

# Digitisation and Performance

## An Interactive Workshop

Session 4: Change Management  
and Business Case

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BUSINESS GROWTH + PERFORMANCE

## Session 4: Change Management and Business Case

Bringing it all Together



Digital transformation is not about technology, it is about people. Technology is the medium of change. People are the essential ingredient of successfully implementing process change and digital transformation:

- How they are involved, embrace, and adopt the change
- How they develop the ability to change through training and knowledge transfer for the new processes and digital tools
- How they change their daily behaviour to make the new processes and tools 'business as usual'

Change is at the heart of process improvement and digital transformation projects. However, change is hard, and if not proactively planned and managed, can result in not achieving the desired outcomes of the process improvement and digitisation project.

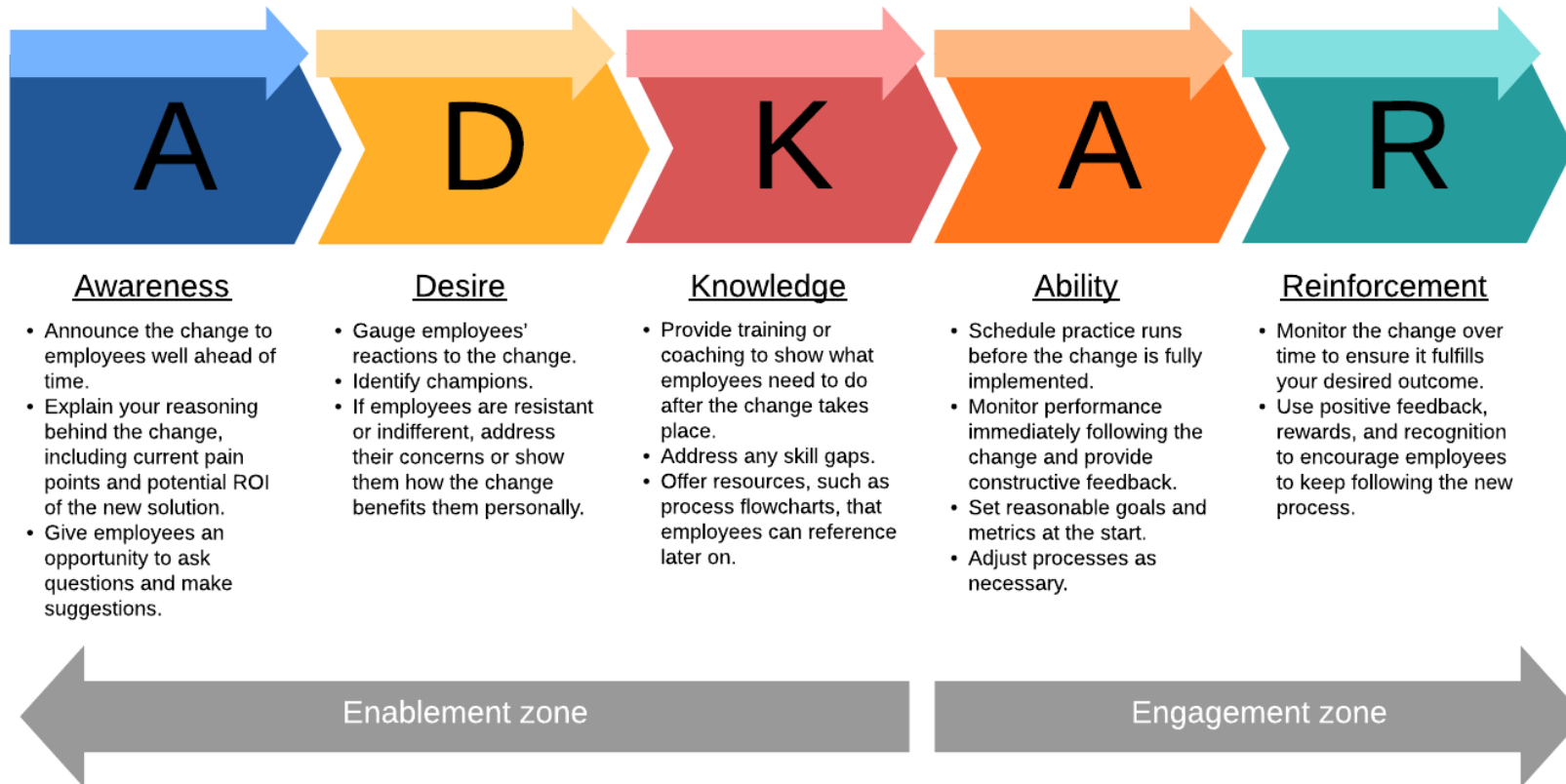
## The Challenges of Change

To take advantage of the power of technology, companies need to support the individuals impacted by the change, so they can adopt and use the new technology, change their mindset, and adopt different critical behaviours required to deliver the new products, services, and customer experiences. This means that leaders need to direct their attention to the people side of change.

The purpose of Change Management is to adopt strategies for effecting change, controlling change, and helping people to adapt to change.

## Framework for Change Management

The Prosci Methodology is a useful framework that enables organisations to manage change successfully by supporting the impacted employees in their ADKAR journeys and by facilitating the organizational change process.



## Awareness

The outcome of this step is that everyone has an awareness and understanding of the need to change. Change is inevitable and often will take people out of their comfort zones. Evidently, each individual needs to know why the change is happening and necessary. Without a full understanding of why the change is necessary, employees will be unmotivated. The less that is known about an upcoming change, the more resistance it is likely to create. Subsequently, this makes the change less likely to succeed. Hence, the organisation's management should ensure that everyone understands the need for change.

## **Desire**

The outcome of this step is that everyone has the desire to take part in and support the change. Your employees may understand why the change needs to be made—but that doesn't mean that they will want to make the change. If members of your team understand the need for change and honestly believe it will be beneficial, you will see an enthusiastic response as they work hard to implement the change to work toward goals. It is important to explain on an individual basis what's in it for them. For example, this could mean enhanced job security, a sense of belonging to a team, career advancement, or even financial incentives.

## **Knowledge**

The outcome of this step is the individual knowing how to change. The more knowledge and training you can give, the more employees will understand the change and see the benefits of making the change. If the change will require new processes and procedures, make sure you provide adequate training and mentoring to ensure that operations will run smoothly. Document these processes—if employees have a reference to fall back on, they are more likely to follow best practices. Visual documentation, such as process flowcharts, can help throughout this stage.

Knowledge is only useful when both the stages are complete. Furthermore, the individual already has the awareness and desire to change. There are many ways to impart this knowledge, such as:

- Through formal education and training
- Coaching and mentoring
- Workshops.

## **Ability**

The outcome of this step is that the individual can demonstrate the desired new skills and behaviours. Just because your team understands the change doesn't mean that they will have the ability to perform their roles right away. To translate knowledge to ability, you need to have some practice runs and analyse what goes well and what doesn't. Make adjustments where necessary and try again. Be a mentor and offer constructive feedback and always look for ways to improve and streamline.

## **Reinforcement**

After the change has been made and your workflows are running smoothly, reinforcement is a crucial step of the ADKAR model that ensures that people don't revert to old methods. It takes some time for people to completely adopt a change. The more complex the activity, the longer it can take. So, if you want your workforce to buy in to the changes that have been implemented, you need positive reinforcement to keep them on track and productive. Reinforcement can come in the form of recognition and rewards, performance measures, and positive feedback to show that the change is here to stay.

## Develop a Basic Change Plan

Relating to your process improvement and digital transformation project, plan the change that needs to occur to implement and realise the benefits of the project for the business.

### Change Management Plan Template

#### **Project:**

#### **Introduction**

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Provide background to the change project

#### **Project Objectives**

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Detail what the project will achieve.

## **Awareness**

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Provide details of:

- Communication brief
- Timeline for communication
- Team meetings and feedback

## **Desire**

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Provide details of:

- Brief for the reasons for change, customised for roles and individuals
- Timeline for communication
- Team meetings and feedback

## **Knowledge**

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Provide details of:

- Process map requirements
- Training requirements per role
- Mediums of training
- Team meetings and feedback

## **Ability**

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Provide details of:

- Test runs and trials
- Team meetings and feedback
- Process for identifying and delivering identified training requirements
- Team feedback

## **Reinforcement**

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Provide details of:

- Processes for positive reinforcement
- Timeline for 'going live' with project
- Team meetings and feedback

## **Evaluation**

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How will the change be evaluated in relation to the achievement of the planned objectives?

How will the change management processes be evaluated – consider summative as well as final evaluations, how can you assess your change management strategies as you implement them?

How will the evaluation outcomes be circulated and promoted to stakeholders?

How will evaluation outcomes be used in other organisational processes?



## Develop a Business Case for Change

The Case for Change Template is a tool that provides the Change Manager with one place to capture all the reasons a change needs to occur. Information on this template will be used to craft communications for each relevant audience impacted by the change.

<p><b>Background</b></p> <p>What current problems need to be solved?</p> <p>How did we get there?</p>	
<p><b>Current State</b></p> <p>Where are we now?</p> <p>Why is what we are doing not working?</p> <p>What opportunities are being missed?</p>	

**Risks of not taking action.**

What future problems are anticipated if no action is taken?  
What is the impact to the organisation?

**Benefits of Acting**

What are the benefits of making the change? What is the impact to the organisation?



**How about a coffee on us?**

Let's catch up for a chat

**Contact Steve Wilson**  
027 263 0880  
[steve.wilson@velocite.co.nz](mailto:steve.wilson@velocite.co.nz)