

Change Management Toolkit

Enabling the Public Sector to
effectively lead and manage change

publicsector.sa.gov.au

GO
GO
DO
FO
FO



**Government
of South Australia**

Office of the Commissioner
for Public Sector Employment

Contents

The Toolkit	1
APPLYING A CONSISTENT APPROACH TO CHANGE MANAGEMENT AND LEADERSHIP	2
A common starting point	3
CHANGE IMPACT	4
Change Impact Assessment	4
ORGANISATIONAL CHANGE READINESS	5
Change strategy	5
Change methodology	5
Change capability	6
Change capacity	6
Setting the scene	7
ARTICULATING YOUR VISION FOR CHANGE	8
Form a group to develop the vision	8
Develop a first draft of the vision	9
Test with key stakeholders and adapt to diverse audiences	9
DEVELOPING YOUR CASE FOR CHANGE	10
DEVELOPING YOUR CHANGE PRINCIPLES	12
Bringing it all together	14
PLANNING YOUR STAKEHOLDER ENGAGEMENT	15
PLANNING YOUR COMMUNICATIONS	15
GETTING PEOPLE READY FOR THE CHANGE	15
A CHANGE MANAGEMENT PLAN	15
Making it stick	16
Resources	18

The Toolkit

Effective change management supports people through uncertainty when facing complex, volatile or ambiguous situations. Organisations that prioritise and successfully manage change find it's easier to deliver new initiatives, embrace evolving technology and adapt to new environments.

The Change Management Toolkit provides guidance and resources to assist organisations to manage people through a process of change, while putting the community at the centre of decisions.

Applying a consistent approach to change management and leadership

This toolkit is designed to provide a common starting point for agencies that enables them to assess the change and its impact and is underpinned by an assessment of the organisation's change readiness, and the leadership commitment and capability needed to lead it effectively.

Once the change and the environment in which the change is occurring have been assessed and understood, it will help you to articulate your vision and case for change, agree on the principles to guide the change, and align the change with your organisation's strategic priorities.

Change management should complement the use of robust project management to deliver the core elements of the change.



A common starting point

Change Impact

Developing a clear understanding of how the change impacts on people and the organisation is key to enabling change leaders to develop an effective change strategy and successfully deliver the key objectives of the change.

Change Impact Assessment

THE CHANGE IMPACT ASSESSMENT CONSIDERS THE FOLLOWING QUESTIONS:

- What is changing?
- What is the current state and desired future state?
- How are stakeholders impacted (both internal and external)?
- What are the impacts on the organisation, people, policy, process, technology, and data?
- What is the overall impact of the change in terms of complexity and potential resistance?
- What actions are needed?
- What are the critical success factors?

VIEW THE CHANGE IMPACT ASSESSMENT



Organisational change readiness

Change readiness describes an organisations ability to manage change across a number of metrics including strategy, methodology, capability and capacity.

It is important an organisation understands its change readiness before commencing a new change process. This will allow an organisation to know how well they are positioned to successfully manage the change, areas of strength, versus where they might need to apply additional effort or support to overcome obstacles to their change efforts and successfully lead change.

THE CHANGE READINESS ASSESSMENT CONSIDERS THE FOLLOWING QUESTIONS:

Change strategy

- Is the leadership of change or is this change defined as a strategic goal, or in your agency's action plan?
- Is it acknowledged as a strategic priority by the executive group and by managers and employees?
- Is the strategic importance of the changes you are trying to implement reflected in the availability and investment of resources dedicated to the change effort?

Change methodology

- Is there a defined approach to managing the people side of change?
- Do defined standards exist for a consistent approach to leading and managing change?
- Are tools available to support your change management efforts?
- Have you clearly articulated in what circumstances change management is applied?
- Is there consistency in change management practices?
- How is change management integrated into your projects and project management approach?
- How and when do you engage or inform employees about the changes?

Change capability

- Is there a shared understanding of the value of change management across the organisation?
- Is change management training available?
- Are change sponsors present and do they participate in the changes?
- Are managers skilled in leading and managing change?
- Are managers able to coach employees through change?

Change capacity

- Is the organisation experiencing change saturation?
- Are employees experiencing change fatigue?
- What level of resistance is experienced during changes?

VIEW THE CHANGE READINESS ASSESSMENT



Once the change impact and organisational readiness have been assessed and understood, we can start defining a vision for the future that includes the factors that will help and hinder our change approach.

Setting the scene

Articulating your vision for change

A compelling vision for the future is critical for any change because it:

- communicates basic information needed to understand the change including what is and what isn't changing i.e., the impact
- gives people a clear reason to change.

A vision for the future is linked to, but slightly different from, your case for change. While the case for change is a high-level summary to guide the change, the change vision is designed to guide the people, particularly those who will be affected by the change.

In the South Australian public sector, the change vision is often centred around people and the community. This is a compelling way to frame the reasons for the change in a way that will resonate with your organisation.

Form a group to develop the vision

Convene a small workshop to build the change vision to ensure it resonates with a diverse audience. Limit the numbers to just 6-10 people, particularly if confidentiality is important.

PARTICIPANTS SHOULD INCLUDE:

- the project sponsor to ensure the case for change aligns with their expectations
- formal or informal leaders who will be impacted by the change
- other individuals with the ability to influence and advocate for the change.

As leaders of the organisation this team plays a key role in driving the change. Employees will be looking to them to determine whether the vision for the future is really possible.

Develop a first draft of the vision

As with the case for change, you must appeal to both the 'head' and the 'heart' in your change vision. For example, consider the ethical and moral dimensions of change, which may resonate more with some stakeholders than achieving efficiencies.

Make sure the vision sets realistic expectations because people will be skeptical and eventually disillusioned if it promises more than it can deliver.

The vision should also align with the public sector values and behaviours.

THE VISION SHOULD COVER:

PURPOSE

Why we need to do this and a compelling reason for change.

PICTURE

What the future will look like.

PLAN

How we are going to get there.

PART

The role you and your team will play to make the change a success.

Test with key stakeholders and adapt to diverse audiences

Check that the vision resonates with other stakeholders who were not involved in its development. If confidentiality is important limit your test to just a few senior people. Refine your draft and update workshop participants if there are major changes. Refer to your stakeholder analysis and review what you have done to pinpoint key people.

Once you have confirmed the draft vision, adapt it to cater for your main audiences.

SPEAK WITH A REPRESENTATIVE OF EACH AUDIENCE TO UNCOVER:

- What will your audience like about the change?
- What might they be fearful about?
- What is important to your audience (different people will draw meaning from various sources)?
- What stories from past successes are relevant and will resonate with them?

Developing your case for change

To succeed with change, you need a vision and common understanding of why the changes are needed. This helps to raise awareness of the need for change, and to build understanding and support which will form the basis for seeking senior management approval.

WHEN BUILDING A CASE, FOCUS ON:

THE RATIONAL SIDE OF CHANGE

The tangible improvements that change will deliver.

THE EMOTIONAL CASE FOR CHANGE

The reactions of how people will feel as a result.

You should involve stakeholders in crafting your case for change, particularly members of your organisation's leadership team. A good way of achieving this is in a group discussion or workshop.

Try to keep your case for change succinct and to the point. Your initial audience is the project team and sponsor, and your case can be adapted later as part of the stakeholder engagement process.

THE CASE FOR CHANGE SHOULD INCLUDE:

THE PROBLEM

You need to convince people that the problem is a priority and needs to be fixed. If possible, appeal to the rational side by developing a problem statement. An emotional appeal needs to target different motivational drivers. For example, some stakeholders care deeply about their team, some think about people and the community, while others will consider the personal impact.

THE CHANGE

Explain your case in a compelling way so that people feel inspired to change their behaviour. It's also important to define what is required of everyone to achieve the vision. The timeframe for implementation should also be outlined.

THE BENEFITS

Build trust and credibility by being honest about the benefits. For example, if cost-cutting is involved, don't avoid disclosing this as a benefit. However, make sure you speak with HR about any requirements within Enterprise Agreements or other agreements that may affect employees.

OTHER KEY FACTORS TO CONSIDER INCLUDE:

TITLE

Choosing an appropriate name for the change, that accurately describes the purpose and potential benefits that the change will bring.

DESCRIPTION

Developing an accurate description of the change and link this to the change vision and future state you wish to achieve.

ALIGNMENT

Identifying how the change aligns to your strategic objectives, and how it can support your organisation to deliver value to the community.

Developing your change principles

Change principles help to sharpen the approach, guide decision making, and target investment.

In most types of change, decisions need to be made quickly and with resolve. As with any other project you will need to make decisions about how you communicate with stakeholders, manage risk, invest the budget, and prioritise tasks. You will also want to know how your change project could potentially interact with other initiatives in your organisation and across the public sector to strengthen your principle-based approach.

A well-defined set of principles will provide you with the framework within which to make decisions and inform the ongoing approach. This is particularly important when the approach is being revised and adjusted.

Change principles need to be considered regardless of the size and type of the project, although the amount of rigour and effort should be comparable with the scale of the change.

Your team and sponsor should meet and agree on a set of tailored principles that will guide the change effort. When defining these principles, you should do so in light of the type of change you are leading or managing – directive, pre-planned or inquiring.

IMPORTANT CONSIDERATIONS INCLUDE:

PRIMARY PURPOSE

Do you know what the purpose of your change is? This is the underlying driver of a specific goal or objective. It may include such principles as improving the customer experience, delivering the strategic direction, minimising red tape, making things simpler, standardising or customising a service, or building a constructive culture.

EMOTIONAL IMPACT

Change will always have an emotional impact on participants. How will your principles inform decision making around the experience of participants, and create the right tone for the project (exciting, respectful, etc.)?

VALUES

Are your change principles consistent with the values of your organisation and the public sector? These include, among others, a focus on respect, service, professionalism, collaboration and engagement, and courage and tenacity.

Try and limit the number of principles to 3-5. If you need more, group them into a few main themes that can be easily remembered. Principles should be short (one sentence), clear and measurable. Start again if they are too general and high level to be useful.

CHANGE MANAGEMENT SHOULD BE PLANNED WITH THE FOLLOWING CHANGE PRINCIPLES IN MIND:

- lead change with the community at the centre of decisions
- minimise disruption to affected government services
- minimise inevitable drops in productivity
- maximise use of existing resources
- ensure stakeholders (employees, clients, partners and providers) understand what is changing and the impacts to them
- maintain regular communication with all stakeholders.

Bringing it all together

Planning your stakeholder engagement

Consider all the people who have a stake in the project and the level of engagement they require. This will help to prepare the ground for the change. Be honest about the influence stakeholders could have within the change process; understanding stakeholder experience with change and assessing their readiness for change are important factors to consider. Depending on the size of your project, developing a Stakeholder Engagement Plan will make sure adequate preparation has been done to successfully make initial contact and maintain effective engagement with a variety of stakeholders.

Planning your communications

Thinking about what needs to be said, to who, when and how will help manage the change. Providing people with consistent and relevant information will limit rumours and suspicion within the population experiencing the change.

Getting people ready for the change

Consider what people may need in order to be prepared for the implementation of the change. Does the current mindset or culture need to change? Is training required to address a skills gap? For example, an IT project is likely to require some form of staff skill development or training; a change in HR process may require a cultural adjustment; whilst a change in leadership may require a mindset change.

A change management plan

Depending on the size of your project, it may be helpful to bring the activities from the stakeholder engagement plan and the communications plan into a consolidated change management plan. This plan should dovetail with the project management plan that would be overseeing project deliverables.

Making it stick

Implementation of a change project is not the end of the process. Ensuring the project is implemented successfully requires the change to be embedded, evaluated and monitored.

To deliver lasting change reinforcement of the change after it is delivered is essential. In order to understand the change and how it is being experienced a range of feedback loops to gather details about the roll out of the change is also important. Maintaining a focus on continuous improvement will help ensure that the change matures with the organisation and the benefits of the change are realised.

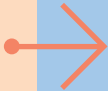
Successfully managing change is a key part of an organisations ability to adapt and respond to its ever-changing environment.

**FOR MORE INFORMATION
VISIT THE OCPSE WEBSITE**



Resources

CHANGE IMPACT ASSESSMENT



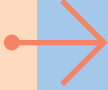
CHANGE READINESS ASSESSMENT



STAKEHOLDER AND COMMUNICATIONS PLAN



OCPSE WEBSITE



**The Office of the Commissioner
for Public Sector Employment**

Street Address

Ground Floor, State
Administration Centre,
200 Victoria Square
(Tarndanyangga),
Adelaide SA 5000

Mailing address

GPO Box 464,
Adelaide SA 5001

E publicsector@sa.gov.au

T 1800 317 333

W publicsector.sa.gov.au



**Government
of South Australia**

Office of the Commissioner
for Public Sector Employment