



When it Comes to Change, Is Training the Answer? TU312

A Case Study on One Company's Approach

Chris Edgelow, Sundance Consulting Inc. – chris@sundance.ca

& Cindy Butterfield, SaskTel – cindy.butterfield@sasktel.sk.ca

Objectives:

1. Utilize the integrated model for building change leadership.
2. Explore SaskTel's approach to leadership capacity building.
3. Apply lessons learned and expand your own plan to increase change leadership at your organization.



True or False – Discuss with your neighbor...

1. Our company has a very good strategic planning process; therefore we lead change well.
2. Our company utilizes certified project managers; therefore changes are successfully implemented.
3. The key ingredient for building capacity for change is two way communication coming from the communication department.
4. We have an excellent change management training program to help people lead change and transition; therefore our role as HR professionals is done.
5. First level supervisors are the most important leadership group in any changing organization.






Agenda

- Session Objectives
- Capacity Building Model
- SaskTel's Story
 - Background
 - Approach
 - Results
- Lessons Learned
- Discussion
- Q&A



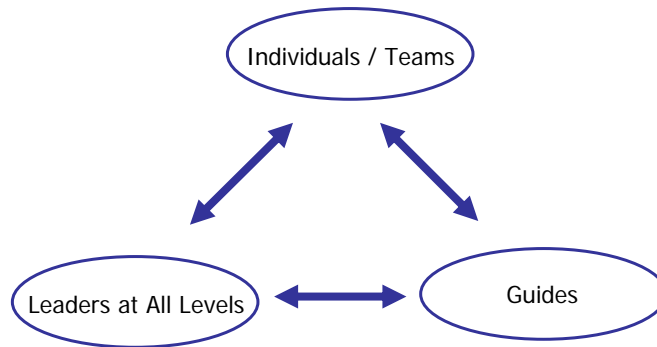
Organizations Today Have 3 Challenges:

1. Do the work.
2. Change the way they do the work.
-  3. Change the way they change the way they do the work.





Capacity Building in Changing Organizations



Helping Individuals and Teams

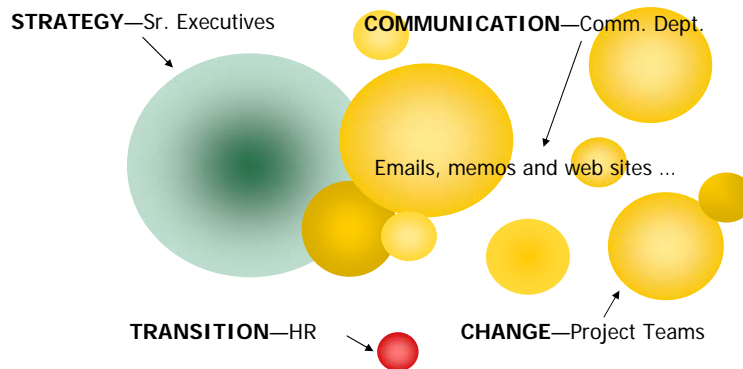
1. The Global Reality
2. The Organizational Reality
3. Your Personal Reality
4. Weathering the Storms of Change
5. Change and Transition
6. A Transition Plan
7. Finding Sanity Amid the Chaos
8. Next Steps on Your Road Ahead



Helping Leaders at All Levels



Historical Approach Yields Typical Results



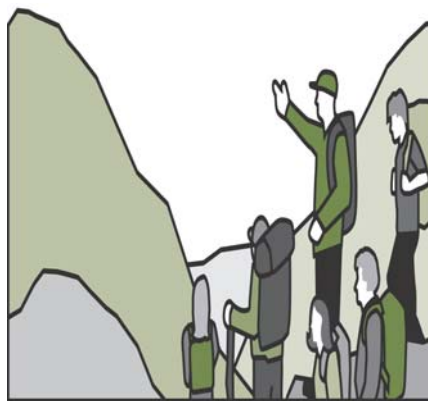


Leading Organizational Change

1. Start with a systems perspective.
2. Simplify and engage the current strategic reality.
3. Connect all the changes/projects to the strategic direction and priorities.
4. Plan and implement the major changes/projects as best as possible.
5. Communicate, communicate and communicate.
6. Lead people through transition.
7. Determine where people are and keep them moving forward.



Guiding Change – A Myriad of Ways to be Helpful...



- Coaching...
- Training...
- Facilitating...
- Mentoring...
- Listening...
- Asking key questions...
- Participating in project teams...
- E-Learning...
- Sharing resources...





Guiding Organizational Change


1. Start with yourself and your own group.
2. Take a systems view: helicopter, power/authority, character, life cycle, past history and current reality.
3. Work with the senior leaders first: their role in strategy, change, transition and communication.
4. Project teams, middle managers and first line supervisors are next: their roles in strategy, change, transition and communication.
5. Then help the staff: strategy, change, transition and communication.




Integrating Change Leadership

1. Develop tracking methodology for change results.
2. Ensure senior leaders recognize their key role in ensuring successful change.
3. Develop in-house change resources (guides, methodologies, tools).
4. Integrate change leadership skills into performance management process.
5. Integrate change leadership skills into ongoing development & training programs.





Who is SaskTel?



Voice

- Leading edge full service communications company in Saskatchewan, Canada

Security

- 425,000 customers

Cellular

- 3,800 employees

Entertainment

"Our focus is our customer,
Our strength is our people"


Internet

Wireless

Data

Web Hosting

Sundance Consulting
HELPING ORGANIZATIONS CHANGE
© Sundance 2012. All Rights Reserved.



Current Challenges:

- Increasing pressure to grow revenues and reduce costs.
- Structural and reporting changes.
- Workforce:
 - Reduce headcount and change demographics and skill sets.
 - Labor shortage.
 - Older workforce.
- Many top priorities.

Sundance Consulting
HELPING ORGANIZATIONS CHANGE
© Sundance 2012. All Rights Reserved.



Historical Approach to Change

Strategy

- Well known strategic planning model
- Target achievements tied to performance compensation

Change

- Prioritization Committee
- Certified Project Managers
- Strict adherence to process / templates

Transition

- Courses
- HR Consultation

Communication

- Intranet for information and Broadcast emails



Gaps

Strategy

- Too many #1 priorities.
- Company direction not understood.

Change

- Inadequate involvement with the affected groups.
- VP's as sponsors.
- Projects not consistently measured or tracked.

Transition

- Managers did not know how to prepare the workforce.
- Training support only.

Communication

- Lack of face-to-face communication connecting all levels.
- Electronic is primary medium from communication dept.





Our Focus for this Initiative:

- To build organizational competence for leading in times of change, including:
 - Strong strategic leadership at all levels.
 - Effective planning and implementation of changes / projects.
 - Employees are productive, easy adopters of change.



Current Approach

- Clarify and simplify
- Executive involvement
- Measurements



- Enhanced process
- Project Manager's plan the change.
- Annual leadership conference.
- More engaged dialog.
- Technology dominates.

- Training to incorporate transition.
- Small signs of progress.





Results to Date

- Training feedback
- Department success stories
- Two major projects
 - Subsidiary company merger
 - Network Build
- Employee survey results



Results: Training

- Specific programs for Guides, Managers and Employees.
- Subsidiary company merger workshop, intact functional groups, diverse groups.
- 85% said they knew 50% or more of the material before the course.
- Application responses:
 - Communicate more effectively to ensure everyone is on the same page.
 - Obtain more support from their Executive.
 - Help people through the transition phase.
- It took awhile to see a change in behavior.





Results: Department Successes

- Service Development department.
- Wireless integration into Head Office.
- Employee Committees.
- Job banding request.



Results: Projects

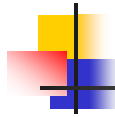
- Subsidiary Integration
 - CEO involvement.
 - Intensified communication efforts reduced anxiety.
 - Positive employee feedback.
- Network Build
 - CEO involvement.
 - Top corporate priority.
 - Clear accountability.
 - Simple clear face to face communication.





Project Success: Communication is Key

- Why the need for change – current situation, facts and impact of not changing.
- Where we need to get to – clear compelling vision of the future state.
- How the project can get us there.
- First 3-5 steps.
- How employees will be notified of the status.
- Open discussion of concerns, questions and general feedback.
- Face to face; ongoing; different levels and methods.



Results: Employee survey

7 dept.'s created actions to address management of change in 2006.

- 1 improved; 2 similar; 4 declined

4 dept.'s created actions to address strategic clarity in 2006.

- 1 improved; 1 similar; 2 declined

8 dept.'s created actions to address communication in 2006

- 4 improved; 2 similar; 2 declined

2007 Action Items:

- All dept's are to take action on management of change and strategic clarity.





It's Not Over Yet...

Strategy

- Further integrate change leadership competence throughout the company.

Change

- Measure employee perceptions, project success and behavior change.
- Enhance Project Management process to include more people related elements.

Transition

- Executives and project teams must include transition tactics into their plans.
- We must clarify what's over and what isn't.

Communication

- Engage the communication trinity (exec's, project managers and supervisors).
- CEO / Manager Quarterly Meetings.



Lessons Learned

- Always ensure the strategy is clear.
- The flatter you make the communication the more effective it is.
- "Just Ask" your Executive to participate and help them know what is going on.
- Don't give up too soon; it really does take 6 or more times before people start to get it.
- Training isn't the sole answer; it's the simple suggestions dealing with real issues that make the biggest difference.





Fact or Fiction – The Answers...

1. Our company has a very good strategic planning process; therefore we manage change well.
2. Our company utilizes certified project managers; therefore changes are successfully implemented.
3. The key ingredient for building capacity for change is two way communication coming from the communication department.
4. We have an excellent change management training program to help people manage change and transition; therefore our role as HR professionals is done.
5. First level supervisors are the most important leadership group in any changing organization.



Discussion and Questions:

What will you do in your organization?

What questions or comments do you have?

Thank – You!





Assessing Communication – A Helpful Tool

- Use the grid below to assess the effectiveness and degree of engagement of your change related communication.
- Write the names of all the stakeholder groups across the top.
- Discuss with employees and leaders at all levels where each group is relative to Awareness, Understanding, Commitment and Action for any specific change.
- Every group may not need to be at Action; the project leaders and first level supervisors must determine who needs to act differently in order for the change to succeed.
- Doing this simple assessment on a regular basis provides a quick and accurate assessment of how effective your change related communication is and what needs to be done to improve it.

Awareness									
Understanding									
Commitment									
Action									

Date: _____

