



# Communication & Change Management Plan

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## Successful Change Requires Sponsorship and a Communication & Change Management Plan

What is the most common reason why change (projects) fails?

What is the greatest contributor to successful change?

Many studies have been performed, books written, and projects analyzed to identify the reasons for both project success and project failure. The number one contributor to success is Executive and Management Sponsorship and conversely, the lack of this factor is the main contributor to project failure. Though there are always a number of contributing factors as to why a project might fail or succeed, the most common response given by project members is either the lack of or presence of strong Executive and Management Sponsorship.

For example, the Prosci Benchmarking Report – Best Practices in Change Management<sup>1</sup> – from 2007 with 426 participants from 59 countries states the following:

Greatest contributors to success:

1. Active and visible executive sponsorship
2. Structured change management approach
3. Frequent and open communications around the need for change
4. Dedicated resources for change management
5. Employee participation

Greatest change management obstacles:

1. Ineffective change sponsorship from senior leaders
2. Resistance to the change from employees
3. Poor support and alignment with middle management
4. Lack of change management resources and planning

If it is “*this simple*” why are so many projects unsuccessful and fail to deliver value?

The crucial part seems to be to manage the change as an imperative part of the overall project with a structured approach, active and visible sponsorship, and dedicated resources - this is where a well written and executed Communication & Change Management Plan comes into play.

To be effective, the Communication & Change Management Plan must address the above findings of contributors.

The remainder of this article will examine the Communication & Change Management Plan in greater detail and provide some examples how a plan could be structured.

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<sup>1</sup> Copyright Prosci, Used with permission, [www.change-management.com](http://www.change-management.com)





# Communication & Change Management Plan

## ***The Communication & Change Management Plan***

### ***Introduction***

#### Ownership of Change Initiative

- Identify the sponsor and assign accountability for a successful implementation of the change
- Goals and Objectives
  - Identify the Goals and Objectives to be reached with implementation of this change
  - Objectives should be measurable, i.e., use SMART<sup>2</sup> when stating the objectives

#### Scope of the Change

To ensure the scope of the change initiative (project) is well defined with clear boundaries, it must address but not be limited to the following:

- Organizational scope
- Technological scope
- Geographical scope
- Process scope
- Service scope

### ***Communication Strategy***

#### Change Model / Framework

Change needs to be managed with a structured approach through the different phases of the project, as well as the different stages an individual goes through when confronted with a change.

There are a number of industry recognized models and change frameworks that can be utilized when identifying the communication strategy. In this article the model used is based on ADKAR<sup>3</sup> which is an individual change management model to determine an individual's place in the phases of change acceptance.

ADKAR stands for **A**wareness, **D**esire, **K**nowledge, **A**bility and **R**einforcement.

Awareness – to establish awareness and the reasons for the change by providing early communications

Desire - to generate desire to engage the individual to participate in the change

Knowledge – to provide the needed knowledge to the individual through, for example, training and documentation

Ability - to make sure the individual is able to execute the new way of working and use the new skills

Reinforcement – to sustain the change and not fall back to old behaviors

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<sup>2</sup> SMART – Specific, Measurable, Attainable, Realistic, Timely

<sup>3</sup> ADKAR - Copyright Prosci, Used with permission, [www.change-management.com](http://www.change-management.com)



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It is imperative to communicate a timely message that will be understood and acknowledged by the organization. No step in the model can be circumvented or addressed in a different order. The content of the communications and training depends on the maturity of the organization's awareness, desire, knowledge, and ability to deal with the change.

## Communication Roles

Identify the different roles that need to be part of the communication & change management initiative. Each role has a specific part to play when communicating and "sending the message" within the different phases of the change.

The Executive Sponsor must communicate early in the project to establish credibility, awareness, and desire. The Executive Sponsor must also reinforce the change over time.

In a process implementation project, for example, some of the roles have been identified below and in which stage they need to be most active.

Roles	ADKAR				
	A	D	K	A	R
<b>Executive Sponsor</b>	X	X			X
<b>Process Sponsors</b>	X	X			X
<b>Team Leaders</b>	X	X	X	X	X
<b>Process Owners</b>	X		X	X	X
<b>Process Managers</b>	X		X		X
...					

## Communications and Training Catalog

### Communication and Training Activities

Each communication and training activity contributes to the successful implementation of the change. For example, communications are instrumental in building awareness of the need for change and executive sponsorship is a primary activity for creating awareness, desire, and reinforcement.

The mapping of communication and training activities to the ADKAR stages is given below.

Activities	ADKAR				
	A	D	K	A	R
<b>Communications / Presentations</b>	X				
<b>Executive Sponsorship</b>	X	X			X



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Activities	ADKAR				
	A	D	K	A	R
Coaching (Team Leaders)	X	X	X	X	X
ITIL Training	X		X	X	
Tool Training	X		X	X	
KPI Reporting & Statistics	X				X
Branded Program Gadgets	X				X
...					

## Communications Catalogue

The communications catalogue lists the different communication types, how they are provided, gives a short description, and provides the objectives of the communication.

There are different types of communication and training that can be identified:

- General Training
- Process and Tool specific training
- Go Live Training
- Presentations and other options
- Continuous Communications

## Process Training Example

Type	ADKAR	Provisioning	Description & Objective
ITIL Process Overview Training	Awareness Knowledge Reinforcement	<ul style="list-style-type: none"> <li>▪ Online (self-study)</li> </ul>	<p>This is on-line multimedia ITIL Process Overview training.</p> <p>To ensure initial process awareness and consistent knowledge of the ITIL process, including benefits, objectives and value, and interaction with other processes</p> <p><u>Audience</u> For individuals working with and executing the IT process but also for anyone within the IT organization and business</p>
ITIL Foundation Training	Awareness Knowledge	<ul style="list-style-type: none"> <li>▪ External Vendor</li> </ul>	<p>This is a 2.5 day off-site classroom training.</p> <p>To ensure a common knowledge-base of each ITIL process</p> <p>ITIL foundation certification</p>



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## Tool Training Example

Type	ADKAR	Provisioning	Description & Objective
Process Specific Training (Classroom)	Awareness Knowledge Ability	<ul style="list-style-type: none"> <li>Process Manager</li> </ul>	<p>This is a 2-hour classroom training focusing on executing and performing the process activities in detail.</p> <p>To ensure detailed “hands-on” training, and consistent process and tool knowledge</p> <p><u>Audience</u> For IT staff executing the process on a day-to-day basis</p>
ITSM Tool Training (WBT)	Awareness Knowledge Ability	<ul style="list-style-type: none"> <li>Online Education</li> <li>Self-study</li> </ul>	<p>This is a 60 minute online self-study education module focusing on a specific process and how this process is executed within the ITSM tool.</p> <p>To ensure detailed “hands-on” training, and consistent process, sub-process, and tool knowledge exist.</p> <p><u>Audience</u> For IT staff executing the process on a day-to-day basis.</p>

## Presentations Example

Type	ADKAR	Provisioning	Description & Objective
ITSM Program Overview Presentation	Awareness	<ul style="list-style-type: none"> <li>Ad-hoc</li> </ul>	<p>This is a 20 minute presentation that focuses on building awareness of the ITSM Program, why the organization is implementing ITSM, the value and benefits for the organization, and a current ITSM Program update.</p> <p><u>Audience</u> Anyone within IT</p>
ITSM Awareness Presentation	Awareness	<ul style="list-style-type: none"> <li>Online (self-study)</li> </ul>	<p>This is a 15 minute online self-study that focuses on establishing awareness of ITIL.</p> <p><u>Audience</u> For new employees and contractors</p>
ITSM Video with IT Management	Awareness Desire Reinforcement	<ul style="list-style-type: none"> <li>Ad-hoc</li> </ul>	<p>This is a 5 minute video with the Executive Sponsor and a number of IT Managers addressing the importance of the ITSM Program.</p> <p><u>Audience</u> Anyone within IT</p>

## Continuous Communications Example

Type	ADKAR	Provisioning	Description
Intranet Portal	Awareness Desire Knowledge Reinforcement	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p>This is the single-point-of-entry for ITSM content.</p> <p><u>Audience</u> For all IT staff</p>
Newsletter	Awareness Reinforcement	<ul style="list-style-type: none"> <li>Email, Web based format &amp; online</li> <li>Quarterly</li> </ul>	<p>This is an electronic Web-based newsletter.</p> <p>To promote the ITSM program, the ITSM tool, the ITIL framework, and to effectively communicate activities to those</p> <p><u>Audience</u> For all IT staff</p>



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## Training Requirements

For each role the mandatory and preferred training should be identified. For example, a user's access to a tool might be dependent on completion of tool and process training.

Role	Training Requirements	Mandatory / Preferred
Executive Sponsor	ITIL Foundation	Mandatory
Process Owners	ITIL Foundation Process & ITSM Tool Training (CBT) ITIL Process Overview Training	Mandatory Preferred Preferred
Line Managers	ITIL Foundation Process & ITSM Tool Training (CBT) Process Specific Training (classroom) ITIL Process Overview Training	Mandatory Mandatory Preferred Preferred
Process Managers	ITIL Foundation ITIL Practitioner (process specific) Process & ITSM Tool Training (CBT) Process Specific Training (classroom) ITIL Process Overview Training	Mandatory Mandatory Mandatory Mandatory Preferred
Staff executing the process on a day-to-day basis	ITIL Foundation Process & ITSM Tool Training (CBT) Process Specific Training (classroom) ITIL Process Overview Training	Mandatory Mandatory Mandatory Preferred

## ***Evaluation & Assessment***

The effectiveness and efficiency of the Communication & Change Management Plan must be measured to enable steering and refinement.

## Measure

Measure	Definition	Objective	Goal
ITIL Foundation Certification	% of mandatory individuals participated in the ITIL Foundation training during a current year	To indicate the progress of ITIL training for identified individuals within IT	Green: > 70% Yellow: 50% - 70% Red: < 50%
Process Specific Training (Classroom)	% of identified individuals participated in the Process specific training during a current year	To indicate the progress of process specific training for identified individuals within IT	Green: > 70% Yellow: 50% - 70% Red: < 50%
Training Evaluation Score	% of training evaluations with a score of 8 or higher	To indicate the quality of training provided to IT staff	Green: > 70% Yellow: 50% - 70% Red: < 50%



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## Statistical Tracking

Statistic	Definition
Department Meetings	# of ITIL/Process presentations within each Department
Lunch & Educate sessions	# of Lunch & Educate sessions given # of participants attending Lunch and Educate sessions
ITSM Newsletter	# of ITSM Newsletters distributed
ITIL Foundation Training	# of ITIL Foundation Certified individuals within IT

## Detailed Communication & Training Plan

Communications and training must be carefully planned, delivered and tracked.

The below table becomes a permanent record of what will be and what has been communicated to whom and when.

The type indicates training (T) or communication (C)

Type	Description	Vehicle	Executer	Date / Timing	Frequency	Exec. Sponsor	Steering com.	IT Leadership	Process Manager	Support Staff	IT Staff	Contractors	New Staff	Business	..
<b>On-going</b>															
C	ITSM Program Status and Approvals	Steering Committee meetings	N.N		Monthly	X	X								
C	Process Documentation and ITSM Program information	ITSM Web pages	N.N		Cont. updated	X	X	X	X	X	X	X	X	X	
<b>Communication &amp; Training for 2009</b>															
C T	ITIL Management Overview Presentation	ITIL presentation CMM maturity	N.N		Once			X							
C	Assessment Kick-off Meeting	Presentation by Assessor	N.N		Once	X				X					
C	ITSM Tool Recommendation Presentation	Presentation – decision meeting	N.N		once			X							
C	ITIL Presentation to CEO and CFO	Presenting - why ITIL	N.N												
C	Email note with ITIL Status to IT	Email note	N.N		once	X	X	X	X	X	X	X	X		



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Type	Description	Vehicle	Executer	Date / Timing	Frequency	Exec. Sponsor	Steering com.	IT Leadership	Process Manager	Support Staff	IT Staff	Contractors	New Staff	Business	..
C	Department meeting – ITIL Launch (Launch of ITSM Web page)	Presentation Q&A	N.N		once	X	X	X	X	X	X	X	X		
C	ITIL Process Simulation	Simulation	N.N		once	X	X	X	X						
C	Video describing the ITIL Processes and their Interaction	Video	N.N		As needed, ad-hoc	X	X	X	X	X	X	X	X	X	
C	ITSM Program Overview Presentation	Department meeting	N.N		As needed			X	X	X	X	X	X		
C	ITIL Presentation & ITSM Program Overview	Department meeting	N.N		each department					X	X	X	X		
C	ITSM Program Progress and News	News letter	N.N		Quarterly					X	X	X	X		
C	General ITSM Program & ITIL Information	Poster	N.N		As needed	X	X	X	X	X	X	X	X	X	X
T	ITIL Certification, Fundamentals	Classroom training	External vendor		As needed				X	X					
T	ITIL Practitioner	Classroom training	External vendor		As needed				X						
T	ITSM Tool Training	Classroom training	N.N		As needed				X	X					

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