



Putting People First to Avoid Implementation Pitfalls

David Moyer
AboutTime Technologies
www.WorkMax.com



Agenda

- Understanding why people resist change
- Practical Example
- 10 Steps to Implementation Success
- Implementation Success Story

Understanding Change

- What the specific changes include?
- Who the Changes impact?
- How it will impact them?
- Why they might resist the change?

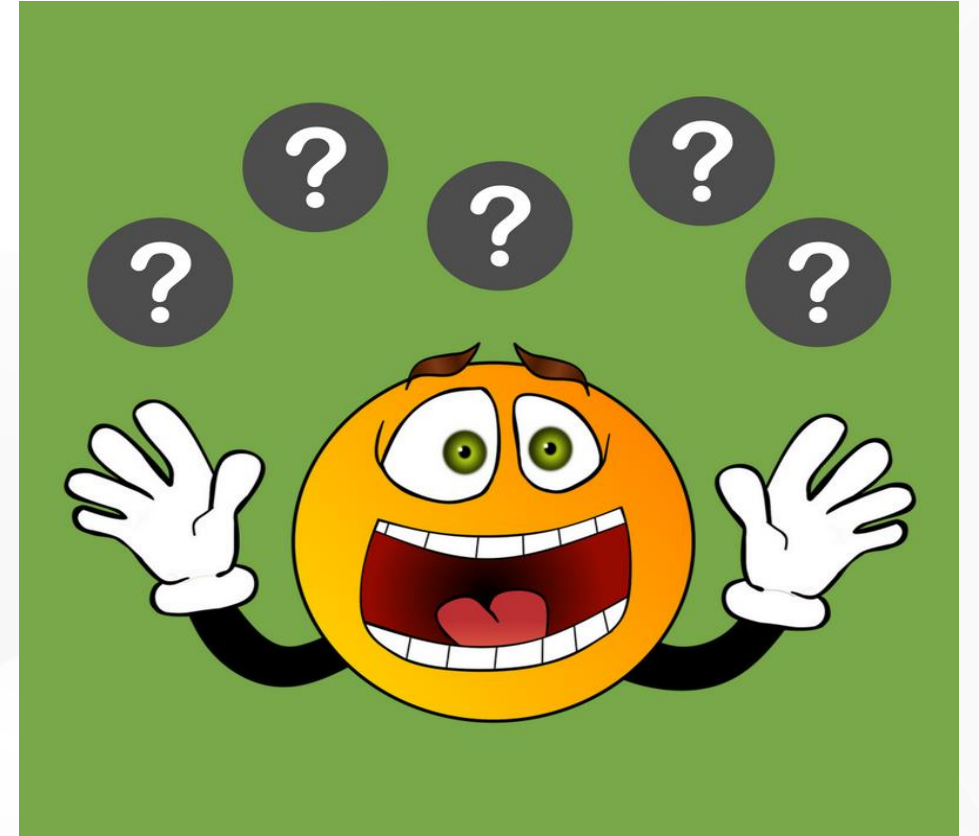
Why People Resist Change

- Fear of the Unknown
- Mistrust
- Loss of job security/control
- Bad Timing
- Poor Communication and Engagement

Source: <http://www.forbes.com/sites/lisaquast/2012/11/26/overcome-the-5-main-reasons-people-resist-change/#2011e1953393>

Fear of the Unknown

- Most common if change is abrupt and without warning
- Increases resistance to change



Source: <http://www.forbes.com/sites/lisaquast/2012/11/26/overcome-the-5-main-reasons-people-resist-change/#2011e1953393>

Mistrust

- Occurs if manager is new
- Inconsistent behavior
- Over delegate and don't get their hands dirty
- Hidden Agendas



Source:

<http://www.forbes.com/sites/lisaquast/2012/11/26/overcome-the-5-main-reasons-people-resist-change/#2011e1953393>

<http://www.forbes.com/sites/glennllopis/2013/12/09/7-reasons-employees-dont-trust-their-leaders/2/#699cb0b7e94f>

Loss of Job Security/ Control

- Fear technology will replace job function
- Fear that their job functions will change without their input with new technology implementation
- Non-tech savvy employees Insecure about ability to learn new software

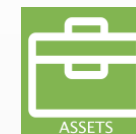


Bad Timing

- Don't make too many changes in a short amount of time
- Don't schedule during high workload times
- Look at current project workload and move around priorities and deadlines



Practical Example



Scattered People, Things, & Information



WorkMax



Disconnected Data



WorkMax Modules



Assets



Forms



Service

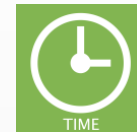


Insight

=



WorkMax 



Changing From What They Know

	M	T	W	T	F	S	SUN	OCCUPATION
IN								
OUT								
TOTAL DAILY HOURS								B
8a								
5p								
8.0					X			/
8.0								x
8.0								x
8.0								x
8.0								
40hrs								
RATE PER HR								

CONDUCT BEFORE DEATH: Efforts to prevent help ☐ Efforts to obtain help ☐ Suicide attempt: Admitted ☐ Denied ☐
Refusal to talk ☐ Written declaration of intended suicide ☐ Accusations against others ☐ Other (specify) _____

	LAST SEEN ALIVE	INJURY OR ILLNESS	DEATH	DISCOVERY	MEDICAL EXAMINER NOTIFIED	VIEW OF BODY	POLICE NOTIFIED
DATE	8-16-77		8-16-77	8-16-77	8-16-77	8-16-77	8-16-77
TIME	08:00		1530	1400	1600	1730	1530
	LOCATION		CITY OR COUNTY		TYPE OF PREMISE (HOSPITAL, HOTEL, HIGHWAY, ETC.)		
INJURY OR ONSET OF ILLNESS	Home						
DEATH	Dx Bm H -		Reason attempted				
VIEWING OF BODY BY MEDICAL EXAMINER	Bm H						
MEDICAL ATTENTION AND HOSPITAL OR INSTITUTIONAL CARE							
NAME OF PHYSICIAN OR INSTITUTION		ADDRESS		DIAGNOSIS		DATE	
A. Michalos		Madin		HCVU / Ciba Labs			

CIRCUMSTANCES OF DEATH		
	NAME	ADDRESS
FOUND DEAD BY	Benjamin Alden	Same
LAST SEEN ALIVE BY		
WITNESS TO INJURY OR ILLNESS AND DEATH	None	

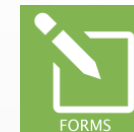
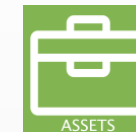
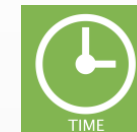
NARRATIVE SUMMARY OF CIRCUMSTANCES SURROUNDING DEATH:

Found on floor of dressing room by alone who had been sleeping in adjoining room. No indication of foul play. Had been ok in early Am. Ht of playing basketball in early Am. Family cannot recall for autopsy. To be performed at Bm. H.

Power of One Platform

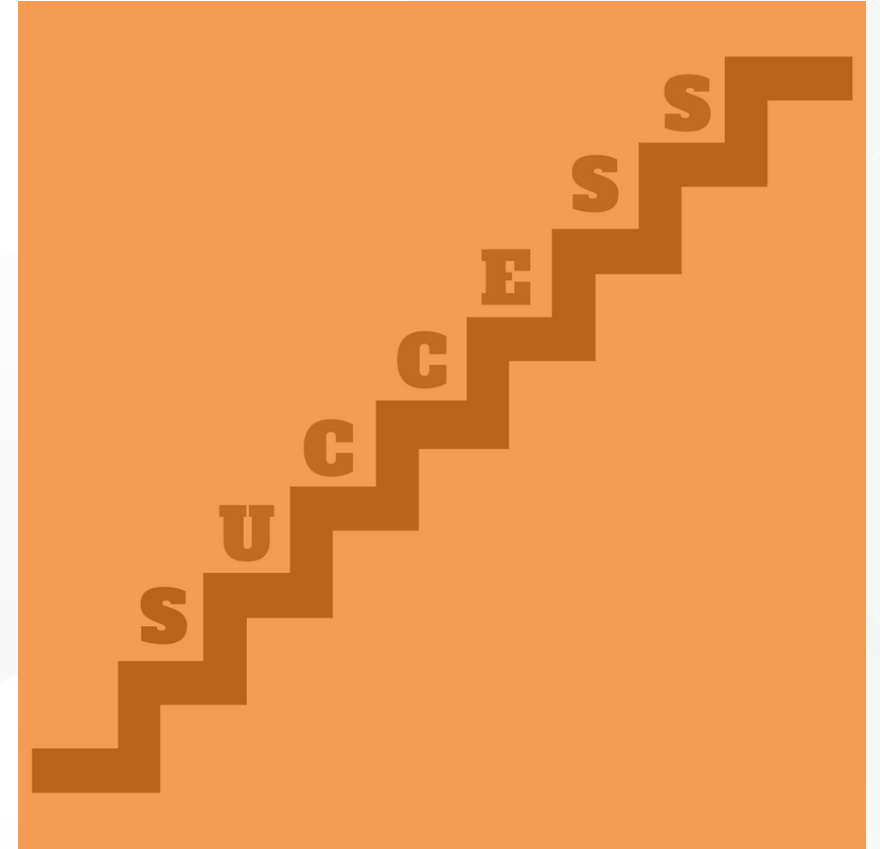


WorkMax_{all}



10 Steps to Implementation Success

1. Top Management Support
2. Project Team
3. Project Champion
4. Systematic Planning
5. Broad Participation
6. Effective Communication
7. Feedback
8. Effective Training and Knowledge Transfer
9. Incentives
10. Post Implementation Activities



1. Top Management Support

- Endorsement of implementation at every stage
- Participation in implementation at every level*
- Drives all levels of organization to common goal of accepting and adapting new solution
- Reduces resistance to change



*Source: Trieu H, Kuzic J. Change management strategies for the successful implementation of enterprise resource planning systems. IEEE, 2010 Second International Conference on Knowledge and Systems Engineering: 178-182.

2. Project Team

- Teamwork is necessary to support change management¹
- Cross functional teams are recommended²
- Support project roll out and execution



Source: 1: *Source: Trieu H, Kuzic J. Change management strategies for the successful implementation of enterprise resource planning systems. IEEE, 2010 Second International Conference on Knowledge and Systems Engineering: 178-182.
2: Calvert C. (2006). A change management model for the implementation and upgrade of ERP systems. AISel, ACIS 2006 Proceedings. Available at: <http://aisel.aisnet.org/acis2006>. Accessed December 17, 2013.

3. Product Champion

- Gets everyone is on board
- Eliminates cross-departmental obstacles
- Allocates and organizes resources for successful implementation



Sources:

<https://smallbiztrends.com/2013/12/what-is-a-project-champion.html>

<http://www.24x7mag.com/2013/12/10-change-management-keys-to-effective-software-implementation/>

WorkMax_{all}



Systematic Plan

- Create Plan
- Create Project Vision
- Assess Change Readiness



5. Broad Participation

- Must engage staff during entire implementation¹
- Staff must understand why the change is needed
- End users need to know benefits



Source: 1 Trieu H, Kuzic J. Change management strategies for the successful implementation of enterprise resource planning systems. IEEE, 2010 *Second International Conference on Knowledge and Systems Engineering*: 178-182.

Effective Communication & Engagement

- Improves Teamwork
- Makes Planning more effective
- Reduces resistance to change
- Increases understanding and increases end user participation
- Two-way dialog

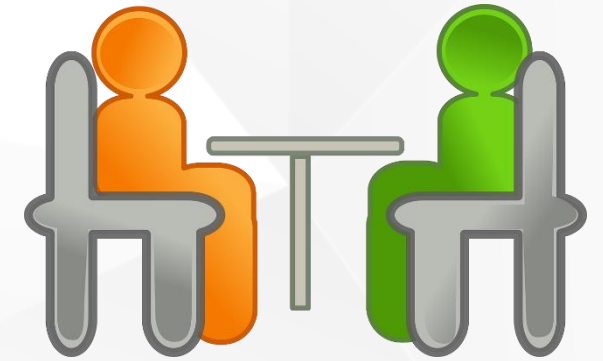


Communication vs. Engagement



1 Way Communication

Communication Activities	Engagement Activities
<ul style="list-style-type: none">• Emails• Videos• Newsletters• Handouts• Intranet postings• Posters and flyers• Voicemail messages• Bulletin board postings• Large-scale conference calls (e.g. quarterly meetings)• Presentation materials	<ul style="list-style-type: none">• Meetings and working sessions• Q&A sessions• Interviews & focus groups• Town-hall meetings• Phone conversations• "Lunch & Learn" events• Small-scale conference calls or virtual meetings• Unscheduled office "drop-bys"• Informal hallway conversations



2 Way Communication

Source: ProKo Consulting, Organizational Change Communications Strategy <http://www.slideshare.net/Lstebay/org-change-communications-strategy>

Change without effective communication

- Spread of misinformation
 - Leads to low morale
- Higher resistance to change
 - Low user adoption
- Confusion from changes in the work process and fear of unknown
 - Low productivity

Source: ProKo Consulting, Organizational Change Communications Strategy <http://www.slideshare.net/Lstebly/org-change-communications-strategy>

High Level Communications & Engagement Strategy

Change Strategy Objectives						
Clarity		Commitment		Capability		Sustainment
Tier 1 Stakeholders <ul style="list-style-type: none"> • Senior Leaders • Key Decision Makers 	<ul style="list-style-type: none"> • Engage 1:1 to validate project scope, business case and priority 	<ul style="list-style-type: none"> • Engage 1:1 to vet solutions, timeline and costs 	<ul style="list-style-type: none"> • Communicate progress • Engage 1:1 or in small meeting regarding risks and issues 	<ul style="list-style-type: none"> • Engage in issue resolution, removal of obstacles 	<ul style="list-style-type: none"> • Discuss business readiness plans, ask for support 	<ul style="list-style-type: none"> • Provide updates on adoption and success metrics (value realization)
Tier 2 Stakeholders <ul style="list-style-type: none"> • Project Team • Project Contributors • Extended Team Members 		<ul style="list-style-type: none"> • On-board project team members (e.g. project kick off); ensure understanding of purpose and scope 	<ul style="list-style-type: none"> • Provide project updates • Engage in gathering requirements 	<ul style="list-style-type: none"> • Engage in testing 	<ul style="list-style-type: none"> • Assist with business readiness activities • Share success metrics 	<ul style="list-style-type: none"> • Publicly acknowledge and thank team and contributors • Celebrate success
Tier 3 Stakeholders <ul style="list-style-type: none"> • Change Recipients • Tangential stakeholders 		<ul style="list-style-type: none"> • Create project awareness (what it is, why, approximate timing, etc.) 	<ul style="list-style-type: none"> • Provide more details about what will be changing and why 	<ul style="list-style-type: none"> • Show sample reports, walk through process changes, demo functionality and/or share screen shots 	<ul style="list-style-type: none"> • Provide guidance on why/how to adopt changes • Engage in training • Distribute reference materials • How to get help 	<ul style="list-style-type: none"> • Share tips, communicate wins to build momentum on successes • Engage in feedback and improvement efforts

Source: ProKo Consulting, Organizational Change Communications Strategy <http://www.slideshare.net/Lstebly/org-change-communications-strategy>

Consider Preferred Communication Method

- Generation
 - iGen, Gen Z or Centennials: Born 1996 and later.
 - Millennials or Gen Y: Born 1977 to 1995.
 - Generation X: Born 1965 to 1976.
 - Baby Boomers: Born 1946 to 1964.
 - Traditionalists or Silent Generation: Born 1945 and before

7. Feedback

- Address user feedback immediately
- Gather it in multiple ways to increase broad participation
 - Email
 - In person
 - Surveys
 - Conference Calls



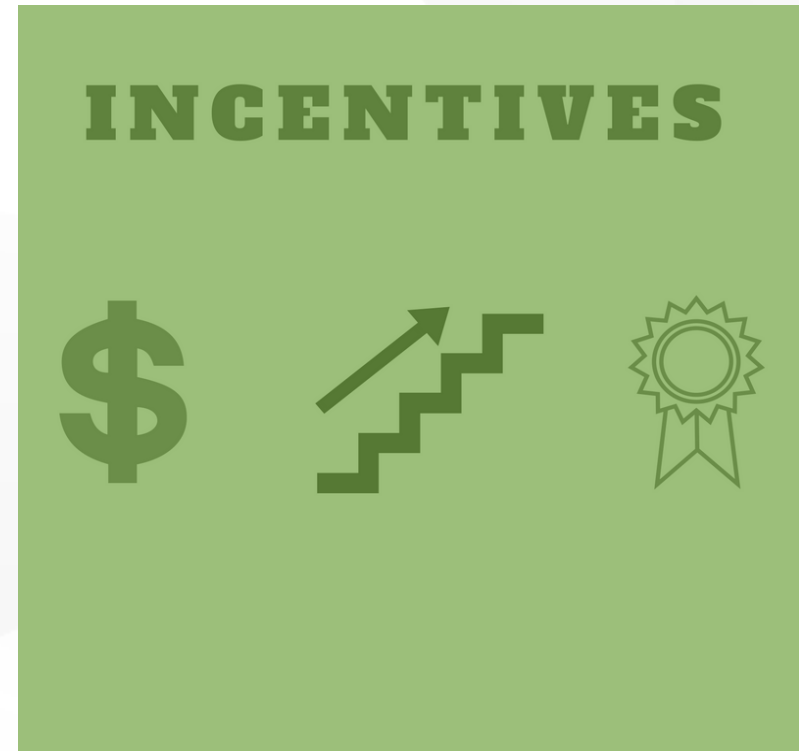
8. Effective Training and Knowledge Transfer

- Offer training based on employee's learning style
 - Self – paced
 - Step by step instructions
 - Videos
 - In person
- Offer it before, during and after implementation



9. Incentives

- Increase participation and adoption
- Revised titles
- Bonuses or overtime pay
- Certificates of recognition



Calvert C. (2006). A change management model for the implementation and upgrade of ERP systems. AISel, *ACIS 2006 Proceedings*. Available at: <http://aisel.aisnet.org/acis2006>. Accessed December 17, 2013.

10. Post Implementation Activities

- Mentoring by super users
- On-going training
- Help desk support
- End user documentation
- Newsletters for new product features



**POST IMPLEMENTATION
PLAN**

- 1.
- 2.
- 3.

Case Study

- Improved Employee Benefit
- Bonus example
- Rewards



Contact Information

David Moyer

WORKMAX

844-WORKMAX (844-967-5629)

info@workmax.com

