Scaling the Organizational Approach:
A Change Management Case Study

Jana Flynn
Manager

Change Management employs simple activities delivered at strategic points throughout the project lifecycle to ensure the organization properly prepares, equips, and supports individual employees through the change required

Change Management ROI

A 2010 ROI survey conducted amongst Change Managers across industries showed the following improvements when Change Management principles were employed:

40% Increase in Productivity

15% Improved Quality Standards

15% Specific Efficiency Savings

12% Customer Service Satisfaction

The same study assessed a ROI of 5:1 return within nine months of launch for projects incorporating Change Management practices

Achieving and exceeding these statistics relies equally on the Change Management approach and the maturity of the organization for sustainability

Case Study Objectives

Understand key strategies to improve Stakeholder Engagement in a reactive culture

Gain insight into developing a scalable Change Management Strategy in an immature organization

Discuss assessment and performance measurement strategies that increase the organizational Change Management capabilities
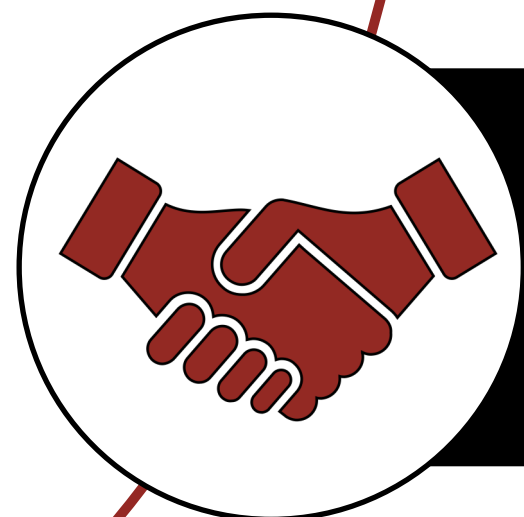
Overview

The Problem: Delivery of a Change Management approach in a **change saturated organization** without Change Management **discipline**
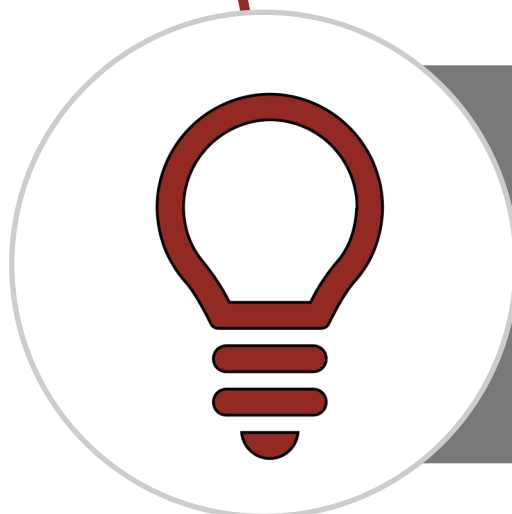
The Solution: Continuous **adaptation of the approach to scale** the project and Change Management **maturity** of the organization

The Success Story: Delivery of communication, training, and business processes to **prepare** the organization for the change

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Employing Change Management principals places structure around three key components:
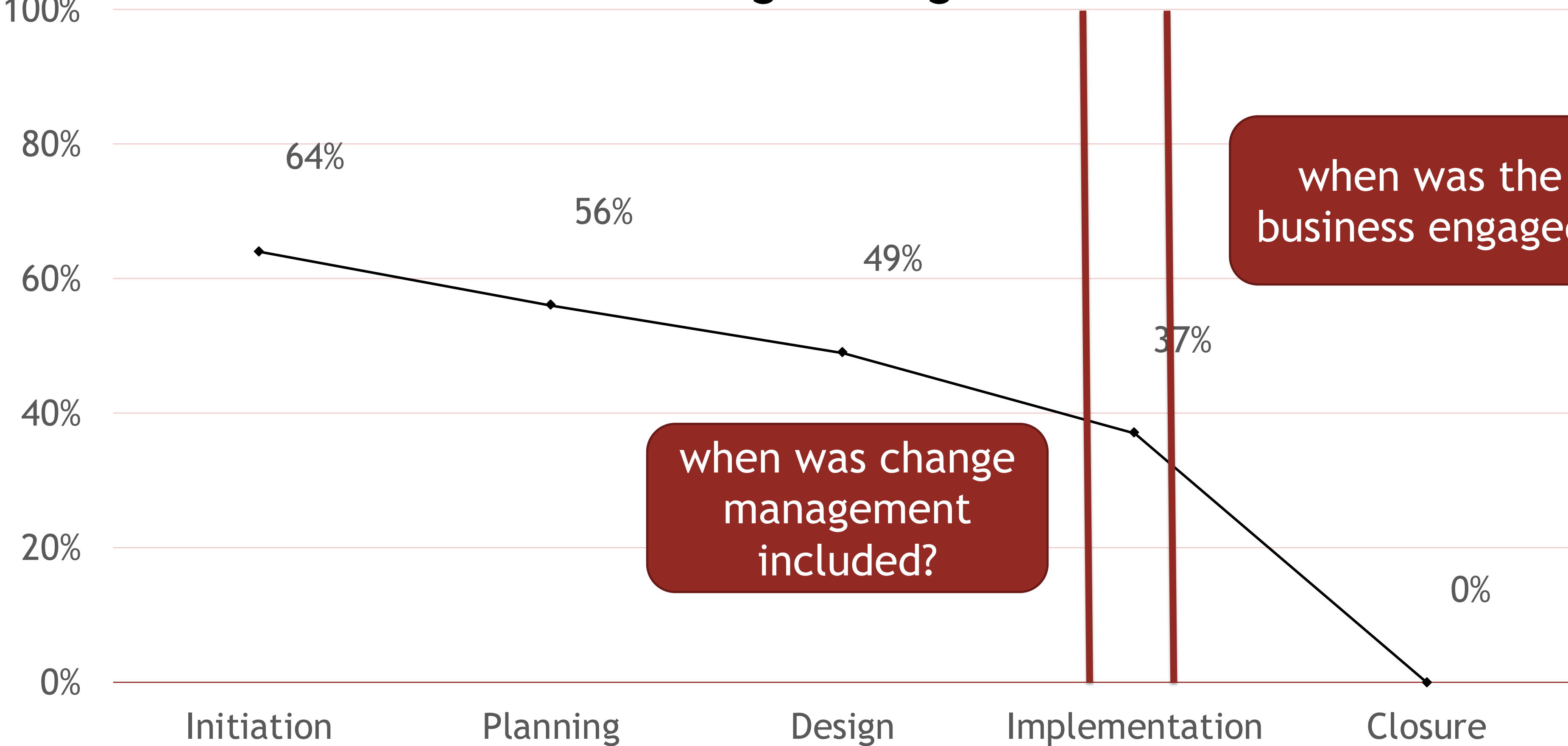
| How quickly do employees adopt a change? | How many employees eventually adopt the change versus finding work-arounds? | How effective are employees once they've adopted the change? |

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Change Management ROI

Percent of study participants who met or exceeded objectives based on when they started change management

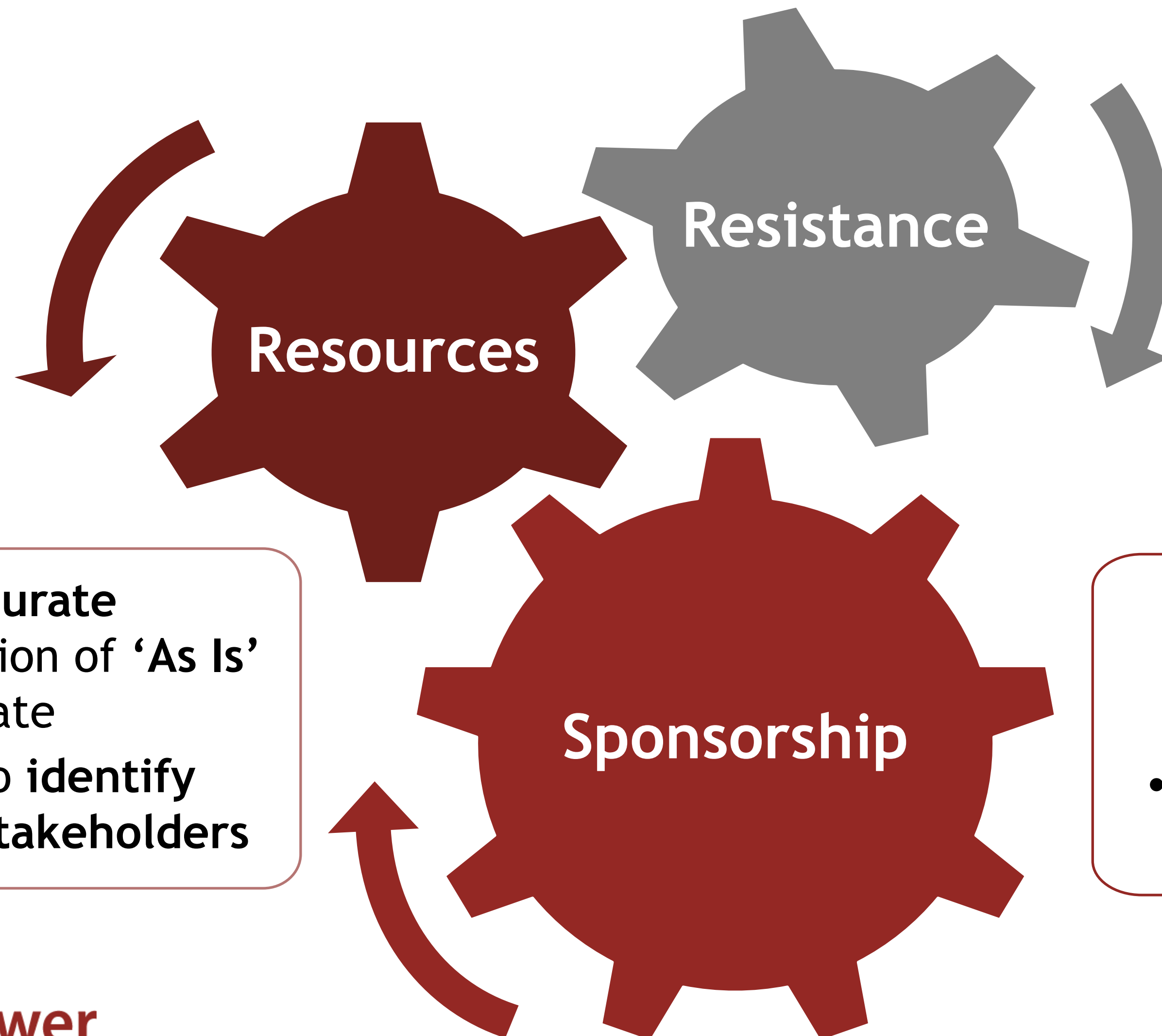when was change management included?

when was the business engaged?

100%
80%
60%
40%
20%
0%

64%
56%
49%
37%
0%

Initiation   Planning   Design   Implementation   Closure

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Barriers to Success

- Failure to **involve Managers/Supervisors**
- Previous **Change Management efforts unsuccessful**

Resistance

Resources

Sponsorship

- **Inaccurate** documentation of '**As Is**' state
- Failure to **identify impacted stakeholders**

- **Assumed others would take ownership** of the soft functions/ deliverables
- Failure to **adequately articulate the business benefits**

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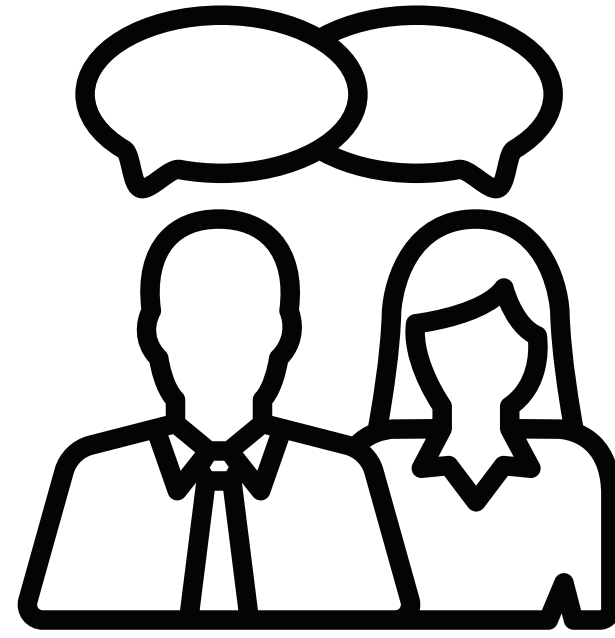work smarter

Case Study Discussion

Communication

No existing Communication Plan

Stakeholder Engagement

Impact analysis not complete

Performance Measurement

Culture does not support accountability

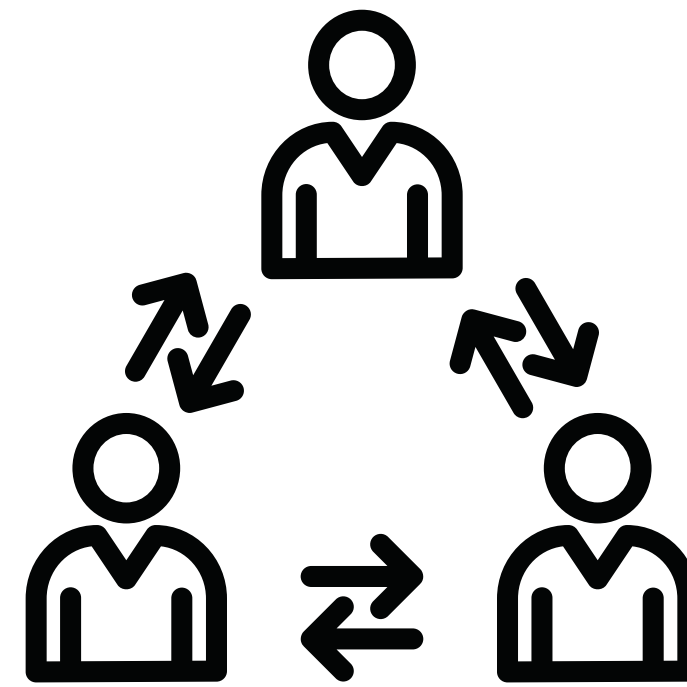## What is the appropriate approach?

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Communication Integration & Expectation Management

Communications

- Branded Internal Marketing Campaign
- Business Readiness Assessments
- Webinars
- FAQs
- Emails/Newsletters

Feedback

- Focus Groups
- Symposiums/User Communities
- Workshops
- FAQ Development
- Suggestions Box
- Surveys

Follow Up

- Communicated Results
- Communicated Actions Plans incorporated into project timeline
- Ownership Assignment
- Development Assistance
- Comradery in Participation

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/ Key Take-Aways

- PROTECTION: Early engagement of Change Management protects implementations from elongated timelines, changes to system requirements, and in some cases full deployment redirection

- EFFICIENCY: ROI is realized more quickly and more measurably when Change Management practices are employed from the outset

- LONGEVITY: Scalable delivery of Change Management may not produce results quickly but it does increase maturity in your organization over time, allowing for increased consistency in communication and identification of best practices to drive a common approach while also providing protection from the larger cost of unrealized ROI

More proof. More resources. More solutions for better change.

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About The Speaker

Jana Flynn, Manager

Jana Flynn, has 17 years of experience in project delivery and in leading and managing organizational change.

Jana contributes a deep experience in strategic planning, workshop facilitation and training, stakeholder engagement and portfolio management. She also specializes in engagements for the domestic construction, technology, healthcare, medical device, and government-services industries.

Founded in 2005, incorporating in 2007, Motive Power is a Woman-Owned Small Business with a successful history of providing project management consulting services to companies large and small.

Motive Power is driven by one simple principle: **We do what we say and we say what we do**.

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