

# Change Management

Tools and Techniques for Change  
Management Success



Smart. Focused. Done Right.®

  
**scottmadden**  
MANAGEMENT CONSULTANTS



## INTRODUCTION

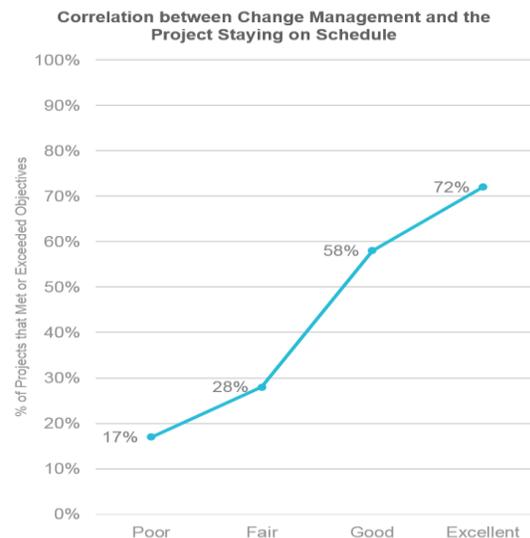
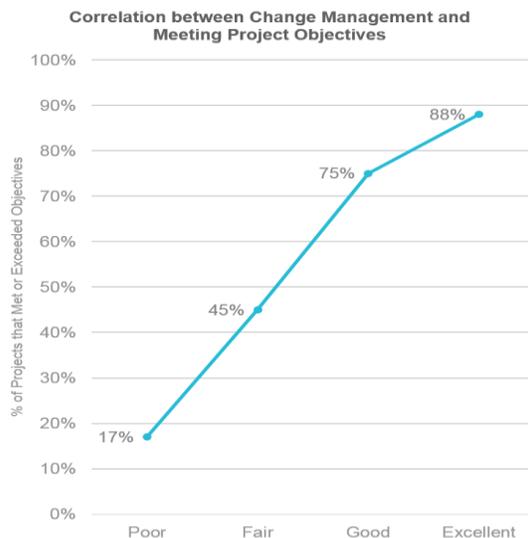
ScottMadden has long recognized the managerial challenges caused by change. Our clients consider our ability to facilitate ownership of the changes to be one of our greatest strengths.

Our approach has always been one that respects the need for change management activities and ensures they receive the attention and resources necessary for completion. Additionally, we believe that change management is most effective when embedded within a project and least effective when it is stand-alone or “bolt-on.” Too many organizations allow for significant segregation between project management’s focus on execution and the activities of the change team. A key point of our success, we believe, is in the ability of our team to integrate change management within transformational projects.

The primary objective of change management is to ensure the organization realigns as efficiently and effectively as possible to support achievement of a project’s goals. By employing tactics that address human reactions to change, change management supports an efficient transition. It also ensures effectiveness of the change, that is, future state success beyond the completion of the project. Too often, project delivery becomes completely focused on aspects such as process and technology change. Addressing the “people side” of a project while ensuring integration with other aspects of the implementation will improve the chances of success—this is what change management is all about.

Human beings are inherently control oriented. People feel the most competent, confident, and comfortable when their expectations of control, stability, and predictability are being met. In a static situation, expectations are met, but when change occurs, people’s expectations are disrupted. Studies have shown that not addressing people’s “disrupted” state has a cost and should not be ignored. The graphs below<sup>1</sup> demonstrate what drives ScottMadden’s focus on effective change techniques.

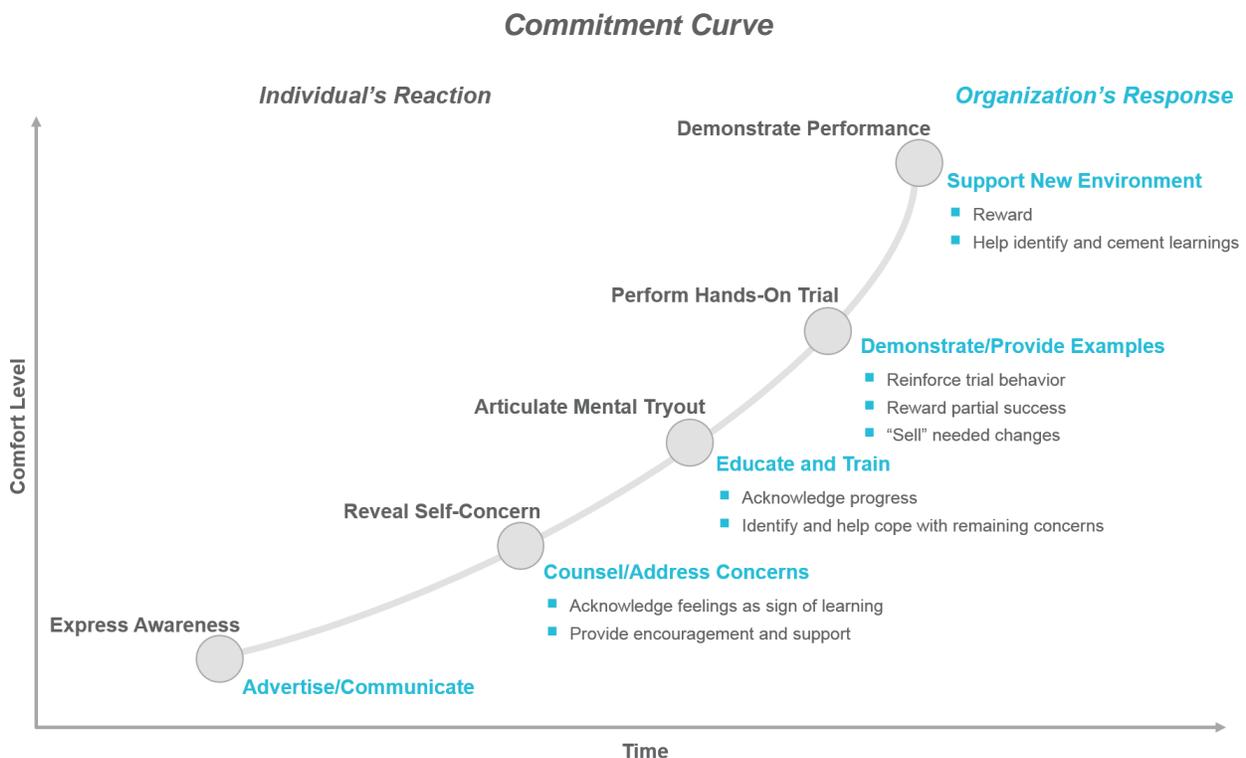
### *Correlation between Change Management and Project Success*



<sup>1</sup> Best Practices in Change Management, “Prosci Benchmarking Report”

Our approach to change management recognizes that in order for an initiative to succeed, the case for change has to be made, and the expectations of humans have to be reset to the new organizational state. To achieve this, ScottMadden understands that more than theory is needed. Change management requires a practical and disciplined approach to increase the willingness, confidence, and ability of the organization to make the desired change. Our understanding of theory and concepts is deep, and it is matched by an ability to execute effective techniques.

The Patterson-Conner Commitment Curve (a modified representation of which is shown below) represents a map of employee commitment to organizational change and is one framework that can be used to understand employee commitment to new initiatives. Understanding where employees are on the commitment curve can help you identify and support their needs and help them effectively adapt to change. Focusing on the organization’s planned activities—and response—is key. ScottMadden’s approach and experience ensure the right activities are exercised at the right time and to the appropriate depth and effort.



The progression of phases the organization has to deliver to successfully climb the commitment curve includes planning, informing, educating, and committing. ScottMadden is experienced at preparing and applying techniques that address progression through this change curve. Effective progression allows the organization to achieve the change with minimal resistance. Humans go through a range of experiences and emotions on the curve before reaching the end state where they demonstrate performance in the new environment (institutionalization of the change). At the end state, people’s expectations of control, stability, and predictability are once again met.

## CHANGE MANAGEMENT MODEL

ScottMadden understands that change management solutions are not based on disjointed and independently executed activities but rather a well-planned and integrated set of initiatives. ScottMadden's change model encompasses six focus areas with specific objectives and tools and techniques to support their delivery.

**ScottMadden's Change Model**  
*These components lead to a successful implementation*



Meeting the change management challenge requires evaluation of all areas and specific and coordinated actions for each that are appropriate for the organization.

## SPONSORSHIP

The sponsor develops and maintains a clear and shared vision for the organization and then supports the vigorous pursuit of that vision. Identifying a project sponsor is often only the start. Depending on the size of the initiative, a well-organized guiding coalition that actively engages in stakeholder management may also be integral. Additionally, maintaining the "case for change" to fend off challenges from within the organization is central to retaining strong sponsor support and priority standing within the organization. Sponsorship at its varying levels is essential, and project team members need to understand where leaders will be supportive and what levels they can expect them to help with.

**Example: Understanding Sponsorship Support**  
*Understand leader's willingness to perform activities*

Leadership Activity	Willingness to Perform		
	Low	Medium	High
Speak publicly about initiative importance and priority		✓	
Hold face-to-face meetings with key stakeholders			✓
Attend departmental meetings to support initiative	✓		

## RISK MANAGEMENT

During project scoping, it is important to identify potential risks and build actionable plans to mitigate them. These risks should be monitored and new risks identified during implementation. A disciplined approach is necessary to review, report, and complete actions that will eliminate or reduce the impact of risks. It is important to have resources that can identify indicators of rising risk and have a position on the team that allows them to act upon their findings. Depending on the project size and structure, there may be a split between management of project delivery and risk management. Coordination of risk management across the project is key to avoiding a silo-based approach.

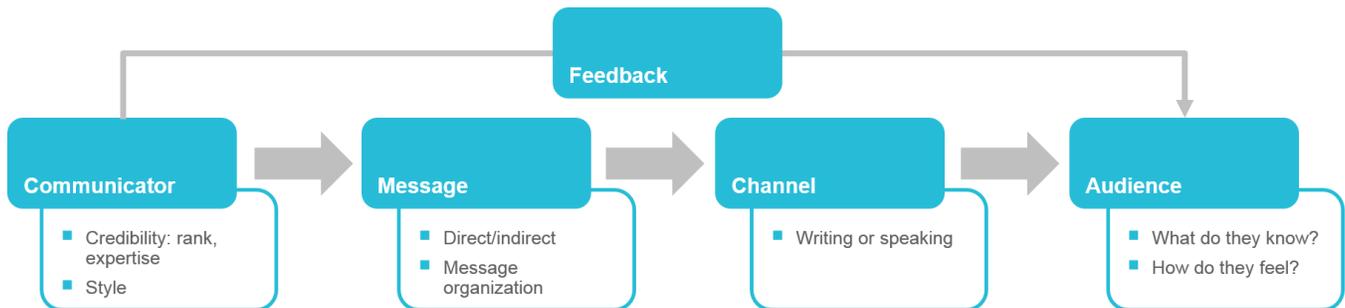
**Example: Change Risk Template**  
*Effective identification and oversight will alleviate unexpected problems*

Definition		Quantification		Response		
Risk	Indicators	Impact Level (L/M/H)	Status (G/Y/R)	Owner	Project Actions Needed (To Reduce/Eliminate Risk)	Mitigation Plan (Should Risk Occur)
Other HR projects taking needed resources	Missed deliverables or meetings, lack of involvement	Medium		Team Leads	Verify availability with resources on a regular basis	Search alternate resource support
Facility not ready for move in	Contract and construction schedule not complete	High		Project Manager	Create contingency plan with no-go date and alternate location	Move to alternate location for training and/or workstation testing
Unable to fill open positions by deadline	Open positions by deadline	Low		HR Manager	Keep track of available/back-up candidates	Prepare alternate training to bring late hires up to speed

## COMMUNICATION

Effective communication is essential in creating the underlying foundation of trust needed to engage all levels of the organization about the change. Assessing the key messages of the change, the affected audiences, and modes of delivery builds a good plan. Various methods should be used to collect the messages, best delivery methods, coordination needs across the organization, and feedback options. It is essential to get beyond the project team to develop content that aligns with the organization culture and candor.

**Example: Communication Development Process**  
*Emphasis of message and method will vary by target population*



**MARKETING**

Marketing of your initiative should be addressed separately from the tactical aspects of necessary communications. At its core, marketing is an effort to reach stakeholders of your initiative and make them think, believe, or do what you want. Marketing can help you reach stakeholders and get them moving along the Patterson-Conner Commitment Curve by creating a picture of “value” for the various stakeholders. It should help answer the personal questions of your audience, including “What is in it for me?” and “How does this change affect me?” Effective execution of a marketing plan should include measurements of success, alignment of your value proposition by population, branding and promotion, and an ongoing assessment of your results. Additionally, marketing requires planned emphasis at different times of the initiative.

**Example: Marketing Stages**  
*Emphasis of message and method will vary by stage*



**ORGANIZATION DEVELOPMENT**

The foundation of organization development includes anticipating and addressing organizational implications such as changes in roles and responsibilities. Those acutely affected by your initiative as well as those less obviously impacted need to be involved. To be effective, intensive work must be done in processes, training, and education. During the implementation, an organization must consider incentives to encourage behavior and intervention to correct behavior. Finally, looking to the future, an organization must align corporate programs such as the reward and compensation system to reinforce the change.

### Example: ScottMadden's Workforce Planning Model



### PROJECT ACCOUNTABILITY

Change management should not be treated differently than any other investment. The fact that it focuses on “people” does not excuse it from requiring a thorough plan that is integrated with the overall project and has assigned accountabilities. This point—change management embedded in the project and not stand-alone—cannot be emphasized enough. In practice, this means imparting such organizational knowledge as organization culture and change capability into the overall plan. This information should be leveraged to effectively execute tactics such as implementation staging and production of quick-win opportunities.

The change management accountability within a project must be clear, from the project manager who ensures a budget and time for change activities to a sponsor willing to stand before employees and verbally support the initiative to change agents willing to deliver difficult messages.

Finally, accountability requires knowledge to ensure the progress of your change is understood. The success of change management needs to be monitored through measurement and feedback so that corrective adjustments to the action plan can be made.

### Example: Change Management Plan

*Clear and separate identification and tracking of “change” activities promotes accountability*

Task#	Description and/or Objective(s)	Start	End	Content/Message	Audience	Method/Media	Type (C, M, T) OR Action	Who Develops	Who Delivers
C1	<b>Transition Awareness</b>								
C1-1	Hold Town Hall to update staff on progress and address concerns	Ongoing	12/31/2013	Provide update on project progress against key milestones with focus on impact to department personnel	Department	Presentation	Communication	Dept. Manager	VP
C2	<b>Culture</b>								
C2-1	Identify cultural gaps in organization and develop plans to shift culture to desired state	11/15/2013	12/15/2013	Based on cultural gaps study	Service Center Staff	Activities, staff meeting presentations	All	Organizational Development	VP
C3	<b>Marketing and Brand</b>								
C3-1	Provide awareness of service center mission and vision	9/15/2013	11/20/2013	Clear definition of service center vision and mission, and value proposition to the organization	Organization Leadership	Leadership meeting presentation	Communication	Dept. Manager	VP

### Example: Measuring Communication Success

Test the absorption and understanding of messages throughout the project

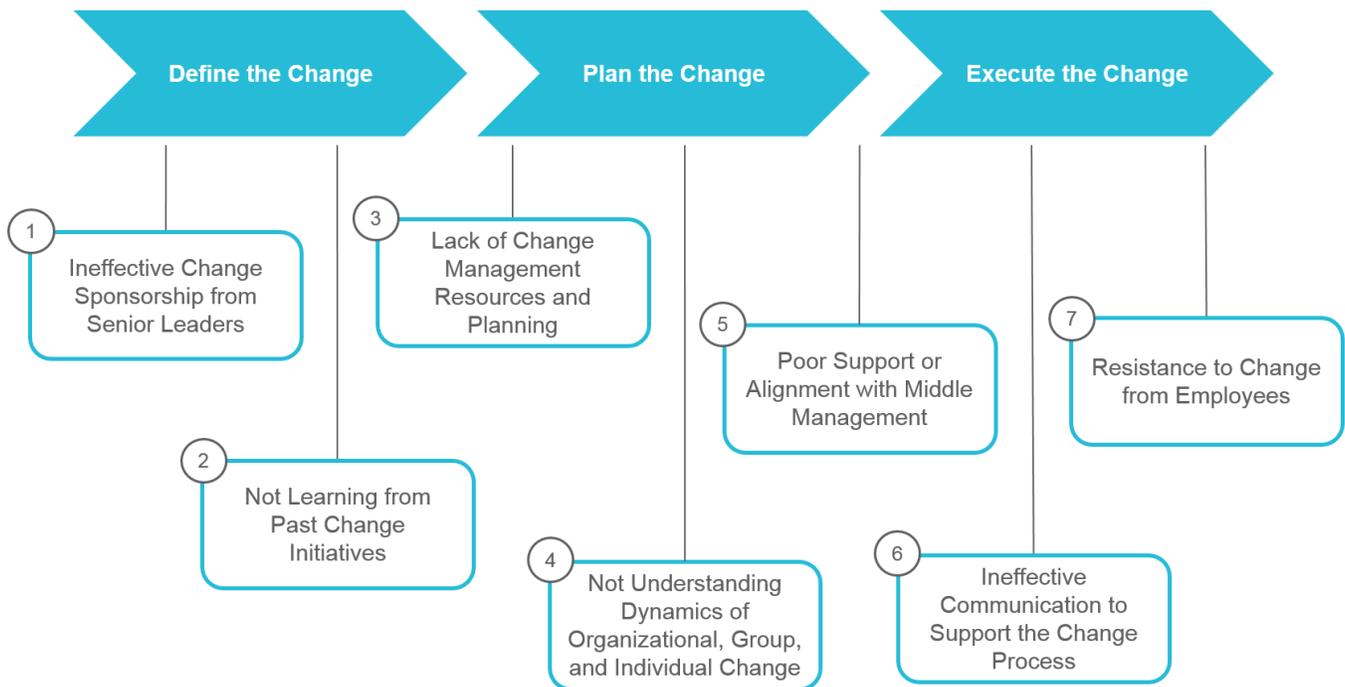
Key Messages	Dept. A	Dept. B	Dept. C	Dept. D	Corporate
Type of change	7	7	9	8	8
Reason for change	6	7	3	4	3
Staff changes/impacted employees	8	9	9	9	8
Schedule	2	4	5	5	5

Level of understanding: ■ = Clear, ■ = Limited, ■ = Poor

## COMMON CHANGE MANAGEMENT FAILURES

ScottMadden's analysis of change failures illustrates seven key points where disruption or failure begins to show during an initiative. Using a very simple project framework of define, plan, and execute, it provides some clues of where and when during a project to focus change management efforts. Our approach includes activities and evaluations to ensure an initiative avoids these potential points of failure.

### Project Progression and Common Points for Failure<sup>2</sup>



<sup>2</sup> Crosby and Manning, Seven Points of Failure in Change Management

## SUMMARY

Many articles over the past 25 years have delivered an independent view of change management activities. The lesson learned from transformational projects with our clients over this period is that independence leads to ineffectiveness. To be effective, change management must be developed, integrated, and funded with the same discipline and importance as other core elements of the project.

ScottMadden is committed to understanding and applying change management techniques in all assignments because these techniques support more efficient and sustainable results. Because of this focus, we seek and develop consultants who possess the key skills of successful change managers. These skills, unique from those of general project managers<sup>3</sup>, include the ability to change behavior and culture, address organizational structure, diffuse politics, impact assessments, and process analysis, training, education, and selling of the change. The combination of these skills and our experience gives ScottMadden the ability and knowledge—in any environment—to assist and make recommendations regarding change management techniques and processes. Simply put, we bring our clients results.

As illustrated above, we have an extensive change management tool kit. We draw from this tool kit and our experience to adapt and scale our approach to each client's needs as they evolve.

## MORE INFORMATION

For more information or to provide comments on this article, please contact Jerred Crosby at [jcrosby@scottmadden.com](mailto:jcrosby@scottmadden.com). Mr. Crosby is part of the ScottMadden corporate & shared services practice.

More information about ScottMadden's practices can be found at [www.scottmadden.com](http://www.scottmadden.com). Contact ScottMadden in Atlanta at 3495 Piedmont Road, NE, Building 10, Suite 805, Atlanta, GA 30305; call 404-814-0020; or e-mail [info@scottmadden.com](mailto:info@scottmadden.com).

## ABOUT SCOTTMADDEN'S CORPORATE & SHARED SERVICES PRACTICE

ScottMadden has been a pioneer in corporate and shared services since the practice began decades ago. Our Corporate & Shared Services practice has completed more than 1,100 projects since the early 90s, including hundreds of large, multi-year implementations. Our clients span a variety of industries from entertainment to energy to high tech. Examples of our projects include business case development, shared services design, and shared services build support and implementation.

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<sup>3</sup> Nahmias and Crawford, *Project Manager or Change Manager?*