

Application Selection is Only the Tip of the Iceberg

Successfully Managing

Presentation #431
Change

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Thoughts for the Day

The Evolution of Business Applications

The way in which an end-user interacts with software, as well as, how an organization implements applications has changed significantly over the years...

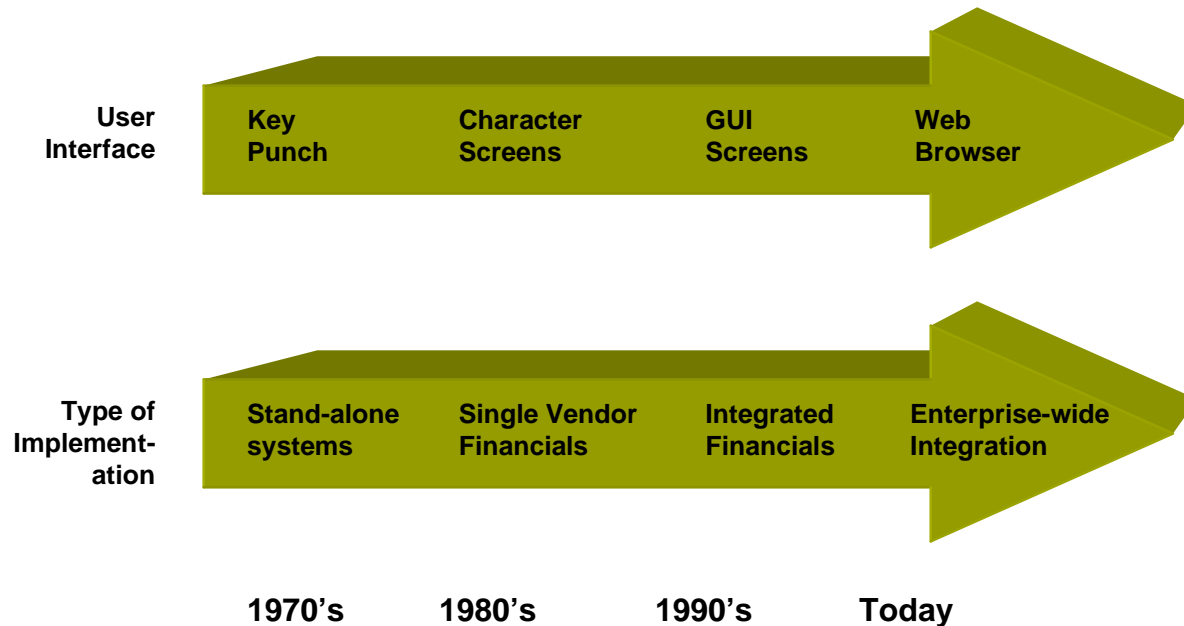
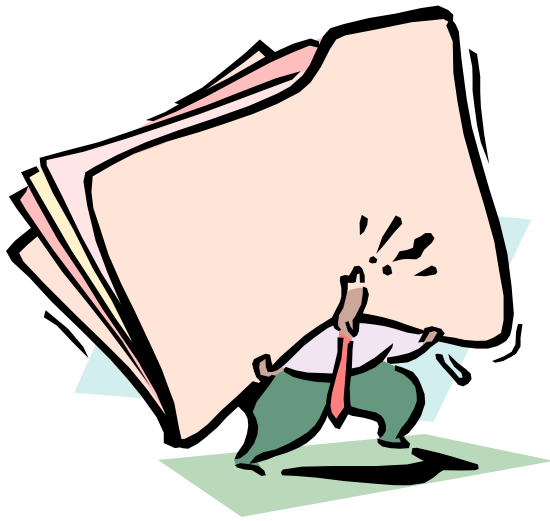


Figure 1 – The Evolution of Business Applications

Thoughts for the Day

Each change promised to be “The Answer”

However, in reality organizations became more and more swamped by their own software applications...



More users have access to the system

More outside applications need to plug-in

More and more data stored makes it harder to find data you need

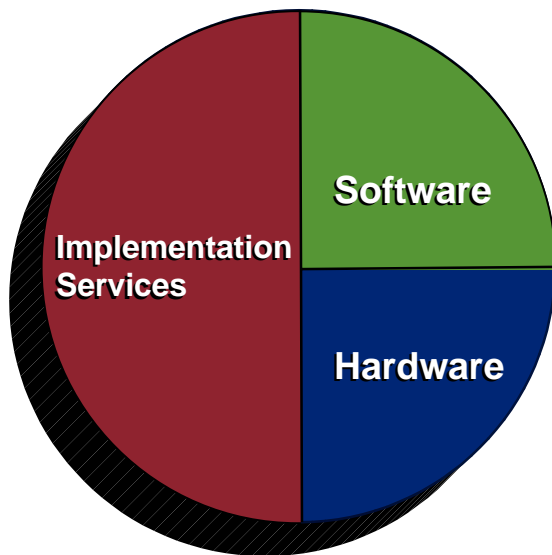
More and more Excel reporting

Agenda for today

Today's perception...

Many organizations focus all of their attention on selecting the right software solution, while neglecting to proactively manage the change. This session will show you the exponential benefits received by incorporating a "managing the change" philosophy into any transition.

A Typical Software Implementation Initiative



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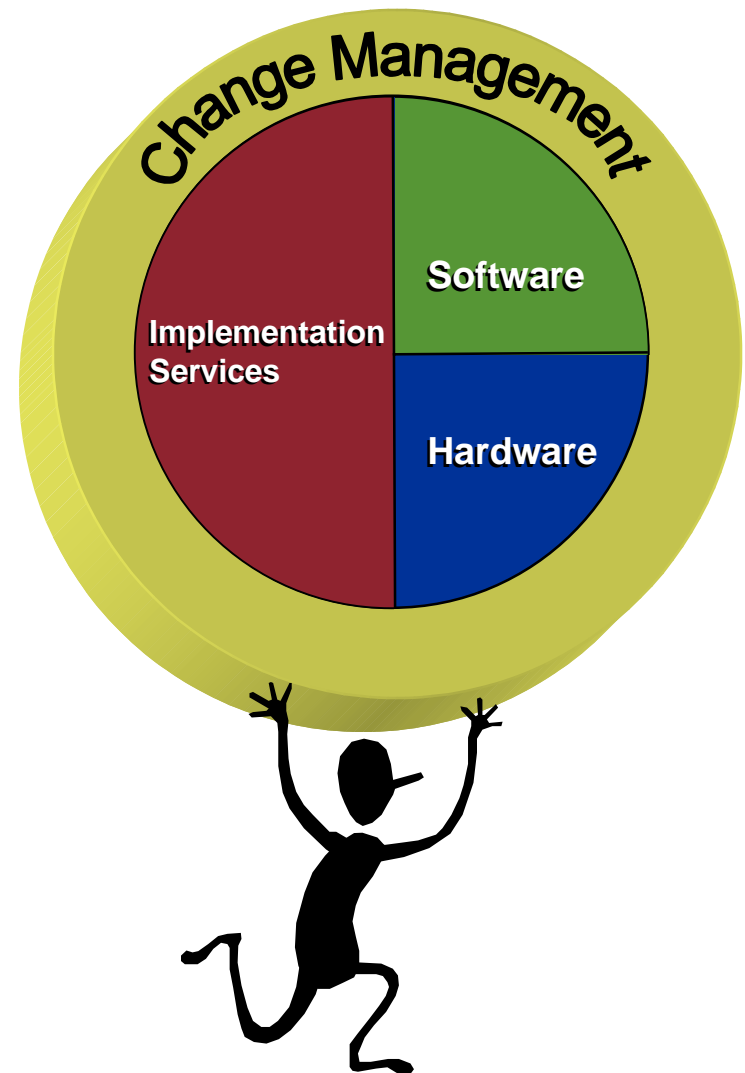


Uncertain results

Agenda for today

How ever Success Rate can significantly improve by...

- Proactively managing change, which will increase migration success and therefore protect the investment made in application selection.
- Integrating a "managing the change" philosophy into migration. This will result in a much higher usage rate of your solution. *Selecting the best software does you no good if the majority of users don't "buy-in" and use it.*
- Adopting the "managing the change" process into planning and budgeting. This will provide a much clearer picture of the actual cost of implementation - BEFORE you begin implementing.



Another successful implementation!

Agenda for today

	Perception	Reality
Hardware	5%	5%
Software	45%	15%
Services	50%	30%
Finessing change	NA	50%

What do YOU think?

Agenda for today

Change enablement defined

When do you need it?

Types of change

The cumulative nature of change

Resistance to change

How change can feel

Change enablement framework

Getting commitment to change

Change enablement program

Sample reports

Questions



What is Change Enablement?

Change enablement encompasses those activities that help ensure an organization successfully manages and optimizes user acceptance of new processes and systems.

Change enablement includes:

- Assessment of readiness for change

- Process redesign

- Communication strategy, planning, and delivery

- Workshops to help end-users express concern

- about change and employ strategies to cope with it



Why do we need it sooner vs. later?

The discipline and environment for effective communication should be set early in the project

Perceptions are formed early in the project and are much more troublesome when hardened

Political agendas and priorities are continually changing

Some people in the user community may fully expect this project to fail and may even help it along that path (*with or without knowing it*)

We need to build consensus before people become entrenched in their perceptions

Old habits are firmly ingrained, and take time



Three Types of Change Impact Us

Micro: *[greatest impact]*

changes over which we have some control or influence
an example would be getting married or divorced
changes that affect us directly and personally

Organizational: *[medium impact]*

changes that affect us in the organizations we are associated with
we may or may not have input into these changes
examples would include a reorganization at work, or on church board

Macro: *[least impact]*

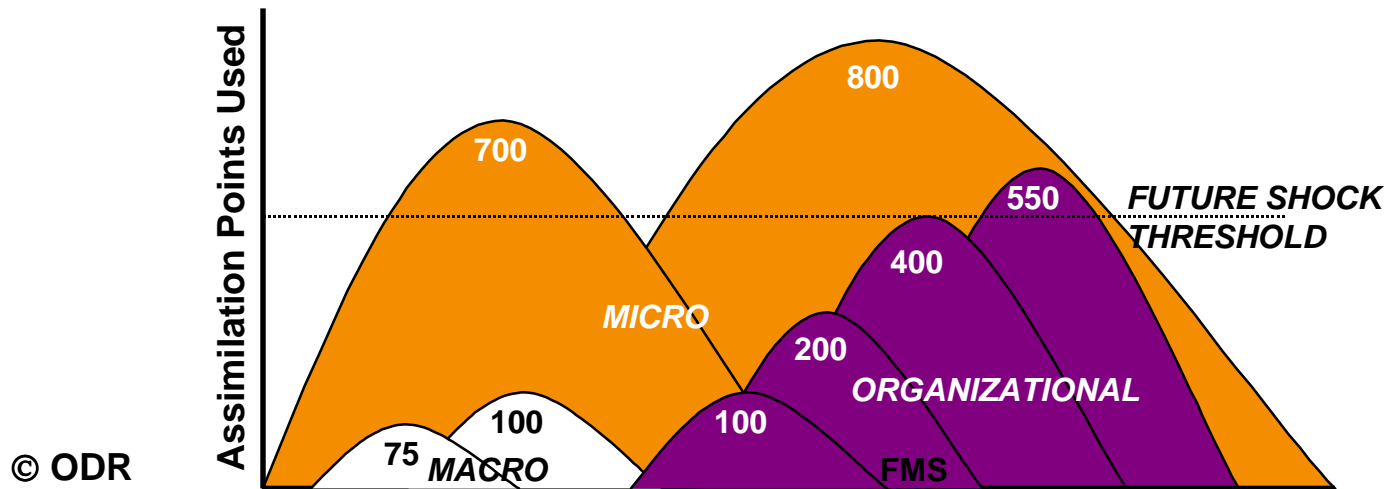
changes that happen on a large scale
changes we can do little to influence alone
examples would be war and global warming

Remember: change is cumulative!

We all have a finite capacity for assimilating change; or a limited budget of "assimilation points"

Why is change so disruptive?

“Future Shock is the shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time.” - *Alvin Toffler*



How many **assimilation points** do your employees have?

Resistance to Change is...

Inevitable—everyone experiences the pain of change to some degree

A rational and natural coping method

A constant that only gets worse unless an outlet is provided for people to express their feelings

A process that can be managed and guided

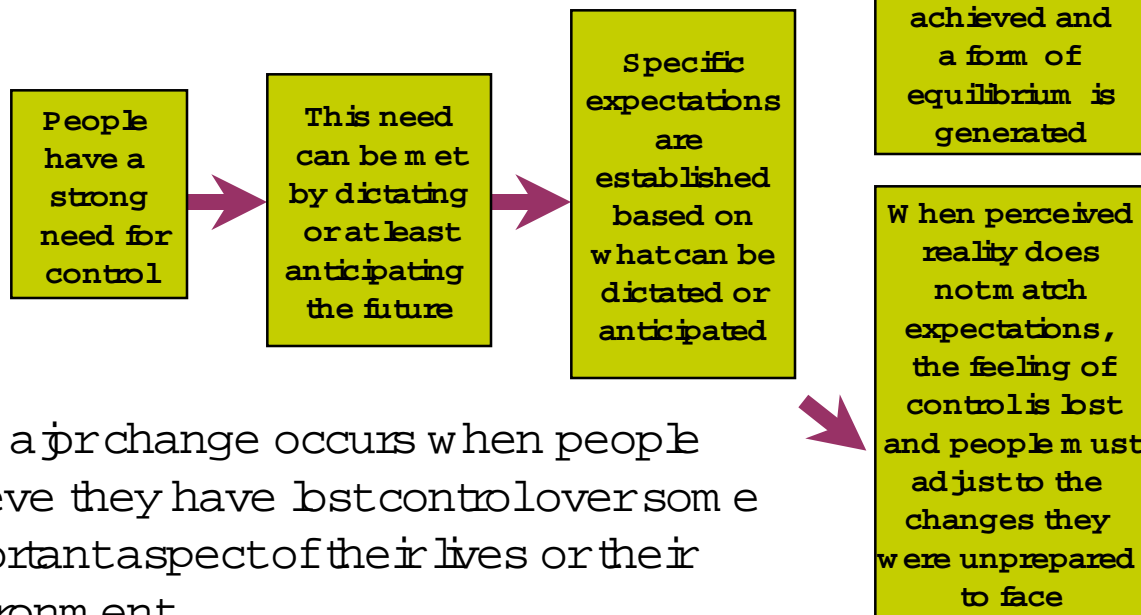


...the choice is to either be an *architect* or a *victim* of change

Major change can feel like loss of control

1. Change is considered major when it is *perceived* to be so by those affected.

2. Major change is the result of significant disruption in established *expectations*.



3. Major change occurs when people believe they have lost control over some important aspect of their lives or their environment.

What are the perceptions out there today?

What are their implications for the project?

What are the actions that will foster the acceptance of change?

What specific plans are in place to minimize resistance to change?

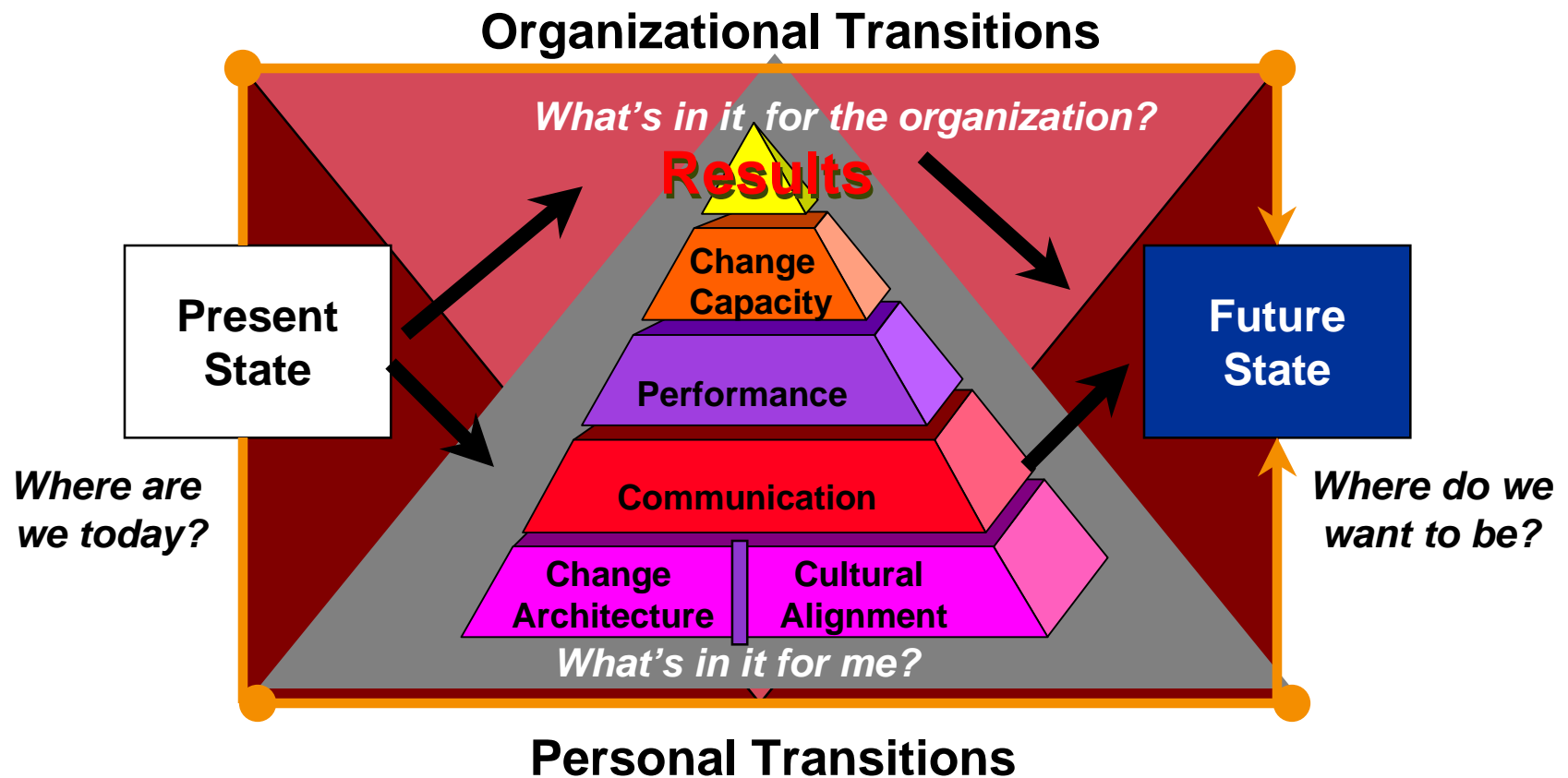
Assimilating Change

"The assimilation process involves reacting to both the cause of a change and its short- and long-term implications. The things actually being changed usually drain the least from assimilation resources. It is the unanticipated implications of change that usually devastate us. Organizations that introduce new technology concern themselves with the *implications* of the new system as much or more so than with the technology itself. The true problems lie underneath the surface of the hardware and software complaints. What lurks below are the real issues of *peopleware*".

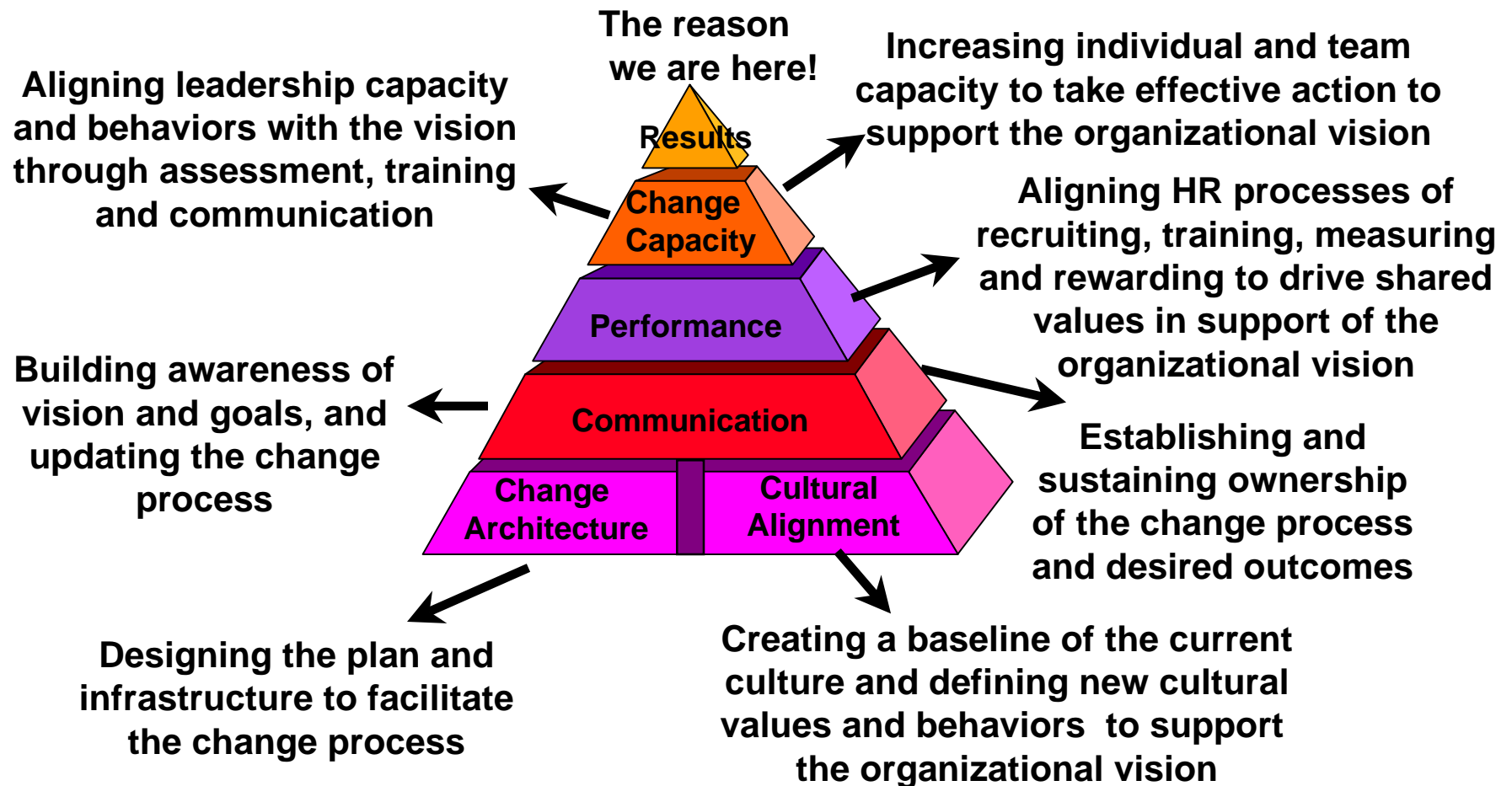
- Daryl Conner

Managing at the Speed of Change

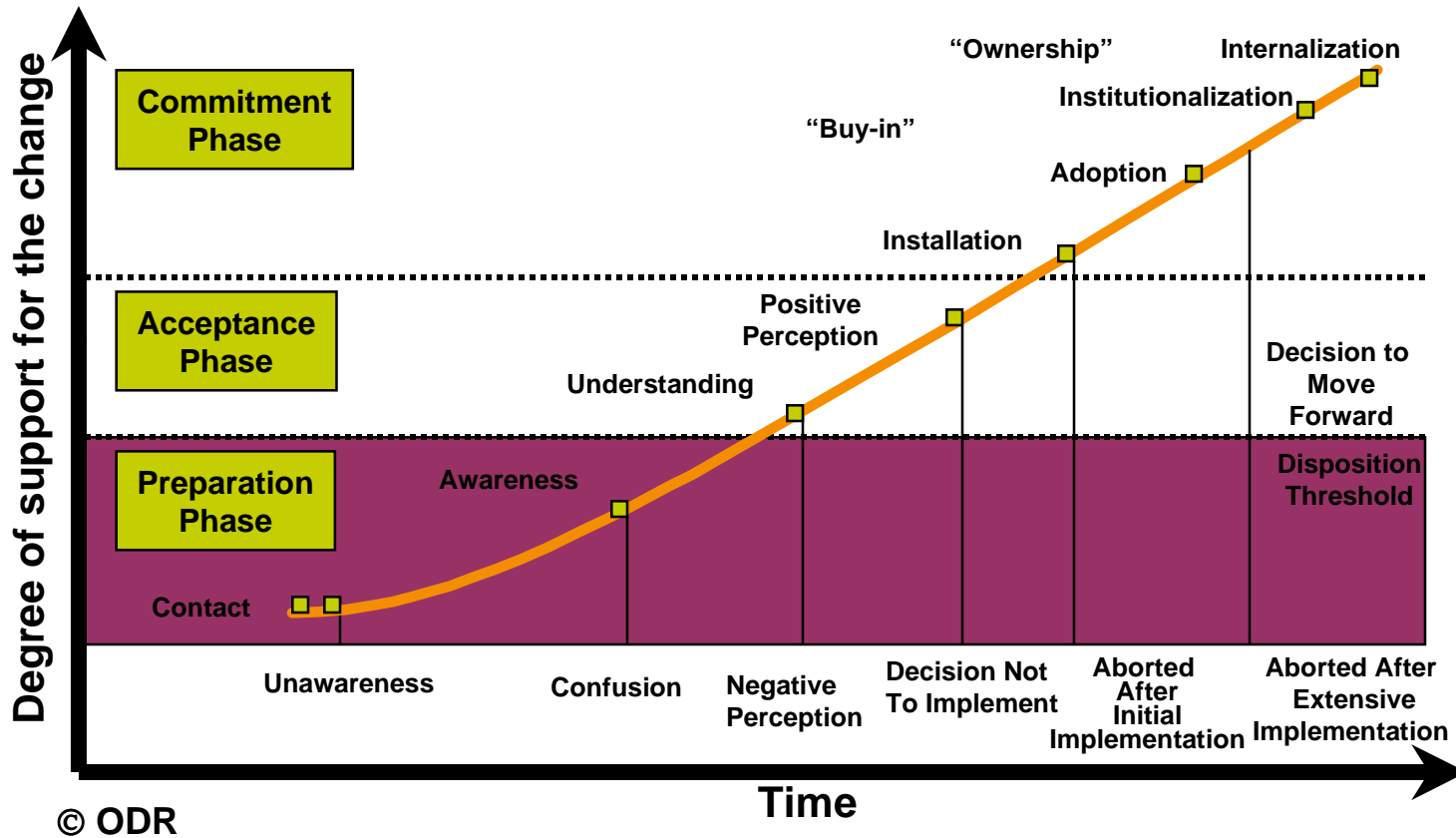
Change Enablement Framework



Components of Change Enablement



Three Phases of Change Commitment



Costs of Not Planning for Change

Missed expectations

Sub-optimized:

team morale and confidence

user acceptance

return on investment

process efficiency and

effectiveness

Risk of missing:

project sponsorship

budget commitment

schedule commitment

future opportunities

Failure



Change Management Examples

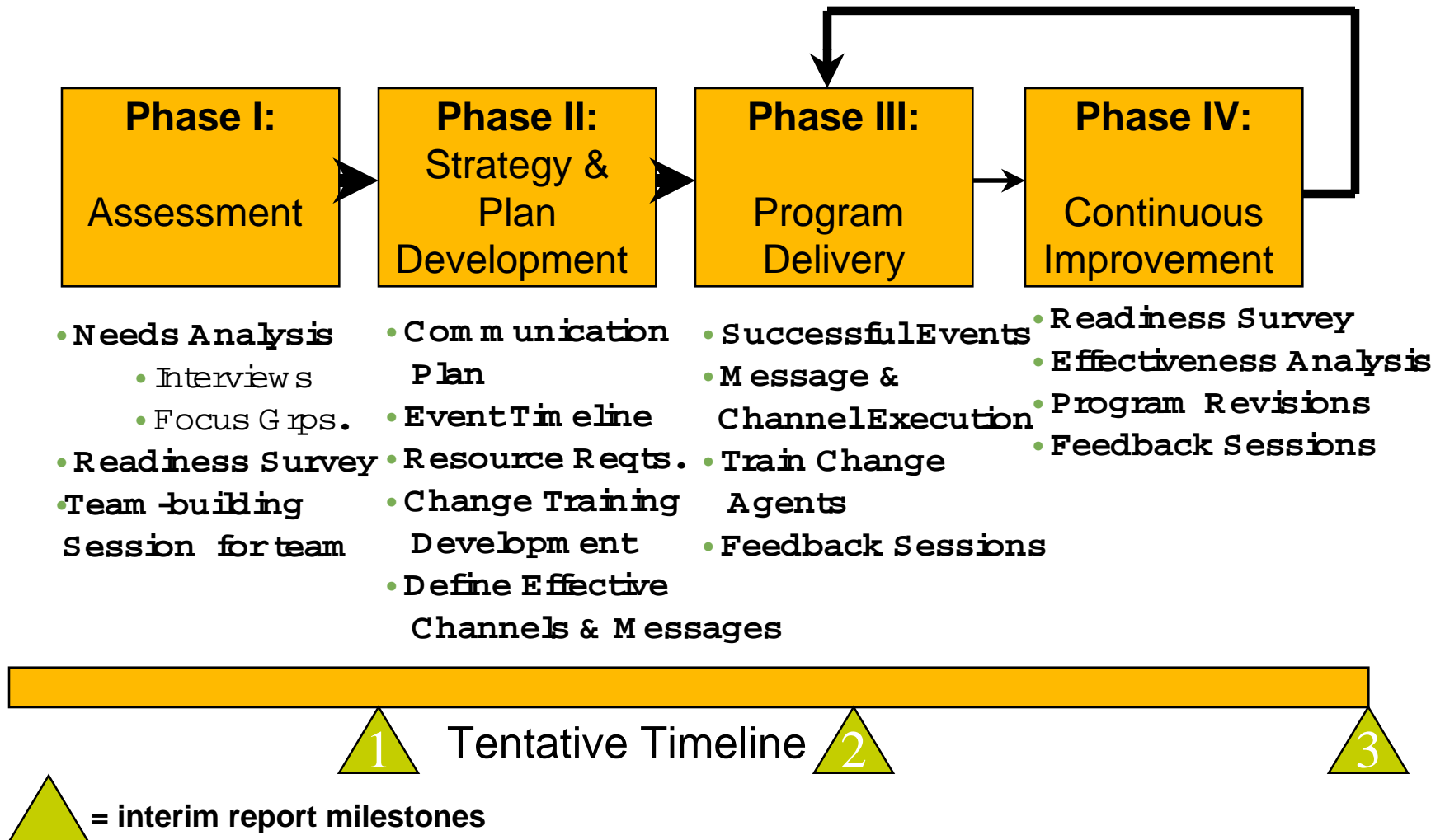
Non-profit

Public sector

Commercial marketplace



Change Enablement Plan



Readiness Assessment Measures

Organizational experience
with change (*survey group*)

Responsiveness to change

Impact of proposed changes

Effectiveness of change

management over time



Change Readiness Survey Report

Enablers of Change

Work Environment
Values
Individual & Team Capacity

Barriers to Change

Empowerment/ Accountability
Teamwork
Leadership

Survey Questions

High Agreement Items

Managers /supervisors at all levels work together to achieve goals. (6.0)

I trust the leadership of my organization. (5.6)

Employees feel free to say what they think about issues. (5.4)

High Disagreement Items

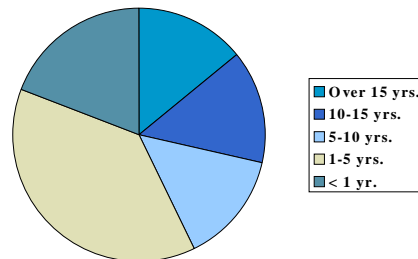
We need to change faster in our organization. (2.0)

Whenever change was introduced in the past, management has displayed a unified commitment to change. (2.6)

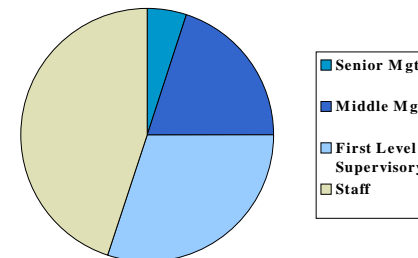
Work flows are designed to encourage cooperation and effectiveness across work groups. (3.1)

Survey Respondents

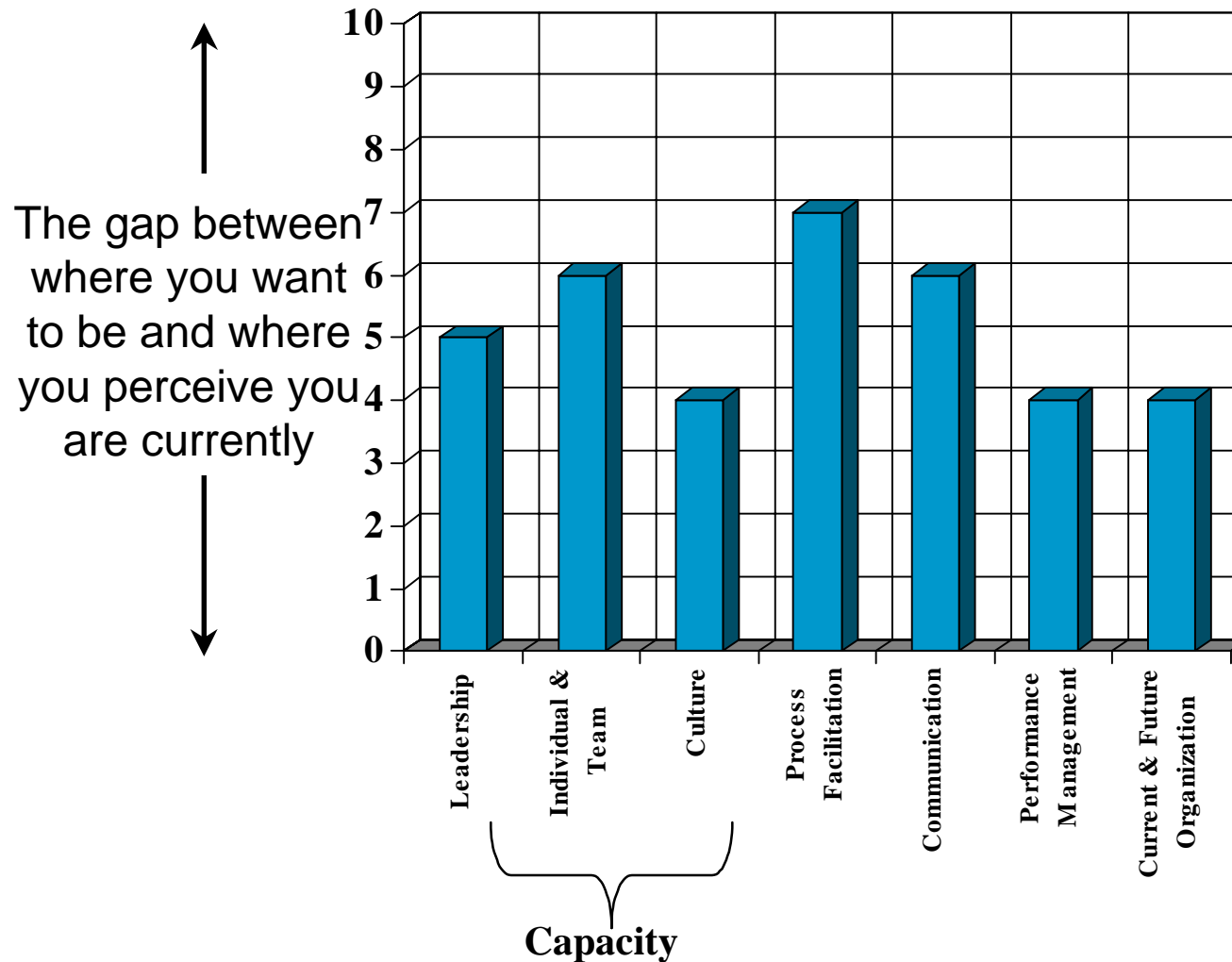
Time with Organization



Organizational Level



Readiness Assessment Gap Analysis



Change Enablement Workshop

Purpose of the workshop:

facilitate a shared view of the degree of change required to be successful and some of the ways to adapt to it

define a shared view of the capacity of the users to support the change

Benefits:

creates a means to validate input from those surveyed

facilitates a deeper understanding of the change issues among key team members, functional areas driving the change

increases buy-in and commitment at the senior level

confirms the vision and provides understanding of the organization's future and the impact of change on all those affected

creates a support network for participants

Action Planning

Short Term Actions:

1. Define and gain consensus on roles of individuals in the project.
2. Develop staffing plan for change management project to include individuals other than the project team, obtain approval and publish.
3. Develop appropriate knowledge sharing networks for the project.
4. Develop Change Management Plan.

Medium Term Actions:

1. Develop appropriate support for those impacted by the project (may include specific training, mentoring, help desk, etc.).
2. Review Staffing Plan.
3. Celebrate successful milestone achievements.
4. Develop plan for organization involvement.

Long Term Actions:

1. Develop appropriate support structures for post-project implementation environment.
2. Review Staffing Plan.
3. Celebrate successful milestone achievements.

Deliverables:

1. Staffing plan, including role definitions
2. Knowledge sharing network map
3. Change Management Plan
4. Support Structure Plan

Summary

Change is the only constant

It's **never** going to slow down!

Understand its:

Nature

Structure

Process

Don't stifle resistance to change

Clarify roles and responsibilities

Communicate the reasons for the change

Celebrate periodic successes

Don't underestimate the effort!



Questions?

