

## SaskEnergy – Change Management Jump Starts a Stalled Project

To provide employees with current, and stable technology solutions, SaskEnergy's internal IT department undertook the implementation of a desktop refresh project. Soon support for the existing systems would no longer be available. This change would affect all desktop and notebook computers within the company, approximately 1,200 people across multiple locations. The IT department was ready and felt an urgent need for the change, why didn't anyone else?

The YOU in You Consulting's Organizational Change Management services were introduced when the project was already well underway. Using years of experience, our change team made a rapid assessment of the situation and snatched victory from the jaws of defeat.

### SITUATION

The Desktop Refresh project methodology presented unique communication complexities. Given the scope and planning methodology, the project was structured as a program with four sub-projects. Stakeholders wanted clear, concise, "what's happening, when, and what's in it for me?" updates and weren't getting them.

Based on the results of previous IT projects, the department had developed a negative reputation. Internal business stakeholders had concerns about the lack of engagement concerning IT initiatives and frustration with the unwillingness to consult with other business leaders on technology roll-out initiatives. SaskEnergy's leaders attempted to address this sentiment. They provided an IT manager with a one-day Prosci course and assigned him the role of change manager. Given the existing culture, this was going to be an uphill challenge for a new change manager.

Awareness of their need for Organizational Change Management was a solid first step. However, ongoing and visible executive sponsorship is a key component of effectively managing change. An internal change manager with practically no experience and low organizational authority did not have the capability to facilitate active participation from leadership and employees within the organization.

*Change is at the heart of every project, mis-managing the transition can place projects in peril.*

When change management was critical to the project and should have been accelerated, activities had slowed down. The YOU in You Consulting provided experienced resources to coach and guide internal resources on effective organizational change management.

### CASE STUDY

#### Industry: Energy

#### Change Management Activities Key to Project Success

Expertise in the field of Change Management delivered a rapid situational assessment, development of a targeted action plan, and implementation support. Key deliverables to support the project's success were:

- Profile of the client's organizational change management competency
- Stakeholder identification, grouping, and analysis
- Communication plans
- Sponsor roadmaps
- Coaching plans
- Training plans

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## ASSESSMENT AND SOLUTIONS

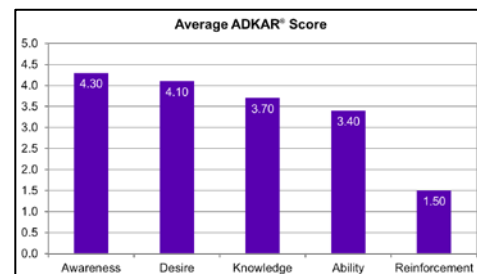
Years of experience and expertise in multiple methodologies allowed the Organizational Change Management team to assess the unique situation and develop a tailored action plan.

### Start with a “quick hit”

Interviews with SaskEnergy business managers confirmed IT management’s concerns regarding the reputation of the department. The team worked in partnership with the newly minted Organizational Change Manager to address stakeholder’s concerns. Immediately, low-cost and high-value opportunities were implemented. These included:

- Drafting and **implementing a communication plan**, and
- Implementing a **feedback mechanism and appreciation strategy** for pilot testers.

To gauge the success of these actions feedback forms were distributed to the pilot testers. Results showed a positive response to these efforts.



### Identify and Address the Root Causes

Using a Prosci assessment tool we created a **profile of the client’s organizational change management competency**. The organization’s awareness of and desire to perform change management activities was high. However, their knowledge and ability were low, and their skill for reinforcing new processes was almost non-existent. We built on the high scores for awareness and desire by providing the team with training and coaching in change management best practices to build the lowering scoring dimensions.

The assessment identified the lack of a systemic approach toward managing and communicating technical changes. To address this a **change management strategy** was developed. Creating this strategy helped the departmental leadership not only understand the process by which organizational change management would be implemented on this project, but how the systematic approach toward managing change would apply to future initiatives and improve cross-departmental relationships.

To identify “interested parties” who had a direct stake in the outcome of the upgrade, a **stakeholder analysis** was completed. This process of systemically gathering and analyzing information provided IT managers with an increased awareness of, and new perspective on their approach to managing change.

**Snatching victory from the jaws of defeat.**

They began to identify additional key business stakeholders, and the need for a change agent network to implement communications with staff. Most importantly, the analysis began conversations with stakeholders on the logistics behind upgrading.

Though not generally thought of as a change management deliverable, we determined the need for a **technical impact analysis**. This increased the team’s understanding of the upgrade schedule. Upon completion of the impact analysis matrix, the team was able to see how many people would be

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impacted, where, and when. This assessment provided the team with a high, medium, or low effort score for each sub-project and Business Unit. The OCM team did further analysis, and ranked the level of OCM effort required for each business unit. This information supported effective planning of change management activities and the project team's resource allocation.

## Learn to Fish

In technical consulting arrangements, the consultant is often responsible for implementation activities. Change management consulting is fundamentally different; it is dependent on the active participation and leadership of employees at all levels of the organization. Throughout the engagement, our change management team called upon employees that had the relationships, history, and most importantly, credibility within the organization to implement the change management activities. These included:

- **Coaching the IT managers** on Change Management best practices
- **Communicating change management best practices** to other IT employees and consultants

## CONCLUSION

The culmination of our deliverables and the development of the client's internal team positioned the project for success. The IT team was able to objectively determine a rollout order for the business units across the organization. The OCM team supported the development of more accurate and detailed communications plans, sponsor roadmap, coaching plans, training plans, and other deliverables. The Project Team benefited from being able to allocate resources in an effective manner. Most importantly, the leadership team's accountability increased and communications to leadership and end users was rated as more effective.

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