

# Navigating the Change Journey

**TBD 2020**



# AGENDA

What we do (Vision)

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Why we do it (Best Practices)

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How we do it (Methodology)

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What we strive for (Outcomes & Results)

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How to work with us (Intake)

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Who we are (SCM Team)

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# What We Do

The Strategic [Change Management Team](#) strives to make the process of implementing change across Allegis Group **manageable, transparent & successful.**

## Manageable

We partner across Allegis Group to help deliver successful and sustainable product/project implementations, complementing the work of our partners.

## Transparent

We empower our team members and partners to navigate change by using best practices in change management and delivering proactive communications.

## Successful

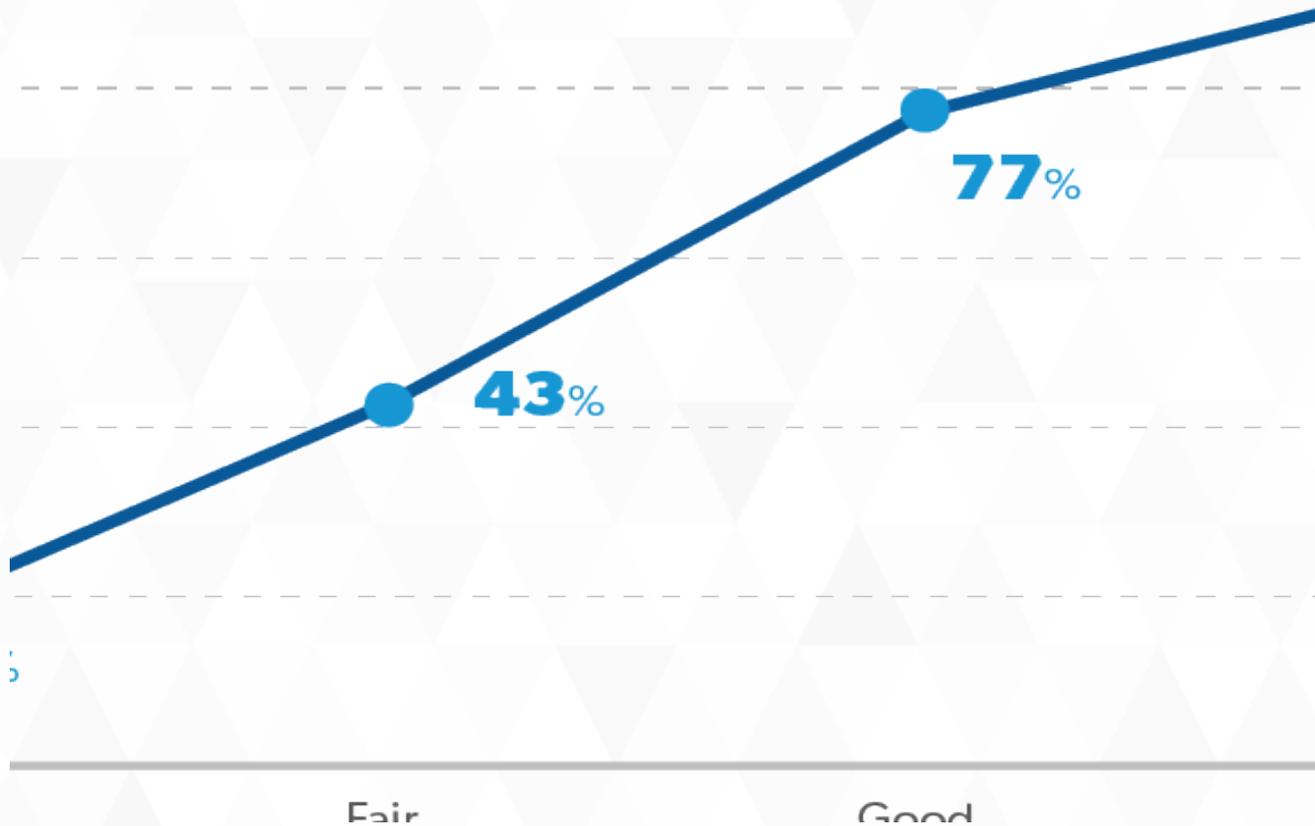
We seek to ensure that the end-user experience is top-of-mind to decision-making, driving change adoption.

# People Change, Not Organizations



Source: Ernst & Young

# Why We Do It

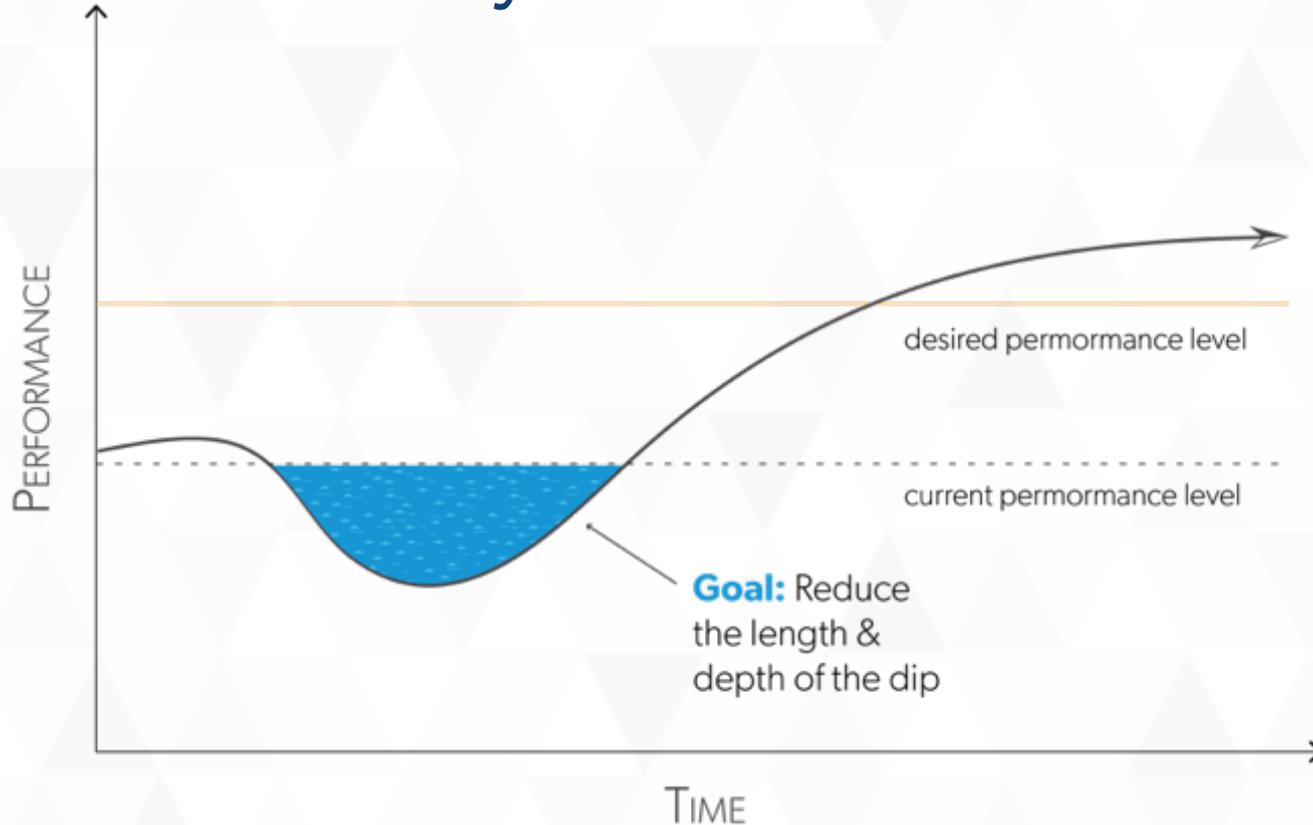


# 6x

Higher Success Rate

In a phrase: to **protect ROI and ensure an optimal end-user experience** by examining change saturation and coaching teams through change.

# Why We Do It



In a phrase: to **protect ROI and ensure an optimal end-user experience** by examining change saturation and coaching teams through change.

Research has shown that successful and unsuccessful change initiatives share some **common characteristics**, all of which we touch through our work.

## Top **Contributors** to Success

 **Active and visible executive sponsorship**

 Frequent and open communication

 Dedicated change management resources

 **Integration and engagement with product/project management and development**

 **Structured change management approach**

 Employee engagement and participation

 **Engagement with middle managers**

## Top **Obstacles** to Success

 **Lack of executive support and active sponsorship**

 Change-resistant culture & organizational structure

 Inadequate change management buy-in and resourcing

 **Change saturation and lack of prioritization**

 Resistance and lack of support for the specific solution

# How We Do It

We balance **HR's Customer Experience philosophy** against **change management best practices** to drive favorable outcomes for the end-user.

## *Understands Me*

- **Engaging** leaders to understand their vision for success at project onset
- **Researching** impacted stakeholders and how each element of change will uniquely impact them

## *Guides Me*

- **Working** closely with leaders throughout the project to generate their visible sponsorship
- **Advising** key partners in the OpCos and IS on how to implement change from start until after go-live

## *Makes It Easy For Me*

- **Sharing** best practices via SCM templates and tools

# Outcomes & Results:

## What We Strive For



### Outcomes

- ✓ Business Engagement
- ✓ Business Readiness
- ✓ Business Adoption & Sustainment

### Results

- Motivated & Prepared Employees
- New Skills
- Improved Performance



# Business Engagement

Engaging change leaders and stakeholders at various levels to own the change. Initial focus of the change management effort.

- ▶ **Vision for Success & Goals**
- ▶ **Roles & Skills Assessments**
- ▶ **Leadership Engagement & Alignment**
- ▶ **Stakeholder Analysis & Engagement**
- ▶ **Risk Mitigation Plan**

# 2

## **Business Readiness**

Preparing leaders and employees  
to be ready for the future state

▶ **Change Impact  
Assessment**

▶ **Change Plan  
development**

▶ **Communication  
Strategy & Execution**

▶ **Training Strategy &  
Execution**

# 3

## Business Adoption

Measuring and sustaining how change in performance becomes part of normal operations post go-live.

- ▶ **Deployment Support**
- ▶ **Change Network Engagement**
- ▶ **Knowledge Transfer**
- ▶ **Adoption & Sustainment Support**

# Deliverables

## *What we do:*

Depending on **project needs and status**, we look to create the following based on Allegis change templates and tools.

- ✓ Stakeholder Analysis
- ✓ Change Impacts Analysis
- ✓ Organizational/Cultural Analysis
- ✓ Sponsor/Leader Engagement Plan
- ✓ Coaching Plan & Tools
- ✓ Training Plan
- ✓ Communications Plan
- ✓ Resistance Mitigation Plan
- ✓ Change/User Adoption Metrics Framework

# Deliverables

*What we do not do:*

Depending on **project needs and status**, we look to create the following based on Allegis change templates and tools.

X Project plans  
or milestones

X Implementation  
planning



# Change Managers Partner with....

## **OpCo and Corporate Communications**

To define key audiences, key messages appropriate communications vehicles.

## **OpCo Professional Development**

To design, develop, and deploy training.

## **Leadership**

to ensure ongoing visible engagement , alignment on vision for success, and adoption to achieve business value.

## **Business Stakeholders**

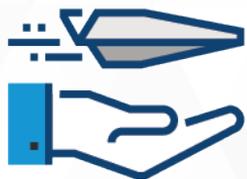
To ensure change deliverables meet the needs of their users.

## **Technical Teams**

To understand the technology, the user experience, and any potential challenges users might face.

## **Product Teams**

To understand user needs, desired vs. actual behaviors, and gather feedback to create strategies that maximize adoption of the product.

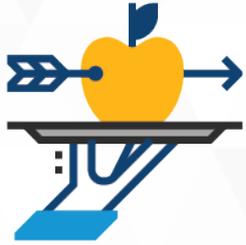


# Product Owner

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# Delivery Manager

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# Experience Owner

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# Project Management **vs** Change Management

## Project Management

- Delivery of product based on Business' requirements
- No bias or judgement of feasibility of requirements- focused on execution only
- "UPS" – *Delivers whatever's in the package*

## Change Management

- Influencing the adoption and use of a product once created
- Strategize to requirements, and role to play in addressing risks to people and process
- "Amazon" – More concerned with what's in the package

# Delineating Change Management & Project Management

## Project Management

Technical side of moving from current state to future state

### PROCESS

- Initiation
- Planning
- Design
- Implementation
- Closure

### TOOLS

- Statement of Work
- Project charter
- Business Case
- Work Breakdown Structure
- Budget Estimation
- Resource Allocation
- Schedule
- Training

 CURRENT  TRANSITION  FUTURE

## Change Management

People side of moving from current state to future state

### PROCESS

#### Organizational:

- Prepare for change
- Managing change
- Reinforcing change

#### Individual

- Adhkar ®

### TOOLS

- Individual change model
- Readiness assessment
- Communications plan
- Sponsor Roadmap
- Coaching plan
- Resistance management
- Tracking plan
- Reinforcement

How does Change  
Management help  
deliver business value?



“Put your testimonials text here. Put your testimonials text here.

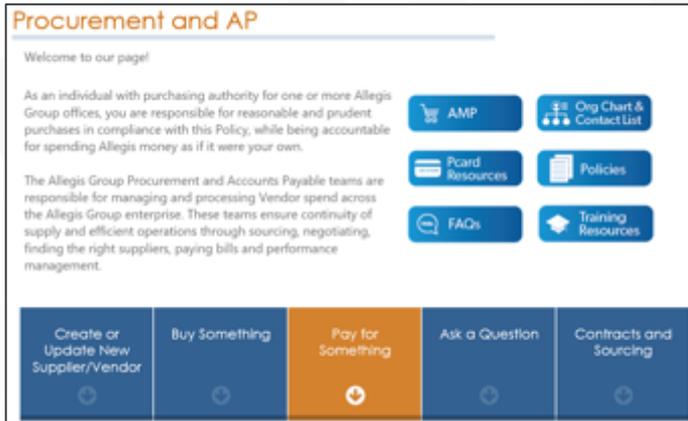
*-Name of Person, Title*

# SCM Wins



- ★ Automated Candidate Tracker (ACT)
- ★ Collocated Services
- ★ Concur Expense Reporting
- ★ Connected (General Audience)
- ★ Global Payroll
- ★ Global Protect
- ★ PCI Compliance
- ★ Privacy
- ★ Procurement & AP Relaunch
- ★ PTO/ Absence Management Migration
- ★ Report Phishing
- ★ Robotics Process Automation
- ★ Service Now
- ★ Unemployment Insurance Transition

# SCM Case Study – Procurement and AP



In the summer of 2019, we worked directly with the ACS Procurement Director to design and launch his team's new intranet site as well as 're-launch' the Purchasing Card (Pcard) policies and guidelines across all North America Operating Companies.

## Stakeholder's Situation

Make Procurement and AP more efficient, effective and compliant.

## SCM Solution

Started with a Stakeholder Analysis and multiple leader interviews. Created and implemented marketing and communications plans

## Results

Better customer service - streamlined procurement process with easier intranet user interface.

# SCM Case Study #1 - Allegis Merchant Portal



Allegis  
Merchant Portal

In 2017, we designed and launched the Allegis Merchant Portal (AMP), an Allegis enterprise procure-to-pay (P2P) solution. AMP streamlines and automates purchasing and approval processes; allowing employees to identify and purchase products from third parties for various products and services, such as office supplies and promotional items.

## Stakeholder's Situation

Make procurement and AP more efficient, effective and compliant.

## SCM Solution

Created and implemented a Leadership Engagement plan for all of the OpCos.

## Results

Better customer service - streamlined procurement process with Amazon-like interface to all enabled suppliers and catalogs.

# SCM Case Study #2 – SAP Concur



In 2017, we implemented a new version of the Concur Travel and Expense Reimbursement solution to MarketSource.

In 2018, we did the same within the EMEA region. It consolidated expense management, increased compliance, captured cost savings, and brought all expenses into one tool to gain better spend visibility.

## Stakeholder's Situation

Make expense auditing more streamlined and easier to manage enterprise wide.

## Concur Solution

Created an extensive Stakeholder Analysis, Communications Plan and Training Plan.

## Results

- Improve employee experience & satisfaction.
- Streamline the operations to accommodate growth

# SCM **Case Study** #3 – PTO/Absence Management Migration



In 2017, Allegis Group made the decision to transition from a “Base Benefits” Leave plan to a new PTO plan where vacation, personal/sick leave, and celebration time were combined into one bank of paid time off. Most employees saw an increase in total time off based on their tenure with the company. Internal salaried managers and employees across all OpCo’s began using PeopleSoft Absence Management to request, approve, and track time off requests and leave balances.

## **Stakeholder’s Situation**

No standard tool or process for managing PTO.

## **PeopleSoft Solution**

Created and implemented a Leadership Engagement plan for all of the OpCos.

## **Results**

- Drove adoption of 25,000+ users to 88% within the first 6 months of use.
- 40-hour cap in allowable states have saved the organization ~\$650,000+ in year 1.

# How to Engage with Change Management



# The Organizational Change Management CoP

Real-time Conversation

Library of Templates,  
FAQs. Videos

Share Best Practices

Retros & Lessons Learned

Peer Learning



Build relationships

Create enterprise standards & practices

Knowledge Share

Brainstorm and solve problems

Build better practices

Celebrate Successes

Learn as a Group

# How to Request SCM Support

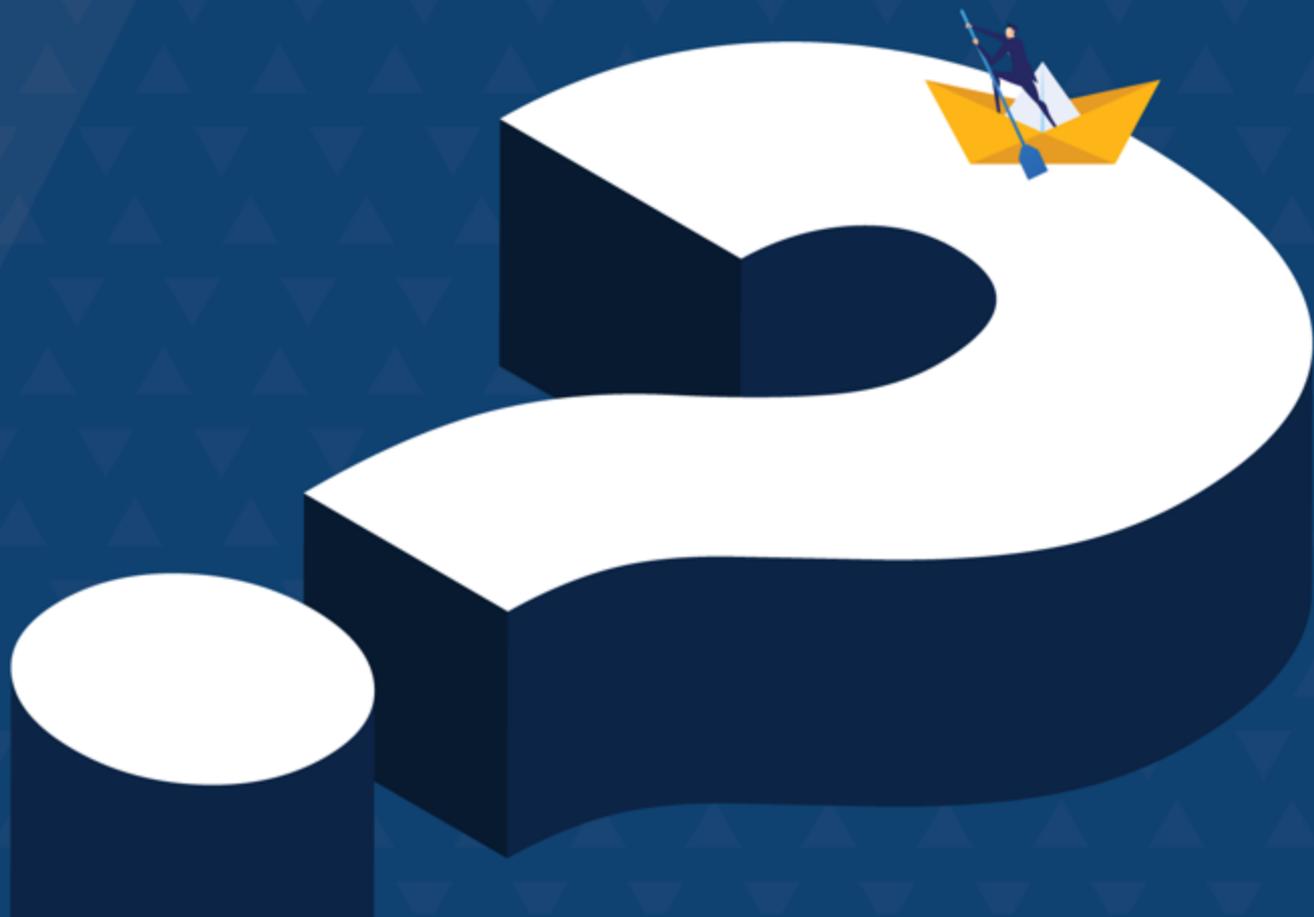
Click on Request for Work in myIT to get started.

The screenshot shows the myIT Service Portal interface. At the top, the ALLEGIS logo is on the left, and navigation links for Service Catalog, Knowledge, My Requests, Surveys, Contact Us, Wish List, Cart, and Tours are on the right. A user profile for Halley Wright is visible in the top right corner. Below the header is a large dark blue banner with the myIT logo and a search bar labeled "Search the Service Portal...".

The main content area is divided into several sections:

- Find Answers:** Browse the Knowledge Base for answers to frequently asked questions.
- Request Catalog:** Browse the catalog to request services and system access.
- Manage Passwords:** Manage your company passwords.
- Announcements:** Coming Soon.
- Featured Help Topics:**
  - Reset Voicemail Password (Global) (5 stars)
  - Add a Printer (AMER) (4 stars)
  - Self-Service Password Reset (SSPR) Enrolment Guide (EMEA) (4 stars)
  - Set Up a Password Reset Profile (AMER) (4 stars)
- Onboarding/Offboarding Services:** A section for user lifecycle services.
- Popular Items:**
  - Email Domain Change Request
  - Email Forwarding
  - Name Change Request
  - Request for Work** (circled in red): Request an enhancement to an existing Product.

A "Feedback" button is located in the bottom right corner.





Thank You!



# Appendix



# SCM Team



# Our Team Organization



**TBD**  
SCM

**Darion S.**  
SCM Analyst

**Susan D.**  
SCM

**Mike V.**  
SCM Analyst



**Mary Beth Crawford**  
Executive Director, HR

**Nancy H.**  
Director, Employee Experience

**Chastin F.**  
Sr. Mgr. SCM & HR Technologies

**Shannon M.**  
SCM – Lead

**Kristen F.**  
SCM

**Lauren B.**  
SCM

**Ben M.**  
SCM

**Hailey W.**  
SCM Coordinator

**Kristin R.**  
SCM –Lead

**Abigail G.**  
SCM

VACANT  
SCM



# Meet Our Team

Representing **decades** of experience orchestrating change within multiple industries.



**Kristen Fiani**  
*10 Years*



**Chastin Faith**  
*20 Years*



**Anne Krause**  
*20 Years*



**Ben Mortensen**  
*12 Years*



**Shannon Murray**  
*20 Years*



**Kristin Rice**  
*20 Years*



**Darion R. Smalls**  
*20 Years*



**Hailey Wright**



# Chastin Faith

*20 years of experience*

Chastin is an Strategic Change Manager with over 20 years of experience in change management, business analysis and Human Resources. Her expertise is in coaching and developing others, along with the ability to design creative, customized solutions to organizational problems. She brings a consultative approach to each new challenge and focuses on designing value added, sustainable solutions.

## **Top Skills & Platforms:**

- Coaching Facilitation
- Process Improvement
- HCM Applications



# Ben Mortensen

*12 years of experience*

## **Top Skills & Platforms:**

- Training Delivery
- Communication
- Group Facilitation
- Prosci-certified Change Manager

Ben is an Strategic Change Manager with over 12 years of experience in numerous HR roles such as; HR Generalist, Talent Consultant, HRBP and Change Manager. His diverse background in managing projects related to performance management, on-boarding, employee turnover, training and technical implementations has helped shape his approach as a change manager. His expertise is in building relationships, understanding the people side of business and crafting a change management strategy that benefits both the employee and the business.