Best Practices for Technology Change Management

Dave Schneider
Jennifer Vaughan-Gibson
Agenda

1. Technology Change Management Process Overview
2. Implementing Technology Change
3. Next Steps
Change

verb \ˈchānj\ 

: to become different

: to make (someone or something) different

: to become something else
“Organizational change management is a leadership induced process that involves transformational organizational change that leadership controls and sustains. It requires leadership dedication, involvement of employees at all levels, and constant communication. Transformational change is strategy-driven and stems from the top of the organization.”

- Harry Hertz, Baldridge Performance Excellence Program, NIST
Successful Technology Change
Phases of a Change Project

Business Need → Concept and Design → Implementation → Post-Implementation

Source: Prosci ADKAR Model Overview, 2017
Successful Technology Change
Phases of Organizational Change Management

Phase 1: Preparing for Change
Phase 2: Managing Change
Phase 3: Reinforcing Change

Source: Prosci ADKAR Model Overview, 2017
Expected vs. Poorly Managed
Prosci® ROI of Change Management Model

Net cash flow of project period

Poorly Managed Change Cash Flow
Expected Cash Flow

Time (periods)
The Human Factors that Determine the ROI

- **Speed of Adoption**: How *quickly* are people up and running on the ArcGIS Platform?

- **Ultimate Utilization**: How *many* employees (of the total population) are demonstrating “buy-in” and are using the GIS?

- **Proficiency**: How *well* are individuals performing compared to the level expected in the design of the change?

ADKAR Model for Individual and Organizational Change

Awareness
Desire
Knowledge
Ability
Reinforcement

Phase 1: Preparing for Change
Preparing for Change

• Resistance Planning

• Build Change Team
ADKAR Model for Individual and Organizational Change

Awareness of the need for change

Desire
Knowledge
Ability
Reinforcement

“I see how ArcGIS can help me do my job.”

“That’s really cool!”

“Do we have this software?”

Building Awareness Activities

• Demonstrations
• Line of Business Liaisons
• One on One Meetings
• Surveys
Understanding Resistance

Culture

- Past Success
- Complacency
- Bureaucracy

That’s not how I do it.

That’ll be too much trouble to get approved.

If it’s not broken, why fix it?
Understanding Resistance
Knowledge and Skills

- Lack of needed training
- Low skills leads to high resistance
- Misuse of technology can lead to poor experience
Understanding Resistance

Misinformation

• Rumors

• Too much emphasis on pain

• Lack of education on value of change initiative
Understanding Resistance
Past Experience with Change

- Failed change initiatives
- More pain than gain in past
- Lack of long-term sustainment
Understanding Resistance

Change Fatigue

- Too much too soon
- Change efforts without planning
- Short-sighted planning
Build Your Change Team

Establish a committed team of:

- A representative of various business areas
  - i.e. Police, Fire, Planning

- A representative of various operational areas
  - i.e. IT, Sales, Marketing
Know Your Stakeholders

- Champions
- Technology Change
- Helpers
- Resisters
- Bystanders
Phase 2: Managing Change
ADKAR Model for Individual and Organizational Change

Awareness
Desire to participate and support the change
Knowledge
Ability
Reinforcement

“I see how ArcGIS can help me do my job and I want to do what I can to help.”

“I want my team to start using this.”

Building Desire to Change

Win the Hearts and Minds

Win Hearts then minds…
Building Desire: Winning Hearts and Minds

Why?
Building Desire: Winning Hearts and Minds

Why?

Why me?
Winning Hearts…

- Change elicits emotional response
- Be proactive about pain vs. gain
- Provide short and long term vision
Establish a Sense of Urgency

Why?

Why me?

Why NOW?
ADKAR Model for Individual and Organizational Change

Awareness
Desire
Knowledge of how to change
Ability
Reinforcement

ADKAR Model for Individual and Organizational Change

Awareness
Desire
Knowledge
Ability to implement the change
Reinforcement

ADKAR Model for Individual and Organizational Change

Awareness
Desire
Knowledge
Ability
Reinforcement to keep the change in place

Communicating the Change

Communicating the Impact and Implications to Stakeholders
Communication Tools

- Strategic Plans
- GIS Working Groups
- Outreach Initiatives
Geospatial Strategic Plan

- Align with organizational strategic plan
- Define business outcomes of technology deployment
- Focus on the business workflows
- Living document
- Time-bound to drive actionable next steps
<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Time Span</th>
<th>Strategic Plan Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-Level Executives</td>
<td>5+ years</td>
<td>Vision</td>
</tr>
<tr>
<td>D-Level Directors</td>
<td>2-5 Years</td>
<td>Goals</td>
</tr>
<tr>
<td>M-Level Managements</td>
<td>6 mo. – 1 year</td>
<td>Objectives</td>
</tr>
<tr>
<td>S-Level Supervisors</td>
<td>Quarterly-6 mo.</td>
<td>Initiatives</td>
</tr>
<tr>
<td>Knowledge Workers</td>
<td>1 Day- 1 month</td>
<td>Tasks</td>
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Communicating A Change Strategy
If-Then Planning Establishes Buy-In

“If we establish data standards then…”

“If we utilize collector app then our team will be able to send information more effectively back to the command center.”

Source: “Get Your Team to Do What it Says it’s Going to Do”, Heidi Halvorson, Harvard Business Review, May 2014
Building A Change Strategy

If-Then Planning

Step 1: Goals
- Establish broad organizational goals
- No jargon rule

Step 2: Sub-Goals
- Specific, concrete sub-goals

Step 3: Actions
- Specific action(s) to complete sub-goal
- Identify who-when-where

Step 4: If-Then
- If-Then statement defining outcomes of actions

Source: “Get Your Team to Do What it Says it’s Going to Do”, Heidi Halvorson, Harvard Business Review, May 2014
Building A Change Strategy

If-Then Planning Statistics

Turning in weekly Report Promptly

If-Then Planners: 1.5 Hours Late
Non-Planners: 8 Hours Late

Source: “Get Your Team to Do What it Says it’s Going to Do”, Heidi Halvorson, Harvard Business Review, May 2014
Exercising Regularly

If-Then Planners: 91%
Non-Planners: 39%

Source: “Get Your Team to Do What it Says it’s Going to Do”, Heidi Halvorson, Harvard Business Review, May 2014
**Organizational Goal:** Ensure the U.S. proactively maintains its critical transportation infrastructure in a state of good repair

**Supporting GIS Goal:** Establish a GIS community to foster collaboration of data between Federal, State, and Local agencies

<table>
<thead>
<tr>
<th>If (Action)</th>
<th>Then (Outcome)</th>
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<tbody>
<tr>
<td>USDOT implements ArcGIS Online by the end of FY2017…</td>
<td></td>
</tr>
<tr>
<td>USDOT establishes efficient collection of field data using Collector App by Q4 2017…</td>
<td></td>
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</tbody>
</table>
Implementing the Change
Putting your Change Management Plan to Action
Implementing and Reinforcing Change

• Leverage early wins to establish and accelerate change
• Invest in developing employees
• Reinvigorate the change process with new projects
• Communicate up and down your chain of command
A Complete Location Platform

Providing mapping, analysis, data management, and collaboration

- **Asset Management**: Collect, organize, and exchange data
- **Planning & Analysis**: Transform data into actionable information
- **Field Mobility**: Get information into and out of the field
- **Operational Awareness**: Disseminate information where and when it is needed
- **Constituent Engagement**: Get feedback and make informed decisions

ArcGIS — Integrated Web GIS Platform
Rapidly deploy initial operating capability to everyone then develop custom apps and integrate with other systems.
**Key Principle**

Employing the agile methodology will deliver immediate value to your business today and into the future.

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**TO BE AGILE**

- **ArcGIS Platform**
  - **1st Configure**
  - **2nd Customize**

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**Empower People**
How to implement the ArcGIS Platform

Best Practices

**Deploy** the complete platform

**Create** a destination

**Configure** first, customize second

**Create** useful information products

**Light** up everyone in the organization