

CONFERENCE 2023

Shaping the Future:

Key Themes in Higher Education

Change Management

Assess the effectiveness of the Change Management Learning and Development Plan, including readiness, significant challenges, and Prosci Assessment.

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Shaping the Future:

Key Themes in Higher Education

Why the Change; Traditional to Agile?

Readiness for Change Management

The effectiveness of the Change Management Learning & Development Plan.

Significant challenges of Change Management.

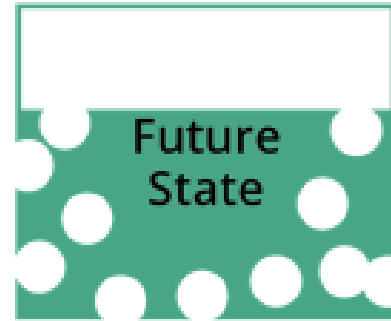
Prosci Assessment of the Change Management.

Results & Conclusions

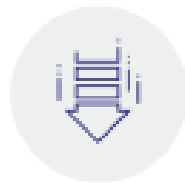
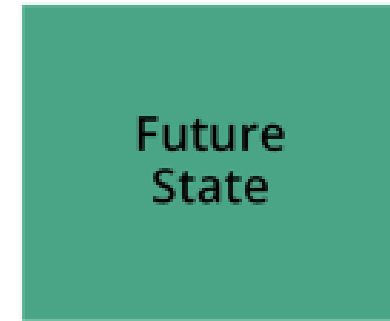
Why the Change; Traditional to Agile?

- **Priorities were not clear.** The need to prioritize the work.
- **A lack of clarification of scope and transparency.** The need for a precise scope.
- **Not enough engagement with clients.** Work and rework to deliver.
- **Schedule delays and budget overruns.** Causing the company many losses.

Why the Change: Consequences of the “Swiss Cheese Future State”



Instead of



Lower
ROI



History of Failed
Changes



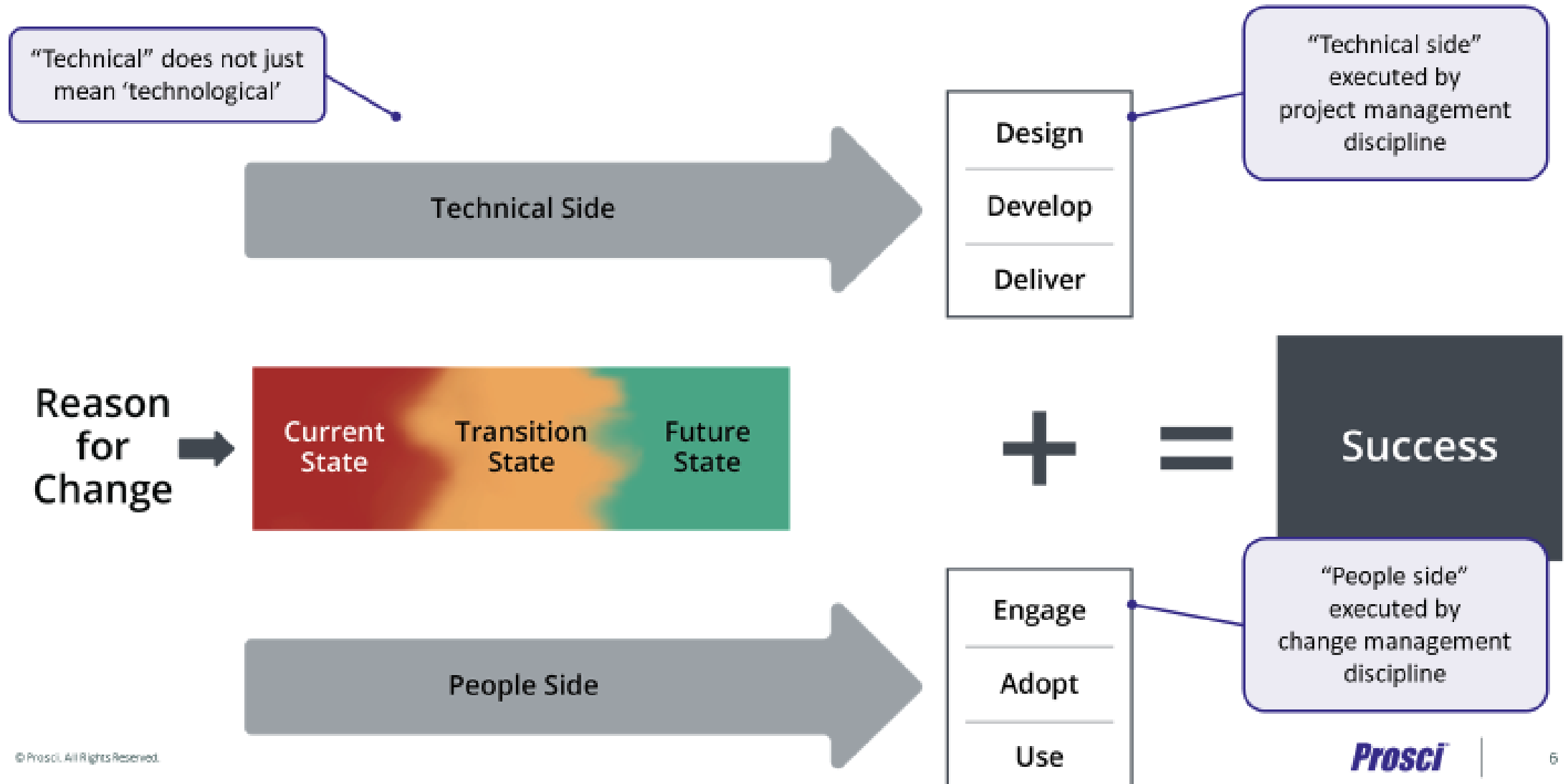
Unachieved
Improvement



Not What We
Expected/
Hoped For

Why the Change: Why Is Change Management Important?

Swiss cheese future state; Successful Change Requires Both Technical and People Sides



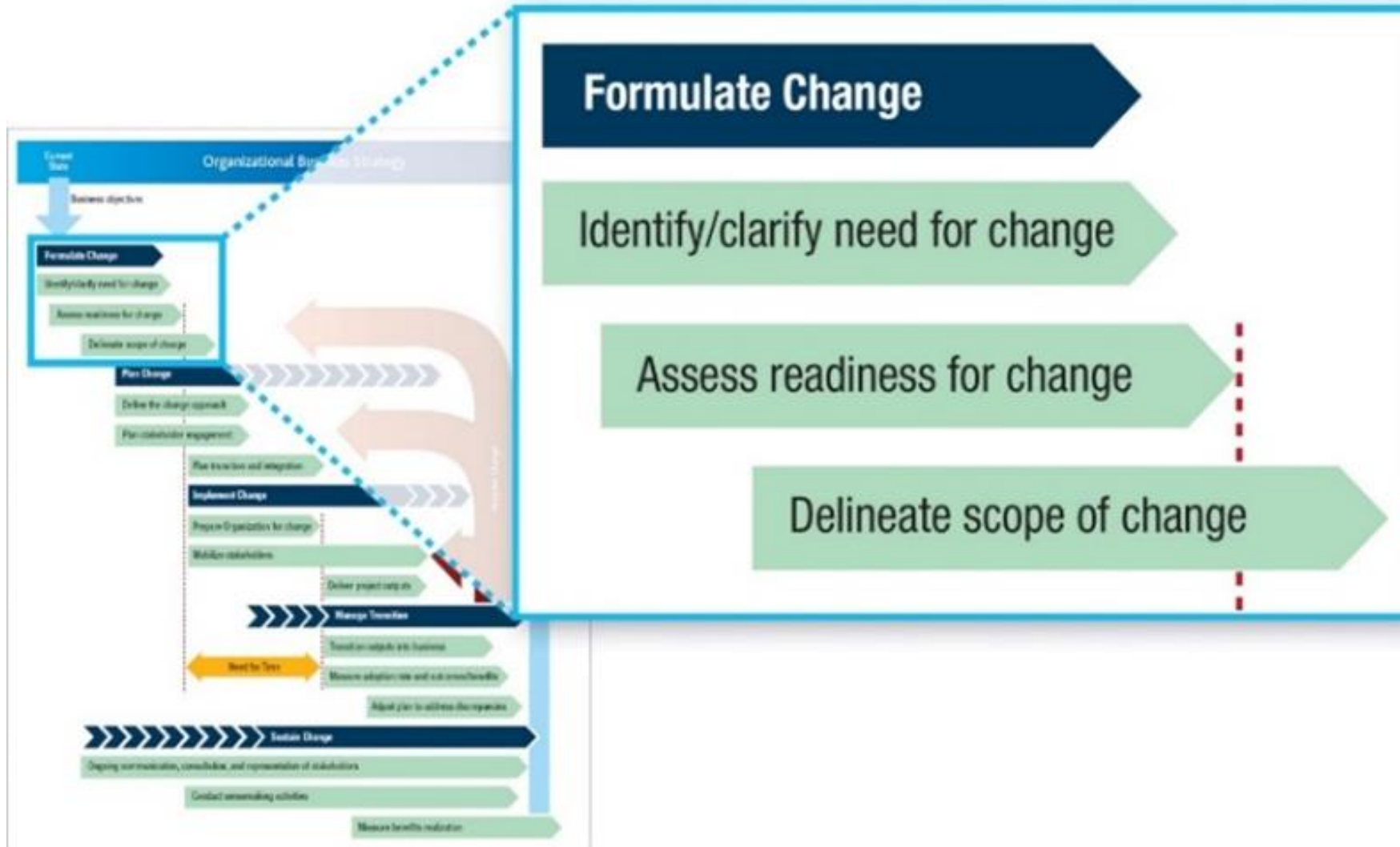
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Readiness of Strategy Implementation

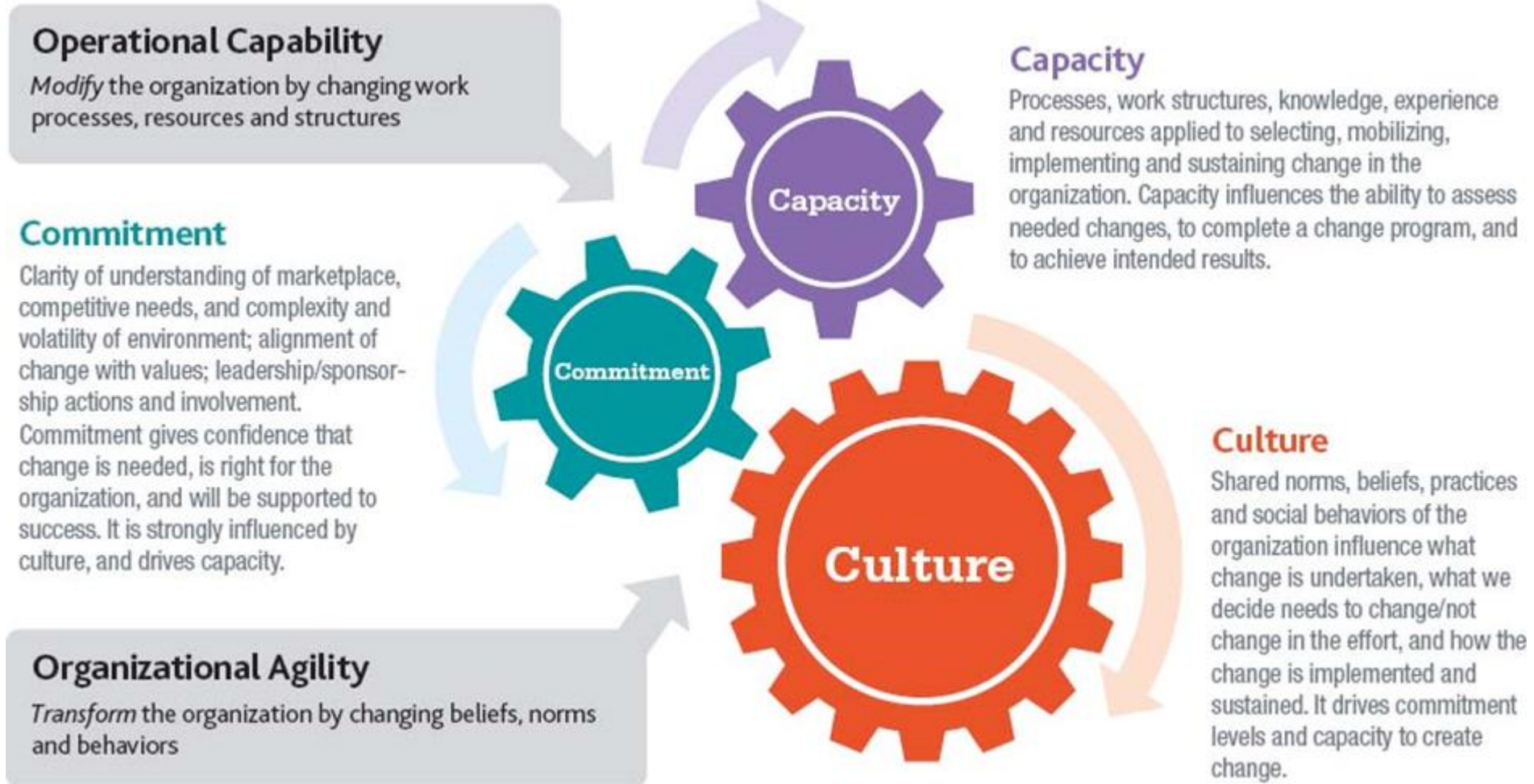
Are We Ready for the Change



Change Life Cycle Framework. (Combe, Change Readiness: Focusing Change Management Where it counts, 2014)

Readiness of Strategy Implementation

Are We Ready for the Change



Drivers of Change readiness and Agility (Combe, Change Readiness: Focusing Change Management Where it counts, 2014)

Roadmap for the Change Management

Key project milestones	Date
Kickoff	Jan 1st
Go Live	Feb 1st
Outcomes	Dec. 31st

ADKAR milestones	Date
Awareness	Jan 1st
Desire	Jan 15th
Knowledge	Jan 16th
Ability	Feb 1st
Reinforcement	Dec 31st

Project Overview (4 P's: Connecting People to Success)

Project What is the project?	Purpose Why are we changing?	Particulars What are we changing?	People Who will be changing?
<p>MG Architects Agile Management</p> <p>A transformation from the Traditional approach to the Agile approach</p>	<p>To achieve resource optimization efficiently by transforming to an Agile approach,</p> <p>Project Objectives:</p> <ol style="list-style-type: none"> 1. Goal alignment: 2. Open communication 3. Learning focused: 4. Delivering results: <p>Organizational Benefits:</p> <ol style="list-style-type: none"> 1. Achieve workforce strength targets and reduce delays by 75% 2. Increase scores for key drivers of Improving performance continuously by 30% 3. Contribute to achieving 70% by aligning systems, processes, and people to support strategic objectives 	<ul style="list-style-type: none"> • Processes • Systems • Tools • Critical behaviors • Mindset, beliefs • Meeting plans 	<p>Vancouver office Shared Services (30+ employees):</p> <ul style="list-style-type: none"> • Finance • Accounting • Architects and engineers • Information Technology

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Significant challenges of Change Management

- First Challenge (timing Problem).
- The Second Challenge was (insufficient resources problem).

The team members required more learning and development resources, the change required experts in Change management for the Learning and Development

Assess the effectiveness of the Change Management Learning & Development Plan.

- Monitor team Engagement and performance.

If the team would apply what they learned and whether their performance is enhanced

- Ask for team members' input/feedback.

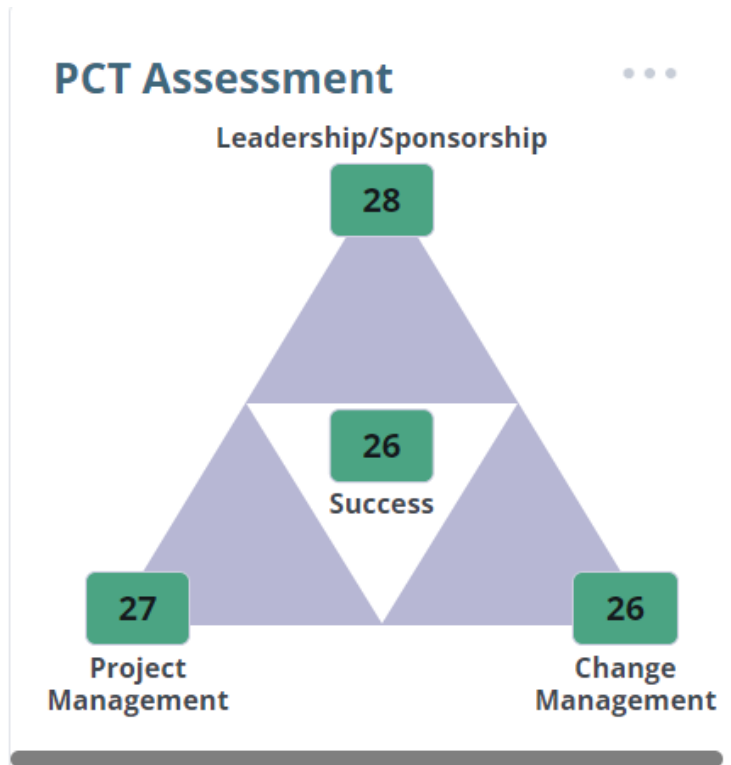
Using team members' feedback and asking for feedback throughout the development process course

PCT Assessment for Change Management

Score interpretation:

10-19	High risk/threat - needs immediate action
20-24	Alert/possible risk - needs further investigation
25-30	Strength - should be leveraged and maintained

The current health of the Change is 26, which means it is on track
To increase the success mark, the following actions must be implemented



Leadership

Score = 28
PM Score = 27
CM Score = 26
Success = 26

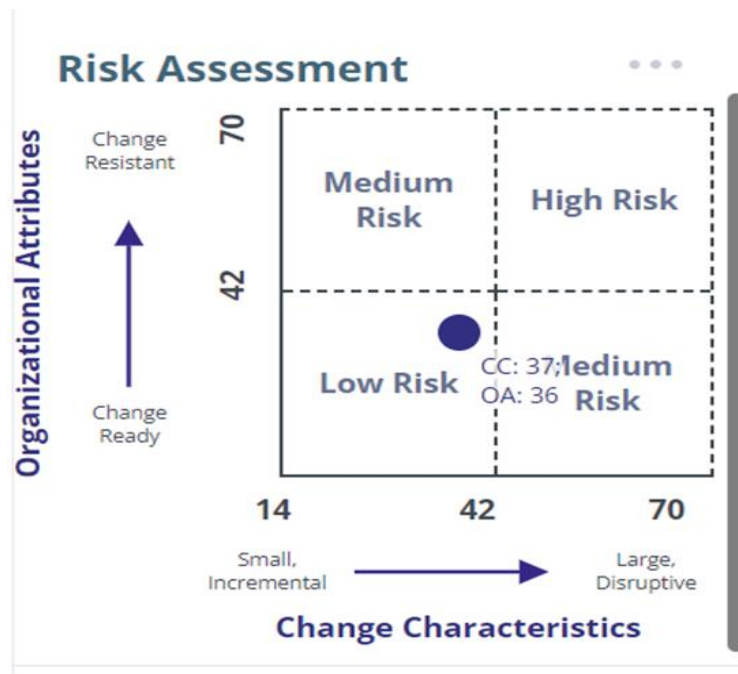
What are the aspects that pose the most significant risks?

- Lack of clear scope definition
- Lack of success definition

What are the mitigations and actions?

- Identify and clarify the Scope of Change management
- Define the success of this project
- Set up daily communication

Risk Assessment



Change Characteristics (Cost/ Schedule)

- Project delays
- Missed milestones
- Budget overruns
- Rework required
- Loss of work by the project team
- The reduced quality of work

Organizational Attributes

- Expenses not reduced
- Efficiencies not gained
- Revenue not increased
- Market share not captured
- Waste not reduced

Recommended Actions

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- Ability was the barrier that needed to be mitigated by
 - Practice
 - Time
 - Coaching or role-modeling behavior, On-the-job training
 - Access to the right tools
 - Feedback

ADKAR Assessment for the Change

Role Name	Initials	Impacted Group(s)	Role Definition ?	Support	Influence	Awareness	Desire	Knowledge	Ability	Reinforcement	Barrier Point	Activation Tactics
▼ Core Roles Roster +												
People Manager	M.I.	Architects and engine	The PM has to impac...	Supportive	High	5	4	4	3	3	Ability	Make it happens by ...
Primary Sponsor	B.G.	Financial Department	The Primary sponsor...	Neutral	Medium	3	3	2	2	2	Awareness	Rase awareness by c...
Change Practitioner		Architects and engine	Communication and ...	Supportive	High	5	5	5	3	3	Ability	Make it happens by ...
+ Add Role												

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- Ability was the barrier to the Change Management (People Managers, Change Practitioners)

Results

PCT Change Assessment

- PCT Assessment for Change Management Project Shows a success of 26.

- Leadership Score = 28
- PM Score = 27
- CM Score = 26
- Success = 28

Score interpretation:

10-19	High risk/threat - needs immediate action
20-24	Alert/possible risk - needs further investigation
25-30	Strength - should be leveraged and maintained

- Change Management health of the Change is on track.

Results

ADKAR Change Assessment

1-Ability was the barrier that needs to be mitigated for people by

- Coaching or role-modeling behavior,
- on-the-job training
- Practice
- Time
- Feedback

2-The risk was the commitment of the sponsor to support the change.

Results

Change Management Plan (MG Architects)

Group (WHO)	ADKAR Outcome (WHY)	Activity (WHAT)	Method / Mechanism (HOW)	Role(s) Required (WHO)	Responsible (WHO)	Start Date	Finish Date	Status	Result / Feedback
Which impacted group is the intended audience for the activity?	What is the intended ADKAR outcome? Which element is this activity targeting?	What needs to be done?	What is the established process for completing the activity?	Who might you need to complete this activity? Who is your preferred sender? What role is best positioned to take action?	Who should take the lead to ensure this activity is completed?	When should this activity start?	When should this activity complete?	Is this activity not started, in progress or complete?	What is the result or outcome of the activity? How do you know?
All groups	To discover where the barrier points are	Communication Plan	Training on the job	Project sponsor People manager	Project manager and change manager	Jan 1 st 2023	Dec. 31 st 2023	In progress	Increase in the ROI
Architects Managers Clients	To start working on the barrier point and mitigate the issue	-Townhall meeting -Story telling session	-Face to face training - Group workshops -Prewrite	Project sponsor People manager	Project manager and change manager	Jan 1 st 2023	Dec. 31 st 2023	We are now working on the knowledge, training part	Faster and less costly results

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Conclusions

Change Readiness

- **Cultural readiness;** the desired change and cultural norms are compatible.
- **Commitment readiness;** the determination to carry out the change
- **Capacity readiness;** to use knowledge, skills, resources, and abilities to support the change.

Conclusions

Change management (MG Architects)

Insights of deficiency

Aspects that pose the greatest risks

- Lack of clear scope definition
- Lack of success definition

Increase the success by the following actions

- Identify and clarify the Scope of Change management
- Commit to daily team communication.
- Redefine the success of the project.

Conclusions

Higher Education

- Gone are the days of the five-year business plan.
- Today's speed of business requires an agile organization that can change even as frequently as 12 – 18 months.
- Change is never done alone.
- It takes the interactivity of every individual in the organization to make change management successful.

Conclusions

Higher Education

- Having comprehensive management of the change process is the only way businesses can survive and flourish.
- Some of these actions are required for effective Change management:
 - Identify and clarify the Scope of Change management.
 - Define the success of the project.

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Thank you for
listening

Questions and Discussion

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