

# SUSTAIN THE CHANGE: AN EVALUATION

**WILL YOUR PROJECT DELIVER THE DESIRED RESULTS?**

*lamarsh and associates, inc.*  
consulting services for changing organizations



## The implementation team is disbanding and the consultants have been sent home.....

Before you schedule that party and begin celebrating, ask yourself the following question: "Will the change you just implemented sustain itself over time?" Often, by the end of an implementation, the team is exhausted or has become burned out. They may fail to give the right attention to post-implementation requirements that will determine whether the change can and will be fully appreciated by the organization and be sustained over time. As a result, many change efforts lose momentum, under-perform and, in some cases, fail to deliver the anticipated value. Sustaining this momentum and leveraging gains from a change effort is critical for long-term success for any organization.

The **Sustainability Evaluation** provides you with a disciplined assessment and analysis of your new "Current State" and recommendations for sustaining your change. This package of change consultative services is designed to validate that the change will be self-sustaining or capture the change management requirements that will be necessary for your change to survive the test of time.

We will identify opportunities to ensure that the change is truly accepted and adopted by your organization. We will identify the potential sources of resistance that may impede your progress in the future. We will assess the change from a target's perspective (those who were required to change their behaviors) to determine whether or not they accepted the new Current State and see themselves as future partners in sustaining the change. Following the interviews, data collection and analysis, we will present our observations and findings with recommendations to management for developing further action steps to insure that the change will be sustained and the benefits maximized.

### Objectives – to help the project team:

- Identify successes and failures during the implementation and what the organization currently believes about the change.
- Review the original definition of the "Desired State" to determine whether or not the project team effectively addressed the Structure, Process, People and Culture issues.
- Review of the new "Current State" and complete a gap analysis to compare the Current State to the original "Desired State" in the business plan.
- Define the requirements necessary to complete the project team's Exit Strategy and the long-term Monitoring Plan.
- Examine other recent initiatives or unanticipated potential sources of organizational resistance that could affect (positively or negatively) the long-term sustainability of the change.
- Validate that the Desired State metrics are in place, determine whether they will be effective in measuring the success or failure of the change and insure that an appropriate Sponsor has been named who will be responsible for monitoring those metrics in the future.
- Strengthen the probability for long-term sustainability by recommending targeted strategies and action steps for sustaining the gains.
- Provide coaching on the content for final communications, learning, and reward events.

### Results:

- For the Business Unit: Validates that the plan for operating in the post-change are in place, the metrics for measuring the gains of the change have been established and the accountability for effectively sustaining the change have been established.
- For the Project Team: Provides the exit plan and the appropriate hand off to the Business Unit.
- For the Change Agents: Provides validation that they have successfully completed their change management work.
- For the Project Leadership: Delivers an objective review on the degree of success for the project and provides a strategy for the Business Unit to address any unresolved sources of resistance, going forward.
- For the organization: Measures the degree of acceptance within the organization so that the people who have been impacted by change can have a final voice before the project is fully completed and the project team disbanded.



K. Judge

## SUSTAINABILITY EVALUATION

The LaMarsh & Associates Consultant, working with project team leadership and team members, will complete the Sustainability Evaluation to determine the long-term viability of the change and level of acceptance within the organization..

- 1. Preparation:** Project review and preliminary data gathering to clarify the expectations, process, and logistics required to complete the Sustainability Evaluation.  
Activities will include:
  - Review original project business case, project methodologies, roles & responsibilities, final status reports, and final deliverables.
  - Facilitate Review Meeting with project leadership to clarify their expectations of the Sustainability Evaluation, provide information about the process, and illustrate an example of a Sustain the Gain Report. Based on the results of this meeting, the scope of work may be altered, as required.
  - Schedule interviews
  - Prepare customized interview questions, as needed
- 2. Interviews and Data Gathering:** Conduct interviews and/or surveys with selected project team resources and participate in key meetings.
- 3. Data Consolidation and Analysis:** Organize data and perform analysis in order to identify patterns and trends. Option: Send interviewees a summary of the notes that were taken during their interview.
- 4. Development of Sustain the Gain Report:** Integrate findings and recommendations into a formal report to be included as a part of the overall Sustainability Plan for the project.  
Report can include:
  - a. Executive Summary highlighting strengths and weaknesses
  - b. Specific findings and conclusions
  - c. Level of Organization Acceptance
  - d. Recommendations
- 5. Present Report:** Provide a report to key project leadership for discussion and feedback. Provide a summary of recommended action steps to help facilitate the conclusion of the project.

## SUSTAINABILITY EVALUATION LOGISTICS

The duration of Sustainability Evaluation vary with the scope and complexity of the particular project at hand. Factors that will determine the duration and costs of a Sustainability Evaluation are:

- The magnitude of the change (number of Targets that were affected)
- Complexity of the change (departments/Sponsors that were affected)
- The duration of the project (number of months)
- The type of project (ERP, Re-org, CRM, etc.)
- Number of locations to be visited

**Participants:** Project Managers, project teams, change agents, project sponsors and Business Unit leaders who will own the change

**Prerequisites:** None. In order to complete a thorough Sustainability Evaluation, it may be necessary to hold several interviews with selected representatives. Therefore, the target dates and schedule are subject to availability of the key individuals and the urgency of the project deliverables.

**Timing:** Between 5 -15 days. The Scope of Work will be determined by the complexity and magnitude of the project as well as the number of objectives/requirements selected by the project management team.

**Location:** Client site and virtual

**Pricing:** \$ 17,600US - \$52,800US, plus Travel & Living Expenses for projects in the U.S. (contiguous 48 States) and Canada. Quotes are available for the **Sustainability Evaluation** service conducted at international venues.

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### WHO IS LAMARSH & ASSOCIATES?

*We are a world leader in change management consulting and learning services. We help our clients deliver the results and benefits expected from business change like that driven by technology or a merger/acquisition. Our goal is to help our clients reduce resistance and make it easier for their people to change. Through our commitment to knowledge transfer, we empower our clients to become their own internal change management resources.*

*Our services include cutting-edge web-based e-learning, a complete step-by-step consulting methodology, a multi-level competency development program, unparalleled project consulting and executive coaching. We invite you to join companies from around the world across a variety of industries and lines of business who already experience the value and power of the Managed Change™ approach.*