

Change Communications: People, Technology, and Processes

About Booz Allen

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 95 years. Providing a broad range of services in strategy, operations, organization and change, information technology, systems engineering, and program management, Booz Allen is committed to delivering results that endure.

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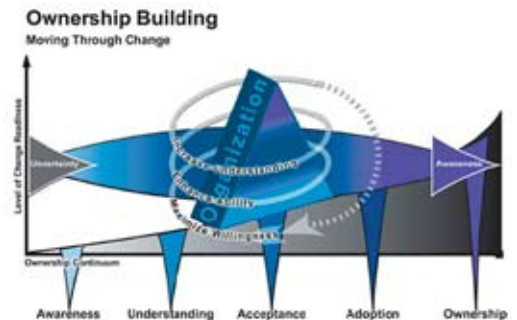
The government marketplace is rapidly evolving. Agencies continuously face pressures to reduce costs and improve customer service, and they must learn to successfully adapt to the large-scale changes that occur as a result. Adapting to such changes may require broad-reaching transformations in a company's strategy, organizational structure, operations, and technologies. If not managed strategically, these changes can profoundly affect human resources and negatively affect an organization's performance.

To achieve a successful transformation, an organization must clearly align its people, technology, and processes with its future state, mission, and strategy. That means employing proven tools and techniques to help guide clients and their employees through large-scale change and reducing the uncertainty that naturally occurs during this process. Navigating organizational change requires a change management strategy grounded in sound theory and focused on people as much as technology and processes. Proactive communication among internal and external stakeholders is essential to ensuring agencies achieve the benefits of transformation.



Booz Allen can help you be ready for what's next

Booz Allen Hamilton, a global strategy and technology consulting firm, minimizes the impact of large-scale change by facilitating each client's transition from a state of uncertainty to one of ownership and action. We have a deep understanding of change management from our work with clients across the public and private sectors. We know the challenges organizations face during major transformations, and we have developed approaches to help them successfully implement organizational and technology-driven changes. At Booz Allen, we support your organization by helping you minimize uncertainty by maximizing capabilities. We will help you develop and implement strategies that build ownership for change through a suite of activities targeted at increasing buy-in from stakeholders.



Our approach: organizational and systems transformation

We offer the following key transformational services and activities:

- Change readiness assessments
- Change communications strategies
- Training and coaching for change leaders and agents
- Change communications toolkits
- Risk mitigation tactics

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delivering results that endure

Moving an organization from a state of uncertainty to a state of readiness requires addressing employees' awareness and understanding of the change and assessing their ability to make the change. Successful change management depends on a complete understanding and appreciation of an organization's culture—employees' level of awareness about the need for change, attitudes about the change process, and behaviors and skills required to ensure successful implementation. Booz Allen works with clients to instill a broad sense of organizational change ownership by shaping attitudes about the change and the change process. Ultimately, the strategy must involve informing employees about the change and training employees to master the knowledge, skills, and abilities required for the change to succeed.

Our approach to organizational change management includes the following activities:

- Secure broad organizational ownership for change through capacity building
- Identify, train, and support change “champions”
- Recognize critical skill gaps and design training programs to fill them
- Align training and communications to promote ownership for change and instill a continuous improvement philosophy
- Identify and reinforce the behaviors required for all levels of the organization
- Communicate transformation benefits and identified change management efforts
- Create two-way communication streams about people, processes, and technologies

Our systems transformation approach involves building ownership along the system's development lifecycle. We help organizations examine the impact of technology on the current process, identify key barriers, and collaborate to implement a proven change management methodology for the future. We engage stakeholders throughout the entire systems development lifecycle—including requirements definition, design, development, testing, training, and deployment—to foster early and continuous stakeholder buy-in. As organizations move along this continuum from awareness to ownership, communicating the changes associated with the new system and intended impact can increase the recommended or desired level of organizational support. Building ownership requires that organizational leaders remain proactive and informed. Our process for systems transformation ensures the involvement of key stakeholders and collaborative decisionmaking at each phase of systems development and accommodates the unique nature of each organization. Booz Allen's change management strategy focuses on the business and technical implications of implementing new technology. Technology transformation brings great challenges, but also great potential for business process improvement.

Representative client engagements

- **National Geospatial-Intelligence Agency (NGA) New Campus East (NCE):** Booz Allen supported the development of a communications plan for NGA's transition to a consolidated new location at Ft. Belvoir.
- **NGA GeoScout:** Booz Allen drafted comprehensive plans to launch a new NGA Enterprise Service Center—a GeoScout deliverable to NGA—and to communicate changes of GeoScout Block 2 within NGA.

Whether you're managing today's issues or looking beyond the horizon, count on us to help you be ready for what's next.