

Transition Responsibilities - An Overview

- Transition responsibilities are a critical component within a large scale, complex system implementation. When organized within a carefully structured program and well managed, these can make the difference between a centralized, system installation and a fully leveraged, self-supporting technology solution that is embraced by the user community and utilized to the “fullest extent”.
- In short, a transition activities are critical to ensure:

Local site readiness

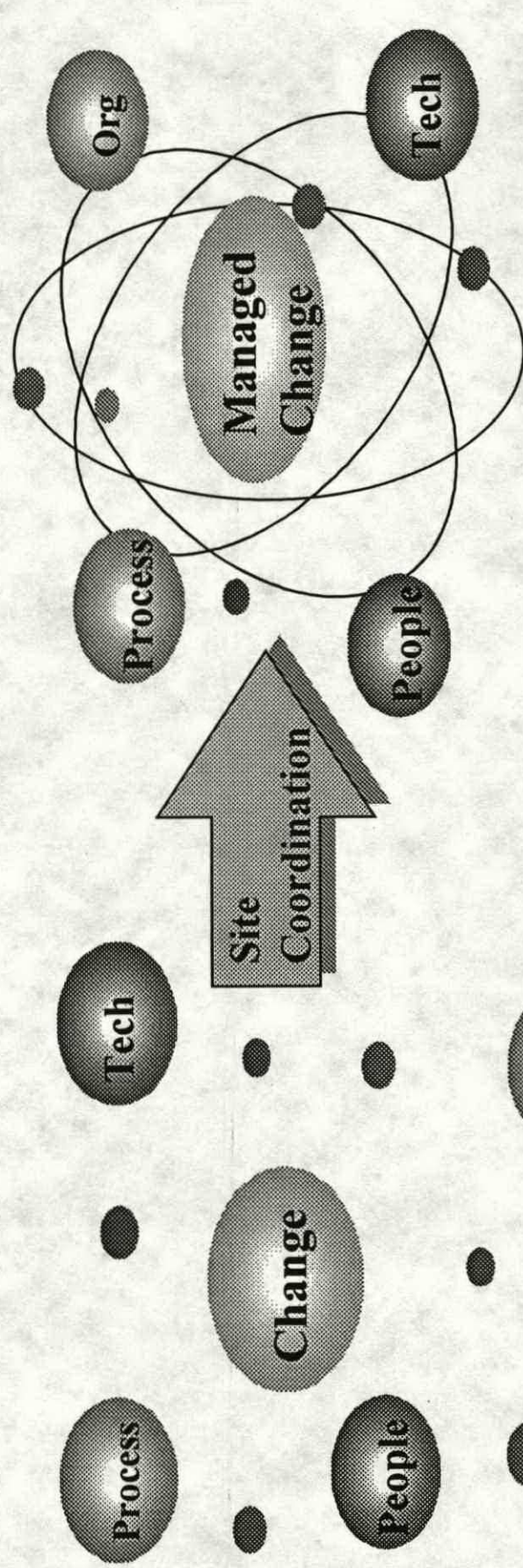
Local site engagement
& ownership

Local self sufficiency
in production



Transition Co-ordination Happens in Your Site

- Transition responsibilities reside within your site. The outcome is that your people are successful in the implementation of SAP while sustaining your business
- What does success look like ? People have information on what's happening, people are bought in and are confident in making the change, you have the right people in the right jobs and they have a source for problem resolution and lastly, they have required skills and equipment



Transition Leaders



Transition Role

- Accountability for the successful implementation of system functionality (with support from the [redacted] Team and HR/IR Representatives)
- Ensure your people have everything they need
- Serve as a liaison between the user community, senior management and the Implementation/Project Team
- Act as 'catalyst' for change, convening a site support team as appropriate
- Shares site communications responsibility by ensuring the success of two-way communications between the Project and users
- Ensure that all issues are resolved (facilities, training, equipment, IR, communications, staffing etc)

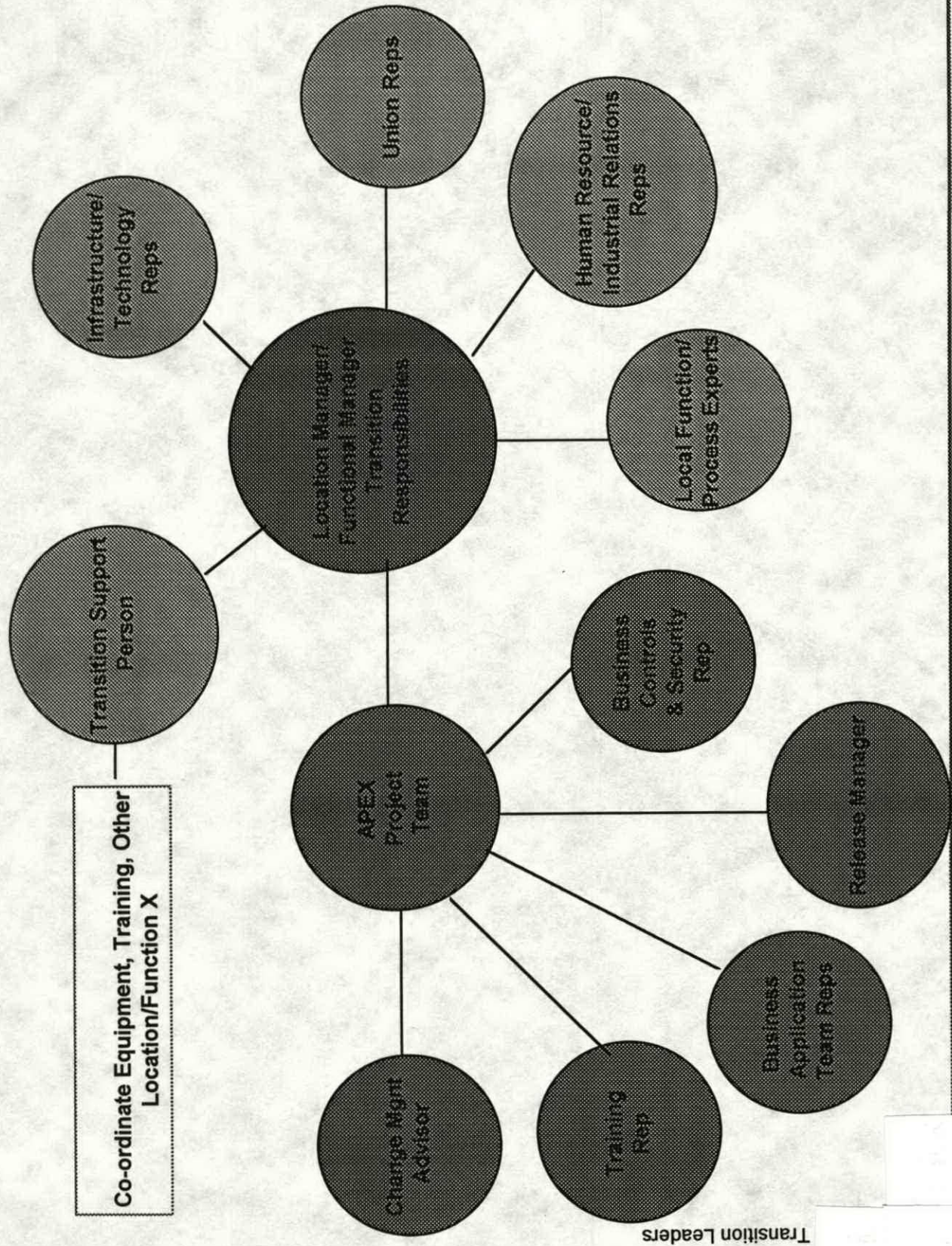


Transition Responsibilities - More Specifics

- Work with support of the [redacted] Team to customize a Transition Plan and Checklist per location/function/user group
- Manage Checklist and update on a regular basis (frequency to be a function of your "go-live" date - likely some progression bi-weekly, weekly, daily)
- Generate user awareness of project benefits
- Take direct responsibility of issue resolution and problem solving related to pre and post-implementation issues
- Accountability that end-users have all the information, skills, training (both SAP and non-SAP > eg Decision Making Skills, Basic Accounting, Planning, Other)
- Provide familiar, constant and real time support for local, work team colleagues
- Standardize post implementation process & procedures for the site (with support from the [redacted] Team)



Proposed Transition Team Model



Transition Leaders



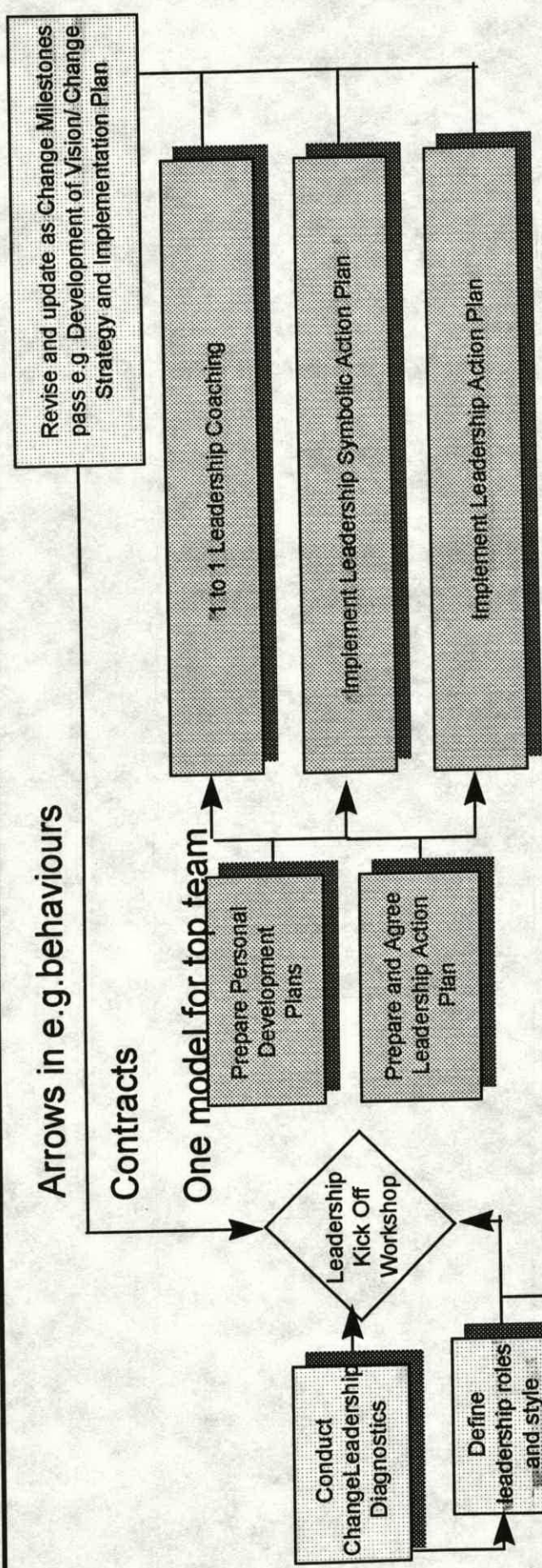
Initial Steps in Establishing Transition Responsibilities

- Identify who should take on these responsibilities and provide the necessary support
- Communicate responsibilities
- Complete briefing session provided by [redacted] - Change Management Team (CMT)
- Develop understanding of process changes and organizational impacts within your function/location
- With Business Application Teams (BAT's) and Change Management Advisor's support, develop custom Transition Plan and customize Transition Checklist
- Convene supporting Transition Team, establish roles and responsibilities and activities going forward



Change Leadership Route Map

LEADERSHIP



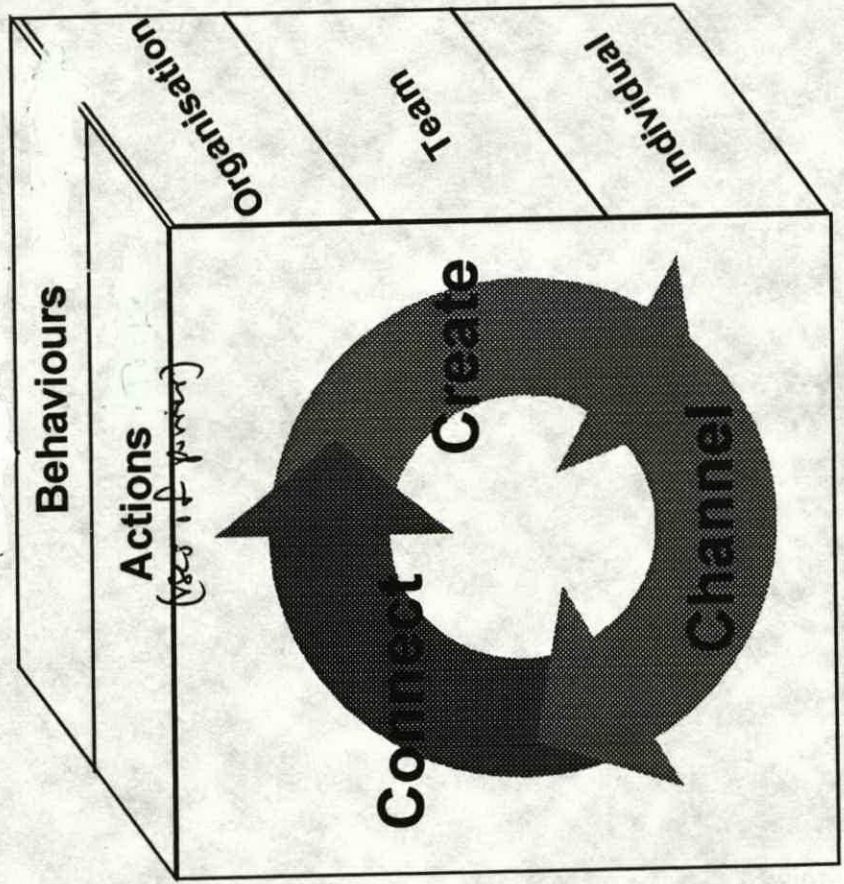
Responsibilities and accountabilities
The Value Proposition
Corporate Values

Be more specific, link to change initiatives steering / leadership of change (mechanisms)
Sorting out; leadership selection, freeing up time, project stop personal diaries, giving skills (team building)
Sensitivity to change (BSW), how other people are feeling



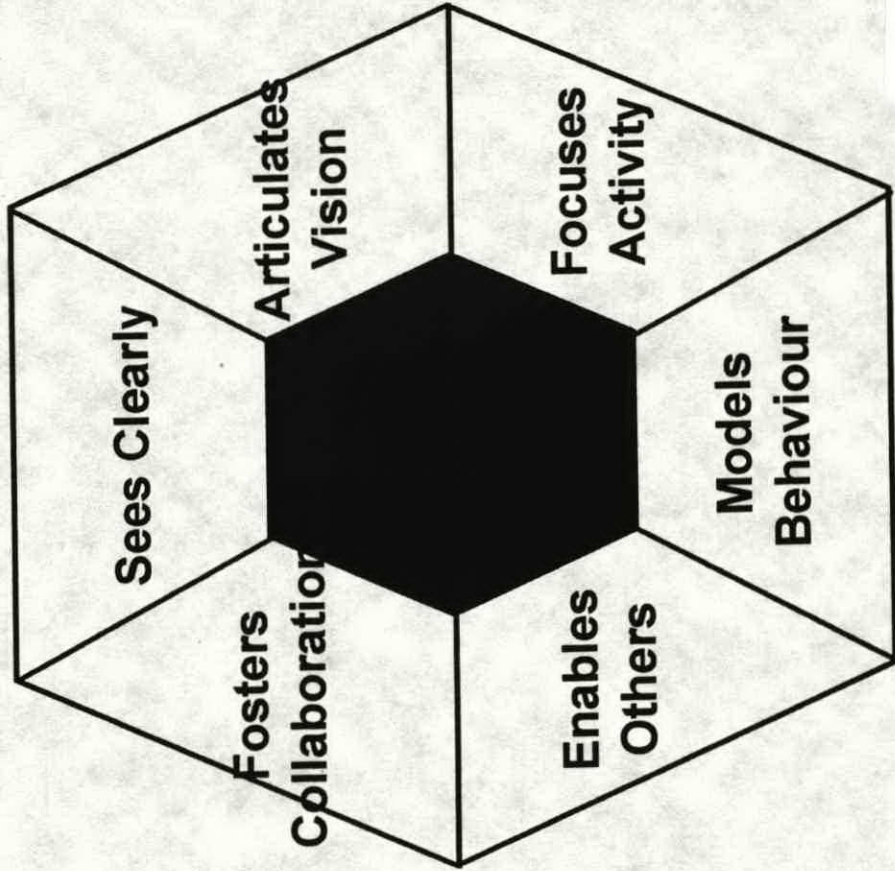
LEADERSHIP

The Leadership Cube



LEADERSHIP

A set of seven leadership behaviours



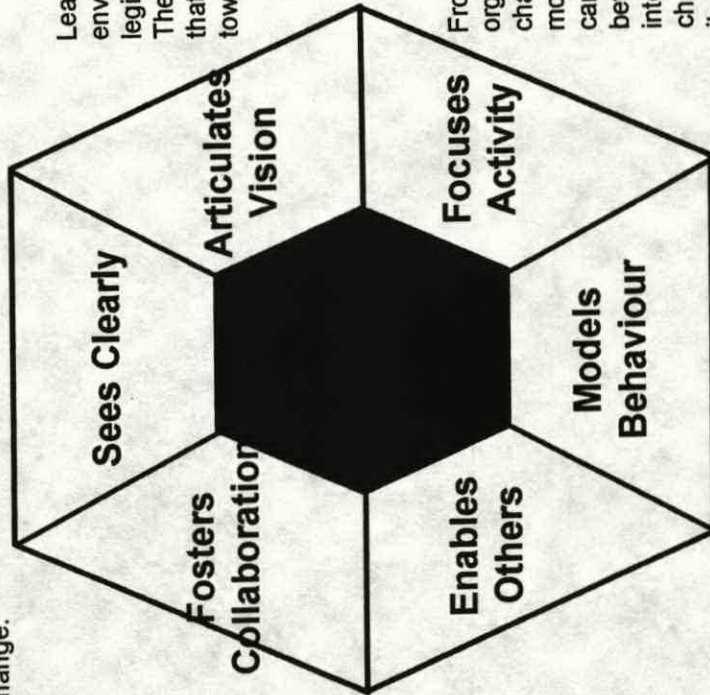
LEADERSHIP

Leaders are information hungry. They seek measures both for the organisational and change performance. They want to see the business as it truly is, see it from the customer viewpoint, take the temperature. They use this clarity of sight to identify barriers/blockages and opportunities for the change.

Leaders actively enlist others through their actions. They set up mechanisms to ensure the involvement of others and seek a shared vision.

Leaders seek out and find success stories. They celebrate these accomplishments and recognise individual and team contributions.

Leaders ensure that their change agents have the room to be effective. That the purpose, vision and direction of change is clearly communicated to them. That they are empowered to make change happen. And that they support and develop in their roles.



Leaders take responsibility for the process of envisioning. By their behaviour, they legitimise challenging and creative thinking. They ensure the vision is communicated such that everyone can join together in working towards the vision.

From their position at the top of the organisation, leaders focus and direct the change effort to those areas most important, most profitable and in which the organisation can make progress. They see the links between the change streams and they integrate. They communicate the focus of the change and ensure plans are in place to reflect it.

Leaders' behaviour sets the example. They consistently demonstrate the behaviours necessary to the vision. In so doing they legitimise those behaviours, and especially the improvement mindset. Their personal excitement and confidence in the change is infectious.

LEADERSHIP

and 15 key change leadership actions.

- 1 Build on a powerful customer driven case for change
- 2 Focus attention on what is strategically important
- 3 Be clear about where you are starting from
- 4 Keep painting and protect the better picture of the future
- 5 Develop a realistic, understandable and integrated implementation plan using all levers of change
- 6 Develop the infrastructure to support the change and deliver the benefits
- 7 Drive towards the Vision using balanced business performance measures
- 8 Involve stakeholders to gain their support and assistance
- 9 Tell people what's really going on and address their personal concerns
- 10 Behave as an inspirational role model for others to follow
- 11 Empower skilled teams to take responsibility for delivering the Vision
- 12 Stand back, see the connections and manage the integrating actions
- 13 Anticipate and remove blockages
- 14 Maintain momentum and a passionate enthusiasm for the change
- 15 Look for new ways to do it better

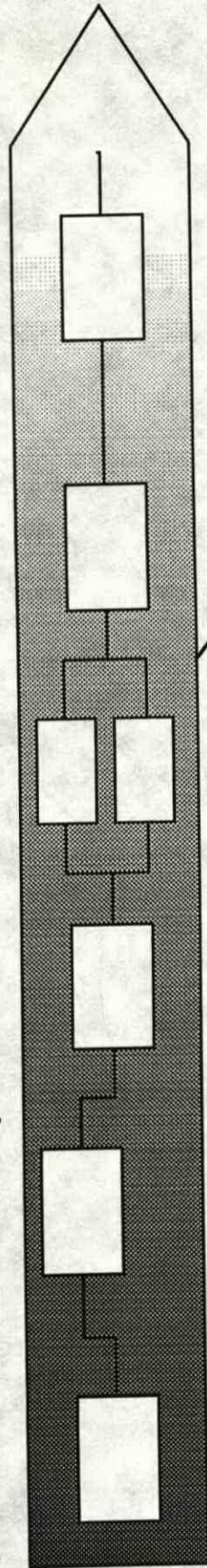
Change Leadership Diagnostics (2 weeks)

- An intensive assessment of the readiness of the leaders of organisation to rise to the challenge of change.
- It will involve information gathering through;
 - At the organisational level
 - Change Readiness Workshops
 - Organisational Energy Questionnaire
 - At the team level
 - Structured interviews
 - Observation of team meeting
 - At the individual level
 - Structured interviews
 - Observation
 - 360 Diagnostic / Empreinte.
- This activity provides input to the Change Leadership Kick-Off Workshop and informs the definition of leadership roles and selection.

LEADERSHIP

Materials

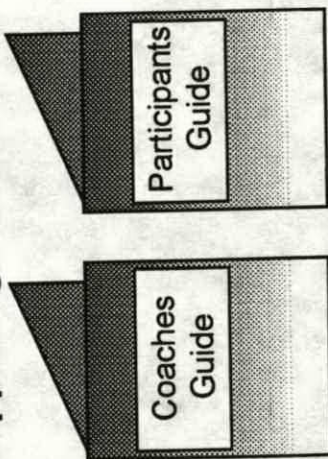
Process Outline / Route Map



Supporting Documentation / Manuals

Contents?

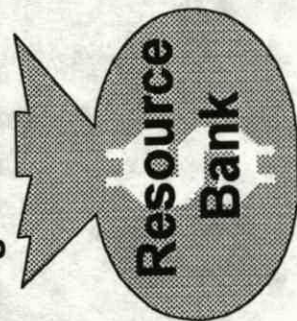
- Competencies for change leadership / role descriptions
- Process steps / route map / activities
- Record sheets
- Personal development plan



At the core we will probably want some mandatory reqs which root the process into the theory, e.g. use of the energy diagnostic

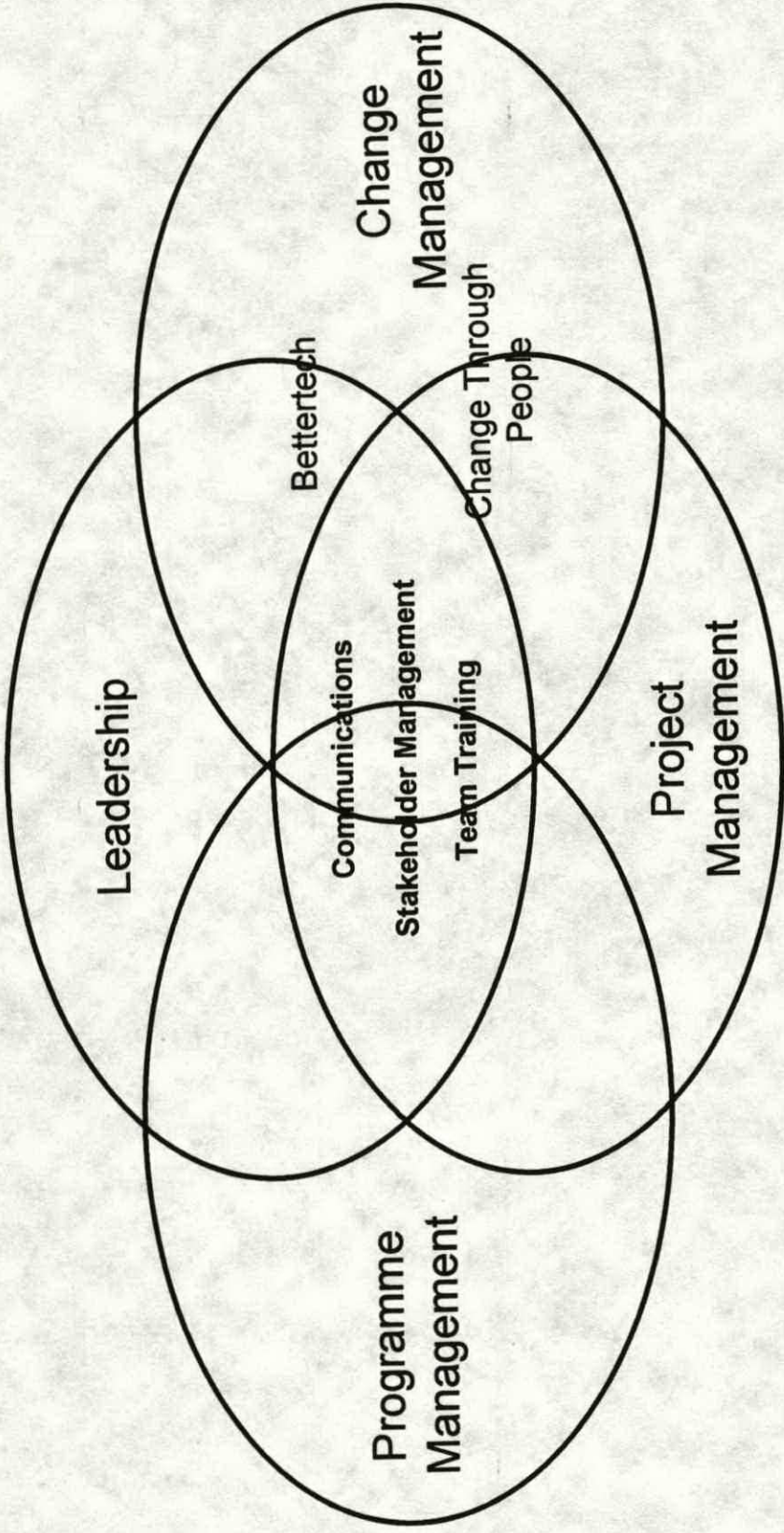
Supporting Materials / Tools and Techniques

- Additional materials for coaching / team sessions to respond to development needs;
- Diagnostics; organisational, team and individual
 - Reading lists / materials e.g. white papers
 - Course descriptions
 - Techniques for conflict handling, decision making etc.



LEADERSHIP

Boundaries with other initiatives



Implementation Planning

Site Transition Program

Roles & Responsibilities:

Implementation Executive Sponsor

- Implementation management across and upwards
- Liaison between Executive Sponsors, Implementation Manager and senior stakeholders
- Focal point for executive sign-off of all related process changes, technology enhancements, implementation performance measures and program management activities
- Provides support to Site Transition Owners to facilitate the completion of critical activities to ensure proper coordination of site transition activities
- Furthermore:
 - Reaffirm the org's strategic objectives and APEX Project's alignment with them
 - Be sensitive to the emotional demands of large organizational changes
 - During implementation, provide a mechanism for fast issue resolution
 - Intervene when necessary to ensure the appropriate level of project resourcing

Implementation Manager

- Implementation management across and downwards
- Hands-on management of all aspects of implementation, working directly with BATs, Site Transition Owners and all facets of the Implementation Team
- Direct interface with Implementation Executive Sponsor and Process Owners for project resourcing
- Direct interface with Implementation Executive Sponsor for issue resolution
- Direct interface with those responsible for other initiatives/potential impacts within CPR

Implementation Planning

Site Transition Program

- ✓ To effect change at CPR requires local ownership at each location. The project team will work to transition required knowledge and skills to those impacted but it is critical that the locations commit resources to the cause throughout implementation.....

The Site Transition Program will:

- Draw representatives from the locations into a team that is tasked to "make change stick at the local level"
- Ensure that the implementation strategy and plan reflects the specific needs of each location
- Provide for direct and immediate feedback during the implementation
- Provide local and immediate implementation support and problem solving capability
- Ensure that the level of knowledge at the locations is sufficient to provide a self supporting capability post implementation

Implementation Planning

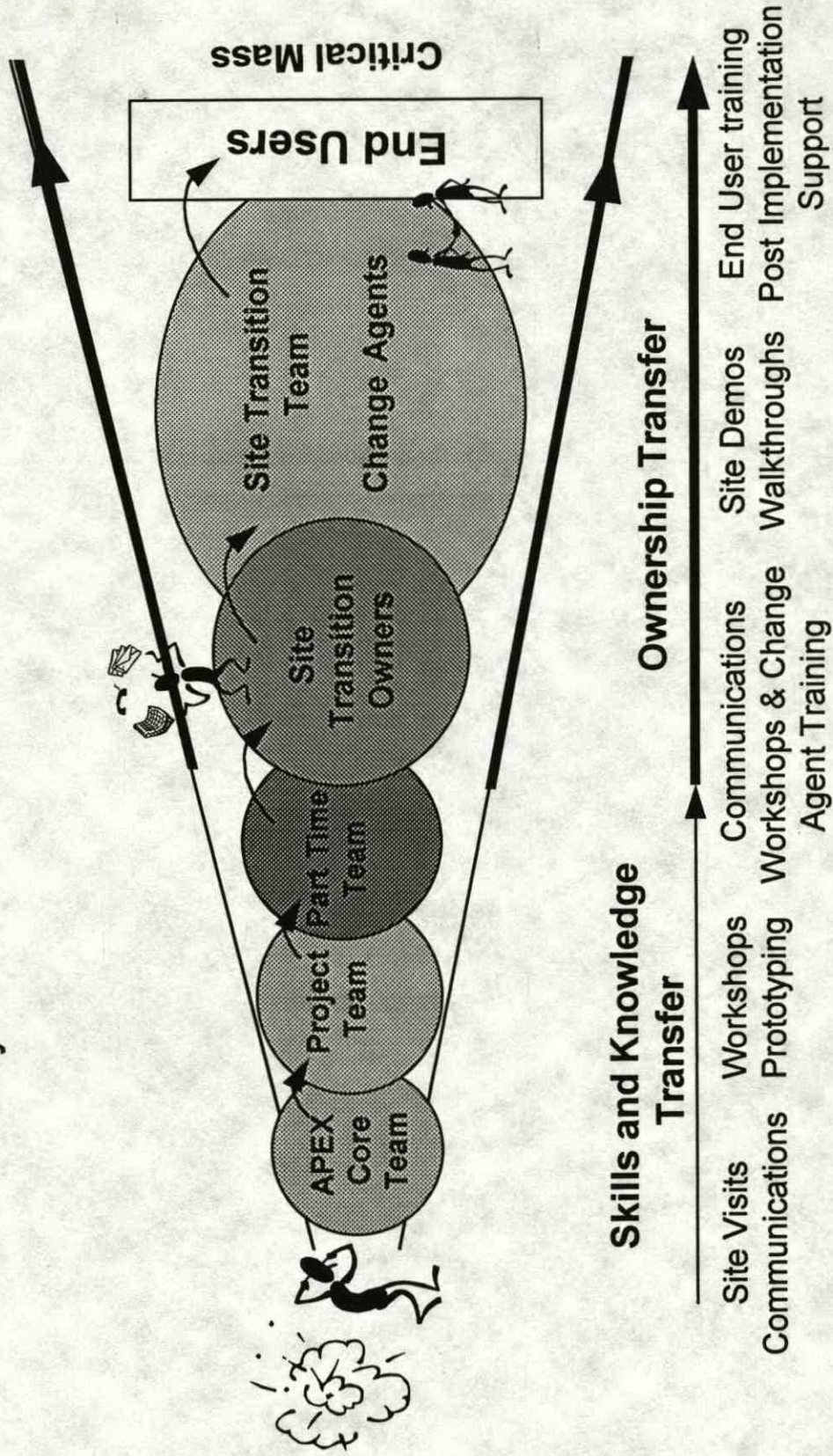
Site Transition Program

Goals:

- ✓ Knowledge Transfer - Through early and continual involvement, informative communications and effective user training, transfer requisite skills and knowledge deep within CPR
- ✓ Readiness - The readiness of the locations' infrastructure, facilities and supporting organization(s) to successfully "go live", and to support the initiative through post implementation
- ✓ Ownership - The ability of each location to step up and take ownership of the new technology, business processes and organizational elements of the implementation and derive the anticipated business benefits.

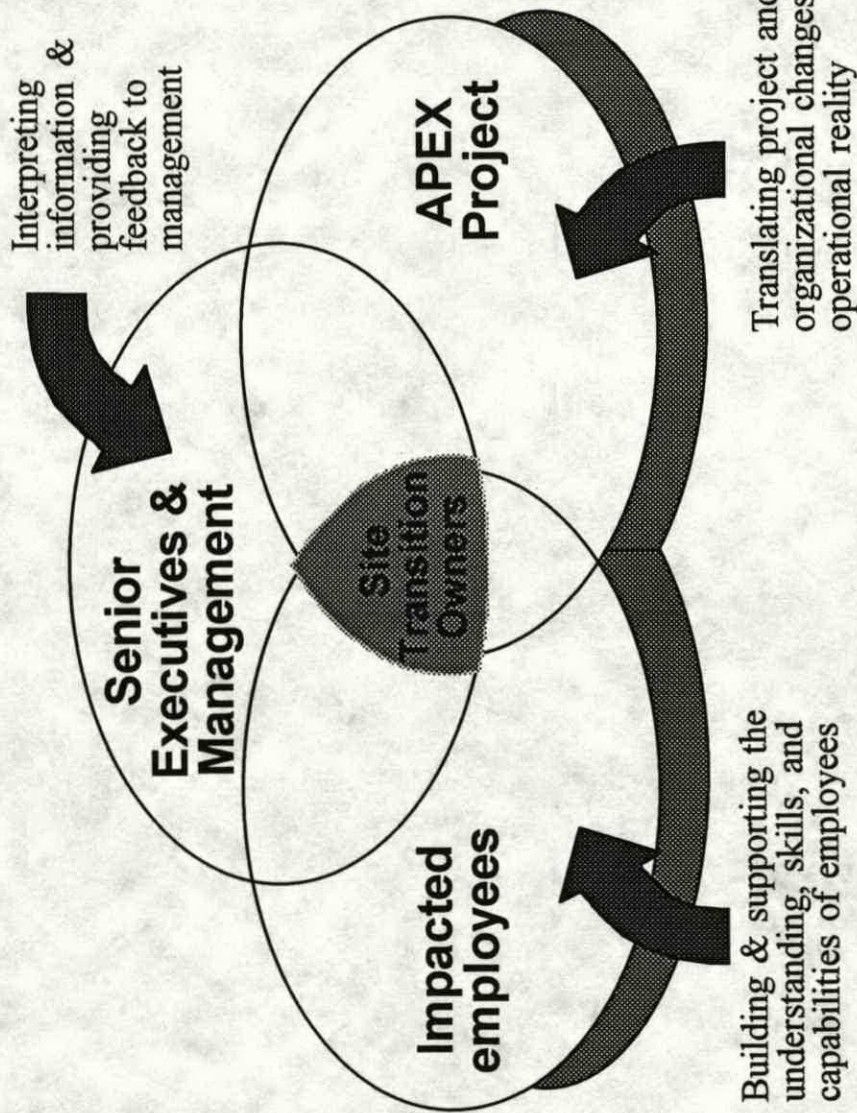
Implementation Planning Site Transition Program

Site Transition Dynamics:



Implementation Planning Site Transition Program

Position of Site Transition Owners:



☞ The Site Transition Owner and support Team is at the center of all activity during implementation; key provider of information to Managers and Supervisors, first line of support for impacted employees and those who interact with Customers and the means by which the Project can make change 'stick' at the local level through implementation and beyond

Translating project and organizational changes into operational reality

Building & supporting the understanding, skills, and capabilities of employees

Implementation Planning

Site Transition Program

Roles & Responsibilities:

Site Transition Owners

- The lead for implementation activities at a location, for translating generic plans appropriately for each location
- Coordinates with Training Team to ensure appropriate skill and expertise is imparted to the locations
- Coordinates with Communications Team to ensure right messages are 'cascaded' through the locations and that feedback is gathered and acted upon
- Work to share details of the anticipated benefits of implementation and change in the locations and across the organization
- Directly accountable for the "readiness" of the location to successfully adopt the changes
- Works with the Implementation Manager to direct the support of the Site Transition Team which facilitates the implementation of process, organizational and technology changes at the specific location
- Assists in the development of appropriate performance measures, and secures the resources to meet the target objectives
- Conduct accurate and timely reviews of the business performances in the appropriate process/functional areas
- Be responsible for securing the proper individual resources and skill sets to support the new business processes and systems
- Actively promote 'customer-based', customer focused process and system improvement activities post implementation as part of continuous improvement effort