ORGANIZATIONAL CHANGE MANAGEMENT

The Change Capable Organization

Change Management is increasingly cited as a key factor needed to improve the success rate, deliver leaderships' vision and achieve ROI of major organizational changes such as new technology, process efficiency improvements, restructurings, consolidations and system upgrades. Many credible studies have noted that failure to engage an organization in the change process results in predictable failure rates as high as 70 to 80 percent. Ensuring success of corporate change initiatives requires a structured approach that combines best practices with proven methodologies to help organizations navigate from the current state environment to the desired future state vision and create a "Fit for Purpose," change-capable organization.

Paragon Change Management

Paragon is an advisory consulting and systems integration firm that works with enterprise leaders and teams to grow talent and capabilities to manage change in this fast paced global environment. Paragon's change management teams use proven methodologies and accelerators tailored to the needs of the organization to deliver business transformation value. This "Fit for Purpose" approach includes:

- Aligning leadership to the vision and program objectives
- Establishing a deliberate organizational change management plan and roadmap to the future state
- Identifying key stakeholders and change agents who will help fuel progress to the future state

- Developing key metrics to track progress
- Providing training and communication to your employees
- Establishing a Continuous Improvement Program to sustain benefits and continue to grow

Employing a proven change management capability, and involving leadership and people in the change process, Paragon has demonstrated significant success. Paragon's change methodology and expertise understand that you must equally balance the rational, political and emotional elements of change to achieve success.

Paragon's Change Management Methodology

While the first step to achieving effective change management is implementing the appropriate solution, significant cultural shifts are required to encourage stakeholders to embrace the implementation so the organization can truly benefit from the new solution environment. Paragon's Change Management Methodology is a formal process that enables organizations to identify the transformation needed to achieve business goals, prepare, train and communicate coming changes to the workforce, and manage complex organizational transitions to the desired end-state.

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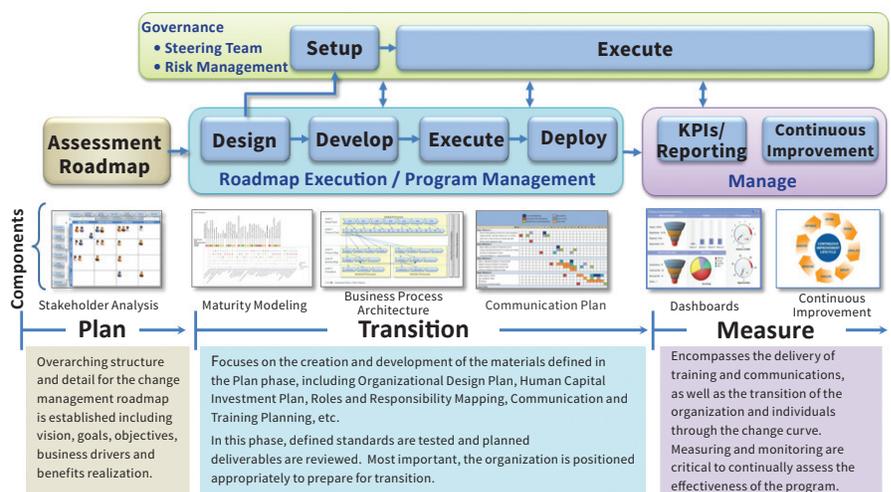
Organizational Design and Talent Development

In today's ever changing environment, organizational structures and effectiveness are in constant flux. The way people work—in global or cross-functional project teams, within matrix organizations, at a corporate location or remotely—is changing and influencing functional structure. The adoption of new technology, process improvement, system deployment, industry consolidation and dynamic third party relationships have also necessitated changes to organizational dynamics. Paragon assesses the impact of new systems and functional structures on the organization and delivers:

- An Organizational Design Plan for the development of the future state
- New job descriptions and/or roles and responsibilities based on changes to structures
- Business processes and other related materials, such as key performance indicators (KPIs), scorecards, service level agreements (SLAs) and incentive programs
- Performance metrics that provide support for innovative future state organizations

Firms that wish to position themselves for success will need to build a business model that is "change-capable." A change-capable organization can respond nimbly to myriad market, technology, and competitive changes without redesigning its supporting operation and infrastructure from scratch.

Creating the Case for Change

Change is hard work, both professionally and personally. In the beginning of a change management engagement, Paragon works with your leadership team and key stakeholders to define the Value Proposition—"Why are we doing this?"—and the Business Case—"What do we expect to achieve by undertaking this program?" These key elements align your leaders around the "Case for Change," confirm their accountability in helping lead them through the various stages of change, and create the story using multiple forms of communication and engagement. Leaders are then able to align their organizations around the vision, communicate how they plan to achieve it, how the organization will be involved, and what value will be realized.

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Stage	Satisfaction	Denial	Resistance	Exploration	Hope	Commitment
Reaction / Feeling	"I'm happy as I am." "Things are fine with the current state."	"This isn't relevant to my work." "I don't need this." "This won't affect me."	"I'm not having this." "I don't have time for this." "This doesn't make sense."	"Could this work for me?" "Could I get more information on this?" "How can this help me and my team?"	"I can see how I can make this work for me." "Maybe this will help me in my job." "It seems like this might be a good idea."	"This works for me and my team." "I see the value in this." "I can share this with others."

Change Plan			
Communication/Awareness			
Business Processes	Organizational Design		Training
Technology	Roles & Responsibilities		Team Building

Paragon Client Roster

Paragon's client roster includes life science industry leaders such as:

- **AbbVie**
- **AstraZeneca**
- **Bausch & Lomb**
- **Bayer**
- **Bristol-Myers Squibb**

- **Celgene**
- **CSL Behring**
- **Daiichi-Sankyo**
- **GSK**
- **Lilly**

- **MedImmune**
- **Merck**
- **Novo Nordisk**
- **Otsuka**
- **Roche**

- **Shire**
- **Chiltern**
- **inVentiv Health**
- **Worldwide Clinical Trials**
- **Regeneron**