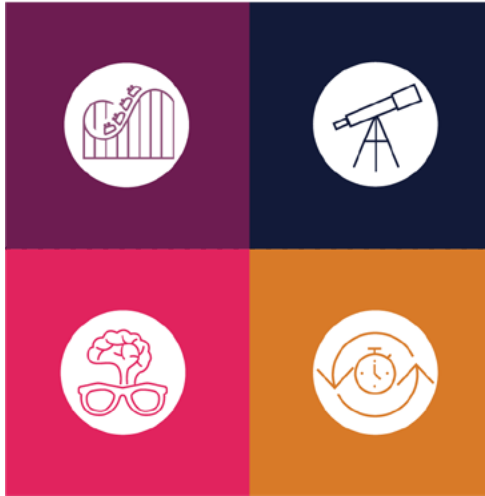


OIT's Best Practices for Organizational Change

When we use a cognitive approach to change here at OIT, we focus on the understanding of information and concepts. One benefit of a cognitive approach is to leverage the invisible thought processes that affect our behavior as opposed to letting these processes influence us unduly. Applying these four key principles over time can help us optimize both the change process and the outcomes.

Know Least At Start

No matter the change you seek to achieve, accept that you'll know the least amount of information at the start of the process. Although an Agile approach is communicative and considers shared interests, some aspects of a plan will remain a mystery initially. Therefore, plan in a way that allows for adjustments and iterations as we learn more.



Go Broad Before Deep

Before you focus on the *how*, consider the *what* and *why*. Ask yourself, "What are the things that we know for sure?" and "What are the outcomes we are trying to achieve?" Prioritize the end goal over the how. We want to avoid locking ourselves into a solution until the last responsible moment. Optimize the whole, meaning the targeted outcome, over perfecting specific activities.

Reality of Human Behavior

Contemplate the behaviors that you are targeting for change. How do you want people to show up? Start with providing people many opportunities to ask questions and give feedback. Account for the fact that change is accomplished by human beings and affects human beings. Invite people into the change process and adjust the process to make it work for the people doing the work.

Cadence and Timeboxing

Typically, change management is an additional "ask" on top of what is already happening in a full work day. Agile teams have timeboxing and cadence built into their process to allow for time juggling and avoid burnout. In order to make time for change, think about what you can say "no" to. If you know people have a full week of high priority work, you should not ask them to take a two-day course at the last minute.

Three ways OIT is incorporating these principles:

1 Communications Program

One way the OIT Communications Team applies these principles is by prioritizing the human need for storytelling. We can talk theory forever, but eventually we need practical application. People want to know, "What's in it for me?" Storytelling helps raise awareness of subjects that may be unfamiliar and helps people see themselves in the story. This is one way to help make information actionable.

2 Outcomes and Key Results (OKRs)

As OIT is building on our maturity with OKRs, we consider the goals we want to achieve and the incremental steps that will allow us to get there. In this way, OKRs are like hypotheses. We might say, "We think we can do this, so how do we get there?" The outcomes are a reflection of our destinations and then the key results provide signs that tell us if we're on the right track.

3 Diversity, Equity, and Inclusion (DEI)

Successful and sustainable change happens when we're all on board. The OIT DEI coalition is one way in which we can ensure that everyone feels seen, heard, and valued. We know that supporting our stakeholders is always both a technology and a people challenge. And when our people are empowered to be their full selves, we are better positioned to innovate and deliver value.