

# **Organizational Change Management: Case for Change CBT**

## **Welcome**

Welcome to the Organizational Change Management: Case for Change CBT provided by the Transportation Technology's Organizational Change Management Office.

## **Introduction**

One of Organizational Change Management's, or OCM's, goals is to introduce or enhance more formal organizational change management planning for Transportation Technology projects or initiatives within the Department. As part of this effort, we would like to continue to build awareness of OCM fundamentals.

The OCM Office has determined ten key OCM work products that should be considered for each Transportation Technology project or initiative. They are: Stakeholder Inventory & Analysis, Business Readiness Assessment, Leadership Alignment Strategy, Case for change, Job/Role Assessment, Communications Plan, Change Impact Assessment, Training Strategy and Plan, Change Champion Network, and Change Metric Scorecard.

Each OCM element feeds into other key elements to facilitate successful transformation throughout the change journey. This resource aims to provide greater insights and understanding around the Case for Change activity, which is typically completed during the Planning / Procurement Phase of a project.

## **What is the Case for Change?**

A Case for Change is an internal project document and point of reference that is used when a change occurs (e.g. new project; new initiative, change to an existing process, etc.) to articulate:

- What the project is;
- What we are trying to achieve;
- Why we are doing this;
- How it relates to other projects or initiatives; and
- What the benefits, challenges, and next steps are for Stakeholders.

The Case for Change can help further support the project team's understanding so that we can build an effective OCM plan for everyone either directly or indirectly impacted by the change. It can be leveraged by the OCM Team, as well as each project team, to create content, such as videos, posters, and written communications, which are shared with Stakeholders.

The type of change may vary, but for most projects or initiatives, new technology, tools, and/or changes to business processes are involved.

## **Creating an Effective Case for Change**

Creating an effective Case for Change helps everyone involved to better understand what is changing, why it's important, and how everyone impacted will be supported along the way. It should include a value statement that shares the project vision in a straightforward manner, and reconfirms why the Department needs to transform in a specific area.

Additionally, the Case for Change should provide those who receive project messaging a much better sense of answers to questions such as "what's in it for me?", "what support will we receive during this change?", and "how can I help?".

Examples of key elements of a good case for change include:

1. Clarification on what the project or initiative "is", and what it is "not", to help impacted business groups to better prepare for what is required of them to navigate the change, and how the project team will collaborate with and support them.
2. A clear picture of how the impacted business groups will be affected by changes the project will bring about, and what benefits the project expects to achieve, as this helps to demonstrate leadership support for the project.
3. Details of what needs to be completed during the journey to expand awareness and understanding, as well as enhancing knowledge and skills, to prepare everyone for the changes to come).

## **How can we build a Case for Change?**

As part of the development of each Case for Change, it is recommended that you consider the following questions:

- What is the change?
  - o We want to make sure that we're thoroughly describing the project or initiative and specifically what is changing in turn.
- What does the change really mean?
  - o We also want to confirm that we're communicating the changes the new project or initiative will bring about in a way that's understandable, meaningful, and relevant to everyone impacted. We want to find the "what's in it for me?" for everyone, if possible.
  - o For example, will there be different ways in which people will be impacted by the project in specific Districts, the Turnpike and Central Office? If so, what are we doing to help support everyone involved in the most appropriate ways?

By addressing “what’s in it for me” in a proactive way early on, we can convey how work experiences will be improved for everyone impacted as a result of successfully delivering the project or initiative.

- Why are we doing this? What are we trying to achieve?

- o The Case for Change aims to “paint the picture” of what “success” looks like as a result of this project or initiative.

- How does this relate to other projects or initiatives at FDOT?

- o To ensure that we’re considering the reach of the change, we want to make sure we’re considering any other related projects/initiatives planned or underway at FDOT.

- What benefits will this project bring to FDOT and/or stakeholders?

- o When thinking through the project benefits, it is important to consider benefits that are not necessarily very easily quantified (e.g. this project will result in cost savings or cost efficiency). In some instances, a project or a process that we are launching could lead to improvements in customer satisfaction, or an increase in employee engagement.

These are examples of the types of non-financial benefits that we will want to capture, as well.

- What challenges will this project bring to FDOT and/or stakeholders?

- o Similarly, we want to make sure we’re also thinking through all the challenges that may arise as the project/initiative is undertaken so that we can plan accordingly.

- How long will it likely take to implement the change?

- o We want to provide as much detail around the timeline as we can so that people know what to expect and when.

- What are the risks to FDOT of not changing in areas the project is intended to support?

- o We should paint a picture which clarifies the risks of “not” undertaking this project and completing it successfully, as this will help demonstrate the need for change, as well as encourage all involved to agree against “sticking with the status quo”.

- Which resources will be required to support the change initiative?

- o By addressing this as part of a case for change, we can confirm we’re thinking about all of the Stakeholders and impacts thoroughly and planning for what they will need in order to benefit the most from the project or initiative once it has been completed.

And, finally,

- What are the next steps?

o We'll want to define what immediate next steps look like and compile a list of anything needed from project stakeholders to move forward.

## **Example**

Now that we've learned what a Case for Change is and the input to consider when developing one, let's take a look at a real-life example of how the OCM Team and the Office of Information Technology, or OIT, created a Case for Change for the Application Ring Fencing Initiative.

First, we defined the initiative and its impact by meeting with the project team. The project team provided answers to the following questions:

### **What is Application Ring Fencing?**

Application Ring Fencing is an FDOT initiative, and part of the Technology Strategic Plan, or TSP. It is the process in which applications that should be in "support mode" are identified. Applications in support mode will continue to receive support to maintain current functionality and access, however, no enhancements or additional functionality will be added.

### **Which applications were considered in the Application Ring Fencing initiative?**

Applications used by Finance and Administration, Engineering and Operations, Strategic Development, or Executive Programs, and managed by the OIT Application Services team, are the only applications that are part of the Ring Fencing initiative.

### **How was the Application Ring Fencing list developed?**

The Assistant Secretaries and Chief Engineer completed a comprehensive review of their respective applications, with Executive Programs delegated to the Finance and Administration Assistant Secretary, to determine which were candidates for Ring Fencing.

During this meeting, we further expanded upon each of these questions and clarified the following:

### **What is FDOT trying to achieve?**

This initiative provides the opportunity to better plan, invest in, and manage our limited technical resources - including people, money, and time – to focus on the most strategic technical needs for the FDOT.

### **What other on-going projects and initiatives are related to, but separate from, Ring Fencing?**

Reliable Organized Accurate Data Sharing, or ROADS, Initiative;

Work Program Integration Initiative, or WPPII, Project; and

Statewide Remediation, or SWR, and Data Infrastructure Modernization, DIM.

### **What are the benefits of Application Ring Fencing?**

This initiative enables FDOT to better support our highest priorities, resulting in improved investments for current and future technologies.

The answers that were uncovered during the discussion generated additional questions to confirm and clarify for inclusion within the Case for Change. We talked about the activities that had to happen and the support we needed from stakeholders to move forward with the Ring Fencing Initiative.

We captured information that made it clear:

### **What are OIT's next steps for implementation?**

The Application Services Management team will schedule one-on-one meetings with Functional Application Coordinators, or FACs, their leadership, and a sample of application users to discuss the Applications Ring Fencing list.

### **If an application goes into the "Ring Fence", will it always remain in the "Ring Fence"?**

If a FAC has an application that is ring fenced and would like to request additional functionality or an enhancement, there is an exception process available.

### **How will our application landscape be maintained moving forward?**

It will be strategically managed resulting in improved customer service and process optimization.

OIT, OCM, and other project staff collaborated to gather all the supplementary information needed to round out the document. Once all the information was reviewed in a working session with the project team, we presented the full Case for Change with leadership to reconfirm alignment on all inputs to the document.

From here, we leveraged the Case for Change as the base for a Ring Fencing introduction session to inform Application Owners and FACs, of the change. This presentation helped to increase awareness among the most impacted stakeholder group.

Then, once the presentation was complete, we were able again to leverage the Case for Change to draft a communication updating this stakeholder group of the next steps and action items needed. These two efforts helped to successfully prepare the stakeholders for the first deployment of the Ring Fencing initiative in the Spring of 2019.

### **Conclusion**

A Case for Change explains the purpose, discusses the advantages, and analyzes the benefits of a project/initiative. It provides a clear picture of what the impacted business groups or functions would look like after the change or changes have occurred.

It also describes the details of what needs to be done along the journey, and outlines a comprehensive view of benefits, challenges, and impacts to consider or address as the project or

change is implemented. By following the Case for Change steps, you will create an output that will further support your project team's ability to build effective change plans and support content creation to share with impacted people.

This concludes the Organizational Change Management: Case for Change CBT provided by the Transportation Technology's Organizational Change Management Office.

Thank you for your time and attention, and we look forward to working with you on your next project.