Guiding people throughout technology change

Management of Change Service

HPE
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The pace of change in today's idea economy is faster, more challenging and farther reaching than ever before. To stay competitive, organizations need to change how they operate, serve customers, communicate, and collaborate—and they are using modern technology to get there. Change is everywhere, impacting where, when, and how people work.

All of this change is enabled by mobility, accessibility, and modern hybrid infrastructures. New job categories are being created. Entire functional teams are being asked to pivot to serve their organizations and businesses in new ways, embracing new tools, work processes, and roles.

The net impact empowers knowledge workers, who can now work when, where and how they need to perform their job function with best results to the business. This requires IT teams to keep pace with the demands of their organizations to deliver technology value, faster, with higher quality, and with competitive innovation.

This unprecedented level of change begs a critical question: how are you preparing and supporting your people to be successful throughout the technology change process?

Figure 1. The idea economy has changed when and how people work, and changed the type of work needed most

Preparing and supporting people throughout technology change

In defining technology projects, it is typical to leave people out of the people-process-technology plan. Yet unless the people embrace change and understand their roles, the business is at risk of not receiving the benefits intended by the investment. Also, unprepared and unsupported people can cause huge disruption in current business practices during the transition process.

What is needed is a formalized approach that starts with an analysis of the impact of change on an organization, and then defines structured plans to avoid the known problems that put the project at risk and increase business disruption throughout the project.

It is not enough to train people on new skills. To perform well, people need to know why the business is changing; they also need to understand how their role is intended to help in delivering the expected business results. To embrace change, people need to know how the change impacts their roles, workloads, and daily tasks.

The benefits provided by MoC

An integrated MoC program delivers a range of benefits, including:

- Enables smooth transition to a new environment, ensuring staff have the right skills, knowledge, and behaviors
- Strengthens and enhances business sponsorship
- Reduces the risk of delay or failure of the transformation
- Leads to a decrease in the risk of user errors, which can lead to system disruption or failures
- Reduces service desk calls brought about by the introduction of new technology
- Increases speed of adoption and drives enhanced productivity
- Provides a focus on realizing business benefits

To address these challenges effectively, Hewlett Packard Enterprise offers Management of Change (MoC) service delivered by our Education Consulting team. MoC is a formalized approach to transitioning individuals, teams, and organizations to a desired future state. Our MoC practice is designed to assist companies to achieve the desired business results of technology change and investment, by proactively preparing and supporting people through the change and minimizing known causes of failed technology adoption.

HPE's education consultants start the MoC engagement by working with your project team, to identify the impacts on all business functions and levels from executives through management teams and the workforce. Working with company stakeholders, a project is created, which addresses those impacts and the coherent implementation of the accepted solution in a timely manner. Communications and skills requirements are considered, with tailored plans created that support the specific project results that are intended for the business.

Organizations working with HPE to obtain MoC have received these types of services:

- An analysis of key impacts and gaps associated with your teams, their skills, roles and processes.
- A communications plan tailored to your specific stakeholders, functional teams and divisions, supported with specific communications methods and strategies to ensure project interlock and active course correction throughout the project.
- A skills gap analysis to assess, design and provide the exact training plan required for your people—and your business—to succeed.
- Design, develop, and deliver tailored curriculum to upskill your workforce.
- Recommendations for Learning Support tools and methods, to ensure that workforce and IT adoption of new tools, roles, and methods are adopted and put into use.

Delivering successful business change

Hewlett Packard Enterprise understands the importance of the human element with any successful IT-enabled business change. HPE supports the plans of many global clients' and delivers predictable, effective benefits through MoC. We achieve this through an extensive capability with proven framework and tools. Our consultants:

- Work with senior executives to coach and support the formulation of the vision, goals and change strategies while facilitating the visible sponsorship required by the business
- Work jointly with representatives from different business areas as part of the MoC function, drive the change agenda and build the change plan
- Work across the business to communicate to business units and individuals to build awareness, understanding, and confidence required to embrace change
- Work to design and deliver formal and informal training and support aligned to the change

MoC benefits are obtained best when impacts on people are examined and considered right from the beginning of a project. MoC then supports the project throughout its delivery, and provides sustaining support after implementation. MoC uses proven approaches such as Learning Support tools to ensure the changes in behavior required for people to adopt new technology tools, processes, and roles. User adoption is the critical step required to deliver results of new technology investment, back to the business.

Enabling change in IT organizations

All aspects of the change need to be consciously recognized and actively managed alongside the implementation of the technologies.

To ensure that staff is aware of, understands, and is prepared to adopt the new capabilities or technologies, positive interventions at the right time are required. People need to be informed and supported through the transition. Central to success is the provision of training and support to ensure that people can develop the skills they need for the new environment. Technology initiatives such as converged systems, cloud and hybrid infrastructures, Big Data, and mobility are driven by business urgency and result in significant impacts within the IT organization. This can include:

• Improved IT methods and processes are required, to increase agility and enable faster applications service delivery with higher quality and value.

• As the structure of IT organizations change, leaders and employees need to embrace the new roles and responsibilities.

• Business users acquire skills and knowledge of the new tools and adopt the new ways of working.

• Collaboration and communication within and across teams needs to be established and improved.

• Individuals within the IT organization need to be appropriately skilled and certified.
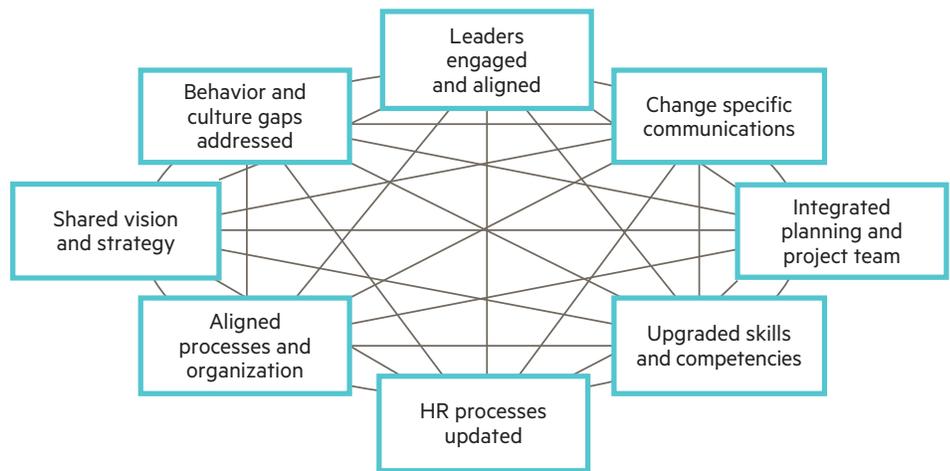

Figure 2. Our management of change approach considers many inter-related factors important to preparing and supporting people throughout change in your teams

Understanding our approach to MoC

Based on our understanding of transformation programs from a formal MoC framework and decades of global project delivery experience, HPE has developed a high-level approach inclusive of all of the change elements required to prepare and support people through significant technology change. This approach is presented in figure 3.
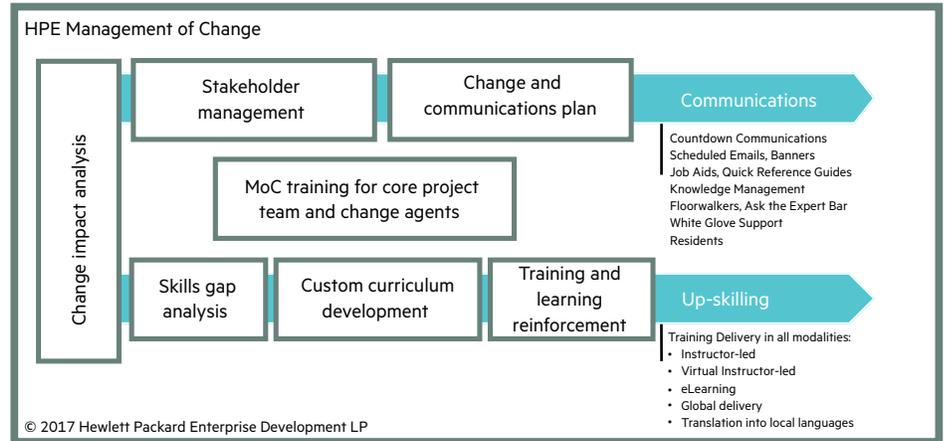

Figure 3. HPE MoC standard framework

This approach provides a common view to enable the key relevant areas of activity. The purposes of these activities are summarized in table 1.

Table 1. Summary of the key MoC activities in the roadmap

Components	Purpose
Change impact analysis	As part of the Change Impact Workshop, we help to establish the overall change strategy, and develop the initial set of integrated plans (change, communications, and training), aligned to the overall program timescales and milestones.
Stakeholder management	Engage with identified stakeholders from executives to business unit managers to understand their views, determine what support they will need, and establish a program of activities to meet their needs.
Change Plan and Communications	Create and execute the change plan and communication plan, using a variety of media to deliver timely and key messages and information to user communities.
Skills Gap Analysis and Training for up-skilling	Assess training needs through formal Skills Gap Analysis, design learning programs, develop learning material, deliver role-specific training sessions.
Learning support	Implement support tools, provide access to floorwalkers, and virtual support to address staff and workforce questions.

Business context
- Confirm issues, requirements, and desired outcomes; review current status and capture high-level gaps

Strengths, weaknesses, opportunities, threats (SWOT)
- Given the context of the change, document the strengths that can be built on, known weakness that needs to be addressed, opportunities especially for quick wins, and define threats to success

Operational capability
- Identify existing capability that can support; existing services and solutions that may need to be modified/changed

Gap assessment
- Expand and define the issues and gaps identified; plan remediation, responses and timelines

Gap closure
- Build out the key features of the transition plan and place the responses in the timeline of the program

These lead to the development of an MoC strategy and high-level plan.

The initial and guiding element of the MoC approach is a Change Impact Workshop, which can be obtained independently or as a starting point for a larger engagement.

In the Workshop, Hewlett Packard Enterprise works with your team to anticipate and plan for impacts across all levels of people in your organization.
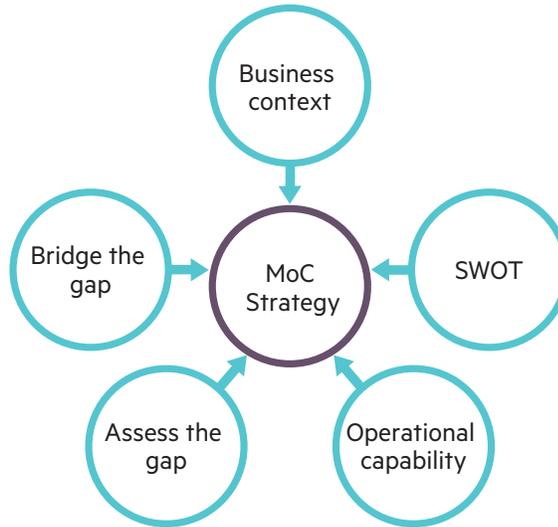
Figure 4. Change Impact Workshop Analysis

About Education Consulting Services

Hewlett Packard Enterprise brings proven experience and expertise to your transformation project. Education Consulting will work with you to select the right mix of content, methods, and tools tailored to your specific business, while managing the Communications and Upskilling components of the project for you.

With more than 30 years of experience—and with expert solution architects, education project managers, IT content developers, instructors, and instructional designers—HPE Education Consulting has the ability to deliver worldwide, in a variety of formats to meet your business needs.

Hewlett Packard Enterprise Management of Change service helps improve business outcomes from technology transformation and positions your organization for success by preparing and supporting people throughout technology change.

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