

Stakeholder Transition

Managing the people side of change



EASING TRANSITION PAINS THROUGH STAKEHOLDER TRANSITION MANAGEMENT

By implementing a new technology, system or process, organisations disrupt the environment with the introduction of new abilities, competencies, knowledge, roles and responsibilities.

Change can trigger responses that range from excitement to open or covert resistance. How these responses are anticipated and managed, and the resulting conviction of impacted management and staff to unlearn what they know, and adopt, adjust and relearn a new unknown is key to a smooth transition.

Change Management is a process aimed to facilitate stakeholders to achieve a successful transition from an initial situation to an improved one, and to institutionalise it within the organisation.

WHY NCS?

- NCS created a value-based and patented Stakeholder Transition for Value 'STV' framework which provides a complete set of guiding principles and planning steps
- Customers can leverage on NCS's extensive Change Management experience accumulated throughout various transformation initiatives
- NCS has a pool of certified and trained Change Management consultants who provides quality consulting and guidance
- NCS aligns and integrates Change Management with the project implementation lifecycle to ensure smooth delivery
- NCS commits to work together with our customers, building and enhancing our capabilities in Change Management during the project

CHALLENGES

- Clarifying the need for change and making the connection with business objectives
- Identifying where the key changes are, how critical they are and who will be impacted
- Anticipating and managing change related issues
- Managing expectations
- Building required change capabilities
- Enabling and monitoring people transition

SOLUTIONS

- Identify the impacts (what, who, how)
- Create organisational, group and individual readiness for change
- Communicate and involve people
- Build change competencies through training
- Anticipate and manage resistance to change
- Adapt HR and organisational structures to the new situation

BENEFIT

- Faster and easier passage from go-live to "new business as usual"

NCS STAKEHOLDER TRANSITION APPROACH

1. Define the context of change

- Why is this change needed? What is wrong with the present state? What is the burning platform? What do we expect to achieve? How are the project's goals aligned with the business goals?
- What is the culture of the organisation? How does this change fit with the company's culture? What are the critical relationships? How well have we implemented change before and what lessons have we learnt? Where are the constraints? What could go wrong?
- Who will be impacted first by the project and how? How much do we want to publicise the project and how?

2. Define the process for change

- Who is responsible for authorising, promoting or implementing the initiative? What are their interests? How prepared are they? What key relationships do we need to manage?
- What are the key organisational roles? How can we categorise them with regards to their change role (agents, targets, sponsors, advocates)? Who are the key people within each role?
- What specifically is changing? What is the impact for each role (systems, process, organisation)? What is going to change? What benefits do they perceive? What risks do they perceive? Why are they resistant to change?
- What are the key moments for communications? What are the key messages? Who is the target?

What communication style, medium, etc. is the most effective? What is the feedback mechanism?

- What are the key moments for training? What are the expected outcomes or capabilities to be built? Who is the target? What support materials are needed?

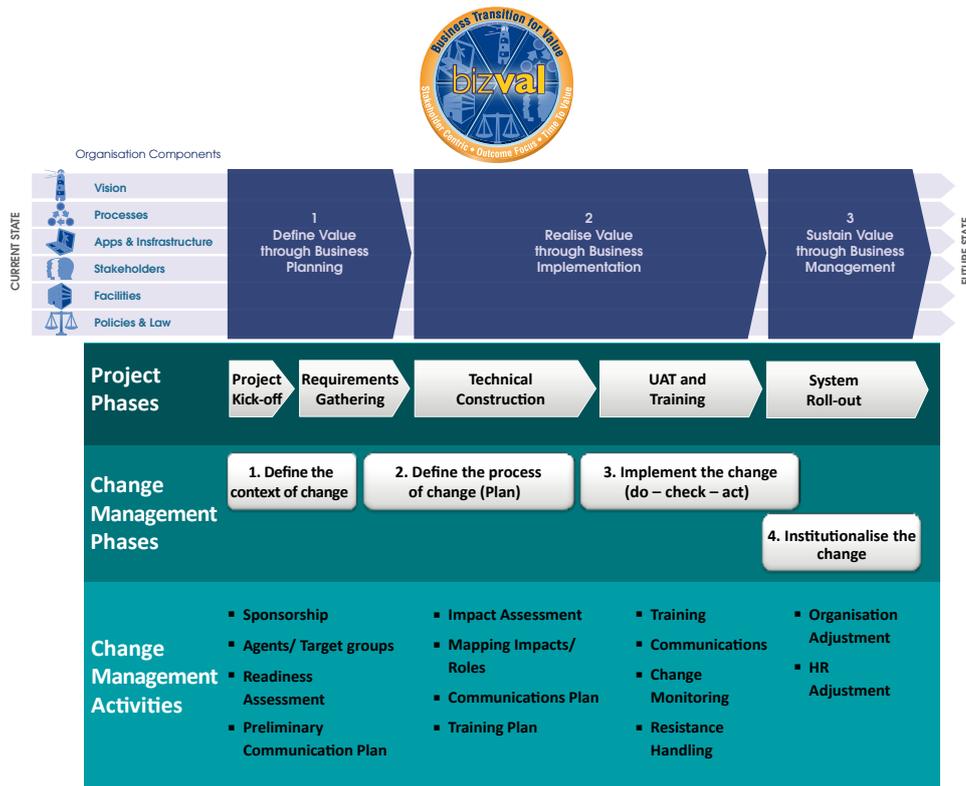
3. Implement the change

- Is the organisation participating in the training actions? Are we achieving the expected outcomes? How can we improve it? Are there new capabilities we need to develop?
- Are we getting the right messages across? What is the feedback? What needs to be changed?
- Are the change sponsors doing their job? Where are we in the trip from intellectual support to behavioural support?
- What type of resistance are we identifying? How is it manifested, openly or covertly? Can we identify a pattern (related to a few processes, originated in a few roles or people)?

4. Institutionalise the change

- Is the structure of the organisation aligned with the new values and needs?
- Are the policies and procedures of HR aligned with the new values and needs? How is the change impacting employees? How can they be empowered to take a leading role?

NCS Stakeholder Transition Approach



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