

Changefirst® - Building Change Management Capability using Blended Learning

Introduction

It's exciting to see the application of learning technologies being expanded into areas where historically it would have played little or no part.

We know from research from Towards Maturity that Change Management is an absolutely essential ingredient in the successful application of learning technologies, but of course Change Management has a much broader context at a business level in organisations. For example, Change Management lies at the heart of every major IT deployment. Experts agree that building systems and deploying them is barely half the challenge faced by IT departments and their businesses. The crucial challenge is managing the processes, tools and techniques needed to ensure that systems meet business needs and that end-users are able and willing to use them.

Changefirst® are the developers and suppliers of a very powerful change management methodology - People-Centred Implementation (PCI®). PCI uses a robust set of tools to change how people work and behave. It is designed to help change managers plan their initiatives in a way that focuses on the people aspects of organisational change; whether they be new technology, outsourcing, restructuring, mergers or process improvements.

PCI is deployed through change management training. Participants learn by working on current organisational change initiatives. It is a highly practical and action-oriented process. During the change training participants also learn how to use a set of web-based and e-based change tools, and it's this integration of learning technologies in a blended approach that build change management capability that is the subject of this white paper.

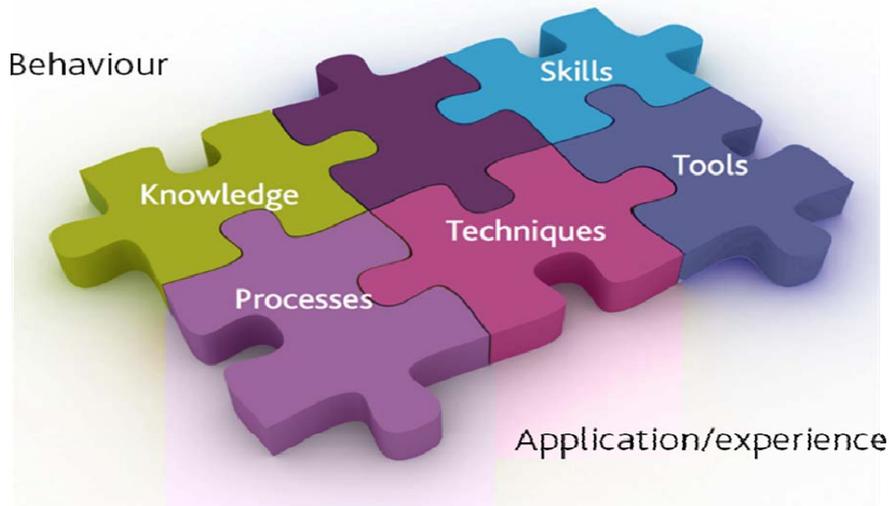
What is People-Centred Implementation (PCI®)?

Changefirst® clients use People-Centred Implementation (PCI) because they see it as being far more effective than other change management approaches and very different from traditional change management training. It is:

1. Deployed through a results based 'learn by doing' approach giving an immediate return on training investment.
2. Transferred directly to employees so they build a set of skills which are invaluable in environments of constant change.
3. Completely integrated with a comprehensive set of field tested change diagnostic tools, processes and skills.
4. Rigorous in assessing change risk, planning change implementation and measuring change results.

5. Compatible with processes such as Six Sigma and project planning processes such as Prince 2.

PCI can therefore be considered a business application.



Changefirst® transfer the skills, tools and processes that enable people and organisations to implement major change. There is an established portfolio of workshop, coaching and online solution where participants can bring live changes into a safe environment to learn-by-doing and build real-time plans.

PCI programmes are designed to build people's skills and experience at a pace and roll-out schedule to suit an organisations needs, culture, technology and resources.

What role do learning technologies play in Building Change Management Capability?

PCI® is supported by E-change® on-line learning, training and implementation planning modules. These modules help client organisations transfer key PCI skills and planning templates to a large group of people in a highly cost effective manner.

The E-change® on-line learning provides practitioners who have not used PCI® recently with an opportunity to refresh their learning and begin to use the methodology again. Mini-modules require an investment of time between 30 to 60 minutes for quick reflection and insight, analysis using online tools, and interactive planning templates for application to a real change issue.

Modules contain training materials, a diagnostic tool and a planning template that enable users to create a specific set of actions. Some of the online programmes include:



- **Change Fundamentals** which uses a mix of examples, exercises and multiple choice questions to explore the fundamentals of change management. (2 hours)
- **Communicating and Leading change effectively** offers insights and practical actions to help individuals build and communicate a shared change purpose message, prepare and strengthen the key change roles. (1 hour)
- **Change Communication and Involvement** offers insights and practical actions to build plans that will connect people to the change and develop their support for the new way of working. (30 minutes)
- **Building Local Manager Commitment** offers insight and practical actions to build local ownership and involvement. (30 minutes)
- **Managing Resistance and Building Commitment** offers insights and practical actions to; positively address personal reactions to change, and accelerate commitment. (40 minutes)
- **Building Organisational Change Capacity** reviews the capacity needed for an organisation to implement a portfolio of changes, or multiple over-lapping business changes. (30 minutes)

E-change® modules are provided to meet many business needs, examples being:

- Cost-effective self-study on-line learning.
- Accelerating a major change roll-out by cascading skills and planning mechanisms rapidly.
- Practical introduction to the fundamentals of change management.
- Part of organisational change portals to create best practice knowledge management on implementation.
- Built into software applications to improve return on investment.
- Quick reference guides at the point of need.

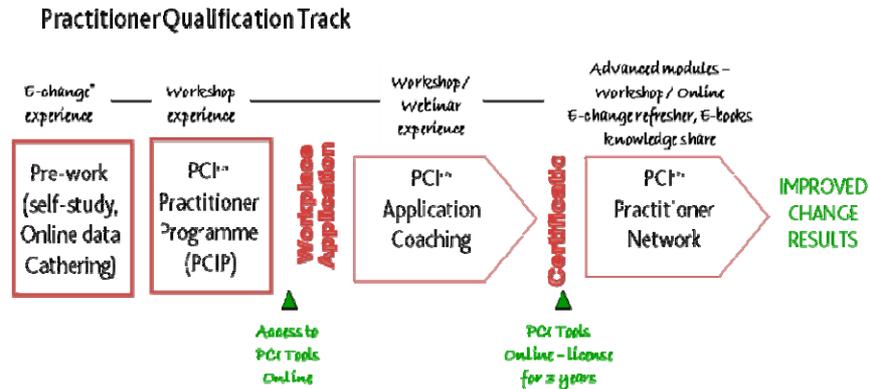
The e-learning series has been specifically designed to benefit:

- local managers seeking practical guidance on how to help others better engage in change
- local change agents seeking quick access to simple processes to enhance the way they manage change
- individuals seeking a practical introduction to the fundamental of change management

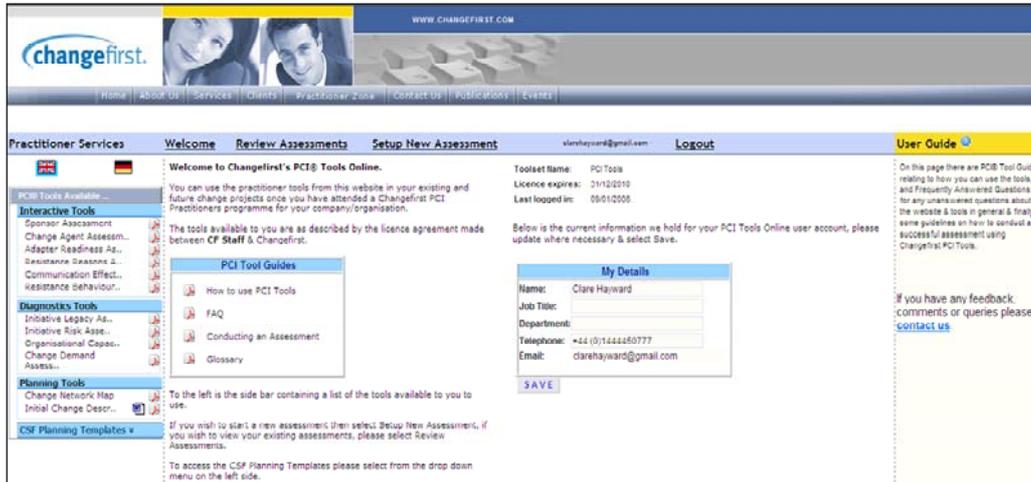
As can be seen in the Changefirst® PCI Practitioner Qualification Track below, e-learning plays a key integrated role in pre-work, as a refresher and to provide support:

Interventions and Practitioners
are

Practitioner qualification track



supported through on-line access Tools and Planning Aids through *PCI®Tools Online* as shown below:



Are there examples of where this has worked?

A partnership: BOC and Changefirst®



Serving two million customers in more than 50 countries, The BOC Group is one of the largest global gas companies, employing around 30,000 people. Changefirst® trained key BOC personnel in the use of its proprietary implementation processes and tools. Consequently BOC facilitators trained their own staff in a subset of the tools. Over time this approach was formalised into a training curriculum used globally, supported by classroom and elearning solutions. During an 8 year period, changefirst practitioners have worked with BOC project staff to review project progress, the practical use of the methodology and to give just-in-time coaching at vital moments.

BOC point to significant business results from their investment in PCI including:

- Global technology implementations such as SAP.
- Restructuring of key regional businesses.
- Post-merger integrations in Poland and Canada.
- Productivity projects in Operations and Commercialisation.



Partnership: Agfa and Changefirst®

The Agfa-Gevaert Group is one of the world's leading imaging companies. Agfa develops, manufactures and markets analog and digital systems, mainly for prepress and printing, healthcare and specialty industries. The Group has a yearly turnover of about 3.8 billion Euros, which is realized through some 40 sales organisations and 120 local subsidiaries and distributors around the world. The Group has approximately 14,000 employees and is headquartered in Mortsel, Belgium.

Initially Changefirst® worked with the Agfa Corporate Process Office (CPO) to advise on issues such as implementation structures, governance and tailoring the methodology transfer process. Then key Agfa change champions were trained in the use of PCI's* proprietary implementation processes and tools. Consequently Agfa's own champions trained staff to use a set of the tools. Changefirst® practitioners worked with the programme teams to learn and apply the PCI tools, consulted with the CPO on strategic change issues and provided change clinics to embed learning. They also ran 'best practice' change execution workshops for the top 40 executives.

Agfa point to significant business results from their investment in PCI including:

- Successful local implementation of HQ driven global projects
- Successful implementation of centralisation, standardisation and outsourcing projects
- Accelerated implementation of process improvement projects and realisation of related benefits
- Implementation of global IT projects



Partnership: BT and Changefirst®

BT Global Consulting are part of BT Global service, offering business transformation and performance improvement consulting services in support of major networked IT change, 70 senior practitioners combine exceptional business/sector knowledge with consultancy skills, complex programme management capability and custom designed change management support to forge genuine client partnerships.

BT was keen to ensure that it retained control over their partnerships and client relationships by growing their capability in-house, rather than outsource this work to a specialist consultancy.

All BT Global Consulting change practitioners are trained and certified in the PCI application, and key application processes are fully integrated – enabling BT to offer a seamless transformational service.

BT Global Consulting point to business results from the investment in PCI, including:



- Accelerated engagement on complex assignments and improved programme/project planning through a better understanding and measurement of the people side of change
- Increased revenues from integrating behaviour change support packages
- Increased likelihood of winning bids by offering tried and tested methods to maximise the value of technology post-installation

Summary

What the PCI methodology from Changefirst® and the above client testimonials demonstrate is how, amongst other things, learning technologies are being harnessed as part of a blended learning approach which helps provide a strong change management capability.