What is Change Management?

Change management is the process, tools and techniques to manage the people-side of business change in order to achieve the required business outcome, and to realize that business change effectively within the culture of the workplace.
Running a Change Readiness Assessment program within the Department

## Detailed Analysis and Action Plan

To identify the focus areas for managing change

### Change vision: Risk Profile

<table>
<thead>
<tr>
<th>Definition</th>
<th>Low Risk</th>
<th>Medium Risk</th>
<th>High Risk</th>
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</thead>
</table>
| Assessing that the full picture of change is documented and communicated. Understanding the long term objectives of the change by the officials | • A compelling change vision has been created and cascaded throughout the Department  
• The leadership at all levels drive continuous communication to explain change purpose  
• Active change management techniques are engaged to generate understanding and instill interest and involvement among officials | • Vision needs to be strongly communicated and driven by leadership at all levels  
• Change management activities are not well defined and integrated  
• People have fragmented understanding of the long term objectives of the change | • There is lack of recognized change vision in the Department  
• Lack of proactive leadership to realize change goals and drive the people towards it |
Change Management Process

Phase 1 – Prepare for Change
• Define your change management strategy
• Prepare your change management team
• Develop your sponsorship model

Phase 2 – Manage Change
• Develop change management plans
• Take action and implement plans

Phase 3 – Reinforcing Change
• Collect and analyze feedback
• Diagnose gaps and manage resistance
• Implement corrective actions and celebrate successes

Phase 1 – Prepare for Change
• Change Readiness Assessment
• Identify anticipated points of resistance and special tactics based on readiness

Phase 2 – Manage Change - deliverables
• Communication Plan
• Coaching/training
• Resistance management plan

Phase 3 – Reinforcing Change
• Collect feedback, audit compliance, diagnose and address gaps, look for pocket of
Preparing for Change

Readiness Assessments
Assessments are tools used by a change management team or project leader to assess the organization's readiness to change. Readiness assessments can include organizational assessments, culture and history assessments, employee assessments, sponsor assessments and change assessments. Each tool provides the project team with insights into the challenges and opportunities they may face during the change process. What to assess:

Assess the Scope of the Change:

• How big is this change?
• How many people are affected?
• Is it a gradual or radical change?

• Departmental leadership play a critical sponsor role in times of change.
• The change management team must develop a plan for sponsor activities and help key business leaders carry out these plans. Research shows that sponsorship is the most important success factor.
• Sponsorship involves active and visible participation by senior leadership throughout the process, building a coalition of support among other leaders and communicating directly with employees.
Leadership Alignment - How Is Change Leadership Executed?

8 Steps To Executing Successful Change Leadership

1. Increase Urgency
2. Build the Guiding Team
3. Get the Right Vision
4. Communicate for Buy-in
5. Empower Action
6. Create Short-term Wins
7. Don’t Let Up
8. Make it Stick

Creating a Climate for Change
Engaging & Enabling the Whole Organization
Implementing & Sustaining Transformation

This highlights the importance of this project to be facilitated by Director Generals from both Departments.
Leadership Alignment Action Plans

- Preparing a Leadership Action Plan engages executives as visible sponsors of the project

- Helps get leadership engaged in the process by clearly defining what is expected and when

- Encourages leadership to be visible and support the project by scripting responses to certain critical FAQ

- Monitoring of target dates helps to sustain awareness of the project in leadership’s minds

- By providing scripted information, leaders can deliver more consistent messages to the organization

- Leadership alignment needs to extend beyond executive leadership to reinforce key messages to all levels within the Department.
Managing Change

Desired Outcomes

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

Channels
- Communication Plan
- Coaching/training
- Resistance management plan

- Remember our roles – issues that will be handled at National level
- Encourage sponsors to communicate as often as possible
- Government wide communication will help with alignment
Communication Plan

- Developing and executing a targeted Communication Plan will identify, address, and reduce resistance throughout the life of the project.
- The communication plan helps engage the officials in a structured way and reduce the possibility of missing key stakeholders by providing information and encouraging feedback. It helps to reduce resistance.
- Feedback channels provide an opportunity for officials to be actively engaged in the process and help the change team to gauge employee’s attitudes.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Audience Needs</th>
<th>Message</th>
<th>Media/ Sender</th>
<th>Owner</th>
<th>Objectives</th>
<th>Timing/ Frequency</th>
<th>Feedback Mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who will be receiving the message</td>
<td>The communication needs of the audience</td>
<td>The content of the Communication</td>
<td>The form in which the message will be sent/ by who</td>
<td>Who is responsible for making this communication happen</td>
<td>What we hope to accomplish through this communication</td>
<td>When the communication event should take place</td>
<td>What will be used to collect feedback</td>
</tr>
<tr>
<td>Leadership Team</td>
<td>Understand objectives of the project and what is expected of them</td>
<td>Project overview, key milestones, roles and responsibilities</td>
<td>E-mail etc</td>
<td>Communication coordinators</td>
<td>Understanding and initial buy-in and support</td>
<td>Actual dates</td>
<td>E-mail Telephone</td>
</tr>
<tr>
<td>Officials</td>
<td>Understand the impact the project will have on them</td>
<td>Project overview, key benefits, expected changes</td>
<td>Intranet, e-mail</td>
<td>Communication coordinators</td>
<td>Awareness, understanding and support</td>
<td>Actual dates</td>
<td>Intranet, e-mail</td>
</tr>
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## Resistance Management Plan

<table>
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<tr>
<th>Key area of Resistance</th>
<th>Action to address Resistance</th>
<th>Responsible person</th>
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<tbody>
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## Change Management Plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Who</th>
<th>When</th>
<th>How</th>
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Reinforcing Change

1. Collect & analyze feedback
2. Diagnose gaps & manage resistance
3. Implement corrective actions & celebrate successes

- Listening to officials and gather feedback
- Audit compliance with new processes and roles
- Analyzing change management effectiveness

- Identifying root causes and pocket of resistance
- Developing corrective action plans
- Enabling sponsors to manage resistance

- Implementing corrective action
- Celebrate early success and reinforcing change
- Conduct after action review and transferring ownership
## Lessons Learned – Success Factors

<table>
<thead>
<tr>
<th>Characteristics of Successful Projects</th>
<th>Characteristics of Unsuccessful Projects</th>
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<tbody>
<tr>
<td>• Executives show passionate support</td>
<td>• Lack of sustained leadership commitment</td>
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<tr>
<td>• Dedicated teams – Work streams</td>
<td>• No clear goals, vision or strategy</td>
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<tr>
<td>• Alignment behind common vision</td>
<td>• Unclear impact assessment</td>
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<tr>
<td>• Impacts of change clearly established</td>
<td>• No consequences</td>
</tr>
<tr>
<td>• Accountability/Responsibility</td>
<td>• See change as an event</td>
</tr>
<tr>
<td>• View change as on-going process</td>
<td>• No alignment of measurement and reward system with target outcomes</td>
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<tr>
<td>• Use metrics and incentives to drive desired behaviors</td>
<td>• Lots of ‘transformation talk’</td>
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<tr>
<td>• Tendency toward common ground</td>
<td>• Clear winners and losers</td>
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In some cases a Ministry has been reconfigured and will result in 2 departments reporting to 1 Ministry. In other cases, departments will be merged into 1 new department.

A reorganisation process is under way aimed at enhancing the performance of government, all to better the lives of citizens and grow the country.

We are committed to ensure that public servants are not negatively affected by the changes. The jobs of public servants remain safe.

The process as it unfolds will be communicated to the public on an ongoing basis.

Government is taking decisive steps to cut any wasteful expenditure and ensure greater savings.
**Twitter**

17 posts with 100 162 impressions and 1 923 engagements

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<th>Public servants of departments involved will be fully involved as well as organised labour movement through the PSCBC at each step of the journey of the National Macro Organisation of the Government #NMOG</th>
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<tbody>
<tr>
<td>Impressions</td>
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President Cyril Ramaphosa announces reconfiguration of government departments gov.za/speeches/presi ...
4:34 PM - 14 Jun 2019
41 Retweets 103 Likes

South African Government @GovernmentZA - Jun 14
In the Ministry of Agriculture Land Reform and Rural Development, Land Reform will be the responsibility of Deputy Minister Mcebisi Skwatsha and Rural Development will be lead by Deputy Minister Sdumo Dlamini @DAFF_ZA @DRDLR_online
2 Retweets 7 Likes

South African Government @GovernmentZA - Jun 14
In the Ministry of Cooperative Governance and Traditional Affairs, Local Government will be the responsibility of Deputy Minister Parks Tau and Traditional Affairs will be lead by Deputy Minister Obed Eapela @GCoGTA
2 Retweets 8 Likes

South African Government @GovernmentZA - Jun 14
In the Ministry of Human Settlements, Water and Sanitation, Human Settlements will be the responsibility of Deputy Minister Pam Tshwete and Water and Sanitation that of Deputy Minister David Mabuza @The_DHS @DWS_RSA

Impressions 36,426
Total engagements 1,268
Link clicks 972
Likes 103
Detail expands 84
Profile clicks 58
Retweets 41
Replies 10
Messages

• No officials will lose their jobs – filled funded posts

• This creates an opportunity for personal development given the new mandate - e.g. Department of Communication and Digital Technologies –

• Officials will be capacitated to perform their functions where there are changes

• No Department is absorbing another department. The affected Departments move into a new Department. E.g. Department of Communication and Department of Telecommunication and Postal Services move to Department of Communication and Digital Technologies

• Transfer of functions from one Department to another Department – post, people and funding

• Opportunity to correct some of the abnormalities within and between Departments –

• Leadership is as good as what comes from the different Work streams.