Managing Change in and Ever-Changing World

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Objectives

- **The objectives of this session are to provide each attendee with:**
  - An initial understanding of Organizational Change Management (OCM)
  - An understanding of the difference between individual change and organizational change
  - Provide child support professionals with strategies to lead effective change in today's work environment
  - Develop an understanding of how incorporating OCM practices into program operations will support positive outcomes for child support professionals and the families that they serve

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OCM Definitions

- **Organizational Change Management (OCM)** is a structured approach to managing change that focuses on “the people side” of change.
  - OCM provides a framework for managing the effects that a new system, process, or structure will have on an organization and its people, and creates an opportunity for leadership and staff to share a common vision for a change initiative.
- **Sponsorship** is the active and visible engagement of a senior leader in the role of chief champion of change.
- **Resistance** is actions displayed with staff are not being fully prepared and involved in change, such as withdrawing, becoming disruptive, or opting out when change occurs

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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

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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

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Why OCM?

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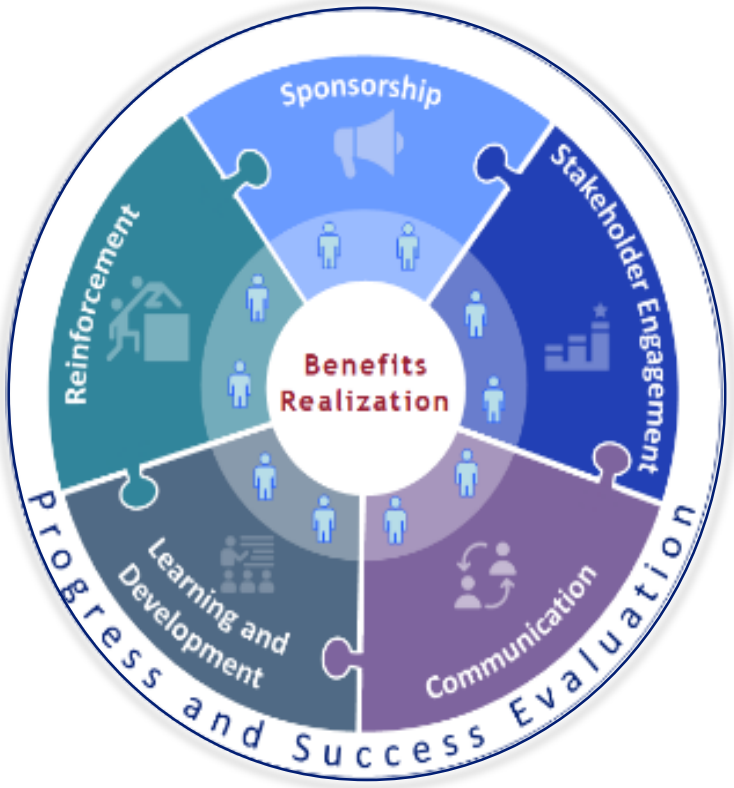
Why Use OCM?

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



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Outcomes of OCM

- **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

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Purpose of OCM

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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….

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Purpose of OCM

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

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Individual Change

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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

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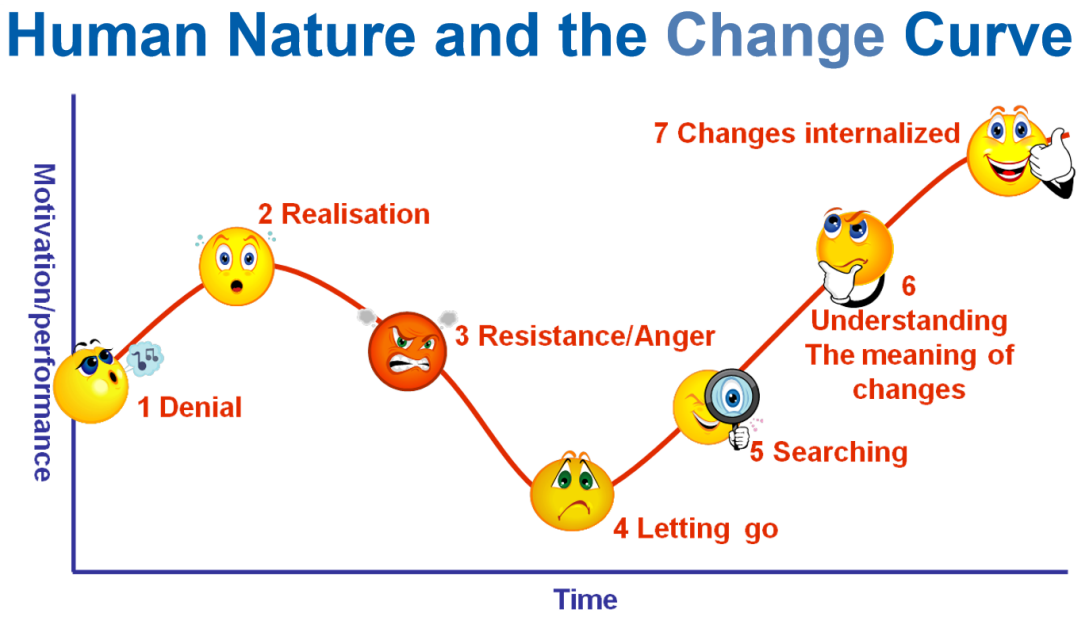
The Change Curve



Human nature is predictable.

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

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The States of Individual Change

Current State → Future State

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The States of Individual Change

Current State	Transition State	Future State

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Individual Change Impacts Organizational Change

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Organizational and Individual Change

	Current State	Transition State	Future State
Organizational Change	How things are done today		How things will be done tomorrow
Individual Change	How I do my job today		How I will do my job after the change is implemented

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Individuals Create Organizational Change

Individuals

Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State
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Organization

Future State

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

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Individuals Create Organizational Change

Individuals

Current State	Transition State	Future State
Current State		Future State
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Individuals Create Organizational Change

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Individuals Create Organizational Change

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Organization

Future State

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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

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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…

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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**

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Return on Investment

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OCM 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

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Why 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

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OCM Case Study

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OCM Project Case Study
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

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OCM Project Case Study
What's Happening…

- OCM Team visiting 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 Nevada CSEP to h them understand the work being completed
- Nevada CSEP continues to embrace OCM activities (e.g., communication, coaching)

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OCM Project Case Study
Lessons Learned…

- Provide continuous education on OCM to the Nevada CSEP 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 Project Sponsor prior to other stakeholders
- Create a “no surprises” environment

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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 change
- Results in higher rates of success for projects
- Increases employee morale because they understand the changes and how they fit into those changes

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Key Takeaways

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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.

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Questions?

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