



triple4
Excellence Simplified

The key to successful **Digital Transformation** is effective **Change Management**

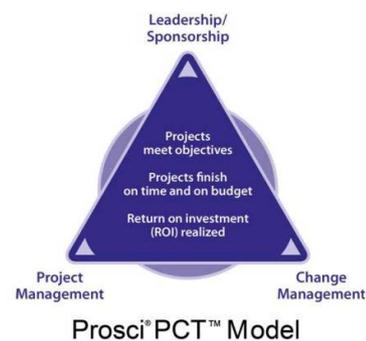
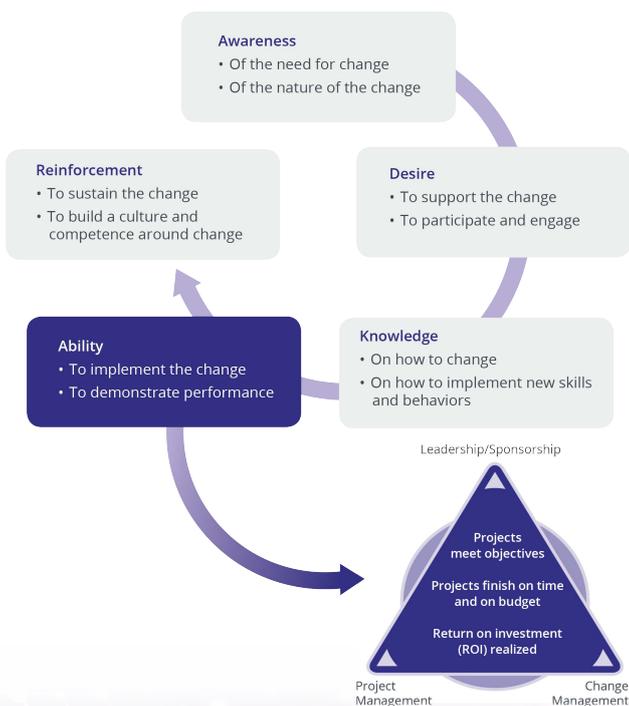
Introduction

When organizations embark on a new project, whether it's technology, processes, or organizational change, the project has very clearly defined objectives, budgets, and timelines. Often the project team is focused on the solution and the results, and not on what happens in between. The bridge between a quality solution and benefits realization is individuals within the business, embracing and adopting the change.

Change Management is defined as the application of processes and tools to manage the people side of change from a current state to a new future state so that the desired results of the change (and expected return on investment) are achieved.
 (Change Management, The People Side of Change, Jeffrey M Hiatt, and Timothy J. Creasey)

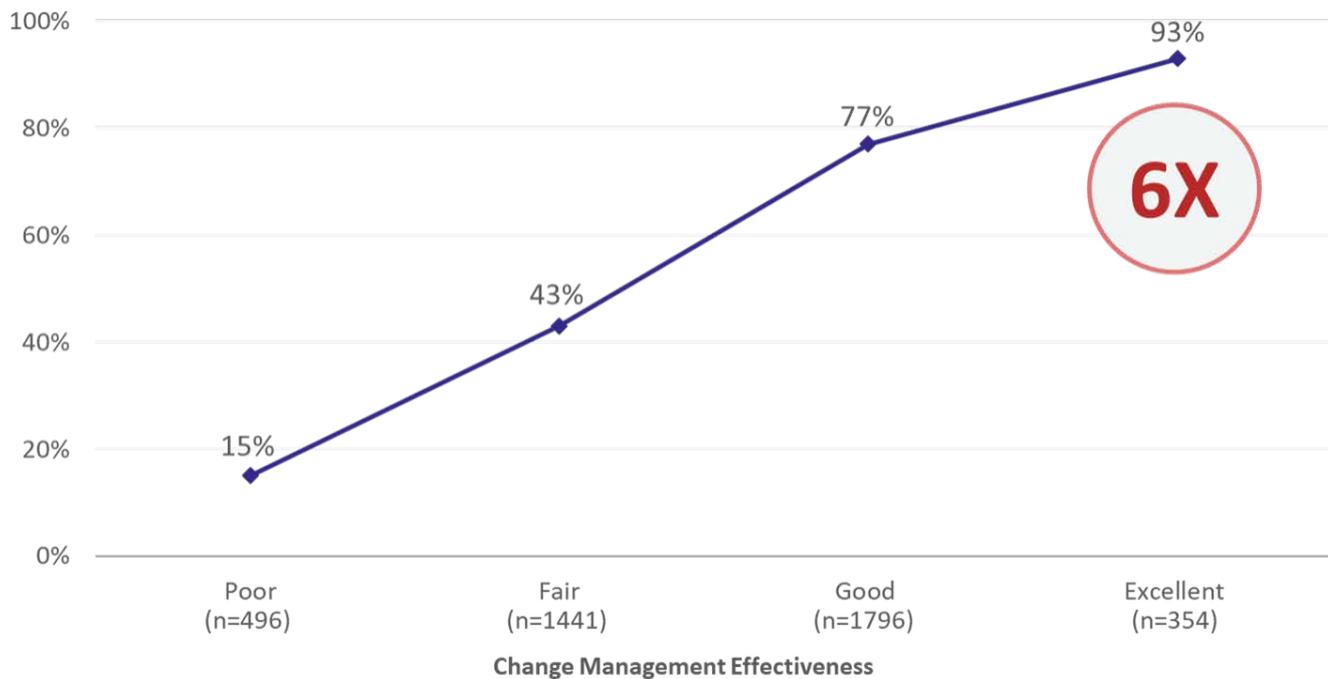
Digital Transformation impacts how people work. Organizational change management will help people master these new ways of working. It's a key component in driving user adoption and proficiency in the new tools that have been introduced to the business.

Project and business leaders may assume that change at an individual level will happen, "we implemented this solution so everyone will use it." People respond differently to change. Some will learn the new skills needed and embrace new technology almost immediately. Others will find workarounds on existing systems and processes. Others will outright resist the change. All of these will have adverse effects on the objectives and ultimately, the success of a project. The realization of change, even large scale organizational projects and initiatives is, at its core, an individual effort.



Projects with excellent change management effectiveness are six times more likely to achieve project objectives than projects with low or no change management effectiveness. Excellent change management also correlates with staying on schedule and budget.¹

Percent of Study Participants Who Met or Exceeded Objectives



Prosci 2018 Benchmarking Data
Data from 2007, 2009, 2011, 2013, 2015, 2017

The primary reasons for applying Change Management are:

- Increase the probability of project success
- Manage employee resistance to change
- Capture people-dependent ROI
- Build change competency into the organization

Change Management is not a one size fits all. As a business leader, it's vital that you work out what works best for your organization, and when. For effective change management that delivers the best returns on investment (ROI), businesses should enlist expert Change Management consultants like Triple4.



Context

Stakeholders need to understand what the impact the change will have on the people in the business. In the case of new technology projects, how people work will need to change. For that change to be successful, the change needs to be effectively managed.

The Problem

A manufacturing company that still relied on manual tracking of raw materials, production and sales was experiencing severe backlogs on job orders. Customers were expressing dissatisfaction, and the bottom line was suffering. Sales staff were unable to provide updates throughout the day, and instead were sending their activities and orders through at the same time in the late afternoon, overwhelming the production and finance departments with emails and attached documents. A single Excel document was updated by finance, then emailed to the Production Manager. Because of this process, orders could take up to two days to get to production. These delays made it difficult for the production manager to allocate resources and manage the delivery timelines. Tracking available raw materials was inaccurate; staff would stand for hours without work and then be pressured to complete orders on short timelines.

For the business to remain competitive in a digital world, there had to be a massive shift in their approach to systems and processes.

The Solution

Triple4 worked with the company owner and line managers to identify the challenges for each department and identify an opportunity to digitally transform the organization's processes through the implementation of Microsoft Teams. While our technical team got to work gathering information and understanding the project technical scope and objectives, we engaged with the client on a Change Management strategy to ease the transition for staff across all departments.

Triple4 follows the Prosci Change Management Methodology of ADKAR – Awareness, Desire, Knowledge, Ability and Reinforcement. Assessments are carried out on the business, and impacted individuals to create a change management strategy, prepare the change management team as well as prepare Sponsors (executive and leaders). The needs of the executives and the needs of the users will be different, and using the Prosci assessment tools helps ensure that we understand all of these needs, to provide the best recommendations for moving forward.

The business chose and implemented Microsoft Teams to provide all departments access to a single hub for all document collaboration. A live working document could be accessed within seconds by any individual at any time of the day, providing an opportunity for efficient and effective collaboration between departments. Sales team members were able to share details of daily activities and orders throughout the day, removing the obstacles of massive delays and overwhelming numbers of orders for the production team.

The result of successful change management was a project completed on time, exceptionally high adoption by users across all departments, and a significant increase in productivity and shorter turnaround times on customer orders. Staff were happier than before the change, and clients viewed the business as reliable and efficient.



The business benefits of effective change management

- Effective Change Management puts your business in a better position to be ready for change².
- Change Management lowers the risk of project failure³
- Brings clarity to why the change is necessary and what it will achieve⁴.
- Change Management allows the organization to assess the overall impact of a change
- Increased return on investment (ROI)
- Change Management can be implemented without negatively affecting the daily operations of the business
- Change Management helps contain costs associated with the change

Individual benefits of change management

- Provides management and staff support for concerns regarding changes⁵
- Effective change management supports a smooth transition from the old to the new while maintaining morale, productivity and even company image.
- Improves cooperation, collaboration and communication
- Increases employee acceptance of the change, reduces stress and anxiety and encourages people to stay loyal to the company.

Next Steps

Working with an organization who understands the impact of change on a business and has the skills necessary to support you on your journey is critical to successful change. The global pandemic has pushed industries to transform faster than ever digitally. There is a growing demand for change management services driven by the need to foster collaboration, communication and teamwork in a remote working environment.

This development is a big step away from email-based collaboration, and many organizations need assistance navigating the changes.

Whether you're implementing new technology, changing processes, going through organizational restructuring or even embarking on a journey to change company culture, a qualified change management practitioner will ensure success.

Triple4 is a Microsoft Gold Cloud Platform specialist organization and works with companies across the world to unlock the value that simplified IT environments can bring. Our tailored services have helped clients like you increase revenue, save time and enhance competitiveness. Also, we provide the consulting and support needed to drive growth at every touchpoint.

Get in touch with us at info@triple4.co.za
or call us on **+27 11 265 9800**

Sources

1. <https://blog.prosci.com/the-correlation-between-change-management-and-project-success>
2. <https://www.change-management-coach.com/benefits-of-change-management.html>
3. <https://the-happy-manager.com/tips/benefits-of-change-management/>
4. <https://www.nibusinessinfo.co.uk/content/benefits-change-management>
5. <https://www.change-management-coach.com/benefits-of-change-management.html>