Overcoming Challenges of Change Management in a Regulated Environment

Presented by:
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Take-a-Ways

Exposed to the following:

✓ What change management is and its history
✓ Why change management is important to key personnel and government procurement
✓ Key focuses to achieve effective change management
✓ Real life application of change management
POLL #1: What is Change Management to You?

A. The art of frustrating teams and organizations

B. The discipline of preparing, equipping, and supporting individuals, organizations, and resources to successfully adopt change and obtain success and outcomes

C. Somewhere between A & B
What is Change Management?

The discipline that guides how we prepare, equip, and support individuals and other resources to successfully adopt change in order to drive organizational success and outcomes.
POLL #2:
Have you been apart of successful change management?

A. Yes
B. No
C. Unsure
History of Change Management

• Kurt Lewin’s 3 Step Model

• Everett Rogers’ book Diffusion of Innovation – 1962

• Bridges’ Transition Model – 1979

• 1990s and Beyond Acceleration
Why is Change Management Important to Government Procurement?

To ensure the **EFFICIENT** continuity of goods and services provided to the public
What Makes Change Management Different in Government vs. Private Industry?

✓ Greater responsibility of stewardship to the public
  ✓ Public funding (taxes, tariffs, etc.)
✓ Maintain high level of transparency
  ✓ Frequent internal auditing and visibility
✓ More regulations to adhere & align
  ✓ Local, state, and federal requirements
Examples of Procurement Changes

• Legislative/organizational policy
• Vendor engagement
• Customer/end user engagement
• Commodity/service assignment

  • Contract terms and conditions
  • Solicitation modifications
  • Personnel on/off-boarding
  • System enhancements/replacements
POLL #3: Which is easier to manage, human or non-human resources?

A. Human
B. Non-human
Two Primary Components in Change Management

There are two (2) main areas of focus in executing change management:

- **Human**
  - People
  - Process
- **Non-Human**
  - Systems
  - Policy

- Procurement Team
- Users
- Governing Bodies
- Bidders
COVID-19 Business Continuity Plan

People – Adaptation

Policy – Local, State and Federal Alignment

Systems – Acquisition & Updates

Process – New and Realigning
Poll #4: Who can drive change management?

A. Management/Governing body
B. Non-management team member
C. None of the above
D. All of the above
ASSESS, DEVELOP, EXECUTE, & EVALUATE CHANGE

Strategic Change Management
Strategic Change Management

- Assess a need/problem
- Develop a comprehensive plan
- Execute the change
- Evaluate the change
Assess a Need/Problem

- What is the need/problem?
- What existing systems impact the need/problem?
- Who impacts the need/problem?
- What new resources will be needed to address the need/problem?

- What policy/law will impact the need/problem?
- How will the budget be impacted by the potential change?
- What are potential contingencies?
Assess a Need/Problem

• Identify the benefits of the change:
  ○ Schedule
  ○ Quality
  ○ Cost
  ○ Stakeholder Satisfaction
  ○ Performance to Business Case

• Identify potential risks of the change:
  ○ Consequences
  ○ Barriers
  ○ Impact

• Identify how to mitigate potential risks
Develop a Comprehensive Plan

- Define a clear vision/scope of the plan
- Receive & integrate feedback from all stakeholders, where appropriate
- Use information from the assessment phase to define steps and actions of the plan
- Obtain appropriate levels of buy-in

- Define ownership
- Be consistent in the planning approach
- Set realistic timelines and milestones
- Identify existing blueprints
- Benchmark your plans
- Define evaluation methods of success measurements
- Document the plan
Execute the Change

- Put the plan into action
- Stick to the plan
- Revisit the plan
- Make appropriate changes when necessary
  - Work to be proactive versus reactive

- Evaluate the success of the change:
  - Schedule
  - Quality
  - Cost
  - Stakeholder Satisfaction
  - Performance to Business Case

- Update the comprehensive plan, as needed; especially if changes occurred during execution
- Report outcomes to stakeholders
COMMUNICATE

Clear & Transparent
Clear & Transparent

• Clearly share comprehensive, yet simple messaging
• Be transparent and forthcoming
• Communicate with accurate, less opinionated information
• Consistently and proactively communicate
• When possible, communicate in writing what has been shared verbally
• Refrain from communicating negative thoughts and opinions
• Be willing to listen
BE EMPATHETIC

Create a Safe Place
Create a Safe Place

- Work to understand your team and stakeholders point of view
- Acknowledge emotions (do not minimize emotions that differ)
- Create an environment of openness to allow for open and fluid dialogue
- Recognize that small changes may be significant to the team
- Be willing to listen
- Suspend, temporarily, your own considered judgements and critiques
- Use self-disclosure, as appropriate
EXPECT THE UNEXPECTED

Be Flexible & Realistic
Be Flexible & Realistic

• Operate in the 'what if'
• Have insurance (back up plans)
• Be flexible
• Do not be resistant
• Anticipate the unforeseen to occur
• Be willing to listen
ASK FOR HELP

Utilize All Resources
Utilize All Resources

• Tap into all known resources
  ◦ Local/State/Federal Authorities or Agencies
  ◦ Professional Associations
  ◦ Colleagues/Team Members
  ◦ Academia/White Papers
  ◦ Other
POLL #5: What are some additional resources that can be helpful for change management?
REMAIN OPTIMISTIC

Find the Silver Lining
Find the Silver Lining

• The best lessons come from change
• Change is another opportunity to obtain success
• You grow as an individual and leader
• Your team and organization grows
LEAD BY EXAMPLE

Be the Expectation
Be the Expectation

• Be the example
• Show stakeholders the standard of operations
• Lead the change with integrity, commitment, & hard work
CREATE SUCCESS

Win! Win! Win!
Win! Win! Win!

• Acknowledge success; big or small
• Celebrate with small gatherings (virtually if needed)
• Send a thank you
• Find ways to gift the key players in the change
• Acknowledge input that came to fruition
Effective Change Management

- Assess, Develop, Execute, Evaluate
- Communicate
- Be Empathetic
- Expect the Unexpected
- Ask for Help
- Remain Optimistic
- Lead By Example
- Create Success
Recap & Take-a-Ways

Understand the following:

- What change management is and its history
- Why change management is important to key personnel and government procurement
- Key focuses to achieve effective change management
- Real life application of change management
QUESTIONS?
Let’s Connect

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“You cannot stumble upon greatness; you walk up to it and introduce yourself.”

- Christin L. Webb