



# CHANGE MANAGEMENT THAT STICKS

*by Fred Jewell, Kristin Reineke, & Tracy Reznik*

**W**E ALL KNOW we can't ignore the human side of a major change event. Yet often, even in the presence of a dedicated change management effort, the change is not embraced. It falls flat. In fact, the number one reason change projects fail is lack of adoption – meaning the solution is not fully integrated into the daily lives of users. How can we make change management more effective? How can we make new processes and technologies “stick”?

## A PHILOSOPHY ON CHANGE

The change management methodology at Jabian is based on three principles that guide our mindset during all change management phases:

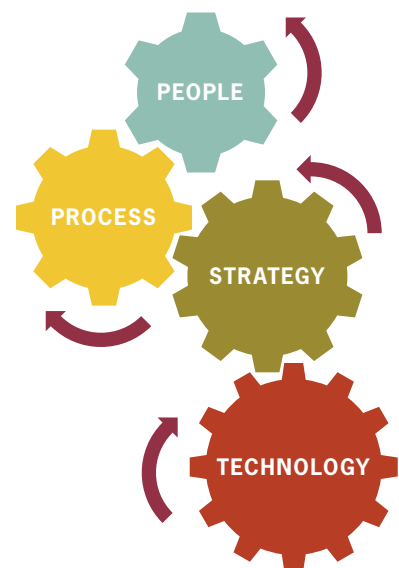
- 1) Change management is the key to aligning people with process and technology while supporting the business strategy being implemented.
- 2) A balanced, transformational approach to change minimizes risk and ensures long-term adoption and institutionalization.
- 3) Change is deeply personal. Organizations don't change; people change.

## INTEGRATED CHANGE

Jabian's change methodology provides a holistic approach to address the organizational impacts of new processes and technology. Strategy, people, process, and technology are all integrated to work together. (*Figure 1*)

This means that in addition to making sure that the people who will use the system are individually ready for deployment through proper communications and training, we work side-by-side with process and technology implementation teams throughout the lifecycle to find ways to leverage business processes and technology that will drive behavior change. “Guard rails” are put up for the users of the system to make the change go more smoothly. The less complexity, unnecessary decision-making, and tedium in the change process, the more likely users are, ultimately, to adopt and adjust to the change.

## INTEGRATED CHANGE



*Figure 1*

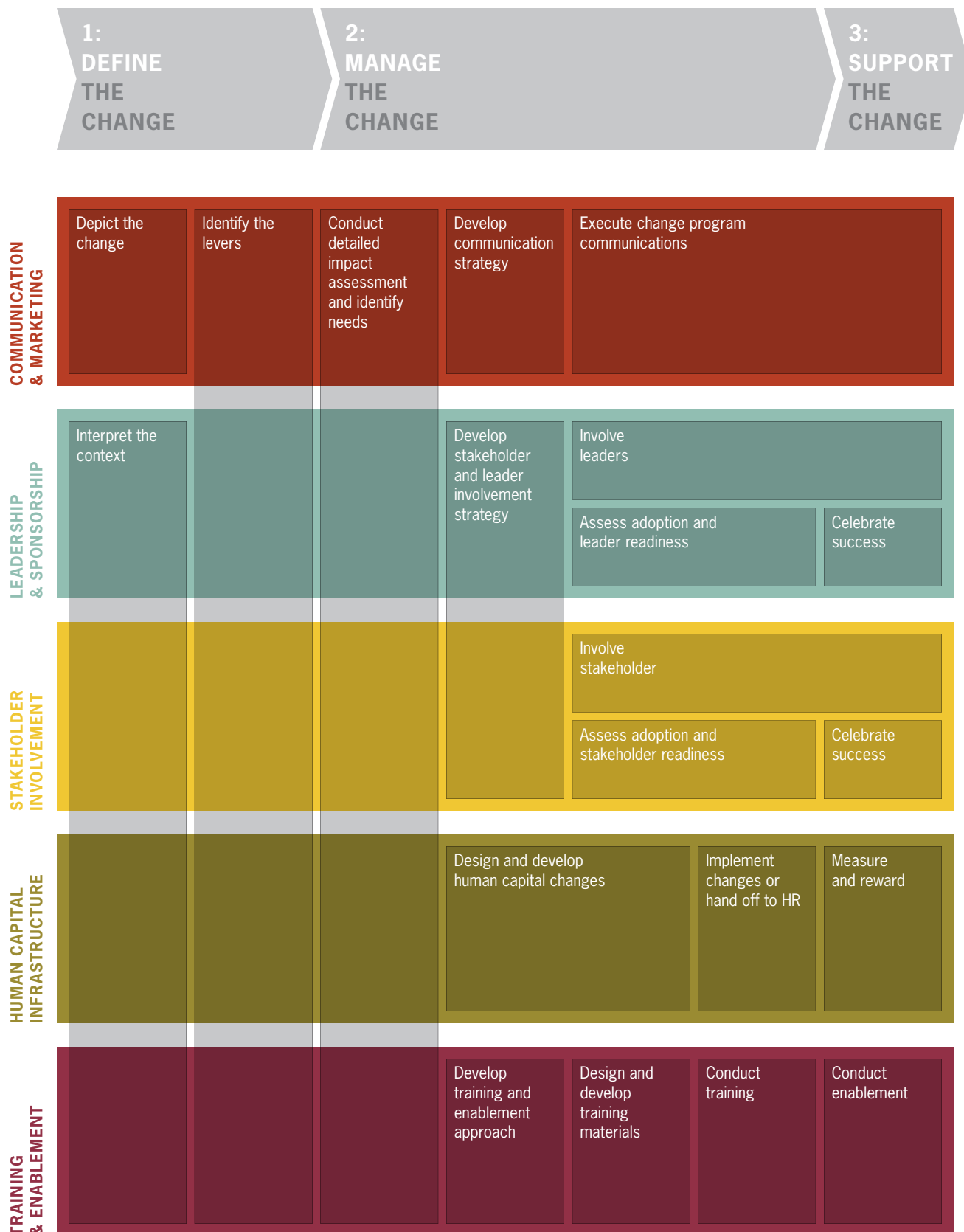


Figure 3



## BALANCED, TRANSFORMATIONAL CHANGE

You can push change on people, or you can create an environment where people take ownership of the change and pull themselves through it. This push and pull system must be balanced (*see Figure 2*) for stakeholders to accept and adopt change. Transformational change happens when people are committed to and engaged in the improvement of the new environment. It fosters ownership to set aside time throughout the change process to listen to stakeholders and make modifications based on their suggestions. This focus on stakeholder involvement and ownership throughout the lifecycle of the implementation lays the foundation for true adoption, the key to balanced change that sticks.

### THE METHODOLOGY: START EARLY AND FOLLOW THROUGH

To be successful, a new process/technology/solution must become a part of users' everyday work – providing them the information they want and supporting their performance measures. There has to be a compelling reason for the users to get into and use the tool. Jabian has developed a change management methodology that drives adoption of change, based on the principle that change management must be integrated, balanced, and personal. These principles come into play when executing every aspect of this methodology, which starts earlier in the lifecycle than most other deployment-focused change methodologies. We believe it's critical to spend time up front to find unique and powerful ways to motivate change. Our proven methodology consists of three phases: Define the Change, Manage the Change, and Support the Change. (*Figure 3*)

---

## 1: DEFINE THE CHANGE

---

### DEPICT THE CHANGE

Telling the story of why the change is taking place is one of the very first things to get right in any change effort. Painting a clear vision for the future use of the system and defining the value proposition for each user group are both essential. These elements are

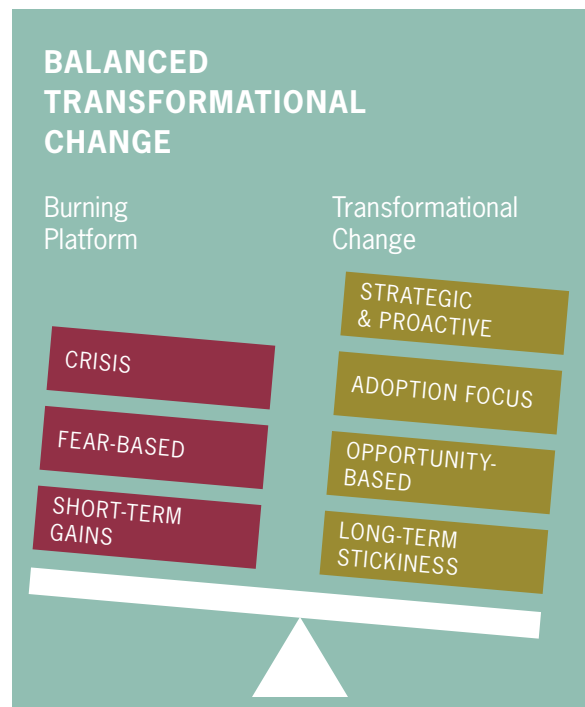


Figure 2

particularly important when depicting the change for stakeholders:

- *Clear messaging* – Why are we doing this? How is this going to impact me? What can I expect through the change and in the new environment?
- *Storytelling* – What situations will I find myself in? Where have we had success before? What would happen if things stayed the same? People learn best through stories based on real life; so it's effective to illustrate common situations that users find themselves in, challenges with dealing with those situations in the current environment, and examples of how things will be better in the new environment.

### INTERPRET THE CONTEXT

Before getting started on any change, it's vital to get the lay of the land. Taking the time to understand and interpret the context and environment in which the change will take place is a critical success factor in any major change program. Identify all of the stakeholders, understand the culture, find the key influencers in the organization, and develop power maps that illustrate key relationships. Look for:

- *Professional identity* – How can we play on the professional identities of the user community? (E.g., “You are a professional sales person. The best sales people in the industry follow these best practices. Let us show you how the best practices leveraged in this tool will help you sell more products.”)
- *Positive deviance* – Where have other application deployments gone particularly well? Why did they go so well? What were the key success factors that made that work within your culture?

## IDENTIFY THE CHANGE LEVERS

What levers might help you guide the organization more easily through the upcoming change? Finding novel and creative ways to make change feel more natural will pay off throughout the change process. Look into:

- *Critical behaviors* – What are the critical behaviors required to achieve successful adoption in each of the user roles in the organization? What are the one or two behaviors that we must get absolutely right?
- *Small steps* – How can we break the change into small steps that look easy?
- *Process and technology affordance* – How can we engineer processes and systems to limit choices and steer behavior and activity?
- *Building habits* – Habits require less energy than conscious activities. What simple rules can we put in place that help people get into routines that become habits?

---

## 2: MANAGE THE CHANGE

---

Engaging many different functions and groups of people in a holistic approach helps align an organization around change. Consider the organizational impacts across people, process, and technology. Here are five key ways to enhance the adoption of change throughout the organization:

### COMMUNICATION AND MARKETING

Get talking. Make a formal effort to communicate about and market the program, ensuring that the appropriate parties are aware of and understand the change. A thorough change methodology aligns

the message, timing, vehicle, communicators, and audience. While all of these aspects of communication contribute to the effectiveness of delivering a program's message, to be successful the communication needs to be targeted to each of the different audiences affected by the change. Messaging about the change project should be clear and focused on what that audience cares about and what they need to know. Users, especially, will want to know:

- How will my job change?
- When will my job change?
- Will I be evaluated differently?
- Is my job going away?

How you communicate can make a difference in how stakeholders engage in the change. Jabian has found it works best to appeal to both the rational and the emotional sides of the brain. By using compelling stories and demonstrations, we believe an organization can prepare its employees with a more tangible, personal experience – meaning they are more likely to understand the message, internalize it, and adapt to the change more easily.

### LEADERSHIP AND SPONSORSHIP

This is about building momentum from the top-down. Start by taking a proactive approach to ensuring the right sponsors are in place for all affected stakeholder groups. An individual well-suited to serving as a sponsor is someone who demonstrates active and visible participation, builds support with other senior leaders, and can communicate directly with employees to show the vision, importance, and benefits of the change. Effective sponsorship can be a major factor in the success and perception of the change. So, take the time up front to complete these steps:

- Assessment to ensure the appropriate sponsors are in place
- A strategy to provide support and structure for the specific actions needed from the sponsors, so they have a roadmap to follow
- Continuous evaluation of sponsor engagement, to make sure it's still on target

### STAKEHOLDER INVOLVEMENT

Those affected by the change will be more likely to adopt it if they have an opportunity to understand and agree with the need for it and are involved

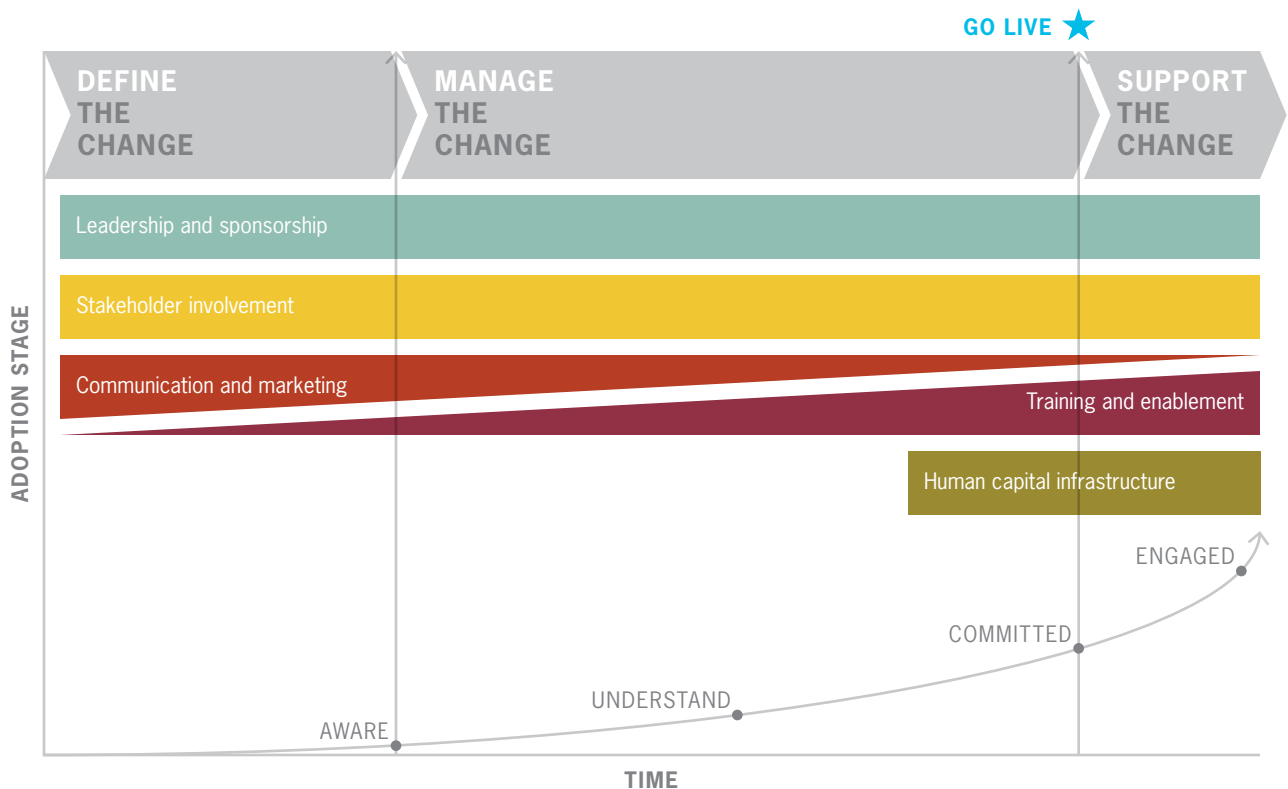


Figure 4

in the planning and implementation from the get-go. Nurturing this active involvement allows for personalization of the change, builds a sense of ownership, and increases buy-in. Remember to involve stakeholders at all levels to build momentum from the bottom-up and middle-out.

Fostering this kind of involvement pays off for the new system itself, as well. Important insights can come from user participation in process design, business requirements, solution design, and user acceptance.

There are several ways to involve stakeholders:

- Focus Groups
- Interviews
- Establishment of a “Change Network” of user Sponsors, Champions, Advocates, and SMEs
- User Workshops

## HUMAN CAPITAL INFRASTRUCTURE

These are the structures and programs that contribute to how employees work together and are evaluated, motivated, and rewarded. Identifying in advance the impacts to role descriptions, performance metrics, new team structures, and other changes to HR programs and policies due to the change are

important to fully align the organization to support long-term change and drive desired behaviors.

## TRAINING AND ENABLEMENT

With training, you build the skills and capabilities needed to adopt a new process or tool. In the enablement phase, you provide support for users after go-live to build long-term adoption. Jabian’s approach involves laying out a strategy to combine training and enablement. Many change initiatives fail to see the full benefit from the investment in training alone; employees simply revert to the old way of doing things. A good enablement plan reinforces and rewards employees for establishing new work habits in the changed environment.

## 3: SUPPORT THE CHANGE

Just like a good golf swing, a successful change management effort allows for ample follow-through (Figure 4). Change management activities do not stop once technology is deployed or new processes are implemented. Plans must be in place to ensure

employees are committed and engaged with the change on an ongoing basis. Extending the change management role to support post-implementation pays dividends by providing the following:

- Post-implementation plans with 30, 60, and 90-day milestones
- Longer term enablement plans across the organization's user base
- Continuous improvement, measurement, and evaluation
- Accountability and compliance drivers

## POST-IMPLEMENTATION SUPPORT WITH 30, 60, 90-DAY MILESTONES

To ideally support a change post-implementation, Jabian recommends assessing users in monthly intervals following implementation. (*Figure 5*) The first set of evaluations tests for systems use (i.e., are the users using the system correctly?). With each subsequent assessment, users are evaluated on performance and productivity using the system. Assessments may be electronic (web-based) or gained through observation. The point is that users will continue to adjust to the change after it has been implemented, and their adoption to the new system will be monitored and supported along the way.

In addition, Jabian conducts small group sessions where users can apply what they have learned and experienced through their "real world" responsibilities to build advanced skills and capabilities. Small group sessions promote exploratory learning and may include collaborative problem solving activities, reading and research assignments, professional development activities, and team building exercises. Group session topics may focus on the behavior expected for each user group as well as specific ways to reinforce that behavior.

## LONG-TERM ENABLEMENT PLAN

Jabian works with organizations to identify internal resources who will continue to act as change management subject matter experts (SMEs) throughout the project. These individuals are engaged in all key aspects of the program – meaning once the change is deployed, program materials are not simply dropped off; they are placed in the capable hands of empowered SMEs who understand the "how" and "why" of the program from the initial stages.

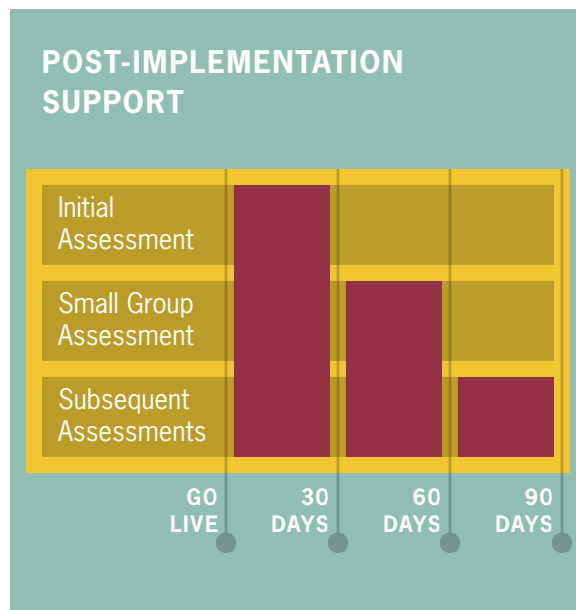


Figure 5

The SMEs become the long-term change adoption champions.

Working with these SMEs, Jabian develops a longer-term post-implementation plan for the program. This plan includes lessons learned over the course of the program and suggestions for how to incorporate those into future phases of the technology implementation. It documents processes used, roles and responsibilities, and critical success factors to help ensure readiness for future systems implementations. It also identifies metrics and other indicators of the long-term effectiveness of the implementation and the technology, and a process for tracking progress against those metrics.

## CONTINUOUS IMPROVEMENT, MEASUREMENT, AND EVALUATION

As employees make the transition and begin to adopt the change, you may wonder: When can we exhale? It's safe to say commitment and engagement is reached when users show that they are improving their own business processes while working within the new environment. Continuous improvement is a sure sign of engagement. Jabian can help SMEs develop performance measures to drive this kind of accountability and compliance and allow sponsors and managers to understand whether changes in work processes have taken hold. These performance measures not only evaluate whether the desired business results are achieved, but show

whether employees are actually performing their responsibilities in the new environment. Continuing to encourage compliance with the changes while announcing and celebrating successes keeps employees committed and engaged.

Training evaluation is another critical lever to continuous improvement. By evaluating training design, materials, and delivery, it's possible to gather critical feedback regarding user reactions, productivity improvements, and business results that can be put toward continuous training revisions. If an organization is going to invest in training, that training should be proven to give users capabilities can be sustained and improved over time.

Post-implementation support is often the most underestimated phase in the delivery of a new technology system. In terms of change management, Jabian strives to build ownership. We want the process changes to be fully adopted long after the project is complete. A focus on continual improvement is necessary for the new system to maintain its usefulness and for employees to continue to produce significant business results.

## REMEMBER: CHANGE IS PERSONAL

It bears repeating: Organizations don't change; people change.

Remember, it's not the logical side of the brain that moves people confidently through change. (Figure 6) Changing people's perspectives and behaviors is best done by gaining their trust through building

relationships; demonstrating the benefits that will result from the proposed changes; and creating a sense of ownership in the new system. To appeal to the emotional side of employees and win their loyalty to a new system, we must never forget what motivates each stakeholder group.

---

FRED JEWELL ([fred.jewell@jabian.com](mailto:fred.jewell@jabian.com)) is an Executive Director at Jabian with more than 20 years of consulting experience. He has deep expertise in planning strategic change initiatives, driving strategic transformation, and sustainable organizational change. Fred has implemented strategic process improvements and organization effectiveness programs at clients and delivery centers in the US and abroad. He has delivered in complex, multi-site environments, leading initiatives that dramatically reduced cost, reduced risk, and improved predictability for clients and internal stakeholders.

KRISTIN REINEKE ([kristin.reineke@jabian.com](mailto:kristin.reineke@jabian.com)) is a Senior Manager with Jabian and an experienced leader in managing and executing Organizational Change, Project Management, and designing effective Business Processes. She has managed diverse local and virtual teams in fast-paced environments across a variety of industries and functional areas that meet top industry benchmarks. Kristin has successfully conducted planning and execution of governance and stakeholder engagement including Communication Strategy, effective Training Design, and Organizational Readiness Assessment.

TRACY REZNIK ([tracy.reznik@jabian.com](mailto:tracy.reznik@jabian.com)) is a Senior Manager with Jabian and is an experienced business consultant with more than 13 years of progressive Change Management and Organization Development experience at the organizational, team, and individual levels. Tracy enables organizations to meet business objectives through Change Management, Organization Development, Leadership and Strategy Development, Stakeholder Management, Communications Strategy and Training to implement practical, creative solutions.

---

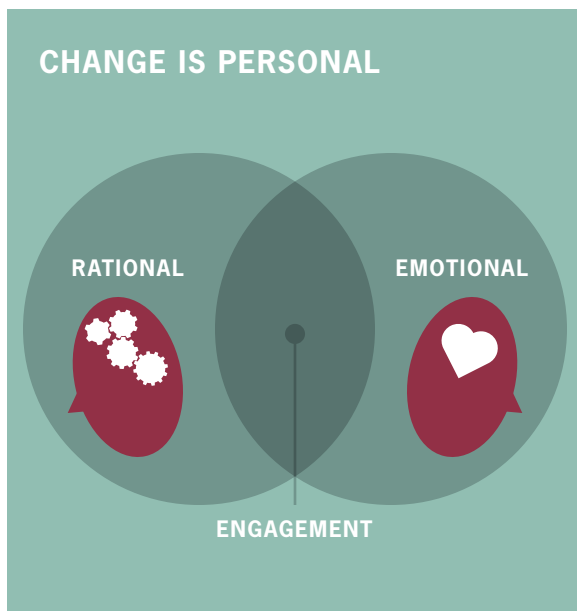


Figure 6

© 2013 Jabian, LLC. All rights reserved.

We'd love to hear your feedback on this article.

Please send your comments to [journal@jabian.com](mailto:journal@jabian.com).