



*Are you, IT **and** the Business Ready for the Change?*

Lissa English

What is change management?

Change management involves helping people to:

- Understand what the change is
- Understand what the change means for them
- Why the change is taking place
- How to make and sustain the change

Why is change management important?

1. 96% is the increase in the success rate of organisational changes through effective change management (Prosci)
2. 87% of participants report not enough focus is placed on managing change in projects (IBM)
3. 58% of projects fail to meet key targets due to ineffective change management (McKinsey)
4. The people determine if the change is successful or not

Change Management Strategy Framework

1. Strategy

Change Management strategy

2. Change Management Approach

I. Communication

Target groups are timely and effectively informed about and engaged in ATLAS key activities

II. Onboarding

Target groups are prepared to quickly and successfully contribute to ATLAS

III. Change

Target groups understand, accept and buy-in to changes that ATLAS represents

IV. Training & Learning Experiences

Target groups are enabled to work with the new processes and system by in-depth training and learning experiences

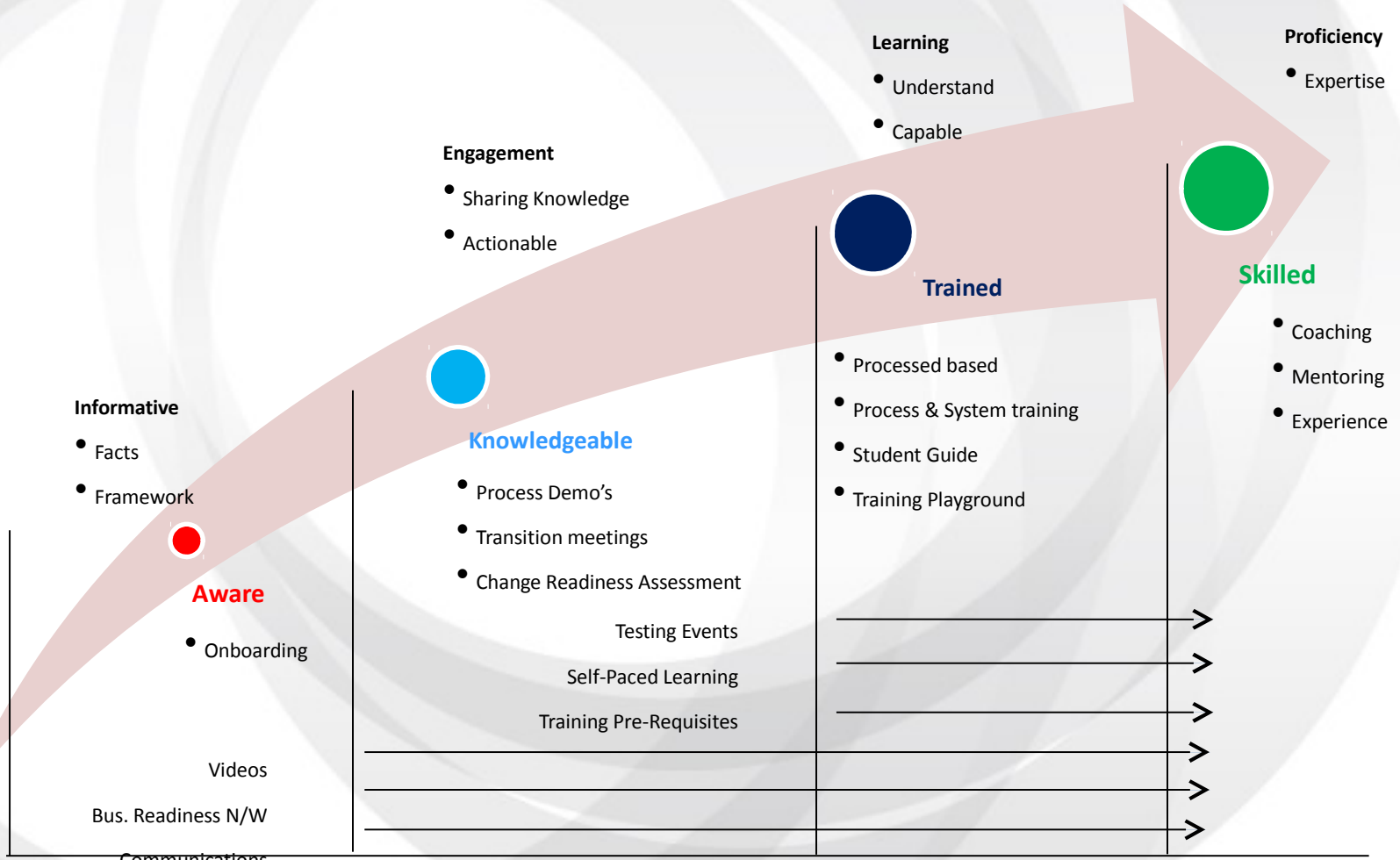
V. Support

*Target groups feel comfortable working with the new processes and system
And experience a smooth transition to business as usual*

3. The Change Engine

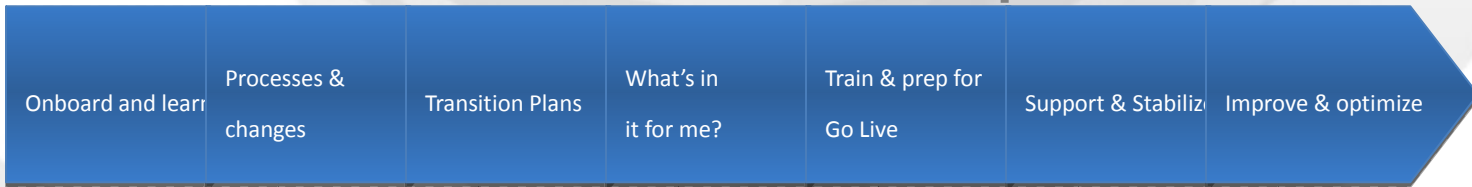
Stakeholder engagement matrix

Change Progresses from Project Start Through Hypercare



Our Change Management Journey

- We will drive and measure progress along the way...



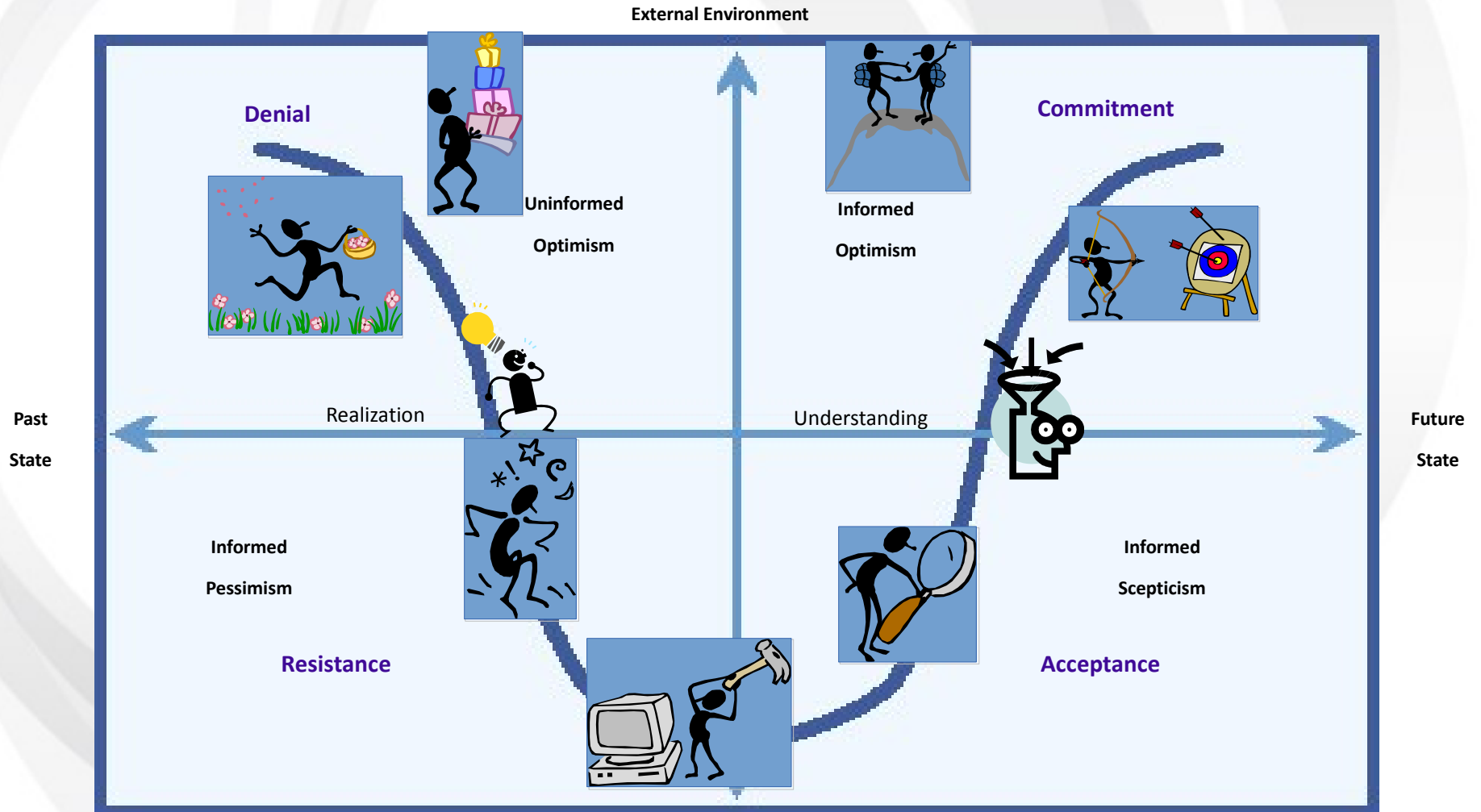
Milestones



Status



When Facing a Change, an Individual Can Experience a Variety of Internal Emotional States



AMWAY'S CHANGE MANAGEMENT FRAMEWORK

DISCOVER

Understand the change, its impact, and the effort needed for people to embrace it

- Determine if the project impacts people
- Incorporate Change Management framework, processes and activities into the overall project plan and create checklist
- Identify project team members to support the project as Change Champions
- Team conducts assessments:
 - Sponsor alignment
 - Scope and Impact of change
 - Change acceptance and readiness
 - Resistance and Risk
 - Positive aspects and enablers for change
 - Learning needs
 - Communication needs related to managing the change

TEAM REVIEW

PLAN

Develop strategies and plans, and align resources to support the change

- Finalize Change Management goals and success measures
- Based on assessments, finalize Change Management Plan as a part of the overall project plan and manage the checklist
- Determine team member roles and responsibilities and training required to work as Change Champions
- Create strategies and plans for:
 - Sponsor engagement
 - Overcoming resistance
 - Mitigate risks
 - Two way communication with different stakeholders
 - Change management training of stakeholders and people impacted
 - Drive sustainability of project goals/outcomes

TEAM REVIEW

DELIVER

Implement plans to ensure individuals are ready to embrace the change

- Activate strategies and plans to:
 - Engage sponsors
 - Mitigate risks and leverage enablers
 - Overcome resistance
 - Communicate
 - Educate and Train
 - Drive sustainability
- Measure progress towards stated goals and evaluate success

TEAM REVIEW
IMPLEMENT

SUSTAIN/ SUPPORT

Sustain the change by providing ongoing support for individuals to embrace it

- Evaluate goals and success measures
- Monitor progress
- Analyze feedback and deliver:
 - Post Communications support
 - Post Training Support
 - Coaching, Keep an Open Door Philosophy
 - Any other intervention required
 - Success stories and lessons learned

REGULAR COMMUNICATION UPDATES

SPONSOR and STAKEHOLDER DEVELOPMENT and ENGAGEMENT

RECOGNIZE and CELEBRATE CHANGE THROUGHOUT THE PROJECT

◆ Indicates a change management tool is available

● Indicates an example of a tool is available

KEY CHANGE MANAGEMENT ELEMENTS



Involves discovering and understanding what needs to change and the impact to the organization



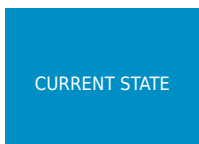
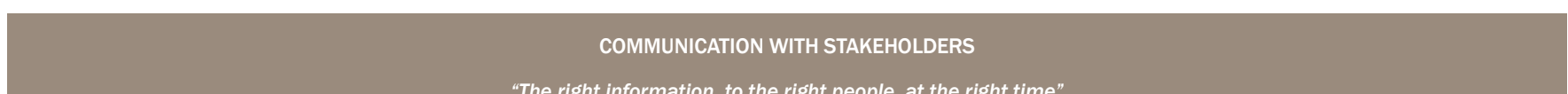
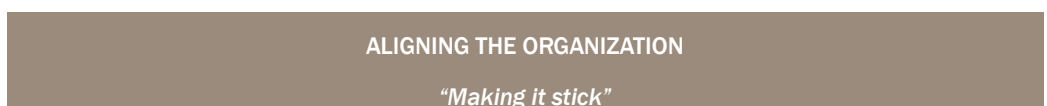
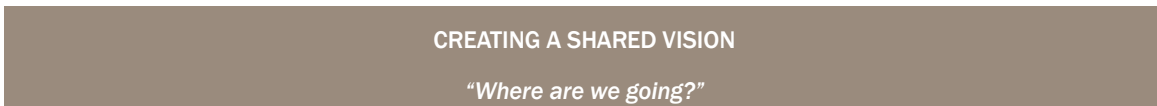
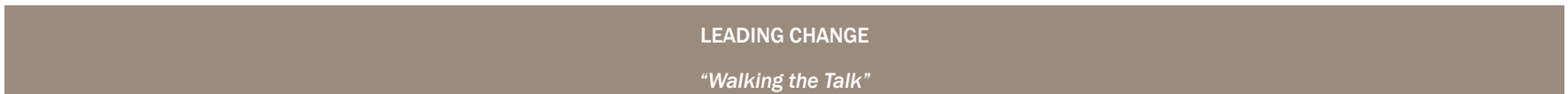
Develop action plans and prepare team and sponsor to support the change and promote individual awareness



Complete actions identified in the plans to ensure individuals are ready to adopt and use the change



Sustain the change by providing ongoing support and ensuring individuals accept the change



Individuals Can Develop Competencies to Handle Change in a Productive Way

DELIVER RESULTS: Leading and Managing Change

Manages and leads change to make the organization successful. Works productively in the face of ambiguity or uncertainty. Helps others to positively embrace change.

Contributor

- Accepts needed change.
- Keeps current on changing work expectations and success criteria.
- Adapts to new ways of doing things.

Professional

- Accepts needed change.
- Keeps current on changing work expectations and success criteria.
- Helps people prepare for and manage change.

First-Level Leader

- Implements actions and builds accountability in support of change.
- Actively communicates the purpose, strategy, and status of change efforts.
- Evaluates and adapts plans to ensure successful implementation of change.
- Helps people prepare for and manage change.

Mid-Level Leader

- Suggests and leads change that has a positive impact at department and organizational levels.
- Implements change by communicating cross-organizational goals, metrics, responsibilities, and timelines.
- Builds buy-in for change by involving those affected and influencing key stakeholders across, up, and down the organization.
- Anticipates and deals effectively with concerns or resistance to change.

Function Leader

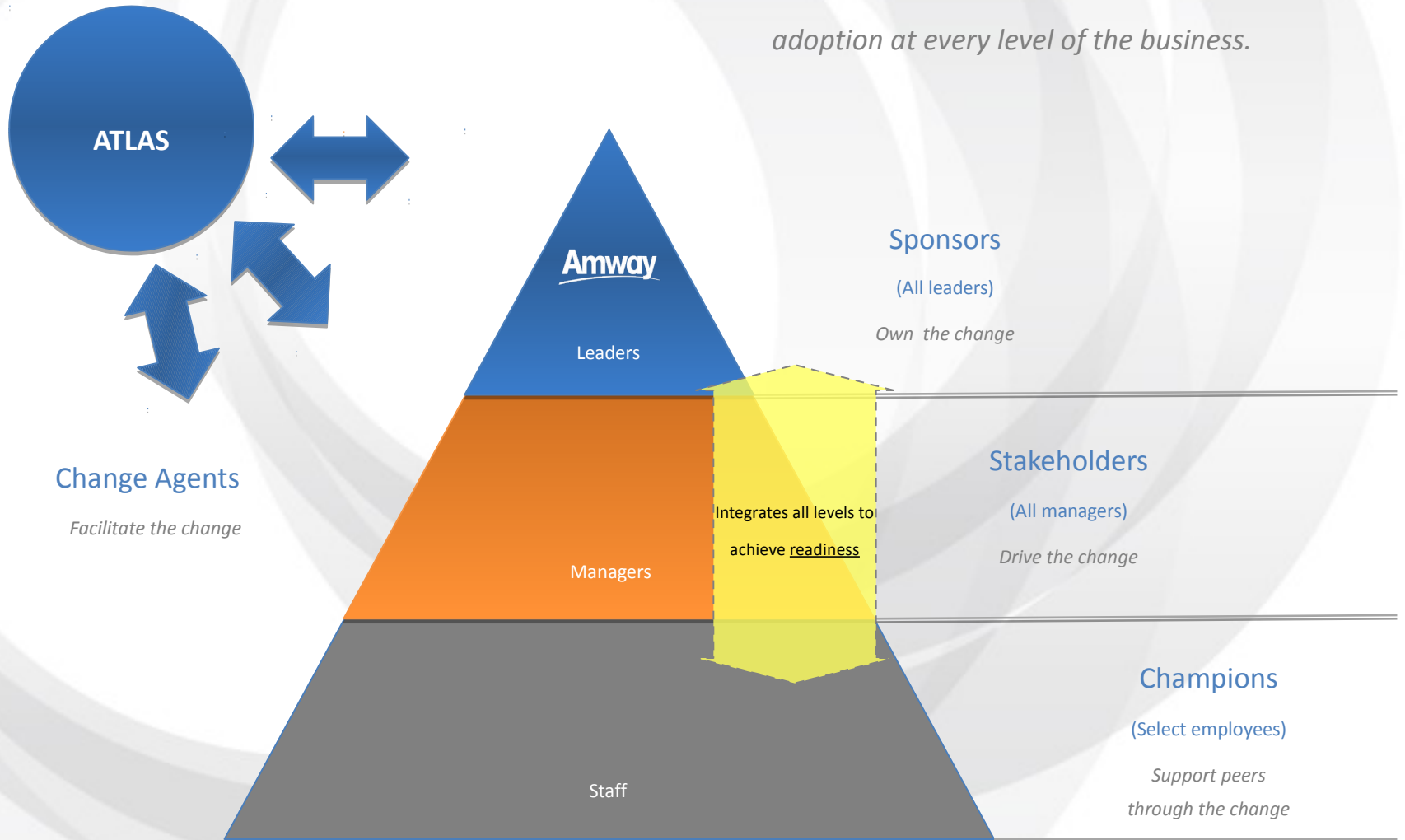
- Advocates for needed change across the organization that adds to success.
- Takes ownership and ensures the implementation of change with appropriate communications, goals, resources, metrics, and reviews.
- Accurately assesses the system-wide, cross-functional impact of change.
- Maintains operating effectiveness while simultaneously driving needed change.

Enterprise Leader

- Assesses threats, opportunities, and trends in the external environment and leads change needed for distributor and enterprise success.
- Articulates a compelling vision and case for change; gains needed internal and external sponsorship.
- Takes ownership and guides successful implementation of change by identifying methods, obstacles, metrics, resources and communication.
- Maintains operating effectiveness while simultaneously driving needed change.

Regional Business Readiness Network

The **Business Readiness Network** will drive readiness and adoption at every level of the business.



Change Management Milestones

Change Management will be measured for all markets in alignment with the milestones below

A dashboard will be used to track stakeholder progress towards each milestone

Readiness Milestone	Timing
1. Business Readiness Network Established	Pre-deployment
2. Localized Processes Reviewed	Deployment
3. Who Does What Reviewed and Employees Assigned	Deployment
4. Changes, Benefits and Impacts Validated	Deployment
5. Transition Plans Created	Deployment
6. Role Change Information Sessions Held	Deployment
7. Training Enrollment for Employees and Managers	Pre Go Live
8. Training Completed and Go Live Ready	Pre Go Live
9. Go Live Stabilized	Post Go Live

Stakeholder Dashboard

Business Readiness Dashboard

	Establish Nwk	Process Review	Role Mapping	Change Impacts	Transition Plans
	2	5	8	10	15
	100%	75%	80%		0%
	100%	73%	73%	0%	0%

Stakeholder	Status	Status	Status	Status	Status
Stakeholder 1	Ready	On Plan	On Plan	Future	Future
Stakeholder 2	Ready	On Plan	On Plan	Future	Future
Stakeholder 3	Ready	On Plan	On Plan	Future	Future
Stakeholder 4	Ready	On Plan	Pending	Future	Future
Stakeholder 5	Ready	Pending	On Plan	Future	Future
Stakeholder 6	Ready	On Plan	On Plan	Future	Future
Stakeholder 7	Ready	On Plan	On Plan	Future	Future
Stakeholder 8	Ready	On Plan	Re-plan	Future	Future

Summary: Keys to Success

- Early and frequent engagement
- Identify and Involve resisters early
- Be active listeners
- Take action to implement feedback results
- Model desired behaviors
- Recognize and reward
- Immediately address undesired behaviors



Thank you!