UCDAVIS
Supply Chain Management

# Empower Your Customers To Successfully Manage and Embrace Change!


**Jim Hewlett, Communications and Training Specialist, UC Davis**


**Fall 2019 UC Procurement On Stage**

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# Who’s Presenting Today?

- **Jim Hewlett**, Supply Chain Management, Communications and Training Specialist, over 20 years with UC Davis
  - I’ve been involved with various change initiatives over the years
  - I’m looking forward to empowering you with information and resources today!

# Defining "Manage"

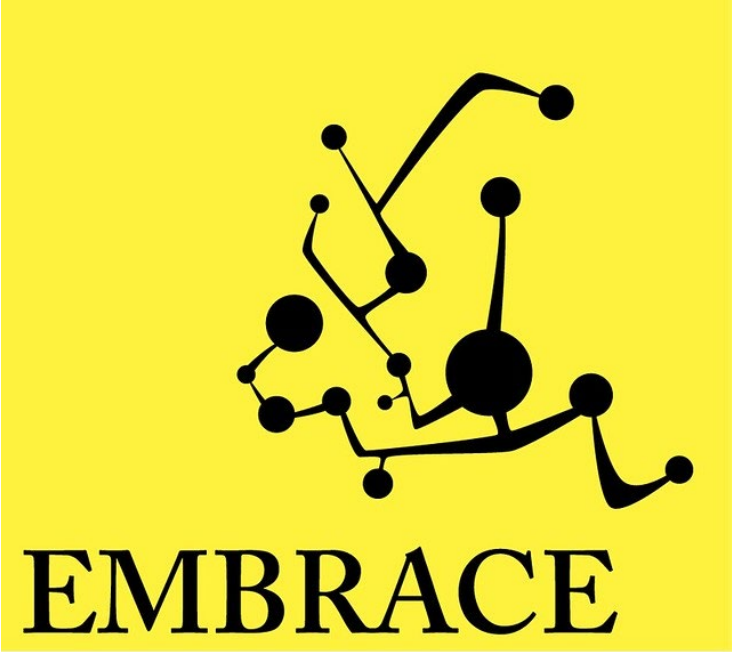
- **According to Merriam-Webster…**

*"to handle or direct with a degree of skill"*

# Defining "Embrace"

- **According to Merriam-Webster…**

*"to take up especially readily or gladly"*



# Putting it all Together!

- We want our customers to…
  - have the necessary resources to develop the skills required for the change…AND..
  - ENJOY the process of change…AND…
  - realize the BENEFITS of that change

# Many Types of “Changes”

A change can often involve more than one of the following:

- **System:** New systems, modules, screens
- **Process:** New way to do something, changed approval process (added or removed)
- **Organization:** Changed reporting structure, staff changes (attrition, hiring), office location change

# Current UCD SCM Change Initiatives…

- **AggieShip:** An outbound shipping program, with multiple provider choices, as well as international and hazardous materials shipping options
- **Supplies Manager:** A system for Supply Chain Management staff in Central Stores to manage, track, and replenish inventory and assist customers
- **AggieSupply Scientific Store:** An improved way for customers to acquire life sciences supplies (beakers, pipettes, etc.) and services (e.g., pipette calibration) both in-store and online through our e-procurement system, AggieBuy

AGGIESHIP

AGGIESUPPLY

# Successful change management is EVERYONE

- **Chief Procurement Officer:** Identifies vision and goals associated with change
- **Associate Directors:** Support their teams in embracing the change
- **Project Directors:** Ensure that work to successfully implement change is happening
- **Product Managers:** Help identify changed processes and impacted customers
- **Communications and Training Analysts:** Develop communications to ensure that all impacted parties understand what's happening and that communication is "two-way"
- **All staff members:** Learn about the change, ask questions, and actively engage in the process

# Change Process

1. Assist internal organization with learning about change, why the change, benefits, getting to “embrace!”
2. Identify Impacted Community Members
3. Start the communication process (emails, website, signature block) to external community
4. Develop Multi-Pronged Resources
5. Encourage feedback
6. Acknowledge challenges, reward successes, and keep communication lines open

# 1. Assist Internal Organization in Preparing for Change

- Leadership is critical at this stage

- Before our customers are made aware of upcoming changes, it is critical that the staff who will be impacted by the change are able to experience it, learn about it, and to have their concerns addressed

- Fantastic way to develop "change champions!"

# 2. Identify Impacted Community

- Students? Current? Prospective?
- Faculty?
- Staff?
- General Public?


- How will they be impacted?

# 3. Start the communication process (emails, website, signature block) to external community

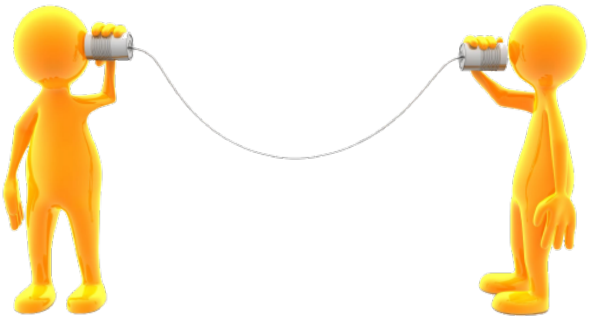
- Identify the most “appropriate” communicator for the impacted communities (may or may not be the same person in all cases)
  - e.g., Communicator on a Dean’s Office message might be different from that on a message sent to system end-users

# 3. Start the communication process (emails, website, signature block) to external community

- Communications should be in multiple formats:
  - Emails
  - Website
  - Campus Newsletters
  - In-Person Visits (Departments, Administrative Management Groups)
  - Posters/Flyers in Break Rooms, Employee Bulletin Boards
  - Include a link with more information in your email signature block

# 3a. Start the communication process (emails, website, signature block) to external community

- Communications should include:
  - Reasons for change
  - How it will benefit them (WIIFM- “What’s In It For Me”)
  - What’s changing/What’s NOT changing
  - What the impact will be to them **specifically**
  - Where to learn more
  - What they need to do to prepare NOW
  - Where to turn for questions/concerns



# 3b. How MUCH should I Communicate?

- Communicate, then communicate, and finally, communicate again!

# 4. Empower Your Customers and Team with Multiple Resources!

Customers have different needs, and a multi-pronged approach is key to success:

- Website (step-by step guides, process maps, visuals, word maps, videos, etc.); ensure accessibility for everyone
- Training Classes (online and in-person, multiple locations/dates/times)
- Department House Calls
- Help Desk

# 5. Feedback is Key!

- **Actively** ask for customer feedback
- **Track** their feedback
- **Act** on their feedback

# 5a. Actively Ask for Feedback

- **Periodic Online Surveys: Programs, Systems, and Customer Service Satisfaction Surveys**
  - Surveys should include "free form" answer options
- **Poll Everywhere Software in Training Classes/Forums**
  - Helpful for acquiring information from those who may not otherwise "participate" and for topics where participants may be less likely to vocally express feedback
- **Focus Groups**
  - Make sure that members are a representative sampling of community and are committed to actively participating; consider **all** impacted, including staff, faculty, and students
- **Website Feedback Links**

# 5b. Track Feedback

- Review survey results in a tracking tool, spreadsheet
- Look at not just the “numbers” but the “themes” that emerge
- Track feedback from other sources as well, including Help Desk
  - Help Desk feedback may be more “rogue” or “just in time,” but this does not mean it’s not important

# 5c. Act on Feedback

- This is the MOST IMPORTANT aspect of the feedback items
- If you cannot act on a piece of feedback, share the reason(s) why
- Failure of organization to act on feedback may lead to customers losing faith in organization and no longer believing that change is really for benefit of customers
- Make sure you also communicate how you acted on the feedback; some actions may be “behind the scenes” but you still want customers to know that you received and took action on their feedback

Act Now!

## 6. Acknowledge challenges, reward successes, and keep communication lines open

- Let customers know that your organization is aware of and addressing challenges or “gaps”

- Provide opportunities for acknowledging hard work; happy hour, coffee or lunch, gift card, thank you notes

# Questions? Any Experiences to Share?

# Thanks For Your Time Today!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