

## F Develop Change Strategy

### Purpose

To develop a strategy for managing change across the organization as a result of the Oracle project.

### Overview

The success of implementing the Oracle solution will depend largely upon the organization's ability to embrace change. The change strategy should identify points within the project where various activities would be conducted to build excitement about the project. It should define a number of activities which the project team will undertake; it should identify key stakeholders and change agents, and it should establish vehicles to monitor the change progress.

The tasks that comprise this phase are:

**F1 Identify and Analyze Key Stakeholder Groups** – To obtain an understanding of how the organization views the project and make a first cut assessment of the organization's ability to effect change.

**F2 Assess Organizational Readiness for Change** – To determine how easy or difficult it will be to effect change in the organization.

**F3 Develop Change Strategy** – Define the minimum, most efficient overall plan for change management.

## F1 Identify and Analyze Key Stakeholder Groups

### Purpose

To obtain an understanding of how the organization views the project and make a first cut assessment of the organization's ability to effect change.

### Overview

The project team identifies key stakeholder groups in the organization. Interviews are conducted to understand how supportive the stakeholders are, how impacted they will be by the solution, and what change vehicles work best for them.

Reference: [Transition Management Activities](#)

## F1.1 Review Case for Change

Prior to conducting interviews or workshops with stakeholders, the team should seek to understand why the project was initiated. The likelihood is that the direct project sponsor (e.g., CIO/CFO) has a viewpoint that may differ significantly from many of the stakeholders. Examples include: Y2K, the legacy system doesn't work, building a foundation for future growth, cost reductions, etc.

A business case may already have been developed either internally by the organization, or there may be one from a previous Strategic Change project. If a business case exists, it should be reviewed by the team.

## F1.2 Identify and Segment Key Stakeholders

The purpose of this step is to identify those individuals who can affect or will be affected by the changes associated with the project and to segment them into homogenous groups.

Stakeholders are those individuals or groups who are affected by and can influence the organizational changes required to improve performance. Three key stakeholder groups that must be identified and considered include owners, employees and customers. Other key stakeholders for performance improvement projects may include suppliers and strategic business partners. In this task:

- Stakeholders are listed and their interest (i.e., what they expect in terms of performance or benefit) in the organization identified
- The impact of identified change drivers on them is assessed
- Their likely reactions to and power to influence change is evaluated
- A prioritized list of opportunities for maximizing stakeholder support and potential issues is developed

The deliverable Stakeholder Management is reviewed in this step.

Reference: [R0125 - Stakeholder Analysis](#)

Deliverable: Stakeholder Action Plan

#### F1.2.1 Identify and document stakeholders

Using the organization and process maps document possible stakeholders:

- Type 1: Key individual players – These may include owners, partners or stockholders, process owners, business unit or function leaders; list these in the first column of a Stakeholder Identification form.
- Type 2: Key group players – These may include functions, businesses, levels of management, skill areas, users, unions, locations, sub-cultures; list these in the first column of a separate Stakeholder Identification form.
- Type 3: Key outside entities – Process mapping identifies entities outside the organization (e.g., customers, suppliers) who may be affected by or driving organizational change; list these entities in the first column of a separate Stakeholder Identification form. List stakeholder type in the second column of the Stakeholder Identification form. Determine and document on the Stakeholder Identification form:
  - Stakeholders' interest or stake based on requirements and expectations of the organization
  - Current stakeholder resources in relation to the change, including information, allies or funding

Identify any additional information about the stakeholders, such as what the stakeholders reporting relationship is, who the key influencers are and what is impacting them in addition to the project. It is important to keep in mind that the different stakeholder groups will be impacted in different ways, and change management plans should be designed per needs.

Input: [Process Maps from Phase E – Process Analysis](#) and [Phase K – Solution Design, Build and Test](#)  
Process Decompositions from [Phase E – Process Analysis](#) and [Phase K – Solution Design, Build and Test](#)  
Organization [Charts](#)

Workpaper: [Stakeholder Criteria/Stakeholder Identification Form](#)

Deliverables: [Stakeholder Identification](#)

#### F1.2.2 Interview stakeholders

Determine key stakeholders to interview to determine stakeholder characteristics. Prepare interview questions for each interview. Schedule and complete the interviews and document the interview results.

Input: [Template-Stakeholder Identification](#)

| Workpaper: [Stakeholder Protocol](#)

| Deliverables: [Stakeholder Questionnaire](#)  
[Stakeholder Management](#)

### F1.2.3 Assess stakeholders

Estimate the overall level of power and influence each stakeholder has over the process of change as high (H), medium (M) or low (L); record findings in the Power and Influence column of the Stakeholder Assessment form. Determine the degree to which change drivers may impact each stakeholder. Document findings by assigning a level of impact in the Impact Assessment column of the Stakeholder Assessment form. Determine how each stakeholder tends to react to change. Stakeholders are categorised as follows:

- Enthusiastic (E) grasp opportunities presented by change and help it to happen
- Followers (F) passively accept change and go along with management imperatives and decisions
- Opponents (O) are resistant to change and may have vested interests at risk.

| References: [Stakeholder Identification](#)  
[Stakeholder Assessment](#)

| Inputs: [Stakeholder Identification](#)  
[Stakeholder Management](#)

| Workpaper: [Stakeholder Assessment](#)

| Deliverables: [Stakeholder Assessment](#)  
[Stakeholder Management](#)

### F1.2.4 Assess executive stakeholders

| The purpose of this sub-step is to:

- [Identify](#) and document the executives of the organization who will be impacted by the change and can have a significant influence on the project
- [Develop](#) a plan for managing these executives' attitudes and perceptions with respect to the project such that they become champions of the project and the changes associated with it

Executive stakeholders are those individuals who are affected by, either directly or indirectly and can influence the success of, the project. These individuals could be steering committee members, project sponsors, or individuals who have significant political power within the organization.

- Stakeholders are listed and their interest (i.e., what they expect in terms of performance or benefit) in the organization identified
- The impact of identified change drivers on them is assessed
- Their likely reactions to and power to influence change is evaluated
- A prioritized list of opportunities for maximizing stakeholder support and potential issues is developed

| Reference: [R0125 - Stakeholder Analysis](#)

| Review: [Stakeholder Management](#)

| Deliverable: [Stakeholder Action Plan](#)

### F1.2.5 Identify and document executive stakeholders

Using organization and process maps and your current knowledge of the organization, document possible executive stakeholders:

- Type 1: Key individual executives – These may be the steering committee members, project sponsor(s) or the Chief Investment Officer/Chief Financial Officer. List these in the first column of a Stakeholder Identification form.
- Type 2: Key executive groups – These may be associated with business divisions or departments, or possibly major business functions such as Finance; list these in the first column of a separate Stakeholder Identification form.

Inputs: Process Maps from [Phase E – Process Analysis](#) and [Phase K – Solution Design, Build and Test](#)  
Process Decompositions from [Phase E – Process Analysis](#) and [Phase K – Solution Design, Build and Test](#)  
Organization charts

Workpaper:        Stakeholder Criteria/Stakeholder Identification Form

Deliverables:        Stakeholder Identification

### F1.2.6 Interview executives

Determine key executives to interview to determine their characteristics. Prepare interview questions for each interview. Schedule and complete the interviews and document the interview results.

Input:                Stakeholder Identification

Workpaper:        Stakeholder Protocol

Deliverables:        Stakeholder Questionnaire  
                  Stakeholder Management

### F1.2.7 Assess executives

Estimate the overall level of power and influence each executive has over the process of change as high (H), or medium (M); record findings in the Power and Influence column of the Stakeholder Assessment form. Determine the degree to which change drivers may impact each executive. Document findings by assigning a level of impact in the Impact Assessment column of the Stakeholder Assessment form. Determine how each executive tends to react to change. Executives are categorized as follows:

- Enthusiastic (E) grasp opportunities presented by change and help it to happen
- Followers (F) passively accept change and go along with management imperatives and decisions
- Opponents (O) are resistant to change and may have vested interests at risk

References:        C0110, "Stakeholder Identification"  
                  C0120, "Stakeholder Assessment"

Inputs:                Stakeholder Identification  
                  Stakeholder Management

Workpaper:        Stakeholder Assessment

Deliverables:        Stakeholder Assessment  
                  Stakeholder Management

#### F1.2.8 Review stakeholder analyses with management

Review both of the stakeholder analyses ([executive](#) & other) with key management personnel due to the delicate nature of the materials. Document and resolve any questions or issues that arise.

Inputs: \_\_\_\_\_ Stakeholder Action Plan  
Stakeholder Management  
Communications Plan

Deliverables: \_\_\_\_\_ Management's Approval to Implement the Stakeholder Communications and Management Plans

### F1.3 Analyze Stakeholder Environment

The purpose of this step is to understand the level of change resistance within the [organization's](#) culture and the level of effort that will be required to facilitate the changes associated with the project.

Change [readiness](#) is the ability and willingness to adopt new processes, systems, technologies, skills, organizational structures, behaviors, attitudes, or other changes. Readiness to change applies to individuals, work groups, organizational levels and organizations as a whole. By assessing change readiness, change risk can be minimized. Change risk is the risk that performance improvement is either not achieved or delayed or that those costs are higher than expected.

Reference: \_\_\_\_\_ [R0060 Change Readiness Workshop](#)

Review: \_\_\_\_\_ Change Readiness Presentation

Deliverable: \_\_\_\_\_ Interim-Change Readiness Survey

#### F1.3.1 Determine suitability for change readiness assessment

Change readiness assessments provide useful results when prepared for and conducted in the appropriate manner. However, there are situations when an assessment may not be appropriate. The conditions under which it is inappropriate to conduct an assessment include, but are not limited to the:

- [Organization's culture](#) – When an organization is extremely resistant to employee participation and input, the participants may be suspicious or fearful and may not provide good input. Management may discount the employee input or not use it at all.
- [Stage of the change project](#) – When all of the implementation plans have been developed and cannot be modified, the participants' input will not be used.
- [Budget](#) – When the project's budget is limited, it may not adequately cover preparing for and holding enough sessions to obtain worthwhile results.

When initiating the project, conduct discussions with management to determine if a [change readiness assessment](#) is desired or was budgeted for. Ensure that a change assessment does not already exist for the organization from a prior engagement such as a Change Integration [project](#). If one does exist, determine who participated. It may be appropriate to hold subsequent sessions with a broader audience.

Workpaper: \_\_\_\_\_ Organization [Self Assessment](#)

#### F1.3.2 Determine timing and approach for change readiness assessment

Determine timing and approach for [a](#) change readiness assessment. Assessment sessions can be conducted at several points during a project. When to conduct the assessment depends on the level of project detail desired to communicate to the participants, information desired from the sessions and intended use for the results. Two examples are:

- Assessment sessions held early in the Analysis Stage provide early indications of potential barriers and overall change readiness. Participants should include senior management and project leaders. The resulting issues and concerns can be addressed by actions in one or more of the strategies (e.g., implementation strategy, change/integration transition management plan, staffing plan, initial work plan).
- Assessment sessions held later in the Analysis Stage may provide more detailed insight into the organization's readiness. At this time, the project team has already begun identifying some of the details of the key changes that will result from the project. When communicated to the participants, detailed questions and issues will be raised and can be adequately addressed. Results from the sessions should be incorporated into the change strategy. Participants should include a cross-section of employees from all levels of the organization, representing all stakeholder groups.

Approach – Based on the project's specific needs and constraints, either workshops or structured interviews can render valuable information. Although it is a good idea to include senior management in workshops, their schedule restraints sometimes make it difficult to participate. Structured interviews provide a good alternative for obtaining the information.

References: [R0060 Change Readiness Workshop](#)

Review: Change Readiness Presentation  
Change Readiness Survey

[Workpaper:](#) Establish Change Readiness

### F1.3.3 Prepare for change readiness assessment sessions

Refer to the reference material [R0060 Change Readiness Workshop](#) for detailed information on preparing for and conducting the workshops. For example, this includes a Facilitator Guide, complete with presentation slides, sample presentation scripts, workshop activity instructions, a sample change profile, a sample invitation and a sample results presentation. It also includes slides with facilitator notes, a participant workbook and a result presentation template.

To prepare for the change readiness assessment session it is necessary to:

- Identify sponsors – Management must sponsor the session for the assessment to be successful. Participants need to be cognizant that management believes this to be a valuable task that will assist the project team in addressing their concerns and issues and reduce the change risk.
- Identify facilitators – The workshop requires two facilitators – one to conduct the workshop and one to serve as scribe. The ideal candidate for the facilitator role may be someone who understands the project and the changes that will result from the project, presents well, facilitates open discussion and is viewed as neutral. This may be an outsider. Facilitators are key to the success of the workshop. Interviews would not require a "facilitator".
- Identify participants – Assessments should be conducted with participants from all levels of the organization to obtain relative ability and willingness to change. This includes senior management, middle management and front-line employees. Front-line employees are especially important since they possess detailed knowledge and in many cases drive the change. Each individual session should include participants from a single work group to minimize any inhibitions and improve candidness. Consider segregating project team members from non-project team members as well. Workshops are intended for eight to ten participants each.

- Invite participants – Participants should receive written invitation no less than two weeks before their participation is needed. Adjust this accordingly for the specific environment.
- Prepare agenda and timeline – Workshops can be conducted in three to four hours but the format is flexible so that it can be tailored to the specific needs of the organization. Structured interviews can be conducted in one to two hours. Consider demonstrating the new system in the workshop to reduce anxiety and provide early training and education.
- Prepare and customize session materials – Tailor the workshop to the specific environment by adding or deleting items from the agenda or changing some of the workshop activities. Customize the facilitator notes and slides, participant workbooks and results presentation template as needed. Structured interviews can be created based on the workshop materials. Be sure to discuss how the management team wants to address key questions that may arise, such as job elimination. All participants need to hear the same message.
- Agree on expected outputs – Discuss and agree on the expected outputs with the management, project steering committee or sponsor. Agree when and how the results will be communicated to the participants and communicate this to the participants during the sessions.
- Assign facilities and coordinate logistics – Address room set-up, refreshments, overhead projector or video display, flip charts, name tents, etc.

Projects encompassing multiple business units and implementations over time should consider the benefit of conducting sessions with participants, from all business units, in the same time frame or a later time frame when that business unit's design is underway.

[Workpaper:](#) Change Readiness Assessment

#### F1.3.4 Conduct change readiness assessment sessions

Conduct change readiness assessment sessions to ascertain the organization's initial capability for and willingness to change. The basic activities in the session include:

- Welcome and introductions
- Purpose and working agreement
- Defining change
- Communicating the objectives and the agenda
- Discussing the change process/framework and developing historical change critical success factors
- Discussing the emotional response to change
- Evaluating the current change profile
- Discussing the enablers and barriers to change
- Listing and prioritizing action items
- Closing the session

During the session, facilitators should take scrupulous notes regarding discussions, concerns, questions and recommendations. This information is invaluable for providing accurate and effective results to senior management as well as for determining the best next steps. Ensure that participants understand that there are no right or wrong answers and that all answers are anonymous.

[Workpaper:](#) Change Readiness Focus Group

#### F1.3.5 Evaluate and summarize the organization's readiness for change

The organization's readiness for change is assessed based on the information obtained during the workshop or interview assessment sessions. Additionally it is necessary to coordinate efforts with **Phase E – Process Analysis**, to assess whether the level of organizational change required by the project is in line with the level of organizational change that the company can accommodate.

If it is determined that there is a significant level of organizational change that must be undertaken in order to implement the project, a Change Integration practitioner should be brought in to review the work that has been done to date and provide input into the overall change strategy.

After the last session is held, summarize the results from all sessions. A results packet should include but is not limited to:

- Table of contents
- Objectives of the change readiness assessment
- List of assessment sessions, the participant groups and number of participants
- Primary findings - both positive and negative
- Historical change Critical Success Factors
- Emotional response to change
- Change profile group weighted averages
- Critical barriers to change
- Key enablers of change
- Prioritized action items
- Participant comments

Input: \_\_\_\_\_ Minutes from Assessment Sessions

Workpaper: \_\_\_\_\_ Change Readiness Survey

#### F1.3.6 Identify change readiness issues and opportunities for improvement

Keeping the project scope in mind and based on the results above, develop recommendations and next steps for addressing each participant concern. Understand the risk of not managing the issues that have surfaced. Document issues and opportunities as needed.

You will likely have a number of issues and opportunities that can't be addressed as part of the current project. These should be documented and communicated to senior management; however, they will not be pursued as part of the current project unless scope is adjusted. This documentation is important since it can serve as the basis for follow-on projects.

Deliverables: \_\_\_\_\_ Issue Definition  
Issues and Opportunities  
Issues Document  
Opportunities

#### F1.3.7 Review change readiness assessment findings

Discuss and agree on change readiness organizational assessment findings. Resolve any questions or issues. Ensure that results are also communicated to those involved in the organizational assessments, where feedback is necessary for their buy-in.

#### F1.3.8 Analyze organizational assessment

The purpose of this sub-step is to identify the fundamental drivers of change resistance within the organization and where change management efforts will best be focused to effect change acceptance.



The outputs from the individual tasks are consolidated into an organizational assessment deliverable. This deliverable provides the basis for the analysis and subsequent recommendations development. Possible causes for each issue are identified and analyzed to determine fundamental causes. A given issue such as "80% of customers wait more than three minutes for service," could have several causes:

- Inefficient or ineffective work processes
- Insufficient employees
- Poorly trained personnel and/or poor morale
- Employees with improper skill sets or
- Inadequate, inappropriate or obsolete equipment

The data gathered on fundamental causes is evaluated to generate potential opportunities for improvement. For example, if the fundamental cause identified is one of poor customer service, the opportunity for improvement might lie in redesigning the customer service process or in implementing new technologies such as an automated customer information system or an automated call distribution system. Issues are not the only source of change as an organization can initiate change efforts from a desire or need for better performance or greater competitiveness. Benchmarking and review of competitor and peer performance can lead to the identification of performance improvement opportunities. A key objective of this task is to develop a compelling business case for change.

Note: It is necessary at this point to review the deliverables of and have discussions with the project team members who completed [Phase E – Process Analysis](#). Many of the process reengineering efforts will have identified issues as they are described above. There could be additional areas that require further analysis. For example, process analysis and redesign efforts [do not](#) identify where morale is low or where personnel are inadequately trained.

Deliverable: Organizational Assessment

#### F1.3.9 Summarize issues

Review the Issues and Opportunities forms to identify issues requiring resolution. Determine and document the Critical Success Factors affected by the issues. Prioritize issues and opportunities. Develop performance measures to track progress being made towards resolving and addressing issues and opportunities.

Tools: Resolution Log, Issues and Opportunities, Issue Definition

Workpaper: Change Readiness Assessment

#### F1.3.10 Determine fundamental causes & prioritize

Determine and document possible causes of the issues identified.

Additional interviews or workshops may be required to identify causes of issues identified.

Evaluate issues and their possible causes to determine the fundamental or root cause. Some techniques for fundamental or root causes analysis are found in the CI Reference Materials section - **CIR0300 Identifying Fundamental Causes**. Determine and document the fundamental cause for each issue.

Review fundamental causes to determine the criticality of addressing that fundamental cause. Some qualifiers for determining criticality may include:

- Severity of performance shortfall
- Number and severity of issues generated by the fundamental cause
- The number of Critical Success Factors a fundamental cause affects

Prioritize the fundamental causes from most to the least critical.

### F1.3.11 Identify possible solutions to eliminate fundamental causes of issues, prioritize, & discuss w/ management

Note: Review project scoping documents to determine the level of organizational change the client has agreed to before undertaking this step.

Define possible solutions to the fundamental cause of each issue. Record possible solutions on the Issues and Opportunities for Improvement form and the Opportunity Matrix form.

Coordinate your efforts on this step with those being conducted by the project team working in [Phase E – Process Analysis](#) as they will be resolving process and systems issues and opportunities. We should not be duplicating efforts by developing duplicate solutions across the project.

Use brainstorming techniques to generate ideas regarding capabilities the organization would like to have or needs in each dimension. Where information is available, review benchmark comparisons of the organization against competitors and best-of-class peers in other industries to identify opportunities for business performance improvement. Record findings on the Issues and Opportunities for Improvement form and Opportunity Matrix form.

Evaluate opportunities for improvement in terms of criticality for performance improvement, impact in Critical Success Factor areas and project scope. Use cost/benefit performance analysis techniques to determine where the most may be gained through performance improvement and change efforts and document as high-priority performance improvement opportunities. Where appropriate, identify quick hits, i.e., performance improvement ideas that can be implemented in less than 90 days without negative impact on the overall change effort. Indicate high-priority and quick hit opportunities using an Issues and Opportunities for Improvement form and Opportunity Matrix form.

Discuss the organizational assessment and analysis with management and resolve any questions and issues. Discuss the implications for change but do not dwell on them, as the focus of this step is to gain consensus on and approval of the assessment. Highlight those areas that are in/out of scope for the current project. Subsequent projects might address some of the issues and opportunities that are not in the current project scope.

Deliverables:      Issues and Opportunities

## F1.4 Assess Communication Vehicles

The purpose of this step is to develop an effective project communications strategy and plan supported by client management which provides a vehicle through which change can be facilitated.

Note:      Be sure to keep project scope in mind when assessing communications of the enterprise. If the project scope has been limited to an extent where information and communications reviews will only encompass reports and electronic information associated with the systems implementation, some of the following steps may not be required. Use your judgement when selecting steps to include. Keep the Critical Success Factors of the project in mind when determining whether the communications assessment step should be completed or not.

A comprehensive understanding of communications in the enterprise is developed and the implications of identified change drivers for communications are determined. Communications are assessed further to determine:

- Their level of support for business processes and Critical Success Factors
- To what extent existing communications can facilitate change

The communications assessment is especially important when the success of organizational change depends on information being used in a new way. Completing this task enables the organization to:

- Review the effectiveness of external (e.g., with customers and suppliers) and internal (e.g., among individuals and operating units) communications

- Identify information flows with the potential for being re-shaped to achieve greater effectiveness
- Assess the appropriateness of the ways people in the enterprise communicate
- Focus on bottlenecks and barriers that interfere with the ability to get information needed to make critical decisions in a well informed and timely fashion
- Create and deliver messages in ways that are meaningful to and preferred by the target audience

#### F1.4.1 Develop a comprehensive understanding of communications in the enterprise

Determine:

- Who the communicators are
- What the messages or information sets are
- Who the principal audiences are
- What communications processes and/or media are used
- Which individuals or business units "own" the formal communications processes (media, briefing systems, exhibitions, etc.)
- Where infrastructure has an impact on communications
- Communications time frames
- How internal and external communications effectiveness is measured

Quite often, the enterprise will not have performance measures in the communications area and may be unaware of such measures as telephone order-wait response times, time between receipt and dissemination of internal/external information or customer/supplier dialogues. To complete the following steps in this task, some measures may need to be established if they do not exist to identify the current situation.

Review:                Communications Strategy

#### F1.4.2 Evaluate the effectiveness of communications with external audiences

Review the scope of the project to determine whether assessing the enterprise's communications with external audiences is required. The client may have determined that they only wanted internal communications evaluated in the current Oracle implementation.

Determine whether:

- Communications keep key decision makers aware of customers' and suppliers' changing needs
- The type and style of communications match the needs of its marketplace (i.e., Do some means of communications typically get ignored and if so, by what external audiences?)

Determine how:

- Responsive the organization is to business opportunities and to customer queries and complaints
- Well informed key decision makers are about business trends
- Proactive the enterprise is about using communications to shape and respond to the expectations of consumers
- Clear the enterprise is about market realities when communicating internally

Input: \_\_\_\_\_ Documentation of the Existing Communications in the Enterprise

Workpaper: \_\_\_\_\_ External Communication Plan

#### F1.4.3 Evaluate the ability to share information internally

Determine:

- The usefulness of the information provided to business units
- Whether some business units get better or more information than others
- The validity of the information typically offered
- The location and cause of information gaps or disconnects
- Which individuals and/or business units seem most effective at utilizing information (communications champions)
- Which individuals and/or business units seem least effective at utilizing information (communications black holes)
- What types of information and communications media are typically ignored by what individuals or groups

Coordinate any efforts in this task with the project team members working in [Phase E – Process Analysis](#) and [Phase K – Solution Design, Build and Test](#). They will be identifying and refining reporting requirements of the enterprise.

Input: \_\_\_\_\_ Documentation of the [Existing Communications](#) in the [Enterprise](#)

Workpaper: \_\_\_\_\_ Internal Communication Plan

#### F1.4.4 Assess ability to aid decision making with effective communications and useful information

Evaluate the effectiveness of those skills/systems by determining whether:

- Employees and management have the information they need to do their jobs and to make the decisions those jobs entail, in a timely fashion
- The information required arrives when needed and satisfies the need

This step will likely be addressed in [Phase L](#) since this team will be analyzing the information requirements of those business processes affected by the Oracle implementation. Be sure to coordinate any efforts in this task with the project team members working in [Phase L](#) and ensure that there is no overlapping of tasks/steps.

Document findings.

Input: \_\_\_\_\_ Documentation of the existing communications in the enterprise.

#### F1.4.5 Assess current communications vehicles

Certain communications vehicles may be more effective for communicating with certain groups than they are for communicating with other groups. Some people may not use e-mail that frequently but may use voicemail to a much larger extent. Employees may be used to publishing information and retrieving information from the company's internal web site, but in some cases the culture may be such that employees rarely view the web site.

Understand what communication vehicles currently exist based upon the work done by the technical team in [Phase C – Establish Technical Strategy & Development Infrastructure](#).

Once the vehicles are understood, make sure you understand how those vehicles are or are not used by stakeholder groups. The communications vehicles chosen and used on a project must be effective in getting the key project messages across. Don't use the internal web if the company culture is such that employees don't utilize it on a frequent basis.

#### F1.4.6 Assess ability to facilitate change using current communications

Review the findings of the communications assessment steps. Estimate the ability of current communications to facilitate an organization change effort. Consider which audiences typically ignore what types of communication. Certain media may be ineffective at facilitating change when used with certain stakeholder groups.

Document findings. Communicate the results of this step to the communications manager.

Input: \_\_\_\_\_ Documentation and understanding obtained from steps F2.1 – F2.4

#### F1.4.7 Identify issues and opportunities for improvement

Determine the impact identified change driver(s) are likely to have on:

- Core or key messages
- Message senders
- Message receivers
- Feedback process
- Media and their cost effectiveness

Document negative impacts as issues and positive impacts as opportunities. Review:

- The communications function's level of support for the strategy and Critical Success Factors
- The business sensitivity of the communications approach
- The effectiveness of information flows in support of critical decision making capabilities and how that effectiveness is measured
- How and how well the communications systems work
- What the audience(s) think of the messages being received
- Who the communications champions and black holes are

Determine any additional issues and opportunities and document on the Issues and Opportunities for Improvement form.

Input: \_\_\_\_\_ Documentation and understanding obtained in step F2.5

Deliverables: \_\_\_\_\_ Issues and Opportunities  
Issues  
Opportunities

#### F1.4.8 Review the communications assessment with management

In this step, the work is finalized. The work product for this task consists of:

- Communications documentation/assessment results
- Issues and opportunities for improvement including communications strengths, weaknesses and ability to support performance improvement

Review with management and gain approval of the analysis.

## F1.5 Map Project Teams to Stakeholders

Determine what component of the project each stakeholder group and each executive stakeholder is most affected by. This will most likely be based upon process area. Assign responsibility for monitoring and managing those stakeholder groups to the related project team area. Assign responsibility for developing a relationship with the key executive stakeholders to an identified project team lead in the project area that will have the most effect on the executive stakeholder.

## F2 Assess Organizational Readiness for Change

### **Purpose**

To determine how easy or difficult it will be to effect change in the organization.

### **Overview**

The project team analyzes the barriers to change and the critical success factors around the change program.

## **F2.1 Identify Barriers to Change**

Based upon the stakeholder assessment, document the key issues and stakeholder attitudes that will be a barrier to effecting the changes associated with the project.

## **F2.2 Identify Success Factors**

Based upon the stakeholder assessment, document the key factors that will influence the success of the project. For example, a key success factor might be ensuring that a specific executive stakeholder's issues are addressed and that a stakeholder who can easily derail project progress [is actively engaged in the project](#). Another [factor](#) might [involve informing](#) the London office [that they](#) must realize an increase in system response time, since historically they've been plagued by lethargic systems.

## **F3 Develop Change Strategy**

### **Purpose**

Define the minimum, most efficient overall plan for [change](#) management.

### **Overview**

The Change Strategy lays out an overall plan which defines the key stakeholder groups, those areas which are most important to address, those vehicles which work most effectively for the stakeholder groups and a proposed vehicle to track progress.

## **F3.1 Identify Change Themes**

Develop overall project themes that describe the main intent of the project.

Example [of](#) Change Themes:

- 80% [right](#) is adequate for now, the remaining 20% will be addressed after the base systems are implemented
- Global systems and processes
- Global process standards with flexibility for localities uniqueness

## **F3.2 Identify Change Levers & Potential Change Tactics**

For each project theme identified in step F3.1, determine what change levers (People, Process and Technology), will be most impacted by and can most impact the theme identified.

Develop change tactics to address the theme identified. [For example](#):

A change theme of Global Systems and Processes would be most affected by changes in Process and Technology. Additionally a change tactic that could be deployed to address this theme might be to solicit representatives from each country to participate in workshops to define the requirements for the global processes and systems. This may build in more acceptance of the new processes and systems at the local levels because users see that their business unit was involved in the decisions that were made.

### **F3.3 Prioritize Themes & Tactics and Develop Initial Change Strategy**

Prioritize the themes and related tactics based upon overall project goals. Begin devising project tasks to deploy the tactics developed and create project management tools to monitor the effect the tasks have on given project themes.

#### **F3.3.1 Develop transition monitoring system**

Establish a common monitoring system for use by all project leaders during the project life cycle. Aspects of the transition to be monitored include:

- Determine whether desired benefits and business improvements are being achieved
- Flag for resolution potential problems in the organization arising as a result of the transition itself
- Keep the change on schedule, on budget and on the right course
- Provide feedback to stakeholders that the organization is making progress toward performance improvement goals
- Assure change participants that their efforts are paying off

Establish reporting mechanisms for each monitored aspect including:

- Report progress towards interim performance measures and performance goals to management
- Use communications process activities to report successes to stakeholders and change participants to reinforce their commitment
- Report progress toward process activity milestones to change project manager and process activity leaders
- Report potential problems caused by the transition to the change project manager, who is responsible for obtaining resolution before the potential problem becomes a project or organizational risk

Typically projects have an issues tracking database where potential problems can be reported, tracked and their resolution noted.

Monitoring systems should also include a means for continually monitoring stakeholder attitudes and perceptions and communicating that to the change manager or project manager when issues are large enough to warrant action.

An effective means for tracking the transition is to have all team leads include in their periodic status reports a synopsis of specific performance measurements relating to the transition. They should also include project milestones that have been met and present [them](#) in periodic project status meetings.

[Workpaper:](#) [Document Cross-reference](#)

#### **F3.3.2 Develop a transition issue resolution mechanism**

Establish a mechanism for resolving issues that arise as a result of the change process and use communications process activities to ensure the awareness of all stakeholders of the resolution. This may consist of a highly visible individual or team to interact with the change sponsor to resolve issues. This individual or team may be part of a change project team but should have sufficient flexibility and available time to respond quickly and appropriately to resolve issues before they become problems. Where issues cannot be resolved by this group, rapid access to senior management may be required. The transition issue resolution mechanism must therefore include an escalation path to senior management that can be pursued in the event that an issue is not resolved in the required timeframe. This timeframe must also be defined and incorporated into the transition issue resolution mechanism. The interim policies developed in the previous step are an important input to the activities of this issue resolution mechanism.

Ensure that the transition issue resolution mechanism is properly documented and communicated to client project management. Obtain their sign-off on the transition issue resolution mechanism. This way they will not be surprised when an unresolved issue is elevated to their superior.

#### F3.3.3 Develop stakeholder communication and management plans

Develop communication and management plans to build, secure and maintain stakeholder commitment to the changes being implemented. These may include such items as:

- Developing requirements for informing stakeholders of coming changes and involving them in the change process
- Communicating the need to change to all staff members
- Ensuring executive stakeholders communicate the need to change to company employees
- Ensuring management's commitment to the new system and the change effort required to achieve it
- Preparing participants for implementation

[Workpaper:](#) Stakeholder Action Plan

[Inputs:](#) Stakeholder Assessment, Stakeholder Management

[Deliverables:](#) Stakeholder Action Plan  
Stakeholder Management  
Communications Plan

#### F3.3.4 Develop [executive](#) communication and management plans

Develop communication and management plans to build, secure and maintain [executive](#) commitment to the changes caused by the new system implementation. These may include such items as:

- Developing requirements for informing [executives](#) of coming changes and involving them in the change process
- Soliciting [executives](#) to communicate the need to change to their staff
- Ensuring [executive](#) commitment to the new system and the change effort required to achieve it
- Preparing [executives](#) for implementation

[Inputs:](#) Stakeholder Assessment, Stakeholder Management

Review: Communications Strategy

[Workpaper:](#) Stakeholder Action Plan

[Deliverables:](#) [Stakeholder Action Plan](#)  
[Stakeholder Management](#)  
[Communications Plan](#)

#### F3.3.5 Develop communications strategies and plan

Based on the communications assessment completed in step F1.4 and the stakeholder communications plans developed in the preceding two steps, develop an overall communications plan that addresses all stakeholders and project team members.

Do [not](#) forget to address external communications if there are external stakeholders. For example, in a business where there are only a few customers who rely heavily on the company and partnership, agreements exist between the two entities.



The communications plan should include what messages need to be communicated at what points throughout the project, [and](#) to what audiences. It should also address communication vehicles. For example, a road show of the new software may be the most appropriate means for communicating the functionality that will be coming with the new system.

The project team also needs to know what key messages must be spread throughout the enterprise, [and](#) at what point in the project. For example, at the beginning of the project, there is typically over enthusiasm regarding the new system and what it can do for each individual in the company. Once design starts, it becomes evident that not everyone's issues will be resolved and the enthusiasm turns into sarcasm. The project team needs to temper the enthusiasm with the appropriate messages in order to minimize the drop in the attitudes of the users.

Obtain management's approval of the communication plan and begin implementation of the communications plan.

[Input:](#) \_\_\_\_\_ Issues and Opportunities from F2.6 and management's comments/input from F2.7

[Workpaper:](#) \_\_\_\_\_ Communications Strategy

[Deliverables:](#) \_\_\_\_\_ Communications Strategy

### F3.3.6 Develop initial transition management plan

The goal of creating a Transition Management Plan is to create an overall approach to manage the [organization](#) through the transition from their current environment to the target processes and systems being deployed through the project.

The focus here is to determine what change actions can be taken to bridge or eliminate the gaps between the current and target environments. Barriers and enablers are identified to assure organizational change is planned and implemented in the real environment, not in a vacuum. Additional change actions are identified to eliminate or prevent the effects of barriers and to facilitate the effects of enablers. The transition management activities to control this phase are ([Ref CI0350](#), [Ref CI0360](#)):

- [Manage](#) communications with stakeholders about the change and the change process, ensuring everyone in the organization is informed about and involved in the effort to implement change and improve business performance
- Secure commitment to change builds, [and](#) secure and maintain stakeholder commitment to the changes required to improve business performance
- Build teams and transfer skills [in order to](#) establish a change team from across functions and disciplines capable of designing, planning and implementing changes. [These teams thereby will](#) transfer change design, planning and implementation skills to other members of the organization; [this enables](#) continuous performance improvement in the changed environment

[Reference:](#) \_\_\_\_\_ [R0001 Transition Management Activities](#)

[Review:](#) \_\_\_\_\_ Discussion Outline Goal Focused Management

[Deliverable:](#) \_\_\_\_\_ Interim-Transition [Discussion Document](#)

Fold the overall communications and management plans into a master Transition Management Plan.

Identify relevant transition management task areas based on the organizational assessment, knowledge of the organization and the targeted change initiative results. Potential task areas include:

- Building the project team(s) and transferring skills
- Securing stakeholder commitment and managing expectations

- Managing risk
- Educating and training
  - End Users
  - Project Sponsors
  - Client IT Staff to whom system support functions will transition [to](#)
- Measuring and monitoring progress
- Obtaining sign-off of project deliverables
- Planning and executing communications

[Input:](#) \_\_\_\_\_ TMA Timeline

Review: \_\_\_\_\_ Transition Planning Package

[Workpaper:](#) \_\_\_\_\_ TMA Tasks

Deliverables: \_\_\_\_\_ TMA Timeline

### F3.3.7 Review the initial transition management plan

Submit the initial task area plan to the project leadership group to assure management that the organizational issues highlighted will be addressed. Although these tasks may be consolidated as a "transition management plan" for presentation purposes, clear consensus that these tasks must be part of the overall, integrated project plan is required. Obtain formal written approval.

### F3.3.8 Build tasks into overall work plan

The transition management tasks must form part of the overall project work plan. In creating the overall project work plan, work backward from milestones to incorporate transition management activities in the appropriate time frames with the appropriate stakeholders to ensure a smooth transition. Transition management activities help the organization and its stakeholders understand, accept and help to implement the changes needed for the organization's performance to improve. As such, these steps should receive the same level of priority, focus and attention as the other project activities. Tasks that focus on training occur throughout the project life cycle rather than just prior to implementation and should address a broader range of subjects than just the traditional systems skills focus.

When completing this step, be sure to consider the tasks/steps being performed in other phases by other teams. Ensure that tasks and steps aren't duplicated in other phases. Where there is overlap between phases ensure that the transition management items are being addressed either as part of a Change Management Activity or as part of the phase that is being overlapped.

Since the overall project workplan is owned by [Phase A – Program Management](#), be sure to coordinate efforts on this item with them.

[Workpaper:](#) \_\_\_\_\_ TMA Tasks

## Develop Change Strategy Checkpoints

- ✓ All Stakeholders have been identified and assigned to project teams
- ✓ Change readiness assessment complete
- ✓ Change strategy completed & approved by management
- ✓ Change Strategy transitioned to project teams