Change Management
Change Management

• Your implementation can only be successful if it rolls out well
• You must drive user adoption
• Maximize your investment in technology and business process
Four Fundamental Needs

What people need to know: KNOWLEDGE

What people need to do: SKILLS

What people need to be accountable: STRUCTURE

What people need to believe: MOTIVATION
Review Experiences

- What roll outs have you experienced recently?
  - What worked well
    - What do you want to duplicate?
  - What did not work well?
    - What do you want to avoid?
Audience Analysis

• Who is impacted by the change?

• Groups to consider
  • Executives
  • Organizational Unit Leads
  • IT
  • Human Resources
  • End Users
  • External, e.g. Partners and Vendors
# Communication Plan

<table>
<thead>
<tr>
<th>Audience</th>
<th>What will be communicated</th>
<th>Method of delivery</th>
<th>Timeline</th>
<th>Owner/Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Users</td>
<td>Announcement of Change, Goals, Benefits</td>
<td>Email</td>
<td>3 weeks before live</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Manager to All Users</td>
<td>Process Change and Benefit Confirmation</td>
<td>Send to Managers, Managers communicate to team</td>
<td>1 week before live</td>
<td>Project Manager</td>
</tr>
<tr>
<td>All Users</td>
<td>Go Live Data, Concise Process Change</td>
<td>Email</td>
<td>Live Date</td>
<td>Project Manager</td>
</tr>
<tr>
<td>All Users</td>
<td>Process Changes</td>
<td>List on Welcome Page</td>
<td>Live Date</td>
<td>Project Manager</td>
</tr>
<tr>
<td>TBD</td>
<td>System Review</td>
<td>Webinar</td>
<td>As Needed</td>
<td>Project Manager</td>
</tr>
</tbody>
</table>
Template: Announcement of Change

Communication 1

We are pleased to announce that we will soon be launching Cornerstone Growth Edition. This is part of a companywide [FOCUS] designed to [MAIN OBJECTIVES/BENEFITS TO THE EMPLOYEE AND COMPANY]. Our goal is to provide [GOAL].

This process will begin [DATE].

We will launch the system with [GOAL ENTRY/PERFORMANCE REVIEW, ETC.]. We ask that you complete your [TASK] by [DATE].

Please watch for information on reference guides and login data on [DATE].

Thank you in advance for your assistance with this important initiative!
We are pleased to announce that we will soon be launching the Cornerstone OnDemand Performance system. This is part of a companywide initiative to create a better performance solution based on the feedback we have received from you. This system is designed to create better alignment between you and your manager and provide more accurate data for your performance measurement. Our goal is to provide you a system and process that will be easier and more streamlined.

This process will begin July 22.

We will launch the system by having you enter your goals for the year into the system. We ask that you complete your goal entry by August 12th.

Please watch for information on reference guides and login data on August 19th.

Thank you in advance for your assistance with this important initiative!
Template: Process Change & Benefit Confirmation

Communication 2

As you are aware, we will launch the Cornerstone OnDemand Performance system on [DATE]. It is very important that we help our employees understand why we decided to make this change. We need your assistance communicating the following to your employees in a team meeting by [DATE].

Need for Change:
This is part of a companywide [FOCUS] designed to [MAIN OBJECTIVES/BENEFITS TO THE EMPLOYEE AND COMPANY]. Our goal is to provide [GOAL].

Process Change: [PROCESS CHANGES]

Date of Change: [DATE]
Initial Task in the System: [GOAL ENTRY/PERFORMANCE REVIEW, ETC.]
Date the Task is to be Complete: [DATE]

Please let your employees know they will receive a reference guides and login data on [DATE].

Thank you in advance for your assistance with this important initiative!
We are pleased to announce the launch of the Cornerstone OnDemand Performance system! The system is part of our [FOCUS] designed to [MAIN OBJECTIVES/BENEFITS TO THE EMPLOYEE AND COMPANY]. Our goal is to provide [GOAL].

As we move through our performance process, please note that we have made the following changes:
[PROCESS CHANGES].

We are excited for you to login into the system and familiarize yourself with our new tool. The first task that you will need to complete is to [GOAL ENTRY/PERFORMANCE REVIEW, ETC]. This task must be complete by [DATE].

To login to the system please use your [LOGIN INFORMATION] and [PASSWORD INFORMATION]. (Remove if you are using Single Sign On.)

For assistance navigating the system, a Quick Reference Guide is attached.

If you need additional support please [CALL/EMAIL] [NUMBER/EMAIL].

We look forward to your participation in this important initiative!