 **UMHS GUIDE FOR CHANGE LEADS AND PARTNERS: IMPLEMENTING SUCCESSFUL CHANGE AND TRANSITION**

**PURPOSE OF “THE GUIDE”:** This Guide is intended to help establish a clear, methodical and organized plan and overall framework for implementing organizational change and transition. It also helps identify and delineate the roles of the Change Lead(s), Change Partner, HR Business Partner, Project Manager and Communications Partner.

**INSTRUCTIONS:** Begin with each of the Change Lead(s), Change Partner, HR Business Partner, Project Manager and Communications Partner answering the questions below independently. Next, have all partners collaborate as a team to develop a plan and overall framework for implementing the proposed change.

This Guide is intended as a “living” document that is continuously updated and adjusted throughout the change implementation process. An online version of this Guide is also available. It will continue to be modified as helpful to users. The online version is found here:

<https://docs.google.com/forms/d/1Zb1Vq5s23Zy5UucdacagthueAYcnW9jCVhZXH7aaraE/viewform>

The following are general principles that the change leader and partners should keep in mind as they answer the questions below:

 -Strategy drives work and work drives structure

 -Structure enables work which enables strategy

 -If the work doesn’t change the results don’t change

 -One cannot achieve different results without helping people learn how to think differently

-Strategic alignment demands strategic trade-offs because it’s about deliberate choices

 -Differentiation from market competitors is by design

 -Communication enables change and transition; it is not the transition plan itself

 -Communications are successful l because the message was delivered—*and* heard, understood and applied

 -Effective Communications promote engagement and include a listening plan not just a ‘telling’ plan

 -Communications are not an event – “I said that already, didn’t I?” Repetition and fluidity is important

 -Change can be emotional and people may behave irrationally

 -Change is generally about everyone, not only the lead and the lead team

 -Change is about *alignment, acceptance and accountability*

 -Top two reasons change management fails - lack of executive leadership support and insufficient communication

**Strategy** **Implementation**

 **Action Plan Tools Materials**

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| **ESSENTIAL ACTIVITIES EXPECTED OF CHANGE LEADS AND PARTNERS** | **Leader** | **Change Partner** | **HRBP** | **PM** | **CP** |
| **Have we made a compelling case for change?** First and foremost, leaders must be able to explain why they are going to do what they are about to do—and why it is needed now. The “what” and the “how” must follow the “why.” In other words, the leader must be able to explain clearly how the change aligns to the overarching organizational strategy. * How will the change bring new value, benefits and/or organizational capabilities?
* What structures, work processes and/or systems require change?
* Do we have a “critical mass” of leaders who can effectively sponsor/lead the change?
* Have we created a shared understanding of the reason for the change?
* Have we created a shared dissatisfaction with the current state?
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| **Have we engaged appropriate stakeholders to establish a shared Vision and Plan?**This involves organizing a team of stakeholders who can accelerate the change initiative. This ‘Lead Team’ creates and communicates the vision and develops the framework under which the change will take place successfully.* Do we know what our stakeholders stand to lose or gain? How will we identify this?
* Have we involved all stakeholders/relevant others in creating a compelling Vision?
* How will we work with our stakeholders to design and implement the framework for the change?
* Have we identified the changes that will improve the organization and/or develop its employees?
* Have we checked for alignment of the proposed changes with our Case for Change and Vision?
* Is there a “critical mass” of senior leaders (including line managers) with enough power, influence and authority to effectively sponsor or personally lead the initiative?
* How will we engage these leaders and position the work so that it is done productively?
* Change Leadership Team, for example
* Have we identified the integrated work or service that will create a better solution, experience or service for the organization or its people?
* Based on the new work or service, what structural and position changes are needed to enable implementation of the change plan? What information substantiates these structural changes?
* What positions are needed in the future vision? What positions are not needed?
* Are there tradeoffs - tangible or intangible - that we must make to align our resources and choices to the most important work?
* How will we provide support for those whose position is changing or ending?
* If applicable, have we created a plan for reducing staffing?
* Have we made a connection between the “new” work and other departments that will be impacted?
* Have we developed a clear plan that will inform, engage and support leaders and staff to accept this transformation/work and the new thinking and behaviors that will be required?
* How will we define successful internally and publicly?
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| **Have we communicated our Vision and Plan?**Many people resist change because they don’t understand the need for it. The goals is to achieve acceptance and accountability. * Do we have a plan to communicate what people are sharing with and hearing from our stakeholders/ relevant others?
* Have we clearly communicated a Vision that is compelling for leaders and all employees?
* Have we clearly communicated in a way that has reached both the hearts and minds of all employees?
* Have we communicated the sense of urgency for this change?
* Have we communicated the Change Vision widely across the organization?
* Have we effectively communicated a sense of urgency for this change?
* Have I clearly communicated how the new work aligns with that Change Vision?
* Do we have an effective communication plan that aligns specific messages for each stakeholder group?-
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| **Have we removed barriers?** Change leaders must remove barriers that interfere with people’s ability to take action.* Who might leave or become disengaged as a result of the change process?
* Do I understand why people are choosing to leave the organization?
* Have I prepared for working with/supporting those who may not support the change or disengage?
* What can I do to help staff remain focused while we are re-designing our work?
* Do our leaders and employees understand the threats and opportunities driving “why this change is needed and needed now?”
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| **Have we created an implementation plan? Have we set milestones?** Milestone goals build momentum toward the vision and future state. Your vision is realized through observable performance improvements that can be recognized and celebrated.* Do we have an implementation plan showing a clear timeline, milestone goals and success criteria?
* Have we identified how we will recognize our successes?
* Have we made a clear connection back to the Case for Change that explains the Implementation Strategy (identification of the capabilities we will need in order to implement the strategy?  )
* Have we involved a wide representation of staff in the design of the implementation plan?
* Have we created a PDCA (Plan, Do, Check, Act) to evaluate progress and make mid-course corrections?
* Are there additional capabilities (e.g. people, technology, infrastructure, financial) we need to invest in to ensure we can deliver the proposed structure, work and/or service changes?
* What talent, competencies and skills do we need to ensure that we can deliver the work or service to which we are committed?
* What role will I play personally in this transformation/work?
* What are our strengths? Where do we need further development?
* Who else can we engage to assist?
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| ***Throughout the change or transition*****How will we Inform, Engage and Support staff members?**Staff members have individual reactions to change. A transition plan helps by addressing the ‘human side of change’ - the psychological reorientation to the new structure, work and/or processes.**Inform (Communicate – Share and Listen)*** How will we listen for stakeholder and staff opinions about what we are trying to accomplish?
* How will we communicate decisions and progress and regularly cascade this through the organization?
* How will we hear/know how people are handling the change?
* How will we know what is working and what is needed for improvement?
* How will we describe the desired customer or user experience in a way that unites everyone, gains trust, and inspires confidence?
* How will we clearly articulate the actions we want individuals and groups to take?

**Engage*** How will we involve stakeholders and staff in the design and implementation of the change?
* How will we provide opportunities for questions about new roles in/and after the change?
* How will we identify staff “change champions”?
* Will we form a Transition Monitoring Team(s), TMT?

**Support and Development*** How will we prepare leaders for supporting all staff through transition?
* How will we help everyone with the ‘transition’ – the human side of the change?
* How will we identify the new skills needed and provide resources such as training and coaching?
* What talent, competencies and skills do we need to ensure that we can deliver the new structure, work and/ or service changes?
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| **Have we planned for sustaining the change?*** How will we standardize the new work?
* How will we continue to PDCA the processes?
* How will we integrate the new systems into the organization’s business?
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