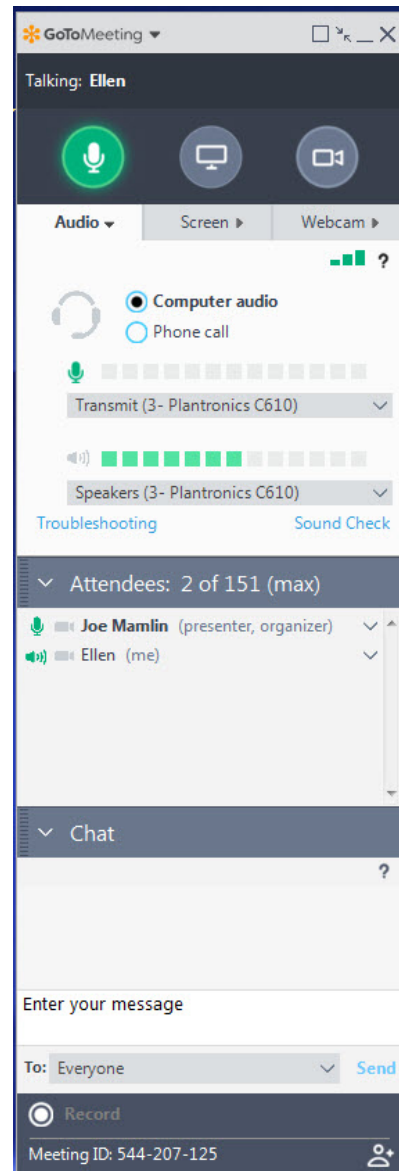




WICSEC

WESTERN INTERGOVERNMENTAL CHILD
SUPPORT ENGAGEMENT COUNCIL

GoToMeeting Panel



Change Management: An Unusual but Effective Tool for Customer Service



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- The objectives of this session are to provide each attendee with:
 - ✓ An initial understanding of OCM
 - ✓ An initial understanding of the difference between individual change, organizational change, and enterprise change management
 - ✓ Awareness of how customer service increases when excellent OCM is applied to change initiatives

A few definitions:

- **Organizational Change Management (OCM)** is a customized approach to transition individuals and organizations through organizational changes to increase a project's or enterprise initiative's success.
- **Enterprise Change Management** is the organizational core competency embedded in an organization.
- **Sponsorship** is the active and visible engagement of a senior leader in the role of chief champion of change.

- Supporting projects without and with OCM
 - ✓ Experience
 - ✓ Knowledge
 - ✓ Change

Common Myths About OCM

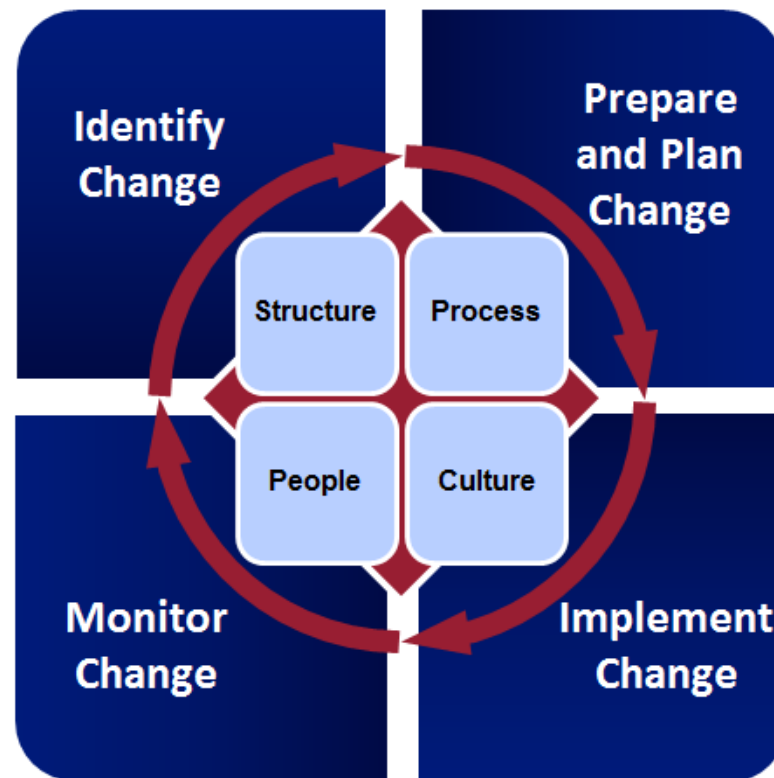
- Myth #1: OCM focuses only on communications and training
 - ✓ Truth: OCM also includes sponsorship, coaching, and reinforcement
- Myth #2: OCM focuses solely on end-users
 - ✓ Truth: OCM also focuses on sponsors and leaders at all levels
- Myth #3: You need to be an OCM specialist to practice OCM
 - ✓ Truth: Any person who interacts with people and change can practice OCM
- Myth #4: You must be a “touchy-feely” type to practice OCM effectively
 - ✓ Truth: Any personality or behavioral style can practice OCM effectively

Common Myths About OCM

- Myth #5: People don't like change
 - ✓ Truth: What people don't like is poorly planned and poorly managed change
- Myth #6: OCM work is primarily “soft stuff” which can't be measured
 - ✓ Truth: “Soft stuff” can in fact be measured via interviews and surveys
- Myth #7: Adding OCM activities into the project schedule will slow us down
 - ✓ Truth: When OCM activities are aligned with the project's critical path, there is increased likelihood that the project will stay on schedule

Why OCM?

- To provide a framework for managing the effects change initiatives (new systems, processes, and structures) will have on individuals, customers, and the organization.



- **Increase** the probability of project success
- **Capture** people-dependent return on investment (ROI)
 - ✓ i.e., user acceptance and utilization of the change to achieve the expected results
- **Shorten** the transition cycle to adoption
- **Inspire** people to take action
- **Manage** employee resistance to change

Purpose of OCM

To provide stakeholders, both internal and external, but especially employees and customers, with:

- ✓ a clear vision of why the change is occurring
- ✓ the benefits of the planned change
- ✓ the way change is going to be implemented
- ✓ **how the change will impact them**

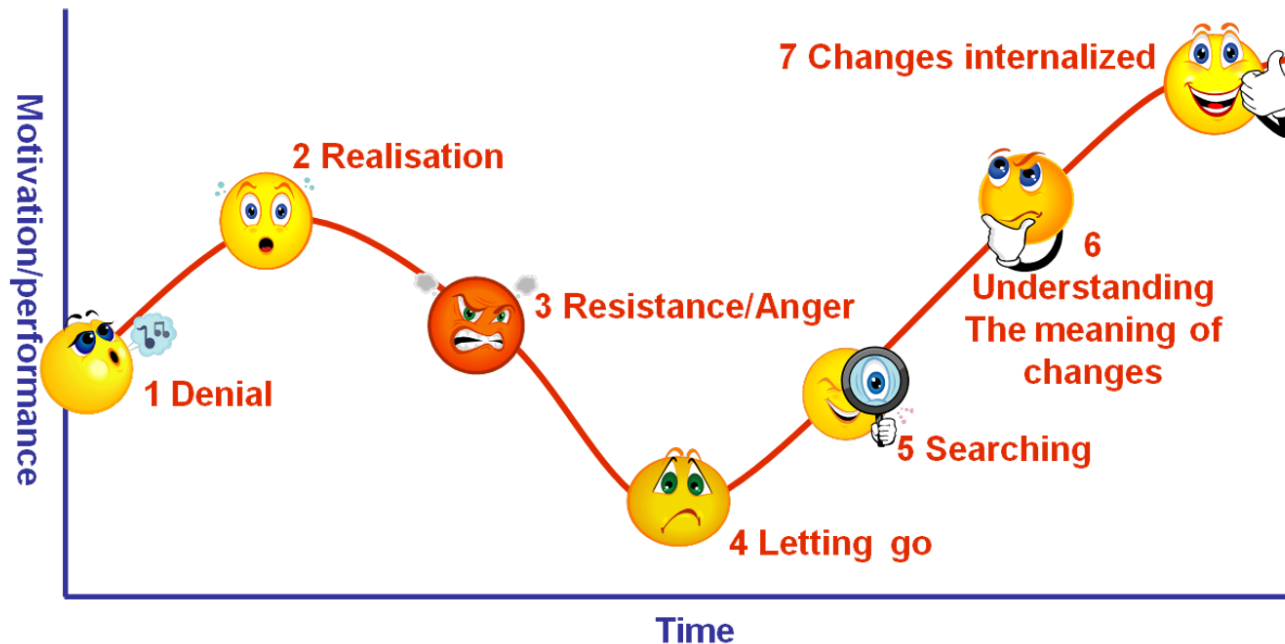
and then....

...apply strategies to
assist them in
**managing the
change**

Individual Change

- The main objective of OCM:
 - ✓ To assist people as they transition from the current state to a new future state
 - ✓ Reducing the effects of the change curve

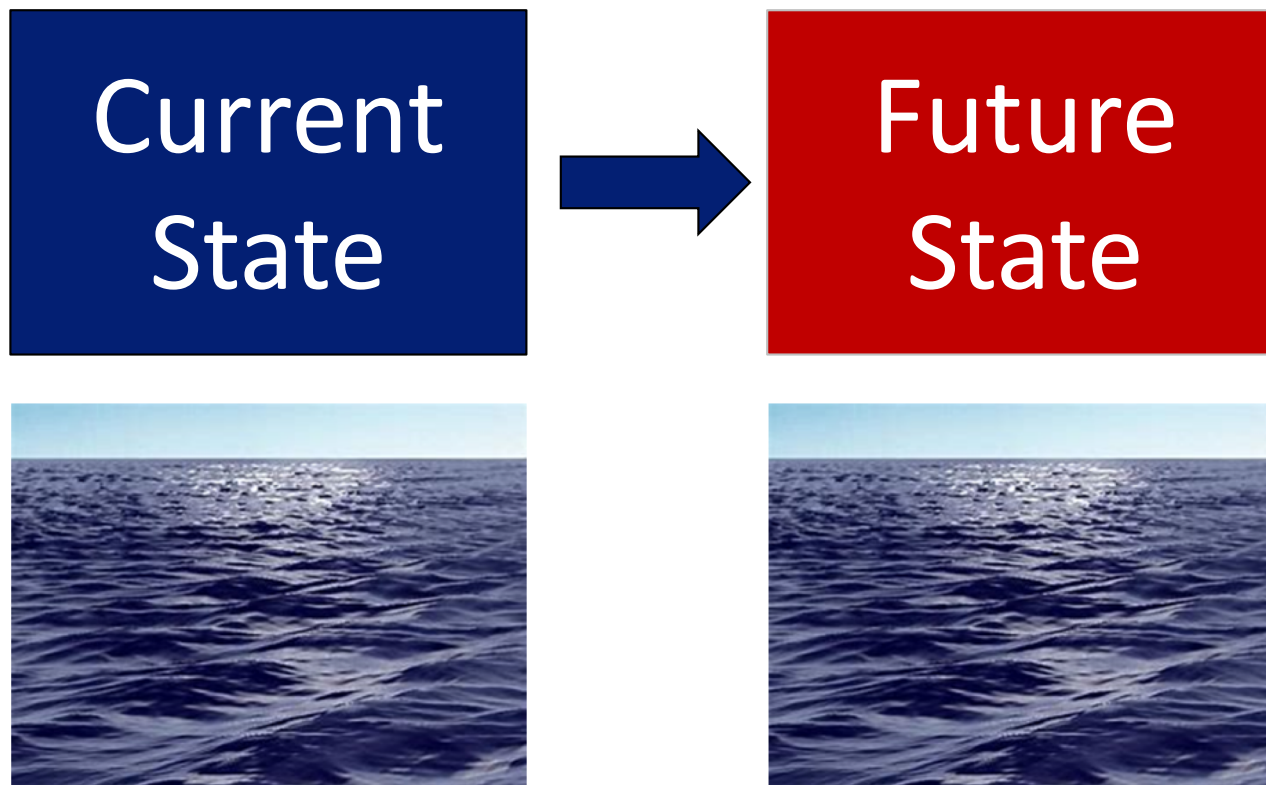
Human Nature and the Change Curve



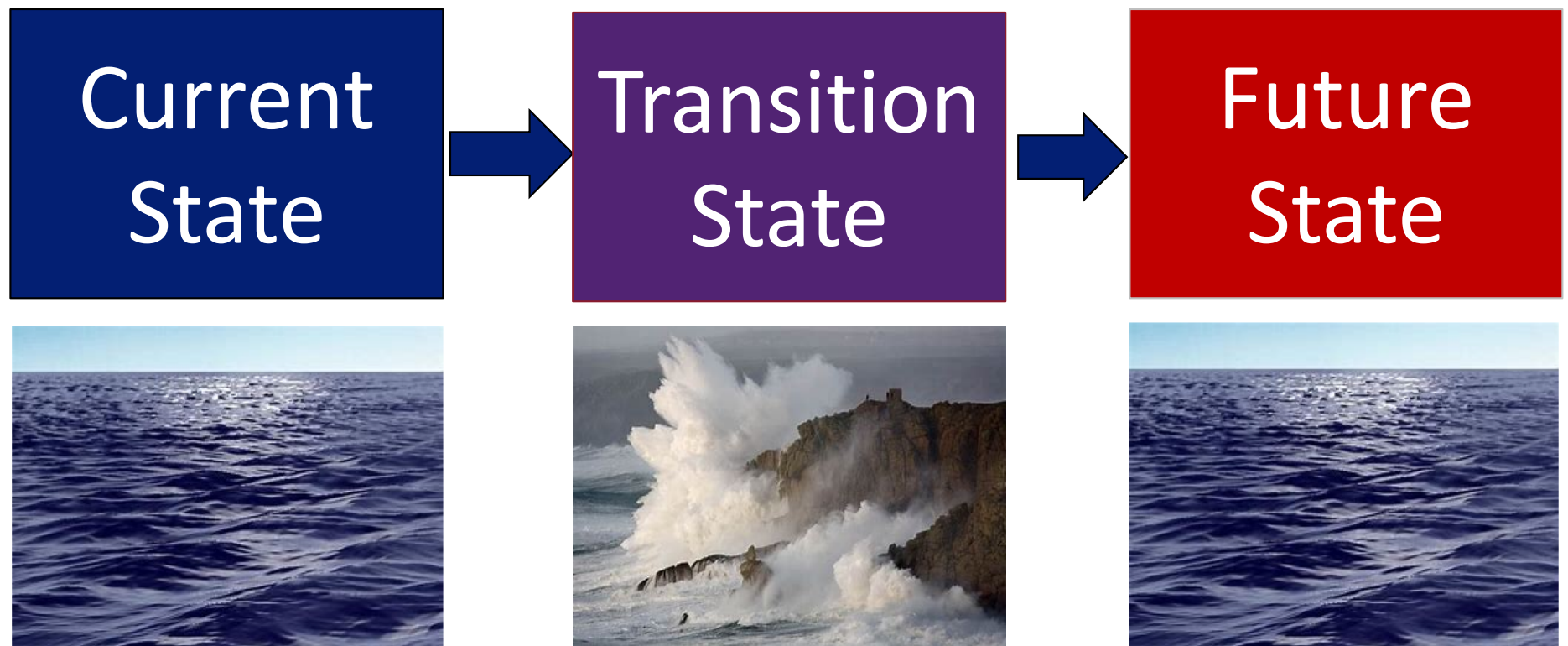
Human nature is predictable.

People will experience a variety of emotions all along the change curve.

The States of Individual Change



The States of Individual Change



Individual Change Impacts Organizational Change

Organizational and Individual Change

Organizational Change

**Current
State**

How things are
done today

**Transition
State**

**Future
State**

How things will be
done tomorrow

Individual Change

**Current
State**

How I do my
job today

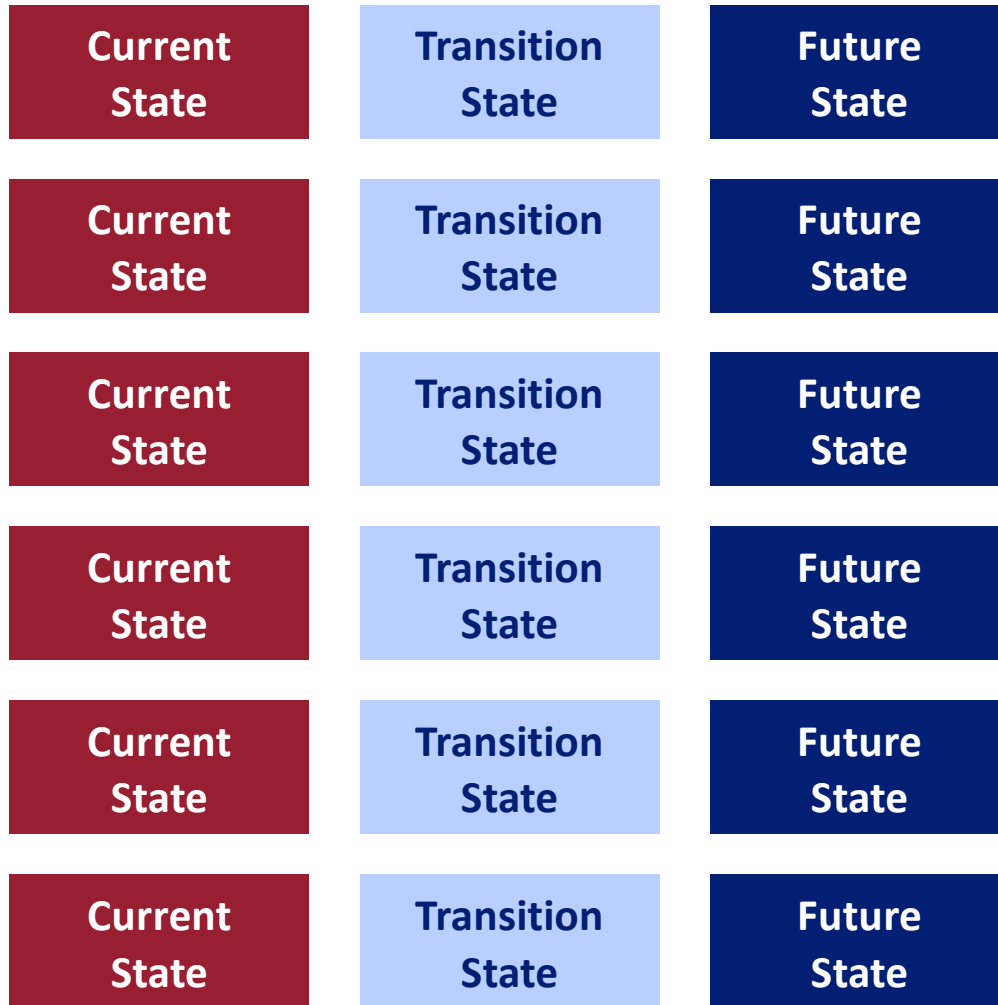
**Transition
State**

**Future
State**

How I will do my
job after the change
is implemented

Individuals Create Organizational Change

Individuals



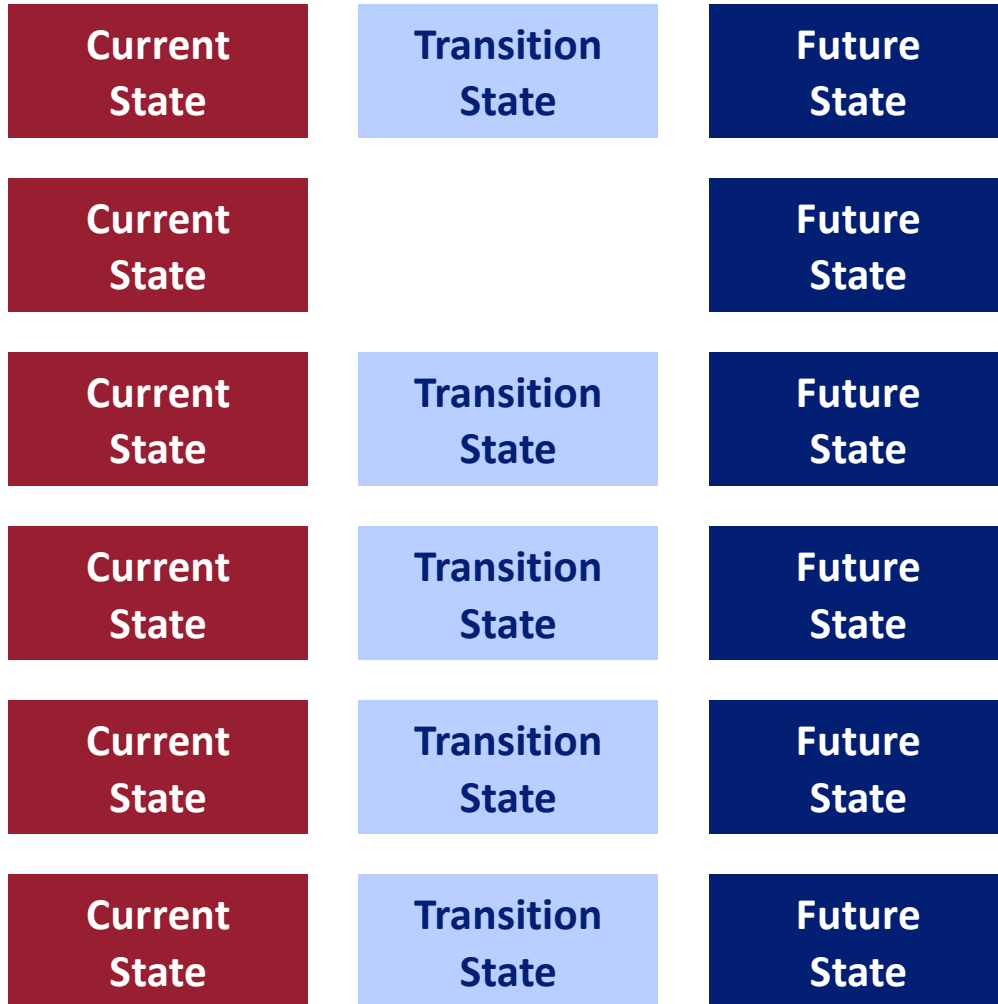
Organization



Remember, organizations don't change... it's the people in the organization that change!

Individuals Create Organizational Change

Individuals



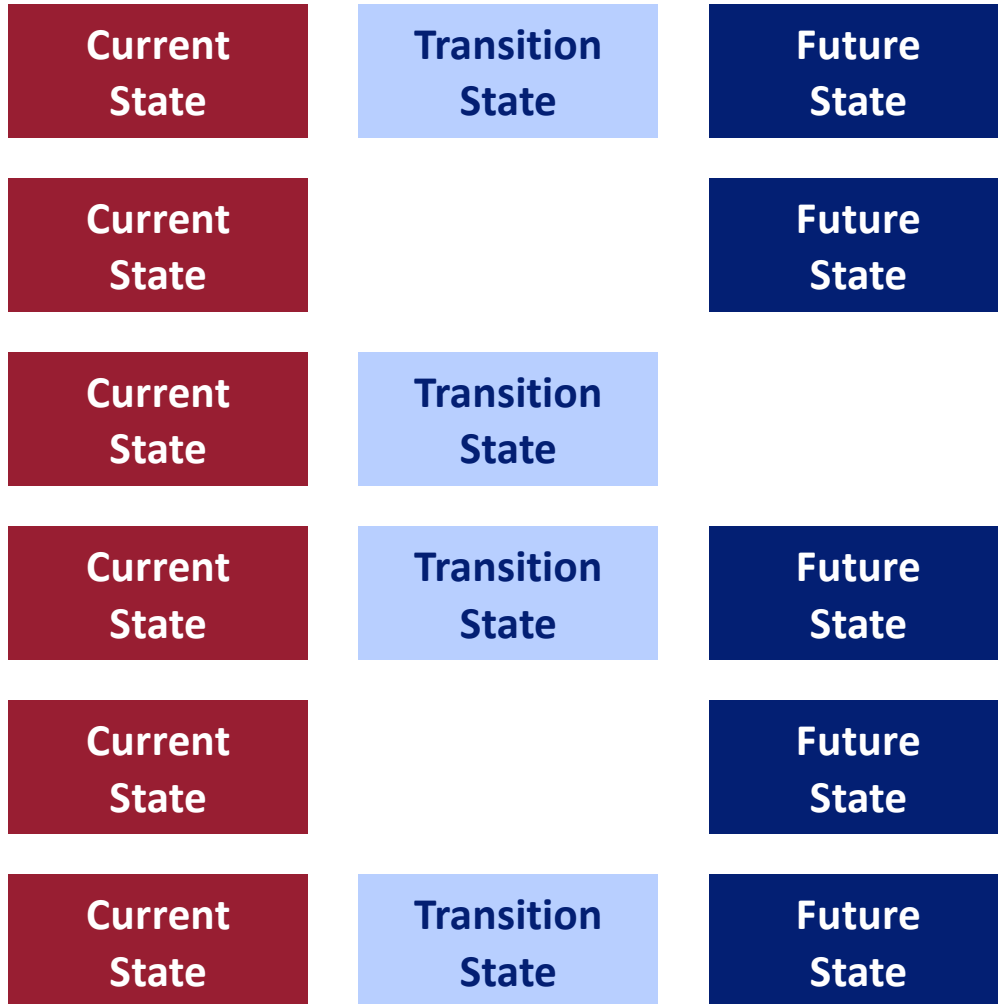
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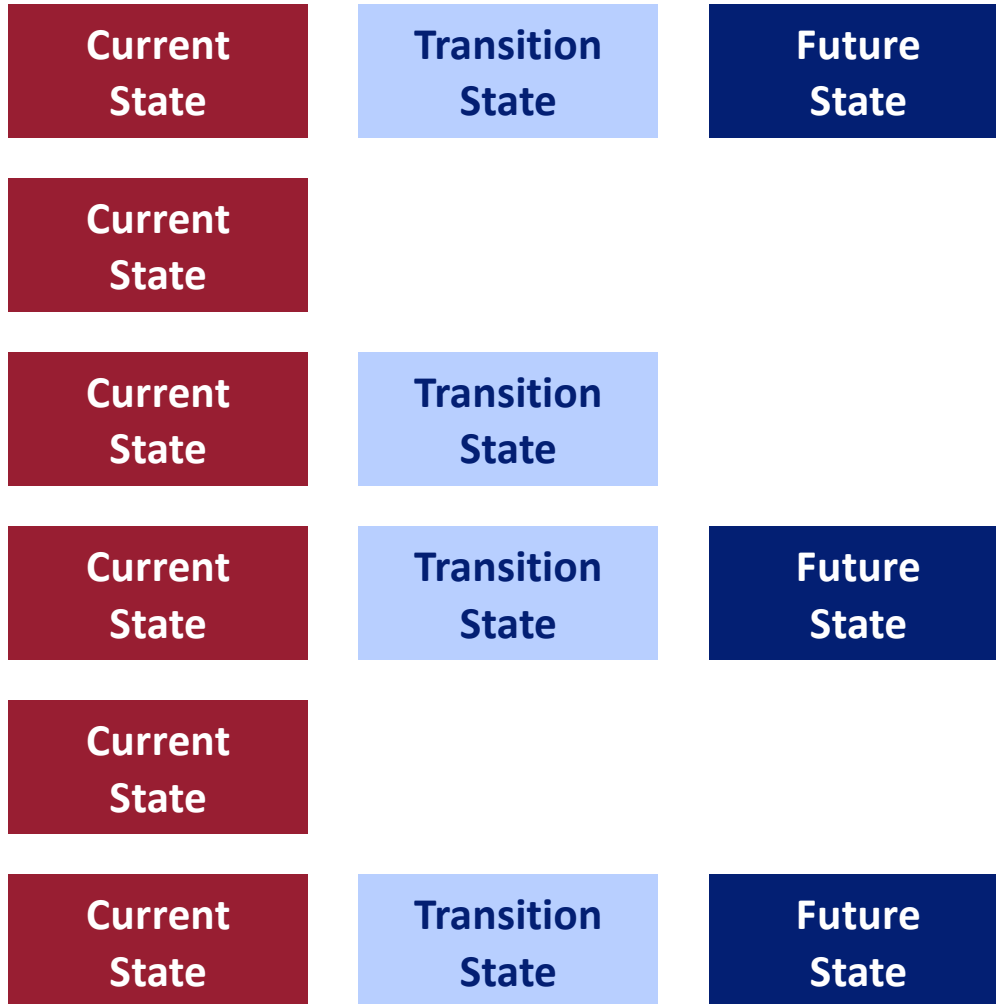
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Remember, organizations don't change... it's the people in the organization that change!

Individuals Create Organizational Change

Individuals



Organization



People are easily left behind if we don't address their individual needs and points of resistance as they move through change

Resistance and Resistance Management

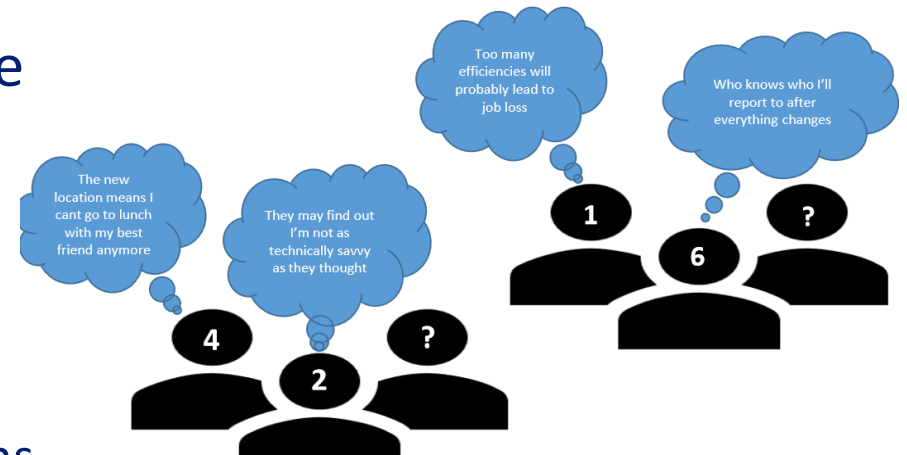
- Common reasons for resistance
 - ✓ Lack of awareness about the business reasons for the change
 - ✓ People do not see anything positive in it for them
 - ✓ Mixed messages from managers
 - ✓ Fear about something – decreased job role, increased workload, loss of position or power, not knowing how to change, etc.
 - ✓ Belief (or hope) that “this too shall pass”
 - ✓ Lack of inclusion in planning for the change
 - ✓ Assumption that upcoming retirement exempts them from making the change

Resistance and Resistance Management

- What does resistance look like?
 - ✓ Disruptive behavior, or the opposite...
Silence and withdrawal
 - ✓ Opting out by refusing to participate, or the opposite...
Pretending to go along
 - ✓ Negative story telling
 - ✓ Smokescreens and other stalling behaviors...
 - “I need more information....
 - “I wasn’t able to attend training...
 - “Our department (or my role) is unique...
 - “I have other priorities right now...
 - “I’m a quick learner and won’t need training; I’ll catch up later...

Resistance and Resistance Management

- Managers need to address individual concerns
 - ✓ A single initiative may involve many types of change:
 - process changes
 - new technical tools
 - new job roles
 - new location
 - new performance expectations
 - different reporting structure
 - ✓ Individuals will have personal concerns that cause them to resist the change
 - ✓ Managers need to understand this



Enterprise Change Management

Enterprise Change Management

Change Management Maturity Model™

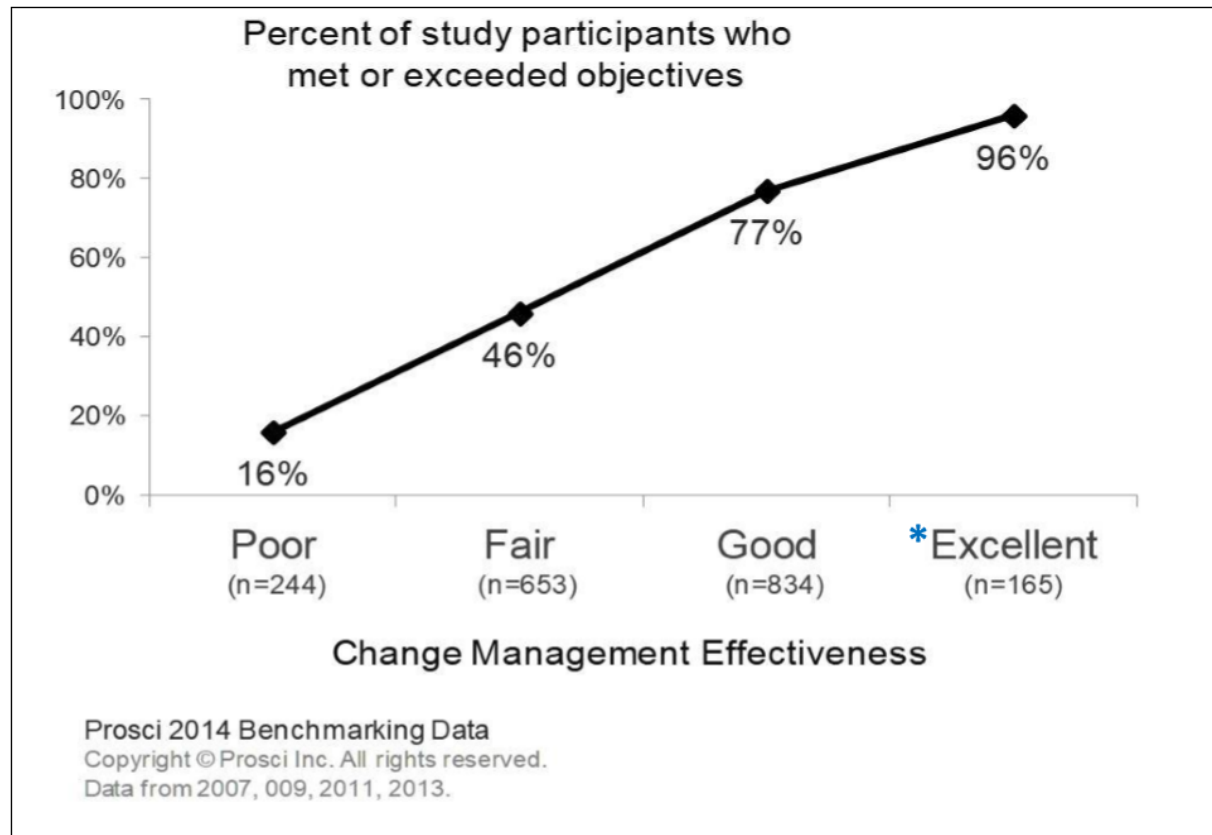
Level 5	Organizational Competency	Change management competency is evident at all levels of the organization and is part of the organization's intellectual property and competitive edge	Continuous process improvement is in place	Highest profitability responsiveness and project success rates
Level 4	Organizational Standards	Organizational-wide standards and methods are broadly deployed for managing and leading change	Selection of common approach	
Level 3	Multiple Projects	Comprehensive approach for managing change is being applied on multiple projects within organization	Examples of best practices evident	
Level 2	Isolated Projects	Some elements of change management are being applied in isolated projects	Many different tactics used inconsistently	
Level 1	Ad hoc or Absent	Little or no change management applied	People-dependent without any formal practices or plans	Highest rate of project failure, turnover, and productivity loss

2017 Prosci.

OCM/ECM Brings ROI to the State

- Efficiencies in work effort
 - ✓ Consistency of practice across projects leads to faster ramp-up time, sponsors who know what to do, and people who know what to expect
 - ✓ No longer need time to develop templates and tools for each project
- Cost savings
 - ✓ Sustainment of change allows agencies to fully retire legacy systems and drop the associated costs
 - ✓ Earlier adoption leads to earlier utilization, which leads to earlier realization of cost savings
 - ✓ Fewer project failures saves the cost of lost productivity, multiple re-starts, and rework
- Project success
 - ✓ Projects are 6X more likely to meet or exceed project objectives if they have excellent OCM practices in place

When Success is the ONLY option



* Excellent change management includes application of best practices in five key areas of OCM:

- Communications
- Sponsorship
- Coaching
- Training
- Resistance Management

OCM Case Study

NVKIDS Project Logo



➤ What Happened

- ✓ CSG started the Planning Phase of OCM by producing:
 - Organizational Change Readiness Assessment
 - OCM Communication Strategy
 - Sponsorship Strategy
 - Coaching Strategy
 - Training Strategy
 - Resistance Management Strategy
- ✓ Planning and Strategy documents were included in the master Organizational Change Management Plan for the NVKIDS Project

- What's Happening
 - ✓ OCM Team visited State and county offices in person to build rapport and conduct interviews with Change Champions
 - ✓ OCM Team provides constant updates on OCM activities during leadership meetings and in periodic status reports to the Program to help them understand the work being completed
 - ✓ Program continues to embrace OCM activities (e.g., communication, coaching)



➤ Lessons Learned

- ✓ Provide continuous education on OCM to the State
- ✓ Ensure OCM is applied to all aspects of the project including functional, technical, and administrative
- ✓ Be mindful of the political environment
- ✓ Identify and present risks, issues, and communications to the State contact prior to other stakeholders
- ✓ Create a “no surprises” environment

Benefits from Using OCM

- Assists the organization in effectively managing communication, especially in communicating the business benefits of the strategic initiatives to all levels of stakeholders
- Enables the executive leadership and senior management to commit to the change
- Helps to assign clear responsibilities so all stakeholders understand their role in the upcoming changes
- Results in higher rates of success for projects
- Increases employee morale because they understand the changes and how they fit into those changes

Key Takeaways

1. Start OCM early!
2. Don't let the sponsor off the hook.
3. Integrate with project management as much as possible.
4. When information isn't forthcoming, staff and customers will fill the gaps which can cause confusion and anxiety.
5. For staff who can leave, a lack of knowledge and desire can lead to flight.
6. Gain clarity on roles and responsibilities as early as possible.
7. Communication (internal and external) is a full time job.

