



Let's Solve

Transform with Change Management

Author

Supriya Awasthi

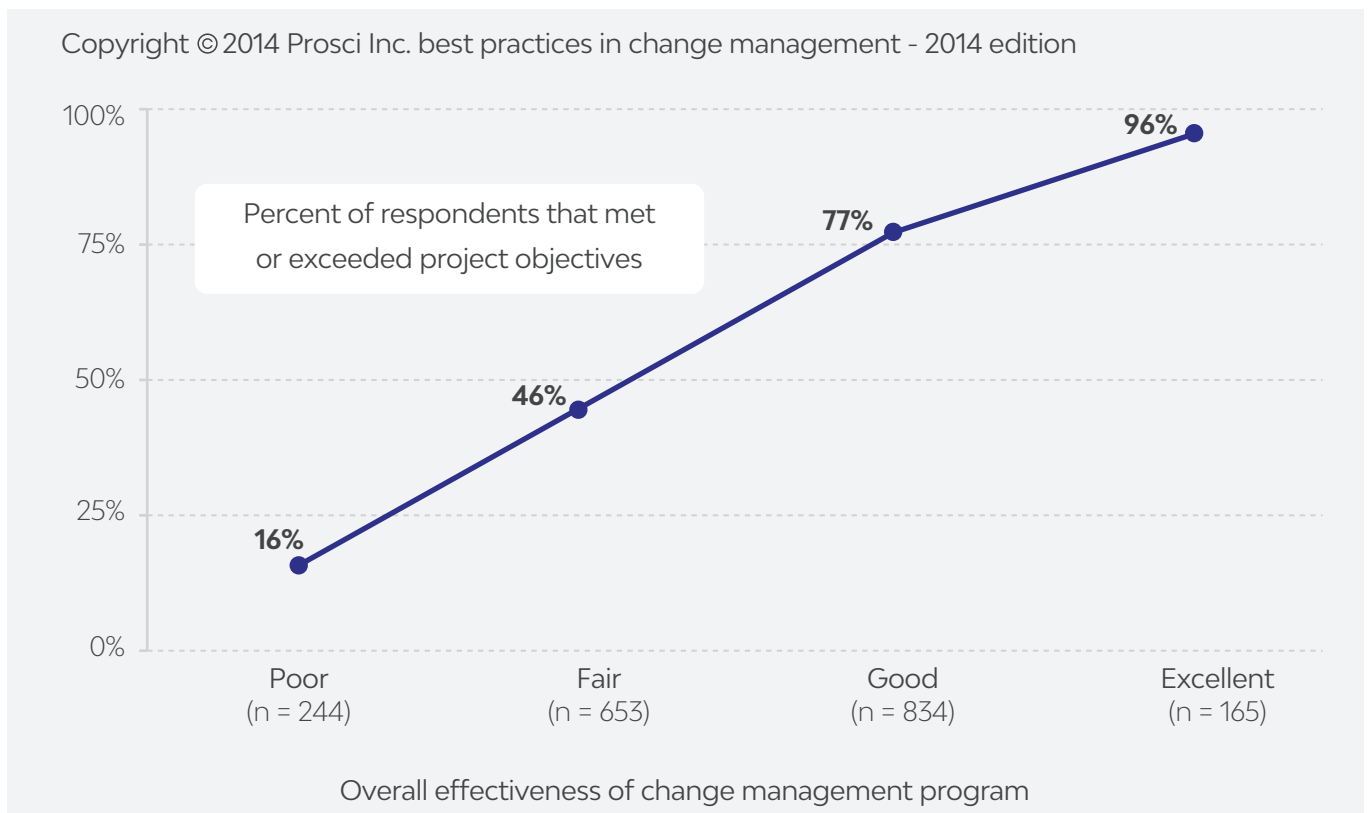


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Organizations undertake projects or initiatives to improve performance, seize opportunities, withstand competition and address key issues. These transformations require changes; changes to processes, job roles, organizational structures and uses of technology. While this is just the tip of the iceberg, there is an intrinsic requirement of change in the organization culture, and the mindsets of employees deep below. Change Management enables organizations and employees to address these evident and milder changes.

There is a growing body of data that shows the impact that effective change management has on the probability, that a project meets its objectives. Prosci's longitudinal benchmarking studies show a strong correlation: Data from the 2013 benchmarking study showed that 96% of participants with excellent change management, met or exceeded objectives, while only 16% of those with poor change management met or exceeded objectives.

Correlation between change management effectiveness and meeting project objectives



Top leadership evaluates and certifies the need of change before rolling the programs. Understanding the change and what it means to people, is the most critical part of driving change. People embrace change when they understand it and empathize with the “Whys” of change. Change Management enables the organization to derive a clear and collective vision with well-defined objectives and socializes these with the organization. ERP implementation programs generally drive the objectives of operational efficiency and analytics, while programs involving global template roll-outs are primarily oriented towards complying with the global template and minimal customizations.

Big programs often fail due to unaligned stakeholders and conflicting interests. Change Management plays a bigger role in aligning these stakeholders by understanding their concerns and expectations. Prosci recommended diagnostics for key stakeholders, organization and the, help evaluate change capabilities in evaluating change capabilities of the organization and stakeholders in view of the complexity and impact of the change underway. This three dimensional analysis enables in deriving a change management approach conducive for the organization and employees. It highlights perceptions of the change amongst employees and the ways to change or reinforce these perceptions based on the organization culture. It also streamlines the sponsorship roadmap through the transition, since sponsorship plays a key role in directing and driving the program.

Communication is the key for large programs. Though it sounds simple, the single biggest

problem in communication, is the illusion that has taken place. that it has taken place. Conveying the right messages to right people through formal and informal forums, engaging them through two-way communication enables people acceptance. Communication regarding the program, people, processes and related changes helps in creating awareness and curiosity amongst the employees about the change.

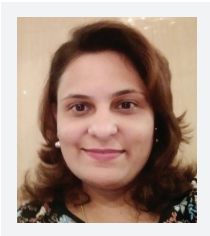
While we touched the softer aspects of change, the definite part of change, the process also needs to be understood and articulated to bring out the best of the transformation. Understanding the AS-IS and TO-BE processes and mapping the differences to benefits helps in translating anxiety to desire. Business impact analysis is the wider term being used to understand the impact and criticality of change on people, process, data, and technology. While this helps in aligning the leadership in understanding the changes in their operational areas, it also enables in driving the communication, training and readiness for the system users. A typical change that organizations attempt is simplification of process like removal of multiple approvals for processes. While this change helps the operational workforce to complete the task at hand quickly, it also creates insecurities in authorities of loss of power. Such changes can be operationalized by leadership involvement and highlighting the positive side of it.

While change management enables people in understanding and accepting the changes, it also up-scales people in absorbing it. Building abilities in people in form of trainings and digital

enablers helps instill confidence in people. We are in the digital era and digitalization of the processes and changes enable the users to quickly adapt the changes and gives the feel of live trainings too.

In a nutshell, people are the core of every

transformation. Change Management helps organizations in driving the program objectives, create people cohesiveness, aligning cultures and socializing the change through various communication channels, thereby stimulating change readiness and acceptance.



Supriya Awasthi

Senior Change Management Consultant, Business Transformation Management, Consulting, LTI

Supriya is a business transformation management consultant, with varied experience in the areas of Change Management, Project Management, Project Management Office, Requirement Analysis, Technical Architecture, IT Security and Audits. While she enriched herself with various domains and people with different mindsets across the domains, she believes that change is vital to grow and let grow.

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