

**Impact Analysis & Change Readiness
Bite Size Presentation**

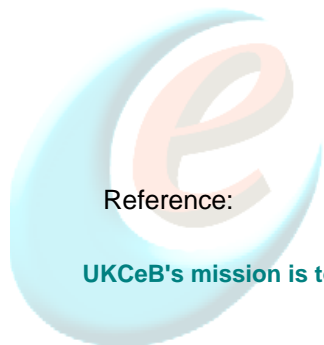
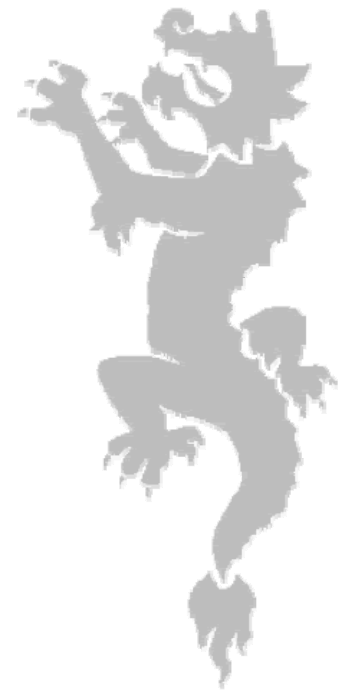


Impact Analysis & Change Readiness

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September 2011

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Reference:

UKCEB's mission is to transform secure information sharing for through life collaboration in defence acquisition and support

Version 1.0

Introduction

- This presentation is an extract of PPM and Change Management workshops developed for DWP and also used by Cranfield University for MSC
- A comprehensive workshop, including Case Studies and exercises, is available

Presented by:

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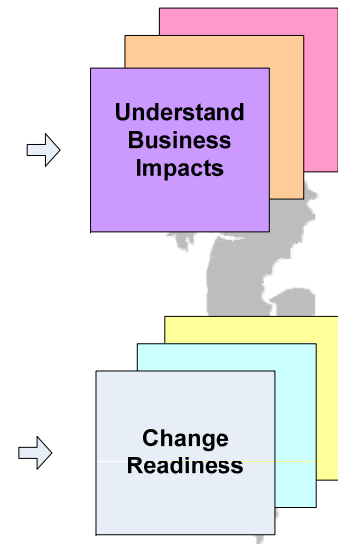
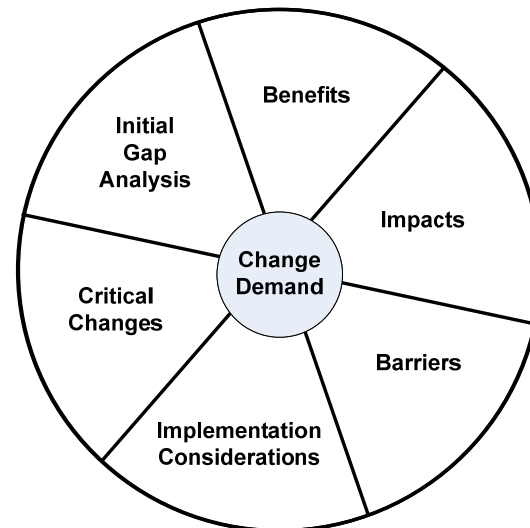
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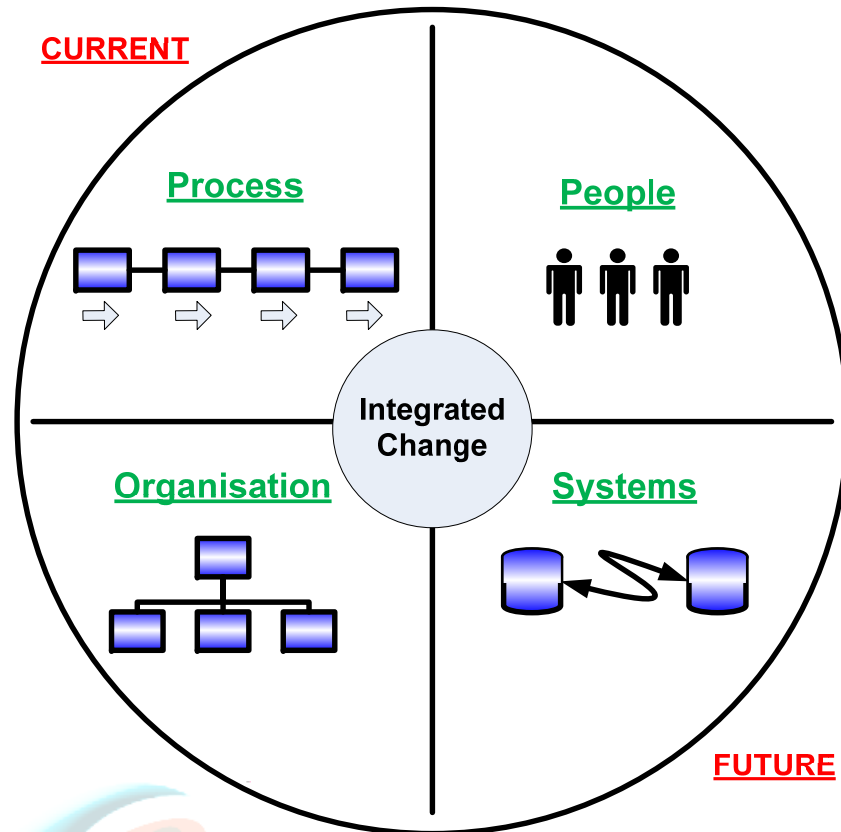
Impact Analysis – Key Topics

- The Business Solution Design
- The Change Demand
- Business View of Impacts
- Business Experience of Change
- Improving the Change Experience
- Making the Gap Personal
- Simple Implementation, Complex Impact
- What is Change Assessment?
- Importance of Change Assessment
- Making the Assessment
- Delegate Exercise



Impact Analysis

The Business Solution Design

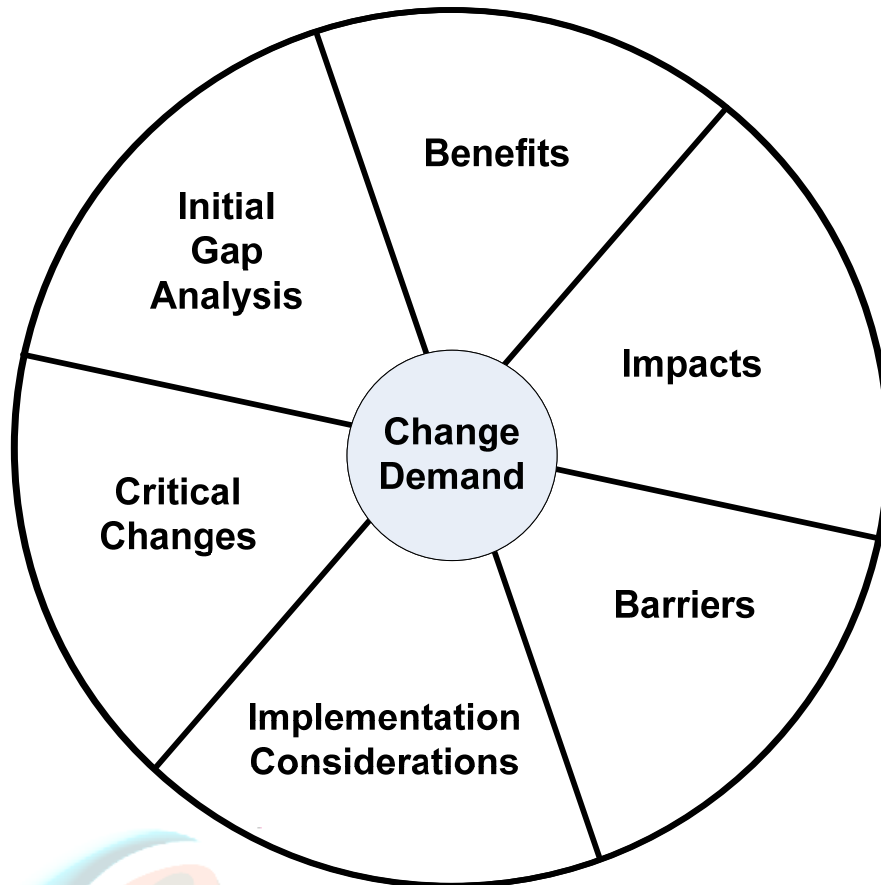


- The Business Solution Design has been mapped, documented and validated with the Solution Design Team
- We have a detailed description of:
 - All Processes (current and future)
 - All required changes to Systems
 - Any changes to Organisation & People
- We now need to work with the business to understand the impact of them and their readiness to make change



Impact Analysis

The Change Demand



- We have reviewed the Business Solution Design with the business and gained an initial view of the Change Demand
- We now need to gain a detailed understanding of:
 - The business view of the impacts
 - The Change Assessment of the Business



Impact Analysis

Business View of Impacts

- By now the business understand the design in sufficient detail to understand the day-to-day impact
- The design may mean they must change:
 - How they receive their work
 - The procedures they follow
 - The systems they use
 - The way they deal with customers
 - The authorisations they may need
 - Their access to reference data/information
 - Who they need to communicate with to do their job
 - The business rules they apply to their work
 - Where they do their job
 - The areas that work around them who they may need to talk to
 - The way in which they can call up records
 - How they access archive or related data/systems
 - Etc.
- The design may look simple but these types of impacts can be very worrying for people doing the work



Impact Analysis

Business Experience of Change

- The business areas are measured on their delivery
- Any changes to how they do their work will often worry them
- *'If it aint broke, don't fix it'* is often the motto and, from their perspective, it's probably not broken
- They may have bad experiences with change:
 - Systems don't do what they expected
 - Processes and procedures have been designed in isolation and don't really work
 - They lost access to key data/information
 - The change didn't make their job any better or worse, it was just different
 - The change was a trivial aspect of their job and therefore they paid very little attention
 - They didn't have time to deal with the change so they coped rather than improved
 - To them it was a lot of additional work for minimal gain
- Business can be either worried or frustrated by change



Impact Analysis

Improving the Change Experience

- To make change more successful we must improve the business experience of change
- And we can do that by:
 - Appreciating how change impacts them personally
 - Understanding their concerns
 - Empathising with any worry or frustration
 - Learning what they need to make it work for them
 - Helping them understand why the change is good for them
 - Adapting the implementation approach and tactics to work with their realities



Impact Analysis

Making the Gap Personal

- We now have the detailed solution design so we can continue to work with the business to define how it will work in the future
- The business can quickly assess the impacts to their daily work
- They can also identify any risks to the current operation and implementation

Change	Impact
The sub process	<ul style="list-style-type: none"> • Different steps, different authorisations, different decisions, different interfaces, different reference data, different business rules, etc.
By job / role	<ul style="list-style-type: none"> • Different responsibilities, different authorities, different skills, different knowledge, different time to process, etc.
By system	<ul style="list-style-type: none"> • Different systems, different login, different security, different screens, different data identifiers, different reports, etc.
By delivery	<ul style="list-style-type: none"> • Different timing to deliver, different risks, different peak processing, etc.
By related Business area	<ul style="list-style-type: none"> • Different handovers, different receiving / forwarding, different notifications, different business rules, etc.

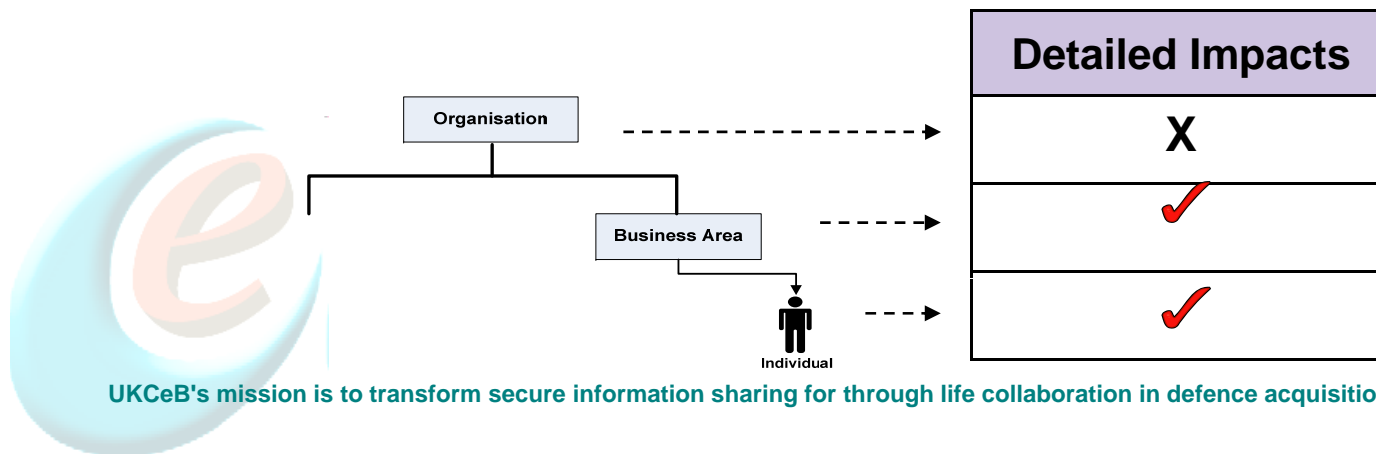
- The business will help you assess the gap between current and future

Impact Analysis

Making the Gap Personal cont...

- In addition to validating the design the feedback will add to our analysis
- We created a business area/individual benefits & impacts during scoping
- Update the benefits & impacts with the outcomes of the detailed design
- We'll need that information to do good implementation planning

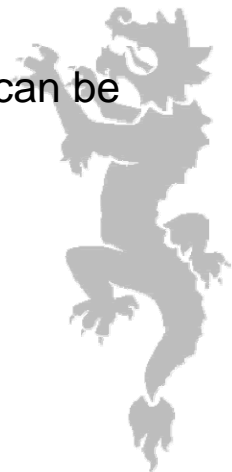
Group / Individual	Current & Future	Change
<ul style="list-style-type: none"> • Group with same job • Individual with unique job 	<ul style="list-style-type: none"> • Current & future processes, systems • Current & future authority & responsibilities • Current & future skills • Current & future workloads • Etc. 	<ul style="list-style-type: none"> • What is changing? • How significant is the change?



Impact Analysis

Simple Implementation, Complex Impact

- It may be very easy to implement the pragmatics of a change – simple System; simple Processes
- But the impact to the business area may be significant:
 - The system functionality may be the same but it is a new system with new screens and data model
 - It may be capturing new information about the customer but this could require significant work effort to capture, validate and record
 - It may simplify a Process but create new handovers between areas that can result in delays
 - It may be a simple Process and System but the processing volumes could be excessive
 - The Process may be simple but will be need to be done by inexperienced staff
- There are a lot of reasons why an implementation may be simple but the impact can be significant
- Most impacts can be managed providing you understand them
- Review that all Stakeholders have been identified and engaged



Impact Analysis

What is Change Assessment?

- We need to understand the full nature of the change
- Change Assessment is the assessment of:
 - The business view of impact
 - Their previous experiences with change
 - Other changes they may be dealing with
 - The stress of their current operation
 - The capacity they have to cope with changes to their environment
 - How well they can articulate their current situation
 - Their coping skills as individuals and a team
 - Their relationship and communication with their Managers and Team Leaders
 - The trust they have in the organisation
- This is an assessment of them as people, a team and their current situation



Impact Analysis

Importance of Change Assessment

- The change assessment of a business area is beyond the practical realities of training, processes and any data migration
- Change assessment is how ready the people are to make the required changes to how they work
- If they are not ready, the end result is changes that fail to entrench:
 - People cope with the change rather than benefit from it
 - Workaround the intended change
 - Modifications to Processes and Systems but not behaviours
 - Failure to expand on the basics of the original change
 - Resistance & disinterest in future changes
 - A belief that change is done to them not something they embrace
 - A deep cynicism when confronted with future change
- When we fail to make realistic assessments of change we can do deep damage to people's attitudes towards change



Impact Analysis

Making the Assessment

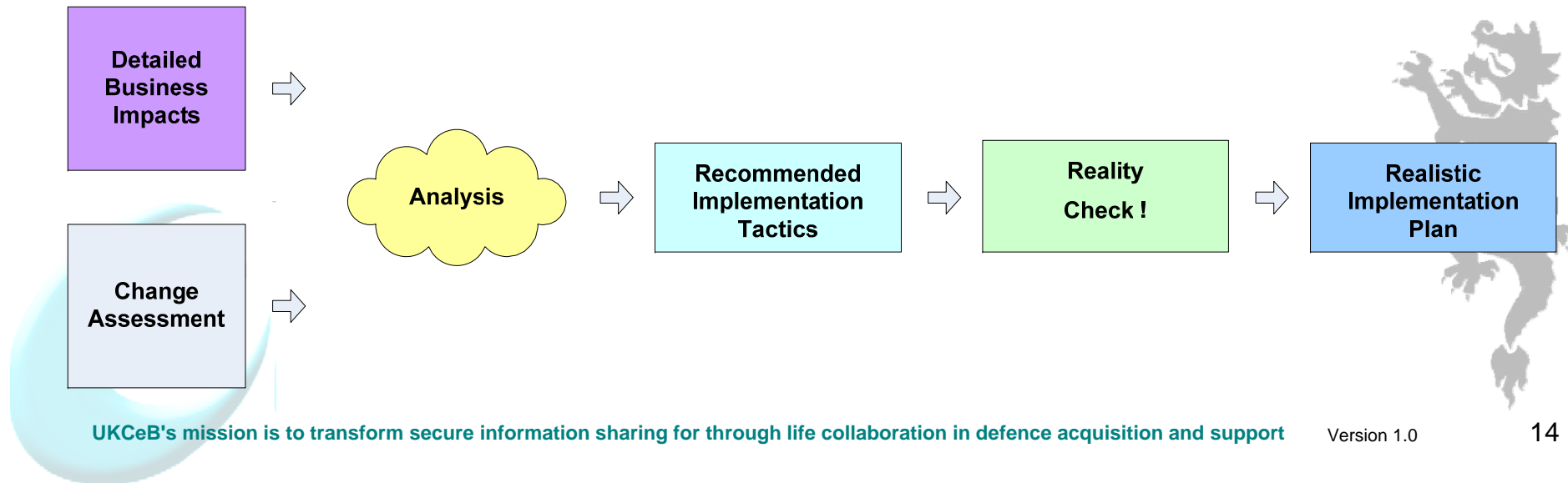
- Change Assessment is a subjective assessment

Key Questions	Assessment (good, average, poor)
Are there are other changes being done to this area?	•
Have the people had poor change experiences?	•
Are people still angry/disappointed/frustrated with previous changes?	•
Do they work together as a team?	•
Are there good communications/support between managers, Team Leaders and staff?	•
Do people cope with change well?	•
Is this area under a lot of other pressures?	•
Are the people well skilled & confident with current operations?	•
Are there a lot of new staff?	•
Is there a good mix of age groups in this area?	•
Is this a process driven area?	•
How well do people speak up in this area?	•

Managing Implementation

Key Topics

- Example of Impacts & Change Assessment
- Example of Recommendations
- Unique Solutions to Unique Situations
- Tactics to Manage Impacts
- When to Use Each Tactic
- Example of Analysing Recommended Tactics
- Reality Check!
- Example of Critical Tactics
- Compromising Recommended Tactics
- Developing the Plan
- Keeping the Plan Simple
- Building in Contingency
- Reality Testing the Plan
- Balancing the Demand
- Dealing with Delays
- Delegate Exercise



Managing Implementation

Example of Recommendations

Requirement

We plan to scan customer applications forms in the mail room and use workflow to send them to the Assessor and onto the Case Handler.

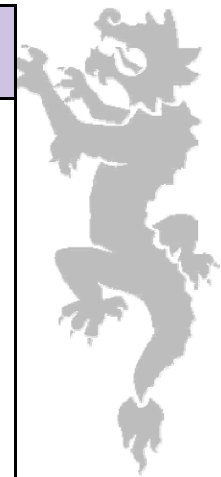
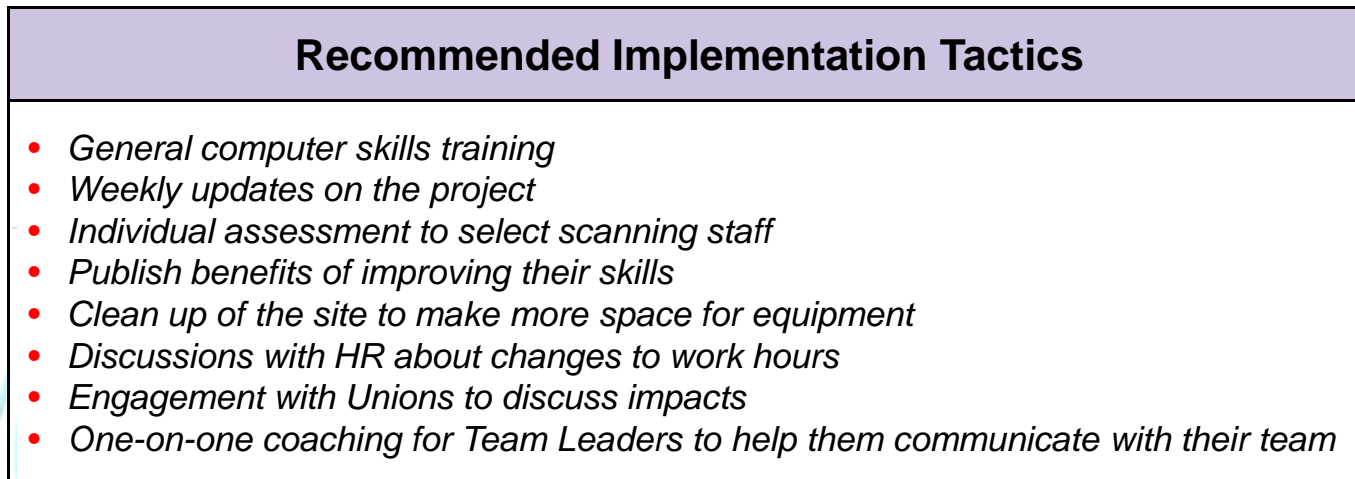
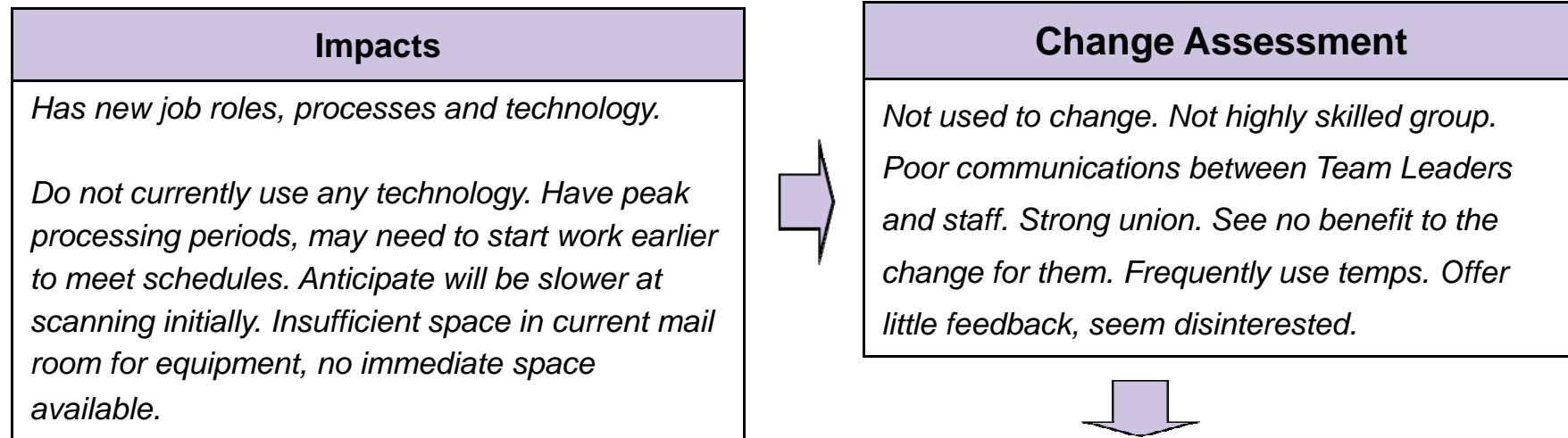
Change Assessment

Business Area	Impacts	Change Assessment	Recommended Implementation Tactics
Mail room			
Assessors			
Case Handlers			

Managing Implementation

Example of Recommendations cont...

Business Area: Mail Room



Managing Implementation

Example of Recommendations cont...

Business Area: Assessors

Impacts
<p><i>Will do same assessment but use different technology.</i></p> <p><i>Assessors worried that some items with applications may not be scanned. Currently keep paper based files, not sure how to track work electronically. Already have peak processing problems, worried this will make it worse. Currently share files and work informally, worried how this done in future.</i></p>



Change Assessment
<p><i>Heavy workload. Current system is well understood & don't want to change it. Previous experiences with change poor. Well teamed, good communications. Cope well with change but tend to workaround poor solutions, take pride in 'making it work'.</i></p>



Recommended Implementation Tactics
<ul style="list-style-type: none"><i>Facilitate them as a team to work through daily work management concerns</i><i>Early exposure to the technology to encourage confidence</i><i>Open forum communication sessions to encourage airing of any concerns</i>



Managing Implementation

Example of Recommendations cont...

Business Area: Case Handlers

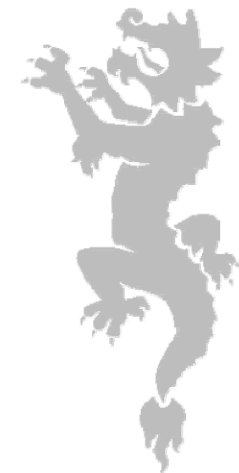
Impacts
<i>No change to case handling rules but different technology.</i>
<i>Not concerned about the technology. Believe this will make workloads easier to prioritise.</i>
<i>Like the idea of accessing all information through the desktop. Think paper based files slow the process down particularly when they have to share files.</i>



Change Assessment
<i>Highly skilled, very independent. Adapt to change well. Very keen on benefits. Work well with assessors, can help them with the change.</i>



Recommended Implementation Tactics
<ul style="list-style-type: none">• Offer early exposure to view technology• Include Case Handlers in Assessor communications



Managing Implementation

Unique Solutions to Unique Situations

- There are no rules!
- When we assess impacts we must come up with a unique combination of tactics to address those impacts
- No problem is unique but the combination of Impact and Change Assessment always is



Managing Implementation

Tactics to Manage Impacts

- Individual/team coaching
- Communication forums
- Using standard communication methods (meetings, memos, etc.)
- Personal Development training
- Rewards & Recognition
- Teaming building activities
- User Groups
- Early access to information, technology, training, etc.
- Mentors
- Merging teams to train, learn, think together
- Engaging with others (e.g. Other sites etc.)
- Leadership sessions
- Peer to peer influence
- Sell the concepts through the benefits
- Etc.

The list is anything you believe could improve the change experience and reduce the risk to the change failing!



Managing Implementation

When to Use Each Tactic

Tactics	Application?
Individual / Team Coaching	<ul style="list-style-type: none"> • Difficult individuals; Insufficient team work
Communication forums	<ul style="list-style-type: none"> • Lot of people impacted
Using standard communication methods (meetings, memos etc.)	<ul style="list-style-type: none"> • Good existing communications
Personal development training	<ul style="list-style-type: none"> • Need behavioural / cultural change
Rewards & recognition	<ul style="list-style-type: none"> • Need to encourage behavioural change
Teaming building activities	<ul style="list-style-type: none"> • Some skill gaps
User groups	<ul style="list-style-type: none"> • Lots of people impacted / diverse groups
Early access to information, technology etc.	<ul style="list-style-type: none"> • Significant conceptual shift
Mentors	<ul style="list-style-type: none"> • Limited change experience
Merging teams to train, learn, think together	<ul style="list-style-type: none"> • Isolated / silo teams
Engaging with others (e.g. Other sites etc.)	<ul style="list-style-type: none"> • Need to improve credibility of solution
Leadership sessions	<ul style="list-style-type: none"> • Need to improve management skills
Peer to peer pressure	<ul style="list-style-type: none"> • Difficult or worried individuals
Sell the concepts through the benefits	<ul style="list-style-type: none"> • Give Team Leaders / Managers tools to persuade
Etc.	

Managing Implementation

Example of Analysing Recommended Tactics

Recommendation	Analysis	Implementation
<p><i>General computer skills training</i></p>	<ul style="list-style-type: none"> • <i>Approximately 25 people to train</i> • <i>General computer skills courses available</i> • <i>Costs approximately £500 per person</i> • <i>No budget allocated</i> 	<ul style="list-style-type: none"> • <i>Agree budget allocations</i> • <i>Select personnel for training</i> • <i>Select courses</i> • <i>Schedule courses</i>
<p><i>Individual assessment to select scanning staff</i></p>	<ul style="list-style-type: none"> • <i>Need to develop job descriptions</i> • <i>Need advice from HR about job levels</i> • <i>Provide Team Leaders with assessment criteria</i> • <i>Team Leaders to select staff & agree with managers</i> • <i>Likely to involve promotions for some staff.</i> • <i>No budget allocated</i> 	<ul style="list-style-type: none"> • <i>Develop job descriptions</i> • <i>Agree job levels with HR</i> • <i>Agree any job level changes with management</i> • <i>Team Leaders select staff</i> • <i>Managers approve selection</i> • <i>Advise staff of new roles</i>
<p><i>Early exposure to the technology to encourage confidence</i></p>	<ul style="list-style-type: none"> • <i>Need to agree access to technology</i> • <i>Decide if demonstration, prototype, reference site</i> • <i>Need to select target attendees</i> • <i>Will need experts to answer questions</i> • <i>Site needs to be local due to travel constraints</i> 	<ul style="list-style-type: none"> • <i>Decide type of access</i> • <i>Select attendees</i> • <i>Agree dates with Team Leaders</i> • <i>Agree payment of expenses</i> • <i>Publish dates</i> • <i>Organise experts to attend</i> • <i>Gather feedback from viewing</i>
<p><i>Etc.</i></p>	<ul style="list-style-type: none"> • <i>Etc.</i> 	<ul style="list-style-type: none"> • <i>Etc.</i>

Managing Implementation Reality Check!

- We can't do it all!
- The recommendations are the 'ideal' but we are constrained by reality
- We need to bridge the gap between the 'ideal' and 'reality' while reducing the risk to the success of the change
- What constrains us?
 - Time & money & resource
 - Level of difficulty
- How do we decide which tactic is most important?
 - Look at the impact of failing



Managing Implementation

Example of Critical Tactics

Recommendation	Analysis	Impact of Failure
<i>General computer skills training</i>	<ul style="list-style-type: none"> • <i>Mail room need to understand how to use the technology.</i> 	<ul style="list-style-type: none"> • <i>Critical</i>
<i>Weekly updates on the project</i>	<ul style="list-style-type: none"> • <i>People need to be kept informed</i> 	<ul style="list-style-type: none"> • <i>Critical</i>
<i>Individual assessment to select scanning staff</i>	<ul style="list-style-type: none"> • <i>Need right staff for job</i> 	<ul style="list-style-type: none"> • <i>Critical</i>
<i>Publish benefits of improving their skills</i>	<ul style="list-style-type: none"> • <i>Can be part of management communications</i> 	<ul style="list-style-type: none"> • <i>Good to have</i>
<i>Clean up of the site to make more space for equipment</i>	<ul style="list-style-type: none"> • <i>Can't get more space</i> 	<ul style="list-style-type: none"> • <i>Good to have</i>
<i>Discussions with HR about changes to work hours</i>	<ul style="list-style-type: none"> • <i>May fail to comply to employment rules</i> 	<ul style="list-style-type: none"> • <i>Critical</i>
<i>Engagement with Unions to discuss impacts</i>	<ul style="list-style-type: none"> • <i>May result in Union action</i> 	<ul style="list-style-type: none"> • <i>Critical</i>
<i>One-on-one coaching for Team Leaders to help them communicate with their team</i>	<ul style="list-style-type: none"> • <i>Would improve staff understanding and general management skills</i> 	<ul style="list-style-type: none"> • <i>Good to have</i>

Managing Implementation Compromising Recommended Tactics

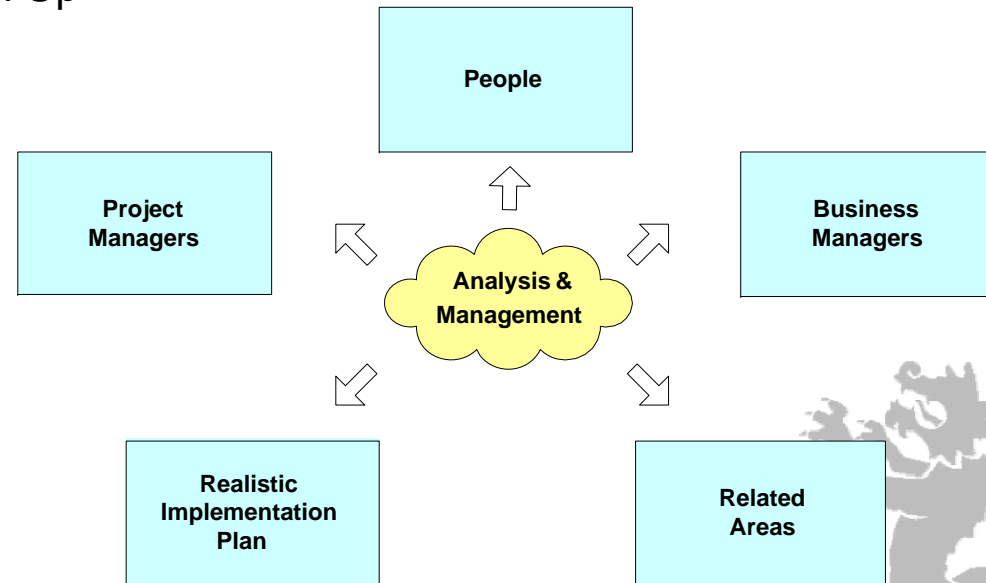
- The Change Management tactics need to be integrated with the Project Plan
- There are some potential conflicts:
 - Change Management needs more time than planned
 - There is insufficient budget for all tactics
 - There are not enough resources for all the tactics
 - The Senior Responsible Officers (SRO), Stakeholders, Project team do not agree with the proposed tactics
- This is the real world and we have to deal with these issues every day
- There are always other ways of managing a problem
- If you believe that a recommendation is critical it probably is, but look for alternative ways of solving the problem
- If there are no alternatives then list it as risk



Gaining Critical Momentum

Key Topics

- Truth about Change
- Key Roles
- Creating Ownership, Top Down, Bottom Up
- Widening the Business Involvement
- Business Leading the Business
- Attendance Issues
- Managing You
- Dealing with Different Characters
- Be Assertive
- Attitude is Infectious
- Shifting Entrenched Thinking
- Communicating Positives
- Tracking Tactics
- Delegate Exercise



Gaining Critical Momentum

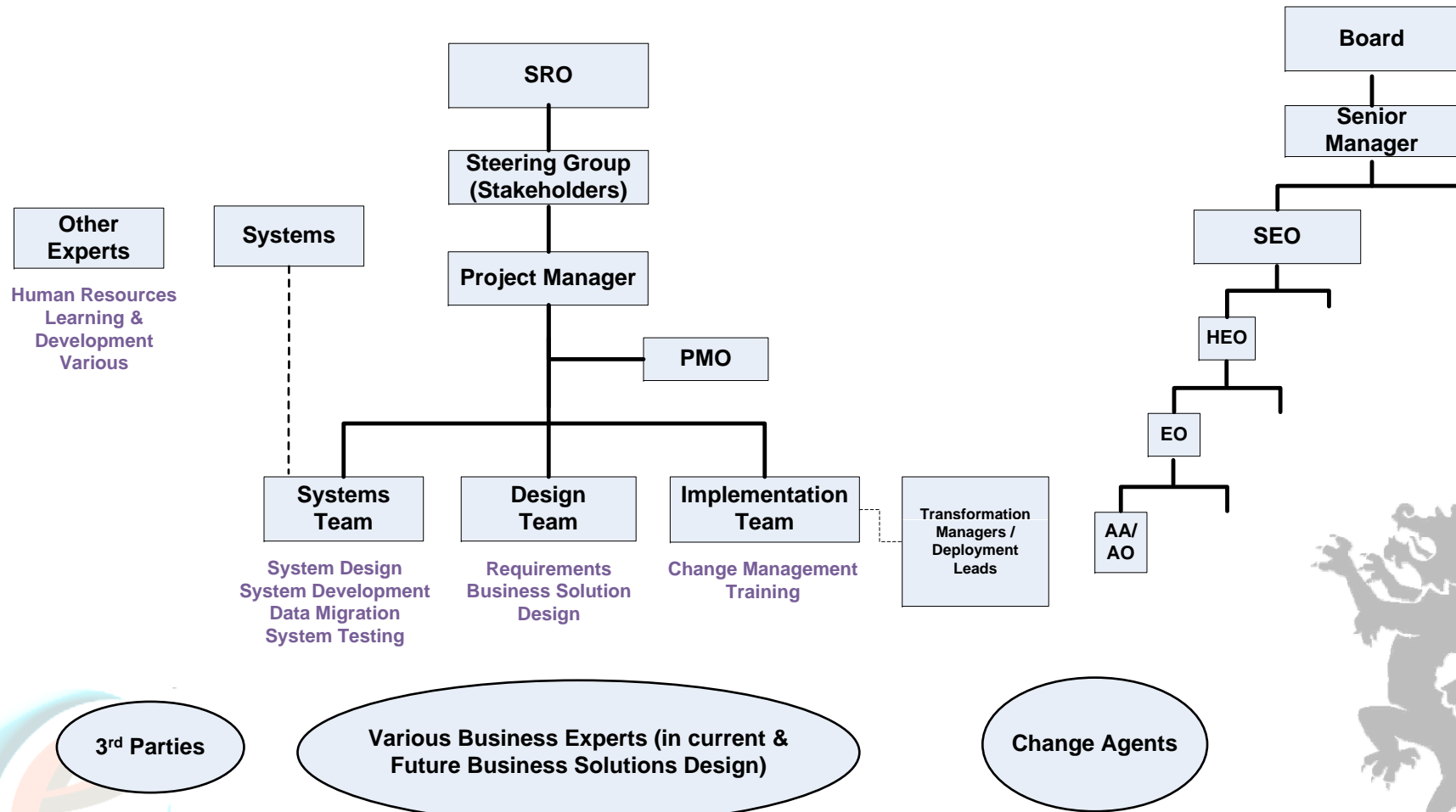
Truth about Change

- Change is frustrating!
 - Few people like change
 - Many people are cynical and fed up with change
 - Change is rarely as successful as anyone hopes
 - There are more stories about failure than success
- Change is hard work!
 - It takes energy and effort to change direction in any way
 - We have to align many unrelated people to drive in the same direction
 - People find it easier to be negative than positive
- Change succeeds when:
 - Everyone wants the change to succeed
 - Everyone aligns to make the change happen
 - People compromise as a team to make the change possible
 - Everyone gives their energy, commitment, trust and intellect to making it work
- Successful change really is about the people!



Gaining Critical Momentum

Key Roles



Gaining Critical Momentum

Key Roles cont.

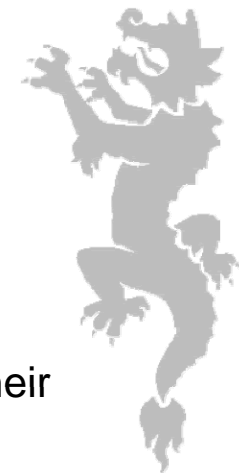
- All changes needs to gather momentum to creating the energy to make the change happen
- Some key players in creating the momentum

Position	Role
Senior Responsible Officer (SRO)	<ul style="list-style-type: none"> • Wants the change to happen • Will promote and encourage the change
Stakeholders	<ul style="list-style-type: none"> • Have agreed to the impact of the change • Will promote and encourage the change
Managers	<ul style="list-style-type: none"> • Understand the need & impact of the change • Are involved in the Implementation Plan
Team Leaders	<ul style="list-style-type: none"> • Understand the need & detailed impacts • Are involved in the Design & Implementation
Change Agents	<ul style="list-style-type: none"> • Are kept briefed on the Design, Implementation & Change • Provide informal communications with business
Project Team	<ul style="list-style-type: none"> • Understand the Business Solution Design • Can provide expertise
Change Manager	<ul style="list-style-type: none"> • Understand the business, design, tactics & plan • Adapts design, tactics & plan with business
3 rd parties / suppliers	<ul style="list-style-type: none"> • Provides various expertise to Project & Business

Gaining Critical Momentum

Creating Ownership Top Down, Bottom Up

- For change to succeed everyone must feel responsible for the change
- There is a tendency for people to assume it is someone else's problem to make the change succeed
- You need to move the ownership for the change to the right people by:
 - Making them responsible for specific actions and following up with them
 - Asking them what they will do for the change
 - Encouraging people when they do take responsibility
 - Being receptive to ideas to make the change succeed
 - Actively encourage involvement in the change (decisions, meetings, planning)
 - Letting them take ownership for their aspects of the change
 - Being persistent without being a pest
 - Not leaving their involvement until the last minute
- This needs to be done with all the people involved in the change regardless of their position



Gaining Critical Momentum Widening the Business Involvement

- Although we are now working with all Managers/Team Leaders we may not have reached all impacted areas
- We need to widen the awareness of the change to include:
 - All personnel within the Manager/Team Leader areas
 - Any related areas (e.g. related processes, related functions)
 - Any customers that may be affected
 - The wider organisation
- We want these people to feel informed and provide any feedback we may need
- By now we can be confident that the change is well defined and is going ahead



Gaining Critical Momentum

Widening the Business Involvement cont...

- To reach these people we might use different communication approaches, for example:
 - *Email*
 - *Intranet*
 - *Internal publications*
 - *Attend general team meetings*
 - *Newsletter*
 - *Road shows*
- This is usually an easy audience group as they usually do not feel any significant or personal impact



Gaining Critical Momentum Business Leading the Business

- Up to this point we have been leading the change and much of the communications
- Now the Managers/Team Leaders should be managing most of the communications and activities for their teams
- You may be providing them with information such as:
 - *Presentation tools*
 - *One-on-one briefings*
 - *Schedules for implementation activities (e.g. demonstrations, site visits, training, etc.)*
- But it is critical that the Managers/Team Leaders are seen to own the change
- This is an important step in getting the business to own the change



Gaining Critical Momentum

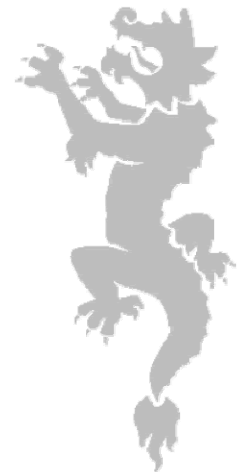
Attendance Issues

- By now people will be attending various activities (e.g. demonstrations, workshops, training, etc.)
- There can be attendance issues, people do not show up, don't pay attention when they do or leave early
- If this happens then we need to understand why:
 - Are the people disinterested in the change?
 - Are they just doing as they are told?
 - Was the event of no use to them?
 - Did they not really have the time to attend?
 - Do they fail to see the relevance or value?
- Rather than get frustrated try:
 - Asking people what the issue is (their feedback may be valid)
 - Work with the Managers/Team Leaders to make the events more relevant
 - Consider changing the implementation tactics to better fit with time and audience



Gaining Critical Momentum Managing You

- As Change Agents we can feel a bit frustrated:
 - Dealing with negative attitudes
 - Always being told what can't be done
 - Often dealing with cynicism, boredom, disinterest, anger & fear
- While under the pressure of time, money and delivery
- It's not a job for the faint hearted!
- We need to:
 - Be committed to the change
 - Absorb other people's issues and, at times, poor behaviour
 - Maintain our positive outlook
 - Listen and enlist people to the change
- Don't take other people's attitudes and issues personally
- Maintain your perspectives and work through issues calmly and logically



Gaining Critical Momentum

Dealing with Different Characters

- There are many characters involved in change

Character	Typical Behaviour
Worrier	• Worries about everything, only sees risk
Detailed thinker	• Studies the detail and nit picks everything
Eternal Optimist	• Sees no risks and assumes best case scenario every time
Evangelist	• Claims to 'love' change and is insanely enthusiastic
Joker	• Takes nothing seriously, doesn't care
Cynic	• Thinks it will fail, seen it all before
Blocker	• Will block every idea, may seem reasonable
Predictor of Gloom	• Doesn't believe anything ever works
Red Herring	• Throws curve balls at the last moment
Underminer	• Undermines the change discretely
Controller	• Won't play unless they are the boss and can withhold information
Angry	• Too angry over other issues to listen to anyone
Withholder	• Won't commit until they know it will succeed

- We need to listen to all of them and deal with them calmly & logically
- Listen, analyse, articulate & be assertive

Gaining Critical Momentum

Dealing with Different Characters

- These 'characters' are usually very poor communicators
- Our communications with these 'characters' should be excellent
- This means:
 - Always be willing to meet with them
 - Stay in contact through phone and email
 - BUT do not enter into email wars – if one starts always make personal contact
 - Give them every opportunity to communicate with you
 - Always be calm, logical, pleasant and assertive
- These 'characters' can absorb a lot of time but can also cause a lot of trouble
- As frustrating as it is take the time to manage your most difficult people well
- Never give a negative 'character' the opportunity to cause trouble 'behind your back'



Gaining Critical Momentum

Being Assertive

You

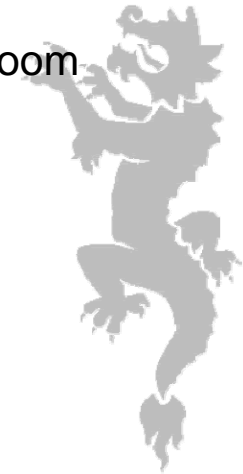
- Calm
- Logical
- Listening
- Taking notes
- Confident

Interaction

- Listen closely & carefully
- Take visible notes
- Question to understand
- State “reality”
- Agree to “validate” their concerns

Character

- Worrier
- Detailed thinker
- Eternal Optimist
- Evangelist
- Joker
- Cynic
- Blocker
- Predictor of Gloom
- Red Herring
- Underminer
- Controller
- Angry
- Withholder



Gaining Critical Momentum

Attitude is Infectious

- If a bad attitude about a change entrenches then it will fail
- We need to create a positive attitude towards the change
- We achieve this by:
 - Involving the business early
 - Developing effective implementation tactics
 - Having ownership at all levels
 - Giving the business Ownership
 - Getting the business to lead the business
 - Never ignoring issues
 - Dealing with the different characters well
- There is no single action that creates a positive attitude toward the change
- But as Change Agents we do need to maintain our positive attitude in the face of difficulty



Gaining Critical Momentum

Shifting Entrenched Thinking

- The problem with entrenched thinking is that people can't see they are entrenched
- We are hearing entrenched thinking when people say:
 - *That's not how we do it*
 - *There is no other way of doing this*
 - *We tried it before and it failed so it will fail now*
 - *Nothing will ever change*
 - *Management think they make changes but nothing ever really changes*
- What we are really hearing is:
 - *I don't want to think about this*
 - *I don't want anything to change*
 - *I don't care enough to make anything change*



Gaining Critical Momentum

Shifting Entrenched Thinking cont...

- But we have to move that entrenched thinking by:
 - Challenging their thinking, make people justify their entrenched position
 - Listen to why they believe what they believe
 - Offer alternative perspectives and ways of looking at their environment and the future
 - Help them work through their entrenched thinking to see different perspectives
- It takes time and it can be frustrating but if you need their commitment this is what it takes
- But when you get their commitment they can be your greatest Change Agents and win others



Gaining Critical Momentum

Shifting Entrenched Thinking cont...

- Project teams can also develop entrenched thinking
- They can become:
 - Confined by their perception of the scope
 - Overcommitted to their own solution design
 - Driven by the Project deadlines
 - Limited by budget constraints
 - Fed up with the business 'complaining'
- The Project team are human too!
- However, we must remain independent and detached
- We cannot afford to get caught up in our own entrenched thinking
- If we do we are no longer Change Agents
- Everyone in the Project team must aim to maintain an open mind



Gaining Critical Momentum Communicating Positives

- Successful change usually involves a lot of one-on-one work with people
- But we should always remember to communicate the positives about the change:
 - The anticipated improvements
 - The benefits to the area and individuals
 - People's hard work and commitment
 - Every milestone successfully achieved
- We communicate the positives through every communication forum (meetings, individuals, networks, general communication tools)
- Positive communications can have a good effect on the attitude towards the change
- Most people want to get on board once they believe it will succeed



Gaining Critical Momentum

Tracking Tactics

- We created the Implementation Tactics based on risk to the success of the change
- Tactics should be timed for maximum effect (e.g. train at the right time)
- As we are implementing the tactics we need to track the success
- If a tactic is not working we need to change it
- To understand if a tactic is working:
 - Talk to people, gather feedback
 - Understand any issues they raise
- Typical comments:
 - *I don't know why we had to attend the session/course/meeting/event*
 - *It wasn't what I expected, we could have gotten more out of it, it was not tailored to my area*
 - *I don't know what is supposed to happen next, what was the point?*
 - *I will have forgotten this by the time I need to know it*



Gaining Critical Momentum

Tracking Tactics cont...

- Sometimes the tactics are right but they are being implemented poorly
- Sometimes the tactic is the wrong tactic
- You need to make an assessment and adjust the tactics accordingly
- This may impact the plan, if so then discuss this with the Project team



Thank You!

Q&A

