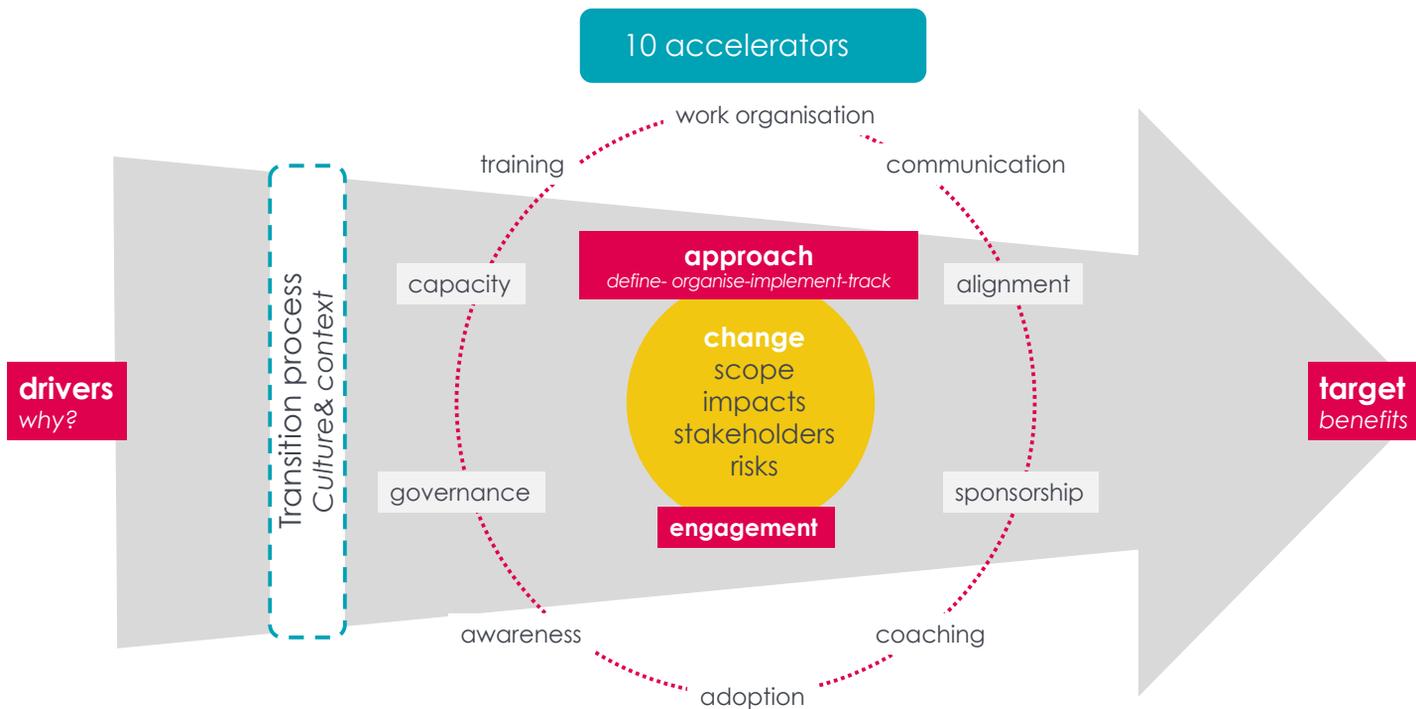


Summary of Change Management Best Practices



The DO-IT Model™ was designed following a vast research on best practices and the collective experience of our team members. It is designed to enable the successful planning, implementation and integration of ichange initiatives.

First, the case for change needs to be clearly defined:

- **The Drivers** (Why?): Understanding the why represents 80% of the change adoption. It is therefore necessary to clearly outline the context in which the change will be implemented to establish why the change is required.
- **A clear Target linked to objectives and benefits to meet:** A clear target, the means to reach the objectives, and metrics to track the benefits will provide a vision for the change and enable enlightened decision making and faster realization of the benefits.

Secondly, the change should be clearly defined:

- **Define the Scope accurately** and manage it according to how it contributes to realizing the benefits, and not only focusing on costs and schedules. Demonstrate the added value of the change more quickly by breaking the scope into smaller more manageable objectives, and by setting milestones in shorter intervals.
- **Manage Stakeholders from the start to the end.** It is important to clearly understand which groups are impacted by the change and those with influence on its outcome. It is crucial to continuously analyze the stakeholders' position with regards to the proposed change to adjust strategies accordingly.
- **Understand the Impacts** not only related to technology or structure, but also to people. It is essential to understand the overall level of the impact (on processes, roles and responsibilities, workloads, etc.) for each stakeholder group and take into consideration the impacts of other change initiatives on the same group. This is the foundation to defining the appropriate change management strategy.
- **Analyze and manage operational Risks** in integrating the change in the business units. Build an integration risks log, in parallel with the project's risk log, to document the risks that will not only affect project costs, delivery times and established scope, but also those that will impact the success of the transition. Ensure follow-up.

Next, the transition process must be managed:

The **organizational culture** and the **context** in which the organization operates at the time the change is implemented must be considered. It means documenting and fully understanding the context to adapt the strategies accordingly.

Just as in a car rally, the course between your current location and your destination will have its share of obstacles. Milestones must be well defined to ensure the most harmonious transition possible depending on the desired changes.

To do so the organization must:

- **Put in place a common structured approach** so that on the one hand, the predictable change management activities can be realized throughout the organization, and on the other hand, a complete picture of all changes impacting a stakeholder group can be drawn. This approach, which A+Transition has developed around the **Define - Organize - Implement - Track** phases, ensures that all the elements and key activities essential to the success of the transition are considered and planned.
- **Develop the skills and abilities to manage the human aspects of the change:** To manage in periods of change requires new skill sets abilities. Managers must delegate their operational tasks as much as possible to spend more time managing the change. With an increased awareness of the change projects, unpredictable elements can be addressed quickly or even eliminated.

There are 10 accelerators which can be used as levers to support the transition:

Some will mainly be used by the consultants and change agents in the team :

1. Provide adequate training regarding the change. Training employees on their tasks, equipment, and functionalities which are either new or have been modified by the change.

2. Review the work organization. Define the tactical alignment required following the change, such as: revision of roles and responsibilities, tasks, job descriptions, required skills, abilities and competencies, organizational structures, etc.

3. Plan and maintain communications. Ensure that there is sufficient communication which is adapted to the needs of the various stakeholders to support their engagement, and that messages are repeated more than five times.

Others are the responsibility of senior management :

4. Set-up a change governance. Establish a governance structure identifying who is responsible at each level, its participants, the decision-making process, the follow-up mechanisms, etc., involving both the organization and project leaders. Ensure proper representation from the stakeholder groups most impacted.

5. Ensure an active and visible sponsorship from senior management to first line supervisors and managers. This component is the greatest success contributor cited in all researches. If a project team is essential to the implementation of a change, the sponsors are essential to the successful transition by continuously managing adoption of the change.

6. Assess the capacity of the organization, the groups and the individuals to carry out and integrate the change considering all other variables impacting them. Organizations tend to under-estimate the impacts and over-estimate the capacity. Miss-managed capacity can result in the failure of a change project or cause the dis-engagement of the individuals.

7. Ensure strategic alignment. Strategic alignment ensures that managers at all levels and from all units have a common understanding of the reasons for change, work towards common goals and communicate consistent messages.

Finally, those accelerators aimed mainly at managers at all levels:

8. Raising awareness about the context and the change. It is important to take the time to inform employees on how the changes will impact their day-to-day activities. They must understand the importance of what they have to do, the consequences of not doing it, and the changes in roles and responsibilities throughout the entire process.

9. Provide the necessary coaching to the integration of the change. Managers and employees, **at all levels of the organization,** will require coaching to gradually integrate the changes impacting them. The pace, the means and the obstacles can vary from one individual to the next. There are tools that can ease the transition process.

10. Manage individuals' adoption using sponsors and champions as a lever. Adoption can be observed through the consistent use of expected attitudes and behaviours. Individuals will experience a series of emotions, perceptions and resistance, which can slow down their adoption process. Resistance should not be ignored since it can become a powerful lever if well managed.