

Defining the Scope

Seattle City Light (City Light), a public utility company, engaged Motive Power to develop and implement a Change Management Strategy to prepare their workforce for the Advanced Metering Infrastructure (AMI) Program. The City installed a wireless communications system and approximately 440,000 advanced meters for both residential and commercial customers. City Light engaged Motive Power for Phase I delivery six weeks prior to the start of the mass meter installation effort – nearly two years after the start of the Program.

Due to the timing, the Motive Power team had to include two approaches in the overall Change Management strategy – one for the AMI Program and the other to prepare City Light, as an organization, for the AMI system integration.

During Phase I, which focused mainly on the AMI program, Motive Power conducted a gap analysis to assess the current state of the program, identify Key Performance Indicators (KPIs), and identify and begin the execution of 35 critical business processes the program required in preparation for meter deployment.

Employing the Prosci® methodology, Motive Power created a Change Management Plan customized to align with remaining program phases, which included:

- Initial and periodic stakeholder impact assessments
- Sponsor Roadmap
- Communications Plan
- Business Process Development - Program
- Procedure Development - Enterprise
- Training approach to include development of materials, Train-the-Trainer partnership, logistics, and training delivery
- Coaching Plan
- Resistance Management
- Adoption & Reinforcement
- Transition to Business as Usual

In Phase II, the delivery completed the critical program business processes, identified 35 existing City Light procedures that required an update because of the AMI program, as well as 10 new procedures, designed a KPI dashboard and established a maintenance and reporting cadence with the program leadership, and launched the business readiness planning (BRP) initiative. The BRP initiative allowed the delivery team to integrate program-specific Change Management deliverables such as communication planning, impact analysis, and coaching activities, into execution of the organizational Change Management delivery. This mitigated the impact of not including either from the onset of the program. The BRP initiative also allowed the team to partner with the impacted stakeholder groups to create specific action plans that reduced impact of the AMI program to delivery of 'business as usual'. The stakeholder-specific readiness plans included identification of coaching requirements, areas of resistance, and documented effective training approaches, allowing Motive Power to facilitate targeted communications evangelizing the benefits of the AMI program.

Phase III of Motive Power's engagement with City Light on the AMI program aligned directly with the final system integration activities, allowing Motive Power to focus on preparation of the larger organization for AMI go-live. In this phase, the Motive Power team executed the City Light procedure update and creation tasks, designed training materials that specifically outlined the changes to business as usual, partnered with each stakeholder group to ensure actions within the BRPs were executed, and deployed Adoption and Resistance management plans. Through execution of the BRP initiative, Motive Power was able to understand how each stakeholder group impacted the other, and responded by including these details into communication, training, and adoption deliverables to further breakdown organizational silos.

Why Change Management Matters:

1. Allows management to assess the overall impacts of a change
2. Provides clear communication plan to improve morale and productivity
3. Enhances organizational efficiency through effective training and adoption reinforcement
4. Supports a smooth transition into the new business practices



Establishing the Plan

Understand the Stakeholders

- Create Stakeholder Register
- Accomplish initial Stakeholder Impact Assessment to anticipate areas of resistance and organizational pain points
- Develop Stakeholder Matrix to define how each stakeholder group will be impacted

Identify the Changes and Impacts

- Develop future state Business Processes to identify net change
- Accomplish gap analysis of affected procedures; update as needed to support future state and develop new procedure where none exist
- Conduct Business Readiness Planning with each Stakeholder Group to review changes and obtain feedback

Training and Communication Plan

- Define multi-layer, multi-channel push and pull communications strategy to bolster enterprise-wide awareness of the change and communicate program details and timelines
- Coordinate internal and enterprise level communication support to release appropriate messaging on a schedule that supports system implementation
- Based on the Business Process and Procedure development work, develop training curriculum, job aides, facilitation plan, and schedule
- Train impacted employees on the net changes prior to system implementation

Adoption and Reinforcement

- Develop Reinforcement Plan to celebrate and reward success
- Design Coaching Plan to assist workstream leads in guiding their teams to success
- Create Adoption Metrics to measure speed of adoption, ultimate utilization, and proficiency after go-live
- Define Resistance Management plan to course-correct employee opt-out

Transition to Business-as-Usual

- Map out a transition plan to ensure all new Business Processes and Procedures have a clear owner and maintenance plan post-system implementation

Factors of Our Success

Executive Sponsorship

- Remain active and visible
- Establish leadership support
- Communicate directly with impacted stakeholder

Stakeholder Engagement

- Leverage daily face-to-face interaction between leads and impacted stakeholders to maintain a pulse on the organization
- Define preferred message senders, dependent upon how change impacts individuals

- Coach leadership on identifying and managing resistance

Internal Marketing

- Focus on benefits and how change will improve day-to-day work
- Develop plan to increase awareness and create buzz for early adoption
- Distribute news stories, provide details about training, share early successes, and incorporate information from the executive sponsor(s) to help demonstrate the importance of the initiative

- Recommend a monitored, dedicated inbox for the AMI Program for convenient submission of employee feedback
- Recommend a monitored web forum where employees can jump in and ask questions – this would provide both a place to receive feedback & get questions answered, but also a mechanism to gauge employee sentiment and combat resistance in real time

Monitor & Support

- Deploy a series of targeted surveys including: Pre-Training Knowledge, Post-Training Knowledge, and Post-Training Course Evaluation
- Embed AMI Change Team and procedure authors on-site with the top seven actively impacted stakeholder groups to ensure immediate response to any issues
- Monitor adoption metrics and address any issues as they arise

Delivering Phase 1

Contract Deliverables

Create Process Approval Flow

As-Is Analysis

Get approval for AMI Critical Business Process Gap Analysis Detail

To-Be Analysis

Catalog Triage Processes

Gap Analysis and Prioritization List

Define Stakeholder Map and Impact Expectation

Change Management, Training, Adoption, Support Plan

Complete Prioritized Critical Business Processes in preparation for launch of Mass Meter Deployment

Delivering Phase 2

Contract Deliverables

Create Change Management Plan for AMI Program

Build Change Management Strategy and Integrated Road Map

Complete Critical Business Processes including supporting documentation and implementation support

Execute Change Management Strategy

KPI Tracking and Reporting

Build Critical Business Processes

Identify training requirements and support/facilitate training with City Light Stakeholders

Build Training Modules and Workshops

Establish AMI Change Control Committee

Change Control and Governance

Establish Adoption Metrics and plan for AMI Transition to Business as Usual

Delivering Phase 3

Contract Deliverables

Create/Update Detailed Business Procedures

Procedure Development

Create detailed procedures for identified and defined AMI business processes

Training Material Development

Design and develop training modules based on specified business processes and procedures

Training Facilitation and Support

Plan, coordinate, and facilitate training sessions based on the business changes resulting from AMI System Integration

Adoption and Reinforcement

Develop an adoption plan using specified metrics to gauge overall adoption status

Communication and Oversight

Continue the Execution of the Change Management plan and provide Enterprise-level communications support