

# Developing Change Capabilities During Covid-19

November 6, 2020

*Presented by:*



Marjorie Derven / RGP  
Change Management



Patricia Reyes / RGP  
VP, Change Management

# Objectives for Today

- ✓ Explore holistic approaches to upskill executives, business leaders, line managers and HR to future-proof organizations
- ✓ Identify the unique challenges of building change readiness remotely
- ✓ Learn how to promote interactivity for a global audience using discovery learning and practical applications

# About RGP

**RGP** is a Global Consulting Firm that enables rapid business outcomes by bring the right people to create transformative change.



**We've worked with 86 of the  
FORTUNE 100**

Helping the world's largest companies compete, comply and thrive.



**Annually serve over  
2,400 CLIENTS**

Helping locally and globally across 70+ practice offices.



**Delivering projects in over  
48 COUNTRIES**

Serving our clients wherever their business takes them.

# POLL:

## What best describes your role?

\_\_Lead L&D function

\_\_Individual contributor in L&D

\_\_Lead other HR function (such as Talent Management, Organizational Effectiveness, Diversity & Inclusion)

\_\_Individual contributor in other function (such as Talent Management, Organizational Effectiveness, Diversity & Inclusion)

\_\_Other (please write in Chat Box)

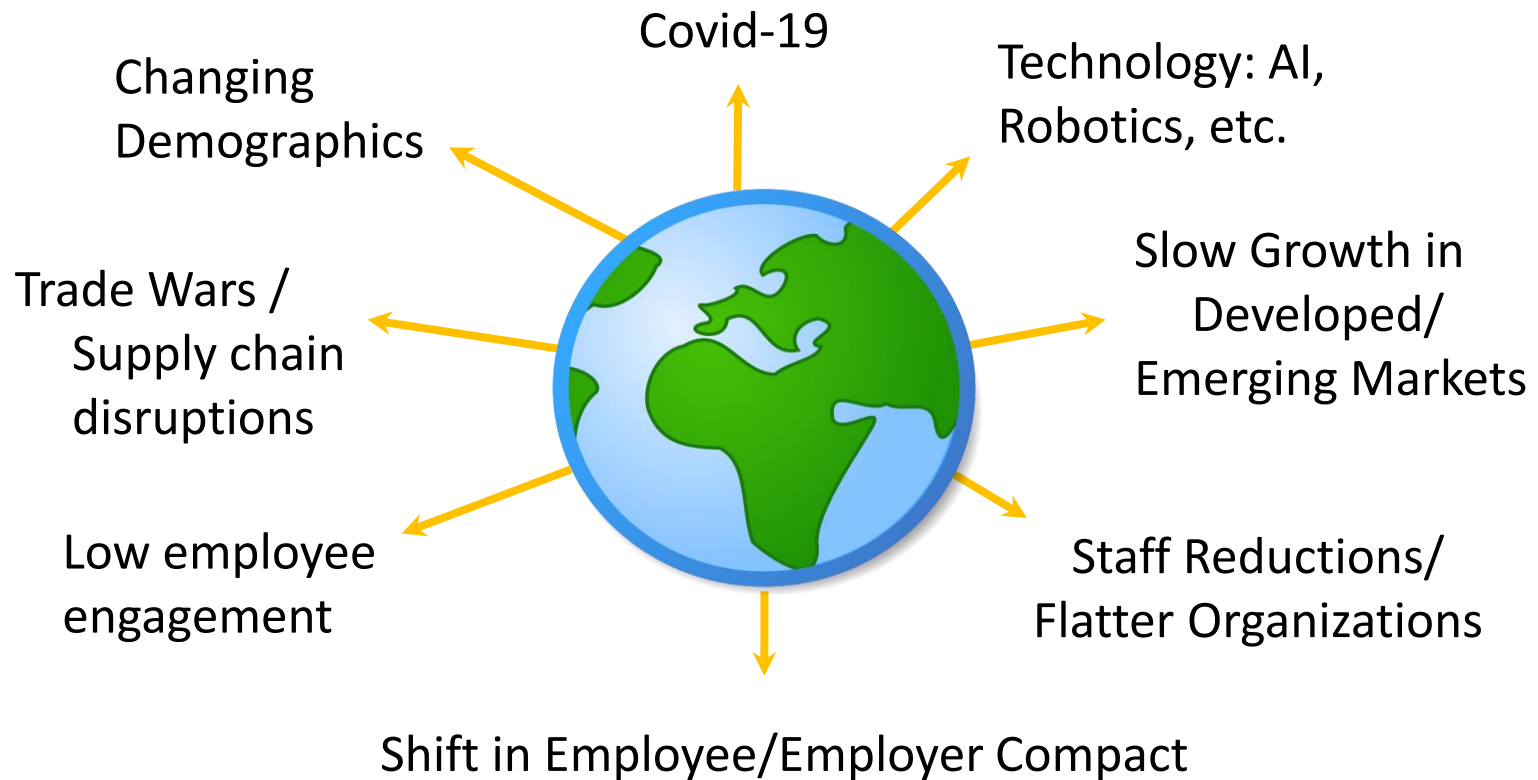
# Change in Context

# Change Management is...

the process, tools and techniques to manage ***the people side of change*** to achieve required business outcomes, through a systematic process to:

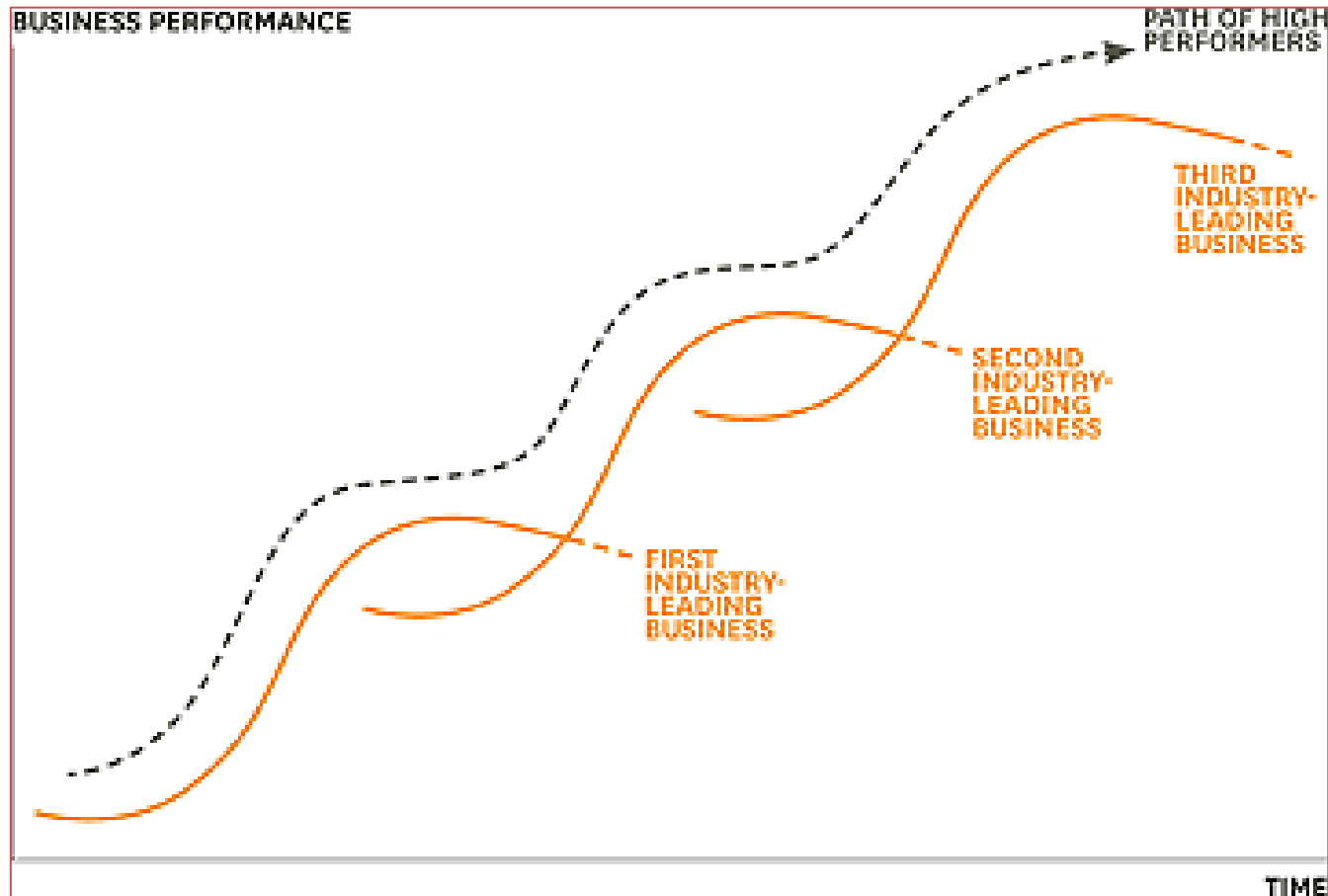
- build support
- identify and develop new ways of working & knowledge
- address resistance
- sustain the change

# VUCA changes in today's workplace



<sup>1</sup> Army War College terminology

# Change: business imperative for growth







What are the top 1-3 VUCA changes  
in your organization?

# Change is disruptive



Source: W...

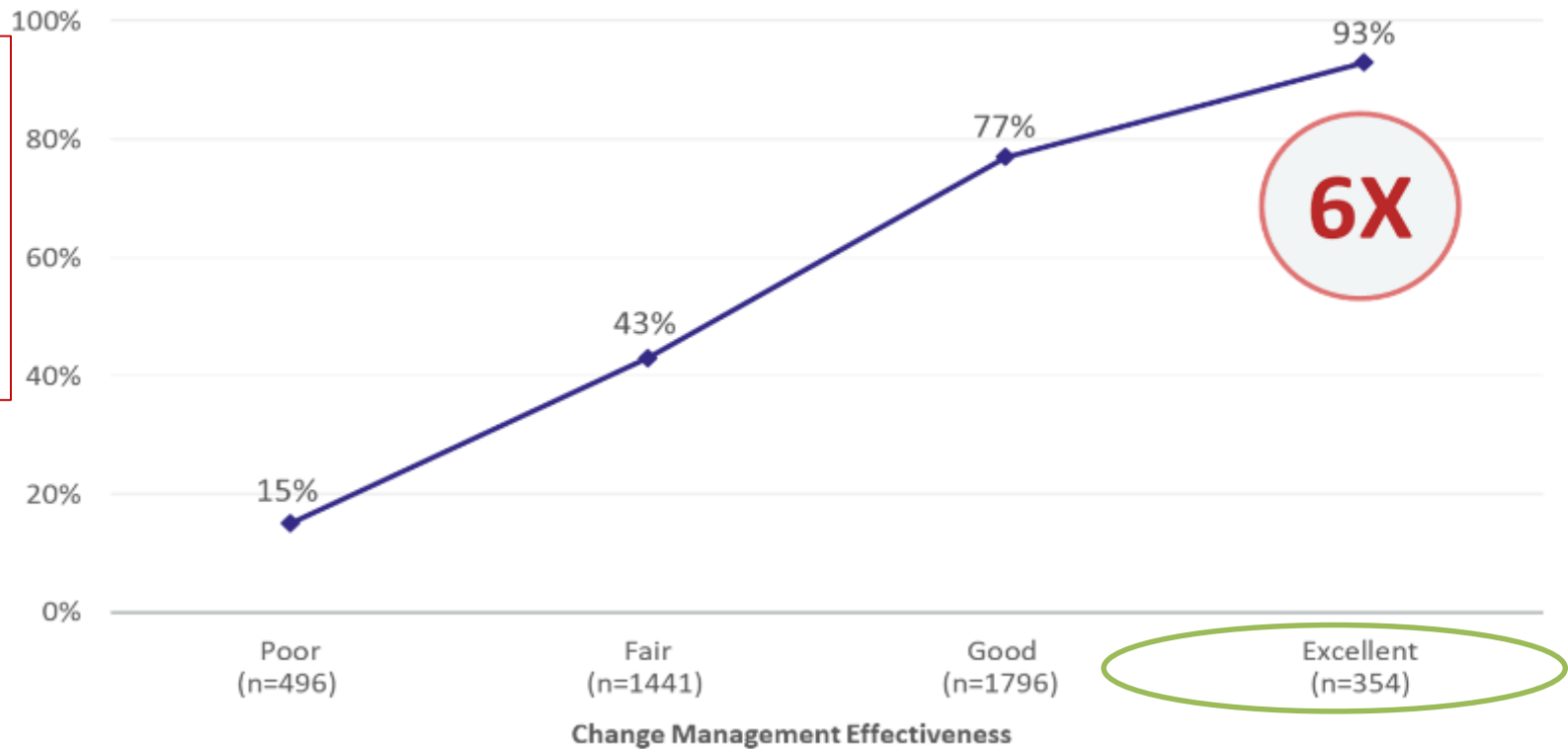
# Change management = better outcomes

A good or excellent change management capability can increase the probability of your transformation's success by a factor of 6X



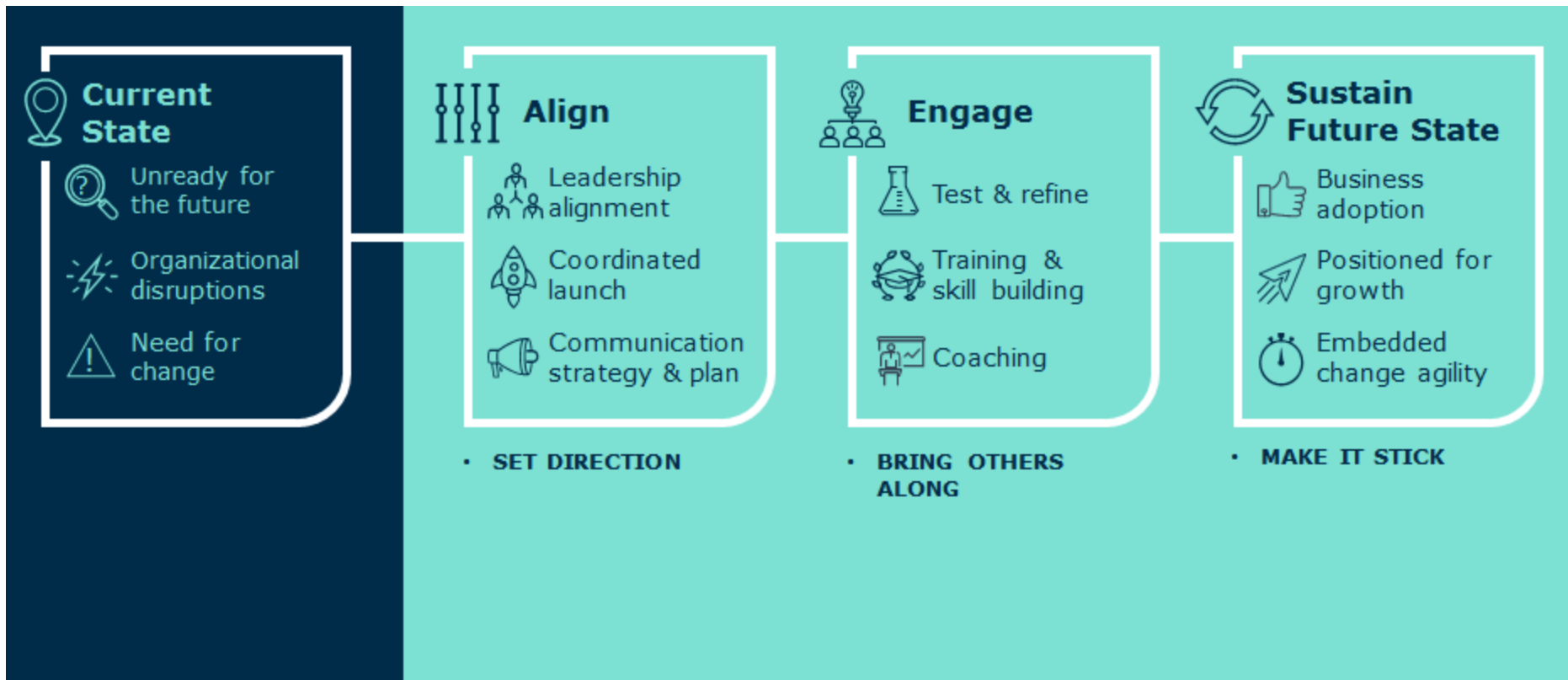
Includes benchmarking from over 4000 global companies. Summary of results over the past 10 years

## Percent of Study Participants Who Met or Exceeded Objectives



Prosci 2018 Benchmarking Data  
Data from 2007, 2009, 2011, 2013, 2015, 2017

# RGP Return on Change™ Model



# POLL:

## About your organization's approach to Change Management:

- ☐ Have a dedicated Change Management function / COE
- ☐ CM capabilities are distributed across the organization
- ☐ Don't have CM capability but building this now
- ☐ Have no CM capability
- ☐ Other



Your most successful change initiative:  
What made it so effective?

Upskill executives, business leaders, line managers and HR

# Identify and engage stakeholders

## Examples of key stakeholders for change

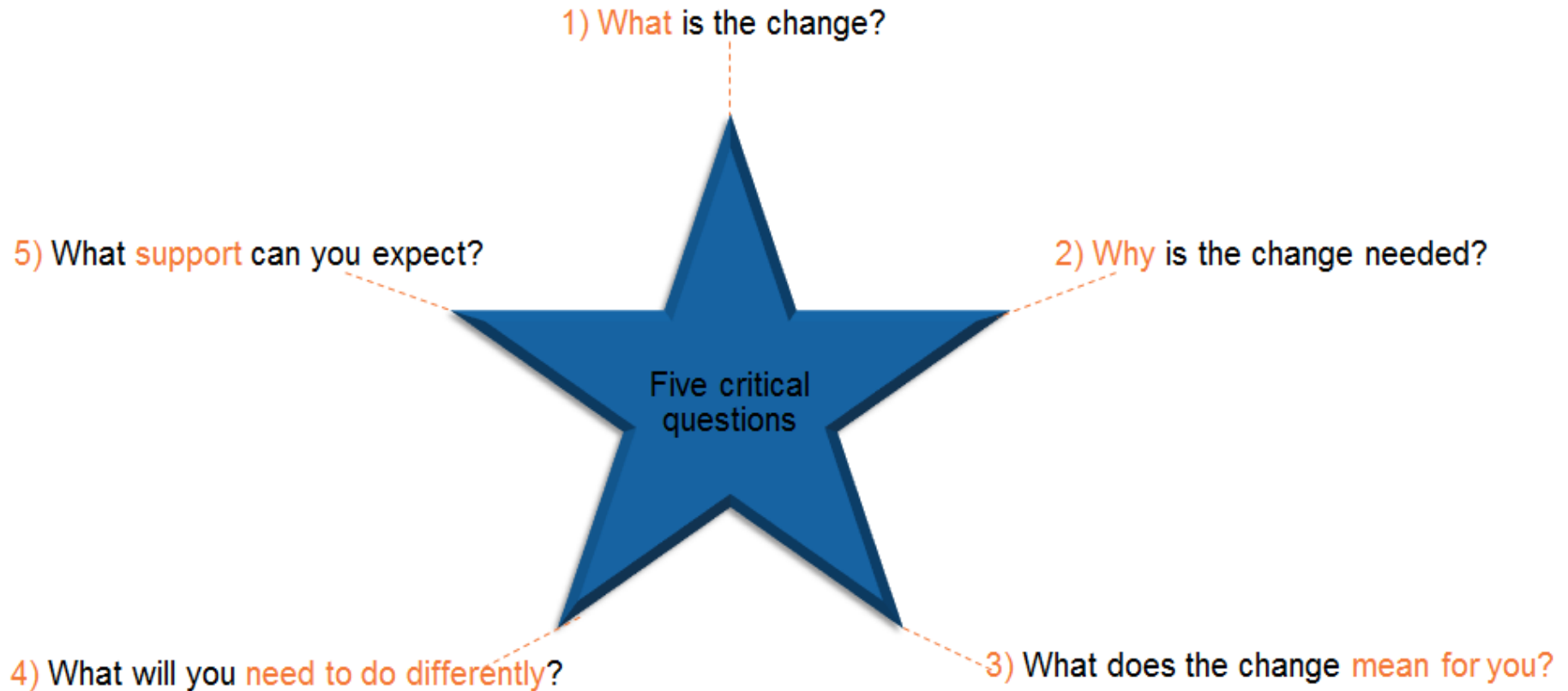




# Upskilling requirements by key stakeholder



# What stakeholders need to know



# Track where stakeholders need to be: AUBO Model



# Fit-for-purpose CM tools

## RGP CM Tools & Training

**ALIGN: ACCELERATE ROC & EMPOWER LEADERSHIP**

## Impact Assessment

Question	Answer	Points
1. The following are the main components of the business process management framework, except:	Business process management framework	1
2. The following are the main components of the business process management framework, except:	Business process management framework	1
3. The following are the main components of the business process management framework, except:	Business process management framework	1
4. The following are the main components of the business process management framework, except:	Business process management framework	1
5. The following are the main components of the business process management framework, except:	Business process management framework	1
6. The following are the main components of the business process management framework, except:	Business process management framework	1
7. The following are the main components of the business process management framework, except:	Business process management framework	1
8. The following are the main components of the business process management framework, except:	Business process management framework	1
9. The following are the main components of the business process management framework, except:	Business process management framework	1
10. The following are the main components of the business process management framework, except:	Business process management framework	1

## Stakeholder Analysis

Year		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
Year	1990	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100

### Leadership Action Plan

Sociodemographic Data						
Participant ID	Age	Gender	Education	Occupation	Marital Status	Religion
1	25	Male	High School	Unemployed	Married	Islam
2	30	Female	University	Teacher	Single	Christian
3	35	Male	University	Engineer	Married	Islam
4	40	Female	High School	Homemaker	Married	Christian
5	45	Male	University	Doctor	Single	Islam
6	50	Female	University	Retired	Married	Christian
7	55	Male	High School	Unemployed	Married	Islam
8	60	Female	University	Teacher	Single	Christian
9	65	Male	High School	Unemployed	Married	Islam
10	70	Female	University	Retired	Married	Christian

## ENGAGE: DESIGN STRATEGY & DEVELOP ORGANIZATION

## Communication Plan

Code	Description	Unit	Price
100	General Services		
101	Administrative Services		
102	Information Services		
103	Legal Services		
104	Medical Services		
105	Engineering Services		
106	Construction Services		
107	Transportation Services		
108	Communication Services		
109	Security Services		
110	Food and Beverage Services		
111	Accommodation Services		
112	Recreation Services		
113	Religious Services		
114	Cultural Services		
115	Health Services		
116	Education Services		
117	Public Safety Services		
118	Fire Services		
119	Police Services		
120	Correctional Services		
121	Probation Services		
122	Parole Services		
123	Community Services		
124	Welfare Services		
125	Social Services		
126	Family Services		
127	Child Services		
128	Adult Services		
129	Elder Services		
130	Disability Services		
131	Substance Abuse Services		
132	Mental Health Services		
133	Physical Health Services		
134	Rehabilitation Services		
135	Job Training Services		
136	Financial Services		
137	Insurance Services		
138	Investment Services		
139	Real Estate Services		
140	Automotive Services		
141	Marine Services		
142	Air Services		
143	Space Services		
144	Telecommunications Services		
145	Internet Services		
146	Mobile Services		
147	Cloud Services		
148	Software Services		
149	Hardware Services		
150	Network Services		
151	Security Services		
152	Compliance Services		
153	Consulting Services		
154	Research Services		
155	Development Services		
156	Testing Services		
157	Deployment Services		
158	Support Services		
159	Training Services		
160	Documentation Services		
161	Project Management Services		
162	Quality Assurance Services		
163	Performance Services		
164	Monitoring Services		
165	Reporting Services		
166	Analysis Services		
167	Visualization Services		
168	Integration Services		
169	Interoperability Services		
170	Compatibility Services		
171	Portability Services		
172	Scalability Services		
173	Flexibility Services		
174	Adaptability Services		
175	Resilience Services		
176	Robustness Services		
177	Reliability Services		
178	Availability Services		
179	Accessibility Services		
180	Usability Services		
181	Learnability Services		
182	Memorability Services		
183	Efficiency Services		
184	Effectiveness Services		
185	Productivity Services		
186	Performance Services		
187	Quality Services		
188	Value Services		
189	Cost Services		
190	Time Services		
191	Effort Services		
192	Resources Services		
193	Skills Services		
194	Knowledge Services		
195	Experience Services		
196	Expertise Services		
197	Proficiency Services		
198	Competence Services		
199	Capability Services		

## Change Roadmap

**Classic Roadmap - Q4 Change Execution Plan**

The graphic displays a Gantt chart for a 12-month project, divided into four quadrants: Q1 (top-left), Q2 (top-right), Q3 (bottom-left), and Q4 (bottom-right). The timeline starts at the top and ends at the bottom. The chart shows various tasks and milestones across the quarters, with a legend at the bottom indicating different task types: 'New Initiative', 'Existing Initiative', and 'Strategic Initiative'.

## Training Plan

**The Training Development Process**

This process is a continuous cycle that involves identifying training needs, designing training, developing training materials, implementing training, and evaluating training. The process is iterative, with feedback loops from evaluation back to design and development.

The process is divided into five main stages:

- Needs Assessment** (Yellow box)
- Design** (Yellow box)
- Development** (Yellow box)
- Implementation** (Blue box)
- Evaluation** (Blue box)

Feedback loops connect the Evaluation stage back to the Design and Development stages.

**Client**

**SUSTAIN: ENABLE BUSINESS AS USUAL / MAKE IT STICK**

## Stakeholder Management Tool

Figure 1: A schematic diagram of a vertical wellbore showing the distribution of fluid levels and pressures. The wellbore is divided into sections labeled 'Gas', 'Oil', and 'Water'. A diagonal line represents the fluid level, with a 'Gas' section at the top, an 'Oil' section in the middle, and a 'Water' section at the bottom. The diagram illustrates the relationship between fluid levels and pressures, with a 'Gas' section at the top, an 'Oil' section in the middle, and a 'Water' section at the bottom. The diagram is labeled 'Figure 1' and includes a caption 'Figure 1: A schematic diagram of a vertical wellbore showing the distribution of fluid levels and pressures.'

## Managing ResistanceTool

Uncover Resistance  
Plan for Resistance Chart (1Q)

Issue	Yes	No
Recent		
Open Concerns		
Information		
Skills		
Resources		

## Knowledge Transfer Plan



The image shows a 'Knowledge Transfer Plan Template' from RGP. It is a table with columns for 'Knowledge Area', 'Transfer Method', 'Transfer Date', 'Transfer Status', 'Transfer Owner', and 'Transfer Contact'. The table is currently empty, with only the headers visible.



# Upskilling during Covid-19:

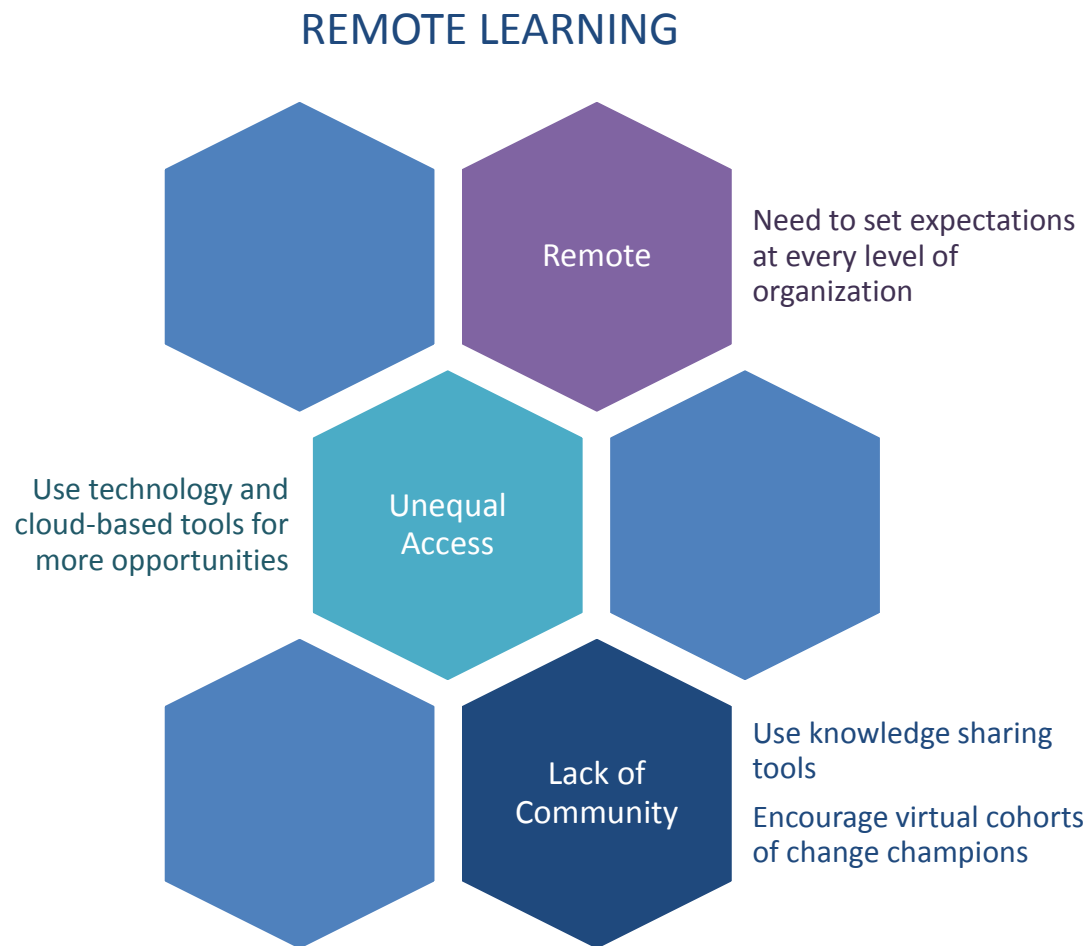
What has been your organization's biggest challenge?

## Building change readiness remotely

Covid-19 has required that we all step up into higher levels of self-management and transformation. People who are unstoppable, advanced learners are at the heart of this shift.”

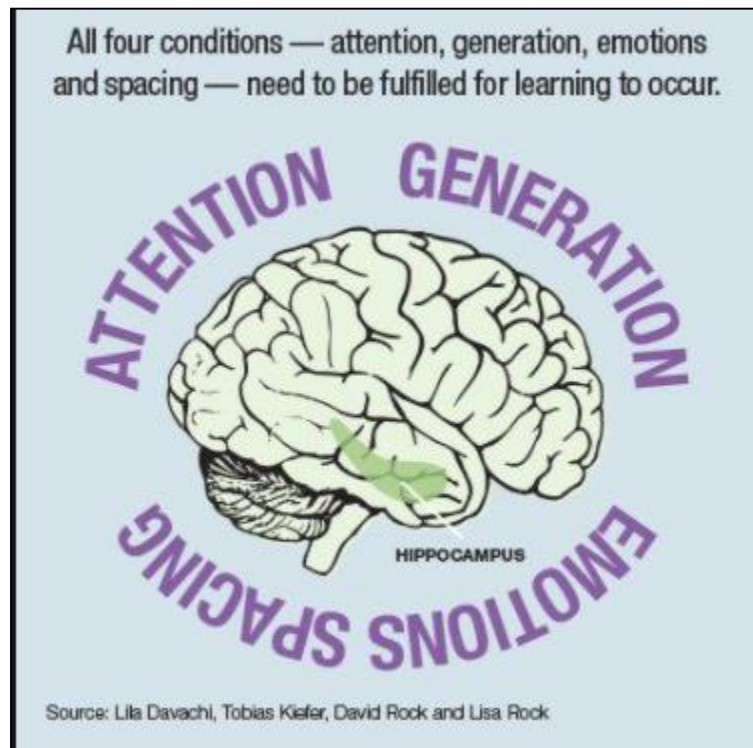
~Pat McLagan, <https://www.unstoppablelearners.com/>

# Identify & address learning challenges



# Engage & connect for learning retention

## THE AGES MODEL



**ATTENTION:** Eliminate distractions / engage learners

**GENERATION:** Learn, contextualize and apply

**EMOTION:** Activate emotional response for learning and memory

**SPACING:** Sequence learning over time to build retention



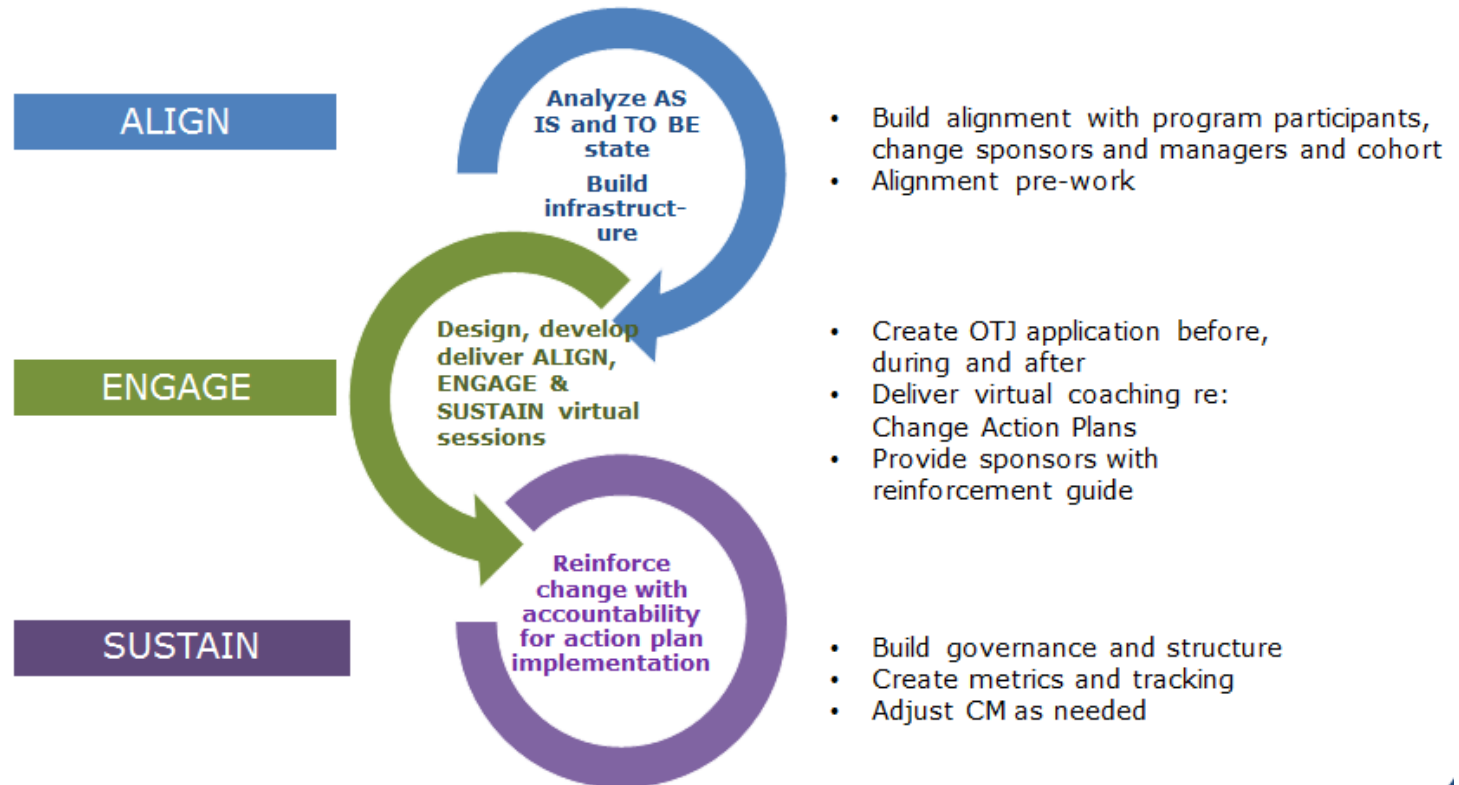


What actions have you found  
to be successful to build learning  
engagement?

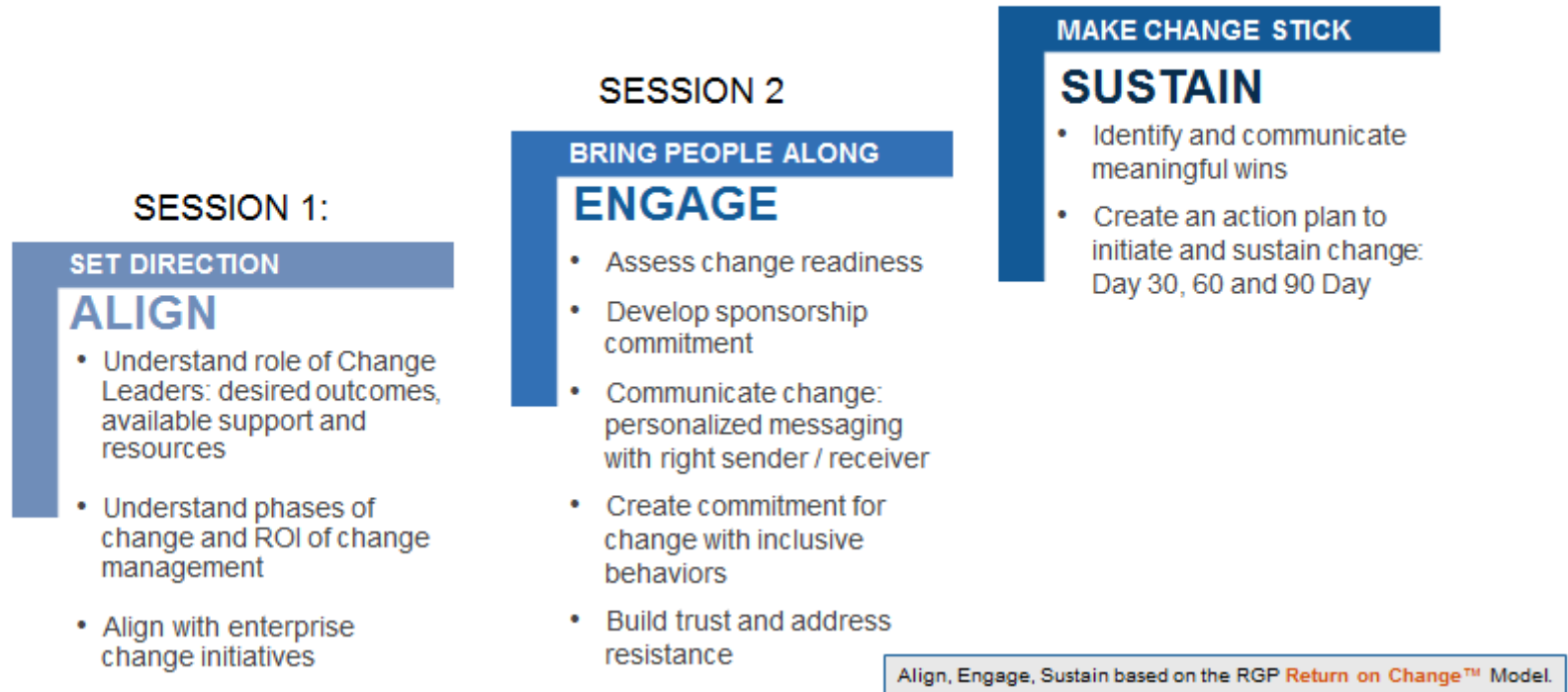
Interactivity for a global audience using  
discovery learning and practical  
applications

# Remote learning case example

## One Design: Building Change Capabilities during Covid-19

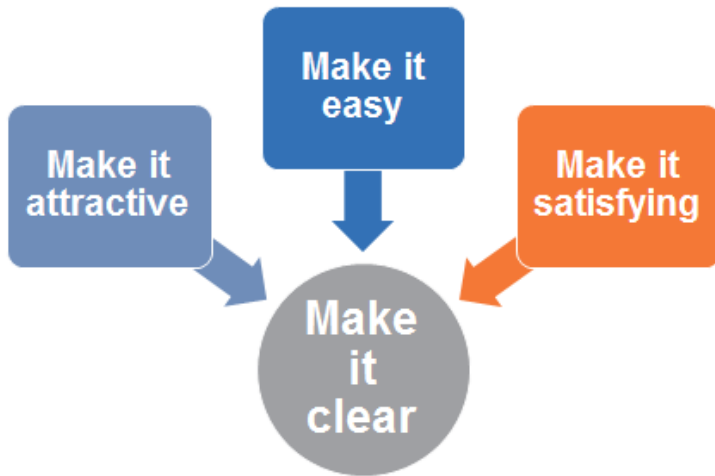


# Virtual design based on RGP model



All sessions included pre-work alignment, case examples from homework and action planning

# Build new habits for change



Actions to drive change up, down and across :  
**What, So What, Now What**

## SUSTAIN TRANSFORMATION

- ✓ Leaders walk the talk (earn stakeholders' trust)
- ✓ The "WHY" is clear, relevant and compelling
- ✓ Employees know what is expected, are ready, willing and able to execute
- ✓ Change Mgmt. is integral in project planning & execution
- ✓ Clear accountability, metrics, tracking and calibration
- ✓ Learn as we go and incorporate into r new "business as usual"

Source: Atomic Habits, by James Clear



What is one thing  
you intend to APPLY?

# Final Q&A



[www.rgp.com](http://www.rgp.com)

For additional resources or conversation, contact:

Marjorie Derven / 845-826-1509

[Marjorie.derven@rgp.com](mailto:Marjorie.derven@rgp.com)

Patricia Reyes / 718-567-7095

[Patricia.reyes@rgp.com](mailto:Patricia.reyes@rgp.com)

**THANK YOU!**