WHAT IS CHANGE MANAGEMENT?

✓ Talk with a partner
✓ Share with your group
DID YOU KNOW…?

- 70% of change programs fail
  - Employee resistance
  - Lack of management support

- Change initiatives are 30% more likely to stick when people are truly invested

- The number one reason for resistance to change on major projects is lack of awareness

(Ewenstien, Smith & Sologar)
WHAT IS ORGANIZATIONAL CHANGE MANAGEMENT?

A structured process and set of tools for managing the people side of change to achieve a desired outcome.

What this really means:

✓ Nurturing relationships
✓ Assuring people have the resources they need
✓ Be a coach & teacher
FSU OCM CENTER OF EXCELLENCE
(OCM COE)

Teams with individuals and groups to ensure resources are in place to transition FSU users from “current state” to “future state”. The OCM team will plan, manage and reinforce via a systematic framework and customized approach:

✓ Custom organizational change management framework
✓ Visible, engaged and proactive change leadership
WHY DO YOU NEED CHANGE MANAGEMENT?

✓ Do you know all of your project stakeholders?
✓ Do you know the impact of the change on your organization?
✓ How will you socialize the change to ITS and our campus partners?
✓ How will you enable people to adapt to a new workflow?

We are here to help you answer questions like these!
ADKAR METHODOLOGY - PROSCI

A - Awareness of the need for change
D - Desire to support the change
K - Knowledge of how to change
A - Ability to demonstrate skills and behaviors
R - Reinforcement to make the change stick
A - ADKAR

- **Awareness**
  - Awareness for the NEED for change, not just that change is happening!
  - What change is happening and WHY it is important.

- **How to Build Awareness:**
  - Communication through targeted messages
  - Individual conversations and coaching
  - Show compelling case for reason for why it is needed
D - ADKAR

- **Desire**
  - A step further than awareness, participants WANT to be part of the change.
  - Personal decision to be engaged

- **How to Build Desire:**
  - Incentive programs
  - WIIFM
  - Strong sponsorships and relationship-building
K - ADKAR

- **Knowledge**
  - Knowledge of what to do DURING the transition
  - Knowledge of how to perform effectively in the FUTURE

- **How to Build Knowledge:**
  - Training programs
  - Job Aids
  - Coaching
A - ADKAR

- **Ability**
  - Translates the knowledge to application of new skills
  - Needs to allow for hands-on training and feedback

- **How to Build Ability:**
  - Performance monitoring
  - Hands-on practice during training
  - Ability to expert resources
R - ADKAR

- Reinforcement
  - Created systems to understand if change was successful
  - Shows the importance of the investments in efforts through training

- How to Build Reinforcement:
  - Publicly visible performance scoreboards
  - Feedback from supervisors & senior level sponsors
  - Compensation and appraisal systems to support change
OCM LIFECYCLE

Preparing for Change
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Managing Change
- Develop change management practices
- Take action and implement plans

Reinforcing Change
- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes
FSU Information Technology Services
Organizational Change Management Lifecycle

**Activities**

- Intake
  - Intake Form
  - Discovery Meetings
  - CL&P Team Meeting

- Planning for Change
  - Stakeholder Interviews & Workshops
  - Risk Assessment
  - Identified metrics for success
  - OCM Approach
  - Create Marketing
    - Strategy/Training/Coaching/Resistance
    - & Deployment Plans

- Managing Change
  - Status Updates (PM/Leadership)
  - Implement & Execute Plans
  - Strategy Development
  - Survey/Feedback Sessions

- Reinforce Change
  - Assess Adoption
  - GAP Analysis
  - Transition to Run-The-Business

- Sustainability Planning

**Outputs**

- Leadership and Change Champion Engagement Throughout Entire OCM Lifecycle
TOOLS FOR CHANGE
MANAGERS
Change Definition Checklist

Complete the below checklist with the OCM team.

<table>
<thead>
<tr>
<th>OCM Tasks</th>
<th>Completed</th>
<th>In Progress</th>
<th>Not Started</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alignment with ITS vision</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project goals clearly defined</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business processes designed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology or systems designed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impacted FSU users identified</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Project roles defined</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation start date set</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation end date set</td>
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</tr>
<tr>
<td>Feedback mechanism designed</td>
<td></td>
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</tr>
</tbody>
</table>
FSU Information Technology Services
Mission and Vision Alignment

**ITS Mission**
Make IT easier for the students, faculty and staff who learn, teach, conduct research and work at Florida State University.

**ITS Vision**
Partner with the FSU community to deliver world-class technology services to support the teaching, research and administrative mission of Florida State University.

How will [the new system/project] implementation align with the ITS mission and vision?
TOOLS FOR PLANNING PHASE

✓ Stakeholder Analysis
✓ Risk Assessment
✓ Readiness Survey
  - Change Checklist
  - Culture Readiness
✓ Metrics for Success
✓ Create Strategy & Approach
✓ ITS Internal Teams
# Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder (Individual/Group)</th>
<th>Group Size</th>
<th>Role/Responsibility</th>
<th>Predisposition</th>
<th>Anticipated Involvement</th>
<th>Anticipated Barriers</th>
<th>Metric Goals</th>
<th>Type of Change</th>
<th>Description of Anticipated Change</th>
<th>Previous Change Experience</th>
<th>Contact Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: FSU Administrative Staff</td>
<td>122</td>
<td>Administrative Support</td>
<td>Supportive/Committee</td>
<td>Support executive level leaders through change initiative including technical support and communicating process changes</td>
<td>Downstream communications support system</td>
<td>Admin staff should be 100% trained by EOT to support execs in the new year</td>
<td>Technical</td>
<td>Admins will now use new system to downstream communicate to staff on behalf of executives.</td>
<td>Admins changed systems 3 years ago and had little training pre-change.</td>
<td><a href="mailto:admin@fsuexample.com">admin@fsuexample.com</a></td>
</tr>
</tbody>
</table>
RISK ASSESSMENT

- Medium risk
- High risk
- Low risk
- Medium risk

Change resistant

- Small, incremental
- Large, disruptive

Change ready
CULTURE READINESS ASSESSMENT

- Organizational change management culture
- Employee change readiness structure
- Change capacity
- Leadership style
- Past initiatives
- Project roles
- Survey of recent or past changes
- Change characteristics assessment
METRICS FOR SUCCESS

- How will we know if we are successful?
- Project Goals versus Service KPI
  - Goals: Were we able to successfully complete the project?
  - KPI (Key Performance Indicators): How will we know if our service was successfully impacted?
CREATE STRATEGY & APPROACH

- Create specialize approach based on the inputs, needs of stakeholders, and needs of project

- Each plan could include:
  - Communication
  - Coaching
  - Training
  - Incentives
  - Resistance Plans
  - Deployment Plans
ITS INTERNAL TEAMS

- Integrated Communication
- Service Outreach
- User Experience
- Project Managers
- Service Management
- Project Sponsor/Teams
TOOLS FOR REINFORCING CHANGE

- Gap Analysis Training
- Survey Feedback (Reinforcing Change)
- Coaching
- On Going Communications
POST GO LIVE

- Gap analysis
- 30-60-90 day follow-up with primary stakeholders
- Continued communications

- Surveys
- Workshops
- Additional training resources
ADKAR CRM EXAMPLE

Awareness
- Current CRM is difficult for end users
- Only one agent at a time
- CTDs are hard to understand

Desire
- Switching systems will make our jobs at ITS easier
- Campus partners will be happier with the customer service they receive

Knowledge
- Training (hands-on, desktop guides)

Ability
- Afford agents time to practice in new CRM
- Coaching and role-modeling behavior from team managers

Reinforcement
- Appreciation for everyone’s hard work
- Corrective action if part of the process isn’t working
- Feedback
ADKAR ACTIVITY

- Consider a past project/initiative you were involved in or one you think would benefit from an organizational change management plan.

- Individually brainstorm activities for each phase of the ADKAR model.

- Discuss with your group.

- What stood out during your brainstorm?
ADKAR BRAINSTORM

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement
PARTNERS FOR CHANGE
SPONSOR ENGAGEMENT

- Strengthen momentum for projects
- Create buy-in for campus partners
- Provide governance and guidance
CHANGE CHAMPIONS

✓ Engaged members of the ITS & campus community

✓ Boots on the ground

✓ Eager to learn & teach new skills
PROJECT MANAGER & OCM

Project Manager:
- Timelines
- Budget
- Quality
- Risk
- Scope

Organizational Change Manager:
- Strategies
- Plans
- Communication
- Resources
- Stakeholders
  - People impact
  - Readiness
  - Resistance Management
  - Training
  - Marketing
  - Sponsor roadmap

Stakeholders

INFORMATION TECHNOLOGY SERVICES
ITSM & OCM

Technology Change Enablement
- Scope
- Schedule
- Quality
- Risk

Organizational Change Manager
- People impact
- Readiness
- Resistance Management
- Training
- Marketing
- Sponsor roadmap

ITSM
- Strategies
- Communication
- Stakeholders
TECHNOLOGY CHANGE ENABLEMENT

- Formerly known as Change Management
- Industry best practice for managing IT changes
- Can ensure standardized methods, processes and procedures are used for all changes
- Facilitate efficient and prompt handling of all changes
- Maintain the proper balance between the need for change and the potential detrimental impact of changes
DEFINITION OF A CHANGE

**Change**: the addition, modification or removal of anything that could have an effect on an ITS service in Production

1. **Standard change**: a pre-approved change that is low risk, relatively common and follows a documented procedure
2. **Normal change**: a change that follows the normal process, allowing at least 14 days of notice
3. **Emergency change**: a change that must be introduced as soon as possible, which requires less than 14 days of notice
<table>
<thead>
<tr>
<th>Is a Change:</th>
<th>Is Not a Change:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware</td>
<td>User profiles</td>
</tr>
<tr>
<td>Software</td>
<td>Password resets</td>
</tr>
<tr>
<td>Database</td>
<td>Security scans</td>
</tr>
<tr>
<td>Physical Assets</td>
<td>Data updates</td>
</tr>
<tr>
<td>Virtual Assets</td>
<td></td>
</tr>
<tr>
<td>Interfaces</td>
<td></td>
</tr>
</tbody>
</table>
PROCESS WORKFLOW

<table>
<thead>
<tr>
<th>Change Management</th>
<th>Record &amp; Review RFC</th>
<th>Prioritize &amp; Categorize</th>
<th>Assess &amp; Evaluate</th>
<th>Authorize</th>
<th>Coordinate Change Implementation</th>
<th>Review &amp; Close</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Requester</td>
<td>1.0 Record &amp; Review Change Request</td>
<td>2.0 Prioritize &amp; Categorize Change Request</td>
<td>3.0 Assess and Evaluate Change</td>
<td>4.0 Authorize Change</td>
<td>5.0 Coordinate Change Implementation</td>
<td>6.0 Coordinate Change Deployment</td>
</tr>
<tr>
<td>Change Coordinator</td>
<td>2.0 Prioritize &amp; Categorize Change Request</td>
<td>3.0 Assess and Evaluate Change</td>
<td>4.0 Authorize Change</td>
<td>5.0 Coordinate Change Build &amp; Test</td>
<td>6.0 Coordinate Change Deployment</td>
<td>7.0 Review &amp; Close Change Record</td>
</tr>
<tr>
<td>CAB</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Release &amp; Deploy Coordinator</td>
<td>3.0 Assess and Evaluate Change</td>
<td>4.0 Authorize Change</td>
<td>5.0 Coordinate Change Build &amp; Test</td>
<td>6.0 Coordinate Change Deployment</td>
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</tr>
</tbody>
</table>
ITS Change Management Review FY2019

Change management is a customer-centric ITS initiative that helps improve service reliability by better managing enterprise IT changes. The following overview provides insight into ITS Change Management performance from July 2018 through June 2019.

Emergency changes make up 33% of all ITS changes (5% decrease), though only 11% are urgent (2% decrease). With a goal of reducing expedited emergency changes, ITS strives to achieve the industry average of a 10%

Scheduled Changes Resulting in an Incident

<table>
<thead>
<tr>
<th>Year</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>27</td>
</tr>
<tr>
<td>2019</td>
<td>20</td>
</tr>
</tbody>
</table>

26% reduction

Change Management Deliverables

- **Change Calendar**
  - Provides visibility of all ITS changes and serves as a visual console for scheduling, managing, and monitoring changes

- **Maintenance Windows**
  - Minimize downtime of ITS systems and services and establish consistent blocks of time when customers may expect planned maintenance, upgrades, and changes to occur
  - 77% of ITS changes occurred during a maintenance window (5% increase)

- **Freeze Periods**
  - Prevent unexpected outages of essential ITS systems and services during peak and critical usage times at start of semesters
OUTCOMES

• Reduced negative impact on the university, thus improving customer satisfaction

• Greater collaboration across ITS

• Shared system allows greater visibility for ITS staff into what changes are being made in production

• More proactive approach to implementing changes
WHAT IS ITIL AND ITSM?

ITIL is a globally recognized best practice methodology for IT service management (ITSM) that is used all over the world by leading organizations. ITIL ensures that IT services are aligned to the needs and support the goals of the business (in our case the University and the University community).
ITIL® - Key Benefits

- Support business outcomes
- Stable Service Environment
- Improved Quality of Service Delivery
- Evaluating IT Costs & Resources
- Stronger IT & Business Alignment
- Optimize customer experience
7 Guiding Principles

The guiding principles provide a comprehensive and holistic vision of how a service/service-management organization should manage and execute its work. These principles include:

- Start where you are
- Keep it simple and practical
- Think and work holistically
- Focus on value
- Optimize and automate
- Collaborate and promote visibility
- Progress iteratively with feedback
# ITIL® 4 Practices

## General management practices
- Architecture management
- Knowledge management
- Portfolio management
- Risk management
- Supplier management
- Workforce and talent management
- Information security management
- Measurement and reporting
- Organizational change management
- Project management
- Relationship management
- Service financial management
- Strategy management

## Service management practices
- Availability management
- Incident management
- Release management
- Service design
- Service validation and testing
- Business analysis
- IT asset management
- Service catalogue management
- Service desk
- Service level management
- Capacity and performance management
- Monitoring and event management
- Change enablement
- Problem management
- Service configuration management
- Service continuity management
- Service request management

## Technical management practices
- Deployment management
- Infrastructure and platform management
- Software development and mgmt.

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QUESTIONS