Community Legal Centres Queensland

Introduction to Change Management in Technology Transitions

1. Three Phase Process for Change

Change can be challenging, particularly when transitioning to new technology or systems. The Prosci 3-Phase Process provides a structured approach to navigate this journey effectively. It guides organisations through preparing for change, managing the transition, and sustaining outcomes, ensuring a smooth and successful transformation.

Prepare Approach (1)	Manage Change (2)	Sustain Outcomes (3)
In this initial phase, organisations define their change strategy, identify key stakeholders, and build a strong change management team.	This stage focuses on implementing change activities, supporting staff through the transition, and monitoring progress.	The final phase ensures that the desired change sticks by reinforcing new behaviours and continuously assessing progress.
✓ **Define Success**: What are we trying to achieve? ✓ **Define Impact**: Who has to do their jobs differently and how? ✓ **Define Approach**: What will it take to achieve success	✓ **Plan and Act**: What will we do to prepare, equip and support? ✓ **Track Performance**: How are we doing? ✓ **Adapt Actions**: What adjustments do we need?	✓ **Review Performance**: Where are we? Are we done? ✓ **Activate Sustainment**: What is needed to ensure change sticks? ✓ **Transfer Ownership**: Who will assume ownership and sustain outcomes?
Tip: Develop a detailed plan that aligns with organisational goals and prioritise stakeholder engagement to foster early buy-in.	**Tip**: Provide timely training and communication to ensure stakeholders understand the benefits of the change and feel supported during the process.	**Tip**: Collect feedback to refine processes, celebrate quick wins to maintain motivation, and establish accountability for long-term success.

2. Best Practices in Change Management

Here, you'll find key concepts and strategies to effectively engage stakeholders, communicate changes, provide targeted training, and establish continuous feedback channels to ensure a smooth and collaborative transition.

	Stakeholder Management	Effective Communication	Training and Support	Feedback and Adaption
Description	Stakeholder management involves identifying, analysing and engaging with the various individuals, groups, or organisations that have an interest or influence in the change process.	Effective communication is crucial in managing change, particularly in ensuring that all stakeholders are informed, engaged, and aligned with the change objectives	Training and support are supporting components of any change, that equip employees with the necessary skills and knowledge to adapt to new technologies and processes.	Feedback and adaption involve gathering and responding to staff input, refining change practices based on continuous evaluation, and communicating how feedback shapes improvements.
Key Activities	✓ Identify key players and assess their role in the change process ✓ Foster relationships and commitment via interactive sessions and consistent updates ✓ Gather and use feedback to shape the change strategy	✓ Craft a clear communication plan specifying the what, who, how, and when ✓ Keep language straightforward for universal comprehension ✓ Tailor communication tactics to suit stakeholder needs and preferences	✓ Pinpoint training requirements per user group and create relevant programs ✓ Provide varied training approaches to suit different learning styles ✓ Ensure availability of continuous support mechanisms	✓ Set up systems for collecting and responding to staff input ✓ Continuously evaluate feedback to refine the change process ✓ Communicate how feedback contributes to change and improvements

Understanding Your Organisational Needs and Requirements Gathering

1. Focus Groups & Interviews

Focus groups and interviews should be conducted across various departments to pinpoint existing challenges and desired functionalities. During these sessions, participants can utilise the STAR Method to ensure structured and thorough communication of experiences and needs. *Tips: Schedule ample time, make it interactive, take detailed notes*

STAR Method	What should you describe?	What should be highlighted?
1. Situation	1. Describe the situation you were in	Scenario, Entry/Exit Criteria, Background details
2. Task	2. Describe the task you had to do	Challenges, Constraints, Due Dates
3. Action	3. Describe the action you took	Teamwork, Leadership, Initiative
4. Result	4. Describe the outcome of actions	Objective, Outcomes, Improvements

2. Survey Distribution

This section outlines best practices for designing and distributing surveys to effectively gather requirements for new technology solutions. This approach ensures comprehensive feedback from all relevant parties.

Question Types

Rating	Ranking	Open Ended
"On a scale of 1-5, how satisfied are you with the current system"	"List your top three issues or desired improvements" –	"What process or task do your frequency struggle with?"

Survey Distribution Best Practices

✓ Distribute surveys via email to all staff and stakeholders impacted by the new technology.
✓ Encourage participation by offering incentives, such as prize drawings.
✓ Provide ample time, typically 2-3 weeks, for all participants to submit their responses.

3. Process Mapping

During and after any requirement or broader information gathering activities, creating process maps can be an effective way to visualise current workflows and identify how they will be impacted by organisational change. Process mapping is valuable as it lays a clear foundation for new system implementation, ensuring targeted and effective changes, identifying improvement areas, and smoothing the organisation's transition to new technologies.

Process Mapping Essentials

✓ **Use of Diagrams**: Employ swimlane diagrams to clearly depict roles, tasks, and transitions between different parts of the organisation.
✓ **Identify Inefficiencies**: Carefully note any areas of complexity, duplicative work, or bottlenecks that could be streamlined.
✓ **Impact Analysis**: Highlight sections of the process that will be most affected by the implementation of the new system.
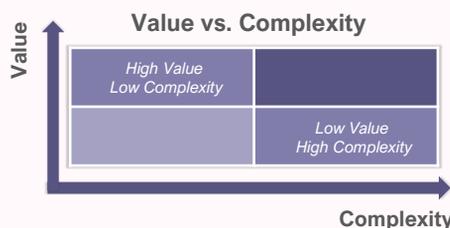
Approach to Mapping

✓ **Engage with Experts:** Collaborate with individuals who are thoroughly familiar with the existing processes to ensure accuracy.
✓ **Visual Tools:** Utilise visual tools like sample process map diagrams to provide a clear, illustrative understanding of how processes run and interconnect.

4. Prioritisation Framework

Once requirement gathering activities have been completed, the organisation should assess the proposed requirements and score based their alignment to organisational needs, goals and strategic objectives.

Prioritisation Best Practices

✓ Consolidate gathered requirements and prioritise based on organisational goals and strategic objectives
✓ Ensure alignment with legal centre's mission, vision, and values
✓ Consider feasibility, impact, and urgency when ranking requirements

Value vs. Complexity

Value

| High Value Low Complexity | |
| | Low Value High Complexity |

Complexity

Basic Planning and Scheduling for Change

1. Establish a Schedule

Creating a schedule is fundamental to the success of any change initiative. Schedules are important in coordinating activities, allocating resources effectively, and maintaining momentum throughout the change process.

Objectives of Scheduling

✓ **Tracking Progress**: Track activities against planned objectives to ensure the project remains on track.
✓ **Resource Management**: Efficient allocation of resources
✓ **Risk Mitigation**: Proactively identifying potential delays or conflicts and allowing for timely adjustments in plans.

Establish a Scheduling Practices

✓ **Define and Sequence Tasks:** Identify all necessary activities for the change process and determine their logical order, considering dependencies to ensure smooth progression.
✓ **Allocate Resources and Timeframes:** Assign team members based on their skills and availability and set realistic deadlines for each task to manage time and resources efficiently.
✓ **Continuous Review**: Regularly assess the schedule against project developments, adjusting plans as needed to accommodate changes and maintain alignment with project goals.

2. Migration Timeline Phases

This section details an example migration timeline divided into phases, each a defined stage that systematically guides the transition to new software. Each phase includes essential steps and activities for a seamless progression from planning to post-implementation review. Note: *Phases may differ depending on the project scope.*

1. Planning	2. Setup	3. Training	4. Go-Live	5. Hypercare
✓ Conduct stakeholder meetings to define the project scope and assemble the project team. ✓ Initiate the requirements gathering to outline system needs and user requirements.	✓ Procure and install software, configure according to requirements, and develop a data migration plan. ✓ Perform system integration testing to ensure compatibility with existing systems.	✓ Develop and customise training materials based on user roles; conduct training sessions including refresher courses on advanced features. ✓ Schedule and conduct training sessions for end users.	✓ Finalise data migration, validate data, and execute deployment with contingency plans in place. ✓ Communicate go-live date and expectations to stakeholders and end users	✓ Monitor system performance, address user-reported issues, and implement necessary software updates. ✓ Conduct a post-implementation review to assess project success and gather lessons learned.

3. Key Milestones

Key milestones are crucial checkpoints in any schedule, ensuring alignment with the project timeline, tracking progress, and facilitating effective communication and coordination among stakeholders.

Milestone Management Practices

✓ **Strategic Placement:** Set milestones at critical points in the project to signify significant achievements and serve as progress checkpoints.
✓ **Governance Meetings:** Conduct regular reviews around each milestone to assess achievements, resolve issues, and realign the project plan, as necessary.

4. Project Team Alignment

Project team alignment is essential for the success of the migration project as it drives task execution, issue resolution, and progress across phases, ensuring alignment with project objectives and timelines.

Project Alignment Practices

✓ **Regular Schedule Reviews**: Hold frequent meetings to update the team and adjust timelines as needed.
✓ **Transparent Communication Tools**: Use accessible project management software to maintain clear visibility of schedules.
✓ **Clear Roles and Responsibilities:** Define and communicate each member's tasks clearly to avoid overlap and ensure efficiency.

Training and Support Strategies

1. Training Best Practices

An engaging training approach enhances learning outcomes by incorporating group discussions, hands-on activities, and practical demonstrations. This dynamic method fosters collaboration, suits various learning styles, and improves retention, empowering users to confidently apply their skills and contribute to organisational success.

- In-person classroom encouraged for improved engagement, but virtual options for remote staff
- Build training with VILT (virtual instructor-led) components
- Use actual examples from your organisation for test cases, data, and document samples
- Record sessions for self-paced refreshers and future training, upload and make available for easy access
- Dedicated training request/feedback channel for continuous improvement and additional support

2. Tiered Training Program

A three-stage model may be an effective approach to your training needs. Each stage is designed to progressively build the competency of users, ensuring they receive tailored training that meets their specific needs and enhances their skills effectively.

Train-the-Trainer	Role-Based Training	Deep Dive Modules	Tiered Training Tips
✓ Identify SMEs with deep system knowledge ✓ Train them on system fundamentals and effective teaching ✓ Provide resources for confident training and support ✓ Foster collaboration for enhanced program effectiveness	✓ Group users by roles and responsibilities ✓ Develop customised curricula with real-world scenarios ✓ Implement engaging, interactive sessions ✓ Offer ongoing support and guidance	✓ Offer advanced modules beyond basic training ✓ Provide in-depth knowledge and skills ✓ Open to interested users for continuous learning ✓ Promote ongoing professional development	✓ Begin with SME training for effective knowledge dissemination ✓ Tailor role-based training for specific job requirements ✓ Encourage continuous learning with advanced modules ✓ Incorporate feedback at each stage to refine approach, ensuring training is effective.

3. Support Channels & Resources

Ensure there are various support channels and resources available to staff post-training. It is important to provide ongoing support through dedicated helpdesks, online resources, and peer support systems to assist staff in applying new skills and addressing any challenges.

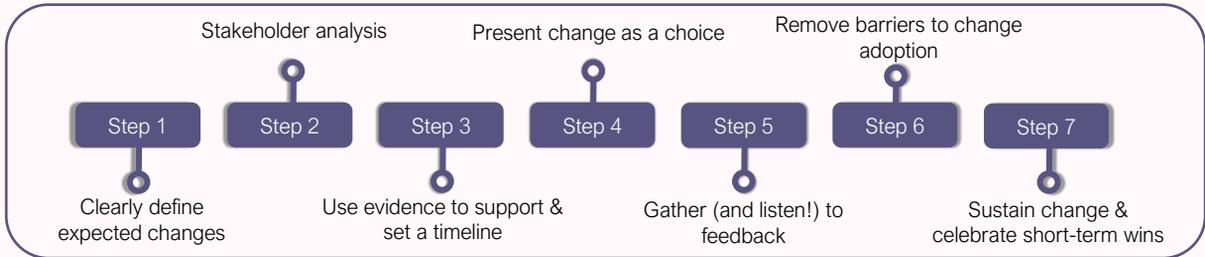| 1. Situation	✓ Establish a dedicated helpdesk staffed by knowledgeable SMEs to provide timely assistance and resolution to user inquiries and issues ✓ Implement an efficient issue reporting system to streamline the process of logging and tracking support requests
2. Task	✓ Develop a centralised repository of support resources, including guides, FAQs, and instructional videos, accessible to all users ✓ Ensure the knowledge base is user-friendly and easily searchable, enabling users to quickly find solutions to common problems or questions
3. Action	✓ Define clear communicational channels and escalation procedures for engaging with external vendors for technical support ✓ Establish Service Level Agreements (SLAs) to ensure prompt resolution of complex issues and minimise disruptions to operations

Managing Change and Overcoming Resistance

1. Encouraging Adoption of Change

This section explores how Nudge Theory can be applied to gently steer employees towards embracing new practices without force. It focuses on subtle influences that encourage voluntary and sustainable change within the organisation

Nudge Theory

| Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 |

- Step 2: Stakeholder analysis
- Step 4: Present change as a choice
- Step 6: Remove barriers to change adoption
- Step 1: Clearly define expected changes
- Step 3: Use evidence to support & set a timeline
- Step 5: Gather (and listen!) to feedback
- Step 7: Sustain change & celebrate short-term wins

Using the Nudge Theory

- ✓ **Define the Nudge**: Create subtle prompts that encourage users towards the desired behaviour without force
- ✓ **Understand the Audience**: Grasp the underlying motivations and barriers of the group
- ✓ **Create the Environment**: Design settings that make desired choices easier to follow
- ✓ **Iterate and Refine**: Continuously improve nudges based on feedback and behaviour observed.

2. Embracing the Transition

Leveraging Bridges' Transition Model, this section provides insights on managing transitions rather than just changes. It discusses how to guide employees through the ending, losing, and letting go process and progressively lead them towards new beginnings effectively.

The Bridges Transition

Endings	Neutral Zone	New Beginnings
	Support the ending: Assist staff in letting go of the old system	
Recognise the signs: Look for hidden concerns beneath the surface		**Promote new beginnings**: Foster acceptance and ownership of new technologies

Transition Tips

- ✓ Host workshops to discuss the impact of legal changes
- ✓ Train staff during the Neutral Zone on new legal technologies
- ✓ Launch initiatives that embody new legal services to the community

3. Navigating Emotional Reactions

Addressing the emotional journey of change, this section utilises the Kübler-Ross Change Curve to understand and manage employee emotions during transitions. It outlines strategies for supporting staff through the stages of denial, anger, bargaining, depression, and acceptance.

The Kubler-Ross Change Curve

Productivity (vertical axis) vs Time (horizontal axis)

- Shock & Denial
- Anger
- Bargaining
- Depression
- Acceptance
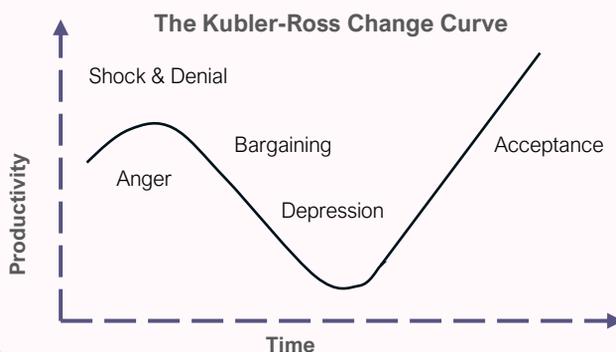
How to Navigate Different Emotions

- • **Shock & Denial:** Keep information flowing to counteract shock and denial
- • **Frustration & Depression:** Provide support structures and open communication channels
- • **Experimentation:** Foster a safe space for experimentation within the new system
- • **Decision & Integration:** Highlight the benefits and successes to guide decisions towards acceptance

Measuring Success and Continuous Improvement

1. Balanced Scorecard Approach

The Balanced Scorecard approach provides a comprehensive overview of organisational performance, aligns technology initiatives with broader strategic objectives, and facilitates better resource allocation by identifying performance gaps.

Customer Metrics
✓ Satisfaction levels
✓ Service accessibility
✓ Client feedback

Internal Processes
✓ Efficiency of case management systems
✓ Document handling times

Financial Metrics
✓ Budget adherence
✓ ROI of technology investments
✓ Reduced BAU costs

Learning and Growth
✓ Employee adaptability to new software
✓ Training completion rates

✓ Update scorecards regularly to align with changing priorities and external factors.
✓ Incorporate short-term and long-term metrics to monitor progress effectively.
✓ Include financial and non-financial measures to provide a comprehensive view of performance.
✓ Engage key stakeholders in scorecard development to ensure alignment with organisational goals.

2. Key Performance Indicators (KPIs)

KPIs provide targeted measurements for specific technology aspects, offering data to track progress and inform decisions, while identifying which initiatives to enhance or correct.

S	Specific	Define goals clearly with detailed expectations
M	Measurable	Set criteria to track progress with quantifiable metrics
A	Achievable	Ensure goals are realistic and attainable with available resources
R	Relevant	Align goals with broader organisational objectives to ensure they are worthwhile
T	Time-framed	Specify deadlines to establish a clear timeline for achieving goals

✓ Define clear, specific KPIs like system uptime, user error rates, and client case throughput.
✓ Ensure KPIs align with the SMART model (Specific, Measurable, Achievable, Relevant, Time-bound).
✓ Outline methods for setting & reviewing KPI targets.
✓ Regularly assess and refine KPIs to maintain alignment with organisational goals.
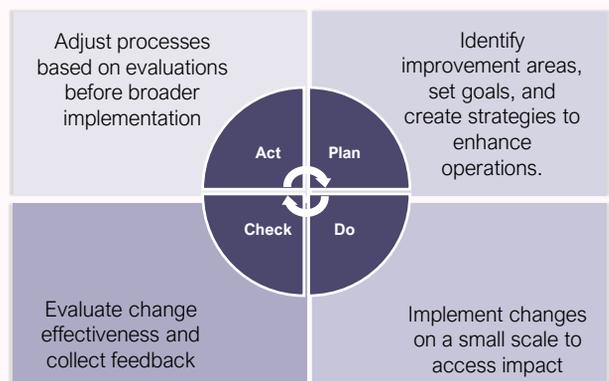
3. Feedback Loops

Feedback loops promote a culture of continuous in community legal centres, enhancing staff buy-in, providing real-time insights on technology use, and enabling quick strategy adjustments based on stakeholder input.

Gather Feedback

Analyse Feedback

Act on Insights

✓ Establish structured feedback processes to collect insights regularly from all users.
✓ Leverage technology like automated survey tools to capture real-time feedback.
✓ Analyse and categorise feedback to identify recurring themes and prioritise improvements.
✓ Share how feedback is used to drive changes to maintain transparency.

4. Continuous Process Optimisation

Adjust processes based on evaluations before broader implementation

Identify improvement areas, set goals, and create strategies to enhance operations.

Act | Plan
Check | Do

Evaluate change effectiveness and collect feedback

Implement changes on a small scale to access impact

– **Optimise workflows**: regularly review and streamline operational processes to increase efficiency and reduce redundancies
– **Technology optimisation**: continuously evaluate and upgrade technological tools to ensure they meet the dynamic needs of the legal centre.
– **Service enhancement**: constantly refine client service strategies to enhance satisfaction and outcomes, adapting to client feedback and changing legal requirements

Managing Risks and Issues In Technology Projects

1. Risk Management

Identify potential risks that may impact project success and classify them to prioritise mitigation strategies. When determining the approach to resolve an issue it can be helpful to classify issues on two different metrics, Impact and Likelihood. Below is an example framework for classifying Impact and Likelihood.

Risk Impact determines the severity of consequences on the Project.

Example Impact

Impact	Description	Budget	Schedule
Severe	Would stop achievement of goals/ business objectives of the Project	Over 50%	Over 6 months
Major	Would threaten functional objectives and major disruptions to business objectives of the Project	Over 20%	Up to 6 months
Moderate	A key deliverable is achievable, but quality diminished substantially	Over 10%	Up to 3 months
Minor	A key deliverable is achievable, but quality diminished slightly	Over 5%	Up to 1 month
Insignificant	Little to no impact on project deliverables	Within 5%	Up to 2 weeks

Risk Likelihood determines the probability that the risk will occur during the Project.

Likelihood	Description
Almost Certain	Above 95% probability, **Expected** to occur
Likely	Above 70% probability, **More likely** than not to occur
Possible	Between 30%-70% probability, **Equally likely** to occur than not
Unlikely	Below 30% probability, **More unlikely** than not to occur
Rare	Below 5% probability, **Not expected** to occur

Managing Risks

- ✓ **Identify:** Proactively identify potential risks associated with the technology change, such as data migration issues, BAU adoption, stakeholder sentiment or training gaps
- ✓ **Analyse:** Assess the likelihood and impact of each risk. Use tools like risk matrices to prioritise and manage more effectively
- ✓ **Mitigate:** Develop strategies to reduce the probability and impact of risks.
- ✓ **Ownership**: Assign a Risk owner who can be responsible for monitoring and mitigating the risk
- ✓ **Monitor**: Set up regular revies to monitor risk levels, adapting mitigation strategies as needed
- ✓ **Escalate:** Ensure channels are available for escalating Risks that may become issues.

2. Issue Management

Recognise current issues affecting the project and classify them to guide timely resolution. When determining the approach to resolve an issue it can be helpful to classify issues on two different metrics, Severity and Priority.

Issue Severity determines the impact of the issue on the Project.

Severity	Description
L1. Severe	Project is unable to proceed as planned
L2. Major	Impact exceeds project tolerances
L3. Moderate	Noticeable impact but remains within project tolerances
L4. Minor	Little impact and should not affect the baseline

Issue Priority determines the urgency and order of which the issue must be resolved by.

Priority	Description
P1. Critical	Issue requires immediate resolution for the Program to proceed
P2. High	Issue needs to be addressed relatively quickly, and is to be resolved within the sprint cycle to remain on track
P3. Medium	Issue needs to be addressed after all P1/P2 issues are resolved. Resolution could be addressed during sprint cycle.
P4. Low	Issue needs to be addressed, but can wait until more pressing issues are resolved

Managing Issues

- ✓ **Log:** Keep a detailed log of all issues that could affect the project, specifying the nature, severity, and the owner of the issue
- ✓ **Ownership**: Assign a issue owner who can be responsible for monitoring and managing the issue
- ✓ **Resolve:** Assign clear responsibilities for each issue and set deadlines for resolution
- ✓ **Review**: Hold frequent review meetings to ensure issues are being addressed and to evaluate the effectiveness of solutions