



## Change Management model implementation guide

*“The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades” ~John P. Kotter*

In a world where “business as usual” is no longer a sustainable work-model approach, agencies must be aware of what changes they can make to their business practices and operations in order to provide the best possible service to the taxpayer while maintaining a lean budget and supporting efficiencies that carry their mission and encourage workforce productivity. When making these changes, agencies can face immense levels of resistance and pushback, preventing them from implementing any lasting policies and alterations in practice.

To counteract this, using the steps outlined in John Kotter’s change management approach, agencies can transform their culture to support PrintWise through an organized and methodical behavior change process. By embracing this approach, agencies will create understanding with its workforce about how the “Seven Steps for Lowering Print Cost in 90 Days” practices can realize cost savings; and make lasting modifications to its business processes related to print.

### Kotter Change Management Model

One of the goals of change management is aligning people and culture with strategic shifts in organizational direction in order to overcome resistance and increase engagement for an effective transformation. In this case, PrintWise is a change that is not only transitional, but on-going. It asks agency employees and contractors to change their mental and emotional perspective to the way they are used to working and sustain the new perspective.

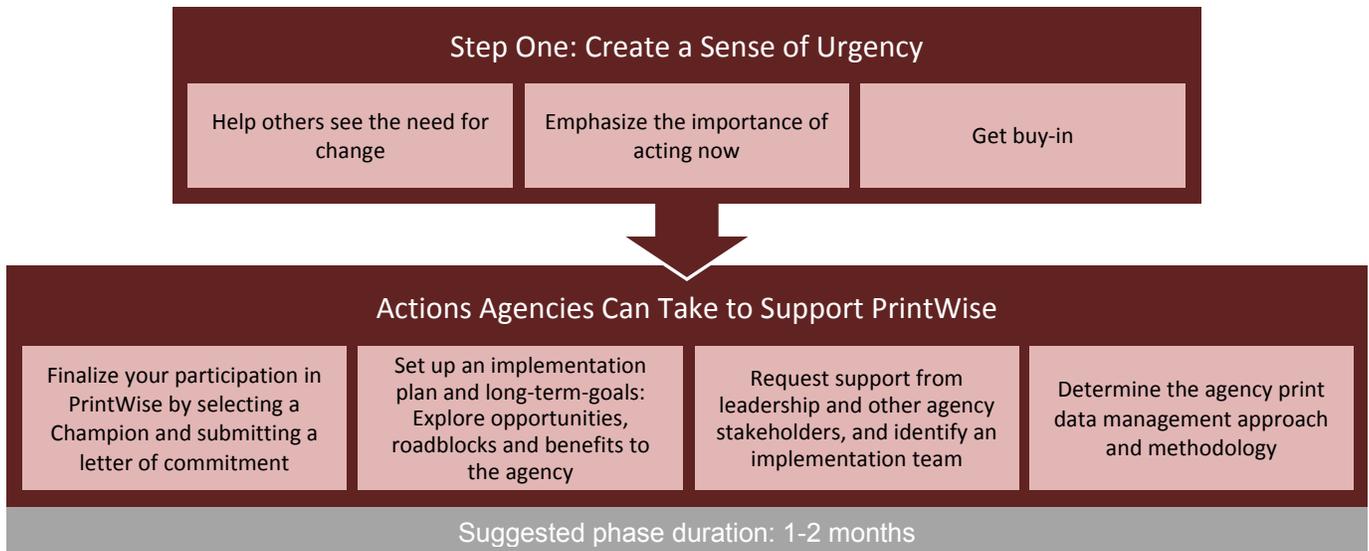
Implementing this change to organizational culture requires a systematic and holistic approach which focuses on guiding people through the process and helping them understand how their contribution will make the difference. *Knowing* this change needs to happen is not enough. How do you go about it? Where do you start? Who can help? How do you keep up the momentum? It can seem overwhelming.

To manage this type of transformation to an organization as large and diverse as a federal agency will require proactivity and using a controlled methodology. There are many models available to help frame thinking and lead change. GSA has chosen the Kotter Change Management Model (based on the publication, “Guiding Principles for Leading Change”), introduced by world-renowned change management expert, John Kotter. A professor at Harvard Business School, Kotter introduced his change process in 1995 and it has continued to be the standard for change management across private industry for the past two decades. The steps in this guide are centered on key principles identified by Kotter relating to how people approach change, respond to change, and embrace change. It is intended to aid agency leaders and Agency Champions with understanding what steps and processes are necessary to implement a successful transition within an agency.

Note: Kotter’s model consists of eight steps. For use with implementing the PrintWise campaign, GSA has condensed the process to seven steps.)

## Step One: Create Urgency

Kotter suggests that for change to be successful, the majority of an organization's leadership and managers need to buy into and support the change. This requires proper planning to set the foundation for the effort before moving on to the next step. Understanding what you are trying to achieve is paramount to keep the effort on track.



## Step Two: Form Coalitions

Managing change requires a strong push to lead the change rather than leaving the actual execution to languish. Convincing people change is necessary requires strong leadership and visible support from the top. Form an agency coalition or team from a variety of sources, based on expertise, influence and belief in the efforts.



## Step Three: Communicate the Vision

Through engagement and constant communication, an agency can counteract most resistance and better educate its workforce about the PrintWise change. Once the agency has developed an implementation plan, take the time to create a separate communications plan to outlay specifics about how and when the change will be explained. Make any messaging personal and explain “what’s in it for me.”

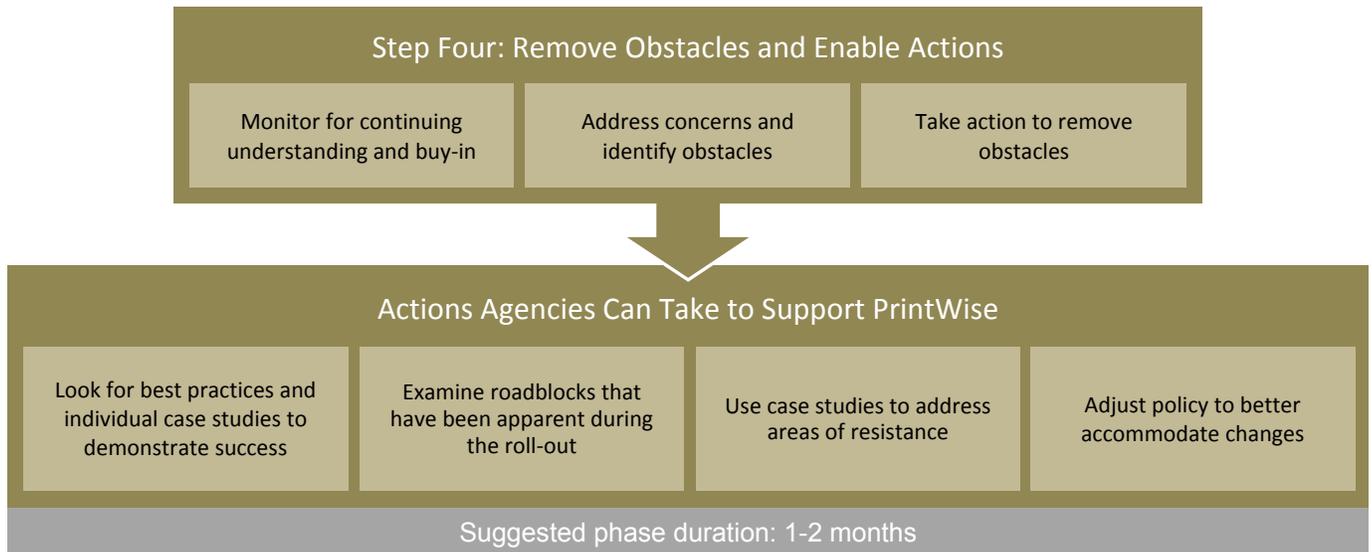
Step Three is the first in rolling out an initiative to the larger workforce. Once the agency has formally announced the campaign kick-off, communicate frequently to keep messages fresh in everyone’s minds. Tie all messaging back to the vision/purpose for making the change. Also, ensure that communication reaches all levels of the organization, not just the leaders.

Empower people to act. Consider small training sessions for people to become familiar with the steps of the plan so they understand why actions are being taken. Set up contests that will promote success at an individual level. When people are asked to be directly involved, they will become more engaged in contributing to its success.



## Step Four: Remove Obstacles and Enable Actions

Having properly implemented the first three steps, this is the time in the process to analyze the change management program effectiveness. Is anyone resisting the change? Are there actions that are not working? Are there organizational processes that are impeding efforts? Addressing concerns and removing obstacles can help move the change process move forward.



## Step Five: Generate Wins

To continue the momentum and to motivate, communicate successes early and throughout the change management process. After a short time period (this could be anywhere from one month out and on up), successes will begin to become apparent. Publicize and celebrate these results. This will demonstrate the impact and importance of the program, and help mitigate the impact of those who are not on board with the program. Creating short-term wins requires planning. When developing an implementation plan, build in achievable targets that can be easily achieved and which can then be communicated to sustain participation.



## Step Six: Hold the Gain, Build the Change

Early wins are only the beginning for making a change management effort successful. Long-term change is sustained best when many achievements are celebrated and best practices shared. Each achievement offers the opportunity to build on what went right or improve what didn't work quite as well. This step is all about continuous process improvement.



## Step Seven: Anchor the Change in the Culture

To make any change stick, it needs to become part of the organization. Culture often determines what gets done, so the vision should be part of daily operations. It also is important that agency leaders continue to support the change and that any new leaders or employees who come into the agency understand the direction. Build an evaluation process to capture what's working and what needs improving and to keep a record for future efforts.

