Managing the People Side of Change

Organizational Change Management on IT Projects

October 18, 2011
Have you ever… ?

• Felt that Managers who are leading and implementing the change have not heard or been involved in the change?

• Realized during the Blueprint phase that you are not on the right path because lack of key stakeholder involvement?

• Had to delay project implementation because employees are not able to perform in the new environment at the expected performance level?

• Had to work with people after project implementation because they are finding work arounds and reverting to the old way of doing things?
Managing the People Side of Change through OCM

Organization Change Management is a structured process and set of tools for leading the people side of change. Change management is:

A **process** used by project teams to manage the people side of system, process and organizational changes.

A **competency** applied by managers and supervisors to help employees through the transition from the current state to the future state.

A **strategic capability** to increase the organizational change capacity and to accelerate changes with an organization.¹

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Why OCM?

• Whenever an organization is faced with significant changes due to new systems and/or processes; or reduction, reorganization or consolidation of services or workforce, the pressures of change create stress for those within the organization.

• Every employee – including the leaders – will feel differing levels of stress, pressure, anxiety and even excitement as changes unfold.
Manitoba’s Organizational Change Management Framework

• OCM framework is based on Prosci’s Change Management Process and the ADKAR® model

• ADKAR model describes the five goals that an organization must achieve in order to manage the people side of change successfully.

  Awareness of the need for change
  Desire to support and participate in the change
  Knowledge on how to change
  Ability to implement required skills and behaviours
  Reinforcement to sustain the change

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Objectives of Manitoba’s OCM Program

Enable
Departments to manage change effectively using a formal OCM process.

Identify
Identify and establish OCM as an important component to the many government of Manitoba projects and initiatives.

Provide
Consistent framework and approach to OCM.

Build
OCM competency within the Government of Manitoba.

Increase
Probability of project success and organizational success by actively managing change so that change is better and more quickly accepted, adopted and associated resistance is managed.
OCM on IT Projects

• Business Transformation & Technology (BTT) provides consultation and guidance to Departments on OCM activities to successfully support their staff in times of change.
  ➢ OCM Program provides Departments with assistance, coaching, instructions, templates and guidelines to effectively transform their operations.

• In projects where procurement for professional services are required, we have included OCM as a deliverable in all of our Request for Proposals.
  ➢ BTT works closely with these External vendors. This allows for a consistent approach towards delivering OCM.
OCM on IT Projects

For successful project implementation the following elements are included:

- Projects are governed by a Steering Committee made up of executive leaders which provide strategy and direction for the project;

- Projects are structured around our project management methodology to ensure project deliverables are met on time and on budget;

- OCM activities to help employees transition from the current state to the desired future state.
Executive Leadership

The #1 contributor to change success is active and visible backing by the leadership throughout the change.

Executive Leadership: Employees look to senior leaders for messages that say these leaders fully back the change and that there are no questions - the change is a priority and there is total commitment to the change.
Business Transformation and Technology: Managing the People Side of Change
OCM Integrated with Manitoba’s Project Management Methodology

Business Transformation and Technology: Managing the People Side of Change
OCM Work Streams

• **Change Network**
  - Educate OCM Team
  - Educate Change Network

• **Sponsorship / Senior Leadership Engagement**
  - Change Champion Network
  - Ongoing Steering Committee meetings

• **Communications**
  - Stakeholder and Business Impact
  - Change Readiness
  - Key Messages
  - Detailed Communication Plan
  - Two-way communications – Feedback surveys
OCM Work Streams

• Coaching and Resistance Management
  ✓ Conduct ADKAR® assessments
  ✓ Collect and Analyze Feedback
  ✓ Coach Managers
  ✓ Implement Corrective Action
  ✓ Celebrate Successes

• Training
  ✓ Training Curriculum: Role Based
  ✓ Training Delivery: Live meetings, recorded videos, job aides, classroom, Train the Trainer
  ✓ Collect and Analyze Feedback
  ✓ Celebrate Successes

• Reinforcing Change
  ✓ Diagnose Gaps and Manage Resistance
  ✓ Implement Corrective Action
  ✓ Additional Training and support
  ✓ Celebrate Successes

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Closing Thoughts

• Change management focuses on the ‘people side’ of organizational change.

• Change management involves both an individual and an organizational perspective.

• Change management requires action and involvement by leaders and managers throughout the organization.

• Change management and project management are both tools that support project benefit realization – project management is the ‘technical’ side and change management is the ‘people’ side.

• Change management is most effective when it is launched at the beginning of a project and integrated into the project activities.
People adopt/adapt to change at a different pace!

“Some people change when they see the light, others when they feel the heat.”

Caroline Schoeder

Business Transformation and Technology: Managing the People Side of Change
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