				
What data is available/not available?				

Stakeholder Engagement Plan Objectives

Utilize completed stakeholder analysis to:

- Assess risk to success if stakeholder does not support the *Change* either publicly or privately
- Assess impact of the stakeholder to the *Change*
- Assess level of support/resistance to the *Change*

Identify and develop both a standard and tailored approach (as needed) based on impact, risk and level of support

Predict stakeholder reactions and proactively arm leaders and influencers with successful mitigation strategies

Objective: *Drive awareness , understanding, knowledge, and adoption of the Global Structure and Guidelines to ensure successful implementation.*

STAKEHOLDER ENGAGEMENT APPROACH

Stakeholder Engagement Approach

1

Identify like stakeholder groups to enable messaging and activities.

2

Determine messaging and engagement approach for each stakeholder group.

3

Determine the order of communications for individual stakeholders and stakeholder groups.

Stakeholder Groups

- Enterprise Executives
- HRLT
- Ambassadors
- End-Users
- Support Groups
- Other Stakeholders

Approach

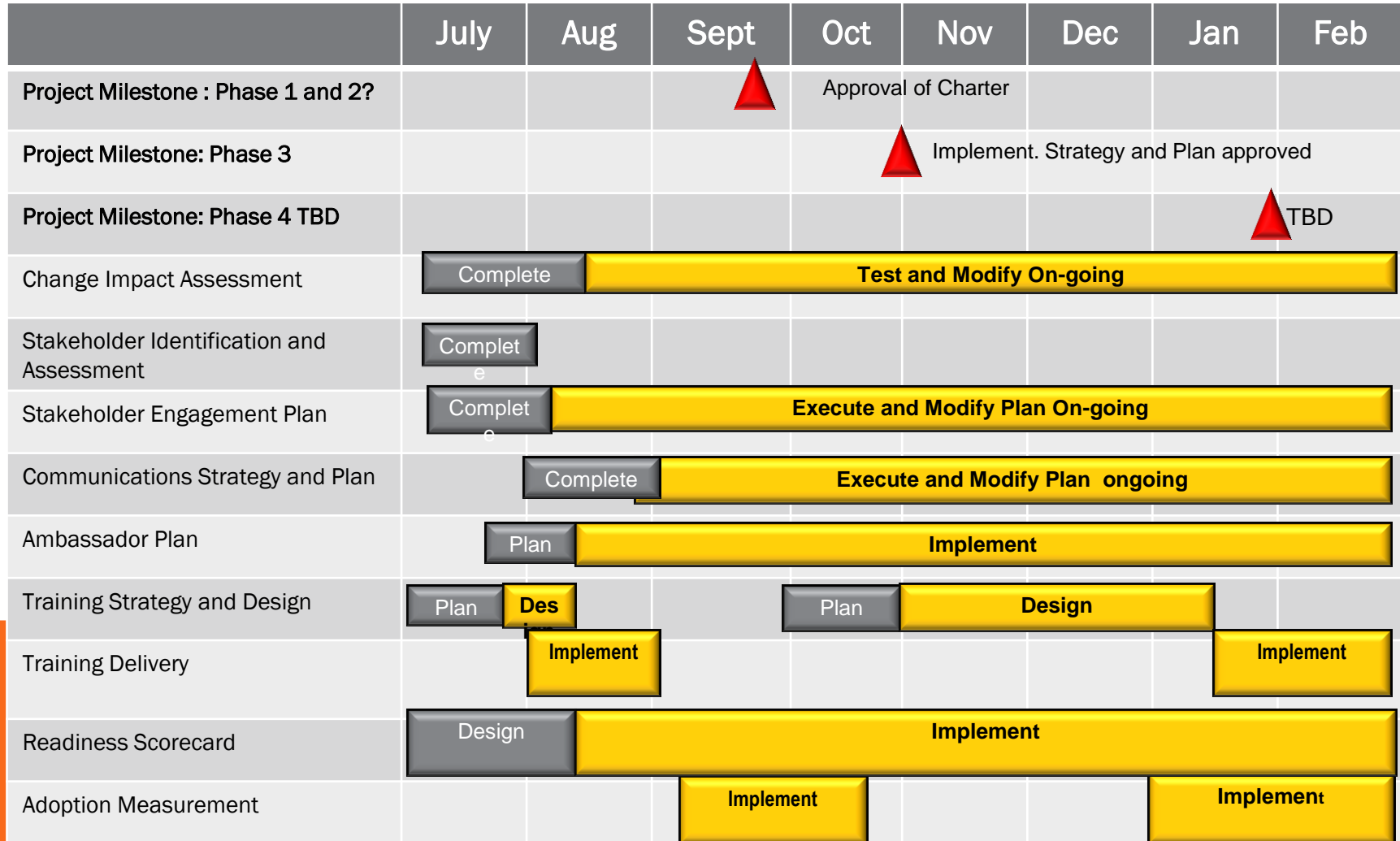
- 1:1 Meetings/ Messages
 - Group Meetings/ Messages
- ### Messaging
- Benefits/Value
 - Risks for Adoption
 - Request (Call to Action)

Timing based on:

- Stakeholder risk, impact and support
- Influence of stakeholders to support the new approach

HIGH-LEVEL MILESTONES-CM DELIVERABLES (EXAMPLE)

Proposed Timeline



EXAMPLE: ROLES AND RESPONSIBILITIES

Project	Specify
Key Adoption Audience:	~Who, How Many
Exec Sponsor	Define
Functional Owner	Specify
Delivery Lead	Specify
SME	Specify
Project Manager	Specify