

TRANSPORTATION ORGANIZATION DRIVES SUSTAINABLE IMPROVEMENT RESULTS

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Here at CDOT, we know that building and maintaining effective organizational change capability is crucial. Prosci's comprehensive approach is straightforward, research-based, easy to use and aligns with our strategic direction. This partnership is fundamental to our success.

**Gary Vansuch,**

Director of Process Improvement at CDOT

BACKGROUND

By 2050, the state of Colorado expects a 92% increase in population. The Department of Transportation is required to meet the demands of this rapid growth without a significant budget increase.

Prompted towards change, CDOT partnered with Prosci, embracing their methodologies and tools to help them build internal change management competencies throughout their organization.

APPLICATION

In 2010, CDOT began a major strategic shift, deploying lean process management principles in order to leverage the state's resources and provide maximum value for its residents.

Despite decisions to make these improvements, the organization faced some inevitable internal resistance. CDOT realized that in order to be successful, they would first need to engage employees at the individual level helping them to create the desire for change. A new director of process was appointed and CDOT committed to addressing not only the technical side of lean improvements, but also the people side of change.

THE CHALLENGE

To integrate change management capability in an underfunded and widely-spread state department.

THE SOLUTION

- Adopt the **Prosci ADKAR® Model** to build awareness
- Instruct and train change managers, frontline managers, executives, and employees in change management capability
- Promote change management capability through all levels, utilizing a robust Change Agent Network

PARTNERSHIP WITH PROSCI

Implementing Prosci's insights, trainings and tools, the leaders of CDOT gained a deep understanding of each person's role in change, how to build role-based competency and how to position their organization for change success. Leveraging their own facilitators, CDOT scaled their change management efforts with ease and speed, training internally.

During initial consultations, customer service and organizational efficiency were highlighted as key areas for improved performance and large enterprise changes were put in place.

Due to the dispersed nature of their organization and unique needs, CDOT also purchased an enterprise license for the Prosci Change Management Methodology. This allowed CDOT to positively impact more targeted groups affected by change, while meeting their need for increased flexibility and also reducing training costs.

PROSCI ADKAR MODEL

In combination with Prosci's change management and lean principles, CDOT adopted the **ADKAR Model**, an effective tool for managing change at both the individual and organizational level.

To begin, CDOT focused their attention on specific challenges and opportunities for improvement, infusing all levels of the organization with awareness and the desire to change. Working alongside Prosci trainers, CDOT next resolved to learn the new processes and tools that would take their projects through this change to the next level. With the application of this knowledge and continuous reinforcement of these new behaviors, CDOT continued to build momentum and to this day produce improved, sustainable results.

CHANGE MANAGEMENT TRAINING

CDOT began by developing targeted change management practitioners. Building upon this initial success, role-based training was extended to business process improvement leaders specializing in the lean methodology. Identified as key stakeholders for sustainable change, managers were also selected to receive practical training on how to support their employees and guide them through the change management process.

Ongoing coaching was provided at every level, but most importantly the executives and senior

leaders were briefed to understand their vital roles as sponsors of change. Having active and visible executive sponsorship throughout the transition is the number one success factor in effective change management.

THE CHANGE AGENT NETWORK

Another fundamental element in CDOT's success was the establishment of a reliable Change Agent Network with active change agents in every part of the organization. In each of the department's five regions, eight to fourteen agents were assigned. All members attended the three-day Change Management Practitioner Program and were provided with supporting online tools. They also participated in regular meetings via Google Hangout to address any issues and improve delivery.

Local change agents worked with executives to oversee and communicate changes regionally they also coached their respective regional managers, assisting in guiding the employees most impacted by improvement efforts. With most centralized functions based at headquarters, an additional team of change agents was established at this location to provide a robust internal network.

THE RESULTS

CDOT's large number of interdependent initiatives required organization-wide cooperation and change capability. By integrating change management into their lean improvements, CDOT:

- Lowered the error rate of the oversize and overweight permit division by up to 55%
- Eliminated 23 unnecessary steps in one office's contract review process, reducing contract review time from five to three days
- Was recognized by the American Society for Quality as a finalist for the 2013 International Team Excellence Award
- Was recognized with a 2015 Harvard Ash Center Bright Idea in Government

BUILD YOUR ORGANIZATIONAL CHANGE CAPABILITY WITH PROSCI

Over 80% of Fortune 100 companies have worked with Prosci to build their change capability. Our research-based, results-driven methodology is easy to apply. We can equip your organization with the tools to out-change others, remain agile and thrive during bigger, faster and more complex change.

SCHEDULE A CONSULTATION WITH A PROSCI SOLUTION ARCHITECT

Your no-cost consultation will:

- Define your organization's goals
- Assess your current state of change management maturity
- Review your change capability development strategy
- Provide actionable insights to drive your organization forward

SCHEDULE MY CONSULTATION

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