How to manage behaviour change?

Transformation Agenda: A guide for change agents and leaders

15/11/2019

- ✓ **Do we need to change?**

- ✓ **Why do we need to change?**

- ✓ **What will happen if we do not change?**

Step 1
Understand the case for change

Step 1: Understand the case for change
WHO AFRO's Transformation Agenda

In February 2015, Dr Moeti launched the **Transformation Agenda** of the WHO Secretariat in the African Region, aiming to transform WHO/AFRO into a more **responsive**, **results-driven**, **efficient**, **transparent** and **accountable** Organization.

In 2018, the impact of this bold and ambitious reform was clear. Transformation at the country level is progressing well with new country support plans being developed through consultation and bottom-up planning with governments and partners.

Internally, the Change Management Team is guiding over 150 volunteer change agents across all levels and disciplines in the regional and country offices, to promote change internally to produce results and change the way WHO AFRO does business.

Phase 1 (2015-2017)

The Transformation Agenda focused on four strategic areas: pro-results values, smart technical focus, responsive strategic operations, and effective communication and partnerships by developing new processes, policies and programs.
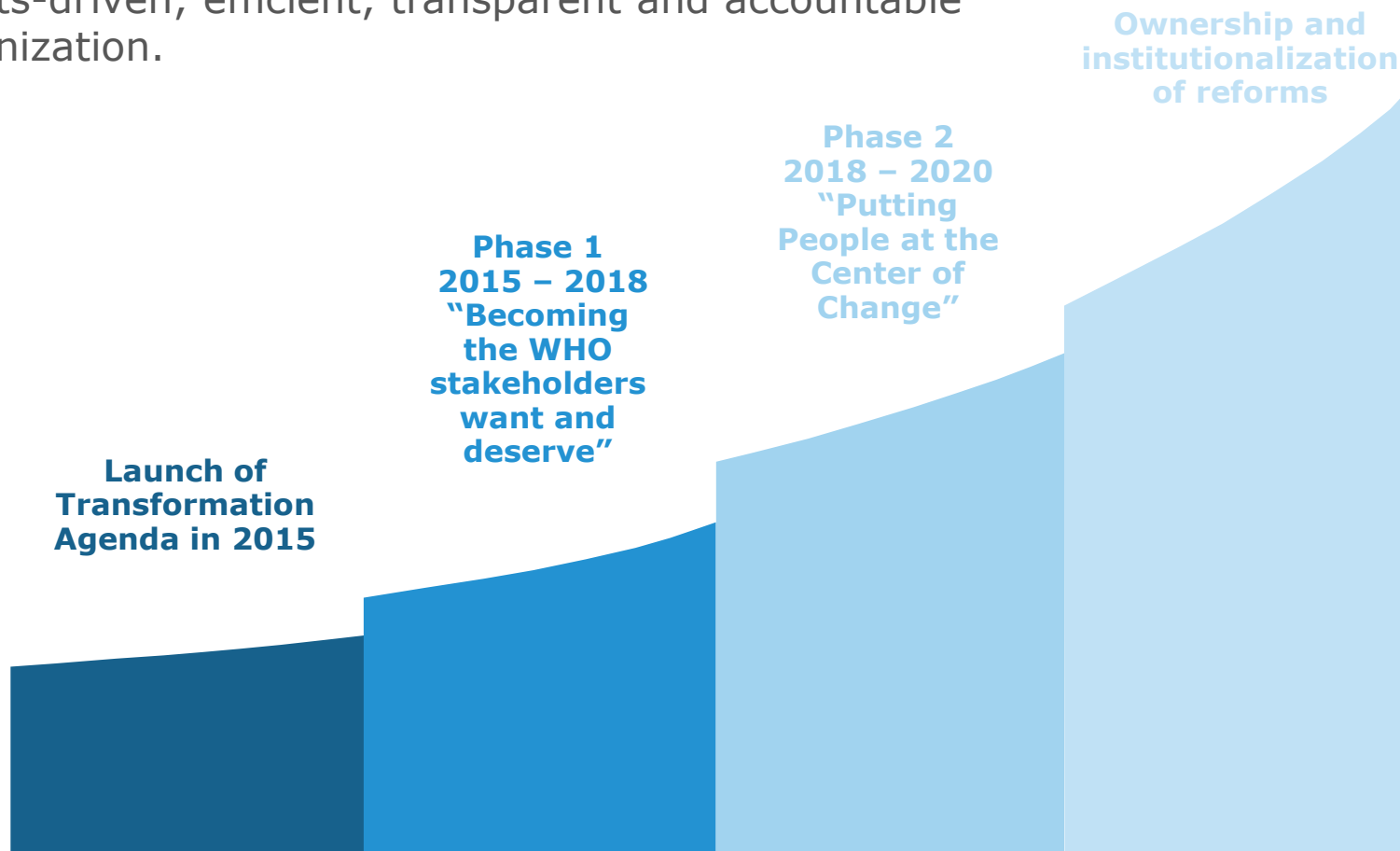
Phase 2 (2018-2019)

The Transformation Agenda puts people at the center of change. The main objective is to build capacity within WHO and its partners to change, lead and innovate for improvements in health for all in the African Region.

Step 1: Understand the case for change

In February 2015, Dr Moeti launched the Transformation Agenda of the WHO Secretariat in the African Region, in order to transform WHO/AFRO into a more responsive, results-driven, efficient, transparent and accountable Organization.

Ownership and institutionalization of reforms

**Phase 2
2018 – 2020
"Putting People at the Center of Change"**

**Phase 1
2015 – 2018
"Becoming the WHO stakeholders want and deserve"**

Launch of Transformation Agenda in 2015

Step 1: Understand the case for change
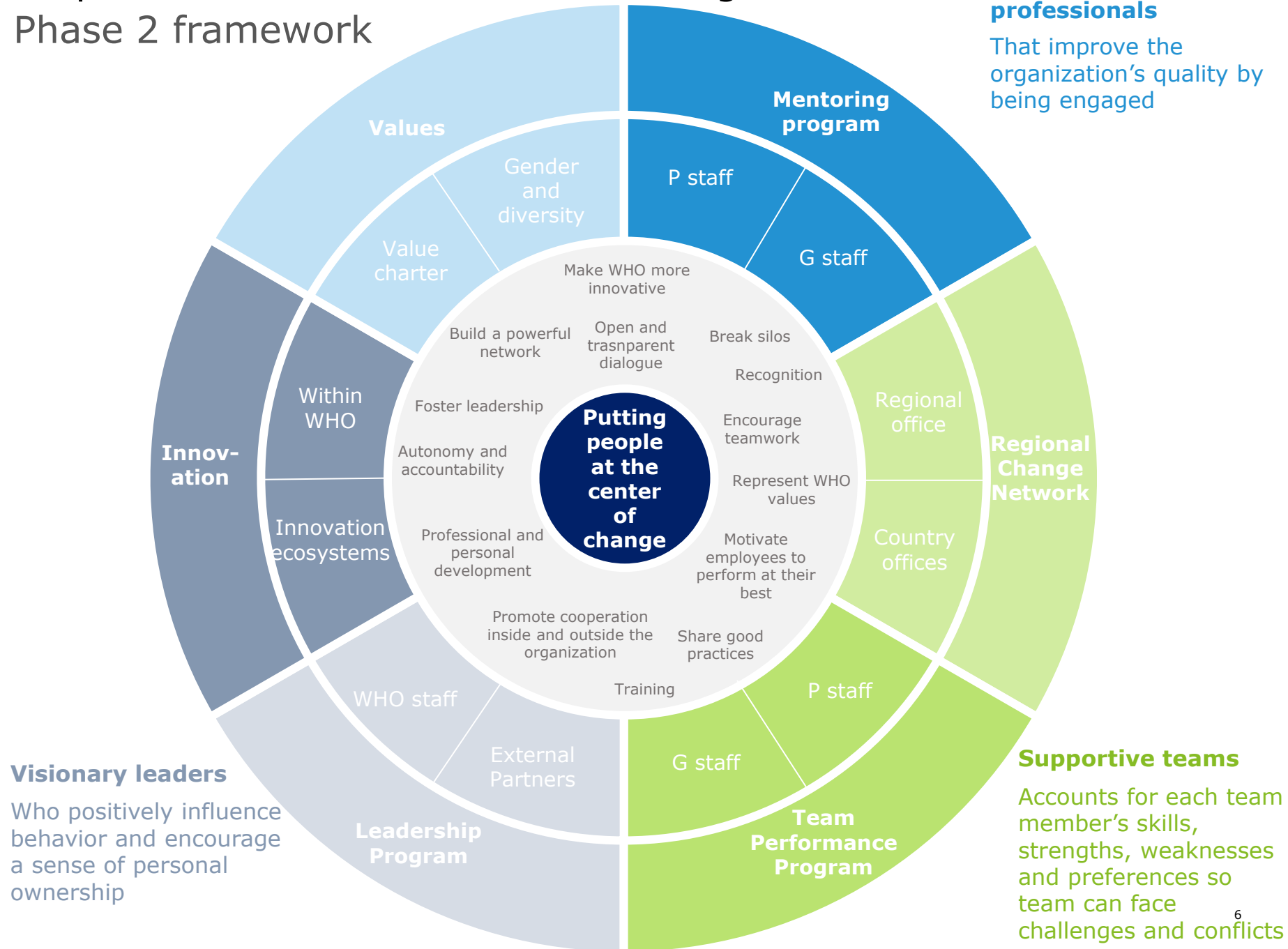## Transformation Agenda Phase 1 initiatives

Transformation Agenda Phase 1

- ✓ Country functional reviews
- ✓ Establishment of Regional Change Network
- ✓ Restructuring of the Health Emergencies Unit
- ✓ Creation of the Results Based Measurement Framework and KPIs for regional reporting
- ✓ Accountability and Internal Control Strengthening Project - budget center inspections and reporting controls
- ✓ Establishment of Compliance and Risk Management Committee
- ✓ Development of the Regional Strategy on Health Security and Emergencies
- ✓ Framework for UHC and Adolescent Health
- ✓ Creation of the Expanded Special Project for Elimination of Neglected Tropical Diseases (ESPEN)
- ✓ Establishment of the Africa Health Observatory
- ✓ Increased use of social media
- ✓ Establishment of CNN Multichoice African, Health and Medical Journalist Award
- ✓ Innovations within vaccine delivery and polio eradication programs

...and more!

Step 1: Understand the case for change
Phase 2 framework

Committed professionals
That improve the organization's quality by being engaged

Supportive teams
Accounts for each team member's skills, strengths, weaknesses and preferences so team can face challenges and conflicts

Visionary leaders
Who positively influence behavior and encourage a sense of personal ownership

Values
Gender and diversity
Value charter
Mentoring program
P staff
G staff
Make WHO more innovative
Build a powerful network
Open and trasnparent dialogue
Break silos
Recognition
Foster leadership
Encourage teamwork
Within WHO
Innovation
Innovation ecosystems
Autonomy and accountability
Putting people at the center of change
Represent WHO values
Regional office
Regional Change Network
Professional and personal development
Motivate employees to perform at their best
Country offices
Promote cooperation inside and outside the organization
Share good practices
WHO staff
Training
P staff
External Partners
G staff
Leadership Program
Team Performance Program

Step 1: Understand the case for change
What do I do now?

Actions you can take:

- **Reach out to your office, cluster or team's change agent** to discuss your ideas

- **Contact the change management team** to get more information, training or guidance

- **Talk with your leadership** about change programs and how your office, cluster or team might be able to engage more

Case for change

Tools and resources available:

- Review the **change management Wordpress blog, Sharepoint or newsletter** to see what has been going on

- Contact the change management team for **reports and announcements on change programs** such as the regional and global Transformation Agenda

- Seek out **for change management training opportunities**

- ✓ **What do we want to change?**

- ✓ **What/who do we need to support change?**

- ✓ **What is our approach to manage the change?**

Step 2
Create a change strategy

Step 2: Create a change strategy
Did you know that?

70%
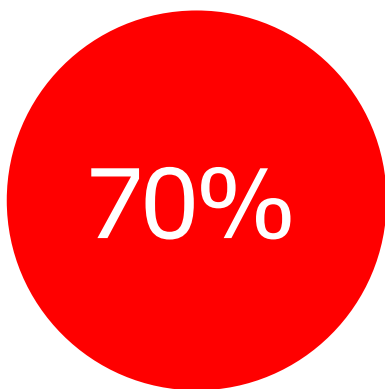
About 70% of all organizational change efforts fail.

By learning how to develop and deliver on a change management strategy, you can ensure that your organization beats the odds—and reaps lasting benefits from your change initiatives.

Step 2: Create a change strategy
Does this sound familiar?

Here is how change happens in some organizations

It starts with a Big Bang …

- All hands meeting, led by the Director General

- Followed by a great article in the Intranet

- Followed by vibrant talks at coffee machines and in corner offices

… And few days later …

- Change is all delegated to middle management

- No allocation of additional resources

- No coordination within change initiatives

- No clear individual objectives, nor incentives

… It soon has become another « change initiative »

Step 2: Create a change strategy
It is no different for UN agencies

JIU report findings 2019 : A review of change management for organizational reforms across the UN system over the past decade

Provides evidence, lessons and recommendations to guide United Nations system organizations in ongoing and forthcoming reforms

"The **majority of organizational reforms fail to achieve their expected outcomes**. […] evidence from a series of global surveys over the past two decades from thousands of private and public sector organizations confirm that reform **failure is more common than success**.

Close to 20% of reforms across the 26 organizations showed no evidence of change management […] and a further 25% drew on a limited number of key elements of change management when assessed against the good practice criteria.

The evidence from the present review illustrates **the importance of embedding change management approaches and methods into organizational reforms** and initiatives in order to ensure success. The risks of not doing so are apparent in the failure of reforms that do not pay sufficient attention to the role of staff and other stakeholders in the process.

Step 2: Create a change strategy
Understand and anticipate that change is a journey

I. Initial Excitement
- excitement
- motivated
- enthusiastic

II. Denial
- passiveness
- indifference
- numbness
- apathy

V. Commitment
- excitement
- enthusiasm
- problem solving
- teamwork
- clear direction/focus

Level of Performance

Valley of Despair

III. Resistance
- frustration
- unable to see a positive outcome
- negative questioning or doubting
- stubbornness/complaining
- anxiety

IV. Exploration
- Energized
- creative
- overworked but excited
- increased commitment
- small wins

Step 2: Create a change strategy
Understand that change management is a process

CHANGE MANAGEMENT

Buy-in	Communication	Training	Organizational impacts	Knowledge Transfer
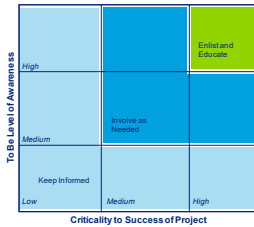
Buy-in
- Confirm the need for change and project priorities
- Ensure the alignment of the members of the management
- Engage all counterparties (employees, integrator, etc.)
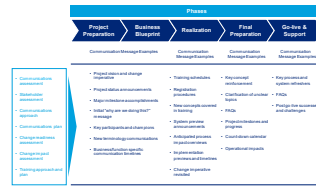
Communication
- Define key messages
- Define a communication plan by population
- Realize the communication plan
- Deliver communication throughout the project

Training
- Define training needs
- Build a training plan
- Realize training materials
- Deliver training throughout the project

Organizational impacts
- Analyze the impacts of the project on the organization
- Formalize new roles and associated job descriptions
- Write the new procedures
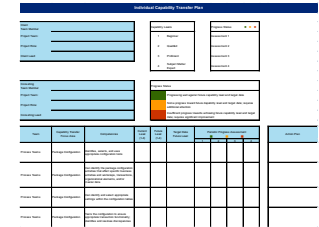
Knowledge Transfer
- Plan knowledge transfer from project teams to operational teams
- Coordinate and control the transfer of knowledge
- Ensure the correct understanding of the operational team

Step 2: Create a change strategy
Change implementation requires additional skills

- Most major change initiatives are made up of a number of projects.

- Each project goes through a similar process, with standard phases:

PLAN	DESIGN	BUILD	TEST	DEPLOY

- In addition, project management and change management activities are critical to ensure the success of the project

PROJECT MANAGEMENT

CHANGE MANAGEMENT

Step 2: Create a change strategy
What do I do now?

Actions you can take:

- Work with others to **begin brainstorming ideas** for what you want to change and why

- **Think about who is able to support** your change activities and how to engage them

- **Talk with your leadership and others** about what you would like to change and how

Create change strategy

Tools and resources available:

- Check out **the change agent training list** and take any training that might be useful

- Use some of the **brainstorming tools** change agents have to generate some ideas

- Contact the change management team to get access to **access to the change and project management toolkit**

- ✓ **Who can we engage for change?**

- ✓ **What role will stakeholders play?**

- ✓ **How can we build buy-in for change?**

Step 3
Build a « change coalition »

Step 3: Build a « change coalition »
Contact the Regional Change Network

Regional Change Network

Volunteers

WHO staff who volunteered to embrace change, to act as champions and to collect feedbacks from WHO colleagues

Diversity

Mix of grades (P-staff, G-staff, etc.)
Mix of languages (ENG, FR, PTG, etc.)
Mix of clusters and units (DPM, GMC, etc.)

Sponsored by RD and EXM

Report directly to EXM
Supported by Change Management Team
Structured in 7 workstreams

Step 3: Build a « change coalition »
Play the role of a change agent

CHAMPION

- Champion change in your team
- Build a creative environment
- Suggest change initiatives
- Design change initiatives
- Implement change activities

COMMUNICATION
(Top-down)

- Act as a Focal Person for your team
- Get information from the change management team
- Provide regular updates to your team
- Answers potential questions from your team regarding the Transformation Agenda

FEEDBACKS
(Bottom-up)

- Facilitate open communications
- Identify and address potential sources of resistance to change
- Identify organizational and cultural factors that may enhance or detract from the change objectives

The Change agents are volunteering to be part of the Regional Change Network. They will devote 5% of their time to change management activities.

Step 3: Build a « change coalition »
Build the skills of the team in the following areas

PEOPLE SKILLS
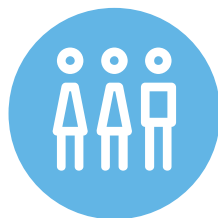
TEAM WORK SKILLS

IDEATION SKILLS

CHANGE MANAGEMENT SKILLS

PROJECT MANAGEMENT SKILLS

PUBLIC SPEAKING & MEETING FACILITATION SKILLS

Step 3: Build a « change coalition »
Successful change agents are…

Innovative	They regularly come up with new ideas—and can put those ideas into action.
Focused	They work toward their goals with purpose and determination.
Organizationally savvy	They are skilled at teaming up with groups and managers throughout the organization.
Collaborative	They actively solicit—and incorporate—input from others to improve their process or product.
Flexible	They are willing to embrace new tools and methodologies.

Step 3: Build a « change coalition »
Change agent's activities

- ✓ Design change activities and suggest cross-cutting activities to increase synergies

- ✓ Implement change activities within the work stream

- ✓ Champion change that will benefit the organization

- ✓ Facilitate open communications on change

- ✓ Identify organizational and cultural factors that may enhance or detract from the change objectives

- ✓ Identify and address potential sources of resistance to change

- ✓ Build and maintain a creative environment

- ✓ Work with the communication team to ensure that there are regular updates on TA implementation

- ✓ Act as an adhoc advisory group through periodic review of the status of the implementation, and propose effective approaches to make change sustainable

Step 3: Build a « change coalition »
Change management team supports change agents

- ✓ Provide a complete picture of all change taking place, at a functional and AFR wide level

- ✓ Implement the change management strategy and continuously improve change management methods

- ✓ Serve as the source of effective communication of issues, risks and progress : information gathering, analysis and reporting

- ✓ Act as an internal consultancy service, supporting individual change agents, assuring the quality of their work

- ✓ Provide support, guidance and advice, facilitating solutions to issues that impede the progress of change

- ✓ Monitor change management and TA activities, and develop regular reports on the implementation of the TA

- ✓ Analyse TA risks and advise on remedial actions

Step 3: Build a « change coalition »
Executive Management team sponsors change agents

- ✓ Approves change requests

- ✓ Undertakes planning, design, resource mobilization, coordination of implementation, monitoring and reporting of all activities in the Transformation Agenda

- ✓ Advises on actions to take based on recommendations from the Change management team and Change agents

- ✓ Make strategic decisions on issues related to planning, funding, and implementation of TA, particularly on activities that have not advanced

- ✓ Advise on communication strategies and channels, based on recommendations from the Change management team

Step 3: Build a « change coalition »
What do I do now?

Actions you can take:

- Work with change agents to **advocate with others** about change ideas both formally and informally in meetings, retreats, one-on-one conversations or online

- **Identify other individuals who are interested** in supporting change activities including leaders, peers and subordinates

Build change coalition

Tools and resources available:

- **Identify and list stakeholders** using the stakeholder map in the change agent toolkit

- **Distribute communications materials on change programs** like the change newsletter, Transformation Agenda reports, etc.

- If you have a specific change in mind, **consider performing a change readiness assessment** using the change agent toolkit

Step 4
Initiate change

✓ **What ideas do we have for change?**

✓ **How do we prioritize what to do?**

✓ **How can we turn our change ideas into reality?**

Step 4: Initiate change

We recommend a 4-step approach to generate ideas and translate them into actionable recommendations for change
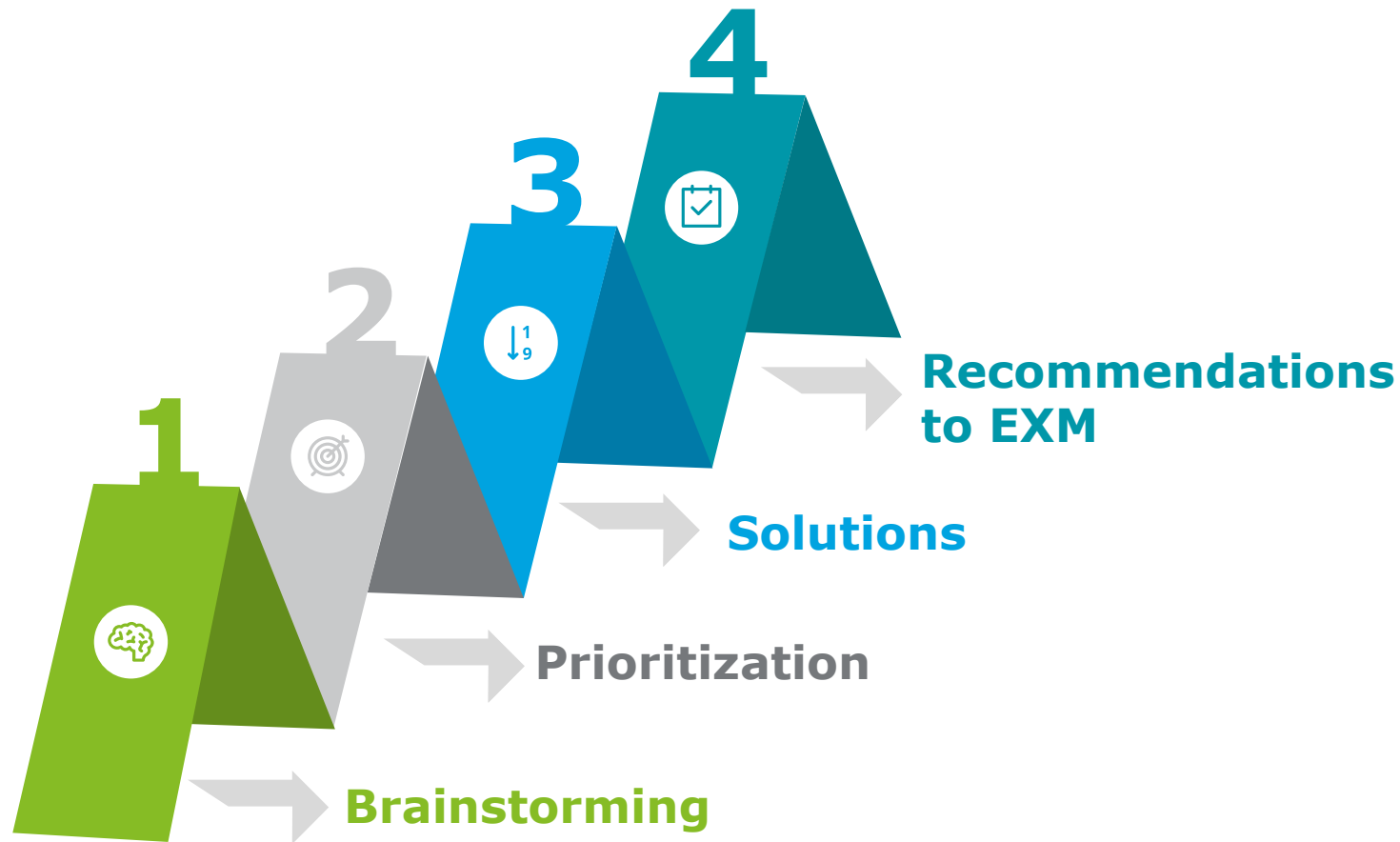
Step 4: Initiate change
Brainstorming to generate ideas

Brainstorming

Introduction	- Get to know each other on a pro/perso level - Understand others' experience, skills and motivation
Scoping	- Define scope of this workstream - Define "out of scope"
Behaviors	- Brainstorm on non professional behaviors (STOP) - Brainstorm on appropriate behaviors (CONTINUE) - Brainstorm on new/innovative habits (START)

Step 4: Initiate change
Brainstorming ground rules

- ✓ Treat everyone as equals

- ✓ Speak only one voice at a time (no side conversations)

- ✓ Listen respectfully to each person's input

- ✓ Participate honestly and candidly (suspend personal agendas)

- ✓ Share your ideas, big and small (there are no dumb ideas)

- ✓ Keep an open and positive mindset (think outside the box)

- ✓ Do not judge and/or criticize others' ideas

- ✓ Question anything you do not understand

- ✓ Stay focused on the objective

- ✓ Start and end on time

Step 4: Initiate change
Prioritize ideas based on value, complexity and cost
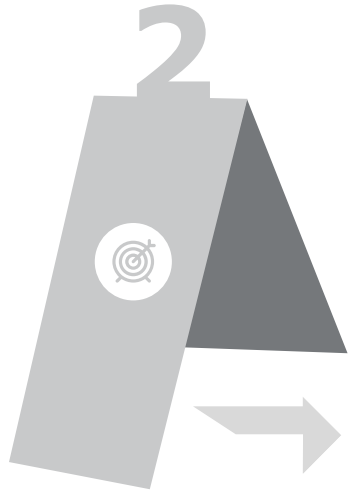
Prioritization

Behaviors	▪ Collect new ideas (if applicable) ▪ Confirm list of behaviors (STOP.START.CONTINUE)
Value/ complexity assessment	▪ Assess value (benefits, positive impacts on staff) ▪ Assess complexity (risks, potential resistance) ▪ Assess costs and delays
Prioritization	▪ Identify Quick Wins ▪ Identify Top Priority changes ▪ Identify Mid-term and Long-term changes

Step 4: Initiate change
Prioritization criteria

Value → What are the benefits for the population, the member states and the organization ?

Complexity → Will it be difficult to implement ?

Costs & Time → How much will it cost ? How long will it take ?

Population
- Access
- Costs
- Quality
- Satisfaction

Organization
- Workload
- Delays
- Costs
- Efficiency

Member States
- Mortality
- Development
- Economics

Acceptance
- Politics
- Health authorities
- Communities

Technical
- Infrastructure
- Expertise

Change management

Costs
- Investments
- Run costs
- Maintenance

Delays
- Quick wins
- Mid-term
- Long-term

Prioritization matrix

Step 4: Initiate change
Position ideas on prioritization matrix to identify « quick wins »
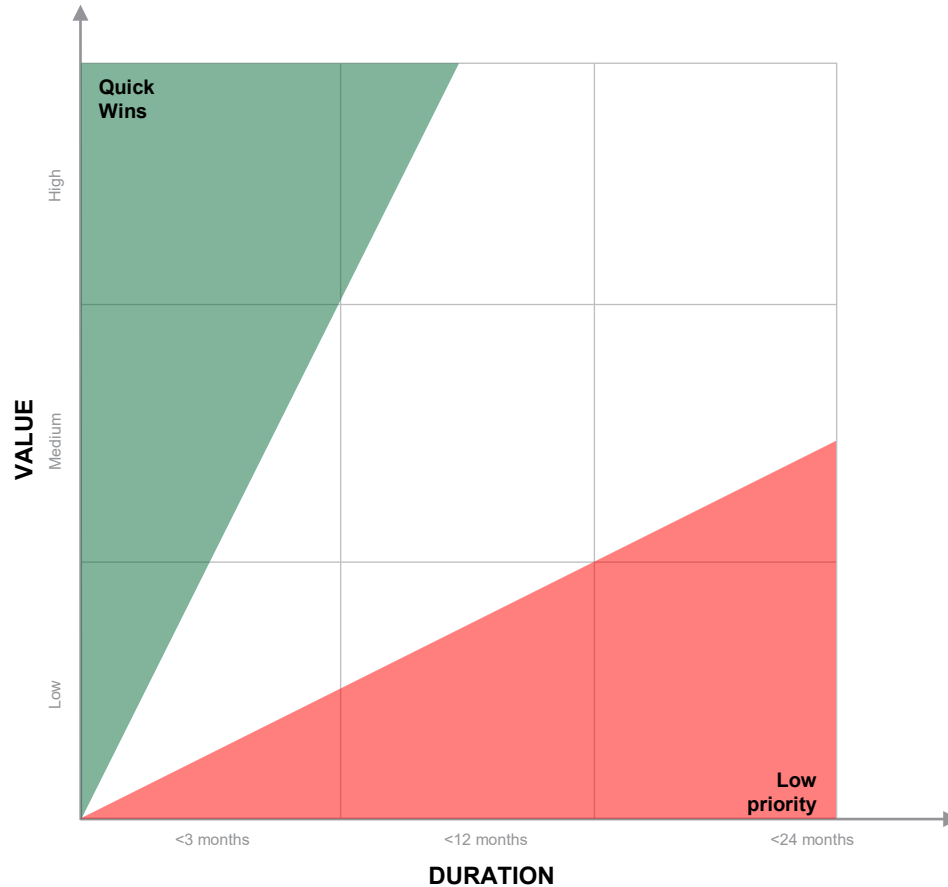
Everything is possible. The impossible just takes longer.

Dan Brown

Step 4: Initiate change

Refine ideas for « quick win » issues and develop recommendations to address root causes using worksheet

3

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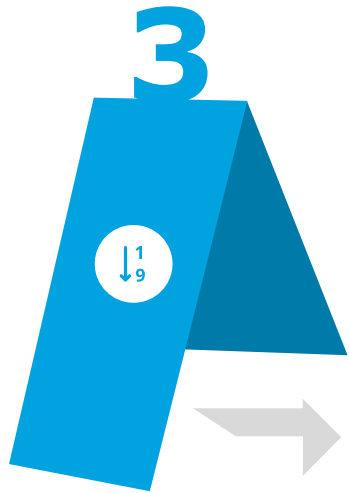
Solutions

Refine issue statement	▪ Define issue statement ▪ Assess quality criteria for issue statement ▪ Refine / confirm issue statement
Identify root causes	▪ Identify root causes related with regulations, people, organization, tools, budget, infrastructure, change resistance and leadership
Suggest recommend- dations	▪ For each root cause, suggest a specific recommendation

Step 4: Initiate change

Issue	Root cause	Recommendations

Regulation and rules

People & skills

Organization & methods

Tools & technologies

Budgets, costs & workload

Infrastructure & environment

Change resistance (beliefs, habits)

Leadership & management (incl. KPI)

Quality criteria for stating issues:

☐ **One single issue**
Avoid multiple issues and avoid solution

☐ **Non-ambiguous**

☐ **Clear negative impact**

☐ **Fact-based / observable**

☐ **Objective / shared across the organization**

☐ **Frequent / regular**

☐ **Solvable**

☐ **Avoid personal blame / judgment**

Step 4: Initiate change
Example

Issue	Root cause	Recommendations

Canteen does not provide expertly balanced meals (as per WHO guidelines on healthy food)

Quality criteria:

☑ **One single issue**
Avoid multiple issues and avoid solution

☑ **Non-ambiguous**

☑ **Clear negative impact**

☑ **Fact-based / observable**

☑ **Objective / shared across the organization**

☑ **Frequent / regular**

☑ **Solvable**

☑ **Avoid personal blame / judgment**

Root cause category	Root cause	Recommendations
Regulation and rules	Promote local content	Introduce a quota of imported food per month
People & skills	No professional chef	Hire a professional chef
Organization & methods	No dietary meal program	Identify with the chef a dietary meal program
Tools & technologies	No professional steamer	Organize a tender to buy a professional steamer
Budgets, costs & workload	Average meal price: $15	Identify a balanced small price menu every day
Infrastructure & environment	The kitchen space is 12 square meters	Build a prefabricated building behind the kitchen
Change resistance (beliefs, habits)	Multicultural environment with specific dietary restrictions	Once a month, organize a themed week (Senegalese, Chinese, Indian, etc.)
Leadership & management (incl. KPI)	Lack of awareness of top management	Someone from the top management inaugurates the themed week

Step 4: Initiate change

Turn recommendations to address issues into projects for action using the project card

4

Recommendations to leaders

Shape project	- Define project name - Define project objectives and expected benefits - Suggest project governance and team
Plan project	- Identify key deliverables - Define deadlines - Identify inputs
Cost project	- Identify resources - Estimate costs - Identify risks and mitigation actions

Step 4: Initiate change
Project card

Project name:

Objectives
1. _____
_____
2. _____
_____

Expected benefits
1. _____
2. _____
3. _____
4. _____

Deliverables and deadlines	
1.	__/__/20__
2.	__/__/20__
3.	__/__/20__
4.	__/__/20__
5.	__/__/20__
6.	__/__/20__
7.	__/__/20__
8.	__/__/20__
9.	__/__/20__
10.	__/__/20__
11.	__/__/20__

Governance and team
Sponsor : _____
Leader : _____
Contributors : _____
_____
_____
_____
_____

Inputs
_____
_____
_____
_____

Risks and mitigation actions	
1.	
2.	
3.	
4.	
5.	

Resources and costs	
TOTAL COST	
a. WHO staff	
b. Consultants	
c. Technology	
d. Others : _____	

Step 4: Initiate change
What do I do now?

Actions you can take:

- Work with change agents and other colleagues to **work through the four (4) steps** outlined in this chapter to develop change projects

- **Present your project cards** to your leadership

- **Share your project cards** with the change management team

Initiate change

Tools and resources available:

- Contact change agents or the change management team to make use of **brainstorming tools** presented during the change agent training workshop

- Use the **issues-to-recommendations worksheet and project card** presented here and in the change agent toolkit to develop your ideas.

Step 5
Address resistance

- ✓ **Who will be impacted by the change?**

- ✓ **How will the change impact the organization?**

- ✓ **How can we address resistance to change?**

Step 5: Address resistance
What is change resistance?

Resisters are commonly seen as people who refuse to accept or adapt to change. They're perceived as inflexible, unaccommodating, and lacking team spirit. Seen this way, resisters are considered obstacles to be overcome.

Instead of viewing resisters as impediments, recognize that their opposition is a kind of energy you may be able to **redirect in a positive way.**

To make good use of resistance:

- **Uncover what's motivating the resistance.**

- **Use resisters' valid concerns to generate ideas for improving the change effort.**

- **Engage resisters in the planning and implementation processes to make them part of the solution.**

Step 5: Address resistance

Accepting change is a challenge - resistance is normal and to be expected

The 5 main factors for change failure :

- ➢ **Resistance of the staff**
- ➢ Bad communication
- ➢ Low engagement of the leadership
- ➢ Management problems
- ➢ Lack or resource allocation for change

Statistically, out of 100 projects, users:

- ➢ fully accept 25 of them
- ➢ are subject to 25
- ➢ and reject the other 50

Step 5: Address resistance
There are various stages to change resistance
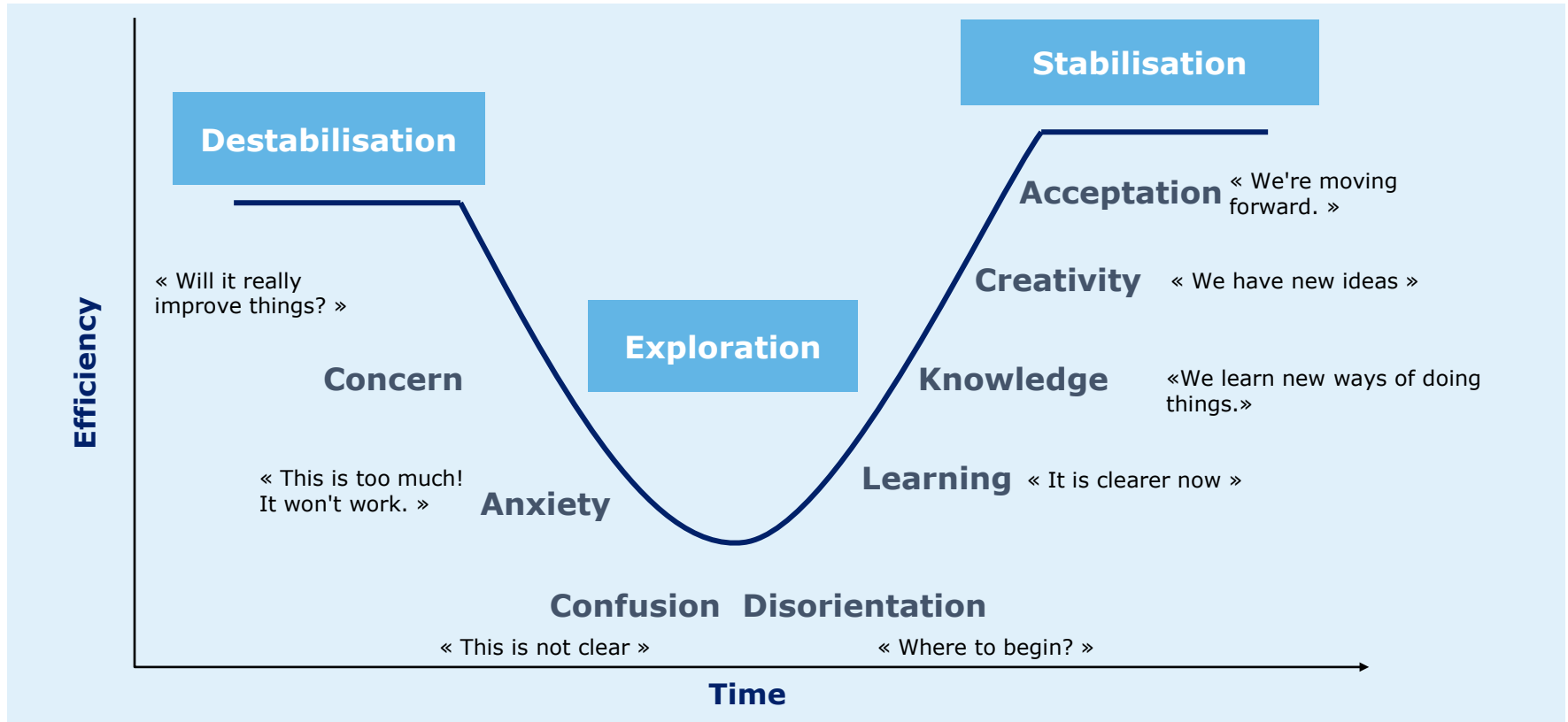
- ➤ With the advent of change, employees will experience a multitude of emotions. They will not be in the same place at the same time on the curve.

- ➤ You must be aware of this in your interventions and it is important to recognize them.

Step 2: Make the case for supporting change
Seek to understand the causes, consequences and provide answers to resistance to change

"Don't know" ➔ Lack of information	"Don't know how to do" ➔ Lack of skills	"Do not see the benefit" ➔ Lack of interest
Lack of motivation	Lack of know-how	Lack of buy-in
Support	**Training**	**Communication**
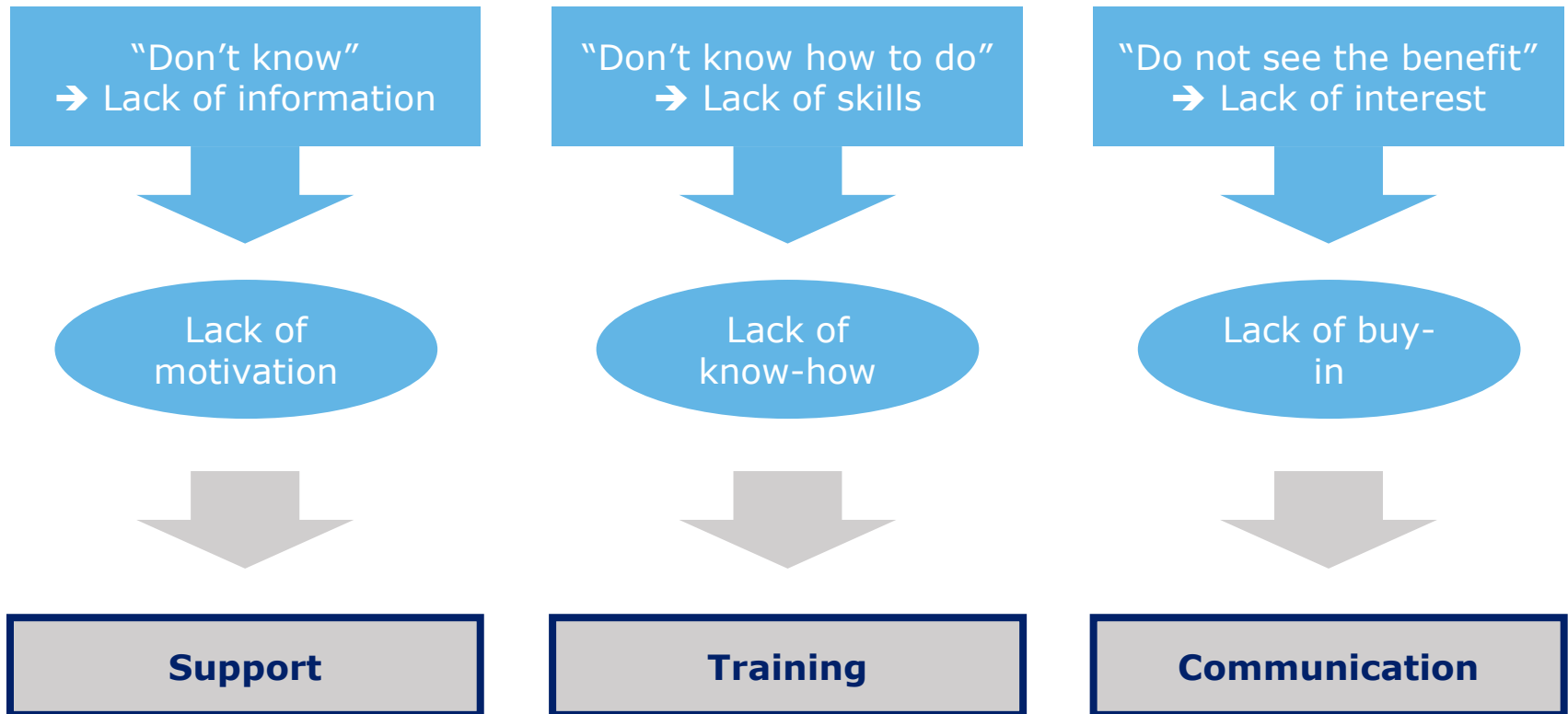
Step 5: Address resistance

For each stage of change resistance, you will need to address the concerns of resistors

People embrace change when they…

- **Believe** that the change makes sense

- **Respect** the people leading the change effort

- Expect new **opportunities** and challenges to come from the change

- Are **involved** in planning how to **implement** the change program

- Believe that the change will **result in personal gain**

- Enjoy the **excitement of change**

By encouraging open communication and listening carefully to team members' concerns, you may uncover information you were not aware of and surface ways to improve the change effort. When people feel that they've been heard and have had a chance to discuss problems and suggest solutions, they are more likely to support the initiative

Step 5: Address resistance
What do I do now?

Actions you can take:

- **Conduct inclusive group meetings** on change with a focus on finding solutions to challenges and areas for improvement

- **Communicate with stakeholders that might be resistant** to change specifically to hear and address their concerns

- **Engage workplace "influencers" and senior leaders** to advocate with resistors for change

Address resistance

Tools and resources available:

- Develop a **communication plan** for change activities from the change agent toolkit to ensure that buy-in is high and communication is consistent

- Conduct an **impact assessment, change readiness assessment or training needs assessment for specific initiatives** to identify ways a change will affect individuals, how they might react to the change, or what skills they will need to implement effectively (found in the change agent toolkit)

Step 6
Build implementation teams

- ✓ **What are we going to do - goals and objectives?**

- ✓ **What skills do we need to accomplish the goal?**

- ✓ **Who should be on the team?**

Step 6: Build implementation teams
How do we put the team together?

Definition

A **team** is a number of people with **complementary skills** who are committed to a:
- Common purpose
- Shared set of goals
- Agreed work approach
- Mutually accountable

A **team** is needed when:
- The task is complex
- The task is non-routine and of limited duration
- Task components are highly interdependent

Steps to form a team

Forming a great team will require to go through the following steps:
- Define your purpose
- Translate purpose into goals
- Identify needed skills
    - Technical
    - Organizational
    - Problem-solving
    - Communication
    - Interpersonal
- Recruit the right skills
- Recruit the right motivations
- Recruit team players

As you form a team, make sure to establish trust and respect while keeping hierarchy out of team conversations.

Step 6: Build implementation teams
What do successful teams do differently?

1. They focus on goals and results (rather than budget and HR constraints)
2. They are organized, with clear roles, processes and governance
3. They communicate well, in an open, honest, and respectful manner
4. Everyone contributes their fair share
5. Everyone is empowered and is being held accountable for
6. Everyone recognizes its strengths and weaknesses
7. They focus on solutions (rather than problems)
8. They offer support to each other and members are thankful
9. They embrace diversity and encourage innovative ideas
10. They see value in trials, proof-testing, risk taking and making errors
11. They face issues, delays, mistakes and emergencies as a team
12. They speak up and deal with personal conflicts in a professional manner
13. They sanction unprofessional behaviors and selfishness in a systematic way
14. They celebrate their achievements and have fun

Step 6: Build implementation teams
What does it take to be a good team member?

Members of an effective team put the team first, rather than trying to stand out as top individual performers. Team players:

- **Generate creative ideas.** Team players work to understand more about their teammates' expertise and knowledge. That way, they can combine their perspectives and generate creative ideas.

- **Share what they know.** Team players have a lot to offer—including information, experience, and specialized know-how. The more they share these offerings, the more value they help generate in your team. They can share what they know by teaching, such as providing a tutorial on using a groupware application. They can also share what they know by providing relevant information, such as disclosing what they've learned about customers and suppliers.

- **Seek win-win solutions with teammates.** Team players use constructive communication to seek trade-offs to issues in ways that satisfy their own and other members' interests.

- **Feel committed and enthusiastic.** Before accepting an invitation to join or lead a team, team players carefully consider their level of commitment. They know they can be effective team players only if they're fully committed to the team's goals. They also consider their level of enthusiasm. When they're enthusiastic about the effort, they can give it their full focus and energy.

- **Are reliable.** Good team players can be trusted to do their share of the work, do it well, and get it done on time. They do what they say they'll do. And they can be counted on even when things get tough.

Step 6: Build implementation teams
Secret ingredients

Gratitude

Values

Non violent communication

D Describe facts

When I... *discovered that I was not invited to the retreat...*

E Express your feeling

...I felt... *sad and lonely*

S State what you value or need

...because I value/need... *team spirit and sense of belonging*

C Concrete request or actions to be taken

Would it be possible... *for me to participate to the next retreat?*

Step 6: Build implementation teams
What do I do now?

Actions you can take:

- Work with change agents, other colleagues and leadership to **identify and get to know team members** for change projects

- Once team members have been identified, **explain some of the principles** of successful teams and team members

- Establish **team rules and goals**

- **Advocate for any necessary resources** with leadership and the change management team

Building teams

Tools and resources available:

- Contact change agents to learn about tools such as **personality tests, non-violent communication or gratitude exercises** for team building

- Review the **WHO Values charter**

- ✓ **What exactly are we going to do – how, when, where and with who?**

- ✓ **Begin the project**

- ✓ **Monitor the project**

Step 7
Implement change projects

Step 7: Implement change projects
Definition of a project

A project is any temporary, organized effort that creates a unique product, service, process or plan
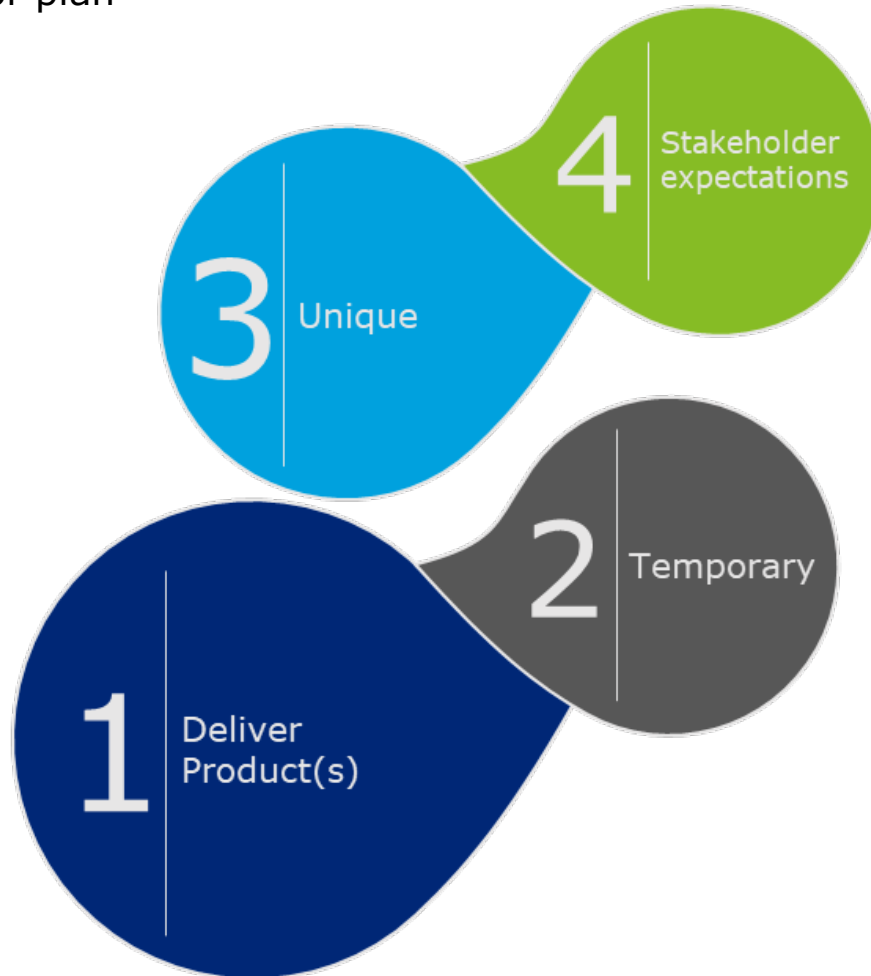
Characteristics of projects

1	They have variable complexity
2	Projects have defined budgets and / or deadlines
3	Projects require cooperation amongst multiple resources
4	Projects are managed by a project manager
5	Projects deliver a predefined end-product or service (as requested by the project owner)
6	Deals with (potential) Issues

Project Management Foundation
Deloitte DRC, The Global Fund 2018

Step 7: Implement change projects
Principles of good project management

Don't be afraid when change occurs

Pay attention to the hard working colleagues

Make new mistakes and learn from them

Plan adequately and think critically

Prioritize, Prioritize, Prioritize

Never forget about the client

Be visibly grateful for what's going right

Manage Stakeholder Expectations

Agree on roles and responsibilities

Set clear, simple and tangible goals

Make a decision, waiting won't result in a solution

Communicate and communicate some more

Step 7: Implement change projects
Leading behavior change projects

The Change Management Office supports project teams in executing on these principles for project managemenet

These structuring principles are applicable regardless of size, duration, level of complexity, field or industry.

For behavior change, **change management and project management activities happen concurrently.**
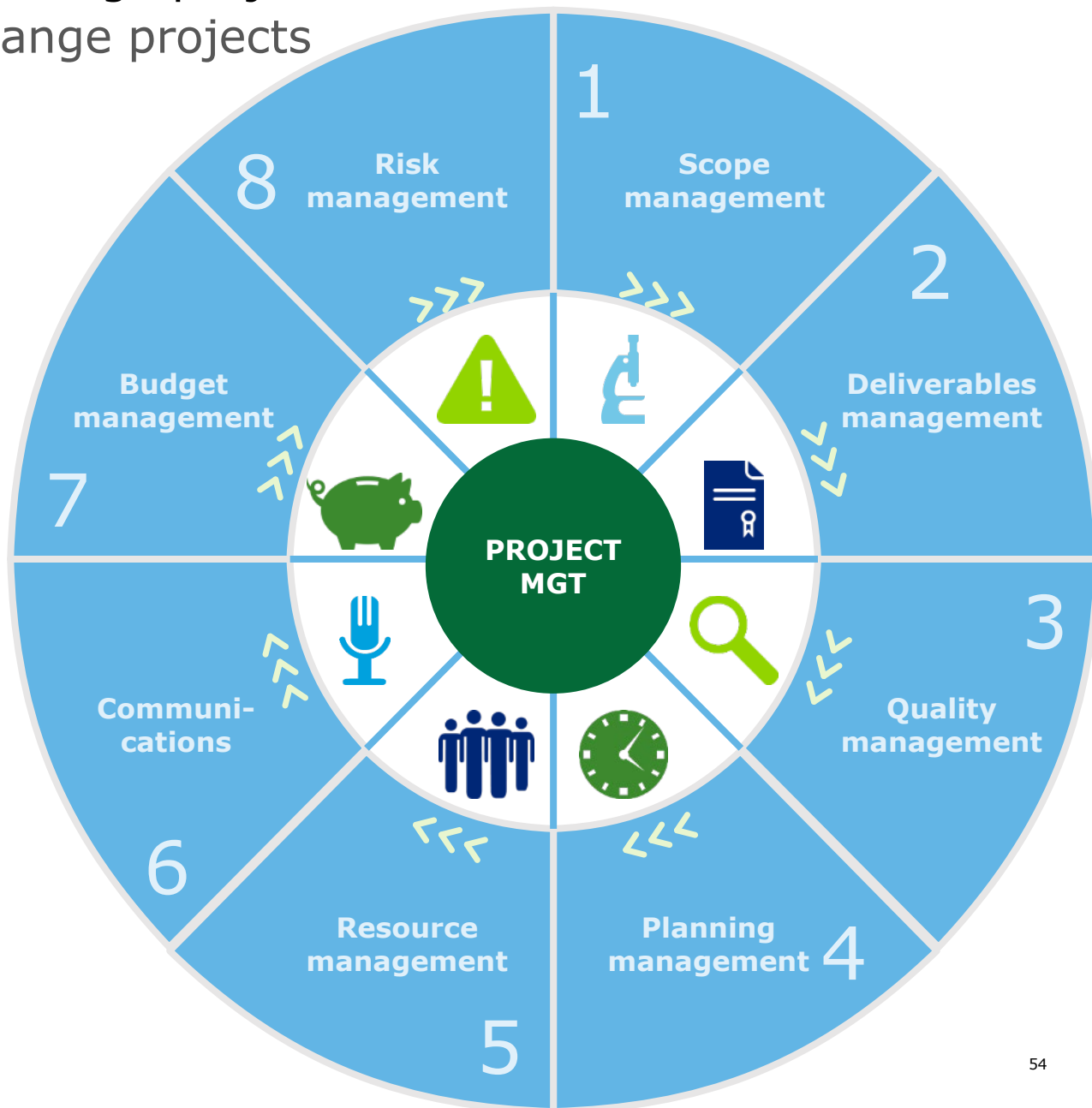
Step 7: Implement change projects

Project management principles

1	**Scope management**	The scope is clearly defined, realistic and actively controlled
2	**Deliverable Management**	Deliverables and acceptance process are defined and clear
3	**Quality management**	Quality standards are defined and controlled (internal and external)
4	**Time management**	Work is planned and predictable
5	**Resource management**	The team is competent, motivated and exemplary
6	**Communication management**	All stakeholders are involved
7	**Cost management**	Costs are managed and expected gains measured
8	**Risk management**	Risks are anticipated and mitigated in a timely manner

Tools

Project cards and charters

Project plans

Communication materials

Logs and trackers for risks, changes, issues, etc.

Step 7: Implement change projects
Monitoring of change initiatives

1 **Scope management**

Objectives

- Define, document and validate with the project sponsor and stakeholders the scope of activities

- Ensure that the project objectives are in line with the overall Transformation Agenda's objectives

- Identify and communicate initial assumptions that will need to be clarified during the scoping phase of the project

- Define and share the change request process

- Identify and monitor issues that may compromise the success of the project

Key activities

- Define the project scope according to geographical, organizational, temporal, systems, products, services or even skills-related criteria

- Discuss the scope of the initiative with the project sponsor

- Document and communicate the agreed scope

WHO Change Agent Toolkit Components

- ✓ **Project card**
- ✓ **Project charter**
- ✓ **Change request log**
- ✓ **Deliverables log**

Step 7: Implement change projects
Monitoring of change initiatives

2 **Deliverable Management**

Objectives

- Formalize and validate with the sponsor the process of accepting deliverables:
  - ✓ Review and acceptance mechanisms (e.g. email, hard copy...)
  - ✓ The time required for review and validation
  - ✓ The process of accepting deliverables (document review, presentation,...)

- Document and validate with the sponsor the expected deliverables at the end of each phase or component:
  - ✓ Deliverables to be produced (e.g. project charter, new procedure implementation, plan, etc.)
  - ✓ The format of the deliverables to be used
  - ✓ Stakeholders responsible for reviewing and validating deliverables

Key activities

- Define the process for accepting deliverables and present it to the sponsor

- Define and share with the project team the list and expected format of deliverables

- Identify validators and inform them in advance

WHO Change Agent Toolkit Components

- ✓ **Project status reports**
- ✓ **Action items and decisions log**
- ✓ **Change requests log**
- ✓ **Project closure reports**
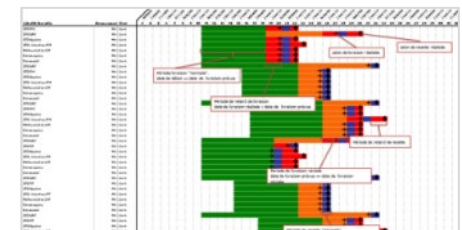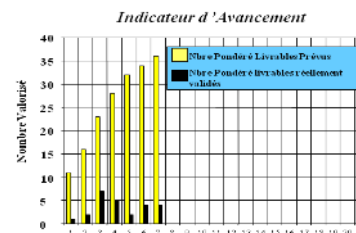
Step 7: Implement change projects
Monitoring of change initiatives

3 **Quality management**

Objectives

- Establish standards (criteria, rules, indicators, models) against which deliverables will be evaluated

- Communicate clear expectations within the team in terms of quality review and compliance with standards

- Plan and conduct quality reviews of deliverables prior to their submission to the sponsor to ensure their consistency and level of compliance with established criteria and expectations

- Evaluate and improve the quality assurance plan throughout the project

Key activities

- Plan quality reviews in advance
- Inform the project team of standards and reference standards for quality
- Integrate review times into planning

WHO Change Agent Toolkit Components

✓ **Project charter incl. validation processes**

Step 7: Implement change projects
Monitoring of change initiatives

(4) **Time management**

Objectives

- Split the project into simple steps to manage the complexity

- Allow time for reflection to identify and resolve the potential risks associated with the project issues

- Establish key milestones (target dates) for each phase and clarify why each milestone is important

- Assign deliverables to each phase and identify the tasks, workloads and resources required to produce each of the deliverables

- Estimate workloads using forecasting models or by comparing them with other similar projects

- Document the internal and external dependencies of the project as well as the assumptions used that will have to be verified

Key activities

- Identify clearly the critical timelines and margins for action

- Anticipate and proactively manage deadlines

WHO Change Agent Toolkit Components

✓ **Project management plan**
✓ **Project implementation plan**

Step 7: Implement change projects
Monitoring of change initiatives

5 **Resource management**

Objectives

- Establish all internal and external resource requirements

- Define the profiles to be selected on the project and identify the adequate resources

- Form the project team by ensuring that all staff have the skills, knowledge and expertise required to carry out the work packages assigned to them.

- Ensure that each new resource (internal and external) working on the project has access to all the information necessary to prepare for performance

- Organize roles and segregation of tasks in a clear manner

- Solicit and engage appropriate experts at appropriate times and on appropriate topics

- Ensure that the team's motivation is maintained and that regular updates are made with each of its members

Key activities

- Ensure that a positive and collaborative attitude is maintained within the project team

- Achieve an allocation of relevant resources

- Ensure that you have the right staff profiles and skills required for the smooth running of the project

- Organize the work environment with the appropriate equipment

- Deal with conflicts professionally

WHO Change Agent Toolkit Components

- ✓ **Project card**
- ✓ **Project charter**
- ✓ **Training needs assessment**

Step 7: Implement change projects
Monitoring of change initiatives

6 **Communication management**

Objectives

- Keep the sponsor and key stakeholders informed in the most appropriate way according to their profiles and situations

- Clarify and define the means of communication to be established

- Establish a simple but effective governance to be able to communicate frequently and regularly on the progress of the project

- Document the governance of the project implemented

- Keep stakeholders informed of current and future activities, decisions and actions to be taken to solve the problems and risks being considered

Key activities

- Implement committees as needed (project, steering, etc.)

- Mobilize all stakeholders and inform them when necessary

- Ensure rapid decision making

- Communicate efficiently on project's progress and achievements

WHO Change Agent Toolkit Components

- ✓ **Project status report**
- ✓ **Project dashboard (logs)**
- ✓ **Project communications plan**
- ✓ **Stakeholder map**
- ✓ **Project close out report**

ID	Title	Description	Comms Method	Audience	Target Draft Date	Target Delivery Date
1						
2						
3						
4						
5						
6						
7						
8						

Step 7: Implement change projects
Monitoring of change initiatives

7 **Cost management**

Objectives

- Translate the project objectives into potential gains to be achieved

- Estimate the total costs (project costs, implementation costs, operational costs and investments)

- Carry out the budgetary follow-up of the project (formalization of the actual vs. budgeted and reporting)

- Manage the project through the analysis and monitoring of selected specific indicators. This monitoring can be formalized in a dedicated dashboard. It is important to qualify and quantify the baseline in order to establish a performance benchmark that will serve as a baseline to measure progress and results achieved during the project
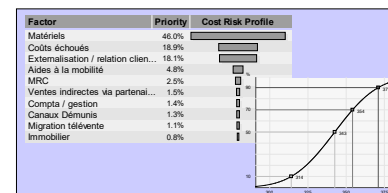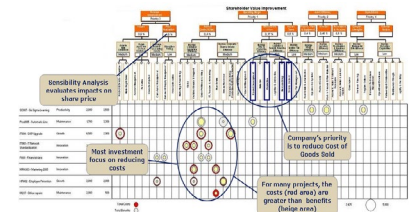
Key activities

- Define the potential gains in order to establish the rationale for justifying the implementation of the project

- Define, implement and monitor performance indicators

WHO Change Agent Toolkit Components

✓ **Metrics Tracking**

Step 7: Implement change projects
Monitoring of change initiatives

8 **Risk management**

Objectives

- Implement and document risk and problem management processes to
  - ✓ Enable project teams to manage them preventively:
  - ✓ Record, evaluate, monitor and manage risks in a dedicated tool (e.g. risk log)
  - ✓ Define preventive and/or corrective measures for each registered risk
- Plan regular risk reviews at each phase of the project
- Define the process and criteria for reporting information to the appropriate level of management
- Validate the probability and risk impact rating scale and communicate it to all team members
- Review more regularly the risks and issues identified as having a significant impact
- Assess risks from the sponsor's perspective and the team's perspective

Key activities

- Regularly update the risk/issue log
- Regularly review risks during project committees
- Develop action plans to mitigate risks and monitor actions
- Communicate ongoing risks to the project team

WHO Change Agent Toolkit Components

✓ **Risk / issue log**
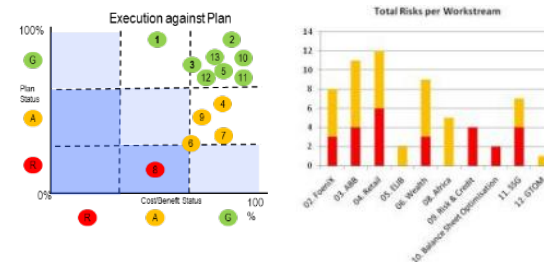
Step 7: Implement change projects
What do I do now?

Actions you can take:

- Work with project team to **complete at least the five (5) key project management tools** from the change agent toolkit

- Once the planning documents are complete, **begin to execute!**

- **Providing regular status updates** to your project team and other important stakeholders

Implement change projects

Tools and resources available:

- Check out **the change agent training list** and take any training on project management that might be useful

- **Use the change agent toolkit templates** for relevant project management activities as outlined

- Continue use of **change management tools** such as communications plan, stakeholder maps and training needs assessments as applicable

✓ **How we will know if we have achieved the goals?**

✓ **How will we measure impact?**

✓ **What KPIs will be used?**

Step 8
Evaluate progress and impact

Step 8: Evaluate progress and impact
Project evaluation tips

Best practices

The purpose of an evaluation is to determine if there was a significant impact or change generated by the project.
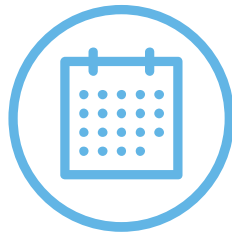
Plan for evaluation during project planning phase
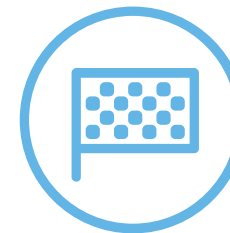
Organize mid point (process) and end point (impact) evaluations

Set Key Performance Indicators (KPIs)

Prepare evaluation plans and tools

Step 8: Evaluate progress and impact
Project evaluation tips

Sample KPIs for assessing behavior change

Organization Performance

- Performance improvements
- Adherence to project plan
- Business and change readiness
- Project KPI measurements
- Adherence to timeline
- Speed of execution

Change Management Activities effectiveness

- Tracking change management activities conducted according to plan
- Training tests and effectiveness measures
- Training participation and attendance numbers
- Communication deliveries
- Communication effectiveness

Individual Performance

- Adoption metrics
- Usage and utilization reports
- Compliance and adherence reports
- Proficiency measures
- Employee engagement participation measures and in-buy
- Employee feedback
- Issue compliance and logs error
- Help desk calls and requests for support
- Awareness and understanding of the change
- Observations of behavioral change
- Employee readiness assessment results
- Employee satisfaction survey results

Change Management Performance

- Tracking change management activities conducted according to plan
- Training tests and effectiveness measures
- Training participation and attendance numbers
- Communication deliveries
- Communication effectiveness
- Performance improvements
- Progress and adherence to plan
- Business and change readiness
- Project KPI measurements
- Benefit realization and ROI
- Adherence to timeline
- Speed of execution

Step 8: Evaluate progress and impact
What do I do now?

Actions you can take:

- **Assess project implementation compared to plan** to evaluate progress – On time? In budget? Unforeseen challenges?

- **Select impact KPIs** based on project goals and expected outcomes

- **Track KPIs** as project is implemented

- **Communicate impact and project progress** with key stakeholder

Evaluate impact

Tools and resources available:

- Make use of change agent toolkit **project trackers** such as:

    - Deliverable log
    - Risk log
    - Change request log
    - Project implementation plan
    - Communications plan

- Make **use of existing internal tools** such as budget trackers, supply logs, etc.

- Contact change management team for guidance on conducting broader **organizational impact assessments**

Step 9

Get inspired by concrete examples

Step 9: Example
Conflict management

1 The facts

Peter and Jane from a WHO country office and work in the same cluster. They always disagree and have conflicts. This time, they had a big argument and can't be in the same room anymore.

2 The problem

- Work can't progress as these staff members need to collaborate

- Cluster meetings can't take place with the two of them

- MoH is expecting some deliverables but the deadlines might be exceeded

3 The goal

- Meet deadlines and allow work to progress

- Avoid such conflicts on the work place

The solution

- **Make the case for change:** Discuss with colleagues about how conflict is handled in our office and why the team should change

- **Create a strategy:** Talk to the team/leadership and begin brainstorming about how to improve communication and resolve conflicts in the office

- **Change coalition:** Reach out to find allies, sponsors, resources and supporters

- **Initiate change:** Bring the team together to plan and prioritize ideas such as a training on Non-Violent Communication and creation of a « conflict council »

- **Address resistance:** Work with the resistors to address their concerns

- **Build a team:** Select team members to help organize the training and be on the council

- **Implement:** Use the project tools to plan and execute the activities

- **Evaluate:** Ask for feedback on the changes. How has conflict management changed for your team, including Peter and Jane?

Step 9: Example
Teleworking

● Medium change

● Big complexity of implementation

1 The facts

WHO staff works from the office and most of them share offices. The office is crowded and hot. The team also has many individuals who travel often on mission and struggle to meet family and work obligations.

2 The problem

- Low staff performance and engagement
- Lack of flexibility in the working approach
- Inadequate workspaces

3 The goal

Increase staff motivation, engagement and wellbeing.

The solution

- **Make the case for change:** Discuss with colleagues about how the office layout and approach to work should change
- **Create a strategy:** Talk to the team/leadership and begin brainstorming about how to improve the comfort and flexibility of the workspace
- **Change coalition:** Reach out to find allies, sponsors, resources and supporters for the ideas
- **Initiate change:** Bring the team together to plan and prioritize ideas such as a developing a teleworking policy
- **Address resistance:** Work with the resistors to address their concerns
- **Build a team:** Select team members to help create and implement the telework policy
- **Implement:** Use the project tools to plan and execute the telework program
- **Evaluate:** Ask for feedback on the changes. How has the work environment and approach changed for your team?

Step 9: Example
Staff promotion

● Big change

● Medium complexity of implementation

1

The facts

WHO staff often stays in the same position for many years. This results in dissatisfaction among some and the perception that only a few are offered enhancing professional development opportunities and interesting work.

2

The problem

- The staff feels like they are lacking opportunity for development
- Decreased staff engagement and motivation
- Lack of innovation

3

The goal

- Encourage WHO staff to apply to new positions
- Strengthen their ability to be succesful during a recrutement process

The solution

- **Make the case for change:** Discuss with colleagues about why the approach to profession development should change
- **Create a strategy:** Talk to the team/leadership and begin brainstorming about how to improve the visibility and access to development opportunities
- **Change coalition:** Reach out to find allies, sponsors, resources and supporters for the ideas
- **Initiate change:** Bring the team together to plan and prioritize ideas such as a coaching program for those applying for new opportunities
- **Address resistance:** Work with the resistors to address their concerns
- **Build a team:** Select team members to help create and implement the coaching program
- **Implement:** Use the project tools to plan and execute the coaching program
- **Evaluate:** Ask for feedback on the changes. How have professional development opportunities changed for your team?

WHO AFRO BEST PRACTICES

WHO AFRO best practices
WHO Program approach

Inputs

WHO Global transformation programme

WHO AFRO Transformation Agenda

WHO AFRO Culture Surveys and Focus Groups

WHO AFRO training programs and platforms

Training	Change management	Monitoring of Change initiatives
EXM team	Buy-in	Planning
	Communications	Scope
Heads of programme	Training	Deliverables
	Organizational impacts	Quality
Country-based change agents	Knowledge transfer	Resource management
		Communications
WRs		Budget management
		Risk management
All staff		Monitoring and evaluation

WHO AFRO best practices
Key success factors for change

1. Clear sense of urgency/case for change

2. Courage to challenge the « status quo »

3. Clear vision and target

4. Transformation starts at the top

5. Concrete and focus on problem-solving

6. Progressive and planned

7. Designed and owned by staff

8. Monitored and controlled

9. Strong focus on communication and training

10. Sponsorship from top management

Change rationale

Use of readiness assessments and diagnostics focused on organizational culture

Orthodoxies

Change strategy

Transformational leadership

Change initiatives

Change plan

Change network: selection and use of change agents

Change management team

Change activities

Change governance

WHO AFRO best practices
Critical success factors for change management

Making the case for change

Sponsorship for senior leadership and governance

Expertise or capacity in change management across the staff

Creation of a change agent network across an organization

Communication strategies or plans

Earmarking resources for change management

Incorporating and implementing a clear results or benefits strategy