It's a Marathon, Not a Sprint

Change Management During Large Initiatives

About Me

children international®

Session Goals

What questions do you want me to answer or address?

Understand why change management needs to be part of the plan from day 1

Understand why the plan you start with isn't the final word on it.

Techniques for building change

How It Started

- CRM for sponsor/donor management

- CRM for child records

- Dynamics on prem as a half-built system with philanthropy and some case management functions.

Perspective

Business Analysis is the practice of enabling change by defining needs and recommending solutions that deliver value to the stakeholders

Organizational Change Management is the practice of enabling change by defining **change management** needs and **supporting OCM** solutions that deliver value to the stakeholders.

BABOK Chapter 3: Planning and Monitoring

- 3.1 - Plan Your Approach
- 3.2 - Plan Stakeholder Engagement
- 3.4 - Plan BA Information Management
- 3.5 - Identify performance improvements
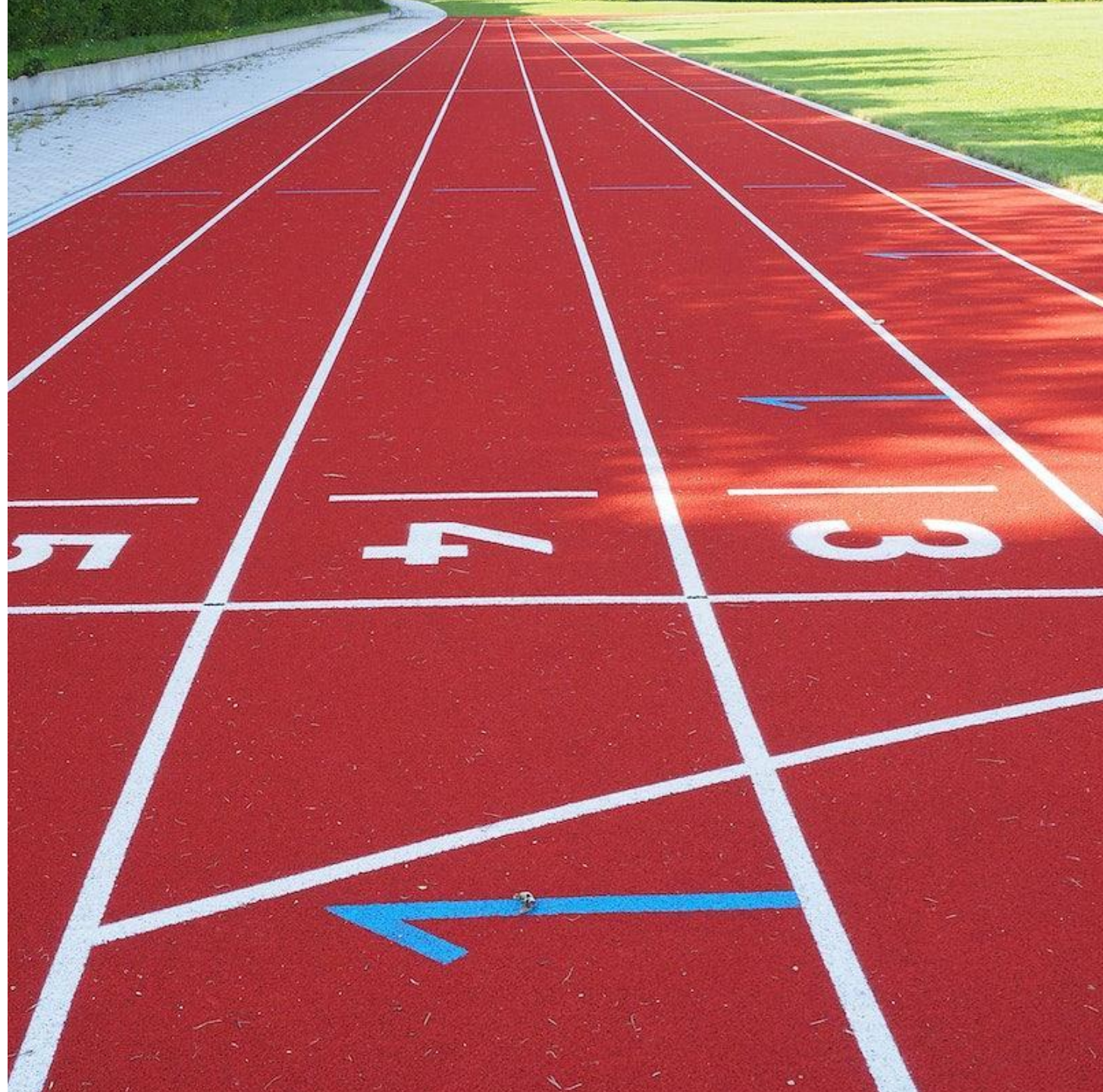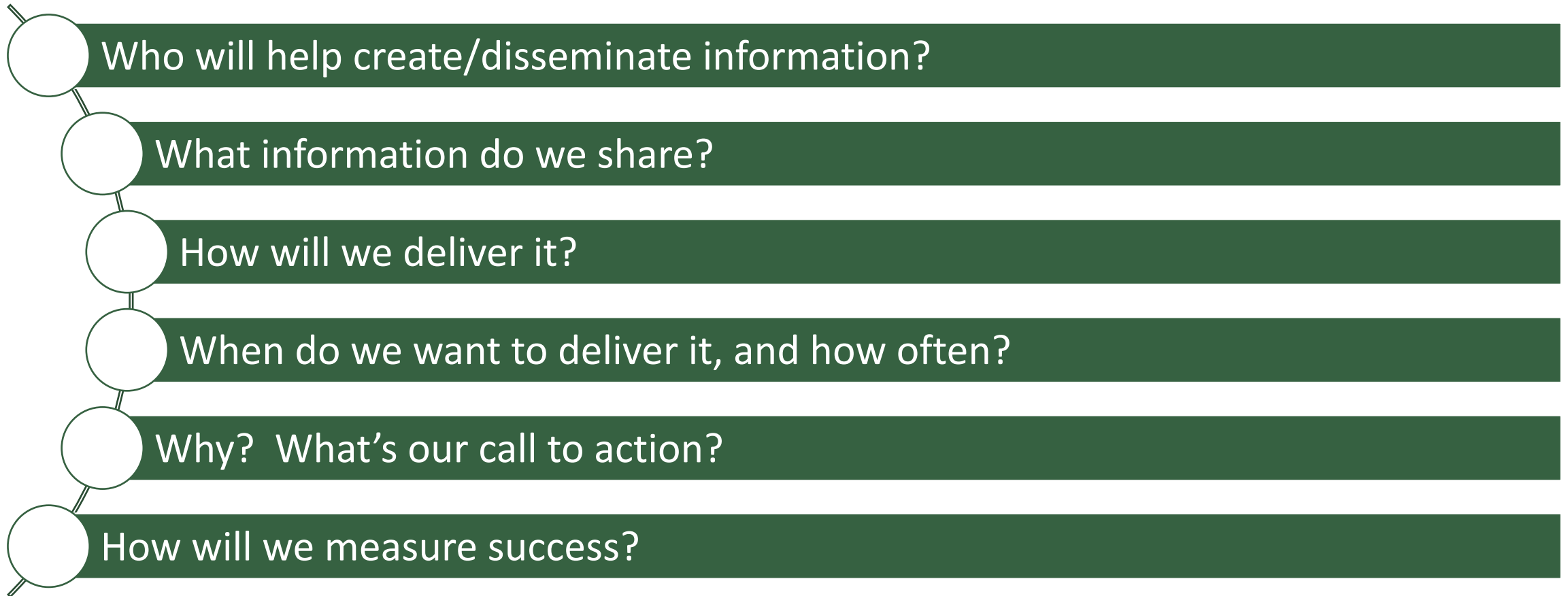
3.1 - Plan your (OCM) Approach

3.2 Plan Stakeholder (OCM) Engagement

- Board
- Project Sponsor(s)
- Business Owners
- Project Team
- Uninvolved middle managers
- Individual contributors
- Customers

3.4 Plan Your (OCM) Information Management

- Who will help create/disseminate information?
- What information do we share?
- How will we deliver it?
- When do we want to deliver it, and how often?
- Why? What's our call to action?
- How will we measure success?

3.5 Identify(OCM) performance improvements

- The longer the project the greater the opportunity for communication breakdown.

- Where is it happening?

- Why is it happening?

- **No matter what you do, it will never be perfect. Keep iterating on it.**

Change Management Techniques

Technique: Cascading Messages

- Monthly meeting with executive stakeholders to report KPIs and to communicate messages we need them to cascade throughout the organization.

- [Does cascading messaging ever work?](#)

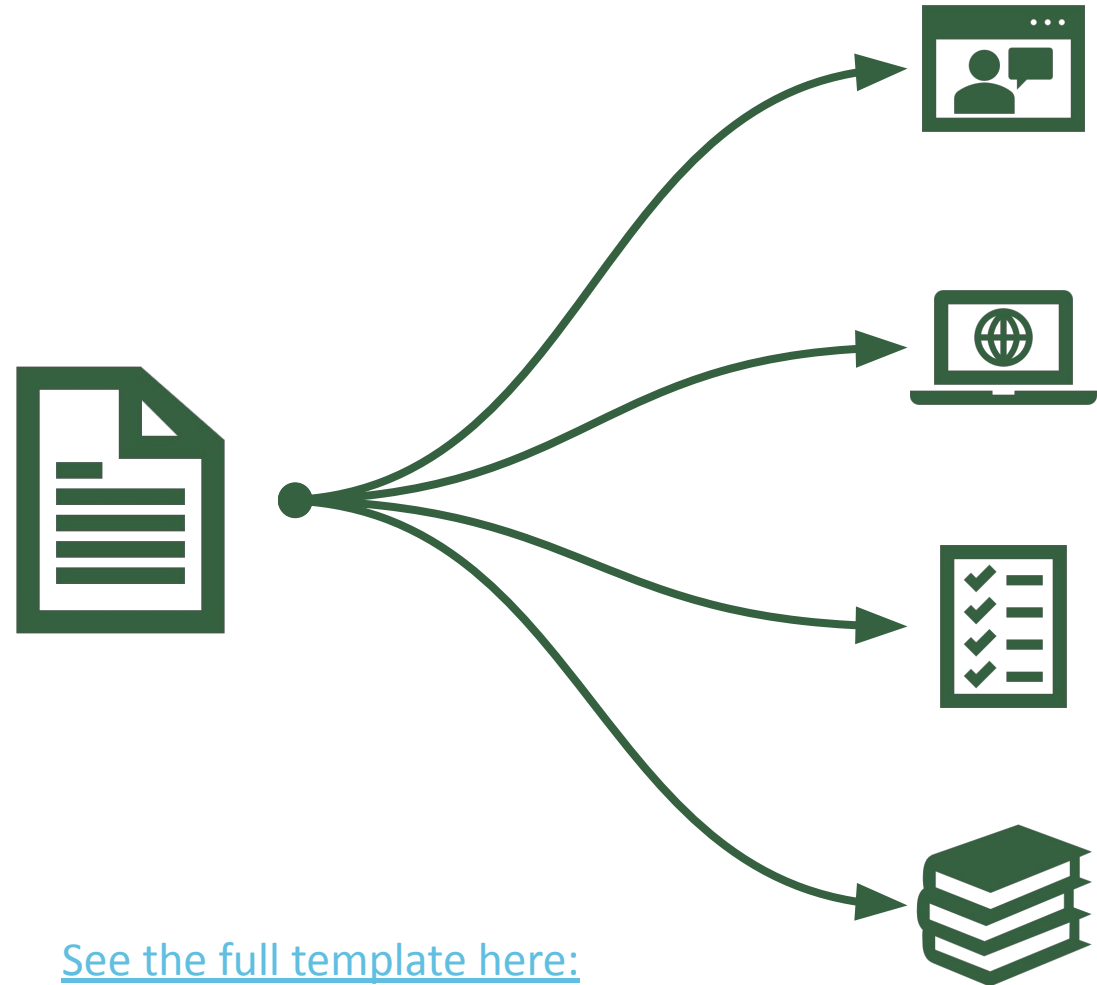- [Cascading Change](#)

Technique: Engage Project Champions

- Who makes a good champion?
- Perks
  - Sneak previews
  - Feedback opportunities
  - Exposure
  - Reputation

Technique: C.O.P.E.*, Adapted

For each iteration:

- Items completed
- Who it benefits
- New vs current experience
- Terminology changes
- Why – the purpose
- How – basic navigation

*COPE – Create Once, Publish Everywhere

See the full template here:
https://bit.ly/450sTRm

Technique: Gamification

- JeoPARODY template
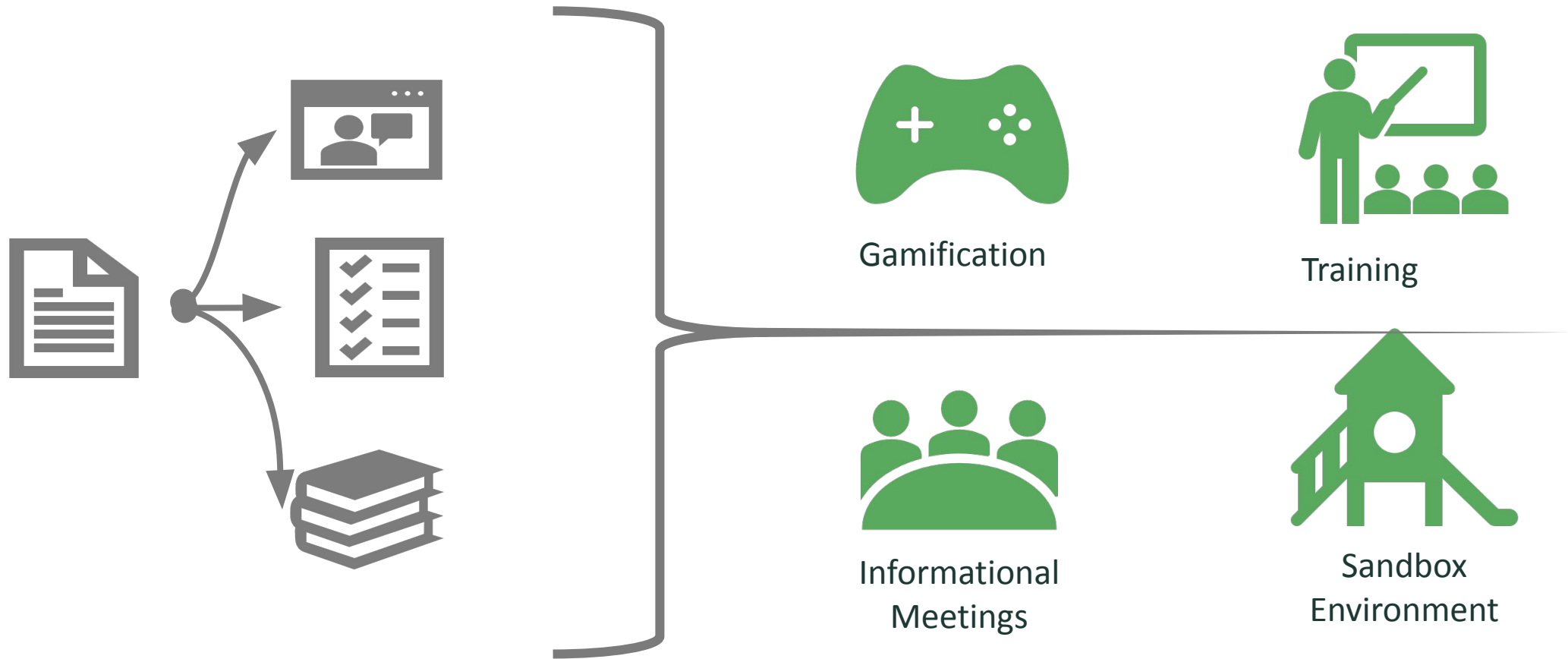- Trivia contests
- Complete online jigsaw puzzles

Technique: Training and Sandboxes

- Slow, Slow, Slow, GO!!

Extraction and Abstraction

Gamification

Training

Informational Meetings

Sandbox Environment

Summary
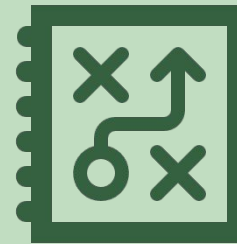
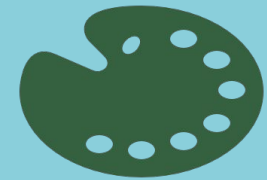|			
Plan change management alongside business analysis activities.	Build a mechanism to increase chances of success.	Inspect and adapt *"No battle plan survives first contact with the enemy"* *~ Helmuth von Moltke*	Craft a variety of messages and delivery methods to serve each audience

Further Reading

- IIBA Digital Library

- Association for Change Management Professionals

- ADKAR – A model for change in business - Jeffrey Hiatt

- Training from the Back of the Room – Sharon Bowman

- 8 Change Management Models and Methodologies