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# PAYROLL AND TIME TRACKING

Replacement Project

## ORGANIZATIONAL CHANGE MANGEMENT FAQ

WHY YOU SHOULD CARE  
ABOUT OCM



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e-mail: [osps.workday@das.oregon.gov](mailto:osps.workday@das.oregon.gov)

## Organizational Change Management FAQ

### What is Change Management?

- In short, change management is dedicated support for human and behavior issues that naturally emerge when an organization takes on change efforts.
- The PROSCI definition of change management: the process, tools, and techniques to manage the people side of change to achieve a required business outcome.  
<https://www.prosci.com/resources/articles/change-management-definition>

### Why Organizational Change Management (OCM) Matters?

- OCM's return on investment (ROI) may be difficult to measure quantitatively; however, it is a critical strategy for ensuring success for major business and IT transformation efforts. OCM is the primary approach for mitigating project failure risk and is proven to increase employee adoption/acceptance of new ways of working and/or behaving.
- OCM ensures executive leaders know their role and are appropriately engaged in agency transformation efforts.
- In a world where change is the new norm, an organization's ability to manage change effectively impacts agency performance and employee satisfaction. Many organizations now recognize that cultivating a culture of change management is key to keeping pace and achieving desired results. This requires that organizational leaders add change management competencies to their tool kits so they might effectively operate as change agents in a variety of situations.

### What Should Leaders Know About Organizational Change?

- Robert Tanner, principal with Business Consulting Solutions, LLC states there are four truths that leaders should know about organizational change. They include:
  - People don't resist change that they believe is in their best interest. We accept change all the time.
  - Major change is no longer an exception, today incremental change can be the fastest route a company takes to becoming unnecessary
  - Political resistance to change never fully disappears
  - A shared, change vision is essential to a successful change management effort. The vision should be easy to communicate, identifies areas of change, has a clear target, and a statement of desirability.

### What are the Types of Organizational Change?

- Organization-wide change – large-scale transformation that affects the whole company
- Transformational change – specifically targets a company's organizational strategy
- Personnel change – implement mass hiring or layoffs, mergers
- Unplanned change – necessary organized action following unexpected events
- Remedial change – change that takes place when there's a need to address deficiencies or poor company performance

### What is the Role of a Change Manager/Change Management Practitioner?

- Effective change managers are skilled in change management - understanding the dynamics of change, planning for the change, communicating about the change, anticipating and mitigating resistance to the change, and implementing and reinforcing change. Other valuable skills include knowledge of HR processes, interpersonal communications, organizational dynamics and management, process assessment and improvement, and IT roles and responsibilities (if technology upgrade is involved).
- Change managers assess organizational change needs, develop change management plans, identify the stakeholder matrix, and develop effective communication strategies to reach all affected employees. They also train, coach managers on employee adaptation challenges, provide tools to support change management, evaluate and report change milestones, monitor and address resistance, provide moral support, listen empathically, and champion effective change adoption mindsets.

### What are Some Examples of Change Management Models?

- A number of models can be used to assess and implement a change. Each of these models include practices to follow in managing a change project life cycle (organizational or technology) from beginning to end. The *McKinsey 7-S Framework* (Peters and Waterman) addresses seven internal factors of an organization that need to align for it to be successful (structure, strategy, shared values, systems, skills, staff, styles). Since all the factors are interdependent on one another, the failing of one part means the failing of all. *Kotter's Change Model* outlines eight stages where each stage focuses on a principle that is associated with people's response to change, rather than the change itself, with the goal of allowing for a smoother transition to the change. No step can be skipped to reach the one after that. *Bridges' model* focuses on transition as internal, something that happens to people when they are going through a change, and it may take time. This model has three main stages that include ending, losing, and letting go, the neutral zone, and the new beginning.

### What is Prosci® Methodology?

- The Prosci® Change Management methodology is a holistic and systematic approach that guides organizations to realize the benefits of their change initiatives. This methodology is built around two models: one developed to deal with change at a personal level (ADKAR®) and the other to deal with change at an organizational level. This model makes it possible to break the changes into different parts and then figure out the point where change may not be as effective as planned.

### What is ADKAR®?

- The Prosci® ADKAR® Model represents the five building blocks of change that must be achieved for a change to be a success. The five stages include **A**wareness of the need for change, **D**esire to make the change happen, **K**nowledge about how to change, **A**bility to implement new skills and behaviors, and **R**einforcement to retain the change once it's been made. Using this model, individuals can determine where they are in the change process and create an action plan that will guide them through the change process.

### How does Prosci® Methodology Address Organizational Change?

- Prosci's model for organizational change is addressed through a three-phased model with defined steps and tools for every phase. The phases include Preparing for Change, Managing Change, and Reinforcing Change.

### What are Some Common Pitfalls When Implementing Organizational Change?

- There are a number of factors that affect the success or failure of an organizational change initiative. Areas to watch include:
  - Inconsistencies between management's words and actions
  - Change-resistant culture and organizational structure
  - Overreaching expectations without a good system to evaluate the change
  - Management not realizing that successful organizational change takes persistent efforts that may cover years, inadequate buy-in
  - Assuming training employees is the only change that needs to take place
  - Change saturation and lack of prioritization

### What are some of the most frequently cited challenges during Implementation?

- In a 2008 study "Making Change Work" conducted by IBM, the results showed that the people factors presented the largest challenges. The main obstacles identified included:
  - Changing mindsets and attitudes – 58%
  - Corporate Culture – 49%
  - Underestimating project complexity – 33%
  - Lack of commitment of higher management – 32%

The technology or business process factors (more tangible) proved to be less of a challenge perhaps because they could be handled through a single intervention. Current research continues to cite user adoption challenges, resistance in upper and executive levels of management, repurposing or releasing talent as consistent challenges. Leading transformation defines project success in broader terms. It no longer concentrates on the constraints of scope, schedule, and cost. Now there's a focus on organizations developing their people as their greatest source of innovation.

### What Factors Contribute to Successful Change Projects?

- Factors that have been linked with successful change initiatives include:
  - Active and visible executive sponsorship
  - Open and continuous communication about the change
  - Use of an established, easy-to-apply structured change management approach
  - Dedicated change management resources and funding
  - Employee engagement and participation activities that provide two-way communication
  - Support from middle management
  - Integration and engagement with project management

### Are There Other Insights that Can Be Applied to Organizational Change?

- The traditional change management models offer understanding and plan on how to facilitate organizational change. In addition, here are other ideas that you may want to consider as you look at implementing a change management program:
  - View employees as self-initiating change agents, tap into their capabilities to create the new environment
  - Infuse collaborative interactions throughout the process from inception to implementation
  - Review any organizational practices that may stifle change and promote nudges as one method to support change-promoting behavior, e.g., collaboration, risk taking
  - Encourage viewing leadership as a collective process open to all participants

## Myths and Truths about OCM

Myths	Truths
Why have separate OCM, isn't this included in IT vendor deliverables?	Vendor change management is focused primarily on use of technology tools, not adaptation challenges. OCM should be aligned with the project or transformation goals.
Don't some people just intrinsically know how to do this work? <i>I'm good with people, I'll take on this work...</i>	The ability to build connections and empathize with others is indeed a key part of OCM work. That said, OCM is a technical discipline that has evolved to include a variety of methods, tools and processes. Having certification/training in a proven OCM approach is advised.
Doesn't OCM just give nay-sayers a forum to complain?	Allowing all voices into OCM planning helps to ensure effective change adaptation. By giving everyone a voice, concerns and resistance toward the change can be addressed. This increases the likelihood of getting <i>everyone</i> on board with the change.
Isn't OCM just a bunch of expensive training?	OCM is more than training, it is a focused effort managing the impacts of change resulting from business transformation projects. OCM activities are defined in a change management plan, which is created to support adoption to new tools, process, and/or ways of working (behaving). Examples of methods include communications, coaching, mentoring, training, encouragement, and empathic listening.
Isn't OCM just a bunch of touchy, feely, mumbo jumbo that doesn't warrant the attention it gets?	Resistance to change is natural and should be expected. Even when staff support the change, knowing what to expect when performing new roles, following new processes and procedures, applying new skills, and using new tools is critical to each individual's success. That's not touchy, feely – that's real life. Supporting staff through change is critical to successful adoption of new technology, tools, business processes, and behaviors.
Isn't OCM just an excuse for not having difficult conversations and accountability?	In fact, the opposite is true. Organizational changes are often made in vacuums, with little or no input from, or communication to, employees. Incorporating change management activities into change initiatives can actually <i>increase</i> accountability and the likelihood of having difficult conversations. Why? Because you are engaging staff throughout the entire change process, communicating potentially difficult aspects about the change, mitigating resistance, and addressing concerns.
The effectiveness of OCM is questionable since it cannot be measured.	The impacts of OCM activities on a change initiative can be measured in many ways, including employee satisfactions survey results, change readiness survey results, usage metrics and reports, change adoption in general, help desk inquiries, employee engagement and moral, performance improvements, length of training (adherence to timeline), speed of execution, and proficiency measures.

Below is a list of key terms used throughout the Change Management Playbook – Harvard University Change Management.

<b>Term</b>	<b>Definition</b>
Change agent	Someone who steps into a role to support the project and help the organization transform to the desired future state
Change curve	A model used to understand the personal transitions that employees go through as they respond to an organizational change. A way of understanding and visually representing stakeholder's movement along the curve.
Change fatigue	A state of being overwhelmed by the amount of change going on within an organization.
Change management	An organizational process to help stakeholders accept and embrace changes as they happen in their work environment. Change management is the application of tools, processes, skills, and principles for managing the people side of change.
Change management framework	An approach that guides those implementing change on the best way to perform the people-side of change.
Change readiness assessment	A structure approach to understand an organization's readiness to undertake a change initiative (i.e., risks, communications, outreach, leadership alignment, etc.).
Current state	The processes and tools for doing work today. It's an employee's daily work that is comfortable and known to them.
Future state	The way things will be done (normally following a change). The processes and tools that will be used to complete daily activities.
Operational readiness	Operational readiness is about preparing for the support of the project during go-live and operations. It helps to ensure adoption across the organization in making sure project activities are accounted for as well as the transition to operations has been planned.
Program	A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.
Project	A project is a time-bound endeavor undertaken to create or evolve a unique product, service, or result. Projects come in different sizes and require different levels of formality and governance.
Project management	The application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements. Project management balances competing

Term	Definition
	demands (scope, time cost quality, requirements, expectation of various stakeholders, etc.) throughout the project lifecycle.
Sponsor	The sponsor is the person for whom the project is being completed, with ultimate authority over the project and the final accountability in the outcome and the project's performance.
Stakeholder	Stakeholders are anyone with an interest in a project or its outcome. They could be internal partners, such as departments or teams within an organization, or external partners like consultants or trainers who will need to be fully on board with the project goals.
Stakeholder analysis	The stakeholder analysis identifies and captures information about the people who will be affected by a project. It identifies people (internal and external to the organization) who are affected by the change, defines and monitors their readiness to undertake the project change, designs support for stakeholders throughout the project, and identifies potential change agents.
Stakeholder mapping	A visual depiction of key stakeholders and stakeholders groups in comparison with other stakeholders. It provides an analysis of stakeholder by impact and influence of the project as well as their level of advocacy. The map is based on information gathered from the stakeholder analysis and change readiness assessments. If used over time, the map can reveal the progression of stakeholder's advocacy.
Transformational change	An organization wide change that happens over a period of time. It involves a complete and fundamental change to the organization including changes to processes, systems, people, structure, and/or culture.
Value proposition	
Workforce transition	The process for transitioning employees from their current state environment and roles to the future state environment and roles as defined by the project. Workforce transition helps to identify key policies, strategies, and programs for transitioning employees whose job roles will be impacted by the project.