M3 Playbook Guidance

Phase 5: Operations

In conjunction with the M3 Playbook, this guidance is intended for use by organizations to confirm and validate that their plans are comprehensive and have adequate level of detail for proper migration planning. The guidance highlights key considerations for organizations in their planning process for activities that are critical to the migration and where typical risks occur during the migration process. Agencies have the discretion to develop these outputs using agency-specific guidelines as long as the overall objective of each M3 activity is fulfilled. Where specific guidance is not provided for an activity below, agencies should refer to the M3 Playbook activities for instructions. For sample documentation from previous modernizations and migrations, please go to the M3 Artifact Samples MAX Page. If you need access to the M3 Artifacts Samples page, please email your request to ussm.m3@gsa.gov.

5.1 Review Performance Against Expected Benefits
Final Report on Success Metrics

Overview:
The Final Report on Success Metrics documents the program's effectiveness in achieving the Target Performance and Success Metrics.

Guidance:
- Compare the Baseline Performance and Success Metrics against the Target Performance Success Metrics to identify the program's successes
- Identify the unmet performance gaps and develop continuous improvement strategies that can help eliminate them
- Using the Goal Playbook, refer to Play 11 "Adjust and Innovate", Play 12 "Communicate Strategically", and Play 14 "Capture and Share Lessons Learned"

Refer to Activity 1.6 for guidance on target performance and success metrics used at the beginning of the project and continue to leverage the Performance, Principles, and Practices (P3) Playbook for Performance Management and Improvement guidance.

5.4 Support Stabilization and Perform Change Management
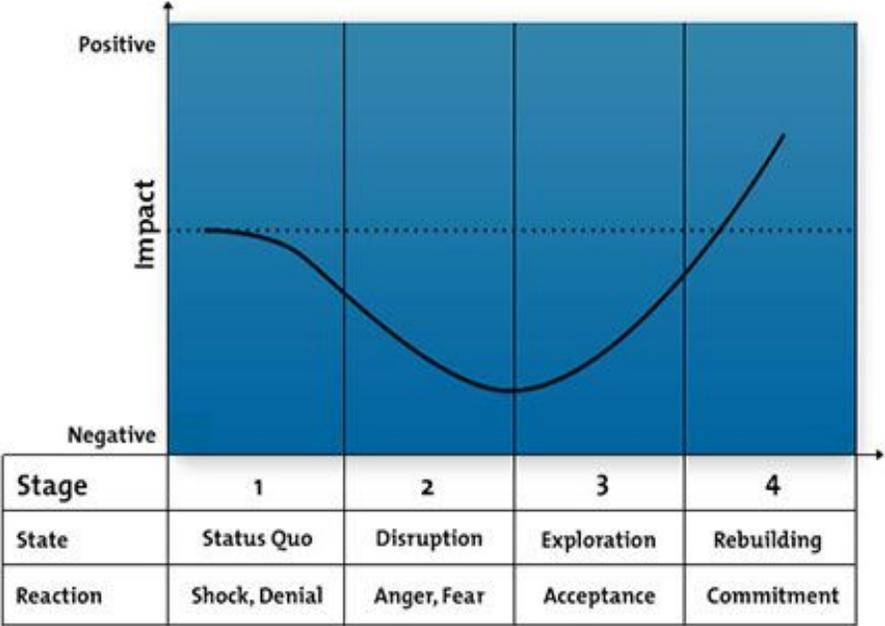*O&M Communications and Training Plan*

Overview:
Communicate what the expected changes are within the organization and how to best manage expectations.

Guidance:
- Consider contacting ussm.m3@gsa.gov for additional help with Change Management and refer to the pic.gov website for resources

Change is disruption. When there is disruption in the system, there will be a period of declining productivity, quality, or other measure of success even on the path to improved productivity, quality, etc. This is because change disrupts the equilibrium that has been established in a process or function even when that process or function is out of date, inefficient, or fails to deliver what users or customers need. This is normal.

The effect is called the J-Curve effect and comes out of the study of changes in economic systems. But the same effect occurs whenever an organiz 5-1 dergoes a change. Because organizations are made up of people, in addition to systems and processes, addressing the human and group aspects of change are absolutely necessary to success.

Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

It is important to understand that there WILL BE resistance to the change and there WILL BE a dip in services. Again, this is normal. It is hardwired into the human brain as a means of survival to resist and be skeptical of the unknown. And it is important to know that the fastest, most sustainable way to pull out of the dip is to encourage exploration by those impacted by the change. And it is even more important to leverage the resistance and skepticism to improve the change itself, which is more in line with how the J-Curve is used in entrepreneurship.

It is the job of leadership and managers to manage through this dip in Stage 2 of the J curve and do so without blaming the designers of the solution or the implementers of it. It is the job of leadership and managers to mitigate the expected effects of that dip -- with staff and with customers -- while the transition is underway.

Telling customers and staff what to expect -- through communication and training -- is fundamental. Using that communication and training as a 2-way exchange might make the difference in success and failure. Customers and staff need ways to share feedback and input into how the change is going so that their unique perspective on what is happening can be incorporated into the ongoing change. Because change that involves people, especially under modern conditions, is not about setting and then strictly following a plan. Constant testing, feedback, and input provides the opportunity to accelerate transition from Stage 2 to Stage 3 of the J curve. Throughout the change, change leaders and managers must continue to take in information about what could not be known in advance so that the details of the change can be adapted to emerging reality. That information can only come from users, beneficiaries, and implementers.

5.7 Conduct Continuous Process Improvement

Overview:

It is important to continue monitoring process flows in order to identify potential opportunities for process improvement.

Guidance:

- Refer to Play 10 "Measure and Assess Progress" of the [Goal Playbook](#) on pic.gov
- Leverage the [P3 Playbook](#) on pic.gov for Performance Management and Improvement