



National Association of Legislative  
Information Technology  
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## **Organizational Change Management**

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# Overview

The leaders say: "Let's change."

The staff says: "Bravo. When do we start?"

The mid-level managers say: "Wait a minute, let's think about that. What about... and ...?"

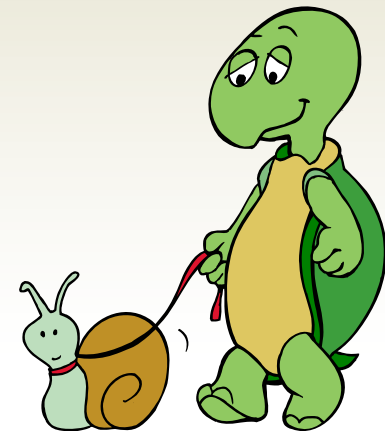
Have you REALLY thought it through? Does this mean I have to change?"

(Claude Legrand)



# Change.....

- People deny that the Change is required.
- People deny that the Change is effective.
- People deny that the Change is important.
- People deny that the Change will justify the effort required to adopt it.
- People accept and adopt the change, enjoy its benefits, and deny the existence of stages 1 to 4.



# Choice



Power to choose is the first and foremost of all qualities which differentiates human beings.

**Stephan Covey**

The simple is overlooked by complexity

The easy is missed by cleverness

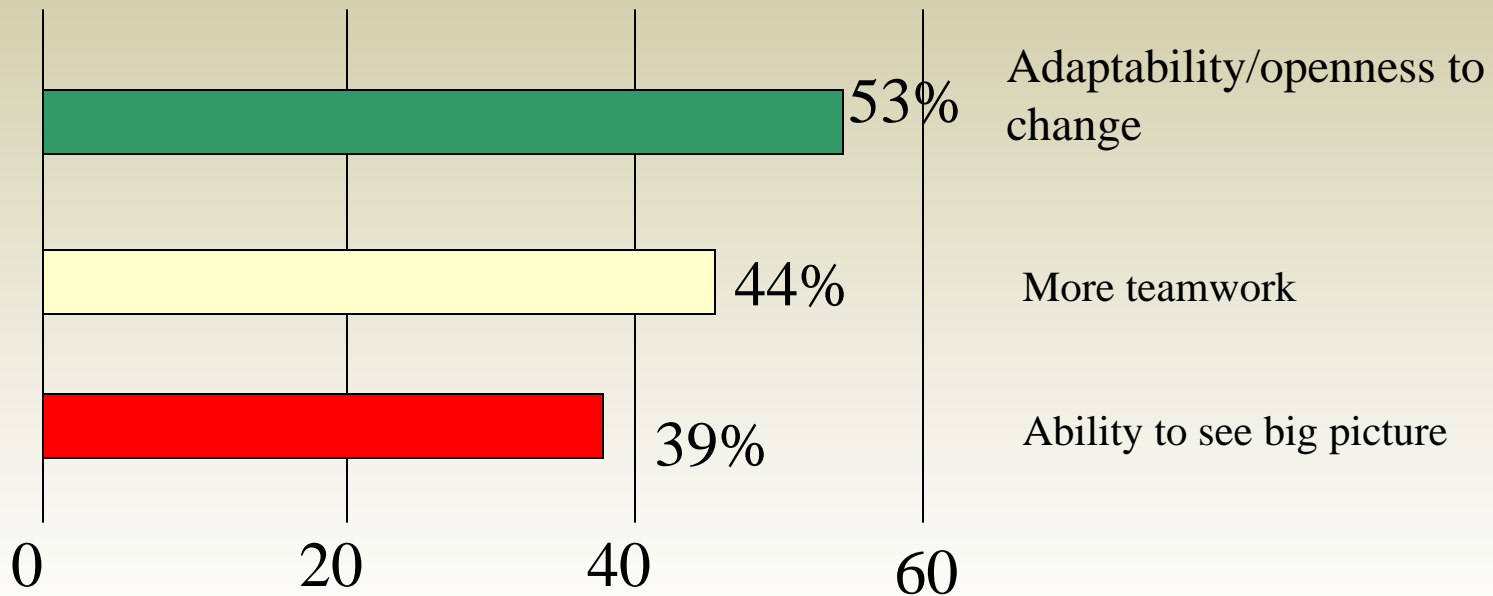
It is with difficulty we make fool of ourselves

**Tao**



# Expectations

Survey question: How would you rank the changes employee need to make to achieve today's business goals?



Source: Management by Kreitner



# Why Change is hard?

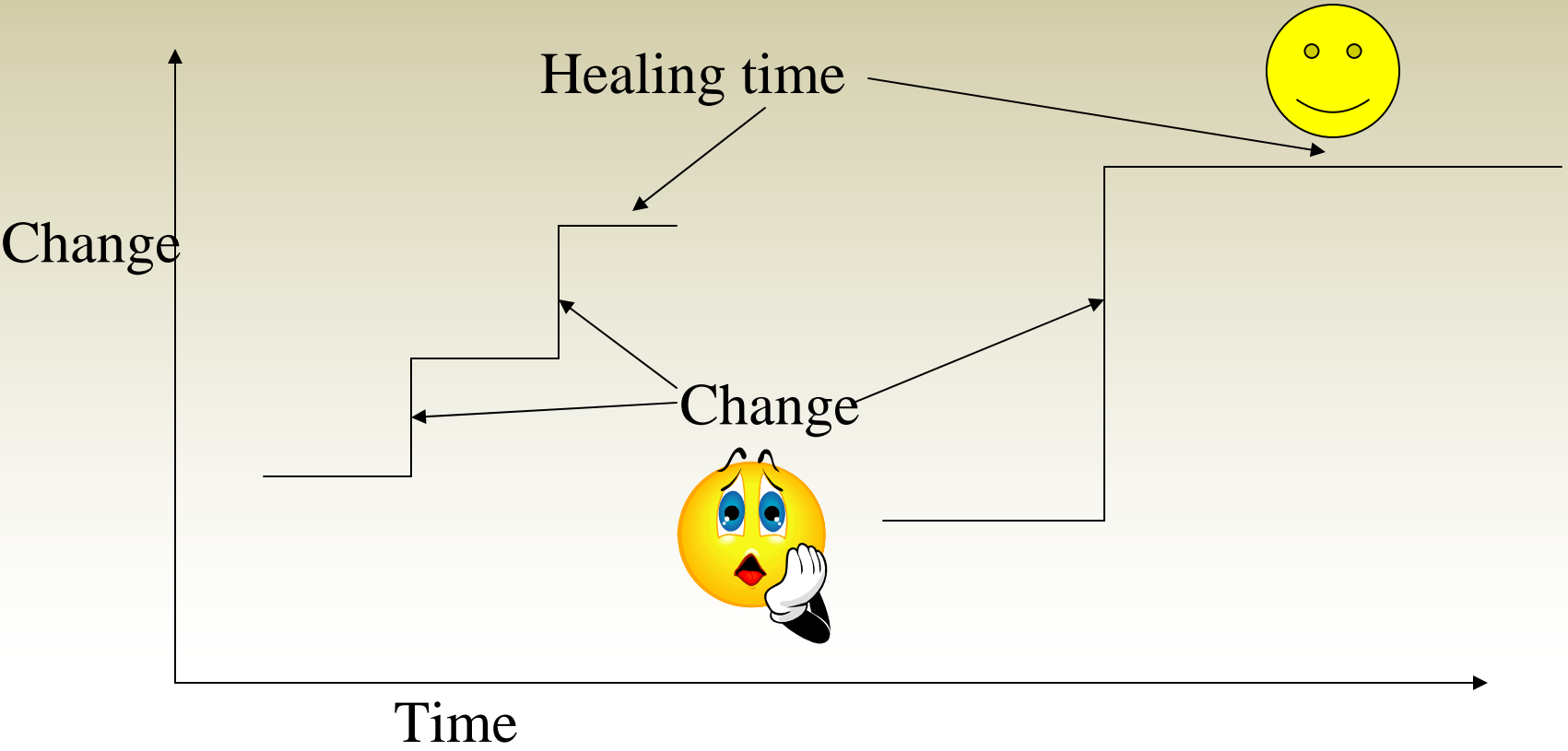
- We expect News papers and Music albums and TV shows to be different....
- People want guarantee of success, that the future will be better than present!
- Suspicious about motives
- What is in it for me?
- Trust in leadership





# Change Expectations----

- Expectation: Every change requires a healing time, the larger the change, longer the healing time, will it work in the new century?





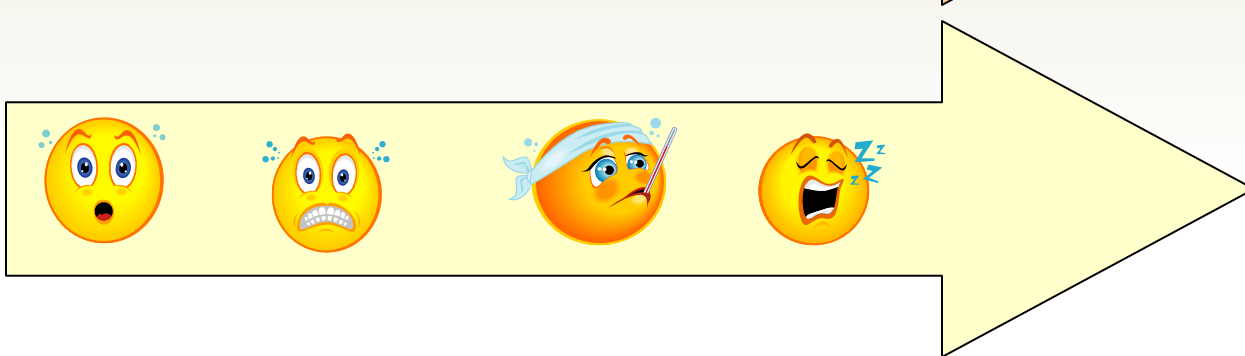
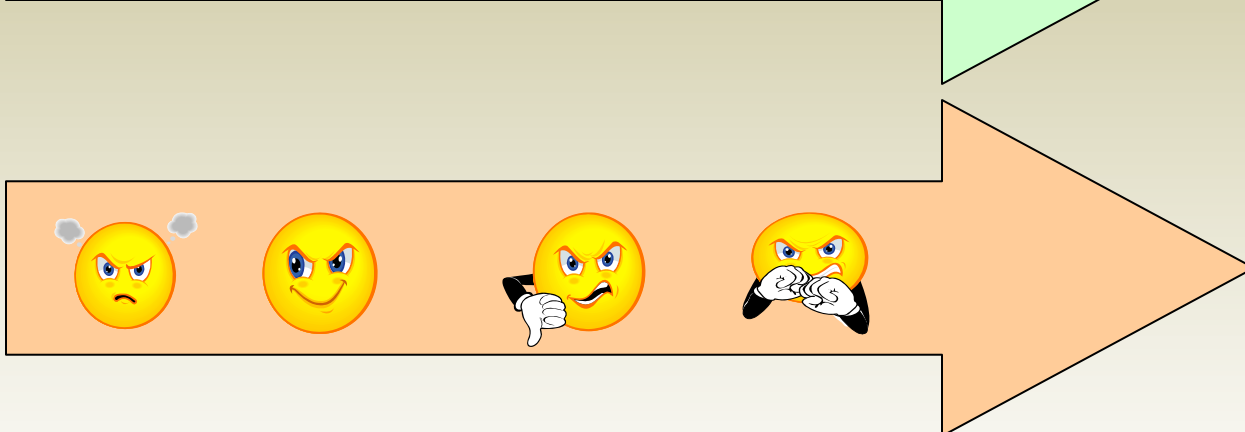
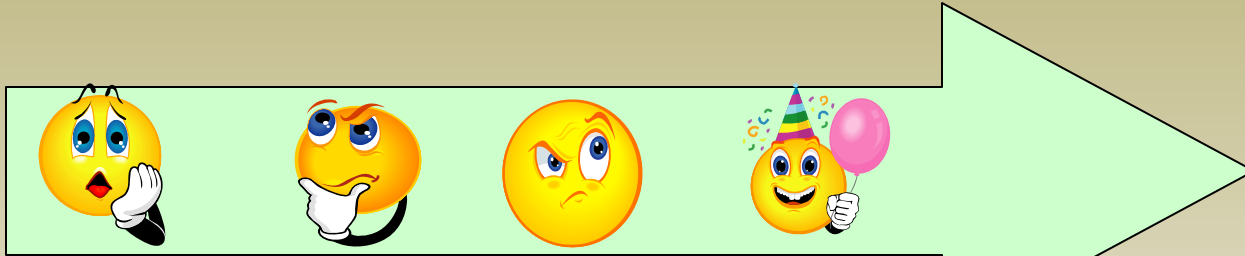
# *2005 Best Practices in Change Management* report from PROSCI

- *Key report findings:*
- The #1 contributor to project success is active, strong and visible sponsorship throughout the project.
- The top obstacles to successful change are employee resistance at all levels: front-line, middle managers, and senior managers and inadequate senior management sponsorship.
- Employees want to hear messages about change from two people: the CEO and their immediate supervisor - the message they want to hear from each individual is very different.
- When asked what they would do differently next time, most teams would dedicate resources to change management.
- The top reason for employee resistance is a lack of awareness about the change.



# Different types

- Genuine, Rivals, Cold feet





# Resistance Management Plan

- Diagnose root cause of resistance
- Address root cause of resistance
- Provide ongoing coaching
- Communicate consequences of not changing





# Different Strategies



- Communicate Why, What, How, When?

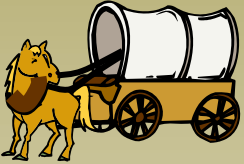


- Negotiate, Compromise, or Sideline/Eliminate



- Counsel, Comfort, Redeploy, or Sideline/Eliminate

# Changes – Leadership Vs Management



Formal authority



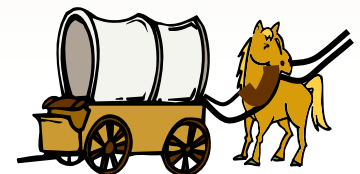
Why?



What? When?



How?





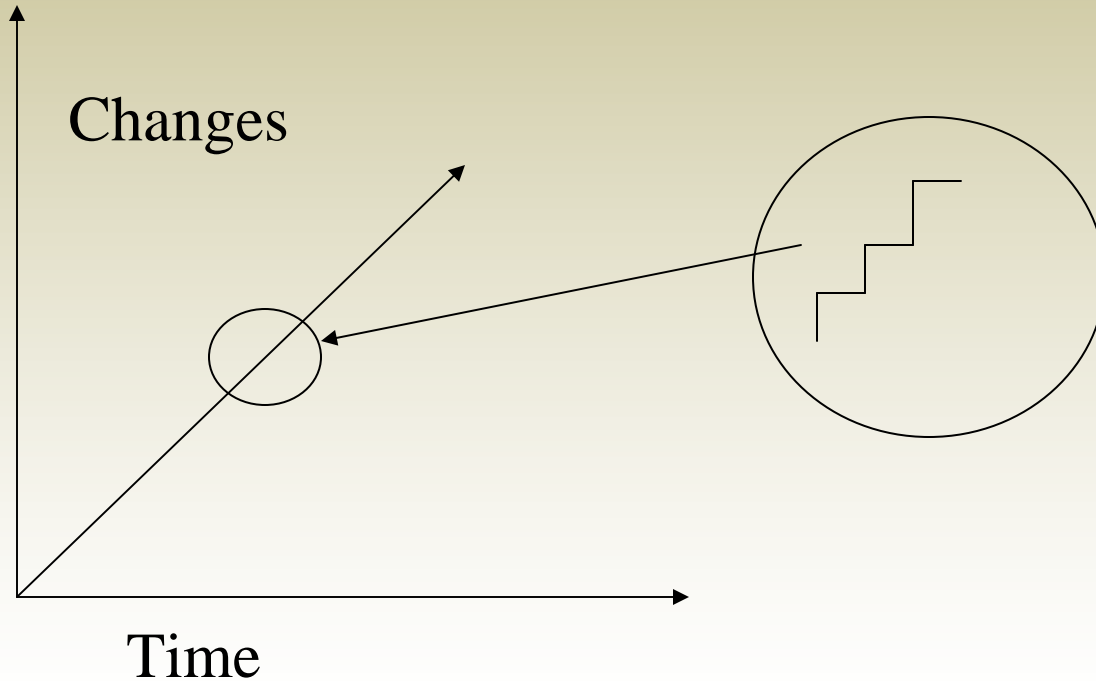
# While changing

- Create a movement...
- Show clear visible small gains/victories
- Keep communication channel open, (you will be surprised how many people communicate on behalf of you)
- Bring the bad news first, good news can wait.
- Create a Fast Feedback loop
- Embrace change before trying to change others...



# Incremental small changes

- By making frequent small changes, Organizations will overtime develop dynamic adaptive culture





# Why CM in PM?

- Primary Reasons
  - Increase probability of project success
  - Manage employee resistance to change
  - Build change competency of the organization or organizations

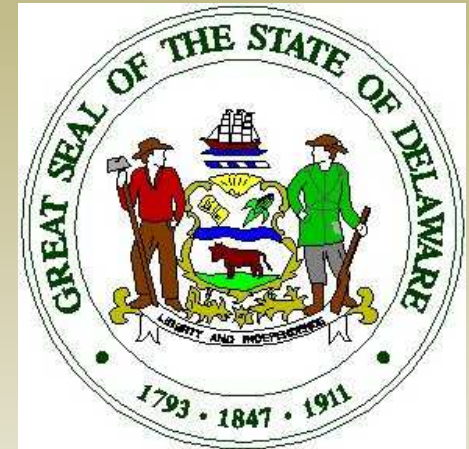


You never change something by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.

(Buckminster Fuller)

# DTI Change Management Objectives

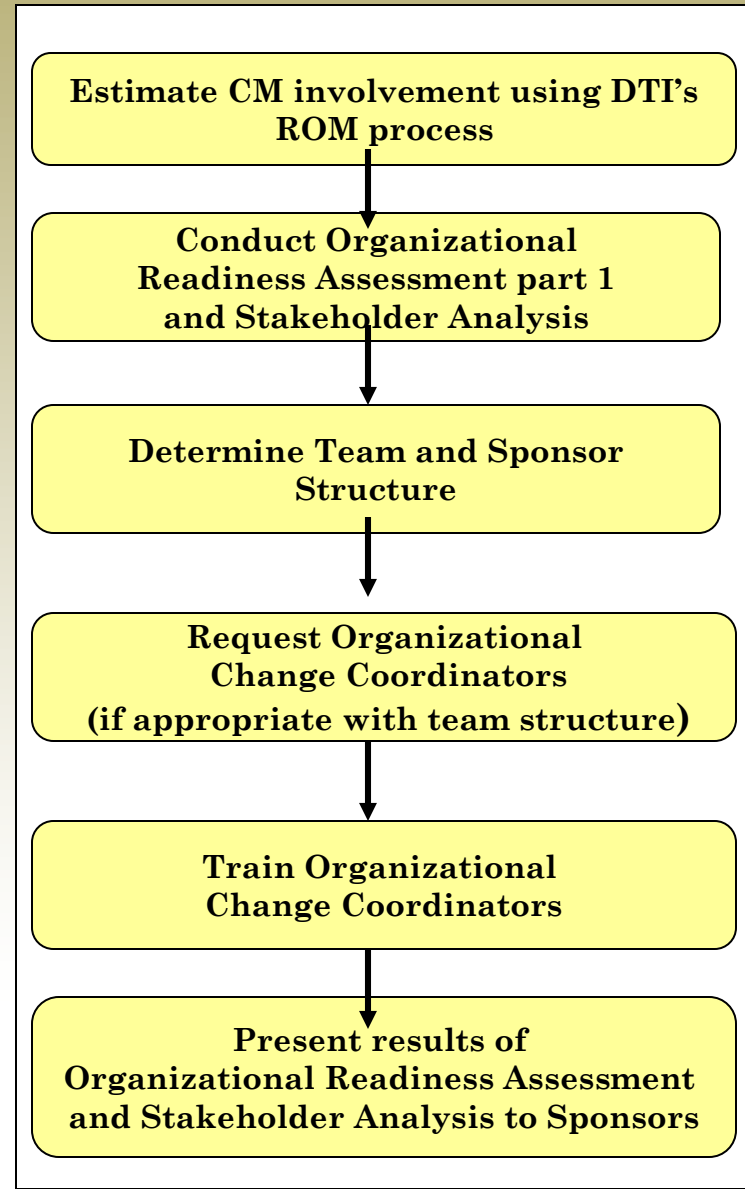
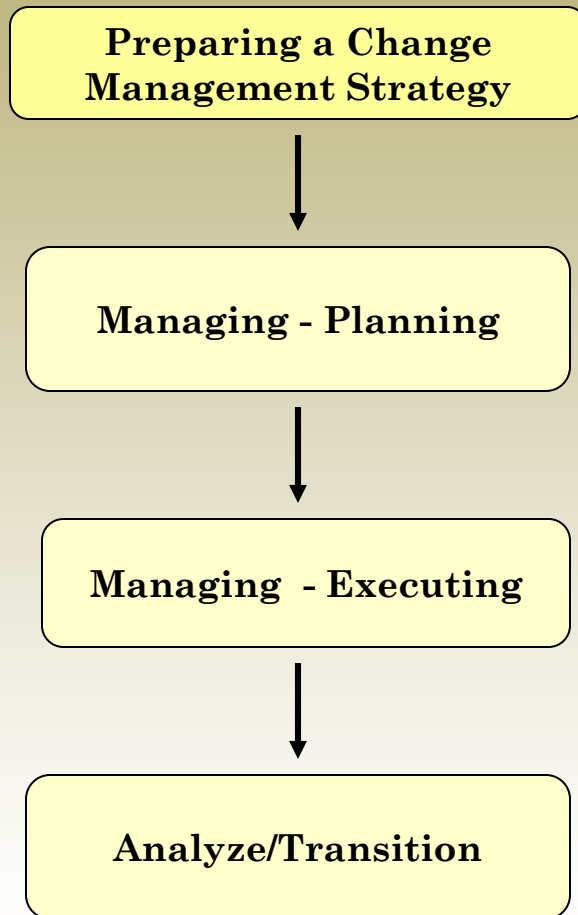
- Provide awareness
- Ensure understanding
- Facilitate acceptance
- Care, listen, and respond
- Manage people's expectations
- Ensure readiness
- Champion the project





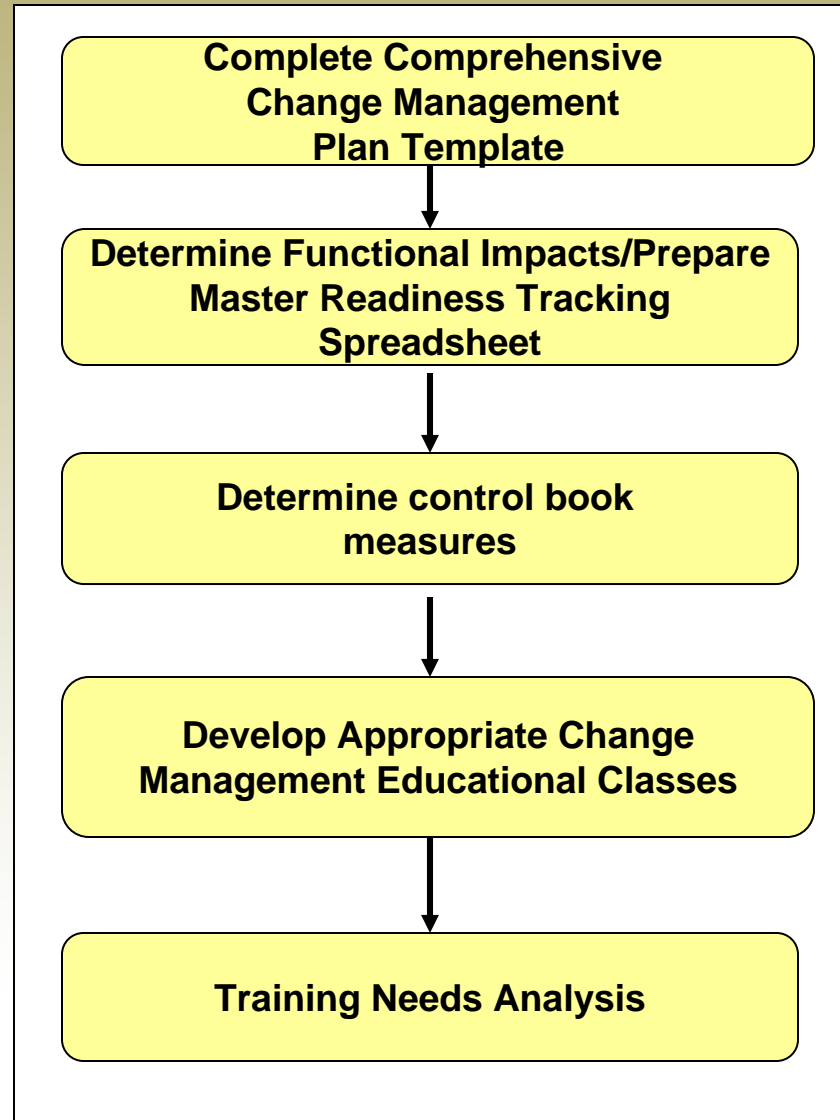
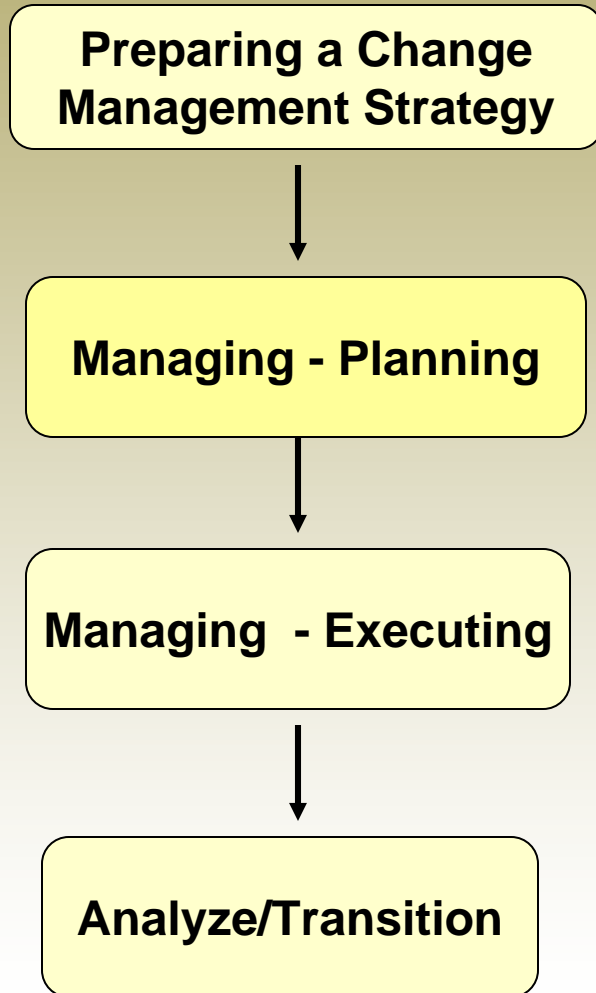


# Change Management Processes





# Change Management Processes





# Change Management Processes

**Preparing a Change Management Strategy**



**Managing - Planning**



**Managing - Executing**



**Analyze/Transition**

**Conduct/Analyze Organizational Readiness Assessment Survey's parts 2-6**

**Develop/Send Checklists**

**Track & Report Readiness**

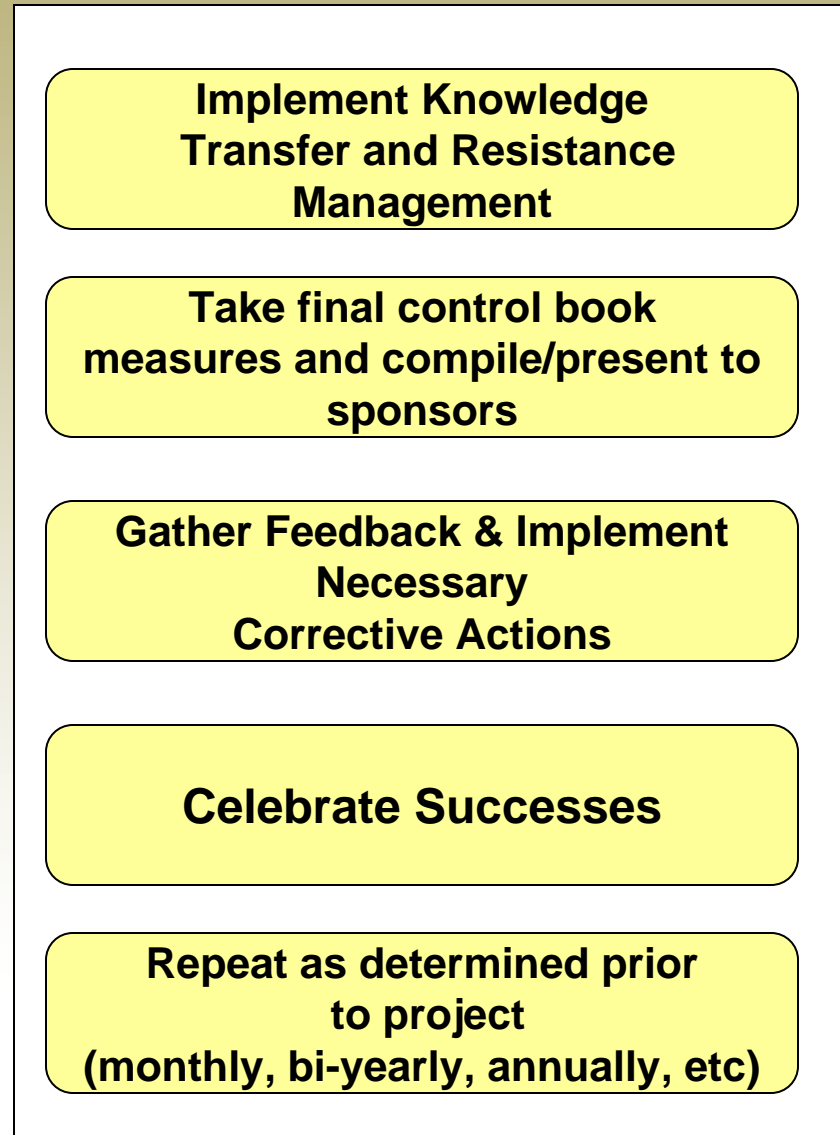
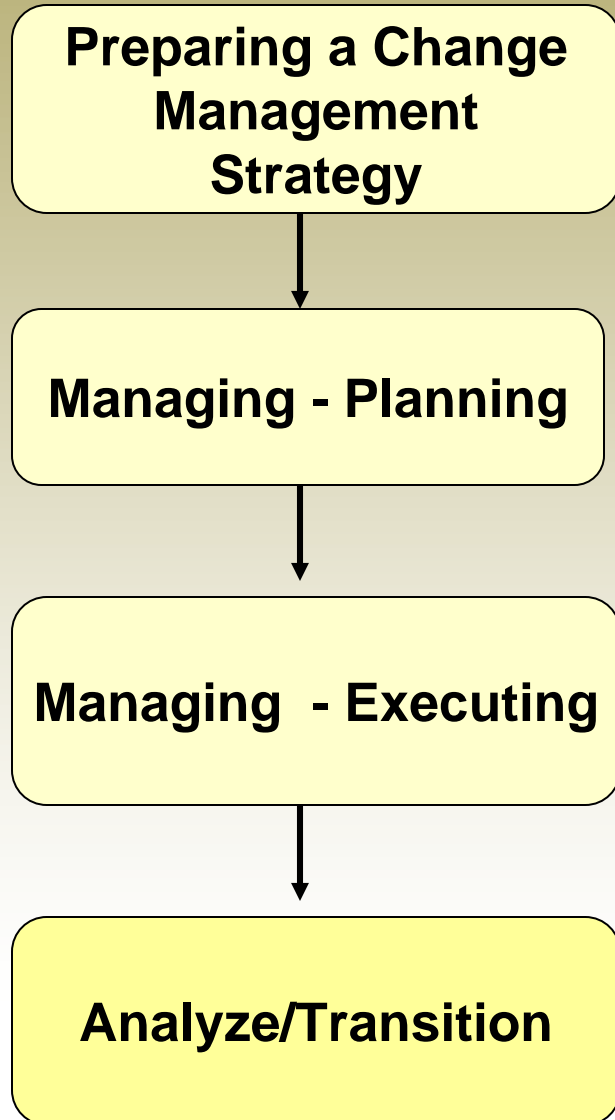
**Conduct Change Management Education**

**Develop/Deliver Training**

**Diagnose and Manage Resistance**



# Change Management Processes



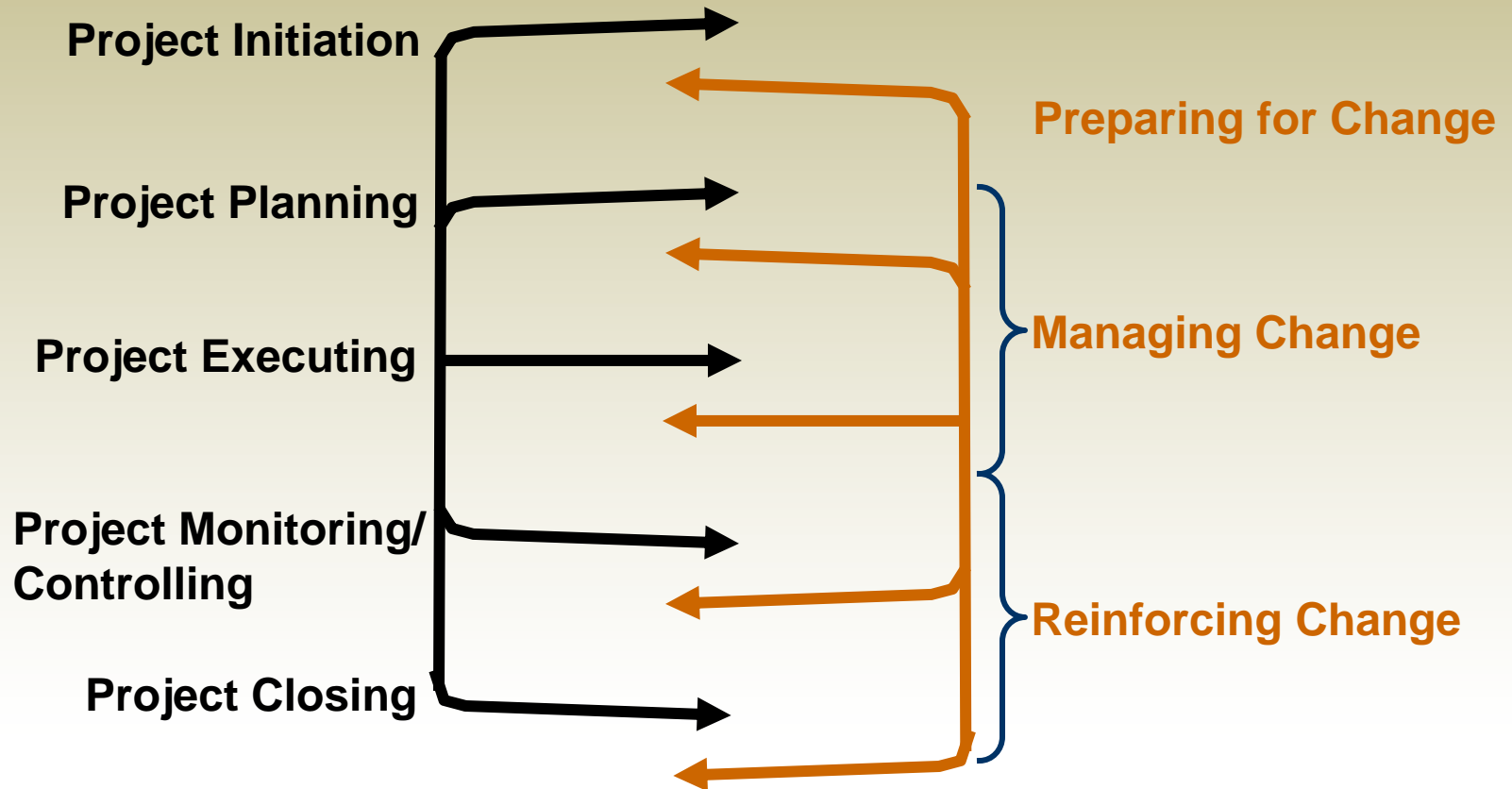


# Process mapping

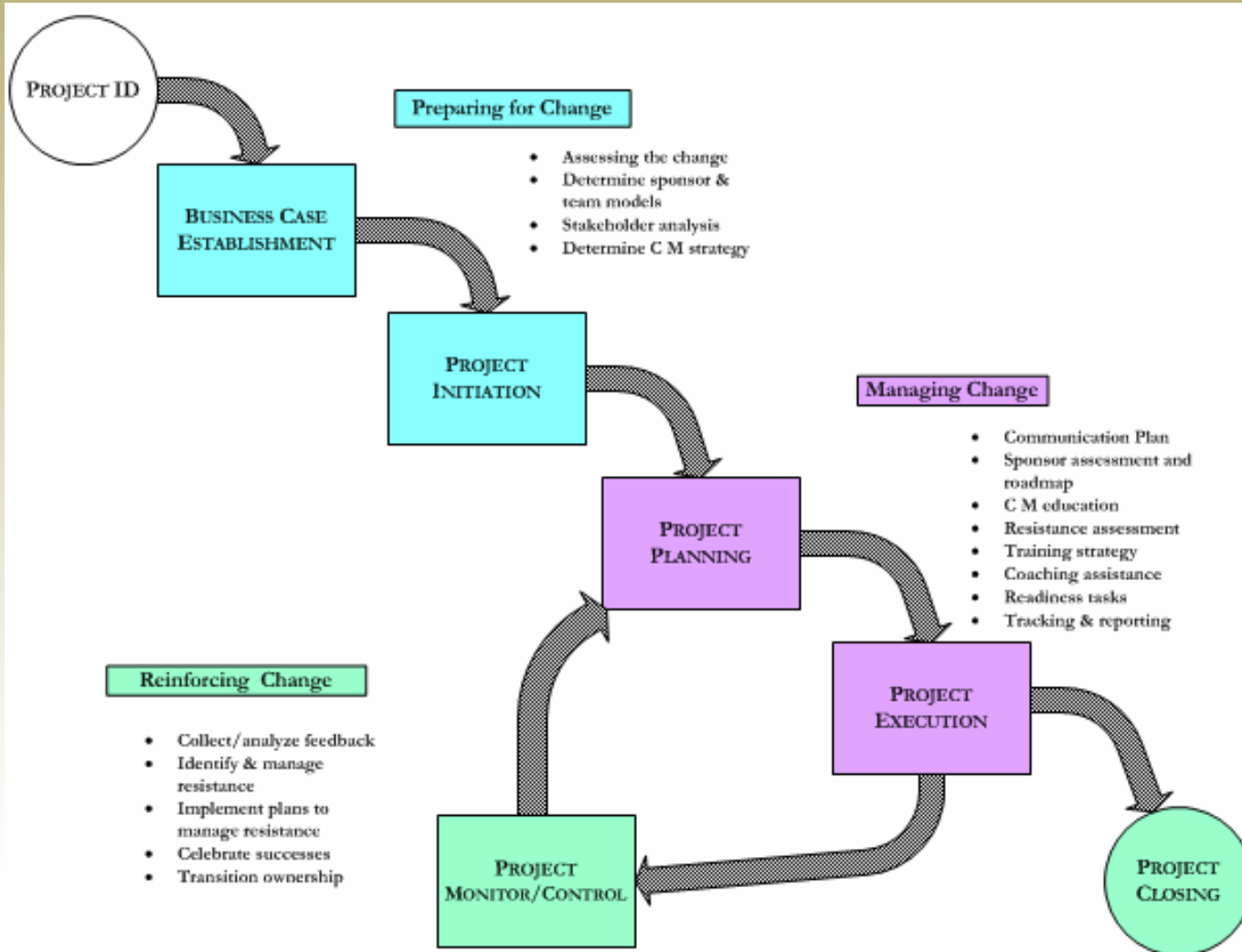


## Project Management

## Change Management



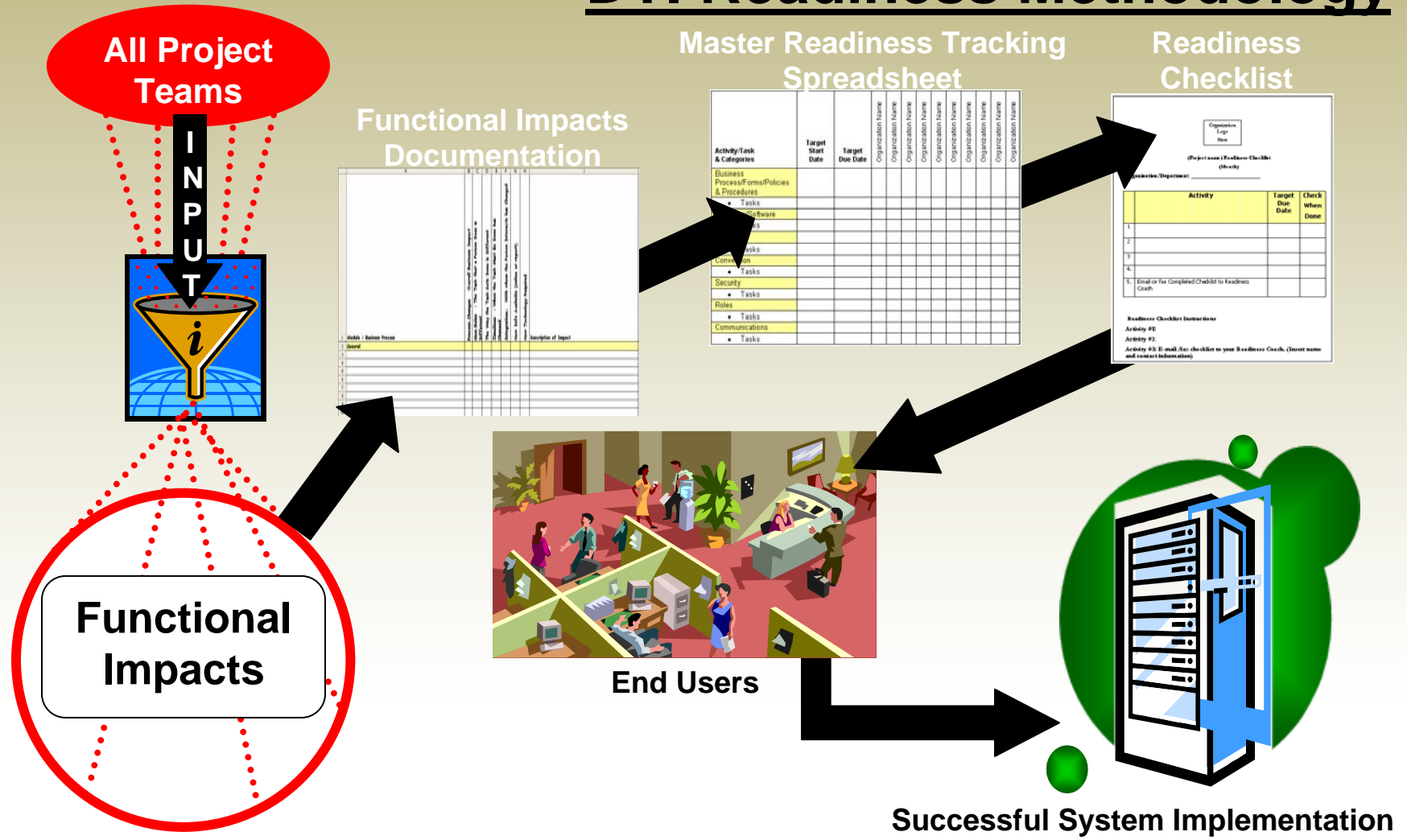
# Change Management within the Project Life Cycle





# Managing Change


## DTI Readiness Methodology





# Managing Change

## Executive Sponsor Reporting Samples



**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	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	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 Tasks																
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		▲					▲		▲		▲			

X	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.





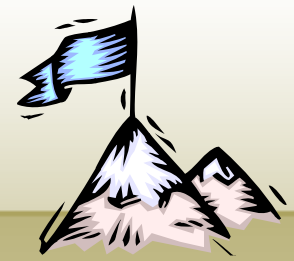
# Achieving Successful Change

1. Dedicate resources to Organizational Change Management
2. Secure visible Executive sponsorship early in the project
3. Repeat key messages early and often
4. Involve employees in the change process
5. Create a transition strategy with achievable timeframes





# Post change



- Change can be very fragile even after a great success.
- Ensure new processes do not become tradition in the long run.
- Keep the momentum going with small incremental changes.
- Protect the victory and hail those responsible, make them own the change, but ensure they do not overprotect and become complacent.
- Create a dynamic culture, ready to respond to any number of changes and challenges.



# Closing thoughts

Change is not made with out inconvenience,  
even from worse to better

Samuel Johnson

Thank you, till we meet again

PN





# Bibliography/Reference

Survival is not enough – Seth Godin

Leading Change – John P. Kotter

The Heart of Change – John P. Kotter, Dan S. Cohen

PROSCI Web site

State of Delaware Change management processes