

ORGANIZATIONAL CHANGE

Planning for Change and Transformation



**IMPACT
CHANGE.**
MANAGEMENT CONSULTANTS INC

**KRISP[®]
CHANGE**



CHANGE JOURNEY

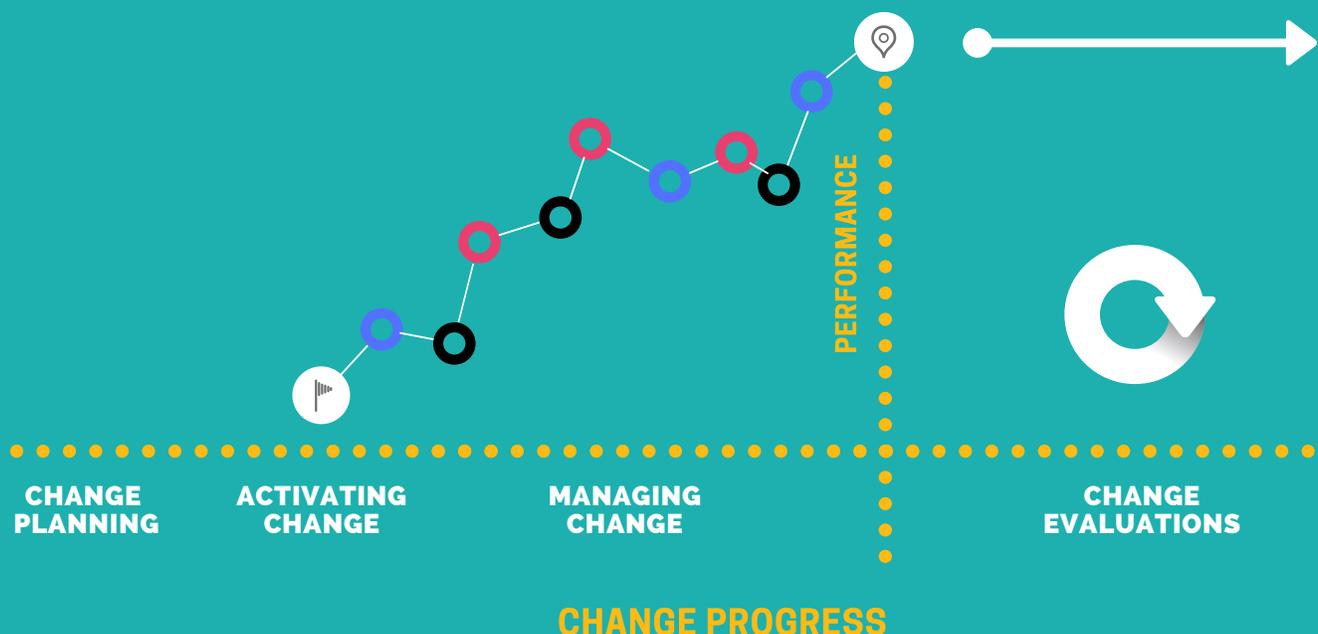
is divided into four phases. These are:

(1) Change Planning: In this phase, complete KRISP® CHANGE approach within 2-4 weeks. The deliverable of the planning phase is the draft change road-map that allows the team to observe all the relevant activities that need to be executed for change to happen, share the approach with sponsor and leadership team to get early buy-in on the approach and build accountability.

(2) Activating Change: This is the phase where the organization and involved stakeholders commit to the change initiative. This phase can also be referred to as the kick-off phase. It requires heavy leadership and sponsor participation to establish urgency and commitment.

(3) Managing Change: In this phase, change activities are executed and managed to ensure maintenance of the change effort. It also includes monitoring and evaluating progress and ensuring adherence from stakeholders for various components of the change road-map. During this phase, there is greater emphasis on execution of tactical plans and opportunities for continuous feedback from stakeholders that help measure performance and progress.

(4) Change Evaluations: In this phase, learning from the change engagement are identified and discussed with the project team, leadership team and sponsor. The change evaluation also helps identify best practices that can be incorporated into future change initiatives, helping to build change agility.



KRISP® CHANGE MANAGEMENT

KRISP® Change Management Methodology is an approach that helps design the change enablement and empowerment through assessments and application of change tools with frequent feedback and evaluation of actions. This framework allows organizations to scale change efforts based on the initiative and scope. Change leaders can use KRISP® Change to help identify organizational readiness and to develop change strategy and program.

KRISP® Change is a comprehensive framework which focuses on the tactical approaches that help drive organizational change and identify risk areas. There are five (5) key elements as part of the framework. These are:



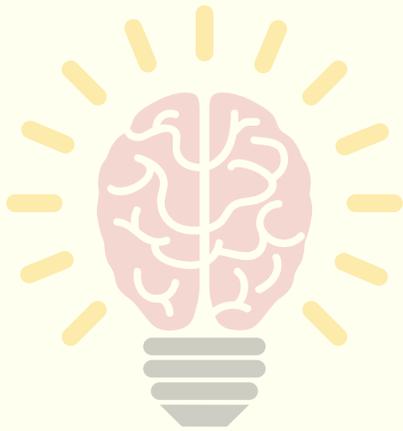
Each element provides planning tools that help shape the change strategy. **knowledge** refers to the information that is gathered on the change, the organization, and industry. The data collected forms the foundation on which **relevant** execution plans are created, such as leadership, stakeholder management, communication and training. The **sustainability** component addresses ways that change is sustained during and after the initiative. Key areas here include resource commitment (financial, human, infrastructure), resistance management and recognition to incentivize new behaviors. **Performance and Progress** focuses on sharing results regarding adoption, engagement and proficiency of the change effort. It also includes identifying ways of sharing these back with the change sponsor and evaluating tactics to determine whether to persevere or pivot. Once all the elements are complete, they are integrated with the master project plan or included as part of the change management **implementation** plan. The implementation plan helps in strategizing the timing of change activities in order to optimize cost and deliver the expected benefit.

1

Knowledge

Knowledge of KRISP® CHANGE refers to the background information required to start the planning process for organizational change initiative.

Refers to conducting an impact assessment to gather information on the change initiative. The information collected forms the foundational pieces in drafting the change plans which then become part of the change program. Sample questions under impact assessment are:



- What is the change?
- Why is the change required?
- What are the triggers of change?
- What are the elements of change? (i.e. scope, type, combined/stand alone, transformational/incremental, duration etc.)
- Who are the key stakeholders?
- How many stakeholders are impacted by the change?
- How are stakeholders affected by the change (process, tools, organizational structure, roles, and technology)
- What is the future state and vision for change?
- How does the change align with organizational strategy?
- Why must change occur?
- What kind of change is it? (strategic, structural, IT etc.)
- What are the learnings from past change initiatives?
- What is the organizational culture, readiness, capacity, maturity for change?
- Does the organization have multiple locations? National? Global?



Relevance

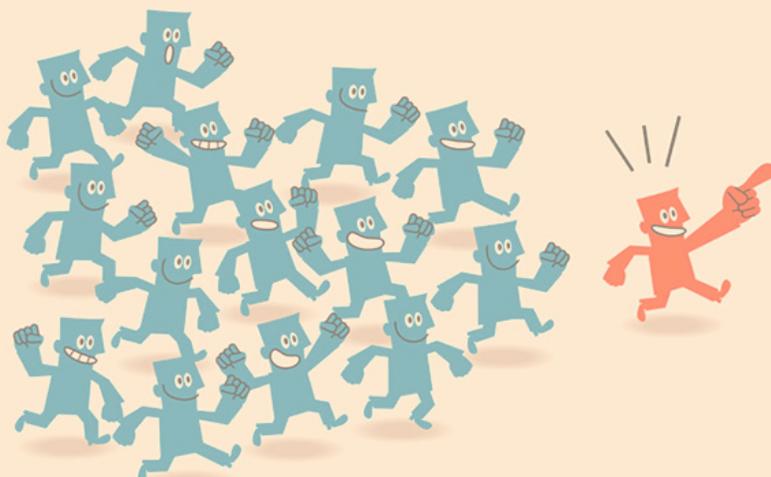
Relevance under KRISP® CHANGE refers to the action plans and assessments that assist in organizational change. This section forms the bulk of the KRISP® CHANGE framework. Information gathered under 'Knowledge' supports the reliability and relativity of the plans developed under relevance phase. Each organization handles change differently due to cultural and organizational context. It's important to make sure that these differences have been accounted for in the way the assessments and plans are created and rolled out. These plans will enable the people engagement and information transfer that supports the organizational change initiative.



Leadership

Leadership has the ability to influence behavioral change. This is done by providing the stage for change through inspiration, creating clear goals and establishing priority. Leadership plan outlines the details in regards to the role, accountability, expectation, and selection of sponsors. It is also important to outline a contingency plan, in case there are unforeseen circumstances that prevent appropriate sponsor sustainment. Losing a sponsor may result in employee disengagement, loss of momentum and realignment of priorities, all contributing to a failed change outcomes. By incorporating a contingency plan, change lead can have strong bench strength for sponsors who will be able to fill missing roles and get on-board quickly. Some questions to help in developing the leadership plan:

- Who is the key change sponsor?
- How is the leadership team engaged?
- What activities will the sponsor conduct?
- How will the sponsors be leveraged to mitigate risk and drive engagement?
- What are the timelines for updating and gathering feedback from leaders?
- How are the sponsors selected? Determining the criteria (e.g. credibility, experience, level of authority, level of influence, role model, hierarchy within organization)
- How will the sponsor role be evaluated as part of the Adherence plans?
- Who are the key leaders?
- What kind of support do the leaders require?
- What kind of commitment is required from leaders?



Stakeholder Engagement

The goal of stakeholder engagement is to identify stakeholder groups that are involved and impacted by the change. It is also to understand how these groups can be leveraged and included in the process to maximize outcomes of the change effort. In addition to training and communication, utilize tools such as prototyping, design thinking, mind maps, employee/team journey, gamification and serious play. Leverage on existing committees to drive messaging and engagement. Utilize segmentation tools like stakeholder assessment or the value-Change Reception grid to allow for better identification of influencers and impactors, and customize engagement for each segment.

Leverage assets and infrastructure to support change, however, ultimately change is about the reception and execution of behaviors. This is why it is important to think about stakeholders differently. Identify structural barriers that are limiting stakeholders from making changes. These barriers could be in the form of reporting structures, systems or contradicting performance metrics. With limited resources and high diversity in the workforce, organizations need to focus on customizing their efforts on the measured payout of different stakeholders that will drive change the same way they segment customers for services and products. Some questions to help in developing the stakeholder management plan:



- Who are the key stakeholders?
- How is accountability and adherence managed during the change journey?
- Is there a committee or group to support the change?
- Are there Employee Resource Groups (ERG) that can be leveraged?
- How are stakeholders involved in the planning and implementation process?
- How are stakeholders involved in the decision making process?
- Has a stakeholder change journey been designed to identify trigger points?

The **Value-Change Reception grid** is a 3x3 matrix that aid stakeholder segmentation for change. The value portion is divided into three segments of increasing impact of change value to the organization (from bottom to top): performers, influencers, impactors. The Change Reception portion is divided into three segments of increasing level of change reception (from left to right): transitional, optimist, and enthusiast.

Transitional: Stakeholders who are unclear about their role in change. They require additional effort, motivation and nudging to move along the grid.

Optimist: Ready for change, but require more information to move along and participate

Enthusiast: Ready for change and actively contributing to the change efforts.

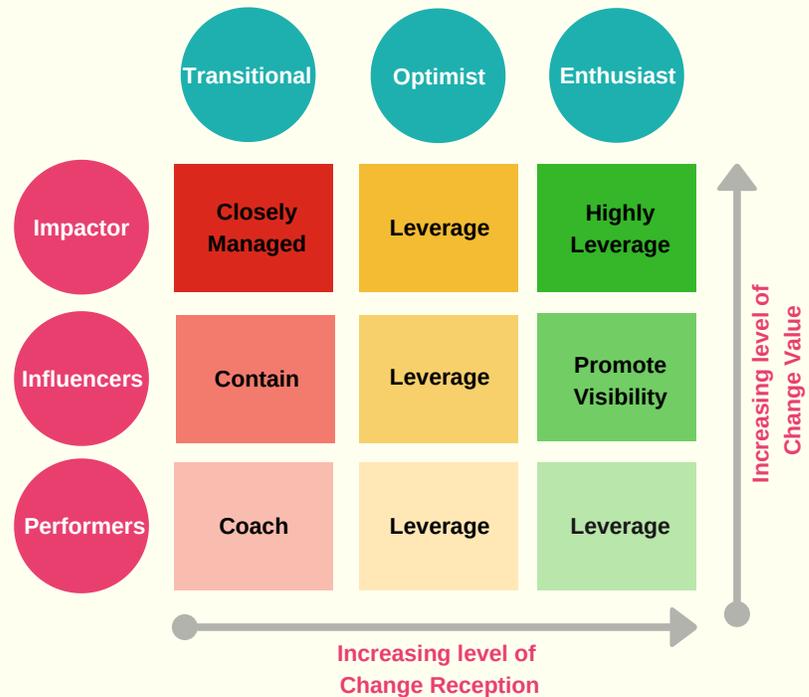
Performers: Stakeholders who are good at their functional role.

Influencers: Stakeholders who are active within their departments and contribute to various team initiatives (E.g. social committee, work-groups etc.)

Impactors: Stakeholders who are involved in cross-functional projects. These members have strong influence and actively contribute to strategic direction and implementation. They are not necessarily executives or senior leaders.

Once the grid is complete, it provides a visual representation of who is in the critical group that will help drive change and those who need to be closely managed during the change. The goal should be to have more people that can be leveraged and fewer who are managed during the change. Imagine a tug of war, the right sides are those on the grid that need to be leveraged and the ones on the left are those who need to be coached, contained or closely managed.

Through segmentation, change leaders can identify opportunities earlier and draft stakeholder engagement plans accordingly. This approach can also be used after a change initiative is completed as a lesson learned exercise to help build change agility. Organizations can customize the definitions of the elements in the grid to be reflective of their environment.

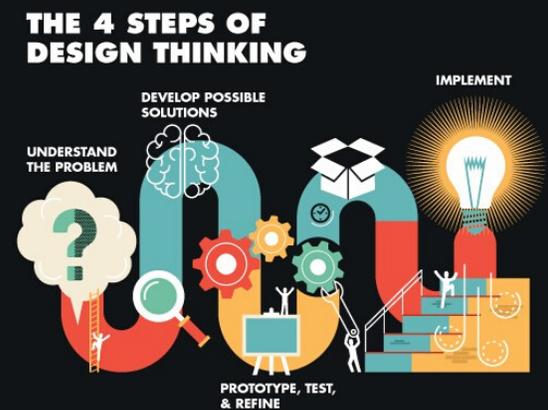


CHANGE TOOLS

When conducting change activities, explore the various techniques or tools that can be utilized in driving change that results in engagement and participation. Traditional approaches such as facilitation, presentations and brainstorming techniques to communicate, engage sponsors and stakeholders are effective but also predictable. Today's diverse workplace demands thinking outside the box to drive change. Involving participants through a variety of engagement tools to extract ideas, increase participation and buy-in would drastically improve the level of acceptance to change.

SERIOUS PLAY is a great way to build ideas and form teams to collaborate in solving complex problems through playful inquiry and innovative techniques. There are many forms of serious play ranging from role-playing to active prototyping and building. There are excellent open source resources that can help provide direction to incorporate LEGO® SERIOUS PLAY® as an example. This is a great tool to use for senior leadership and team meetings to demonstrate the change impact and derive solutions. It will help participants to experience different point of view and develop a consensus and greater appreciation for the change and its impacts. SERIOUS PLAY® has many applications and can be used for various initiatives and ideas.

DESIGN THINKING is a concept that focuses on the 'user' at the center of the experience. With reference to Change Management, this would refer to stakeholders that are most impacted by the change initiative and are the critical piece to realizing the intended benefits. Usually, when change is initiated, the focus is often wrongly placed on sharing the facts to drive logical choice with the assumption that there will be buy-in and acceptance. This assumption ignores the 'user' experience and relies on data to get the message across. The approach of design thinking can uncover opportunities and trigger points in the 'user experience', helping accelerate the change process. Start by interviewing the impacted stakeholders and challenging assumptions. Its crucial to approach with genuine care and interest towards the user experience in the change process in order to extract insights during the assessments and interview process.



CHANGE TOOLS

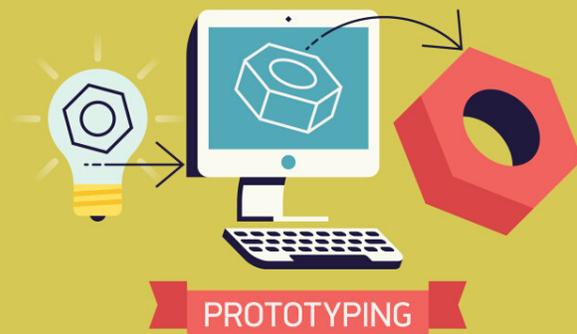
GAMIFICATION is an approach in which motivational techniques such as those in video games are utilized to nudge behaviors. At the core, it uses game mechanics to drive participation and engagement. Frequent flyer programs are a way to incentivize customers to become loyal flyers, Starbucks hooks customers through points and badges, and Fitbit sends nudges to break your step or running record for the week.



The application of gamification has already been demonstrated in health and wellness programs through Global Challenges in which, for 100 days thousands of employees globally compete in teams to improve their physical and psychological health.

Gamification can be used in driving and implementing change by creating opportunities for competition between groups and stakeholders. For example, by creating buy-in dashboards by functional groups or learning/participation numbers by offices etc.

PROTOTYPING is an approach in which elements are built from ideas to determine and demonstrate the value or output. It helps accelerate the pace of projects and also allows for many ideas in parallel. The objective is to utilize enough resources that will generate feedback which will allow for pivot or persevere decisions to be made. Despite historically being associated with industrial design, the applications actually span across many industries.



There is a great opportunity to involve this tool in change management. By using prototyping, IT teams can determine the way forward for various IT platforms from an end-user perspective. A combination of stakeholder communication activities can be rolled out to see which one is most effective or what types of learning activities are addressing the knowledge gap etc.

Training

In training, the focus is on creating opportunities for knowledge transfer and development that will support the new ways of working with reference to the change. The learning and development assessment identifies knowledge gaps and training needs with reference to the behavioral change that is required. It is important to leverage learning approaches that have worked in the past within the organization. These may include, instructor-led, computer-based, on the job, peer to peer, ongoing learning tools (FAQs, aids, guides, quick tips) etc. Lack of training results in knowledge gaps on what the the stakeholders are expected to do differently. This can further drive resistance and negatively impact buy-in from stakeholders.

The learning and development plans should be aligned with the project schedule to ensure they are timely and relevant. Where possible, apply just-in-time training to reinforce application and usage of new skills. Some questions to help in developing the stakeholder management plan include:

- What are the skills or competencies required for this change?
- Who are the stakeholders that require training?
- Who develops the training content?
- Who delivers the training content?
- What are the different options for training? (online, classroom, self-paced etc.)
- How is training effectiveness measured?
- Does the training incorporate various learning styles?
- Is the training developed in-house or is it outsourced?
- What is the budget for learning and development?
- What is the time commitment required to fulfill the training?
- How are the training outcomes reinforced? (coaching, project based, linked to performance management etc.)



Communication

The communication plan outlines the details with regards to the communication strategy and action plans. The communication plan includes actions that will drive information transfer and set the expectations around the change initiative from the leadership. The communication plan should be divided into different stages to gradually build acceptance and momentum around the change efforts making each interaction outcome focused. In each stage, the key messages, outcomes, audience, frequency, timing, feedback opportunities etc. are planned. Also include the various effective channels for communication, including but not limited to, peer to peer, manager to subordinate, online, newsletter, team meetings, café meetings, department meetings, fact sheets, intranet, newsletters etc. This is a good opportunity to deepen key relationships by engaging the internal communication expert in helping with this portion while managing the process and facilitating the conversations. Utilizing best practices of successful change messaging such as, explaining the business reason, sharing what is changing, the impacts of change and available support are part of communicating change. Some additional questions to discuss:

- Who is responsible for communication?
- Who is the target audience?
- What is the frequency of conversation/communication?
- How will the change communication be conducted?
- What tools and channels will be used?
- How will the message be drafted so that the messaging 'sticks'?
- How are sponsors and leaders used in driving the message?
- How is the leadership team involved?
- Has the 'what's in it for me?' - WIIFM - been identified for stakeholders?
- How is communication effectiveness measured?





SUSTAINABILITY

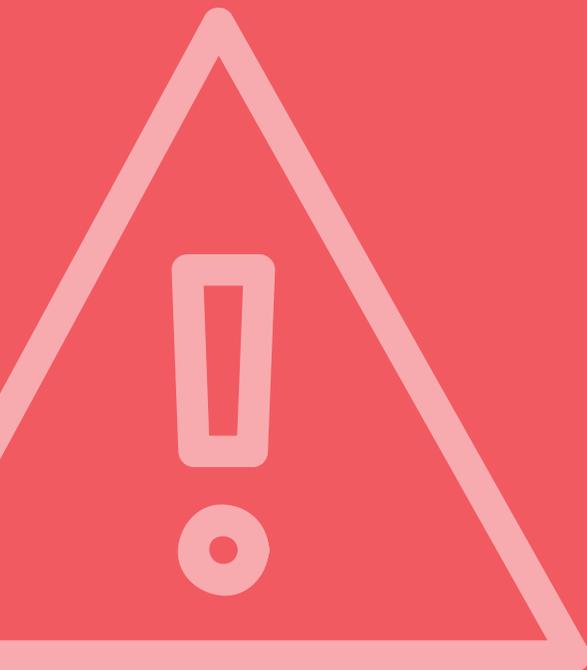
Sustainability refers to the phase that ensures the continuation of the change efforts during and after the change initiative is complete to maintain the benefits. Usually, this extends beyond the project management life cycle. There are three key areas to be cognizant about: feedback mechanisms to monitor ongoing activities, resource commitment to ensure the change initiatives have appropriate resources to sustain benefit realization, and resistance management. Organizations need to continue reinforcing desired behaviors and build approaches in supporting the change initiatives by removing barriers. Creating opportunities for stakeholder feedback helps evaluate the climate and proactively identify opportunities for engagement. While doing so, create ways for rewards, awards and recognition that promote desired behaviors to maintain the excitement level for change. Resource commitment such as financial, human capital and infrastructure support the needs and wants of the project team in driving the change mission. Resistance management helps identify opportunities that are preventing stronger adoption and engagement. It is important to view resistance as a form of engagement, as stakeholders are actively sharing why they may be hesitant to get on-board. The sustainability plan will help to track actions that prompt the desired outcome and eliminate those that are causing delays and opposition. Some questions to help in developing the sustainability plan are:

- How were Sustainability Plans incorporated?
- How were internal resources (i.e. committees or groups) leveraged?
- What role did Stakeholders (this includes: Sponsors, Managers, Change Agents, Influencing Stakeholders, DRI - Directly responsible individuals) play to ensure sustainability of initiative?
- How were resource commitments maintained? (i.e. Financial, Performance, People, infrastructure)
- At each stage of the Change Progress, were lessons learned evaluated and internal best practices established?
- How are stakeholder sentiments observed?
- How were desired behaviors incorporated into the performance management?

Resistance Management

The resistance management plan identifies potential people risk to the change initiative. Incorporate learning from the 'Knowledge' and Value-Change Reception grid to identify key influencers within the stakeholder group. Identify past trends and project challenges and include mitigation plans for these. These plans will be activated based on current climate and predictive analysis. Historical events and organizational culture will determine the level of risk associated with this change. This will also include observing behaviors that show lack of buy-in, defining what resistance looks like and analyzing feedback mechanisms such as surveys, management and peer discussions. Most resistance is a combination of factors. These factors could be lack of awareness, past experiences with change, lack of visible support etc. More severe forms of resistance can arise when there is uncertainty with regards to job security. By proactively understanding the impacts, it is possible to predict the type and level of resistance and thereby develop mitigation plans to manage the resistance through leadership involvement, effective communication, learning opportunities and engagement. Some questions to help in developing the resistance management plans:

- Are stakeholders clear about the change and impacts?
- Do the stakeholders understand their role in change?
- Are direct reporting managers used in mitigating the risk?
- Are opportunities created to solicit feedback from stakeholders?
- Were stakeholders engaged early in the change process?
- Are stakeholders provided with support to overcome barriers?
- Are stakeholders involved in the decision making process?



RESOURCES

Resources refer to the organizational commitment to support change execution

INFRASTRUCTURE

FINANCIAL

HUMAN

Infrastructure Resources: Refers to the IT capabilities and physical environment that will be required to support the Change. This includes portal space for collaboration of the team, newsletter, hardware, and software. In addition, it also includes physical aspects such as facilities, workspace etc.



Financial Resources: Provide ongoing commitment and support for the Change initiative from a monetary perspective. A budget has been assigned and provided as part of the change process. The budget accounts for external resources, learning and development training, communication efforts and general costs that are incurred during the change process.



Human Resources: An inventory of all the type of personnel and groups that would be involved in supporting the Change Management effort. This includes external and internal personnel. In addition, this will also include individual strengths, roles and responsibilities of sponsors, leadership team and internal Subject matter experts. This is a great opportunity to build internal synergies by partnering with project management, HR, communications, Training, marketing, strategy etc.



4

PERFORMANCE AND PROGRESS

This section refers to two key measurements. **Performance** relates to the metrics that will determine success and impact of Change. **Progress** relates to the timeline of change and measures it with reference to a master project plan. Performance of Change can be measured by individual metrics, overall project and change management activity metrics. When developing a change program, it may be better to start with defining success and impacts and then working on the other KRISP® CHANGE elements. Some examples:

Individual Metrics

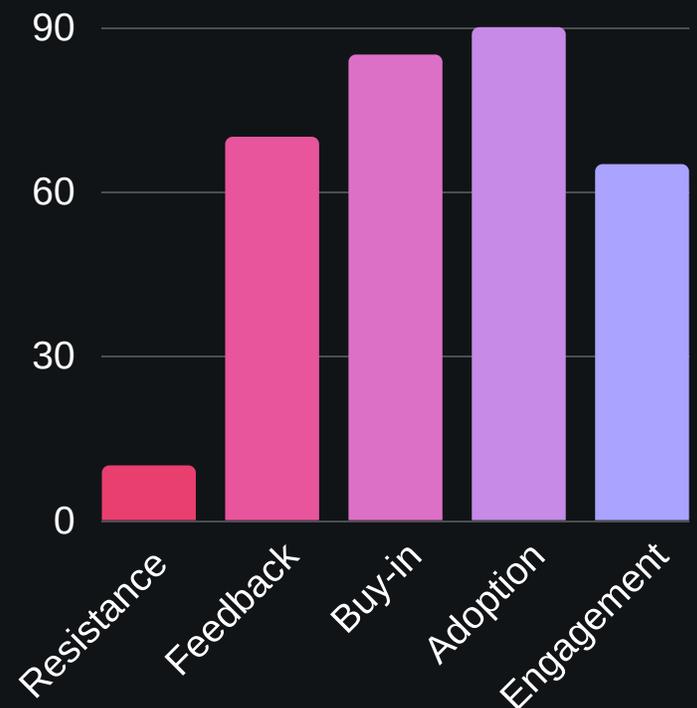
- Utilization
- Proficiency measures
- Adoption metrics
- Engagement and buy-in
- Issue, complaint and error log
- Employee feedback
- Observation of behavior changes
- Employee satisfaction survey

Project Performance

- Performance Improvements
- Key Performance Indicators
- Collaboration measurements
- Customer service satisfaction
- Speed of execution

Change Activity Metrics

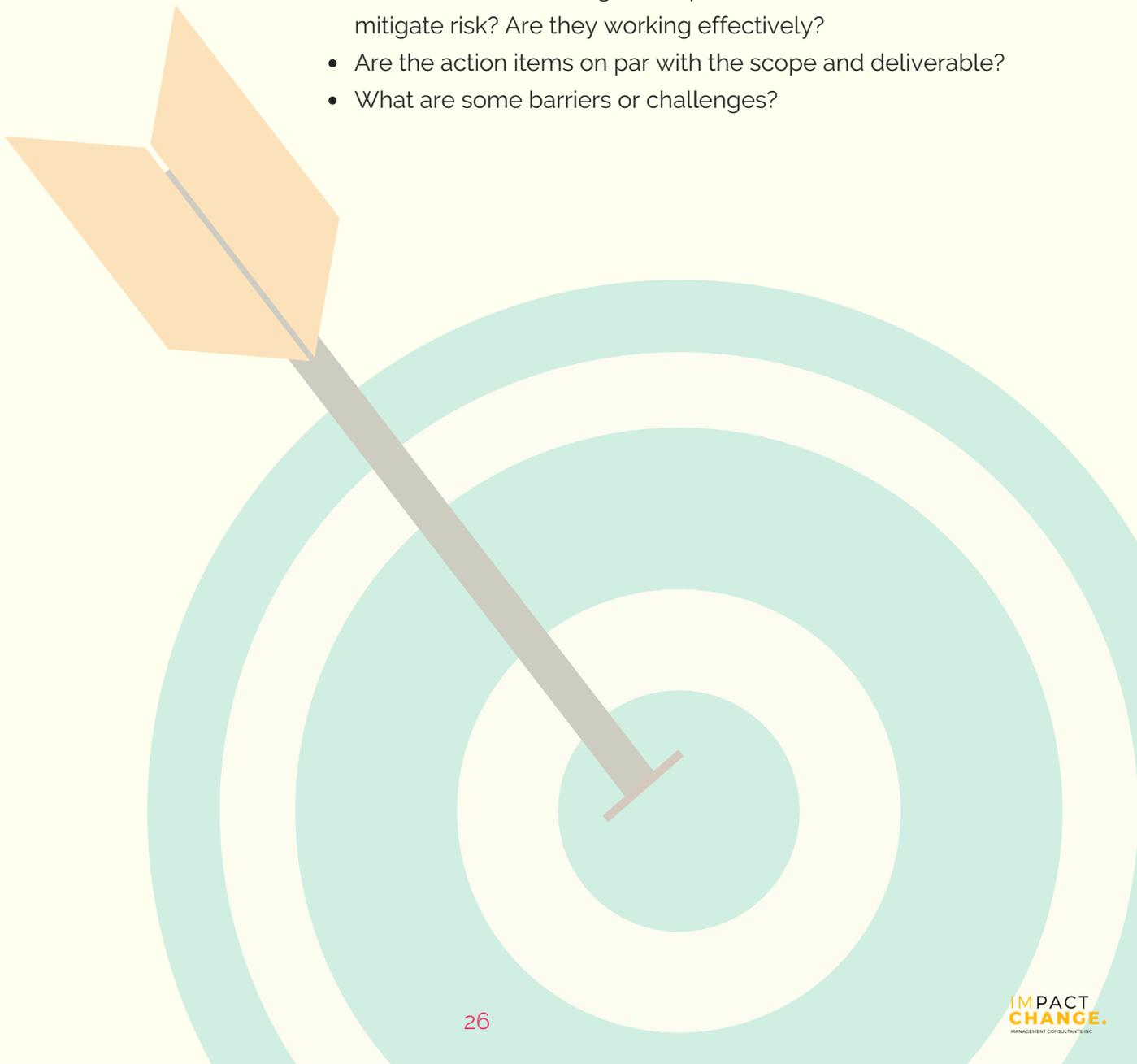
- Tracking of Change Activities
- Participation numbers
- Training test measurements
- Communication frequency and effectiveness
- The scope of Project Management and Change Management plans
- Create criteria for WINS (short and long-term)



Adherence Management

Refers to the evaluation of Leadership/sponsorship, communication, stakeholder engagement, training (learning and development) activities. This section builds accountability, speed and shared ownership in driving change. Adherence management is essentially a leading indicator that will determine the overall performance and progress of change. Change leaders can monitor adherence to the outlined activities for change in each of the plans they have created and roll it into the overall change performance and progress component. Some questions to consider:

- Have the sponsors been conducting their role effectively?
- Are the stakeholders being included?
- Are communication activities going according to plan?
- Have resistance management plans been established to mitigate risk? Are they working effectively?
- Are the action items on par with the scope and deliverable?
- What are some barriers or challenges?



5

IMPLEMENTATION

During the implementation phase, the change activities are outlined and developed into a change project plan. The goal is to strategize which change tactic is going to be executed and when it will be rolled out. The scheduling of assessments, feedback, training, communication, stakeholder engagement, reporting etc. are laid out on the change plan. The activities should be based on the effectiveness and outcome. All the action items as part of the planning process may not be part of the project plan, due to time and resources constraints. This is also an opportunity to focus on aligning change plans with the project management schedule. This is a critical step and needs to be completed before the project plan goes live to manage duplication of efforts and ensure resources are used efficiently. As part of the implementation phase, it is important to define roles and responsibilities between project management and change management for shared accountability. It is also recommended that the change management group use this opportunity to provide foundational training on change management to the team and vice versa. Project management and change management are corresponding fields and have great interdependence. Discuss a common way to collect and share data on the project performance that includes people impacts and change metrics in the overall Key Performance Indicators (KPIs). Some questions to consider:

- How was integration of change management and project management plans conducted? (including adding change management activities to project plan; collaborative approach with project team; change management training to project team etc.)
- How was the sponsorship plan executed?
- How was the communication plan executed?
- How was the stakeholder engagement plan executed? (what digital engagement tools are being used?)
- How was the learning and development plan executed?
- What kind of feedback mechanism are incorporated in the implementation plan? (real time employee feedback, manager discussion, peer to peer, engagement surveys etc.)
- How will the change management and project management teams stay connected and collaborate throughout the change process?

CONCLUSION

CHANGE

is a required competency in organizations to help them transform. Change leadership is equally important in supporting the organizational mandate by building an environment that is inclusive, agile and innovative. With constant change, organizations have to build their internal capacity for change.

Organizations are forced to work differently due to disruptive technologies that are reinventing industries and creating new ones altogether. With the emergence of artificial intelligence, organizations will need to strategize and become more focused on internal competencies to manage competitive advantage by building the soft skills, sparking a new wave of changes.

KRISP® Change is a framework that helps organizations identify their readiness to change and build on areas that require improvements. Change efforts need to begin before the activation of change, and need to continue after the project completion to build it into the cultural fabric. This does not apply to all changes, but this approach is required whenever there are strategic changes or cultural alignment programs.

In order to successfully apply the KRISP® Change framework, it is recommended to build a coalition of various stakeholders based on their competency and expertise that complement and support the change program. Using the KRISP® Change framework as the guiding approach to help facilitate discussions and standardize change knowledge. Change is about people, so focus on how people are reacting and persevere or pivot accordingly. The KRISP® Change framework is a guiding tool, the real efforts need to focus on the end-user and their journey. Utilizing this framework and gathering insights over past change efforts within an organization will help build a level of predictable outcomes with reference to change tactics.



<p>KNOWLEDGE</p> <ul style="list-style-type: none"> • What information is needed to plan for change? • How is information gathered? • Has the change been defined? • Why must the change occur? • What were the triggers for change? • How does the change align with the organizational strategy? • What does the desired future state look like? • What does change look like? • What kind of change is it? (Incremental, radical etc.) • Who are the key stakeholders? What is their role? • How many people are impacted by the change? • What type of change is it? e.g. structural, process, technology • Has the organizational culture, readiness, capacity, maturity for change been assessed? • Has a review of past changes been completed? 	<p>LEADERSHIP</p> <ul style="list-style-type: none"> • Who is the key change sponsor? • How is the leadership team engaged? • What role does leadership play? • How is accountability and adherence managed during the change journey? • Who are the key leaders? • How is leadership effectiveness assessed? • What kind of support do leaders require? • What type of commitment is required from leaders? 	<p>STAKEHOLDER</p> <ul style="list-style-type: none"> • How do we engage stakeholder? • How is accountability and adherence managed during the change journey? • Is there a committee or group to support the change? • How are the stakeholders involved in the planning and implementation process? • How are the stakeholders involved in the decision making process? • Is there a stakeholder change journey? 	<p>SUSTAINABILITY</p> <ul style="list-style-type: none"> • What resources are available to ensure continued commitment to change? (Human capital, financial, infrastructure) • How are stakeholders awarded, rewarded or recognized? • How is change resistance managed? • How is risk identified and mitigated? • Is there a transfer of ownership process once engagement is complete? • What further actions will be required once change is complete? 	
<p>COMMUNICATION</p> <ul style="list-style-type: none"> • Who is the target audience? • What are the key messages? • What is the frequency of messaging? • What are the various channels of communication? • Have feedback channels and loops been established? • Who delivers the message? • What are the different stages in communication? e.g. awareness • What are the timing for communication? • Has the "What's in it for me?" - WIIFM - been identified for stakeholders? • How is communication effectiveness measured? 		<p>RELEVANCE</p> <ul style="list-style-type: none"> • What are the skills or competencies required for this change? • Who are the stakeholders for training? • Who develops the content? • Who delivers the content? • How is training effectiveness measured? • What are the training timelines? • Is this in-house or outsourced? • What are the costs and time commitment required? 	<p>TRAINING</p>	<p>PERFORMANCE PROGRESS</p> <ul style="list-style-type: none"> • How do we measure success? • What are lagging and leading indicators? • How do we demonstrate progress of change? • When and how will we measure data? • How would information be collected and reported? • What is the frequency of sharing information? Who is accountable? • Is a lesson learned evaluation been completed? Has it been shared? • What further actions will be required once change is complete?
<p>IMPLEMENTATION</p> <ul style="list-style-type: none"> • How are change management activities executed? • Has the change plan been reviewed in collaboration with the project leadership? • Are the activities aligned and supporting the project management plans? • Is there a change implementation team? • Has the change implementation team received training? • Are there opportunities for frequent feedback on activity effectiveness? • Is there an understanding of mitigation/modification of the plan as needed? • Have roles between project management and change management been clearly defined? 				



