Guiding people throughout technology change
HPE Management of Change Service
The pace of today’s technology change is faster, more challenging, and farther reaching than ever before. To stay competitive, digital enterprises are using modern technology to change how they operate, serve customers, communicate, and collaborate. Digital transformation has reached all areas in every industry. It alters the way people work, learn, and live. Agile ways of working and new leadership models are required to meet the demands of changing markets and new technologies.

**What if you could...**

- adapt quickly to a new opportunity
- experiment with radical ideas and approaches
- be nimble in digital technology transformation
- enable people to be motivated rather than threatened by change
- change processes that no longer fit
- accelerate business transformation, not hold it back

**Figure 1.** Proactive response to change in the digital era

**Digital transformation** is enabled by modern **hybrid infrastructure**, mobility, and accessibility. New job categories are being created. Entire functional teams are being asked to pivot and serve their organizations and businesses in new ways, embracing new tools, work processes, and roles.

The net impact empowers knowledge workers who can now work when, where, and how they need to perform their job function with best results to the business. IT teams are required to keep pace with the demands of their organizations to deliver technology value faster, with higher quality and with competitive innovation.

This unprecedented level of change begs the critical question: how are you preparing and supporting your people to be successful throughout the technology change process?

**Preparing and supporting people throughout technology change**

Technology transition will bring unique challenges to any organization. To be successful, transformational projects need to address the myriad of changes which affect people, process, and technology. Most projects are diligent about design and execution around process and technology, but the people component is often given minor consideration or is overlooked altogether. Consequently, transformation projects that neglect the workforce often fail to deliver expected and desired benefits.

A positive and sustainable user experience is key to the success of any transformation. Smooth transitions rely on a well-prepared and supported workforce. People need to understand and embrace the change that is happening. They need to see the big picture from the organizational perspective and they need to understand the impact of the change on their individual roles, responsibilities, workloads, and daily tasks. To avoid business disruption, there must be an orderly and well-planned user transition—based on a plan to prepare and support the workforce throughout the process.
Specifically, the organization needs a formalized approach to manage the changes that are imminent due to new processes and technologies.

To address these challenges, Hewlett Packard Enterprise offers the HPE Management of Change (MoC) Service delivered by HPE Education Consulting. MoC is a formalized approach for transitioning individuals, teams, and organizations to a desired future state. The HPE MoC practice helps companies and organizations achieve excellent return on their technology investment by proactively supporting people and thereby helping minimize known causes of failed technology adoption.

HPE MoC consultants start the engagement by working with your team to identify the impacts on business functions and levels—including executives, management, and individual contributors. We work with company stakeholders to create a project that addresses those impacts and drives effective and timely implementation of the accepted solution. Tailored plans address communication and skills requirements to support specific project results and business objectives.

Delivering successful business change

When it comes to successful technology transformation, HPE understands the importance of the human element. HPE delivers predictable, effective benefits through the extensive capabilities, framework, and tools of the HPE MoC program. We follow a structured though pragmatic approach to address many levels in the organization—from top management, to business managers, to individual contributors. The need for remediation is proactively identified and carefully managed in context of the wider implementation. Our objective is to quickly deliver first benefits while securing long-term success. The main goal is to provide a positive user experience throughout the entire organization.

HPE consultants:

- Coach senior executives and support the formulation of the vision, goals, and change strategies while facilitating visible sponsorship for the project
- Work jointly with representatives from different business areas to drive the change agenda and build the change plan
- Work across the business to communicate among business units and individuals to build the awareness, understanding, and confidence required to embrace change
- Design and deliver formal and informal upskilling activities aligned to the project and provide support to sustain knowledge and skills after implementation
Enabling change in IT organizations

Technology initiatives such as cloud and hybrid infrastructures, mobility, big data, and artificial intelligence are driven by business urgency. These wide sweeping initiatives significantly impact the IT organization.

For example:

- Improved IT methods and processes may be required to increase agility and enable faster application service delivery with higher quality and value.
- As the structure of IT organizations change, leaders and employees may need to embrace new roles and responsibilities.
- New business models may require closer cooperation between business units and IT.
- Collaboration and communication within and across teams may need to be established and improved.
- Individuals within the IT organization may need new skills and certifications.

The impact on the IT organization needs to be recognized early in the process and actively managed alongside the implementation of new technologies.

Addressing the needs of the entire workforce—management, business users, and IT

By proactively engaging with staff throughout the project, the staff is aware of, understands, and is prepared to adopt new capabilities and technologies. If roles and responsibilities are changing, people need to be guided through the change; they need to be informed and supported throughout the entire transition. Key elements of transition are displayed in Figure 3. Leadership alignment, timely communication, and training and support to develop required skills are central to success.

Figure 3. Key success factors for successful change
Understanding our approach to MoC

With decades of global project experience and extensive understanding of transformation programs based on a formal MoC framework, HPE has developed a high-level approach, which includes the elements required to support your people through significant technology change. This approach addresses three major change domains.

Three change domains

<table>
<thead>
<tr>
<th>Culture and behaviors</th>
<th>IT organization transformation</th>
<th>Knowledge and skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduce and embed new behaviors and beliefs</td>
<td>Design and implement new roles and relationships</td>
<td>Introduce and reinforce the new skills and knowledge</td>
</tr>
<tr>
<td>Enable all levels of an organization to deliver business outcomes</td>
<td>Help ensure new technologies deliver value to the business</td>
<td>Enable individuals to be productive with the new capabilities</td>
</tr>
</tbody>
</table>

Figure 4. Domains of the standard HPE MoC framework

To address the three change domains, the HPE MoC approach includes the following key activities.

Table 1. Key activities included in the HPE MoC approach

<table>
<thead>
<tr>
<th>Components</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Impact Analysis</td>
<td>Help establish the overall change strategy and develop the initial set of integrated plans (change, communication, and training) aligned to overall program time frames and milestones</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>Engage with identified stakeholders from executives to business unit managers to understand their views, to determine support requirements, and to establish a program of activities</td>
</tr>
<tr>
<td>Change plan and communications</td>
<td>Create and execute the change and communication plans using a variety of media to deliver timely information to user communities</td>
</tr>
<tr>
<td>Skills Gap Analysis and upskilling</td>
<td>Assess upskilling needs through formal Skills Gap Analysis, design learning programs, develop learning material, and deliver role-specific training sessions</td>
</tr>
<tr>
<td>IT organization design</td>
<td>Identify changes to the IT organization and to individual roles to match the requirements of the new IT environment and processes</td>
</tr>
</tbody>
</table>
The following components of the HPE Change Impact Analysis Service lead to an HPE MoC strategy and high-level plan.

**Business context**
- Confirm issues, requirements, and desired outcomes; review current status and capture high-level gaps

**Strengths, weaknesses, opportunities, threats (SWOT)**
- Given the context of the change, document strengths that can be built upon, known weaknesses that need to be addressed, opportunities (especially for quick wins), and threats to success

**Operational capability**
- Identify existing capabilities that support the new technologies and processes, and identify existing services/solutions that may need to be modified

**Gap assessment**
- Expand and define identified issues, gaps, plan remediation, responses, and timelines

**Gap closure**
- Build out the key features of the transition plan and place the responses in the timeline of the program

The initial and guiding element of the HPE MoC approach is the HPE Change Impact Analysis Service, which can be obtained independently or as a starting point for a larger engagement.

As part of the HPE Change Impact Analysis Service, HPE works with your team to anticipate and plan for impacts across levels and functions in your organization.

![Diagram](image)

**Figure 5. Areas addressed by the HPE Change Impact Analysis Service**

**About HPE Management of Change consulting services**

HPE understands the importance of the human element to any successful IT-enabled business change. We address this key factor with HPE MoC services delivered by the HPE Education Consulting team.

With more than 30 years of experience—and with expert solution architects, business consultants, education project managers, instructors, and instructional designers—**HPE Education Consulting** has the ability to deliver worldwide, in a variety of formats to meet your business needs. We support the plans of many global clients and deliver predictable, effective benefits through the HPE MoC practice including faster adoption of new technology, new processes, and new ways of working.

Learn more at [hpe.com/ww/learnmoc](hpe.com/ww/learnmoc)