



# EMBRACING CHANGE MANAGEMENT

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What You Will Gain & Why It Matters





## The Most Overlooked Aspect of Project Success

What if the most important factor to project success had nothing to do with product features? What if, by simply accounting for the human element of change within your organization, the likelihood of meeting objectives could increase as much as six-fold? [This is the reality of change management.](#)

While other vendors focus solely on the technical aspects of implementation, Esker sets itself apart by recognizing that project success is equally dependent on user adoption as it is on user-friendly features. Change may not be easy, but the highly trained and certified experts of Esker Professional Services will actively partner with our customers during implementation to help manage the impact of change and foster project success.



## Defining Change Management

When an organization adopts a new project, it has a desired outcome in mind. Change management is a set of processes and techniques that get you to that outcome with maximum user acceptance by delivering the *right information* to the *right people* at the *right time*.

Devising a comprehensive plan for change management during implementation is the key to project success; and the best outcomes are achieved when change comes from within. That means participation by everyone impacted, from executives and managers to supervisors and front-line employees.

### What to expect by managing change

The following are some of the most common outcomes organizations can expect from effective change management:

- Increased likelihood of project success
- Improved morale of employees affected by the project
- Greater chance for project to be within budget
- Greater chance for project to finish within timeframe
- Less stress before, during and after project
- Increased project legitimacy

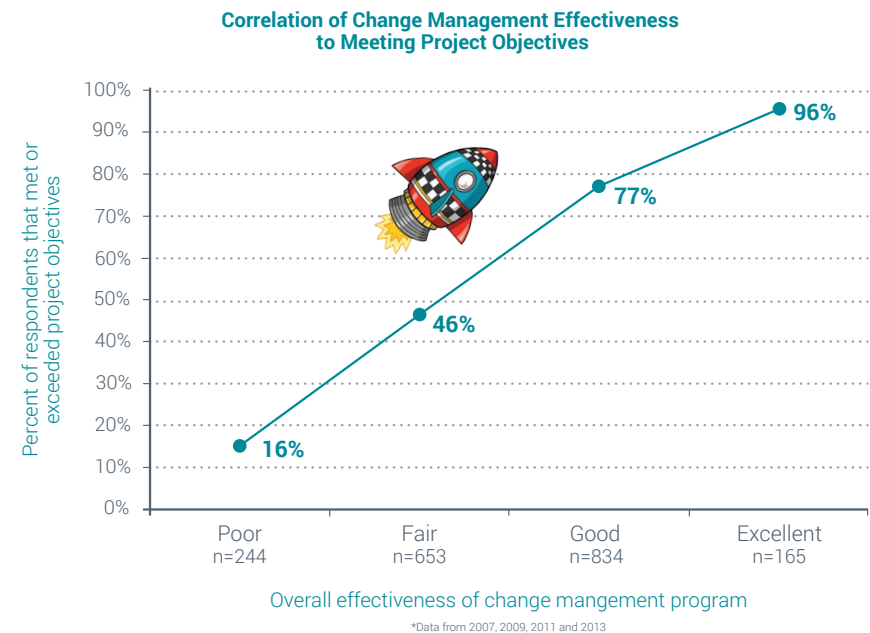
## Benefits of Change Management

If a project fundamentally changes the way certain people in your organization work, those individuals have to be supportive of the change and engaged in the transition — if not, the goals of your project will be much harder to realize.

### Numbers tell the story

To put things in perspective, the figure below is from a 2014 change management benchmarking report<sup>1</sup> by Prosci that illustrates a strong correlation between change management effectiveness and meeting or exceeding project objectives.

Of the participants that had “excellent” change management programs in place, 96% met or exceeded their objectives. That’s six times higher compared to the 16% success rate for those with “poor” programs in place. Furthermore, even participants with “fair” change management programs were nearly **three times more likely to meet or exceed their objectives**.



## Change from Within

Esker's approach to change management comes down to a simple truth: Organizations change for a reason, and the "people side" of that change needs to be properly managed in order to realize the desired outcomes. Esker is prepared to be a supportive vendor to guide you through the process; however, participation and buy-in from all involved parties is the driving force behind truly great change management. Effective change management must come from within.

To further validate this point, participants in the same 2014 Prosci benchmarking report listed the greatest contributing factors to project success, in order of importance, as follows:

- Active and visible executive leadership
- Structured change management approach
- Dedicated change management resources/funding
- Frequent and open communication about change and the need for change
- Employee engagement and participation
- Engagement and integration with project management
- Engagement and support from middle management

## Esker Solution Methodology

The Esker Solution Methodology (ESM) encourages a user-friendly and collaborative environment so that the chosen solution is highly responsive to the individuals actually using it. Our highly trained and certified experts work closely with you to align all expectations and strategies by following a Prosci-inspired three-phase change management process:



### Phase 1: Change preparation

- Defining your strategy
- Preparing your change management team
- Developing your sponsorship model



### Phase 2: Change management

- Developing change management plans
- Implementing your actionable plans



### Phase 3: Change reinforcement

- Collecting and analyzing feedback
- Diagnosing gaps and managing resistance
- Implementing corrective actions
- Celebrating change management successes

## Conclusion

Implementing a business change that lacks employee engagement is like getting a set of shiny new musical instruments without a band to play them. The ensemble may look great and have a ton of potential, but true harmonization will never be achieved. In the end, the performance of a project depends on the people involved.

Effective change management can only be fully realized via the actions taken within your organization. Fortunately, Esker has the experience, certified experts and proven methodology to assist you in the process, and help create a strong foundation for your change management strategy.



## About Esker

Esker is an industry leader in document process automation solutions, helping organizations of all sizes Quit Paper™ and improve how their business information is processed and exchanged using one shared platform.

Founded in 1985, Esker has over 80,000 customers and millions of licensed users worldwide. Esker operates in North America, Latin America, Europe and Asia Pacific with global headquarters in Lyon, France, and U.S. headquarters in Madison, Wisconsin.



