

**Navigating Transitions in the
Workplace
for NYS Information Technology
Professionals**

**Government Technology Conference
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Organization/Leadership Development

NYS Governor's Office of Employee Relations



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Questions to Ponder

- What impact does effective change management have on project meeting objectives, staying on schedule and staying on budget?
- How does managing the “people side of change” tie into your organization’s change management process?

Research states that those organizations deploying good or excellent change management practices were SIX times more likely to meet their organization’s objectives.



NYS Agency Organizational Changes

- Department of Financial Services (DFS)
- Office of Mental Health (OMH)
- Department of Taxation & Finance (DTF)
- Office of People with Developmental Disabilities (OPWDD)
- Information Technology Services (ITS)
- Office of General Services (OGS)



Improving Government Efficiencies In New York State

- Procurement Transformation
- Real Estate Optimization (Re-stacking)
- Information Technology Transformation



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NYS Information Technology Transformation Initiatives

- Data Center Consolidation
- Enterprise Identity and Access Management
- Email Consolidation
- Help Desk Consolidation
- Converged Network Services
- Consolidation of IT staff and ITS



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“Did You Know?/Shift Happens”



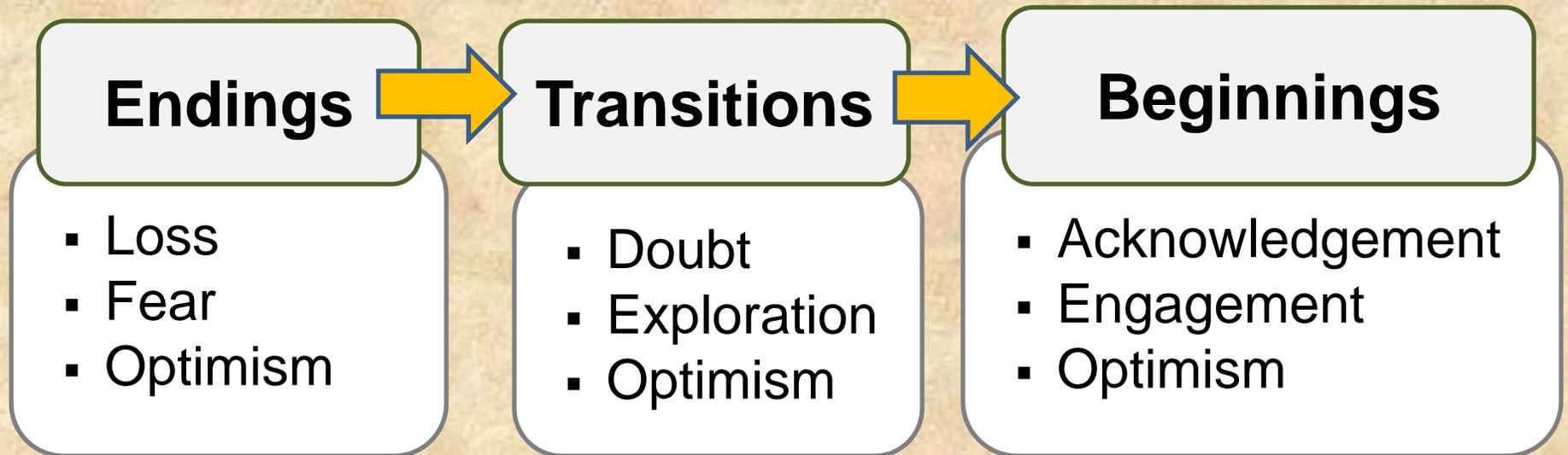
<http://www.youtube.com/watch?v=XVQ1ULfQawk>



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How People Experience Organizational Change



A person can be predominantly in one phase while experiencing some feelings or behaviors of the other two phases.



Tips to Help People in the Endings Phase

- Be open and realistic about the change
- Validate concerns
- Listen to thoughts and feelings without judging
- Express appreciation of past work and accomplishments



Tips to Help People in The *Transitions Phase*

- Communicate
- Encourage two-way communication
- Lead



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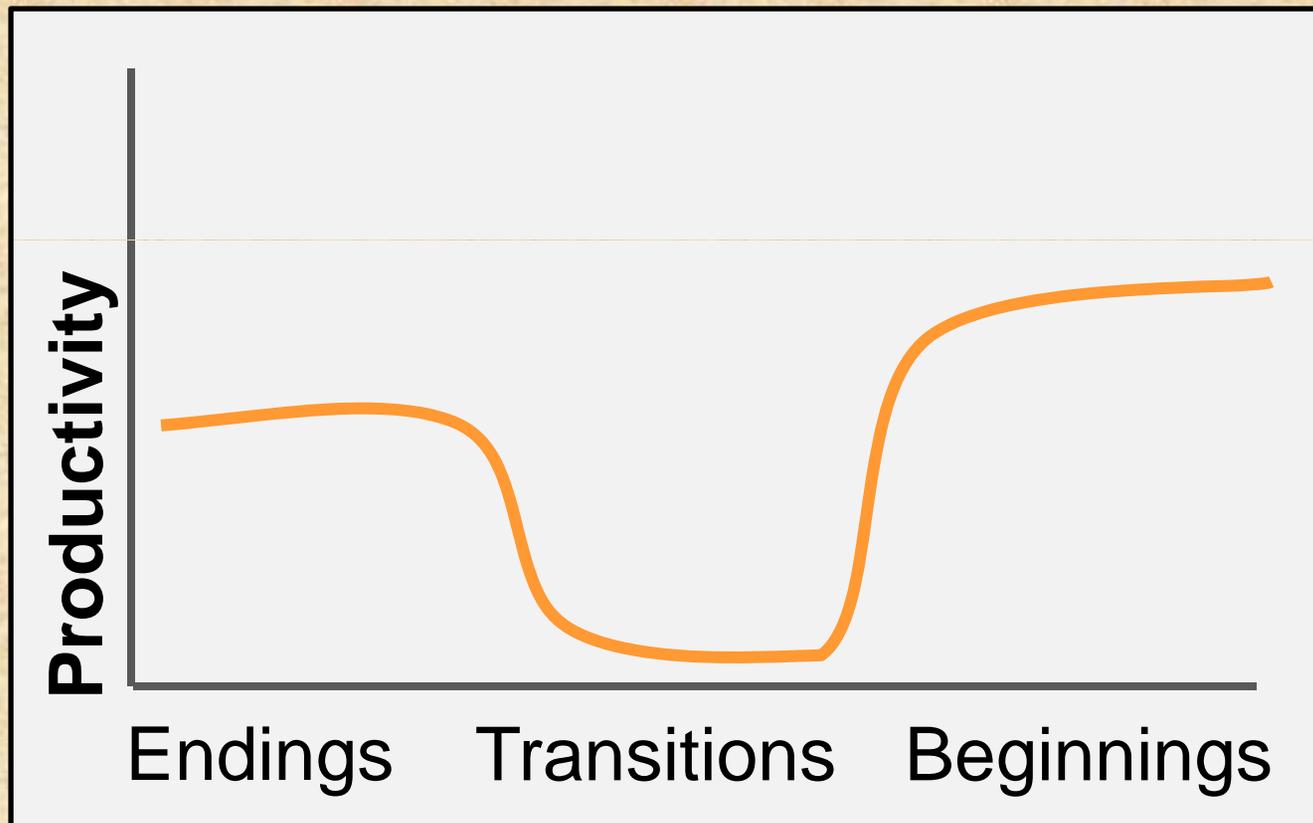
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Tips to Help People in the Beginnings Phase

- Invite and encourage involvement in the change process
- Create teams or workgroups
- Provide training
- Don't micromanage
- Recognize and celebrate successes
- Recognize and celebrate efforts



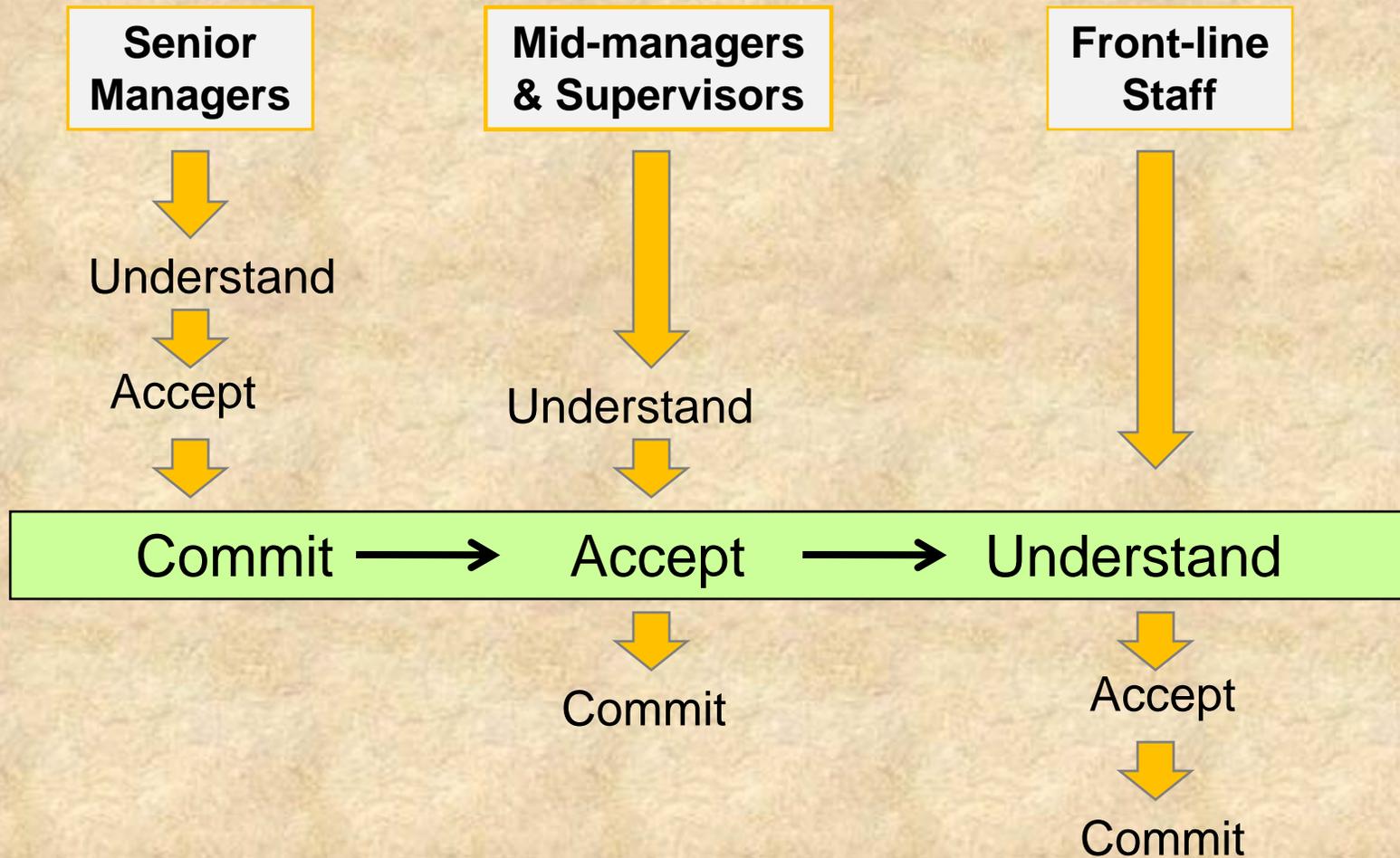
Phases of Change and Effect Upon Productivity



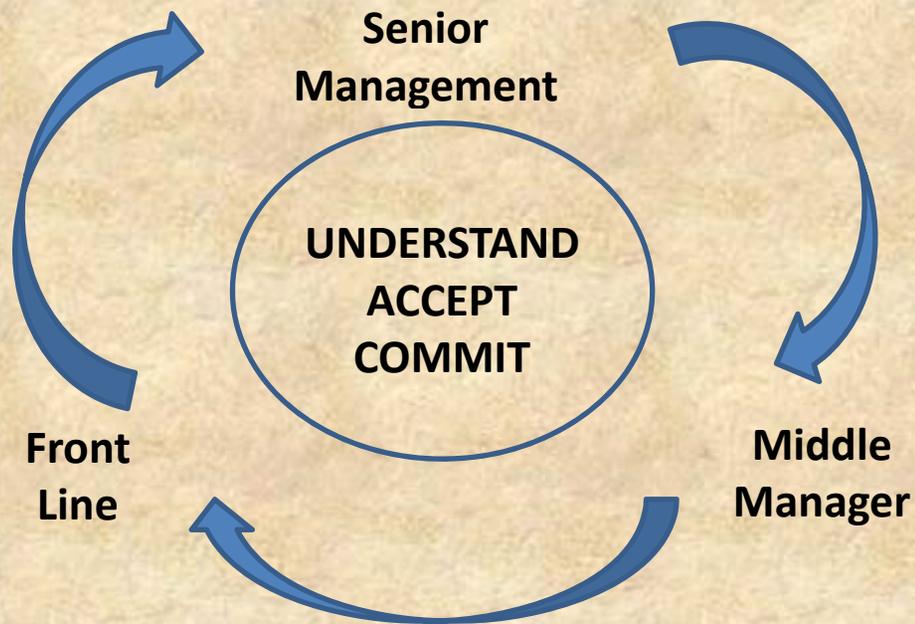
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Why Change Takes Time



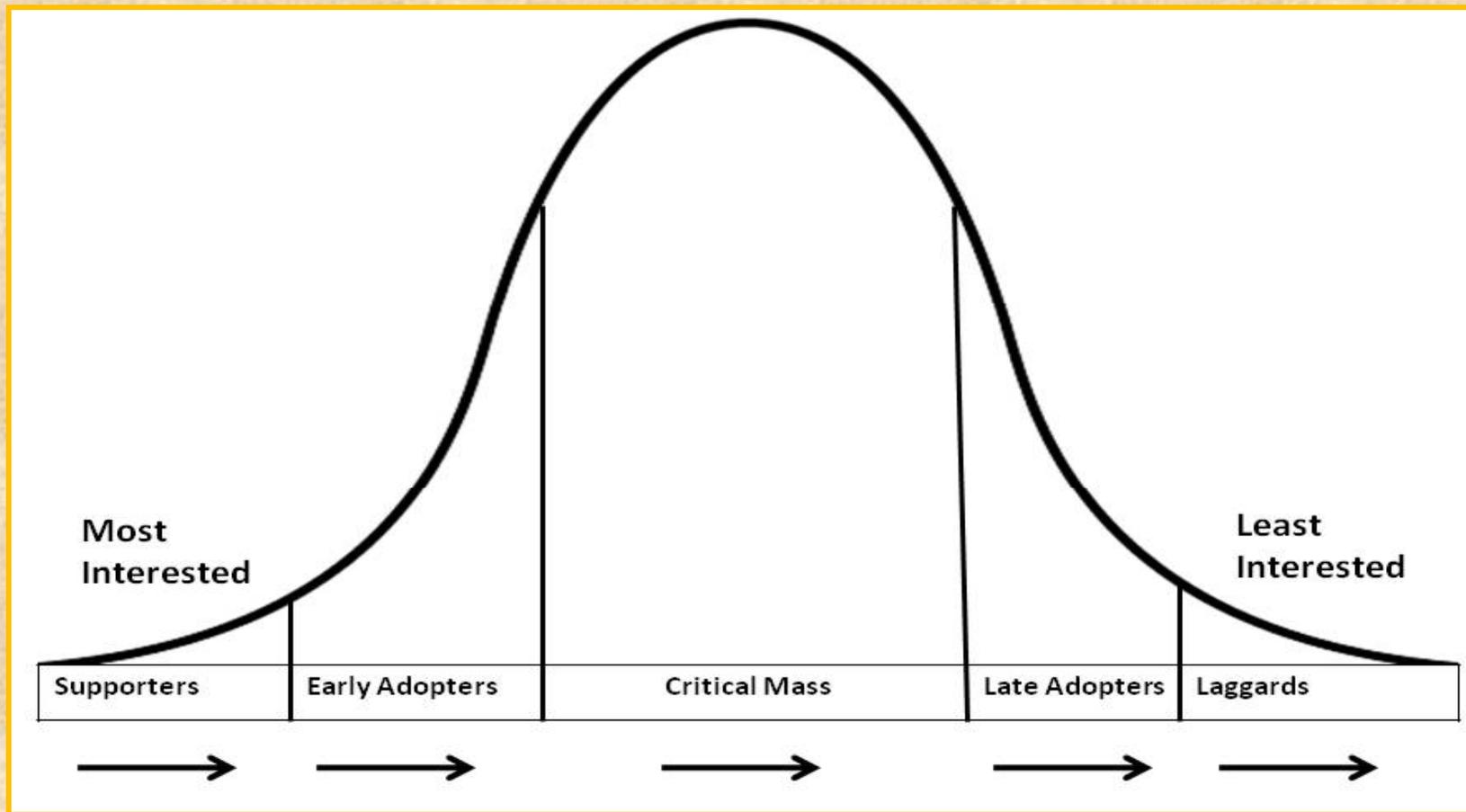
Transitional “Fluid” Model



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Resistance Change Curve



Strategies for Reducing Potential Resistance

- Involve People
- Provide Information
- Provide Support



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YouTube Clip: Communicating Change



<http://www.youtube.com/watch?v=VgsOpcwVyRY>



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Phases of Change and Communication



1. Initiate/Launch
2. Implement/Execute
3. Reinforce/Sustain



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Communicating Change Tips



- 1. Clearly explain details about the change**
 - What, why, how, and when
 - It's OK to say "I don't know, but I will try to find out."
- 2. Explain the risks and rewards**
- 3. Ask for input**



Communicating Change Tips

4. **Maintain regular communication**

- Communication must be regular and ongoing. The type of change can influence the frequency of the communication.

5. **Do what you say you will do**

6. **Respect the past and be open to the future**



Communicating Change Tips

7. Repeat key messages

- Deliver your message 7-10 times more than normal

8. Use multiple channels for communication

- Remember that many employees prefer face-to-face communication



Communicating Change Tips

9. Don't expect to have all of the answers.

10. Ask people what they are anxious about.



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Group Activity

NYS-IT Organizational Change

- Each table group will be asked to discuss and agree upon one of the IT Transformation Initiatives reviewed earlier.
- Complete the ***Discussion Questions*** handout
- Take 15-20 minutes for small group discussion
- Elect a group spokesperson for large group discussion



Discussion Questions

1. What challenges/issues are coming up with this change?
2. What types of resistance have you experienced?
What might have been done to prevent resistance?
What can you do now?
3. What communication strategy is in effect? How should/could you improve communication about the change?
4. What support/resources are needed for this change process?

Be prepared to share results with the large group.



Practical Tips for Successfully Managing the “People Side” of Organizational Change

- Keep change management plans organized
- Consider the end-user
- Maintain priorities and realistic timelines
- Ensure adequate resources
- Keep people engaged in the change



QUESTIONS?



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“Do not go where the path may lead.
Go instead where there is no path, and leave a trail.”

- Ralph Waldo Emerson



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