

# Three Common Pitfalls of Change Management and How to Avoid Them

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# Introduction to your dedicated team

Working with you side by side, everyday



**Julyan Lee**

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 Your **trusted** workforce transformation partner



- What we know about digital transformation
- Pitfalls of change management
- How to mitigate these pitfalls
- Q&A

# Agenda

Transform with us



# 84%

of digital transformations fail.

- Lack of alignment
- Lack of awareness
- Mismanagement
- Distraction
- “Shiny toy” syndrome
- Communication with leadership
- Lack of control over vendors
- Lack of user training
- Loss of talent
- Resistance to change
- Slow decision making
- Poor prioritization

All of these reasons revolve  
around people, not technology.

This is why  
**Change Management**  
is so critical.

**But change can  
be difficult.**

# 3 common pitfalls of Change Management



Pitfall

**#1**

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Limiting beliefs about  
the value of OCM

The image features a solid red background. On the left side, there is a pattern of semi-transparent white circles of varying sizes, creating a decorative border. The word "Why?" is centered in the middle of the slide in a large, white, sans-serif font.

Why?

# Why?

- The value of OCM is minimized due to the daunting task of implementing technology
- Lack of understanding about the human dynamic of a successful implementation
- Lack of awareness of the benefits of change management
- The new solution will be better than the current system so people should embrace it
- Overall resistance to change

# Why do it? The Proof is In The Pudding...

## Evaluation Criteria

- 40 companies
- Expected value\*
- Captured value
- 12 factors
- 3 organizational levels
- Change management effectiveness

\*Expected Value = 100%

## Senior Managers

Commitment

Communication

Financial incentives

Nonfinancial incentives

Leadership

Stretch targets

## Middle Managers

Decision authority

Skills in managing people

Skills in managing projects

## Frontline Staff

Skills

Tools

Motivation

## 11 Companies

Had effective change management at all the **3** levels of their organization.

Value Captured

**143%**

## 7 Companies

Had effective change management at **2** levels of their organization.

Value Captured

**129%**

## 11 Companies

Had effective change management at **1** level of their organization.

Value Captured

**68%**

## 11 Companies

Had **zero** effective change management at **any** level of their organization.

Value Captured

**35%**

Pitfall

**#2**

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# Underfunding your OCM budget

# It's like using the wrong fuel in a high performance sports car



- OCM should “NOT” be positioned as a nice-to-have or an add-on
- Sales teams must position OCM as a necessary component of the project
- Key decision makers must see the value of OCM and not leave it off the table just to save a few dollars
- OCM “DRIVES” ROI by harnessing more expected value and, therefore, improves your bottom line down the “ROAD”



Pitfall

**#3**

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OCM as an  
afterthought



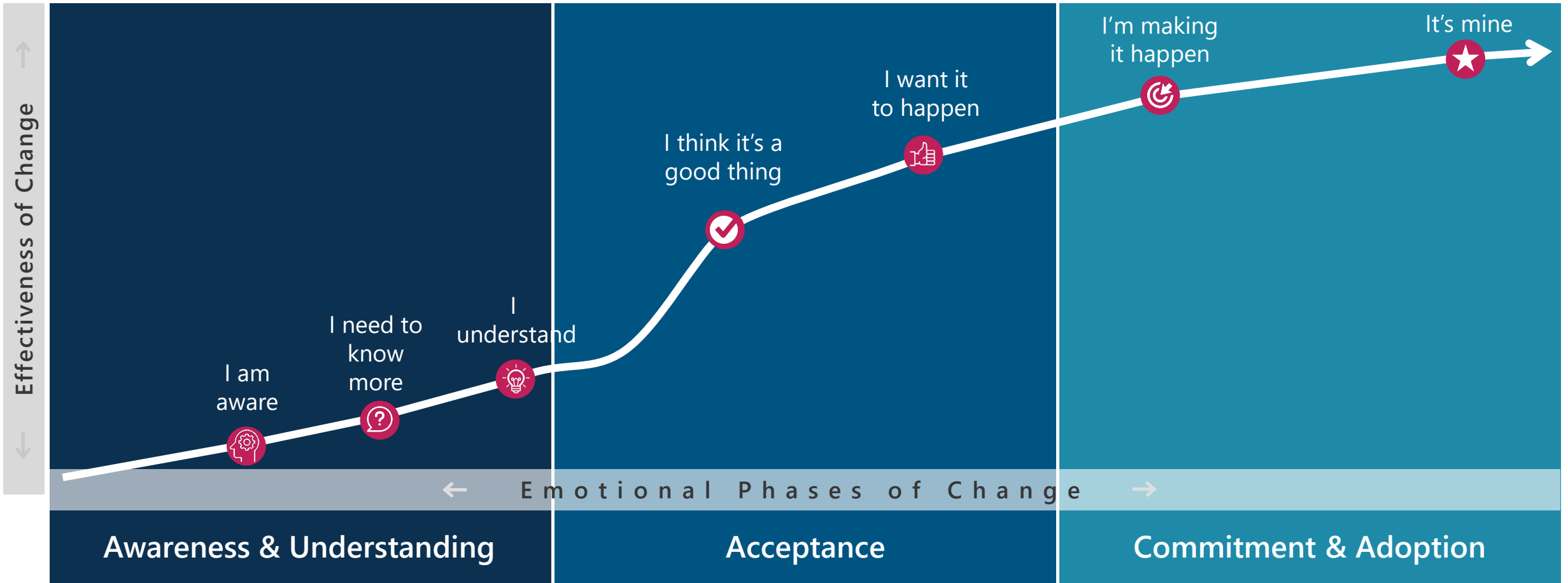
**Start early**

# Start early

- The idea of communicating awareness of a project early on can feel unnatural because the solution may end up looking different than you expect.
- The impulse to have things “perfect” and “ready to launch” before communicating provides a false sense of security or protection against having to contend publicly with the possible failures or hiccups of a large-scale change.
- Communicate with your people early on and continue that communication, even if things change along the way. They will be more engaged, and the transition will be smoother.

# Driving Change Consistently...

Change is a personal journey where an individual (and an organization) moves towards acceptance. Our change framework and communications process is designed to drive this change smoothly and consistently.



# How to mitigate these pitfalls

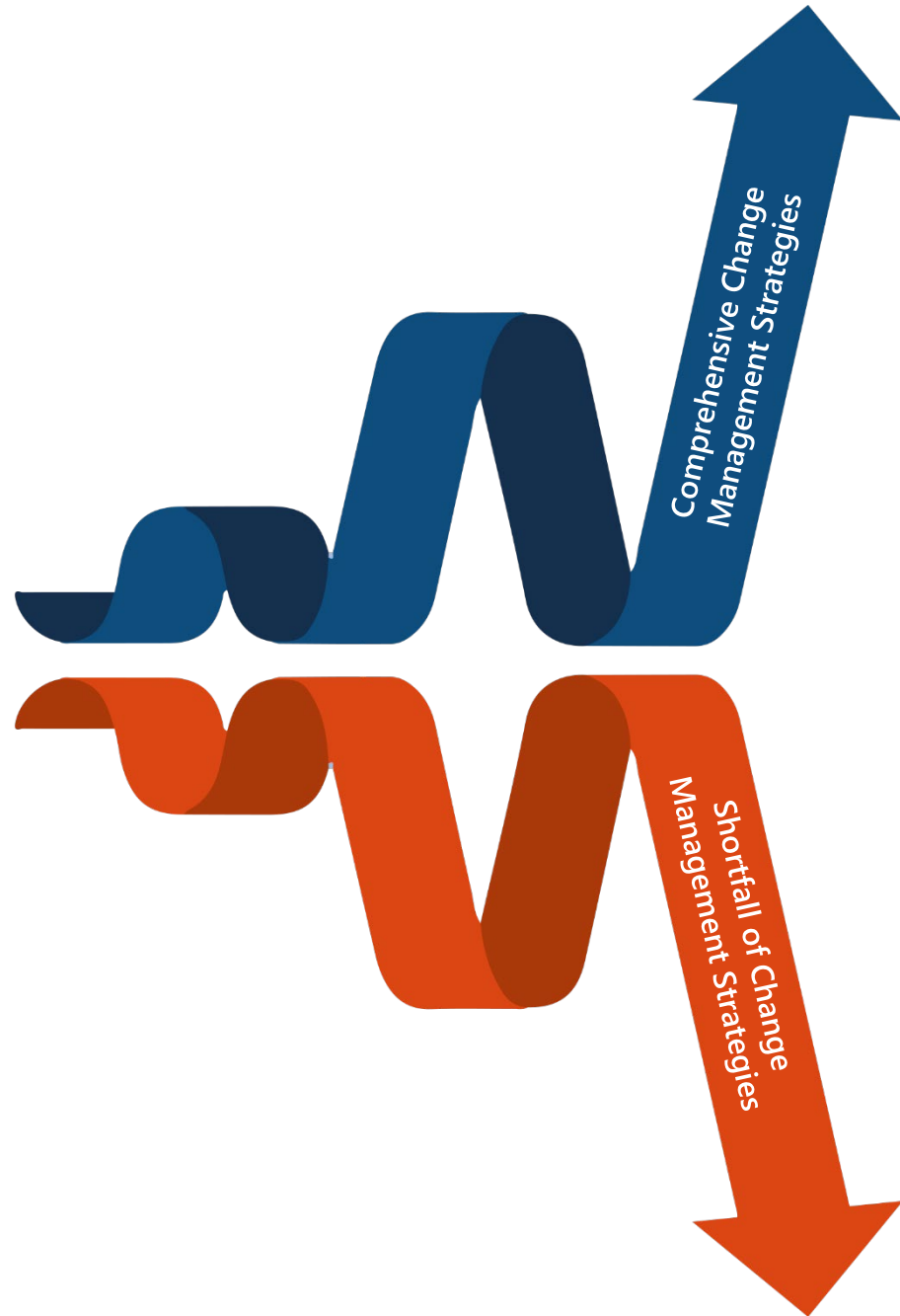
## Build Executive Buy-In

- Tie the adoption of change to strategic goals and bonuses.
- Hold department heads and leaders accountable for attaining change readiness and adoption goals.
- If a project meets a certain threshold for complexity, OCM must be a required part of the process and budget.

## Facilitate Mindset Shifts

- Create spaces in which people feel safe raising their hesitations and the concerns they have about major changes.
- Encouraging individuals to fully verbalize and lay out their concerns and have them derive solutions to solve those problems – creates ownership.





Let's work together





## Contact us

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