



Managing Change

From a Government Perspective

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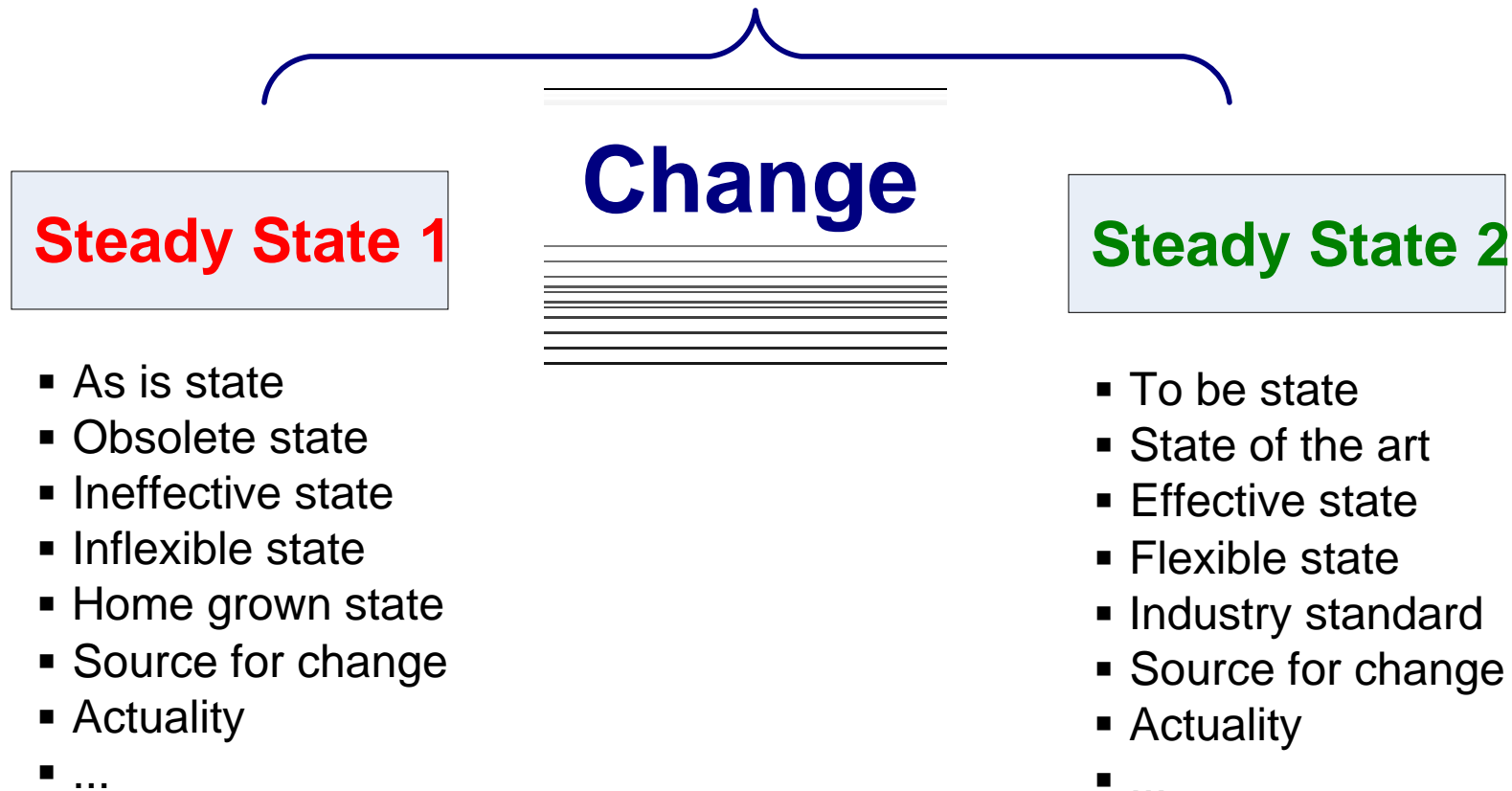
Plato

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IT'S PEOPLE WHO MAKE THE DIFFERENCE!

It is not once nor twice but times without number that the same ideas make their appearance in the world. [Aristotle](#)

Potential Chaos



Change

Board level; Executive Champion

Change

Leadership; do the right thing; generate sense of passion and urgency

Management; do things right; organization, planning, control

Change

- Change is not about the status quo;
- We manage the status quo
- We lead in a new direction
- Change is about moving to a new state
- Do we then need to lead change more so than manage change
- Leadership is essential

Leadership Activities

Visionary

- Educating other managers about the change and the risks of not changing
- Working directly with managers who show signs of resistance
- Define accountability points for managers
- Communicate frequently, and face-to-face, with employees
- Share plans with employees
- Provide employees with project updates
- Collect feedback
- Enable employee involvement and participation

Leadership Activities Visionary

- Remain engaged in project activities
- Participate in risk/issue resolution
- Deliver a variety of communications to all stakeholders
- Maintain a positive, informed outlook on project progress
- Leadership activities are continuous, running the length of the project

Change

- Organizational awareness
 - Why is this change being made?
 - What is the scope of the change?
 - How will I be impacted?
 - How will our work processes be changed?
 - How will our employees experience this change?
 - How will technology change?
 - How long will it take to implement this change?
 - How will I learn what I need to know to do my job?

Change

Guided by organizational values
and ideals towards a worthy end

Change Manager must know organizational culture,
leadership values and act in concert with these

Management Activities

- Prepare and Analyze a Change Readiness Assessment
- Prepare and Analyze a Communication Assessment
- Prepare and Analyze a Training Needs Assessment
- Prepare and Analyze a Change Awareness Assessment
- Prepare and Analyze a Resistance Assessment and resistance intervention
- Prepare and Analyze a Feedback Assessment

Management Activities

- Prepare and Analyze a Resistance Assessment
- Analyze a Risk assessment to identify potential obstacles
- Plan Sponsorship Activities/Communications
- Plan for and Prepare Communication Events
- Plan Project Advocate Panel Activities
- Develop Corrective Action Plans to Manage Resistance

The People, Processes, and Tools



Actualization of potentiality

Instability

Fear

- People; knowledge, skill outlook changes
- Process: changes (new ways of doing things)
- Tools: changes using different tools
- People: replace old affections with new affections
- People: participate, engage

- New System Changes to PeopleSoft
 - Organizational readiness (absorption)
 - Project Management Plan
 - User engagement (through all phases) not just input
 - Overemphasis on training
 - Overemphasis on communication
 - Leadership commitment

Change

Project Management

Planned approach – proactive; initiate activities to achieve a desired result

Not discrete; sometimes more
intense than other times

Who gets it?

- Seen statistics in many places that say 20% gets it and are really engaged from the get go.
- 20% will never get it
- Work on the 60% that are on the fence.

Conclusion

- There is no silver bullet – change has been occurring since the birth of civilization – we still have not mastered it – we still fear the unknown – we must be wired that way

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Discussion

Fear is pain arising from the anticipation of evil.

Aristotle