

How to approach change in your organization

With modern cloud technology, you can implement a cloud-based software project, even with complex business processes, in 6-12 weeks. What does this pace mean to your people? Changes brought about as a result of these projects must be inevitably faster.

Change throughout an organization, a department, or even a single team is not easy; therefore, it is sometimes avoided. It leaves organizations with legacy systems and processes that require large amounts of effort.

A project team must absorb changes and adapt to a new way of delivering projects. The operational team must absorb the change in a very short period of time and adapt to a new way of daily work. Traditional approaches to organizational change management do not equip an organization to deal with such significant fast paced changes in today's environment.

What is Integrated OCM

Organizational Change Management (OCM) is a practice in which change management is embedded into how a project is delivered and transitioned to operating teams to adapt and accept changes.

INRY's Process Area Specific Sprint (PASS) is built on PRINCE2 project management methodology and Agile development principles. The PASS methodology integrates OCM tools and practices across the project lifecycle by equipping project members to become champions of change.

Our approach to OCM with PASS

PASS is a highly interactive and user-driven methodology that is derived from Agile. During a ServiceNow implementation, INRY rapidly designs, configures, tests, and deploys individual processes instead of implementing them in parts. INRY focuses on adding value to the project from start to finish by ensuring these processes are used and tested before the official 'Go-Live' date. This approach and methodology ensures that the Client is familiarized with the tailored ServiceNow product that meets their business needs and objectives.



Change Management Models

INRY is continuously analyzing various organizational change models that are in use across industries. When PASS first came to fruition, INRY used several OCM models as guidelines. INRY also accounts for change management processes that are necessary to complete projects.

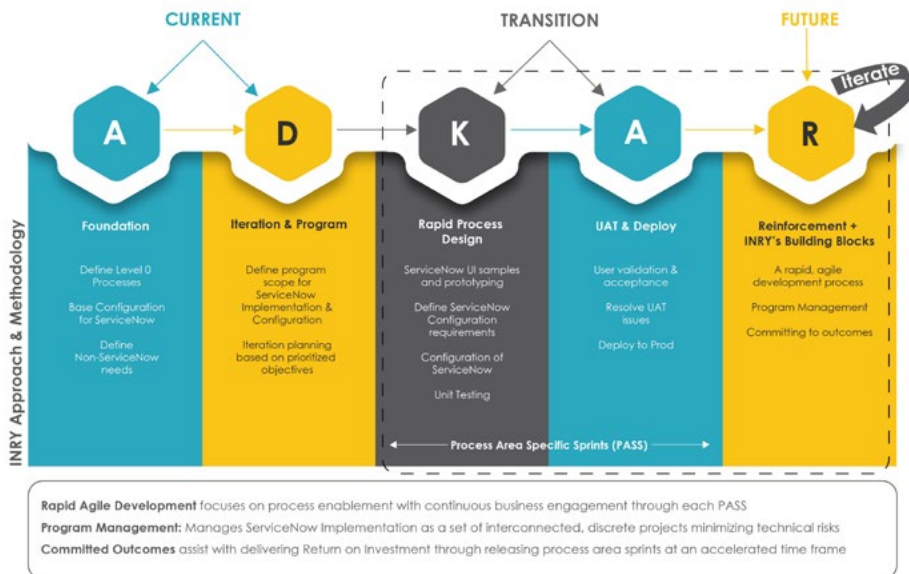
One of the OCM models was Kotter's method, which speaks to human emotions. This method revolves around the central idea that employees and their behaviors must align with changes for the organization to succeed. An essential part of this method includes getting employees involved at an early stage to create a guiding team and help ease the change throughout the organization. One of the first steps in the PASS process is to engage the Client's project to ensure that their extended teams can easily absorb the change.

Furthermore, the PASS methodology also ensures a transition of the project in parts. This allows for individuals to use the product for a specific process before the completion of the entire project. This transition from point A to point B is derived from the Bridge's transition model.

This model believes that change must not be sudden and instead is transitioned over a period. This transition will allow individuals to let go of the past processes and way of work, thereby enabling them to adapt to the new way of work and function seamlessly on a day-to-day basis.

PASS + ADKAR

INRY significantly utilizes Prosci's ADKAR model in the PASS process. This model provides a recommendation on how organizations should approach change. By incorporating five different states, ADKAR guarantees a better change adoption across the organization. In the figure below, each of the five states are represented across the various states of change. ADKAR is depicted during the different states of change so that it serves as a guiding principle for organizations going through a change - because no change is the same! Also, this model aims to enable maximum adoption across the organization because change must be embraced on a personal level to ensure its success. INRY believes that by fusing traditional OCM models into PASS, we can create more successful projects both in the short and long run.



A = Awareness + Foundation

According to ADKAR, in the 'Current' state of change, creating awareness is the first step towards successful change adoption. During this phase, it is crucial to ensure awareness throughout the organization so that people understand and accept the need for change. This phase is aligned with the foundation phase in PASS. The foundation phase comes at the commencement of the project, where the conversations begin. INRY defines real business needs and creates awareness around the foundational-level issues within your organization. Change may often lead to attrition, so we try to understand the causes of attrition within the organization and create awareness about this challenge. This exercise makes it easy for you to relay the message to your extended teams.

D = Desire + Iteration & Program Planning

Desire is the recognition and want for change to occur. Desire must be experienced by each individual who will be impacted by the change. Many of the organizational change models depict that change must stem from a personal level to achieve successful change adoption across the organization. During the Iteration and Program Planning phase in PASS, we have conversations with extended project teams, and this allows us to ignite that desire. Our kickoff meetings get everyone excited about what's to come. Without desire, changes will likely not stick, and people may resort to going back to their old ways of work because they do not believe that the change is valuable to them.

K = Knowledge + Rapid Process Design

The first phase of the Transition state is Knowledge. Possessing prior knowledge of the ServiceNow product or any change that is being implemented is imperative to the satisfaction of the employees. Employees are the first ones to get affected by change; therefore, they must be educated on how it affects their work. INRY conducts workshops with every Client to gather requirements for the implementation, and an essential task during these workshops is to outline what the product is and how it works from several points of view. In Rapid Process Design, we define their standard processes and describe how they will change for employees sitting in the room.

A = Ability + UAT and Deploy

The ability to use the implemented product and ensure its proper use daily by employees is necessary for success. INRY uses UAT testing that allows employees to get hands-on with the product and practice the different tasks and functions they execute as a part of their regular job. During UAT testing, the INRY team is onsite with the customer so that they can answer questions and provide a demonstration of the product. Practicing and gaining firsthand experience allows for easy change adoption by the entire organization.

R = Reinforcement + INRY's Building Blocks

It is crucial to reinforce a change after the product has been implemented. INRY's PASS methodology and approach contain building blocks that stress on reinforcement to ensure the success of the project. The first building block is to carry out a process similar to rapid, agile development. By churning out whole processes one by one instead of the entire finished product all at once, it allows for a smoother transition and for the employees to get familiar with the product at a rate that is more consumable. The second building block is program management. Being proactive about potential risks and issues throughout the project will result in an accurate timeline, budget, and scope, as well as happier employees. The last building block is committing to outcomes. INRY is committed to the success of the Client at every step of the project. INRY understands that change can be challenging and is a substantial task for an organization to implement change on its own, so we are committed to your success.

Sources

- Dickson, George. "[10 Reasons the Change Management Process Fails \(and How You Can Succeed\)](#)." Workzone, 18 Apr. 2019.
- Mulholland, Ben. "[8 Critical Change Management Models to Evolve and Survive: Process Street: Checklist, Workflow and SOP Software](#)." Process Street, 30 Apr. 2019.
- "Prosci Change Management Methodology." Prosci.
- "[The 8-Step Process for Leading Change: Dr. John Kotter](#)." Kotter.

Conclusion

Organization change management is not easy. "Over 70% of organizational change initiatives fail, but change itself isn't the stumbling block. Change is common and natural, even inevitable. Seasons change, people change, mountain ranges change – yet successful change management remains a lofty, even insurmountable challenge for many organizations." (Dickson, 2019)

INRY recognizes that OCM is one of the biggest hurdles that organizations need help getting over. With our [PASS methodology](#) and approach, we make sure that OCM does not become an afterthought and is instead incorporated into the process. Your success is our success, and INRY is committed to effectively delivering projects that will remain relevant to your organization. Get the [on-demand webinar](#) to hear from Joel Bowles, Director of Delivery Assurance at INRY, as he share insights on how you can successfully execute OCM initiatives using ServiceNow.



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