Adopting Hangouts Meet: Change Management Basics for Companies Making the Move

We're excited to have you on board with Hangouts Meet! We know you're ready to roll out this new video meetings tool to your organization, but first, you'll need a change management plan and process.

Change management is an often overlooked, but essential part of successful adoption of new tools and behaviors. People may be excited or nervous about a change, but no matter how they feel, one thing's for sure—they'll need guidance, communication, and training along the way. Sometimes a successful transition hinges not on what's actually changing, but rather on how that change is managed.

In this guide, you'll learn why change management is essential for transitioning to Meet, how you can plan for this process, and where to find additional resources to help your organization successfully adopt Meet.

Why change management matters

The human brain is wired to resist change, so planning for and managing change is mission critical. Thoughtful change management helps employees overcome their reluctance to try something new or to shift from one tool to another. While it's tempting to roll out a new product quickly and hope everyone will start using it, it's wiser to give people the support they need to combat their resistance, understand the benefits of this change, and start the adoption process more comfortably.

Seek outside help early on

Even if you have a team dedicated to change management, you'll likely need to bring in outside resources. Reach out to your G Suite partner (if you haven't already) to create and execute your change management plan. In addition to the services offered by partners, Google's professional services organization can also provide support and advisory services for both change management and G Suite deployments.

Gain buy-in from leadership

Regardless of how many people you have on the project team or outside help you've engaged, no change can be successful without leadership support and buy-in. That's why it's important to recruit executive sponsors early who can champion this change from the top. These could be IT leaders, C-suite executives, or others who are well known and admired across your organization. Sponsors can provide input on your change management plan, secure funding or resources to execute it, and serve as vocal and visible voices of change by promoting Meet internally and using it during their own meetings.

Plan your rollout

When you're getting ready to launch Meet, a staged rollout helps employees get used to the product, share feedback, and identify issues before it's launched across the whole organization. This process is often done in three stages (outlined below), but can be adapted to fit your needs.

1. **Roll out Meet to your core IT team.** This team can use the initial phase to identify and address any technology and hardware issues your organization may face. You should keep this team confined to the project team and select individuals who are supporters of the new tool.

2. **Roll out Meet to 5–10 percent of your organization.** This phase will be your Early Adopters. In general, these users should reflect a representative cross-section of employees spanning job functions and office locations. While the majority in this group should be supporters of the new tool, you may also want to specifically include people you think will have a hard time adopting Meet. That way, they can get used to the product and become experts before everyone else gets on board.

3. **Go live.** Bring everyone on board and provide support for all employees.

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By dividing your rollout into these three stages, you can uncover early issues, address initial feedback, and be better prepared for the full migration. You'll also be able to work with each new group to become trainers and support for the next go-live. This will help you to scale support as you increase the number of users.

Tap into diverse users and engage leaders

In order for any change to be successful, you'll need to collaborate with people throughout your organization. Here are three ways to kick off the change management process:

1. Assemble a diverse group of individuals from across your organization to learn how adopting Meet will affect them. People should come from different departments and job functions, so that each part of the company is represented. Interviewing these individuals and understanding the impact of this change on their team, geography, or job role will help you to plan specific training, process re-engineering, and communications for those affected.

2. Appoint "Google Guides" to aid new Meet users with the transition. These people—either chosen or self-selected—will receive extra product training so that they can be of service to others. Make sure to include these people in the Early Adopter part of the launch mentioned above.

3. Engage Leaders who can champion this change from the top for their teams. In addition to the executive sponsors you recruited early on, gather a broader set of leaders to keep them in the know and armed with information and talking points about Meet and the transition. Once engaged and informed, leaders should model the new way of working for their teams, encourage and recognize team members who are using Meet properly, and share key updates or messages on the Meet rollout with them.

Set goals and success metrics

Before launch, you'll want to set Meet adoption goals for teams or even the whole company. Share regular progress updates to keep motivation high—and don't forget to celebrate smaller milestones along the way. For teams with low adoption, assign champions to motivate them.

Communicate and train

Once a change management plan is in place, teams should turn their attention to communication and training. Communications prepare employees for the switch, and can involve emails announcing the switch, posters in rooms announcing the same, and an internal website with all the information and resources employees will need. It's important to have a mix of communication vehicles, so be sure to also use team meetings, town halls, and other channels for getting the message out. Training materials help people use the product, and can include presentation decks, YouTube videos, webinars (given over Meet!), and more. For a set of communication and training resources you can use for your company's move to Meet, visit g.co/meet-starter-kit.

Ask for feedback

Once you've rolled out Meet across your organization, don't just sit back—ask for feedback! This can be as simple as a two-question survey that asks people how they're doing with Meet. You can categorize the answers, and use them to understand IT issues and inform how you build training resources. You can even address larger issues at a town hall meeting. Employees will want to know they've been heard, and to see their feedback acted upon.

Learn more

This guide is just a brief overview of how to plan for effective change management. For more in-depth information and guidance, read Going Google: A practical guide to change management for G Suite adoption. Or check out our research report, The Value of Change Management, to learn about the ROI of change management and the types of activities that support a successful change management program.

A full suite of change management resources is also available in the G Suite Admin Help Center. And help for all employees using Meet is available in the G Suite Learning Center.

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