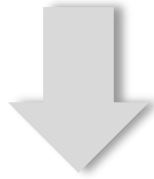


Change Management Portfolio

Danielle Sremac

Managing multiple transformation projects for each of the following clients.



- **New digital transformation** supporting better collaboration and records management.
- **New migration** of two government offices into one, with 4 new cross-functional teams
- **New IT roadmap** to support strategic and long-range planning.
- **New standard operating procedures** (SOPs) guiding communication products, approved messaging, and supporting mission and objectives.



- **New rebranding initiatives** with all new communications content.
- **New market outreach** with a potential \$4.5 million return on investment.
- **New product launches** marketing and repackaging.
- **New training program** for over 2300 sales representatives in 44 countries.
- **New sales automation tools.**
- **New digital channels** expanded for customer communication.



- **New project launches** to establish enterprise cities in 18 countries targeting \$150 million per country in venture capital.
- **New market outreach** establishing the UAE Business School, with \$15 million potential return on investment.
- **New educational franchise programs** to expand the Babson entrepreneurial brand globally, including e-University, e-Learning, e-Cities, and e-Network.

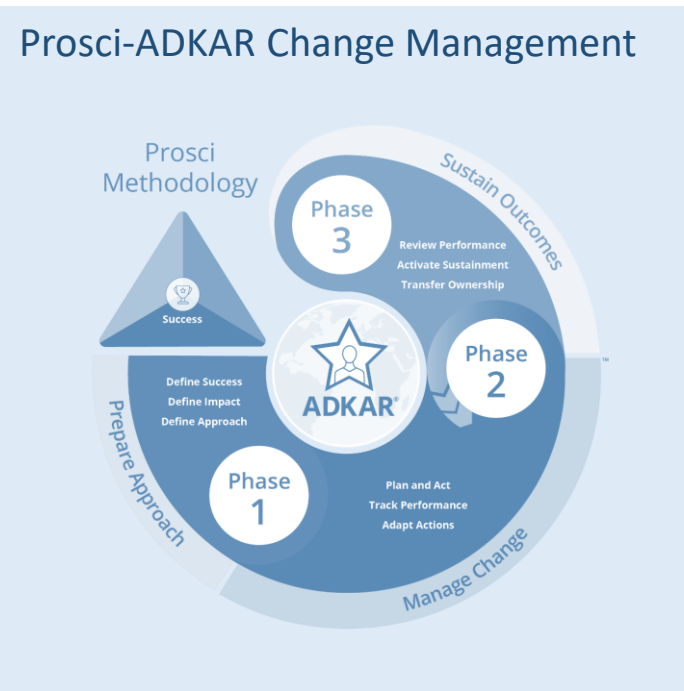
Case Study 1



What was done?

- **New digital transformation** supporting better collaboration and records management.
- **New migration** of two government offices into one, with 4 new cross-functional teams
- **New IT roadmap** to support strategic and long-range planning.
- **New standard operating procedures** (SOPs) guiding communication products, approved messaging, and supporting mission and objectives.

Model used:



CM Phases:

Change Management Strategy

Define Success
Define Impact
Define Approach

Phase 1

Change Management Plan

Plan and Act
Track Performance
Adapt Actions

Phase 2

Change Management Closeout

Review Performance
Activate Sustainment
Transfer Ownership

Phase 3

Case Study 1

VA



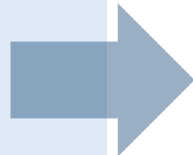
U.S. Department
of Veterans Affairs

CM Phases:

Change Management Strategy

Define Success
Define Impact
Define Approach

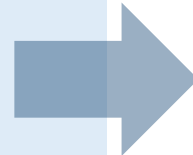
Phase
1



Change Management Plan

Plan and Act
Track Performance
Adapt Actions

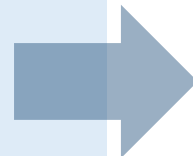
Phase
2



Change Management Closeout

Review Performance
Activate Sustainment
Transfer Ownership

Phase
3



What are we trying to achieve?

- Problem analysis, identifying the need for change and documenting challenges.

Who needs to do their job differently and how?

- Analysis of all team member workflow and pain points.

What will it take to achieve success?

- Devising solution for records management and knowledge capture on MS Teams.

What will we do to prepare, equip and support people?

- Training and support to 4 cross-functional teams throughout solution implementation.

Tracking performance—How are we doing?

- Team feedback in surveys, meetings and KPI integrated with MS Teams and Smartsheet.

What adjustments do we need to make?

- Customizing the solution based on team feedback and specific workflow needs.

What is needed to ensure sustainability?

- Uploading the collaborative system to MS Teams and creating a team knowledge liaison.

Who will assume ownership?

- Designating and training the business directorate's "Knowledge Library Liaison"

Change management deliverables supporting each phase:

Root Cause Analysis

What problem needed solving?

The VA-VHA Office of Integrated Veteran Care (IVC) 16-person communications team produces hundreds of internal and external-facing communication products for dozens of IVC offices and VA/VHA stakeholders. This requires reviewing numerous documents to create new deliverables. In 2022, the IVC communications director requested a re-organization of the team's file system which had the following problems hindering the team's work:

- The team had no clarity on where to locate and store specific documents.
- Valuable information produced by team members was lost or difficult to locate leading to repetition of work and inadequate knowledge capture.
- Without an effective records capture system, documents were not categorized for RCS government reporting, risking non-compliance.
- Team members reporting their deliverables were unable to place links on Smartsheet because they did not know where to store them on MS teams.

Solution

What problem needed solving?

What was done?

- Transition to the PRPP file-organizing system was successfully completed for the VA-VHA-IVC communications team in March 2023.
- A central repository was created for storing all records in one place.
- Clarity on document location enabled faster creation of communications products and maximized team efficiency and collaboration. Team members no longer needed to email each other to find documents. Time spent for information decreased from 25% of hours at work to 0%.

Sustainability

What problem needed solving?


What was done?

How was sustainability ensured?

- Automates RCS government compliance
- Eliminates searching and peer-to-peer training
- Enhances the collaborative environment
- Automates knowledge capture
- Standardizes document naming
- Improves production of communication deliverables
- Provides a sustainable self-Intuitive system
- Creates a Comprehensive File Repository

Planning for Change:

Phases of the change management plan included crafting a solution and vision for the transformation, presenting it to all teams to encourage leadership and team buy-in, preparing for organizational change, initiating team-building and motivation workshops by creating training videos, managing change implementation, and sustaining transformation outcomes with continued one-on-one training sessions.

Change Management Plan		Month 1	Month 2	Month 3	Month 4	Month 5
 PHASES						
1	Crafting a Vision and Plan for Change	Leadership Alignment and Buy-in <ul style="list-style-type: none"> Presenting vision of change to Director (PRPP presentation) What problem will the change solve? How does it work? How will it be implemented? 				
2	Preparing the Organization for Change	Cultural Preparation helping employees recognize and understand the need for change				
3	Team Building and Employee Motivation	Individual One-on-One Meetings with Team Members <ul style="list-style-type: none"> Identifying pain-points relating to document search Feedback 		Face-to-Face Team-Building Meetings in Colorado <ul style="list-style-type: none"> Lego Challenge SOP Slides (team exchange) Change Presentation - PRPP 		
4	Manage Change Implementation			Initiate Training Presentations for Team Members <ul style="list-style-type: none"> 5 presentations and individuals meetings with team members Office hours for questions 		
5	Sustain Outcomes		Embedding Changes Within Company Culture and Practices with training and renaming documents, plus guidance on where to store in new MS Teams system		<ul style="list-style-type: none"> Upload all training materials to MS Teams Reconfigure all files and folders on MS Teams Workshops with staff on where to locate documents Roadmap to File Categories 	

Change Management Training:

Preparing the team for organizational change with 5 Transformational Training Presentations describing the system and how it works.

Presentations were given during MS Teams meetings and in one-on-one sessions. The entire 16-person team received an estimated 4 weeks of training.

PRPP System Comprehensive Built-in Solution for Collaborative File Management

How does the method work?

Planning Resources and Process folders contain all documents needed by the team in order to create the final communications products stored in Products.

1 Communications Planning

2 Communications Resources

3 Communications Process

4 Communications Products

PRPP System Comprehensive Built-in Solution for Collaborative File Management

2

The second benefit is that it enables easier team collaboration by:

- Storing all files in one Place — as a central repository
- Increasing Productivity — team finds files faster
- Saving time and maximizing efficiency
- Supporting Govt Compliance — by aligning with RCS

PRPP System Comprehensive Built-in Solution for Collaborative File Management

PROCESS

The management of all human and other resources needed in order to achieve the team's goals and creation of their final outputs.

Communications Process

NOTE: SOPs are in the Communications Process folder because they do not manage the "administration" of the team itself, but rather the "creation" of what the team produces.

PRPP System Comprehensive Built-in Solution for Collaborative File Management

The Knowledge Capture Cycle ensures that content on any subject needed by the team is:

- extracted from the source,
- placed by subject in the KMP Subject Matter Reference folder
- regularly updated with additional information and documents,
- and the resource folder linked to from the KMP sections.