Managing Change in an Ever-Changing Electronic Environment

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Topics Discussed

- What is change, what is transition, what is resistance?

- Organizational change curve

- What is change management?

- Electronic Records Archives Program (ERA) Change Management

Change vs. Transition

These terms are NOT the same

Change is a
shift in the **external situation**

Transition is the
psychological reorientation
in response to change

-- William Bridges & Associates 2000

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Resistance

It's the **<u>transition</u>** - not the change - that people often resist

- ❖ Loss of their identity and their world
- ❖ Disorientation of the neutral zone
- ❖ Risk of failing in a new beginning

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Organizational Change Curve

Degrees of emotional reaction to change:

- – Shock/surprise
- – Denial
- – Hostility/Anger
- – Negotiation
- – Depression
- – Trial
- – Acceptance

What is Change Management?

Change management is a multi-disciplinary process of:

– Developing a planned approach to change in an organization – addresses the curve

– Minimizing program risk

– Minimizing resistance

– Maximizing collaborative efforts

– Mitigating organizational impacts

Goals of Change Management

- Ensure the business keeps running while changes are in process

- Build and maintain momentum to set the changes in motion

- Deal with the human side of change so that resistance is minimized and

- Manage the transition to the new way of doing business

Hallmark of Effective Change Management

- Alignment and visible support of the executive team, including senior managers
- Planning and preparation of the change management team
- Consistent communication to employees, including early involvement of employees in the process
- Frequent communications and negotiations with stakeholders

The Five Greatest Change Management Obstacles

- Employee and staff resistance
- Middle management resistance
- Poor executive sponsorship
- Limited time, budget, and resources
- Organizational inertia and politics

ERA
Change Management Goals and Objectives

- Facilitate active and visible executive support of the program

- Leverage mid-level managers and SMEs to drive change

- Engage NARA staff and agencies in the development of system

- Prepare and equip workforce to NARA continues to do its work while the changes are in progress

- Manage the transition to a sustainable new state

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ERA Change Management

– Anticipating and planning for the impacts of change

- Reducing stakeholder resistance
- Maintaining control and perception of ERA during its development
- Identifying and managing political imbalances and shifts
- Managing the reactions of impacted stakeholders

Where Are We Now?

- Developed and executing a Change Management Plan that addresses:
  - Leadership Alignment
  - Communications
  - Workforce Transition
  - Training
- Provided approach for successful selection of 4 Increment 1 agencies
- Creation of Expert User Program to engage Program Office SMEs
  - Human factors focus groups
  - Training and Communications Information Sharing Groups

Where Are We Now? (cont'd)

- Leadership Alignment
  - Developed an approach to ensure decision timeliness and raise visibility of program decisions
    - Program-wide process for issue escalation
    - Decision registry to track decision status
    - Review with ERA Oversight Group (EOG)

Where Are We Now? (cont'd)

- Communications
  - Developed and executing a Communications Plan
    - Brief records officers at BRIDG meetings
    - Developing strategy in conjunction with records officers to promote buy-in at their agencies
    - Conducted two ERA Town hall meetings (also available to staff via webcast)
    - Maintain ERA website
    - "For the e-Record" newsletter – COMING IN AUGUST!
    - Participate in Program Office sessions on ERA

Where Are We Now? (cont'd)

- Workforce Transition
  - Collaborated with Program Offices to create end user landscape for Increment 1
  - Workforce Transition Strategy scheduled for delivery in October 2006

Where Are We Now? (cont'd)

- Training
  - Training Strategy in development – scheduled for delivery in October 2006
  - Creation and delivery of ERA module for Advanced Management of Electronic Records course

Root Sources of Breakthroughs

- Acknowledge and respect the human factors

- Work to increase success of others

- Build personal and professional credibility

- Increase awareness through strategic alliances

- Then lead into methodology

- And build desire for mitigation

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