Managing the People Side of Change

Presented by
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INTRODUCTIONS

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“These findings suggest that change management will be a required core competency of law firm leadership going forward. The leadership challenge will be to drive change, not just react prudently to external conditions.”

Altman Weil 2012 Law Firms in Transition Survey
Firms typically invest their limited financial and human resources in the **technical aspects** of their change projects.

But the **human element** is the key to user adoption.
What is change management?
The application of a set of tools, processes, skills, and principles for managing the people side of change to achieve the required outcomes of a change project or initiative.

- Prosci
Helping **people** understand, accept and embrace change.
New Policies
New Programs
THE VALUE OF EFFECTIVE CHANGE MANAGEMENT

Meet your objectives

95%

of all projects that had Excellent Change Management (CM) met their objectives, compared to only 17% who had poor CM.

Stay on schedule

75%

of all projects that had Excellent Change Management (CM) stayed on schedule, compared to only 16% who had poor CM.

Stay on budget

82%

of all projects that had Excellent Change Management (CM) stay on budget, compared to only 48% who had poor CM.

Research from Prosci’s Best Practices in Change Management Benchmarking Report
Organizations don’t change. People within organizations change.
WHAT CAUSES CHANGE TO FAIL?

People must have:

- **Awareness**
- **Desire**
- **Knowledge**
- **Ability**
- **Reinforcement**

*Top 3 Reasons Lawyers Don’t Adopt Technology*

- Lack of Time
- Lack of Awareness
- Lack of Interest

Source: Traveling Coaches 2012 Am Law 200 User Adoption and Training Survey
Awareness

Are people aware of the need for change?
Desire

Do people have a desire to participate in and support the change?
Knowledge

Do people have the knowledge of how to change?
Do people have the ability to implement the required skills and behaviors?
Reinforcement

How will the change be monitored and reinforced so it is sustained?
CHANGE METHODOLOGY

Traveling Coaches User Adoption & Change Management Methodology

BEFORE  DURING  AFTER

GOALS & DRIVERS  COMMUNICATIONS

FORMAL LEARNING  PROACTIVE & IMMEDIATE SUPPORT

SPONSORS  NEEDS ANALYSIS

ON-GOING PERFORMANCE IMPROVEMENT

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THREE EXAMPLE PROJECTS

- Client Collaboration Tools
- Mobility including BYOD
- Re-Branding Technology Support

SHEARMAN & STERLING LLP
HOW BIG IS YOUR CHANGE?
Project

What’s changing? (title)

Why is it changing? (objectives)

Who has to change? (people)

Can this happen without this?
SIZING THE CHANGE

<table>
<thead>
<tr>
<th>Change characteristics</th>
<th>Organizational attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small, incremental</td>
<td>Change resistant</td>
</tr>
<tr>
<td>Low risk</td>
<td>Change ready</td>
</tr>
<tr>
<td>Medium risk</td>
<td>Large, disruptive</td>
</tr>
<tr>
<td>High risk</td>
<td></td>
</tr>
</tbody>
</table>

Highest need for change management
GTS Mobility iPhone Showcase

Monday, June 2nd
9:30 am – 5:30 pm

Join your colleagues for an all-day event highlighting the firm’s new Mobility Strategy! Representatives from GTS, T-Mobile and Apple will be on hand to assist with any questions or concerns related to the new strategy and personal device deployment of firm e-mail onto iPhone and Samsung Galaxy devices

• First 50 guests to arrive will be given an iPhone 5s and the first 25 employees who ask will be given a free Blackberry

599 Lexington
The Shearman Room, 2nd Floor

Agenda
• Free Made-to-Order Coffee and Coffee Drinks from Ground Central Coffee Company (52nd Street) via their mobile Barista cart
• T-Mobile giveaways and information booth for personal phone plans
• GTS Trainers will be on hand for iPhone and Galaxy training and tips
• GTS Tech staff on hand for Q&A and demos
• Apple staff on hand for Q&A and demos
• Other Mobility type of giveaways

Noteworthy:
• Impacted all fee generators and senior administrative personnel
• Cultural change meant we needed to have a plan in place for adoption and user preparedness.
THE PLANS

- Sponsorship Plan
- Needs Analysis Plan
- Communication Plan
- Training Plan
- Support Plan
- Reinforcement Plan
Active and visible sponsorship is the #1 success factor in a change initiative.

Identify your champions.
Noteworthy:

- Sponsorship team: GC, Finance, GTS Management and Technology Committee
- Help sponsors understand the problem and proposed solution.
- Collaborate with sponsors on new firm policy.
THE NEEDS ANALYSIS PLAN

The best way to engage and involve people in the change is to ask them to be a part of it. Listen to needs.
Dear Colleagues,

My name is Jennifer Cuenot and I’m the new Director of Training. I look forward to meeting you soon and partnering to deliver the highest quality of service and support. In the meantime, you are being invited to take part in a brief survey regarding technology support. Your feedback will help us continually improve our delivery of services and support.

I would also like to invite you to take part in a focus group on one of the dates listed below. A light lunch will be provided, and the focus groups will provide an opportunity for us to meet, for you to find out more about technology support, and to share your feedback. If you would like to participate, please click one of the links below to register for a session. If you prefer to meet one-on-one, please suggest a date and time that works well for you.

Noteworthy:

- Drafted list of requirements.
- Extensive research and evaluation.
- Demo’d finalists for user input.
It is key to creating **awareness** and influencing **desire**.

**Communication matters.**
The key to successful change management is clear, consistent, and compelling stories that inform, motivate, and engage users to win their buy-in.
When staff are engaged and energized through ongoing communications, 70% of change initiatives succeed.

-McKinsey

McKinsey & Company

McKinsey Global Survey, 2010

Photo by theqspeaks
Noteworthy:

- Communication is critical to success.
- Storytelling approach helps people relate.
- Use multiple forms and instances of communication.
- Give the project an identity with verbal and visual branding.
THE TRAINING PLAN

Provide **different forms** of training and education that support the way people learn and work.

Get **creative**.
Noteworthy:

• Provide previews or Pre-Learning to expose people to the changes in a more relaxed environment.

• Offer different forms of training such as online learning, performance coaching, etc.
THE SUPPORT PLAN

Facilitate learning in the **moment of need**, because that’s when **ability** is demonstrated and **performance** happens.

Support in the **moment of need**.
Noteworthy:

- Dedicated helpline for questions about the change.
- Personal visits, proactive and reactive.
- Online support tools.
The only way to sustain the change is to reinforce it. Continue the communication, training and support until...

the change is the norm.
Noteworthy:

• HDI Surveys
• User Group Luncheons
• Monthly Newsletter
• Analyze problem areas to define future learning offerings.

Note from your CTO – Ted Ferguson

Happy New Year from all of us in GTS! Each new year brings change, and we hope you will join us in embracing some GTS changes, one of which is this newsletter. We will be sending this newsletter monthly with updates, tips, etc. We hope you will find this useful. As always, we welcome and appreciate your feedback!

Featured Items

Cisco Phone for Laptops
Learn how to turn your laptop into a telephone.

Security Spotlight
Learn how to create "smart" passwords to protect your identity and confidential firm data simply by following some basic guidelines.

Technology Education
Have you tried the firm’s branded PowerPoint templates?

Mobility Hub
Traveling? Make sure you’re up to speed! Let iPass help you work on the go.

Latest News Articles

Cisco Phone for Laptops
Cisco IP Communicator is a laptop-based application that lets you use your laptop to make phone calls. With a USB headset and Cisco IP Communicator, you can easily access your firm phone number and voicemail. All you
THANK YOU!