

TRANSFORMING ORGANIZATIONS –

# IT STARTS WITH CHANGE MANAGEMENT



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**Organizations must adapt or fail.**



# INTRODUCTION

To change an organization, one must change his or her mindset. In today's globalized and inter-connected economy, organizations deal with continually shifting market conditions, customer demands, technologies and competition. Organizations must adapt or fail. They must continually re-evaluate their business models, asking questions about the appropriateness of the strategy and tactics they are employing to reach their long-term goals. Change management is thoughtfully and carefully re-aligning the organization based on those answers.

However, the problem with change is that people who have been doing things a certain way for a long time do not like to be told suddenly they now have to do things differently. Change is usually accompanied by uncertainty, poor communications and chaos or an overall negative perception.

WHAT IS ORIGINALLY DESIRED BY LEADERSHIP	REALITY OF WHAT EMPLOYEES ARE CONFRONTED WITH
<ul style="list-style-type: none"><li>• INCREASED PRODUCTIVITY</li><li>• NEW ORGANIZATIONAL STRUCTURES, CROSS-FUNCTIONAL COLLABORATION</li><li>• NEW SERVICE CONCEPTS</li><li>• NEW PROCESSES OR PROCESS REDESIGN</li><li>• RADICAL COST CUTTING/HEADCOUNT REDUCTION</li></ul>	<ul style="list-style-type: none"><li>• FEAR OF JOB LOSSES</li><li>• CONFUSION AROUND ONE'S ROLE</li><li>• ANXIETY OVER LACK OF CLARITY</li><li>• POTENTIAL LOSS OF RESPONSIBILITY</li><li>• CHANGE OF RESPONSIBILITY AND AUTHORITY</li><li>• CHANGE OF WORK LOCATION</li><li>• NEW AND UNKNOWN LEADERSHIP STYLES</li><li>• INCONSISTENT OR INCOMPATIBLE LEADERSHIP STYLES</li><li>• NEW EXPECTATIONS OF SUPERIORS AND PEERS</li><li>• LOSS OF STATUS</li><li>• REQUIREMENTS FOR ADDITIONAL SKILLS AND EXPERTISE</li><li>• NEW AND UNKNOWN TASKS</li></ul>

Figure: The difference between what leadership sees as happening and what employees are actually feeling throughout this process.

A 2010 global survey  
by Accenture found that  
50 percent of 674 executives  
surveyed **"do not believe  
their culture is adaptive  
enough to respond  
positively to change."**



# EFFECTIVE COMMUNICATIONS ENGAGE AT ALL LEVELS

Change management is the ability to engage all levels of the organization so that they are ready, able and willing to change, or so they respond positively to change. This involves frequent and early communication and buy-in by stakeholders, early in the process who will act as change champions throughout the organization. Ultimately, change management is essential to a successful transformation and should serve as a guide for the implementation of complex solutions that are effective and sustainable.

Organizations experience varying levels of enthusiasm and confidence through their transformation, and resistance is often a part of the journey. Most efforts will encounter problems, take longer than expected or desired, sometimes deplete morale and often cost a great deal in terms of managerial time or emotional upheaval. To address these challenges, change efforts must be managed based on the premise that resistance is a natural, emotional and human response. A change management approach should deal with this human side of change, as the people issues make or break programs.

## TOOLS AND RESOURCES TO FACILITATE AND ACHIEVE SUCCESSFUL TRANSFORMATION

- HELP CREATE A COMMON UNDERSTANDING FOR WHY CHANGE IS HAPPENING
- EXPLAIN 'WHAT'S IN IT FOR ME' TO ALL AFFECTED BY THE CHANGE
- INVOLVE STAKEHOLDERS EARLY IN THE PROCESS TO INCREASE BUY-IN
- USE EFFECTIVE COMMUNICATION METHODS TO PROMOTE THE CHANGE APPROPRIATELY WHILE TRANSITIONING EMPLOYEES INTO THEIR NEW WORLD
- STRENGTHEN LEADERSHIP BY CREATING TEAMS WORKING AT SENIOR LEVELS CONSISTENTLY COMMUNICATING NEW VISIONS
- ENSURE MANAGEMENT REMAINS ACCOUNTABLE—DESIGN STRUCTURES AND PROCESSES ALIGNED TO THE CHANGE



Managing resistance is perhaps the most important element in any change; **the key is to identify the causes of resistance before trying to control it.**



# MANAGING RESISTANCE

Resistance is usually created by overemphasizing the change itself, rather than how the change affects an organization's workforce. Managing resistance is perhaps the most important element in any change; the key is to identify the causes of resistance before trying to control it.

There are four typical responses to change:

1. **the critic** who vocally opposes the change
2. **the victim** who feels alienated by change
3. **the bystander** who chooses to ignore the change
4. **the navigator** who is able to adapt and find their place within the change

It is critical to focus on helping those impacted—particularly those who resist—become navigators.

## HOW TO REACH THE RESISTORS

- ➔ INFORM STAKEHOLDERS ABOUT WHY CHANGE IS NECESSARY AND HOW EVERYONE WILL BENEFIT FROM CHANGE ONCE IT'S COMPLETE
- ➔ MEET THE STAKEHOLDER AT THEIR POINT OF NEED FOR INFORMATION AND HELP FACILITATE BUY-IN
- ➔ COMMUNICATE BOTH THE REASON FOR THE CHANGE AS WELL AS THE THREAT OF NOT CHANGING
- ➔ EMPLOY THE MOST FLEXIBLE AND AGILE TOOLS TO DISSEMINATE KEY MESSAGES
- ➔ LEVERAGE BEST PRACTICES FROM CHANGE MANAGEMENT, ORGANIZATION DEVELOPMENT AND LEARNING THEORIES TO IDENTIFY EFFECTIVE AND EFFICIENT SOLUTIONS
- ➔ WORK WITH ORGANIZATIONAL LEADERSHIP TO IDENTIFY HUMAN CAPITAL SYSTEMS, PROCESSES AND STRUCTURES THAT WILL ASSIST WITH THE CHANGE AND PREEMPTIVELY MITIGATE EMPLOYEE RESISTANCE.

# GETTING BACK ON TRACK

All too frequently change management takes a back seat to the difficult task at hand of developing a new technology, merging organizations, developing a new process, etc. This is usually due to a time crunch or a limited budget and is extremely common in the federal government. Political reasons frequently force deadlines, and budgets keep getting tighter and tighter. Organizations push the “soft stuff” to the back burner in order to “get it done,” while the new process, technology or structure takes priority and just has to get finished. While the finished product might be fantastic, in order to make the deadline or come in under budget, the extremely important steps of change management are not addressed, resulting in no one accepting or using your new process, technology or structure. People are confused; people are upset; people are unclear about their expectations.

And so an organization has to ask itself: now what? What can I do now that the change has been implemented? Is it too late?

Using targeted messages and toolkits to implement a campaign can bring your organization into the change even after the change has been implemented. The key is to start as early as possible and, if that is six months before the change is implemented, the day after the change is implemented, or six months after the change is implemented, it is never too late.

Consider the following tactics:

## 1. TARGETED MESSAGING AND CUSTOMIZABLE ONLINE TOOLKITS

Collaborate to create downloadable supervisor and employee toolkits that provide high-level information about the change. These toolkits would include both organizational materials as well as customized products for each division and position to ensure relevance and full understanding. Work with leadership to develop a standard messaging matrix and associated materials to provide consistent, timely communications with your employees across the organization.

## 2. VIRTUAL EVENTS

Having a variety of venues for employees to participate in the change effort is critical to its success. The more opportunities for your employees to engage in these, the higher your success rate. These can take the form of webinars, virtual brown bag lunches, training classes, 24-hour portals or discussion forums. These events increase participation by making event content available to those unable to travel or take time away from the office, create an ongoing experience by not limiting your events to specific hours or days, provide greater accessibility to content and provide visual learners with alternative means of engagement.



### **3. DIVISION MEETINGS AND TOWN HALL MEETINGS**

Establishing open, transparent communications forums will enable leadership to gain credibility and respect from staff in the field. Further, employees will feel their opinions, accomplishments and challenges are recognized by headquarters. Conducting virtual meetings and virtual town halls will allow you to have more people participate, with no travel costs and with everyone to receiving consistent messaging.

### **4. STAKEHOLDER BUY-IN EVENTS**

When people feel that they had a hand in developing solutions, they are more apt to accept them. While this is most desirable in the early stages of creating the vision for change and engaging stakeholders throughout the change to shape it, it is never too late to get stakeholders involved. Hold focus groups to find out what the key barriers to change are and engage stakeholders to help develop the solutions to those specific problems, increasing their buy-in to the change.

### **5. MONTHLY NEWSLETTER**

Silos are often in place in the federal government and prevent employees from effectively sharing information across offices and building relationships with their colleagues. In order to mitigate this, develop and distribute a monthly e-newsletter that captures news, events, employee accomplishments and organization-specific messaging to encourage cross-divisional partnerships. Employees and supervisors would have the opportunity to report in from each division, so that all offices are represented.

### **6. ORIENTATION**

Develop an online orientation that employees can view on demand that provides an overview of the change, why it is important to the organization and employees, what the change means for employees, how they can learn more and any calls to action. By keeping employees informed and educated, they feel engaged and valued.

### **7. EVALUATING SUCCESSFUL CHANGE**

With the implementation of comprehensive change communications activities, your organization will increase employee engagement, morale and retention. Your organization will emerge from the consolidation with open communications channels across divisions and enable employees to collaborate more closely. Conduct surveys prior to implementing the change campaign and six months into the change campaign to gauge its effectiveness and adjust the approach if necessary.

### **8. CONTINUOUS IMPROVEMENT**

After the initial surge of communications and buy-in activities, your organization will have a large increase in employees accepting your change. However, to shape your culture into maintaining this change, your organization must begin promoting awareness and assessing awareness on a regular basis so that your communications can be tailored to sustain your change. This can be done through virtual teleconferences, webinars, quarterly newsletters and email surveys.

We strive to understand  
all of the reasons for your  
change initiative and **then**  
**utilize that understanding**  
**to guide us towards an**  
**effective and lasting**  
**result.**



# WE CAN HELP

**At DAI Solutions, our experience has shown most change efforts encounter problems, take longer than expected and desired, sometimes kill morale, and often cost a great deal in terms of managerial time or emotional upheaval. To address these challenges, we approach managing change by first creating the vision for change and assessing organizational capacity to change (investing), diagnosing the causes for resistance and creating the solution (enabling) and then outlining a systematic way to successfully implement (engaging) and sustain (achieving) the change. In doing so, we ensure that organizations are properly prepared to succeed in their ever-changing environment.**

Our change management approach simplifies complex change initiatives. We begin with equipping our clients with the tools critical to preparing for their transformational journey. We create the vision for change, visualize what success looks like, identify change agents and establish clear metrics for success. We conduct thorough analysis and assessment of the current situation to determine the most effective and efficient path to your desired outcome. In doing so, we take our time to clearly define what success looks like and identify how a successful outcome will be maintained. We strive to understand all of the reasons for your change initiative and then utilize that understanding to guide us towards an effective and lasting result.

Our subject matter experts collaborate with leaders and strategists within the organization to create the solution, then articulate it at all levels of the organization.

We systematically and carefully prepare organizations to help stakeholders become aware of the need for change, gain the desire to change and become supporters of the change. We develop stakeholder engagement strategies that foster critical psychological realignment and re-patterning among stakeholders, and create buy-in required for the change. We create tools such as training and educational programs, job aids, coaching and user groups/forums while monitoring performance and making necessary adjustments throughout the process. We focus on the implementation of these specialized initiatives to support your change effort.

DAI Solution's subject matter experts guide clients through the execution of their solution. We simultaneously focus on anchoring and embedding the change in the organizational culture. And because achieving lasting and sustainable change requires effective reinforcement, we build and implement effective reinforcing tactics that help you avoid losing momentum and prevent employees from reverting to old ways of doing work.

## **Final Thoughts**

Ultimately, a change will be as successful as your change management and communication. Put thought and action into your change management strategy early, communicate often and gain buy-in as soon as possible. And remember—it is never too late to get people on board with your change. Get in touch with DAI Solutions for more information on how we can help!

## WE CAN HELP

**TO LEARN MORE, PLEASE:**

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