Discussion Topics

ORNL's Change Management Capabilities

What is Change Management

Readiness and Sustainability

Application

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Change Management Mission

What We Do

o Apply a disciplined approach to successfully plan, evaluate, manage, and sustain changes that staff will *accept, adapt to, and trust*

Why We Do It

o Address the need for a systematic approach to change that empowers and assists ORNL individuals in navigating through transition

o Aid in the change adoption process to help ORNL be agile, evolving, and successful

Create a change-ready ORNL

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Why should we care about Change Management?

Speed of Adoption

How **quickly** are people up and running on the new systems, processes and job roles?

Ultimate Utilization

How **many** employees (of the total population) are demonstrating "buy-in" and are using the new solution?

Proficiency

How **well** are individuals performing compared to the level expected in the design of the change?

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Applying change management principles leads to better delivery of project objectives

Research consistently shows that initiatives with excellent change management are seven times more likely to meet objectives.

In fact, by simply moving from "poor" to fair" change management practices increase the likelihood of meeting objectives three-fold.

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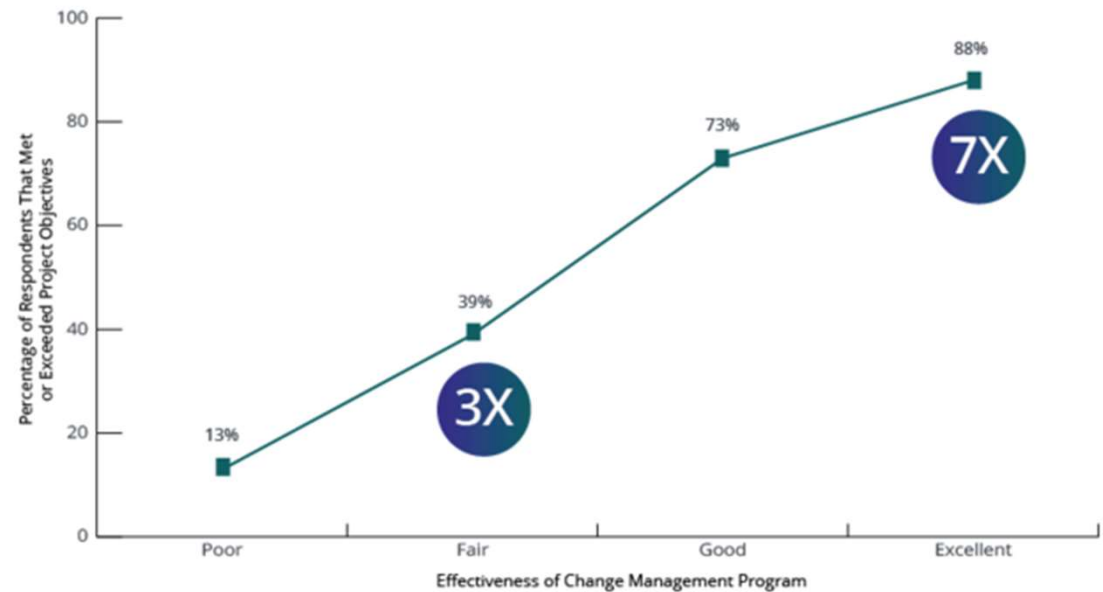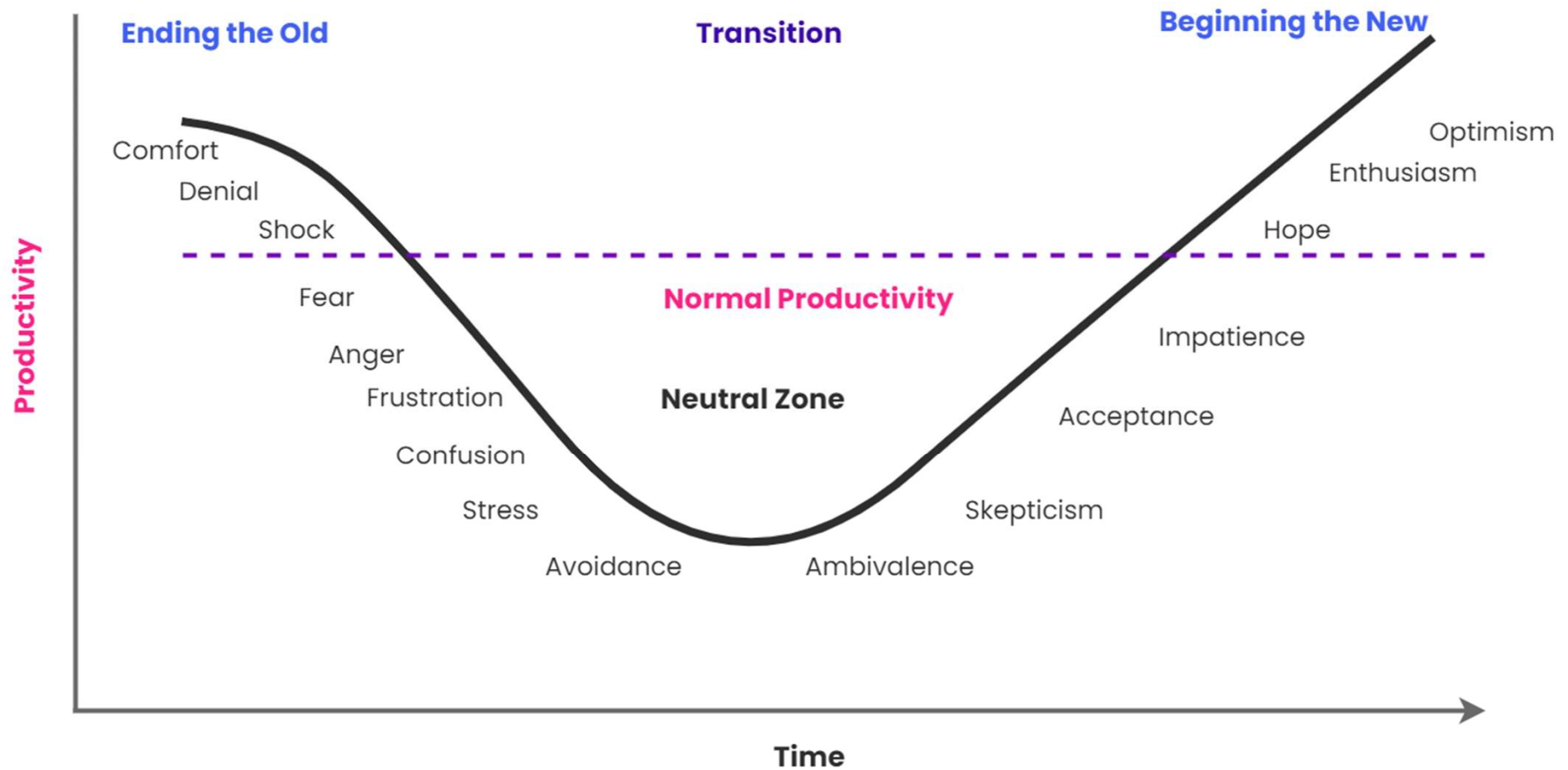
38% of people like to leave their comfort zone. When these people are presented with a change, they think, "Hey, this is so exciting."

The other **62%**, however, look at that same exact statement and immediately feel fear and discomfort. They may think, "Oh great, this change will effect my career growth." or "I will not do what I like doing any more." or "Will they keep me in?"

Bridges' Transition Model

Coming to terms with change

Productivity

Ending the Old

Transition

Beginning the New

Comfort
Denial
Shock

Optimism
Enthusiasm
Hope

Normal Productivity

Fear

Anger
Frustration

Impatience

Neutral Zone

Confusion

Acceptance

Stress

Skepticism

Avoidance

Ambivalence

Time

Organizational change requires individual change
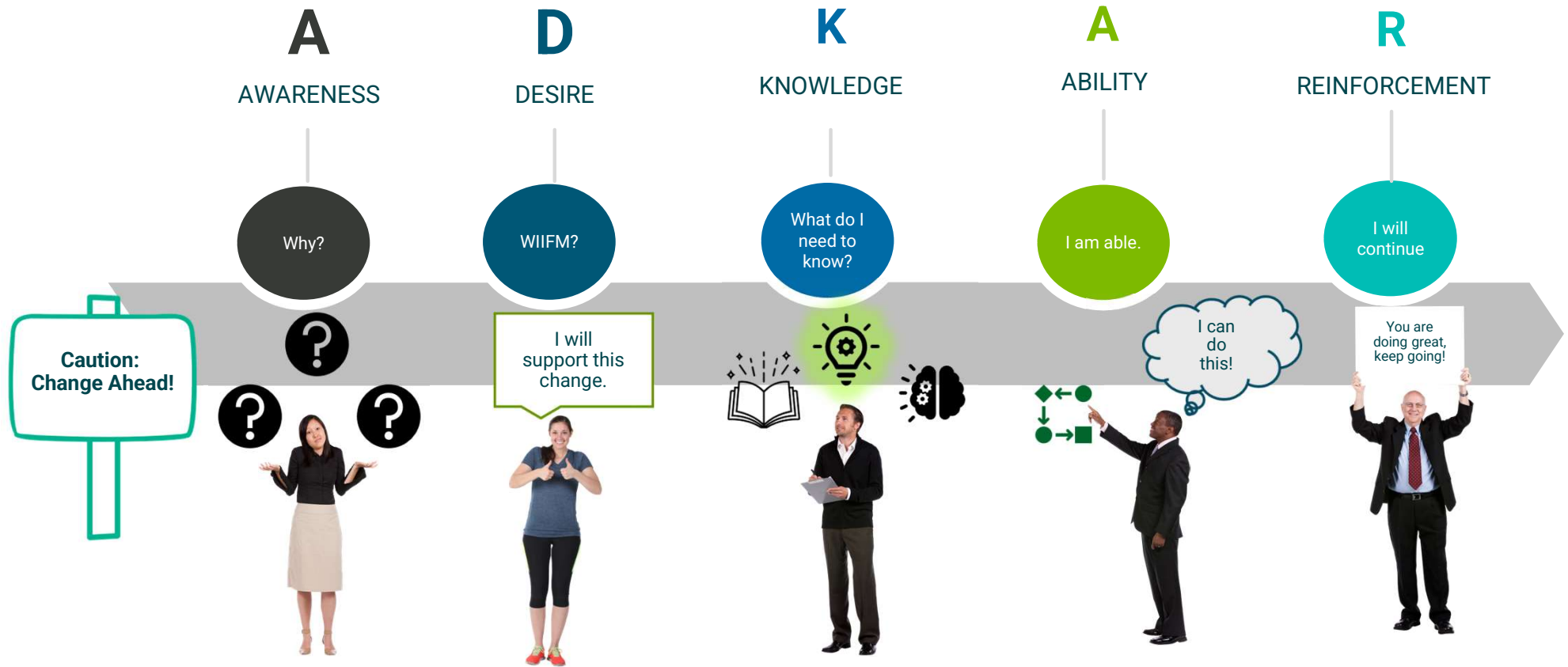
High-level ADKAR-Based Project Schedule

Go live!

T0

????

How will you ensure that this was successful, and staff can sustain their future state?

April

Integration with EDRM

March

Training
- System Admin
- Business Admin
- Windchill custom
- General user

Feb-Mar

Upgrade to Production Testing & Troubleshooting

Dec-Jan

QA Upgrade Testing & Troubleshooting

Nov-Jan

Development Upgrade

Development Testing & Troubleshooting

October

Project Kickoff

Sustain
- Collect feedback
- Respond to feedback
- Performance Metrics
- Surveys
- Touch points with users

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Key messages:
- What
- Why
- When
- Benefits
- Expectations

Learning
- Training/tutorials
- Hands on learning opportunities
- FAQs
- Quick Start Guides

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Key
T0= Transition Start
ADKAR = Awareness, Desire, Knowledge, Ability, Reinforcement

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Application Example

Measuring readiness and sustainability of change

Breakdown of Pilot Organization

Pilot Organization
- SOSD
- BESSD - ESD
- BESSD - BSD
- TWMD
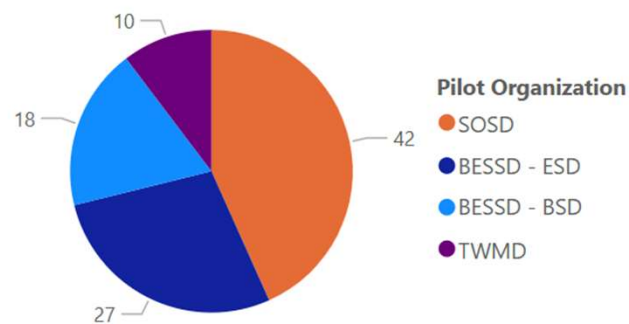
42 Participants in SOSD, ~42% of SOSD staff

SOSD Knowledge Survey

Goal
Minimum

Agreement Level

- Supported
- Prepared
- Informed
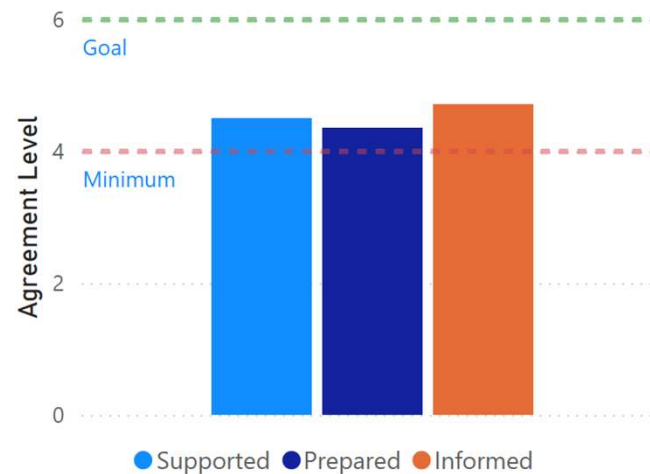
4.71
Adequately Informed

4.36
Prepared to Transition

4.50
Resources & Support

Score out of 6

Pilot Participation in Engagement Opportunities

(all pilot groups)

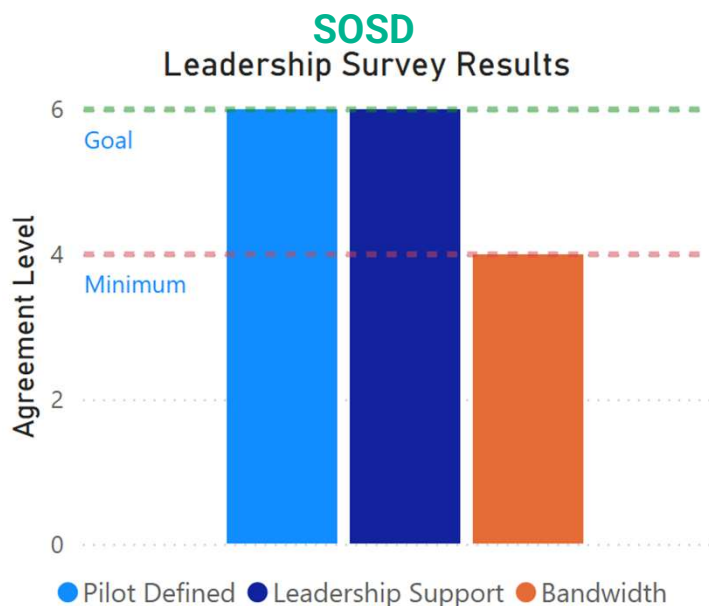|	
Q&A and demo sessions	69
Hands-on learning sessions	54
Meetings with the project teams	39
Informal discussions with colleagues or operations support teams.	54
Exercises to break down work control into activities and tasks.	36
Viewing tutorial videos	21
None.	9
Other	3
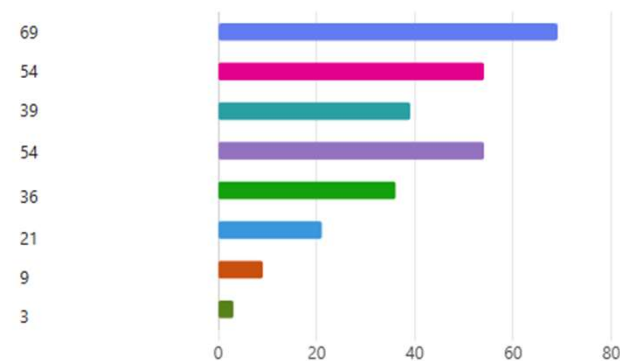
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I feel I have the necessary resources, support (from my management and the project team), and time to oversee this change amongst my staff efficiently.

4.00

5.00
Score out of 6

0.00   6.00
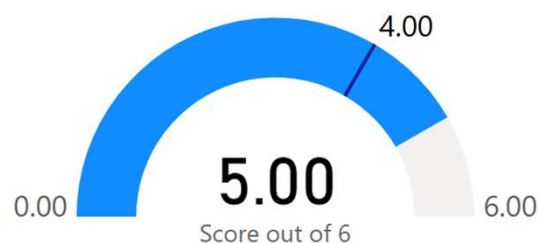
I feel my staff have the necessary resources and support to navigate this change efficiently.

4.00

4.67
Score out of 6

0.00   6.00

SOSD
Leadership Survey Results

Goal

Minimum

● Pilot Defined ● Leadership Support ● Bandwidth

5.90
Sponsor Confidence

6.00
Clear Impact & Pilot Definition

6.00
Leadership Support

4.00
Bandwidth for Activity Plans

Score out of 6

3 Participants in SOSD, 50% of leadership team

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Applying the same tools to corrective and preventive action development

Success depends on fully understanding the change

Why is change needed?

What needs to change?

Who is impacted?

How are they impacted?

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Example Transition Timeline

6-month preparation activities prior to go live.

Pilot (3-months)

October
- Leadership announcement
- Kickoff (10/16 BESSD)
- Poster campaign - Awareness

November
- Leadership reminder
- Q&A w/demo
- Flyer campaign

December
- Leadership reminder
- Meeting/Q&A (AO/WP)
- Bling campaign

January
- Awareness Survey
- Focus groups
- Leadership reminder
- Meeting/Q&A (Collaborators/Approvers)
- New poster campaign - Knowledge

February
- Leadership email – training
- Meeting/Q&A (Authorizers)
- Flyers on where to get training

March 31st Pilot begins!
- Leadership email – survey
- Ability Survey
- Focus groups
- **Go/no go**
- Final update & QA

April
- Office hours
- Feedback sessions x1/week
- Leadership progress report

May
- Office hours
- Feedback sessions x1/week
- Leadership progress report

June
- Office hours
- Feedback sessions x1/week
- Leadership progress report and survey request
- Sustainability surveillances begin

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Change management can be a very powerful tool to improve the effectiveness of your action strategies

Not easy, must be people-centered, requires reinforcement