

ORGANIZATIONAL CHANGE MANAGEMENT



Increase user adoption and effectiveness!

Organizational Change Management (OCM) is a critical part of any ERP project. OCM enables people to accept new processes, technologies, systems and values.

The ultimate goal of an Organizational Change Management (OCM) program is to achieve user acceptance with the highest capacity of system operability.

Who should be concerned with Organizational Change Management for ERP?

- Company Officers: CEO, CFO, CIO
- Directors and Senior Management
- ERP Project Managers

In every ERP program, there are three components that must be balanced: People, Processes and System. If the focus is too heavy on any one of these items, the program is out of balance, making it difficult to achieve the desired program results, along with the highest level of performance across the board. Organizational Change Management strives to create a balanced dynamic among these three entities to achieve peak performance at the conclusion of the project.

Key Elements to successful Change Management:

- Employee involvement and empowerment – versus manipulation or coercion
- A proactive – versus reactive – approach to organizational change
- CEO and director-level support
- Targeted, stakeholder-specific communications
- Focus on long-term goals and value statements
- Monitoring and feedback on change acceptance
- Leadership skills, commitment, responsibility, and authority among OCM Leaders



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DARC has frequently played a leadership role in the development of Organizational Change Management strategies for Oracle implementations. The DARC overall OCM strategies include:

Roles & Responsibilities

- Role Analysis
- Role Design
- Organizational Readiness
- Production Support Recommendations

Communications

- Communications Plan
- Identification of Stakeholders
- Key Messaging/Target Group Analysis
- Communications Campaign
- Organizational Readiness

Documentation

- Future State Process Flow Diagrams
- Process and Procedure Documentation
- Work Instruction Documentation
- Compliance with Regulatory or Certification Requirements
- Tools for Authoring and Deployment of Documentation Sets

Key Performance Indicators

- Identification of Business Metrics
- Setting Targets for Post-Deployment
- Measuring Results of Success

Training

- Executive Workshop
- Project Team Education
- User Training
- Technical Team Training
- Ongoing Functional Support

A robust, well-planned OCM program will include facets of each area. The components of each organization's OCM plan will have similarities due to the nature of Oracle. However, they will also have differences due to corporate cultural norms, values and budgets.

The key to successful OCM planning and delivery is the ability to tailor each program to an organization's specific requirements!

