

Organizational Change Management Methodology



**Tools and Techniques to aid
Project Implementation**



Today's Objectives

- **Discuss the Organizational Change Management team and explore ways Organizational Change Management can work with Apps Delivery**
- **Cover Organizational Change Management tools**
- **Explain Organizational Change Management metrics**



Implementation Success Factors



Source
Understanding PeopleSoft 8
Lynn Anderson, Cap Gemini Ernst & Young



Process Integration

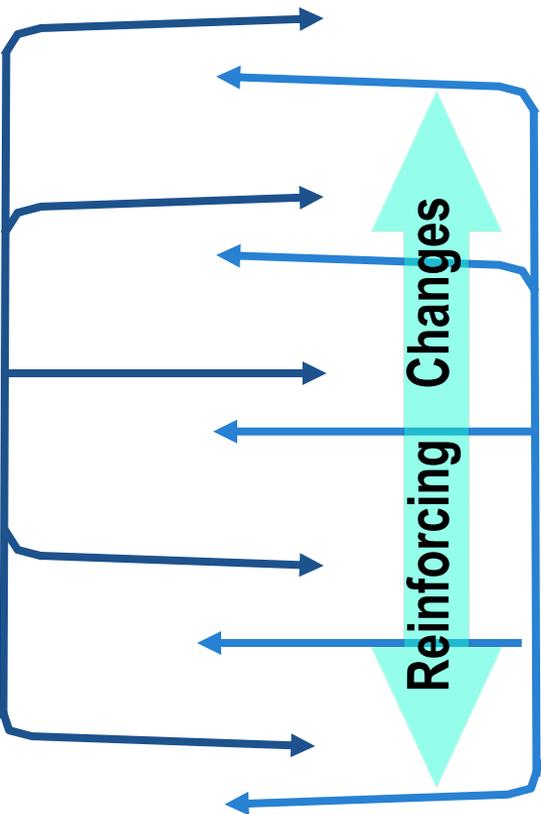
Project Management

Project Initiation
Project Planning
Project Executing
Project Controlling
Project Closing

Organization Change Management

Preparing for Change
Managing Change-Planning
Managing Change-Execute
Closing/Monitoring Change

Reinforcing Changes





Selecting a Change Strategy

- **Degree of resistance**
- **Target population**
- **The stakes**
- **Time frame**
- **Expertise**
- **Dependency**



OCM Materials and Tools

- **Change Management Organizational Assessment**
- **Tailoring Spreadsheet**
- **Comprehensive CM Plan**
- **Functional Impacts Spreadsheet**
- **Readiness Activities/Master Readiness Tracking Spreadsheet**
- **Readiness Checklists**
- **Executive Reports**
- **Organizational Change Management metrics**



Organizational Readiness Assessment

- **Change Management completes the Organizational Readiness Assessment by meeting with the**
 - **Project Manager**
 - **Project Sponsor**
 - **Project Subject Matter Expert**



Assessment Objectives

- **Scope of change**
- **Impacted groups**
- **Number of impacted employees**
- **Type and amount of change**
- **Timeframe for the project**
- **Change culture**
- **Organization value structure**
- **Organization change capacity**
- **Organization leadership style and power distribution**
- **Organization past change history**
- **Organization pre-disposition towards change**
- **Sponsor model**

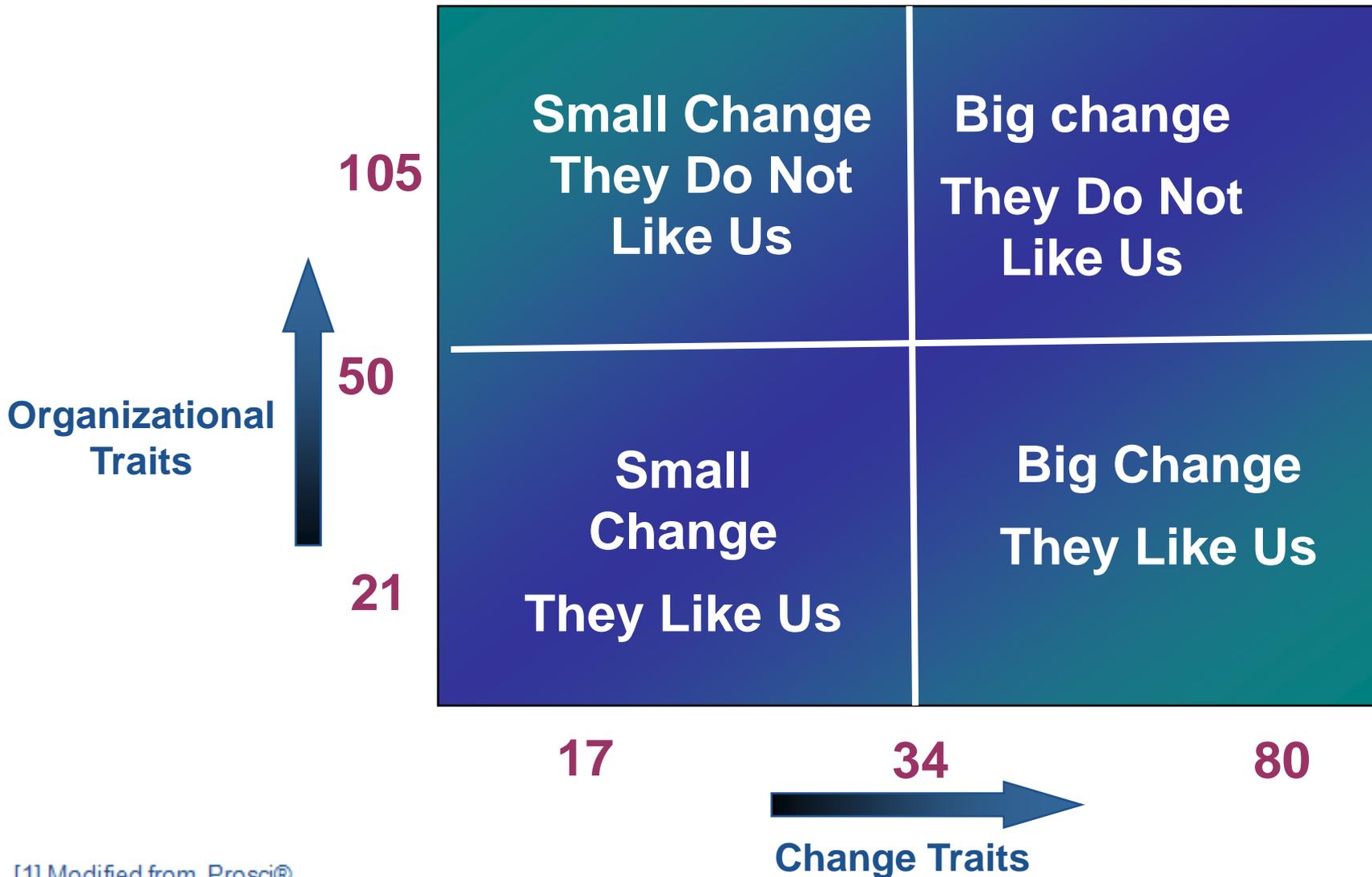


Organizational Readiness Assessment

Past Changes ^α				
Past projects were successful and well-managed ^α	Past projects were fairly well-managed ^α	In the past some projects went well, some did not go so well ^α	In the past some projects failed and some of the changes were poorly managed ^α	In the past there have been many failed projects and changes were poorly managed ^α
1 ^α	2 ^α	3 ^α	4 ^α	5 ^α
<input checked="" type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input type="checkbox"/> ^α
Selection of this response indicates you may DELETE the Coaching section of the Comprehensive OCM Plan ^α	Selection of this response indicates you may DELETE the Coaching section of the Comprehensive OCM Plan ^α	Selection of this response indicates the need to COMPLETE the Coaching section of the Comprehensive OCM Plan ^α	Selection of this response indicates the need to COMPLETE the Coaching section of the Comprehensive OCM Plan ^α	Selection of this response indicates the need to COMPLETE the Coaching section of the Comprehensive OCM Plan ^α
Change Capacity ^α				
Very few changes underway ^α		^α	Everything is changing ^α	
1 ^α	2 ^α	3 ^α	4 ^α	5 ^α
<input type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input checked="" type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input type="checkbox"/> ^α
Shared vision and direction of organization ^α				
Widely shared and unified vision ^α		^α	Many different directions and shifting priorities ^α	
1 ^α	2 ^α	3 ^α	4 ^α	5 ^α
<input type="checkbox"/> ^α	<input checked="" type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input type="checkbox"/> ^α	<input type="checkbox"/> ^α
^α	^α	Selection of this response indicates the need to COMPLETE the Sponsor Roadmap and Coaching sections of the Comprehensive OCM Plan ^α	Selection of this response indicates the need to COMPLETE the Sponsor Roadmap and Coaching sections of the Comprehensive OCM Plan ^α . Additionally you need to work with	Selection of this response indicates the need to COMPLETE the Sponsor Roadmap and Coaching sections of the Comprehensive OCM Plan ^α . Additionally you need to work with



Risk Determination Table





OCM Tailoring Process

- **The purpose of the OCM Tailoring process is to customize the OCM strategy and deliverables to the size and complexity of the project**
- **Next step after completing the Organizational Readiness Assessment**

				ROM Results				Organizational Readiness Assessment Results													
Project Phase	CM Phase	Purpose	CM Process	10%	20%	30%	40%	Small Change They Like us	Small Change they do NOT like us	Big Change They Like us	Big Change They do NOT like us	With Readiness	NO Readiness	With Training	No Training	With Coaching	No Coaching	With Sponsor Roadmap	No Sponsor Roadmap	Effort	Duration
		Readiness	<u>Review and approve</u> impacts-desire info sheet	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
		Readiness	<u>Begin reading out checklists</u> based upon tasks identified on master readiness tracking spreadsheet (Optional. Organizational Readiness Assessment will let you know if Readiness Methodology is used)									✓									
		Planning-training	<u>Begin reporting to executive sponsors</u> results									✓									
		Planning-training	<u>Complete Skills-gap analysis</u> piece of end-user identification if appropriate																		
		Planning-training	Using the skills-gap analysis information received, <u>update the training portion of the comprehensive CM plan</u>																		
		Impacts - Desire campaign	Develop Training Strategy																		
		Impacts - Desire campaign	<u>Present</u> detailed training plans to executive sponsors																		
		Planning-training	<u>Present training information</u> (types of classes, scheduled classes, method of training, who should attend) to managers and																		



Comprehensive OCM Plan

Derived from the Assessment and OCM tailoring process

Provides guidance towards:

- **Sponsor Roadmap**
- **Communication Plan**
- **Readiness Strategy**
- **Training**
- **Coaching**
- **Resistance Management**



Functional Impacts

- **The result of an initiative**
 - The “as is” state
 - The “to be” state
 - Begins to map between the two
- **Functional impacts document project decisions that impact end-users**



Examples of Functional Impacts

- **New Technology Required**
- **The way a task gets done is different**
- **The task that a person does is different (new roles)**
- **Timelines – When the task must be done is different**
- **Integration – Who the person interacts has changes**
- **New Information is available**



Categories

- **Process changes with overall business impact**
- **New roles for accomplishing existing task(s)**
- **New functionality for accomplishing an existing task(s)**
- **Timeline change(s) for accomplishing existing task(s)**
- **Different integration or interaction with people**
- **New information available (online or report)**
- **New technology required**



Analysis



- **Organization process flows**
- **Organization charts**
- **Forms currently used to accomplish work**
- **Requirements documentation**
- **Actual items used to complete the task(s) at hand**
 - **Computers**
 - **Projectors**
 - **Window envelopes – e.g. where positioning of window for address is critical for continued use**
 - **Office equipment**
 - **Policies and procedures**



Functional Impacts

Current Process	Process Changes/Overall Business Impact	New Roles: The Task that a Person Does is Different	The Way the Task Gets Done is Different	Timelines: When the Task Must Be Done has Changed	Integration: With whom the Person Interacts has Changed	New Info Available (online or report)	New Technology Required	Description of Impact - New process	Include in Training Materials	Communicate Business Process Change	Address Security Impacts - Forms, Access, Authorization	Communication to end-users	Use Readiness Methodology to have tasks completed	Date Due	Date Completed	



OCM Uses of Functional Impacts

- 1. Feed the Master Readiness Tracking Spreadsheet**
- 2. Develop checklists**
- 3. Track, measure, and report readiness**
- 4. Communicate upcoming changes to end-users**



Readiness Activities

- **Specific tasks that each organization will need to complete prior to implementation**
- **The identified activities are listed on the Master Readiness Tracking Spreadsheet in approximate chronological order**
- **The Organizational Change Management Specialist will:**
 - **Communicate these activities and dates**
 - **Facilitate the activities by providing information and coaching to the organizations**



Master Readiness Tracking Spreadsheet

Comprehensive list of all activities that must take place during the course of a project implementation to ensure end-user readiness.



Sources of Data

- **Functional Impacts spreadsheet**
- **Previous project implementations**
- **Project meetings**
- **Key end-user meetings**
- **Technical requirements of associated software**



The Spreadsheet

- Updated throughout the course of a project
- Items on this list are given a target date
- The Organizational Change Management Specialist lists and tracks the activities
- This effort identifies specific dates by which these activities must be completed Progress against the activities is tracked and reported to the executive sponsors and organization heads as an indicator of readiness
- Readiness activities are identified and then documented on a Master Readiness Spreadsheet.



Readiness Checklists

- **Checklists are typically sent out on a monthly basis**
- **Ensure end-user and organization readiness for project implementation**
- **Items for this list are taken from the Master Readiness Tracking Spreadsheet**



Purpose

- **Provide a mechanism for tracking and identifying whether organizations are prepared or not for implementation**
- **The Organizational Change Management Specialist monitors progress of each assigned organization**
- **Project status will be reported to project management and the Executive Sponsors**



Readiness Checklists

September 2006

DTI Team: _____

	Activity	Target Due Date	Check When Done
1	USING THE ATTACHED SPREADSHEET, VERIFY SYSTEMS/APPLICATIONS USED BY YOUR TEAM, THE DATA STEWARD, HOW DATA ON THAT SYSTEM IS CLASSIFIED, WHICH DTI TEAMS USE IT, THE ASSIGNED DATA CLASSIFICATION, AND THE DISASTER RECOVERY CATEGORY THAT HAS BEEN ASSIGNED TO IT.	Sept 30, 2006	
2	USING THE ATTACHED SPREADSHEET IDENTIFY ALL INDIVIDUALS ON YOUR TEAM WHO HANDLE DATA THAT IS CONFIDENTIAL, SECRET, OR TOP SECRET	Sept 30, 2006	
3.	ON THE SPREADSHEET INDICATE IF THESE INDIVIDUALS HAVE THE ABILITY TO SECURE THESE DOCUMENTS	Sept 30, 2006	
4.	IF INDIVIDUALS DO NOT HAVE THE ABILITY TO SECURE THESE DOCUMENTS, PLEASE INDICATE IF YOU WOULD LIKE THE SECURITY OFFICE TO WORK WITH THEM TO ADDRESS THIS CONCERN.	Sept 30, 2006	
	Email Completed Checklist to cindy.bray@state.de.us	Sept 30, 2006	



Executive Reports

- **A more condensed version of the Master Readiness Tracking Spreadsheet**
- **Updated as each checklist is received**
- **Used to report progress to the Executive Steering Committee, Organization Executives, Project Manager(s), Business Owners and the Director of Major Projects**
- **Project management may identify interventions.**



Executive Sponsor Reporting



Major Project Status Overview - SAMPLE

PHRST ERP Project Implementations Status Overview

PHRST Upgrade	Risk	Comments
On time		
Under Budget		
• eBenefits		
• Recruitment		
• eRecruitment		
Readiness		
Training		

Time & Labor	Risk	Comments
On-time		
Under Budget		
Training		
Readiness		

Risk Color Key	
On Target - no risk	
In Progress - may complete late	
At Risk - needs attention	

Readiness Status Report - SAMPLE



Activity/Task & Categories	Target Start Date	Target Due Date	Org. Name													
Monthly Checklists																
September	9/1/03	9/30/03	X	X	X	X	X	X	X	X	X	X	X	X	X	X
October	10/1/03	10/31/03	X	X	X	X	X	X	X	X	X	X	X	X	X	X
November	11/1/03	11/30/03	X			X			X							X
Other Critical Tests																
Leave Survey	8/1/03	9/31/03	X	▲	X	X	▲	X	X	X	X	▲	X	X	▲	X
Recruitment Survey	9/1/03	10/31/03		▲					▲		▲		▲			



Organization has completed as required



Organization is in process of completing task but will not finish by due date. No risk to readiness



Organization has not started this task and is jeopardizing readiness for this target. No risk to readiness.



- **End-User Inventory**
 - **End-User Identification**
 - **Manager/Supervisor Identification**
 - **Specify Key-End User**
 - **Skills Gap Analysis**
 - **Identify IT Support Personnel and Technical Specifications**



Communication Tracking Spreadsheet

Media Used	Communication Title	Communication Campaign	Date Sent	Communication Initiated by	Sent From	Sent to:	Nature of the Communication	Question Category (if applicable)	Follow-up Needed	Follow up Type	EPM Release Date (if applicable)	Actual Release Date (if using EPM)	Days in Review	Comments
Readiness Checklist	Data Cleanup	Coaching - Ability		Project Team			Readiness		Yes	Return Checklist				items to include person's of in OMB, and DC reason code manage sche
Readiness Checklist	Data Conversion	Coaching - Ability		Organizational Change Management			Readiness		Yes	Return Checklist				Checking suc code field has is hidden on p effective date with education account code. Verify all sche
Readiness Checklist	Security	Coaching - Ability		Organizational Change Management			Readiness		Yes	Return Checklist				Set up securit for access to schedules.
Readiness Checklist	UAT	Coaching - Ability	4/1/2009	Organizational Change Management			Readiness		Yes	Return Checklist	April Checklist	4/1/2009		Provide resou
Readiness Checklist	Training	Coaching - Ability		Organizational Change Management			Readiness		Yes	Return Checklist	October Checklist			Sign up for tra upgrade relate

- Used to gather Organizational Change Management communication metrics
- Also used as communication plan
- Takes Project Schedule into consideration

- Media Used
- Communication Title
- Organizational Change Management communication campaign
- Date sent
- Who initiated communication
- From/To
- Nature of communication
- Question Category

- Follow up needed and follow up type
- Ties to EPM schedule
- Days in Review
- Comments

Information Sheets

Awareness Info Sheet

Enterprise Project Management
INFO SHEET

PROJECT SCOPE

DTI is embracing Enterprise Project Management (EPM) to improve our Project Management practice. DTI, teaming with Bogeti, will promote a consistent approach for creating, tracking, and managing projects and their information. DTI's solution is a phased-in implementation and will incorporate collaboration tools, focusing on managing project related documents, issues, and risks.

The first iteration includes:

- Technical Installation and Configuration of Microsoft Project Server and supporting software and tools
- Adapt application to DTI Business Processes and Project Templates
- Define project reporting and functional requirements
- Incorporate four to five projects initially
- Perform Microsoft Project skills assessments for Office of Major Projects' Project Managers
- Provide customized training to Project Managers, Team Leaders, and Team Members involved in the initial projects; based on roles, requirements, and skills inventory
- Create Future Iterations Plan (Roadmap), focusing on full deployment of the EPM solution throughout DTI.
- Provide knowledge transfer to DTI Microsoft Project Server Tool Administrators

ACTIVITIES

Assessments	Requirements	Configuration	Deployment	Next Phase – Rollout
People Process Technology	System Process Organization	System Reporting Resource Pool	1 st Iteration Initial Projects Training	<ul style="list-style-type: none"> • Develop Future Roadmap • Define next steps • Strategy • Resources • Optimum approach for integrating DTI processes and tools

PROJECT TEAMS

Project Sponsors:

Lynn Hensley-Miller, Chief Program Officer	Provide Strategic Direction
Bill Hickok, Chief Operating Officer	Provide Strategic Direction

Core Project Team:

Name	Role	Responsibility
Ph Naisyanan, DTI	Major Project Lead	Project Direction and Acceptance
Kim Cloud, DTI	Project Manager	Manage EPM Deployment
Cindy Bray, DTI	Change Management	Incorporate Change Management Process
Linda Watkins, Bogeti	Functional/Technical Lead	Project Management/Functional Consulting Technical Configuration/Training

For more information contact Cindy Bray (cbray@tsbste.de.us) March 2006

Coaching Info Sheet

Enterprise Project Management
INFO SHEET

Supervisors as Coaches

Managers/supervisors are uniquely positioned to understand and implement change in their organizations. They are close to day-to-day operations, customers, and frontline employees. Additionally, they are far enough removed from the day to day work to enable them to see the "big picture" and recognize new possibilities for problem solving and growth encouragement.

Supervisors are the preferred method for employees to receive messages about:

- The impact of change on day-to-day activities
- Behaviors and activities expected of employees, including support of the change
- Procedures for getting help and additional information about the change

Supervisors play a key role in obtaining buy-in and commitment from employees.

Category	Percentage
Employee's Supervisor	31%
CEO/Owner	26%
CH Team Leader	9%
CH Team Member	7%
Department Head	5%
Senior Mgr	11%

When it comes to personal issues, receivers want to hear from someone they know and work with regularly, namely their supervisor.

Key messages a Manager/Supervisor should deliver:

- What is really driving the project? What is the problem causing the change?
- What would happen if we didn't change? What will we become through the change?
- How does the project fit-with or grow-out of the past?
- What kinds of secondary change and side effects are likely to occur?
- How could individuals and groups be affected negatively by the change?
- What kind of assistance will we provide to affected individuals and groups?

ACTIVITIES

- Include EPM project as a standing agenda item
- Solicit feedback and input from team members regarding the project and provide this information back to the project team
- Act as the messenger for the project team
- Demonstrate support of the project through words and actions
- Encourage employees to participate in the project by:
 - o Attending meetings and training
 - o Helping with the testing effort
 - o Participating in forums to gather feedback
 - o Completing any surveys sent by the Change Management Team
- Review training section of employee's performance plan for upcoming year and encourage them to take ancillary training to complement changes being brought about by the project
- Modify employee's schedules to accommodate learning curve brought about by the new system
- Ask yourself for each employee where their knowledge is lacking and let the Change Management Team know where they need to focus their efforts
 - o Awareness for the project
 - o Desire for the project
 - o Training opportunities
 - o Coaching
- Support your employees in embracing the project
 - o Post-implementation

For more information, contact clw@tsbste.de.us May 2006



Resistance

Resistance can be defined as:

- **Withstanding, striving against, or opposing**
- **Withstanding the action or effect of**
- **Acting or making efforts in opposition**



Reasons for Resistance

Lack of awareness

Organizational
Restructuring

Lack of training/
expertise

Comfort with
status quo

Too little time

Communication

Sponsor Involvement

Training

Communication,
sponsor involvement
Coaching

Sponsor involvement



Behaviors we need to Discourage (end-users)

- **Talk one way in public**
- **Stop performing their current responsibilities**
- **Ignore or block progress or sabotage the process**
- **Avoid using the new work processes or tools**
- **Talk negatively**
- **Take advantage of problems**



Behaviors we need to Discourage (managers/supervisors)

- **Talk badly about project**
- **Meet with staff and minimize the change**
- **Prevent staff from participation**
- **Refuse necessary resources**



Organizational Change Management Resistance Assessment

Managing Change – Resistance Assessment

The format used for this tool is a rating system. Each category is comprised of individual questions and each question is rated on a scale of 5 to 1. Most questions provide guidelines on how the item should be ranked.

1. How well defined is the business benefit of the project?				
Well defined		Poorly defined		
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<p>Selection of this response indicates the need to FOCUS on the "desire" portion of the communication campaigns. You will need to work with the project team, and your sponsors to ensure that the business benefit is well defined. You should consider coming up with a "top ten" list of reasons for the project. Remember the cost of NOT doing the project is important too. This information should be clearly communicated out to the end-users.</p> <p>You also need to work on Mission-Vision-Values with the project sponsor. And should have that laid out in both the communication plan and the sponsor plan.</p>	<p>Selection of this response indicates the need to FOCUS on the "desire" portion of the communication campaigns. You will need to work with the project team, and your sponsors to ensure that the business benefit is well defined. You should consider coming up with a "top ten" list of reasons for the project. Remember the cost of NOT doing the project is important too. This information should be clearly communicated out to the end-users.</p> <p>You also need to work on Mission-Vision-Values with the project sponsor. And should have that laid out in both the communication plan and the sponsor plan.</p> <p>Also:</p> <ul style="list-style-type: none"> Try to get the sponsor to quantify the overall business value of the project Look at major requirements and try to quantify the value of the deliverables Review prior projects that are similar to get an idea of how benefits were communicated

Managing Change – Resistance Assessment

2. How well defined is the scope of the project?				
Well defined		Poorly defined		
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<p>The resistance you encounter will be of two types. First people do not understand your project. It is important to FOCUS on the Communication plan of your Comprehensive CM plan. The second possible type of resistance here is people are concerned they will not have time for your project as well as their usual jobs. You need to work with the project sponsors/managers/supervisors on time management and re-prioritization of work.</p>	<p>The resistance you encounter will be of two types. First people do not understand your project. It is important to FOCUS on the Communication plan of your Comprehensive CM plan. Use pictures and diagrams to communicate the scope. The second possible type of resistance here is people are concerned they will not have time for your project as well as their usual jobs. You need to work with the project sponsors/managers/supervisors on time management and re-prioritization of work.</p>
3. The project sponsor can be described as...				
Identified, committed, and enthusiastic			Sponsor who is not interested (or "volunteered"), sponsor who lacks power (reward, coercive, legitimate, referent, or expert), or sponsor who has never acted in this role before.	No Sponsor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Selection of this response indicates you have an empowered sponsor. This is of great benefit to your project. Be sure to use the sponsor assessment and fill out the appropriate portions of the sponsor plan.</p>	<p>Selection of this response indicates you have an empowered sponsor. This is of great benefit to your project. Be sure to use the sponsor assessment and fill out the appropriate portions of the sponsor plan.</p>		<p>Selection of this response indicates you have a weak sponsor. Complete the sponsor assessment and fill out the appropriate portions of the sponsor plan. You may wish to consider requesting the sponsor designate someone to act with their authority for this project, or create a steering committee comprised of people who collectively have the traits you need in a sponsor. At a minimum you will need to work with your PM to determine a process to resolve disputes and make decisions.</p>	<p>If you have no sponsor, consider stopping the project.</p>



Strategies for Resistance

- **Enhance Communication**
- **Work with sponsors**
- **Work with managers/supervisors**
- **Develop the Key End User community**
- **Work with the PM**
- **Work with HR**



Sponsor Roadmap

- **Sponsors need to**
 - **Show active and visible support**
 - **Ensure project is a priority**
 - **Communicate frequently**
 - **Communicate understanding**
 - **Provide resources**
 - **Gain buy-in**



Organizational Change Management Sponsor Assessment

Managing Change – Sponsor Assessment

The format used for this tool is a rating system. Each category is comprised of individual questions and each question is rated on a scale of 5 to 1. Most questions provide guidelines on how the item should be ranked. Rankings will be tallied to provide a score for the Organizational Traits and the Change Traits to help customize the CM effort for a project.



This change has an executive sponsor				
Yes and there are past successes working with them as the sponsor	Yes	Multiple Sponsors	No	
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of this response indicates you should COMPLETE the Support and Decision-making sections of the sponsor plan		Selection of this response indicates the need to COMPLETE all sections of the sponsor plan paying special attention to the decision making, authority, and communication sections.		
The executive sponsor is in a powerful position within the organization with access to higher management, or there is no higher management than them.				
Yes they are about as high up as you can get.	Yes and they have a good relationship with higher ups	No, but they are in a leadership position in the organization and are well respected.	No, but they are well respected in the organization	No
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of this response indicates a need to COMPLETE the Support, Decision-making sections, and Authority sections of the sponsor plan		Selection of this response indicates a need to COMPLETE the Support, Decision-making, and Authority sections of the sponsor plan. You also should ADD communication to higher ups to the Communication section of the sponsor plan. You should also complete the Questioning section of this plan.		
Has demonstrated strong commitment and backing for past projects				
Yes	2	3	4	No
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing Change – Sponsor Assessment

Has the ability to use personal power or status to overcome problems and is willing to demonstrate public support				
Yes	2	3	4	No
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of this response indicates you should COMPLETE the Support and Decision-making sections of the sponsor plan		Selection of this response indicates you should COMPLETE the Support and Decision-making sections of the sponsor plan		
Has special relationships inside and outside of the organization which will be helpful in gaining acceptance of the change				
Yes, they are well-known within the state, well regarded and others will listen to them. They have a strong coalition within the state.	No	No, and they are not well regarded.		
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of this response indicates you should COMPLETE the Support section of the sponsor plan		Selection of this response indicates you should COMPLETE the Support section of the sponsor plan		
Has in the past, publically pinpointed behaviors that must change.				
Yes, they have a track record of speaking about change and what must change.	They have done this in the past when prodded to do so by the project team	They haven't yet, but they are open to the idea.	They would not be comfortable in this role.	
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of this response indicates you should COMPLETE the Questioning section of the sponsor plan		Selection of this response indicates you should COMPLETE the Questioning section of the sponsor plan		
Has demonstrated strong communication skills in the past, providing clear, concise, and understandable messages during previous projects.				
They are a comfortable and accomplished communicator. They will craft their own messages, or make meaningful improvements to messages drafted for them.	They are comfortable in this role, especially if the project team develops communication for them.	They aren't great, but they are willing to try and appreciate your assistance	No, and they are not comfortable in this role	
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of this response indicates		Selection of this response indicates		Selection of this response indicates



Sponsor Roadmap

- **Support**
- **Decision-making**
- **Authority**
- **Questioning**
- **Communication**
- **Resources**



Training Plan Strategy

- **Identify different audiences who require training**
- **Conduct training needs assessment and skill gap analysis**
- **Document requirements for the training team**
 - **Training development schedule**



Coaching Plan

- **Customized Coaching Plan**
- **Prepare managers and supervisors to coach their employees through the change**



Transition

Develop

- **Transition plan**

Train

- **Organization resources**



Help

- **Service Desk Info sheet. Includes information about:**
 - The system
 - The go-live dates
 - Expected problems
 - Who to contact for level two support
- **Use of labs**
- **Use of application coaches**



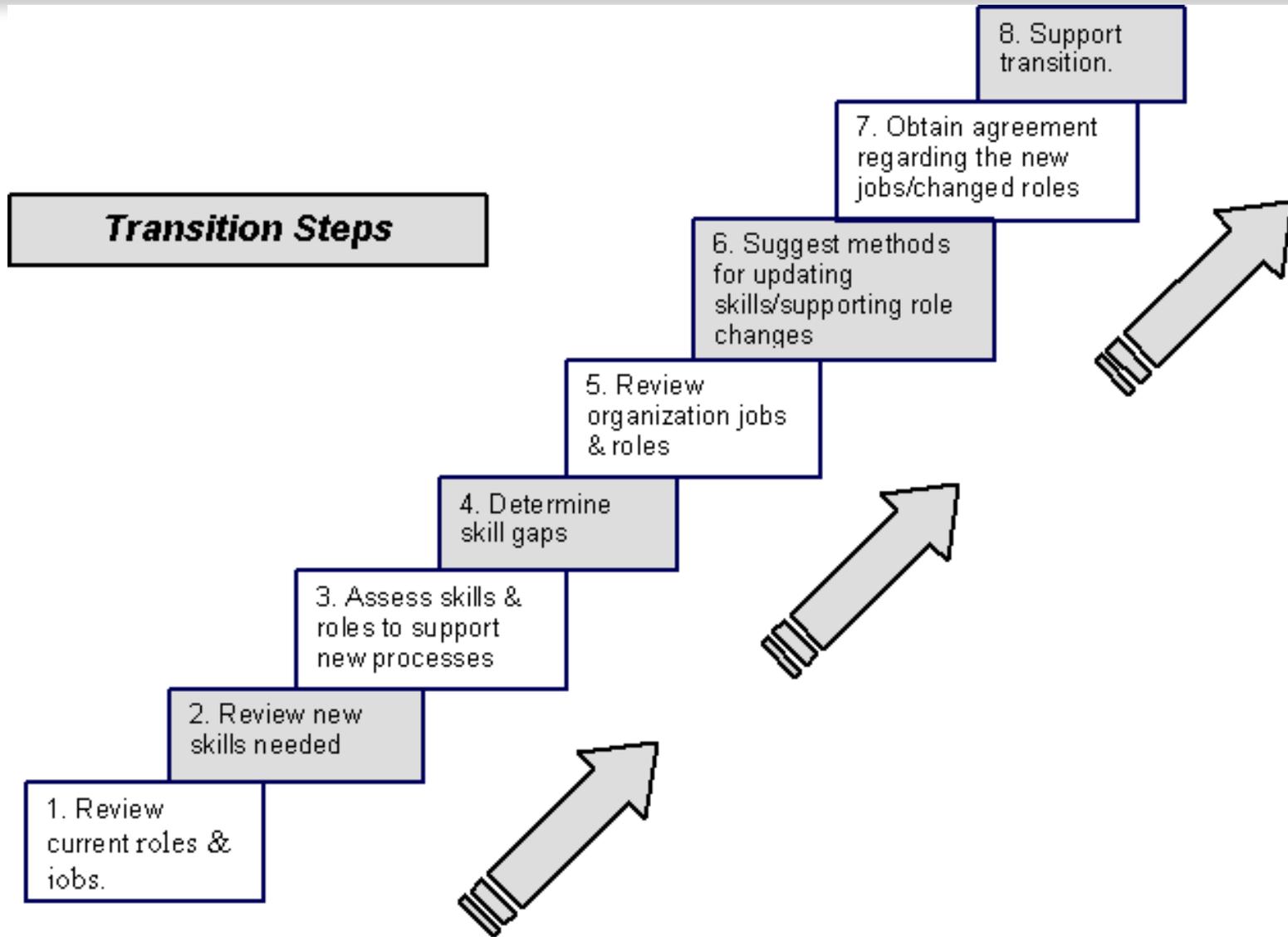
Knowledge Transfer

- **Sometimes the production support team does not possess the skills to support the application post-implementation.**
 - **Must identify this gap and develop knowledge transfer/staff development plans.**
 - **Plans are used to identify knowledge transfer channels, staff development activities, and knowledge transfer timeline**
 - **Identification of categories of knowledge and skills needed to support knowledge transfer objectives.**
 - **Identification of how the knowledge transfer and staff development will be tracked**



Knowledge Transfer

- **Skills Development Profile**
 - Used to plan and document each team member's knowledge and skills
 - Identification of responsibilities for staff development/knowledge transfer by aligning coach/mentor with staff
- **Knowledge transfer timeline to meet objectives.**





- **Transition**
 - **Knowledge Transfer Plan
(Transfer ownership to Project Owner)**
 - **Communication**
 - **Focus Group Meetings**
 - **Key End-User Meetings**
 - **Manager/Supervisor Meetings**
 - **On-going Change Management responsibilities**



Analyzing/Transitioning Change

- **Collecting, Reporting, and Analyzing Feedback**
 - Compliance Audit
 - Post-Implementation Review Process
- **Transitioning to the Business Owner**
- **Celebrate!**
 - Milestones/successes
 - Implementation success



Monitoring Change

Survey End Users

- **Post implementation**
 - Three months
 - Six months
 - One year
- **Complete control book**
 - Lessons learned
 - Survey results
 - Training and meeting evaluations
 - Help desk call analysis
 - Checklist statistics

Organizational Change Management Metrics





Why Metrics?

- **The US Congress has mandated legislation through the Government Performance and Results Act (GPRA) of 1993.**
- **The key metric for government performance is mission effectiveness.**



Why Metrics?

- **Typically these categories:**
 1. **Strategic needs metrics**
 2. **Mission effectiveness metrics**
 3. **Operational efficiency metrics**
- **Selected metrics should answer the question, "How do you know how well the organization is doing?"**



Questions to ask when establishing metrics:

- 1. Where is the organization headed...what is the vision?**
- 2. What does senior management expect to get from implementing metrics collection and reporting**
- 3. What are we doing? How well are we doing it? How can we demonstrate to others how well we are doing it?**
- 4. How efficient are our generic business processes in comparison with the best practices?**



Metrics Guide Decisions

- **What do we want (need) to expand.**
 - Long term hiring decisions
 - Future training within the organization
 - Construction of additional facilities, or architectures to support the enterprise
- **What we want to maintain.**
- **What we want to reduce.**
- **Routine office processes and business practices**



Metrics are about

- **Transforming policy into action**
- **Measuring performance**
- **Motivation**
- **Refining processes by monitoring outcomes**
- **Organizational alignment**
- **Determining processes in need of improvement**



Organizational Change Management Metrics

- **Sponsorship management**
- **Communication planning**
- **Readiness**
- **Training**
- **Coaching activities**
- **Resistance management**
- **Monitoring and closing**



Tie to DTI's Organization Goals

- **Enhanced project management**
- **IT Availability and Reliability**
- **Workforce Excellence**
- **Enhanced Customer Service**
- **Collaborative Solutions**



Organizational Change Management Metrics Levels

- **Enterprise level**
- **Individual Organizational Change Management Specialist**
- **Specific project level**



Enterprise Metrics

- **Organizational Change Management adherence to Best Practices**
- **On-time Readiness task completion**
- **Customer satisfaction**
- **Number of projects the team is on.**
 - The percentage of these projects completed on-time/under-budget.
- **How effective the team is overall**
- **The percentage of our tools that are used.**
 - Which tools are used most often,
 - which tools are used the least.



Enterprise Metrics

- **Communication efforts**
 - What type of feedback have we received?
 - What are the most common questions we are asked?
 - What type of communication is used most often, etc.
- **What is the most common category of problem encountered upon implantation?**
- **Training Metrics**



Additional Metrics

- **How effective is each Organizational Change Management specialist**
- **Communication efforts**
 - **What type of feedback have we received?**
 - **What are the most common questions we are asked?**
 - **What type of communication is used most often, etc.**



Organizational Change Management Tools

- **Metrics gained from the Organizational Readiness Assessment include:**
 - Number of projects in risk quadrant
 - Number of projects projected to require specific segments of the Organizational Change Management plan
 - Which tools were actually used during the project
 - Stakeholder analysis



Communication Metrics

- **Media used**
- **Communication Title**
- **Communication Campaign**
- **Date Sent**
- **Communication Initiated By**
- **From / To**
- **Nature of the Communication**
- **Question Category**
- **Follow-up needed and Follow-up type**
- **EPM Scheduled Release and Actual Release Date**
- **Days in Review**



Customer Satisfaction Surveys

- **Understanding-Awareness Survey**
- **Impact-Desires Survey**
- **Training Survey**
- **Coaching Survey**
- **Post Implementation Survey**
- **Evaluation Survey**



Readiness Metrics

- **Readiness involves**
 - Analyzing an organization to identify the current state and the future desired state
 - Identifying what is required to move from one state to the other



Readiness – End User Spreadsheet

- **End-User Role Defined**
- **End-Users assigned to system roles**
- **Critical Managers/supervisors/Leaders to participate in Change Leadership Training**
- **End-Users who should attend Role Change Workshops**



Readiness

Functional Impacts Spreadsheet

- **Type of change**
- **The method to address the changes**
- **Category of the change**



Readiness

Master Readiness Tracking Spreadsheet

- **Completed tasks**
 - By due date
 - Consistently late
 - Not at all
- **Which Organizational Change Management specialists have a greater success getting items completed by due date**
- **What percentage of organizations have completed specific tasks**
- **What percentage of tasks are left overall**
- **What percentage of tasks are related to**
 - Hardware / Software
 - Business Process / Forms / Policies & Procedures
 - Training
 - Conversion
 - Security
- **Employee Roles and Responsibilities**



Training Metrics

- **Organizational Change Management is involved in developing the training strategy, and oversight of the training effort.**
- **All training that is provided by the project will be evaluated.**
- **Additionally, the Organizational Change Management team will track**
 - **Number of attendees,**
 - **Time or day of training preferences**
 - **Training venue preferences**
 - **Instructor preferences**



Sponsor Metrics

- **Number of projects with sponsors**
- **Average sponsor power rankings**
- **Sponsor Commitment index**
- **Sponsor Coalition index**
- **Sponsor Communication index**
- **Sponsor as Manager index**



Sponsor Commitment

How committed the sponsor is to the project

How influential they are.

Calculated using questions from sponsor assessment

Question # 2 (sponsor is in a powerful position within the organization with access to higher management, or there is no higher management than them)

Question # 4 (Sponsor has the ability to use personal power or status to overcome problems and is willing to demonstrate public support) on the sponsor assessment.



Sponsor Coalition

- Indicates the sponsor's ability to influence others and create a coalition of individuals who are prepared to support the project.
- Calculated using questions from sponsor assessment
 - Question # 4 (*Sponsor has the ability to use personal power or status to overcome problems and is willing to demonstrate public support*)
 - Question #5 (*Sponsor has special relationships inside and outside of the organization which will be helpful in gaining acceptance of the change*)



Sponsor Communication

- Indicates the sponsor's ability to clearly and succinctly communicate the project.
- Calculated using questions from Sponsor Assessment
- Question # 6 (*Sponsor Has in the past, publically pinpointed behaviors that must change.*)
- Question# 7 (*Sponsor has demonstrated strong communication skills in the past, providing clear, concise, and understandable messages during previous projects.*)



Sponsor as Manager

- Indicates how successful the sponsor will be in managing the portfolio of projects to assist with successful completion of the project.
- Calculated using questions from Sponsor Assessment.
 - Question #8 (*Sponsor will commit the resources necessary to achieve the objectives of this change*)
 - Question # 9 (*Sponsor has prioritized activities and resources in the organization to reflect the importance of this project*),
 - Question #10 (*Sponsor has established mechanisms to gather data to monitor the progress of the project*).



Coaching Metrics

- **Manager/supervisor efforts to explaining the project to subordinates.**
- **Manager/supervisor support for the project.**
- **Manager/supervisor to aid staff in preparing for the project and completion of readiness efforts.**
- **Manager/supervisor efforts to collect feedback from staff.**
- **Manager/supervisor support of the project through re-prioritization of work efforts.**



Resistance Metrics

- **Awareness Resistance**
- **Org Restructuring Resistance**
- **Status Quo Resistance**



Calculating Awareness Resistance

- Indicates the project is encountering resistance because individuals involved do not have a clear understanding of what to expect.
- Calculated using the Resistance Assessment
 - Question # 1 (*How well defined is the business benefit of the project?*),
 - Question #2 (*How well defined is the scope of the project?*)
 - Question #6 (*The business requirements are...*) from the resistance assessment worksheet.



Calculating Status Quo Resistance

- **Indicates the resistance is probably based upon fondness for the status quo**
- **Calculated using the Resistance Management Assessment**
 - **Question #4 (*Managers and supervisors (critical managers) can be described as...*)**
 - **Question #5 (*The end-user commitment level is...*).**



Calculating Org Restructuring Resistance

- **Indicates resistance based upon real or feared organizational restructuring**
- **Calculation is based on questions from the Resistance Assessment**
 - **Question #7 (*Business processes, procedures, policies require...*)**
 - **Question # 8 (*Changes to the organizational structure require...*)**



Implementation Success Factors



Source
Understanding PeopleSoft 8
Lynn Anderson, Cap Gemini Ernst & Young

Questions?

