



# Leadership Personas & Journey Maps



OKLAHOMA

# Statewide Change Management Activities

The organizational change management team is managing the following activities to prepare, engage and support the state workforce to successfully adopt Workday in May 2022.



## Training

Provide tools and resources to support the groups navigating change prior to the Workday implementation, and to reference afterward.

### Key Activities:

- Train the Trainer Sessions: 2/1 – 3/4
- Employees Receive Training: 4/1 – 6/1
- Employees Receive On-demand Workday Training Materials: 5/16

Employee training topics can be found [here](#).



## Communications

Develop messaging to inform and engage stakeholders throughout the implementation based on strategic communications principles.

### Key Activities:

- Communications Strategy/Plan
- Monthly Update for Agencies
- Marketing Material
- Website Updates



## Organizational Readiness

Monitor the workforce's readiness for change by leveraging comprehensive strategies to increase employee engagement and buy-in.

### Key Activities:

- Change Agent Network
- Change Impact Assessment
- Agency Pulse Assessments

Agency-specific preparations fall under the purview of agency leadership. Please use the subsequent slides to guide in planning for these preparations.



# Agency Director Persona



## NAME

Luis David

## TITLE

Agency Director

## MY AGENCY RESPONSIBILITIES

Working with my talented employees to serve the community and accomplish the mission of my agency. Serving as liaison with the governor's office and legislators. Meeting frequently with front-line employees from my agency.

## PREFERRED COMMUNICATION CHANNELS



Email



Phone calls

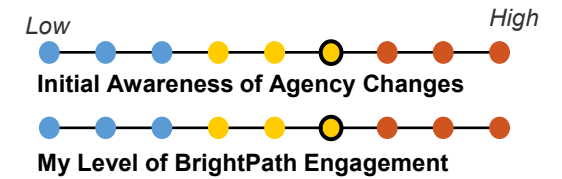
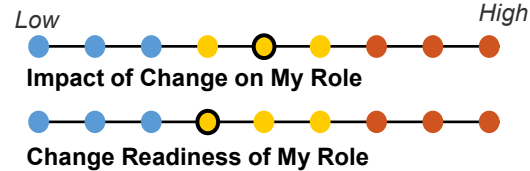


Teams meetings



Agency intranet site

## CHANGE SCALES



## ANTICIPATED AGENCYWIDE CHANGE IMPACT CATEGORIES

- Harmonization across agencies
- Enhanced employee self-service capabilities
- Streamlined processes
- Systems consolidation
- Mobile app functionality
- Time entry system
- Processing transfers and terminations
- Managers assuming select HR responsibilities

## ANTICIPATED CHALLENGES WHEN NAVIGATING CHANGE IMPACTS\*

- Reaching employees who don't have consistent access to a computer or internet
- Employees are tired of change or nervous about navigating change
- Steep learning curve associated with moving from paper processes to digital that may require more time for employees to learn
- Understanding integrations between current systems and Workday
- Making the necessary preparations within my agency for Workday

\* Reflection questions on the next slide enable leadership to mitigate these challenges.



## Agency Director: Workday Preparatory Activities

This roadmap contains recommended actions for agency directors to prepare their workforce to adopt Workday. It is intended to serve as an initial guide for preparing your agency.

Reflection questions at the bottom are intended to promote agency preparation and team collaboration in advance of the Workday implementation in May 2022.



### Roadmap to Go-live

January




**Understand what is changing**  
(e.g., view system demos)

January



**Identify support to execute preparations for Workday**  
(e.g., enlist relevant team members to delegate areas of preparation)

January - February



**Plan preparations for Workday**  
(e.g., review existing practices that will change and make relevant revisions)

February - May



**Execute preparations within agency for Workday**  
(e.g., communicate process changes)



**Workday Go-live**  
May 2022

### Reflection Questions

As you follow the roadmap, reach out to your team and others as necessary to answer the following questions.

People	Process	Technology	Communications
<ul style="list-style-type: none"> <li><input type="checkbox"/> Will the agency workforce have agency-specific training material available at go-live?</li> <li><input type="checkbox"/> What positions will be heavily impacted by the adoption of Workday? What can be done to prepare them?</li> <li><input type="checkbox"/> How can current pain points or staff resistance be mitigated?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What existing processes or functions will be impacted by adopting Workday?</li> <li><input type="checkbox"/> What current agency policies, or practices may need to be updated because of anticipated changes resulting from adopting Workday?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does my agency have the necessary hardware/ equipment/tools in place to utilize Workday?</li> <li><input type="checkbox"/> How tech-savvy are the employees at my agency overall? Will the move from manual to more automated processes be a substantial hurdle for the majority?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What communications channels/methods are most effective for my agency workforce?</li> <li><input type="checkbox"/> How can my agency start socializing the upcoming changes?</li> <li><input type="checkbox"/> What will my staff appreciate (or fear) about the upcoming changes?</li> </ul>

## HR Leader Persona



### NAME

Heidi Roland

### TITLE

Human Resources Director

### MY HR RESPONSIBILITIES

Responsible for overseeing all divisions of HR at my agency. I represent the HR department as part of the executive team. I frequently fill in for team members when we have a vacancy or as otherwise needed.

### PREFERRED COMMUNICATION CHANNELS



Email



Weekly staff meetings

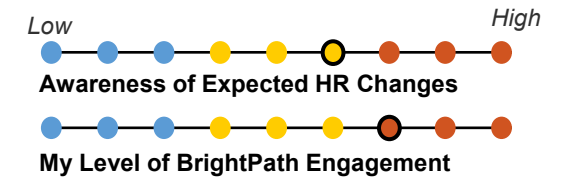
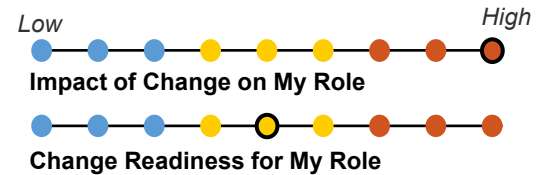


Teams chat



Monthly agency emails

### CHANGE SCALES



### CHANGES TO MY HR TEAM'S WORK

- Processing job transfers
- Processing and communicating terminations
- Creating positions
- Onboarding
- Performance management
- Processing state and federal withholding forms
- Advanced data capabilities
- Increased opportunity for strategic initiatives

### ANTICIPATED CHALLENGES WHEN NAVIGATING HR CHANGES\*

- Performance competencies aligning with agency needs
- Managing resistance to technology
- Maintaining role consistency when processing various transactions in the new system
- HR staff weary of learning another new system
- Adequately preparing to utilize system upon day one of go-live
- Ensuring job descriptions remain specific to agency

\* Reflection questions on the next slide enable leadership to mitigate these challenges.





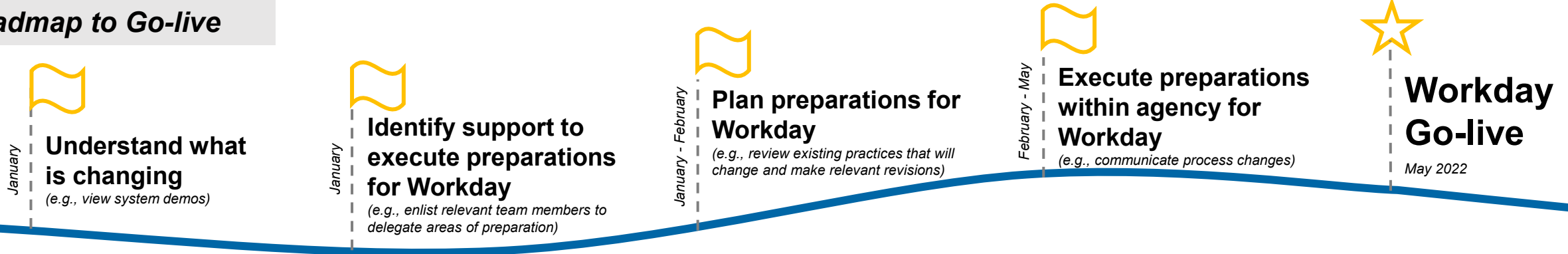
## HR Leaders: Workday Preparatory Activities

This roadmap contains recommended actions for HR leaders to prepare their workforce to adopt Workday. It is intended to serve as an initial guide for preparing your agency.

Reflection questions at the bottom are intended to promote agency preparation and team collaboration in advance of the Workday implementation in May 2022.



### Roadmap to Go-live



### Reflection Questions

As you follow the roadmap, reach out to your team and others as necessary to answer the following questions.

People	Process	Technology	Communications
<ul style="list-style-type: none"> <li><input type="checkbox"/> Will the adoption of Workday allow HR staff to focus on more strategic HR functions? Are they ready to adopt these additional functions?</li> <li><input type="checkbox"/> How can current pain points or staff resistance be mitigated?</li> <li><input type="checkbox"/> Is there a need to evaluate staffing needs/responsibilities?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What existing processes or functions will be impacted by adopting Workday?</li> <li><input type="checkbox"/> What current agency policies, or practices may need to be updated because of anticipated changes resulting from adopting Workday?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does my agency have the necessary hardware/equipment/tools in place to utilize Workday?</li> <li><input type="checkbox"/> How tech-savvy are the employees at my agency overall? Will the move from manual to more automated processes be a substantial hurdle for the majority?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What communications channels/methods are most effective for my agency workforce?</li> <li><input type="checkbox"/> How can my agency start socializing the upcoming changes?</li> <li><input type="checkbox"/> What will my staff appreciate (or fear) about the upcoming changes?</li> </ul>