

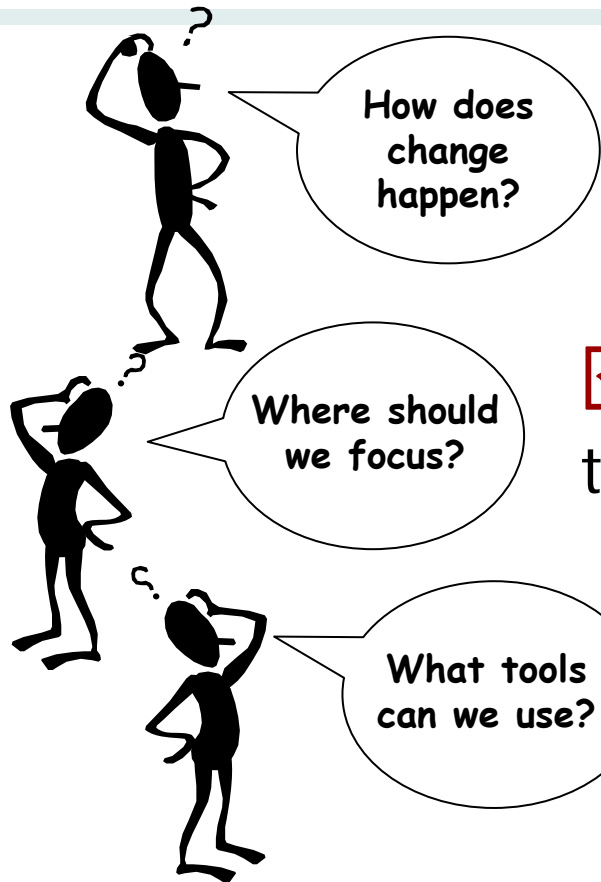


Technology Change: Smoothing the Transition

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My Objective: to Demystify Change



How does change happen?

Where should we focus?

What tools can we use?

- ✓ A change process framework
- ✓ Key areas to focus on to get the most benefits
- ✓ Specific steps to help make any change go more smoothly

***The change process
is understandable and manageable***

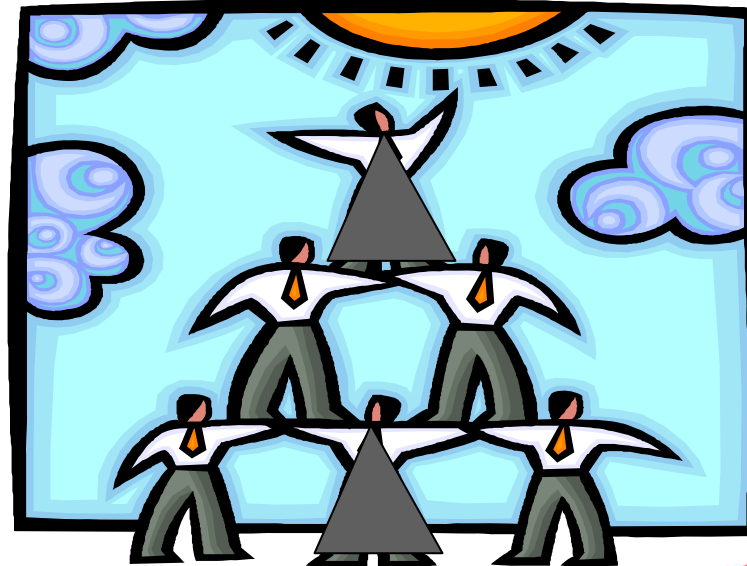
About Innovapost

- A member of the Canada Post Group of Companies
- Provides consulting and technology services to the Canada Post Group of Companies and their customers
- Help our clients realize greater and more immediate value on their technology investments
- Offices in Ottawa, Mississauga and Toronto
- Approximately 800 employees
- Website: www.innovapost.com

The Change Management Mandate

To help ensure project success by:

- Working with project teams
- Addressing the impacts of any change
- Focusing on people, organization and culture
- Using a structured, proactive approach



Change Management Activities

- Redesigning business processes
- Updating roles and responsibilities
- Realigning organizational structure
- Fostering high performance teams
- Assessing and strengthening employee engagement
- Creating change agent networks
- Building internal change management teams
- Creating training and other performance supports
- Developing communications

Cost of Technology Projects

- Technology projects = **big investments**
 - \$ Equipment and the people to install it
 - \$ Updated/new processes and the people to design them
 - \$ Software and the people to program it
 - \$ Training and the people to deliver it
- Ignoring the people impacts = **big costs**
 - \$ Only occasionally using new equipment and software
 - \$ Increasing calls to the help desk
 - \$ Entering data incorrectly
 - \$ Providing additional training and communications to raise adoption levels and decrease resistance
- These costs will erode the return on investment

Technology Change – The Good News

- More organizations insist that Change Management be integrated into their technology projects
- More technology companies offer change management services
- Technology Project Managers are becoming more aware of the need for Change Management
- Change management often takes from 10% to 30% of overall project budget

Technology Change – The Not-so-Good News

- We expect a LOT
- We only remember the good times
- “If you build it, they will come”
- Terminology alert! – they already do change management
- At the heart of it, technology projects aren’t that different from any projects that involve change

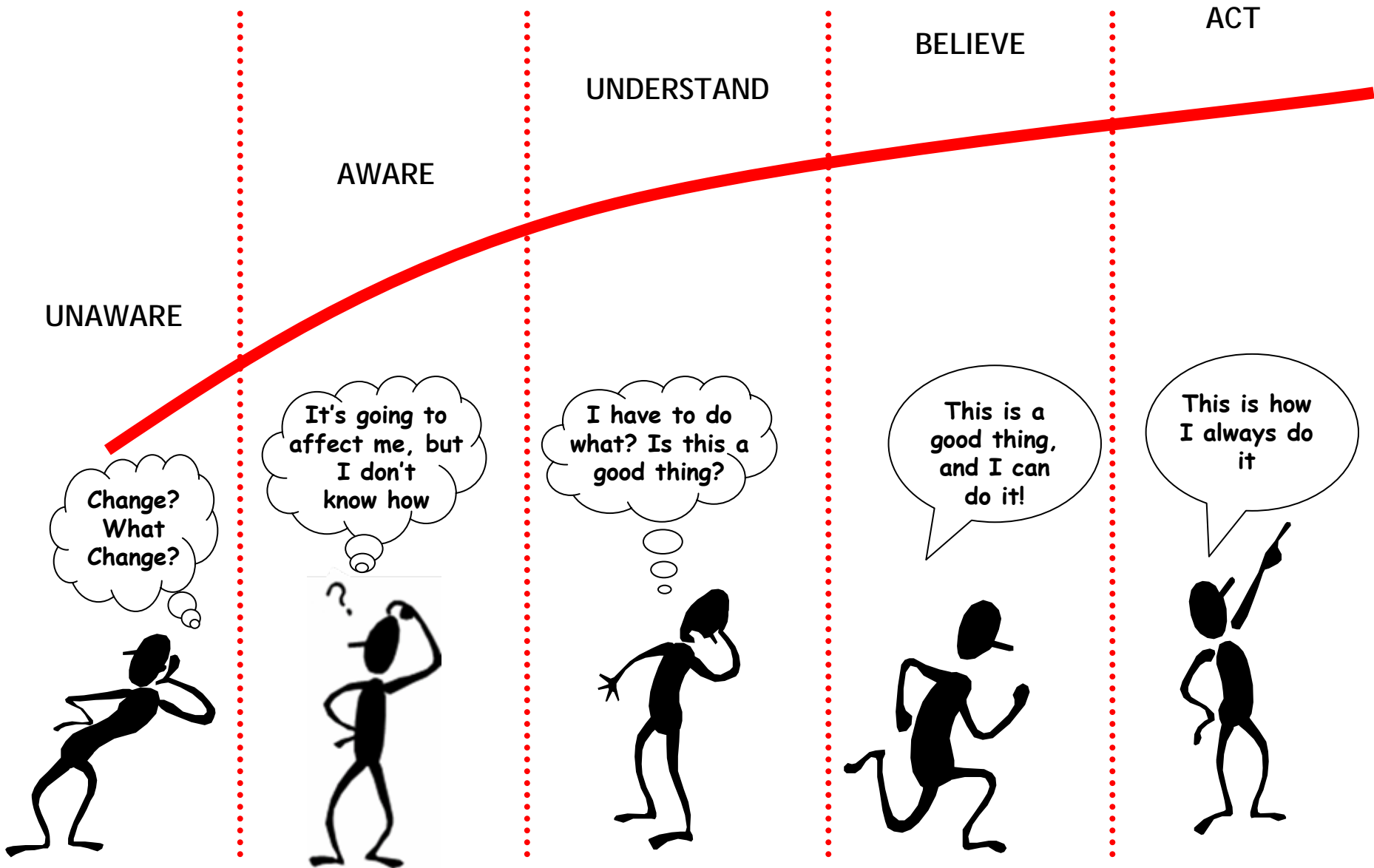
You can apply most of what we talk about today to ANY change

What is Change Management?

“Change Management is a structured process and a set of tools designed to lead people through a change”

- Prosci

The Innovapost Change Curve



Using the Change Curve

- Understand current state and audience reactions
- Plan change management activities
 - People at each stage need different support or information
- Decide where people need to be for success
 - Moving through to next stage isn't guaranteed or necessary for all audiences

Organizational Assessment – Key Areas

- History with change
- Change culture
- Change capacity
- Strategic importance of the change
- Available resources
- Case for change
- Stage on the change curve
- Other obstacles or challenges

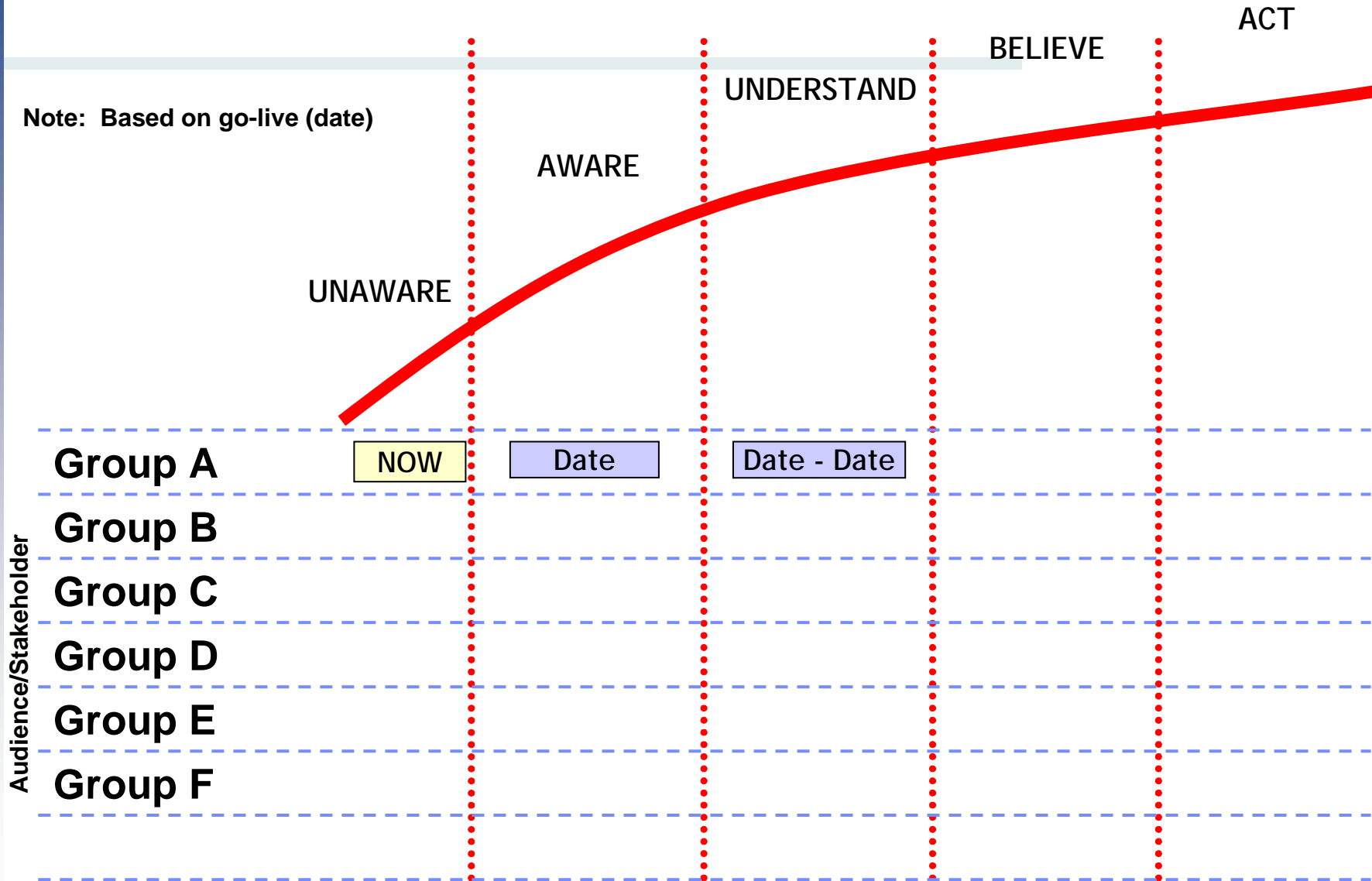
Audience Assessment – Key Areas

Key Question	Low Impact	High Impact
How many people are in each group?	One unit	Entire org.
Where are the people located?	One building	Nationally
How much of their jobs will change?	< 15%	> 40%
How prepared are they for the change?	Ready to change	Not at all ready

You should also find out:

- What specific changes and benefits will each group see?
- Where is each group on the change curve?
- Any other obstacles or challenges?
- Labour relations considerations

Plotting The Change Curve Over Time



Moving from Unaware to Aware

UNAWARE

Communications from the Senior Sponsor to provide a strong launch

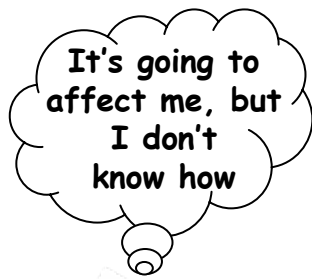
- Why should we do this?
- Risks of not changing / benefits of changing
- How this fits into the organization's mandate or vision
- Personal commitment to support the change and see it through
- Best done live (e.g., town halls, team meetings)



Moving from Aware to Understand

AWARE

Communications from Senior Sponsor and front-line managers essential



- Keep using messages from earlier stage
- Front-line supervisor to start working with staff on details about how it might affect their team
- Demonstrate organizational and personal commitment through investments
- Consultation is key: meeting with affected groups, asking for input and participation; listening for reactions, questions and feedback and responding openly

Moving from Understand to Believe

Communications from front-line managers and training are key

UNDERSTAND



- More details on what it will mean to individuals and teams through front-line supervisors
- Details on implementation plan
- Training on new roles, processes and tools
- Continue demonstrating organizational and personal commitment
- Continue listening for reactions, questions and feedback and responding transparently

Moving from Believe to Act

BELIEVE



Demonstrated commitment and training evaluation are essential

- Track target behaviours and ensure rewards and consequences are in place
- Maintain resource levels
- Continue listening for reactions, questions and feedback and responding transparently
- Keep using key messages from earlier stage
- Front-line supervisors continue working with staff on details
- Sr. sponsor must stay present and active

Moving Past the Act Stage

ACT



Don't stop the project too soon!

- Celebration, rewards and consequences are essential
- Training gaps may need to be addressed
- Ask for lessons learned on project overall
- Communicate success stories and lessons learned
- Make sure you leave a healthy legacy for the next change project!

Key Area of Focus: Senior Sponsor

Role includes:

- Fostering and ensuring support from other senior people
- Securing and protecting necessary resources
- Communicating big picture
- Demonstrating their own and the organization's commitment

How to support them:

- Help them understand their role
- Build skills in communications and addressing resistance
- Develop a communications plan with key messages and opportunities to deliver them
- Keep them informed

Key Area of Focus: Working-Level Leads

Role includes:

- Communicating and assessing individual and team impacts
- Providing them with the necessary tools and information to communicate
- Bringing feedback and questions
- Coaching and motivating employees
- Recognising and reinforcing new behaviours
- Ensuring required employee support is delivered

How to support them:

- Help them understand their role
- Build skills in communications and addressing resistance
- Provide them with tools, key messages and materials
- Ask them for feedback and ideas
- Keep them informed

Key Area of Focus: Resistance

Expect resistance and look for the signs

- Not providing resources or withdrawing resources
- Not attending meetings
- No feedback
- Strong emotions
- Discouraging engagement in others
- Questions, questions and more questions

Analyze sources of resistance

- Impacts and risks you might have missed
- Areas that may need greater focus
- Ways to support people further

Meeting and Addressing Resistance

- Ensure you have vehicles in place to gather feedback and input
- Listen to it
- Respond openly to the questions and concerns
- Integrate the feedback when you can
- Ask for help with key individuals to persuade others
- Check your communications on key risks and benefits
- Check that your benefits are relevant and reasonable
- Do your rewards, recognition and consequences need strengthening?
- Leverage any dissatisfaction with the current status

Summary

- Over-communicate and start early
- Support your sponsors
- Expect, understand and use resistance
- Find ways to get people involved in decisions and plans
- Respond to feedback in a visible way
- Don't shy away from rewards and consequences
- Don't stop too early, backsliding is a risk

Questions?



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