

Change Management: An Unusual but Effective Tool for Customer Service



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Policy changes, new technology, and changing demographics bring unique opportunities, but must be implemented and managed in a way that is supported by staff and results in improved customer service.

- This session will discuss the concept of Organizational Change Management (OCM) and the relationship between individual, organizational, and enterprise change to provide child support professionals with hands on strategies to address change in the work environment.
- Incorporating OCM practices into program operations will support positive outcomes for child support programs, the professionals that work within the programs, and the families they serve.
- Workshop participants will be introduced to the application of incorporating OCM in the day to day operations of their programs.

- The objectives of this workshop 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.
- **Sponsorship** is the active and visible engagement of a senior leader in the role of chief champion of change.
- **Readiness** is assessed from beginning to end of a project.
- **Adoption** occurs when individuals embrace the new ways of doing things.
- **Sustainment of Change** is when new habits are so well-established that the change has become “the way we do things here.”
- **Enterprise Change Management** is the organizational core competency embedded in an organization.

- 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

- **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

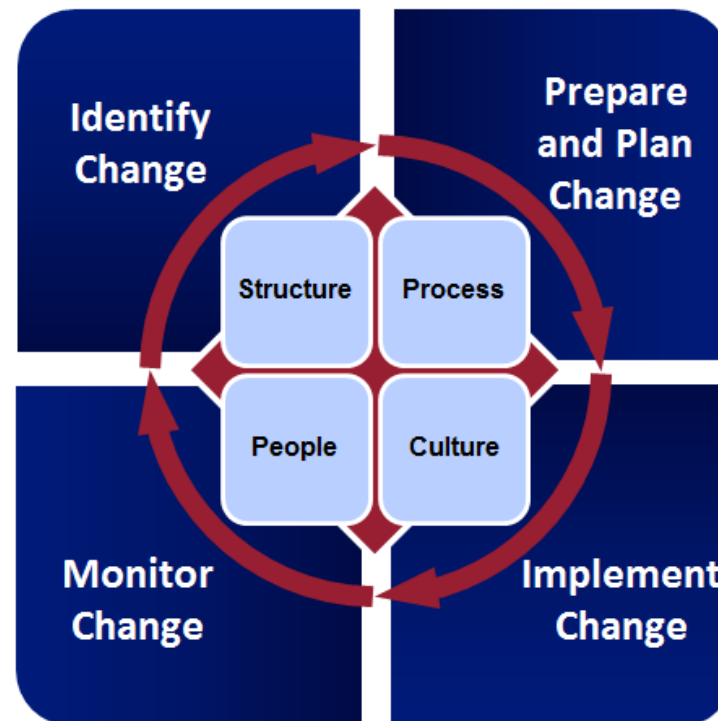
Why OCM?



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- 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

- **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

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....

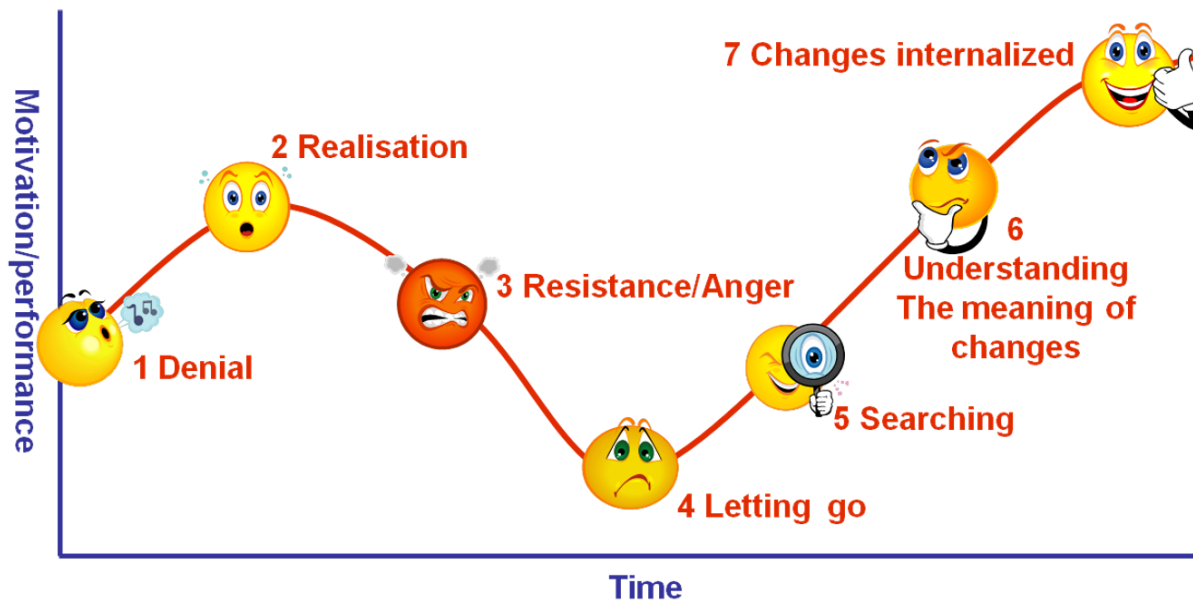
...apply strategies to
assist them in
managing the change

Individual Change



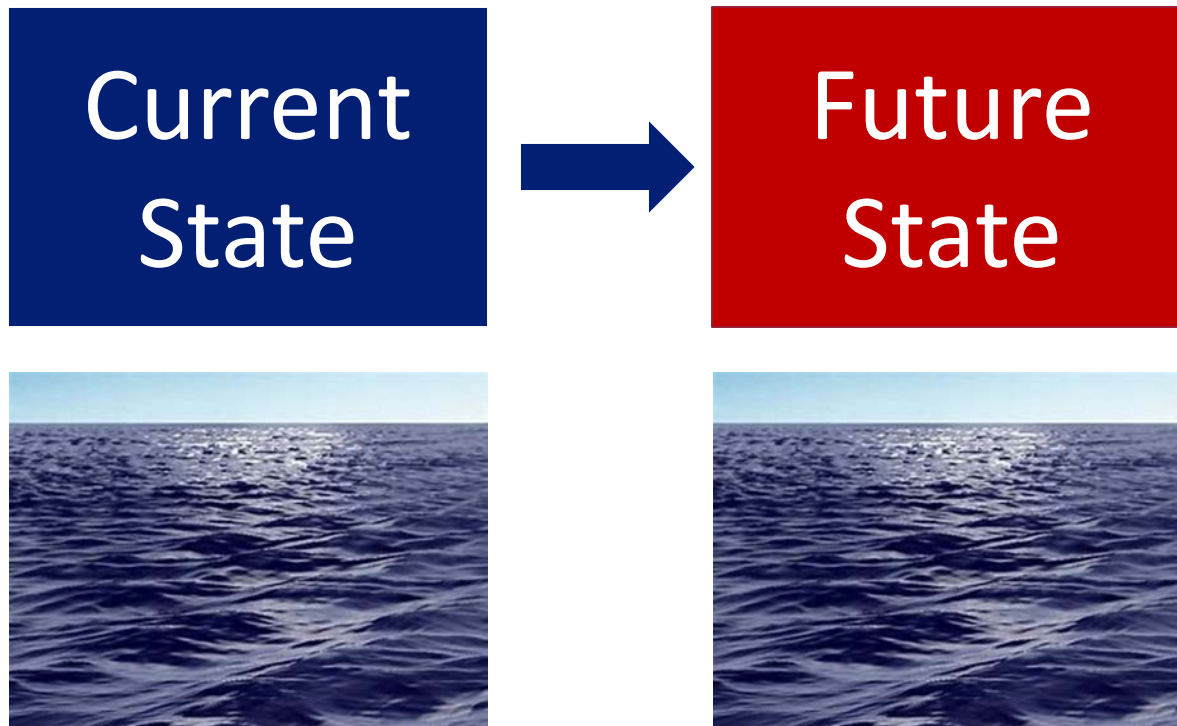
- The main objective of OCM:
 - ✓ To assist people as they transition from the current state to a new future state
 - ✓ Reducing the effects of the change curve

Human Nature and the Change Curve



Human nature is predictable.

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





Individual Change Impacts Organizational 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

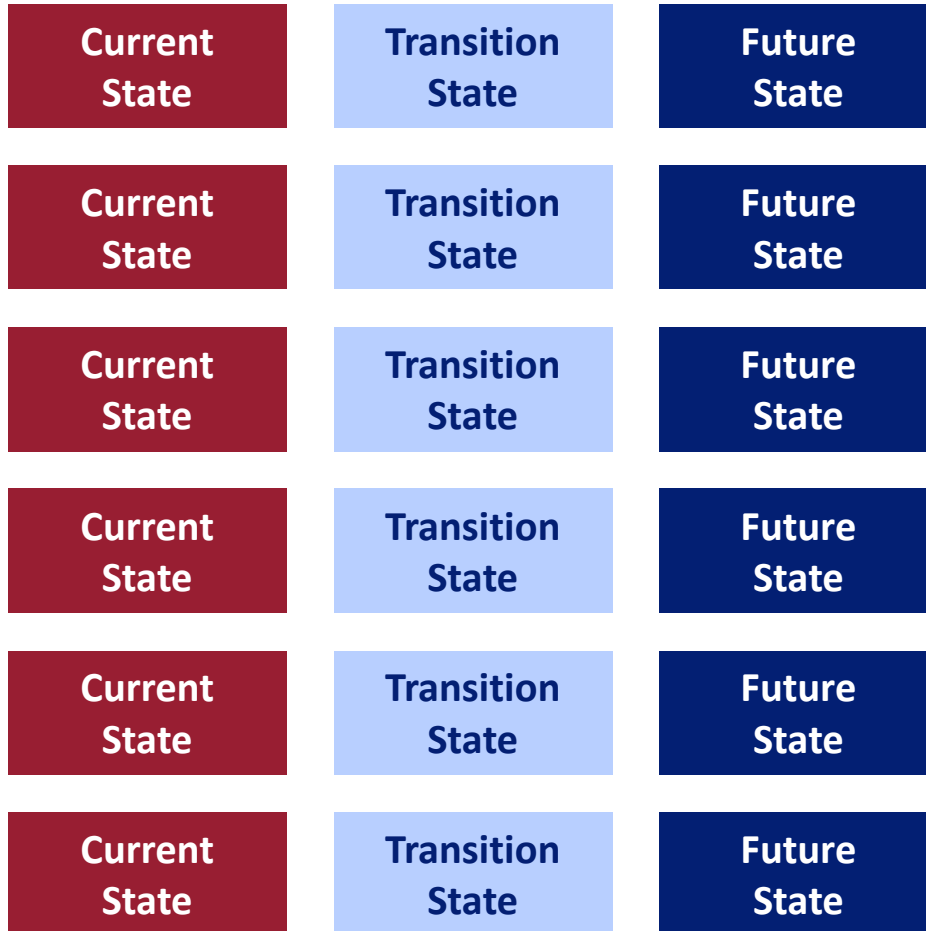
Transition State

Future State

How I will do my job after the change is implemented

Individuals Create Organizational Change

Individuals



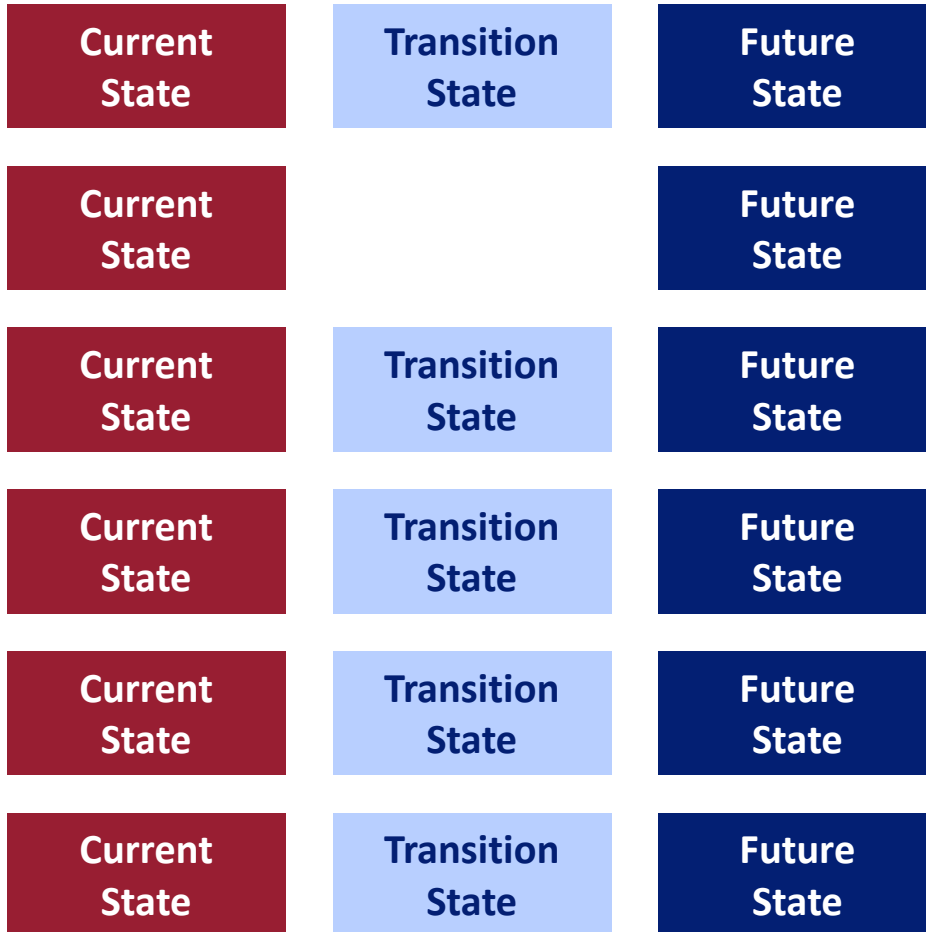
Organization



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

Individuals Create Organizational Change

Individuals



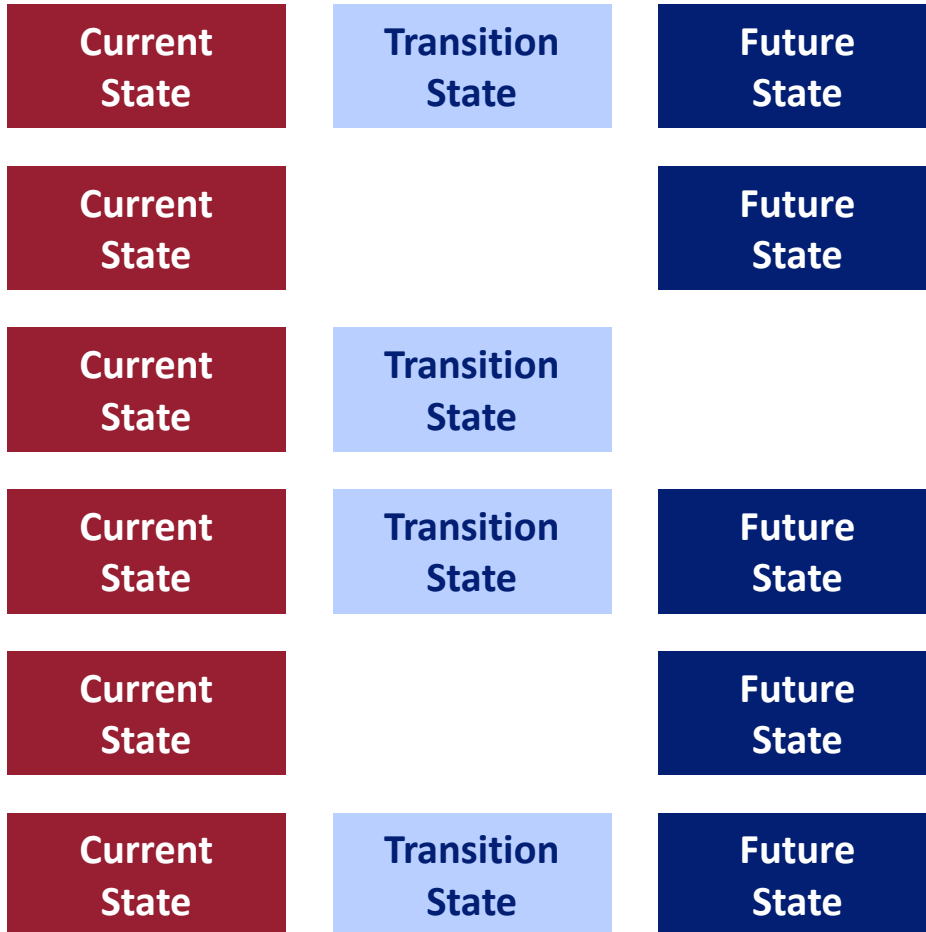
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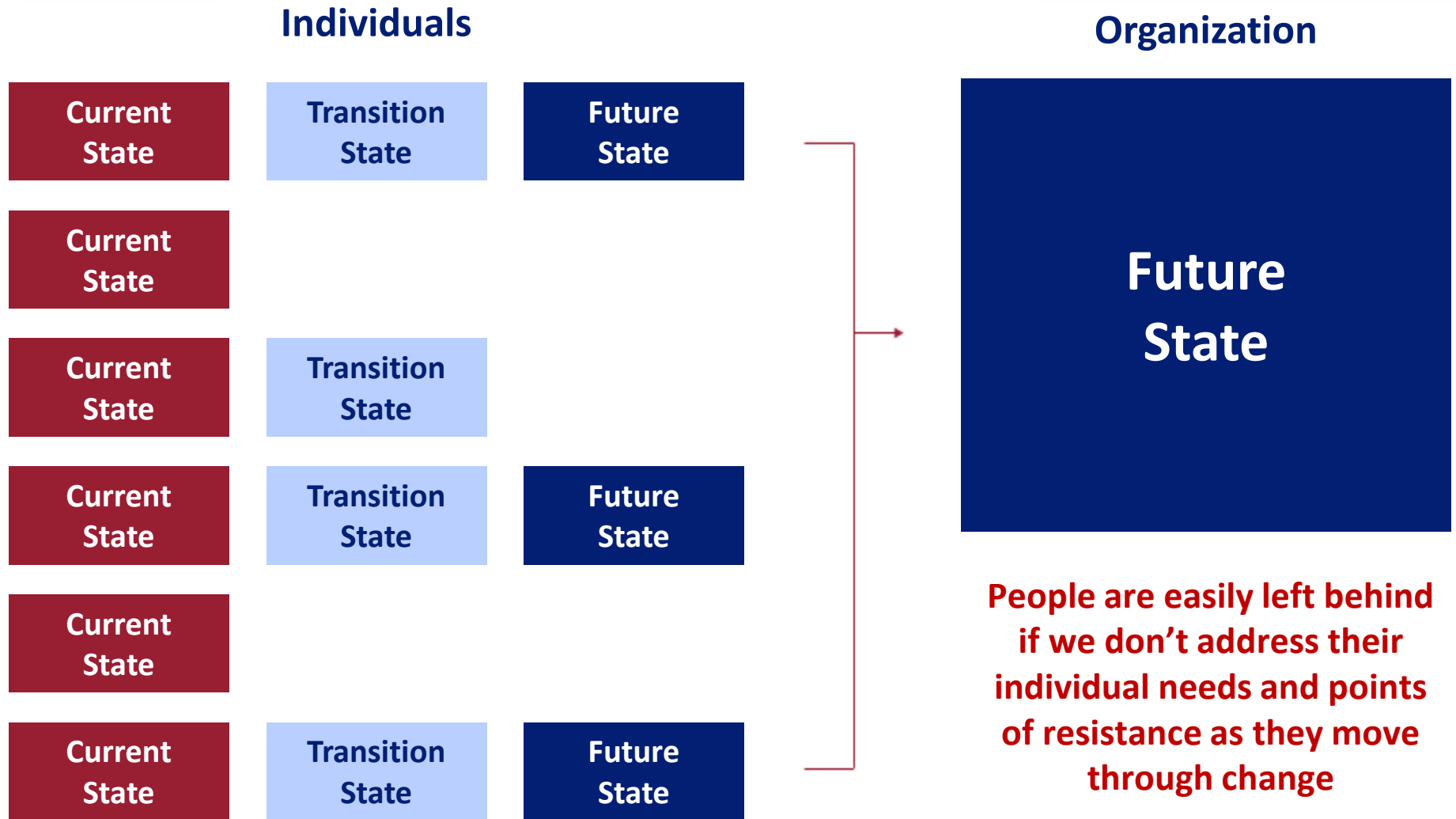


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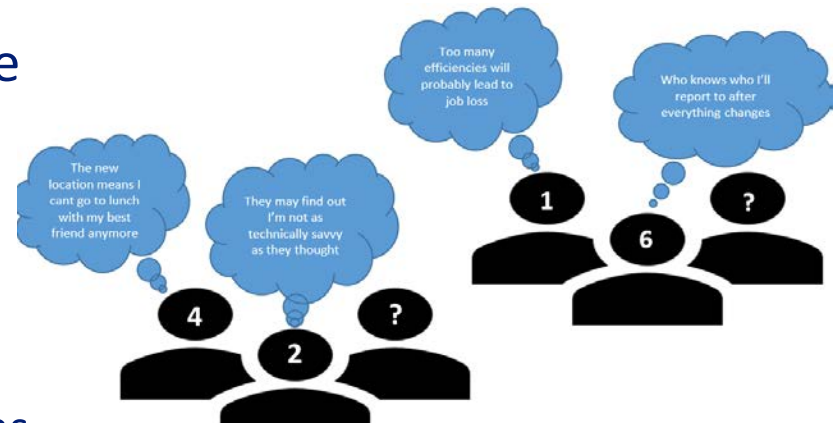
Individuals Create Organizational Change



- 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

- 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...

- 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



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 Case Study



**Kande
Yearsley**
OCM
Analyst





- **Background**
 - ✓ Nevada determined that their current system required modernization.
 - ✓ Modern technology will better satisfy federal and State processing mandates, upgrade aging software architectures, and offset and avoid expensive future maintenance costs.
 - ✓ The NVKIDS Project is one of the largest of its kind for the Division of Welfare and Supportive Services' (DWSS) Child Support Enforcement Program (Program) and the State of Nevada.
 - ✓ When complete, it will provide a new child support system that meets the needs of the Program and will help to ensure Nevada's children and families have the financial and medical support they need to be happy and healthy.

- DWSS has set high expectations for NVKIDS including:
 - ✓ Increased customer service and satisfaction
 - ✓ Increased ability to track individuals involved in cases and the cases themselves
 - ✓ Increased worker satisfaction
 - ✓ Increased management information
 - ✓ Improved administration of system operation, maintenance, and updating
 - ✓ Increased performance in incentive measure areas and reduced risk of incurring a penalty for unreliable data

➤ Situation

- ✓ Up front communication to the Program of why this change was occurring happened early in the NVKIDS Project initiation phase
- ✓ DWSS was concerned about the success of transitioning from their legacy system to a modern technology and recognized that individual staff's transition would increase project success
- ✓ DWSS embraced OCM

➤ 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, county, and rural offices in person to build rapport and conduct interviews with Change Champions
 - ✓ OCM Team provided 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)



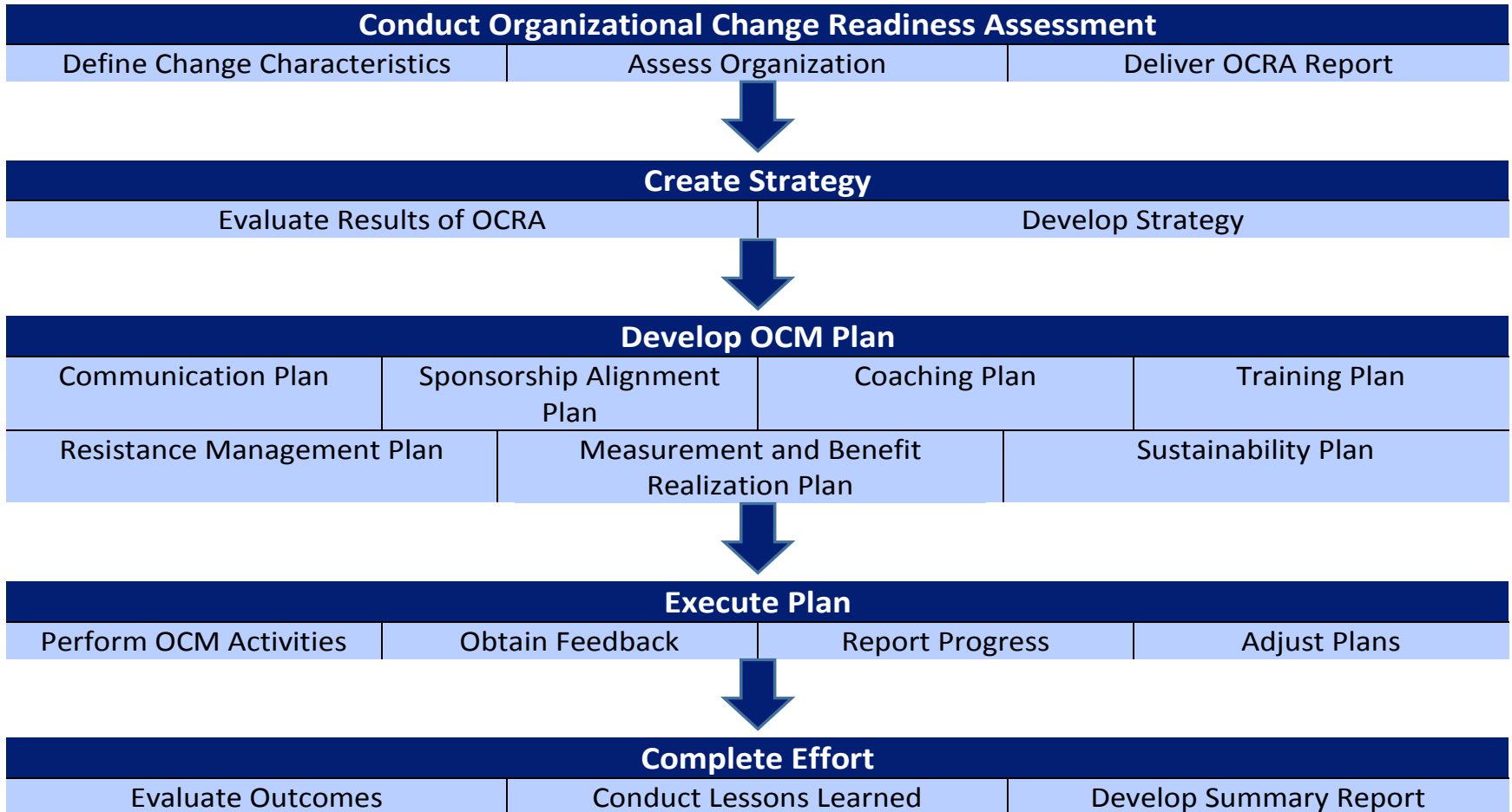
➤ Lessons Learned

- ✓ 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

- 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

Roadmap





1. Organizational Change Readiness Assessment Report
2. Organizational Change Management Plan
3. Communication Plan
4. Sponsorship Alignment Plan
5. Coaching Plan
6. Training Plan
7. Resistance Management Plan
8. Measurement and Benefit Realization Plan
9. Sustainability Plan

1. Organizational Change Readiness Assessment Report

- How ready are the individuals, work groups, and the organization as a whole for the coming change?
- Do you know where the barriers are?
- Do you know who your champions are?
- Where they are not ready for change, what will you do to help them get ready?

2. Organizational Change Management Plan

~~Build it
and they
will come!~~

2. Organizational Change Management Plan

- What change framework will you use?
- Who will have change management responsibilities across the organization?
- What are your change management outcomes?
- How will you monitor and report progress?
- How will you coordinate OCM with your PMO and DDI vendor?

3. Communication Plan

- Who are your audiences? (internal and external)
- What messages do they need, and when, and how?
- Who should be sending which message?

4. Sponsorship Alignment Plan

- How will you create a leadership coalition with other executives and your own managers?
- What can/should be delegated and what should the sponsor “own”?
- What does the sponsor need to communicate directly to employees, and how?

5. Coaching Plan

- What skills are needed for leading change?
(Hint: They are different than the skills for managing programs)
- Are your front-line managers ready to lead their teams through the transition?
- What coaching training is needed?
- What coaching training is available?
- How do you fill the gap?

6. Training Plan

- What training is needed, and by whom?
- How will you “map” the right training to each individual?
- How will you ensure EVERYONE receives the training they need, and as much as they need?
- How will you know if the training was successful BEFORE you go-live?

7. Resistance Management Plan

- What will resistance look like?
- Where is resistance likely to come from?
- What options are available to address the resistance?
- Who is best suited to address the resistance depending on where it arises?

8. Measurement and Benefit Realization Plan

- What does success look like?
 - ✓ For the Project
 - ✓ For OCM
 - ✓ For the Customer
- How will we know if we're successful?
- What evidence and artifacts will we look at to determine progress and success?
- How will we report progress?
- What will we do if progress is not evident?

9. Sustainability Plan

- Are structures in place to support the change after implementation?
- How will we transfer OCM knowledge to the organization?
- Will legacy systems and processes be eliminated at implementation?
- How will incumbent staff be able to continue to receive needed training?
- How will new staff be on-boarded and trained?

Keys to Success



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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.

