



CHANGING LANDSCAPES

Key Strategies to Change Management

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Take-a-Ways

- 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 adapt 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

- Foundations – Pre-1990s
- On the Radar – 1990s
- Formalization – 2000s to Present
- Going Forward



Why Is Change Management Important to Government Procurement?

To ensure the **EFFICIENT** continuity of goods and services
provided to the public

Why Does Change Happen?

- A gap in a process or system has been identified.
- Process or system enhancements have become available.
- State/federal legislation or policy has changed.

Examples of Government Procurement Changes

- Legislative/organizational policy
- Vendor engagement
- Customer/end user engagement
- Commodity/service procurement 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

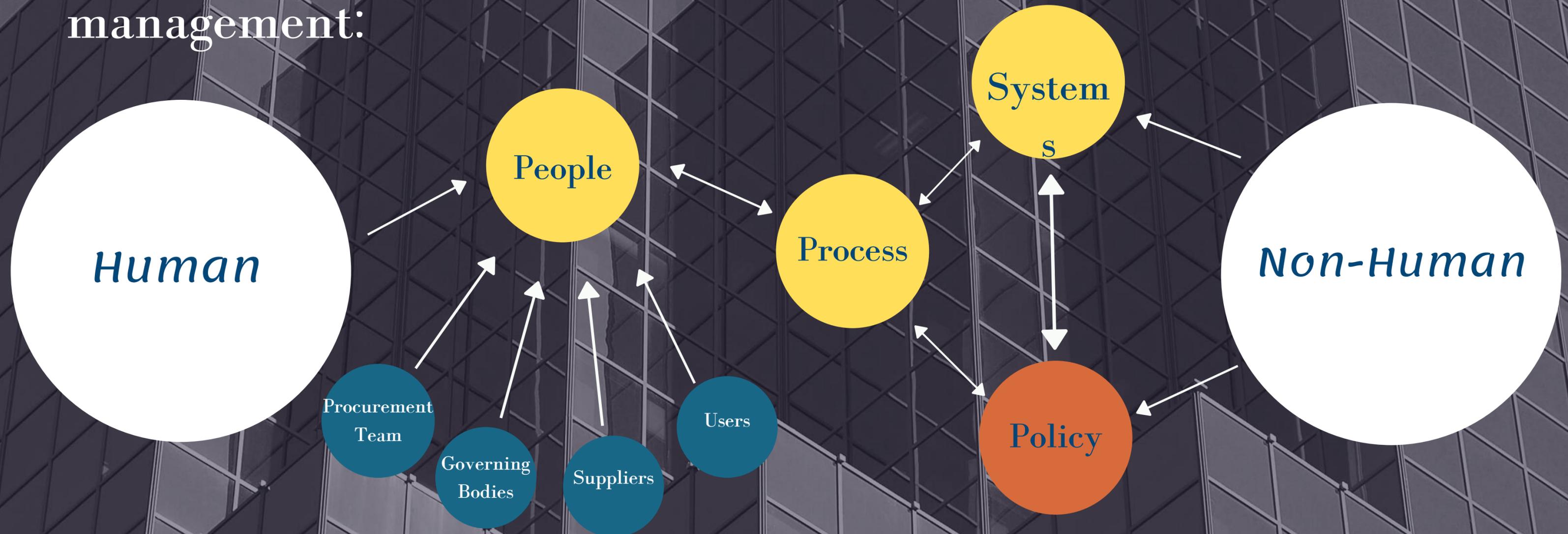
Human

B

Non-human

Two Primary Components in Change Management

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



CASE STUDY: COVID-19 BUSINESS CONTINUITY PLAN

PEOPLE

Adaption

POLICY

Local, State, and
Federal
Compliance

SYSTEMS

Acquisitions &
Updates

PROCESS

New and
Realignment

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 A 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

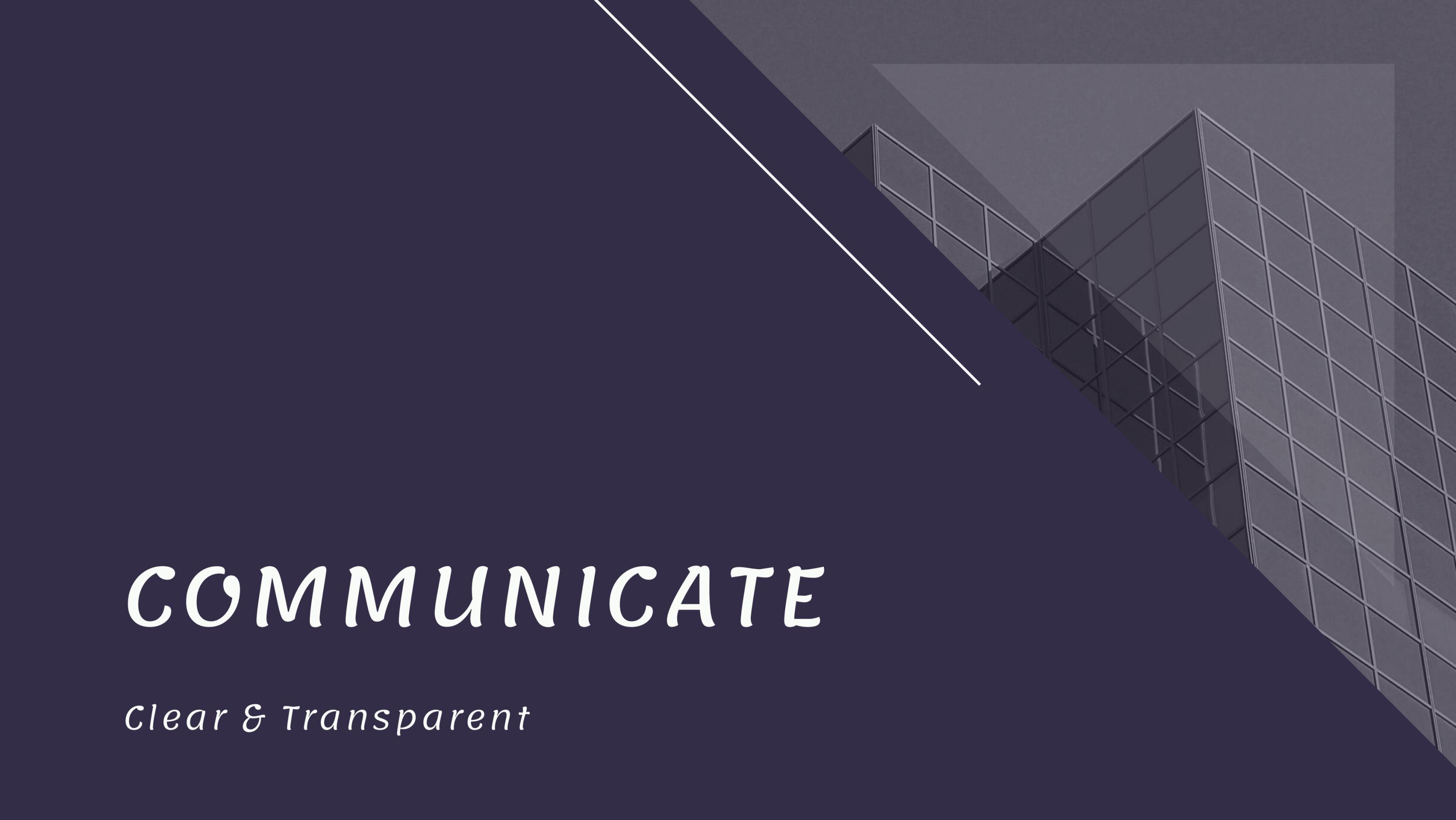
- Define a clear vision/scope of the plan
- Receive and integrate feedback from all stakeholders, where appropriate
- Use information from the assessment phase to define steps and actions of the plan
- Obtain appropriate levels of buy-in
- Define ownership
- Be consistent in the planning approach
- Set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

- Evaluate the success of the change:
 - Schedule
 - Quality
 - Cost
 - Stakeholder Satisfaction
 - Performance to Business Case
- Update comprehensive plan, as needed; especially if changes occurred during execution
- Report outcomes to stakeholders



COMMUNICATE

Clear & Transparent

Clear & Transparent

- Create a communication plan for every step of the process
 - 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 & Listen

Create a Safe Place & Listen

- Work to understand your team and stakeholders' point of view
- Acknowledge emotions
- Create an environment of openness to allow for open and fluid dialogue
- 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
 - Professional Colleagues
 - Academia/White Papers
 - Previous Professional Experience
 - Other

Poll #5

What are additional resources that can be helpful for change management?

We Are Listening!!

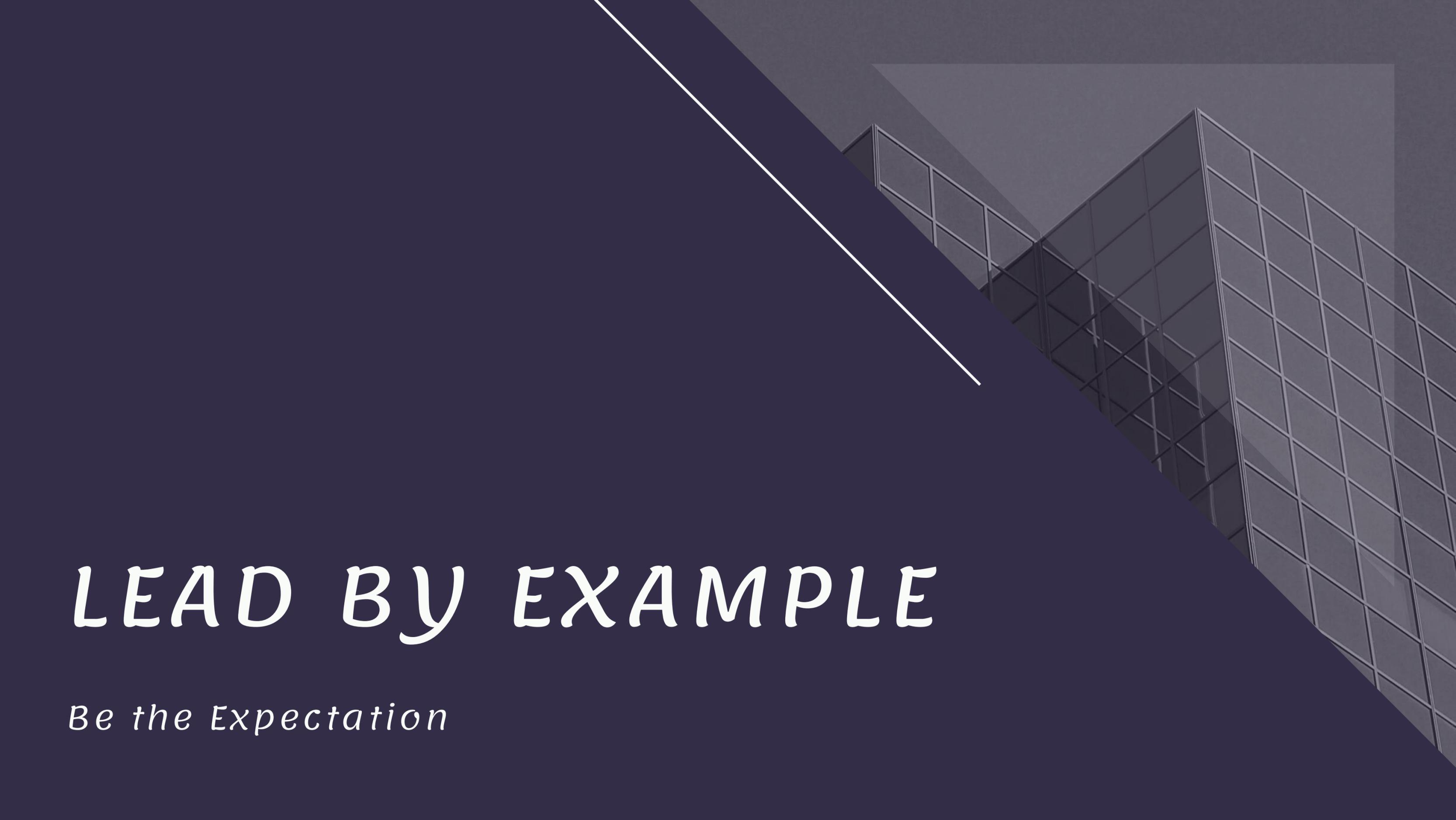


REMAIN OPTIMISTIC

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,  hardwork



CREATE SUCCESS

Win! Win! Win!

Win! Win! Win!

- Acknowledge success; big or small
- Celebrate with small gatherings (virtually if needed)
- Send 'thank you's
- Find ways to gift the key players in the change
- Acknowledge team input that added value

All of these
concepts work
together



Recap & Take-A-Ways

- What change management is and its history
- Why change management is important to key personnel and government procurement
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QUESTIONS?

**“YOU CANNOT STUMBLE
UPON GREATNESS; YOU
WALK UP TO IT AND
INTRODUCE YOURSELF.”**

-Christin L Webb



LET'S CONNECT

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