briljent

CHANGE MANAGEMENT

ASSESS CHANGE
READINESS

CREATE A CHANGE
MANAGEMENT PLAN

MONITOR/MANAGE
CHANGE

IMPLEMENT
THE PLAN
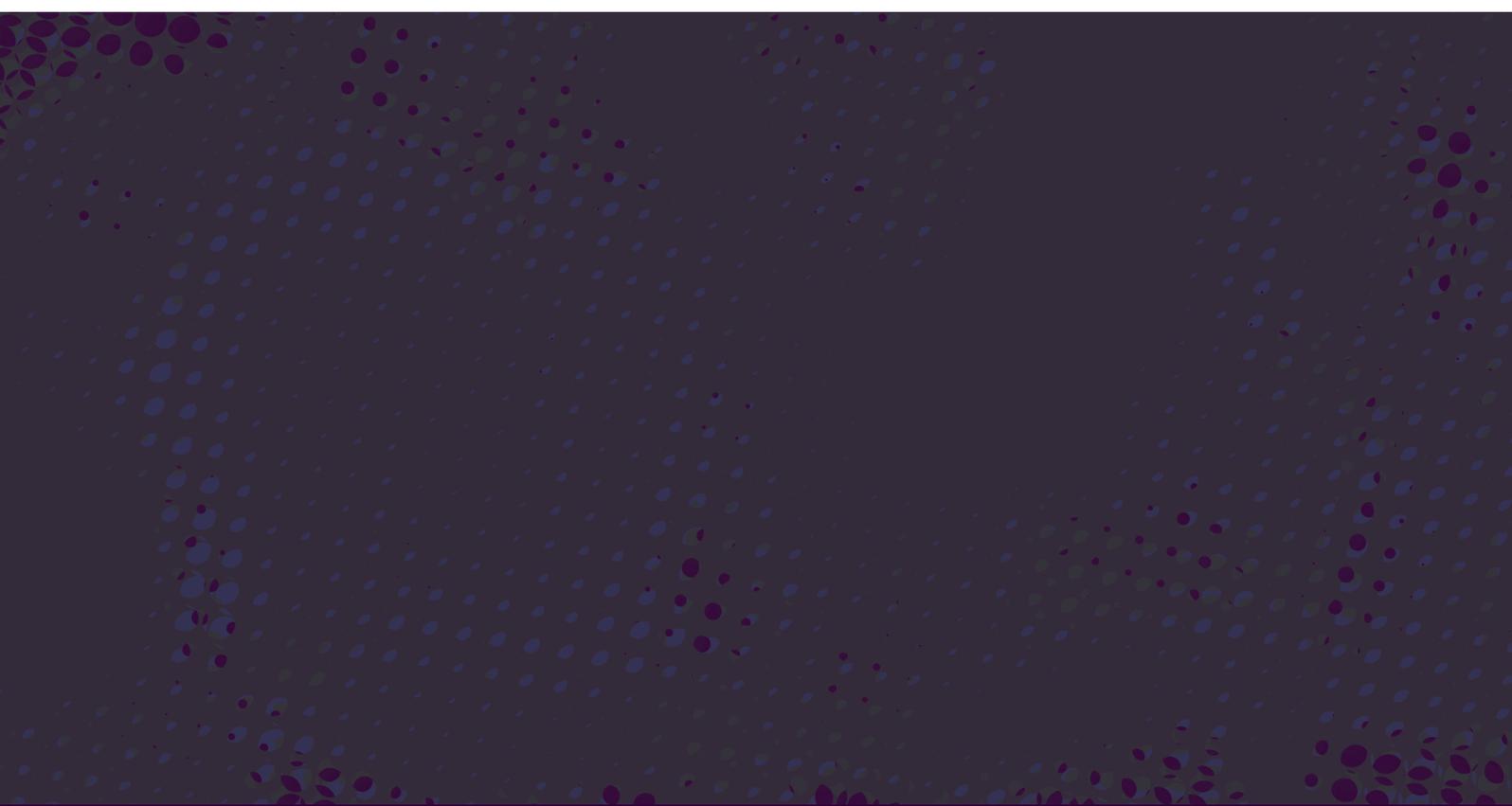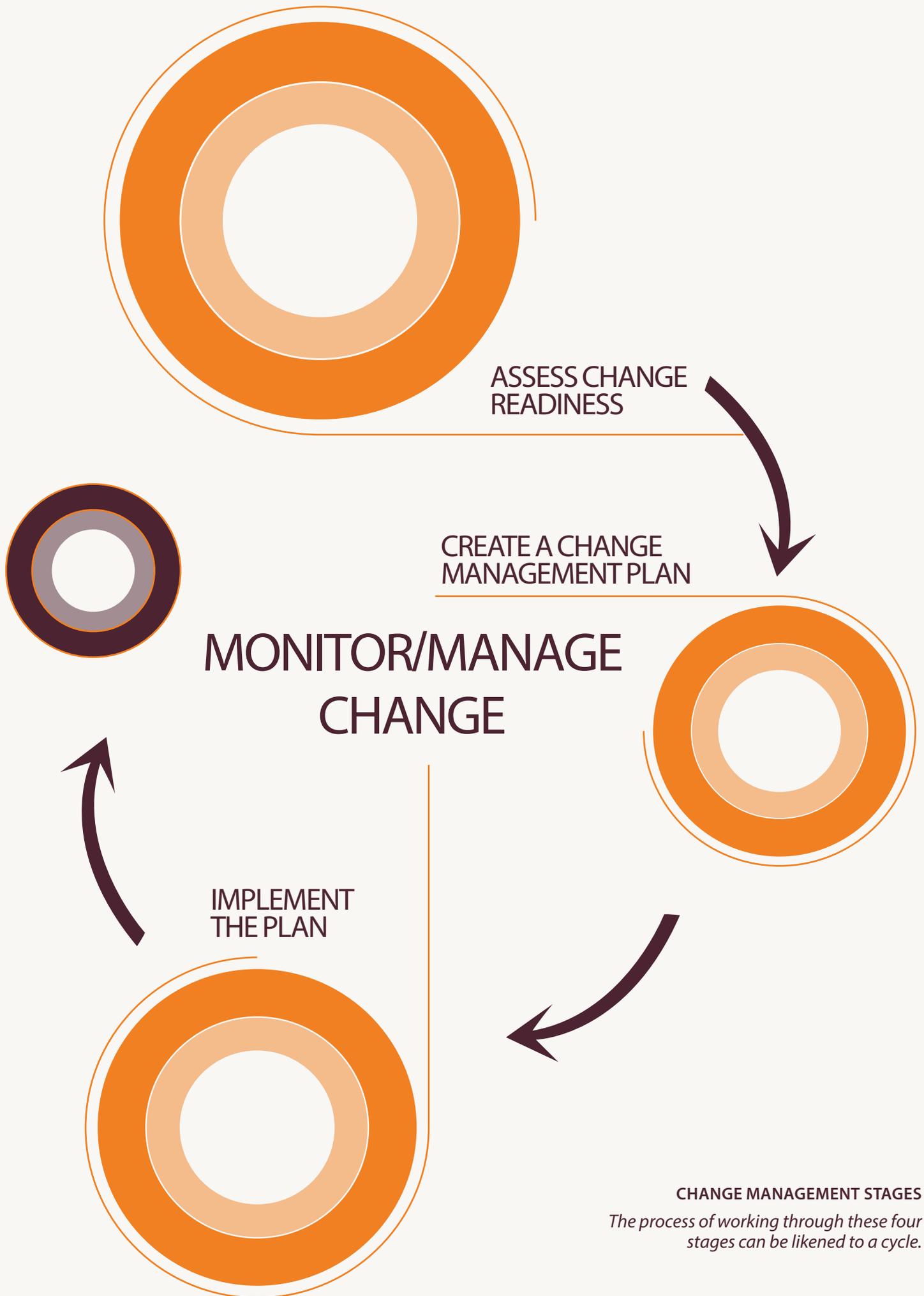
CHANGE MANAGEMENT STAGES

*The process of working through these four
stages can be likened to a cycle.*

CHANGE READINESS

The following steps assess an organization's pre-disposition to accepting new initiatives and processes.

Vision or Business Need: Clarify and Articulate
An organization must have a clearly defined and articulated vision or business case for the change. If one has been created, it will be used as part of a robust change management process. If one does not yet exist, a compelling business case must be created to drive the change. The business case is comprised of a high-level discussion of the problem for which the change is designed to solve (and/or the opportunity being explored). It also consists of central benefits of the change and strategies for minimizing organizational stress as the change is implemented. These "talking points" are the backbone of the change effort and should be internalized by leaders throughout the organization in order to speak to the change in a powerful way.

People: Define Internal and External Stakeholder Needs
Conducting a complete stakeholder analysis, plotting the needs of all stakeholder groups (internal and external), as well as their communication styles/preferred communication channels, is critical to stakeholder satisfaction. This information forms the cornerstone of an effective communication plan and ensures effective collaboration during the planning and implementation phases. This analysis allows the change agents to convene stakeholder groups and gather input, a useful tool for enrolling them in the change process.

Climate and Culture: Assess Openness and Style
Assessing openness to change helps determine the appropriate change management approach needed for success. If there is anxiety related to the changes, a stronger approach to change management is needed. It is also necessary to assess learning styles to determine what types of learning interventions will be the most effective. **Refer to the Briljent Resistance and Information Matrix (BRIM) on page 6 for an overview of how strategies can be modified and strengthened, depending upon the needs of the audience.**

Technology & Systems: Determine the Scope of Systems Changes
An assessment of the difference between current technology and end-state technology aids in determining the appropriate level of change management needed. In order to maximize time and effort, it is necessary to assess the available documentation for current systems to determine how much material must be created to facilitate the mastery of new technology.

Leadership: Assess Levels of Support
Effective change implementation requires the attention and support of leadership. Assessing leadership resources available, and the willingness of leadership to participate, can suggest key change management directions for engaging leadership. Championing, modeling, and messaging are examples of best practices.

Overall Scope: Evaluate and Plan
Target audience size and location have an impact on a change management plan. In addition, behavioral analysis can reveal gaps between current and desired future state behaviors. By assessing these factors, an effective change management plan can be created based on relevant group characteristics.

CHANGE MANAGEMENT PLAN

The following steps create a set of strategies used during the change process to ensure the target audience is appropriately involved, has the information and tools needed to respond to change requirements, and can fully communicate any concerns or issues that might come up as the result of change.

Training

Effective change management usually contains a training or skill-building component. Leveraging existing materials or creating instructor-led training, technical documentation, and eLearning programs ensures employees have the appropriate resources when the change is rolled out. Training content can be provided in a stand-alone format, or woven into other programming, to help employees learn skills for coping with the change. Change management messages can and should be incorporated into the training programs so that all employees understand "why" as well as "how." Giving stakeholders the chance to work through resistance in a training setting can provide tangible benefits in terms of "buy-in," as well.

Communication

Communication across stakeholders is critical to successful change management. With a master communication strategy in place, and content and messaging clearly outlined, the organization can talk about the benefits and requirements of change in a compelling and motivating way.

A master communication plan includes the following:

▶ Meta-messages or key themes about the change

▶ Talking points for leaders

▶ Agendas for staff meetings

▶ E-mail messaging for clients, employees, and others

Stakeholder Involvement

Stakeholders become change champions when their concerns are heard and addressed through the use of facilitated sessions or private meetings. The more important the stakeholder (or group), the more aggressive the involvement strategy must become.

Technology

Briljent can perform business requirements gathering, recommend off-the-shelf solutions, or partner with other technical experts to ensure a powerful technology solution is ready to meet the organizational need.

TRAINING

COMMUNICATION

STAKEHOLDER INVOLVEMENT

TECHNOLOGY

OPERATIONAL IMPROVEMENT

SUPPORT & BUY-IN FOR THE CHANGE INITIATIVE

Operational Improvement

Operations must be modified to support change. It is critical to develop operational solutions that map back to the defined business issue, and project-manage the operational improvement to successful completion.

IMPLEMENTING THE PLAN

The following steps incorporate a set of strategies which insure that the spirit of the change management plan is maintained during execution, while acknowledging that the process may reveal a need for course corrections to increase change acceptance.

A high level of agility is required during the implementation phase. Change team members must be prepared to be flexible with implementation while keeping to the spirit of the change management plan as it unfolds. Managing this tension between holding onto the plan and letting go of some aspects results in creating workarounds for certain strategies, extending or contracting time lines, and rearranging some key elements, all while making sure that the values of involvement and information that inform the plan are maintained.

Project Management
A key aspect of change implementation is strong project management. Project managers must identify key dependencies and place them on a time line in a project management system. This process allows the project manager to anticipate and proactively prepare for surges and shifts, rather than merely reacting to them by applying extraordinary effort.

Feedback Loops
The change management plan must include a variety of touch points or process checks. These process checks provide information about areas where adjustments to the plan might be needed. Whether input comes from a focus group, in a training class, or in a leadership working session, a system for collecting, assessing, and deciding how to use feedback about the change and its impact must be in place.

Execution
Successful implementation of any change management plan is related to its capacity for agility and whether it can turn on a dime, as needed. It is necessary to establish flexible partnerships to create nimble execution plans, leading to implementation of beneficial changes and added value as the change process unfolds.

Becoming an Adaptable Organization: Positioned to Deal With Future Changes in Ways That Create Advantage, Minimize Risk, and Sustain Performance
An organization reaches the final stage in change management when it applies the principles of effective change management not only to a single project, but also allows those principles to become values that guide and direct organizational life on a day-to-day basis. Many of the skills an organization and its employees develop over the course of an effective change process can be re-purposed via knowledge transfer. The initial change effort then becomes a lighthouse project, demonstrating the power of stakeholder voice and collaborative action, and lighting a route to a new way of thinking for the organization. Briljent can transfer the skills of change leadership to an enterprise so the organization becomes adaptable to change at its core. In this way, it develops an ongoing ability to demonstrate both balance and coordination.

THE ADAPTABLE ORGANIZATION DEMONSTRATES THESE CHARACTERISTICS:

Usable information and predictive data

High standards for timeliness and quality

Performance consistently exceeding standards

Clear channels of collaborative communication

Streamlined process and reduction in cycle time

Excess resources applied to activities that add value

BRIM

BRILJENT RESISTANCE AND INFORMATION MATRIX

	LOW INFO	**HIGH INFO**

HIGH RESISTANCE

STAKEHOLDER INVOLVEMENT	Frequent structured opportunities to learn and give input; clear feedback loops
COMMUNICATION	Regular informative and persuasive informal communications, including e-mails, newsletters, and discussions in staff and special meetings
TRAINING	Training with business context emphasis on change adoption
LEADERSHIP SUPPORT	Visible and repeated support from senior leaders, informing and emphasizing the business case

STAKEHOLDER INVOLVEMENT	Frequent structured opportunities to give input
COMMUNICATION	Frequent and persuasive informal communications, and frequent discussions in staff and special meetings
TRAINING	Training with high emphasis on change adoption
LEADERSHIP SUPPORT	Visible and repeated support from senior leaders, emphasizing the business case

LOW RESISTANCE

STAKEHOLDER INVOLVEMENT	More frequent informal opportunities to learn about the change; input gathering as needed
COMMUNICATION	Frequent and informative informal communications, including e-mails, newsletters, and discussions in staff meetings, emphasizing FAQs
TRAINING	Training with business context emphasis on change adoption
LEADERSHIP SUPPORT	Coordinated support from leaders, especially subject matter experts, with high information focus

STAKEHOLDER INVOLVEMENT	Informal opportunities to learn about and give input on the change
COMMUNICATION	Occasional and informative communications, including e-mails, newsletters, and discussions in staff meetings
TRAINING	Training with appropriate references to background and business case
LEADERSHIP SUPPORT	Coordinated support from leaders, especially line managers, informing and disseminating the business case

CHANGE STRATEGIES

Change strategies will vary depending upon how much or how little resistance and knowledge about the change are present in the target population. Once those levels have been assessed, a more (or less) robust change management approach is developed. In this sample model, the change strategies include stakeholder involvement, communication, training, and leadership support.

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EXPERIENCE

BRILLIANT POSSIBILITES

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