ORGANIZATIONAL
CHANGE MANAGEMENT

OCM'S ROLE IN NEW TECHNOLOGY IMPLEMENTATION

Deployment, adoption and the ultimate success of any major new technology is dependent on an organization's ability to effectively cultivate and sustain *change*. Change in user (people) behaviors, change in business practices (processes) and change to systems (technology). Even the most configurable solutions fundamentally require people to adopt something different.

Organizational Change Management (OCM) is a highly evolved business discipline focusing primarily on the most challenging component of the change equation: people. Changes to technology and process are easier to predict, prescribe and manage. However, humans are different, often unpredictable and inherently resistant to change.

Successful Change Management Requires a Cross-Function Equation of People, Process and Technology

Source: Adapted from S. Bell, "Lean Enterprise Systems: Using IT for Continuous Improvement

Effective change management requires understanding what motivates people to accept change and conditions that are likely to invoke change resistance. It includes the process, tools and techniques to manage successful personal transitions that culminate in a desired business outcome.
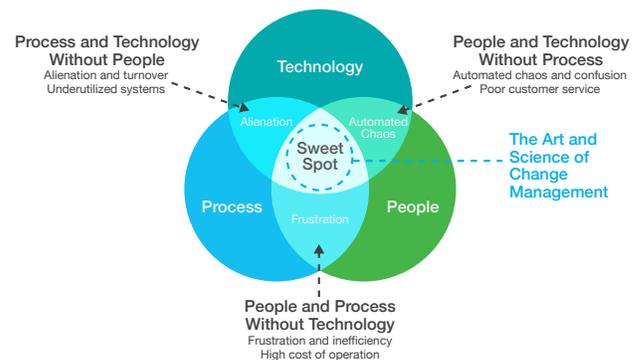
PEOPLE-CENTRIC OCM

Daptiv's OCM services enable Daptiv PPM customers to leverage experienced OCM practitioners to deliver the tools, guidance, planning and execution assistance necessary to overcome challenges associated with organizational change when implementing a new PPM solution.

Daptiv's OCM practice and offerings are people-centric, aimed at infusing the benefits of a robust change management strategy focused specifically on the people impacted by the change.

Introducing proven OCM strategies optimizes the likelihood of successful implementation, adoption and a faster return on PPM investments for Daptiv customers.

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DAPTIV OCM SERVICES

Daptiv's OCM services are dynamic in delivery based on the specific requirements of each customer and are aligned to the four fundamental requirements of successful OCM: Readiness, Communication, Learning and Sustainability.

Daptiv's Business-Driven Implementation (BDI) incorporates principles of OCM as standard, with the scope of services modeled up or down based on customer need.

Standard OCM components in a BDI include:

- **PPM-OCM Assessment** – An initial evaluation of the customer environment, including identification of people, processes and technologies impacted and their respective readiness for PPM implementation.

- **Communication Plan** – Based on the assessment, development of a plan for *who*

needs to be communicated *what*, *how* and *when* to minimize resistance and facilitate adoption.

- **Message Development** – Assistance with execution of the plan and detailed message development for each audience type to proliferate reception and WIIFM (What's In It For Me?).

- **Training Delivery Plan** – Schedule and content development to maximize learning for the technology and corresponding processes, requirements and objectives.

- **Sustainment Plan** – A tool for helping organizations sustain the momentum achieved by a successful implementation and user adoption through various continuous improvement (CI) tactics extending beyond "go-live."

Although the standard OCM components in Daptiv's BDI are optional, they are highly recommended because they can drastically improve success and adoption – especially in larger implementations.

Example of OCM initiatives within a BDI:
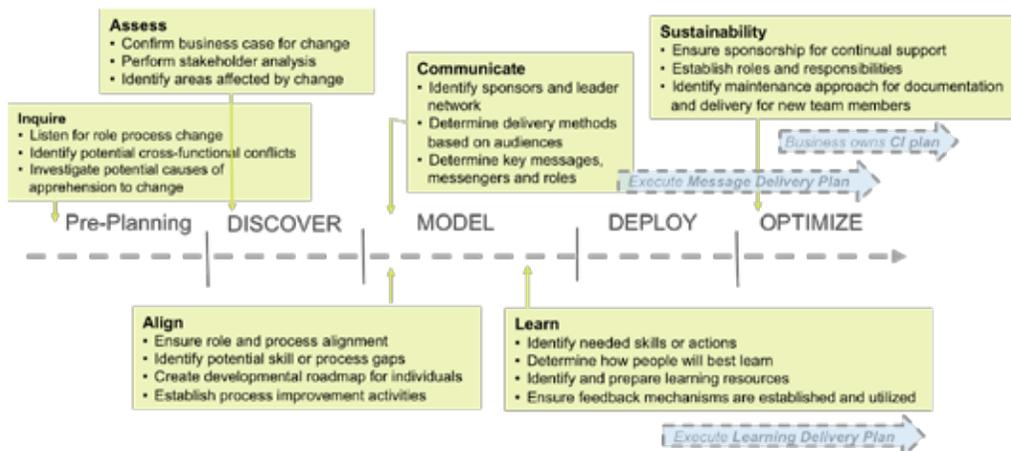
Additional services are also available that further leverage the value of OCM in optimizing PPM implementation, adoption and sustainment success, including:

- Stakeholder Analysis
- Leadership Action Plan
- Project Visioning

- Change Strategy
- Communication Strategy
- Learning Strategy

- Organizational Alignment Plan
- Recognition Strategy
- Change Leader Coaching

For more details on Daptiv's OCM or other services offerings visit www.daptiv.com.

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