

A Need For Change

Client

National HR Outsourcing Company in support of their Government client.

Project

Acting as an intermediary, Pathways was contracted to develop and execute a change management strategy in support of both organizations transformational IT system implementation.

Action(s)

After determining the intended vision and drivers for change, Pathways began with a stakeholder assessment, identifying both formal and informal levels of project and organizational influence.

This was followed by a representative change readiness assessment of impacted groups that included end users, executive leadership, project sponsors, managers, departments heads etc. The assessment was controlled and included qualitative and quantitative measures.

The overall change management engagement strategy, communication and training plans were developed from the compiled readiness data. The initiation of the communication plan occurred approximately two months in advance of the training effort to ensure maximum organizational understanding and buy-in. Multiple vehicles were developed and utilized during the communication campaign including: executive led town hall sessions, desk drops, posters, newsletters and email campaigns.

The system instructional design and facilitation process reflected the learning preferences from the assessment. Both adhered strictly to adult learning principles and ensured maximum knowledge transfer and post training sustainment through a trainer-the-trainer model.

Result

Tactical change management activities translated into system adoption rates in excess of 90% at 30/60/90 days post implementation.