Breaking Boundaries
Bold Ideas and Fresh Perspectives
Using Organizational Change Management Principles to Create a Scalable OCM Methodology

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John Spurrell
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Today’s Learning Objectives

How to develop a new Organizational Change Management (OCM) Methodology and Framework that:

- Embraces the culture, requirements and obstacles of the organization
- Fosters collaboration with key business groups to gain leader support while breaking down functional silos
- Supports end-user adoption by addressing ‘quick wins’ and the immediate needs of the business
- Utilizes an assessment to help determine the level of OCM complexity to guide the approach, labor and tools required to support the change initiative
A business need was identified to create a standardized OCM Methodology

The business need

- Project benefits not fully realized
- Sustainability of initiatives was low
- Voice of the business not clearly understood

The approach

- Information gathering interviews with key stakeholders
- Workshops were held with participants from the key business groups
- A framework was developed that was flexible and clear
- 18 tools were selected to be developed
The eight focus areas of the OCM framework and methodology

1. Vision/Sponsorship
   - Outlines the project benefits and motivates impacted people to change - visible executive support is needed

2. Organizational Alignment
   - An overall approach that guides how the OCM Framework and Methodology will be applied for each initiative

3. Change Planning
   - Ensuring that the stated changes are adopted and benefits realized

4. Sustainability
   - Impacted people informed with consistent, timely, and accurate information aligned with project timing and messaging

5. Business Readiness
   - Assessing how ready the organization is for change, and addressing the readiness gaps

6. Training
   - Identifying, engaging and supporting impacted people to implement and sustain the change

7. Stakeholder Engagement
   - Understanding training needs and determine the approach to equip impacted people with the needed knowledge

8. Communications
   - Review of the organization structure, roles, hierarchy, skills and competencies
Change management principles guided our approach to developing the methodology.

- Fit with the culture of the organization
- Aligned with Project Management and Six Sigma methodology
- CIO had the initial vision and identified the need
- Briefed leadership committee near time of deployment to obtain support
- Ongoing training classes
- SharePoint repository of tools
- Designed the approach with representatives from key business groups
- Embedded in IT project checkpoint process
- Ongoing workshops and feedback sessions to validate the long-term needs of the business
- Communications plan detailing the development and deployment of the methodology
- Reviewed the project portfolio to prioritize the need for most critical initiatives
- Communications
- A robust approach to training and marketing the methodology across field sites and business
- Determining the key business units who would utilize the methodology first
- Identifying key individuals from these business units as change champions
The Result:
A customized OCM Playbook was developed

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<tbody>
<tr>
<td>General introduction to the Playbook, the objective and how content is organized.</td>
<td>Organizational Change Management overview including Key Change Principles.</td>
<td>Guidance on how to determine the complexity of a project and the extent of OCM support needed.</td>
<td>Information about the OCM Tools with descriptions and suggested use by project phase.</td>
<td>A section for each tool that includes a description, when, where and how the tool should be used, and a sample template.</td>
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A Complexity Survey was developed to determine project complexity and approach

**The OCM Complexity Survey:**
- Determines the change management complexity level of a project
- Provides guidance to the project of which OCM Tools should be used
- Helps develop the project’s customized Organizational Change strategy using designated tools
- Recommended to be used at the beginning of a project and involve key project team members

**Questions included:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tr>
<td>Is it important for <strong>leadership</strong> to effectively demonstrate support for this project for it to be fully successful?</td>
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<td>Will structured <strong>training</strong> be required for impacted business groups to successfully adopt project driven changes?</td>
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<td>Will effective and timely <strong>communications</strong> regarding this change be important? Is help needed?</td>
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<td>Is help needed to define <strong>KPIs/ Success Metrics</strong> to track the success of the change initiative?</td>
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<td>Will diverse <strong>stakeholder groups</strong> be impacted at a significant level as a result of this project?</td>
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<td>Is there a lack of <strong>available resources</strong> to successfully address the noted change challenges?</td>
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How complex is the Organizational Change component of the project?

- **Complex**
  - Extensive Organizational Change Management (OCM) support is needed
  - Suggested Tools: 
    - Remaining tools based on the unique scope and needs of the change initiative

- **Moderate**
  - Use of Marathon Oil OCM Tools from each of the primary Change Management Focus Areas is suggested
  - Suggested Tools: 
    - Change Management Strategy/ Plan
    - Change Challenge/ Risk Identification
    - Change Champion Network Strategy
    - Training Plan
    - Sustainability Checklist/ Assessment

- **Low**
  - Use of some OCM Tools is suggested
  - Suggested Tools: 
    - Vision/ Case for Change
    - Change Impact Assessment
    - Knowledge Transfer/ Capture
    - Training Needs Analysis

- **None/ Minimal**
  - Utilize some basic OCM Tools as needed
  - Suggested Tools: 
    - Stakeholder Analysis
    - Communications Strategy/ Plan
    - KPIs/ Success Metrics
<table>
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<tr>
<th>Vision/Sponsorship</th>
<th>Change Planning</th>
<th>Stakeholder Engagement</th>
<th>Business Readiness</th>
<th>Communications</th>
<th>Training</th>
<th>Sustainability</th>
<th>Organizational Alignment</th>
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<tbody>
<tr>
<td>Sponsorship/Governance Plan</td>
<td>Change Challenge/Risk Identification and Mitigation</td>
<td>Change Champion Network Strategy</td>
<td>Change Readiness Assessment</td>
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<td>Training Needs Analysis</td>
<td>Lessons Learned</td>
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<td>Leadership Alignment/Engagement Plan</td>
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<td>Adoption Plan and Execution</td>
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<td>Training Curriculum and Delivery Plan</td>
<td>Knowledge Transfer/Capture</td>
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<td>Sustainability Checklist/Assessment</td>
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Each tool included an overview guide with instructions and accelerator tool/ template.
Marathon Oil’s Organizational Change Management Framework across Project Management Lifecycle Phases

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<thead>
<tr>
<th>Plan</th>
<th>Define</th>
<th>Design</th>
<th>Build</th>
<th>Deploy</th>
<th>Sustain</th>
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<td>Vision/Case for Change</td>
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<td>Competency Assessment</td>
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<td>Training Strategy and Plan</td>
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<td>Training Development</td>
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<td>KPIs/ Success Metrics</td>
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<td>Training Deployment &amp; Post Assessment</td>
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Key:
Blue = Change and Leadership
Green = Stakeholder
Orange = Communication
Pink = Training
Yellow = Organizational and Knowledge
White = Activity (Tool N/A)
Developed a variety of channels to introduce methodology to the business:

- “Boot Camp” training provided to key resources across business units
- Training included a case study with exercises for application
- High level “The Basics” training sessions continue to be offered
- Quick reference guide developed with OCM Complexity Survey
- A web-based training was developed to provide a general overview
- SharePoint page developed with all tools and reference material
Key learnings in building our methodology

**Vision/ sponsorship**
**Approach:** Initiative was sponsored by CIO, but we also engaged key leaders from other business units
**Learning:** Ensure you have an executive level sponsor from the very beginning

**Change Planning**
**Approach:** We engaged business representatives to determine where the biggest gaps were in their project management and deployment. This information guided our methodology and tool development – it was important the framework be flexible for use with any change initiative, basic to complex.
**Learning:** Let the needs of the business shape your methodology and framework

**Stakeholder Engagement**
**Approach:** Selected representatives from key business units were involved from the beginning and were engaged throughout checkpoints and deployment
**Learning:** Gain buy-in by engaging your key stakeholders up front in the design and development of the methodology and tools – get a mix of cross-functional stakeholders involved
Key learnings in building our methodology

**Business Readiness**
**Approach:** We conducted interviews with key stakeholders across business units to understand the gaps in project deployment and key sustainability challenges. We built the framework and tools to specifically address those obstacles.
**Learning:** Build what the business needs!

**Sustainability**
**Approach:** We determined early in the process what was needed to ensure long-term use and sustainability and built that into the plan.
**Learning:** Don’t wait until “go live” to determine the sustainability plan – start thinking about it on day one.

**Organizational Alignment**
**Approach:** We referenced best practices, but tailored our methodology and framework to fit with the culture and size of the organization.
**Learning:** One size does not fit all - customize your methodology and tools to fit with your people, projects, and organizational culture.
Key Takeaways

- Align your approach with the organization’s culture - build the methodology to fit the size of the company

- Support collaboration by inviting leaders from key business units to be involved throughout development

- Embed the methodology into standard project management practices

- Ensure the tools and methodology are flexible to adjust to the changing needs of your industry and organization to support sustainability

- Continuously educate your workforce on the value of organizational change management
Cynthia Onstott

Cynthia Onstott is Manager of Organizational Change Management at Marathon Oil. Cynthia logs 20 years of experience leading change management initiatives for clients in the healthcare, automotive, aviation and oil & gas industries. She has partnered with HR, IT, Supply Chain, F&A and process improvement for enterprise change initiatives, service line business development, management and leadership programs, internal and external communications, labor relations and employee alignment, ERP and IT implementations, and M&A activities.

John Spurrell

John Spurrell is an Executive Director in the People Advisory Services practice of Ernst & Young LLP. He has over 15 years of advisory and industry experience with much of his time spent leading Organizational Change Management teams of major initiatives for large companies. He has a range of industry experience including energy, financial services, consumer products, high-tech, convenience retail and airline. John has extensive experience assisting global companies during major initiatives to develop effective change programs that includes assessing readiness and identifying potential obstacles that could impair implementation success.