

# ITPMG

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# Change Management Overview

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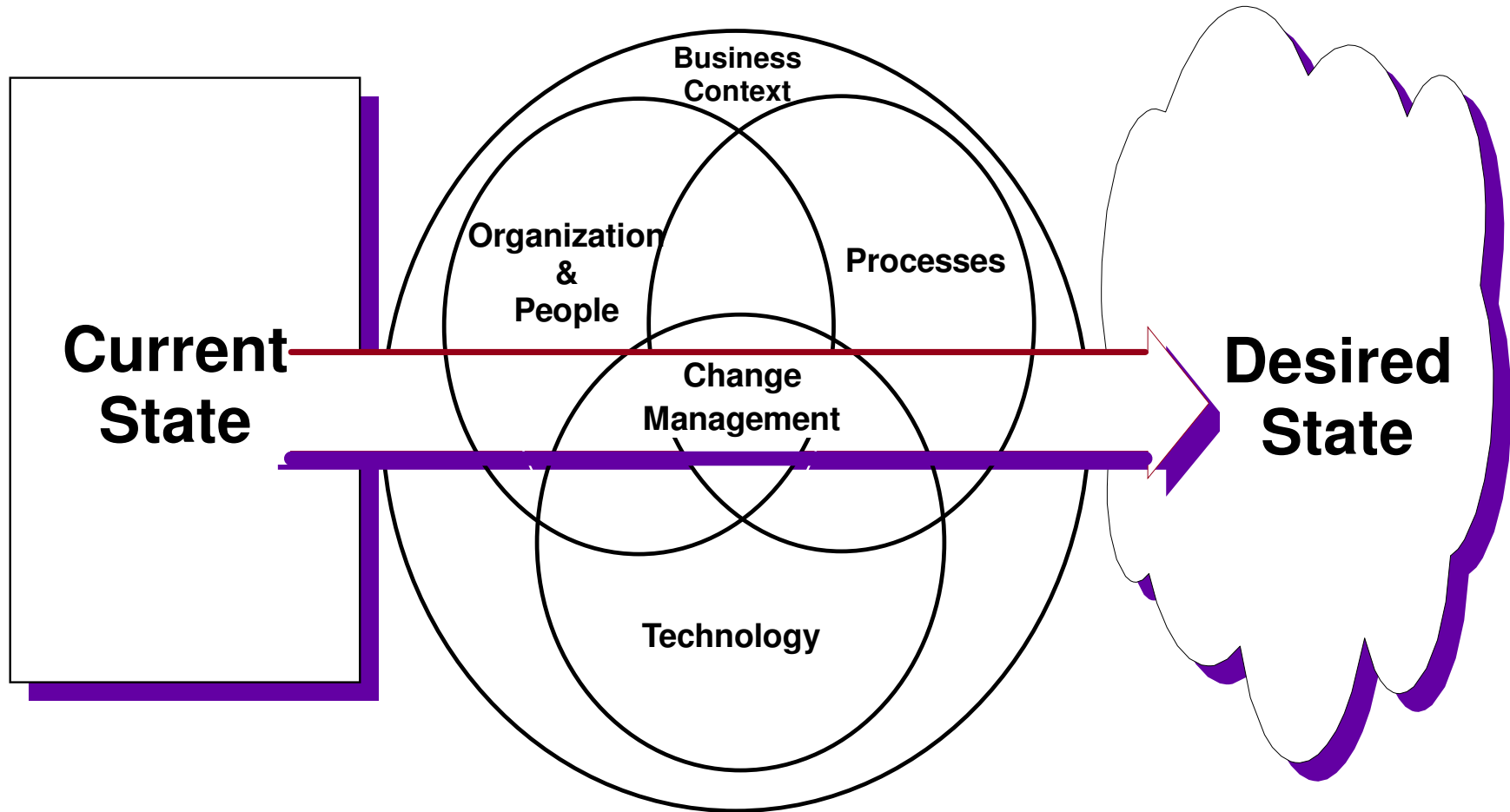
- Change Management Principles
- Change Management - General Considerations
- Deployment/Implementation Components/Considerations
- Communication Plan Considerations

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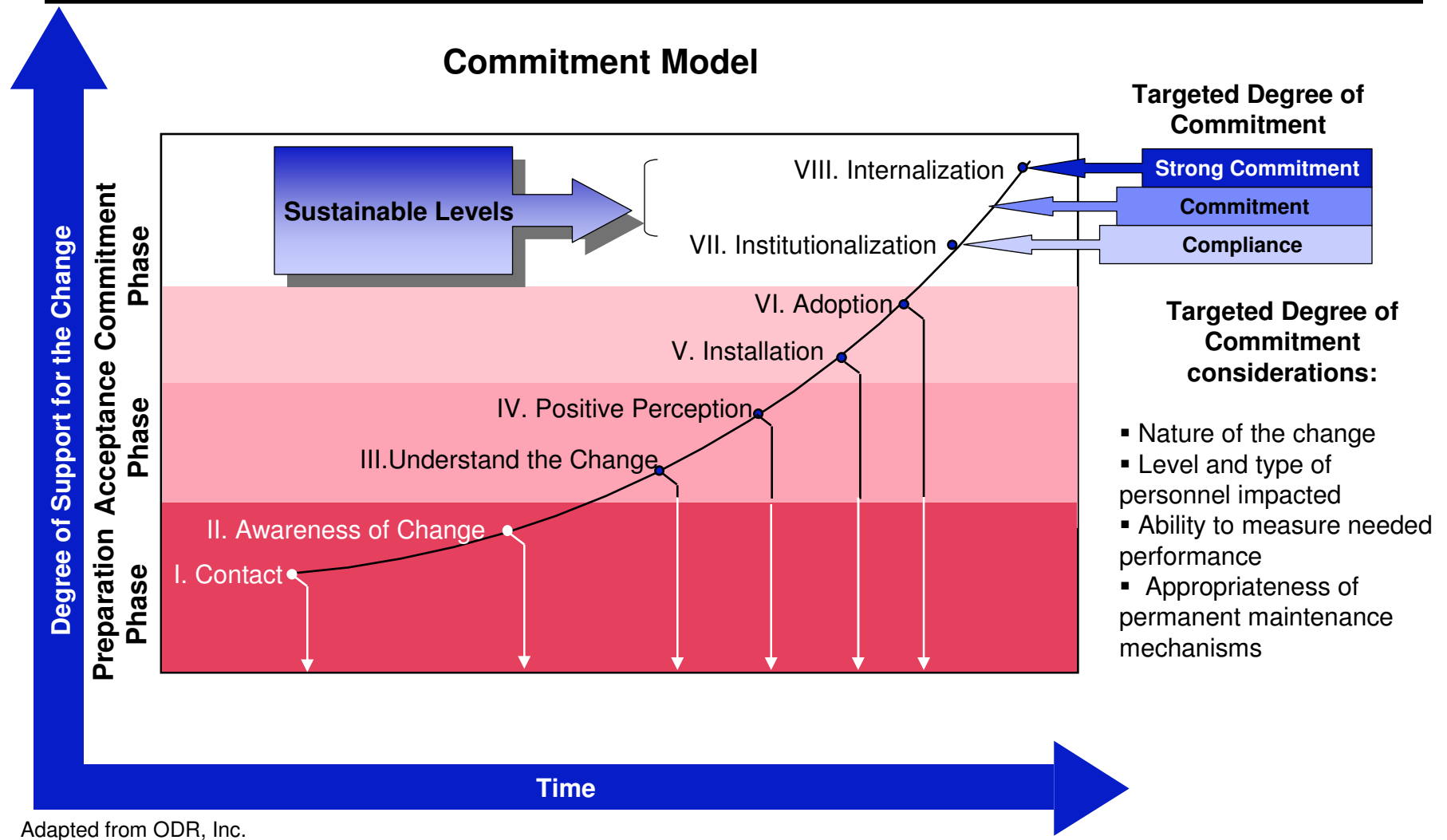
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Since change is disruptive, Change Management helps companies to implement projects in a way that addresses “people” issues that will arise



# Change Management should have a plan that is grounded upon key change management concepts, the most important of which is the process of building commitment



Adapted from ODR, Inc.

## It's easy to make mistakes when attempting to implement change . . .

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### *Top ten mistakes made by senior level managers*

- Failed to provide visible support and reinforce the change with other managers
- Did not take the time to understand how current business processes would be affected by change
- Delayed decision-making, which leads to low morale and slow project progress
- Were not directly nor actively involved with change project
- Failed to anticipate the impact on employees
- Underestimated the time and resources needed
- Abdicated ownership of the project to another manager
- Failed to communicate both the business reasons for the change and the expected outcome to employees and other managers
- Changed the project direction mid-stream
- Did not set clear boundaries and objectives for the project

Source: Performance Change Initiatives, Inc., April 2001.

## Change Management - Elements

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- Change Management is made up of three equal elements
  - Change Plan
    - What and why you want to change
  - Deployment Plan
    - How you will get the unit to change
  - Implementation Plan
    - How the unit will execute
    - What the unit will do

## **The Change Management Plan should be built upon several key principles that are targeted to meet the identified Change Management Objectives**

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The key principles driving the elements of the Change Management are:

1. Targeted Commitment Levels
2. Executive Ownership
3. Visible, sustained sponsorship
4. Deployment/Implementation Support and Monitoring
5. Employee Support
6. Post Deployment Preparation



## Key Levers/Drivers to Change

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- *Sponsor team/ deployment teams* are the **PULL** for expected behavior change
  - They are also the support
- *Measurements and targets* are the **PUSH** for expected behavior change
  - Measurements and targets are the creative tension for 'reach' targets
- *Incentives* are the **PULL** that reward the desired behavior change
  - Reward system drives individuals and teams to accomplish objectives
- *Executive communication* is the **PUSH** for the behavior change
  - Continuous messages to reinforce the importance of behavior change

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## Management System Change - General Considerations

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- Secure and maintain commitment to change
- Define and communicate desired end state
- Identify critical success factors
- Establish targets and prioritize activities
- Develop a theme
- Understand why the change is desired/required
- Understand the current environment completely prior to plan development
- Set realistic expectations
- Create detailed plans
- Ensure that all plans have measurable activities
- Manage the change “top down” with “bottom up” support
- View management systems changes as “Evolutionary not Revolutionary

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## Deployment/Implementation - Components/Considerations

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- Ensure that all affected professionals/employees understand their current role, responsibility and processes used
- Ensure that there is agreement on current role of the function/s in the organization that will change
- Ensure that everyone has the same expectations in the various functions (Finance, Sales, Marketing, etc.) that will result from the change
- Determine/understand if there is any business process that could impact deployment and implementation
- Ensure that there is a consistent level of awareness across all corp., unit and division executives on what the change initiative is, what the change initiative team is doing and what the impact of change is.
- Maintain consistency in the change initiative team and sponsor team
- Evaluate/determine if professionals/employees have the necessary skills to perform/ lead during the change-deployment-implementation transition
- Ensure that the management system supports the newly changed processes and professionals

## Deployment/Implementation - Components/Considerations (continued)

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- Review detailed results of all phases of the deployment/implementation plan and gain agreement on results, implications and next steps before the exit of each phase
- Communicate results of reviews to appropriate staffs
- Adjust and finalize the work stream deliverables and implications (deployment/implementation short teams/ work streams)
- Review final plans/ deliverables, etc. with sponsor team for agreement (and note updates/ changes. If none, it will be an update/ status meeting)
- Communicate results of final agreements to Corp., Unit and Division with roll-out plan
- Set up appropriate executive education and training on initiative and contents
- Begin deployment and implementation
- Develop prioritized education/ skill development modules ASAP

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## Communications Plan Considerations

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- Position initiative as a value creating platform
- Integrate initiative message with other corp./unit/ division messages/ themes
- Recognize differences of internal marketplace
- Develop multiple communication models
- Coordinate and utilize a wide variety of media





**To receive additional materials on  
Change Management, contact ITPMG at:**

**by email:  
information@itpmg.com**

**or phone:  
+1 203.733.9969**