

## Organisation Change Management for HR Technology Projects

John Kotter in his 1998 article *Winning at Change*, published in *Leader to Leader*, found that more than 85% of organisations that undertake major transformations, such as a move to shared services or implementation of Employee Self Service, fail mainly due to a lack of change management. Organisation Change Management (OCM) is designed to help the project to successfully manage the people and organisational aspects during the migration from one state to another. While for most HR professionals OCM is not a new concept, applying it to their own technology projects sometimes is overlooked.

Clear OCM plans are needed to help individuals and organisations move through change. Use the check list below when developing your OCM plans to ensure you have covered all areas:

Organisation Change Management Areas	Included?
Do you have a clear and complete business case indicating why change is required?	
Do you have clarity on what the end state will look like after the change, the vision?	
Have you completed a comprehensive stakeholder analysis including a view on their influence and interest in your project?	
Have you completed a change readiness assessment on the organisation?	
Have you defined the leadership and accountability for the change program?	
Have you included communication of the business reasons for change and who will deliver this message?	
Have you developed an integrated change implementation plan?	
Have you included other parties in the implementation such as Project team, Senior Stakeholders, Managers and the employees themselves?	
Have you completed change impact assessments on the people and process to determine required actions?	
Have you planned to review roles against the change impacts to ensure you have organisational alignment?	
Have you included communication to individuals of the specific changes that will impact them and their work?	
Has training development and delivery been planned based on your change impact assessments?	
Do you have clear plans for end-user support, from both a technical and process perspective?	
Do you have plans to transition the change management activities to day-to-day business managers following project implementation?	