GPStrategies®

5 Technology Change Management Trends

For 2023

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Introductions

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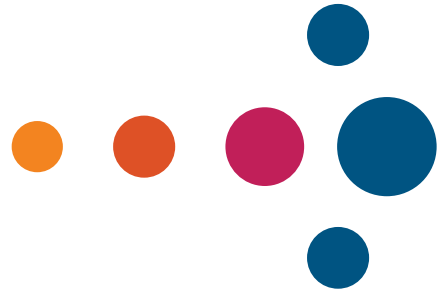
Organizational Change Management Practice Lead

Julyan is the Organizational Change Management Practice Lead at GP Strategies within the Enterprise Technology Adoption group.

His focus is on executing the OCM disciplines of Prosci, ADKAR, SAP Activate, and Infor IDM Methodologies in both waterfall and Agile project environments. He is responsible for building GP standard OCM processes and methodologies and ensuring uniformity in their application across OCM resources and their projects. He also supports business development teams in their sales pursuits in formulating OCM solutions and proposal responses and presenting to clients.

Agenda

- The state of change management
- 5 technology change management trends
    1. The need for resistance management
    2. More simplified, tactical communications
    3. Change adoption accelerators
    4. Change Management Centers of Excellence
    5. Change management on the back burner
- Wrap up
- Q&A



The state of change management

75%

of ERP implementations fail.

Source: Forbes, 2021

Why do it?

Evaluation Criteria

- 40 companies
- Expected value*
- Captured value
- 12 factors
- 3 organizational levels
- Change management effectiveness

*Expected Value = 100%

Senior Managers

- Commitment
- Communication
- Financial incentives
- Nonfinancial incentives
- Leadership
- Stretch targets

Middle Managers

- Decision authority
- Skills in managing people
- Skills in managing projects

Frontline Staff

- Skills
- Tools
- Motivation

11 Companies

had effective change management at all **3** levels of their organization.

Value Captured

143%

7 Companies

had effective change management at **2** levels of their organization.

Value Captured

129%

11 Companies

had effective change management at **1** level of their organization.

Value Captured

68%

11 Companies

had **zero** effective change management at **any** level of their organization.

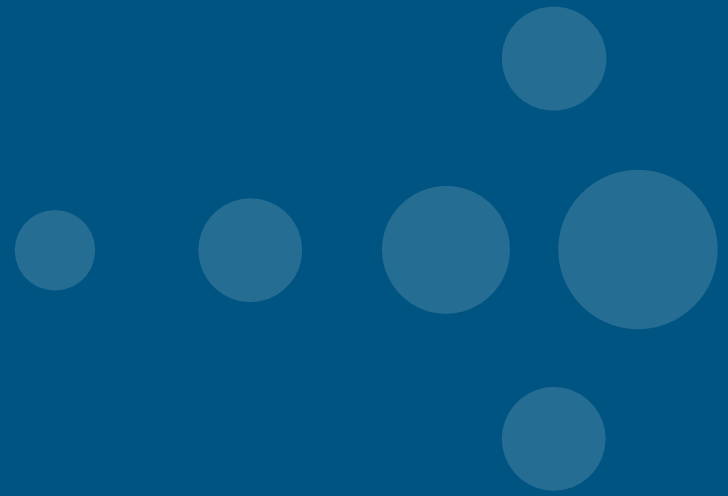
Value Captured

35%

Source: "Helping employees embrace change." LaClair, Jennifer A. and Ravi P. Rao

5 technology change management trends

The need for resistance management



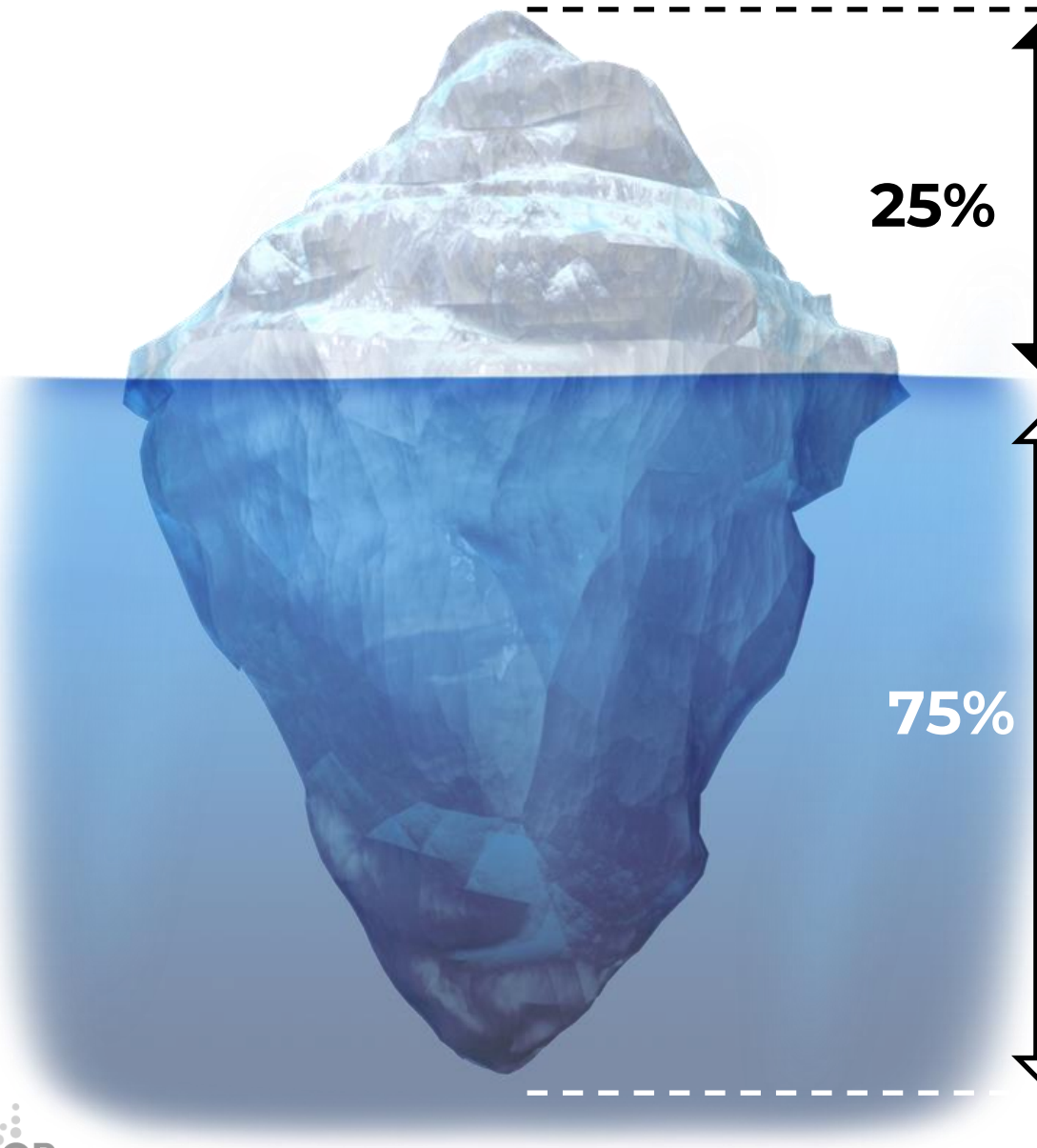
People resist change because…

- They are heavily invested in the current state, regardless of how helpful a change might be.

- They likely have had to deal with negative outcomes from a change in the past and are therefore wary of all substantial change.

- They fear the uncertainty that change inevitably brings.

What is resistance management?



Active Resistance

- Being critical
- Fault finding
- Ridiculing
- Appealing to fear
- Using facts selectively
- Blaming/accusing
- Sabotaging
- Intimidating/threatening
- Manipulating
- Distorting facts
- Blocking
- Undermining
- Starting rumors
- Arguing
- Rising objections

Passive Resistance

- Agreeing verbally but not following through
- Failing to implement change
- Procrastinating/dragging feet
- Feigning ignorance
- Withholding information, suggestions, help or support
- Standing by and allowing change to fail

Ways to mitigate resistance.

- Start looking for resistance to the change as soon as possible.
- Identify areas of possible resistance through observations or surveys.
- Communicate frequently and allow end-users to express their thoughts and feelings about the change.
- Involve employees in the implementation process.
- Identify potential resistance behaviors, both passive and active.
- Create a plan to mitigate any resistance behaviors before or as they arise.
- Assess why certain behaviors occur and adjust your plan as needed.
- Don’t punish employees for expressing their resistance.

More simplified, tactical communications

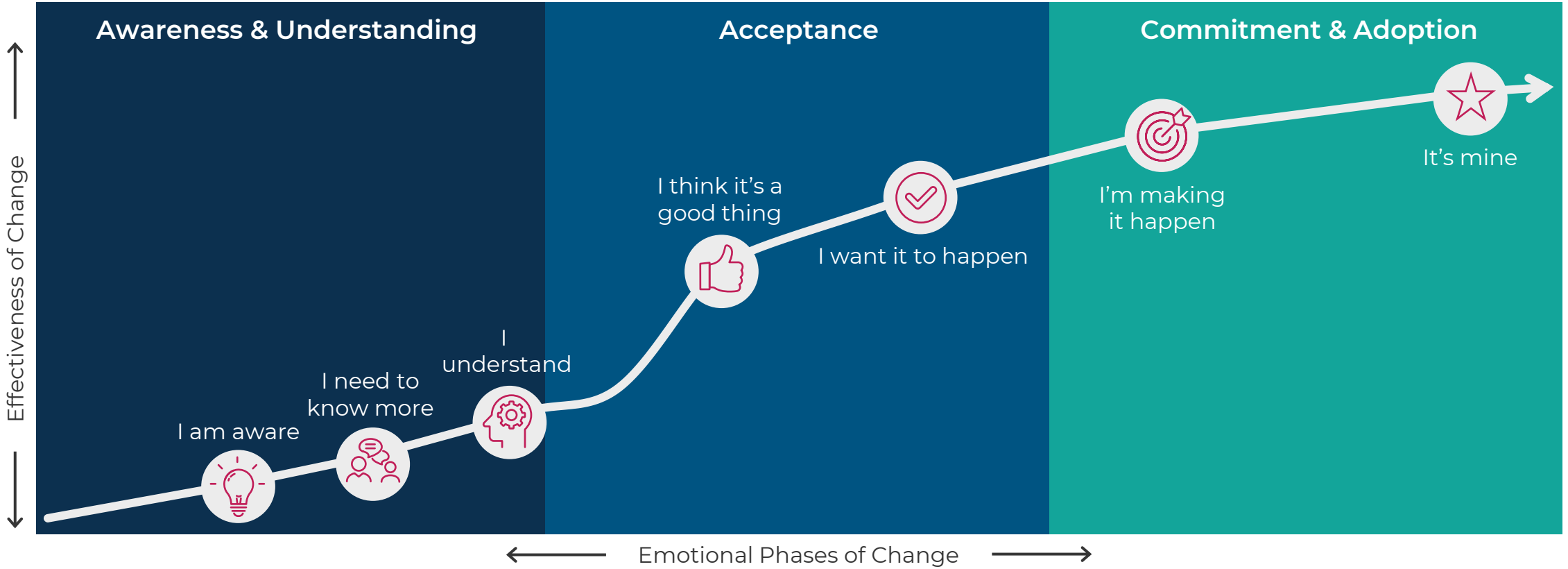
Be clear and concise.

More simplified, tactical communications.

- Create clear and lean communication plans.
- Distance yourself emotionally from the plan and think strategically about what the end users need to be successful.
- Think about where you can turn pure communications into engagement opportunities.

Tactical communication goals.

Change is a personal journey where an individual (and an organization) moves towards adoption. A simplified communication process is designed to drive change smoothly and consistently.



Change adoption accelerators

Change adoption accelerators.

Change Complexity Assessments

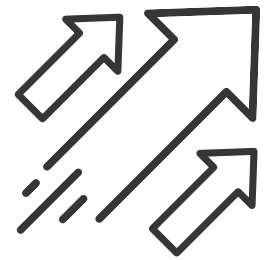
- Understand the complexity of the change to better choose the approach.

Stakeholder Group Change Impact Analysis

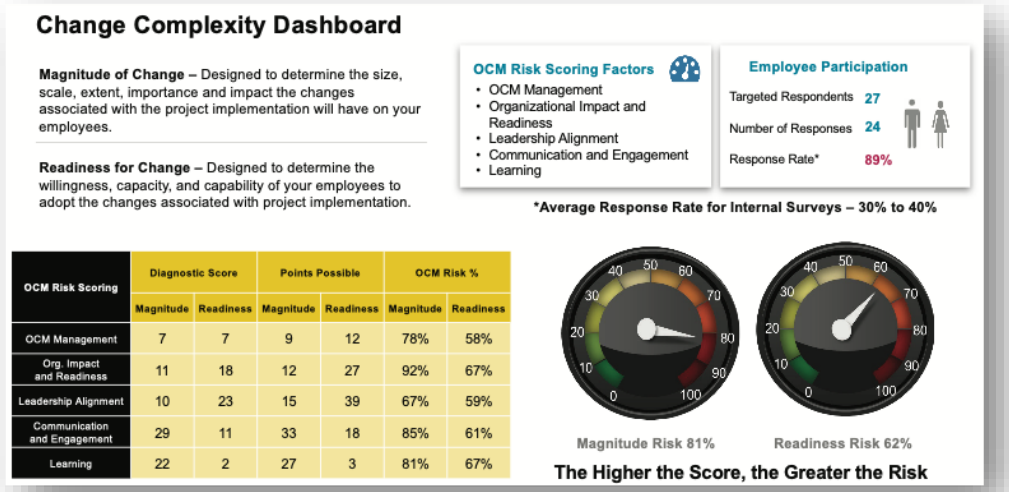
- Understand who your stakeholders are, how they are connected to the change, and what their impact and resistance points will be so you can create buy-in and quell any concerns.

Intent Clarity

- Identify the intent of the change and manage alignment among leadership to better influence the rest of the organization to follow.



Adoption accelerators dashboards.



Change Complexity Dashboard

Magnitude of Change – Designed to determine the size, scale, extent, importance and impact the changes associated with the project implementation will have on your employees.

Readiness for Change – Designed to determine the willingness, capacity, and capability of your employees to adopt the changes associated with project implementation.

OCM Risk Scoring Factors
- OCM Management
- Organizational Impact and Readiness
- Leadership Alignment
- Communication and Engagement
- Learning

Employee Participation

Targeted Respondents	27
Number of Responses	24
Response Rate*	89%

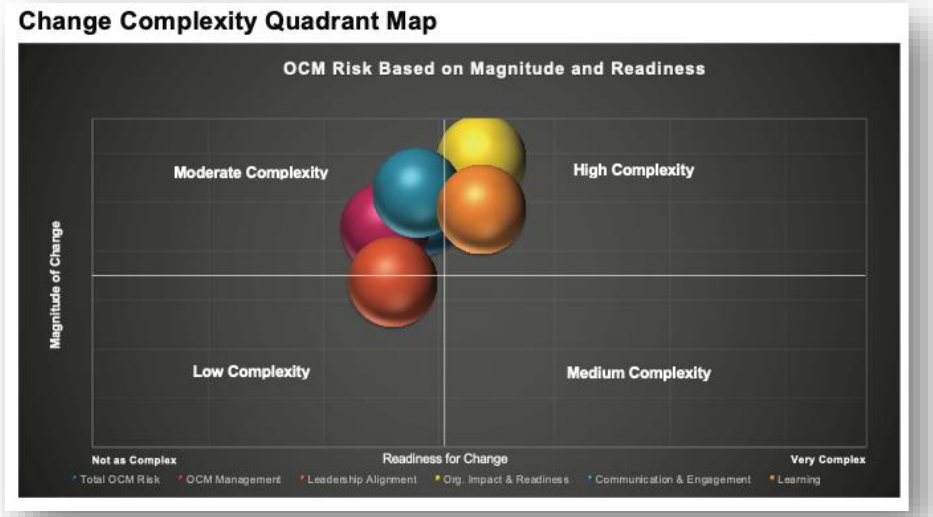
*Average Response Rate for Internal Surveys – 30% to 40%

OCM Risk Scoring	Diagnostic Score		Points Possible		OCM Risk %	
	Magnitude	Readiness	Magnitude	Readiness	Magnitude	Readiness
OCM Management	7	7	9	12	78%	58%
Org. Impact and Readiness	11	18	12	27	92%	67%
Leadership Alignment	10	23	15	39	67%	59%
Communication and Engagement	29	11	33	18	85%	61%
Learning	22	2	27	3	81%	67%

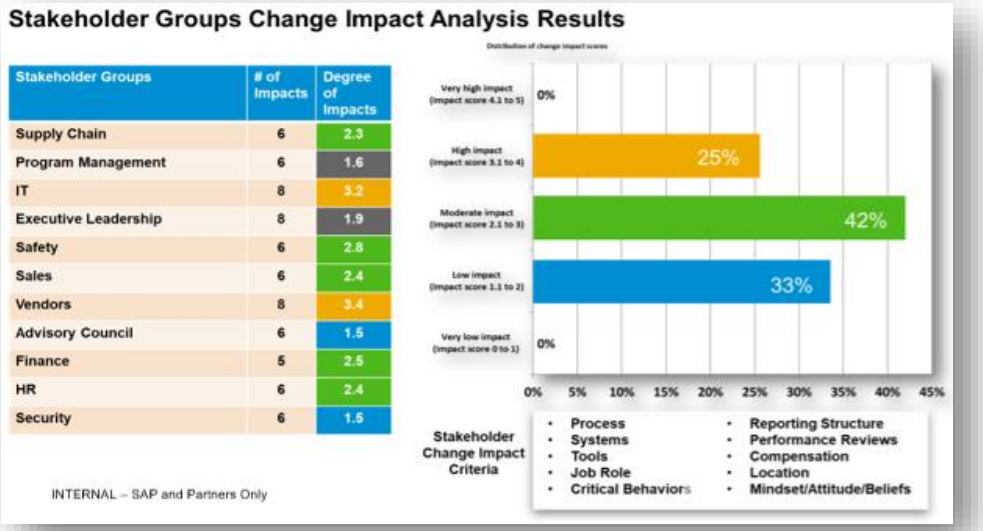
Magnitude Risk 81%

Readiness Risk 62%

The Higher the Score, the Greater the Risk



Change Complexity Quadrant Map

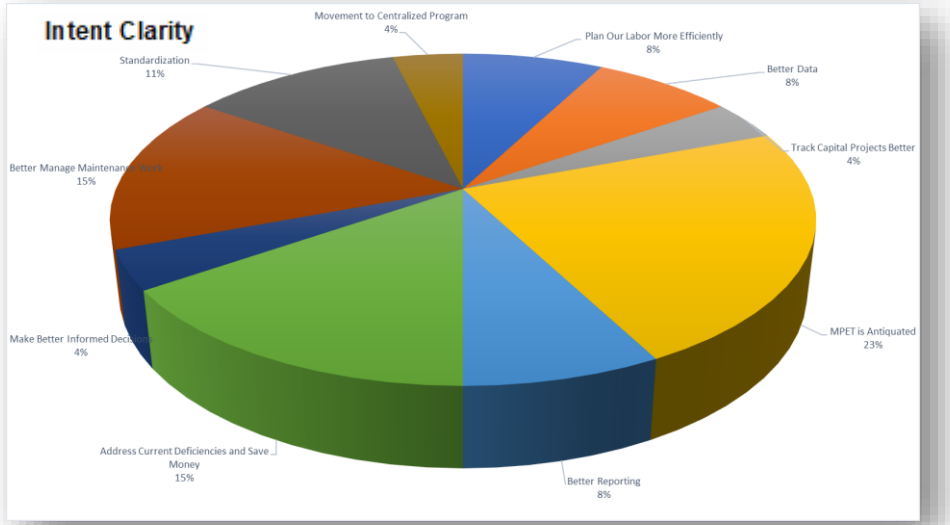


Stakeholder Groups Change Impact Analysis Results

Stakeholder Groups	# of Impacts	Degree of Impacts
Supply Chain	6	2.3
Program Management	6	1.6
IT	8	3.2
Executive Leadership	8	1.9
Safety	6	2.8
Sales	6	2.4
Vendors	8	3.4
Advisory Council	6	1.5
Finance	5	2.5
HR	6	2.4
Security	6	1.5

Stakeholder Change Impact Criteria
- Process
- Systems
- Tools
- Job Role
- Critical Behaviors
- Reporting Structure
- Performance Reviews
- Compensation
- Location
- Mindset/Attitude/Beliefs

INTERNAL – SAP and Partners Only



Intent Clarity

Change Management Centers of Excellence

What are Change Management Centers of Excellence?

These offices:

- Provide a standardized approach to managing change among a wide portfolio of projects.
- Establish governance over change.
- Develop and maintain standard, repeatable processes for managing change, from the rules of engagement and the scope of projects to roles and responsibilities and success criteria.
- Are involved in change management from project conception to post-go-live activities.

Establish your Change Management Center of Excellence (CoE) charter

Components of a CoE Charter:

- Mission, Goals and Objectives
- Operating Model
- Team Members and Structure
- Roles & Responsibilities (RACI)
- Communication Process
- Change Methodology or Framework
- Success Criteria and KPIs
- Conflict Resolution Process
- Socialization and Sign-Off Process
- Engagement Roadmap (Mobilization)

Change management on the back burner

The trend that keeps trending....

even when we do not want it to.

Change management on the back burner

- Start early!
- Keep people engaged and invested in the change by communicating often, starting before the project kick-off.
- People readiness is one of the best tools you have – use it!
- The longer you go without change management, the longer you **think** you can go without change management.

The need for resistance management

More simplified, tactical communications

Change adoption accelerators

Change Management Centers of Excellence

Change management on the back burner

Let’s work **together**

Discussion

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