

Leading Practice: Approaches to Organizational Change Management



Abstract

This document provides recommended approaches to organizational change management (OCM) when implementing CA Project and Portfolio Management (CA PPM). Success of any PPM implementation often hinges on the readiness of the organization to embrace changes often brought about from implementing new technology, new or revised business processes, and/or changes in people's roles. This paper offers guidance to prepare, plan, and manage these changes, and integrate them into an overall PPM implementation strategy.

Before beginning a PPM initiative, best practice recommends conducting an organizational assessment to provide the roadmap that leads to the specific change goal(s). CA Services can work with organizations to develop a Value Realization Roadmap which focuses on bringing key stakeholders together to outline a PPM strategy aligned to organizational priorities, and identify the best path to get there. These goals should be well communicated and agreed to by the change sponsors prior to starting the PPM initiative.

Concepts

The following concepts are discussed in this paper:

Concept	Definition
OCM Model	ITIL defines OCM as: "A framework for managing the effect of new business processes, changes in organizational structure, or cultural changes within an enterprise."
Critical Success Factors	Key factors that influence change, and critical successful factors for implementing OCM
Tips and Techniques	Suggested OCM tips and techniques to employ when implementing PPM
Human Response to Change	Relationship between " <i>How I feel</i> " (commitment) and <i>Adoption</i> (over time)

OCM Model

There are many OCM methodologies in the marketplace; however, most share four common concepts:

1. Preparing for change
2. Planning for change
3. Managing change
4. Monitoring change

Preparing for Change

Assessing the impact of change on people, process, and technology, as well as on the whole organization.

CA PPM brings value to an organization by driving operational efficiencies within the organization's project and portfolio management processes, through automation and integration. This often means retiring spreadsheets and other back office processes which may have a direct impact on the way project managers plan and manage projects, requisition staff, report status, and so on. Project team members may be required to track time for the first time, or in a new way. Resource managers gain visibility into the workload of their teams for more efficient capacity and demand planning, but may be faced with new methods of collaborating with project managers. An effective OCM strategy incorporates ways to assess which processes will change, who will be impacted, and the degree of impact. Equally important, it seeks to understand the capacity of the organization for change which often involves behavioral attitudes of those impacted, other competing interests, and priorities of leadership. It should also assess historical successes and failures when implementing new systems or processes.

Planning for Change

Developing actionable campaign strategies to raise awareness of PPM goals, mitigate adverse impact of change identified in the assessment process, and manage other challenges which may surface during implementation.

Effective OCM strategies focus on gaining sponsorship, communicating roles and responsibilities, countering resistance, prioritizing competing business interests, developing metrics for success, and effectively communicating the PPM vision and value proposition. Weeks and months are often spent on designing and implementing the PPM solution, with training treated as an after-thought. It is essential to develop a comprehensive training strategy that focuses on preparing people for how their day-to-day jobs will change, and equipping them with the skills to effectively perform their jobs in the to-be state.

Managing Change

Execution and follow-up on awareness and campaign strategies, plus tracking and reporting on readiness throughout the implementation.

An effective OCM strategy takes a proactive approach to managing change instead of a reactive one closely monitors progress and behavior. Let people know early on that change is expected. The customer should engage both enthusiasts and critics in the process, if possible. This strategy often turns critics into the best champions. Individuals and groups should be rewarded for taking ownership of their roles and responsibilities, and for being champions of change.

Monitoring Change

Executing a transition campaign strategy which includes managing and controlling the effects of change after the PPM solution has been deployed.

An effective OCM strategy ensures subject matter experts/advisors are available in a timely manner to assist people with new roles and responsibilities, and to ensure a smooth transition. Having an intranet or other social media site with FAQs, tips, and other training resources is helpful. On-going reviews at regular intervals should be planned to assess whether desired outcomes are being achieved, including how well people have adapted to the changes brought about by the deployment of CA PPM. Strategies for correcting any defects and/or adjusting processes should be planned and communicated. Equally important: Don't forget to celebrate and reward success all along the way!

Critical Success Factors

Experts agree that OCM should be managed as a project or program. The following best practices apply to OCM overall and are not specific to PPM.

Key Factors Influencing Change

- Implementing change management plans will profoundly affect the organization and its people
- “Why” is more important than “what”
- Effective change management can enable more successful outcomes for projects
- Strong leadership and transition advocates are essential
- Best practice recommends an organizational assessment to provide the roadmap
- Strategies will be based on customer specific needs.

Seven Critical Success Factors

1. **Vision.** Make sure the vision statement embodies the purpose of the change
2. **Organizational readiness (maturity).** Complete assessments of culture with respect to project management, HR policies, legal, and skills before deciding to implement the change
3. **Sponsorship.** Be certain that strong and sustainable sponsorship for the change will remain in place during the crucial period of the change
4. **Communications Planning.** Create a comprehensive communications plan for the change initiative
5. **Transition Planning.** Create a strong transition plan to manage the change process
6. **Training.** Make sure that all affected members of the MCIC organization are trained on their new duties, responsibilities, and work tools before they are asked to perform under the new structure, business rules, and processes
7. **Sustainment.** Ensure that a strong sustainment process is in place to perpetuate the change

Tips and Techniques

Preparing for Change

- Document functions and roles impacted; develop a value proposition for each stakeholder impacted
- Interview key stakeholders including executive sponsor, other leadership, project and program managers, portfolio managers, resource managers, team members, and other targeted roles. (Note expectations, attitudes, concerns)
- Where possible, assess history and lessons learned from the customer's prior system implementations (what went well, poorly, how well change was received/managed); were prior implementations viewed as success or failure – why; contributing factors

Planning for Change

- Ensure executive sponsorship; look for ways to proactively engage the sponsor throughout the project; identify and engage other project champions
- Develop communications plan
- Develop readiness checklist
- Develop training strategy
- Develop metrics (how to know if successful)
- Develop time-phased functional roadmap that aligns deployment of PPM functions to customer's business priorities and capacity to absorb change

Managing Change

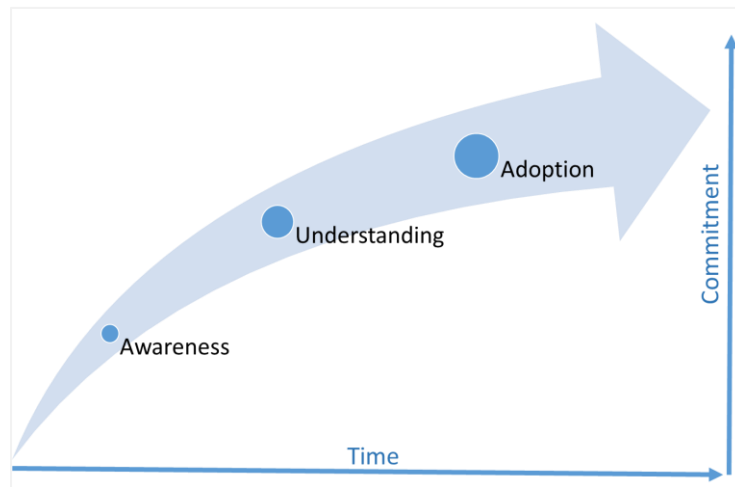
- Communicate the vision, goals, roadmap, and value proposition to all stakeholders; reinforce on a regular basis; Lead every design session with core objectives for that phase
- Develop a one page Executive Sponsor Readiness Status Report (with GYR key performance indicators); report monthly; share with entire team
- Weekly status meeting with core team members; monthly status with all stakeholders; one-on-ones with executive sponsor; one-on-ones with champions; leverage champions to do design presentations; tool demonstrations
- Develop release notes describing the changes, who is impacted, and include other training materials with a focus on both technology and process changes; develop coaching tips
- Avoid negative talk and watch for other roadblocks; accentuate the positive; build team relationships; know when to escalate to sponsor
- Establish helpdesk; leverage subject matter experts and/or coaches during stabilization period, typically 2-3 weeks.
Conduct daily 15-minute triage calls for first five days, or until stable
- Conduct knowledge transfer with helpdesk and other support staff

Monitoring Change

- Capture lessons learned
- Conduct 3 month, 6 month, 1 year review. Assess value realization based on earlier metrics, impacts of changes
- Deliver refresher training as needed
- Refine and respond in a timely manner to issues and necessary revisions
- Reward success

Human Response to Change

Woven into the fabric of OCM is human response to change. Experts agree that there is a direct correlation between time and stakeholder commitment (see diagram below).



Most projects incorporate training that succeeds in generating awareness and an acceptable level of understanding. An effective OCM strategy drives for adoption; however, it also becomes increasingly more difficult to build adoption when resistance is left unmanaged in the beginning, where there are many defects, confusion around process, and/or poor training. By properly setting and managing expectations, employing ways to effectively communicate and manage resistance, stakeholders are much more likely to embrace the changes and remain committed.

This paper has focused on leveraging key OCM practices when implementing CA PPM.

Authored by CA Services