

## Organizational Change Management Plan

<b>Project Name:</b>	
<b>Prepared by:</b>	
<b>Date (MM/DD/YYYY):</b>	

<You will find italic text like this enclosed in angle brackets throughout this document. This text is for informational purposes only, and serves to guide you in the development of your Organizational Change Management Plan. Delete or replace this text when your plan is complete. Text in normal, non-italicized font is provided as an example of how your Organizational Change Management Plan might be worded. Use as is, add text, modify or delete as fits the purpose of your project.>

### 1. Introduction

As stated in a Change Management Plan from the National Institutes of Health (2001), "The greatest risk to the successful implementation of an enterprise-wide system is the failure to take into consideration major aspects of Organizational Change Management." The authors go on to state that poor communications, inadequate training or insufficient workforce planning can lead to a lack of acceptance of business changes and poor performance at the end-user level. In some cases, failure to provide for adequate Organizational Change Management planning has resulted in the loss of millions of dollars in failed or delayed implementation. (see [http://nbs.nih.gov/pdf/change\\_management.pdf](http://nbs.nih.gov/pdf/change_management.pdf)).

Organizational Change Management encompasses all activities aimed at helping an organization successfully accept and adopt new technologies and new ways to serve its customers. Effective change management enables the transformation of strategy, processes, technology, and people to enhance performance and ensure continuous improvement in an ever-changing environment. A comprehensive and structured approach to organizational change management is critical to the success of any project that will bring about significant change.

<Many factors related to your project may indicate the need for clear and timely organizational change management throughout the project. List those factors here:>

The following factors related to the <Project Name> Project indicate the need for clear and timely organizational change management throughout the project.

- a. One
- b. Two
- c. Three

Effective organizational change management can minimize the impact of these factors on the project and ensure that all personnel affected by the <Project Name> Project receive assistance to help them manage change in their area.

## Organizational Change Management Plan

Goal of Organizational Change Management is to minimize the "Productivity Dip"

### The Performance Dip

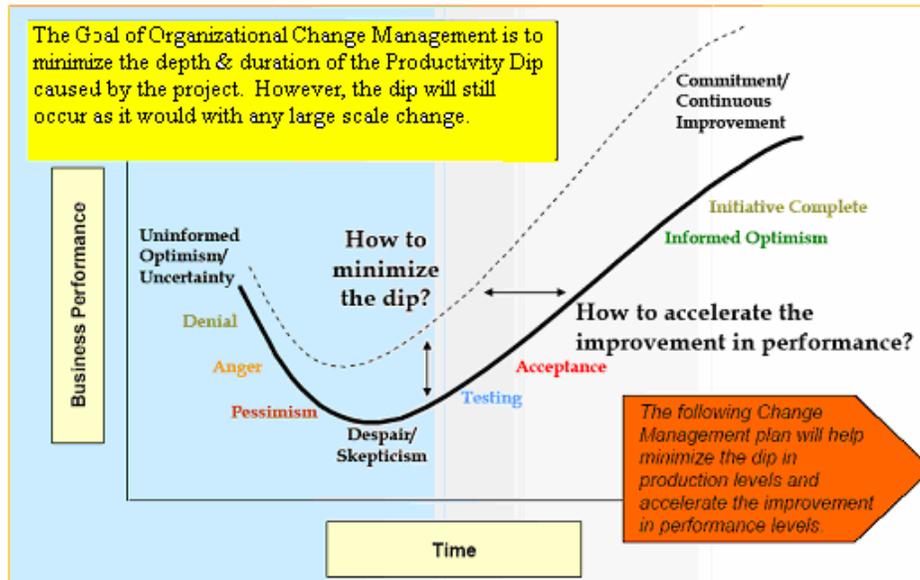


Table I. Adapted from State of Oklahoma CORE Project Change Management Plan (see <http://www.youroklahoma.com/coreoklahoma/change1.pdf>)

In any large implementation, the Project Team can expect to experience resistance and reluctance to change. The Organizational Change Management effort described in this document will provide the various stakeholder groups information about the project's purpose, scope, benefits, timeline and training opportunities as well as how the individual job environment will change due to the implementation of the applications. Organizational Change Management will become the voice of this project and help define the changes required within the customer's business processes, policies and procedures. The messages we will provide via this plan will be customized, based on the specific needs of each group affected by the project.

It is the intent of the project team that this Organizational Change Management effort will lessen the "Production Dip" that is inevitable in any varied and complex project.

## 2. Organizational Change Management Scope - Overview

*<This section can be brief. It provides an overview of the topics that will be covered in the main body of the plan.>*

### a. Stakeholder Management

*<The impact of organizational change imposed by implementation of a project should always be taken into account. To promote a successful delivery, identify who will be affected by the business process and technology changes that the project will cause.>*

- *For each stakeholder, determine their degree of support for the project and their influence on the organization. Develop a plan for how to build greater support among those with the most influence.*
- *Identify stakeholders' current and target level of project awareness. Ensure that stakeholders have an accurate understanding of the goals and anticipated impact of the project.*
- *Assess your organization to identify enablers and challenges to implementing the project*
- *Enroll stakeholders to participate in initiatives and to advocate/facilitate change.>*

The following table lists those stakeholders who will be affected by changes in business process and technology brought about by the <Project Name> Project. There is also indication for each stakeholder of their influence in the organization and their degree of support for the project (as determined, for example, through one on one interviews). It is essential that all stakeholders with significant influence understand the goals and be supportive of (or at least neutral about) the success of this project. Where this is not true, a plan is provided to create or build understanding and support.

Stakeholder Name	Awareness (H/M/L)	Degree of Support	Influence (H/M/L)	Plan

### b. Communication

*<Good communication is the lifeblood of any project. It is essential that the Project Manager provide timely and high quality information about the project to all stakeholders. It is equally important to listen to the stakeholders. Actively solicit their feedback and then respond constructively.>*

- *Identify the stakeholder groups in your project (e.g., senior management; end-users; sponsor)*
- *Develop a communication plan that specifies who will get what information at what time, in what format and through what means of delivery (See section on Communication below)*
- *Monitor feedback and respond in a constructive manner*

- *Discuss and record lessons learned throughout the project. Use them to improve how the next project may be carried out.>*

Good communication is the lifeblood of any project. In order to ensure that the Project Manager is in a strong position to provide timely information about the project to all stakeholders and, equally important, receive quality feedback from them, a Communication Plan has been developed. This plan identifies the various audiences within this project, and specifies who will get what information at what time, in what format and through what means of delivery (See Section 3, Communication Objectives, below for more details). In addition, the project team will work with clients to track and record lessons learned throughout this project, so that the experience gained can be leveraged for greater success in the future. (See our [Lessons-Learned](#) document for an update on current status.)

#### c. Training

*<Many IT projects fail because the user community receiving the product of the project (or the IT group responsible for maintaining it) does not receive adequate or properly focused training. It is important to understand the training needs of each stakeholder group, develop targeted training activities, and deliver content with the appropriate method. A good training plan will serve as an effective road map for training activities. Make a general statement to this effect here. See Training section below for details.>*

Training is essential to the success of this project. We understand that each stakeholder group in the project may have unique training needs. In Section 4, Training Objectives, we have recorded the groups relevant to this project, their specific training needs and information about the training materials and facilities that we will use. This information will be used as the basis for the training plan.

#### d. Stakeholder Objectives

*<An Audience Assessment will help you to determine the best feedback channels for each identified stakeholder group. It is important to understand the major questions and concerns that these groups may have, so that adequate attention can be paid to correcting misunderstandings, filling in the gaps, undoing rumors, etc. If you understand what the potential barriers to acceptance are, you will be better prepared to take proactive action to eliminate them.*

- *Determine the most effective way to reach the stakeholder groups (e.g., individual or group interviews, surveys, web site with user response capability, etc.).*
- *Recognize serious concerns or misunderstandings and be prepared to respond to them promptly. Help concerned stakeholders to see why the project is in their best interest.>*

Based on Audience Assessments carried out between <date> and <date>, the project team has compiled the following information:

Stakeholder Group	Optimum Communication Channel	Known Concerns: <suspected basis for resistance (if any)>

On the basis of these data, the project team will take appropriate steps (e.g. meetings with stakeholder groups, set up an information web site, distribute a newsletter) to alleviate the concerns of our Stakeholders and ensure that additional difficulties with perceptions about the project do not arise. These actions are detailed in the project's [Communication Plan](#).

- <Be persistent and creative in your approach to those influential individuals who demonstrate continued resistance. Make every effort to make them aware of how the project works in their favor. Turn them into allies.>
- <Plan to make management commitment to the project visible throughout the organization.>

To aid in this effort, the project team is requesting the participation and support of upper management. Support from our organization's executive team is essential to the project's success. During individual interviews with our executives, we received assurance that the project will receive constant and visible support as shown in the table below.

Name of Executive	Position	Proposed Supporting Actions

<Work to understand the basis for potential sources of resistance to the project. Engage potential users of the new system or service who support the project to help eliminate the resistance. In general, raise client awareness of the benefits of the project while minimizing any negative impact the implementation may actually cause.>

The project team understands the necessity of remaining vigilant for the development of both misunderstandings and authentic concerns among the stakeholders. In order to minimize this, representatives from each of the stakeholder groups have joined together in a stakeholder council. These individuals will warn the project team if they become aware of stakeholder concerns, and will join the project team to determine and carry out best actions to alleviate them.

Name	Division / Dept	Contact Information


### 3. Communication Objectives

< Effective strategic communication is the key to successfully implementing large-scale organizational initiatives. Interview your major stakeholders and find out what information they need. Based on this information, establish a formal Communication Plan that spells out in detail who requires what information, how they will get it, who will provide it, and the means and timing of all regular communications including reports, meetings, postings on web sites, etc. Consider every means of communication at your disposal to get the work out about the potential benefits, timing and training opportunities associated with your project. Make the Communication Plan available to all stakeholders, and be open to modifications in it as your needs change.>

Effective strategic communication is the key to successfully implementing large-scale organizational initiatives. Communication is the glue that binds internal and external stakeholders to the vision, mission, goals and activities of the project. Effective communication engages the hearts and minds of all stakeholders by facilitating movement along the continuum presented below.

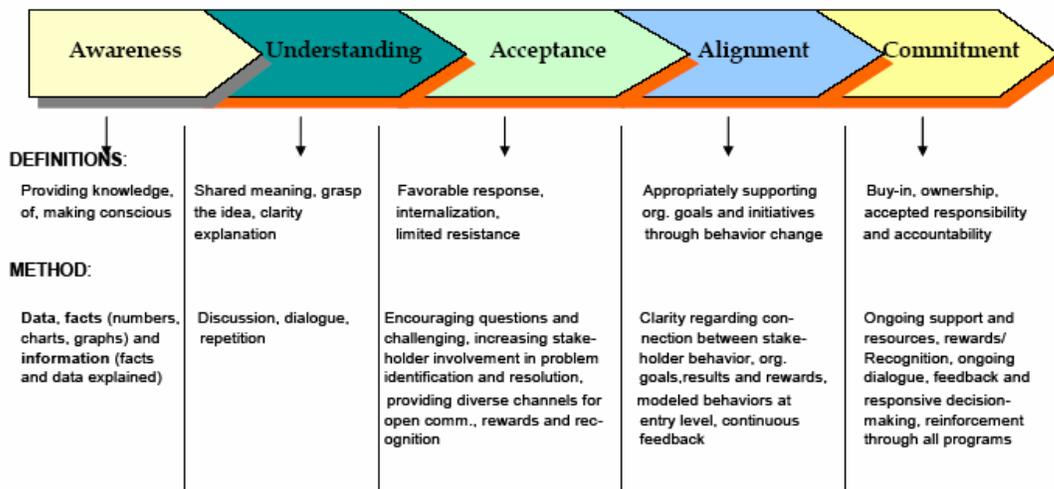


Table II. Above table from State of Oklahoma CORE Project Change Management Plan (see <http://www.youroklahoma.com/coreoklahoma/change1.pdf>)

In order to ensure that communication among key players is effective in this project, the project team has developed a formal Communication Plan. This document:

- Identifies key stakeholders.

- Lists what types of information are of most value to our stakeholders. Also identify optimum means of communication and agree on the format for information that is provided.
- Establishes the purpose, timing, location and attendees for regular meetings.
- States which communication vehicles will be used and whether any steps are required to put them in place.
- Includes specific steps that the project team and Stakeholders Council can take to keep everyone who will be impacted by the project well informed.

[LinkToCommunication Plan](#)

#### 4. Training Objectives

*<As stated earlier, training may be a crucial component of your Organizational Change Management Plan. Especially where business process is changed or new skills are required, it is paramount that employees be fully prepared before they are expected to perform new duties. The following steps will help you establish a training program appropriate to your project:*

- *Review your organization's policies and procedures and determine which of them may require modification. Work with the organization to help them adapt to the changes.*
- *Learn the impact your project will have on individual jobs and workflow. Where impact is substantial, ensure that focused training is available.*
- *In the tables that follow, record the groups relevant to your project, their specific training needs and information about the training materials and facilities that you will use.*
- *Establish an appropriate curriculum. It is possible that the same material should be presented in very different ways depending on the background and skill level of the audience (e.g. business staff may require a less technical presentation than IT staff). Find or develop well qualified trainers.*
- *Create a plan for the post-implementation training support that may be required as new employees come into the organization, or as existing employees change jobs.)*

The *<Name of Project>* project is expected to require significant modifications in the organization's workflow and policies. So that the employees will be properly prepared when the new system comes on line, the project team has conducted extensive analysis of training needs. Based on this, the team has produced a plan that should smooth the way to a successful implementation. Steps taken include the following:

##### a. Perform and Analyze the Results of a Job/Workflow Impact Analysis

This system implementation will result in changes to business workflow. These changes will have a significant impact on the skills required of some of the people who will use the new system. In order to ensure that adequate training is provided, the project team performed a gap analysis between skills available and skills required, as follows:

- Identified those positions (i.e. jobs) affected by the new system
- Used specific tasks to link positions to new workflows (i.e. linked tasks required in the workflows to tasks performed as part of individuals' jobs).

- Noted those tasks that have changed.
- Listed the skills required to perform each task
- Determined if existing employees already have the skills needed to perform the new or changed tasks
- Have arranged for training where skill gaps exist
- Mapped positions to components of the new system
- Are taking steps to ensure that each individual receives training for the components they will use
- Will modify recruiting profiles to reflect new skill sets

The employee information listed below will be used in all future training plans:

Name	Position	Position Task <-> Workflow Task	Skill Required	Skill Exists?	Type of Training Required

**b. Provide the Organization with Information Necessary to Prepare for Upcoming Changes**

- Reviewed the policies and procedures of each major group in the organization that will be impacted by the new system (e.g., divisions, departments, etc.).
- Identified those policies and procedures that will change as a result of the new system.
- Provided a checklist of needed changes to each organizational unit.
- Assist organizational units in development of plans to adapt to the changes.

A summary of policy and procedure changes that this new system will require is provided in the following table

Policy / Procedure	Type of Change Required	Suggested Plan

**c. Develop Curriculum and Content**

It proved necessary to develop very focused training programs for the various stakeholder groups in this project. Therefore, the training team has tailored the curriculum (topics covered, reference and other training materials used) and the content (specific information to be delivered) for each group. The training will be provided in settings appropriate to the content and group responsibilities (e.g., Technical group in the computer room; office personnel in a training room). The training team has paid serious attention to methods of delivery, and as a result while most employees will receive classroom presentations, certain groups will receive

hands on training. In addition, several Powerpoint-based presentations will be made available on the project web site as a means of distributing key information about the project to all stakeholders. The following list was used as a guide in development of this training program:

- Staff will receive training on new business processes prior to technology training, in order to help understanding and acceptance.
- Advance arrangements have been made for all facilities and equipment required for training.
- The training team will hold overview sessions with employees to explain conceptual differences between existing system and the new system.
- Focused hands-on training will be provided where it can be expected to have significant impact.
- Given the extensive nature of this implementation, the training team has developed module-specific curriculum outlines with learning objectives, agendas, materials, instructors, etc.
- Training materials will be made specific to each audience.
- We will use the train-the-trainer method as a means of cutting cost and also ensuring that training can be made available in the future.
- The training team plans to develop job aids (checklists, workflow summaries, etc.) for use after rollout.
- The training team will conduct surveys to evaluate the effectiveness of training. The organization will use this information to improve the training program in future implementations.

The following tables summarize the key information that the training team has collected as part of their training planning program.

**Stakeholder Group Profile**

Stakeholder Group	Type of Training Required	Optimum Setting	Delivery Method	Suggested Job Aids

**Training Document Requirements**

Training Documents	Author(s)	Reviewer(s)

**Training Facility Requirements**

Training Facility	Stakeholder Group(s)	Type of Training	Date

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**d. Post-Implementation Steps**

The project team has identified super users who can provide support to employees (4-6 weeks after rollout). This group will receive hands-on training and be given the opportunity to practice on the new system well in advance of final implementation. Members of the super users group are listed in the table that follows:

**Super Users Group**

Department/Division	Support Staff Name	Support Period

**5. Organizational Change Management: Approach and Resources**

<For best results, the entire project team and all new users of the system should adopt the role of Change Agent for the project. Following are some of the tools identified for Organizational Change Management to be effective in a large and complex implementation project. Review these tools with the project team. Select those that will provide the most benefit to your project and summarize how you intend to use them here.

- Develop an Organizational Change Management Plan (this Document).
- Identify a Communication Liaison in each organizational unit (e.g., department, agency) to ensure timely and effective dissemination of information concerning the project, changes it may bring about and how those changes will be managed.

Liaison Name	Department	Contact Information

- Consider creating a Change Management Team whose responsibility it is to identify changes to workload and workforce planning issues. This group can facilitate a review of the impact that implementation may have on employee skills and assigned duties in order to develop a plan to address for workforce changes.

Team Member Name	Department	Contact Information

- *Develop a Risk Response Plan for Organizational Change (see Risk Management Plan and Risk Response Plan templates):*
  - *Identify all sources of uncertainty in this Organizational Change project*
  - *Uncover and maximize opportunities to promote the change*
  - *Prioritize threats and develop response plans for those that pose true risk to the project*
- *Use brochures, fliers, white papers or other means of communication to inform those who will be affected of the benefits of the new system. Specifically, fliers can provide all end-users the opportunity to understand the new system and become aware of the benefits it provides.*
- *Create a web site for the project and ensure that all relevant parties are aware of it. Include the following:*
  - *Project Status, Progress and Performance*
  - *Interactive Question and Answer Communication*
  - *Frequently Asked Questions (FAQ)*
  - *Project Documents*
  - *Glossary of Terms (for each Module in large implementations)*
  - *Newsletter*
  - *Tutorials*
  - *Training Schedule*
  - *Meeting Schedules*
  - *Meeting Minutes*
- *Travel to the communities affected and speak with the individuals there, provide demonstrations, show prototypes, etc. The purpose of this is to encourage ownership and nurture acceptance of the new business processes and system. The meetings also present a forum in which the user community can interact with the project team to discuss project issues and potential user impacts. These meetings can:*
  - *Answer user's questions concerning the project*
  - *Address particular concerns the users may have*
  - *Provide timely and accurate information about upcoming events*
  - *Ensure the consistency of information passed onto the user community*
  - *Ensure project buy-in by the users.*

Speaker	Target Organization	Type of Presentation	Date(s)

- *Provide potential users with a way to provide feedback, ask questions, etc.*
- *Implement a Change Management process that allows specific groups to request modifications to the existing project plan. Provide:*
  - *A documented Change Management Process ([LinkToChangeManagementPlan](#))*

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Organization  
Name here

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- Change Request forms (e.g., via the web site) that make this an easy process with quick response ([LinkToChangeRequestForm](#))
- Training on how to use this process
- Provide trainers with full information about process issues and specific circumstances within each group they will train.>

Organizational Change Management Plan Document / Signatures			
Project Manager:			
I have reviewed the information contained in this Organizational Change Management Plan Document and agree:			
Name	Title	Signature	Date (MM/DD/YYYY)

The signatures above indicate an understanding of the purpose and content of this document by those signing it. By signing this document, they agree to this as the formal **Organizational Change Management Plan** document.