

projectmanagement



Taking Charge of Organizational Change

DFS01 0807

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON DC



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ESI International
Arlington, VA USA

Taking Charge of Organizational Change



Notes

Exercise

Personal Change Experience



Notes

Workshop Scope

This workshop does—

- Introduce a framework and process for implementing and managing organizational change
- Provide opportunities to apply your knowledge and skills and to try out new techniques in a realistic case study addressing organizational change

This workshop does not—

- Teach how basic analytical and planning tools are used



Notes

Workshop Objectives

By the end of this workshop, you will be able to—

- Lead and champion organizational change
- Use a change-leadership framework to implement sustainable change in your organization
- Identify roles in the change process
- Assess the implications of change on—
 - Leadership
 - Organizational development
 - Individuals
- Help others to adapt and adjust to organizational change
- Apply coping strategies to facilitate transition through change



Notes

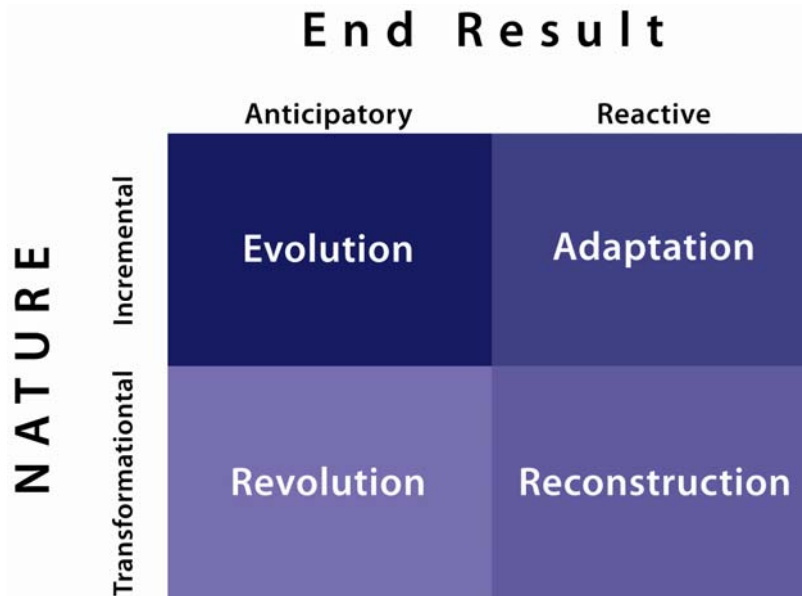
What Is Change?



Notes

What Is Organizational Change?

- Organizational change leads people on a different path, requiring new behaviors and/or skills



Notes

Discussion Topic: Effects of Change

What are the effects of change?

Desired Effects

-
-

Undesired Effects

-
-



Notes

Resistance to Change

Definition of resistance

- Actions people (or groups) take when they perceive a change to be a threat

Characteristics of resistance



Notes

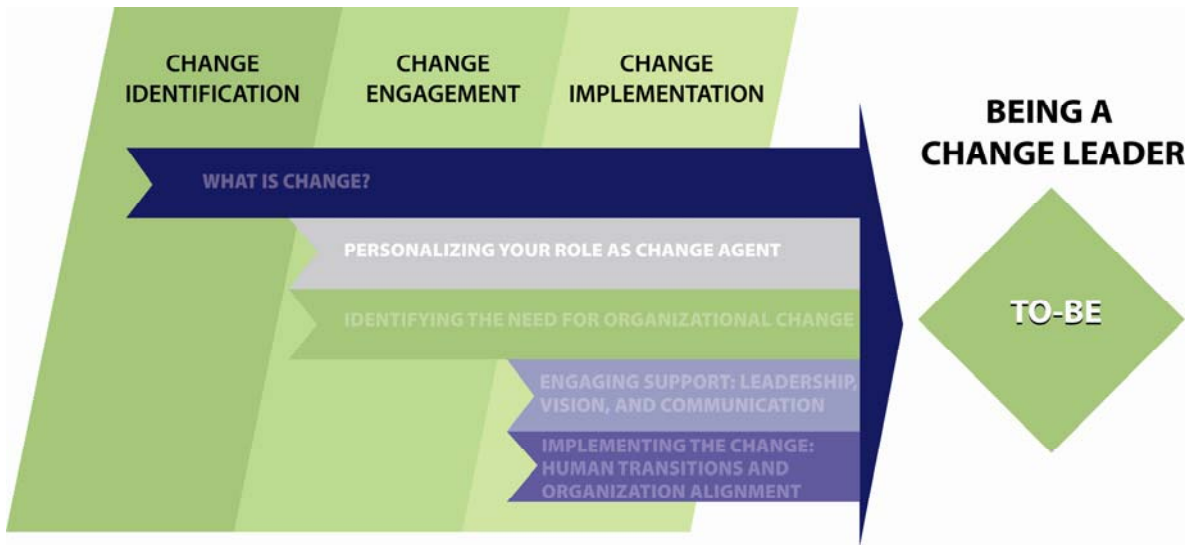
Implications of Resistance

- Overwork of staff
- Loss of key players to—
 - Change effort
 - Competitors
- “Change fatigue”
- Interruption of ongoing business
- Concerns among external stakeholders
- Organizational chaos, such as—
 - People transitioning from resistance to acceptance at different rates
 - Some will never accept change



Notes

Personalizing Your Role as Change Agent



Notes

Core Values Inventory

Four primary core values motivate people during organizational change:

- Banker
- Builder
- Innovator
- Merchant



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Notes

Core Values Inventory: Banker

Primary Social Traits

- Information
- Conservation
- Analysis

Primary Spiritual Values

- Knowledge
- Justice

Negative Traits

- Cold
- Unmoving
- Always right
- Judgmental
- Indecisive
- Myopic
- Withholding/reticent

Gain their trust and support during organizational change by—

- Respecting their knowledge, information; seek it out
- Involving them in data gathering, organization, and analysis
- Making decisions obviously derived from their analyses



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Notes

Core Values Inventory: Builder

Primary Social Traits

- Action
- Results

Primary Spiritual Values

- Power
- Faith

Negative Traits

- Angry/overbearing
- Frustrated
- Pushy
- Gruff
- Inconsiderate
- Always right
- Bossy

Gain their trust and support during organizational change by—

→ Assigning work requiring application of leadership and decision-making skills

⇒ Change agents

⇒ Team/subteam leaders



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Notes

Core Values Inventory: Innovator

Primary Social Traits

- Assessment
- Solutions

Primary Spiritual Values

- Wisdom
- Compassion

Negative Traits

- Stubborn/one-track mind
- Distracted
- Disconnected
- Uncooperative
- Unresponsive/cool
- Indecisive/protected

Gain their trust and support during organizational change by—

- Seeking their opinion and communicating the need for urgent answers
- Providing time to gain understanding and to develop solutions



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Notes

Core Values Inventory: Merchant

Primary Social Traits

- Vision
- Relationships

Primary Spiritual Values

- Love
- Truth

Negative Traits

- Forgetful
- Flighty/inconsistent
- Pouty
- Flippant
- Manipulative
- Exaggerating
- Impulsive
- Unfounded

Gain their trust and support during organizational change by—

- Inspiring them and encouraging them through vision
- Providing opportunity to build new relationships/enhance existing affiliations
- Acknowledging what you admire about them and how much you rely on them
- Asking what their team can accomplish



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Notes

Champions of Change

- Success in change management lies in your ability to implement sustainable change
- Champions “walk the talk” of change. They—
 - See opportunities in change
 - Are excited, vocal, and supportive
 - Seek “front-line action”
 - Are willing to go “above and beyond”
 - Help enlist others into the TO-BE
 - Are “ideal” core team members, as well as end-user trainers and mentors



Notes

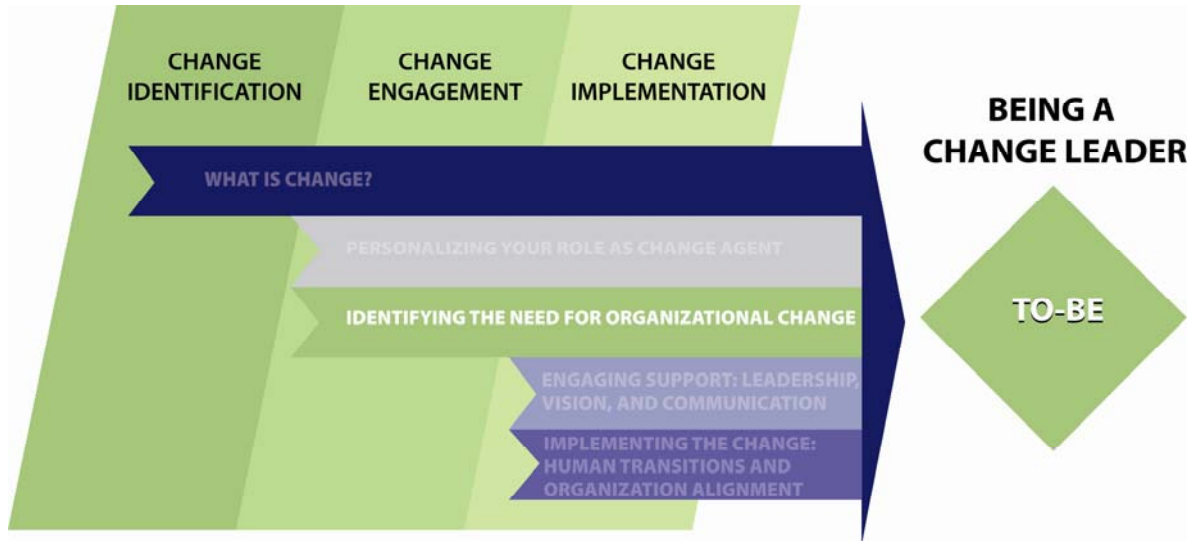
Change Management: A Balancing Act

- What are the signs and symptoms of stress/distress in yourself?
In others?
- How do you deal with change-induced stress in your organization?
 - What techniques worked/did not work?
- What is the result of failure to adequately plan an organizational change?



Notes

Identifying the Need for Organizational Change



Notes

Compelling Reasons for Change

As change leader, you must define and understand the drivers and compelling reasons for change in your organization.



Notes

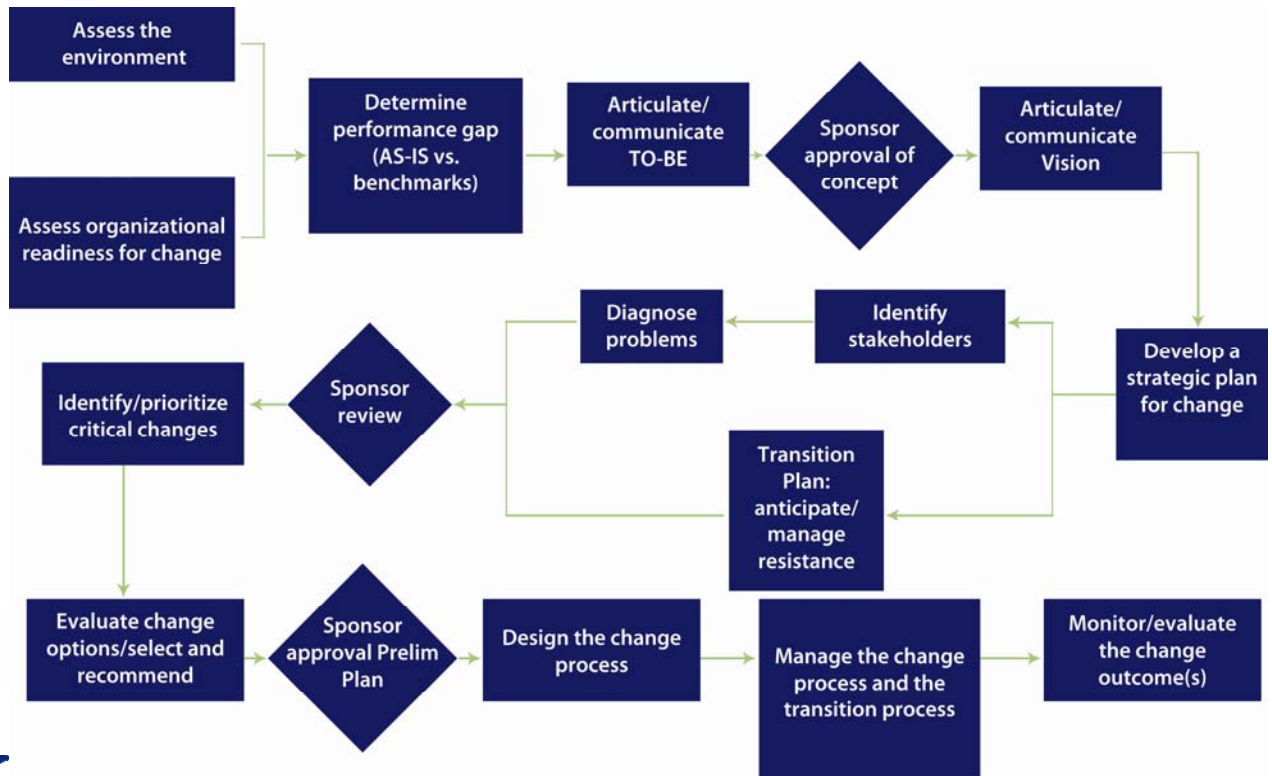
Gap Analysis

- The study of the space between where you are now (AS-IS) and where you want TO-BE
 - What/where is the problem causing pain or potential crisis?
 - What/where is the untapped opportunity for gain?
- Goal: Define actionable items for change (the roadmap)



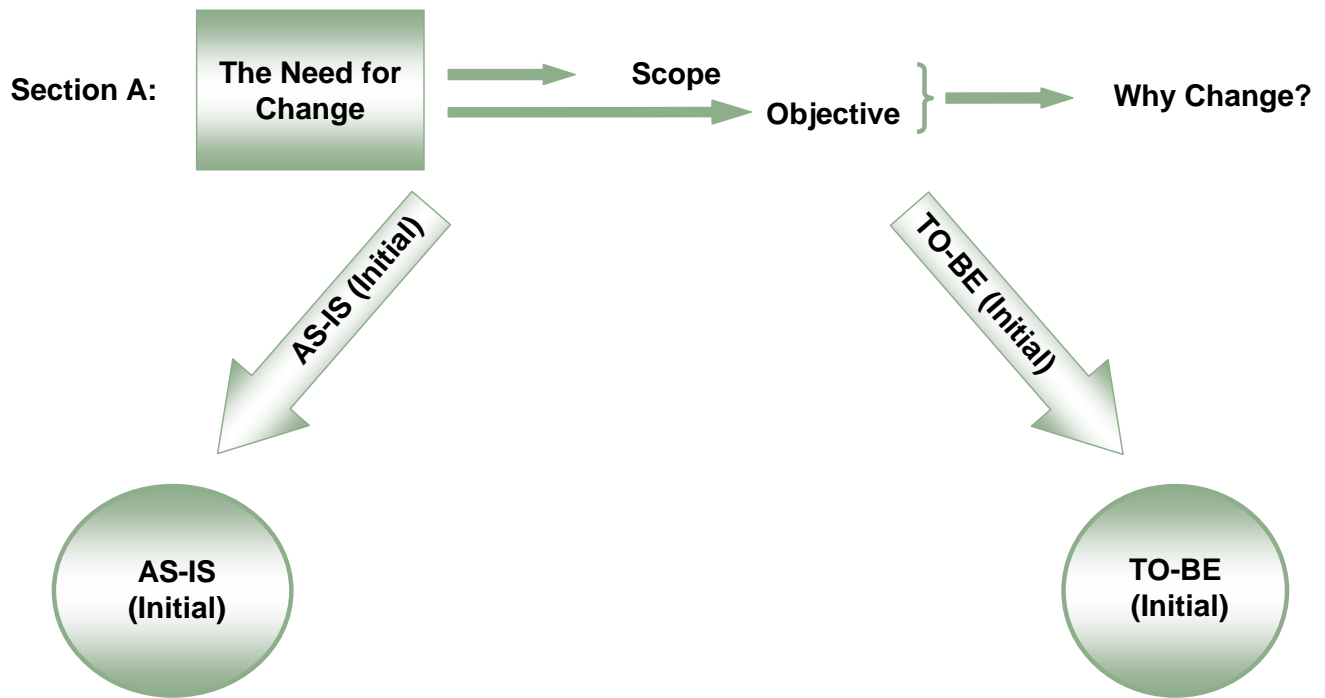
Notes

Change Process Overview



Notes

Case for Change Template Overview



Notes

The Case for Change: Section A

Directions:

- Think of an organizational change that is either upcoming, or going on now in your organization
- Complete Section A of the Case for Change Template
 - You may brainstorm with the people around you

Next steps:

- Join your team and brief each other about your results



Notes

CASE FOR CHANGE TEMPLATE

Name: _____

Project: _____

Team Members:

Date Prepared: dd/mm/yyyy

CASE FOR CHANGE TEMPLATE

Purpose

The Case for Change Template is a useful tool to use when documenting information and proposed plans for an organizational change. It is based on the Framework for Change model. This template represents an excerpt of that model.

Using this template will help you to evaluate—

- Whether to initiate a change program
- How to resize the change program, if necessary
- How to prioritize the undertaking of a change program in order to mobilize stakeholders

The template comprises three main sections:

- Section A: The Need for Change
- Section B: Engaging Support
- Section C: Human Transition, Organizational Alignment, and Implementation

General Instructions

Preparing of a complete Case for Change may be an iterative process. As plans develop, it may become necessary to return to sections that have already been completed in order to explore selected items in greater depth.

- If any information requested in the template is not relevant to your project, then do not delete the module, but instead indicate the lack of relevance by marking that module “N/A.”
- When entering information into a module, delete any additional instructions that may appear within the module.

SECTION A: THE NEED FOR CHANGE

Instructions for Section A

Enter short answers for Parts 1 through 5, and then use Part 6 to evaluate the quality and completeness of the information and begin your action planning.

- Complete as much of Section A as possible. If you find that the information requested in the template is not yet available, identify what additional information you need and how you plan to obtain it.

Part 1: Project Background

1.1 Description of the Problem/Opportunity

Provide a brief description of the business problem or opportunity to be addressed by this change project. Some examples may include—

- Not meeting service-level expectations
- Escalating service costs
- Changes in business requirements
- Changes in legislation or other mandates
- Inefficient business processes

Name the Change:	
Objective for the Change Implementation Team:	

1.2 Scope

Define the parameters that are included in the organizational change project.

Timeframe Provide details about the project's start and end.	■
Department/Organization What locations/sites are included? What departments or group of departments will be involved in the project?	■
Function What functions of the department/organization will be involved in the project?	■

<p>Technology</p> <p>Define the boundaries within which any proposed technology must work (such as processes, existing systems, compliance with established standards, and so on)</p>	<p>■</p>
--	----------

1.3 Out of Scope

Specify items or functions that are specifically excluded from the analysis and the project. Add as many lines to the table as necessary

<p>■</p>

Part 2: Business Need

<p>2.1 What is the business need for this change? What are the drivers that are compelling a change?</p>
<p>2.2 What are the risks of not making this change, or of maintaining the status quo?</p>

Part 3: Gap Analysis

NOTE: Before work can begin on this part of the template, the project’s TO-BE must have been identified.

3.1. SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

<p style="text-align: center;">Strengths</p> <p>Organizational, departmental, or functional strengths that may be capitalized on in your proposal for change</p>	<p style="text-align: center;">Weaknesses</p> <p>Organizational, departmental, or functional weaknesses (such as processes, technologies, and capabilities) that should be addressed in the proposal for change</p>
<p style="text-align: center;">Opportunities</p> <p>Trends, changes, or developments that present potential opportunities toward successfully achieving your TO-BE goal or opportunities that will result from achieving the TO-BE goal</p>	<p style="text-align: center;">Threats</p> <p>External threats (from competitors, regulators, and so on) that jeopardize your competitiveness or that present obstacles toward achieving your TO-BE goal</p>

3.3. Closing the Gap

Considering the information collected thus far, identify some potential approaches to explore to close the gap.

Gap	Potential Approaches to Close the Gap

Part 4: Leadership Support for Change

Who is the Change Implementation Team Leader for this project?	
Are other levels of leadership, above and below you, supportive of the change? (Identify who those individuals are)	

Part 5: Other Stakeholder Support

5.1 Staff

1. Are the people who are currently performing the work or who are affected by the work that is the subject of change energized to take on this project?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
--	------------------------------	-----------------------------

2. What are the costs and benefits of the change to the staff?	
Costs	Benefits
<ul style="list-style-type: none"> ■ ■ ■ ■ 	<ul style="list-style-type: none"> ■ ■ ■ ■

5.2 Other Key Groups

1. What are the costs and benefits of the change to other key groups affected by the change?	
Costs	Benefits
<ul style="list-style-type: none"> ■ ■ ■ ■ 	<ul style="list-style-type: none"> ■ ■ ■ ■

Part 6: Overall Assessment

6.1 Readiness for Change

Review your responses to Parts 2, 3, 4 and 5. Enter an overall rating of High, Medium, or Low according to the chart below.

To what degree is this component present at this time for this change project?		Overall Evaluation		
2.	Business Need	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High
3.	Gap Analysis	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High
4.	Leadership Support for Change	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High
5.1	Energized Staff	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High
5.2	Energized Other Key Groups	<input type="checkbox"/> Low	<input type="checkbox"/> Medium	<input type="checkbox"/> High

6.2 Action Plan

The assessment of your results forms the foundation for establishing an action plan that will leverage the areas with high ratings and create strategies designed to raise the ratings in areas that are presently weak.

Scenarios/Suggested Action

For each key component evaluated in 6.1 above (2 through 5.2), develop an action plan that will help you to build support and prepare for the proposed change. The following table provides suggested actions strategies.

Rating	Suggested Action Strategy
<ul style="list-style-type: none"> ■ Few high ratings and several low ratings 	<ul style="list-style-type: none"> ■ Consider reducing the project scope
<ul style="list-style-type: none"> ■ Low ratings 	<ul style="list-style-type: none"> ■ What actions are required to improve the assessment?
<ul style="list-style-type: none"> ■ Medium ratings 	<ul style="list-style-type: none"> ■ What clear action strategy does this response suggest?
<ul style="list-style-type: none"> ■ High ratings 	<ul style="list-style-type: none"> ■ How can this asset be best used? Will this asset help to improve low ratings in other areas?
<ul style="list-style-type: none"> ■ Overall Strategy 	<ul style="list-style-type: none"> ■ Which of these ratings, if any, should be discussed with others before concluding that the ratings are accurate?

For each key component in 6.1, use the table below to describe—

- Additional information that may be required to fully identify the need for change and how you intend to collect this information
- Additional strategies and actions that you will take to address the items assessed as “Low”

Assessment/Needs	Action Plan/Strategy
2. Business Need	
3. Gap Analysis	
4. Leadership Support	
5.1 Energized Staff	
5.2 Energized Other Key Groups	

Engaging Support: Leadership, Vision, and Communication



Notes

Compelling Vision for Change

- Key to—
 - Overcoming resistance to change
 - Aligning direction and goals
- Begins with focus on TO-BE
 - Inspires passion and enthusiasm for the new future
 - Brief, clear, simply stated, easily remembered
 - “New hire” test
 - Addresses—
 - What the future (results of change) looks like
 - Where we are going and why
- Communicate, communicate, communicate
- Action must follow words



Notes

Examples of Vision

“The industry’s pre-eminent supplier of widgets.”

— *Filbert*

“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth.”

— *John F. Kennedy*

“Innovation has no endpoint. By continually advancing silicon technology and moving the industry forward, we empower people to do more. To enhance their knowledge. To strengthen their connections. To change their world.”

— *Intel*



Notes

Planning the Change

Begin with the desired ending:

- What are the goals?
 - Vision/TO-BE
- Who needs to be involved?
 - Stakeholder analysis
- How will we achieve the vision?
 - Strategy
- How will progress or achievement be traced?
 - Metrics
- What should happen? When?
 - Implementation plan



Notes

Organizational Readiness Requirements

- Challenge the status quo
 - Understanding AS-IS and TO-BE
- Supportive leadership/sponsorship
 - Align the organization around common goals for change
 - Provide the expertise to lead through the change process
- Permission to act
- “Business literate” workforce
 - Achieved through early communications
 - State of the business
 - Clarified “W-I-I-F-M”



Notes

Engaging Stakeholder Support

- People resist more when they believe change is—
 - Out of their control
 - Harmful to them in some way
 - Unnecessary
- Involvement and information help to change perceptions and behavior
 - Feel ownership of successful outcome
 - Search for solutions as well as problems
 - Feel empowered to act
- Thorough stakeholder analysis will help to uncover—
 - Groups directly and indirectly affected by change
 - How the organization really works



Notes

People Want to Know—

Concern:

- How will change affect me?
- Is the rumor mill/grapevine accurate?

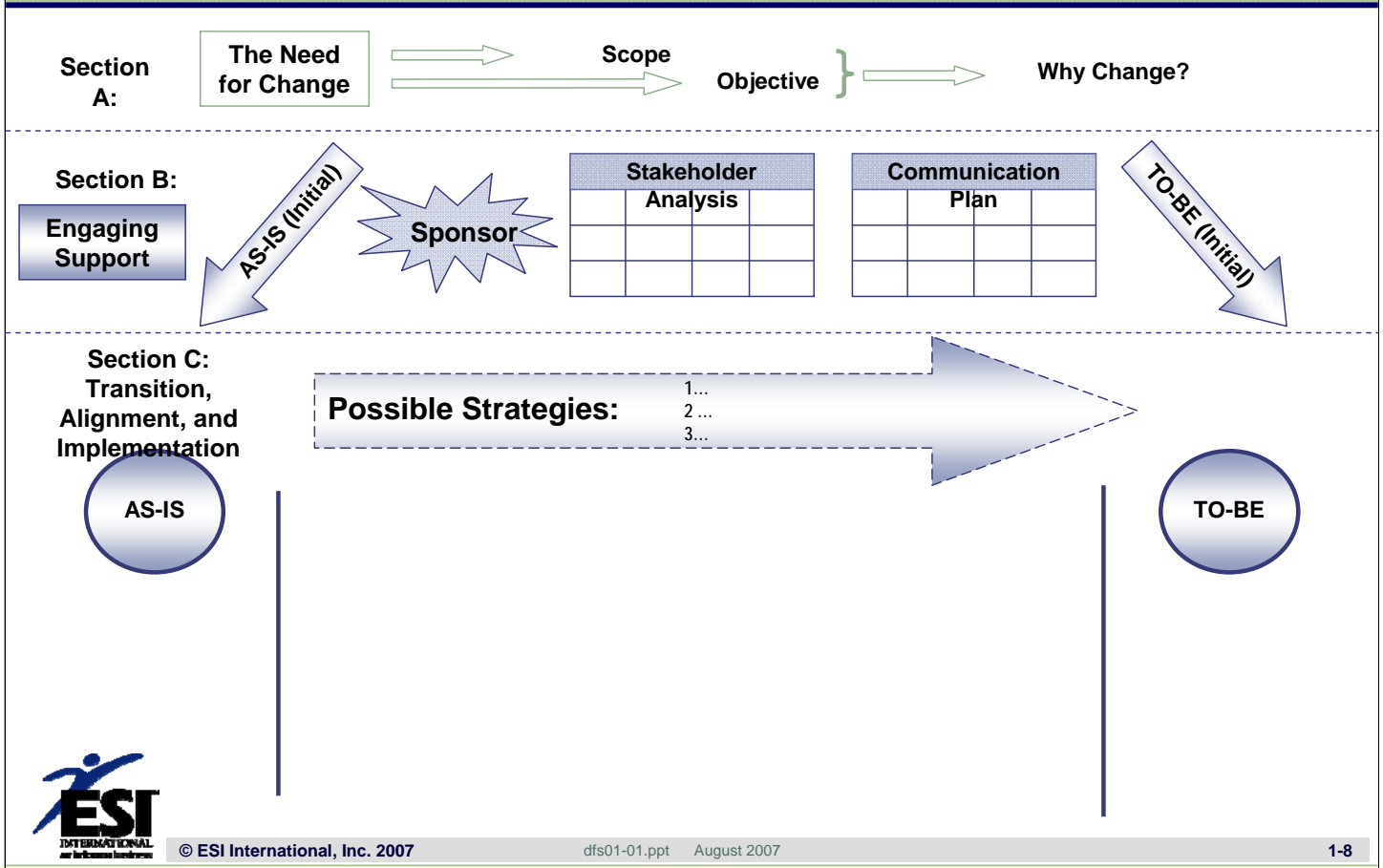
Addressed through—

- Specific content
 - What has been decided/ not yet been decided
 - When you will decide
- Frequency and variety of communication media, such as—
 - Electronic, print, personal
 - Bulletin boards, FAQs
 - Newsletters/desk drops
 - Elevator messages
 - Forum to ask questions



Notes

Case for Change Template Overview



Notes

The Case for Change: Section B

Directions:

- Using the example you thought of earlier, complete Section B of the Case for Change template
- Prepare a brief presentation of your vision, communication plan, and high-level strategy options to achieve TO-BE
- The audience for your presentation is your sponsor, as well as the instructor and the executive change team (your classmates)
- You are scheduled to present in 1 hour



Notes

CASE FOR CHANGE TEMPLATE

SECTION B: ENGAGING SUPPORT

Purpose

Section B in the Case for Change template is designed to help you to—

- Document your assessment of stakeholder interest and levels of support for or resistance to the proposed changes
- Develop the necessary plans to manage stakeholder concerns and engender support for the change project throughout all levels of the organization

Instructions for Section B

Complete as much of Section B as you can with the information that you have available.

Reminder:

- If any information requested in the template is not relevant to your project, then do not delete the module, but instead indicate the lack of relevance by marking that module “N/A.”
- When entering information into a module, delete any additional instructions that may appear within the module.

Part 1: Project Sponsor

The project sponsor is the senior manager in the organization who supports the Change Implementation Team by—

- Providing resources for the change project
- Selling to, negotiating with, and confronting other stakeholders as needed
- Clearing political roadblocks
- Helping to solve unexpected problems when necessary
- Keeping the project in the organization’s focus

In the space below, identify the sponsor for this change project and indicate his or her interests, concerns, and expectations for the project.

<i>Project Sponsor:</i>		
<i>Interests</i>	<i>Concerns</i>	<i>Expectations</i>

Part 2: Project Vision

An enduring vision guides both the change team and the organization through the change process and into the future.

In the space below, document your project vision.

Part 3: Stakeholders

By definition, a stakeholder is anyone who has an interest and/or influence (either positive or negative) on the successful outcome of your project.

Complete the stakeholder analysis table that follows. Consider stakeholders who are likely to be actively involved in the change process as well as those who are affected, either directly or indirectly, by the change.

3.1. Stakeholder Action Plan

Project Name	Project Ref. No.	Prepared By (print)	Preparer's Initials
Customer	Contact	Contact's Phone	Date Prepared

Stakeholder	Rating (1 = low to 10 = high)			Impact	Actions	Responsible
	Power	Level of Concern	Knowledge			
Sponsor						
Customer						
End Users						
Key Individuals						
Groups						
Internal Functional Groups						
Regulators						
Government						
Suppliers						
Competitors						
Others						

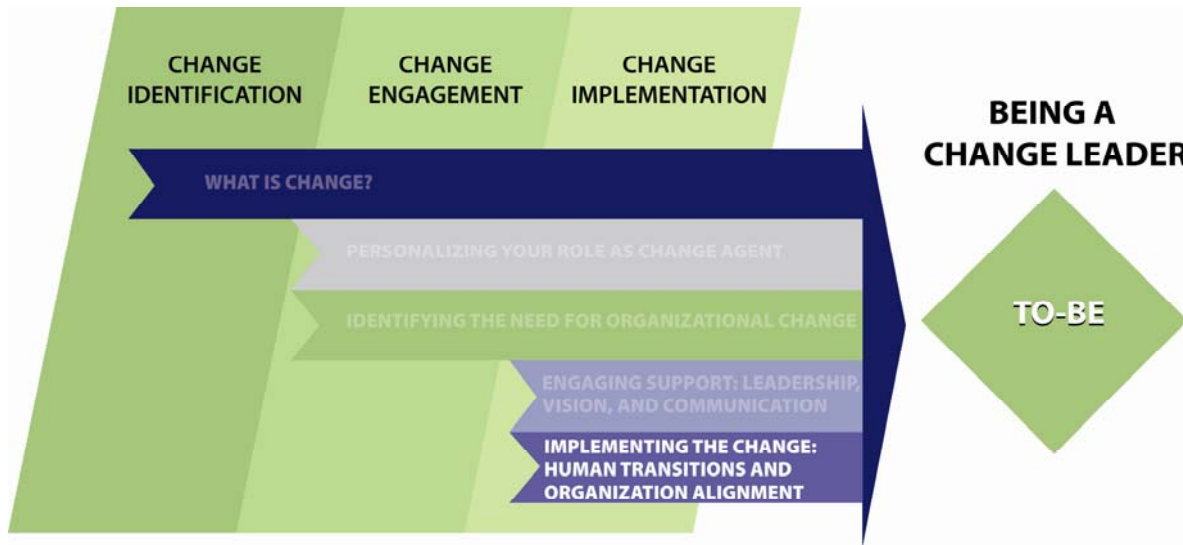
Part 4: High-Level Strategy Alternatives to Achieve TO-BE Goals

In Section A of the Case for Change, you identified both the AS-IS and the TO-BE states for the organization. In many, if not most, situations, multiple pathways can be pursued to achieve the TO-BE state. Some of these options may involve higher risk or higher cost, whereas others will be more middle of the road.

In the table below, identify two or three alternate strategies that you intend to further evaluate as possible approaches to achieving the goals defined in the TO-BE state. Identify the measures that you will use to assess whether your goals have been fully achieved.

Alternate Strategy	Strategy Description	Indicators of Success (quantified description of behavior change expected from project deliverables)
1		
2		
3		

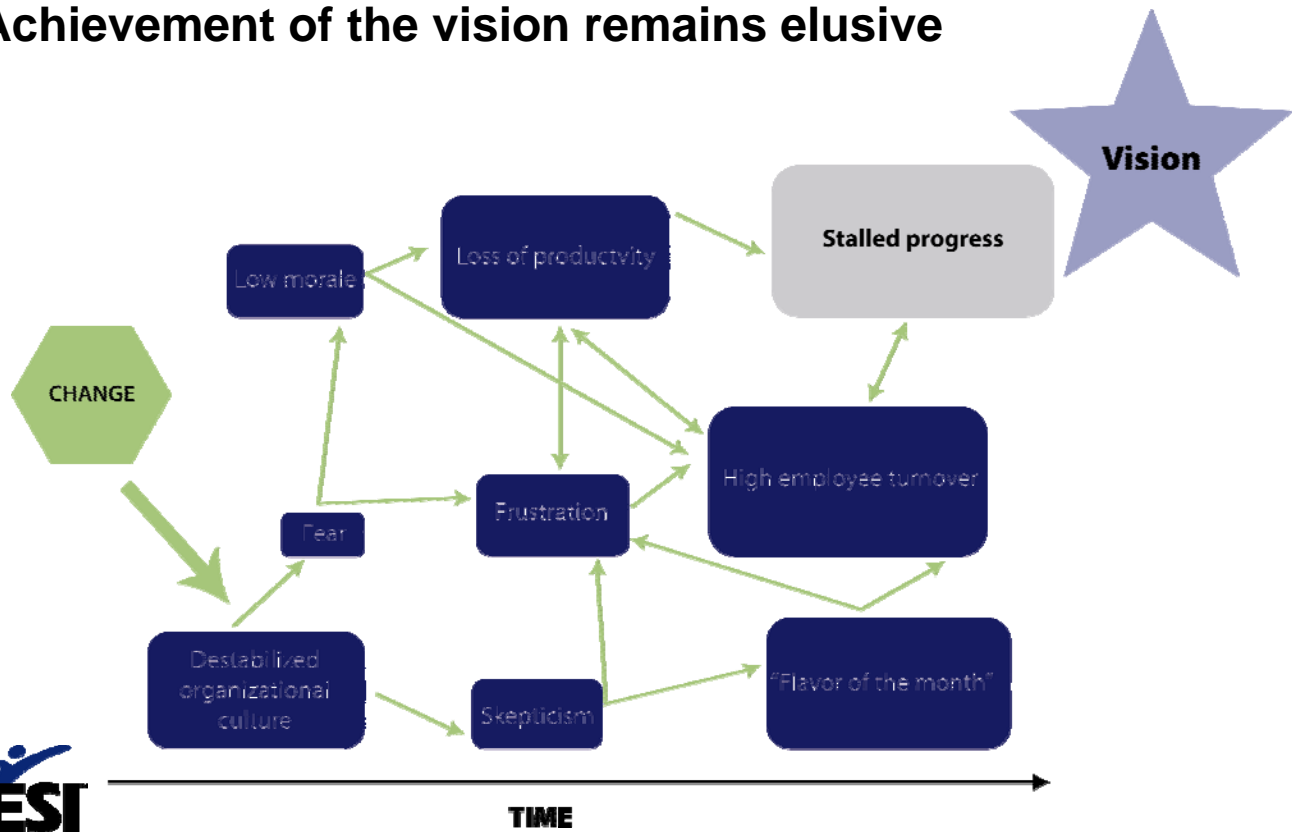
Implementing the Change: Human Transitions and Organizational Alignment



Notes

Impact of Failure to Address Organizational Alignment

Achievement of the vision remains elusive



Notes

Leader's Focus: *Change and Transition*

Transition = the human side of change

- Guiding people through grieving, letting go, building hope, and learning
- Time from denial to acceptance of change is a function of personality/individual circumstance



Notes

Leader's Responsibilities for Transition

- Build (or rebuild) trust
- Build critical mass of support for change
- Coach and support individuals and groups through resistance
- Model the desired—
 - Attitude/perspective toward change
 - Behaviors
 - Values and cultural changes



Notes

Tips for Coaching and Supporting Transition

- One-minute messages: what must change and why
- The four Ps of transition communications:
 - Purpose: compelling need; why change?
 - Picture: how the future will look
 - Plan: what will change and when
 - Part: how you contribute to achieving our goal
- Assess impact on people
 - Acknowledge specific losses and gains
- Symbolic ceremonies of the past
- Monitor the transition process
 - Provide workaround solutions to temporary problems
- Personally articulate and model new attitudes and behaviors



Notes

Discussion Topic

What is required for sustainable change?



Notes

Discussion Topic

What are some barriers and obstacles to sustainable change?



Notes

Common Obstacles and Barriers

- Common obstacles to change
 - Purpose unclear
 - Participants not involved in planning
 - Habit patterns of work group are ignored
 - Poor communication
 - Fear (of failure, the unknown, commitment, disapproval, success)
 - Excessive work pressure
 - Cost too high/reward perceived as inadequate
 - Present situation seems okay
 - Lack of respect or trust in the initiator
- Common barriers to change
 - Local management resistance
 - Functional parochialism
 - Ineffective improvement and change processes
 - Change takes too long
 - Change program drains energy and enthusiasm



Notes

Tips for Addressing Obstacles to Change

- Choose opening moves carefully
 - Quick wins, positive impact
- Overcommunicate clearly and honestly
 - Rationale for change
 - Clear vision for future
 - Expectation that hurdles can be overcome
 - Time frame and progress toward goal
- People
 - Involve them in planning and diagnosis/solutions
 - Provide forum to discuss concerns openly
 - Enlist supporters of change to visible, active roles in change process
- HR systems—
 - Track behaviors and measure results
 - Ensure training is available to provide new know-how and skills
 - Alter rewards systems to support improvement
 - Treat employees fairly and ethically in decisions regarding downsizing



Notes

Tips for Successful Implementation

- Obtain buy-in from key stakeholders
- Identify quick wins (and celebrate them!)
- Choose the appropriate team to assist with implementation
- Avoid overloading your team
- Communicate early and often
 - To your team
 - To stakeholders
 - Others?
- Keep the triple constraint in mind



Notes

The Case for Change: Section C

Directions:

- Refer to your Case for Change.
- Complete the first part of Section C, Parts 1–3 of the Case for Change template.
- Schedule a review meeting with your sponsor (the instructor) after you have completed your evaluation of the alternative strategies and have a recommendation for the strategy for change.
- Obtain approval of your recommended strategy before proceeding with the rest of the template (Parts 4–6).
- The final presentation of your change project must address your recommended strategy, the transition management and organizational alignment issues, and the management plan and a high-level implementation plan for the project.



Notes

CASE FOR CHANGE TEMPLATE

SECTION C: HUMAN TRANSITION, ORGANIZATIONAL ALIGNMENT, AND IMPLEMENTATION

Purpose

The purpose of Section C is to document the following:

- Evaluations of the alternate strategies that you have proposed to achieve the goals of the TO-BE state and the rationale for your recommended strategy
- A plan to ensure the organizational alignment that is necessary to achieve sustainable change and to manage transition issues that will accompany implementation
- An implementation plan that will result in realized change

Instructions for Section C

As you prepare your responses for this section, refer to the information that you have already documented in Sections A and B of the Case for Change template.

NOTE:

- “Doing nothing” is often a viable strategy.
- Do not hesitate to describe portions of the business process that should remain unchanged in order to preserve quality, flexibility, individualized service, human decision making, user comfort, or any other important benefit.

Reminder:

- If any information requested in the template is not relevant to your project, then do not delete the module, but instead indicate the lack of relevance by marking that module “N/A.”
- When entering information into a module, delete any additional instructions that may appear within the module.

Part 1: Evaluation of Viable Alternate Strategies and Team Recommendation

Using the table below, evaluate each viable alternate strategy.

For technology-based components of the strategy, consider the following:

- Technology additions or improvements, including hardware and required software (off-the-shelf or developed)
- Other required supportive technology, such as infrastructure, databases, and communications capabilities
- Personnel changes, such as hiring, retraining, realignment
- Recurring operations and support requirements
- How the proposed technology fits with how the users like to work

1.1. Evaluation of Alternate Strategies

	<i>Alternative 1</i> <name>	<i>Alternative 2</i> <name>	<i>Alternative 3</i> <name>
How does this alternative address the TO-BE goals?			
Key features			
Business and operational effects			
Assessment and effects of technology components			

	Alternative 1 <name>	Alternative 2 <name>	Alternative 3 <name>
Important issues identified in AS-IS, but not addressed in the alternate			
Key assumptions			
Risks			
Cost-benefit for this alternative			
Other considerations, such as partnerships or shared service opportunities			

1.2 Recommended Alternative and Rationale

Provide the following:

1. Your recommended strategy
2. A more detailed description of the strategy
3. The rationale for your recommendation

1. Recommended strategy:

2. Detailed description:

3. Rationale:

Part 2: Implementation Plan

Describe the steps necessary to implement the strategy that you have selected. Incorporate as well the activities required to support transition and organization alignment. Provide as much detail as possible to facilitate estimates of the expected cost of this project and the resources required to implement it, such as people, money, and time.

1. Organizational Goal(s) Overall organizational strategy that is larger than the change project. It is the overarching strategy that guides multiple change projects.	Indicators of Success Objectives and so forth for this specific change project. The change project should be directly linked to one of the organizational goals in Item 1.	Assumptions/Risks

2. Change Project Objective As defined by the vision and the intended TO-BE state	Indicators of Success Quantified description of behavior change from project deliverables	Assumptions/Risks

3. Project Deliverables At the end of the project, the specific deliverables that will be produced as a result of the change project defined in Item 2	Quantified Indicators (For example, what reports by when?)	Assumptions/Risks

Part 3: Organizational Alignment and Transition Plan

Identify additional organizational alignment and transition issues that your recommended strategy will have. Describe your plan to manage these.

<i>Effect/Issue/Need</i>	<i>Action Plan</i>	<i>Responsibility</i>	<i>By When</i>
Other change projects that must be integrated or coordinated:			
■			
■			
■			
Required process changes:			
■			
■			
Human Resource Systems and Support, for example:			
■ Training/retraining requirements			
■ Recruitment			
■ Staffing reallocation			
■ Compensation issues			
■ Performance appraisal system			
■ Legal/contractual issues			
■			
Other issues:			
■			
■			

Project Review and Sign-Off

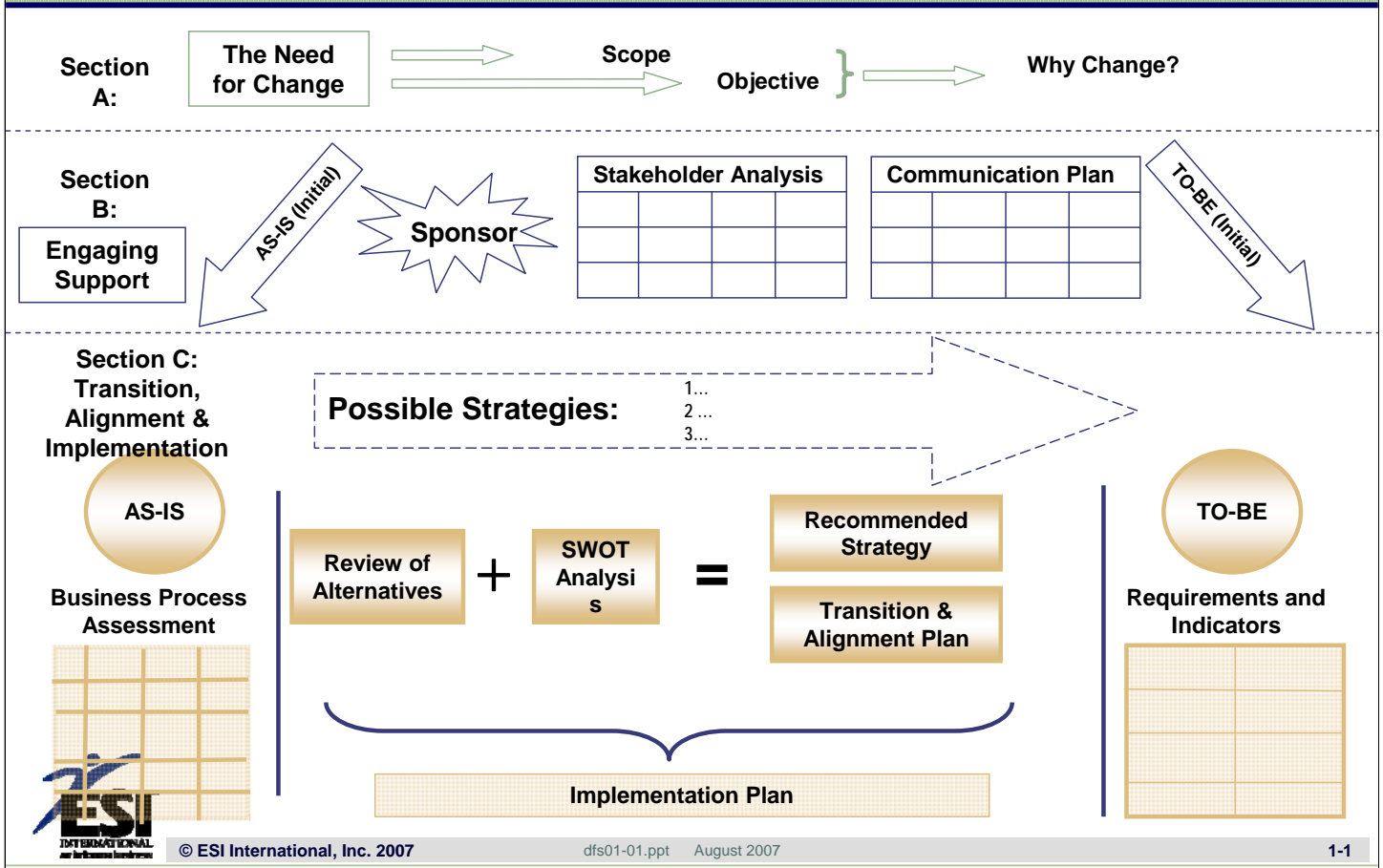
Project Name:	
Organization Name:	
Proposed Cost/Budget:	
Case for Change Review Committee Recommendations:	
_____	Approved, as submitted
_____	Approved, with the following changes:
_____	Not recommended for the following reasons:

<Name>

<Sponsor Name>

Chairperson, Corporate Change Transition
Team

Case for Change: Template Overview



Notes

Workshop Review

By now, you should be able to—

- Lead and champion organizational change
- Use a change-leadership framework to implement sustainable change in your organization
- Identify roles in the change process
- Assess the implications of change on—
 - Leadership
 - Organizational development
 - Individuals
- Help others to adapt and adjust to organizational change
- Apply coping strategies to facilitate transition through change



Notes

The ESI Team Appreciates Your Time. Please visit us at Booth #59.

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