

Organizational change management

Strategy and business improvement accelerates performance improvement

Business need

The enormous costs associated with implementing change make failure an unthinkable result. However, at the end of the day, too many organizations report their change effort was less than successful. Hitachi Consulting's Organizational Change Management (OCM) solution utilizes a tactical methodology and tool set to help you avoid common pitfalls associated with change:

- The ROI and/or stated benefits were never realized
- The new processes or systems were only adopted by a small portion of the organization
- When the project went live, critical business systems halted, causing loss of revenue, increased costs, dissatisfied customers and frustrated employees
- The project has been attempted more than once, ran over budget and was late, or was never completed

The root cause of many of the above pitfalls is organizational resistance. A recent change management best practices study* indicates the top five obstacles to successful projects are:

1. Employee resistance at all levels
2. Middle-management resistance
3. Poor executive sponsorship
4. Limited time, budget and resources
5. Corporate inertia and politics

* Research conducted by Prosci – a leader in organizational change management research.

The key to project success is effectively managing the organizational change during the project.

Value delivered

Hitachi Consulting's OCM solution identifies and minimizes the "people issues" and risks associated with the implementation of system, process, and organizational transformation. A comprehensive and structured approach to implementing change is critical to project success.

The implementation of an effective OCM program minimizes the disruptive impact of the change, the dip in production that occurs with any change initiative, and accelerates and maximizes the level of acceptance and resulting performance after the change. Organizational change management is critical to maximizing project success.

"Helping organizations understand the complexities of transformation, aligning leaders and stakeholders to that future vision and preparing those that need to change is at the heart of what we do on all our projects. Organizational Change Management brings together the art and science of what it takes to truly prepare organizations for transformation in the digital age."

– Susan Anderson
 Vice President, Organization Effectiveness,
 Hitachi Consulting

An effective organizational change strategy ...





Our approach

Hitachi Consulting's Organizational Change Management approach assesses, designs, communicates and implements change strategies that manage the individual and organizational transitions required to accelerate and sustain large-scale change.

The Organizational Landscape discipline analyzes the current organizational environment, develops the appropriate change management approach, and builds the infrastructure for sustainable change.

The Leadership and Stakeholder commitment discipline coaches organization leadership to actively lead the transition, arming leaders with the necessary resources to guide their teams through individual and organizational transitions.

The Communication discipline delivers the right message to the right person at the right time. It aligns the project strategy with that of the overall organization and provides a compelling message to guide the organization through the change.

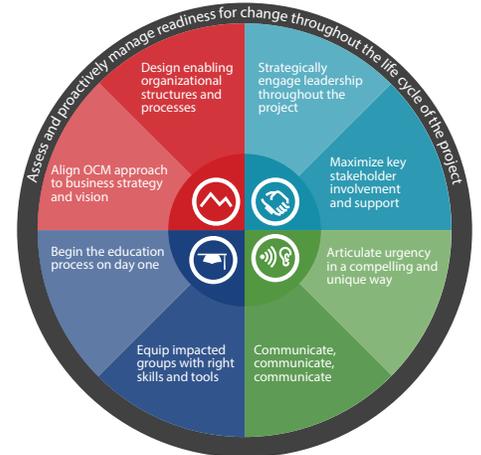
The Learning discipline educates the organization on new processes and technologies throughout the project lifecycle. It develops the knowledge, skills, and behavior necessary to enable individuals to successfully perform in the future state.

Our adoption accelerators

Hitachi Consulting has established a set of best practices around organizational change management. Based on more than 15 years of direct implementation experience, our adoption accelerators directly align with our approach. Our best practices and end-to-end approach are common across industries, organizational size and cultures.

Questions for organizational change management:

- How do you maximize ROI?
- How do you ensure the change "sticks" and minimize the natural instinct of returning to "the way we have always done things?"
- How do you implement a holistic solution that includes process and organizational considerations, instead of simply automating the current environment?
- How do you ensure the active leadership involvement critical to project success?
- How do you minimize the business risk while maximizing the benefit of the change?



About Hitachi Consulting

Hitachi Consulting is the global solutions and professional services organization within Hitachi Ltd., a global innovation leader in industrial and information technology solutions and an early pioneer of the Internet of Things. Hitachi Consulting is a business integrator for the IoT era and a catalyst for digital transformation. Using our deep domain knowledge, we strategically collaborate with our clients to help them innovate faster, maximize operational efficiency and realize measurable, sustainable business and societal value. As a consulting-led solutions company, we can help you leverage data as a strategic asset to drive competitive differentiation, customer loyalty and growth. To learn more, visit www.hitachiconsulting.com.