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Change Management

"A systematic approach for planning and executing strategic activities that will support the successful establishment eLog21"

FACT SHEET

What is Change Management?

Change Management focuses on the people-side of organizational, process, and technology transformations. It is a structured approach that addresses people related risks and issues, helps promote understanding and commitment among stakeholders, and prepares the leadership and workforce to thrive in the new environment.

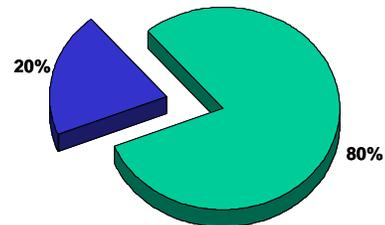
Research has shown that 70% of all transformation initiatives fail due to a lack of senior leadership commitment or due to poorly addressed people-related issues. Inadequate communications and a lack of stakeholder comprehension often lead to increased risk, poor performance, and increased time to transition, resulting in wasted time and dollars. Change Management helps to foster organizational acceptance, enthusiasm, and cooperation, despite the uncertainty that any transformation holds. Change Management focuses on helping people accomplish a critical transformation together across traditional silos.

Why did AF/A4I launch the eLog21 Change Management effort?

Senior AF/A4I leadership identified the risks of transforming logistics policies, processes, and technologies to better support the warfighter. Leadership's concern was that failure to address the issues around transformation could result in:

- Decreased productivity — pre-and post transformational implementation;
- Loss of key talent across the logistics arena;
- Inability to successfully implement eLog21 solutions as envisioned;
- Program delays and budget overruns;
- Failure to realize the anticipated benefits of the eLog21 Campaign; and
- Strained relationships among stakeholders.

It is evident that Change Management is a critical component of the eLog21 Campaign and a primary emphasis.



■ Change Management & Process Configuration
■ IT Acquisition

What is the Change Management mission and how will eLog21 accomplish this mission?

The Change Management mission is to reduce risk, thereby increasing the probability of successful implementation of the eLog21 Campaign to transform logistics across the Air Force. This mission will be accomplished by promoting broad organizational acceptance of the transformation and preparing and equipping the logistics workforce to operate effectively in the new environment.

What is the eLog21 Change Management approach?

The eLog21 Change Management approach mitigates risk and aligns the Air Force across logistics to successfully implement the transformation. An effective Change Management approach is critical to the Campaign's success. This belief is derived from a set of underlying principles, which guide this approach and are key to successful implementation.

The approach to organizational change consists of three key components:

- *Issue identification:* address the “people” issues and risks to promote successful implementation of major organizational, process, and technology transformations;
- *Obtain agreement and action:* accelerates and increases the probability of success by increasing stakeholder understanding resulting in unified, decisive action, and by preparing and equipping leadership and the workforce to thrive in the new environment;
- *Focus on helping people:* accomplishes a critical initiative together. A formal sustained effort addressing “people” issues, enhances probability of success, and reduces risk.

What are the Change Management objectives and how will they be achieved?

- Achieve higher probability of program success;
- Ensure that leadership is accountable, aligned, and out-front leading;
- Equip the right people with the right skills who are ready to perform at implementation;
- Ensure the workforce understands and accepts the need for change;
- Continually identify and address key barriers to change;
- Enable the workforce to feel confident and assured of the future; and
- Create a unified organization, not just a unified platform.

These objectives are achieved by implementing the eLog21 Change Management approach, which provides support in five main areas:



The eLog21 Change Management approach will provide support in five major areas to achieve our objectives

Assessing and monitoring risk: identifying and mitigating organizational risks that threaten successful implementation;

Mobilizing and aligning leaders: building a guiding coalition of Air Force leaders at all levels to drive eLog21 logistics transformation efforts;

Communicating with and engaging stakeholders: generating understanding and agreement amongst logistics workforce and selected external stakeholders to take collective action in support of eLog21;

Preparing and equipping the workforce: applying a strong analytical focus to workforce impacts, job design, training requirements, and other Human Resources issues; and

Addressing organizational implications: using measurement tools to monitor progress and adjust Change Management activities to meet evolving program needs.

How will Change Management be implemented for eLog21?

AF logistics transformation will be planned and executed as the eLog21 Campaign, and will be carried out through a number of initiatives. The Change Management team is partnering with leaders in the AF/A4I Director’s Office to build a core set of eLog21 Change Management techniques and tools. These Change Management techniques and tools will be shared with initiative leaders so that each can tailor and deploy at the initiative level.

What is the timeline for implementing Change Management?

Change Management is an on-going process that crosses all logistics initiatives. The Change Management initiative itself began in August 2003. Managing transformation and helping the workforce adjust to change will be a constant throughout the logistics transformation.

How can I learn more?

For more information, we invite you to visit our eLog21 website at:

<https://www.my.af.mil>

AF Home > Transformation > eLog21

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