Introductions & Overview
Jeremy S. Lurey, Ph.D.
Principal, Plus Delta Consulting, LLC

- Jeremy Lurey specializes in organization and leadership development and works closely with his clients to manage large-scale organizational change initiatives. With more than 12 years experience as a management consultant, he has particular expertise in facilitating executive and management development programs, transforming business processes, and enhancing team performance. Jeremy has worked with client organizations ranging from small start-up operations to Fortune 100 corporations, including several government and non-profit agencies.

- Some of Jeremy’s project highlights include:
  - Created Positive Change methodology and developed customized learning programs to help senior project managers understand basic principles of resistance, enhance communication, and gain employee buy-in throughout their organizational change efforts.
  - Led several change management efforts and provided advice and counsel to Project Management to mitigate user resistance and enable faster transition processes during numerous SAP, PeopleSoft and Oracle systems implementations.
  - Designed and implemented customized leadership development and training programs, including group workshops and individual coaching efforts, to enhance senior management skills, organizational performance, and employee retention.

- Before establishing Plus Delta, Jeremy worked at both PricewaterhouseCoopers & Andersen Consulting.

- Select clients: Nestlé USA, Orange County Fire Authority, BT Infonet, Experian Americas, Novartis Consumer Health, Pioneer Electronics, and Health Net, Inc.

310.457.0837
jslurey@plusdelta.net
www.plusdelta.net
Kristen Donovan, Ph.D.
Principal, EvalCorp Research & Consulting

- Kristen Donovan is a social psychologist with more than 16 years of applied research, evaluation, training, and consulting experience. She assists public and private sector agencies in determining current and future needs, measuring the impact of programs and initiatives, and maximizing individual and organizational effectiveness through ongoing evaluation. Kristen is a skilled quantitative and qualitative methodologist and has worked with city, county, state, and federal government agencies, as well as worldwide nonprofit organizations and privately held businesses.

- Some of Kristen’s project highlights include:
  - Administered a variety of online surveys to evaluate business and user readiness for change as well as project team effectiveness during multiple North American SAP system implementation efforts
  - Assisted managers in the attainment of targeted objectives by conducting assessments of training and other needs prior to launching new change initiatives
  - Evaluated large-scale policy-based change initiatives for county government agencies throughout California

- Before establishing EvalCorp, Kristen worked as an internal evaluation consultant for county and state government agencies and as an external evaluation consultant for federally-funded initiatives.

- Select clients: Novartis Consumer Health, Pioneer Electronics, Ameriquest Financial, Junior Achievement Worldwide, County of San Diego, and County of Los Angeles

949.433.4103
kdonovan@evalcorp.com
www.evalcorp.com
Program Objectives

- To be effective OD practitioners, we must not only implement organizational interventions that address a variety of business challenges, we must also evaluate the success of these interventions in achieving the stated business objectives.
- For this reason, connecting OD to business is critical to being an effective OD practitioner and improving individual, team, and overall organizational performance.
- Today, we will explore a comprehensive model that focuses on business strategy, operating processes, technology systems, and people and culture within organizations to help you connect OD to business.
- As part of this program, we will review several key strategies for managing organizational change as well as specific techniques for measuring the effects of your organizational interventions.
Today’s Agenda

- Introductions and overview
- Foundation for organizational performance
- Our Positive Change\textsuperscript{sm} approach
- Evaluating organizational change
- Group discussion / Wrap-up
Old Dog... New Tricks!

High above the hushed crowd, Rex tried to remain focused. Still, he couldn’t shake one nagging thought: He was an old dog, and this was a new trick.
Large-Scale Change Efforts Have Better Chance of Failing than Succeeding

- As many as 80% of all large-scale organizational change efforts fail to achieve desired outcomes
  - Not completed on time
  - Significantly exceed project budgets
  - Do not deliver the expected system features

- Common causes for project failures
  - Lack of employee involvement
  - Lack of executive commitment and support
  - Incomplete and changing business requirements
  - Lack of specific, measurable performance indicators or success criteria
Effective Change Initiatives Depend on Several Factors

- Stakeholder commitment
- Strong project plan, including measurable milestones
- Employees engaged at all levels
- Sustained communication before, during and after implementation
- Effective, targeted training
- Streamlined business processes
- Flawless system functionality

Utilize specific change management methodologies to bridge the gap between the technical and human sides of change
Four Critical Elements of Organizational Performance

- When working with client organizations, we use a fundamental framework for understanding what drives organizational performance. We then use that information as the basis for designing and implementing any specific changes.
- This framework is based on four foundational components: Strategy, Processes, Systems, and People.
- The model below illustrates the relationships between each of these four elements, and the definitions on the following page provide further clarity about the importance of each of them.
Defining the Four Elements of Organizational Performance

- **Business strategy** - An organization’s business strategy clearly articulates the vision and longer-term objectives for that organization.

- **Operating processes** - Defined business processes operationalize this strategic direction within separate but complementary work functions. If the strategy dictates “what” an organization will do, these processes demonstrate “how” they will get there.

- **Technology systems** - Whether they are manual or leverage more advanced technologies, an organization’s operating systems enable the tactical execution of their core business processes to occur.

- **People & culture** - Last but not least, people use the established systems to perform the actual process tasks that help the organization achieve its key business objectives.
Key Challenge for Improving Performance

- Most management consulting approaches focus in one – or possibly two – of the four quadrant areas:
  - OD consultants, for example, tend to focus their attention in the area of *People*
  - Technologists are often very good in the area of *Systems*
  - OD consultants usually have little, if any, knowledge of *Systems*, and the same is true for Technologists...
- For this reason, it is not uncommon for only 20% of all major change initiatives to achieve their intended business results – that means that up to 80% of all organizational change efforts fail to achieve their intended benefits.
- To be effective then, a more fully integrated approach is needed to address each of these critical business elements. Anything less may provide incremental gains in certain functional areas of the business, but it will not be effective in creating sustainable whole-system change across an entire organization.
Our Positive Change℠ Approach
What is Positive Change℠?

- The Positive Change℠ approach is a method for change that focuses on creating enjoyable (or “positive”) change experiences.
- By increasing organizational awareness and stakeholder involvement throughout the change effort, individuals become more engaged and therefore committed to the change.
- The primary goals of the Positive Change℠ approach are to:
  - Increase return-on-investment
  - Produce self-sustaining clients
  - Create a strong sense of gratification during the change process.
- The Positive Change℠ approach is based on proven theories and leading research in the field of organization development and change as well as decades of applied consulting experience.
Tactical Aspects of Positive Change℠

- It is a five-phase consulting model
  - **Initiation**: Confirm project objectives and Positive Change℠ strategy
  - **Assessment**: Analyze organizational business challenges and identify potential solutions
  - **Design**: Develop specific solution sets and final transition plan
  - **Implementation**: Execute learning and transition strategies
  - **Evaluation**: Monitor ongoing performance and identify opportunities for continuous improvement
- The emphasis is on both employees and organizational outcomes
- It also utilizes a strategic approach to communications
Five-Phase Model for Positive Change™

**Initiation**
1. Understand business environment and project objectives
2. Design initial project plan
3. Confirm project approach and deliverables with client and team
4. Develop Positive Change™ strategy
5. Draft communication plan and deliver initial communication(s)

**Assessment**
1. Perform stakeholder analysis and gain commitment
2. Conduct communications audit and refine initial plan
3. Perform organizational assessments
4. Analyze and interpret data against industry benchmarks
5. Present findings and potential solutions

**Design**
1. Develop agreed upon solution sets
2. Create transition strategy
3. Define learning plan, processes, or activities and create necessary reference materials
4. Identify performance metrics and evaluation approach
5. Communicate project update and transition strategy

**Implementation**
1. Finalize job aids and learning materials
2. Communicate learning activity schedules to impacted staff
3. Execute learning programs
4. Engage business partners in transition process
5. Assess client’s readiness for change

**Evaluation**
1. Evaluate agreed upon performance metrics
2. Communicate project update, identify additional learning needs, and develop plan
3. Create continuous improvement plan
4. Conduct project closure meeting to review outcomes and metrics
5. Confirm relationship for ongoing change

- FEEDBACK LOOP -
Sample Change Readiness Survey
Sample Training Evaluation
Sample Team Performance Survey

Team Performance Survey

A. The project is moving as planned.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

B. Project deadlines are met.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

C. The team is motivated to be successful.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

D. The project has been effective in meeting its goals.
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

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Benefits of the Positive Change™ Approach

- Visible executive involvement and alignment throughout the change project
- Decreased resistance as a result of increased employee involvement and enhanced understanding
- Lasting change because individuals are ready, willing, and able to complete the transition
- Accelerated transition process and improved timeline for realized benefits
- Cohesive project team motivated to achieve the primary business objectives
Why Evaluate Organizational Change?

- Increases likelihood of success/achievement of objectives
  - Stakeholders “forced” to begin with end in mind
  - Logic modeling
- Real and potential challenges identified throughout the process
  - Gaps (e.g., training, technology, expertise) become clear early on
  - Obstacles can be remedied before it’s too late
- Allows more control over the project
  - Defined and agreed-to benchmarks keep people and the project’s implementation on track
- Provides quantifiable evidence of success
  - Besides the change having occurred or not, evaluation documents how much, by whom, to what extent, etc.
  - More importantly, provides an infrastructure for impact determination
## Logic Model - SAMPLE

**GOAL:** Increase profit by 4% in 18 mos. through increased efficiency and customer satisfaction

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Resources</th>
<th>Strategies</th>
<th>Expected Outcomes</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduce order fill/ship times to 48 hours or less</td>
<td>• Human capital &amp; IT technicians</td>
<td>• Implement SAP system</td>
<td>• # of trainings completed &amp; users trained</td>
<td>• Level I, II, and III eval scores</td>
</tr>
<tr>
<td>• Increase satisfaction levels by 20%</td>
<td>• Best SAP consulting firm to assist (PDC)</td>
<td>• Train users to effectively navigate SAP system</td>
<td>• SAP meeting pre-determined perf. standards</td>
<td>• % change in time to fill orders</td>
</tr>
<tr>
<td></td>
<td>• Proven CSAP model</td>
<td>• Automate order fill process</td>
<td></td>
<td>• % change in costs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Change ship vendor and process</td>
<td></td>
<td>• % change in product orders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Implement new customer service response protocols (CSRP)</td>
<td></td>
<td>• % change in CS survey scores</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SHORT-TERM</th>
<th>INTERMEDIATE</th>
<th>LONG-TERM</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3/07 - 6/07)</td>
<td>(7/07 - 3/08)</td>
<td>(4/08 - 9/08)</td>
</tr>
<tr>
<td>• 50 trainings completed</td>
<td>• Phase II order automation process complete</td>
<td>• Reduced number of user TA requests</td>
</tr>
<tr>
<td>• 1,500 users trained</td>
<td>• Reduction in number of SAP TA user requests</td>
<td>• Increased number of product orders</td>
</tr>
<tr>
<td>• New ship vendor contracted</td>
<td>• Average order/fill ship time &lt; 72 hrs</td>
<td>• 48 hour ship time on 98% of orders</td>
</tr>
<tr>
<td>• Phase I order automation process complete</td>
<td>• CSRP utilized by 100% of CS staff</td>
<td>• Reduced number of customer service complaints</td>
</tr>
</tbody>
</table>

**LONG-TERM (4/08 – 9/08)**

- Reduce order fill/ship times to 48 hours or less
- Increase satisfaction levels by 20%
- Implement SAP system
- Train users to effectively navigate SAP system
- Automate order fill process
- Change ship vendor and process
- Implement new customer service response protocols (CSRP)
- Reduce number of user TA requests
- Increase number of product orders
- 48 hour ship time on 98% of orders
- Reduced number of customer service complaints

**SHORT-TERM (3/07 – 6/07)**

- Human capital & IT technicians
- Best SAP consulting firm to assist (PDC)
- Proven CSAP model
- # of trainings completed & users trained
- Level I, II, and III eval scores
- SAP meeting pre-determined perf. standards
- % change in time to fill orders
- % change in costs
- % change in product orders
- % change in CS survey scores
- % change in profit
Types of Evaluation Techniques

- Formative vs. Summative
  - Purpose of the evaluation
  - Depends on when process begins
- Process vs. Outcome/Impact
  - Measurement of implementation vs. results
- Needs Analysis

What you decide to do ... or are able to do as part of an evaluation ... depends on the types of questions your clients want answered and where the evaluation “comes in” in the organizational change process.
Planning and Designing the Evaluation Process

- Utilization-focused
  - Who will be the primary users of the evaluative information?
  - What do they want vs. need to know?

- Communication
  - What format do they want findings in?
  - How often?
  - High level or detail?

- Informing the process
  - What information already exists that can be used to show evidence of effective change?
  - What new data need to gathered?
  - When should the data be collected? Through which methods?
Data Collection Strategies for Effective Evaluations

- Quantitative
  - Surveys
  - Program or organizational data (e.g., financial, HR)
- Qualitative
  - Key informant interviews
  - Focus groups
  - Observations
- Multi-method is best
  - Data sources - where it’s coming from (people, existing metrics)
  - Data Strategies - how you will obtain it (methodology)
- How you choose depends on:
  - Timelines, budget, number of targeted respondents, your level of expertise

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Group Discussion & Wrap-up
Improving Performance through Positive Change®

- To learn how you can become a more effective change agent in leading large-scale systems implementation initiatives, please call us at (866) PLS-DLTA or send an email to info@plusdelta.net

- For more information on Plus Delta’s approach to improving performance through Positive Change®, please visit Our Services page of our website at http://plusdelta.net/services.htm

- To receive future updates about our work with Positive Change®, you can also subscribe to our e-newsletter on the Contact Us page of our website at http://plusdelta.net/contact.htm. One of our recent issues actually had a feature article on our approach with Positive Change®.
Additional Resources on Evaluation

- **Web**
  - American Evaluation Association website (www.eval.org)
  - ROI Institute (www.roiinstitute.net)

- **Books**
  - “The Handbook of Leadership Development Evaluation” (Kelly Hannum, Jennifer W. Martineau, Claire Reinelt, Eds.)
  - “Evaluating Training Programs” (Second Ed.) (D.L. Kirkpatrick)
  - “How to Measure Training Results: A Practical Guide to Tracking the 6 Key Indicators” (Jack Phillips and Ron Stone)
  - “Make Training Evaluation Work” (Jack Phillips, Patti Phillips, Toni Hodges)
    - Jack and Patti Phillips have a number of books on ROI Basics, ROI for leaders, ROI at work, ROI in the public sector, ROI and HR
  - “Utilization-Focused Evaluation” (Michael Quinn Patton)

- **Other**
  - Google
  - Call or email Kristen at (949) 433-4103 or kdonovan@evalcorp.com
Very Next Steps

Please write down two (2) things you will do as a result of today’s program to move towards accomplishing your goals for implementing and evaluating positive changes in your organizations.

- Consider the following key stakeholders groups: Your employees, Co-workers and other consulting partners, Client organizations, and Community.
- Be sure to incorporate the following into your plan:
  - Brief description of the key actions you will take
  - Very next steps towards accomplishing them
  - Specific dates by when you will accomplish them
Group questions and discussion...