



White Paper

What is Change Management and Implementation?

Introduction

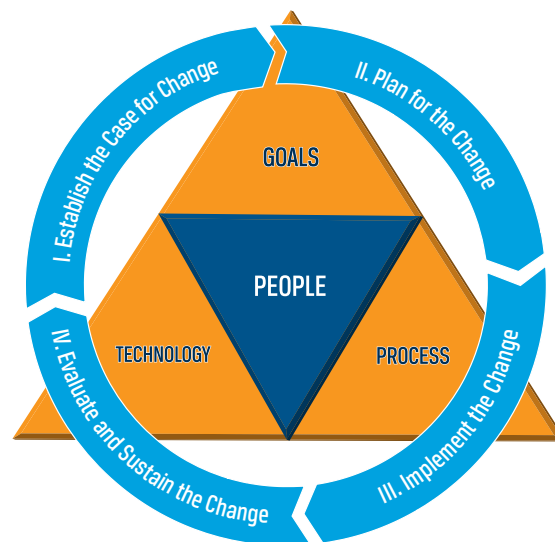
As organizations strive for excellence, they refine their operating strategies to align with a shifting environment. Successfully implementing change requires generating and sustaining organization-wide commitment and enthusiasm. To do this, organizations must carefully manage all aspects of the change, from the conception of the proposed solution to supporting implementation with training.

At its simplest, the goal of change management is sustainable, positive change. Successful change strategy focuses on driving collaboration and buy-in rather than only minimizing resistance and addressing anxiety. ICF's approach to change is founded on the principle that changes designed and implemented with a people-focused process encounter more enthusiasm (and less resistance) across an organization. This principle is rooted in the reality that organizations are driven by their internal and external stakeholders. ICF's approach fosters stakeholder buy-in and results in lasting organizational improvements.





ICF CHANGE MANAGEMENT FRAMEWORK



Note: The figure depicts the unity of the four central considerations of the change management framework: goals, processes, technology, and people. Organizations must consider how changes in goals influence changes in process and technology and how these changes in tandem affect its people. People are at the center of the framework as they are at the center of any lasting change. Only through consideration of how goals, processes, and technology fit together can an organization understand and motivate the complex human element.

ICF APPROACH

Organizational goals, structure, culture, processes and technologies bind an organization together, but change in any of these domains must begin with behavioral change on an individual level. However, behaviorally driven change rarely happens organically. Most people are not well-positioned to quickly react and flex to their organization's environment. Leaders must drive change through their unique ability to analyze their organization's shifting environment and define its strategic needs.

ICF's change management approach bridges the gap between leadership's strategic vision and the current behaviors of individuals. Our four-phase process builds awareness, generates stakeholder buy-in, and supports staff development. The organization is guided through transition as it adapts from the ground up.

Phase 1: Establish the Case for Change—In Phase 1, leaders identify the catalyst necessitating change and details how the proposed change will improve the organization. They ensure the most effective strategies for change by aligning processes, resources, technology, and goals to support the change and address the business need.

The next step is to determine how the proposed change will impact individuals inside and outside the organization through stakeholder interviews, focus group discussions, and other data collection methods. The feedback gathered helps

refine the proposed change and support the development of a comprehensive change strategy. Senior leadership, management, and key stakeholders follow the strategy during the early stages of Phase 1 as they create momentum throughout the organization and provide answers to the following questions from organizational members:

- Why is the organization changing?
- How will the change affect me?
- What benefits does this change afford me?
- What challenges are anticipated and how will they be addressed?

Phase 2: Plan for the Change—The next step is designing a plan for managing, implementing, evaluating, and sustaining the change initiative. This phase begins with an assessment of the current state of the organization's goals, processes, and technology to determine where change needs to occur. The larger the gap between the current state and the end goal, the more care is needed to facilitate that aspect of change. For example, an assessment could include a training needs analysis of stakeholder groups to plan for training requirements.

The assessment serves as a blueprint that outlines the steps and resources required for the process and infrastructure improvements to fill the gaps between the current and future state. This blueprint must be destination-forward whereby the end state of the change is tested against the infrastructure needed to achieve those goals. Working from the blueprint, organizational leadership can then develop tools to help manage the human elements of change. These tools include a communication plan that defines the frequency and method for publishing updates on the change. Tools and resources help employees and other stakeholders adjust to the new goals, processes, and technologies introduced by the change.

Phase 3: Implement the Change—In the beginning of this phase, senior leadership and key stakeholders lay the groundwork for the eventual change. The organization begins to pilot change implementation in small pieces, to prepare for largescale organizational change. At the end of pilot, individuals across the organization should be ready and willing to change and help transition to widespread change.

Senior leaders widely disseminate the catalyst for change across the organization, following the communication plan developed in Phase 2. They create a sense of urgency and importance as well as generate enthusiasm and commitment to helping the organization overcome a challenge. Leadership lays the foundation and establish the need for change, and describes the solution set forth in the change strategy. Communications regarding the change are segmented and customized for different audiences, answering the questions that specific audiences care about and choosing the right time to do so. In tandem with this outreach, senior leadership provides training, new tools, and resources to help members of the organization adapt to change. Strategic communications to raise awareness of the change and guidance on how to interpret and process new policies are a key part of Phase 3.

After the pilot, the organization implements the blueprint developed in Phase 2 to affect the change enterprise-wide. During wide change implementation, senior leadership continues to execute against the plan for communications, training strategy, workforce alignment, process, and infrastructure management. In addition, senior leadership and management foster communication across the organization. They do not to drive the change but rather support the organization as it attempts to transition from the current to future state. The rigorous planning and preparations during prior phases help mitigate many of the challenges that arise. However, additional and unanticipated barriers may emerge during implementation. The key in Phase 3 is leveraging the solutions outlined in Phase 2, while making appropriate amendments and improvements to the implementation based on current challenges and evaluation results emerging from Phase 4.

Phase 4: Evaluate and Sustain the Change—Evaluation is a critical component to change management, revealing what is working well (i.e., what to sustain) and what needs amendment to achieve the organizational goals. Evaluation occurs in myriad formats. Project management and performance management processes have the devices necessary to evaluate the effectiveness of the change. Organizational performance indicators such as employee or customer surveys provide valuable insight into the level of change success.

Effective change management is exemplified by an organization that sustainably works, operates, and behaves in alignment with its new structure. In partnership with the results of evaluation, sustaining change means rewarding and recognizing the behaviors that are aligned with the new way of operating.

Conclusion

Successfully navigating a change renders an organization more agile by honing the ability of its members to adapt together as a unit. The ICF change management process leverages this increased agility and the momentum from the change to encourage continuous quality improvement which ensures the change evolves and remains relevant and effective.

Effective change management is founded on the following principles:

- Adopt an organization-wide focus with **stakeholders at the center**
- Ensure **people come first** by addressing anxiety and fear at the start
- Use a **tailored plan** to provide a **customized result**
- Take care that change ends in successful **adoption of new behaviors**
- Keep in mind strategy is **fluid, not fixed** and should be adjusted as required

Our portfolio of change management solutions include:

- Role and responsibility profiles
- Process documentation
- Learning and development
- Communications campaign (answers to FAQ, key messages, etc.)
- Adoption of new technology
- Organizational alignment
- Workforce analysis and planning
- Stakeholder engagement recommendations
- Risk mitigation plans
- Process analysis and documentation

ICF CHANGE MANAGEMENT EXAMPLES

Example 1: Transition to a New Technology System

ICF assisted one federal agency in implementing changes associated with a new human resources (HR) system. Although the system had been in place for some time, the staff members had not been properly trained, were not fully onboard with using this particular software, and wanted the agency to procure a new system altogether. System workflows had not been clearly established. To help staff get acclimated to the system and more fully realize the potential of the recently acquired system, ICF conducted a process documentation and change management task. As a result, the client recognized the different needs of various stakeholder groups and formed a team of HR system users to document the workflows and to identify and address areas of resistance from colleagues. At the end of the project, the team had developed the capacity and capability to use the system effectively and had begun the process of training coworkers. Through this effort, the HR team improved collaboration with two other organizational units where previously the working relationship had been contentious. The agency now is working to embed and sustain the improvements.

Outcomes: Greater understanding of how to effectively and efficiently use the system, established operating protocol and increased buy-in from users. *This ultimately led to fewer open positions and data accuracies of over 95%.*

Example 2: Transition to a New Organizational Structure

ICF is working with a federal agency that has elected to realign its workforce, moving from a centralized, headquarters, model to a decentralized structure consisting of field offices. Although made, this decision has not been communicated throughout the organization, nor has the rationale been explained or the specifics of the transition.



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Example 2:
Transition
to a New
Organizational
Structure

The agency already has a regionalized approach. Most staff members align their work to suit the needs of the region while minimizing the need for standardized processes and procedures and adherence to agency policy. When such a restructuring sort takes place, many questions and concerns arise for individual employees. The primary concerns include whether employees are at risk for losing their positions, whether they will be required to relocate, and whether they have the capability and capacity to be successful after the realignment. ICF is assisting the agency by identifying a change management strategy and concrete steps for the agency to take to address these concerns to ensure that the transition is smooth and achieves the intended results, consistent processes, and uniform administration of policy. Additionally, ICF is preparing a timeline and sequencing the steps, designing a communications plan that addresses frequently asked questions to all individual employee concerns, and developing an approach to transition to the new structure, including administrative rights to commonly used systems. A key component of this change initiative is the recognition of the current organization structure of stratification by employee levels—many employees receive information by level in the organization. A group of officers, supervisors, and frontline employees is largely horizontal, and little communications is vertical between employee groups or between regions. ICF is addressing this seemingly innocuous tendency by creating a comprehensive communications plan that requires communication across employee groups and sharing of information among regions.

Outcomes: Greater consistency in the application of policies, reduced anxiety associated with organizational change and reduced turnover.
This ultimately led to reduced time to hire and improved customer service.

Example 3:
Transition
to Digital
Technology

ICF worked with a utility company that identified a need to adapt learning events by introducing and incorporating mobile learning (mLearning) across the enterprise. ICF's approach to introducing this technology was to identify the business need, develop a mobile learning strategy, and conduct pilots to test the strategy and use of new technologies. ICF developed a robust task-based implementation tactical plan to guide the organization in its application of the mLearning strategy. ICF also worked to identify the best methods for developing and implementing mLearning pilots, tracking lessons learned

About ICF

ICF (NASDAQ:ICFI) is a leading provider of professional services and technology-based solutions to government and commercial clients. ICF is fluent in the language of change, whether driven by markets, technology, or policy. Since 1969, we have combined a passion for our work with deep industry expertise to tackle our clients' most important challenges. We partner with clients around the globe—advising, executing, innovating—to help them define and achieve success. Our more than 5,000 employees serve government and commercial clients from more than 65 offices worldwide. ICF's website is icf.com.

(Continued)
Example 3:
Transition
to Digital
Technology

from ongoing mLearning deployments, and performing analyses on how to best ensure organization-wide adoption of mLearning opportunities. These results will help shape future enterprise decisions as the mLearning strategy is expanded enterprise wide.

Outcomes: Deliberate plan for implementing digital technology, pilot mobile learning projects, increased understanding of the business case for mobile learning. *This ultimately led to increased use of mobile technology.*

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