

Change Management Strategy: Example



What is Change Management?

Intentional steps to engage, inform, and prepare employees throughout an implementation, that creates awareness and minimizes business disruption

Change Management Approach



ANALYSIS

WHAT ARE THE IMPACTS

- Change Readiness & Impact Analysis
- Align Strategy with the Organizations Culture



ENGAGEMENT

HOW PEOPLE ARE HEARD

- Key Stakeholder Engagement Routines
- Change Ambassador Network



COMMUNICATION

HOW PEOPLE ARE INFORMED

- Targeted Emails
- Overarching Newsletters/ Communications
- Workplace



TRAINING

HOW PEOPLE BUILD SKILLS & COMPETENCIES

- Train-the-Trainer Sessions
- Virtual Delivery
- Quick Reference Material



READINESS & ADOPTION

HOW READY & PROFICIENT ARE PEOPLE

- Post-Implementation Survey
- Lessons Learned

SUCCESS
FACTORS

Work the Matrix and
Manage The Culture

SME and Expert Collaboration

Build for Sustainment

Change Impact & Analysis

Stakeholder Engagement

Engagement Summary

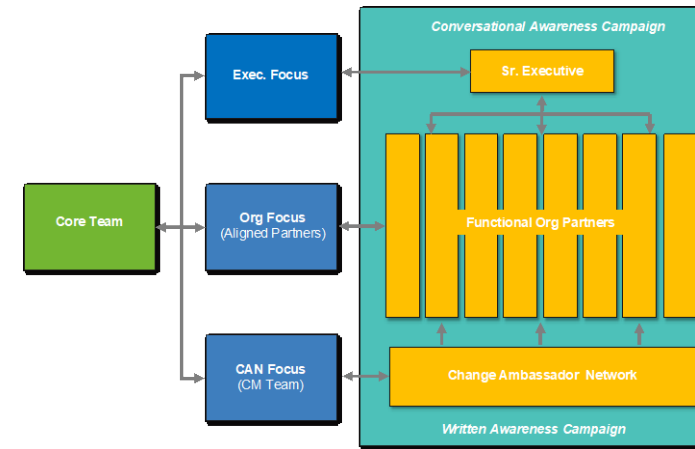


OVERVIEW

The Stakeholder Engagement Approach identifies key stakeholders, their respective level of impact, and the recommended engagement model to drive effective transition.

KEY OUTCOMES

- Define the information needs, by audience, based on change impact;
- Determine the engagement model by stakeholder;
- Create and maintain consistent engagement with key stakeholders, keeping them informed throughout the program;
- Deliver tailored messaging based on audience-specific needs;
- Create transparency into program status, progress against key milestones, and issues / risks



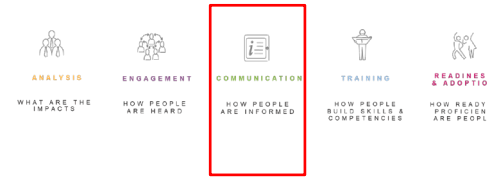
Change Ambassador Network Objective

The Change Ambassador Network (CAN) will help Illumina stakeholders move up the change curve by acting in following areas, all of which are crucial to a successful project implementation and transition

Communication	<ul style="list-style-type: none"> • Provide employees with ongoing access to information and updates related to the change. • Serve as a resource to team members on any question. • Direct impacted employees to relevant support resources.
Change Readiness	<ul style="list-style-type: none"> • Communicate and user sentiments on change management efforts. • Collect employee feedback and share with the project team. • Enable faster, more effective and less impactful changes.
Risk Mitigation	<ul style="list-style-type: none"> • Reduce change resistance by encouraging team members to ask questions. • Manage risk by including those who know the business best.
Implementation Support	<ul style="list-style-type: none"> • Act as support to team members and external partners leading up to, during, and after go-live. • Complete activities (e.g. training scheduling, etc.) necessary to support initiative deployment.

Communication

Communication Plan



WHAT

The Communications Plan includes objectives, channels and tactics to increase awareness and understanding of the change. Communications are pre-written for end-to-end deployment but require update on key activities and dates.

WHO

Change Management is responsible for plan updates and execution. Information is gathered from the PM and business SME's/representatives for accuracy

HOW

This documentation and timeline will drive overall awareness. Communications will be administered via email, unless otherwise noted.

Additional research may be required to fully inform audiences of information (best channels and tactics, metrics, etc.).

These templates will be used in creating visibility across various communication channels, that include:

- Targeted detailed emails & Newsletters
- Intranet Sites
- Animation Videos/Executive Recording
- Virtual Meetings

Communication Plan Example



Training

Training

WHAT

Outline training methodology and resources to increase user awareness and adoption of new resources globally.

All resources are housed in a global repository for consistency and use.

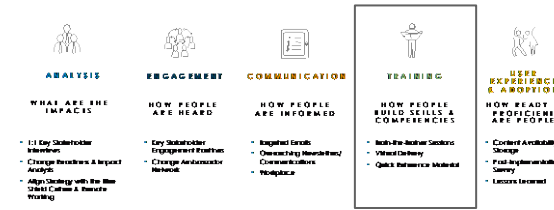
WHO

All employees will have access to material for ongoing learning. Go-live training will target heavy users and those who have frequent access/need for the system.

HOW

Direct/VILT training will be conducted by Trainers/Experts.

VITLT will be used for heaving users, directly impacted by the changes. Self-service video training and quick reference models for all others.



	METHOD	DESCRIPTION	TIMING	DELIVERY/RESOURCE LINKS
Go-Live Training	Virtual Instruction Led Training (VILT)	<ul style="list-style-type: none"> Audience: <ul style="list-style-type: none"> Heavy System Users/Highly Impacted Audiences Updates of current Training Materials on LMS 	<ul style="list-style-type: none"> +2 Weeks Before Go-Live Day of Go-Live +1 Week Post Go-Live 	<ul style="list-style-type: none"> Delivery: Train-the-Trainers Recorded Training
	Office Hours	<ul style="list-style-type: none"> Dedicated time for users to ask follow-up questions 	+1 Week Post Go-Live	<ul style="list-style-type: none"> In-person/Call
	Trainer Preparation (Train-the-Trainer)	<ul style="list-style-type: none"> Audience: <ul style="list-style-type: none"> Selected individuals identified to train their functional teams ahead of deployment Training will be identified by their UAT participation Review system and process changes through early Use Demo or UAT participation 	+5 weeks prior to Go-Live	<ul style="list-style-type: none"> Mixing
Self-Service	eLearning / Self-Study Recorded Video	<ul style="list-style-type: none"> Audience: <ul style="list-style-type: none"> All Employees Updates of current Training Materials on LMS 	<ul style="list-style-type: none"> +2 weeks prior to Go-Live Throughout Post Deployment 	<ul style="list-style-type: none"> Delivery: Email Communication
	Quick Reference Guide (QRG)/User Procedures/Job Aid	<ul style="list-style-type: none"> QRG, Job Aids <ul style="list-style-type: none"> Quick reference tools during/after training Detailed instructions on how to carry out user tasks Guidance on common or complicated tasks FACs 	Throughout Post Deployment	

Readiness & Adoption

Readiness and Adoption



WHAT

Adoption metrics provide post implementation tracking benefit realization and measurement of transition effectiveness. These measurements aid in making the change part of the organizational "way of doing business".

WHO

Adoption metrics are gathered from the business SME's, technology team, and change management to measure progress.

User experience survey is administered and monitored by Change Management.

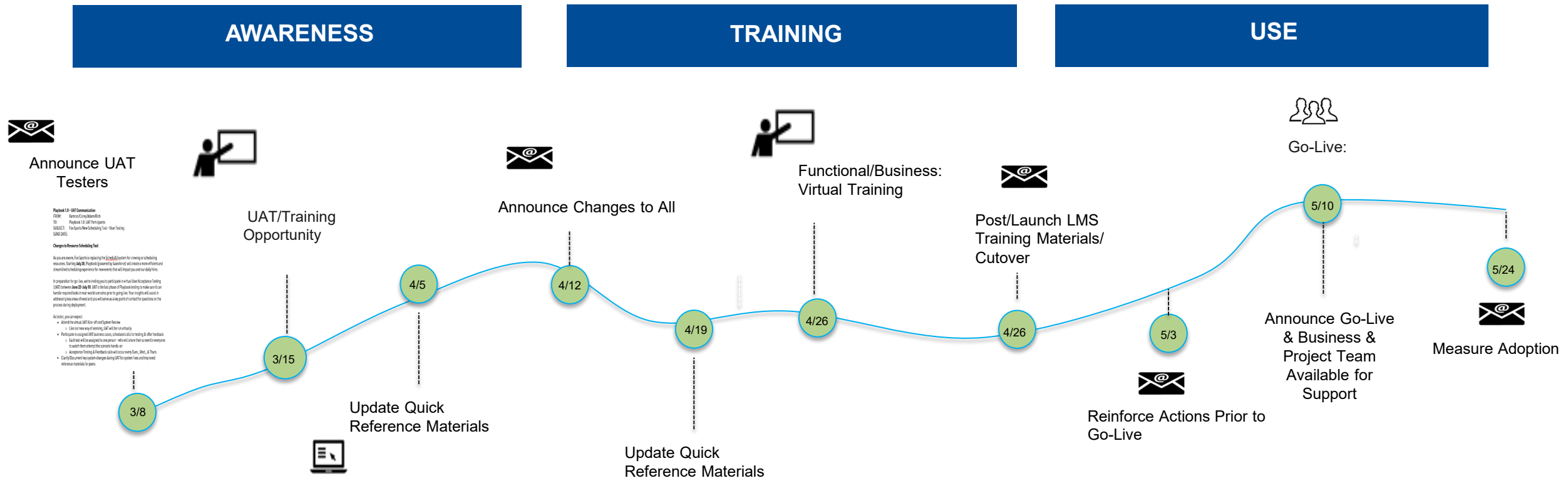
HOW

Adoption metrics are captured via two vehicles:

- Adoption Metric Scorecard
- User Experience Survey

Hi-Level User Experience

Path of Communication & Training Experience for Users



Empowered Leadership: Downloadable Resources for Positive Impact