

# Does It Really Matter?

How we used Regression & Correlation Analysis to secure the support and sponsorship of leaders through change.



# Regression To Identify If There Are Relationships

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10

Out of 48 questions

- I am appropriately involved in decisions that affect my work.
- My manager speaks openly and honestly, even when the news is bad.
- I feel comfortable reporting unethical behavior/practices without concern for retaliation.
- Senior management demonstrates ethical practices are as important as business success.
- I can clearly explain to others the company's strategy.
- Significant changes in my organization are communicated clearly and concisely to employees.
- My team has a clear understanding of our customers' needs.
- My manager is committed to treating all employees equitably.
- The company is making the changes necessary to compete effectively.
- Processes and procedures allow me to effectively meet my customers' needs.

# Correlation To Understand Strength Of Relationship

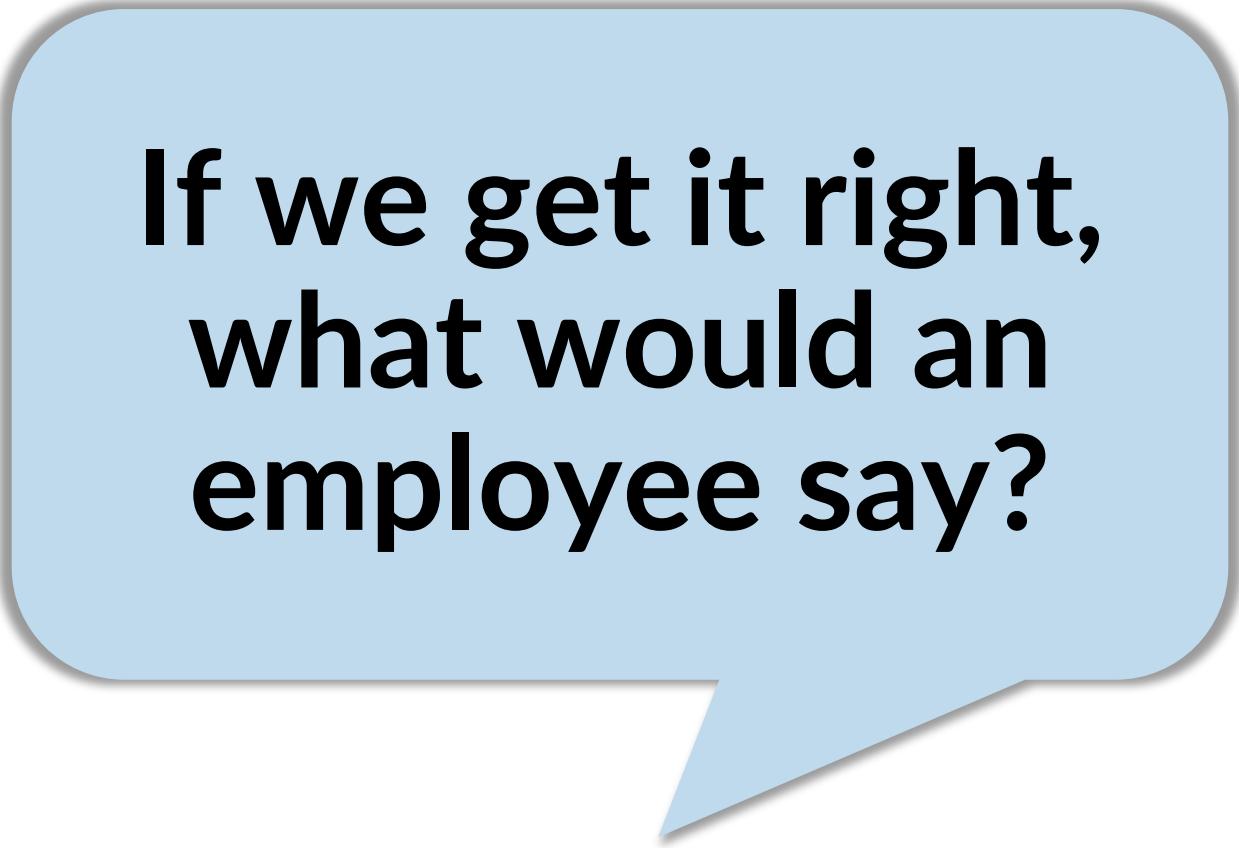
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1. I can clearly explain to others the company's strategy.
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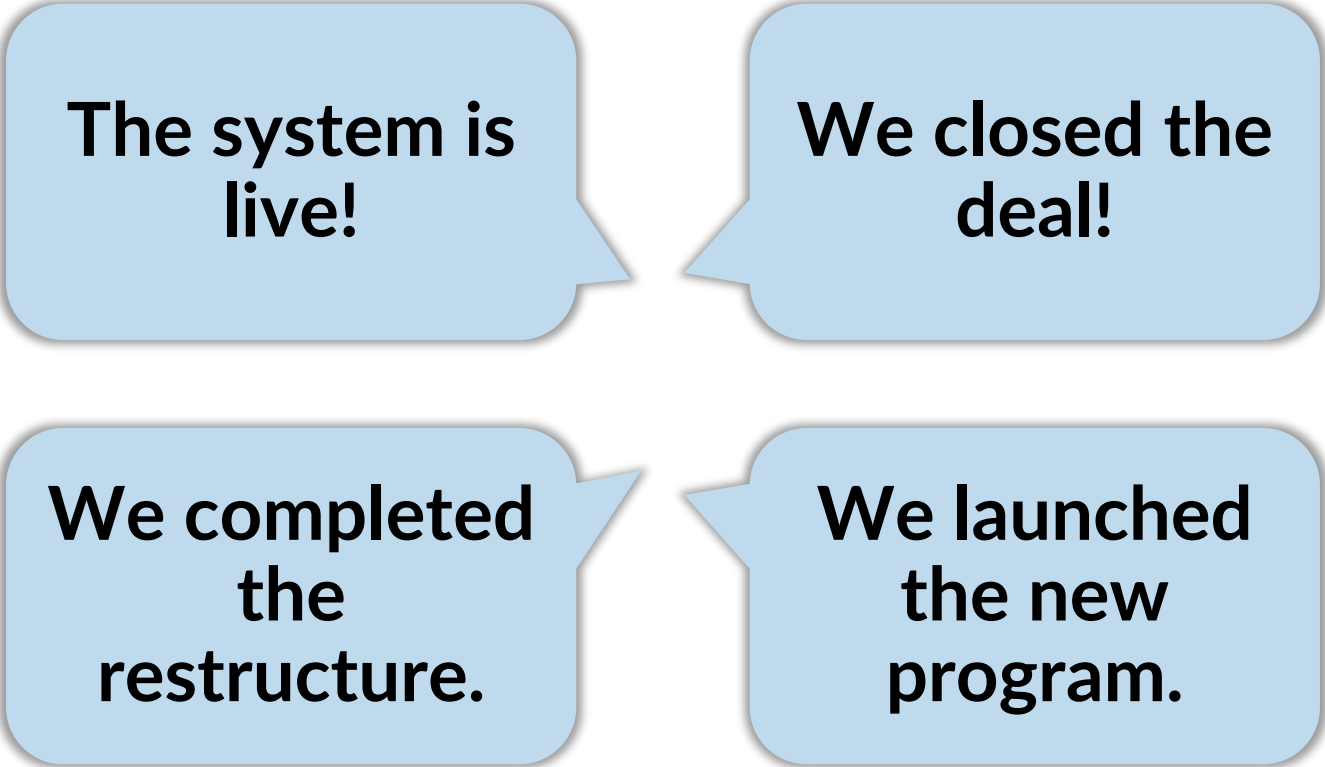


# The Ex-factor of Change

How an “oh c!@p” moment turned into an “ah-ha” moment and led to defining a new way to design, build and manage change programs.



**If we get it right,  
what would an  
employee say?**




**The system is  
live!**


**We closed the  
deal!**

**We completed  
the  
restructure.**

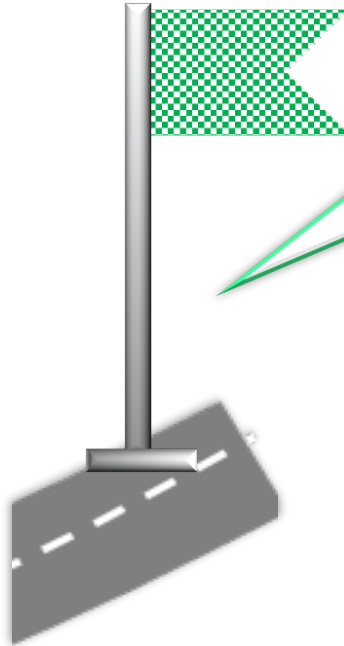
**We launched  
the new  
program.**



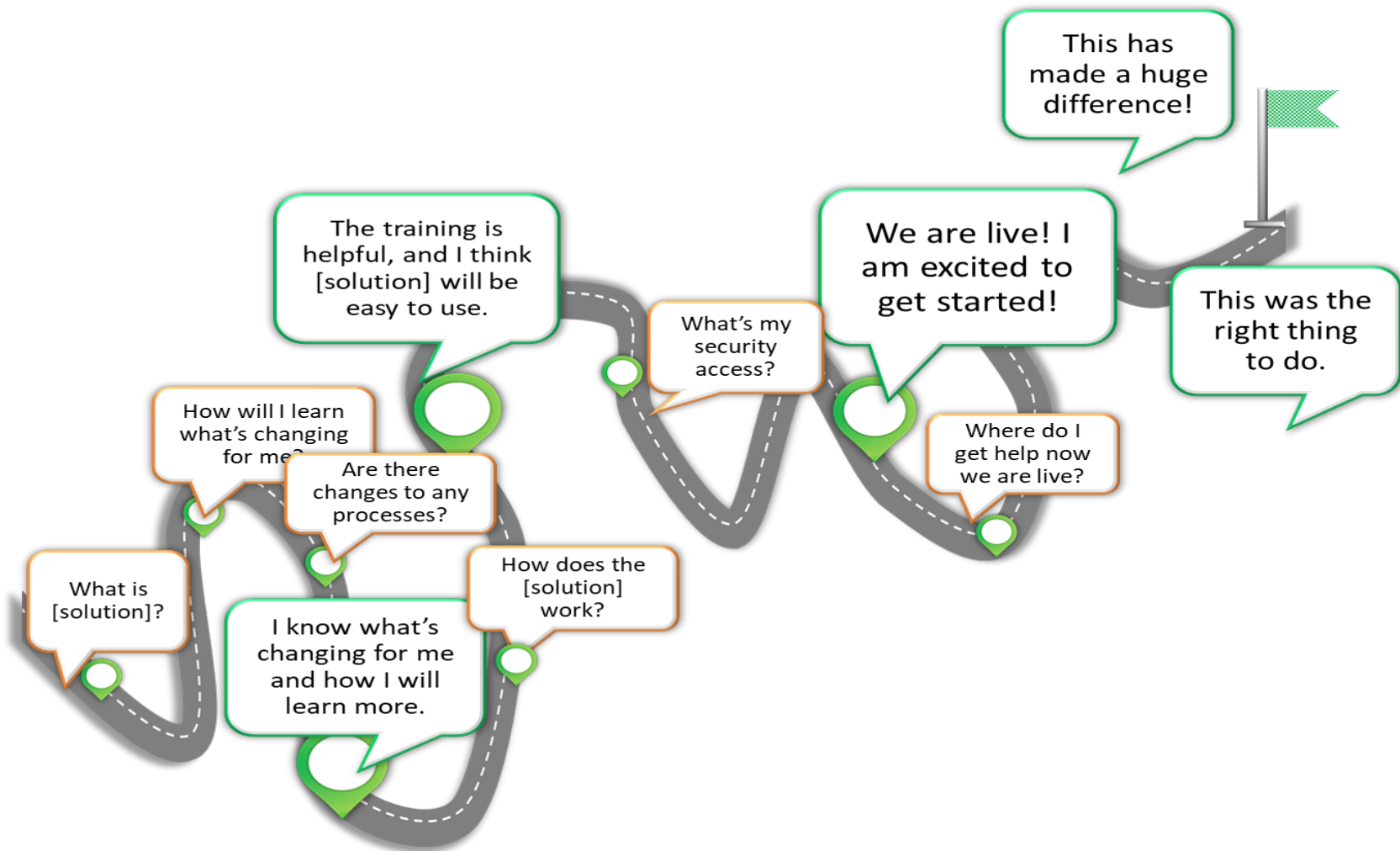
The system is  
live!



We are live! It  
was easy to  
access.







	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am aware of [change] and what it means for my team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know how [change] impacts my role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The training I attended has helped me get ready for the change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am excited for [change] to launch.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It was easy to get started with [change].	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know where to go for help, should I need it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This [change] has made it easier for me to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Data Gathering Techniques

How we gather data to support design, build and delivery of change experience programs.

## Focus Groups

More intimate conversations; ability to dig deeper into opinions.



## Online Survey

Ability to gather data from larger audience; increased volume of data and insights.



## What we learned from our data ...

### Communications

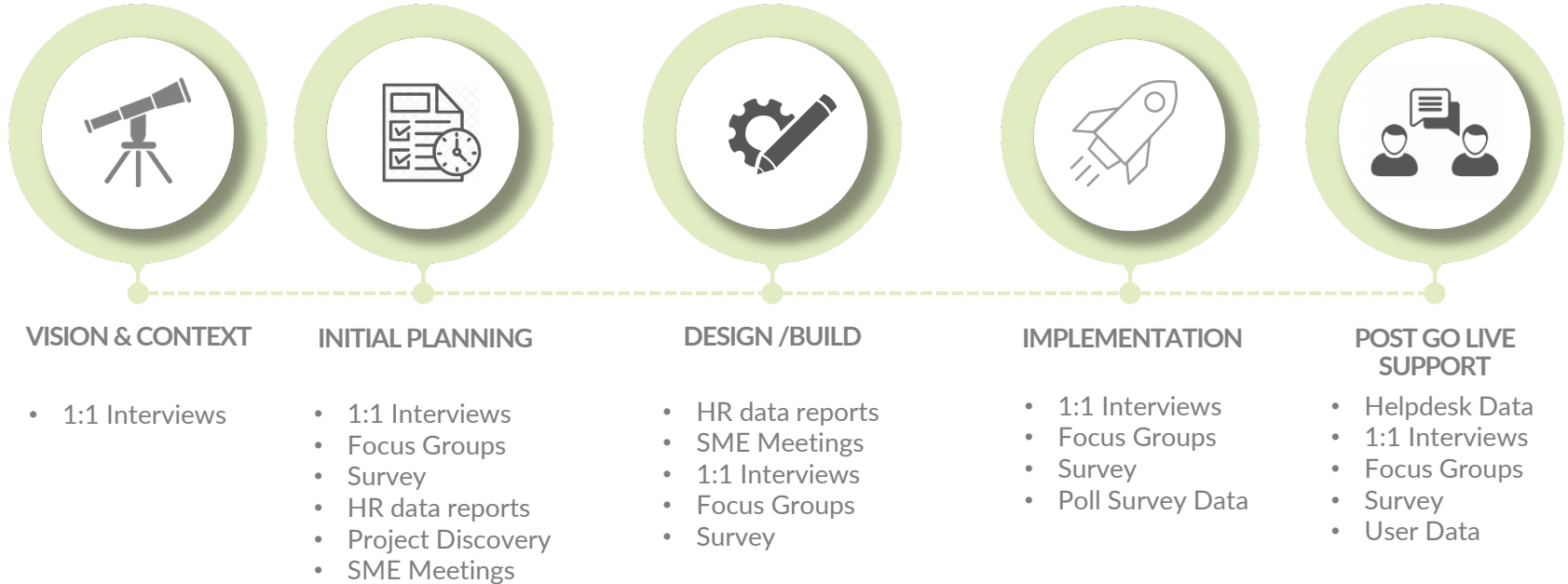
- Communicate through more personal means
- Provide talking points, and content I can use in my team meetings
- Make communication relevant – I don't need lots of it, just what's relevant
- Help me understand what I need to do with the communication

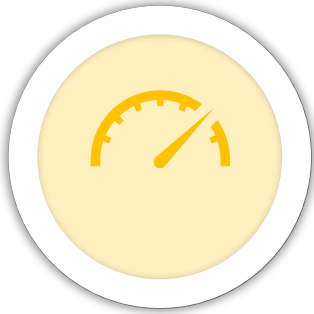
### Positioning

- Keep lines of communication open
- Share information promptly and in advance
- Make sure I am informed before my team, so that when I am in front of my team they have confidence in me
- Help me manage my team's reactions and behaviors during change

# Change Experience Phases

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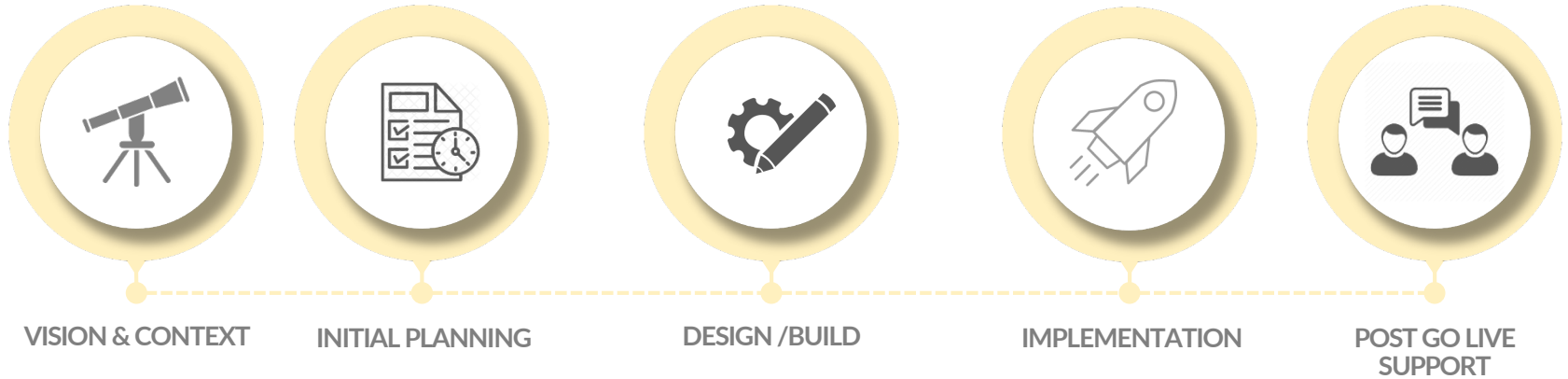
# Measuring The Experience

How measuring the experience and providing objective data can help get to the root cause of the challenges associated with change.

*not always*  
It's the training or  
communications.

And you need data to have this conversation!!

# Change Experience Phases



## Change Experience Program Metrics

Solution Metrics

Success Metrics



Category	Metric	Description	Measurement Tool	Example Questions	Other Data to Consider
Readiness	% of stakeholders ready and excited to go live	Percentage of employees, who report being excited and able to adopt changes at go-live	<p>Survey (distributed via email, with reminders sent); features standardized questions</p> <p>Also consider:</p> <p>Focus Groups Interviews</p>	<ul style="list-style-type: none"> <li>• I am aware of [change]</li> <li>• I believe that [change] will make it [benefits]</li> <li>• I know when we will go live with [change]</li> <li>• I know how [change] impacts my role</li> <li>• I have received information about training available to help me get ready for [change]</li> <li>• My leaders are support of [change]</li> <li>• My manager has talked about [change] and what this means for our team.</li> <li>• My manager is working with me to ensure that I complete the training to get ready for [change]</li> <li>• I am scheduled to complete training to get ready for [change]</li> <li>• I have completed training to get ready for [change]</li> <li>• The training I attended has helped me prepare for [change].</li> <li>• I know what support is in place to help adopt [change]</li> <li>• <b>I am ready to go live with [change]</b></li> <li>• If you are not ready, please tell us what you need to get ready.</li> </ul>	Support Center Visits User Data, e.g., system access
Adoption Experience	% of stakeholders in agreement with experience statements	Percentage of employees, who report positively that the defined initiative experience has been achieved following go-live	<p>Monthly Survey (distributed via email); features standardized set of questions</p> <p>Also consider:</p> <p>Focus Groups Interviews</p>	<ul style="list-style-type: none"> <li>• [Experience Statements, e.g., This [change] has [insert benefits, This was the right thing for the company to do]</li> <li>• When did you first start using [change]?</li> <li>• My leaders are support of [change]</li> <li>• Have you fully adopted [change] into your role/work tasks? If no, what has prevented you from doing this?</li> <li>• What has been your overall experience with [change] so far? If Not Good or Poor, what can we do to improve your experience?</li> <li>• Tell us about your experience with [change]. The more specific the better.</li> </ul>	Support Center Visits Help Desk Tickets User Data, e.g., system access



- Partner with your Employee Engagement/HR and Customer Satisfaction data teams to conduct analysis to determine relationship between engagement and satisfaction.



- Start every change initiative conversation with the question: If we get it right, what will they say?
- Map out the change experience journey to define key milestones through eyes of the employee. Use these as your success metrics for readiness and post-go live.



- Build data gathering into all stages of your change experience plan
- Explore different methods and sources of data to ensure you achieve your goals



- Establish and communicate change experience metrics as part of your initial Change Experience plan
- Include change experience success metrics as part of the overall initiative metrics scorecard