



The Advisor

Organizational Effectiveness News & Trends

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The People Side of Change = Success!



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Email Jeff

(858) 292-5361

www.clearpathalliance.com

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ClearPath Alliance is a GPS for executives navigating change. We enable leaders to accelerate strategic initiatives for superior results.

What percent of the time do you capture and sustain forecasted project benefits? How do you minimize implementation surprises and disruptions to the business?

Nearly 70% of change initiatives fail to deliver intended outcomes. Lack of communication and effective organizational change management (OCM) contribute to this dilemma. Key stakeholders and employees both want to know what's going on and the impact of the change on them. Read on to learn three powerful actions you can take now to more effectively implement your change initiatives.

 Forward to a Friend

The People Side of Change = Success!

A large national insurance company engaged **ClearPath Alliance** to help them with their transformational change initiative involving new technology and redesigned processes. The new system releases would automate dated, time-intensive, paper-based manual processes. The SVP of Special Projects said, "Unfortunately, around here we consider the impact on people as an afterthought."

ClearPath Alliance partnered with the SVP of Support Services, three Operations executives, and several project managers to socialize, adopt, and implement a consistent and repeatable approach for organizational change management (OCM). The focus was on the human side of change and how to better engage, prepare, and support managers and employees for improved results while reducing operational risk and disruption to the business.

The desired outcome was to create improved readiness for the change, proactively address implementation issues, and ensure meaningful post-release support for team leaders and employees. Maintaining high quality and productivity was essential to protecting the company's market-leadership.

The Need to Change:

Due to several critical project missteps and delays, the SVP's recognized their hard-driving culture focused on "hitting a date no matter what" was creating brand, market, and financial risk. "We can no longer fix things later if we forgot something," the SVP of Special Projects said, "And, we need an emphasis on the people piece, or we run the risk of slower adoption and not achieving, or delaying, the value creation we promised Shareholders." The key challenges were:

- OCM advocacy by C-Suite executives and VP's
- Unfamiliarity of OCM concepts, tools, & skills by key leaders
- Emphasis on "results" with less regard for "the how"

The use of OCM, was a key factor in getting back on track. Three keys to success are as follows:

1) Socializing OCM:

Many executives and managers were not familiar with OCM. Taking small steps was needed to gain adoption. Using OCM principles to introduce OCM was essential (e.g., building leadership advocacy, communication, stakeholder and resistance management). Deliverables included:

- A simple OCM definition, approach, and activity framework
- OCM overview deck to solicit feedback from key stakeholders
- OCM executive briefing deck with ROI data for the CEO & COO

2) Developing OCM Tools & Artifacts:

Many of the Project Managers and staff professionals engaged in the change effort also had limited experience with OCM. Therefore, an OCM review team was formed made up of HR, Training, MarCom, and others to enlist their support and ideas. Outcomes included:

- Integrating OCM into the established Project Lifecycle approach
- Creating a robust OCM Tool Kit laid out by project phase
- Developing a post-release Pulse Survey to monitor adoption

3) Road-Testing OCM:

To achieve an early win and demonstrate the value of OCM, **ClearPath Alliance** facilitated twice weekly OCM meetings with a high-profile Operations implementation team. In addition, selected OCM processes and tools were incorporated into the project plan and used by the team. Significant outcomes included a:

- OCM Action Plan for major 2012 system releases
- Communication Plan with elements by leadership level

- Wiki website dedicated to the change initiative
- Key Constituent Analysis to identify implementation risks and mitigation actions
- Process improvement approach for Insurance Operations

OCM as a Journey:

When interviewed, key stakeholders were supportive of OCM and validated the following next steps:

- Incorporating relevant OCM topics into quarterly business and project reviews
- Promoting OCM "wins" using stories and recognition
- Institutionalizing OCM as part of the Leadership Model
- Providing OCM acumen & learning opportunities for managers

Summary:

Successful change adoption can typically improve project ROI from as much as 35% to 75%+ as shown by numerous studies (ProSci, McKinsey, IBM, Deloitte, PwC). Data consistently show a correlation between effectively managing change and meeting objectives.

By focusing on the people side of projects, in addition to the technical and process side, operational risk is reduced, and productivity and financials are improved.

Lastly, interest, support, and adoption of OCM will occur if you meet people where they're at by providing them with what they need to be successful. The benefit is smoother, faster project implementations with superior outcomes, and others taking notice of your project leadership and success!

Actions to Take Now!

ClearPath Alliance has worked with numerous leaders and teams to navigate change for improved results. If you're thinking your company would benefit from a change readiness assessment and customized action plan we can help. **A conversation or meeting is free** - and may be the next step you need to move forward in achieving break-through results for 2012.

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