Zephyr Industries

Project Axius CRM Adaptability Strategy

Resistance/Challenges	What it Looks Like	Causes	Desired Results	Potential Interventions
Are impacted employees prepared for change at all organizational levels? (psychological/emotional)	▪ Emotional inertia/instability ▪ Low productivity ▪ Low morale and motivation ▪ Lack of leadership ▪ Lack of accountability ▪ Escalating behaviors	▪ Disbelief that new processes and systems will be implemented ▪ Insufficient information about how the project will affect employees or the impacted business ▪ Concerns about leading change or leading in a new, unknown environment	▪ 100% of managers and staff acknowledge that change will occur ▪ 100% of managers and staff are engaged in change activities ▪ 100% commitment to changing behaviors	▪ Identify need for change ▪ Communicate urgency ▪ Communicate vision, business case, benefits (organizational and individual) ▪ Reinforce accountability at highest levels ▪ Implement change management activities (i.e., Leadership in times of change, Coping with Organizational Change Webinar)
Is the business currently preparing for change in business processes and systems implementation? (operational)	▪ Communication breakdown ▪ Lack of commitment/support ▪ Stalling behaviors ▪ Lack of planning ▪ Insufficient resources directed at creating change ▪ Turf battles ▪ Escalating behaviors	▪ Insufficient information about project scope, impact, implementation timetable, need for departmental preparation, staff workflow ▪ Insufficient knowledge about benefits of change and consequences to the organization and constituents without change	▪ Business is prepared for new process changes and automated systems implementation ▪ 100% adoption by organization leaders and staff ▪ New business processes and systems operationalized	▪ Identify need for change ▪ Communicate urgency ▪ Identify business case, vision, impacts, benefits, consequences to business and employees ▪ Identify business changes that need to be made ▪ Help set priorities, goals, milestones ▪ Reinforce accountability at all levels
Managers may be resistant to changing their own behaviors	▪ Lack of demonstrated support for change (in actions and/or words) ▪ Apathy ▪ Active or passive disruption ▪ Lack of communication to staff ▪ Lack of progress in implementing change ▪ Lack of accountability	▪ May be invested in the current state ▪ May want to protect employees from change ▪ May see change as negative or unnecessary ▪ May have own agenda in supporting the status quo ▪ May have concerns about leading change or leading in a new, unknown environment	▪ 100% of managers are accountable for successful implementation and operationalizing new processes and systems ▪ Managers enforce accountability with staff ▪ 100% of managers support the new processes and systems ▪ 100% of managers champion new processes and systems with staff	▪ Involved senior and executive management (in communicating, rewarding positive behaviors, holding employees accountable, leeway implementing the change) ▪ Managers Forums ▪ Focus Group/testimonials ▪ Use good news to motivate employees ▪ Training ▪ Be honest about challenges ▪ Implement change management activities (i.e., Leadership in times of change, Coping with Organizational Change Webinar) ▪ Reinforce accountability

Challenges	What it Looks like	Causes	Desired Results	Potential Interventions
Managers and/or staff may not trust executive and/or project management or the Project Axius initiative (fear of change)	▪ Demonstrated disbelief or skepticism ▪ Lack of enthusiasm for change ▪ Lack of support/commitment ▪ Active or passive disruption	▪ May have little information about the project/initiative ▪ May have minimal involvement ▪ "We've been there before" mindset	▪ 100% adoption of new business processes and systems ▪ 100% commitment to change ▪ 100% of staff know WIIFM	▪ Communicate the business case, vision, why we need to change, What's In It for Me (WIIFM Principle) ▪ Involve immediate managers as front-line communicators/change agents ▪ Check progress periodically ▪ Address concerns publicly, create transparency
Is the staff concerned about RIFs?	▪ Grapevine discussions ▪ Unexplained illness ▪ Increased absenteeism ▪ Low productivity ▪ Low morale and motivation	▪ Insufficient information about impact to departments, workflow, staffing ▪ Insufficient information provided by the business and/or project	▪ 100% of staff can articulate the impact to the departments, workflow, staffing ▪ 100% of staff can articulate the impact to them personally	▪ Communicate frequently, create transparency ▪ Communicate departmental plans ▪ Provide feedback mechanisms ▪ Provide coping mechanisms ▪ Involve HR (options, opportunities) ▪ Address job change (HR?)
Managers and/or staff may resist changing from manual methods to automated system	▪ Active or passive disruption ▪ Refusal to change ▪ Try to use work arounds	▪ May have insufficient information about how the system works ▪ May have concerns about "Big Brother" ▪ May never have used a computer; may have concerns about computer skills ▪ May have concerns about relying on computers to capture their work	▪ 100% of managers and staff can articulate the vision ▪ 100% of managers and staff know WIIFM ▪ 100% of managers and staff sufficiently and appropriately trained ▪ 100% of managers and staff can demonstrate skills – post-training	▪ Communicate the business case, vision, why we need to change, What's In It for Me (WIIFM), consequences of status quo ▪ Recognize and acknowledge concerns ▪ Demo the system ▪ Provide role-appropriate training on the system ▪ Post-implementation support ▪ Modules A/V system use to promote it ▪ Test training skills ▪ Communicate that using the system is the only way activities will be counted ▪ Use dual methods for one month and match them against each other ▪ Develop change agents from UAT testers group – promote change agents in Webinars, communications
Managers and/or staff may not believe that automation will work or be implemented	▪ Demonstrated disbelief or skepticism ▪ Point out deficiencies of new methods ▪ Communicate strengths/benefits of current methods ▪ Make attempts to maintain status quo through persuasion, influence, etc.	▪ May have insufficient information about how the system works ▪ May have experienced other product failures or "flavor of the month" initiatives	▪ 100% of managers and employees articulate and believe in the change ▪ 100% of managers and staff demonstrate positive change behaviors ▪ ▪	▪ Communicate other organizations' experiences with the tools ▪ Demo the system ▪ Acknowledge past issues with this and other implementations ▪ Publicize testimonials, ▪ Develop change agents from UAT testers group