Abstract: People, Processes and Tools have been undergoing a period of rapid change and transition due to the dynamic and widespread use of information technology, thus freeing business units from their manual procedures and engaging them into the realms of unbounded automation. These changes arise from forces internal and external across the level, size, and type of the organization. They have caused organizations to rethink, re-brand and re-strategizes their missions, identities, and reputation, and to attune to the global business market place demands.

The main theoretical thrust used in this case is a systems theoretical approach, looking at the organization as existing in a dynamic environment and liable to be affected by internal and/or external changes in the system.

We describe a change management strategy for an Information Technology and Communication (ITC) Environment in a Utility Organization. Change management is critical for the continued success and vitality of the ITC as it provides clarity to the development process and allows for easy integration of new ideas while help in maintain consistency and predictability across People, Process and Tool. The document begins by laying out change management principles for performing organizations. We describe a case study at Saudi Electricity Company (SEC) covering change management rules and procedures. Based on these principles, we elaborate on guidance for change management during development of flow components and other resources, and communication procedures required to manage change within the ITC in a way that is efficient and transparent to all partners.

1. WHAT IS CHANGE MANAGEMENT ?

Change management is an approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment. In today’s world, Information Technology & Communications means more than just a desirable Technical and Process outcome and solution. It also closely involves people systems that have to be clearly and accurately managed. Accordingly, changes that impact the people systems in an organization as a result of technological solution also have to be managed.

Change Management can therefore be described as the structured approach to planning and managing the people aspects of Projects (technology and processes change) to increase the chances of success. It is fundamental to the success of any project.

Change Management may include:
- Designing and anticipating the future
- Understanding and managing risks and resistance
- Challenging attitudes, established practices and business culture
- Building new business systems to do things differently
- Being responsive to continuous feedback

2. PEOPLE AND ORGANIZATIONAL CHANGE

“No matter how well a business strategy is being executed (e.g. via transformation of business processes or building new systems), it is how well an organization can align, inspire, and mobilize its people around these initiatives that ultimately will spell success or failure.” – The Gartner Group, Published on 17 February 2012, www.gartner.com

Figure 1: Changing Movement

Organizations don’t change. It is the people who change – one behavior at a time. In any reform or transformation process, the most challenging aspect is the human
dimension. The reason that change processes fail is generally not because of the new organizational procedures or technology, but because the organization fails to fully consider the human element and to effectively shepherd its employees and other stakeholders through the change process. Organizational change and people change while related are not the same. For the organization, change is situational; it includes the new strategy, the new structure, the new ITC system, the new team roles etc. For the people, transition is the psychological process we go through to come to terms with the new situation. Change is a process not an event and requires more time to take shape.

3. THE 8 DRIVERS OF CHANGE

There are eight key ‘people-related’ drivers that must be managed in transformational change programs to ensure success. These key drivers, defined below, can act as either significant enablers or barriers to any project:

i. Case for Change – There needs to be a clear demonstration that there is a strong case for change and that the outcomes and benefits are real. People need to feel that at the end of the project there will be a benefit to them and the organization they belong to.

ii. Vision Clarity – A compelling explanation that everyone can understand about what the future will look like must be presented, a strong belief from the senior management of the benefits the implementation will bring, sends a strong message to its employees.

iii. Change-specific Communications – Timely and targeted key information must be supplied to all stakeholders throughout the project, it is a well-known fact that people who are informed not only contribute to the messages being distributed but also accept the change easier.

iv. Aligned Performance and Culture – Opportunities for success can be improved by ensuring that all the human resource enablers (awareness, assurance and training) are aligned with and supportive of the change.

v. Stakeholder Commitment – Stakeholders must have individual and collective commitment to turn the Organization vision into reality, as discussed this has to be driven form the top, in any business culture people look to their management for inspiration and reassurance.

vi. Change Leadership and Accountability – Strategies for enlisting the support and ownership of Change items from all levels of management must be achieved.

vii. Integrated Planning and Teams – There needs to be consistency between all components of the change project and other projects taking place within the same timeframe, this ensures that there is alignment of other change program’s that maybe taking place in parallel.

viii. Training and Change Capability – All executives, managers and employees affected by the change have to be aware of the change and adequately trained so that they can work effectively with the new processes and environment. In many organizations, change management is a new concept; having a clear understanding of its goals
and objectives at an early stage will ensure that all impacted personnel can contribute to the change during the project implementation as well as beyond this and make it part of their day to day business operation and culture.

4. Objectives and Goal

a. The General Change Management Objectives are:
   i. To develop a comprehensive understanding of the perceptions and responses to change and to manage these accordingly.
   ii. To ensure there is a strong communication (cascade) awareness and understanding amongst employees and stakeholders of the reason for the change and other related issues and initiatives.
   iii. To facilitate and develop proactive user awareness.
   iv. To facilitate the development of Surveys, Effectiveness and Site Readiness plans.

b. Goal
The goal is to promote the reason behind the change, so impacted employees are informed, motivated and receptive to the change.

The implementation of any project such as the ITC business solution brings with it many different Change Management challenges. Our objective is to recognize these challenges and to plan and facilitate the implementation of the agreed business solution in the best possible manner. Additionally:

i. Change Management enforcement with respect to information and communication technology at existing SEC culture is being organized by spreading awareness to ensure improvement of the performance thus to raise the productivity of labor rationalization.

ii. Continuing Contribution to the SEC- business lines employees by the SEC-ITC sector through awareness and defining its services and Service Level, thus raising the quality of ensuring positive return on investment.

5. General success factors

There are five (5) fundamental factors that form the basis of successful Change Management practices. These include Communications, Capacity, Sponsorship, Transition and Organizational. The absence or failure to develop adequate strategies to deal with or respond to any of these factors may limit the Change Management success of any Project. Accordingly, any Change Management Strategy must include methodologies embracing all these factors.

It should be noted that Sponsorship in any ITC Project is very important. It can relate to organizational and individual sponsorship. Organizational Sponsorship forms that backbone of any project. If it does not exist in abundance the project will not be supported and is unlikely to succeed. From an individual Leadership perspective, Sponsorship of a functional part of the project ensures that the critical outcomes required for that function are well understood, facilitated and resourced and therefore increasing the likelihood of project success.

A “Sponsor” is defined as an Influential Executive who can facilitate, lead and drive the required tasks and activities associated with a discrete portion of the Project throughout the company.

6. Success factors for SEC-ITC

At SEC, it is necessary to enforce international standardizations (such as ISO 20000 and ISO 27001) in a management system to ensure quality of the ITC services prior to its release thus improve customers' satisfaction.

Fortunately commitment from top management to ensure full cooperation to progress toward goal through providing content for the campaign for positive changes on time and progress is evident.

ITC departments are manned with qualified and experienced people in accordance to assignment to ensure adequate business management and positive communication across the organization.

An ITC marketing team consists of ITC Business Relation Management (BRM), Change Management Board (CMB)
and Corporate communication team, ensuring professional coordination of the ITC departments to achieve agreed service level, as well as coordinator of the service level agreement for ITC sector). It has the following missions:

- Supervise the implementation of the marketing campaign for each ITC sector's service (product).
- Solve problems and remove obstacles to the marketing of any ITC sector's service (product).
- Set standards and frameworks for the launch of rival groups between team work of each new service (product) for ITC sector to stimulation of creativity and quality of each service (product) team work.

Moreover, there is a need for a program of intensive training for all team members including raising the standard in the areas of business management, marketing and customer relationship management.

7. CHANGE MANAGEMENT STRATEGY

To achieve the Change Management Objectives, the Change Management Team deployed the following broad range of strategies and methodologies:

- Promote the Communication of ITC initiatives across SEC
- Create a strong awareness of the business case and demonstrate its value to impacted employees through mass email campaign, posters, workshops, etc.
- Build awareness and understanding of the Change Management function amongst Executives, Stakeholders and Subject Matter Experts through workshops, training and by encouraging them to attend conferences on the relevant subject
- Review emerging and current issues and employ risk management methodologies as required by the Commitment and Ownership of Change Management initiatives.
- Select the Sponsors, Project Managers, Stakeholders and Subject Matter Experts on the basis of their knowledge, track records and relevant experience, who will positively participate and contribute to the Change Management initiatives and have ownership and commitment to achieving the agreed outcomes.
- Include Sponsors, Project Managers, Stakeholders and Subject Matter Experts in every aspect of the planning, decision making, workshops and report preparation.
- To ensure their ownership and commitment in this process, the actual delivery of the ITC initiatives and outcomes must be the responsibility of the assigned Sponsors, Project Managers and other task delegated employees.

8. FACILITATE AND IMPLEMENT CHANGE MANAGEMENT INITIATIVES

- Develop a collaborative approach with the Change Management Sponsor, the Functional Team, and other Executives and Stakeholders in planning and facilitating ITC Change Management initiatives.
- Seek the appointment of Functional Work stream Sponsors for each of the Work streams to be the local drivers responsible for all of the Change Management initiatives.
- Implement appropriate site Governance and Communication processes to ensure that Change Management activities progress with the awareness and authority of any local Manager/Executive.
- Provide site based Change Coordinators with the appropriate Change Management tools, knowledge and training to accomplish agreed deliverables.
- Facilitate the ITC Business Solution through Change Management

The Change Management component of the ITC solution will be facilitated and managed via a Change Management Model using two different Work streams. These Work streams provide a structured approach to the Change Management interface. Each Work stream will be used as a tool to engage all functions and areas of the Project from subtly different aspects. When combined as an integrated Methodology, the two Work streams operate in tandem with each other to minimize the human aspects of change that can adversely affect the successful integration of new technology and processes.

Individual and organizational readiness for change are defined as involving people’s beliefs, attitudes, and intentions regarding the extent to which changes are needed and their perception of individual and organizational capacity to successfully make those changes. Readiness is a state of new line about the need for an innovation and the capacity to undertake technology transfer; it is the cognitive precursor to behaviors of either resistance or support for the actual transfer effort. Readiness (referred to as “unfreezing” behavior) is the first part of the natural cycle of change.

Readiness for change is not a fixed element of individuals or systems. It may vary due to changing external or internal circumstances, the type of change being introduced, or the characteristics of potential adopters and change agents. Thus, interventions to enhance readiness...
are possible and can increase the overall success of technology transfer. Change can occur under conditions of low readiness. However, research in behavioral sciences indicates that the probability of success is reduced when low readiness leads to low motivation to change or to active resistance.

Even though readiness is a cognitive state that leads to overt behavior only later in the cycle of change, it can be measured using a variety of behavioral science approaches. Interventions can be designed based on assessment results. In some cases, change agents may decide to forgo technology transfer efforts because assessed readiness for change is low. Assessing readiness is particularly important as a proactive change agent. Traditionally, internal or external change agents have responded to challenges that the environment already presents. The proactive change agent seeks out potential problems, such as low readiness for technology transfer, and intervenes before this cognitive factor results in active resistance to change. Intervening means attempting to influence the beliefs, attitudes, community leaders, or others who must participate in the change technology transfer requires.

9. THE CHANGE MANAGEMENT OPERATIVE METHODOLOGY

In order to ensure that the change management work stream obtains the correct focus and ownership from the business there is a requirement to have and extended Change Management Team within the business. The extended Change Management Team would include the Change Management Sponsor, the selected change management sponsors for the respective change management work streams. Once the sponsors have been identified it will become their responsibility to resource their own internal teams to help achieve the overall objectives and deliverables of the Project.

From an Operative perspective, each Work stream Sponsor would work with their own team in identifying issues and developing responses and in implementing other Change Management issues that may have previously been identified as risks. These site based Teams would meet on a weekly basis to document their performance and outcomes and prepare reports including due dates for action for their Work stream Sponsor.

The local Work stream Sponsor in turn would have weekly meetings with his fellow Functional Level Work stream Sponsors facilitated by core Change Management Team members and the Functional Team Head. Issues and action dates would be discussed and agreed and reports and recommendations prepared. These reports, action dates and any escalated issues and recommendations would be compiled and forwarded to the Change Management Sponsor for his perusal, assistance and any remedial advice/action. The Change Management Sponsor may choose to discuss any escalated items with the Project Management or any related Functional Business Line Executive or Department Manager.

10. CONCLUSION

IT Management that is feeling the pains of managing change should consider implementing a platform to ensure positive Change through strategic change Management.

The powerful Change Management tool can empower a company’s IT staff to better assess and review changes leading to a reduction in errors, better control over IT spending, and better quality of service. Businesses that are quickly expanding and responding to a greater volume of changes should consider management to gain a birds-eye-view of what they have, where it is, who depends on it, and how to manage it.

Change Management is conceptualized for fast and easy deployment and is scalable to a company’s current needs for change. Solutions for Change Management are numerous. Their focus is to integrate change seamlessly to existing IT service management and to add value to it and make it easy to analyze how changes affect IT infrastructure, people and services. A rational Change Management Team facilitates communication between IT domains and helps manage the end-to-end change lifecycle using best practice based processes.

REFERENCES