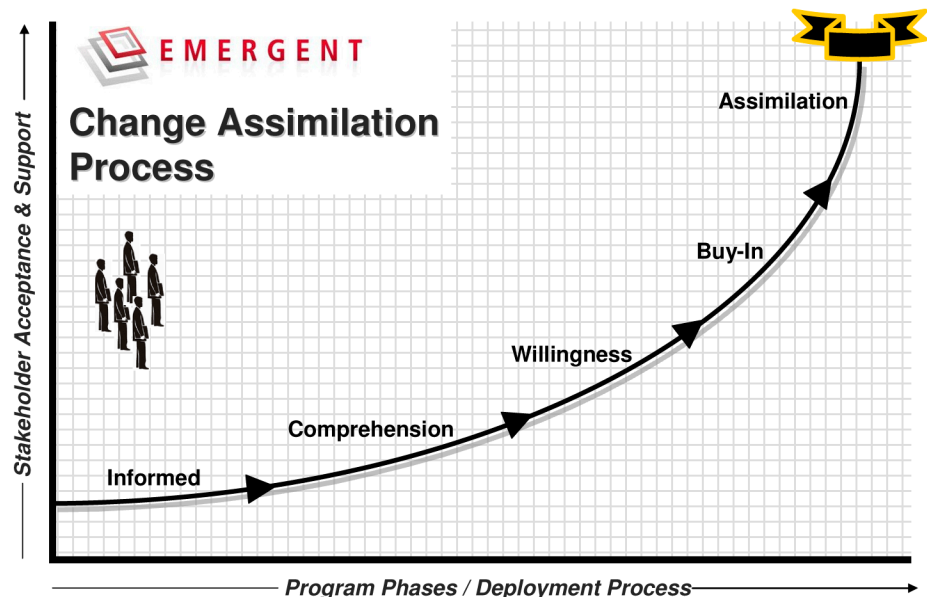# ::: OUR APPROACH TO CHANGE MANAGEMENT

The world's most successful organizations are also the most agile and adaptable. In today's world, you must respond effectively to change or risk jeopardizing your organization's performance and survivability. The primary causes of change are either external or internal to the organization. External change is driven by forces such as government regulation, rising costs, and increased competition. Internal change is driven by a business problem in need of a solution or the desire for continuous improvement.

Regardless of the root cause, in order for change to be effective, it needs to stick and be sustainable. Organizations that can make changes faster, better, easier, and cheaper will have the competitive advantage. Rallying your organization's workforce behind change can be a challenge. The most common obstacle to successful change is human resistance. Often people's first reaction to the prospect of using a new business application, reporting to a new manager, or doing work in a new way is to resist it. Anticipating potential resistance, assessing its threat to your change, and figuring out how to reduce the resistance is what change management is all about.

We believe change management is integral to the success of any large program that touches a large number of stakeholders. Emergent's **Change Assimilation Process™** involves a systematic approach of applying the knowledge, tools, and resources needed to guide stakeholders through the change process. The objective is to deliver the required business solution successfully in an organized, planned way that manages the impact of change on the people involved. Emergent provides change management expertise in the following areas:

▶ **Change assessment & profiling**
Assessment of the organization's change capability; review of the organization's change strengths; analysis of change improvement opportunities; development of an initial baseline for the organization's change capabilities.

▶ **Change management strategy**
Definition of the purpose, scope, and the outcome of the change; agreement upon the processes, roles, and timeline for achieving the change; articulation of the change goals; development of a change management strategy.

▶ **Change program implementation**
Identification of the change program milestones; development of a work breakdown structure and development of metrics; creation of a change management plan.

▶ **Strategic communications & outreach**
Proactive engagement of the s key stakeholders toward the achievement of the organization's change objectives. Audience segmentation; assessment of information needs; development of key messages; analysis of communications channels; development of a communications plan; creation of communications products; deployment of messages.
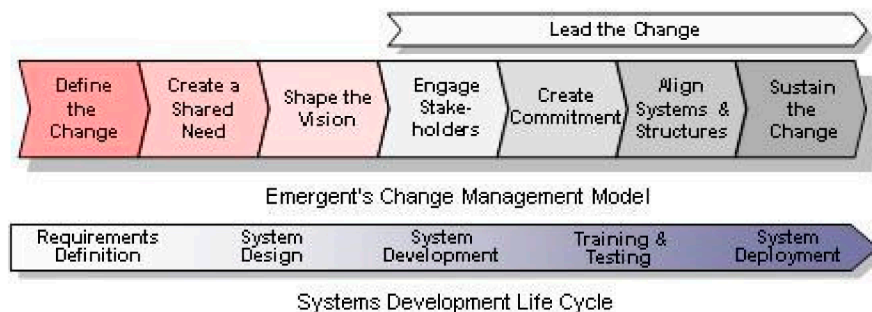
▶ **Change coaching & workshops**
Experienced change coaches equip the client leadership, change agents, and members of the program team with the knowledge, tools, tactics required to ensure the team is setup for a successful change.

The Need For Change Management in IT-Driven Initiatives is Well Documented

▸ Only 9% of all major software development applications are worth the cost; 31% get canceled before completion; and 53% result in significant cost over-runs (Gartner)

▸ Deloitte found that 80% of the CIO's believe that resistance was the main reason their technology oriented change projects failed (Deloitte & Touche)

▸ 75% of Fortune 500 execs say employee resistance is the number one reason that changes their organization tried failed (Meta Group)

Emergent's change management solutions are designed to complement the program management office (PMO) function in helping to develop and implement new systems and deployment of commercial off-the-shelf software (COTS). Change resulting from large-scale technology development and deployment requires adjustments to policies and business processes, workforce restructure, and how employees do their jobs. With the deployment of a new technology application employees and stakeholders must learn new policies and processes, as well as how to use the new system. Members of the workforce may be resistant to the changes, or even fear that technological advances will make their jobs obsolete. Additionally, employees are often involved with the system development process, providing input to requirements and involved in the functional testing of the technology to ensure it meets the requirements.

Emergent's **Change Assimilation Process™** can be tailored to the phases of the Systems Development Life Cycle (SDLC) or wrapped around the processes involved with deploying new technologies, such as CRM, ERP, SFA, SCM applications.

Lead the Change

Define the Change | Create a Shared Need | Shape the Vision | Engage Stake-holders | Create Commitment | Align Systems & Structures | Sustain the Change

Emergent's Change Management Model

Requirements Definition | System Design | System Development | Training & Testing | System Deployment

Systems Development Life Cycle

ABOUT US

Emergent is a strategy consulting firm that specializes in organizational change management; process improvement, program management; and financial analysis. We partner with our clients to guide them through the process of critical decision-making and the development and execution of strategies that have the greatest potential to deliver both near-term results and long-term value. Emergent's consulting services are designed to help organizations with defining, assessing, and deploying their strategic business initiatives. Our leadership team represents more than 50 years of experience working with strategy and "Big 4" consulting firms, Fortune 500 clients, and government clients. We bring to bear the intellectual capital, best practices, and experience of the finest management consultancies, while taking a pragmatic approach to our client's business challenges.

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