

A Tactical Approach & Framework to Lead, Drive & Manage Organizational Change Initiatives

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Introduction

This paper pronounces a proven and successful approach that is adopted by the IT division of a School Administration and can be adopted by an IT organization of any domain/vertical, for leading and driving Organizational Change in their technology and business areas of concern. It is inspired from the existing and industry famous PROSCI® ADKAR Change Management Framework for driving organizational change (definition & general info compiled from portal). We rolled out and are currently implementing this approach in Fulton County Schools Administrative System (FCS), Atlanta's largest school district and one of the nation's largest districts as well.

With reference to an earlier paper titled "An Approach that Solved PPM Challenges", this change management approach was implemented to bring to speed, the users (Project Managers, Teams and IT Leadership) of our PPM Solution (FCS Navigator®) in successfully and comfortably leveraging the tool/solution in their day-to-day project management/portfolio management responsibilities.

Why Change Management

According to PROSCI, change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.

While all changes are unique, and all individuals are unique, decades of research show there are actions we can take to influence people in their individual transitions. Change management provides a structured approach for supporting the individuals in your organization to move from their own current states to their own future states.

PROSCI also pronounces Change Management at three Levels –

1. Individual Change Management (ICM) – Meaning the people aspect of change, how we as people react and respond to change, and what we need to do, to ingest the change and make it successful.

2. Organizational Change Management (OCM) – Meaning supporting and driving a change at an organizational level. While ICM has got to do with individual person level, given the scenario where there are hundreds, thousands, or even millions of people in an organization, the project team can not deploy ICM methods alone, that is when they will need to switch to OCM. It provides us with the steps and actions to take at the project level to support the huge user groups impacted by the change. It is simply an evolution of ICM – wherein we group the users into several, and take on each group per their traits, characteristics, roles and responsibilities, impact, resistance and time.
3. Enterprise Change Management (ECM) – While ICM and OCM are activity/initiative-based models, ECM heads them as being able to instill throughout the enterprise, the capability to change effectively. The end result of an enterprise change management capability is that individuals embrace change more quickly and effectively, and organizations are able to respond quickly to market changes, embrace strategic initiatives, and adopt new technology more quickly and with less productivity impact.

Any business in today's fast-moving environment that is looking for the pace of change to slow is likely to be sorely disappointed. In fact, businesses should embrace change. Change is important for any organization because, without change, businesses would likely lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers.

Technology - Change that results from the adoption of new technology is common in most organizations and while it can be disruptive at first, ultimately the change tends to increase productivity and service. In other words, technology represents changes that allow organizations to learn more, more quickly, than ever before.

Customer Needs – They change and grow from time to time, creating new demand for new types of products and services -- and opening up new areas of opportunity for companies to meet those needs.

Economy - A strong economy and increasing demand for products and services will mean that companies must consider expansion that might

involve the addition of staff and new facilities. These changes offer opportunities for staff, but also represent new challenges. A weak economy can create even more problems as companies find themselves needing to make difficult decisions that can impact employees' salaries and benefits and even threaten their jobs. The ability to manage both ends of the spectrum are critical for organizations that want to maintain a strong brand and strong relationships with customers as well as employees.

Growth - Change is important in organizations to allow employees to learn new skills, explore new opportunities and exercise their creativity in ways that ultimately benefit the organization through new ideas and increased commitment. Preparing employees to deal with these changes involves an analysis of the tools and training required to help them learn new skills.

Risks and Costs of Poor Change Management

When any of the 5 levers of change management is ignored or poorly managed, both the project as well as the organization might have to incur added costs and undesirable risks. Hence, effective change management is more of a cost avoidance practice and a risk mitigation tactic.

These costs and risks flaring from improperly managed change, span across two levels – Project Level and Organizational Level. While some of these risks tend to be 'light-weight', most of them tend to cause a severe financial and performance impact at both the levels.

Impact Level	Cost Perspective	Risks Perspective
Project Level	<ul style="list-style-type: none"> • Project delays • Missed milestones • Budget overruns • Rework required on design • Loss of work by project team 	<ul style="list-style-type: none"> • Resistance - active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned

Organizational Level	<ul style="list-style-type: none"> Productivity plunges (deep and sustained) Loss of valued employees Reduced quality of work 	<ul style="list-style-type: none"> Impact on customers Impact on suppliers Morale declines Legacy of failed change Stress, confusion, fatigue Change saturation
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Change cannot be implemented if an effective CM Practice is not in place. This in turn has furthermore undesirable impacts:

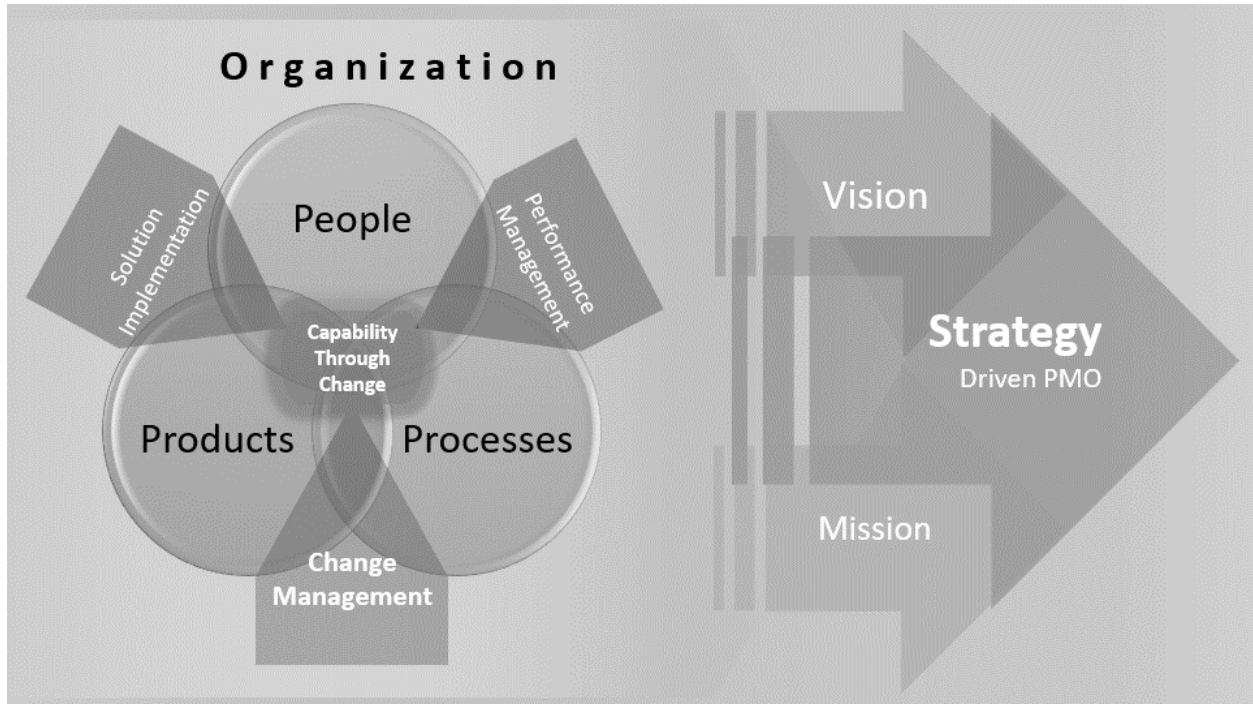
Costs	Risks
<ul style="list-style-type: none"> Lost investment made in the project Lost opportunity to have invested in other projects 	<ul style="list-style-type: none"> Expenses not reduced Efficiencies not gained Revenue not increased Market share not captured Waste not reduced Regulations not met

Effectively Communicating the Negative Impact of not Practicing CM - to Motivate Users

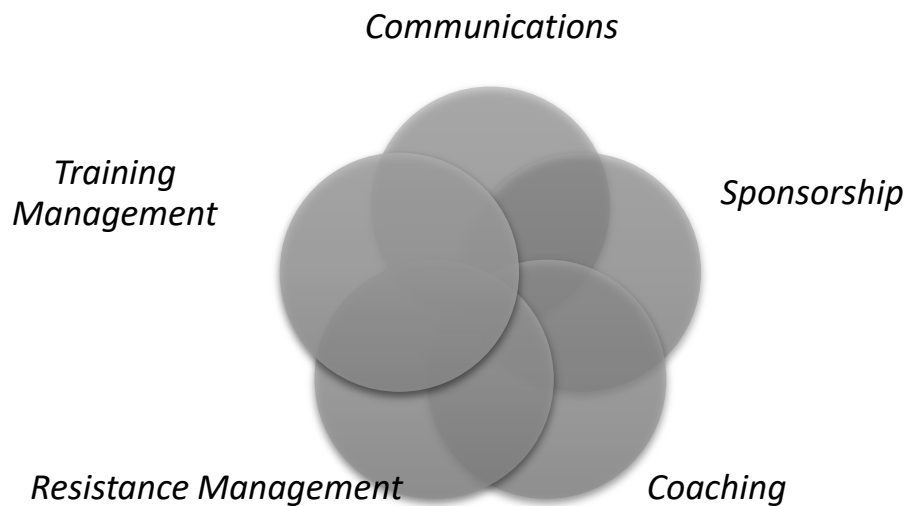
Communicating the impact of change management, or lack thereof, in terms of costs and risks can be a powerful approach if these are prevailing concepts for your organization or your audiences.

- Effective change management helps us avoid the additional and excessive costs we will incur if we do not adequately manage the people side of change.
- Effective change management helps us mitigate the additional and excessive risks we will take on if we do not adequately manage the people side of change.

Improving Capability through a Robust CM Gear



The Primary Levers of CM



Per PROSCI recommendations, alongside are the five levers of successful Change Management.

Communications – Plan:

The communications plan is the most utilized of the five levers of change management. Unfortunately, when a communications plan is created in the absence of change management principles, it ends up being a "telling" plan that simply informs employees about the progress of the project team.

A communications plan governed by change management aims to answer the questions that employees have, rather than tell them what the project team has been doing.

The communications plan component of the Prosci 3-Phase Change Management Process ensures that you:

- Send the **right message**
- To the **right audience**
- At the **right time**
- From the **right sender**
- Through the **right channel**

A communications plan is an essential element of change management, but it is only one of the five levers available to change management practitioners.

Tools for Communication:

- Impact Index
- Communication plan template
- Communication planning spreadsheet
- Key messages
- Key messages: executives
- Key messages: middle managers

- Key messages: employees
- Communication customization guidelines
- Communication best practices

Sponsorship:

Active and visible involvement by senior leaders has been identified as the greatest overall contributor to success of a change management practice building. The Senior leadership's homogenous involvement provides authority and legitimacy to the change. Employees look to and listen to their leaders during crucial times of change, seeking the right direction and continuously evaluating the level of commitment from their leader(s) and the organization.

The sponsor roadmap in the Prosci 3-Phase Change Management Process outlines the specific actions that leaders need to take to support a particular project or initiative. The role of the sponsor roadmap is to make it as easy as possible for your senior leaders to be great sponsors by detailing the specific activities that they need to complete. *"I need you here at this meeting on this day to talk to this group; here are the talking points."*

Tools for Sponsorship

- Impact Index
- Primary sponsor assessment
- Sponsor competency assessment
- Sponsor assessment diagram
- Sponsor roadmap template
- Sponsor planning and start-up checklist
- Sponsor design checklist
- Sponsor implementation checklist

- Sponsor customization guidelines
- Sponsorship best practices

Coaching:

Question: who in the organization is the closest to the employees who have to do their jobs differently because of a project or initiative? Answer: your managers and supervisors. They are the closest in terms of physical proximity, in terms of relationships, and in terms of understanding both the work that is done and how the change will impact that work. This is why managers and supervisors are such crucial allies in times of change.

The coaching plan in the Prosci 3-Phase Change Management Process outlines the interactions you need your managers and supervisors to have with their direct reports.

Coaching takes place on two levels:

- Individual coaching - one-on-one interactions between a supervisor and a direct report to help that individual through their own change process
- Group coaching - interactions between a supervisor and his or her team to share key messages about the change

While managers and supervisors are key allies in times of change, this plan is one that is often overlooked. Many organizations are not providing managers and supervisors the skills and tools they need to effectively coach their employees through change.

Tools for Coaching:

- Impact Index
- Coaching plan template
- Coaching training template
- Group coaching agenda
- Individual coaching plan

- Change management guide for managers and supervisors tools
- Coaching customization guidelines

Training:

Most organizations have training departments with the competencies and expertise to create and deliver effective training. Training is necessary but not sufficient to enable successful change, although it is often the default that project teams jump to when they think about engaging impacted employees.

Change management provides the backdrop that enables training to be the most effective. The training lever in the Prosci 3-Phase Change Management Process:

- documents the requirements for individuals to make a successful transition
- ensures that training occurs with the necessary context, i.e. with sufficient understanding and buy-in

Change management practitioners typically do not design and deliver training, but they create an environment where training will be the most effective.

Tools for Training

- Impact Index
- Training audience identification
- Needs assessment and gap analysis
- Requirements document
- Training customization guidelines

Resistance:

Resistance is a natural, even physiological, response to change. In times of change, people are naturally drawn toward what they are comfortable with and what they know. Resistance should be expected, anticipated and planned for rather than a surprise.

The resistance management plan in the Prosci 3-Phase Change Management Process helps teams be more proactive in mitigating and reacting to resistance. Resistance management planning includes:

- **Proactive resistance management** - Where do we expect resistance to come from? What will it look like? How can we address and mitigate it before it has a negative impact on the project?
- **Reactive resistance management** - Once underway, how will we identify resistance? How will we react when there is resistance? Who will be the "resistance manager"?

By being more proactive and creating a resistance management plan, change management practitioners can prevent resistance and minimize the impact it has on a project or initiative.

Tools for Resistance Management

- Impact Index
- Proactive resistance management plan
- Resistance management plan template
- Reactive resistance management diagnostic tool
- Top-10 resistance management steps
- Resistance management customization guidelines
- Best practice findings - most common reasons for resistance

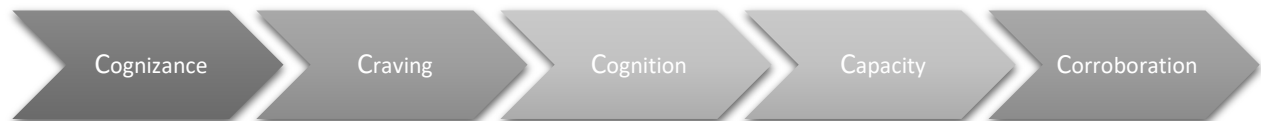
The Approach – “Change Step Up Framework (CSUF)”

Now that we understood the head and tail of change management, CSUF is a framework that is centered around people – it is people who change, not the organizations. The primary goal of Consulting here is to drive people to change and adapt to new or altered systems, tools or processes.

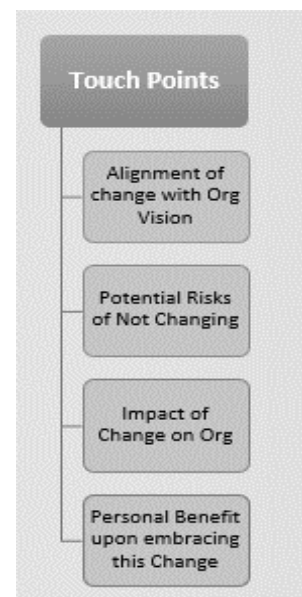
Through CSUF, we intend to unlock the doors to enable a different perspective in the minds of users, of interpreting an organizational change – to give a new dimension.

Additionally, the Step-Up Model is a good diagnostic and benchmarking tool to identify where and why a change is stuck and also a useful change management model for managing resistance and guiding an effective coaching plan.

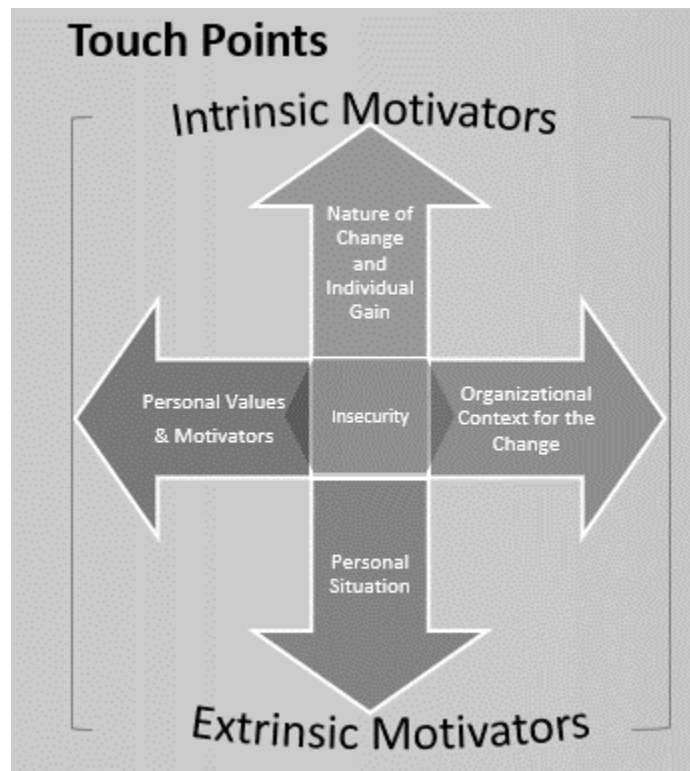
The 5 C’s: Key Elements



Cognizance: Involves efforts to make the stakeholders/users aware of why the change is necessary. It is during this phase that the Communication Lever kicks in and a proper communication around why this change is important, what happens if this change is not implemented, what are the impacts of having the change and of not having the change implemented – is drafted and sent out to the respective user groups.



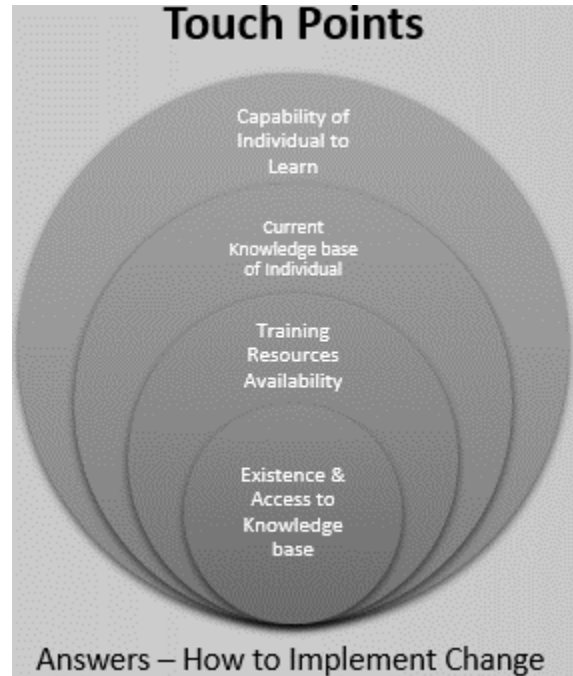
Craving: Upon having communicated the above information with the users, it doesn't mean that all of them interpreted the communication and are readily showing their willingness to act on the next steps. Generating the awareness (Cognizance) and instilling desire (Craving) are two different entities and key aspects of change management that decides the road map and end outputs of the change management project. So essentially, this phase is where the change management team focuses their radars on building this innate desire among all the stakeholders of the change (the PPM Solution in one of my earlier papers for example – wherein we made all our users aware of the need to upgrade our project management activities to the new solution, and then created a strong desire in them that – Yes, we need this change, it will benefit us, it is for us.)



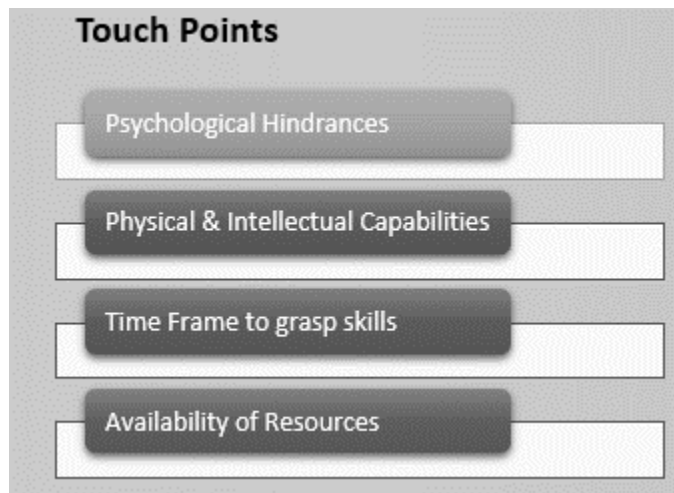
Cognition: Just like how we can only move from point A to point B if only our motor skills, senses are fueled by signals from our brain as to how the several body parts should coordinate and what to do to move, which is nothing but cognitive skills, we named this phase itself as cognition. Back to our topic, now that the users are aware of what the change is about, and also have the intention and desire to change, they should be fed with rich information and knowledge about the upcoming change, i.e.

- modifications of the current system, or
- new system specifications, or
- information and guidelines on how to use the new tool, or
- differences between the current state and future state of the system/process (after the change is implemented)

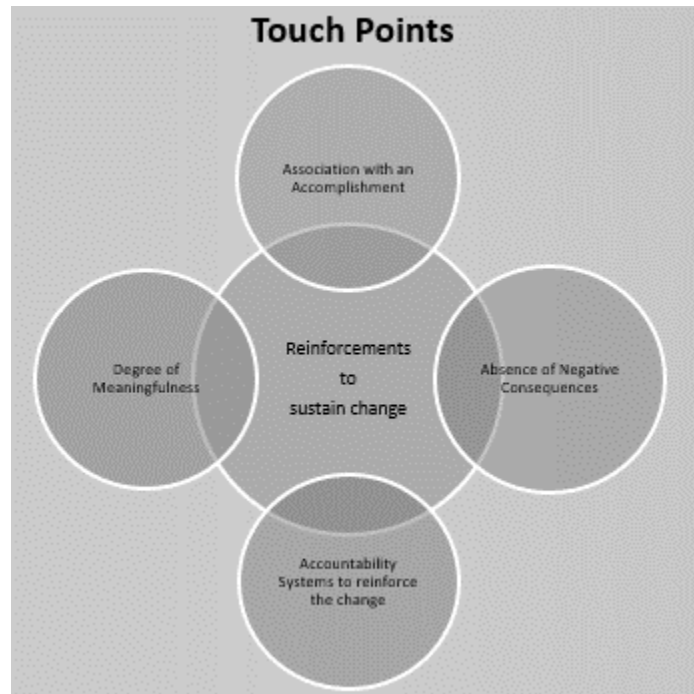
This knowledge transfer will enable them to get the big picture of how situations are going to look like once the change has been implemented, and how/what their position, role, accountability, responsibility is going to be like once the change is implemented.



Capacity: Say, on day 3 of your driving school, you are very well aware of all the parts of the car, and which part does what function, but you do not know how leverage the functionalities of all the parts in a symphony such that you actually move the car from point A to point B – which is nothing but ‘driving the car’. That is what we do in this phase – Capacity. We build the capacity among our users on how to utilize the new system (considering that is what is the intended change) by providing them with documentation about the usage, manuals, guides, training sessions, demonstrations and similar activities under this hood.



Corroboration: Upon having implemented the new change into the organizational environment, the changed system/solution/process is like a newborn. It takes a great deal of building consistency among the users in efficiently leveraging the changed process/solution/tool/system in their routines, in a way that reaps better results, better productivity and better gains. To define, Corroboration comprises of Actions or Activities that drive/strengthen change within an individual or organization. It is also called reinforcement of the change. In alignment with the alongside touch points, we can effectively steer this phase, and likewise, all the other phases.



Activities at a glance

The '**How**' of Change management is an ocean that can't be swum in a day. We are not focusing on defining any of the activities in the phases mentioned above, – because the activities purely depend on the type of audience that you, as a project team for change, are going to encounter. We are trying to distinguish, differentiate and clearly state the motive of each of the phases (elements) that we propose can be among the best practices. We can discuss in detail about all the possible, recommended and our proven best practice activities in each of these phases, probably dedicating one white paper each for each of the phases.

Further Understanding using one of our Recent Engagements

Phase	Motive
Cognizance	Educating the users on why they need this new PPM Solution
Craving	Building in the users through persuasion, a strong innate desire to upgrade to the new PPM Solution
Cognition	Educating the users about the functionalities, benefits, usage, characteristics etc. of the new PPM Solution, and then deploy the new solution.
Capacity	Instilling the ability in the users, to use this newly deployed PPM solution, by giving them trainings, documentations in several forms.
Corroboration	Measures and activities to ensure that the new (changed) PPM solution is sustainable.

Benefits

There are various benefits of change management: Here's a list of the top ten benefits of change management implementation in your projects.

- Lowers the Chances for Project Failure
- Eliminates Confusion
- Make the Change Happen Faster
- Confine to a Budget
- Enhances Communication Between Team Members
- Increase Morale

- Faster analysis of the Change's Impacts
- Reduction of Stress
- Allows Better Customer and Client Service
- Not losing Momentum on Other Projects

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