

ORGANIZATIONAL

Change

AND BUSINESS TRANSITION MANAGEMENT

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Current (AS-IS) State

Future (TO-BE) State

Need for Change

TRANSITION

Vision of the Future

Business Transition Management & Project Management

Organizational Change Management Strategy

INITIATING

PLANNING

EXECUTING

CLOSING

OPERATIONS

2

3

4

5

6

VALIDATE NEED

BUSINESS CASE

DECISION TO PROCEED →

PRE-INITIATING

1

INITIATING

2

PLANNING

3

EXECUTING

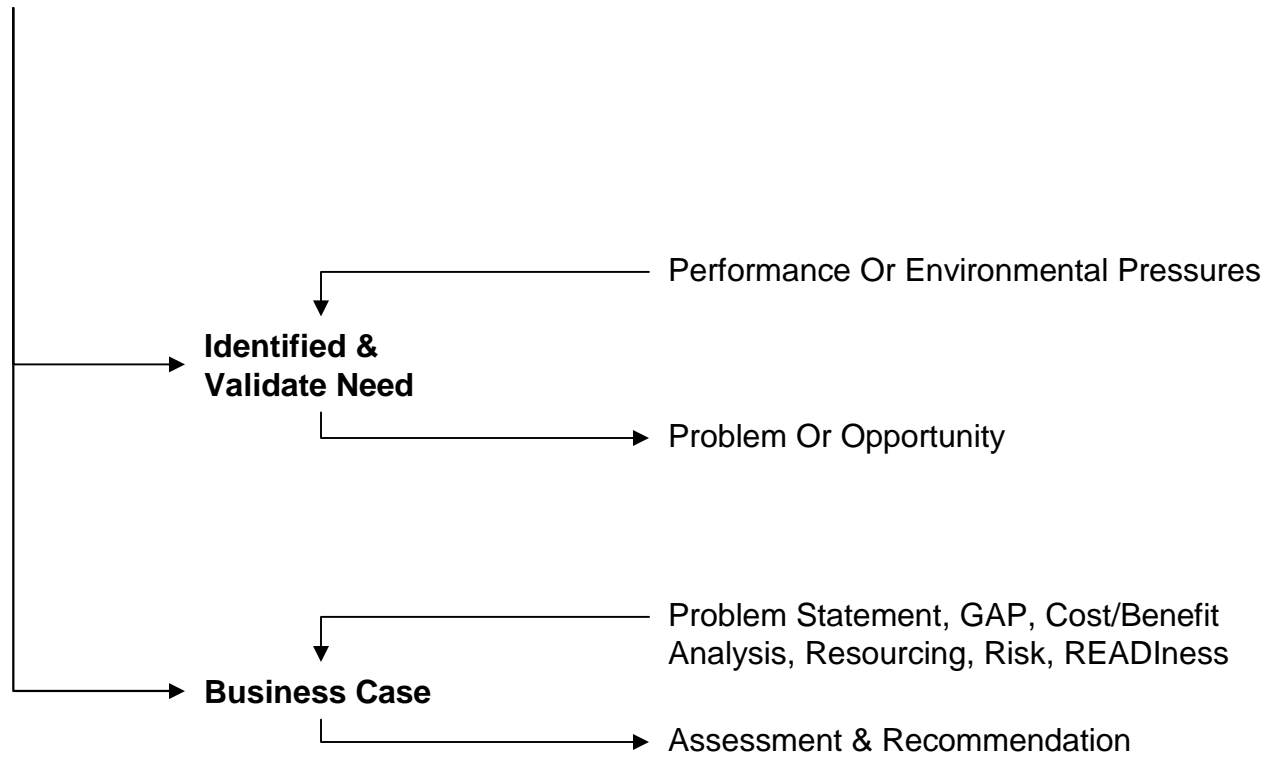
4

CLOSING

5

OPERATIONS

6



Owner	Deliverable	Action/Outcome
Manager and/or Business Transition Manager	Report and Presentation for Consideration	Approval to Proceed with Initiating Change



<Name of Project Here>

PRE-INITIATING PHASE: BUSINESS CASE

Insert logo here

Executive Summary & Background:

<In 125 words or less – to the next section header – describe the current state of the business and pressures to change – need for this business case and the potential for a project>

Problem/Opportunity Statement: <From a performance measure and metric perspective offer a statement that illustrates the problem or opportunity. Keep this statement to 25 words or less.>

Business/Operational Impact: <Clearly indicate the impact of the problem/opportunity including the impact of the proposed solution. Note if the impact is technology, process, practice, law, personnel, structure, et al. Keep this statement to 50 words or less.>

Recommended Solution: <Detail the proposed solution to the problem statement. Address the benefits, costs, personnel, and time needed to proceed through the next phase of work and estimates for the entire solution (included fully loaded costs). Indicate at a high level the alternative solutions considered prior to making this solution. Keep this statement to 60 words or less.>

Measures and Metrics: <If approved, what are the expected results? Detail important measures and metrics (financial, operational, customer, employee, etc.). Keep this section to less than 25 words.>

Risks of Inaction: <Outlined the top three to five risks associated with inaction or not moving forward with the proposed solution. Keep this section to less than 25 words.>

Peer State & Industry Best Practices:

<Keep to less than 50 words – to the next section header>

Personnel Responsible for Business Case:

<list names>

Business Case Checklist:

- Problem is clearly defined
- Solution is strategically aligned with business goals, technology standards customer needs, etc.
- Impact assessment is complete
- Proposed solution is detailed
- Comparable alternatives considered
- Value determined by metrics
- Value outlines cost/benefit
- Risks are outlined and mitigated
- Peers evaluated for best practice
- PCoE notified of the business case
- Realize business results
- Personnel identified for Strategy
- Solution in portfolio management
- _____
- _____

Next Steps:

<outline next major work effort, who is responsible, and when it will be complete (for next decision). Keep to less than 50 words – to the next section header>

Personnel needed for next phase:

<Keep to less than 50 words – to the next section header>

Business Case Approved:

Yes No

Key contacts: <list any additional key contacts here>

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BEST PRACTICES

SCOPE & CHARTER

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DECISION TO PROCEED →

DECISION TO PROCEED →

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PRE-INITIATING
1

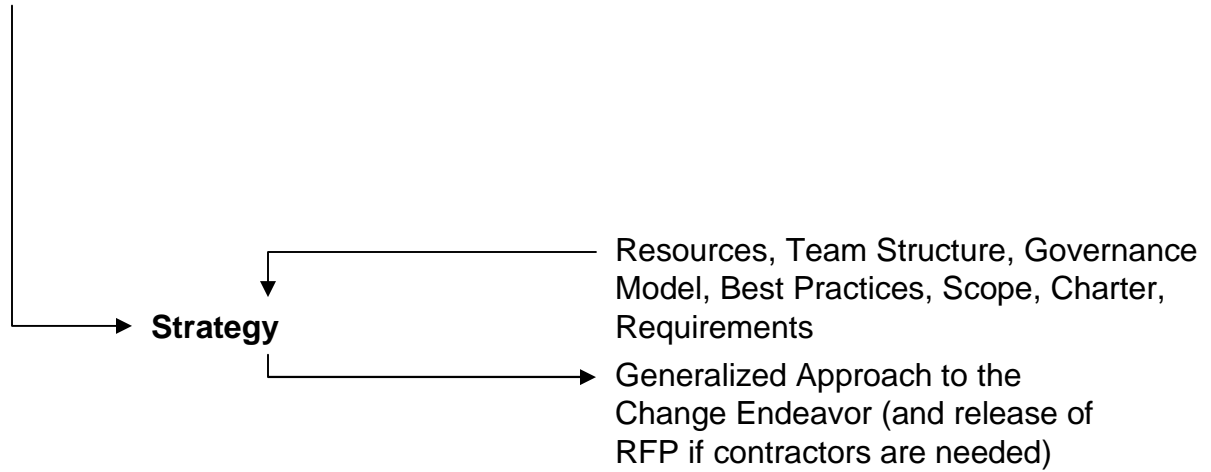
INITIATING
2

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Owner	Deliverable	Action/Outcome
Business Sponsor, Project Manager, Business Transition Manager	Report and Presentation for Consideration	Approval to Proceed with Planning Change

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CORE WORK PLANS

BEST PRACTICES

FACILITATION PLANS

SCOPE & CHARTER

INTEGRATED PROJECT PLAN

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DECISION TO PROCEED →

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1

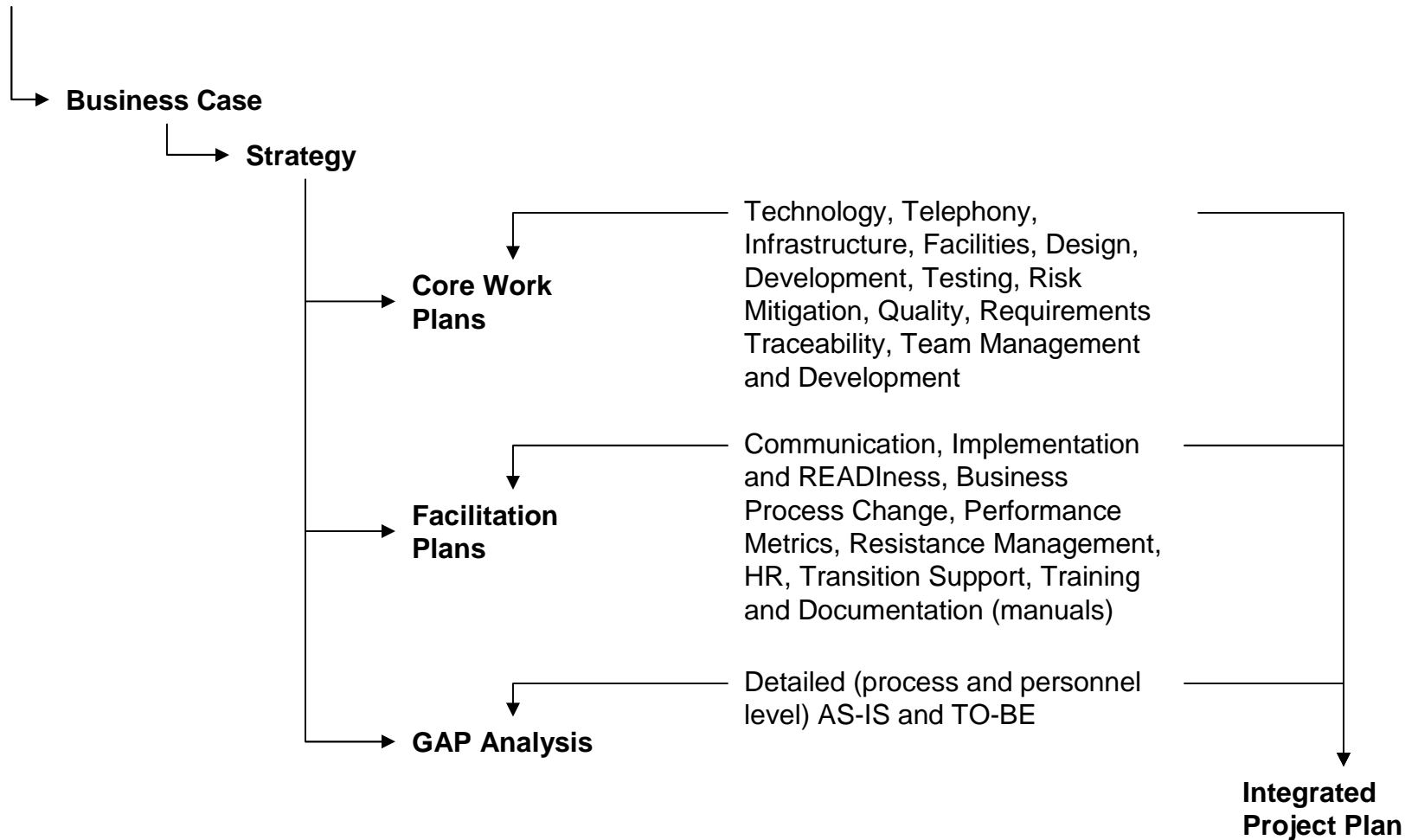
INITIATING
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Owner	Deliverable	Action/Outcome
Project Manager & Business Transition Manager	Report and Presentation for Consideration	Approval to Proceed with Executing Change

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MONITOR & CONTROL

BUSINESS CASE

TEAM STRUCTURE

CORE WORK PLANS

IMPLEMENTATION

BEST PRACTICES

FACILITATION PLANS

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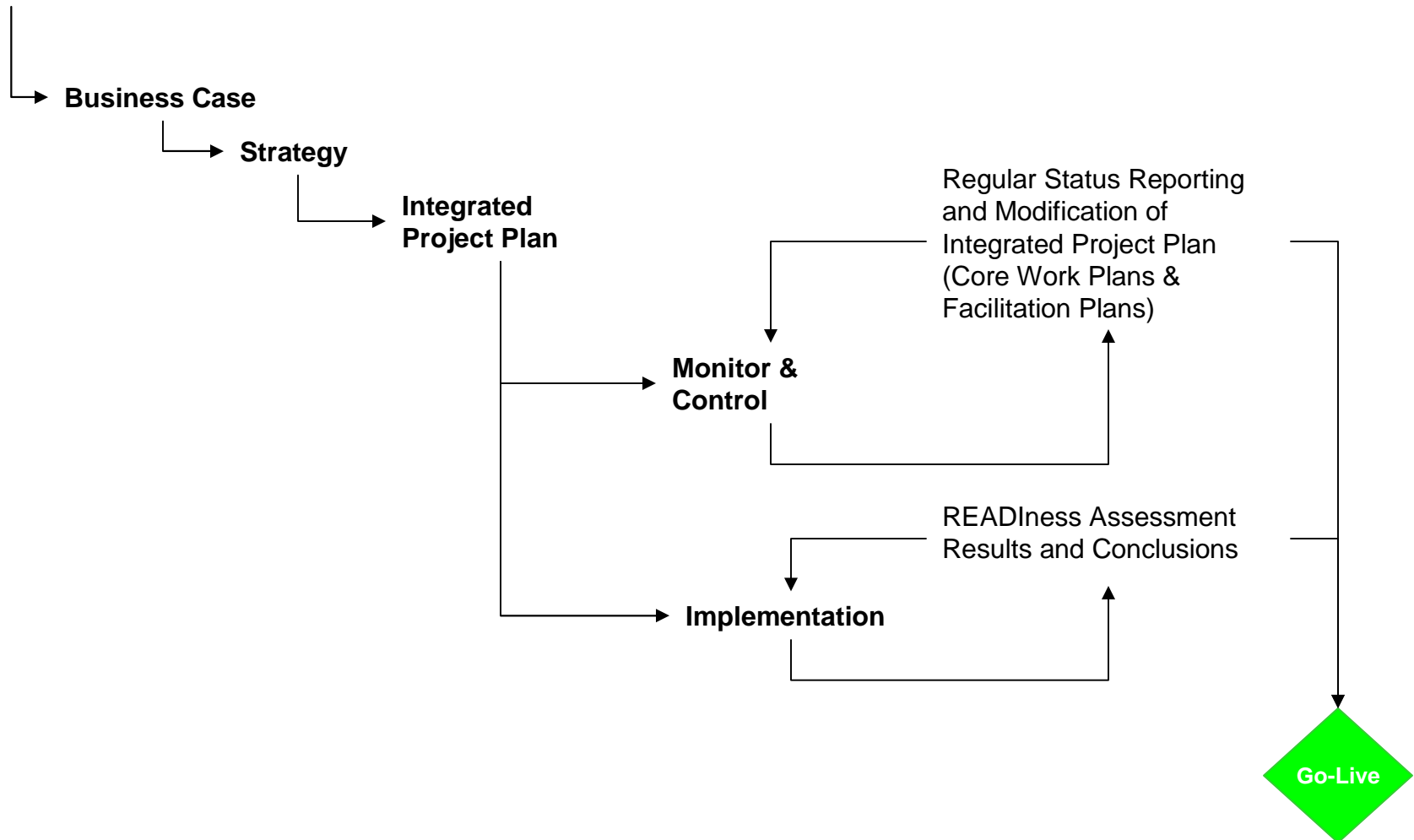
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Owner	Deliverable	Action/Outcome
Project Manager & Business Transition Manager	Report and Presentation for Consideration	Approval to Go-Live with Change

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BEST PRACTICES

FACILITATION PLANS

TRANSITION
SUPPORT PLAN

SCOPE & CHARTER

INTEGRATED PROJECT
PLAN

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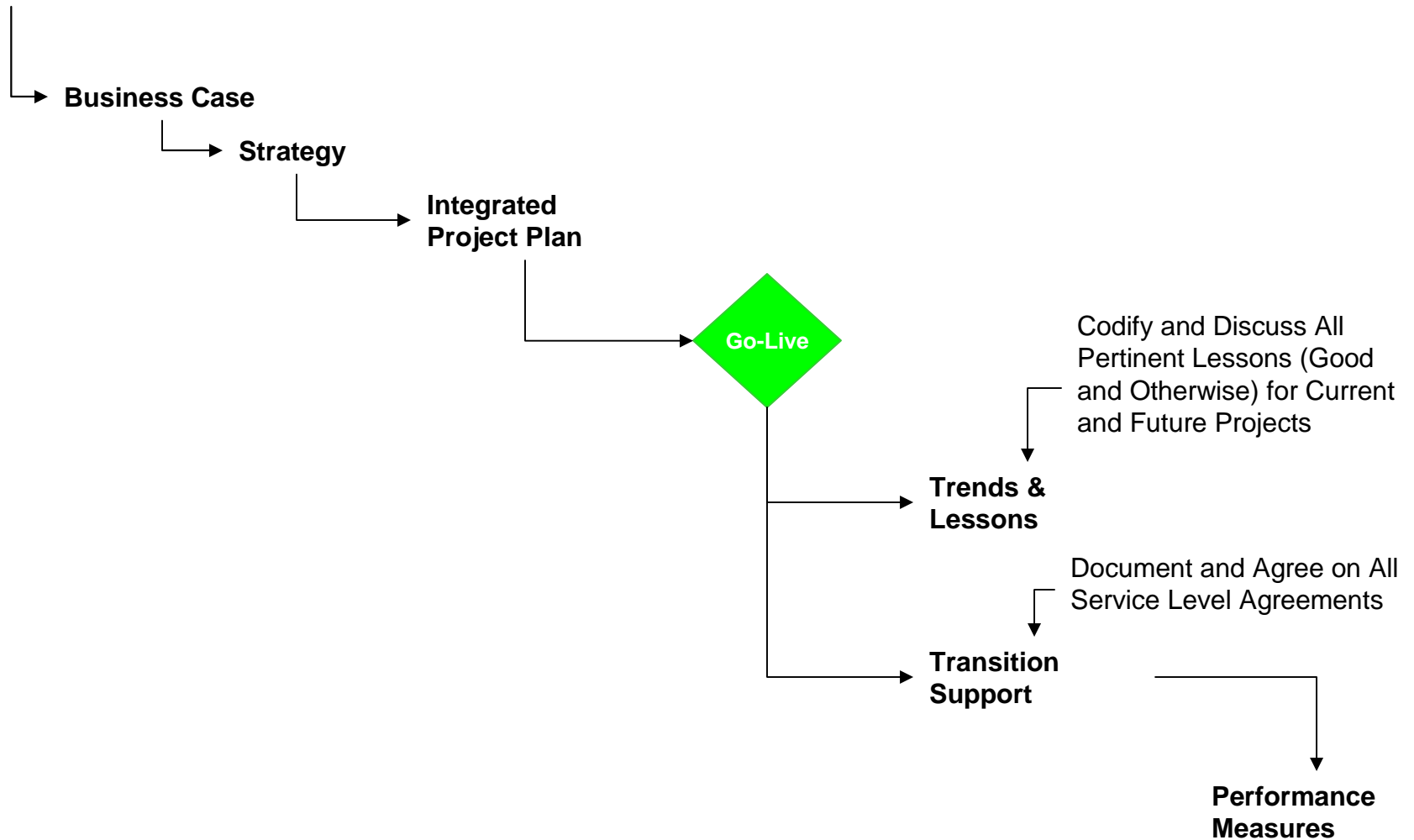
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Owner	Deliverable	Action/Outcome
Business Owner & Business Transition Manager	Report and Presentation for Consideration	Awareness and Learning

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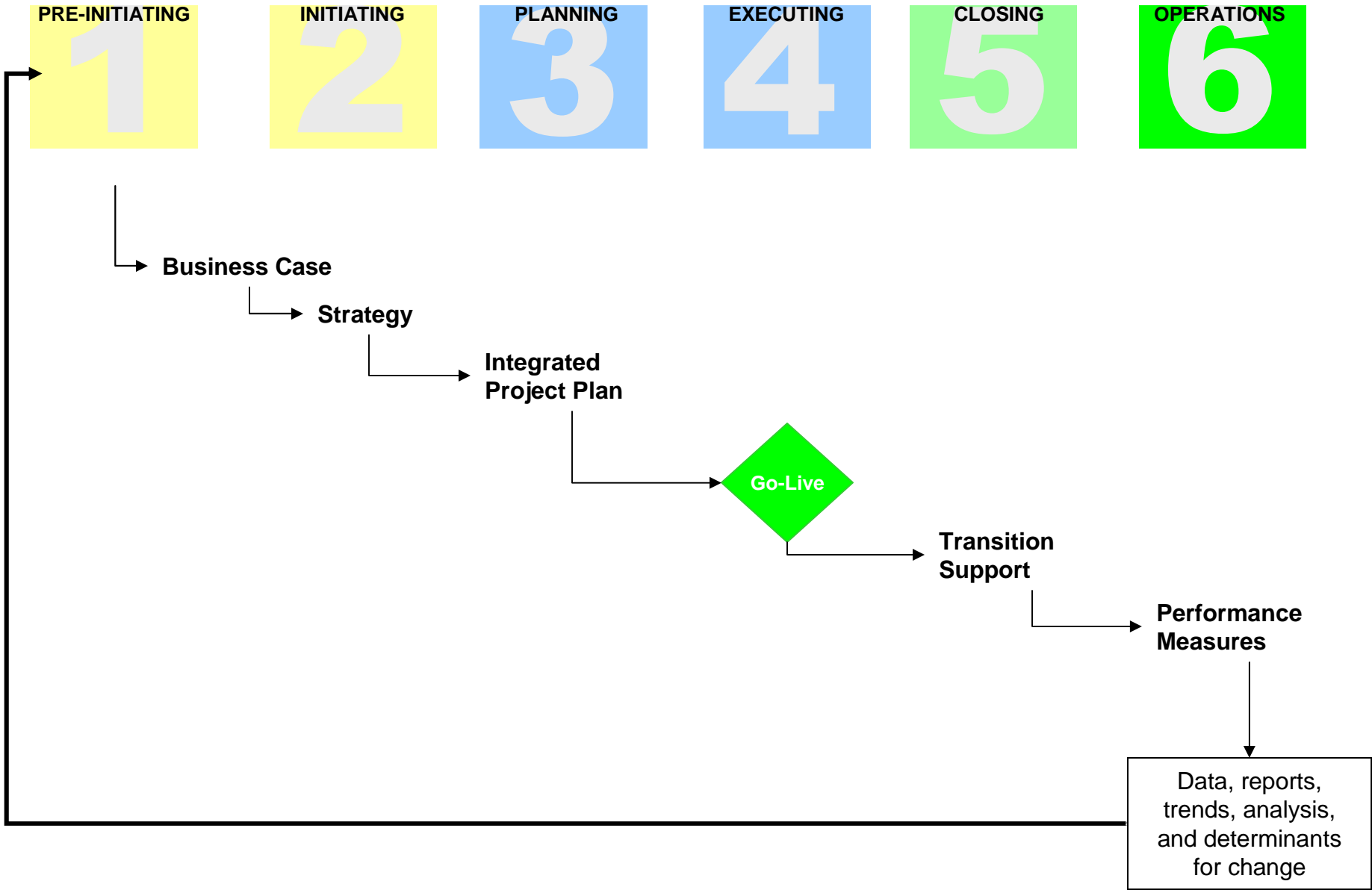
DECISION TO PROCEED →

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DECISION TO PROCEED →



Owner	Deliverable	Action/Outcome
Business Owner & Business Transition Manager	Report and Presentation for Consideration	Approval to Pre-Initiate Next Level Change

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SCOPE & CHARTER

INTEGRATED PROJECT PLAN

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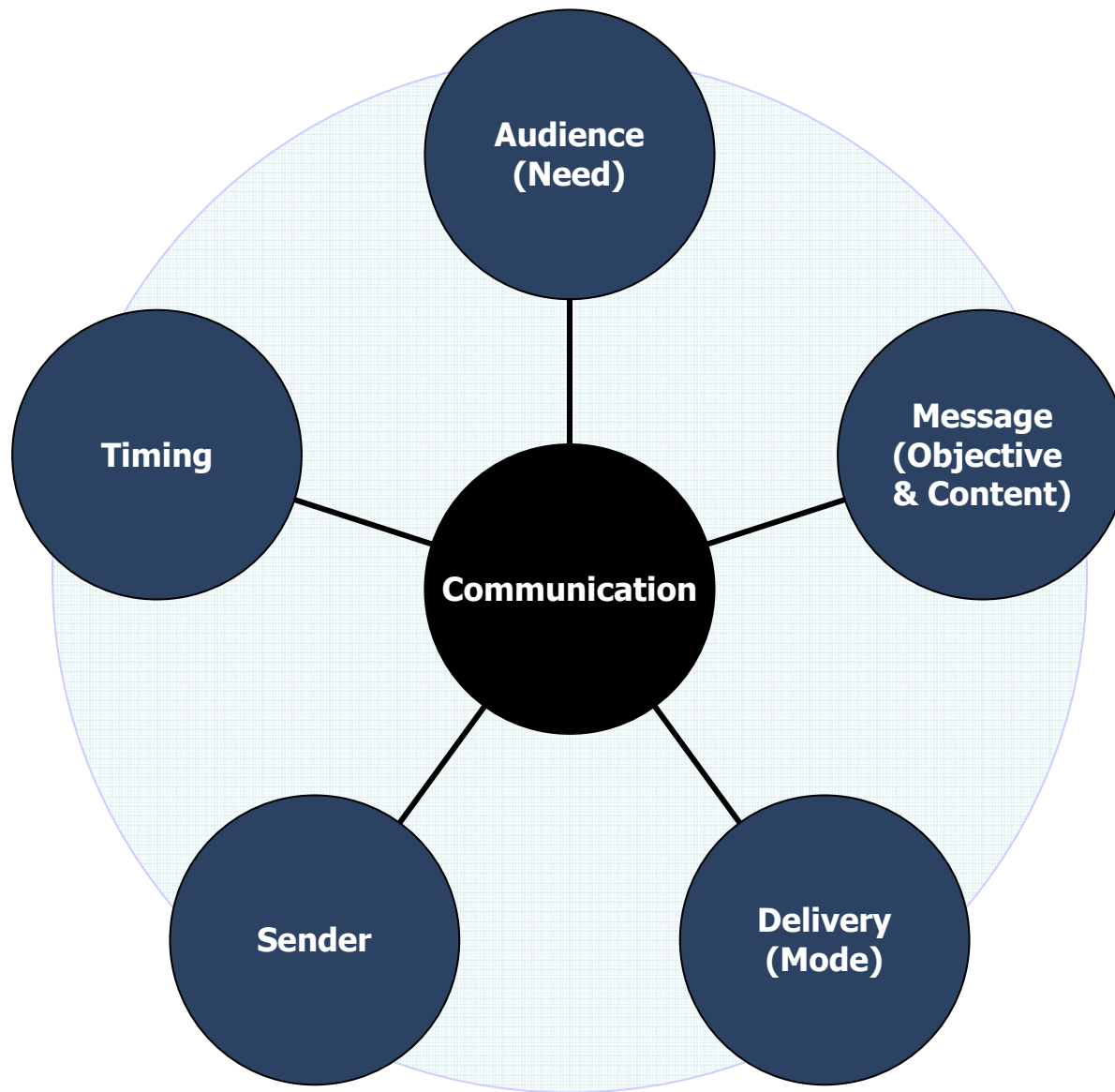
STRATEGY

Readiness for Change

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Communication Communication Communication Communication Communication Communication Communication



Project Editorial Calendar January 2009

Media	Responsibility	Content	Source Material	Deliverable Date	Stakeholders	Release
Schedule Listening Tour 2009	Business Transition Team	Change management tools/project timeline	Communication plan	Throughout first quarter	Internal agency field managers and staff	Branch office meetings & ppt presentation
Transition Leader Orientation planning	Business Transition Team	Develop budget and agenda	Communication plan	8-Jan-09	Internal agency field managers and staff	Meetings
Transition Leader update meetings	Communications Officer	Project updates and TL action items	Communication plan	January 8 and 14, 2009	Internal agency field managers and staff	Meetings onsite and by VCON
District Manager presentation	Communications Officer	Project updates - solicit input/questions	Communication plan, ESC, project status	6-Jan-09	Internal agency - field	Meeting/presentation hand-outs
Program Manager presentation	Communications Officer	Layer/integrate with DM meeting	Communication plan, ESC, DM, project status	14-Jan-09	Internal agency - field	hand-outs
Supervisor Quarterlies	Business Transition Team	Layer/integrate with DM and PM meetings	Communication plan, DM/PM, project status	January 7, 13, 14, and 20, 2009	Internal agency - field	Meeting/presentation hand-outs
Pres. to Programs System Support	Business Transition Team	Readiness conversation	Communication plan	15-Jan-09	Internal agency - field	Meeting/presentation hand-outs
Mobile Technology Advisory	Communications Officer and area BTC	Inform to OR-Kids mobile technology	Communication plan, ESC	16-Jan-09	Internal agency - field	Meeting
WA FamLink Conversion	Communications Officer	Lessons learned	Communication plan, ESC	26-Jan-09	Internal project	Meeting
Field newsletters	Communications Officer	Project news	Communication plan	16-Jan-09	Internal agency - field	E-mail, Web site
Project WBS notifications	Internal Project, Communications Officer	Sys Analysis & Design, Business	Project WBS, RVS, Gap Analysis	TBD by Integrated Teams and PM	Internal agency	E-mail, meetings, formal memo TBD, ESC

MONTHLY ACTIVITIES

Internal newsletter	Communications Officer	Internal project news	Internal & external agency stakeholders	Fridays	Internal project	E-mail
Meetings:						
ESC	Project Manager	Executive review	OR-Kids project	Fourth Tue. 1 p.m.	OR-Kids stakeholders	Meeting action items
OLC	Project Manager	Leadership review	ESC	Thursdays 3:30 p.m.	OR-Kids stakeholders	Meeting action items
OSC	Project Manager	Steering directives	ESC and OLC	First Wed. 2 p.m.	OR-Kids stakeholders	Meeting action items
All Hands	Project Manager	Project news	PM and delegates	Monthly	Internal project	Meeting
Internet updates	Communications Officer	External partner & agency information	OR-Kids project	Ongoing	All internal & external stakeholders	Internet
Forum posts	Communications Officer & Business	Internal & internal agency information	Internal & external agency stakeholders	Each business day	Internal & internal agency stakeholders	Intranet
e-mail	Communications Officer & Project Mgmt.	Internal & external questions & comments	Internal & external agency stakeholders	Ongoing	Internal & external agency stakeholders	Tim Rahschulte © 2009

Readiness Assessment Issues & Mitigation Tactics

R
Resources

- scope • capacity • skills •

This category assesses the physical, financial, and personnel resources needed for the change initiative and time allocation.

E
Education & Training

- breadth • depth • state •

This category assesses personnel development needs typically associated with education or training relative to the change.

A
Awareness & Communication

- understanding • consensus • vision •

This category assesses the communication and involvement from the perspective of building awareness for the change.

D
Dynamics of the Organization

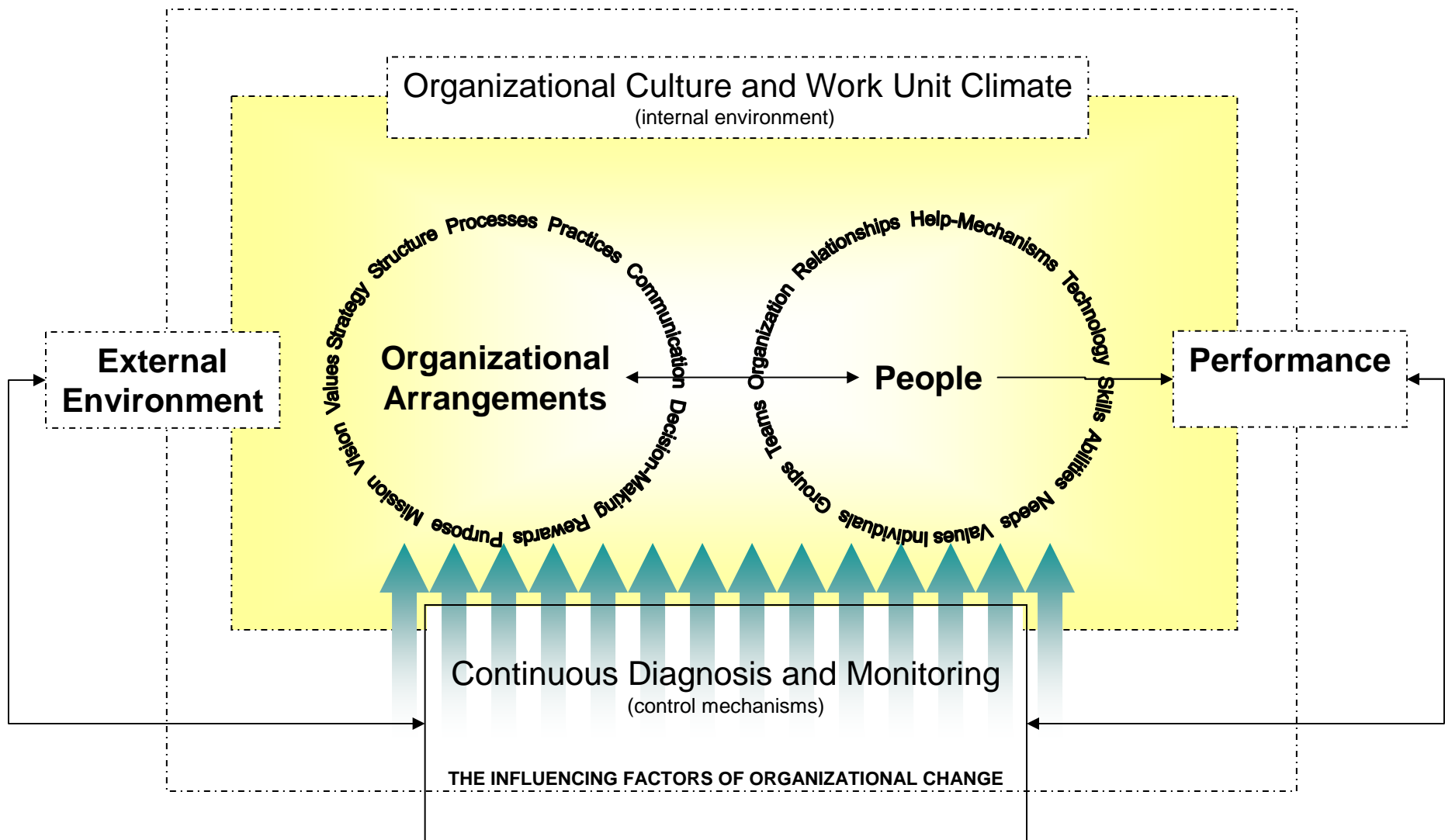
- history • culture • tools •

This category assesses all the dimensions and dynamics of organizations (technology, structure, practices, processes, et.)

I
Implementation Plan

- framework • focus • attitude •

This category assesses the business case, strategy, and integrated plan(s) associated with implementing the change project.



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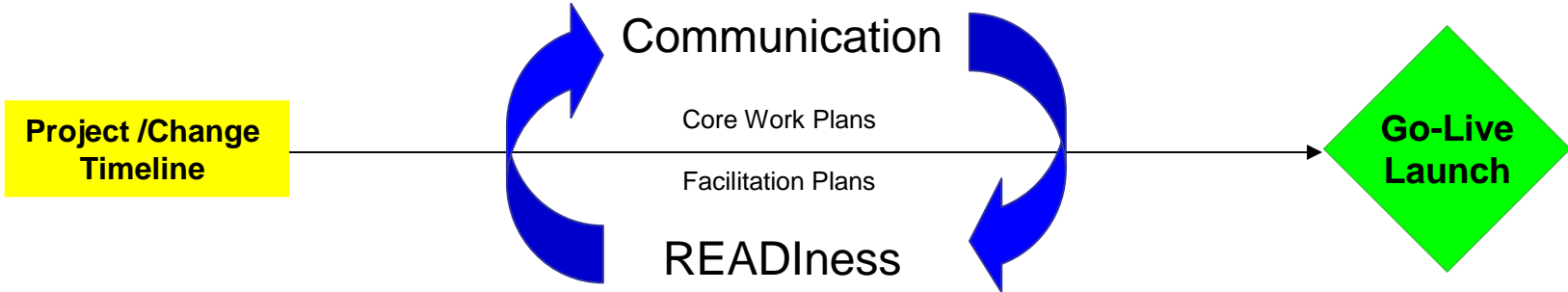
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What will you do differently on your next project

- Dedicate resources to the change effort
- Secure executive sponsorship (early)
- Repeat and repeat key messages
- Involve employees
- Create a transition strategy integrated into the project roll out plan (phased-approach)
- Baseline, benchmark, and target

Organizational Change Success Contributors

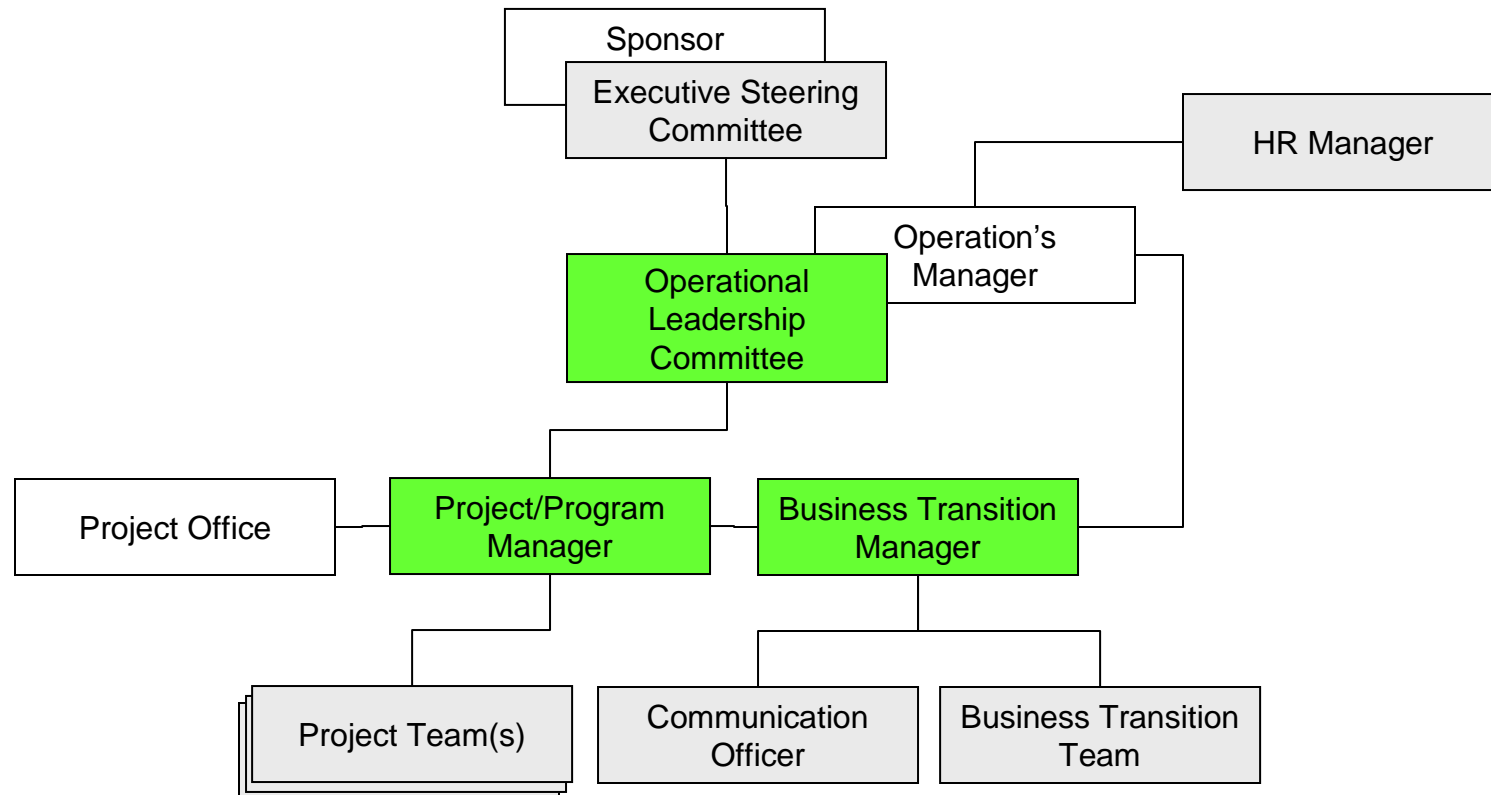
- Active and visible sponsorship
- Use of change management processes and tools
- Effective communications
- Employee involvement
- Effective project leadership and planning, monitoring, control to go-live
- Integrate activities (as program)

DIVIDING LINE BETWEEN ORGANIZATIONAL CHANGE TRANSITION **SUCCESS** AND **FAILURE**

Organizational Change Obstacles

Resistance (mindsets and attitudes) from managers and employees
Insufficient senior management support
Poor communication
Cultural barriers
Lack of change management expertise and protocols
Unclear roles and responsibilities

Organizing for Change Success



Outcomes & Rationale

Efficiency

measured by: cost, quality, financial, and operational determinants

Effectiveness

measured by: customer and employee satisfaction, trust, leadership

Survivability

measured by: capacity for more change, best-in-class admiration

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VALIDATE NEED

- Determine Issues of Performance and/or Environmental Pressures to Change

BUSINESS CASE

- Document (high-level) AS-IS and TO-BE
- Draft Cost/Benefit Analysis, Recommendation, and Rationale
- Outline Resources Necessary For Initiating Phase
- Conduct Risk and Complexity Study
- Determine Organizational impact and READiness

RESOURCES

- Assign (initial) team
- TEAM STRUCTURE**
- Illustrate Full Team
- Roles/ Responsibility

BEST PRACTICES

- Contact Peers
- Conduct Research
- SCOPE & CHARTER**
- Problem/Opportunity
- Business Concept and Solution (assumptions)

REQUIREMENTS

- Business, Technical, Facility, Personnel, et

STRATEGY

- Further Detail Business Case and Synthesize Initiating Deliverable

GAP ANALYSIS

- Document (detail-level) AS-IS and TO-BE
- Analyze and Document the GAP between them

CORE WORK PLANS

- Project Plan, Technology Plan, Contingency Plan, Test Plan, Training Plan, Risk/Issues Plan, etc.

FACILITATION PLANS

- Communication Plan, Implementation Plan, Performance Plan, Resistance Mgt., Business Transition, etc.

INTEGRATED PROJECT PLAN

- Combine and Synthesize Core and Facilitating Plans

MONITOR & CONTROL

- Roll Out Plans
- Monitor Status
- Modify As Appropriate

IMPLEMENTATION

- Monitor Based on READiness Assessments (resources, education and training, awareness, dynamics, implementation plan)
- Based On Readiness, Go-live/Launch

TRENDS

- Common Occurrences
- Critical Findings
- LESSONS**
- Review All Major Deliverables for Lessons

- Document/Create List
- Share

TRANSITION SUPPORT PLAN

- Reaffirm Goals and Measures for Operations
- Detail SLAs For All Constituent Groups
- Agreement/Roll Out

PERFORMANCE MEASURES

- As Determined From Business Case
- Track, Analyze, Report
- Determine Future Needs For Change

Readiness for Change

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Communication Communication Communication Communication Communication Communication Communication

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