

Journey Towards Analytics and Automation

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TENNESSEE COMPTROLLER OF THE TREASURY



Objectives

- Understand Kotter's 8-step process for leading change
- Learn about Tennessee's journey towards a culture that integrates analytics and automation
- Practice building a change management plan

TOP
WORK
PLACES
2023

INNOVATION

TOP
WORK
PLACES
2023

LEADERSHIP

TOP
WORK
PLACES
2023

**WORK-LIFE
FLEXIBILITY**

TOP
WORK
PLACES
2023

**COMPENSATION
& BENEFITS**

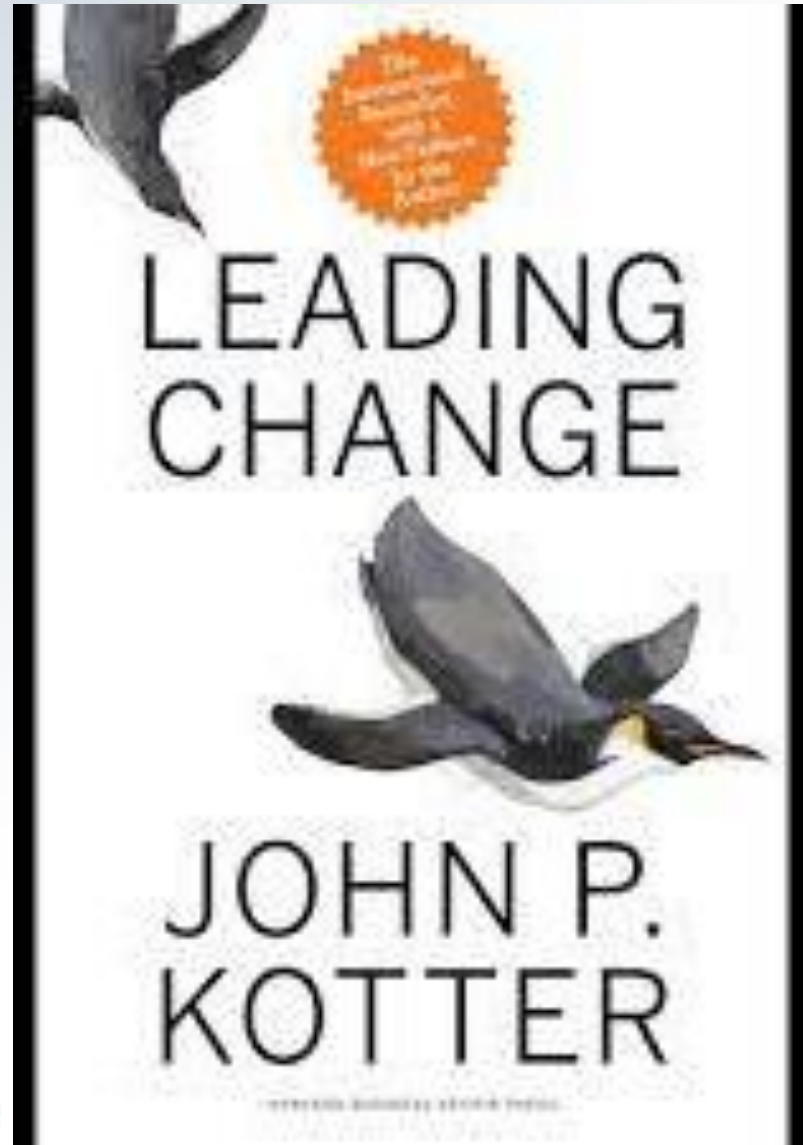
TOP
WORK
PLACES
2023

**PURPOSE &
VALUES**

Audit Data Analytics

The science of analyzing raw data to make conclusions about that information... in audits.

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Kotter's 8-Step Process for Leading Change



Pre-Step 1: Identify the problem/need for change

- Stressed teams
- Busted audit time budgets
- Missed deadlines and late audits
- Last minute scrambles to reperform work
- Workpapers varying in manual vs. automated work
- Missed opportunities due to limited time, tools, or skills



1

Create a sense of urgency

What does it mean?

- Inspire people to act – with passion and purpose

Why do we need to do it?

- Change will only happen when people believe the current situation is unsustainable

Most common error?

- Allowing too much complacency

1

Create a sense of urgency

Our Story

- Need for change
- Leadership priorities
- Regular communication



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2

Build a guiding coalition

What does it mean?

- A volunteer network needs a coalition of committed people – born of its own ranks – to guide it, coordinate it, and communicate its activities

Why do we need to do it?

- There is no single individual who has the information, time, or credibility needed to do it all

Most common error?

- Failure to create a sufficiently powerful guiding coalition

2

Build a guiding coalition

Our Story

- The data analytics workgroup – successes and lessons learned



3

Form a strategic vision

What does it mean?

- Clarify how the future will be different from the past

Why do we need to do it?

1. Clarify the direction
2. Motivate people to take action
3. Coordinate activities between different people

Most common error?

- Underestimating the power of vision

3

Form a strategic vision

Our Story

- What State Audit looked like before DA
- The vision we developed and how we planned to get there
- Lessons learned



4

Enlist a volunteer army

What does it mean?

- Large-scale change can only occur when massive numbers of people rally around a common opportunity

Why do we need to do it?

- People need to feel empowered to make the vision a reality

Most common error?

- Under-communicating the vision by a factor of 10 (or 1,000)

4

Enlist a volunteer army

Our Story

- Innovation week
- Audit brainstorming meetings



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5

Enable action by removing barriers

What does it mean?

- Remove obstacles that slow things down or create roadblocks to progress

Why do we need to do it?

- When people are trained, systems and processes are aligned with the vision, and people feel empowered, you can tap an incredible source of power – your own people

Most common error?

- Permitting obstacles to block the new vision

5

Enable action by removing barriers

Our Story

- New Audit Data Analytics team
- Training opportunities
- Tools
- Audit Time Budget



6

Generate short-term wins

What does it mean?

- Wins are molecules of results, so recognize, collect, and communicate them – early and often – to track progress and energize others

Why do we need to do it?

- Provide an example, an opportunity to celebrate, and an opportunity to test the vision against concrete conditions

Most common error?

- Failing to create short-term wins

6

Generate short-term wins

Our Story

- Python automation in the Unemployment Insurance program
- Lead schedule builder for college and university financial audits
- Audit Project Dashboard
- Communicating results via email/COT Connect

7

Sustain acceleration

What does it mean?

- Keep building on the momentum you gain and make sure the journey doesn't stall midway through

Why do we need to do it?

- Major change takes years and if the acceleration is dropped at any point, doubt and complacency take over... and all that was gained is lost

Most common error?

- Declaring victory too soon

7

Sustain acceleration

Our Story

- Regular communication on COT Connect
- Show people their “what’s in it for me” regularly



8

Institute change

What does it mean?

- Articulate the connections between new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits

Why do we need to do it?

- Lasting change will only happen when the culture truly changes

Most common error?

- Neglecting to anchor changes firmly in the culture

8

Institute change

Our Story

- What we have planned for the future
- Lessons we've learned

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Recap: Kotter's 8-Step Process for Leading Change



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