Organizational Change Management 101 CBT Transcript

Welcome

Welcome to the Organizational Change Management 101 CBT provided by the Transportation Technology's Organizational Change Management Office.

Introduction

Change happens whether we plan for it or not. We cannot do our jobs as we have always done them. New Technology, among other factors, will constantly bring change to our work environment. We must be prepared to transition our organization from the current state to the desired future state.

Around 75% of projects do not meet all of their objectives due to a lack in organizational readiness, from either a people, process, or technical perspectives. Though this is an industry-wide statistic, it proves to be a challenge at our Department, specifically. However, with Organizational Change Management, we can address these pitfalls to effectively and successfully manage change.

What is Organizational Change Management?

For the Department to successfully enable change, we must address the impacts it has on people and how they conduct business and use available technology, with a formal, tailored approach. Organizational Change Management, or OCM, is a formalized process to address not only the business impacts but the people impacts of change in a proactive manner to appropriately prepare for the upcoming change.

OCM is not a new concept or practice in the Department, and it is not a one-size-fits-all solution. We have been using some OCM practices and techniques for quite some time, but we now recognize how important it is to formally support the initiatives in which we are investing.

Who is Involved with Organizational Change Management?

A successfully managed OCM program enables:

- Leaders to demonstrate visible sponsorship throughout the lifecycle of your transformation;

- Stakeholders, those who are impacted, to move from awareness to readiness for changes driven by our transformational needs;

- Employees to understand and perform their new roles and responsibilities;

- Organizational structures and processes to be readjusted, if necessary, to support our future state;

- the Department to adopt and sustain the future state as "the way" and realize desired benefits.

Why is OCM Important?

OCM Approach

We approach managing organizational change using a combination of business engagement, business readiness, and business adoption activities. OCM methodology and tools provide employees with the knowledge, structure, and capabilities to successfully embrace change.

Let's review these activities a little closer.

Business Engagement focuses on engaging everyone impacted by the change early and often. This might include, but is not limited to, Executive Leaderships, Project Leadership, and others throughout the Department.

Business Readiness focuses on making sure the Department and the Stakeholders, those who are impacted by the change, are prepared to own and accept the change: organizationally, behaviorally, functionally, and technically.

Business Adoption focuses on the overall sustainability and accountability of the change.

What is the OCM Office Doing?

The Transportation Technology OCM team is responsible for:

- Maintaining the Transportation Technology Project Inventory and gaining an understanding of the Department's culture and vision for an organizational change management structure;

- Launching dedicated OCM efforts for various projects;

- Refining roles and responsibilities of the Department, as we learn more about OCM; and

- Maintaining a SharePoint site that shares all of our knowledge with you.

As we move forward, the Transportation Technology OCM team will continue to collaborate with project teams on 10 core OCM components including:

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.

Stakeholder Inventory and Analysis

Let's take a closer look at each of the components.

The Stakeholder Inventory & Analysis is used to identify those who can influence change or are impacted by the change. This facilitates continued support throughout the project, builds an understanding of stakeholder needs, and develops action plans and accountability measures.

Business Readiness Assessment

The objective of the Business Readiness Assessment is to identify barriers, level of buy-in, and preparedness to operate in and sustain the new environment change brings. It provides a data-based assessment of the business' knowledge of the solution, preparedness to execute, completion of key activities, and the Department's overall ability to change.

Leadership Alignment Strategy

Leadership alignment is when leaders share and advocate a common vision and demonstrate their commitment through actions. To be effective, change leadership requires full engagement of leaders at all levels across the organization.

Case for Change

The Case for Change starts by answering questions like "Why are we doing this?" The Case for Change clarifies the value of the initiative for impacted Stakeholders by explaining the change in practical terms that are meaningful and relevant.

Job/Role Assessment

Job/Role Assessment in OCM is the process in which we identify if and how certain jobs or roles may need to be adjusted to achieve the future-state. It is important for Stakeholders to understand how project implementation will impact day-to-day operations and to be more comfortable and confident in executing requirements the future-state brings.

Communications Plan

A Communications Plan will provide details for development and delivery of communication and engagement activities with impacted Stakeholders, with appropriate timing. The objective is to create an effective two-way flow of communication to channel information and targeted messaging in the right direction to ensure Stakeholders are being informed, as well as heard.

Change Impact Assessment

Change Impact Assessment identifies impacts and gaps relating to people, process, technology, policy and governance standards. This allows teams to develop a baseline understanding of what is changing and who is impacted and to plan supporting activities well in advance of implementation.

Training Strategy and Plan

The Training Strategy and Plan details a project's training approach and serves as a guide for design, development, delivery, and evaluation of training materials. The goal of the Training Strategy and Plan is to prepare Stakeholders to operate in the future-state with required knowledge, skills, and abilities, as well as preparing them to successfully adopt the change.

Change Champion Network

A Change Champion Network is a group of Stakeholders that serve as representation from impacted Functional Areas. Change Champions advocate for the project or initiative by participating in the coordination and execution of OCM activities and serve an integral role in building awareness, commitment, and adoption.

Change Metrics Scorecard

A Change Metrics Scorecard is created to show progress made towards the project's objectives, set targets for continuous improvement, reduce risk, and address known concerns. Project teams can use the Scorecard to make informed decisions about activities, such as resource planning, scheduling, readiness, go-live/implementation, and more.

What is Your Role in Supporting Trans Tech's OCM Efforts?

We're excited to expand the Department's knowledge and support for OCM, as it is relevant to all employees. You can help by:

- Knowing what OCM is and why it is important;

- Understanding that OCM is a requirement for all Trans Tech projects or initiatives; and

- Participating in and supporting OCM activities to ensure projects or initiatives that you're involved in are successful.

Conclusion

Thank you for joining the OCM101 informational resource provided by the Organizational Change Management Office. Visit our OCM SharePoint site for more information and contact us with any OCM requests or questions. Thank you for your time and attention, and we look forward to working with you on your next project.

Stay tuned for more on Organizational Change Management.