

Embedding OCM in reorganizations or non- IT systems implementations



Agenda

- Introduction
- Challenges
- Change Management Toolkit
- Project Spotlight: CA DMV Reorganization
- Questions?

Challenges

What the organization faces and what the individuals face

Audience Poll

- Have you ever been part of a reorganization, either as part of the team that was leading the effort or as an employee impacted by a reorg?



The Challenge for Organizations

When approaching a reorganization or other non-IT systems implementation, organizations face several hurdles that can threaten success. People are at the core of each of these factors.



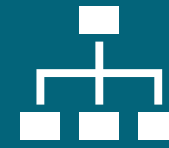
Cultural expectations



Must maintain mission critical operations



Lack of data regarding skills of the workforce



Credibility of change sponsors



Lack of capabilities and resources for implementation



Lack of resources to acquire new skill sets



Hesitation to engage external stakeholders and customers



Legacy siloes

The Challenges for Employees

The brain registers change as pain (nocebo effect), and reorganizations and other non-IT systems implementations can often feel more personal and more threatening

What they fear:

Am I going to lose my job?

I have no control.

What if I don't like my new manager or new team?

What if my job changes so much, I no longer like it?

Will I be able to adjust?

What they say:

This will make things worse

They [Leadership] will do what they want

That team is difficult to work with

We've always done it this way

We tried to change in the past and it didn't work

How Organizations Approach Change

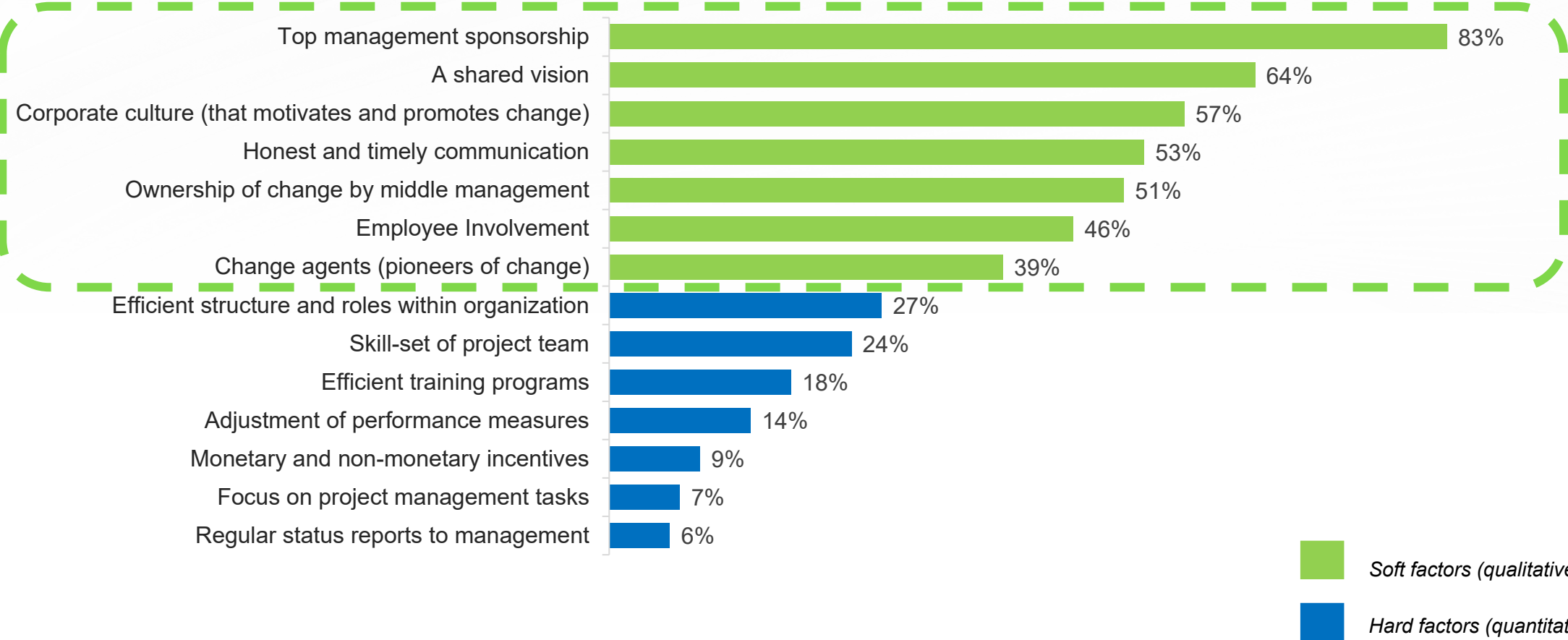
Most organizations tend to focus on Technology and Information when they approach a transformation, but the most impactful areas of investment are People, Culture, and Leadership

Aspect	Average Investment	Impact on Overall Success
<ul style="list-style-type: none"> • People • Culture • Leadership 	<ul style="list-style-type: none"> • 2% • 1% • 1% <p>4%</p>	<ul style="list-style-type: none"> • 20% • 20% • 10% <p>50%</p>
<ul style="list-style-type: none"> • Processes • Structure • Information • Technology 	<ul style="list-style-type: none"> • 2% • 2% • 10% • 82% <p>96%</p>	<ul style="list-style-type: none"> • 15% • 10% • 15% • 10% <p>50%</p>

While less than 5% is invested into aspects that contribute to 50% of the success of major transformations

What Actually Makes Change Successful?

Change is made successful through a combination of 'hard' and 'soft' factors



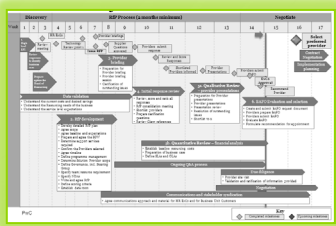
*Source: IBM Making Change Work study

Toolkit

Tools to Consider for These Types of Changes

Tools to Consider

Many Change Management tools are helpful for reorganizations and non-IT implementations, but we have found that opportunities for direct engagement with leaders and stakeholders are most critical for these types of changes



Change Management Strategies and Plans: Approach and guiding documents for a change initiative including vision, roles, governance, resources, activities, tasks and milestones to provide a strong foundation for a transformation initiative.

Workforce Assessment Questionnaire

Interview Date and Time: _____
 Location of Interview: _____
 Interviewer (s): _____
 Interviewee (s): _____
 Job Title: _____
 Organization: _____
 Unit/Section: _____

Stakeholder Management Plan

Stakeholder Name	Role	Impact	Engagement Strategy	Communication Method	Frequency	Start Date	End Date

Stakeholder Analysis and Engagement Tools: Identifies affected stakeholders and needs. Creates robust two-way feedback to allow stakeholders to inform the design and/or priority items. Provides a template for cascading information regarding the initiative throughout the organization. Includes key messages, timelines and sequencing of communications.



Align with Business Align talent operations with strategic priorities.	Identify Differentiators Develop competitive differentiators and define the value proposition.
Adapt Experience Adapt customer engagement concepts to drive the experience.	Leverage Tech & Analytics Leverage technology enablement & data analytics.
Modernize Processes Modernize, simplify, and align processes, practices, policies.	Transform Culture Transform capabilities and governance to drive and sustain new models.

Catalyst Alignment Events: Facilitated workshop to define the change, align leaders and agree upon the guiding principles to underpin actions and decisions of the program. We invited key project stakeholders to validate business objectives and agree to project activities.

Tools to Consider

Change	Impact	Readiness
...
...

Change Impact and Readiness Assessments: Identifies the level and scope of impact for stakeholders affected by the project, including a findings summary and recommended mitigation strategies. Incorporates as-is and to-be gap analysis to determine the degree of change impact and analyzes readiness for adoption across critical dimensions.



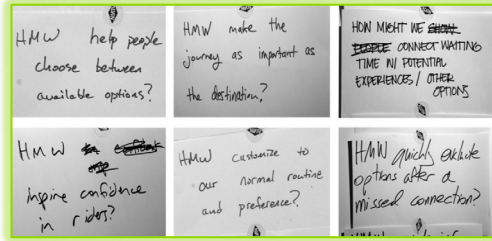
Empathy Map: Documents a stakeholder's environment, what are some of the things he/she sees everyday? What does he/she do? Think? Feel? This exercises helps you synthesize your observations and draw out unexpected insights.

Critical Priority	Owner	Due Date
Additional new TPS staff will need to receive training and mentoring by peers which they are onboard.	Chang	June 10, 2010
Depending on final recommendations for 2% solution and impacts to role / job design, need to determine training requirements.	Amarillas	Q1 2010
Will need to communicate the final recommendations and implications of the 2% solution to all impacted staff members, including any changes to work procedures and/or training requirements (this mitigation action will need to be revisited once a decision has been reached).	Amarillas	Q1 2010
Need to have a JSS in for additional TPS staff no later than May to ensure resources are onboard before go-live.	Chang	June 10, 2010
Once a final decision has been reached for the 2% solution, need to determine the staffing implications and adjust Staffing & Mobility Plans. Determine if there is any impact to the delivery dates of benefits realization.	Amarillas	Q1 2010
Once a final decision has been reached for the 2% solution, need to determine and develop policies/procedures needed to support this recommendation.	Amarillas	Q1 2010
No Change Management Mitigation Actions Identified		
No Job/Role Design Mitigation Actions Identified		

Legend - High Medium Low

Workforce Transition Template: Defines needs to transition the organization to new roles and responsibilities, including training, communications and policy changes. Focuses on designing products and processes to make it easy for the end user to make the transition.

Tools to Consider



How Might We Sessions: How might we' questions help turn problem statement into future possibilities. It also facilitates engagement of everyone and often helps to identify more solutions and approaches.



Journey Map: Documents a stakeholder's journey step by step from the moment they hear about your service/product/process, to when they decide to engage with and use it. Helps identify "love" points and "pain" points.

A Persona Analysis form template. It features a stylized human figure icon on the left. The form includes fields for: Name, Age, Gender, Location, Needs, Goals, Pain points, and Insights. The form is titled 'Persona 1' and has a 'Default Template' button in the top right corner.

Persona Analyses: Identifies different attributes of the audience you are targeting. Using interviews and research conducted to shape personas. This provides structure around who you are targeting and their associated behaviors, attitudes and attributes. (Usually between 5 – 8 personas are identified. Sub-personas may also be revealed).

Open Share

Have you used another tool you would recommend for these types of changes?

CA DMV Reorganization

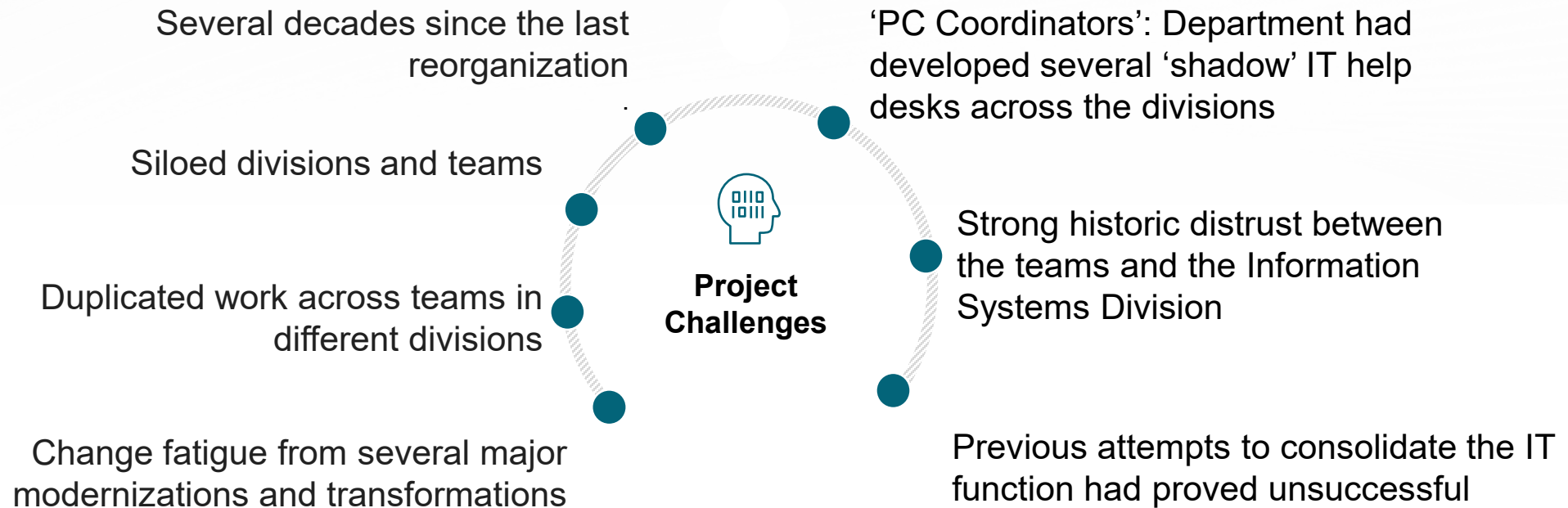
Project Example

The Challenge

The project aimed to modernize the Department's organizational design and create more efficiency and opportunities for career progression

Organization-Wide

Greatest Resistance



Change Management Approach

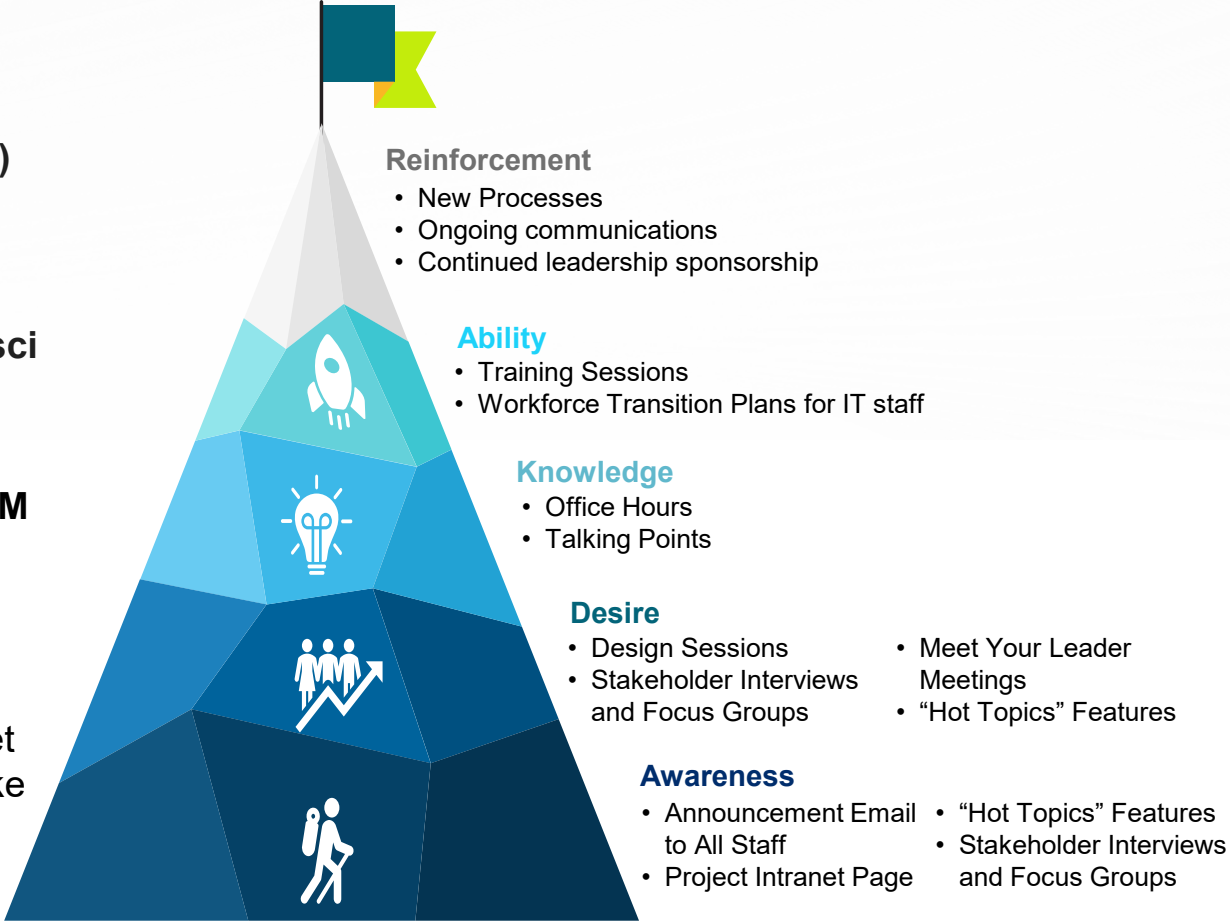
The team leveraged Organizational Change Management (OCM) and utilized Prosci's ADKAR Framework to guide the OCM activities across the Department

To ensure consistent and thoughtful communications and change management, the team developed and implemented a **Communications and Organizational Change Management (OCM) Plan** which identified

- Key stakeholders
- Activities to inform and support stakeholders from the lens of **Prosci Change Management Framework, ADKAR:**

For a separate project, Guidehouse helped the DMV establish its **OCM Network**.

- The OCM Network and Executive OCM Team were important partners throughout this project
- Consistent and ongoing meetings with the OCM Team helped us get real-time feedback on stakeholder readiness and progress and make updates to the plan



Key Change Management Activities

Stakeholder input and embedding ourselves in the organization were the primary keys to success.



Project Outcomes

- DMV was reorganized into a function-based organizational structure.

- Changes impacted over 2,600 staff, including changes to their division, branch, team, and/or reporting structure.

- Help Desk function consolidated, and despite very strong initial resistance, by the time of the move only 5% of staff were dissatisfied with the change.

- Long-term outcomes are yet to be seen, but will continue to be assessed through employee surveys and data metrics, such as service levels for Help Desk tickets.

Questions?

Your Guide

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