



PROM

IMPACTS ASSESSMENT

20th Oct 2011

AGENDA

CHANGE MANAGEMENT ASSESSMENT

1. Impacts by function
2. Impacted functions location
3. Impacts on processes
4. Impacts on tools & data
5. Impacts on organization
6. Training approach
7. Communication plan
8. Change management roadmap

IMPACTS BY FUNCTION

(sample of functions – list to be completed)

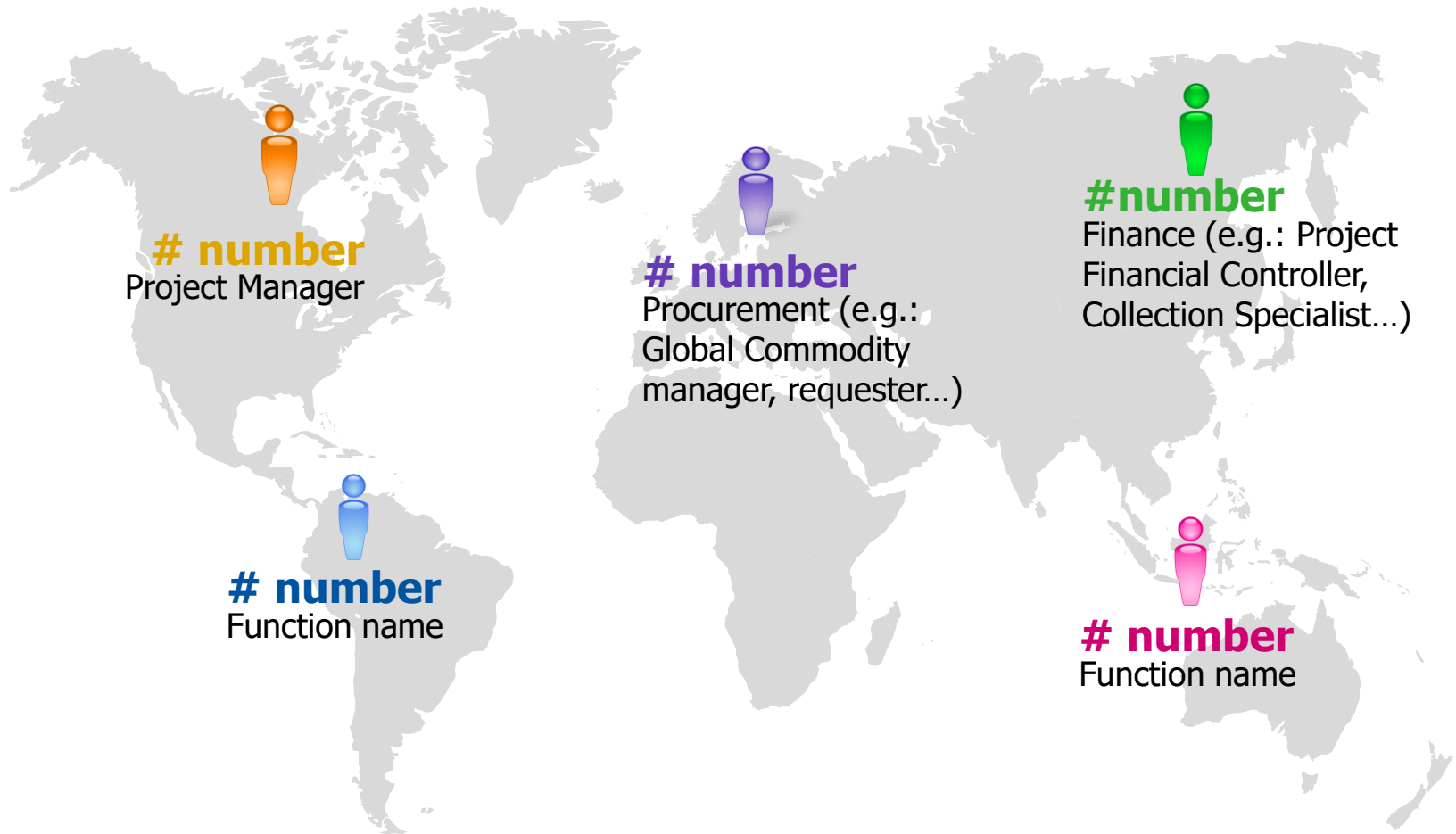
	Pre-Sales / Sales		Population size
	Order Manager		Population size
	Project Manager		Population size
	Procurement		Population size
	Project Financial Controller		Population size
	Accounting Treasury Credit & Collection		Population size
	Shared Service Center		Population size

HIGH

LOW

- **NB : Look at the template for “ Description of main impacts per audience” in the appendix to structure the function oriented impact analysis. It will help you fill in this high level view of impacts by functions. These elements will be also used as inputs of the detailed change plan.**

IMPACTED FUNCTIONS LOCATION



IMPACTS ON PROCESSES

**As Is
Model**



**To Be
Model**

As is

x

x

x

x

To Be

✓

✓

✓

✓

✓

IMPACTS ON TOOLS & DATA

APPLICATION ARCHITECTURE

**As Is
Model**



**To Be
Model**

As is

x

x

x

x

To Be

✓

✓

✓

✓

✓

IMPACTS ON ORGANIZATION

**As Is
Model**



**To Be
Model**

As is

x

x

x

x

To Be

✓

✓

✓

✓

✓

TRAINING NEEDS ANALYSIS

Topic	Questions
Business and Organizational Level	What are the business goals and impact? Will this project achieve all these goals or will it contribute to some of the goals? Which ones and how?
	Client (initiator) and key stakeholder names along with their roles
	Organizational structure and where this work sits and where it impacts
	Buy-in from top down?
	Nature and origin of client request to Alcatel-Lucent university in words of the client What according to the client is causing the need for new learning?
Project level	Project goals, scope, benefits and vision? Key objectives/outcomes? Priority?
	How do you define success? Measures/KPIs?
	Is there a Requirements and Specs document?
	Your view on how a learning solution alone will address the issue
	What are the expected Deliverables
	Timeframe and Governance
	Any known risks, dependencies, barriers to success, constraints?
	Resources – who will be working with us, access to them, budget

TRAINING NEEDS ANALYSIS

Topic	Questions
Target Audiences	Orgs/ Groups/Individuals
	For each group, list the function(s). What skills need to be learned by who (which roles) in the group? Is it theory or does it include hands-on? (like using a tool)
	For each group, give its along with location and number of people who need training in each function.
	Distribution of new users and advanced users?
	Age group, Ethnicities, motivation level towards job, training, any resistance to change?
Local specificities	Are there any specific work situation and cultural needs we need to be aware of ? (Legal constraints, unavailability periods, learning styles generally well perceived by the targeted audience, etc.)
	Is English the primary language? If not, which one?
	Localization and translation requirements and resources
Approach	Information gathering via interviews, one on one and group, surveys, e-mails, SMEs et al
	Produce a SoW jointly with client and get sign off

TRAINING NEEDS QUESTIONNAIRE

Topic	Questions
Learning Content and Styles	Is it learning for Awareness (one-time) or Frequent use?
	For each topic, what content and resources are already available and where? How much customization is anticipated in that case?
	Who will be the SMEs ALU-u will work with for content creation? Who else?
	What is the preferred learning style of users in a group? (Web based Training (WBT), Classroom sessions, Live meeting...?) We can propose some alternatives depending on your needs
	Can a train the trainer model be used if needed?
Development	Instructional Design resources, any preferred software
Delivery Platform	Classroom, LMS for e-learning, Use of any virtual tools like Elluminate, Live-Meeting etc for Virtual Administrators?
Delivery or Implementation	Are there any pre-requisites the learner needs to take? Implement Learning Solution or the Changed Work Environment/Management or Incentives
Learning Evaluation	L1 (Immediate reaction survey), L2 (Learning – quiz, module questions...), L3 (Behavior - after 3 months with employees and line managers)

TRAINING NEEDS QUESTIONNAIRE

Who are the targeted user groups we are addressing (functions/roles)

Number in each (Locations and numbers)

Within each country and

For every group (role) we must understand

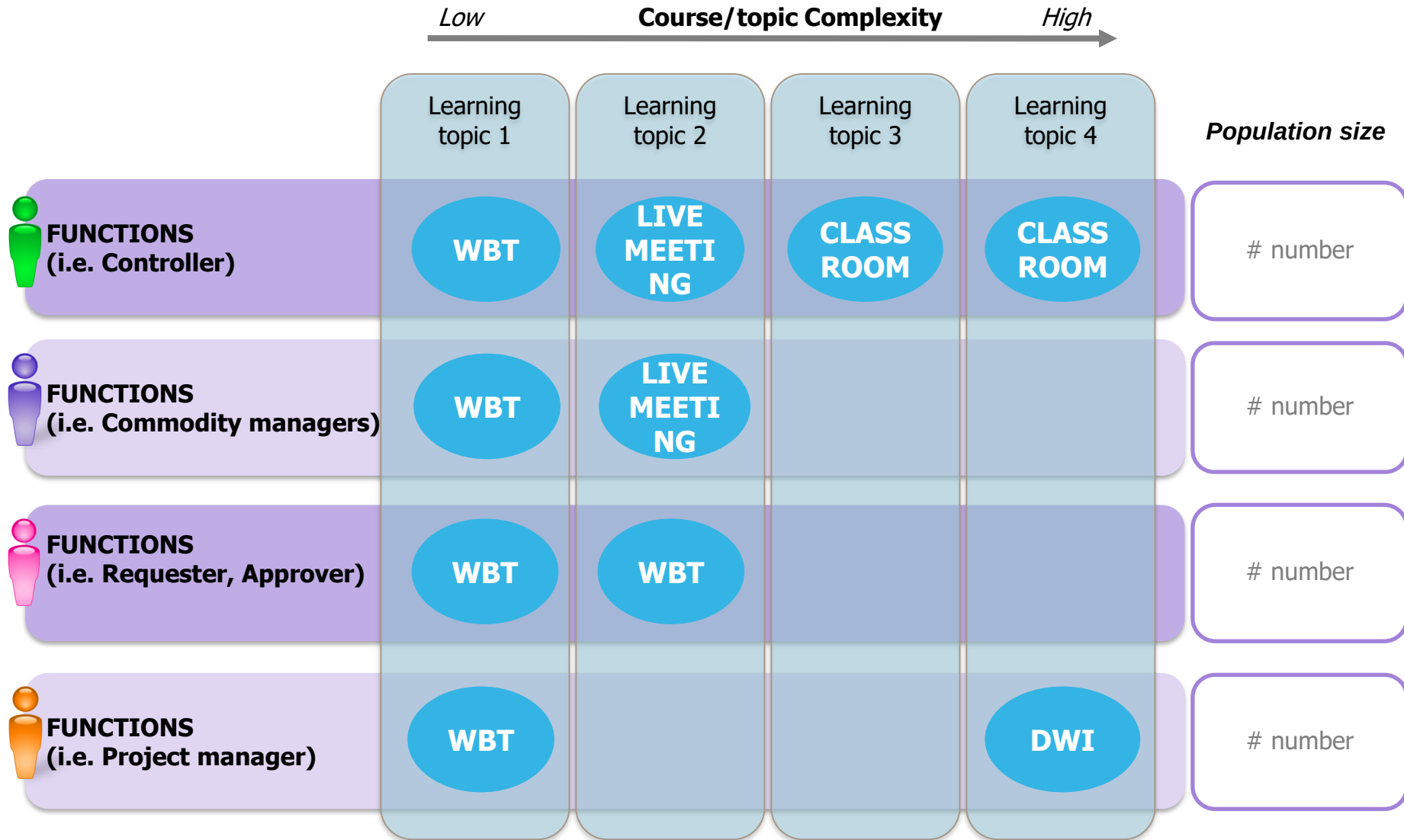
- What skills and competencies do they need to acquire – tools, processes
- Topics they need to learn
- What topics do new users need – theory, hands-on?
- What topics do experienced users need – theory, hands-on?
- Map topics to courses (if courses already existent; else new course requirement)

From TIP or other sources we next figure

Which courses are valid, which ones need updates, customization

Languages of instruction

TRAINING APPROACH



WBT: Web Based Training / DWI: Detailed Work Instruction

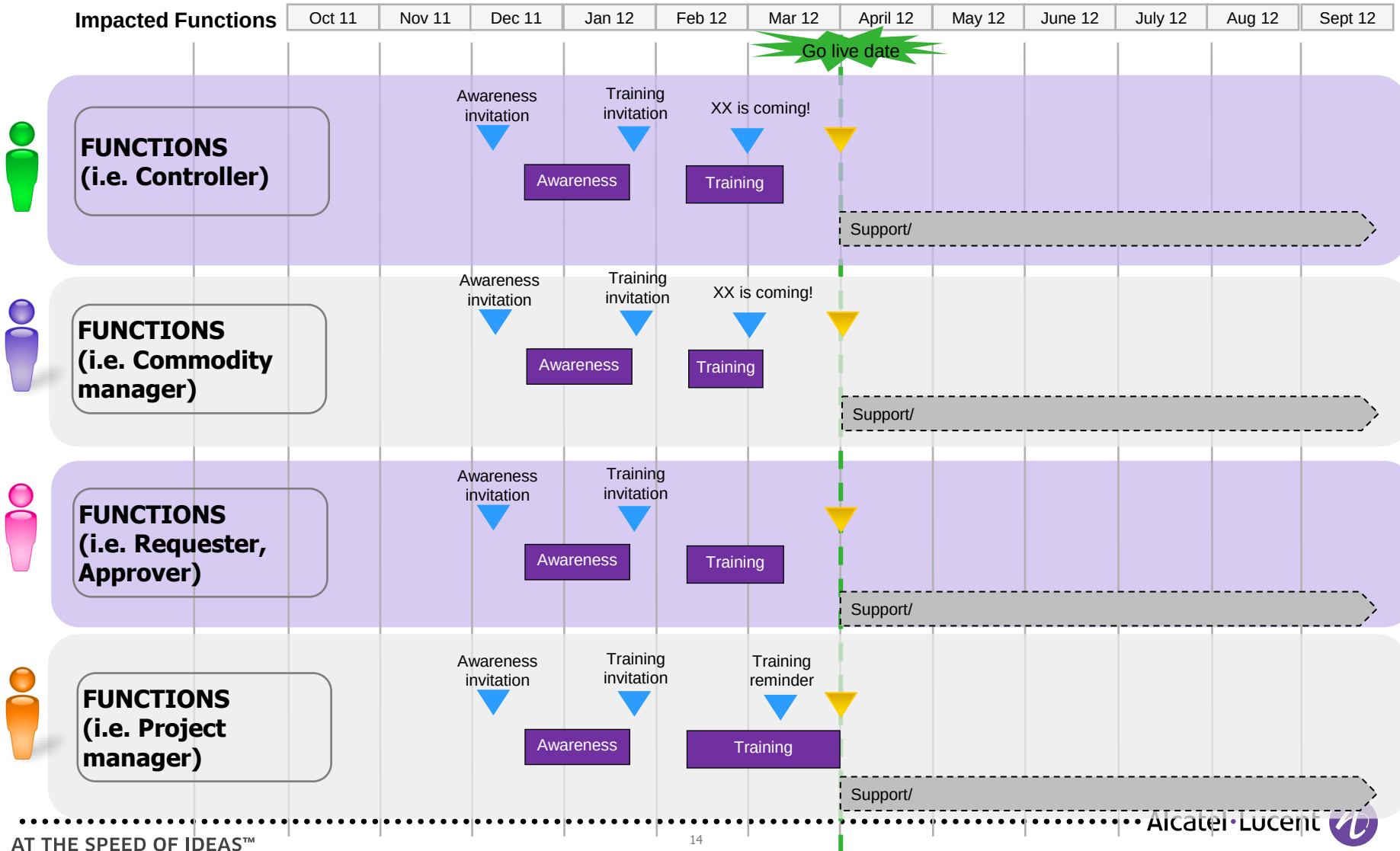
COMMUNICATION PLAN

#	Type	Objective	Targeted Functions	Targeted Date
COM1	Invitation to kick-off	Invite Business team to workshop or kick-off of the project. Commit people in the project and agree on next steps.	Business and/or local team	
COM2	Awareness	XXX Process & Tool is Coming! High Level Presentation of impacts & benefits	All roles, including management	
COM3	Message to managers	Advertise trainings and request support for the teams' attendance to the sessions	All impacted functions' managers	
COM4	Invitations to Training	Invitations to training classrooms, virtual training, and web based courses	Specific functions	
COM5	Information available	Announcements of leaflet release, detailed work instructions, processes and other documentation available	All Users	
COM6	Training Reminders	If training attendance is low this may be necessary.	Specific Functions	
COM7	XXX is coming!	What to do to prepare for go live of new system. Tool outages if applicable.	Specific Functions	
COM8	Go Live	GO-Live announcement, including Support information (intranet/engage group/end users leaflet)	All users	

CHANGE MANAGEMENT ROADMAP

HIGH LEVEL

 Go live communication
 Web Based Training



AT
THE
SPEED
OF
IDEAS™

DESCRIPTION OF MAIN IMPACTS PER AUDIENCE

<NAME OF THE AUDIENCE> - GUIDELINES

Impact on process & roles

- Is it a process: creation, modification, deletion?
- Is it process simplification? Harmonization?
- What activities: are new? modified? removed?
- Any acceleration in the course of activity (ex: real-time information flow replacing indirect information flow)?
- Are there new methods or procedures to apply?
- What controls: are new? modified? removed? transferred to another team?
- Are there new compliances to respect? ...
- Is it impacting ALU enterprise business process map?

Impact on organization and functions

- Which organization will take over the responsibility of which activity? Are the day-to-day contacts changed (in and outside ALU)?
- Is there new knowledge required for this function?
- Are the activities becoming more or less complex?
- Is there a modification in the level of responsibility of the function?
- Is there a centralization of some activities? A dedicated desk to support it?
- Is the performance management of individual redefined?
- Are there new KPIs? Are existing KPIs kept?

Impact on tools & data

- What tools: are new? Modified (no minor update)? Decommissioned?
- Are there new automated feeds from/to the tool replacing manual activity or providing new external data?
- Are the tools moving to IS/IT management?
- Will the nb of licenses: decreases? Stable? Increases?
- What data: Are new? Modified? Harmonized? Decommissioned?
- Is it impacting ALU enterprise data referential (Master Data)?

Key benefits

- Highlight benefits for the end user (less painful, less interaction,...), for the company, for the customer:...
 - Are the changes increasing efficiency, reducing costs, improving user satisfaction, harmonizing procedures, ... ?
 - Are the changes bringing market advantages? Improving customer satisfaction? Reducing any delays vs the customer ?
- How to measure these key benefits?
 - Are there existing metrics?
 - Should new metrics be created ? Which ones?

Transition path

2 cases:

1. Change is done with no transition (big bang approach)
2. Change requires a transition from start to end state: explain the main transition steps

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