Change Management

Redesign of invoice approval process to reduce effort & errors and to get analytics

Old Way

- 168 Mouse clicks per transaction
- Manual
- Labor intensive
- Prone to error
- No analytics

Versus

New Way

- 12 Mouse clicks per transaction
- Automated
- Fully Auditable
- Advanced Analytics
- Reduction in Close Process

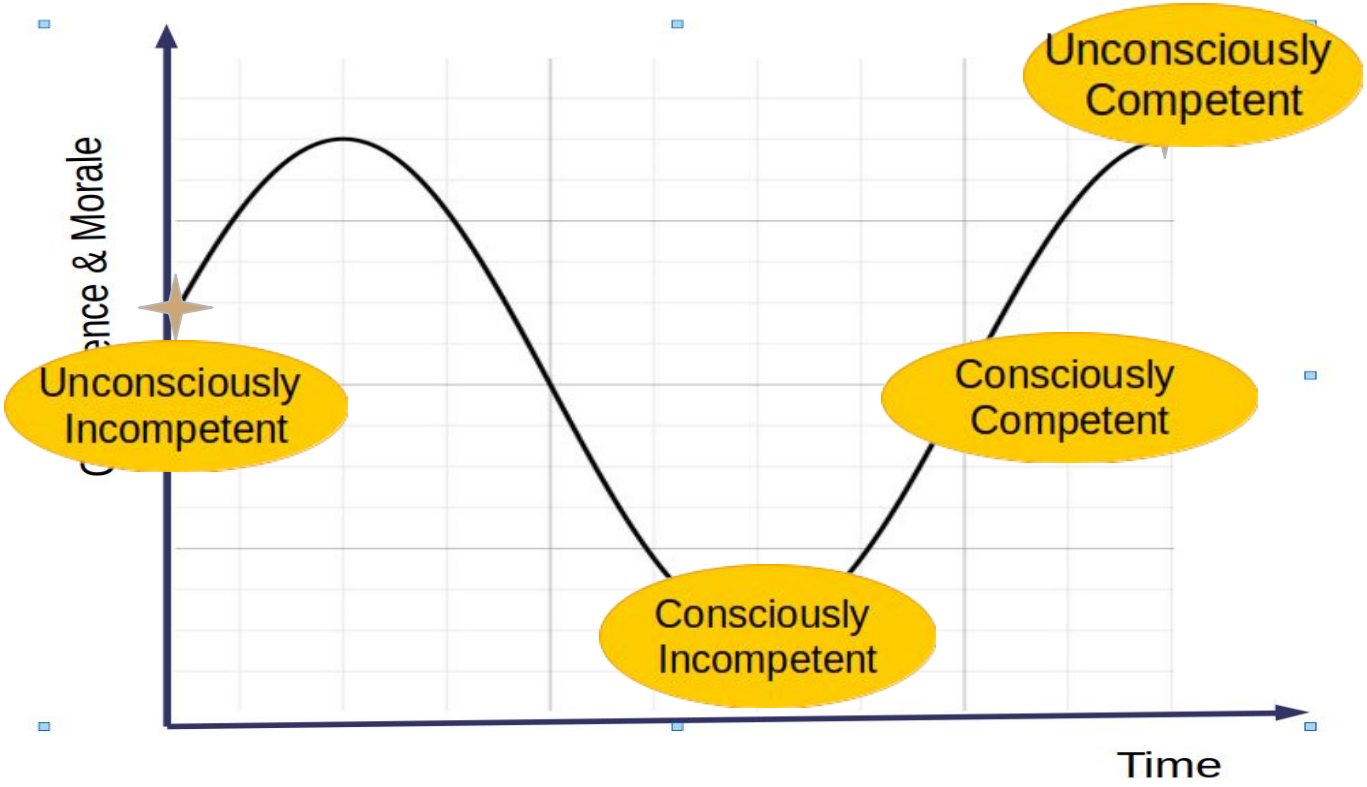
How do you think it was received?

Change is always taken badly

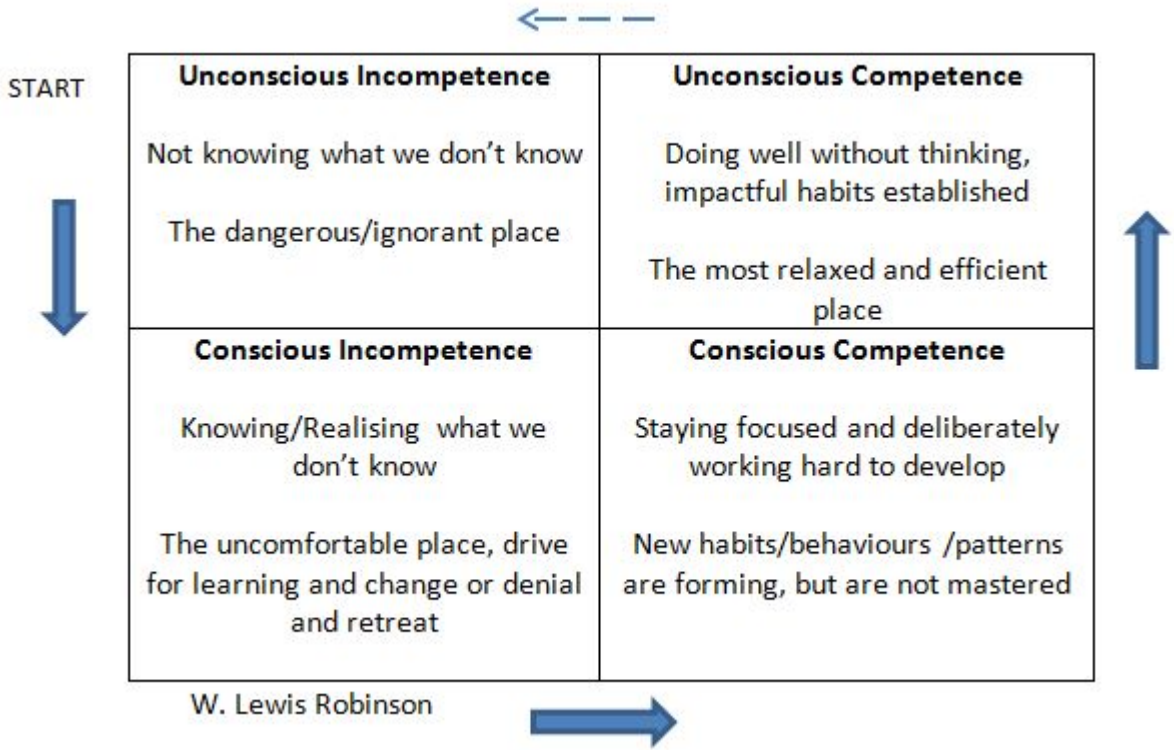
It was not received well. To get this change approved and in production, it took:

- **7 in person meetings**
- **4 conference calls**
- **113 emails**
- **Personal involvement of the CIO, CFO, and two group VPs**

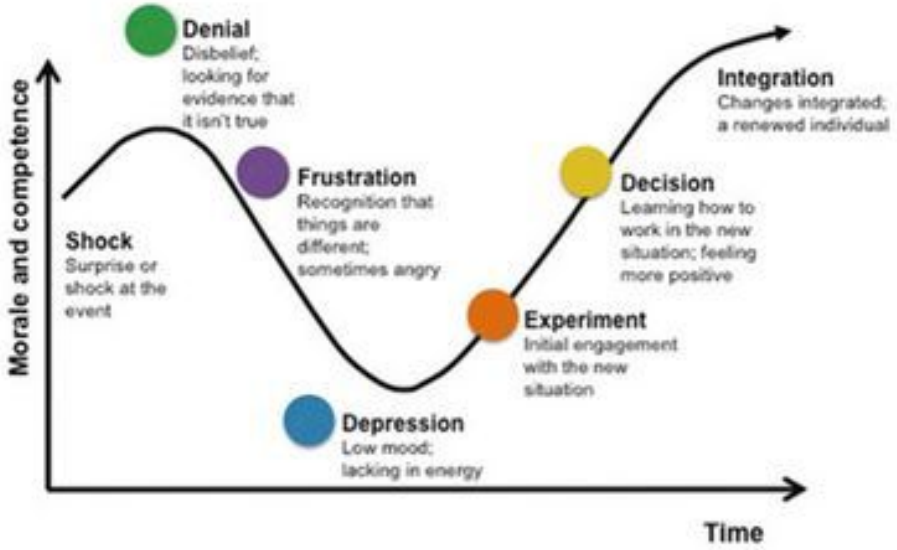
Change Management - Learning curve



Competence stages



The Kübler-Ross change curve



- Create Alignment
- Maximize Communication
- Spark Motivation
- Develop Capability
- Share Knowledge