Change Management Framework

1 February 2015
Building Blocks of the Change Management Framework

- Dubai Data Change Target
- Messaging Framework
- Stakeholder Engagement Framework
- Dubai Data Change Guide
- Optional Change Management Plan
Building Blocks of the Change Management Framework
HH Sheikh Mohammed Announces Dubai Data Law

Aصدرا اليوم قانون دبي للبيانات المفتوحة .. والذي سيتيح بيانات الدوائر في دبي للجمهور ويعمل على تصنيفها وتوجيهها وتبادلها بين الجهات

HH Sheikh Mohammed @HHShkMohd · Oct 17

1.1K 1K
Highlights of the Dubai Data Law
The Most Comprehensive, Ambitious Data Law in the World

- Covers Both Public Sector & Private Sector
- Covers Both Open Data & Shared Data
- Data owned by Government, not Departments
- Protects Privacy, Confidentiality, IP, National Interest
- 9 Obligations of Data Providers
- 19 Obligations of Governing Body

Signed Oct. 16, 2015
Objectives of the Dubai Data Law

- Manage data based on a clear strategy and specific guidelines, aligned with international best practices.
- Promote transparency and establish governance rules regarding data publication and sharing.
- Increase efficiency of services provided by federal and local government entities to users.
- Support decision making at federal and local government entities.
- Encourage a culture of creativity and innovation and contribute to the support of innovative entrepreneurship.
- Create balance between the process of publication and sharing of data; also safeguard confidentiality and privacy.
1. Classify/categorize the entity’s data
2. Develop a plan for sharing of data
3. Modify the entity’s infrastructure to publish and share data
4. Take all necessary actions to publish and share data
5. Identify obstacles for review by Concerned Body
6. Ensure quality and updating of entity’s data
7. Handle data from other providers in compliance with Concerned Body
8. Report on data publication and sharing as requested by Concerned Body
9. Adhere to policies and requirements adopted by the Concerned Body
Dubai Data Law Contents
19 Obligations of the “Concerned Body”

1. Assign/designate federal government agencies and persons as data providers;
2. Consult with data providers
3. Set forth the electronic portal rules, and monitor adherence
4. Develop and supervise the implementation of the government strategy, in consultation with the Centre;
5. Suggest - in consultation with the Centre- legislations and policies.
6. Identify international scientific and regulatory best practices.
7. Align policies and strategies related to data publication and sharing in the Emirate, and foster the Emirate goals to becoming a smart city
8. Take necessary measures to limit data duplication and inconsistency.
9. Sign agreements and memorandums of understandings (MOUs)
10. Conduct specialized seminars and workshops
11. Review data dissemination and sharing reports submitted by providers, and issue adequate decisions in relation thereof,
12. Investigate any complaint or violation related to the degree of compliance of data providers, and take necessary actions;
13. Develop adequate solutions to eliminate any obstacles, difficulties, challenges
14. Perform any other activity that is required to fulfill the purposes of this Law.

1. Determine Primary Registries, and ensure that such records are built up, updated, organized, and classified/categorized
2. Monitor the compliance of data providers
3. Enforce adoption of policies, rules, standards re:
   • Data privacy policy;
   • Data intellectual property policy
   • Data classification, publication and sharing policy
   • Dubai Data use and re-use
   • Technical standards policy
Law Toolkit

1. Dubai Data Law
Building Blocks of the Change Management Framework
**WHAT IS DUBAI DATA**

the world’s most comprehensive and ambitious data initiative to date

1. Not just ‘open’ but all data
2. Addresses gov & private sectors equally—with the govt leading the way
3. Collaboration between all city stakeholders

**WHY DOES IT MATTER**

data is key to making Dubai the smartest and happiest city in the world.

1. Data enables connectivity & access—driving better informed, delighted people
2. Focus not on collecting data, but on driving knowledge from data, empowering all parties
3. Enhanced quality of life

**HOW DOES IT IMPACT**

data will drive a new wave of economic prosperity

1. Catalyst for innovation and entrepreneurship
2. Data propels the knowledge economy into an innovation economy
3. Direct GDP contribution estimated at over 1%

- DDE established in Nov 2014
- Shared data in gov to drive efficiency, service delivery, CX
- Includes law, policies, framework, classification, guidelines & plan.

- Full alignment with Smart Dubai vision, objectives and roadmap
- Foundation of success across all 6 Smart Dubai dimensions
- Data enables better decision-making across the city
- End-goal: happiness

- Hackathons, public-data usefulness via private-sector apps & websites
- Dubai economy potential of attracting key global players and sparking new industry ecosystem
Messaging Toolkit

1. Message House
2. Default Answers
3. Q&As
4. Infographic
Building Blocks of the Change Management Framework
## Defining Stakeholder Target Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart Dubai Strategic Partners</td>
<td>First movers and adopters of Open Data; strategically significant to the uptake of Open Data</td>
</tr>
<tr>
<td>Other Dubai Government Related Entities</td>
<td>All remaining Dubai government entities impacted by Open Data Law</td>
</tr>
<tr>
<td>Government Related Entities</td>
<td>Wholly or partially owned or financed through Dubai or emirate specific funds; highly influential in Open Data adoption</td>
</tr>
<tr>
<td>UAE &amp; Expat Family Businesses</td>
<td>Long time mercantile families; far reaching impact for Open Data; Govt often biggest customer</td>
</tr>
<tr>
<td>UAE Federal Government</td>
<td>Strategic partners and influencers who are strategically significant to the uptake of Open Data</td>
</tr>
<tr>
<td>SMEs, International &amp; Multinationals</td>
<td>Internationals and Multinationals; who may have certain internal/HQ governance constraints or support regarding Open Data</td>
</tr>
<tr>
<td>General Public</td>
<td>Citizens; residents; visitors; GCC; and wider global audience</td>
</tr>
</tbody>
</table>

**Smart Dubai Office; Dubai Data Establishment**

**Dubai Chamber; Dubai Courts; Dubai Free Zone Councils; etc**

**du, Etisalat, DPWorld; NBD; Emirates; etc**

**Al Tayer; Al Futtaim, Al Rostamani; etc**

**Interior; ID Authority; Central bank; etc**

**Visa, Mastercard; etc**
## Identifying the Stakeholder Tiers

### Smart Dubai Strategic Partners
- RTA
- Dubai Municipality (DM)
- Dubai Economic Development (DED)
- Dubai Police
- Dubai Smart Government (DSG)
- DEWA
- Dubai Health Authority (DHA)
- Dubai Tourism and Commerce Marketing (DTCM)

### Other Government Departments
- Dubai Chamber (DCCI)
- DEWA
- Dubai Supreme Council of Energy (DSCE)
- Dubai Corporation for Ambulance Services
- Dubai Civil Defense (DCD)
- Dubai Customs
- Dubai Statistics Center (DSC)
- Mohammed Bin Rashid Housing Establishment
- Knowledge and Human Development Authority (KHDA)
- General Directorate of Residency and Foreigners Affairs-Dubai
- Dubai Courts
- Dubai Public Prosecution
- Dubai Trade
- Dubai Electronic Security Center
- Dubai Culture
- Dubai Properties
- Land Department
- Dubai Center for E-Security (DCES)
- Dubai Free Zones (DFZ) Council
- Dubai Airports (DXB and DWC)
- Dubai Financial Services Authority (DFSA)
- Dubai Women’s Establishment
- Hamdan Bin Mohammed Smart University

### GREs, Family Companies, SMEs, Internationals & Multinationals
- Banks: Nakheel Malls, MAF Malls, Emaar Malls, Emirates Airlines, DP World
- Visa
- MasterCard
- GEMS Education
- Du
- Etisalat

### General Public
- Nakheel Malls
- MAF Malls
- Emaar Malls
- Emirates Airlines
- DP World

### Federal
- Ministry of Labor
- Ministry of Interior
- Emirates ID Authority
- General Directorate for Residency and Foreigners Affairs
- UAE Central Bank
## Stakeholder Needs and Expectations

### Smart Dubai Strategic Partners

1. Clarity on requirements
2. Help to comply with regulations
3. Understanding of Open Data, Privacy & Security

### Other Dubai Government

1. Motivation/Leadership
2. To be included
3. Understanding of Open Data & Security
4. Clarity on requirements

### GREs

1. Reassurance about their data privacy & security
2. Respect for their business practices
3. Understanding of Open Data
4. Clarity on requirements

### UAE & Expat Families

1. Reassurance about their data privacy & security
2. Respect for their business practices
3. Recognition for contributions to Dubai
4. Understanding of Open Data
5. Clarity how law will affect their business

### Federal Government

1. Transparency
2. Coordination
3. Clarity of requirements
4. Understand the impact on their operations

### SMEs, Internationals & Multinationals

1. Reassurance about their data privacy & security
2. Respect for their business practices
3. Understanding of Open Data
4. Clarity how law will affect their business

### General Public

1. Understanding of Open Data & Privacy
2. Understand the impact on their lives

### DDE Wants From Them

1. Open Data Leadership
2. Rapid Adoption of Open Data Principles
3. Easy Organizational Change
4. Meet data set publishing deadlines

1. Support & Adoption of Open Data principles
2. Organizational Change
3. Willingness to deliver of data sets

1. Open Data Leadership
2. Innovation around Open Data
3. Organizational Change
4. Willingness to deliver of data sets

1. Support and compliance with Open Data Law
2. Collaboration with Open Data requirements
3. Release of data
4. Innovation around Open Data

1. Support
2. Coordination
3. Integration

1. Support and compliance with Open Data Law
2. Collaboration with Open Data requirements
3. Release of data
4. Innovation around Open Data

1. Support
2. Innovation
Building Blocks of the Change Management Framework

Dubai Data Change Guide
Open by Default; Shared Together

DUBAI DATA CHANGE GUIDE
Enable Departments to Reach Data Goal

Develop an efficient organizational approach to Dubai Government public service delivery, particularly in data and smart city applications, that strives for accuracy and volume of data publishing and flexibility in approach to achieve that goal.
Work Together to Achieve Success

Two Sides of the Whole

Data Governance
- Management
- Process

Change Management
- Persuasion/Buy In
- Motivation

Sustainable Data Publishing
Seek Profound Change in order to transform Department

Transforming a government department into a required publisher of open and shared data will encounter some organizational culture and operational change.

Kubler-Ross developed Curve based on grief and bereavement; widely used in organizational management.

Change may be genuinely traumatic for the people undergoing it.
"We really don't want to treat this as a compliance exercise, because nobody has extra resources around to try to do something that does not create value for agencies." US Treasury Department

“This agenda will wither and die if it is seen as just an add-on or an additional burden for people...we need to make it fundamentally relevant to what people are doing “ UK Cabinet Office

<table>
<thead>
<tr>
<th>Challenge 1</th>
<th>Communications</th>
<th>Who is affected; what is the procedure; what are the penalties/rewards; basic understanding of open/shared data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge 2</td>
<td>Resources</td>
<td>Time, effort, tools</td>
</tr>
<tr>
<td>Challenge 3</td>
<td>Authority</td>
<td>Top leadership engagement to motivate and establish authority</td>
</tr>
<tr>
<td>Challenge 4</td>
<td>Expertise</td>
<td>Skills to implement requirements</td>
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</table>
Extol Benefits From Compliance

“It is not the strongest of the species that survives, nor the most intelligent; it is the one that is the most adaptable to change.”

**Communicate Benefits Produced from Department Efforts**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Description</th>
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<tr>
<td>Benefit 1</td>
<td>Data adds value; Data enables connectivity &amp; access—driving better informed, happy people; Key to making Dubai the smartest and happiest city in the world</td>
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<tr>
<td>Benefit 2</td>
<td>Data will drive a new wave of economic prosperity; Catalyst for innovation and entrepreneurship</td>
</tr>
<tr>
<td>Benefit 3</td>
<td>Shared data improves government service efficiency and effectiveness</td>
</tr>
<tr>
<td>Benefit 4</td>
<td>Open and shared data create a new customer base: from service users to data</td>
</tr>
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</table>
Change Mindset; Change Behavior

The Dubai Data Change Manual provides a practical structure to facilitate transition within the Dubai government through change plan guide, Dubai Data Manual, face-to-face workshops, and supportive toolkits that will enable the growth of an effective and sustainable open and shared data culture.
The Dubai Data Change Model is informed by two decades of organization management literature and experience. It is adapted from global best practices in change management for use with the public sector regionally as it open and shared data release.

**Informed by:**

- Open Data Institute
- Change Management Institute
- Kotter's 8-Step Change Model
- ADKAR Model
- CS Transform
- Lewin's Change Management Model
- Beckhard and Harris' Change Equation
- McKinsey's 7-S Model
- Kolb's Learning Cycle
- Garvin, D., & Roberto, M “Change Through Persuasion”
- Meyerson, D. “Radical Change, the Quiet Way”
Dubai Data Manual

I. Data Overview
   • Background
   • Definitions
   • Operating Model

II. Dubai Data Classification Framework

III. How to Implement Dubai Data in Government Entities
How Do We Get There? 4 Steps

- Catalyst of Change
- Set Stage for Acceptance
- Assess Capacity
- Create Vision Statement
- Determine Change Team

Equip for Change
- Define Change Strategy
- Build Talent, Persuasion, Quick Win, and Risk Mitigation Plan
- Create Roadmap

Plan for Change
- Implement Change Roadmap
- Achieve Small Win(s)
- Implement Persuasion Campaign
- Begin Monitoring & Measurements

Reinforce Change
- Celebrate wins
- Analyze feedback
- Diagnosis Gaps and Remedial Measures; implement corrective steps/adjustments
- Measure Benefits Realized against Critical Success Factors

Execute Change
- Measure Benefits Realized against Critical Success Factors
Step 1 - Equip for Change

- Catalyst of Change
- Set Stage for Acceptance
- Assessing Capacity
- Create Vision Statement
- Determine Change Team
Launch with Catalyst for Change

Many change efforts fail for the lack of incentive and vision

Dubai Leadership provided 2 catalysts for change:

• Dubai Data law
• His Highness vision to make Dubai the Smartest, Happiest City in the World
Set the Stage for Acceptance

To foster change readiness

Capitalize on Smart Dubai’s communications program to set the stage for internal acceptance

Smart Dubai Communication Program
- Stakeholder engagement
- Media Engagement
- 3rd party endorsements/validation
- Conferences/Seminars
- Portal
Assess Change Capacity

Source 1: Dubai Data Maturity Model - April 2015 Readiness Assessment (for those who participated)

Information to be collected:
1. Technology Readiness/Existing Data
2. Personnel and Skills/Gaps
3. Process/Policies
4. Time and Budget constraints
5. Obstacles/potential threats
6. Department Readiness for Change

Outcome:
1. Guidance for planning
2. Baseline for comparison with future performance
Create Department Internal Change Vision

Ask

Leverage motivation; involve in decision-making; appreciate contributions

Organization Core Values

How will Open and Shared Data Help the Department

Include

Motivate and energize through hope and aspiration; commitment to government mission

Use Vision to Guide

Leverage motivation; involve in decision-making; appreciate contributions
Pick Change Leaders & Team

- Diverse
- Respected Insiders
- Informal Leader
- Parties Responsible for Data Delivery
- Head of Supporting offices
- Favor Change
- In influential
- Independent
- Positive

**Responsibilities**

Ensure broad buy-in, solicit feedback, identify issues requiring most urgent attention, and participate in design/re-design activities; delineate responsibilities of Leader vs Team

**Capability**

Change Leaders & Team must be able to convince their peers that embracing data openness and sharing is a good idea.

**Leaders**

Maintain open data as priority

**Team**

Harnesses bottom-up knowledge and expertise, and ‘pro-change’ forces
Team Roles and Responsibilities

Track

- Data Preparation Management and coordination among all relevant Dept offices
- Inventory/categorize data sets
- Ensure accuracy, reliability and address inconsistencies
- Classify data sets according to guidelines Responsible for preparing data for sharing or publication

Role

Data Governance

Act as custodian of your Department’s data, in preparation for Open Data publication and Data Sharing

Change Management

Lead a process of change management and communication in your Department to guide in the new culture of sharing and open data, and to promote this vision throughout your organization.

- Lead Change Planning design/re-design (Data rollout; Operations; Communications; Talent; Risk Mitigation and Roadmap)
- Lead change communication and coordination with participating and authorizing Dept offices
- Prepare, motivate and implement persuasion initiatives
- Solicit feedback
- Identify issues requiring attention and resolve
- Primary Department advocate and knowledge center for open and shared data
Sample Approach To Change Teams

DG; C-level/VP+ of primary business units; IT; HR; Business Intelligence; Communications; Regulations; Open Data Enthusiasts; respected Dept insiders; and informal Dept leaders

Those people responsible for delivering the Change mandate

Important to include HR, Communications, Legal and IT representatives for action plan creation
Capacity Assessment Toolkit

1. DDE Readiness Results (if applicable)
2. Self Assessment Tool
3. DICE Framework
4. SWOT Analysis
5. Change Team Identification
Step 2 – Plan for Change

- Write Data Preparation and Release Plan
- Design Change Strategy
- Build Communication Plan (optional other plans)
- Create Roadmap
- Peer to peer training
- Celebrate wins
- Remain dedicated to goal and roadmap
- Analyze feedback
- Diagnosis Gaps and Remedial Measures; implement corrective steps/plan adjustments
- Begin monitoring & measurements
- Implement Persuasion Campaign
- Achieve Small Win(s)
- Set Stage for Acceptance
- Capacity Assessment
- Catalyst of Change

Plan for Change
Action 1 – Write 12 Month Data Plan

Data Preparation and Release Plan

A combined effort between the Data and Change Management teams
Data Preparation & Release Plan

Objective

Create an initial roadmap for your Department’s Data work

Assess capabilities and prepare Department for meeting Dubai Data requirements

HR Role

Support with finding/preparing personnel with needed skills

IT Role

Leadership role to manage data compliance

Steps

- Assess Department’s current capabilities, required deadlines, data formats, critical success factors
- Map requirements, dependencies, and milestones on a Gantt chart, includes:
  - Preliminary data governance model that includes roles and responsibilities
  - Work flow process
Action 2 – Design Change Strategy

Data Preparation and Release Plan

Change Strategy
Determine Success Metrics

Seven Core Critical Success Factors

- Strategic Clarity
- Program Leadership
- Engagement with Stakeholders
- Skills Adoption
- Achievable Delivery
- Benefits Realization
- User Focus
Change Strategy

How the Department will execute on its Dubai Data Vision

Even though Dubai Data is a top down initiative, each entity needs to work to reverse-engineer government employee engagement & buy-in

Data Preparation and Release Plan

Change Strategy

Responsive

Communication Strategy
Talent Strategy
Operational Strategy
Risk Mitigation Strategy

Flexible
Action 3 – Build Plans

Data Preparation and Release Plan

Change Strategy

Communications Plan

Optional Change Plans (as needed)
- Talent Plan
- Operational Plan
- Risk Mitigation Plan
Communications Plan

Objectives

- Convince peers that becoming open by default; sharing together creates value for all; Equip with new knowledge; Inspire to implement new process through Internal Persuasion Campaign
- Provide space to collaborate with peers with Dubai Data Portal and Toolkit

Leadership Role

- Develop responses to the challenges of implementing Dubai Data in their own context

Steps

- Communicate new functional procedures
- Communicate revised process owners, rules and norms
- Communicate changes to the system and the implications
- Describe role of Change Management Team
- Communicate benefits of the new system to the employees
- Address employee concerns; support with resolutions
Persuasion Campaign

**Convince** employees of the importance of change; **demonstrate** why the new direction is the right one.

Position and frame preliminary plan; gather feedback; announce plan; explain purpose and expected impact.

**Anchor in core values**

**Manage moods through constant communication**

**Establish open comms channel; Use press to echo internal comms**

**Reinforce behavioral guidelines to avoid backsliding**

Develop Plan

Implement Plan

**Organization wide presentations**

**Media**

**Email & Open internal Comms mechanisms**

**New Customer Meetings (Data Reusers)**

Persuasion Process

Turnaround Process

Frames (Tactics)
Talent Plan

Objective

Incentivize behavioral change and leadership, allow staff to innovate, and empower

Modify structures, policies and incentives regarding hiring, job titles, rewards and skill-sets to align with Dubai Data

HR Role

Enablers, not barriers, for supporting transformation

Steps

• Classify and group internal stakeholders
• Map training needs as per group / classification
  • Learning by doing
• Create specific training and capacity building plan as per group / classification
  - Technical training & orientation with the re-designed processes
  - Ongoing education and training to broaden the support base for open data
  - Plan for peer-to-peer learning model to share advice, experience in context
Operational Plan – Small Wins

Objectives

- Selecting short term achievable targets within Department that could provide tangible success
- Sustainability of data quality and for data publishing

Steps

First 100 days
- Initial quick achievements/Small Wins (low hanging fruit)

After 100 days
- Support the milestones and priorities of data POC
- Broad, phased approach to sustained open and shared data

A near universal requirement in any change management plan; without it hard to build momentum
Risk Mitigation Plan

Objectives

Prepare and anticipate possible risks during the execute phase

Preparation

Talent and Persuasion Plans most vulnerable to failure

Steps

• Develop compelling messaging to mitigate resistance and motivate compliance
• Develop actions to address short term training and expertise gaps
• Develop mechanisms address roll-back
• Create budget actions to address emerging infrastructure needs
Step 4 – Aggregate Components

**Data Preparation and Release Plan**

- Change Strategy
- Change Plans
- Change Roadmap
A pragmatic presentation for delivering clearly identifiable results in achievable stages.

Quickly communicate project plans and goals; manage expectations; develop shared understanding; communicate plans to others.

- Project Goals
- Timeline
- Big deliverables
- Department Priority Projects
- Separate work streams
- Milestones
- Risk
- Dependencies
Planning Toolkit

1. Data Preparation & Release Plan Tool
2. Strategy Creation Tool
3. Communications Plan Tool
4. Planning Checklist
Step 3 – Execute Change

- Implement Change Roadmap
- Achieve Small Win(s)
- Implement Persuasion Campaign
- Begin Monitoring & Measurements
Monitor Plan Progress

Internal appraisal
- Every 2 weeks – Change team
- To make users core to project design
- Minimum Frequency (100 Days)

Feedback
- Every 2 months – In/Out of government
- To identify obstacles
Evaluation Toolkit

1. Internal Appraisal Tool (DICE Framework)
2. Evaluation/Feedback Tool
Step 4 – Reinforce Change

- Celebrate wins
- Analyze feedback
- Diagnosis Gaps and Remedial Measures; implement corrective steps/adjustments
- Measure Benefits Realized against Critical Success Factors
Celebrate Wins

The Persuasion Continues

Tell stories of the impact of open and shared data, to help illustrate its value for government customers and for Dubai
Track Data Impact and Benefits

**Internal appraisal**
- Every 2 weeks – Change team
- Make Users core of project design

**Feedback**
- Every 2 months – In/Out of government
- Identifying obstacles

**Monitoring Performance**
- Every 6-9 months – Independent
- Measure Success Critical Factors

Redesign of activities and adjust plans based on progress and reviews to realize benefits.
Live Process to the End

Communicate
Implement
Measure
Adjust

End State
Open and Shared Data institutionalized in Dubai Government Departments
Building Blocks of the Change Management Framework

Optional Change Management Plan
Dubai Data Change Management Scope

**Change Management Methodology**

- Change Readiness Assessment
- Change Management Planning & Design
- Implementation
- Review Outcomes
- Reinforce, Institutionalize Change

**Responsibility**

- Smart Dubai/DDE Led
- Department Led

**Option**

- Smart Dubai/DDE Led

**Focus Areas**

1. Change Management Workshop Focus Area 1
2. Change Management Workshop Focus Area 2, 3, 4

**Urgency**

- Initiate/Create Urgency
- Assign Team & Establish Leadership
- Vision

**Leadership**

- HH Vision & Media Campaign
- Dubai Data Law & Establish Dept-level Teams
Activities – Change Management

- Initial Communications
- Appointment of Change Management POCs
- Internal Assessments
- Plan Preparation
- Draft Change Management Plans Finalized
Checklist to bring to Workshop 1

- Dubai Data Change Team Vision for your Department
- Complete the Change Team Identification Exercise; prepare a list of candidates for the Change Team and Leadership
- Document any relevant Department data initiatives to date
Change Management Workshop 1

- Review Dubai Data
- Present Dubai Data Change Process
  - Timeline
  - Expectations
- Review Internal Capabilities Assessment Tools

Outcome:
Understand Dubai Data and Impact on them
Understanding of change management process and expectations
Preliminary understanding of Entities’ current state

Next Workshop Assignment:
Conduct Internal Capabilities Assessment
Checklist to bring to Workshop 2

- Read Department Readiness Assessment (if available)
- Read Data Benchmark Reports
- Conduct Self Assessment Exercises
- Complete Internal Capacity Assessment
- Finalize Change Team and Leadership
- Finalize Change Vision
Change Management Workshop 2

- Review Timeline of Dubai Data Change Process & Expectations
- Review Internal Capabilities Assessment Findings
- Review Change Team selection and why
- Review Data Preparation and Release Plan

**Outcome:**
Understanding of change management process and expectations
Strong understanding of Entity’s current state for change
Identify change advocates
Understanding of tool for data prep and release planning

**Next Workshop Assignment:**
Provide Data Preparation and Release Plan
Checklist to bring to Workshop 3

Prepared Data Preparation and Release Plan
Change Management Workshop 3

• Review Data Preparation and Release Plan
• Review Change Management Planning components (Strategy, Comms Plan, Roadmap and Evaluation)
• Review Assessment Findings and Inputs to be mapped to Plans

Outcome:
Understanding of process and data expectations
Understanding of tools and steps need for critical change planning

Next Workshop Assignment:
Provide draft Strategy, Communication, Roadmap and Evaluation plan
Checklist to bring to Workshop 4

- Create Change Strategy
- Write Communications Plan
- Create Evaluation Tool
- Create Roadmap for Change
Change Management Workshop 4

- Review Strategy and Change Plans
- Walk through Planning Checklist
- Validate Roadmap
- Address questions, gaps, challenges
- Review internal feedback and approval process for complete Department Change Management Plan

**Outcome:**
Combined plans, strategy, roadmap and evaluation tool for change management package for Approvals and Implementation
Dubai Data Change Management Tools

Reference Materials

1. Dubai Data Law
2. Messaging Tools
3. Dubai Data Manual

Exercises
- Self Assessment Tool
- DICE Framework
- SWOT Analysis
- Change Team Identification
- Planning Checklist

Guidance
- DDE Readiness Results
- Strategy Development
- Data Preparation and Release Plan
- Communication Plan
- Appraisals