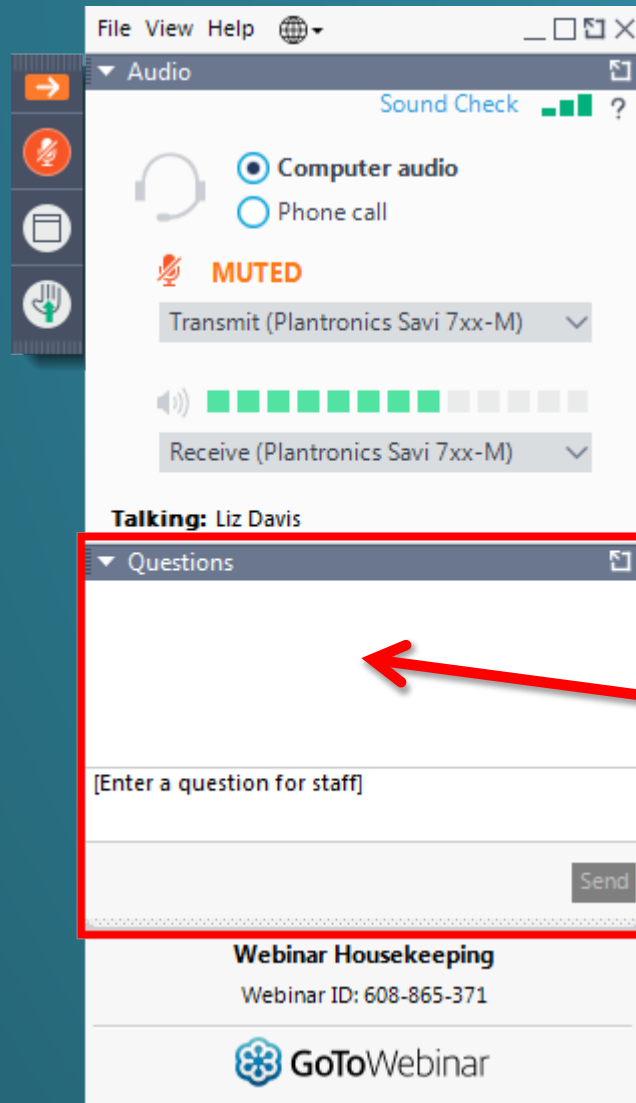Water Environment Federation®

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Change Management

Necessary Ingredients for Success

How to Participate Today

- **Audio Modes**

  - Listen using Mic & Speakers

  - Or, select "Use Telephone" and dial the conference (please remember long distance phone charges apply).

- **Submit your questions using the Questions pane.**

- **A recording will be available for replay shortly after this webcast.**

Agenda

- Overview of Change Management

- Change Management Capabilities Assessment

- Change Management Story

- Q&A, Discussion

WISE Work Plan
September 2021 through August 2022

Team Change Management

Change Management

Monitoring

Team People

Workforce

Processes

Organization

Technology

Team CIP
- CIP Planning
- CIP Delivery

Team Assets
- Asset Management
  Asset Risk

Team Energy
- Energy Management

Process Improvement

Technology Improvement

Team Analytics
- Technology
- Data Analytics

Assess System Maturity	Analyze As Is System State	Design To Be System State	Plan Improvements	Implement Improvements	Monitor Performance

Challenges (Utility Feedback)

Identify available "Off the Shelf" CM metho
Share experience, case studies
Review/assess "OTS" options

Challenges with Change Management	Category
The Why	CM Method/Process
Lack of follow-through.	CM Method/Process
Clear communication	CM Method/Process
Urgency of getting things done - so not willing to take time for CM	CM Method/Process
Lack of leadership engagement	CM Method/Process
No space for new solutions	CM Method/Process
Knowledge	CM Method/Process
Stakeholders are resistant to documenting processes	CM Method/Process
Communication	CM Method/Process
The 7 R's are not used	CM Method/Process
Lack of process map reduces accountability	CM Method/Process
Reason, Risks, Resources, Raised, Return, Responsible, Relationship	CM Method/Process
Lack of communication	CM Method/Process

Challenges with Change Management	Category
Trust	People/Org
an overemphasis on spreadsheets/technology/check-the-box aspects of CM, and too little emphasis on org. culture and people	People/Org
resistance to new way of doing things	People/Org
Teamwork. Trust.	People/Org
Trust	People/Org
Lack of cooperation	People/Org
People hanging on to their perceived "turf"	People/Org
Legacy attitudes	People/Org
Professionalism	People/Org
Resistance from both some leadership and staff depending on the situation. Misunderstanding of what Change Management is. Perception of creating more bureaucracy.	People/Org
No line of sight between leadership and the feet on the ground	People/Org
Not a priority	People/Org
Overworked	People/Org
Not enough leadership support for "non-technical" expertise such as CM expertise	People/Org
Trust that is not the "new thing"	People/Org

Identify available "Off the Shelf" CM met
Share experience, case studies
Review/assess "OTS" options

Feedback on CM in your utility
(from 8/11/2021Meeting)

Challenges with Change Management	Category
The Why	CM Method/Process
Lack of follow-through.	CM Method/Process
Clear communication	CM Method/Process
Urgency of getting things done - so not willing to take time for CM	CM Method/Process
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The 7 R's are not used	CM Method/Process
Lack of process map reduces accountability	CM Method/Process
Reason, Risks, Resources, Raised, Return, Responsible, Relationship	CM Method/Process
Lack of communication	CM Method/Process

Strongly disagree — Strongly agree

Well documented including guidelines — 2
Several people have been trained/certified in one of the common methods — 1.7
Applied to most of our important projects — 1.8

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Primarily Group Effort (Collaboration)

Primarily Individual Utilities (Coordination

12/31 2021

3/31 2022

6/31 2022

8/31 2022

Identify available "Off the Shelf" CM metho
Share experience, case studies
Review/assess "OTS" options

3 months

Identify viable/promising options
Consider integration with WF & OC results
Prepare plans for testing/evaluation

3 months

Prepare first draft CM Guidelines
Conduct pilot testing/evaluation

3 months

Share, report on pilot test results
Finalize CM Guidelines v1.0

3+ months

wef | WISE Water Intrapreneurs for Successful Enterprises

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Identify available "Off the Shelf" CM methods
Share experience, case studies
Review/assess "OTS" options

Methodology	Source
GE Change Acceleration Process (CAP)	General Electric
Six Sigma	Motorola
Accenture Organization Change	Accenture
ADKAR	Prosci

Which deliverables from this effort would be the most beneficial?

Rank	Deliverable
1st	Learning by example: applying a method in practice
2nd	Collaboration and learning from peers
3rd	Change readiness assessment
4th	Guidelines for change management
5th	Selecting an effective approach/method
6th	Artifacts shared by other utilities

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4 CONCEPTS

For the purposes of this document, the following concepts apply.

4.1 Change is a Process

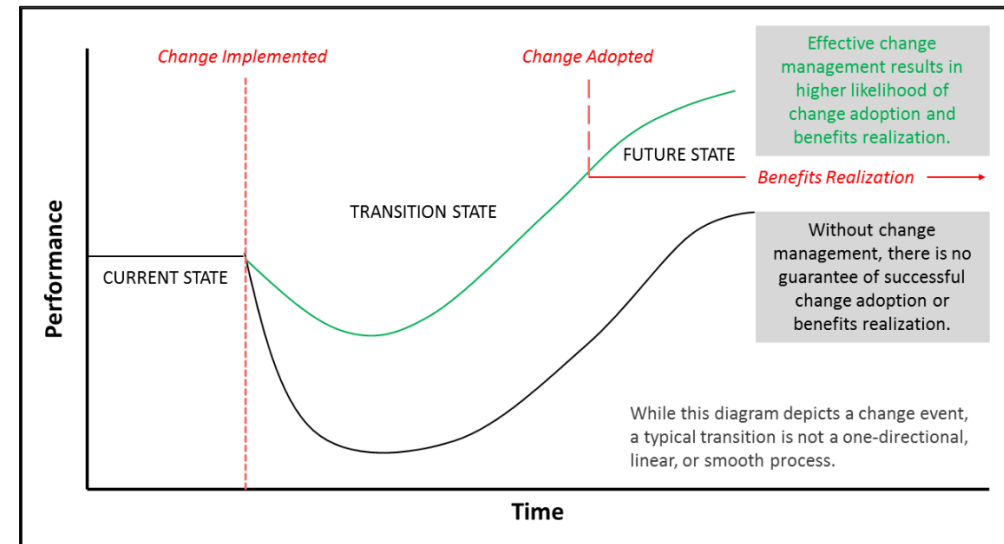Change is not a single event, but a transitional process with multiple and varied events supporting the objective of moving an organization and its stakeholders from a current state to a future state.

While responding to a change, there is classically a dip in performance due to an individual's normal reaction to change. The disruption can occur at various times throughout the transitional process before the future state is achieved. In some cases, especially without change management, adoption of the change can fail and old behaviors resume. Stakeholders must begin to behave differently for the change to be adopted.

Figure 1 – The Effect of Change Management on the Transitional Process
The following graph is an example and has been adapted from numerous change management thought leadership sources.

STANDARD FOR CHANGE MANAGEMENT©

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The Association of Change Management Professionals®
(ACMP®)
Winter Springs, Florida, USA

Copyright notice

California Framework

State of California

Organizational Change Management **Framework**

California DEPARTMENT OF TECHNOLOGY
California Project Management Office

🌐 **Overview**

California Department of Technology
Organizational Change Management Framework

🔄 Project Management Lifecycle (PMLC)

Concept	Initiating	Planning	Executing	Closing

Organizational Change Management (OCM) Lifecycle

Business Process Reengineering (BPR) Lifecycle

Project Approval Lifecycle (PAL)

System Development Lifecycle (SDLC)

Lean

HARVARD Kennedy School
ASH CENTER
for Democratic Governance
and Innovation

Case Study: Performance Management and Lean
Process Improvement — Results Washington

An Operational Excellence in Government
Success Story

Jane Wiseman
Ash Center for Democratic Governance and Innovation
Harvard Kennedy School

July 2017

Continuous Improvement Project Overview

	Define	Measure	Analyze	Improve	Execute	Sustain
Objectives	• What is the need/ problem/ opportunity? • What results do we want and by when? • Who needs to be involved? • What are communication needs?	• What is our current state (present condition)? • Where is the gap between current performance and the project goal?	• Where should we target improvements (80:20 Rule)? • What are root causes of problems?	• What solutions should we implement? • How will we test improvements? • What measures should we use to assess performance?	• What is our implementation plan? • How will we deploy our plan? • What are performance measures telling us? • What adjustments are needed?	• How will we sustain results? • What did we learn? • Where will we leverage learning and improvements?
Deliverables	• Project Charter • Roles & Responsibilities • Customer/ Stakeholder requirements • Sponsor Check-in	• Customer and Process Data/ Information	• Evaluation Criteria • Root Causes • Sponsor Check-in	• Vision of Success • Recommended Solutions • Pilot Test Plan • Report Out Presentation • Sponsor Check-in	• Action Plan • Training Plan • Training • Performance measures • Communication Plan • Sponsor Check-in	• Standard Work • On-going Performance Measures • Lessons Learned • Sponsor Check-in
Participants	• Sponsor • Project Lead • CI Facilitator	• Sponsor • Project Lead • CI Facilitator • Subject matter experts (SMEs) • Customers/ Stakeholders	• Sponsor • Project Lead • CI Facilitator • SMEs • Customers/ Stakeholders	• Sponsor • Project Lead • CI Facilitator • SMEs • Customers/ Stakeholders	• Sponsor • Project Manager • CI Facilitator • SMEs • Customers/ Stakeholders	• Sponsor • Project Manager • Process Owner • CI Facilitator • SMEs • Customers/ Stakeholders
Timeline						

October 2017

Gazelle Strategies

Lean/Kaizen Event Process

I. **Set the Stage for Success –**
    A. Define Project
    The project sponsor(s) in collaboration with the team leader(s) and kaizen facilitator prepares a
    Project Plan. The Project Plan includes the following information:
    1. Issues prompting the Lean project and possible impacts of the issues on customers and
        staff;
    2. Desired goals/outcomes of the project;
    3. Event logistics – location and date for Lean project/Kaizen event;
    4. Scope - start and end points of the process (the start and end point may be adjusted
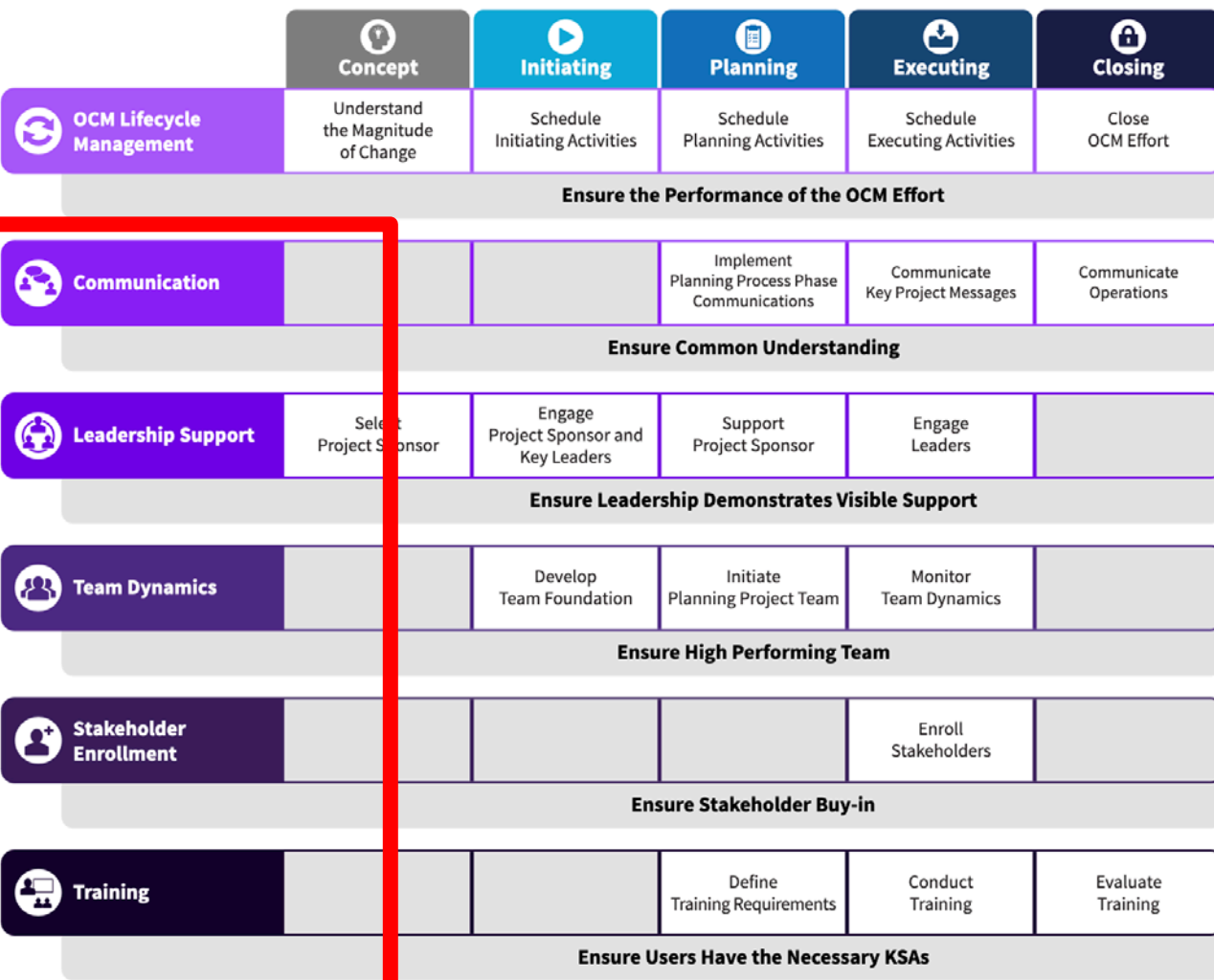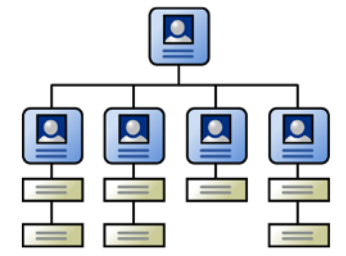
People and Organizations

	Concept	**Initiating**	**Planning**	**Executing**	**Closing**
OCM Lifecycle Management	Understand the Magnitude of Change	Schedule Initiating Activities	Schedule Planning Activities	Schedule Executing Activities	Close OCM Effort
			Ensure the Performance of the OCM Effort		
Communication			Implement Planning Process Phase Communications	Communicate Key Project Messages	Communicate Operations
			Ensure Common Understanding		
Leadership Support	Select Project Sponsor	Engage Project Sponsor and Key Leaders	Support Project Sponsor	Engage Leaders	
			Ensure Leadership Demonstrates Visible Support		
Team Dynamics		Develop Team Foundation	Initiate Planning Project Team	Monitor Team Dynamics	
			Ensure High Performing Team		
Stakeholder Enrollment				Enroll Stakeholders	
			Ensure Stakeholder Buy-in		
Training			Define Training Requirements	Conduct Training	Evaluate Training
			Ensure Users Have the Necessary KSAs		

Figure 6: Washington State Department of Enterprise Services Lean Transformation Services

We guide organizations to answer these questions.

Purpose
What problem are we trying to solve for our customers?

Capability
What capabilities do our public servants need to do the work and achieve our purpose?

Mindset
What values and beliefs will support our efforts? How can we grow our mindset?

What work do we need to do to deliver value to our customers? How should we improve?

What management systems will support all our efforts?
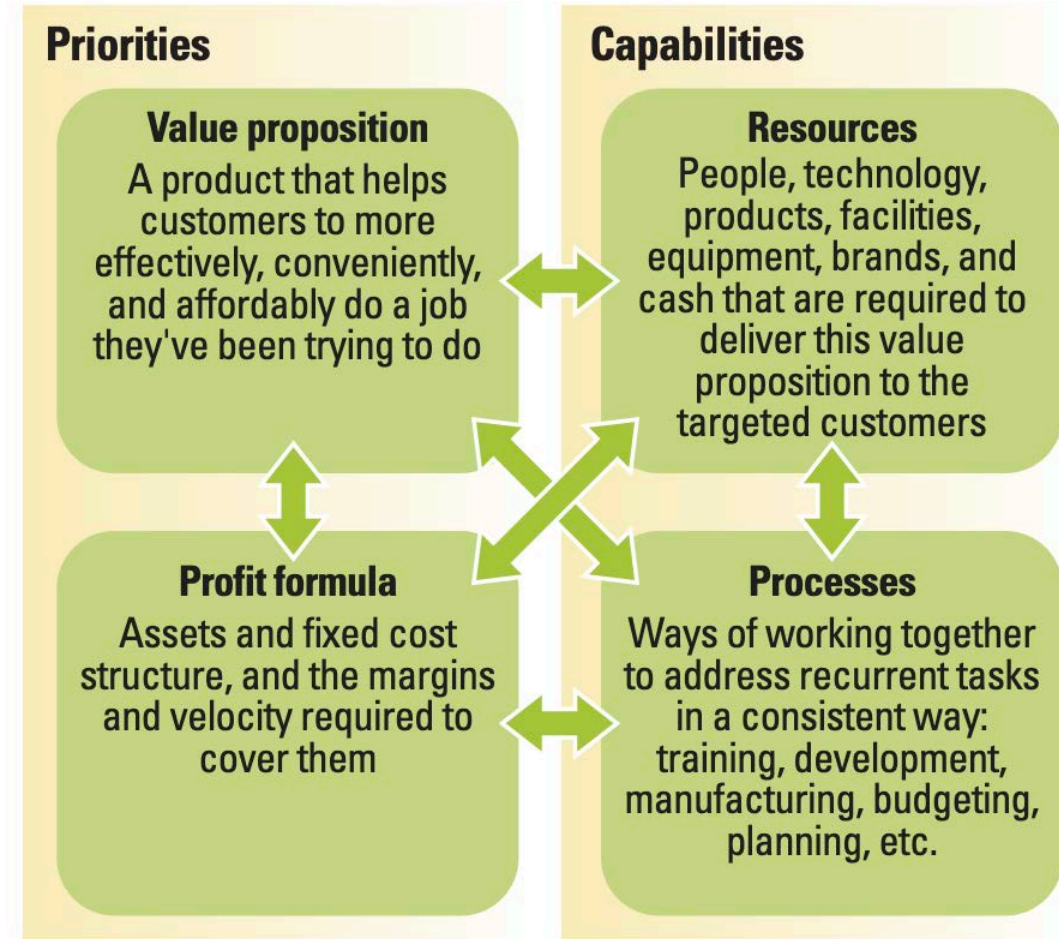
Process

Management System

LEAN TRANSFORMATION SERVICES
Washington State Department of Enterprise Services

www.des.wa.gov | Lean@des.wa.gov | (360) 407-7925

1500 Jefferson Street SE, Olympia, WA 98501

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The Hard Truth About Business Model Innovation

Many attempts at business model innovation fail. To change that, executives need to understand how business models develop through predictable stages over time — and then apply that understanding to key decisions about new business models.

Clayton M. Christensen
Thomas Bartman
Derek van Bever

Priorities

Value proposition
A product that helps customers to more effectively, conveniently, and affordably do a job they've been trying to do

Profit formula
Assets and fixed cost structure, and the margins and velocity required to cover them

Capabilities

Resources
People, technology, products, facilities, equipment, brands, and cash that are required to deliver this value proposition to the targeted customers

Processes
Ways of working together to address recurrent tasks in a consistent way: training, development, manufacturing, budgeting, planning, etc.

The only types of innovation you can perform naturally within an existing business model are those that build on and improve the existing model and accelerate its progress.
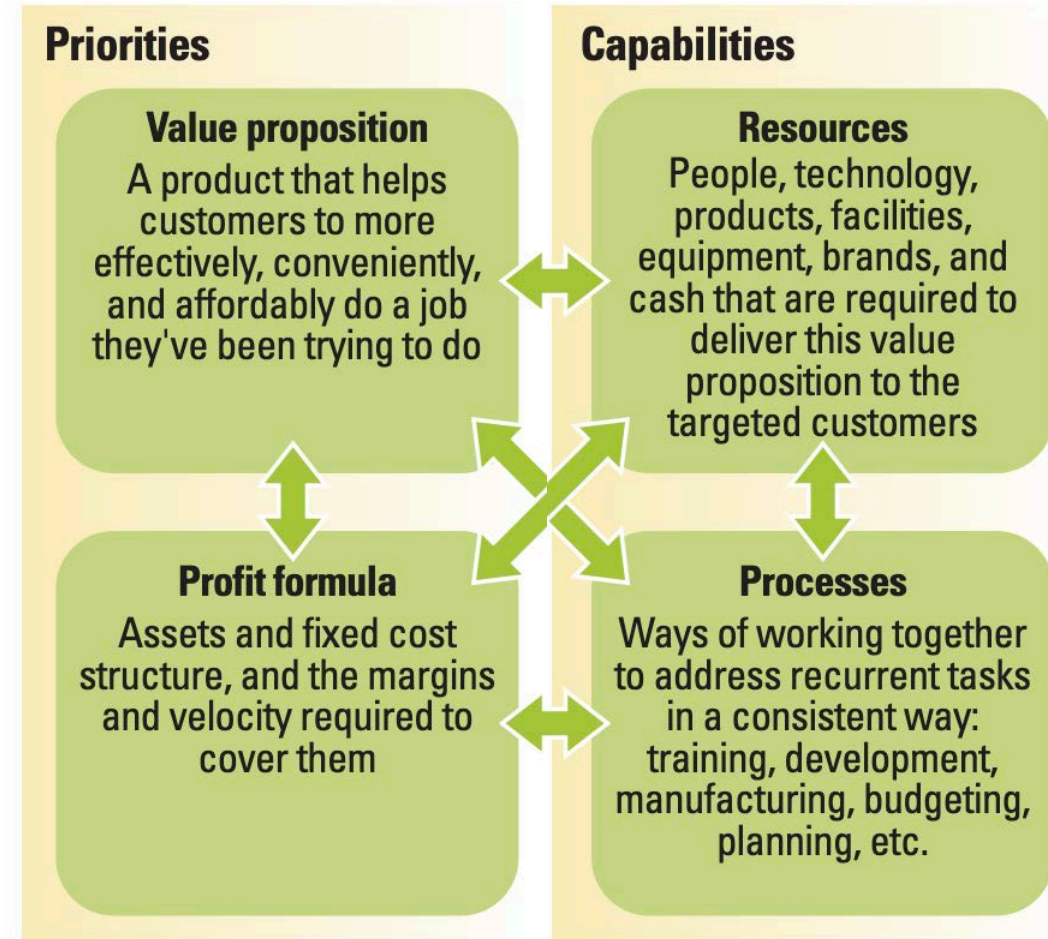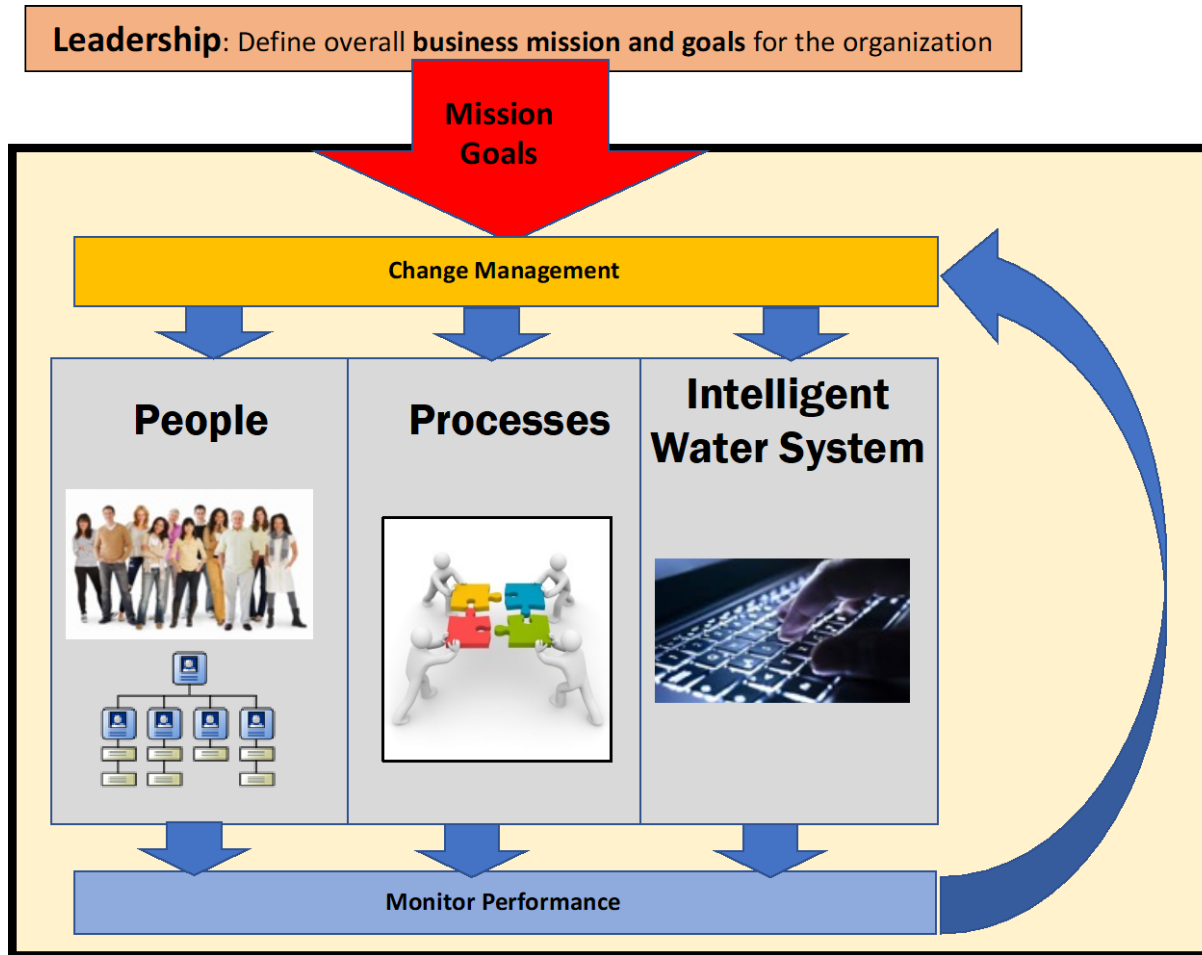
The only types of innovation you can perform naturally within an existing business model are those that build on and improve the existing model and accelerate its progress.

Priorities

Value proposition
A product that helps customers to more effectively, conveniently, and affordably do a job they've been trying to do

Profit formula
Assets and fixed cost structure, and the margins and velocity required to cover them

Leadership: Define overall **business mission and goals** for the organization

Mission Goals

Change Management

People

Processes

Intelligent Water System

Monitor Performance

Capabilities

Resources
People, technology, products, facilities, equipment, brands, and cash that are required to deliver this value proposition to the targeted customers

Processes
Ways of working together to address recurrent tasks in a consistent way: training, development, manufacturing, budgeting, planning, etc.

WISE reflects priorities that are specific to water sector utilities

WISE takes a system thinking view of interactions between people, organizations, process, and technology

Methodology	Source
GE Change Acceleration Process (CAP)	General Electric
Six Sigma	Motorola
Accenture Organization Change	Accenture
ADKAR	Prosci

Change Culture: A Continuing Journey

- Using Change as a Strategic and Competitive Advantage
- Optimizing Change Effectiveness
- Building a Culture that Drives Change

2005+ **Lean Six Sigma**
Speed & Quality

2001 **Growth:**
EOS, CECOR Lean, Customer Centric, Execution

2003 **Imagination at Work:**
Imagine, Solve, Build, Lead

2000 **ACFC (At the Customer For the Customer):**
Faster, Better, Observe the Customer

1998 **Digitization:**
Sell, Buy, Make using Technological Tools

1996 **Six Sigma Quality:**
Productivity, Span, Data-Driven Decision-Making

Make Customers Winners:
GE Tool-Kit

Key Strategic Initiatives:
QMI, NPI, OTR, SP, Productivity, Globalization

1992 **Change Acceleration Process (CAP):**
Increase success and accelerate change

Process Improvement:
Process-mapping, re-engineering, Bullet Train Approach

Productivity /Best Practices:
Benchmarking External Organizations, Sharing Best Practices

1989 **Work-Out™ /Town Meetings:**
Empowerment action - Expert-Driven Decision-Making, Action Work-Outs™, Customized Work-Outs™

Environment
...ration
the water quality people®

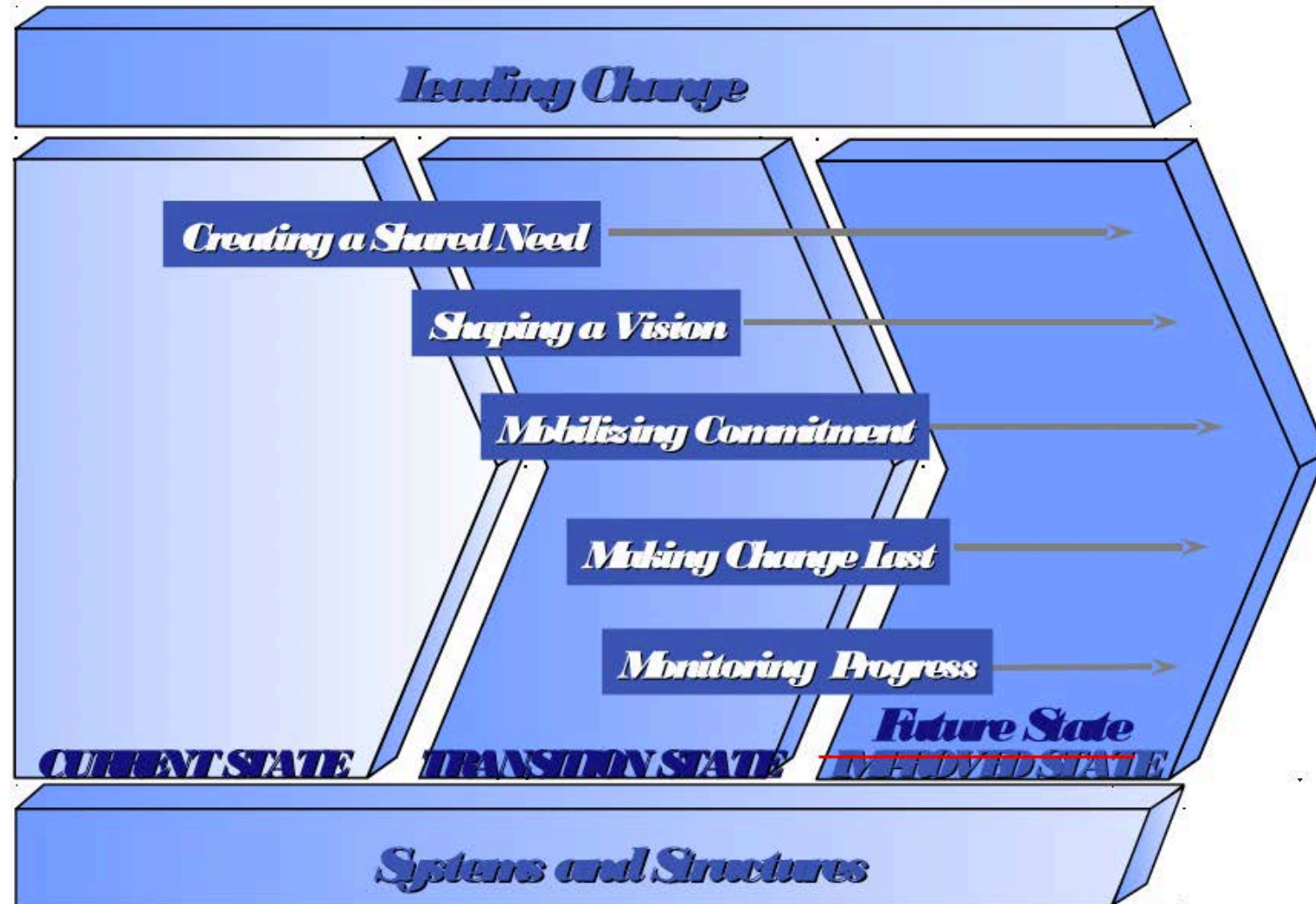# Effective Change Equation

$$Q \times A = E$$

Q = Qualitative/Technical Solution

A = Acceptance/Engagement

E = Overall Effectiveness

The GE CAP Model

CAP: A Model for Change

Leading Change
Having a sponsor/champion and team members who demonstrate visible, active, public commitment and support of the change.

Creating A Shared Need
The reason to change, whether driven by threat or opportunity, is instilled within the organization and widely shared through data, demonstration or demand. The need for change must exceed its resistance.

Shaping A Vision
The desired outcome of change is clear, legitimate, widely understood and shared; the vision is shaped in behavioral terms.

Mobilizing Commitment
There is a strong commitment from constituents to invest in the change, make it work, and demand and receive management attention; Constituents agree to change their own actions and behaviors to support the change.

Making Change Last
Once change is started, it endures, and learnings are transferred throughout the organization. Change is integrated with other key initiatives; early wins are encouraged to build momentum for the change.

Monitoring Progress
Progress is real; benchmarks set and realized; indicators established to guarantee accountability.

Changing
Making sure that the management practices (Staffing, Development,

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What is the Outcome?

- **Clear roles, responsibilities and expectations for all parties (Sponsor, Team Leader, Team Members, CAP Coach, Others)**

- **A well-defined scope of work for the project that all parties understand and are committed to achieving**

- **An effective project execution structure and process**

Principles of Change Management

The 7 R's:

The **REASON** behind the change?

RISKS involved in the requested change?

RESOURCES required to deliver the change?

Who **RAISED** the change request?

RETURN required from the change?

Who is **RESPONSIBLE** for creating, testing, and implementing the change?

RELATIONSHIP between proposed change and other changes

From Deloitte:

Start with the end in mind.

Understand the institution's culture

Communicate, communicate, communicate

Walk a mile in the shoes of those whose roles will change.

Create win-wins and align incentives

Embrace relentless incrementalism to help achieve radical change

You won't get what you don't measure

ADKAR Change Management

ADKAR Change Management

Pre-contemplation	Contemplation	Preparation	Action	Maintenance
A	**D**	**K**	**A**	**R**

Awareness
1. What is and isn't working in my organization
2. What are my options
3. Communicate that there is a problem
4. Focus attention on the most important reasons to change

Desire
1. Communicate benefits for adoption of scrum
2. Identify risks involved
3. Build momentum
4. Address fears

Knowledge
1. Learn new technical skills
2. Learn to think as a team
3. Learn how to time box
4. Share information
5. Set reasonable targets

Ability
1. Employ a suitable governance framework
2. Training the basics
3. Start small
4. Don't do it by stealth
5. Adjust processes that touch the scrum teams

Reinforcement
1. Engage a scrum coach
2. Identify champions
3. Share scrum experiences
4. Learn from early mistakes

Enablement Zone

Engagement Zone

Phase 1 – Preparing for Change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

Phase 2 – Managing Change

Develop change management plans

Take action and implement plans

Phase 3 – Reinforcing Change

Collect and analyze feedback

Diagnose gaps and manage resistance

Implement corrective actions and celebrate successes

Prosci® 3-Phase Change Management Process

Preparing for Change
Managing Change
Reinforcing Change™

Prosci® 3-Phase Change Management Process

Phase 1 – Preparing for Change
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 – Managing Change
- Develop change management plans
- Take action and implement plans

Phase 3 – Reinforcing Change
- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

Preparing for Change
Managing Change
Reinforcing Change™

Prosci | 40

The Big Picture

Change Management Plans & Deliverables

- Communications Plan
- Sponsor Roadmap
- Coaching Plan
- Resistance Management Plan
- Training Plan

Individual Outcomes

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement®

Prosci | 37

Take-Aways

- Change Management is a process

- Key success factors are related to people and organizations

- Approaches/solutions need to be compatible with the dominant paradigms and constraints in the water sector utilities

- Change Management is an integrative process

- WISE includes components (People, Process, Technology) that can be integrated into CM
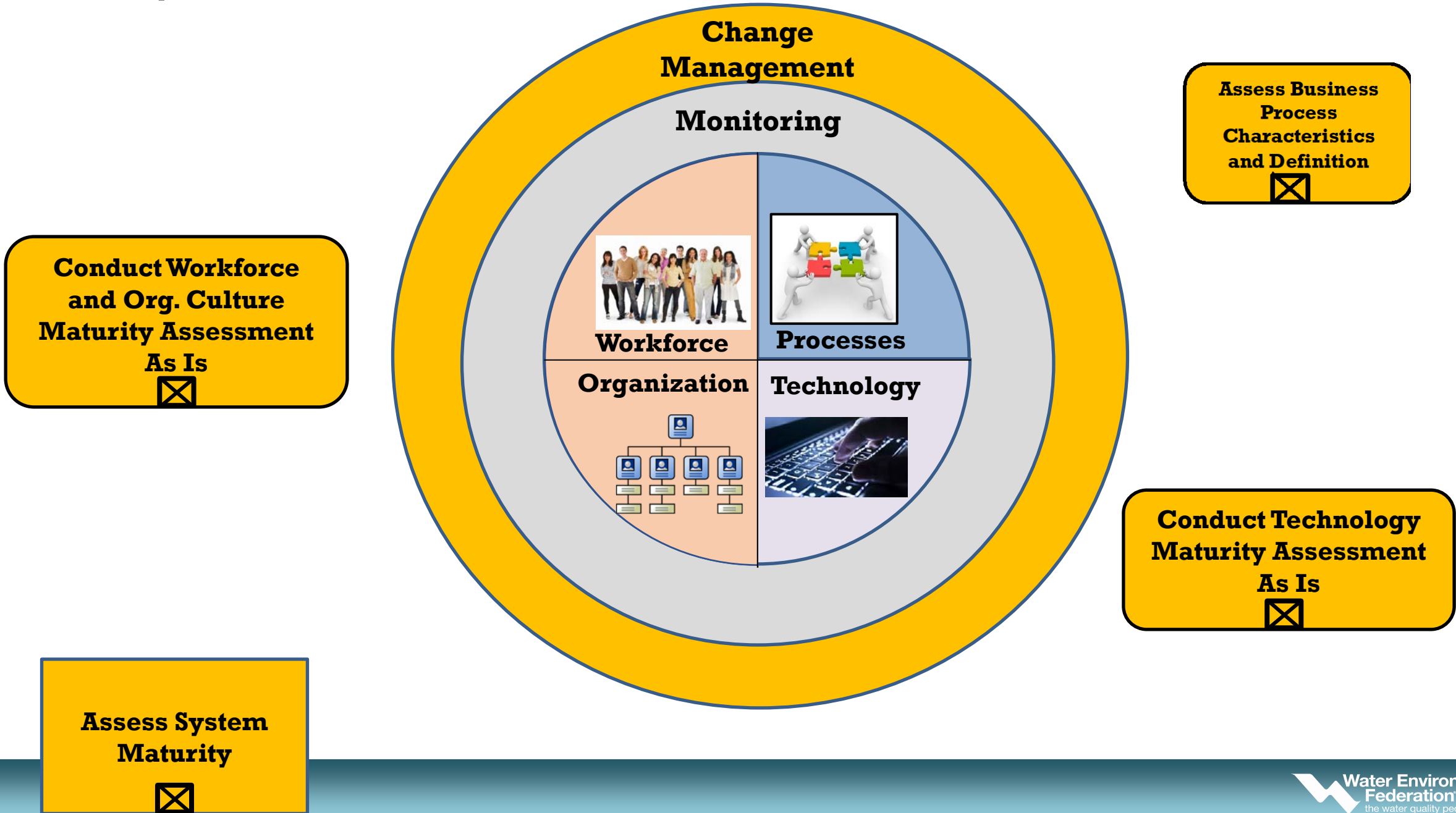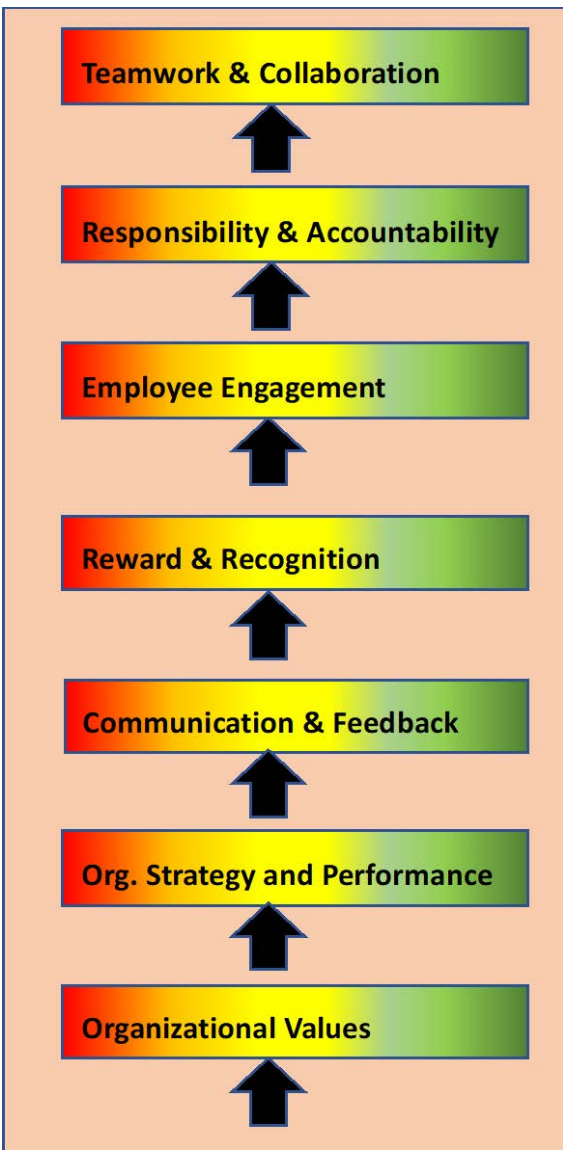
WISE

Alice Brawley-Chesworth
Policy Analyst
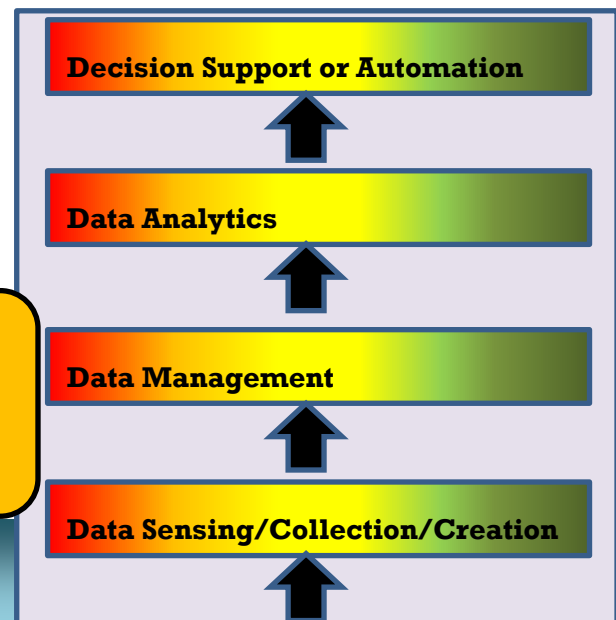City of Portland BES
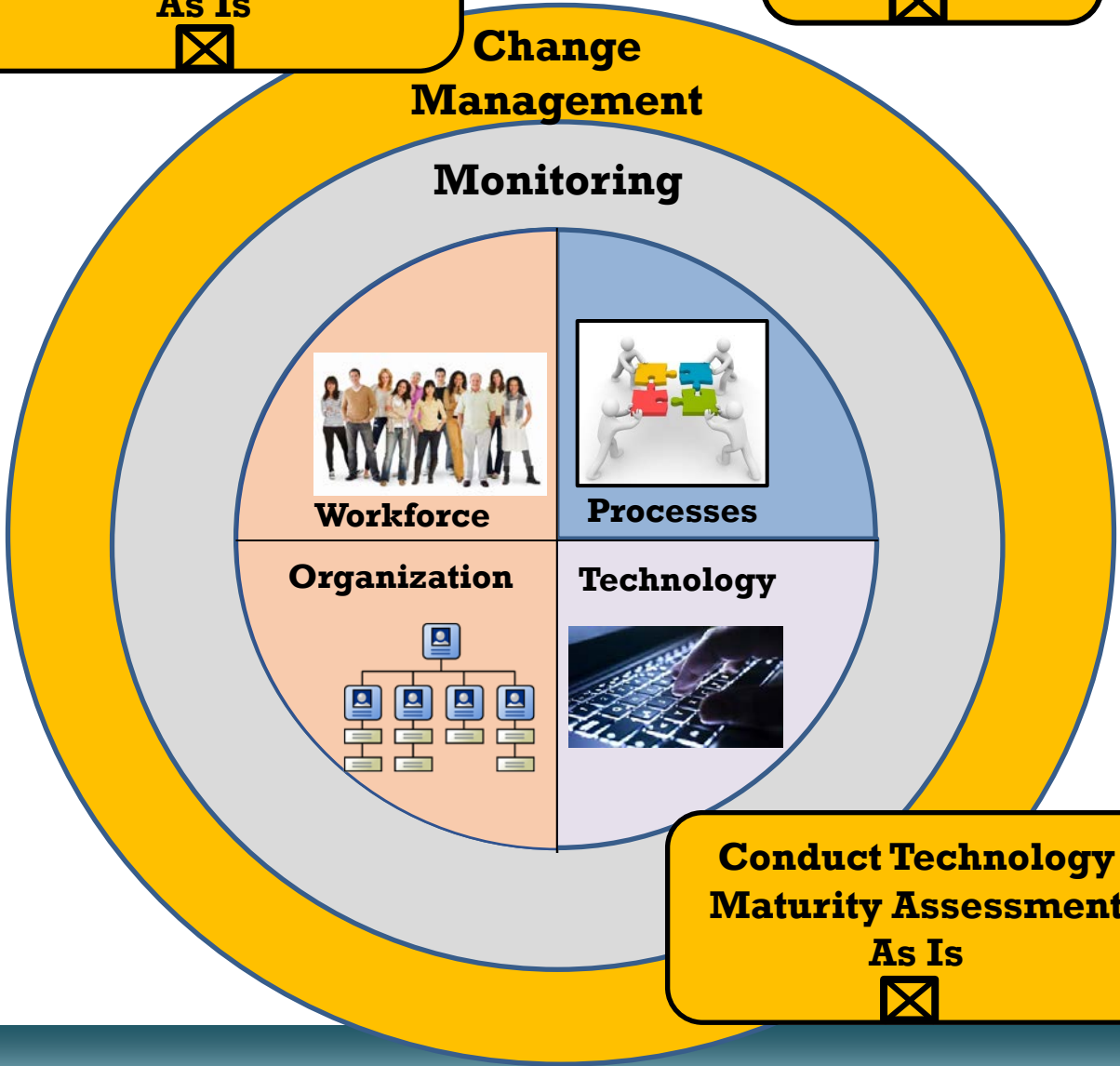
Change Management
Integrative Component of Improvement

What is the scope of improvement?

Request Improvement → Define the scope of improvement → ✕

Organization & Workforce Improvement — **People**
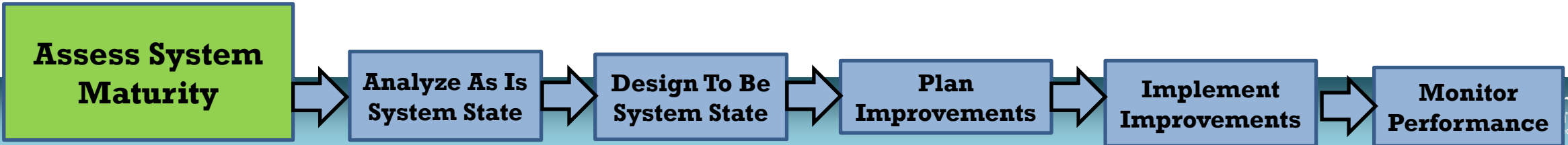
Select Business Units → Identify Participants/Stakeholders → **Conduct Workforce and Org. Culture Maturity Assessment As Is** ⊠

Process & Technology Performance Improvement — **Processes**, **Technology**

Improve Process Documentation, Business Needs → Identify Participants/Stakeholders

Select a Business Process → **Assess Business Process Characteristics and Definition** ⊠ → ✕

No — **Is Process well defined?** — **Yes** → ✚

No → Improve Process Documentation, Business Needs → **Conduct Technology Maturity Assessment As Is** ⊠

Assess System Maturity ⊠ → Analyze As Is System State → Design To Be System State → Plan Improvements → Implement Improvements → Monitor Performance

360° portfolio of assessment tools

Change Management

Monitoring
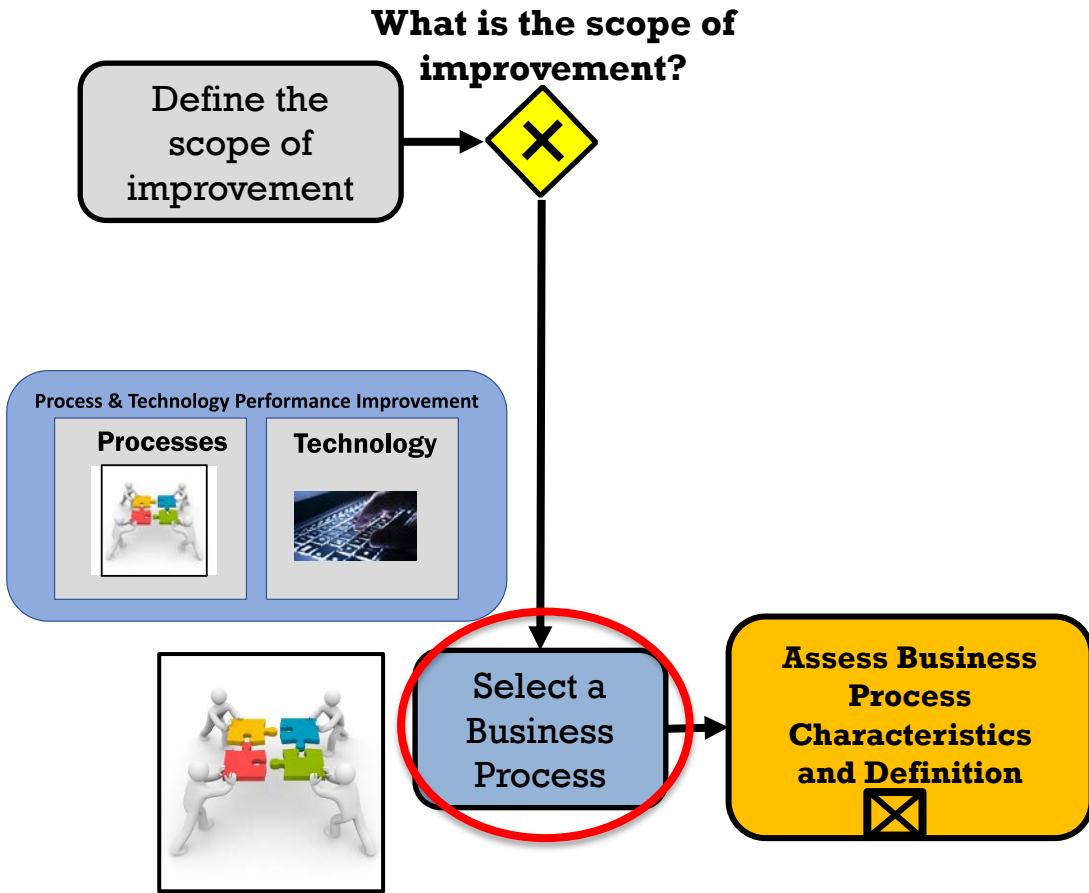
Workforce

Processes

Organization

Technology

Assess Business Process Characteristics and Definition ⊠

Conduct Workforce and Org. Culture Maturity Assessment As Is ⊠

Conduct Technology Maturity Assessment As Is ⊠

Assess System Maturity ⊠

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What is the scope of improvement?

Define the scope of improvement

Process & Technology Performance Improvement

Processes

Technology

Select a Business Process

Assess Business Process Characteristics and Definition ⊠
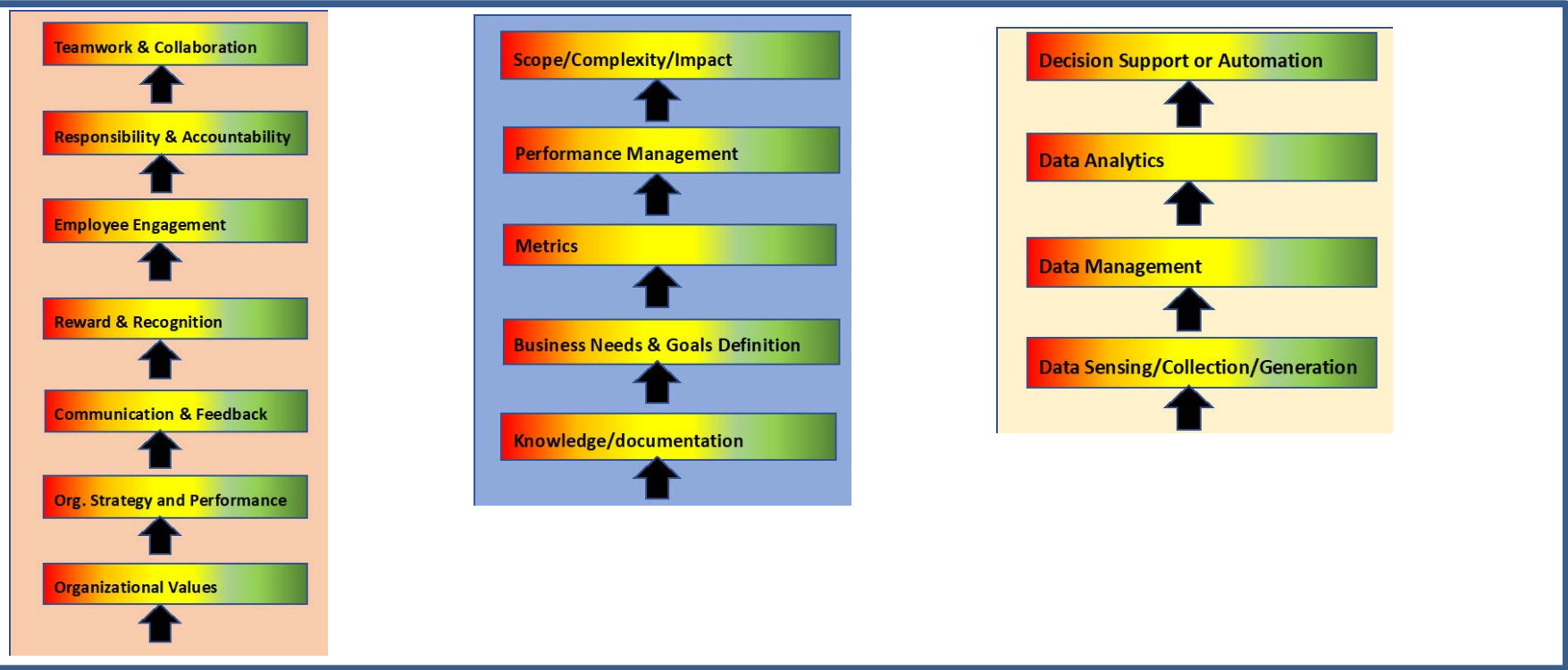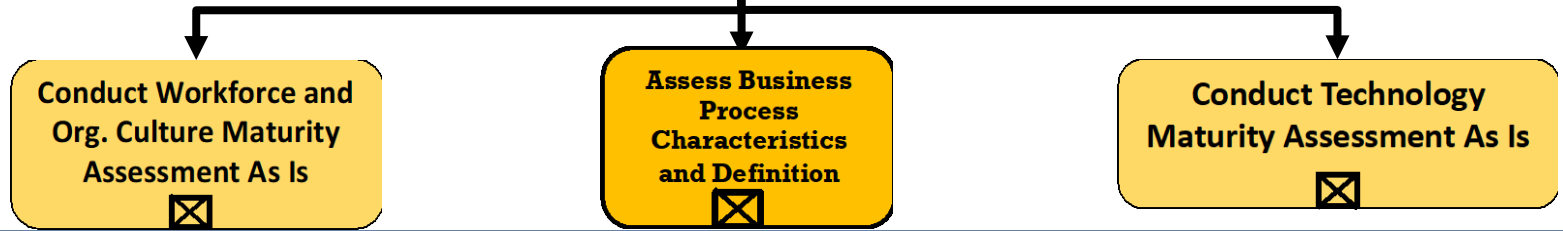
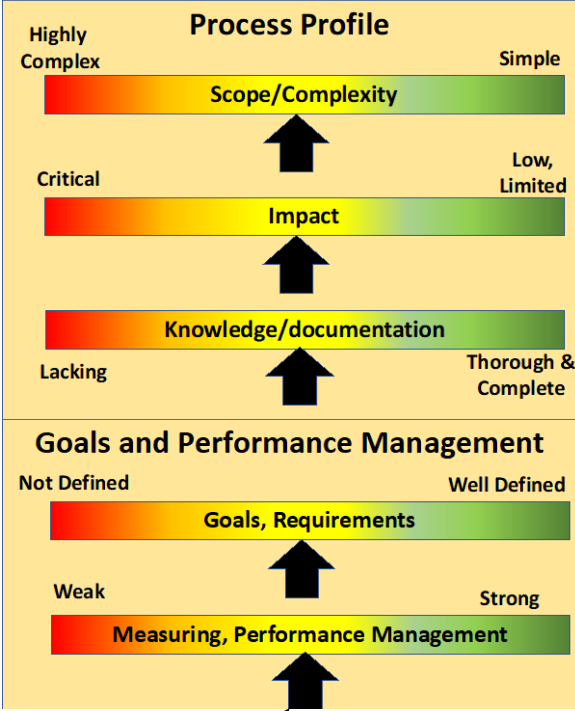**Conduct Business Process Assessment As Is** ⊠

Process Profile

Highly Complex — Simple
Scope/Complexity

Critical — Low, Limited
Impact

Lacking — Thorough & Complete
Knowledge/documentation

Goals and Performance Management

Not Defined — Well Defined
Goals, Requirements

Weak — Strong
Measuring, Performance Management

Assess System Maturity

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Business process assessment identifies areas of concern.

Detailed analysis requires a system model.

Process Profile

Highly Complex — Simple

Scope/Complexity

Critical — Low, Limited

Impact

Lacking — Thorough & Complete

Knowledge/documentation

Goals and Performance Management

Not Defined — Well Defined

Goals, Requirements

Weak — Strong

Measuring, Performance Management

Assess System Maturity	Analyze As Is System State	Design To Be System State	Plan Improvements	Implement Improvements	Monitor Performance

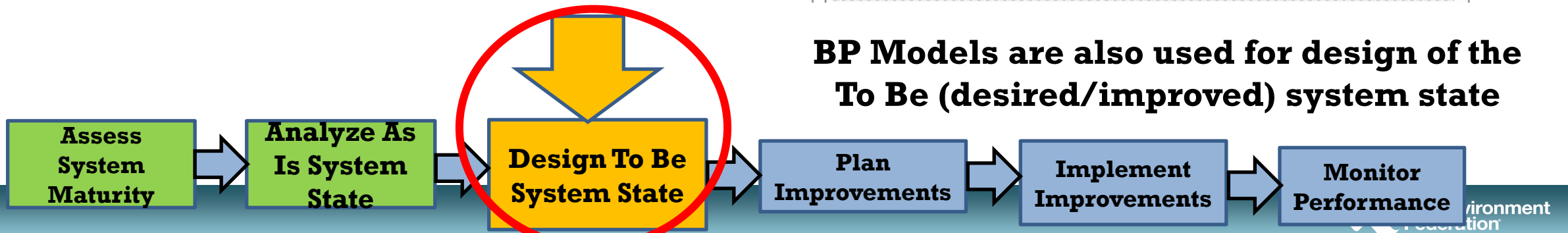As Is CROMERR Model

Business Process Model is a system model:
a detailed description of how a process works.

- Which measurements are used to manage the process
- Which measurements/metrics are impacted by the process
- What decisions need to be made (and by whom)
- Who is involved in the business process (swim lanes)
- Workflow (sequence paths of activities)
- What resources (e.g. time, staff, equipment) are needed
- Which technologies/systems enable this process
- What data is required to execute work (and make decisions)
- Where (in what systems) the required data resides

Assess System Maturity → **Analyze As Is System State** → Design To Be System State → Plan Improvements → Implement Improvement → Monitor Performance

As Is CROMERR Model

To Be CROMERR Model
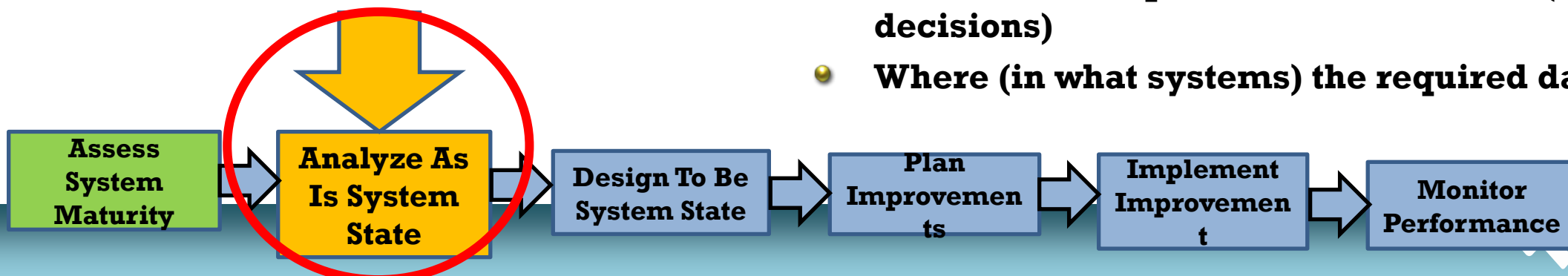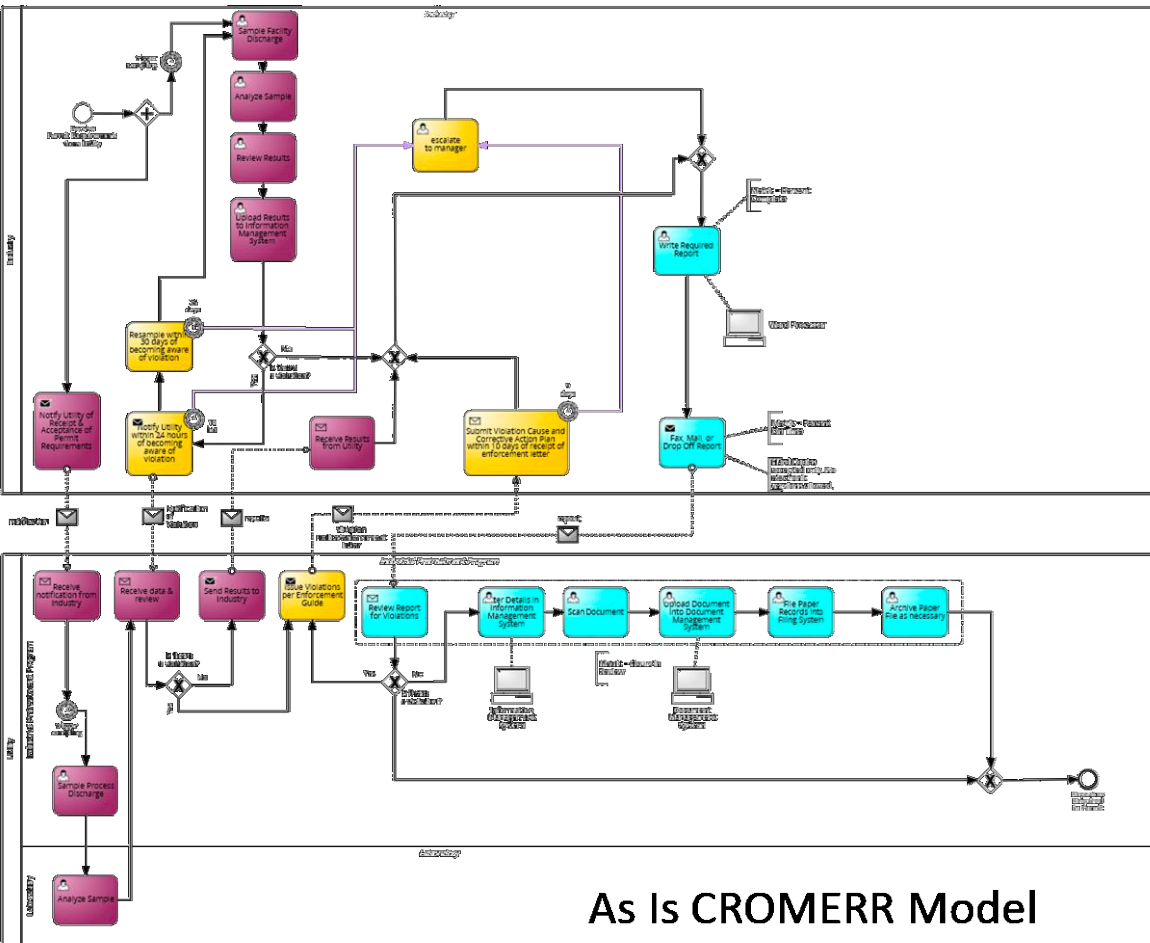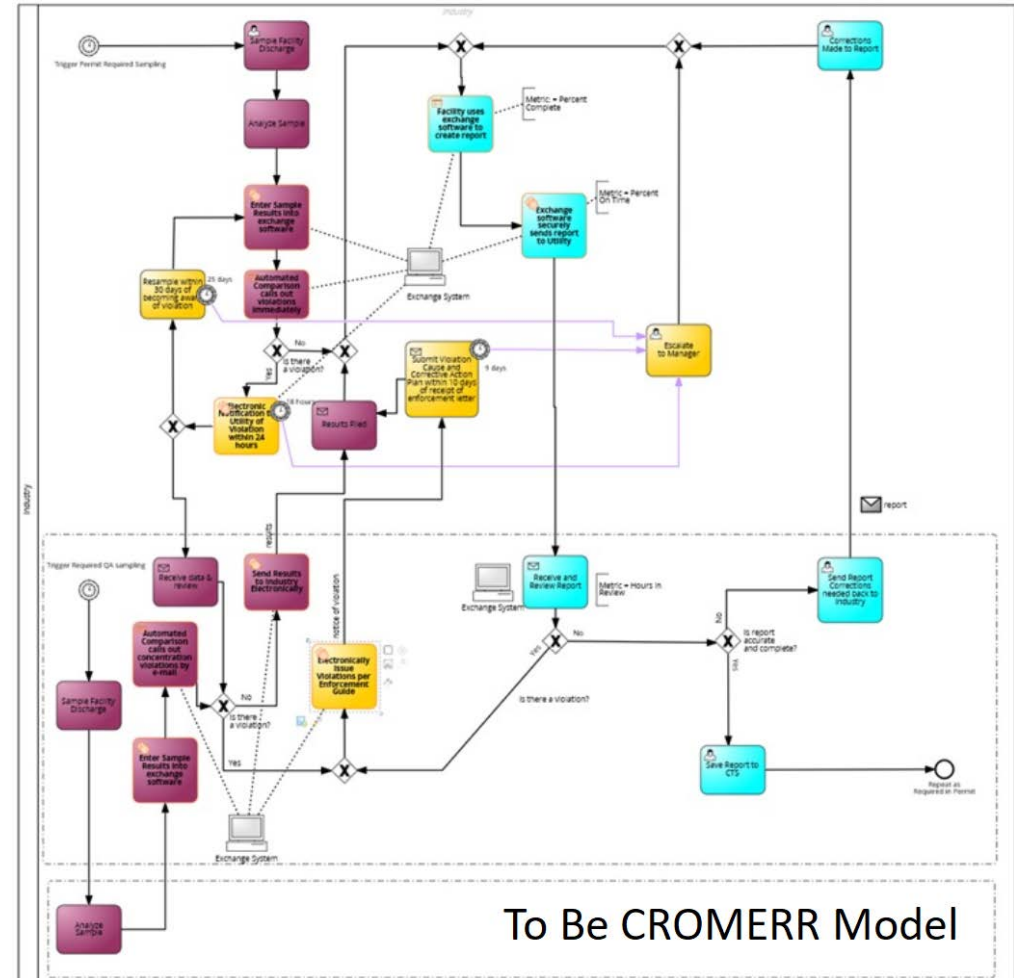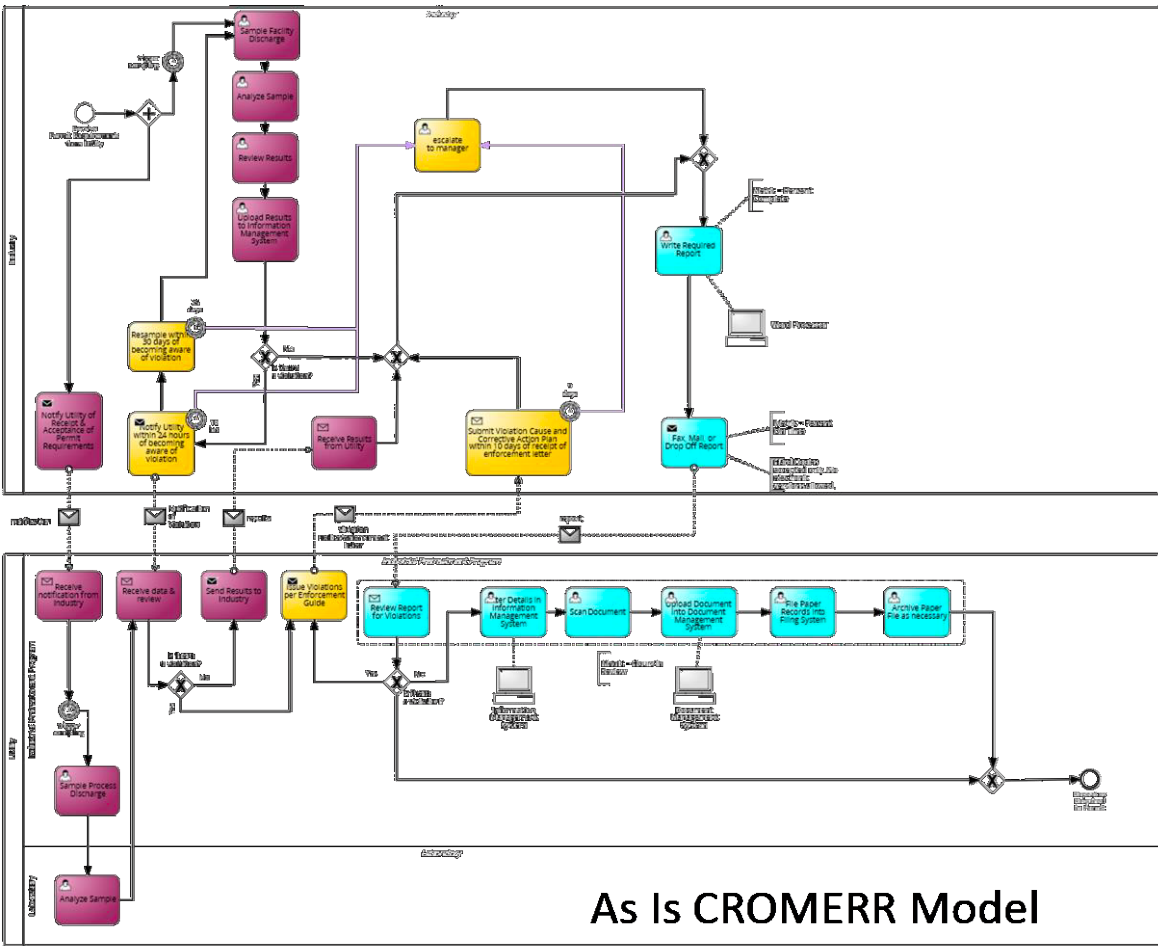
BP Models are also used for design of the To Be (desired/improved) system state

Assess System Maturity → Analyze As Is System State → Design To Be System State → Plan Improvements → Implement Improvements → Monitor Performance
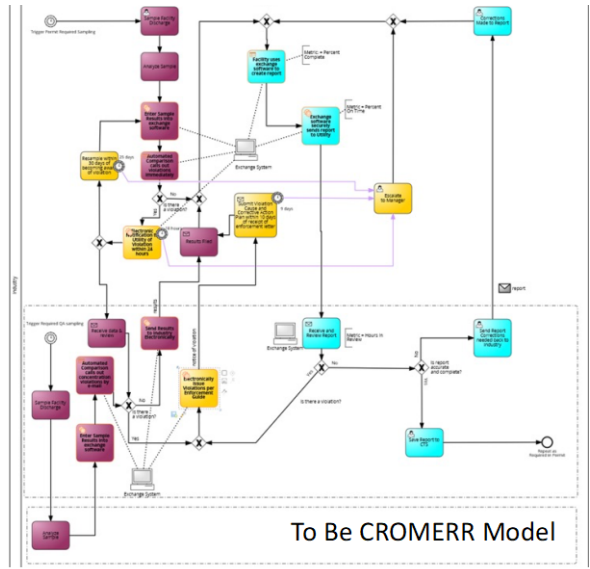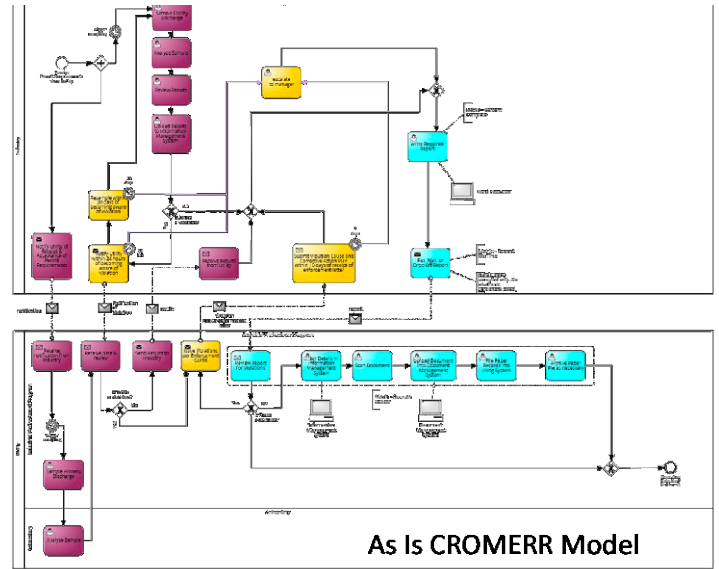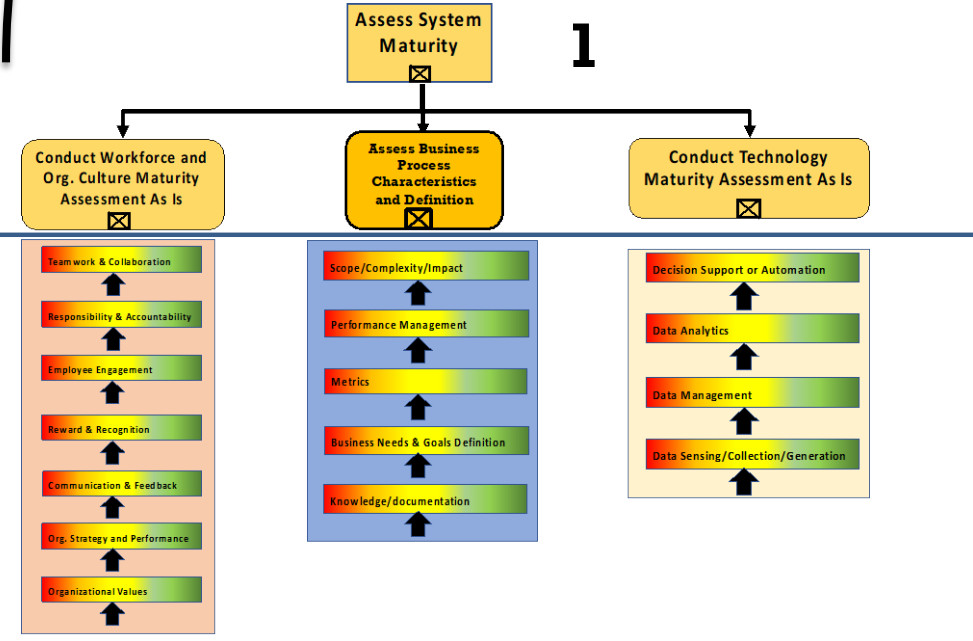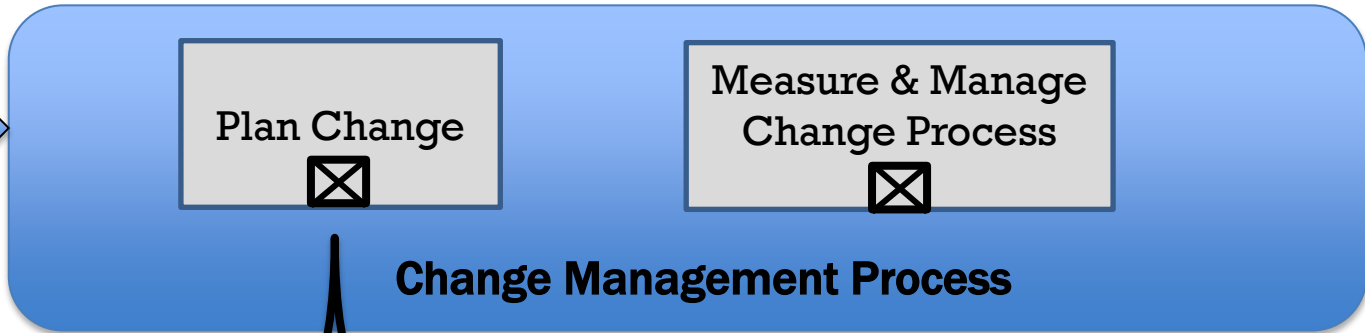
Inputs to the Change Management Process

Define The Change

Align with Business Goals

Assess CM Capabilities

Plan Change ⊠

Measure & Manage Change Process ⊠

Change Management Process

Assess System Maturity ⊠

1

Conduct Workforce and Org. Culture Maturity Assessment As Is ⊠

Assess Business Process Characteristics and Definition ⊠

Conduct Technology Maturity Assessment As Is ⊠

Teamwork & Collaboration

Responsibility & Accountability

Employee Engagement

Reward & Recognition

Communication & Feedback

Org. Strategy and Performance

Organizational Values

Scope/Complexity/Impact

Performance Management

Metrics

Business Needs & Goals Definition

Knowledge/documentation

Decision Support or Automation

Data Analytics

Data Management

Data Sensing/Collection/Generation

2

As Is CROMERR Model

3

To Be CROMERR Model

1 **Assess System Maturity**

2 **Analyze As Is System State**

3 **Design To Be System State**

Plan Improvements

Implement Improvements

Monitor Performance

the water quality people

Context for Assessing Change Management Capabilities for the Selected Process

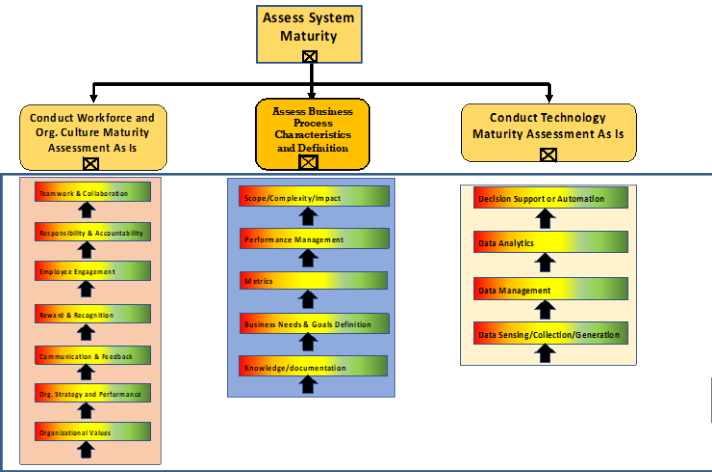**Define The Change**
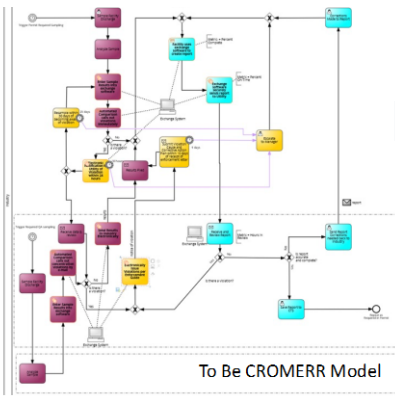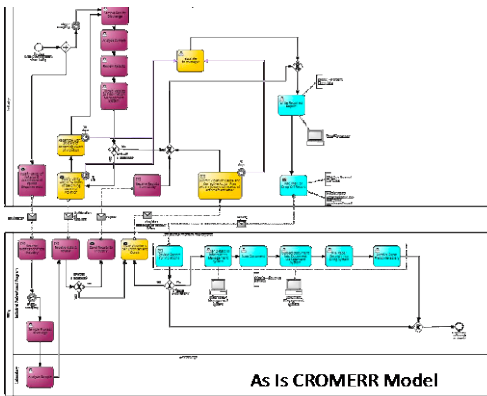
Align with Business Goals

Assess CM Capabilities

Plan Change

Manage & Measure Change Process

Assess System Maturity

Conduct Workforce and Org. Culture Maturity Assessment As Is

Assess Business Process Characteristics and Definition

Conduct Technology Maturity Assessment As Is

Teamwork & Collaboration
Responsibility & Accountability
Employee Engagement
Reward & Recognition
Communication & Feedback
Org. Strategy and Performance
Organizational Values

Scope/Complexity/Impact
Performance Management
Metrics
Business Needs & Goals Definition
Knowledge/documentation

Decision Support or Automation
Data Analytics
Data Management
Data Sensing/Collection/Generation

Conduct Assessment of Change Management Capabilities

Capabilities to Manage Change

Changes needed for improvement

As Is CROMERR Model

To Be CROMERR Model
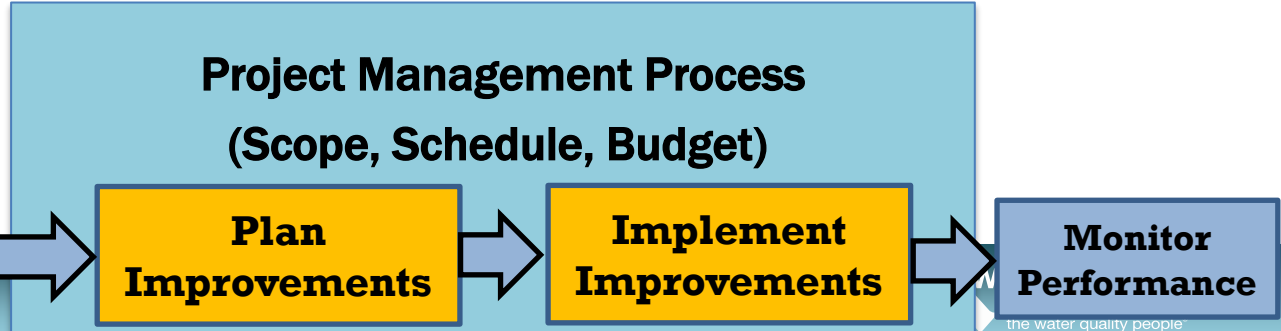
Assess System Maturity
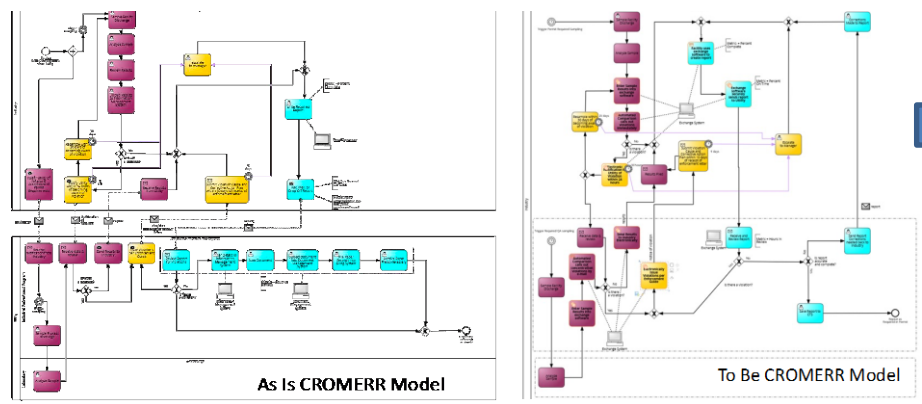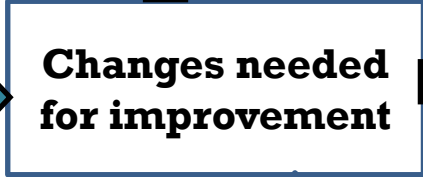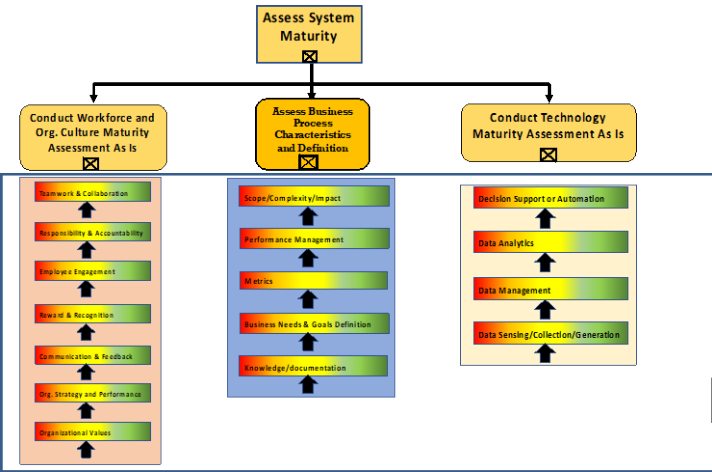
Analyze As Is System State

Design To Be System State

Plan Improvements

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Monitor Performance

Context for Assessing Change Management Capabilities for the Selected Process

Define The Change

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Conduct Assessment of Change Management Capabilities

Capabilities to Manage Change

Changes needed for improvement

Change Management Process

Plan Change

Manage & Measure Change Process

(Workforce, Organization)

As Is CROMERR Model

To Be CROMERR Model

Project Management Process
(Scope, Schedule, Budget)

Assess System Maturity

Analyze As Is System State

Design To Be System State

Plan Improvements

Implement Improvements

Monitor Performance

the water quality people

Analyze As Is CM Capabilities for the Selected Process

Define The Change

Align with Business Goals
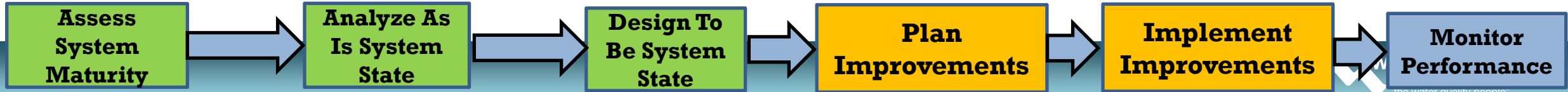
Assess CM Capabilities

Plan Change

Manage & Measure Change Process

Conduct Assessment of Change Management Capabilities

Assessment Categories

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Survey 28 statements

Analyze Results

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Assess System Maturity → **Analyze As Is System State** → **Design To Be System State** → **Plan Improvements** → **Implement Improvements** → **Monitor Performance**

Results Can Be Used to Plan Change for the Selected Process

| Define The Change | Align with Business Goals | Assess CM Capabilities | | Plan Change | Manage & Measure Change Process |

Assessment Categories

Conduct Assessment of Change Management Capabilities ☒

Survey
28 questions

Assessment Categories bars:
- Leadership and Vision
- Communication Strategies
- Change Process
- Employee Skills and Capacity
- Executing Change

Analyze Results

- Leadership and Vision
- Communication Strategies
- Change Process
- Employee Skills and Capacity
- Executing Change

| Assess System Maturity | → | Analyze As Is System State | → | Design To Be System State | → | Plan Improvements | → | Implement Improvements | → | Monitor Performance |

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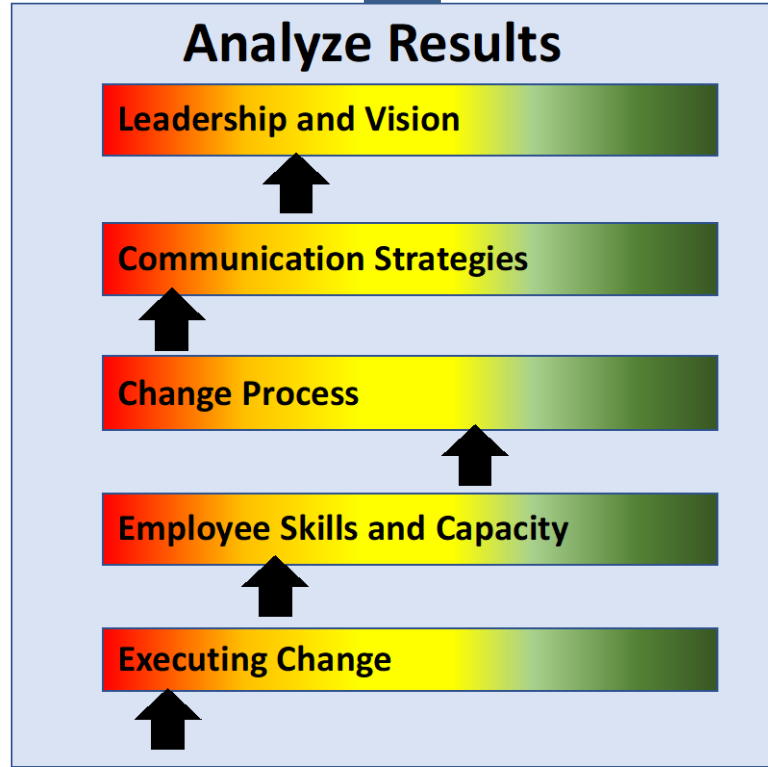
Define The Change

Align with Business Goals

Assess CM Capabilities
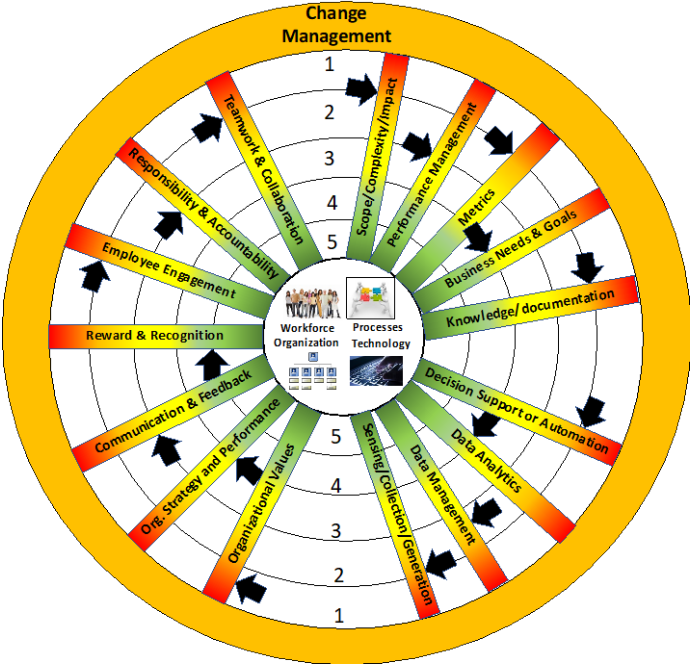
Draft assessment statements are being reviewed by the Change Management Team

Leadership and Vision

Communication with Stak...

Change Process

Employee Skills and Capac...

Executing Change

Capability Assessment for Change Management

1	Leadership and Vision
1.1	There is a common vision and compelling rationale for this change
1.2	Leaders are committed to change
1.3	There is effective executive sponsorship for the change
1.4	There is a strong sense of urgency for change
1.5	We have a history of successful change in this organization
1.6	Change will be supported by the current management style and behavior
1.7	There is evidence/actions that shows Leadership supports change

Maturity Assessments for People, Process, Technology

Assess System Maturity → Analyze As Is System State → Design To Be System State

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Task 1: Finalize Change Management Capabilities Assessment Tool v1.0
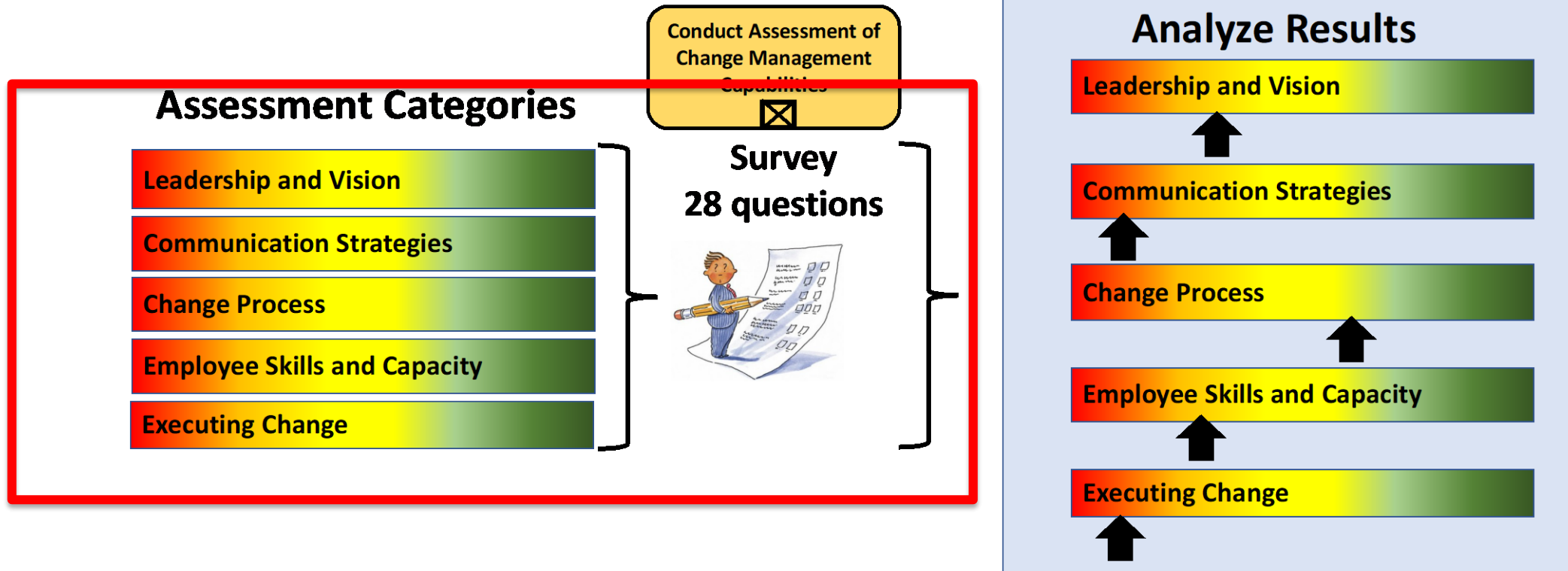
Task 2: Conduct Pilot Assessment of Change Management Capabilities for a Specific Business Process

Assessment Categories

- Leadership and Vision
- Communication Strategies
- Change Process
- Employee Skills and Capacity
- Executing Change

Conduct Assessment of Change Management Capabilities

Survey
28 questions

Analyze Results

- Leadership and Vision
- Communication Strategies
- Change Process
- Employee Skills and Capacity
- Executing Change

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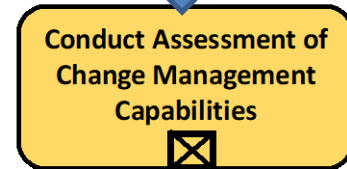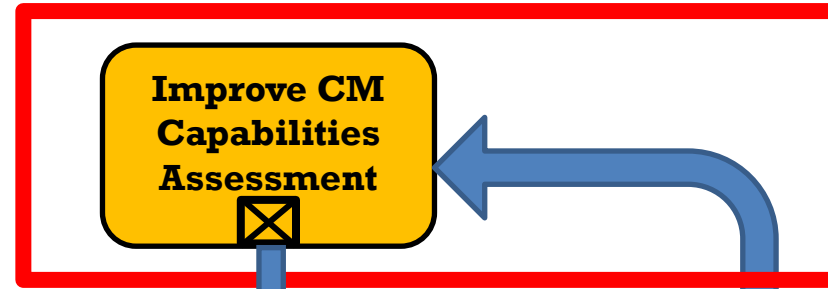# Task 3: Develop Tools for Analysis

Define The Change

Align with Business Goals

Assess CM Capabilities

Plan Change

Manage & Measure Change Process

Assessment Categories

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Conduct Assessment of Change Management Capabilities ☒

Survey
28 questions

Analyze Results

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Task 4: Use Results to Plan a Change for a Specific Process

Define The Change

Align with Business Goals

Assess CM Capabilities

Plan Change

Manage & Measure Change Process

Conduct Assessment of Change Management Capabilities ☒

Assessment Categories

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Survey
28 questions

Analyze Results

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Task 5. Use Experience With Pilot to Enhance CM Capabilities Assessment

Define The Change

Align with Business Goals

Assess CM Capabilities

Plan Change
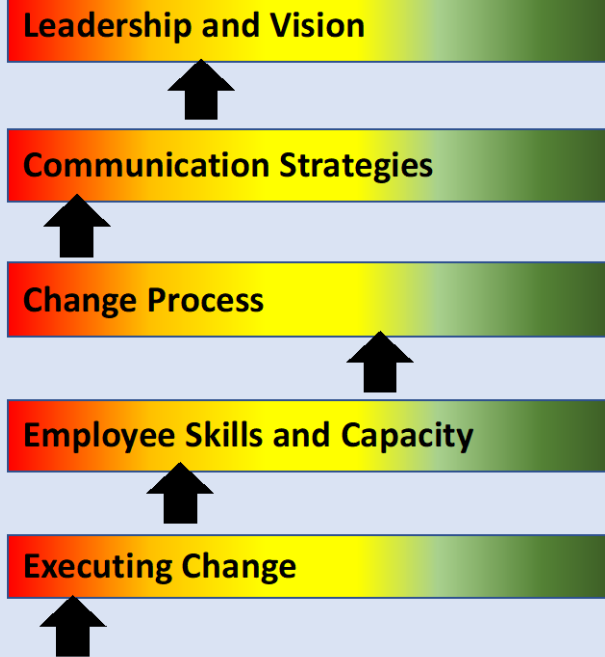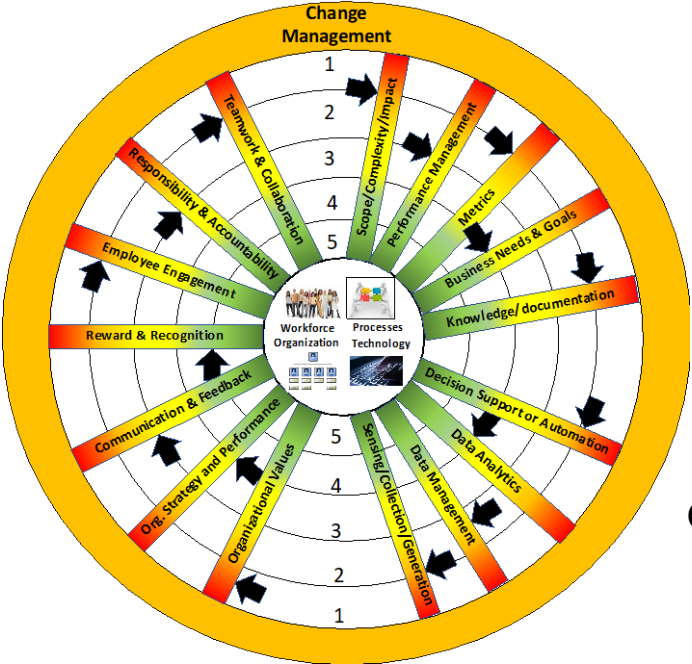
Manage & Measure Change Process

Improve CM Capabilities Assessment

Conduct Assessment of Change Management Capabilities

Assessment Categories

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Survey
28 questions

Analyze Results

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

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Define The Change

Align with Business Goals

Assess CM Capabilities

Assessment Results Are Inputs to Planning and Implementing Changes

Leadership and Vision

Communication Strategies

Change Process

Employee Skills and Capacity

Executing Change

Capability Assessment for Change Management

Maturity Assessments for People, Process, Technology
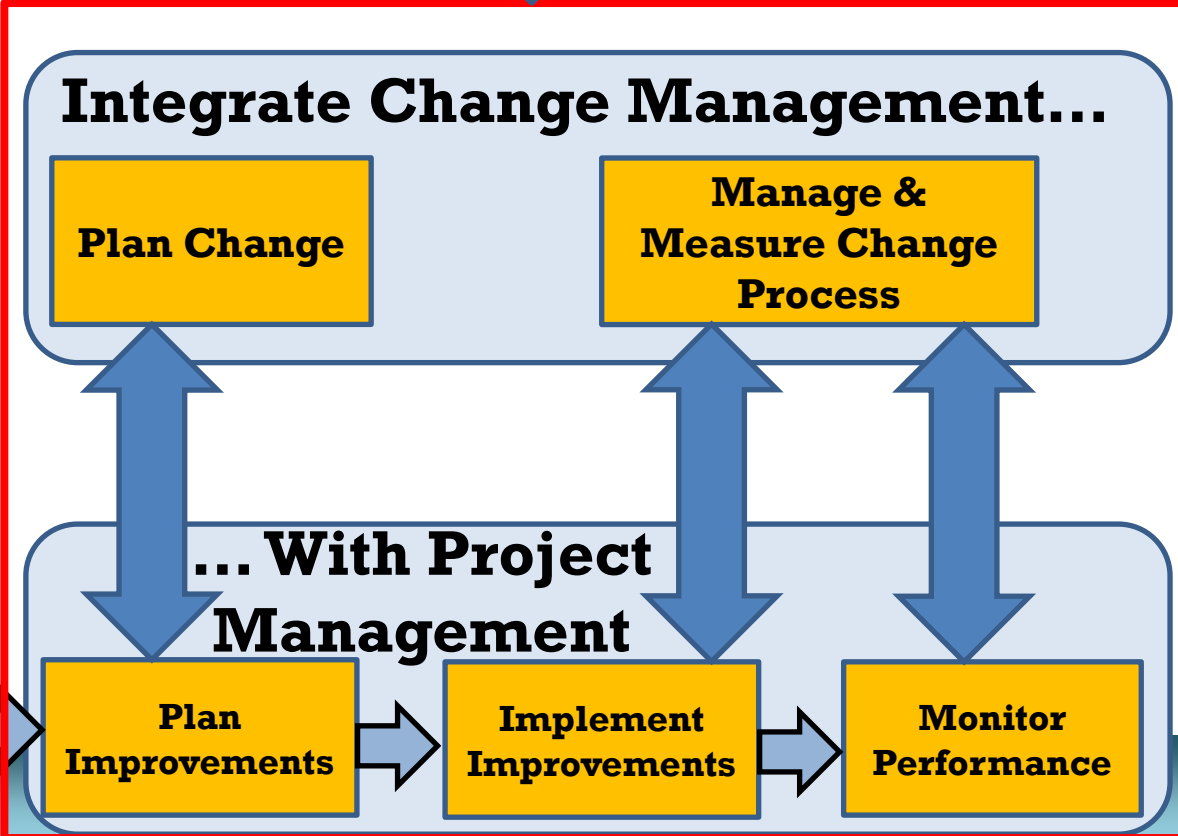
Integrate Change Management…

Plan Change

Manage & Measure Change Process

…With Project Management

Assess System Maturity
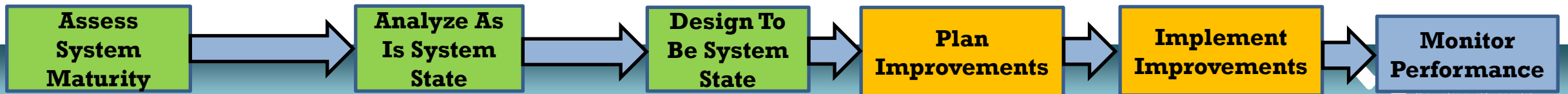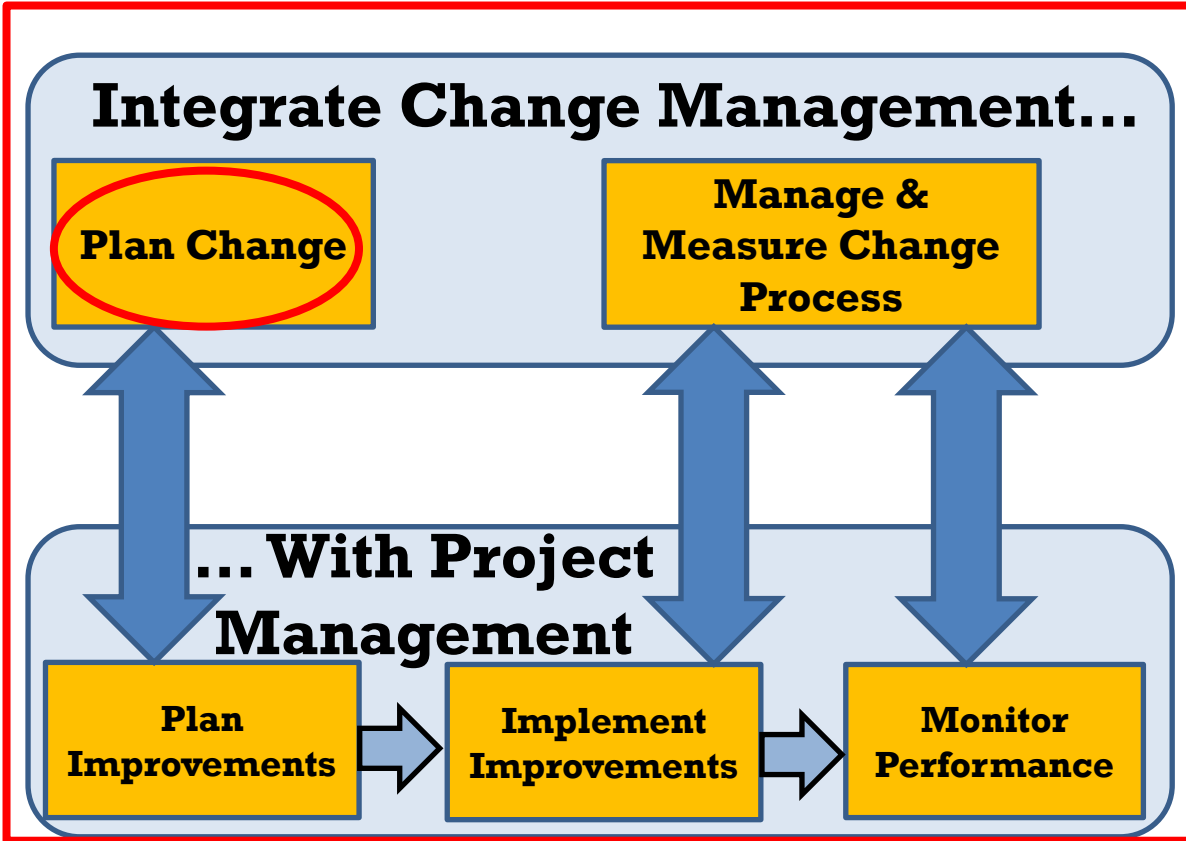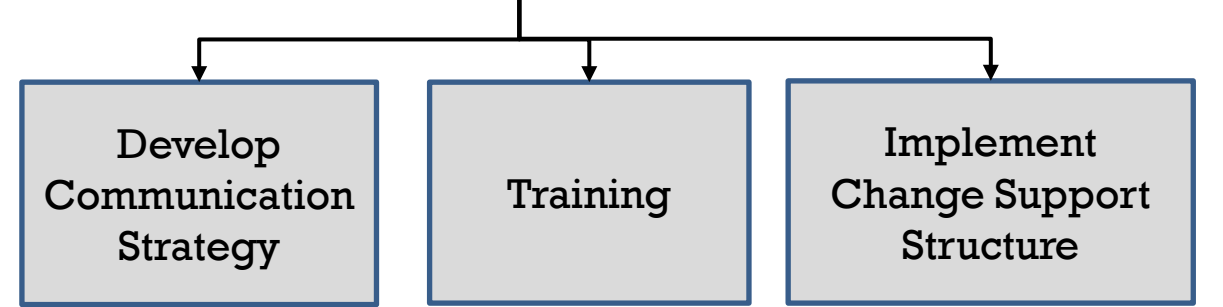
Analyze As Is System State

Design To Be System State

Plan Improvements

Implement Improvements

Monitor Performance

Task 6. Define and Document Change Management Planning Process

Questions?