

Trapeze Organizational Change Management (TOCM)

Manage change effectively to ensure a successful technology implementation.

You've heard it said that software implementation is not a technology project, but a "people" project. The most important aspect of digital transformation is not learning new technology, but getting people to commit to a new way of doing things.

Having the sleekest software won't do if no one uses it. Technology adoption can make your agency more agile, flexible and customer focused, but resistance to the project also can lead to higher costs, greater downtime, and slower realization of benefits. To ensure an active, engaged, and motivated workforce behind your most critical technology initiatives, you must prepare and guide users to embrace new tools and technologies. You need a strategy for organizational buy-in and managing the change process. Trapeze Organizational Change Management can help.



Benchmark studies show that projects implemented with effective change management are 6X more likely to meet their project objectives than those with little or no change management.

Change Management ensures users adopt and embrace the change. Trapeze Organizational Change Management (TOCM) is a strategic, structured, and disciplined approach to leading individuals, teams, and organizations toward a desired future end-state by managing the "people side" of change. The TOCM team uses the Prosci ADKAR® model for change management to drive lasting change throughout the organization. ADKAR is an acronym that represents the five tangible and concrete outcomes that people need to achieve for lasting change: awareness, desire, knowledge, ability, and reinforcement. By outlining the goals and outcomes of successful change, the ADKAR Model is an effective tool for planning change management activities, equipping leaders facilitating change, and supporting employees throughout the change.

Increase user and system adoption! Change Management provides many benefits to your organization, including:

- Increasing probability of project success
- Building change competency in the organization
- Managing employee resistance to change
- Capturing people-dependent ROI



Trapeze Change Management Framework

The first step in managing any type of organizational change is understanding how to manage the change that a single individual is experiencing. Driving successful change in individuals and organizations requires new thinking, new models for change, and new tools. Change must start from the top. Organizations that engage executives and management to work together with project teams are best positioned for success. They are better aligned and committed to the direction of change, understand the culture and behaviors the changes intend to introduce and can model those changes themselves.

How to drive lasting change?

The Trapeze OCM team works with your internal teams and consultants to prepare future state process maps, procedures, and potential new policies using the four-phased approach below. Structured communications plans and activities drive key messages and goals from the top and then throughout the organization. This targeted approach provides employees the right information at the right time and allows us to solicit their input and feedback to keep them involved.

Assess the Change Required

- Define the change and the level and scope of change management engagement. Estimate the size of the project change and the level of OCM support.
- Establish change objectives, guiding principles, and goals. Develop and communicate a clear vision of the future state.
- Determine key sponsors and all stakeholders (e.g., those affected by the change).
- Identify potential change risks.



Design Your Change Plan

- Develop the overall communication strategy and your communication plan. Formulate your key messages, identify formats and channels for delivering these messages. Ensure that the right message goes out at the right time to and from the right people.
- Create a learning and development strategy. Identify and analyze training needs.
- Develop, review, and approve a comprehensive change management plan together with leadership.
- Integrate change management and project management plans.



Enable Change

- Execute, manage, and monitor implementation of the change management plan, with updated impact reports and communication delivery.
- Execute your communication plan, with sponsor activities.
- Execute your stakeholder engagement plan. Conduct stakeholder engagement and resistance management activities.
- Execute learning and development plan. Create learning and performance evaluation reports.



Evaluate the Success of the Change

- Evaluate the outcome against the objectives.
- Design and conduct lessons learned evaluation and provide results to establish internal best practices.
- Approval for completion, transfer of ownership, and release of resources. Write final summary report.

Change Risk Assessment

Some organizations are ready, willing, and able to change while others are change resistant. Trapeze leverages Prosci® risk assessment to evaluate how prepared an organization is for a major change and how it adapts to change. The assessment examines change characteristics and organizational attributes to define the “people risk” of a change and dictate how much change management you need. Please contact your Trapeze Account Executive to request your free Change Risk Assessment today.