

# Organizational change management



## Highlights

### Unisys organizational change management provides:

Standard processes and tools for managing change

A framework for leadership competency at all levels of the organization, from front-line supervisors to senior executives

A strategic capability that enables the organization to be flexible, change-ready, and responsive to marketplace changes

## Focusing on people makes the change journey possible

In today's dynamic environment, your organization, like many, is transforming and driving strategic initiatives. These efforts are crucial to maintain a competitive edge. Unfortunately, many transformation efforts are derailed when people and processes aren't aligned with organizational goals. This results in wasted time and resources—and ultimately a failed transformation effort.

A successful change journey focuses on all employees and stakeholders impacted by change. This ensures maximum efficiency gains with end-to-end business alignment, user acceptance, and adoption in a multi-focused operating model.

## Shared understanding ensures transformation success

Understanding your organization's change culture often makes the difference between success and failure of a program. Companies can move twice as fast on digital business transformation when there is a shared understanding of the digital path ahead.<sup>1</sup> Unisys Organizational Change Management (OCM) is an integral component of a technical solution and implementation, ensuring employees become the change agents to drive adoption across the enterprise. Through our proven OCM methodology, we help organizations drive the appropriate understanding to change behaviors ensuring employees are engaged to adopt and proficiently use new tools and approaches to work differently in their journey to the future state and ultimate end-user experience.

## Applying structure to ensure success

Our highly experienced team of change practitioners will lead your change journey with an undeterred focus on the alignment of stakeholders, enabling increased leadership engagement and fostering change champions internally.

Unisys applies a structured process and set of tools for leading the people side of change and achieve desired outcomes—at a project level and at an organization level. At an organizational level, change management is a leadership competency for enabling change within your organization and a strategic capability designed to increase change capacity and responsiveness. Organizations will benefit from:

- A customized approach tailored to the unique needs and culture.
- Full-featured methodology, processes, tools, and techniques for managing the people side of change are tailorable and based on global best practices and real-world results.
- Change management and project management aligned with an integrated approach to the people, process, tools, and transformation governance requirements.
- Risk mitigation strategies for anticipated resistance and steps when to activate tools and methods.
- Full lifecycle integration: OCM is an overlay support model easily integrated into any project lifecycle approach, including sequential and iterative types. Our OCM delivery cycle is aligned with and integrated into transition lifecycle governance and processes. Therefore, our method is minimally disruptive and translates to increased cost-efficiency, productivity, and timeliness.

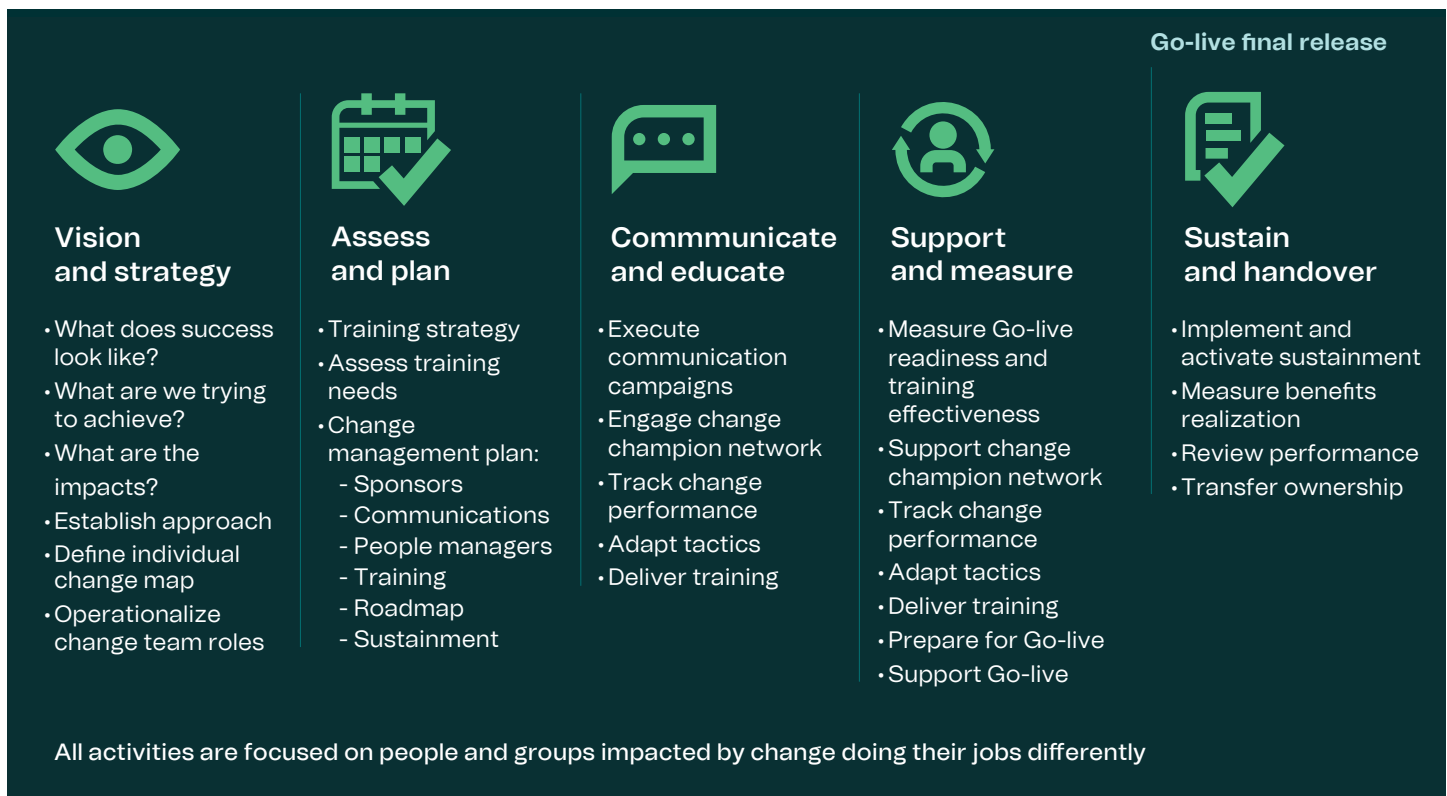


Figure: Unisys OCM methodology

## Proven methodology

Our OCM approach, as shown in Figure, focuses on your success factors enabling higher adoption and utilization and the sustained employee benefit realization. While every organization and its employees are unique, decades of research demonstrate that we can take actions to influence people in their transitions. With excellent OCM, projects are six-times more likely to achieve outcomes and benefits realization. However, the main contributor to change success is active and visible sponsorship that is initiated early in a transformation effort with engagement techniques and tools for change agents to effectively ambassador and drive change across the organization. Our OCM phases shown in the Figure, include:

- Phase 1 – Vision and Strategy: Defining what success looks like and how we enable the change journey requires the change team and sponsors to align to a strong foundation in change management, including clear role definitions and role activation strategies. After elaborating on your success factors and future vision, we collaborate to understand the impacts of the change and who must do their jobs differently. Defining the approach means considering the critical risk factors, resistance, resources, and roles in determining the roadmap. Finally, we activate and equip the core roles of the Sponsor, Coalition, Front-Line People Managers, Project Manager, and Change Manager for complete alignment on the people side of change.
- Phase 2 – Assess and Plan: Defining a change management approach tailored to your needs based on who must do their jobs differently and how. We then define the approach of what it will take to achieve success. We spend as much time as required with you to understand your employee’s change impacts, which stakeholder groups may have resistance, and which stakeholders can be internal change champions. Our approach is “flex-to-fit,” with a customized change experience for your stakeholder groups. We start with the master change plan that includes a communications plan, leadership/sponsor plan, people managers plan, training plan, and an individual change roadmap. Then, we extend, as needed, with additional tactics, solutions, and techniques.
- Phase 3 – Communicate and Educate: Building awareness and desire with employees is critical for implementing change. This phase is typically the longest as we design effective communications for each employee group impacted by the change and focus on what they care about and what they need to know. We will collaborate to develop a comprehensive and all-channel communication campaign that presents the right messages at the right time, in the proper format, via the right channel, and from the right sender. This approach enables a structured change journey for employees using various channels across a variety of mediums and platforms to ensure awareness and education. Training is personalized and focused on what employees and end users “need to know” to ensure content is appropriate and relevant to unique roles and responsibilities.
- Phase 4 – Support and Measure: Understanding what adjustments to make is the main focus. We track performance, identify strengths and opportunities, and prepare for launch by continuing the training delivery and leveraging the activated change champion network. In this phase, we consider additional tactics as part of the discoveries coming out of user testing and training. This ensures individual change journeys are considered as they adopt and utilize new solutions or approaches.
- Phase 5 – Sustain and Handover: Ensuring that changes are embedded in the future state of a transformation effort is vital and the most crucial step to successful change management. Sustainment activities are initiated after launch with ongoing measurement against defined success metrics; continued communication and training; creation of support materials; and celebration, reward, and recognition are all part of a complete change journey.

## Conclusion

Behind every successful digital transformation effort is a successful change management effort. Successful change management must be planned, timed, and integrated across the enterprise. Through a proactive and a deliberate approach to communications, support, training, execution, and measurement, leader and employees are equipped to lead and implement sustaining change. It ensures your organization realizes the benefits and intended outcomes and ROI. With excellent change management, organizations can:

- Adopt changes faster, more thoroughly, and more proficiently
- Stay engaged in the organization during disruptive change
- Understand why the change is happening
- Have the time and tools to get on board and feel heard and supported
- Be better positioned for growth and future adoption of change

For more information visit [unisys.com/consulting](https://unisys.com/consulting).

1. © 2021 Prosci. Best Practices in Change Management, 11th Edition (PP. 87-103)



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