

# Mid Atlantic CIO Forum

*January 18, 2024*

# Avaap Services

From *Selection* to *Support*



## F U L L L I F E C Y C L E S E R V I C E S

### Organizational Transformation Solutions

IMPROVE PERFORMANCE / MANAGE DISRUPTION

### Data and Analytics

AVAILABLE & ACCESSIBLE

### Workday Services

MARKET-LEADING PARTNER

SYSTEM SELECTION | ORGANIZATIONAL READINESS | PROJECT MANAGEMENT | PROGRAM GOVERNANCE | CHANGE MANAGEMENT | BUSINESS ANALYSIS | PROCESS DESIGN | STRATEGY & ROADMAPS | MANAGED SERVICES | QUICK START ENABLEMENT | SOLUTION IMPLEMENTATION | COE DEVELOPMENT | DIGITAL TRANSFORMATION | CLOUD DEPLOYMENT | MANAGED SERVICES | CLOUD ADVISORY SERVICES | INTEGRATION | EMERGING TECHNOLOGY *And beyond...*

## C R O S S - I N D U S T R Y S U C C E S S S T O R I E S

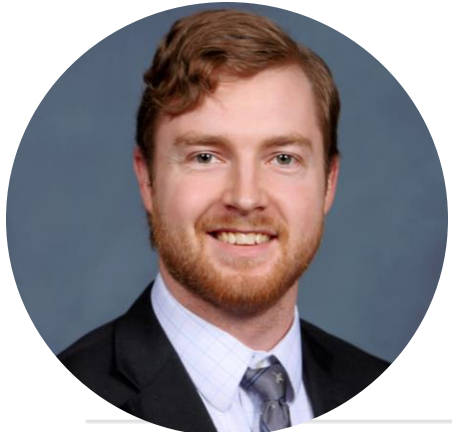




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Solutions Architect



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Solutions Architect

# Agenda

- Introductions
- Leveraging Analytics to Understand Change Impacts and Readiness
- Case Study
- Demo
- Wrap Up
- Q/A



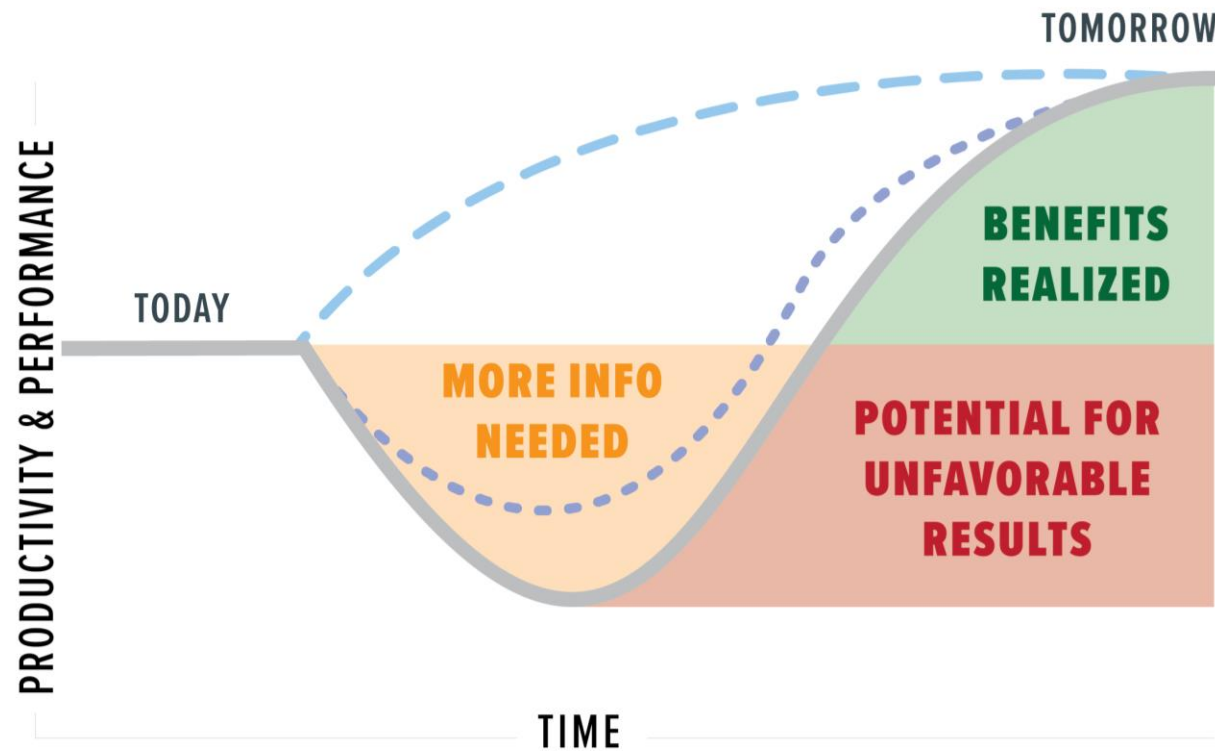
# Leveraging Data and Analytics to support your Transformations

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**avaap**

*innovation | solutions | outcome*

# How disruptive changes is based on how deliberate you are in managing the change



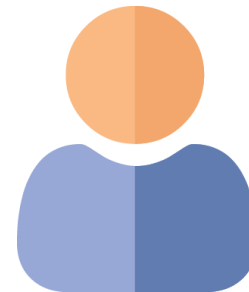
Adapted from David Viney "The J-Curve Effect Observed in Change"

## TECHNICAL



- ✓ Plan around organizational needs and budgets
- ✓ Define critical project decisions and timelines based on project plans
- ✓ Consider resources and budget dollars

## PEOPLE



- ✓ Connect change initiatives to strategy
- ✓ Identify risks and remove barriers
- ✓ Consider business and peoples capacity to manage change

*Organizational Change Management helps to **minimize** the dip and the disruption.*

# How can data and analytics support change management?

- Change initiatives, no matter how beneficial, are risky endeavors.
- Tools to evaluate the change management landscape are typically assessments or open-ended commentary.
- This information can be powerful with the intersection of business intelligence to deliver change analytics.
- Change analytics adds measurable value to change management, enabling trend visualization and turning data into actionable information.

*You can't manage what you don't measure.*

# Transformation and Organizational Data

Data sources that can be leveraged for change analytics dashboards:

- Stakeholder impact assessment
  - Generates impact scores to be used in the stakeholder heat map dashboard
- Complexity assessment
  - Generates the scope, resistance, and complexity scores to be used in the complexity matrix dashboard
- Survey data
  - Can be used for sentiment, pulse tracking, etc.
- HR Data (HRIS, Talent Management, Performance Management)
  - Provides organizational-level data which can be used to filter dashboards for leader-specific impacts
- Project management tools
  - Provides project characteristics, such as dates, to illustrate change impacts in a timeline dashboard



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Impacted Stakeholder Group Name	Project	Project Sponsor	Stakeholder Group	Project Name	Description	Choose the best answer from the drop down list	Result
BPD Executive Leadership	Project ABC	John Smith	ABC System Implementation	John Smith	How many stakeholder groups are affected by the change? (Department, all individuals within 1 department, multiple departments, all individuals within multiple business units, all individuals within multiple business units, some/all departments within multiple business units)	Multiple Business Units	4
Patrol and Non-Patrol Sergeants/Sector Leaders	XYZ Implementation	John Smith	Stakeholder Groups	Ben James	How many end users will be impacted by the change? (An end user is defined as an individual who will need new knowledge, skills and/or expertise to utilize the change)	100-999	3
Time Keepers	XYZ Implementation	Amy Johnson	Number of impacted individuals	Amy Johnson	How many end users will be impacted by the change? (An end user is defined as an individual who will need new knowledge, skills and/or expertise to utilize the change)	1-4	1
Suon Officers	XYZ Implementation	Ben James	External Partners	Ben James	How many external partners will be impacted by the change? (An external partner is defined as an individual who will need new knowledge, skills and/or expertise to utilize the change)	10-24	2
Payroll staff	XYZ Implementation	Amy Johnson	Degree of Process Change	Amy Johnson	What percentage of current processes will be changing as a result of the change? (100% Change)	10-24%	1
Finance & accounting staff	Software Upgrade	Ben James	Degree of Technology Change	Ben James	What percentage of current technology will be changing as a result of the change? (100% Change)	10-24%	2
Procurement staff	Software Upgrade	Ben James	Degree of Job Role Changes	Ben James	What percentage of current job roles will be changing as a result of the change? (100% Change)	10-24%	3
HR Functional team	BPD Implementation	Ben James	Timeline to Implement Change	Ben James	How long will it take to implement the change? (Less than 3 months, 3-6 months, 6-12 months, more than 12 months)	3-6 months	1
ITD	BPD Implementation	Ben James	Reduction in total staffing level	Ben James	What is the estimated reduction in staffing levels based on the change? (No impact, impact is somewhat different, significant impact, impact is substantial)	10-24%	2
EOP Rep	Project ABC	Peggy Turner		Peggy Turner			1
CUB, MAPS representatives	Project ABC	John Smith		John Smith			2
Audits and Internal Affairs	Project ABC	John Smith		John Smith			1
Administrative Duties Division	Project ABC	John Smith		John Smith			1

## Curate your data into something that is usable

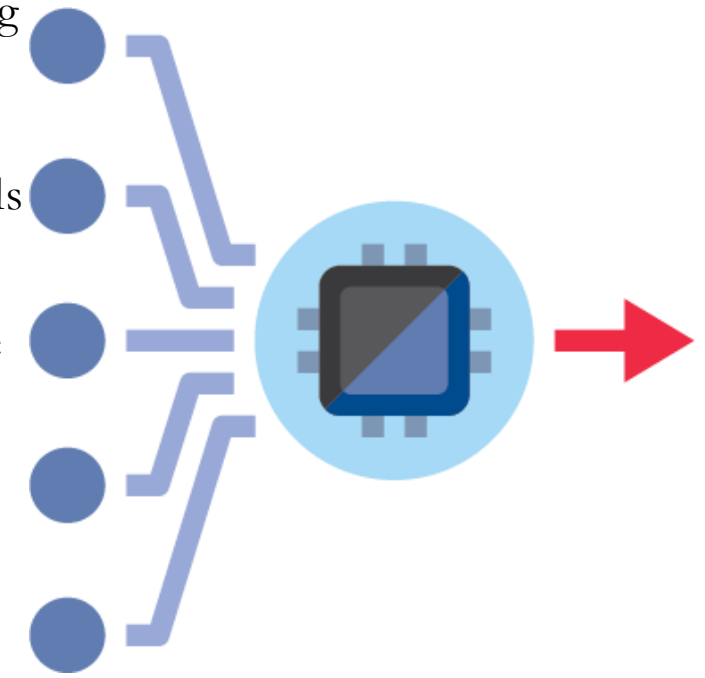
Leverage Existing Data

Utilize ETL Tools

Data governance

Stakeholder info

Testing and Polling Data



# Where is Change Analytics Being Applied?

*You can't manage what you don't measure*

**Strong change management** relies on information to:

- inform decisions
- measure change impact
- respond to business and individual needs

Monitoring **change readiness** and measuring its impact in a structured, purposeful manner helps you:

- Better understand workforce readiness and where to take action
- Allocate resources to areas that deliver the biggest return on investment
- Identify potential challenges earlier to make mid-course corrections



**Understanding stakeholders' ...**

- reactions
- attitudes
- motivators
- resistance
- potential barriers
- influencers

...that contributes to or impedes successful transformation.

PMOs want to understand complexity, size, scope, and impact data, to understand their **change portfolio:**

- Provide context into change fatigue
- Measure how different parts of your organization handle change
- Support individuals navigating change to make meaningful adjustments to change strategy





# Change Analytics in Practice

*Use Case: Multiple change initiatives being planned/ underway that are going to impact stakeholders at various times*



## Scenario:

- ABC company is planning and undergoing various transformation projects
- These projects touch many different stakeholder groups across the organization
- Need to balance how much change is happening within the organization, to enable the organization to adopt the change while also focusing on executing the day-to-day needs of the business

## Senior leaders want to understand:

- Who these initiatives are going to impact within the org
- Where are we going to run into issues with too much change and conflicting efforts
- Be able to visually see the impact of these changes to the org

## Challenges:

- No single point of truth with all the project related information
- Data is spread across multiple sources

## Solution:

- Measure and visualize
  - Change Saturation
  - Sentiment
  - Readiness



### Filters

#### Quarter Select

All

#### Project

All

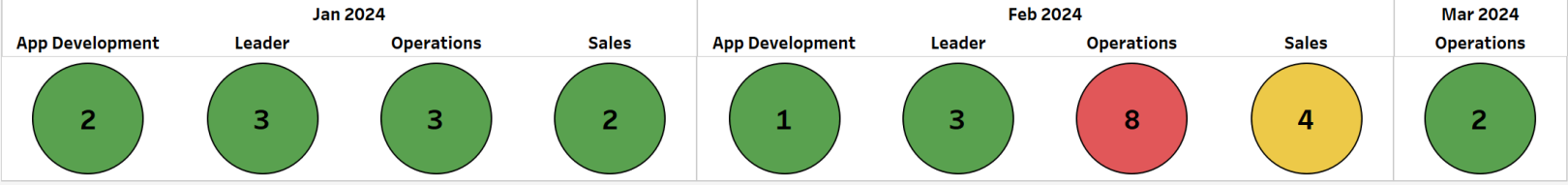
#### Stakeholder Group

All

**PDF**

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### Change Saturation

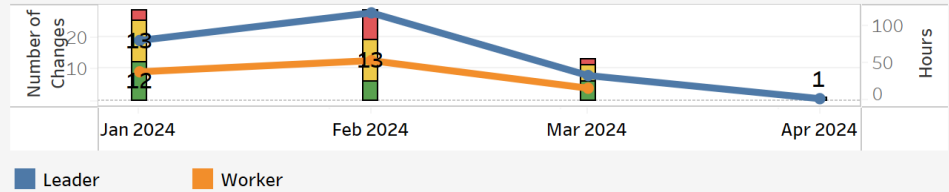


### Schedule Burden



#### Hours per Stakeholder Group

Project	Stakeholders Impacted	Jan 2024	Feb 2024	Mar 2024	Apr 2024
Device Implimentation	Leader	34	38	18	
	Worker	38	53	16	
Leader System 2.0	Leader	46	79	15	2

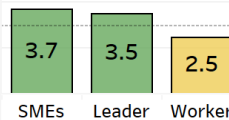


### Change Readiness

▲ 87.73 Avg Score



How ready do you feel for this change?



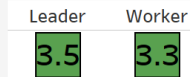
### Readiness Testing Scores Distribution



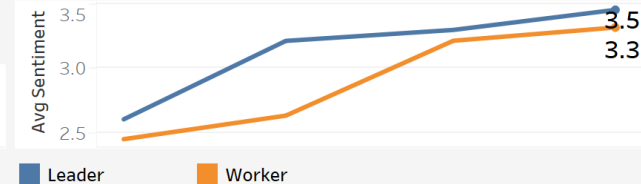
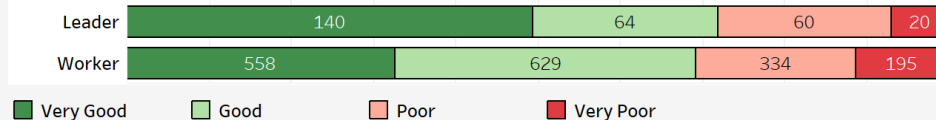
### Training Completion Trend



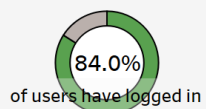
### Sentiment



#### How are you feeling about this change?



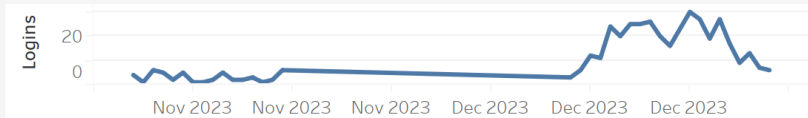
### Change Adoption



### Login Tracking

Logged in?	Role	
	Leader	Worker
No	23	63
Yes	42	372

### Logins Over Time





**Filters**

**Project**  
All

**Stakeholders Impacted**  
All

**Level of Impact**  
All

**PDF**

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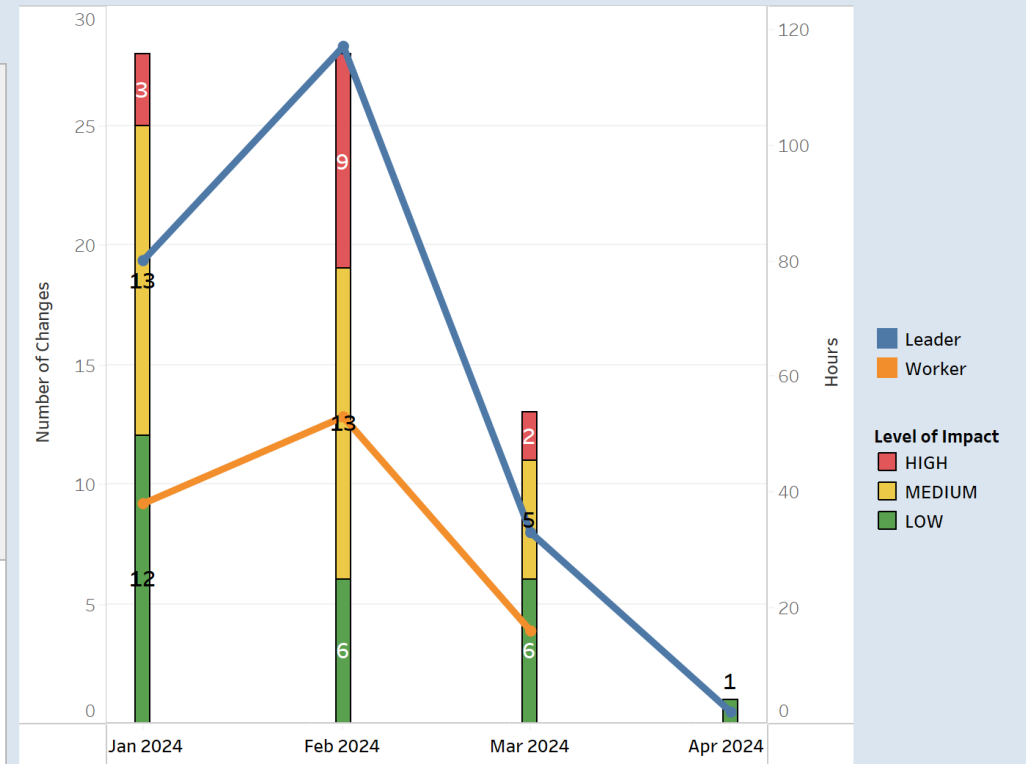
Hours per Stakeholder Group

Project	Stakeholders Impacted	Jan 2024	Feb 2024	Mar 2024	Apr 2024
Device Implimentation	Leader	34	38	18	
	Worker	38	53	16	
Leader System 2.0	Leader	46	79	15	2

Hours per Change

Project	Stakeholders Impacted	Level of Impact	Change	Jan 2024	Feb 2024	Mar 2024	Apr 2024	
Device Implimentation	Leader	HIGH	CEO Visit		10			
			Device Change-out	10		8		
			Leader Skill-up		10			
		MEDIUM	CEO Visit	7				
			Device Change-out	4	8			
			Device Testing	5	4	4		
	Worker	HIGH	Leader Skill-up			4		
			CEO Visit	3	3	2		
			Device Testing	2	2			
		MEDIUM	Leader Skill-up	3	1			
			CEO Visit			10		
	Leader System 2.0	Leader	HIGH	CEO Visit	8	10	8	
				Device Change-out			8	
				Device Testing		9		
MEDIUM			CEO Visit	5				
			Device Change-out	4	4			
			Device Testing	6	5	4		
LOW			Worker Training	9	13			
			CEO Visit	3	2	2		
			Device Testing	3				
			Worker Training			2		
Leader System 2.0	Leader	HIGH	Feedback Session		10			
			Final Release		8			
			System Testing		9			
			System Testing Round..	10	9			

Hours of Impact vs Number of Changes



# *Plan and Manage Transformation by being data informed*



## **Getting Started:**

- Data sources vary and may not be obvious or traditional in measuring transformation efforts
- Opportunities for quick wins
  - Visualizing HR data to easily identify impacted stakeholders
  - Visualize project go lives on a timeline to understand overlap
- Investment today serves as a platform for ongoing analysis and understanding of your people and change initiatives

**Dashboards can be created to meet the needs  
of each organization**

**Approaches are technology agnostic**

# Let us know how we can help

## CHANGE MANAGEMENT ASSESSMENTS

Easy to understand visual analytics for change management assessments

## DATA VISUALIZATION QUICK STARTS

Quickly capture value by visualizing easily accessible data

## CHANGE ANALYTICS WORKSHOPS

Learn the value of analytics in change and how to leverage



### SOLUTION AGNOSTIC

We support the tools your organization uses.



### INNOVATION LEADERS

We drive adoption of analytics approaches to change management.



### CUSTOMIZED SOLUTIONS

We focus on your needs to create a plan for measuring and visualizing change.



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# Open Q&A and Discussion

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