

SAP Solution Brief
SAP Education



The Organizational Change Management Toolkit from the SAP® Education organization explores the key concepts, processes, and real-life tools you need to facilitate and optimize organizational change within your enterprise. It is specifically designed to help small businesses and midsize companies plan and execute successful change strategies that can smooth the introduction or upgrade of SAP solutions.

SMOOTH SAP® SOFTWARE IMPLEMENTATIONS BY EFFECTIVELY MANAGING CHANGE

The Organizational Change Management Toolkit: A Step-by-Step Guide

Keeping your implementation on schedule and on budget is significantly easier when your employees understand their roles and how they can contribute positively to the adoption of SAP® software. The more quickly your staff, executives, and managers understand, accept, and adopt your new solution with confidence, the sooner it will yield real value.

Even with world-class information technology, you cannot expect to achieve your desired business results if the people in your organization don't understand how new business processes, roles, and responsibilities will affect them – or if they are not ready to use new technology.

The key to building organizational readiness is a well-planned organizational change management (OCM) project. Unfortunately, many companies assume that they can't afford a customized OCM effort and try to make do without one. The result can be disappointing – and costly. They are slower to realize return on investment, and their total cost of ownership can escalate.

To help SAP customers of all sizes confidently plan and execute effective organizational change management, the SAP Education organization has prepared *The Organizational Change Management Toolkit* – a practical guide to OCM success in an SAP environment.

A Comprehensive Program for Addressing Change

The OCM Toolkit combines practical change management theory with a wide selection of proven tools and accelerators that you can adapt to your own needs. The explanations are organized around the highly regarded SAP Accelerated Implementation Program (SAP AIP) methodology, making them easy to apply to SAP software implementation projects of any size.

“Because it is based on best practices, SAP software often drives a business transformation event for a company. Now, in addition to services and support that address the technical aspects of an implementation, SAP has a tool that helps organizations assess and address the cultural change underway.”

Jeff Wilson, SAP Project Manager, Oneida Ltd.

The OCM Toolkit also includes readings designed to broaden your understanding of organizational change management issues and the potential approaches for resolving those issues. *The OCM Toolkit* is aligned with the concepts and procedures presented in the SAP Solution Manager application management solution. By focusing on how change management mitigates risks, advances success, and maximizes overall value, the guide is also an excellent complement to the new OCM workshop now available from SAP Education.

The OCM Toolkit presents critical concepts and procedures in an easy-to-follow, nontechnical style. The first chapter explores the business case for an organizational change management program. Sections in this chapter include:

- Predictable SAP Business Integration Challenges
- The Goal of Organizational Change Management
- What Successful Organizational Change Looks Like
- Building Your Team to Match Your Needs
- The Prime Directive: Act with the End in Mind

The second chapter covers OCM fundamentals such as building the business case for change, helping people overcome their resistance, exploring levers for change, and using the SAP AIP methodology. The third chapter describes SAP AIP processes, tools, and accelerators and includes lists of recommendations for change management activities. You can download the tools described in the chapter, use them as models, or adopt them for your own OCM programs.

Accelerated Value and Return on Investment

An effective OCM program assures that organizational and personnel challenges don't get in the way of meeting your business goals. By facilitating the adoption of your SAP solutions, an effective OCM program accelerates the value and return on your investment. *The OCM Toolkit* provides the strategies you need to engage and align stakeholders, explain changes in job roles and tasks, build acceptance and readiness for new solutions, redefine departmental boundaries, and facilitate changes to organizational structures and teams.

Find Out More

To find out more, contact your SAP Education account manager, or visit us on the Web at www.sap.com/usa/education.