

# Change management and training implementation

Training and Project Management

## **What is Change Management**

Change management is when a business transforms from a single or multiple projects that impact the business processes. These business processes are experiencing one or more changes called impact of change. The areas of change impact is within technology, people or process.

1. System technology training
  - a) tools and templates;
  - b) systems and platforms;
  - c) basic security;
  - d) business intelligence insights and reporting;
  - e) data and analytics.
  
2. People training
  - a) leadership style and management;
  - b) culture shift and communication;
  - c) learning and skilling on employees;
  - d) diversity, inclusion & equity;
  - e) rewards and compensation.
  
3. Process training
  - a) Business operating model;
  - b) process & procedure;
  - c) organization chart design;
  - d) roles & responsibilities;
  - e) governance;
  - f) sustainability;
  - g) practice policy and compliance.

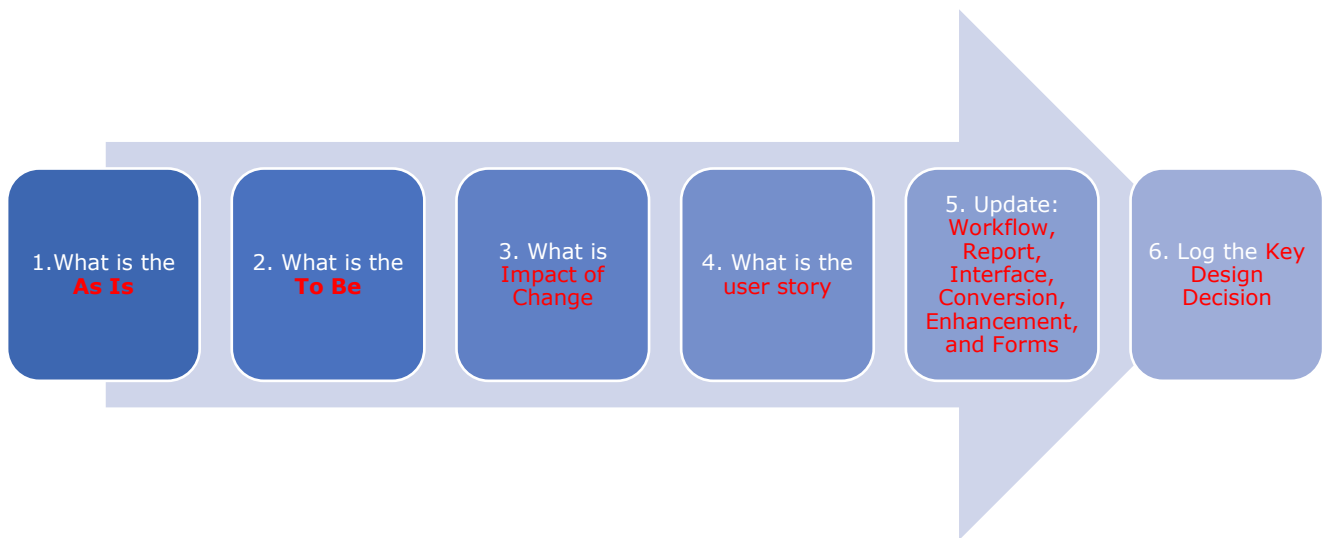
## **The process step of identifying and managing change**

During the process of design, the flow above helps to deep dive into the process, and to identify the impact of the change from the As Is vs To Be process.

These processes are:

- Supply Chain
- Procurement and Payable
- Dispatch to Door

- Order to Cash
- Record to Report
- Treasury – Cash & Bank
- Intercompany
- Global Shared Services
- ESG & Sustainability
- Research & Development
- Master Data Management
- Human Resources
- Generative Artificial Intelligence



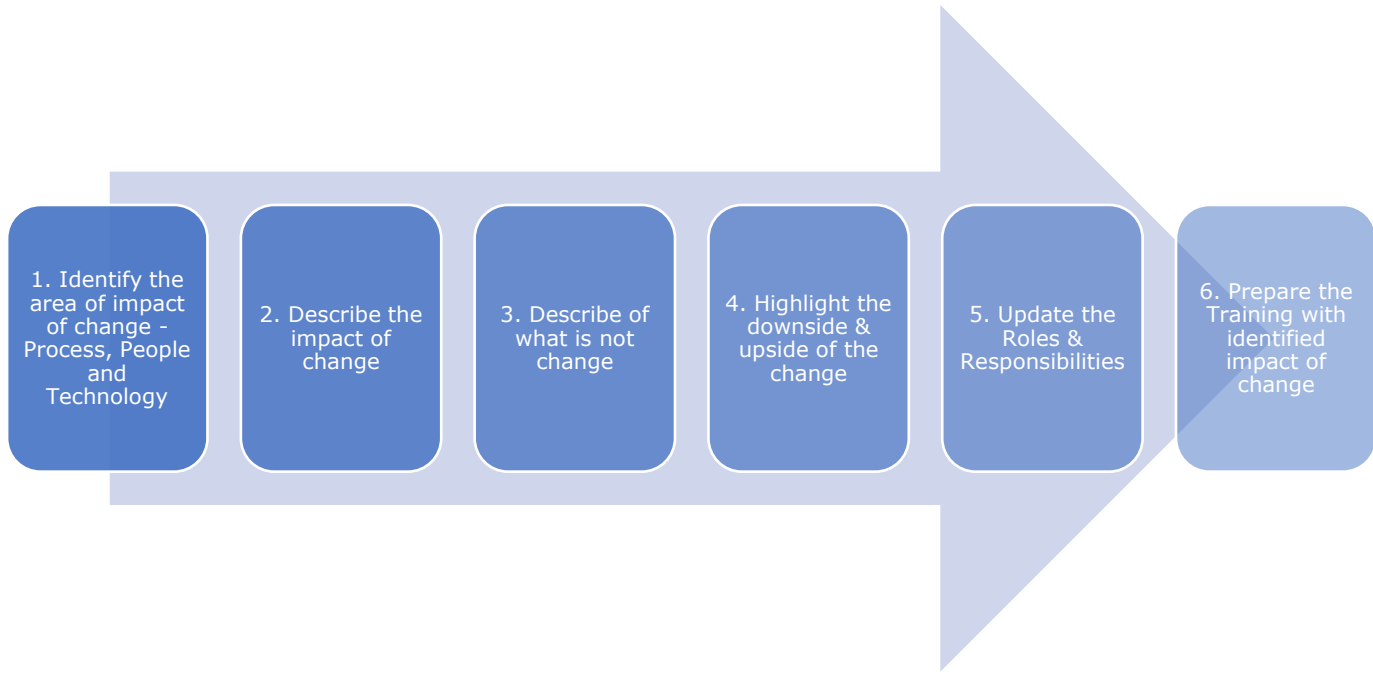
Depending on the level of the impact, for example: low, medium, and high, the business must log the key design decision for business decision-making purposes.

Design the framework to assess the level of impact is required so that key design decisions can be prioritized by the management.

### **What is impact of change?**

Change creates an impact of change within a process. The impact of change refers to the following areas:

- 1) Technology
- 2) People
- 3) Process



**Change management assessment form for training.**

Sample of the form below is an example of how change management impacts the following areas.

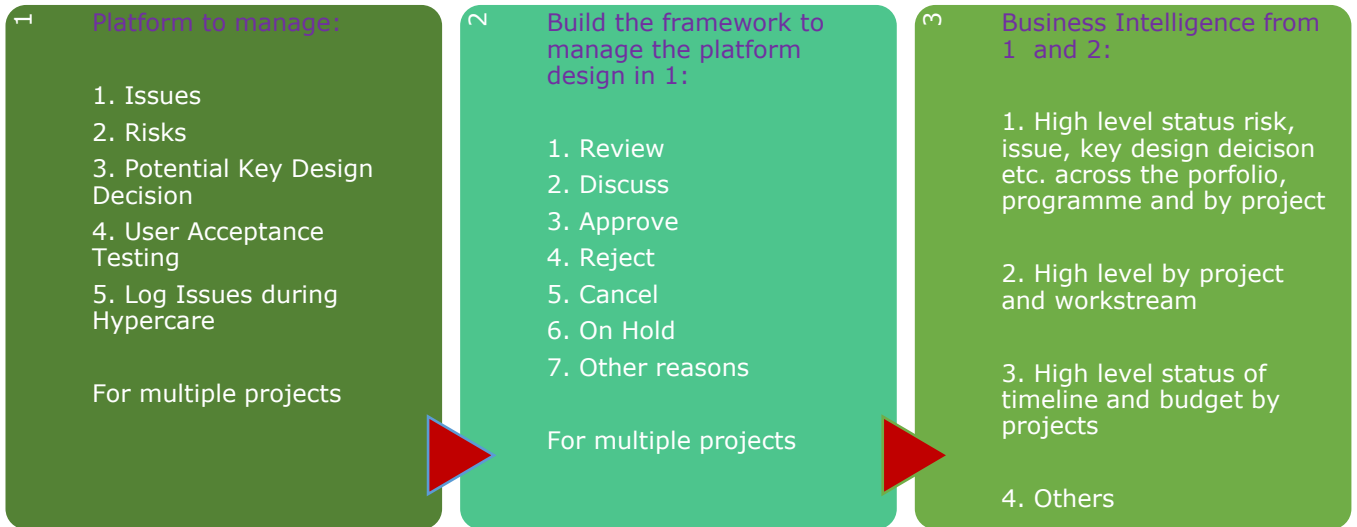
Describe the impact of change that impact at the specific areas and rank the impact of change from 1 to 10, where 1 is low and 10 is high.

Fill out the dependent workstream where the impact of change may impact, so that the key design decisions can be collaborated with the correct business functions for assessment and decision making.

Change Management	Area Impact of Change	Ranking 1-10 1 = Low; 5 = Medium ; 10 = High	Impact Workstream
Technology	Tools and templates		

	Systems and Platforms		
	Security		
	BI insight and reporting		
	Data & Analytics		
<b>People</b>	Leadership style & management		
	Culture shift and communication		
	Learning and skilling on employees		
	Diversity, inclusion, and equity		
	Rewards and compensation		
<b>Process</b>	Business Operating Model		
	Process and Procedure		
	Organization design		
	Roles & Responsibilities		
	Governance		
	Sustainability		
	Policy and Compliance		

With the AI capability becoming more available, the business can build a solution to support the change management process, especially if the business has a multiple of projects deploying at the same time. See example below:



## Training Approach from Impact of Change

Business should consider options below for training management that enable the business -

To benefit from:

- 1) Monitor the status and progress of training using Business Intelligence
- 2) Collate feedback from trainers to continuously innovate for future training programme.
- 3) Best practice is a way forward to support and retain staffs.
- 4) Attract talents.
- 5) Build one centre of excellence for training intelligence.
- 6) Audit trail!
- 7) Easy to search and update.

Requirement to have:

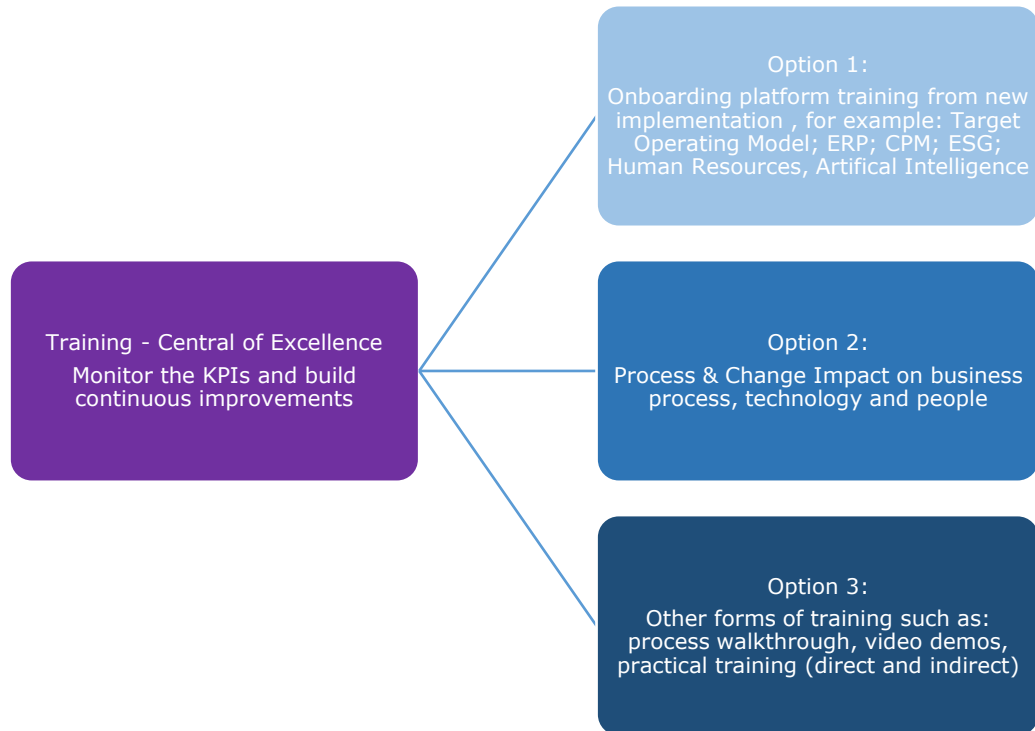
- 1) Good quality data.
- 2) Cloud based.
- 3) With built-in Artificial Intelligence solution.

- 4) Time consuming to set up for the first time.
- 5) Investment of costs.

**Option 1:** Build an onboarding platform for training for a single or multiple projects deploying at the same time may be essential for the business to manage change. This option can be expensive however, the business will benefit so much from this solution.

**Option 2:** Build a platform that manage process and change impact is essential during the process mapping and to have a quality process design. This platform can be built from scratch or can be bought from the shelf with required some extend of customizations.

**Option 3:** Other forms of training methods such as process walkthrough during the deployment; using the training videos during the business training; GPO SharePoint; practical training direct and indirect ways. This can be an easy option and cheap, however, it is not centrally available for everyone. There is no use of BI or AI to track the status or training support to users here.



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