**Workday
Change Management Strategy
Part I**

Table of Contents

- Executive Summary
- Change Management Foundation & Approach
- Organizational Readiness
- Key Strategies/Plans

Executive Summary

Change Management Foundation & Approach
- based upon research from Prosci, the global leader in Change Management solutions
- includes best practices from leading organizations including Adobe, Cigna, Unicef, Ikea, Shell, Saks Fifth Avenue
- *"Organizations with excellent change management are **6x** more likely to meet project objectives."*

Organizational Readiness
- stakeholder interviews and survey to assess GVSU's readiness for change
- key findings related to communications, training, engagement, and support

Key Change Management Strategies
- these 5 key strategies formulate the overall change management strategy
- their design incorporates the findings from the organizational readiness efforts
- each strategy will also have a Plan which will consist of detailed activities to carry out the strategy

Five Key CM Strategies
1. Communications
2. Training
3. Change Agent Network
4. People Leaders
5. Sponsors

GRAND VALLEY
STATE UNIVERSITY.

Change Management Foundation

Principles of Change Management	Associated Questions…	…and Answers
We change for a reason.	*Why are we changing?*	Usability, technology simplification, innovation
Organizational change requires **individual change**.	*Who has to do their job differently (and how)?*	TBD by Change Impact Assessment
Organizational outcomes are the collective result of **individual change**.	*How much of our outcomes depend upon **adoption and usage**?*	*What outcomes are we looking to see?*
Change management is an enabling framework for managing the people side of change.	*What will we do to support **adoption and usage**?*	5 key Plans
We apply change management to realize the benefits and desired outcomes of change.	*How will driving **adoption and usage** improve results?*	*What results, benefits, and outcomes are we looking to see?*

Value of Change Management

What % of overall results and outcomes depend upon adoption and usage?

50%?

75%?

100%?

The 3 Human Factors That Determine ROI

Speed of Adoption

How **quickly** are people up and running on the new systems, processes and job roles?

Ultimate Utilization

How **many** employees (of the total population) are demonstrating "buy-in" and are using the new solution?

Proficiency

How **well** are individuals performing compared to the level expected in the design of the change?

GRAND VALLEY STATE UNIVERSITY

Avoidable Costs and Mitigable Risks

	Costs:	Risks:
To the **project** if we do not manage the people side of change well	• Project delays • Missed milestones • Budget overruns • Rework required • Loss of work by project team	• Resistance – active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
To the **organization** if we do not manage the people side of change well	• Productivity plunges (deep and sustained) • Loss of valued employees • Reduced quality of work	• Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
To the organization if this change **does not deliver the results** we expect	• Lost investment in the project • Lost opportunity to have invested in other projects	• Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

Change Management Approach: ADKAR
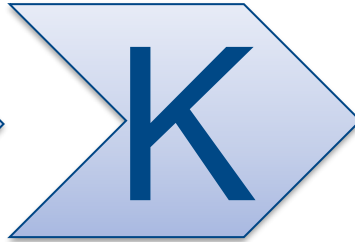
A **AWARENESS**
…of the need for the change

I understand why

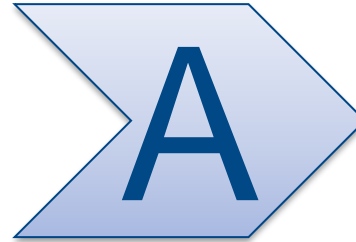**D** **DESIRE**
…to participate and support the change

I have decided to

K **KNOWLEDGE**
…of how to change

I know how to

A **ABILITY**
…to implement required skills and behaviors

I am able to

R **REINFORCEMENT**
…to sustain the change

I will continue to

GRAND VALLEY STATE UNIVERSITY

Organizational Readiness Summary

	Stakeholder Interviews	**Readiness Survey***
WHO	• 56 participants from 30+ departments • Appointing Officers, Professional Support Staff, and Banner users	• 721 participants (faculty 327, staff 394) • Departments across the university
WHAT	• 17 thirty-minute small group interviews • Conducted in person and via Zoom	• 10 question online survey • Focused on past change experiences, communication, training, and project awareness
WHEN	August 2022	September 2022

*The readiness survey is to be repeated twice prior to go-live and once post go-live.

GRAND VALLEY
STATE UNIVERSITY

Key Findings

Opportunities

- End-users, both faculty and staff, cite historically not being engaged in decision making process for product selection or configuration
- Consistent Communication is key, including hearing messages from direct supervisors
- Robust Training is a must, including offering multiple modalities

Challenges/Risks

- Change fatigue is impacting the community
- Staff is lean and resources limited which are causing concern, worry, and stress among the GVSU community

Interview & Survey Implications

Communication
- Multiple channels
- Supervisors to cascade messaging to their teams
- Explain the 'why'

Engagement
- Ensure a high level of user engagement early and often
- Involve faculty and staff in decision-making and bring along on journey to obtain buy-in
- Build the desire for change by conveying the "What's In It For Me"

Training
- Multiple modalities & offerings
- In-person practice
- Time for training to be carved out in collaboration with supervisor

Support
- Executives and leaders to show support of Workday as a university wide initiative and priority
- A live person to reach out to for help

GRAND VALLEY STATE UNIVERSITY

Key Strategies / Plans

Communications

Training

Change Agent Network

People Leaders

Sponsors