Portfolio Management Teams

Change Management Plan

**Prepared by:**

## Document Revision History

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# Executive Summary

Describe the project and the drivers

# Overview

## Target Audience for this document

* List Decision makers and Sponsor by name and title

## Objectives and measures for success

* Implementation of initiatives to improve results
* Increased productivity and quality of services
* Improved communication with employees

# Change Management Approach

|  |  |
| --- | --- |
| **Change Characteristic:** | **Score (0-5):** |
| Scope of Change  *(1= Workgroup, 5=Enterprise)* |  |
| Number of Impacted Employees  *(1= less than 10, 5= over 1000)* |  |
| Variation in groups that are impacted.  *(1= All groups impacted the same, 5= Groups experience the change differently)* |  |
| Type of change  *(1=Single aspect, simple change, 5= Many aspects, complex change)* |  |
| Degree of process change  *(1=no change, 5=100% change)* |  |
| Degree of technology and system change  *(1=no change, 5=100% change)* |  |
| Degree of job role change  *(1=no change, 5=100% change)* |  |
| Degree of organization restructuring  *(1=no change, 5=100% change)* |  |
| Amount of change overall  *(1= Incremental change* |  |
| Impact on employee compensation  *(1=No impact, 5=Large impact)* |  |
| Reduction in total staffing levels  *(1=No change expected 5= Significant change expected)* |  |
| Timeframe for change  *(1=Very short (<month) or very long, 5= 3 months to 12 months)* |  |
| **Total Score:** |  |

## Team Structure and Responsibilities

|  |  |
| --- | --- |
| **Team Member** | **Responsibilities** |
|  | **Executive Sponsor**: charters and authorizes the change and is accountable for results. |
|  | **Sponsor:** attends status updates and provides essential insight to the needs of the Business Unit. |
|  | **Project Manager:** Continuous oversight and realignment of strategy, program, teams, and process to meet the needs of the overall initiative. Ensure the best solution is designed and oversees planning and implementation to achieve results. |
|  | **Change Management Lead** – Full-time resource to lead all change management activities, engage with the primary sponsor, assist implementation leads, assist in engagements with organizational clients, and development of all implementation documentation. Provides coaching and strategic advice to Management to guide their employees through the implementation of the change. |

## Sponsor roles and responsibilities

The following table summarizes key responsibilities of the Sponsor:

|  |  |
| --- | --- |
| **Sponsorship** | **Recommendation** |
| **Active and Visible Participation** | The role of active and visible participation with sustained presence necessary to build and maintain momentum for a change.  Continue to keep the adaptation of the Portfolio Management Teams (PMT’s) relevant and discernible. They hold their Business Units accountable to implementing once teams are in place. |
| **Build a Sponsorship Coalition** | Identify the key resources and stakeholders in the organization that need to be aligned with and support the change:   * **Identify Key Leaders/Organizational Influencers:** Determine if these individuals support or oppose the change and ask them to engage with/assign resources for the effort going forward in an active and visible way. * **Exhibit Change Leadership:** Actively and visibly demonstrate support for the change.   If resistance to the change is identified, the Sponsor should determine the cause and coach the resistant manager to be supportive of the change. |
| **Communicate Key Messages** | It is imperative to success that all members of the Sponsor Coalition are communicating consistent messages to their organizations and direct report employees.   * Communicate the vision and need for change to managers and directly with employees. * Establish a standard approach for providing continuous updates on status and success stories throughout the program implementation activities. |

## Change Risk Assessment – PMT’s Adoption

**PROSCI Project Change Triangle (PCT)**



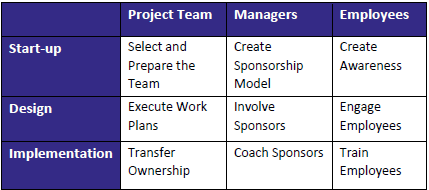
The key findings contained with the below table are essential to understanding why particular Change Management Actions and Mitigation Strategies will be implemented to support the changes. Additionally, the changes are grouped based on PROSCI’s PCT which contains the 3 essential categories of success in a change. The below Change Areas include Business Unit-specific risks as well as organization-wide risks as both impact the BU’s ability to adopt a fulsome Portfolio Management culture.

|  |  |  |
| --- | --- | --- |
| **Change Area** | **Change Risk Rating (High, Med, Low)** | **PCT Indicator** |
| History of Change Management |  | Change Management  Project Management |
| **Key Findings** | **CM Action/Mitigation** |
| * . | **Communications Plan:**  **Engagement Plan**: |
| **Change Area** | **Change Risk Rating (High, Med, Low)** | **PCT Indicator** |
| Negative Perception of Change |  | Change Management |
| **Key Findings** | **CM Action/Mitigation** |
|  | * **Communications Plan**: **Resistance Management Plan**. |
| **Change Area** | **Change Risk Rating (High, Med, Low)** | **PCT Indicator** |
| Little to no awareness of what PMT’s and what ESourcing will entail. |  | Change Management  Project Management |
| **Key Findings** | **CM Action/Mitigation** |
|  | **Communications Plan:** **Engagement Plan:** |
| **Change Area** | **Change Risk Rating (High, Med, Low)** | **PCT Indicator** |
| Confusion between Individual vs. PMT’s what’s the connection? |  | Change Management |
| **Key Findings** | **CM Action/Mitigation** |
|  | **Communications Strategy and Plan**: |
| **Change Area** | **Change Risk Rating (High, Med, Low)** | **PCT Indicator** |
| Establish clear expectations around PMT’s Adoption  “Consequences of NOT adopting the change” |  | Change Management  Leadership / Sponsorship |
| **Key Findings** | **CM Action/Mitigation** |
|  | **Communications Plan:**  **Managers Coaching Plan:** |

## Planning and implementation

Essential change management activities to be conducted by the change manager are outlined by major project phases: start-up (planning), design, and implementation. CM activities are also delineated by target audience: Project Team, Managers, and Employees. For reference, the below table outlines specific CM activities that are typically performed throughout the life of a project and the audiences they impact.

Additionally, it must be noted that key CM principles have already been incorporated by the project team, specifically, impacted employees were engaged and buy in was achieved at an early stage in the project.



## Feedback and corrective action

This component of the CM Plan addresses key aspects defined in Phase 3- Reinforcing Change in the PROSCI 3-Phase change process. Reinforcement is essential in the continued success of a particular change after implementation, and it ensures that opportunities for improvement are still being identified by employees and feedback mechanisms are in place to capture those improvements.

### **Listening to Employees and Gathering Feedback**

1. **Audience:** Define Audience and their role (communicators, resistance managers, liaisons, etc.…)
2. **Audience: Note – there are usually multiple audiences with different roles – list all.**
3. **Collecting and Analyzing Feedback**

### **Diagnosing Gaps and Managing Resistance**

Change Manager to work closely with the Business Units to:

1. Identify root causes of any pockets of resistance
2. Develop corrective action plans
3. Enable sponsors and coaches to act upon the resistance

The ADKAR Model will be used to identify causes of resistance and as a framework for developing corrective action plans.

# Change Management Implementation

*Communications and Engagement Plan will be a separate document and is being developed as a shared effort between the Change Manager, Project Manager, and Corporate Communications.*

* 1. **Managers’ Coaching Plan**

The coaching plan is specific to the managers and identifies how change management will engage this group and coach them on their role in facilitating achieving the desired results in their team.

| Activity | Approach |
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*Manager’s Coaching Plans are developed as separate documents as required.*

**1.2 Stakeholder Engagement Plan**

It is critical that all levels of stakeholders commit to supporting the Portfolio Management Team’s. This commitment must start with the senior leaders and propagate to all staff. This plan is a high-level depiction of how this propagation should occur.

| Stakeholder Group | Actions to mitigate resistance | Actions to enlist support, adoption, and ownership | Methods used |
| --- | --- | --- | --- |
| Sponsor | Align all leadership to the change and to a commitment to participate in managing the change. | * Sponsor meets with Executive Committee as well as Chief Administrative Officer | * Discuss the initiative * Solicit their commitment * Discuss what their commitment should look like (prepared by CM team) |
| Exec Directors/ Directors | Align their direct reports to the change and to a commitment to participate in managing the change. | * Directors/Senior Managers meet with Managers | * Discuss the Program * Solicit their commitment * Discuss what their commitment should look like (prepared by CM team) |
| Managers | Champion the change.  Disseminate information.  Work with resistors; and  Gather information | * Staff meetings * Group gatherings * Emails * One-on-ones with their staff | * Using the messaging provided by the CM team, disseminate information to staff. * Gather information on staff commitment and resistance. * Bring the information to the CM team. |
| CM Team | Facilitate change management | * Participate in committee meetings. * Develop, execute, and maintain all change plans. * Develop messages for sponsor, directors, and senior managers. * Develop messages for managers and committee members | * Formal and informal communications * Coaching * Champion the change |
| Staff | Adopt the changes | Communications, training  info sessions, town halls, etc. | * Read all communications. * Participate in training. * Attend all Info Sessions, town halls, Teams meetings, etc. * Champion the change |

*Stakeholder Engagement Plan actions will be integrated into the Communications Plan as required.*

**1.3 Resistance Management Plan**

When there is change, there is always a certain level of resistance. The most important step in managing resistance is to start early by recognizing that there will be resistance, developing a plan for countering it, identifying resistance managers, and getting their commitment in helping to manage it, are key success factors for managing resistance.

The main causes of resistance are lack of awareness and involvement therefore, a comprehensive communications plan will be developed and implemented working with affected managers.

Managers will contribute to building the Resistance Management plan:

* confirming their commitment to identifying pockets of resistance;
* helping to resolve any resistance issues;
* delivering messages to their staff;
* bringing issues to the change management team; and
* working with the change management team to determine and execute specific plans of action.

The Sponsors and management team must also agree with the resistance management plan, which includes supporting corrective actions that will remedy a gap in the change management effort. This might include actions to improve awareness or taking corrective actions to improve alignment with the future state. When resistance is noted the change management team will work with managers and other stakeholders, as required, resolving the issues. The change management team should address the resistance as soon as it is identified. Once it is addressed, they will follow up with the involved parties to collect feedback on the actions taken.

The following depicts the planned resistance management activities and the responsible stakeholders.

|  | Activity | Responsible (working with the CM team and stakeholders) |
| --- | --- | --- |
| Ensure you have a solid change management plan in place that will help prevent resistance. | Develop a solid change management plan. | Change Management |
| Develop a strong communications plan with clear and frequent communications. Make staff aware of change, make staff desire the change. | Change Management, Project Managers |
| Develop a comprehensive Training Plan. Give staff the knowledge and ability to work in the new way. | Sponsor, Project Managers |
| Engage the Executive Committee – to continuously engage with the staff in their work unit. | Change Management |
| Engage Managers and Executive in the Resistance plan and confirm their commitment to keeping their staff abreast of project developments and delivering messages from the project/CM team to their employees.  Identify the ‘Resistance Managers’. | Project Sponsor  Managers  Change Management  Project Managers |
| Early identification and detection | Once the Executive Committee is engaged start identifying potential pockets of resistance. (e.g. people who have voiced disagreement, fear of new system, perception of more work, etc.) | Sponsor, Project Managers |
| Ask managers to help identify potential pockets of resistance in their unit (as above) | Change Management, Project Managers |
| Ask process owners to help identify potential pockets of resistance. | Change Management  Project Managers |
| Monitor all sources of information for any signs of resistance | All team members |
| Immediate Response | Notify change management as soon as any signs of resistance are noted | All team members |
|  | Analyze resistance and deploy plan of action as soon as resistance is identified. (see plan of action below) | Change Management with the appropriate resistance manager |
| Follow-up | Follow up with all staff once the system has been implemented to identify any concerns. *Reinforcement* | Change Management with help of team members |
| Follow up with all staff once the system has been implemented to measure adoption rate. | Change Management with help of team members |

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| Resistance Analysis | |
| Resistance Analysis and Plan of Action | Responsible |
| Identify the source of the resistance – the person or persons showing resistance | The resistor’s supervisor or manager, or project team member |
| Working with the person and/or their supervisor, identify the root cause of the resistance – is it a gap in the change management plan, e.g., not enough awareness | Change Management |
| Once the root cause is identified, work with the supervisor/manager to develop a corrective action plan. | Change Management |
| Execute the corrective action | The resistor’s supervisor or manager, or higher, if required |
| Follow up with managers to determine if resistance has stopped, if not revisit plan of action. | Change Management |
| Follow up with staff who showed signs of resistance to show them that they are continually supported | Project Managers |

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| Corrective Actions | |
| Suggested Corrective Actions | Responsible |
| When a person is showing signs of resistance; communicate with the person directly - do not deny changes; do not deny impact to their jobs; elaborate on the change and the positive impacts; point out specific benefits to them (WIIFM). | Manager with support from Change Management |
| Ask the person how you can help. Explain the change and how training will be provided to enable them to do the job (either new or changed tasks) | Project Managers with support from Change Management |
| Ask the person to help you - to identify training needs, develop communications and methods of communications that will work in their group, etc. | Project Managers with support from Change Management |
| Meet the needs identified in the first three steps – more communication, education, etc. | Project Managers with support from Change Management |
| Execute the agreed upon consequences, if and when required. | Project Managers, or higher |

Resistance Management Plans are developed as separate documents once areas of resistance and sources of resistance are identified.