

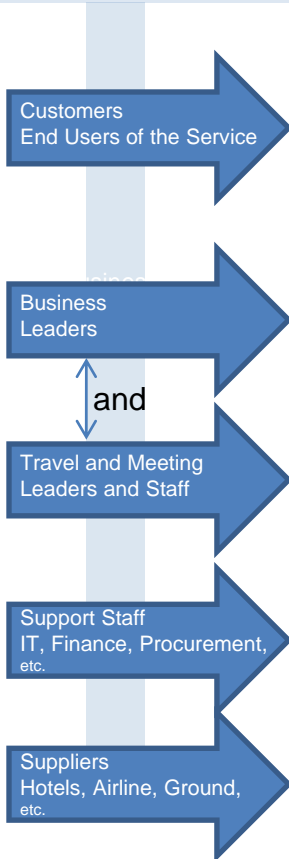


## Travel and Meetings Management

## Change Management Matrix

Change management drives compliance to using travel and meeting services through efforts to motivate, communicate, educate and evaluate the behaviors and activities that support the new organizational efforts.

### Stakeholders

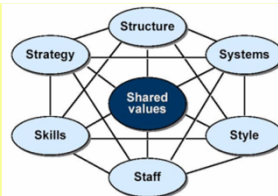


Appeal to these value drivers: Use, support or supply the travel and meeting services	Change Management Disciplines*	Change Management Activities: Motivate, communicate, educate, and evaluate
<ul style="list-style-type: none"> <li>Improve quality</li> <li>Reduce time to obtain service / cycle time</li> <li>Reduce costs for their budgets or their leader's budget</li> <li>Reduce regulatory / legal / risk exposure</li> <li>Desire to be included in the process</li> <li>Desire to be compliant with policy or guideline</li> </ul>	Shared values Strategy Systems Staff Skills	<ul style="list-style-type: none"> <li>Gain buy-in through involving them in the process</li> <li>Educate on process and technology(s)</li> <li>Communicate strategically and often</li> <li>Increase use of knowledge management activities through use of technology repositories</li> <li>Motivate by incentives</li> <li>Mandate through policy / use consequences</li> <li>Evaluate effectiveness</li> </ul>
<ul style="list-style-type: none"> <li>Improve competitive advantage with high quality service and improved return on investment</li> <li>Increase financial controls, reduce spend and cost avoidance</li> <li>Reduce quantity of suppliers with supply chain management</li> <li>Organizational efficiency and productivity</li> <li>Reduce regulatory, legal and risk exposure</li> <li>Desire to be compliant with policy or guideline</li> <li>Desire for operational/technical security and crisis management plans</li> <li>Provide for career growth and promotion opportunities</li> </ul>	Shared values Strategy Structure Systems Style Staff Skills	<ul style="list-style-type: none"> <li>Motivate by involving them in the process / ask for support</li> <li>Align strategy to initiative's objectives</li> <li>Change organization, job roles, role responsibility</li> <li>Performance management, compensation, rewards and recognition</li> <li>Allow for fair and competitive career opportunities</li> <li>Increase support of knowledge management activities through use of technology repositories</li> <li>Develop models and educate on resources, process and technology(s)</li> <li>Encourage leaders to drive communication efforts regularly</li> </ul>
<ul style="list-style-type: none"> <li>Improve operational efficiency within organization</li> <li>Reduce regulatory and risk exposure</li> <li>Desire to be compliant with policy or guideline</li> <li>Desire to be included in the process</li> <li>Provide for cross utilization of resources</li> </ul>	Shared values Strategy Systems Structure Staff Skills	<ul style="list-style-type: none"> <li>Gain buy-in through involving them in the process</li> <li>Educate on process and technology(s) / Evaluate effectiveness</li> <li>Communicate strategically and often</li> <li>Increase use of knowledge management activities through use of technology repositories</li> </ul>
<ul style="list-style-type: none"> <li>Increase revenue and partnerships</li> <li>Gain new clients / retain current clients</li> </ul>	Shared values Strategy	<ul style="list-style-type: none"> <li>Gain buy-in through involving them in the process</li> <li>Educate on resources, process and technology(s)</li> <li>Communicate strategically and often</li> </ul>

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### \*McKinsey's 7S Framework Change Management

Based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing



**Strategy:** the plan devised to maintain and build competitive advantage over the competition.

**Structure:** the way the organization is structured and who reports to whom.

**Systems:** the daily activities and procedures that staff members engage in to get the job done.

**Shared Values:** the core values of the company that are evidenced in the corporate culture and the general work ethic.

**Style:** the style of leadership adopted.

**Staff:** the employees and their general capabilities.

**Skills:** the actual skills and competencies of the employees working for the company.