



CHANGE DONE RIGHT

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Change Navigator

Enabling successful change efforts.

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# REINVENT YOUR ORGANIZATION

How you guide change is the ultimate test of your leadership.

When market conditions compel an organization to change the way it does business, the real difficulty is overcoming resistance by the people it most affects. Change management is a structured approach to help organizations evolve from the present practices to the desired future state.

Organizational change management includes processes and tools for managing the people side of the change at an organizational level. Careful planning and management of the change effort helps organizations overcome the reasons why change efforts fail, like employee resistance, lack of alignment, limited top-down commitment, and poor communication.

We hope this booklet will help you understand how BSP's "Change Navigator" helps clients develop a strategy to achieve their goals.

If you have any questions or require support, please contact us by email or telephone.

Best,

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# CHANGE MANAGEMENT – A STRUCTURED APPROACH TO HELP EVOLVE TO A FUTURE STATE

Careful planning and management of the change effort helps organizations overcome the reasons why change efforts fail (like employee resistance, lack of alignment, limited top-down commitment, and poor communication).

We have developed our methodology through our collective client experience, research, and successful implementations.

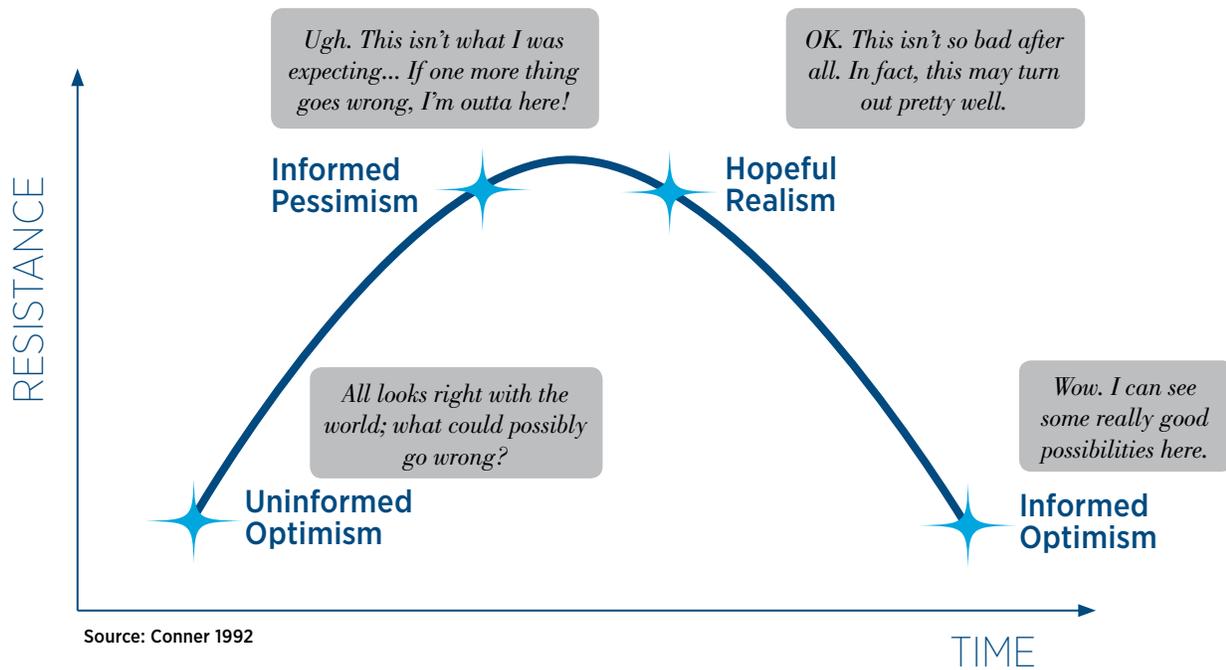
We have found that human behavior follows predictable patterns throughout the change. Our methodology will help you identify and use these patterns to navigate your organizational change successfully.



## POSITIVE REACTION TO CHANGE

When perceived reality matches expectations, a sense of control is achieved and a form of equilibrium is created.

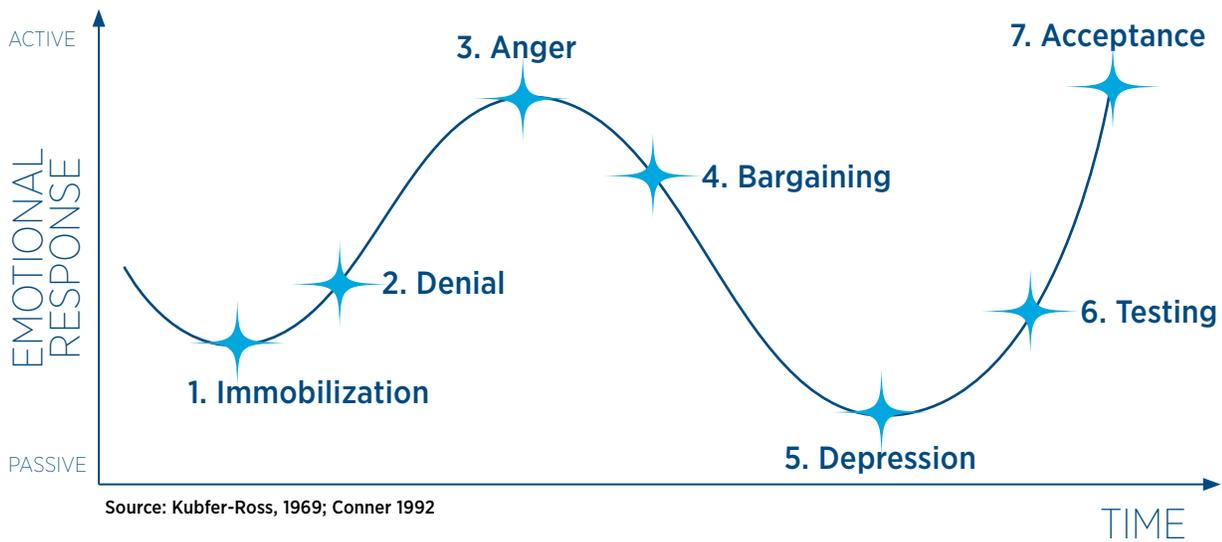
Even when people are looking forward to a change, they will resist it at some level. Think about the process of buying a house, and how a buyer will step through the various stages in the curve below.



## NEGATIVE REACTION TO CHANGE

When perceived reality does NOT match expectations, the feeling of control is lost and people must adjust to the changes they were unprepared to make.

When people have a negative reaction to change, they go through seven distinct, predictable phases (based on the human grief process as researched by Dr. Elizabeth Kubler-Ross).



## OVERVIEW

Change is like a journey, which when carefully planned and guided, leads an organization through transformation to a desired state in support of its strategic goals.



The Change Navigator is a tool that organizes, plans, and guides organizations along this journey. It identifies numerous stages of the journey that we will encounter and applies proven approaches for avoiding potential pitfalls.

Although the paths of your journey are not completely known or predictable at this time, careful planning and navigating of each path is essential to ensure all the elements (people, technology, process and management) involved throughout our journey arrive at the right place at the right time.

All of the Change Navigator elements work together to ensure the organization arrives at the right place, at the right time.

## STRATEGIC ALIGNMENT

*An organization's strategic vision drives internal change initiatives, as well as the tactics it employs to react to market conditions. An organization will typically define its strategic goals, as well as the plan to achieve them. These plans are multidimensional, and include dependencies - and performance measures- for various business units in support of the desired outcome.*

*Change leaders ensure resources are spent wisely by driving work efforts documented in the plan, or as a response to underperforming indicators of enterprise effectiveness. Leaders should focus on change efforts that have a direct impact on the strategic goals.*

Once the overall strategy is defined, change initiatives can be managed through formalized projects. Change leaders strive to understand the characteristics of change (what is changing, degree of change, number of people impacted, who is impacted, what timeframe, etc). They also understand the context of the change (perceived need, prior experience, shared vision, competing initiatives, etc). Finally they establish a vision of where the organization is headed. Knowing your final destination is the first step in getting there!

### **DELIVERABLES**

- ✦ **Mission, Vision and Guiding Principles**
- ✦ **Operating Model Blueprint**

## EXECUTIVE SPONSORSHIP

*The purpose of the leadership activities is to secure executive support for the change.*

*This will be accomplished by identifying the key leaders needed for success, assessing their effectiveness, creating specific action plans for them and providing them with on-going coaching.*

### DELIVERABLES

- ✦ **Sponsor Expectations** - spells out the role of a good change program sponsor so that s/he knows what will be expected during the project and beyond
- ✦ **Sponsor Development Plan** - lays out specific activities and timing for our client sponsor
- ✦ **Sponsor Assessment** - serves as a tool to assess the change program sponsor's effectiveness throughout the project and provides feedback into the sponsor development plan
- ✦ **Sponsor Coaching** - prepares the sponsor for key meetings and reinforcement messages



## COMMUNICATION

*A key to making the change happen smoothly at the client will be creating a sense of ownership within the organization.*

*Key change agents, individuals who yield influence throughout the affected workgroups within the client, are identified so that they can be appropriately involved and communicated with regarding the change program.*

### DELIVERABLES

- ◆ **Role Map** - identifies specific key stakeholder groups who need to be involved and/or who will be most impacted by the change program
- ◆ **Communication Plan** - specifies communication strategy and tactics (audience, message, vehicle, timing)
- ◆ **On-going Participation** - active involvement of key stakeholders in developing & rolling out solutions (e.g., reactions to an information system, training support, etc.)
- ◆ **On-going Communication** - meetings, memos, emails, and new media tools that provide needed information to key stakeholders and seek their feedback on specific issues
  - Our social media capability helps organizations participate and lead the activities, practices, and behaviors among communities of people who gather online to share information, knowledge, and opinions using words, pictures, sound, and video
  - Popular new media tools include Twitter, Facebook, LinkedIn, YouTube, Wikipedia, and more

## TRAINING

*In order for the client's people to successfully do their jobs, they will need to learn new work processes, tools or technology, and how to handle difficult situations that may arise.*

*As a result, it is important to develop learning materials that address their specific needs and that recreate the work environment as closely as possible so that the participants have adequate practice with all types of scenarios.*

### DELIVERABLES

- ✦ **Skills Gap Analysis** - identifies, by job, specific skills that need to be honed in order for results to be achieved
- ✦ **Training Design** - outlines the recommended training and education approach for different audiences, specifying courses, mediums, duration and pre and post testing methods, as needed
- ✦ **Training & Education** - enables participants to build the necessary knowledge and skills



## ORGANIZATION EFFECTIVENESS

*Because what gets measured gets done, it is very important to review the client's performance management practices and make recommendations on accountabilities.*

*Specific metrics need to be identified and included as part of the department and individual assessments. These metrics should be then tied to recognition & payouts (e.g., bonuses).*

### DELIVERABLES

- ◆ **Performance Management Current State Analysis** – documents the current performance management techniques and metrics employed by the client
- ◆ **Performance Management Design** - identifies, by department, specific changes that need to be made to the performance management program (e.g., metrics, accountabilities)
- ◆ **Performance Management Program** – development of metrics (e.g., scorecard) and process or other deliverables needed to reinforce the desired behaviors
- ◆ **BSP's Organization Effectiveness capability also includes Organization Design, Strategic Staffing, Development of High Performance Teams, and Process Design**



## PROJECT MANAGEMENT

*A successful project starts with a solid plan and is managed closely to that plan throughout its duration. It is important at all times to know the status of the project and to know the issues that could jeopardize its success.*

### DELIVERABLES

- ◆ **Project Charter** – definition of scope, objectives, project team, as well as stakeholders, responsibilities, and timeline for a project
- ◆ **Change Plan** - lays out timing and sequence of all change program activities
- ◆ **Task Plan** – lists all the tasks needed to accomplish the project, as well as responsibilities and milestone dates
- ◆ **Status Report** – reports the major accomplishments of the past week, plans for the coming week and any issues for management’s immediate attention
- ◆ **Risk Log** – describes the major risks facing the project, mitigation strategies and responsibilities for taking action



# WE KNOW OUR CLIENTS AND HELP THEM LEAD SUCCESSFUL CHANGE EFFORTS.

Blue Star Partners, LLC delivers the best change management talent, advice & tools. Our deep understanding of process, technology and human capital enables us to help our clients realize their vision through a proven, disciplined methodology. Our consultants typically have previous “Big Five” consulting experience and bring proven methodologies and tools to an engagement.

Our latest consulting projects include strategic planning, change management, merger integration, ERP integration, executive coaching, human capital management, and business process redesign. Recent engagements include program management, organization development, compensation analysis, information technology, and instructional design.

### **We take pride in the fact that we know our clients and enable them to lead successful change efforts. To this end, we will ...**

- ◆ Understand your business needs;
- ◆ Facilitate a discovery session, if necessary;
- ◆ Present a proposal confirming our understanding of your needs;
- ◆ Agree on the terms of our engagement;
- ◆ Launch the project and ensure its successful delivery

## CONTACT US

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