

Stanford UNIVERSITY IT | Project Management Office

Stanford | Financial Management Services



Cardinal Print: Program Change Management Plan
Communications, Marketing and Change Management
Strategy, Plan and Execution

2020

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**PROGRAM: ORGANIZATIONAL
TRANSFORMATION APPROACH AND
METHODOLOGY**

1. EXECUTIVE SUMMARY

The Cardinal Print program is a bold initiative to transform the way Stanford manages its print services and workflows. The purpose of this change management strategy and plan is to effectively manage this highly complex, multifaceted program and its projects and workstreams happening concurrently at a very rapid pace. Given that different aspects of the Cardinal Print program are likely to impact individuals in unique ways, the change management approach consists of two elements:

- A structured process to efficiently manage and monitor the pace of the transformation.
- An agile and flexible process to help the organization prepare for, manage, and reinforce the change.

The **Program Change Management Plan** comprises two distinct plans that are interrelated and interconnected:

1. Organizational Transformation Strategic Plan

- *Long-range view* of organizational transformation.
- Integrates communications, marketing, and change management activities into the program life cycle as part of the overall program strategy and design solution.
- Includes the processes, roadmaps, and journeys needed to help transform the university and strategically aligns Cardinal Print to the organizational plans, goals and priorities.

2. Departmental Change Management Plan

- *Project-level view* of the change management plan for each client (i.e., business units, schools, departments) and their end users.
- Helps clients and their impacted end users (1) reach the desired state as envisioned in the Cardinal Print program, and (2) effectively absorb the changes to transition to the future state.
- Integrates communications and change management activities into the project management deployment schedule.
- Manages the complex portfolio of changes occurring as part of a structured leader-led and behavior-led change management process for each client.

- Provides a framework to make adjustments to empower leaders, engage end-users in the change process to maximize end-user adoption and manage any resistance to change.

Both plans consist of deliverables relevant to that plan's goals, objectives, and desired outcomes. These deliverables include:

- **Change Readiness Assessments** to understand the culture, behaviors, attitudes and the desire for change of the organization and its user groups—helps assess the gap between the current and the desired future state.
- **Change Management Roadmaps** to outline the transition paths; prioritize high impact activities; and leverage communications, marketing, training, and change strategies—supports new behaviors to achieve the desired transformation outcomes.
- **Community Collaboration Engagement Plans** to build trust and support for the Cardinal Print program—allows everyone to move forward together to achieve a shared vision of the new business environment.
- **Reinforce Change Plans** to transition change management ownership from the Cardinal Print Change team to the business unit's operational team—continues the necessary activities to:
 - Reinforce change to gain full end-user adoption.
 - Reinforce desired behaviors to adopt the new Cardinal Print state.

2. BACKGROUND

2.1 Challenges With Traditional Change Management

Major organizational change is difficult to implement. While the main driver of the obstacles can be attributed to a tendency across all levels of staff to prefer stability over disruption, this challenge is compounded when the end user is not placed at the center of a holistic change management strategy that is driven by the appropriate resources.

2.1.1 Holistic Change Management

According to major change management firms' key findings and best practices, many organizations view change management as a collection of disparate tactics and tools such as communications, training, and resources. The change management process is generally task-driven, ad-hoc, reactive, and is missing a holistic strategy, framework, process and the resources to support the change effort.

2.1.2 Change Management Visibility

When change management planning occurs primarily at a task level, solely as a set of tasks in a project plan, it is difficult to see a holistic view of the change process. A best practice is to incorporate the change management strategy into the solution design to keep the end user at the center of the project. In addition, a holistic approach is key to managing change successfully – staff are often on the receiving end of multiple change activities, and a holistic view and consideration for these often competing activities is key.

2.1.3 Appropriate Resourcing

Added to the often limited view of change management, individuals or teams assigned to lead those tasks often do not have the authority or influence to holistically lead the change. It is not uncommon for the change management work to be passed off to non-influential individuals such as support staff, an agent or an outside consultant to drive the change. These individuals and teams may not have the support, expertise, skills, resources, capacity and/or a clear understanding of the organization’s culture to execute the change activities, nor the ability to mobilize the impacted population to embrace the change.

These are some of the reasons “why” the majority of organizational change fails to achieve all targeted goals. Successful change efforts require the cooperation, involvement and engagement of those directly impacted by the change.

2.2 The Cardinal Print Change Management Approach

The Cardinal Print program is reimagining how it approaches change management. A key theme from various FMS and UIT support and service surveys is that end users frequently feel that major change initiatives happen hastily—often without the proper preparation, planning and time needed to transition their staff, teams and customers. The Cardinal Print project team understands this as a key concern for clients and strives to make it easier for the client and their stakeholders to process, embrace, and absorb the change.

The Cardinal Print change management approach and methodology is a combination of Prosci’s organizational and individual change models, Canon’s leader-led, behavior-based change approach, and Stanford’s long-range vision and community collaboration approach. The combined goal is to create a holistic, customized and forward-thinking approach to the change management process for the Cardinal Print program.

7. CHANGE MANAGEMENT TEAM ORGANIZATION

The Cardinal Print Communications and Change Management team is a collaborative effort between FMS Marketing and Communications, UIT Communications, and Canon Business Transformation to strategize, plan and execute all communications, marketing, training and change management activities. The team is guided by the Cardinal Print Program team.

7.1 About the Cardinal Print Change Management Core Team

Primary core team members consist of **Helen Duong (FMS)**, Stanford's lead for all Cardinal Print marketing, communications, and change management, and lead for organizational program level transformation efforts; and **Laurie Bouck (UIT)**, lead Stanford Communications Specialist to oversee the departmental level change management, including presenting the communications toolkit to the client and following up with the client on communications tasks. Both work in partnership with **Carolina Aguilera (Canon)**, Director of Business Transformation, to ensure all change management-related services and support are in line with the university's requirements, preferences and vision.

Other members of the core Communications and Change Management team include:

- Dan Wilczynski (Canon) leading the training program.
- Steve McLachlan (Canon) leading creative design.
- Willie R. Smith (Canon) managing program operations and support.
- Donald Campbell (Canon) supporting operations.
- Janet Emmendorfer (Canon) leading end user experience surveys and data analysis.



Organizational: Transformation Examples

As part of the transformation strategy and plan, the Cardinal Print Change team collaborates with program partners to develop, design and produce content that aligns with the program strategy roadmap.

Partner with the Office of Sustainability to promote Cardinal Print



Office of Sustainability Campaign Calendar				
Cardinal Green Buildings/Turn Off For Break  Oct - Dec	Zero Waste  Feb - Mar	Celebrating Sustainability Event  April 22, Earth Day	Water Wise  April - May	Sustainable Moveout: Give and Go  June - August

Support departments to adopt print guidelines

Cardinalprint
 SECURE · SUSTAINABLE · EFFICIENT
PRINT GUIDELINES

- Integration to Stanford's authentication system
- Secure follow-me printing, including badging across all Cardinal Print devices
- Copy / Print / Scan to Email
- Mobile Printing
- Vendor Support Capabilities
- Service, Maintenance & Supplies
- Separate and secure network for Cardinal Print devices only
- Proactive recycling of toners