DIGITAL STRATEGY PLANNING (DSP) USER GUIDE

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Introduction

What is this guide for?

One of the biggest deterrents to the success of a digital transformation is a lack of proper planning and overall digitalisation strategy that encompasses the entire organisation. Studies have shown that the reason most digitally transformative projects fail can be attributed to poor planning and a lack of a specific scope. This results in disconnected change efforts that are only focused on a few divisions, while leaving others behind. Doing so will also make the process of tracking progress difficult, as leaders are unable to quantify the variable processes and functions over different parts of the organisation.

This user guide was designed to assist Social Service Agencies (SSAs) in planning digitalisation strategies for their entire organisation.

How do I use this guide?

This guide follows a 4-step process. Our recommendation is for you to use this guide from Steps 1 to 4 as it will help you have a comprehensive assessment and strategic planning for your organisation. However, each step can also be used individually. Thus, depending on your needs, you can pick the step that best suits your requirement.

Step 1: Facilitation
With the templates in this step, SSAs can conduct a generalised scan, diagnosis, and process mapping of their IT needs in order to build a short, medium, and long-term digitalisation roadmap.

Step 2: Change Management Planning
SSAs can identify the key stakeholders in the change project, and those that are impacted the most by the oncoming changes.

Step 3: Change Management Implementation
This step aims to guide SSAs in implementing digital change management strategies to obtain buy-in from key stakeholders and drive change across their organisation.

Step 4: Post Implementation Advisory
The step provides SSAs with post-implementation advice in order to help them map out future digital enhancements, improve client outcomes, and boost productivity. These will be delivered through detailed templates and the TQ Digital Post-Implementation Advisory Process.

Step 1: Facilitation

Facilitation is the natural first step for SSAs who are looking to conduct detailed digital strategising, such as in the Change Management and Implementation processes. This module provides the SSA with direction and recommendations before embarking on their digitalisation, which can act as the stepping stone for them to progress in their Digital Strategy Planning.

Facilitate the identification of drivers for digitalisation

Typically, there are several forces that push for change in an organisation, both internally and externally. Identifying these forces can then help SSAs understand what drives change across the company and develop specific strategies to tackle each driver. There are five main drivers of change in a non-profit organisation and change leaders will need to consider all five aspects to fully succeed in scoping out the change project as accurately as possible.

Using the **TQ Recognising Change Drivers Template** (see Figure 1 below), SSAs will be able to easily identify the specific catalysts of change in each of the five categories. Then, strategies and communication plans to address each driver can be included in their digital transformation plan. Without analysis of these change catalysts, it would be impossible for SSAs to get a comprehensive view of everything that drives change within their organisation. This can also prevent them from creating key messages and change stories to get buy-in from each catalyst of change.

Recognising Change Drivers Example

Steps:

1. For each change driver, identify the specific change drivers (or factors) in your organisation.
2. Next, consider how (i.e., impacts/effects/consequences) the identified change driver drives change in your organisation?
3. Based on the how(s), brainstorm potential strategies to increase buy-in for the specific catalysts.

Change Driver	Specific Change Drivers	How does it drive change?	Strategies to increase buy-in
Environmental Factors	• Situational changes (e.g., COVID-19, world situations, etc.) • Available fundings for social sector organisation to digitise processes and workflows	• Operations and resources • IT capabilities needed to run new systems and drive IT adoption	• Have back-up plans (e.g., virtual, hybrid or physical projects can have **automated management systems** to back up manual plans and processes) • Hiring in-house IT staff member to support IT development and integration into current workflows
Beneficiaries	• The targeted community that the social service agency (SSA) is impacting in terms of number, demographics, and whether they are a vulnerable demographic group. • Beneficiaries are of the younger generation who are more open and inclined to use digital apps to drive engagement	• The actual need of the targeted community affects the key performance index (KPIs) and the aim for the organisational community projects. • The safety policies or how the organisation approach them. • Users are requesting to interact with the organisation in a more digital space	• To always be in-touch with the targeted beneficiaries or have regular sync-ins • To set safety guidelines when approaching beneficiaries • To have **beneficiaries' management system** • Develop systems and apps that prioritize UX and UI design and features
Insights & Data	• Data collection method, storage system and analysis process to measure volunteer output • Business analytics is a new driving force across sectors to increase learning and strategic planning	• Able to measure project impact, derive learning points and come up with post-event or annual report, which act as a foundation for next project or next year plans. • The Social Service sector should not fall behind in utilizing data to improve their service delivery and strategic goals	• Hire research experts • Outsource vendors for data collection, storage and **management systems** (e.g., e-registration & booking platform; HR/Admin management system; volunteer management system; partnership management system) • Incorporate dashboard visualisations into reports for better analysis and review

Figure 1: TQ Recognising Change Drivers Template (examples and actual editable template available)

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Perform SWOT analysis at organisational level

At the start of any strategic project, it is helpful to conduct analyses on organisational goals, direction, current situation, future states, and project priorities. Doing so will allow SSAs to more effectively develop digital transformation plans, seeing as they will already have a grasp of their capabilities and what they will be working toward.

We have prepared three analysis tools for SSAs to use at this stage. Firstly, SSAs can reference **TQ Charity Digital Infrastructure Roadmap for SSAs and Non-Profits** (see Figure 2), as a checklist for the digital infrastructure needed to assist the selection of the IT system to analyse in the SWOT. Following that, SSAs can then think through the possible potential value and potential risks the organisation would encounter in the implementation of the new system(s) by using the **TQ Organisational SWOT Analysis template** (see Figure 3) allows SSAs to identify current their strengths, weaknesses, opportunities, and threats.

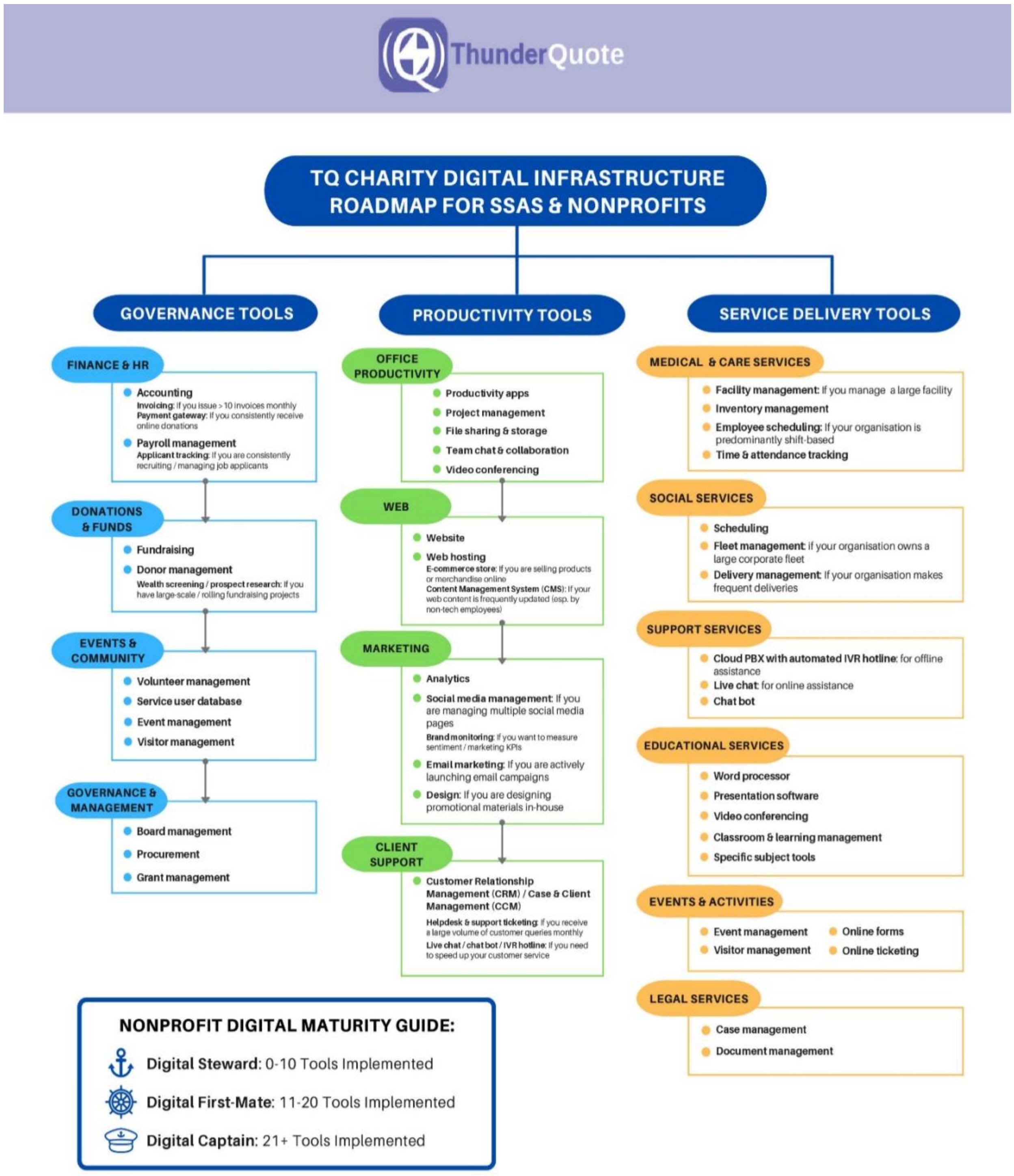

Figure 2: TQ Charity Digital Infrastructure Roadmap for SSAs and Non-Profits (downloadable resource available)

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How to conduct a SWOT Analysis:

How to use the worksheet:

1. Decide if you are using the worksheet for purpose of (a) and (b) (as mentioned above).
2. For a) think through what SWOT does your organisation currently have when it comes to implementing a new digital solution (I.e., a supportive team, an established system in use). You can do this template with your team and complete it together.
3. Once you've completed a), section b) is for your organisation to think through the possible potential value and potential risks the organisation would encounter when implementing/implemented the new system(s).
4. Once you have thought through the key points mentioned above, list them down according on the quadrants below.

Tip on filling SWOT:

- When you're brainstorming with your team, you can also take into consideration whether you'd like to consider different aspects of the digital change you want to implement.
- This can be your staff's current view on technological change, or a complete digital re-structure within your organisation.
- Possible aspects to consider include environment, people, process, technology, finances, etc.

Terms	Explanation
Threats	Possible roadblocks that can halt your progress while implementing changes
Risks	Possible negative impact that can happen while you have implemented your changes
Value	Positive impact that can happen when you have implemented your new changes

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ORGANISATIONAL SWOT ANALYSIS EXAMPLE

Strengths	Weaknesses
1. Senior management team is highly aware and understands the need for digital transformation for their organisation.	1. Administrative tasks are done manually, and some are at times forgotten or lost due to poor manual filing system.
Opportunities	**Threats**
1. To build an administrative management system to ensure administrative tasks are done along with the consolidation of existing knowledge.	1. Lack of skilled IT staff for administrative management system advisory. 2. Lack of available manpower to implement and manage the administrative management system (AMS) initiative.

Potential value:	Potential Risk
1. Ensure administrative tasks are fulfilled. 2. Minimises frustration within the team to check up on administrative tasks progress.	1. Poor administrative management system (AMS) adaptation and implementation

Figure 3: TQ Organisational SWOT Analysis Template (examples and actual editable template available)

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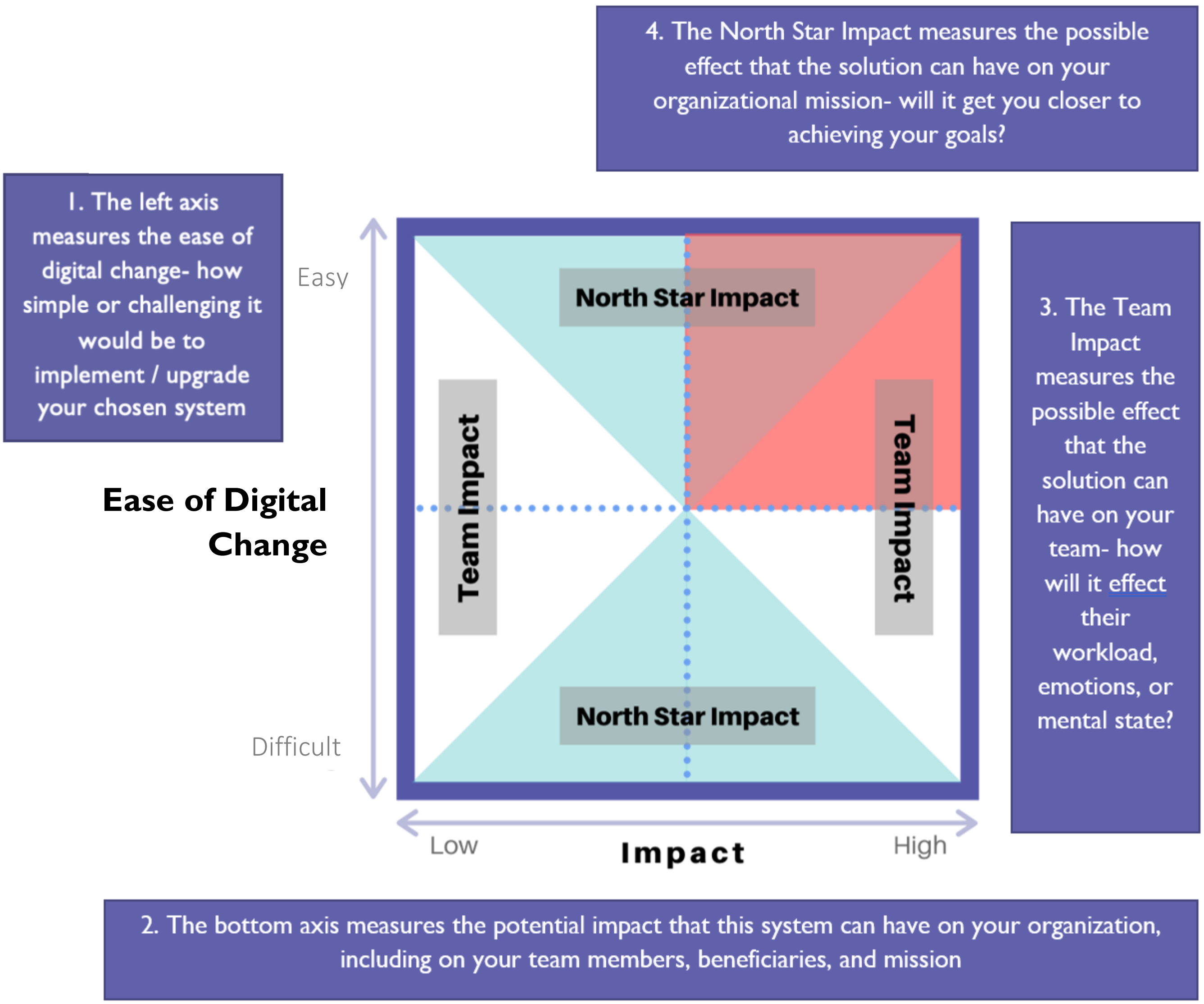
Thirdly, from referencing the SSAs' completed TQ Organisational SWOT Analysis and TQ Digital Infrastructure Roadmap for SSAs and Non-Profits, SSAs can adopt **TQ Digital Navigator Matrix** (see Figure 4) as a useful tool to determine digital implementation priorities over the course of a transformative project. It does so by measuring the level of impact of a potential digital solution, along with how difficult it is to implement. Furthermore, it also encompasses the effect that each potential solution has internally, as well as on the SSA's North Star (service delivery impact). Overall, it is a comprehensive tool that allows SSAs to get a solid gauge on which solutions to implement next in their change process, and which to avoid completely.

Once you have identified your digital gaps and focus areas, you can now start prioritising your digital transformations according to the ease of implementation and potential impact on your organisation. To do so, please refer to the **TQ Digital Navigator Matrix**:

Figure 4: TQ Digital Navigator Matrix (examples and actual editable template available)



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How to use the TQ Digital Navigator:

1. Select a system or solution that you wish to implement (if currently non-existent) or upgrade (if already implemented) in your organisation, based on your prior analysis in the Assessment and Evaluation steps.
2. Evaluate the potential impact of implementing or upgrading that system on your organisation. Is it low, high, or somewhere in between? This impact can be in the form of revenue, results, team impact, or beneficiary/client impact.
3. Then, measure how easy or difficult it will be to implement / upgrade this system. Consider whether the system is interconnected with other systems, the complexity of integrating it with existing solutions, and the potential change resistance from users (both internal or external users).
4. Finally, place the system within its appropriate quadrant in the matrix.
5. Once you've analysed all your potential digital areas, you can prioritise your implementations as follows:
    a. Top priority: any solutions in the Red Quadrant
    b. Next priority:
        i. If your organisation has a higher risk tolerance, as well as the manpower and funds to handle a larger project: any solutions in the bottom right quadrant (high impact + high difficulty of change)
        ii. If your organisation is more risk-averse and would prefer to implement smaller wins first: any solutions in the top left quadrant (low impact + low difficulty of change)
    c. Avoid implementing any solutions in the bottom left quadrant (low impact + high difficulty of change)

Example of using the TQ Digital Navigator:

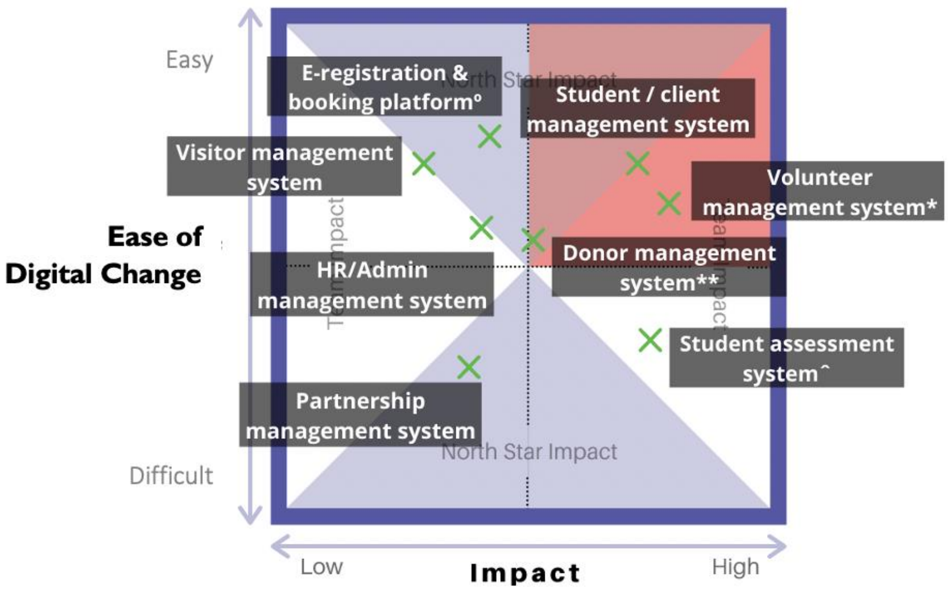

Chart above outputs into an agency-wide digital strategy plan

Once all the necessary data has been collected from the previous frameworks and analyses, SSAs can now collate them into their digital strategy plan using the **TQ Digital Strategy Plan Template** (see Figure 5). This will enable them to go into their change project with established goals and timelines in place, which is essential to build momentum and motivation in the early stages of their transformation. By being prepared with a solid change plan and strategy map, SSAs will be much better equipped to take on their transformation due to having guidelines in place.

How to use the TQ Digital Strategy Plan:

The strategy plan will encompass the SSA's change drivers, their change goals which are based on those drivers, as well as the three phases of the change actions. Each phase will require a set duration, and each action will be leveraging their strengths and minimising their weaknesses. The actions also require a Person-In-Charge (PIC) to ensure accountability and progress. Following that, the SSA can also develop a rough timeline of their estimated project duration, along with the projected impact that the transformation will have on both the organisation and their beneficiaries.

1. Identify change drivers and then translate those change drivers into change goals.
2. Once you set your goals, plan your change actions tentative durations and assign persons-in-charge (PICs) according to the 3 phases:
   (Phase 1) Preparation and Planning; (Phase 2) Transformation; and (Phase 3) Reinforcement and Expansion.
3. Then, colour the Gantt chart for change timeline. Do note that "black" means that the "tech upgrades" or "change management" process will not be carried out for that particular month.
4. Lastly, from the change goals, identify the change impact you wish to see by the end of the digital strategy plan implementation.

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DIGITAL STRATEGY PLAN EXAMPLE

Steps:

1. Identify change drivers and then translate those change drivers into change goals.
2. Once you set your goals, plan your change actions tentative durations and assign persons-in-charge (PICs) according to the 3 phases: (Phase 1) Preparation and Planning; (Phase 2) Transformation; and (Phase 3) Reinforcement and Expansion.
3. Then, colour the Gantt chart for change timeline. Do note that “black” means that the “tech upgrades” or “change management” process will not be carried out for that particular month.
4. Lastly, from the change goals, identify the change impact you wish to see by the end of the digital strategy plan implementation.

Change Drivers and Goals

Change Catalysts	Advances in technology	Keeping up with competitors	Boosting internal efficiency	Improving engagement with beneficiaries
Change Goals	Redefine organisational culture to be digital-forward	Set the standards for non-profit digital capabilities	25% increased productivity	20% increase in end user impact & engagement

Change Actions Phases

Change Actions	Phase 1: Preparation and Planning		Phase 2: Transformation		Phase 3: Reinforcement and Expansion	
	Duration: 3mths (Jan - Mar 2021)		Duration: 6mths (Apr - Sep 2021)		Duration: 3mths (Oct - Dec 2021)	
	Actions	PIC	Actions	PIC	Actions	PIC
	1. Assess current digital capabilities	Person A	1. Acquire digital platforms	Person B	1. Conduct project review	Person A
	2. Align with organisation strategy	Person B	2. Monitor progress and adjust as necessary	Person C	2. Assess progress with the board and make changes where necessary	Person B
	Validate needs and change areas with stakeholders	Person C	3. Begin stakeholder communications and training	Person A	Begin planning & preparation for next digital initiative	Person A
	Create detailed change strategy plan	Person A				

Change Timeline													
Change Timeline	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Tech Upgrades												
	Change Management												

Change Impact				
Change Impact	Upskilled employees with digital capabilities at sector standard	Attract & retain high quality talents	Established new culture of change and digital savviness	Beneficiary impact improved significantly

Figure 5: TQ Digital Strategy Plan Template (actual editable template available)

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Step 2. Change Management Planning

Upon examining the common pitfalls of change management projects, there are three common obstacles. First, organisations implement their change management strategies much too late in the process for a smooth transition, typically due to a lack of preparedness. Second, organisations often underestimate the scope of their change management, and only focus on select areas of their organisation instead of managing changes holistically. This results in disconnected teams and wavering motivations to drive change across the board. Third, although changes might seem successful at first, many organisations find that their employees often relapse into their old ways of working.

In order to ensure success in the overall digital transformation, SSAs can prioritise creating change management plans and strategies as early in the transformation process as possible. The change strategies should start being implemented in the first phase of digital transformation, along with the preparation and planning of the transformation project itself. As proven by many failed digital transformations in the past, the earlier we start with implementing change strategies, the more likely that the project will succeed.

One of the first steps in the change management planning process is to identify the key stakeholders in the change project, and those that are impacted the most by the oncoming changes. This is helpful to keep track of which groups require the most support and training, and which are better equipped to handle the transformation. Doing so will also be a good way of gauging the current opinions and levels of buy-in across the organisation, which can then be used as a base for your communication plan and stakeholder engagement plan.

The stakeholder analysis process is as follows:

1. Identify key stakeholders
2. Assess levels of influence and commitment for each stakeholder / group, map out desired levels, and prioritise engagement accordingly
3. Develop stakeholder engagement plan

Secondly, SSAs will need to conduct a stakeholder analysis with the **TQ Stakeholder Analysis template** (see Figure 6). Here, they will be able to classify key stakeholders, evaluate their current influence and commitment levels to the project, then prioritise these stakeholders according to their buy-in and risk levels. A stakeholder analysis is typically carried out using a stakeholder questionnaire, discussions with the change team, as well as a **stakeholder priority matrix** (see Figure 7).

The focus of your Stakeholder Analysis: ____

Stakeholder	Influence	Support	Potential Contributions	Potential Risks	Engagement Strategy
Person A	High	Med	• Communicate with staff on change goals and strategy	• Sharing negative / false information	• Explain impact of change on organisation & success stories Involved in change meetings
Person B	Low	Low	• Provide support and training to struggling staff	• Refusal to practice new processes	• 1:1 interview to address concerns Develop action plan to build buy-in
Person C	Med	High	• Design training modules for user adoption	• Passive resistance	• Consistent updates on change progress Assign to work closely with change team to increase involvement
Person D	Med	Low	• Gather change support from their department	• Slow uptake of new behaviors	• Provide custom training • Link up with Digital Captain to provide 1:1 support

Figure 6: TQ Stakeholder Analysis Template (actual editable template available)

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Q1	**Keep Satisfied:** This group of stakeholders must be comprehensively supported throughout the implementation of the new system since the success of the project depends largely on their buy-in and adoption of it. This can be done by providing resources, training programmes, one-to-one troubleshooting and support, as well as through open, two-way communication channels to give feedback and receive the necessary updates.
Q2	**Keep Close:** This group of stakeholders have a higher level of influence on the outcome of the project, while also requiring less amounts of support throughout its implementation, which is largely because they have minimal involvement in the digital solutions as end users. As such, they should be kept close and be informed of all developments but do not require large amounts of support with regards to the adoption of the system.
Q3	**Keep An Eye On:** This group of stakeholders are rated lower in the impact assessment as they are not as directly involved throughout the implementation of the system. However, they still require high levels of support to adopt and utilise the system. As such, leaders should keep an eye on this group of stakeholders to ensure they are coping well with the changes within the system, even though they do not need any specific form of close supervision since they are not as involved with the project as some of the other groups.
Q4	**Keep Up-to-Date:** This group of stakeholders only need to be kept up to date with the progress of the project, since they have low amounts of impact on the direction of the project and will not be directly involved once the system is implemented. As such, these stakeholders will only need to be informed on details of the stepwise implementation of the system throughout each of the project implementation phases and be kept up-to-date on the productivity impact of the newly implemented system through, for instance, emails or monthly meetings.

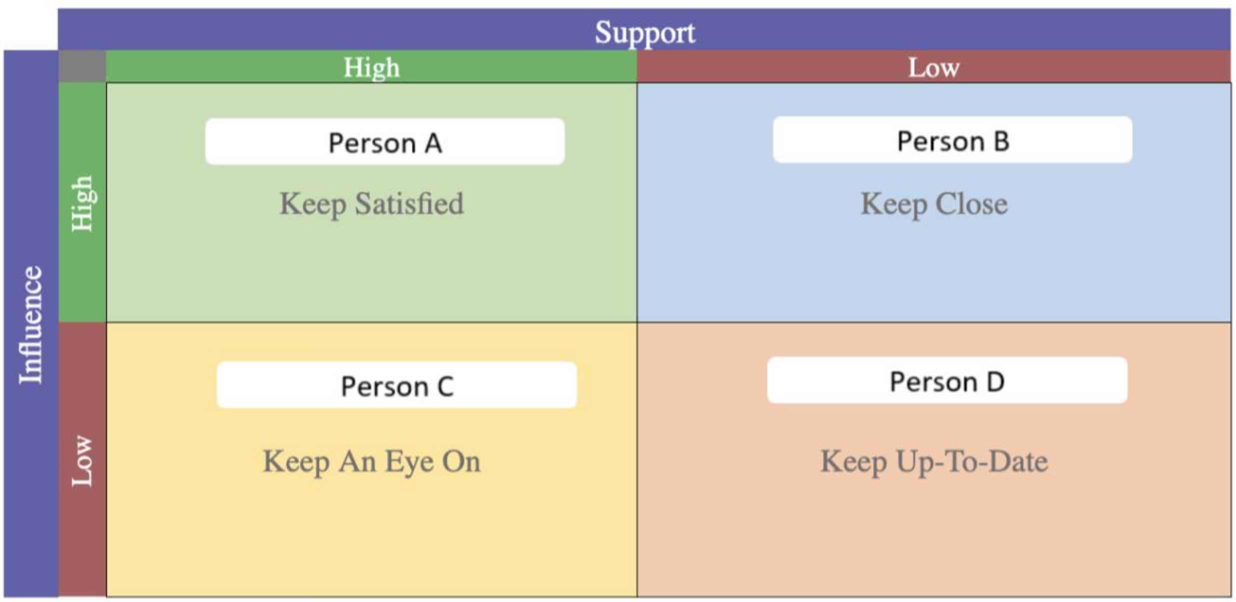

Figure 7: TQ Stakeholder Priority Matrix Template (actual editable template available)

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The **TQ Stakeholder Engagement Matrix** (see Figure 8) contains sections to measure each stakeholder's current levels of influence and support for the change project. It also outlines the involvement of each stakeholder in every phase of the project, along with the actions taken to engage with them. The last column is an evaluation of their engagement level, which can then be used to develop further strategies to increase their commitment and support to the ongoing changes.

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STAKEHOLDER ENGAGEMENT MATRIX EXAMPLE

Steps

1. Based on your answers in the TQ Stakeholder Priority Matrix Template, fill in the stakeholder column
2. Then, for the support and influence, type either (1) high, (2) medium and (3) low and the colour will be automated.
3. Depending on whether and what the stakeholder role is in each project stages, pick either (1) consulted, (2) responsible or (3) updated , from the drop down list in project stages column.
4. Then, evaluate the overall level of engagement of each stakeholder for the project in terms of (1) high, (2) low, and (3) medium.

Stakeholder	Support	Influence	Project Stages					Level of Engagement
			Initiation	Planning	Deployment	Control	Exit	
Person A	High	Medium	Consulted	Consulted	Responsible	Responsible	Consulted	High
Person B	Low	Low	Consulted	Updated	Consulted	Updated	Responsible	Low
Person C	Medium	High	Consulted	Responsible	Responsible	Consulted	Consulted	High
Person D	Medium	High	Responsible	Responsible	Consulted	Consulted	Consulted	Medium

Colour Codes

High
Medium
Low

Figure 8: TQ Stakeholder Engagement Matrix Template (actual editable template available)

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Step 3. Change Management Implementation

This step aims to guide SSAs in implementing digital change management strategies to obtain buy-in from key stakeholders and drive change across their organisation.

Identifying Change Management Team

The identification of key positions in a digital transformation is a critical step that can make or break the project. The change management team should be a diverse representation of the workforce. Leaders from each department/team should participate, so that voices and concerns from all parts of the organisation will be heard. The selection of the change team itself is dependent on the availability and relevance of your existing leaders to the change project.

Some suggestions for you to consider:

- Establishing a Change Advisory Board (CAB) to be the main point of approval for any proposed changes, as well as being responsible for reviewing progress and assessing risk levels.
- Identifying a change manager who will oversee creating a solid change strategy, as well as identifying potential points of resistance and mitigating those issues.
- Engaging a stakeholder engagement specialist to take the lead on supporting impacted stakeholders along the change journey. They will be the main point of contact between employees and the change management team and will work to gather insights and feedback from employees. They will also need to identify any points of resistance, and work to provide support to those resistors.

The **TQ Change Management Roles & Responsibilities template** (Figure 9) will help SSAs to identify which people can fit into specified roles, along with a suggested list of responsibilities for each role. This template is customisable according to the specific needs of each organisation.

CHANGE MANAGEMENT ROLES & RESPONSIBILITIES CHART EXAMPLE

Steps:

1. Based on your organisation change management needs, you can re-edit the change area, role and responsibilities needed for your change management strategies. To assist, TQ has defined recommended change areas, roles and responsibilities in the table below.
2. Then, you can assign the change leader(s) to the defined roles. Do note that the details here can always be re-adjusted to your organisation's context.

Change Leader(s)	Change Area	Role	Responsibilities
Person A	Organisation Architecture	Company Analyst	• Identify requirements of change project • Select measurement metrics and goals to track progress • Identify opportunities to create value in the organisation • Work alongside team representatives to craft effective change solutions
Persons B, C, D, and E	Change Management	Change Advisory Board (CAB)	• Make the final call on effectiveness of change strategies • Approve/reject proposed changes based on risk, disruptiveness, test results, etc. • Reviewing implemented changes, both successful and failed • Reviewing change schedule and roles • Assess risk and impact levels

Figure 9: TQ Change Management Roles & Responsibilities Chart Template (actual editable template available)

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Develop communication plans about the change

One of the most crucial factors in ensuring the success of a transformation project is in communicating effectively with employees. Without clear, impactful communication, employees might be left in the dark about the changes taking place and lose their drive to transform. Creating a comprehensive communication plan is critical to keep SSAs on track in their change journeys.

A communication plan is used to inform relevant stakeholders of important progress updates and key change messages. These key messages should outline the main goals of change, and why it is important for the organisation to achieve these goals. It should also include the role that each stakeholder must play in order to ensure change success.

Our **TQ Change Management Communication Plan template** (see Figure 10) consists of five key sections. First, the SSA should write the communication event or action that will take place, how often it will be conducted, along with the dates that have been confirmed thus far. Then, they will need to think about the purpose of this event, and what they will be communicating to their audience. It is also important to identify the audience of each event too, as that can help leaders to craft messages specific to the wants and needs of their audience. Lastly, the leaders in charge of each event should be identified to build accountability and responsibility to get each task done.

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CHANGE MANAGEMENT COMMUNICATION PLAN EXAMPLE

Steps:

1. Firstly, write the communication event or action that will take place, followed by how often it will be conducted, along with the dates that have been confirmed thus far.
2. Then, they will need to think about the purpose of this event, and what they will be communicating to their audience.
3. It is also important to identify the audience of each event too, as that can help leaders to craft messages specific to the wants and needs of their audience.
4. Lastly, the leaders in charge of each event should be identified to build accountability and responsibility to get each task done.

Event / Action	Frequency	Confirmed Dates	Details	Leader In Charge

Initial change announcement	Once	18/01/21	Method: Company town hall meeting
			Audience: Entire SSA
			Purpose:
			• First company-wide announcement of proposed changes and impacted teams
			• Deliver key change story and messages, outlining goals, what is changing, positive impact, and intended future state of organisation
			• Explain process and next actions:
			  o Monthly group meetings and bi-weekly 1:1 meetings
			  o Formation of digital team to lead the change project
				CAB, Person F & G

Group meetings	Monthly	Every first Tuesday (starting 02/02/21)	Method: Small team meeting Audience: Department representatives (on rotation) Purpose: • Encourage dialogue on proposed changes • Address concerns and alleviate potential issues • Gather feedback and suggestions on departmental changes • Measure level of buy-in, and create strategies to increase it	Person G & K

Figure 10: TQ Change Management Communication Plan Template (actual editable template available)

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Resistance management plans

A lack of preparation to deal with resistance from employees in a change project is one of the biggest reasons for project failure. While undergoing a major digital transformation, it is understandable that some employees will be uncomfortable or unhappy with the changes. Resistance can appear in many different forms, from various levels of the organisation. The change management team should analyse and prepare a resistance plan as early as possible into the project, in order to mitigate any potential risks or issues before they arise.

The **TQ Change Resistance Plan template** (Figure 11) first looks at the impacted group of stakeholders for each resistance point, then at the type of resistance that is anticipated or that has already been found. This can range from small actions like passive resistance, to bigger actions like refusal to engage or participate in change activities. Next, change leaders will need to consider the main causes of these resistance actions. To do so, it is helpful to speak with the resistors on an individual basis to find out their causes for concern and inaction. With those insights, the leaders can then create actionable steps to mitigate the issues and manage future resistance. Finally, a leader in charge will be named to be responsible for each point of resistance.

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CHANGE RESISTANCE PLAN EXAMPLE

Steps:

1. Firstly, identify the impacted group of stakeholders for each resistance point, followed by the type of resistance that is anticipated or that has already been found. This can range from small actions like passive resistance, to bigger actions like refusal to engage or participate in change activities.
2. Next, change leaders will need to consider the main causes of these resistance actions. To do so, it is helpful to speak with the resistors on an individual basis to find out their causes for concern and inaction.
3. With those insights, the leaders can then create actionable steps to mitigate the issues and manage future resistance.
4. Finally, a leader in charge will be named to be responsible for each point of resistance.

Impacted Stakeholder Group	Type of resistance anticipated / found	Root cause of resistance	Actions to manage resistance	Leader in Charge
Group A	Sharing negative opinions of change	Lack of understanding of change goals and necessity	Small group discussions to clarify change goals, and answer 'What's in it for them?'	Person K
Group B	Slow uptake of new behaviours & processes	Lack of digital capabilities and skills to properly practice new behaviours	Specialised training sessions with in-depth behaviour-setting	Person I

Figure 11: TQ Change Resistance Plan Template (actual editable template available)

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Step 4: Post Implementation Advisory

We have shortlisted several assessment methodologies for use in the TQ Digital Post-Implementation Advisory Process. After further assessment, TQ consultants will be using Gap Analysis to identify gaps in the project and After-Action Reviews to measure feedback and progress of the project.

Why Gap Analysis?

A gap analysis is a method of assessing the gaps in the actual performance of an organisation's information system or use of software applications, as compared to its expected performance. The gap refers to the shortcomings of the existing state and is used to identify factors needed to reach the target state. This analysis is important as it helps determine if the SSA is fulfilling its potential, and if not, understand why that is so. It also helps identify flaws in resource allocation, planning, production, etc.

Recommend future digital enhancements to sustain tech adoption

Many organisations are under the misassumption that digital transformations are a linear process with a concrete start and end point. However, digital changes are meant to occur cyclically and gradually throughout an organisation's operations. Hence, it is crucial for change leaders in SSAs to be prepared for future upgrades and develop a list of priorities on what to upgrade first.

The first step in doing so is by identifying the gaps in tech adoption and progress after the change project has commenced. SSAs can accomplish this by using the **TQ Gap Analysis for Change Management Template** (see Figure 12), which aims to assist them with recognising gaps in organisational capabilities and strategies to fill them. This will help them to further improve their digital change strategies as the project progresses and adapt their initial plans to current developments and requirements.

GAP ANALYSIS FOR CHANGE MANAGEMENT EXAMPLE

Steps:

1. During the change management implementation, pinpoint the current gaps (or pain points) your organisation is facing.
2. Then, elaborate the effects (or consequences) of those gaps for your organisation.
3. Once you have a clearer understanding of your current change management implementation gaps, identify the resources and capabilities required to fill those gaps.
4. Lastly, determine the next action steps to ensure effective change management implementation.

CURRENT GAPS DURING CHANGE MANAGEMENT IMPLEMENTATION	EFFECTS OF THOSE CURRENT GAPS	RESOURCES & CAPABILITIES REQUIRED TO FILL GAPS	NEXT ACTION STEPS
Too many digital transformation areas to focus resulting in confusion, leading to some staff being frustrated and confused and neglecting some focus areas	Digital transformation strategies in relation to change management cannot be implemented resulting in organization low digital maturity; relying on manual processes	IT expertise and budget allocation	1. Re-evaluate the budget for IT Hiring 2. Either hire a full-time IT or Change Management Director or outsource freelance IT expert
Extended parallel run period (i.e., the practice of two business systems — usually an older system and its newer replacement — working side by the side at the same task during a period of changeover)	Staff confusion over which IT systems to use —new or old—resulting in delayed work processes	Skilled IT staff willing to adopt new systems	1. Create clearer timeline to transfer data from old system to new system 2. Have more training sessions to expedite parallel run period

Figure 12: Gap Analysis Template (actual editable template available)

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Once the current gaps in the SSA's digital capabilities have been identified, they can start to identify the upgrades required to improve, as well as to prioritise the projected upgrades accordingly.

Why After-Action Review (AAR)?

AARs are one of the most effective forms of process evaluation due to its simplicity and flexibility in different situations. Systematically conducting AARs with key players across the organisation can be a highly effective method to drive change and build motivation. AARs are meant to be kept as simple as possible, and its ultimate goal is simply to bring a relevant group together to assess the change project. By asking a few simple questions that make the foundation of an AAR, participants will be able to identify their mistakes, discover what they have learnt from the process, and suggest strategies to improve future change projects (see Figure 13).

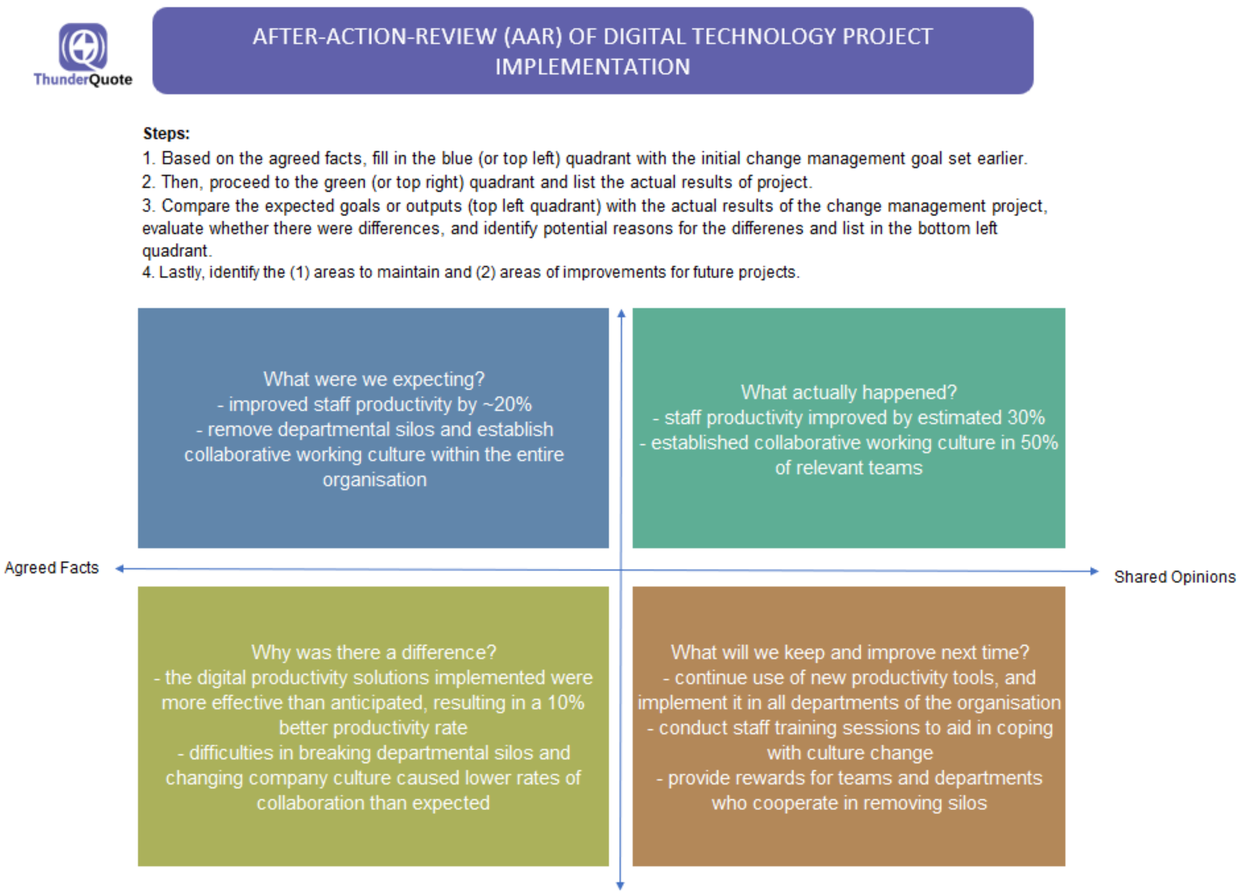

Figure 13: After-Action-Review Matrix Template (actual editable template available)

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Provide Training for New Digital Solutions

SSAs should also provide comprehensive training for their staff to implement the new processes and tools as effectively as possible. This process can be eased using the **TQ Training Plan & Schedule template** (see Figure 14), which contains detailed information on the training modules to be completed by each affected team. The training plan can help the change team keep track of which groups / staff members have completed their training, along with monitoring their progress and allowing for additional training if needed. By developing a training plan beforehand, SSAs can ensure that every impacted group receives adequate training and support. Having a plan is also useful to ensure that the SSAs adhere to their schedules and follow through with their training modules.

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TRAINING PLAN & SCHEDULE EXAMPLE

Steps

1. Decide on the training module(s) best to equipped your staffs (or team to be trained) with necessary skills needed to implement the new processes and tools as effectively as possible.
2. Ensure that each module has a specific team or staff to be trained as well as a respective trainer. The trainer can either be an employee within the organisation or can be outsourced externally.
3. Then, fill in start date and duration for the timeline for each training module to be implemented.
4. Should there be additional remarks, do note it at the column entitled comments.

Module	Start Date	Duration	Team / Staff to be Trained	Trainer	Comments
Accounting System Onboarding	22/01/21	2hrs	Admin Team	Person A	
Digital Transition Support Skill Building	25/01/21	2 sessions (2hrs each)	Admin & Volunteer Managers	External trainer	
Staff Management Skill Building	30/01/21	2 sessions (3hrs each)	Finance Manager	Person C	

Figure 14: TQ Training Plan & Schedule Template (actual editable template available)

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Conclusion

Now that you've completed your first Digital Strategy Planning, it's crucial to keep your organisation's systems and digital solutions updated as new technologies are constantly being developed. We recommend conducting an annual check and diagnosis of all your digital systems to ensure that they are still working optimally and are still the right fit for your SSA.

Get in touch to learn more!

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