

EXERCISE 1: HR System Implementation

You have been asked to step in and lead a new HR system implementation project eight months prior to its launch date. The project previously had no Project Manager assigned.

As you begin to assess the project's health and current status, you discover:

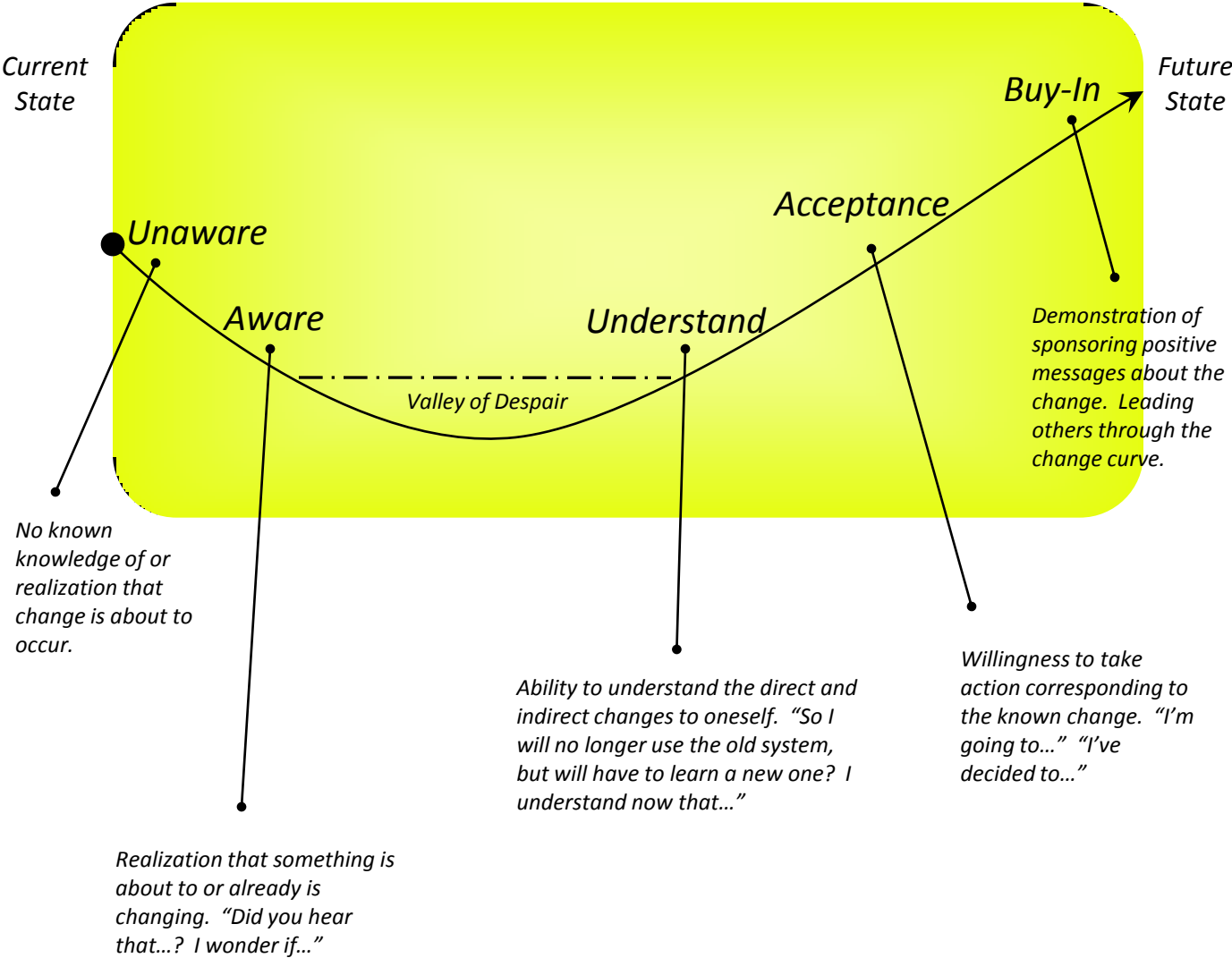
- There are 3 separate departments that will be impacted by the implementation: Human Resources, IT, and Field Offices.
- IT has representation on your project's Steering Committee. While IT is leading the project, the impact to the overall department is moderate as there will be a new level of support required and processes to follow. IT has been providing their organization with monthly updates since the beginning of the project.
- HR will be highly impacted by your project, although they have not yet had much involvement to date. The HR department just recently completed an organizational restructuring and are now ready to engage in your project. The VP of HR has provided you with an HR Manager, Kevin Jones, to work with. In a discussion with the VP of HR, you're informed that Kevin has had a difficult last few months as his team was the most impacted by the recent restructuring. The new HR system will highly impact the entire HR organization with new processes, reporting, and a new system to learn. You also quickly realize that HR has not participated in any of the requirements gathering.
- The Steering Committee informed you that employees of the Field Offices will only be impacted by modifications in the time entry process and new features within the payroll reports.

Stakeholder Assessment Exercise [15 minutes]

- ❑ [5 mins] On the following sheet, list out each stakeholder group and the level of impact caused by the HR System Project. *Hint: Split out departments, titles and teams when appropriate.*
- ❑ [5 mins] For each stakeholder group, assess and document where you 1) think they currently are on the change curve and 2) where you feel each group should to move to on the change curve by the end of the project. *Extra: What clues helped you identify the groups current state on the change curve? Why do you need the group to move along the curve to the stage you assigned?*
- ❑ [5 mins] Next, brainstorm what actions need to be taken to help move each respective stakeholder group along the change curve from their current state to the desired state.

EXERCISE 1: The Change Curve

What are some milestones along this journey and how can you tell where people are?



EXERCISE 1: HR System Implementation Stakeholder Impact Assessment

Stakeholder	Impact (High, Med, Low, None)	Current State on Change Curve (Unaware, Aware, Understand, Accept, Buy-in)	Desired State on Change Curve (Unaware, Aware, Understand, Accept, Buy-in)	Action Required
SAMPLE - IT	Med	Understand	Accept	<ul style="list-style-type: none"> • Continue monthly updates • Assess any stakeholder breakouts w/in IT

EXERCISE 2: HR System Change Management Strategies

	Force-Coercion	Rational Persuasion	Shared Power
Style	Top Down	Experts	Community
Authority	Don't question authority "Somebody up there must know what's best"	Look to an authority in the field "The experts know best"	Able to question authority "I generally know what's best for me!"
Responsibility	My boss is responsible for what I do "Do what your told"	Our leaders will take the advice of experts and base their decisions on logic "Do what the research shows is best"	Everyone is responsible for his or her own actions, even "leaders" "Do what feels right for the group"
Action	I'm not expected to think on my own; others tell me what to do, and I do it regardless of how "right" or "wrong" I might feel about it	I will listen to the experts and do what they tell me is best	Others can suggest that I do something but there's really no imperative to do it unless it makes sense to me

EXERCISE 3:

Change Planning Tools

- **SWOT Analysis.** Assess strengths, weaknesses, opportunities and threats. Analysis can be used to look at internal SWOT factors or external SWOT factors. Tool is useful when trying to develop organization's strategies.
- **Team and Governance Structures.** Project team organizational structure, includes how the team is governed and where the touch points are with other parts of the organization.
- **Role Descriptions.** Defines roles and responsibilities of each team role, helps ensure team members understand where to focus their time, who makes decisions, who provides input. Some organizations use a RACI (Responsible, Accountable, Consulted, Informed) matrix to define roles for each activity that is planned.
- **Roadmaps and Guiding Principles.** Vision and strategies for guiding the change.
- **Stakeholder Impact Analysis.** Defining stakeholder groups and how and the degree each group will be impacted by the change.
- **Change Curve.** Shows the stages of change people will go through lifecycle of the project.
- **Stakeholder Plan.** Identifies ways to address or mitigate negative impacts to stakeholder groups.
- **Communication Plan.** Defines how, when, what and to whom communication will occur.
- **Communications.** Actual communication pieces / activities that will occur.
- **Power / Super Users.** Designated users who provide support to their co-workers, generally are involved in the project at earlier stages to build their knowledge / experience with the future state.
- **Change Agents.** Designated leaders (formal or informal) who help drive change throughout the organization.
- **Subject Matter Experts.** Helps ensure requirements are clearly defined and communicated, understand the implications of the change and can identify impacts.
- **Training and Curriculum Plans.** Identifies training needs and requirements to plan and deploy the right training.
- **Proof of Concepts, Model Offices.** Provides tangible view of the future state, helps users get used to the planned changes.
- **Change Readiness Assessment.** Helps identify gap between future state and current state of readiness for the changes.
- **Scorecards.** Post implementation assessment – is business value attained?

EXERCISE 3: The Change Process in Practice

Project Lifecycle	Change Process	Actions Required	Common Pitfalls	Helpful Tools
Initiate	Establish a Sense of Urgency	<ul style="list-style-type: none"> Examine market and competitive realities for potential crises and untapped opportunities. Convince at least 75% of your managers that the status quo is more dangerous than the unknown. 	<ul style="list-style-type: none"> Underestimating the difficulty of driving people from their comfort zones. Becoming paralyzed by risks. 	<ul style="list-style-type: none"> SWOT analysis
	Form a Powerful Guiding Coalition	<ul style="list-style-type: none"> Assemble a group with shared commitment and enough power to lead the change effort. Encourage them to work as a team outside the normal hierarchy. 	<ul style="list-style-type: none"> No prior experience in teamwork at the top. Relegating team leadership to an HR, quality, or strategic-planning executive rather than a senior line management. 	<ul style="list-style-type: none"> Team structure Role descriptions RACI matrix Governance structure
Assess	Create a Vision	<ul style="list-style-type: none"> Create a vision to direct the change effort. Develop strategies for realizing that vision. 	<ul style="list-style-type: none"> Presenting a vision that's too complicated or vague to be communicated in five minutes. Reluctance to back the vision. 	<ul style="list-style-type: none"> Roadmaps & Guiding Principles
	Communicate the Vision	<ul style="list-style-type: none"> Use every vehicle possible to communicate the new vision and strategies for achieving it. Walk the talk Teach new behaviors 	<ul style="list-style-type: none"> Under-communicating the vision Behaving in ways antithetical to the vision 	<ul style="list-style-type: none"> Stakeholder impact analysis The Change Curve Stakeholder plan Communication Plan "Day-in-the-life" Communications

Source: Kotter, J. "Leading Change: Why Transformation Efforts Fail". Harvard Business Review, 2007, January.

EXERCISE 3: The Change Process in Practice (cont.)

Project Lifecycle	Change Process	Actions Required	Common Pitfalls	Helpful Tools
Design / Develop	Empower Others to Act on the Vision	<ul style="list-style-type: none"> Remove or alter systems or structures undermining the vision. Encourage risk taking and nontraditional ideas, activities and actions. 	<ul style="list-style-type: none"> Failing to remove powerful individuals who resist the change effort. 	<ul style="list-style-type: none"> Power Users Subject Matter Experts Change Agents
	Plan for and create short-term wins	<ul style="list-style-type: none"> Define and engineer visible performance improvements. Recognize and reward employees contributing to those improvements. 	<ul style="list-style-type: none"> Leaving short-term successes up to chance Failing to score successes early enough (12-24 months into the change effort) 	<ul style="list-style-type: none"> Training Plans Training curriculum Pilots, proof of concepts Model Office
Deploy	Consolidate improvements and produce more change	<ul style="list-style-type: none"> Use increased credibility from early wins to change systems, structures, and policies undermining the vision. Hire, promote, and develop employees who can implement the vision. Reinvigorate the change process with new projects and change agents. 	<ul style="list-style-type: none"> Declaring victory too soon – with the first performance improvement Allowing resisters to convince “troops” that the war has been won 	<ul style="list-style-type: none"> Communications Change Readiness Assessment
Close	Institutionalize new approaches	<ul style="list-style-type: none"> Articulate connections between new behaviors and corporate success. Create leadership development and succession plans consistent with the new approach. 	<ul style="list-style-type: none"> Not creating new social norms and shared values consistent with changes Promoting people into leadership positions who don’t personify the new approach 	<ul style="list-style-type: none"> Leaders “walk the talk” Score cards Targeted communications Share wins along with opportunities

Source: Kotter, J. “Leading Change: Why Transformation Efforts Fail”. Harvard Business Review, 2007, January.

EXERCISE 3: HR System Implementation

Change Planning

Change Planning Exercise [15 minutes]

- [5 mins] On the following sheet, identify major activities that you recommend performing for this project. *Hint: Use Change Planning Activities sheet for ideas.*
- [10 mins] For each activity, identify potential pitfalls and key success indicators.
- [5 mins] Volunteer table will present ideas to the larger group.

Phase	Change Process	Tools	Pitfalls to Avoid	Success Indicators
Initiate	<ul style="list-style-type: none"> • Establish a sense of urgency. • Form a powerful guiding coalition. 	<ul style="list-style-type: none"> • Example: SWOT Analysis 	<ul style="list-style-type: none"> • Underestimating the difficulty of driving people from their comfort zones 	75% of managers / supervisors believe a change must occur
Assess	<ul style="list-style-type: none"> • Create and communicate the vision 			
Design / Develop	<ul style="list-style-type: none"> • Empower others to act on vision • Plan and create short term wins 			
Deploy	<ul style="list-style-type: none"> • Consolidate improvements and create more change 			
Close	<ul style="list-style-type: none"> • Institutionalize new approaches 			