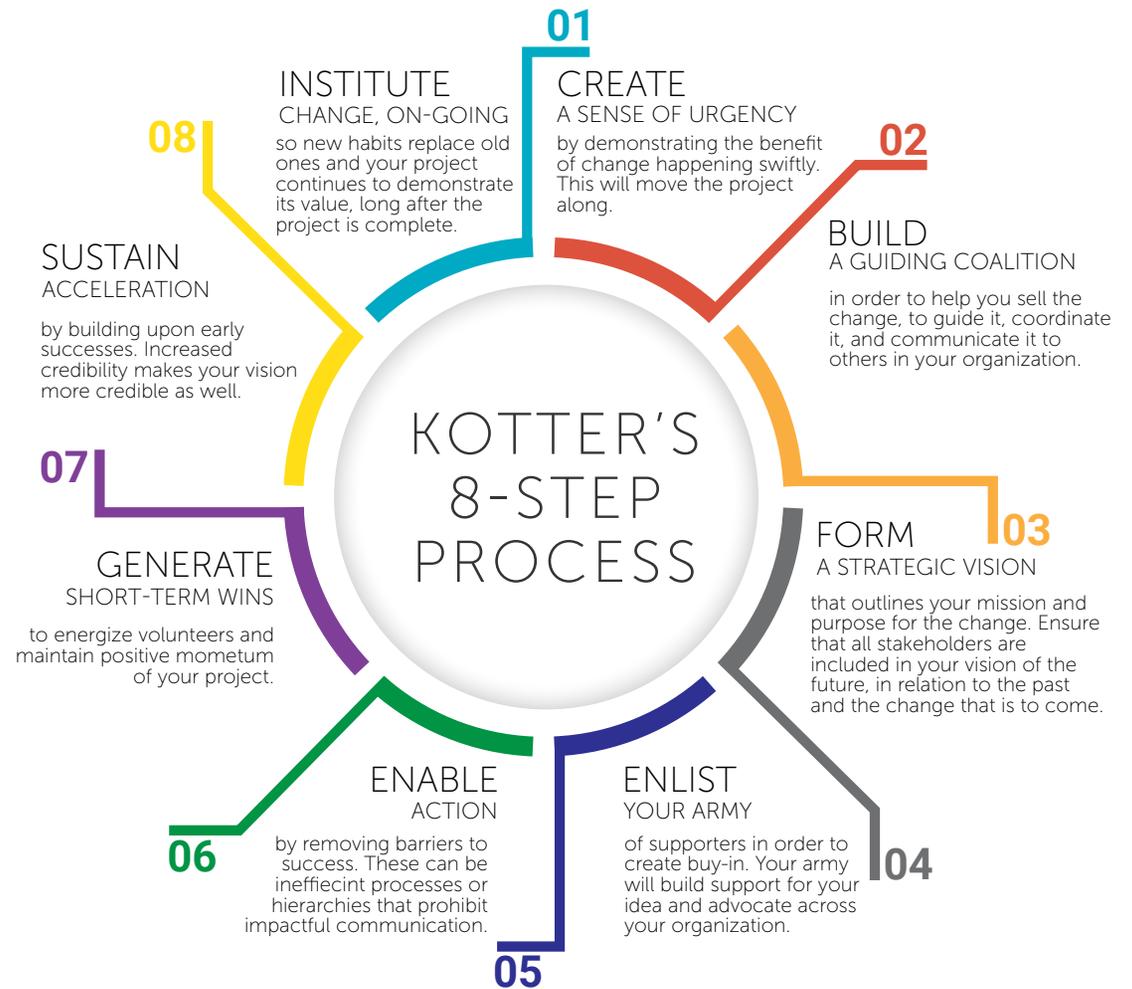




5 Things to Consider Before Your Change Management Project

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Change management methodology has been developing over the past century. The most recognizable method is Kotter's 8-step process, pictured here. But why is it, then, that reports show that a failure rate of change projects of nearly 70%? Beer and Nohiri (2000). In this guide, we hope to provide you with some of the key areas that should be addressed when you are building a Change Management Project for the implementation of HCM technology.





INTRO

Your methodology and strategy regarding change management can drastically effect the adoption, governance and sustainment of a new or upgraded HCM solution. Creating the climate for change is critical for project support and will pave the way for sustaining continued acceptance and new behavior, post-implementation. Simply because you believe it's the best course of action, doesn't mean that the feeling is shared across the entire organization.

With this in mind, we've assembled the top 5 things to consider when building your Organizational Change Management (OCM) team. In our experience, these represent the areas where mistakes are most prevalent, and also, the most harmful to the success of any change management project.

1. Have a Positive Outlook from the Outset

If you are the principal change owner, it is critical to demonstrate visible and active executive sponsorship of the change initiative from the project's initiation. Leadership's commitment to the project will drive a successful outcome. Balancing positive change advocacy with a sense of urgency and determination will create forward momentum to push things along in a timely fashion.

2. Establish a Clear Project Vision

Being able to communicate a definitive project vision, expected outcomes, and benefits of a new or upgraded HCM solution is essential to drive change adoption. Communicating this vision early on during the assessment phase will help to diffuse speculation among employees and reduce misinformation or assumptions about the change strategy. Gaining buy-in begins by making a clear case for change. Timely leadership communication helps to spread a consistent message that can be articulated to each respective team. It is imperative that leaders understand the need for change so they can effectively "sell" the business case. Can they explain why maintaining current standards is not a feasible business strategy?

3. Design OCM Strategy During Assessment Phase

To help propel stakeholders through the transition process, it's essential to build your OCM team during assessment. Identify and assess the key stakeholders and develop a change management approach that is tailored specifically for them. Regarding communication, choose language and arguments that will resonate with stakeholders. I.e.: how will new technology improve current processes. How will it save time and money? How will it may their tasks easier?

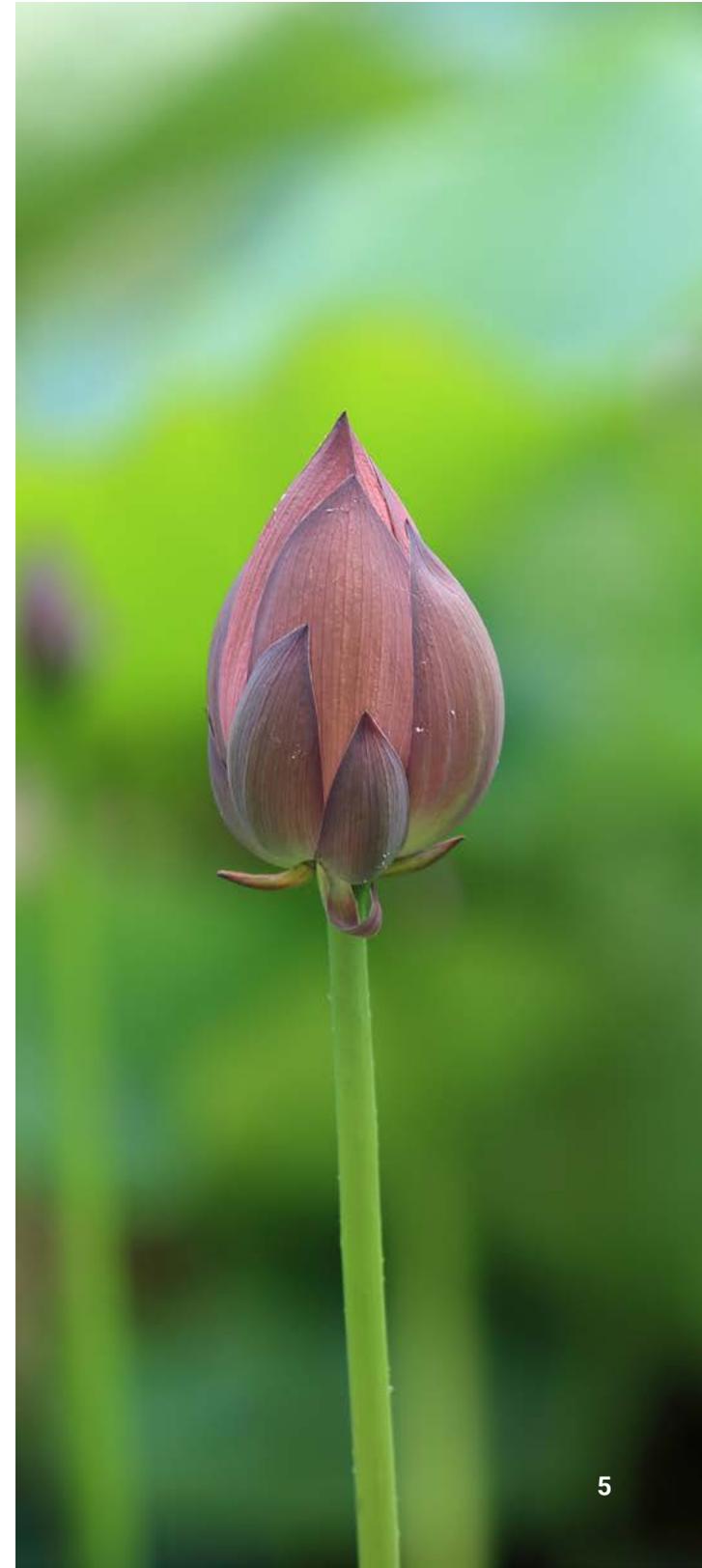


4. Find Your Team Leader

It may be helpful to identify an early adopter, or a team member who can be designated as team leader of your OCM project. Ideally, this person should be a key decision maker or influencer within your organization. However, this may not always be the case. Decision makers and influencers must receive targeted communication that details the strategy for change and gain buy in at this level. Once your OCM team leader has been assigned, it will be their responsibility to research and report on possible problems they feel may hinder the smooth running of the process. The change leader will be the key point of contact between your internal OCM team and your system implementer. It's vital that they communicate often and clearly, so pick your leader wisely.

5. Be Proactive with Problems

The best way to mitigate issues surrounding your change initiative is to get ahead of them before they get worse. Identify the barriers to change and pockets of potential resistance within your organization. Many of these issues can be resolved early on if you can assess the magnitude of change and how stakeholders across your organization accept and interpret the importance of the business strategy. Again, it's essential to speak the language specific to those stakeholders that might be holding out on acceptance. Your team leader should be helping you to develop communication that speaks directly to their hesitation and skepticism.



A Final Thought

The earlier you establish your strategy and begin diffusing issues, the better your project will run. As well, it bears repeating the clarity of communication between your OCM team leader and your system integrator is mission critical. Your SI will also come with a project timeline and implementation methodology, as well as change management strategy that needs to align with your own.

GroupeX Solutions specializes in helping companies manage change effectively in order to ensure adoption of new technology. As well, we partner with our clients to provide training and tools to build an HCM solution that functions to meet their unique needs and provide maximum value.

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