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01. Prepare the Team

Overview: Prepare selected business participants and project team members in the use of a structured transition framework. Transition leaders and team members are prepared to lead change efforts. If a consulting organization is enlisted to work with the team members, the firm's methodology should be used to train team members.

Considerations: For large initiatives, training is highly recommended for key team members. All transition team members should be exposed to general "change" concepts. For large-scale initiatives, active engagement by experienced transformation practitioners is important. Who should be on the team? Are there some who do not need to be on the initial team, but may be important later?

Practices:

- Identify Change Agents (Change Agents are described in Part 8 of this book) and form a team.
- Identify skill gaps with business personnel and project staff.
- Gather training material available to address the gaps (use the consulting firm's methodology if a firm is engaged).
- Identify a methodology to use, and discuss how to best use it.
- Create an electronic filing and tracking system for the effort. (Web-based collaboration tools are becoming increasingly useful for this purpose).
- Distribute basic information and training to team members.
- Conduct brainstorm session with team about how best to organize the work.
- Conduct a status meeting with executive management prior to a more robust launch of the effort.

02. Make a Vision Statement

Overview: The vision statement should be aspirational, achievable, and paint a clear picture of what the organization hopes to achieve by taking advantage of the business opportunity. A clear vision statement serves as the starting point for future communication. It remains a continuous reference point for decisions as they are made.

Considerations: Any level within the organization can contribute toward making a vision statement, but any such level should include a cross-section of stakeholders who are sufficiently familiar with the business opportunity being sought. Management need not exclusively draft a vision statement. To that extent, leaders should enlist contributions from lower levels of employees within the organization who may see the business opportunity from a unique perspective. Why should this initiative be done? Who will benefit if this is initiative is successful? Who might be a good facilitator for this visioning exercise?

Most of us are familiar with the story of the blind tribesmen who touched an elephant. The one who touched only the tail thought the elephant was a rope; the one who touched only the elephant's side thought it was a wall; the one who touched its leg thought it was a tree, and so forth. The principal of combined contributions runs throughout the art of making good business decisions. Every good Farmer wants "to hear from" those the Farmer can identify as likely to have good ideas, no matter where that person is on the corporate ladder. Major initiatives can benefit enormously from vision statements drafted with the help of lower agents within the organization.

Practices:

- Review any existing organization vision, strategy, and brand visions.
- Enlist a skilled facilitator to conduct the visioning session.
- Form a team of six to ten visionary people from various levels of operation.
- Include a cross-section of experts and management.
- Distribute copies of information a few days prior to the session.
- Conduct brain-storming visioning session (2-4 hours minimum; 2-3 days maximum in the rarest of situations).
- Reach agreement on the general content -- not specific phrasing.
- Verify content is aspirational, achievable, and goal oriented.
- Verify that content is consistent with the organization's larger visions of operation.
- Draft three or four versions (styles) using the content from the group.
- Distribute findings to the team; reach consensus for one version.

03. Find Business Opportunity

Overview: Business opportunities, in their most basic form, are either decreases in cost or increases in revenue. Opportunities may include streamlining an existing process, restructuring the sequence of an existing process, or eliminating a process that is no longer needed. Other opportunities include expanding into new markets or increasing the revenue from existing customers.

The task to find a business opportunity requires a high-level analysis of procedures and processes. Efficiency and effectiveness are directly impacted by the way processes are performed. Assess these processes by considering turnaround time, error rate, and decision delays.

Identifying increases in revenue typically requires a marketing study or marketing analysis. The Farmer appreciates a high-level review of the total market, broken into key market segments. Opportunities for increased revenue through new products/services, or expansion into new customer segments are the two most common ways for demonstrating revenue opportunity.

Note: once an opportunity is identified, Business Scientists are exceptional at creating plans to fulfill the vision.

Considerations: Farmers typically have an intuitive sense of whether an envisioned effort has a reasonable chance of success. Farmers fundamentally look for revenue increase or cost reduction. Some business opportunities have both components. This task begins to identify opportunities for improvement – whether the opportunities are revenue or cost reduction. This task might identify out-of-date activities, or processes better enabled through technology.

Who understands the current processes? Who might have ideas about process improvements? Why do some processes seem to be so deeply entrenched, and others are flexible and not well documented? Who understands the current customer base and trends in the market? Why are the trends taking place?

Practices:

- Identify subject matter experts and conduct a facilitated discussion.
- Identify (5-20) primary processes performed by the group, department, or role.
- Create and use a brainstorming tool to accompany this task.
- Identify a few high potential opportunity areas related to a cost reduction.
- Identify a few high potential opportunities for improved market penetration or increased revenue.
- Classify and prioritize data into a few common themes.
- Draft a synopsis of the results.
- Provide copies to management and focus group participants and isolate the top ideas for continued work.

04. Define Scope

Overview: This task defines the scope of the project objectives. The scope statement must clearly say what the project is. A description of what the project is not is also important. Assumptions are an important component of this statement. Spell out valid assumptions. Cast out invalid false assumptions. A scope statement is a description used to control and focus the project efforts. The task of defining the scope in a statement provides an essential opportunity to clarify any potential scope issues.

Emphasis on the importance of selecting valid business assumptions is warranted. Jeffrey Pfeffer, PhD, and Professor of Organizational Behavior at Stanford University, has emphasized the importance of testing business assumptions in several of his books and research publications. Untested assumptions can dramatically and erroneously steer an otherwise powerful business initiative off course.

Considerations: Well-defined projects have a higher probability of success of improving the business initiative. Several models and frameworks exist for defining scope, but one common framework is to define the scope of "people, process, and technology."

Break down each category, defining scope in terms of the subcategories.

- ***People*** might include: culture, capability, communication, roles/responsibility, reporting relationships, training, recognition systems, alignment, and compensation.
- ***Process*** might be broken down into functional areas in the organization, or the standard supply chain might be used: buy, make, move, store, and sell.
- ***Technology*** could be broken into mainframe hardware, communication equipment, operating systems, application programs, desktop technology.

Once the categories are identified, some categories will be useful for describing the scope and the other categories will be useful for describing aspects that are not relevant to the project – thereby out-of-scope. Clearly specifying the scope serves to communicate what a project is and is not. Who will feel like the scope is too broad and encroaching on their turf? Will executive management agree with the scope defined?

Practices:

- Identify the business process to be enhanced and the outcome to be achieved.
- Identify the customer segments to be addressed, or the suppliers that are included within the scope.
- Identify the assumptions. What resources are available? What kind of commitment is present? Identify the various levels of commitment and make prudent assessments of each.
- Define what the change is. Use the project goals. What actions are required? What will be resisted? What will be embraced?
- Define what the change is not. List confusing aspects of the project. List some things that others are expecting to happen.
- List alternative ways to accomplish the objectives. Using this list, describe what the project is not.

  Get business leader's acknowledgement and draft formal memos.

05. List Cost and Benefit

Overview: Cost (or risk) and benefit associated with the business opportunity are itemized. Risks are grouped in categories (e.g., customer service risks, employee motivation risks, and procedural risks). Benefits are shown as hard benefit and soft benefit. Results of this task are useful in identifying potential interventions and to pre-empt issues identified.

Considerations: This task requires a hard look at the implications of the change. How might these types of changes be resisted? How might the initiative fail? Remember to examine the effect of the initiative on customers and suppliers (both internal and external to the organization). Who are the best people to participate in discovering the possible issues? Is there someone from another department or group who is adept at estimating cost? Who has credibility with executive management when estimated benefits are calculated? Is there someone on the existing team with previous experience with a similar project? Is this an opportunity to bring on a temporary team member, from outside the core group, to help with this task?

Practices:

- Form a group. Get representation from several disciplines (e.g., systems development, training, and other functions).
- Conduct focus group session. Identify implications of success (and failure) during the process of moving toward the vision.
- Rank and categorize the risks identified.
- Group benefits into two categories: Hard-savings (reduced cost, increased revenue) and soft dollars.
- Prepare a summary of the risks and benefits of the vision for review by management.
- Distribute the summary list to all participants.
- (Suggestion): Include a word of appreciation for each person's contribution.

06. Quantify Cost and Benefit

Overview: The process of quantifying cost and benefit is more complex than simply listing them. Validation of assumptions, separation of real benefit from soft benefit becomes even more important than in the previous task.

A common mistake is to "double-dip" the benefits with other concurrent initiatives. Ideally, each cost and each benefit have an associated level of confidence related to them.

Reduced workload (efficiency) is the most commonly misused benefit justification. Except in instances with rapid growth, efficiencies gained and illustrated as a hard benefit are misleading. Unless there is a clear commitment to reduce headcount because of gained efficiencies, then it is likely not a hard-benefit.

To illustrate the difference between a hard and soft benefit, the examples below pertain to benefits an individual might personally realize.

Examples of hard benefits include: getting a raise or reducing the overall electric bill at your home. These clearly increase income and decrease cost.

Examples of soft benefits include: gaining more personal time to organize a compact disk collection, or having the option of receiving a traditional paper bill or an electronic utility bill. These are nice to have, but do not directly impact household income or cost.

Considerations: Look for ways to quantify top-line increases in revenue, increased margin, eliminated waste (of material), reduced contract liabilities through re-negotiation, and reduced head-count. For cost, include the additional time, effort, and money required to ramp-up the new processes. Which group handles the most costly part of the process? What groups might impact the cost, but they are only indirectly part of the process? From a customer's perspective, what is the most valuable part of the process?

Practices:

- Use more than one method of estimating cost and more than one method of estimating benefit.
- Use at least one top-down approach to make each estimate. The starting point numbers ideally begin with budgets and projections from the financial statements.
- Use at least one bottom-up approach to make each estimate. Document the assumptions made, and the relationships between the assumptions along with the confidence level in each assumption.
- Identify weaknesses in each estimating technique and recalculate those using bands-of-probability (high, medium, and low). The bottom-up and top-down estimates will only rarely come out within a reasonable range on the first attempt.
- Identify a third method of estimating the values. If possible, use data from outside the organization, available in the public domain, or from a third-party vendor.
- Rationalize the three estimates – rounding the values to one or two decimal points. The best way to present this information to a Business Farmer is by using a range of values. Having the high-level numbers is important.
- Avoid displaying the detail or the mechanics of how a figure is derived, unless asked. Have the detail readily available, but a Business Farmer typically only wants to see that detail exists, not to test the calculations.

07. Clarify the Objectives

Overview: In this task, a project's business objectives are clarified for the purpose of better communicating with management and staff.

Considerations: Whereas the vision statement serves as the starting point for communication, the business objective provides the starting point for focusing the activities. A business objective must fit within the organization's overall vision. Does the business objective apply to the entire organization? Does the objective apply more to one part of the organization than it does other parts? Will everyone recognize the objective as important? Who will be confused by the objective statement? Are there people from outside the core team that can participate in this activity? Should this activity be kept "close-to-the-vest" or should others be actively involved in the task?

Practices:

- Review the organization's vision, strategy, and prior business objectives of the business unit, group, or team.
- Identify opportunities for improvement through enhanced processes, functions, technology, or organization changes.
- Identify opportunities for increased revenue through new market penetration or increased "share-of-wallet" of existing customers.
- Identify constraints (or conditions) that exist or are perceived to exist. (For example, funds may be limited or access to key staff members may be difficult).
- Create a short list of the best opportunities then draft objectives.
- Confirm each objective includes a description of what should be achieved; the conditions under which the achievements will be made; and a set of criteria that will be used to judge what's been done.
- Gain team consensus. Publish. Distribute to business unit stakeholders.

08. Give the Project a Name

Overview: This task is an important component of project communication. A change initiative name helps uniquely identify a change effort. While on the surface this task may seem trivial, a well-formed initiative name has considerable value. A poorly formed name can have a negative effect.

Considerations: An ideal project name is brief, descriptive, easy to remember, likable, interesting, and meaningful. Use this opportunity to get other people involved. Be creative. Ask for suggestions from the stakeholder group. Consider having a contest. Use a name that sounds like a sequel of a previously successful change: Successful Change II. Create a meaningful acronym that makes a word. Can this process be used as a way to promote or introduce the coming change? Are there some key people who should contribute to this activity? Who are some creative employees, possibly outside of the department, that can help with this activity? Some ideas or names might be trademarked or in some other way not fitting with corporate standards. Is there someone from the marketing department responsible for branding that should be involved, at least on a consulting basis?

Practices:

- State to the Farmers and Scientists "This task is important to create efficiency during the project itself. Having a clear project name will streamline project communication."
- Evaluate the relative importance of this task. High profile, substantial, or difficult changes require thoughtful attention to this task.
- Choose approach to finding name; e.g., assign a small group to come up with possibilities; have a team lunch or naming party.
- Select three or four candidate names. Evaluate the names using the following guidelines: brief, descriptive, easy to remember, and meaningful. A visual image, icon, or graphic can enhance a name.
- Avoid infringement of register trademarks and explore the possible value of registering the selected name.
- Avoid using the organization logo or brand name with the project name. Usually there are corporate standards about the proper use of a company logo and brand. This is a common mistake that many well-intended teams encounter.
- Select one of the names. Get a consensus. Publish the result to participants.

09. Adopt a Methodology and Team Process

Overview: When a large consulting organization is employed to work within a client organization, typically, the consultancy brings a proprietary methodology to the table with them. Working within the consulting vendor's methodology is usually advisable. Other times, a corporate standard is in-place, and expected to be used. This section outlines some basics around methodology. This subject is vast and beyond the scope of this book, except that the idea of selecting and adopting a team process is important. Below, three examples of methods and three standards organizations are introduced:

- SDLC
- DMAIC
- ABC
- ISO (standards, not a methodology)
- ANSI (governs standards)
- NSSN (describes global standards via the web)

Systems Development Life-Cycle (SDLC) is a generic methodology, especially useful for technology initiatives, which establishes procedures, practices, guidelines, concept development, planning, requirements analysis, design, development, integration, testing, implementation, and operations of information systems. For example, the United States Justice Department has adopted a form of SDLC for its various organizations.

DMAIC (pronounced "Duh-MAY-ick") is a highly structured problem-solving method many organizations have adopted. The letters are an acronym for the five phases of a Six-Sigma improvement effort: Define-Measure-Analyze-Improve-Control.

Activity Based Costing (ABC) is an alternative accounting technique that allows an organization to determine the actual cost associated with each product and service produced by the organization without regard to the organizational structure.

ISO (International Organization for Standardization) is the world's largest developer of standards. Although ISO's principal activity is the development of technical standards, ISO standards also have some economic and social repercussions. An understanding of ISO may influence the selection of a particular analysis methodology.

Other important standards-oriented organizations include American National Standards Institute (ANSI) and National Standards Systems Network (NSSN). ANSI is a private non-profit organization that administers and coordinates the U.S. voluntary standardization system. ANSI is the official U.S. representative to the world's leading standards bodies. NSSN is a national resource for global standards which is working toward becoming the World Wide Web's most comprehensive data network on developing and approved national, foreign, regional and international standards and regulatory documents.

Considerations: Selection of a team process is important for several key reasons. One main reason for placing emphasis on this task is that the process followed will be largely dictated by the chosen methodology. Sometimes participants will not be familiar with a structured methodology, and team training will be required. Who has prior experience with a structured methodology? Why is one method possibly better than the other choices? Will any of the impacted stakeholder groups need a certain method or approach to be used? Does the consulting vendor have a preference? What kind of training is in place for the team members around a given methodology?

Practices:

Use the Systems Development Life-Cycle (SDLC) approach:

- Develop Concepts
- Plan
- Analyze Requirements
- Design
- Develop
- Integrate
- Test
- Implement
- Operate

Use the Six-Sigma approach:

- Define
- Measure
- Analyze
- Improve
- Control

Perform Activity Based Costing analysis:

- Analyze Activities
- Gather Cost
- Trace Cost to Activities
- Establish Output Measures
- Analyze Cost

10. Create a List of Project Goals

Overview: This task is required for all change initiatives. A set of goals is documented that specifically apply to the initiative. At least two and typically no more than five goals are created.

Considerations: Project goals should be clearly stated, measurable, and specific. Goals should be attainable and appropriate and should be constantly referred to for clarification and direction. Use goals to manage project expectations up front. Make sure key business personnel from all levels are included in this task. Who can review the drafted objectives to identify if they are written with clarity? Why are the goals important? Who might view the goals as encroaching on their turf? Who would benefit if the goals were achieved? Within the organization, are there any groups that would reject the goals?

Practices:

- Review the characteristics of a well-written project goal: Who will achieve the goal, what action will be taken, what the measurable key result will be, and what the target date is for completion.
- Review the project opportunity statement and any project objectives previously written.
- Brainstorm ideas for goals.
- Arrange ideas in common categories and combine related goals.
- Record goals using a bullet point approach stated as an action, e.g., "This project will increase customer service level by…"
- Reach consensus and commitment.
- Provide all persons involved with a copy of completed goals.

11. Identify the Stakeholders

Overview: All groups of people affected by the change initiative are identified and described. Skills and ability may be assessed. The culture might be evaluated and documented.

Considerations: Prior training and experience of stakeholders should be considered. The stakeholder reaction to any change initiative determines the success of the project. Who will be concerned or interested?

Practices:

- State to the Farmers and Scientists "This task identifies the specific communication needs and possible business concerns of the impacted groups related to the project."
- Identify all persons affected by the change initiative.
- Make a list of stakeholders.
- Organize names in a spreadsheet or similar tool with contact information such as phone number, office location, and email address.
- Identify skills or other pertinent information related to each stakeholder group.
- Brainstorm why each stakeholder group should be interested in the change – and why there might be hesitancy among the group for becoming engaged with the change.
- Determine prior training and experience of stakeholders to the degree this is important to the change.
- Determine other obstacles related to each group that might get in the way of communicating with the group, or prevent collecting feedback from the group.

12. Make a Communication Plan

Overview: This communication plan is not intended to facilitate communication within a project team itself. Neither is this task intended to pre-empt an organization's corporate communication process or corporate communication organization. Rather, this task is intended to create a plan to engage the staff who will be impacted by re-organized functions, new technology, or improved processes. To the extent possible, this communication plan should be created to work within the corporate communications organization methods, and coordinated with the project team communication.

Considerations: Clearly explain the intentions and planned end-results of the effort to the stakeholders. The way messages are communicated plays a large part in employee attitudes about change and will influence involvement and commitment. In this instance, active use of the technology by business unit leaders, high-touch demonstrations, and thoughtfully delivered training should be considered as part of the overall communication plan. Has Corporate Communications been informed about the change, and has that organization been consulted about the best ways to communicate? Are there any team members who are particularly adept at communicating? Who might be helpful in developing slide-show presentations, or drafting emails to be distributed?

Practices:

- State to the Farmers and Scientists "This task creates a plan for communication to be distributed, then for feedback to be evaluated."
- Identify all stakeholder groups. Note that some people will be part of more than one group. All impacted staff will be part of at least one group.
- For each group, document: preferred media types, influential communicators, key messages, and potential areas of concern or misunderstandings.
- Create spreadsheet. Each row represents a communication event.
- Include these column headings on the spreadsheet: (1) Communication Event Identifier (2) Stakeholder Group Name (3) Media to be used (4) Message summary (5) Sender of the communication (6) Method for Gathering Feedback (7) Timing of the communication event
- Complete the spreadsheet by summarizing each planned communication event on one row in the spreadsheet, with information filled out under each of the seven column headings listed above.
- Include a process for quality assurance and feedback monitoring
- Plan to use front-line supervisors for delivering the most provocative messages to the organization. Reach the front-line supervisors through direct interaction with the executive team, educating them about the planned change, reasons for the change, and process for change.

13. Make a Project Plan

Overview: A project plan includes a description of the business initiative and a list of tasks required to achieve the initiative, from beginning to end. Skills required for the initiative and the people who have the necessary skills need to be precisely identified. Stakeholders for the change initiative need to be identified and described. A project plan must include an estimate of the effort and time needed to implement the change initiative.

Considerations: A project plan should include potential areas of risk to be addressed early in the change process. The estimated timeline may be broken down into phases to enable better management of each phase. Variations from the timeline should be reported and discussed as they occur. Success factors should be included so management can determine the urgency of change initiatives. Who can be enlisted to critique the plan? What groups and individuals are likely required to carry the plan out? Are any outside resources required to assist in putting the plan into action? Will any of the team be traveling and require laptop configuration (for example)?

Practices:

- Draft components of the plan, commensurate with the complexity of the initiative to be performed:
- Write a project charter
- Develop a business case/project proposal
- Draft a budget
- Create a change management plan
- Create a communication plan
- Develop a risk management plan
- Identify procurement management alternatives
- Create a work breakdown structure by breaking the project down into phases, major activities, and tasks.
- Estimate the effort in terms of full-time-equivalent (FTE) hours.
- Use a top-down estimating technique, along with a bottom-up technique. A third method of verifying the amount of time required to accomplish the project is highly recommended.
- Establish relationships between the tasks. Find dependencies such as tasks that must start at the same time, complete at the same time, or where one task must begin before the second task begins.
- Assign skills to each task, noting that some tasks may require several people and several skills to complete.
- Identify individuals with the appropriate skills to assign to the various tasks.
- Using an automated project planning tool, allow the plan to calculate the project "critical path" and length of time required to accomplish the initiative.
- Adjust the plan by adding or removing resources (people) from the plan, adjusting dependencies, and other features allowed by the automated tool.
- Once the plan appears complete, clearly establish what people or group of people will assume ownership of the change initiative.

- Note: Most experienced project managers add from 10% to 30% contingency to their project plan estimates. For very large efforts, complex, or high-risk efforts up to 50% contingency might be called for.
- Other rules of thumb include: Add 15-20% for management and supervision. Sometimes this is called Program Management Office, or PMO. The organization change management component of a plan should typically include about the same amount of time that is allocated to the PMO.

14. Get Management Approval

Overview: It should go without saying that management approval of the project plan is essential. More than mere approval, commitment must eventually be gained. That said, this task focuses on approval. Management approval (and eventually commitment) allows the project team to move forward with the project plan. The concept of "get management approval" is listed in this section because the Business Farmer will either be a candidate for approving the initiative, or will want to know what approval has been given.

Considerations: Consult or inform all management potentially affected by the project plan. This requires good communication and written approval of at least one executive to release funds. For small initiatives, a common pitfall is to fail to document agreement and approval for a project. This can be done by using the five "Os" listed in this section for farmer: Opportunity, Obligation, Objectives, Outcome, and Order. Draft a formal memo, or an email (at a minimum) with these five headings. Provide the sponsor with an overview of these five categories. Provide a place for the sponsor to sign-off (literally) on the initiative, or use the formal process that is in-place at the organization. Who is needed to be visible as the sponsor? Who needs to sign-off on projected costs as they are incurred?

Practices:

- Identify all management involved or affected by project.
- Use the five "Os" listed in this section (Opportunity, Obligation, Objectives, Outcome, and Order) to communicate the project to executive management.
- Conduct a meeting with management. Present project objectives, project and communication plan, cost/benefit analysis, and change tasks.
- Make adjustments as necessary.
- Offer management a final revised copy of the documents.

  Obtain formal approval to move forward.

15. Discover the Issues

Overview: This task to draws out expertise and opinions of management, supervisors, and staff. The intention is to identify possible issues with existing work processes, difficulties in the way the people in the organization interact, or issues related to technology. This task places emphasis on perceptions of participants. Results of this task provide insight that can help during the planning process (see "Plan").

Considerations: The need here is to define the problem and discover the likely core reasons the problem exists. Because all stakeholder groups might not be identified at the time of this task, the Business Scientist should use a broad cross-section of participants. Enlisting a skilled facilitator is highly advised for this task. Notably, participants are sometimes reluctant to point out problems in their areas of responsibility. Individual interviews prior to a larger facilitated group discussion are often useful in preliminary data gathering. Who can help schedule the key interviews? Who should conduct the interviews? Who should be interviewed? Why are these people important to interview? Who is the best facilitator for the group meetings?

Practices:

- Gain a general understanding of the type of change proposed.
- Arrange brief individual (or group) meetings with management and supervisors.
- Document and listen for themes of related issues.
- Correlate data (if any) from surveys.
- Draft a Change Issues Summary paper.
- Be sensitive to needs for anonymity of participants.
- Publish the paper and distribute to appropriate management.
- Adjust the draft document to reflect new findings and discoveries from management feedback.

16. Create a Contingency Plan

Overview: Contingency plans vary widely in their size, scope, appearance, and context. They might be as simple as a "Plan B" in case "Plan A" fails, or they might have a sophisticated set of if-then propositions. Some judgment is in order to not overdo the contingency plan, jeopardizing the time and effort required to complete the initiative's plan. Still, more times than not, contingency planning is inadequately performed.

Events having low probability but high consequence require thorough contingency planning. For example, if there is a fixed completion date that is not moveable, evaluation of risks (such as not having enough staff to complete the initiative) becomes imperative.

A basic framework for establishing a set of practical contingency steps is "time, cost, and scope." Brainstorming "what-ifs" around each of the three categories is a useful exercise. What-if time runs 10% longer than expected? What-if cost is 10% more than expected? What-if the project can not address all areas originally defined as in-scope?

Considerations: A matrix or grid is a convenient method of summarizing contingencies. Allow the left-hand column to list all of the "what-ifs" and scenarios. Allow the right-hand column to describe the action that should be taken if the scenario comes about. Many times, simply going through the effort to construct such a table will provide valuable insight in the design of the project plan itself. The project plan might become more detailed to mitigate some of the risks after going through this exercise. Who has experience with failed projects in the past that might shed some light on this subject?

Practices:

- Construct a two-column table labeled scenario on the left and action on the right column.
- Use time, cost, and scope as the basis for brainstorming, and identification of several what-if scenarios.
- For smaller projects, the table suggested here will suffice. For large projects, an entire document may be warranted.

17. Learn About the People

Overview: This task includes analysis of the stakeholder groups likely to be impacted. Through this task, it becomes apparent that different groups have unique needs and requirements. This task identifies "people issues" and "people opportunities."

Considerations: Enlisting an expert organizational change consultant or using HR professionals to lead or substantially participate in this task is recommended. Who is familiar with the "way things are done around here" and who is possibly new to the organization that can contrast those norms against other organizations? What is the relationship between written policy and employee expectations? Are there any "unwritten rules" that employees assume to be true?

Practices:

- State to the Farmers and Scientists "This task identifies high level characteristics of each group so a plan can be created to improve future communication, training, and changes in roles."
- Draw insights from previous results of diagnostic tools and/or surveys.
- Using focus group sessions or structured interviews identify potential strengths and weaknesses of the organization's culture (or characteristics) pertaining to improved processes.
- Classify the data gathered from focus groups and interviews into a few common themes.
- Draft a synopsis of the results. Provide copies to management and focus groups. Indicate how the information might be used to improve business results.

18. List Main Features of the Change

Overview: This task produces a summary paper of the anticipated change. A text description along with supporting diagrams is created, providing impacted groups with as much information that is available. In order for participants to help isolate potential problems or issues, they first need to understand the main features of what might be changed.

Considerations: Major changes often have several stakeholder groups. Material created in this task may need to be modified or tailored to fit each target audience. Emphasis should be placed on clarity and completeness. Some useful ways to help convey information include a matrix, graphics, diagrams, bullet points, short sentences, and use of common words. This task clarifies the scope of the project in straightforward terms so all project participants can collectively understand what the project is about. Who will need to see these diagrams and provide feedback? Why are the diagrams important to convey? Who is available to make the diagrams easy to digest and understand?

Practices:

- Review project documentation: project goals, stakeholder groups, communication plan, and the overall project plan.
- Describe the change in one paragraph. (Use a one-sentence problem statement followed by one sentence explaining why it is a business issue, followed by one sentence of a potential approach to address the problem).
- Example 1: To meet the newly established sales revenue targets, we must alter the way marketing dollars are used. The current allocation process is inadequate because there isn't a consistent guideline for expense requests and there is no evaluation of return-on-investment. We need to investigate where the best ROI can be achieved and establish manageable guidelines for the future.
- Example 2: To meet the anticipated demands of our products next year using our existing production facilities, we must take action within the next five months. Our current methods, staff, and facilities will allow for a 20% increase over last year, but they cannot handle the anticipated 40% increase without significant changes. We need to explore all options, including adding another shift, improving our equipment, or streamlining the current processes.
- Expand each main feature identified into a fuller description.
- Use a diagram, picture, or matrix to help clarify each feature.
- Tailor the summary to fit each of the stakeholder groups.
- Use the summary and supporting detail to discuss potential issues or problems.

19. Make a Marketing Plan

Overview: A marketing plan, at its most basic level comes down to budget allocation. For any organization there are possibly thousands of ways to spend marketing dollars and to dedicate time and effort toward marketing initiatives. A good marketing plan provides a meaningful allocation of budget to various marketing initiatives that align with the overall business opportunities.

Considerations: Where does your organization do business or where does it wish to do business? Who are the customers, and where are they located? What are your major economic advantages? What is your major differential advantage in the markets you serve? How do you currently go to market? Do you have good distributors? What are the main organizational capabilities of your firm? When should your organization participate in a marketing endeavor, and when should you not participate?

Practices:

- Draft a marketing plan document with the following sections:
- Executive summary
- Organization capabilities (strengths and weaknesses)
- Business and environment
- Market segments
- Competition summary
- Marketing alliances
- Budget
- Optionally include the additional sections:
- Organizational structure and capacity
- New product or service idea
- Sales training programs
- Operational issues
- Cross-team dependencies
- Appendices and supporting material
- Distribute and discuss drafted document with management.

20. Make a Supply Chain/Logistics Plan

Overview: The subject of supply chain management and logistics is most relevant to organizations dealing with physical products, rather than less tangible services. For companies producing or selling physical products, the key processes can be summarized as buy, make, move, store, and sell. While service-oriented firms also have a supply chain, for the purposes of this section, a marketing plan will be more applicable to a service firm than will the supply chain plan as described below.

Considerations: The subject of supply chain management and logistics planning is extensive. A comprehensive supply chain plan requires many participants. Who is involved with purchasing and procurement? Who understands the manufacturing processes or other assembly processes in place at the organization? Who knows where things are stored and maintained? Who arranges for transportation, travel, and related services? Which groups participate and contribute to the sales and marketing efforts of the firm?

Practices:

- Document material flow, from internal and external suppliers to and from your organization.
- Document internal and external demand and forecasting requirements for products.
- Document needs for material requirements planning (MRP).
- Document needs for capacity requirements planning (CRP).
- Document inventory management practices in the organization.
- Document procurement and supplier plans.
- Document financial and physical controls, and reporting activity processes.
- Identify weaknesses in each area documented, along with alternatives to prioritize and sequence the work.
- Draft summaries of the top recommendations, then construct a project plan for each recommendation as described in an earlier section.

21. Get More People on the Team

Overview: This task gathers multiple disciplines together. Change teams or change groups are formed for specific purposes. Many changes require cooperation between multiple departments and groups. Stakeholder involvement also affects the degree of resistance during change. This task provides an opportunity to address the risks associated with change and creatively derive practical solutions.

Business and technology changes require active participation by multiple disciplines to realize maximum benefit to the organization. This task primarily corresponds to the design and development stages of a business or technology change, but may also apply to the very early stages of conceptual discussion. It provides an opportunity to stimulate cross-functional participation of multiple skills and disciplines.

Considerations: Include multiple support services areas: Facilities, Procurement, IT, HR, Administration, Security, Call Center, and Finance & Accounting. Include multiple line functions as well.

The timing of this task is important. Getting more people involved too early has risks – and certainly, involving people too late has even greater risks. Once the timing of when to bring additional people to the "creative table" is established, it is also important to bring a representative cross-section of talent. Who might have great ideas about the initiative? Who will definitely be able to isolate problem areas that need to be addressed? Who should be part of the selection process to decide upon the additional extended team members? Is there a particular protocol that should be followed?

Practices:

- State to the Farmers and Scientists "This task leverages the talents of support organizations to clarify the degree of commitment and support they can provide, or not provide."
- State to the Farmers and Scientists "This task reduces rework later in the project by getting everyone aligned earlier in the process."
- Make a list of groups, people, areas, and departments affected by the system or business change.
- Make a list showing groups capable of adding a different perspective or area of expertise.
- Contact managers of each group. Convey the nature of the initiative. Identify specific individuals to participate in project.
- Form one or more groups, review teams, advisory committees, or multidiscipline teams.
- Appoint a leader for each team.
- Conduct an overview/introductory meeting with the team members. Provide a synopsis of each person's proposed responsibility.
- Gain estimated level of participation commitment from members.
- Guide each team in the development of a team objective. Objectives should complement the change initiative objectives and blend with project methodologies.
- Schedule specific dates for the groups to meet and work each other. Document findings, results, suggestions, and plans.
- Use teams to plan for actual implementation of the new processes or systems.
- Set up a team-member communication strategy using combinations of voice-mail, internal mail, memorandum, and other methods.

22. Outline Business Processes

Overview: Current processes are reviewed and refined. New processes are determined where necessary. A high level outline of new procedures and processes is drafted. Processes and policies are aligned with the organization.

Considerations: Processes, procedures, and policies have a major impact on organizational effectiveness. Therefore, it is important to make sure the processes and organization work together. Use a combination of Human Resource experts, systems experts, and functional experts to help in this task.

Practices:

- Review current processes.
- Identify processes for improvement.
- Get a Subject Matter Expert to help with content of procedures.
- Identify what the final outcome of the process is.
- Identify the first and last steps associated with the process.
- List all major steps required to complete the process (assume no exceptions occur).
- List steps that have potential exceptions and their resolution.
- Document and publish the process.

23. Draft User Wish List

Overview: This task promotes cooperation between systems development personnel and the user community, or between process designers and the business functions being impacted. Blending ideas improves the overall business solution. Systems personnel are more confident in the approach chosen. Process designers become more deeply familiar with the purpose and nature of the work. Impacted personnel and computer users are less resistant upon actual delivery of the system or new process.

Considerations: Systems development efforts especially should include active participation from multiple disciplines. New business process improvements and organizational changes need to also include appropriate business representatives. Management and staff of each stakeholder group should be represented in this task. Who needs to be involved in the design and early discussions? Who would have some creative ideas that are "stretch ideas" to go on a "wish list"?

Practices:

- State to the Farmers and Scientists "This task may find additional good ideas that can be incorporated at low-cost or no-cost."
- Identify individuals from each stakeholder group to participate.
- Construct explanations and diagrams of the proposed technical changes in approachable terms. Avoid technical jargon and diagrams.
- Conduct explanation and idea generation sessions with various groups of the users. Document all suggestions and ideas.
- Evaluate the ideas in terms of the business benefit. Consider the human, organizational, and business process aspects of each idea. Involve appropriate departments.
- Prepare a summary report of all suggestions. Describe and clarify more the ideas to be pursued. Explain why some ideas will not be pursued in this change initiative.

24. Coordinate Departments

Overview: This task makes sure all departments involved with the change initiative are ready for and aware of the change. Change initiative leader helps the business experts and leaders develop realistic timelines and estimates. All participating departments are integrated. Department coordination and participation are crucial to the success of the project plan.

Considerations: Miscommunication can easily occur between groups. Make sure clear lines of communication are open. Consistently scheduled brief meetings are a good way to be sure information is being communicated on time and to the right people. Groups may want to appoint one person to be their representative for the project. Who is a good communication liaison for the effort? To what degree should managers and supervisors be used to provide this function?

Practices:

- State to the Farmers and Scientists "This task leverages the talent within the organization to accelerate the process."
- Identify all functional areas involved with implementing the change initiative; e.g., Training, Systems, and Human Resources.
- Contact these areas and schedule a meeting to discuss their role(s), availability, schedule, and concerns. Ask participants to identify any conflicts that might arise as a result of the project.
- As a group, agree upon how each group will integrate with all others involved in the change initiative.
- Help each group develop a schedule or timeline that fits into the project as a whole.
- Update the project work plan to include the new timing estimates.

25. Promote the Project

Overview: Advertising the project informs stakeholders of upcoming change. This task decides what phase (time) of the project will be appropriate to introduce the project to the stakeholders. Advertising the project may also create anticipation or generate stakeholder interest.

Considerations: Promotion of an upcoming project can be creative or simple. Choose the form of advertising to fit the needs, budget, and project. Advertisement should be thoughtfully timed and it sets the tone for future communication. Advertising's aim here is to introduce an idea and establish appropriate expectations. Expect the advertising to *provoke* reaction, both positive and negative. This task is coordinated with and becomes part of the communication plan. Who needs to know about the initiative? Why would this group care, or be interested?

Practices:

- Note to Farmers and Scientists – advertising and promoting a project are important. Still, advertising is only part of the important communication that must take place.
- Avoid the mistaken assumption that advertising (telling about the initiative) is sufficient for the needed communication.
- Use normal existing communication for this task when possible.
- Select the best way to effectively reach stakeholders.
- Use multiple channels such as email, voice mail, and through management structures, if necessary.
- Consider the expectations that advertising will create and make sure that the form of advertising chosen meets those expectations.
- Gain management approval of the advertising method chosen and the content to distribute.
- Secure an executive sponsor or other business leader to make the initial announcement.
- Limit the initial announcements to groups who might care about the subject.
- Advertise the opportunity to the appropriate groups.
- Collect, process, and respond to feedback.

26. List Basic Job Functions

Overview: This task summarizes functions and responsibilities of a new job or an altered role. It is also used to update or modify the responsibilities of an existing job. Subject Matter Experts are required to participate in this task. This task involves identification of job (or role) objectives, functions, responsibilities, and authority.

Considerations: Enlist HR professionals for this task. Factor-in organization goals when determining basic job functions. Job attributes need to be considered. Examples include degree of autonomy, meaningfulness of work, employee empowerment, vertical and horizontal responsibilities. Example job design strategies include job simplification, job growth, job enrichment, and autonomous work groups. Who is an expert in this area?

Practices:

- State to the Farmers and Scientists “This task lists the jobs impacted by the changes, and identifies differences between jobs that sound the same but may not actually be the same.”
- Enlist Human Resources, or a job design expert to lead this process.
- Determine what the job is to accomplish, the job objectives.
- Draft an overview of the basic job functions.
- Obtain management approval.

27. Identify Job Relationships

Overview: Job relationships for business units are described and analyzed. Suggestions are made for realignment of organizational structure. This task can be complex. Involvement of Human Resources and job design experts may be required.

Considerations: An inappropriate organization structure creates conflict and confusion among units and members, poor resource utilization, and ineffective work environments. Appropriate structure provides role clarity, efficient resource utilization, appropriate flexibility, and effective communication. Who would be resistant to altering the structure?

Practices:

- State to the Farmers and Scientists "This task makes sure the appropriate amount of supervision is in place within the organization for all the key processes."
- Consider requirements in place related to a unionized workforce and comply with those requirements, if applicable.
- Assess job relationships for business units. Consider these factors: role clarity, resource utilization, and inefficiencies.
- Identify existing methods of communication between job types. Ensure effective communication principals are identified for all jobs.
- Identify horizontal organization of the business unit. Horizontal components usually equate to business processes. Consider autonomy, coordination between jobs, and culture.
- Identify vertical organization of the business unit. Vertical design focuses on aligning people to perform management processes such as planning, communication, and allocation.
- Use job design experts to approve work done in this task.

28. Make a Prototype

Overview: This task may represent considerable effort. The intent of prototyping is to identify issues and flaws. The components made during this task are working models. Give attention to the main purpose of the change.

A prototype may be created for a new business concept or service, a computer application, new instructional or educational material, a new manufacturing process sequence, or a physical product.

In both marketing and engineering, increasingly, technology that can simulate the look and design of a physical object is becoming more popular. For example, Stanford School of Business has conducted marketing tests comparing the viability of using virtual prototypes to conventional market research methods. MIT's Sloan School of Management has conducted and published similar studies.

The most common form of prototypes in most businesses today come from the Information Technology (IT) departments in the form of prototype end-user applications, from marketing departments in the form of marketing concepts, new products or brand imagery, and from engineering teams working toward creation of a new product design. Beyond IT, Marketing and Engineering, almost any other function in an organization might find a use for developing and testing a prototype. According to Merriam-Webster, a prototype is "an original model on which something is patterned." Using this definition, a prototype might even include a spreadsheet with a set of mathematical models that can be tested.

Considerations: Select components carefully. Make examples of major deliverables. Deliverables are usually tangible (can be seen, heard, or touched). Some examples are in final form. Others are a draft. All examples function and convey meaning. A broad prototype represents the entire change (in draft). A deep prototype represents one aspect only (in detail). Balance the breadth and depth of the prototype. Who is prototype developed for? Who has experience with building a prototype similar to the one being envisioned? Who should be involved with testing the prototype? How many variations of the prototype are appropriate?

Practices:

- Identify the breadth and depth of the prototype. Review the considerations listed with this task.
- Examine design documentation associated with the change.
- Make a work plan when requiring more than 10 full-time equivalent workdays.
- Get representation from stakeholder groups. Let them critique the examples throughout the development process.
- Develop each component of the prototype to the appropriate level of detail.
- Document major differences or gaps between the prototype developed and the end-product or end-result likely to be developed at a later stage.

29. Draft Job Descriptions

Overview: This task identifies crucial skills, abilities, and behaviors needed to perform a job. Key Performance Indicators are identified for each job or role. Final drafts are consistent with organization job description standards.

Considerations: Job descriptions are specific. Care must be taken to consider all important activities and skills. New job descriptions may require new workspace, new performance appraisal system, or new work force structure. All of these areas must be aligned with the vision, the organizational structure, and the target culture. Job design experts and Human Resource experts should help in this task. Who can be enlisted to lead this task?

Practices:

- State to the Farmers and Scientists "This task writes out the job description for key roles."
- Identify job to be described. Review results from previous analysis.
- Confirm activities performed and skills required.
- For new jobs, list activities, competencies and skills required.
- Get feedback from a job design expert.
- Make necessary revisions.
- Design/develop key performance indicators (KPIs).
- Get approval of key performance from management.
- Publish description in a format consistent with organization standards.

30. Design Celebrations and Symbols

Overview: This task identifies desired behavioral norms. It develops rituals, symbols, and ceremonies to support and maintain the new culture in which businesses find they need to operate. Most change requires some cultural modification to support it.

Considerations: Corporate culture is recognized by its symbols, celebrations, and ceremonies. Deliberate use of business unit rituals, symbols, and group celebrations and ceremonies will reinforce a particular set of attitudes, assumptions, and beliefs. Common examples include celebrating birthdays, introducing new employees to everyone, arranging Friday afternoon get-togethers, holding company picnics, and sending letters of congratulation. A more substantial example may include the use of bonuses and the manner bonuses are administered. Who has led a recent motivating event? Why might some celebrations be frowned upon? Is there an opportunity to introduce a new kind of celebration into the organization to emphasize a new change?

Practices:

- State to the Farmers and Scientists "This task identifies cost-appropriate ways for each team to celebrate their success, so that standards and guidelines can be established and communicated up-front rather than after-the-fact."
- Identify needs of employees, e.g. behavioral norms. Look at existing rituals, symbols, and ceremonies and use all that apply.
- Design new rituals, symbols, and ceremonies to aid in meeting employee needs and business objectives.
- Obtain opinions and feedback from employees.
- Obtain management approval for cultural change actions.

31. Try Out the Prototype

Overview: A well laid-out test sequence is important. Evaluate test results. Standardized documentation provides an efficient and effective way to communicate issues and weaknesses.

Considerations: Selection of the test team is an important consideration. The team should understand the intention of the test. The objective is to identify and report errors, issues, concerns, and problems. They should expect to find problems. Their findings must be sufficiently documented. The development team must understand the nature and extent of each issue. Clear communication is the primary consideration in this task. Are all the primary stakeholder groups represented and participating in the prototype test? If not, why not? Are there any people that need to be informed about the test that are not directly part of the test? Who will be interested in the outcome of the test?

Practices:

- Confirm the availability of the test team.
- For large changes, conduct a project orientation session.
- Familiarize the testers with the objective of the trial to find problems. Clarify that big problems will be fixed and that all problems will be evaluated.
- Emphasize fixes of some smaller problems may be deferred to a later time.
- Provide testers with adequate instructions and directions to understand the nature of their task.
- Identify what is to be tested and the test criteria.
- Arrange the testing sequence in a logical way.
- Standardize the feedback by providing standard reporting forms.
- Collect feedback, monitor status, and provide support throughout.

32. Find Organization Design Opportunity

Overview: This task encourages analysis of the current state roles, responsibility, and reporting structure within a business unit. This task is not meant to be a large-scale reorganization event. Rather, improved collaborative processes deserve acknowledgment that a few new "roles" will likely emerge and a few traditional roles might change in their charter.

Considerations: Enlist Human Resource professionals during this task, which includes organization structure and incentives. There are several techniques that establish organization structure or organization design. An excellent model shows five different ways by which to organize: geography, process, function, market, and product. "Designing Organizations: An Executive Briefing on Strategy, Structure, and Process" by James R. Galbraith is my favorite text on this subject.

Organization design includes roles, responsibilities, and reporting relationships. Here, see an illustration of the relationship of job role and job responsibility area.

Same role, different responsibility

- Sales job "A" is responsible for selling to clients in Texas.
- Sales job "B" is responsible for selling to clients in California.

These two jobs are identical, except they are responsible for clients in different geographies.

Same responsibility area, different role

- Sales job "A" is responsible for selling to clients in Texas.
- Finance job "C" is responsible for maintaining financial transactions related to Texas clients.

These two jobs are different, but they share responsibility for the same part of the business.

Both situations happen frequently in organizations of all types. For these illustrations, job "A" and "B" could both report to a Sales Manager. In contrast, job "A" and "C" could report to a Regional Manager for Texas. Both organization designs are valid and can work. Both designs have strengths and weaknesses. HR can assist in developing the positives and negatives of various organizational designs.

Who needs to be included in the definition of roles, responsibilities, and reporting relationships? Is there a need to increase or decrease the number of individuals performing a particular role?

Practices:

- State to the Farmers and Scientists "This task uses the high-level estimates of workload to balance with the number of people and roles within the impacted organization."
- Gather the current roles, reporting relationships, responsibilities.
- Identify goals and intentions of the business unit, or group.
- Compare how the current-state organization enables the goals.
- Identify potential, alternative organizing constructs; e.g., by market segment, major process, geography, function, product/service.
- Use newly drafted role descriptions and reporting structures to estimate number of staff required to fill each role. Draft a synopsis of the results along with recommendations.
- Select a path-forward and plan for implementation.

33. Write Procedures and Policies

Overview: This task provides employees with clear instructions or documentation of procedures and processes. Employees gain specific knowledge of how to perform new or refined processes. New workflows are documented.

Considerations: Procedure documentation can create confusion. Use a standard format. Procedure writing can be quite involved. It is important to get a skilled and experienced people in procedures documentation to help with this task. Who has experience in procedure writing?

Practices:

- Confirm that all documentation will clarify new or refined processes.
- Decide on a format for how procedures will be developed.
- Set standards for how procedures will be developed.
- With SME help, gather insight on how the process will be done.
- Draft the procedure in standard format.
- Conduct a pilot test to examine how well procedures work.
- Make any necessary revisions resulting from pilot test.
- Secure management approval for publishing and distributing procedure.

34. Demonstrate the Change

Overview: Demonstrations can take many forms. Some common forms of demonstrations include a "walk-through", a simulation, watching a prototype in action, a tour of a similar situation, viewing a mock-up or model.

Considerations: When a traditional demonstration is not feasible, the communication events can use stories and hypothetical situations to "demonstrate" the future-state. What are some successful ways demonstrations have been conducted in the past? Who should be involved in giving the demonstration to others? Who is a good sponsor for the demonstrations? Why will some potential participants resist attending a demonstration? What obstacles can be expected and issues related to the demonstration? Who is a skilled facilitator that can help design the demonstration?

Practices:

- State to the Farmers and Scientists "This task provides an overview to key groups, decreasing the risk of finding problems later, and it will also help in the design of future training needs."
- Avoid putting a low-priority on this activity. Many potential future issues can be mitigated through good demonstrations and feedback received.
- Note that this is a "creative" task – this task is not simply to "tell" the participants what is coming, but it also serves to find creative ways that the impacted groups might embrace the changes. This should not be positioned as a training class.
- Decide how the change will be socialized (demonstrations, samples, formal communication vs. informal communication, etc.).
- Preface the demonstration with the limitations of what will be shown and not shown. Providing an overview first will help set the context for the demonstration.
- Decide how success of acceptance will be measured (surveys, informal interviews, focus groups, etc.).
- Monitor acceptance level through feedback.
- If acceptance level is low, try another way to socialize change until acceptance is satisfactory. Follow-up demonstrations may be necessary after adjustments have been made.

35. Advertise Test Results

Overview: This task provides an opportunity for the project team to recognize the efforts of participating testers. Also, the task conveys the status of the project to stakeholder groups and management.

Considerations: Straight-talk is important. Some issues identified through the testing process may not be addressed in the ultimate rollout. Describe reasons why issues deemed significant are not being addressed. When done well, this task builds confidence among the stakeholder groups. Who will want to know about the test results? To what level of detail should the test results be revealed? Why will the various groups be interested in the test results? Are there any concerns that are directly addressed by the test results? Will any groups have new questions that come out of the testing process?

Practices:

- Note to Farmers and Scientists – advertising and promoting a project are important. Still, advertising is only part of the important communication that must take place. Do not mistake advertising as a substitute for communication planning.
- Review the overall communication strategy. Review results from the prototype testing.
- Determine the most appropriate way to communicate test results. For large changes, more than one media type may be appropriate.
- Craft the messages tactfully, graciously, and honestly. Consider the following outline as a starting point (for a report): (1) Overview of change project (2) Prototype test overview (3) General outcome of test (4) The next step (5) Acknowledgments and thank you.
- Enlist others to review the memo or report for content and grammar.
- Publish and distribute the report, memo, or other communication.

36. Draft Training Material

Overview: This task sets the standards used for training material. The training technique is finalized (e.g. instructor led, self-paced). The training material packaging options are identified. Use subject matter experts and the training department to assist in determining content and structure. This task includes confirmation of training development cost, training delivery cost, and training support cost. Timelines and schedules should be reviewed and confirmed at this point.

Considerations: Training material standards should be finalized and approved before development begins. Training techniques should be based on audience size and curriculum content. Training content should specifically address the learning and performance objectives. Should corporate communications be involved to review the templates? Are the experts on the team with the development tools that will be used? Can administrative support be enlisted to assist with this effort?

Practices:

- State to the Farmers and Scientists "This task only produces a draft. By making a first draft, we can fine tune the material to meet the specific needs better."
- Schedule meeting with training experts to determine training technique, discuss package options, establish standards for training material, agree on delivery deadlines, make sample document.
- Make sure to comply with any branding requirements, such as use of the company logo.
- Make sure there is adequate access to subject matter experts for defining content.
- Review development status of this task with the training experts and management.
- Provide drafted copies to management for review and approval.

37. Define Training Program

Overview: Training-needs are identified. Current training programs are assessed and missing needs are identified. New skills required to support the change are identified. Course needs are determined and target audiences are examined.

Considerations: Existing training programs should be considered, if applicable. Employees' previous training should provide insight into what type of training is required for each type of change. Enlist the assistance of experienced instructional designers. Who has developed successful training in the past? Why is the training method important? Once the training is delivered, will it ever be used again? What level in the organization does the training target? Are there any language barriers that need to be considered? Will the participants have access to technology, or PCs?

Practices:

- State to the Farmers and Scientists "This task creates a curriculum so the training will be well coordinated, organized, and effective."
- Schedule meeting with training experts or functional experts.
- Prior to the meeting make a rough draft of possible course descriptions and objectives. Define the target audience for proposed training. Define the target audience for proposed training. Write down skills needed by the target audience.
- Consider a variety of training approaches including: (1) Role play, simulation, or in-basket exercise (2) Demonstration presentation (3) Performance tryout (4) Structured discussion/debriefing (5) Case Study (6) Team tasks and group work (7) Brainstorming (8) Panel discussion (9) Structured note taking (10) Field trip and (11) Programmed instructions.
- Gather input regarding the preliminary draft. See if existing materials already exist. Estimate cost of development and delivery.
- Publish a report outlining preliminary findings.
- Gain management approval of the training program prior to actual development of the material/course.

38. Make a Scorecard

Overview: This provides quantifiable measures to the project team and stakeholder groups. This task helps communicate on-going results. An easy to understand measure of the change is tracked as a function of time. Depending on the complexity and importance of the PBC, a tracking scorecard might be sufficient. For some initiatives and in some organizations, a more robust "balanced scorecard" approach may be preferred.

A widely adopted approach to strategic management was developed in the early 1990's by Drs. Robert Kaplan (Harvard Business School) and David Norton. Their system is called a 'balanced scorecard' and minimizes some of the weaknesses of earlier management approaches. A balanced scorecard includes measures of financial health, customer attention, process efficiency, and people (learning and growth) management. Adopting a robust balanced scorecard approach within an organization can take up to several months. A specialty organization, The Balanced Scorecard Institute, has insights worthy of reviewing at their web site. This organization provides a central source of balanced scorecard information applicable to government, nonprofit and commercial organizations.

Considerations: Changes can seem intangible. Changes are often very difficult to quantify. Even so, it is important to have a way to measure the change. Caution should be taken not to make the measurement difficult to understand. Ideally, the presentation of the scorecard will be interesting to look at or to provide a quick synopsis without having to deeply analyze its meaning. Who needs to know about the progress being made? Who will be motivated by progress? Why is the progress important to the business? Who might be able to creatively assist in developing a concise way to track and report progress? What are the primary interests of executive management regarding this change initiative?

Practices:

- Gather potential measurement items. Review project goals, cost and benefit, change opportunities, and main features of the change.
- Select up to five items (depending on the magnitude of change) as the project Key Performance Indicators (KPIs).
- Brainstorm some creative ideas about how to track, measure, and report each of the KPI measurements.
- Make a data collection notebook or central area for maintaining measurement values as a function of time.
- Create a graphic that can be published in a prominent area. Label with a title, a brief explanation of the change; the graphic itself; an explanation of how to interpret the graphic and key dates.

39. Counsel the Stakeholder Groups

Overview: This task deliberately encourages specific dialogue with each group. Ideally, this is a one-on-one sessions and/or small group discussions. Hear stakeholder concerns or points of confusion. Honestly address these points. Regardless of the format, the end-result is to help stakeholders become more open to idea of this specific change. Assume the stakeholder groups and individual will be resilient enough to adapt to the coming changes, and that collectively, they can identify creative ways to make the best of a given situation.

Considerations: For any given "concern" expressed, there are three potential outcomes and remedies: (1) the message was not properly conveyed, or not correctly heard, so the remedy is simply to clarify the message. (2) The message was properly conveyed and received, and the concerns can be directly addressed. The remedy is to change or alter the actions of the project that are causing the concern. (3) The message was properly conveyed and received, but the concerns expressed cannot realistically be addressed – and will not be addressed. The remedy is to be truthful. Who is skilled at providing tactful and honest facilitation? What stakeholder groups are most hesitant with the coming change? Why is resistance expected? Why is acceptance expected?

Practices:

- State to the Farmers and Scientists "This task streamlines the largest hurdle in the communication plan – getting key groups on-board."
- Establish the messages and target audiences for this task. Focus on individual impacts. How does change affect the individual?
- Determine the best setting or format for counseling. Some options include: Change Coordinator facilitates a group session. Change Coordinator hosts individual conferences. Supervisors are trained to counsel their staff. Newsletter provides a question/answer column.
- Anticipate and plan for difficult questions.

40. Identify Human Resource Programs

Overview: This task identifies HR programs supporting the change initiative. HR experts are informed of changes taking place. HR is consulted and included in the development of new programs to accommodate change initiatives. Changes in HR processes can be complex; e.g., forecast, recruit, develop, evaluate, reward, progress, retain, and retire.

Considerations: Accommodation of human resource issues is crucial to the change process. By answering questions such as, “Will the system meet both organizational and employee needs?” this task can link the culture of organization with change. Job design experts and Human Resource experts are recommended to perform this task. How can HR programs support new employee behaviors?

Practices:

- State to the Farmers and Scientists “This task makes sure the project complies with any applicable Human Resources requirements we might not otherwise know about.”
- Reach agreement regarding the need to address HR issues.
- Recruiting
- New hire training
- Compensation
- Bonus and other awards programs
- Career paths
- Performance reviews
- Promotions
- Job sharing, job enrichment
- Separation and severance
- Use the organization’s HR tools as they are available.
- Work with the experts to design appropriate programs. For example, consider areas such as performance appraisal, compensation, and recruiting.

41. Finalize Training Material

Overview: Final versions of all training materials are produced. Materials are packaged and made ready for delivery.

Considerations: If possible, use the organization's internal print shop organization to lead the final packaging effort. The quantity of training materials needed should be considered. Packaging cost should be approved. Who should be responsible for accomplishing this task, and then delivering the materials to the final destination?

Practices:

- State to the Farmers and Scientists "This task will produce the final training material to be used. Make sure you understand what this is, and how much it will cost so we can move forward."
- Make sure subject matter experts (SME) have reviewed final draft of training materials.
- Obtain management approval of packaging and training technique.
- Reconfirm number of persons to be trained and proposed training calendar.
- Make sure provisions are made for training materials to be duplicated for future needs.
- Distribute materials to appropriate locations. Make special provisions materials that must be delivered to remote locations.

42. Make Job Aids

Overview: Job-aids are any materials making a job easier. Job-aids are useful to supplement training or to use as a reference while doing work. This task determines if job-aids are needed to make the change initiative successful. Job-aids are developed and distributed.

Considerations: Avoid limiting ideas of job-aids. Job-aids can be anything. Job-aids might include a plastic template, a counting rod, a poster, a recording system. Try not to limit job-aids to paper. Unadvisedly, they can sometimes be expensive and unnecessary. Job-aids are an advantage only if they offer genuine help. Paper-based job-aids may be a good option if the process will be learned and mastered quickly. Creation of job-aids is often a very creative endeavor. Who has experience creating useful job-aids? What areas of the training are the most complex? Why might a job-aid be useful during the training, and after the training?

Practices:

- State to the Farmers and Scientists "This task creates hand-outs that are useful both during the training and after the employees begin the new processes."
- Decide if a job-aid is needed to make the change initiative successful. Ask questions such as: Will a job-aid make an employee more productive? More effective?
- Gather existing documents, notes, or procedures available.
- Brainstorm ideas for potential job-aids. Enlist some creative people, including a graphic artist.
- Make a rough draft of the ideas and ask target audience for feedback.
- Make necessary revisions.
- Arrange appropriate resources and assess how much time is needed to produce job-aids for all employees.
- Gain management approval.
- Coordinate distribution of job-aids with the implementation and training.

43. Keep up the Communication

Overview: Communication remains a significant part of successful change. This task ensures communication efforts are continued even after the change has been implemented. Collecting feedback from stakeholder groups is an important part of this task.

Considerations: Provisions must be made to allow the Project Team to respond to issues unearthed in this task. Not all issues have to be immediately addressed. However, all issues must be fixed, explained to satisfaction, or guaranteed to be addressed by some future time. Who is best equipped to quickly get answers compiled for questions that arise?

Practices:

- State to the Farmers and Scientists "This task is an update to the original communication plan based on new information that will be analyzed."
- Define and clarify the extent to which the Project Team has the authority to respond to potential issues.
- Use informal data gathering techniques to document the general attitudes and feelings of the stakeholder groups.
- Design and use more formal data gathering devices such as a project suggestion box, a project bulletin board.
- Compile direct and indirect information. Format the information to be distributed to the stakeholder groups.
- Create a response to each issue. Include some good news and facts/figures to include with the response. Publish issues and responses.
- Consider using creative ways to communicate project success, statistics, progress, and status. Provide timely updates to the information.

44. Get Approval to Implement

Overview: The actual implementation of a project is more costly than the earlier stages of simply getting a project started, or conceptualizing the idea. This task further establishes management commitment. Management approval provides support for moving forward and implementing the change initiatives. This authorization extends beyond the more esoteric agreement that a particular outcome would be a "good thing." Management approval is formally communicated to the stakeholders.

Considerations: Visible and deliberate public commitment by management to implement the transition creates support from stakeholders. Use management commitment to engage the stakeholders. In addition to the sponsor, who is seen as highly credible to the major stakeholder groups? Who must be included as a sponsor and as having commitment in order to get the project moved forward? Who might be a roadblock at a later time that can be enlisted now, instead of later?

Practices:

- Work with key managers and executives in small groups or through individual discussions.
- Summarize the activity to-date, planned activity, objectives, cost, benefit, risk, and alternatives.
- Secure management agreement to formally communicate support for the change to stakeholders.
- Provide support to management and executives as necessary to facilitate communication.

45. Deliver Training

Overview: With the large varieties of training methods available, traditional instructor-led training using in-house trainers or project team members continues to be the most common approach used. Online, web-based training is becoming more prominent. For example, consider including tele-training where a combination of telephone conference-calls are scheduled for remote employees while they review documents or presentations on their PC.

Regardless of the technique selected, schedule participants. Arrange details of training; e.g., resources, and supplies. Deliver training. Collect feedback from participants and prepare to make adjustments to material for future classes.

Considerations: This task is written assuming traditional instructor-led training approaches are used. Other forms of training may be better suited for some change initiatives. Examples of alternatives include tele-training, on-the-job coaching, computer-based training, and simulation environments. When traditional techniques are employed, don't forget breaks and refreshments, if appropriate. Keep focused on objectives and expectations. Identify people who are quick learners who could serve as future mentors on the job. Feedback of participants should be considered for future training. Who are the best people to deliver the training? Are any student/participants candidates to become trainers for future classes?

Practices:

- State to the Farmers and Scientists "Other forms of training could additionally be considered." List other approaches, if appropriate. Continue stating to the Farmers and Scientists "Traditional classroom instruction will be effective, but we need to create a clear schedule, identify trainers, and secure all the resources necessary."
- Compile and finalize list of participants.
- Verify participants have completed prerequisites.
- Reserve space, resources, supplies in advance.
- Consider providing snacks, give-aways, or incentives.
- Communicate intent of training to participants.
- Plan for a brief "get-to-know-each-other" ice-breaker session.
- Review course objectives, expectations, and time frame with participants.
- Plan for breaks every 45 to 90 minutes.
- Have a recap session.
- Get feedback.
- Make improvements to future classes based on the feedback.
- Send a thank you note for coming.

46. Put in Procedures

Overview: This task helps the transition from an old set of procedures into a new set. Stakeholders perform the new procedures on a specified portion of their work. This is extra workload. Do not consider the new procedures live until a specified conversion date. The temporary additional workload can be frustrating and de-motivating.

Considerations: Sometimes, implementing concurrent procedures is recommended. Avoid using the "concurrent" approach when up-front training, job-aids, or other performance support techniques are available. Concurrent use of old and new procedures is a practical way to indoctrinate employees into a new way of doing things, but the double work can become tiring. Provide a lot of moral support during the transition. Continually advertise the transition date. Make every effort to make a live-switch on the date chosen.

Practices:

- Verify procedures: clear, meaningful, usable, and accessible.
- Choose a reasonable target level for duplicate work.
- Communicate reasons for dual work, time frame, and conversion date.
- Staff must understand that while new procedures are not live during the transition, it is important to thoughtfully perform the new procedures.
- Show appreciation to staff for their extra effort during the transition.
- Celebrate the conversion date. Consider a formal destruction of the old procedures in some way (e.g., tear them up, etc.).

47. Provide Follow-up Support

Overview: This task provides support to make sure change initiative is successful. Follow-up support is flexible and is offered in many different forms. Follow-up support is offered until no longer needed. This task measures that the full potential value is being met, along with extra support where it is needed.

Considerations: Follow-up support may be needed immediately or anytime after the change initiative is implemented. Feedback from stakeholders should be continuously monitored to assess if follow-up support is needed. Who should be responsible for collecting follow-up support feedback? Who should be responsible for providing the actual support? Does this need to be communicated?

Practices:

- Gain feedback from stakeholders through interviews, observations, questionnaires, etc.
- Assess areas needing follow-up support.
- Arrange follow-up support.
- Decide how to monitor success of follow-up support.
- Provide follow-up support until no longer necessary.

48. Monitor the Change

Overview: This task quantifies process improvement due to specific change initiatives. Examples of improvements realized from process and procedural changes include productivity gains, efficiency improvement, levels of effectiveness, and increased quality. Perform this task to verify the level of success due to a process change.

Considerations: Each change initiative has Key Performance Indicators (KPIs). These factors are used to quantify success levels of the change. Are there convenient ways to gather the metrics that are already in-place? Who is in the best position to contribute data in an on-going manner?

Practices:

- Identify KPIs for the transition initiative. Identify overall KPIs for measuring the productivity and performance of the business processes.
- Monitor the business processes based on the KPIs as a function of time.
- Watch for trends in the data.
- Maintain a proactive watch on the data and respond before minimum threshold values are approached.

49. Examine Business Results

Overview: This task summarizes business results of an effort even as changes are still being evaluated and fine-tuned after implementation. Communicating the results re-emphasizes the link between the vision and the results. This task corresponds to the end of a major phase in the project.

Considerations: Communicate both positive and negative results while supporting the change(s) currently taking place. The messages should encourage employees to initiate new change and support ongoing improvement. Who is interested in the business results? Why are these results important to know?

Practices:

- Review the communication plan, project objectives and goals.
- Update plan to include information about how the success of the change initiative is being evaluated.
- Identify significant aspects associated with the change (both positive and negative).
- Communicate to stakeholders both positive and negative results.
- Communicate to stakeholders: support for the change(s) currently taking place.

50. Have a Celebration

Overview: This task encourages formal planning for change initiative celebrations. Celebrations are important. The celebration itself is designed to reinforce positive aspects of the change. It is an opportunity to publicly commend people who have actively helped bring about success. It takes on many forms. Creativity and good planning make this task a significant part of the overall initiative.

Considerations: Plan. Be creative. Be appropriate. Be professional. Be fun. Be interesting. Be fair. A celebration does not have to be a big blowout, but it should be commensurate with the magnitude of the change. Celebrations tend to set a precedent for future expectations. There is potential risk in both under-doing and over-doing a celebration.

This is a great opportunity to enlist a broader group of participants. Who might be great at leading and coordinating this event?

Practices:

- State to the Farmers and Scientists "This task includes monitoring that team leaders comply with the standards previously established for celebrations."
- Plan and get ideas for this task well in advance. Confirm a budget.
- Get some creative ideas on the table. A celebration might not be a single event; it might last throughout the week; it might resemble a party or something entirely different.
- Confirm that everyone involved with the change has an opportunity to participate in the celebration.
- Use the change initiative name in the celebration theme or incorporate some aspect of the change into the celebration itself.
- Include stakeholder participants in planning and coordinating the event.
- Recognize significant and special contributors to the change.

51. Respond to Organization Transition Issues

Overview: Information gathered in certain areas of operation in the organization will determine if any action is necessary to address organizational issues. Develop a list of possible actions to take.

Considerations: Observe the environment after a transition effort has been implemented. Ask questions such as "Is the organizational structure working?" Small adjustments to the organization design may be appropriate. Is there someone in the impacted stakeholder group who can shed light on how well the transition has worked? What lessons learned can be applied to other groups that haven't yet been impacted?

Practices:

- State to the Farmers and Scientists "This task suggests small adjustments to distribution of work across the impacted organization."
- Observe the environment of business units after transition has been implemented. Look for effectiveness of leadership, effectiveness of communication, and organizational restraints that cause confusion.
- Determine if action is warranted to adjust organizational structure.
- List possible actions.
- Provide management with the results of this task, even if no further action is required.