



Esri Best Practices for Technology Change Management

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Session Take-Aways

Best practices for:

1. How to approach technology change through your enterprise
2. Initiate sustained action for vision and strategy execution
3. Understanding of where to start with your change initiative(s)

Change

verb \ˈchānj\

: to become different

: to make (someone or something) different

: to become something else

Change

“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, Baldrige Performance Excellence Program, NIST



Source: Kotter International, 2015

Technology Change Management Process

3 Phases of Change Management



Source: Global Tech "Experience Change" ExperiencePoint, Inc

Sense of Urgency

Mutual Understanding

What are the **business drivers** of your technology change management initiative(s)?

3 Questions to ask:

1. Why?

2. Why me?

3. Why now?

Awareness

Step 1: Create a Sense of Urgency

Technology Change Inhibitors

Why change fails

Common reasons for being “stuck”:

- **Complacency or futility**
- **Lack of communication of vision**
- **Insufficient executive buy-in or sponsorship**



Step 1: Create a Sense of Urgency

Building Your Change Team

The Guiding Coalition

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)**



Step 2: Build a Guiding Coalition

Technology

Vision vs. Strategy

Vision: A brief 1-2 sentence “elevator pitch” about how your organization utilizes technology to accomplish its mission.



Step 3: Form Strategic Vision and Initiatives



Technology

Vision vs. Strategy

Vision: A brief 1-2 sentence “elevator pitch” about how your organization utilizes technology to accomplish its mission.

Strategy: The steps (action items) to enact the vision.



Step 3: Form Strategic Vision and Initiatives



Clearly Communicate Vision

Technology Change

This is an opportunity to engage the organization to do their part in mission execution.

Motivate by clarification of individual purpose of role.



Step 3: Form Strategic Vision and Initiatives



Communicating A Change Strategy

If-Then Planning Establishes Buy-In

“ **If** we establish data standards **then...**”

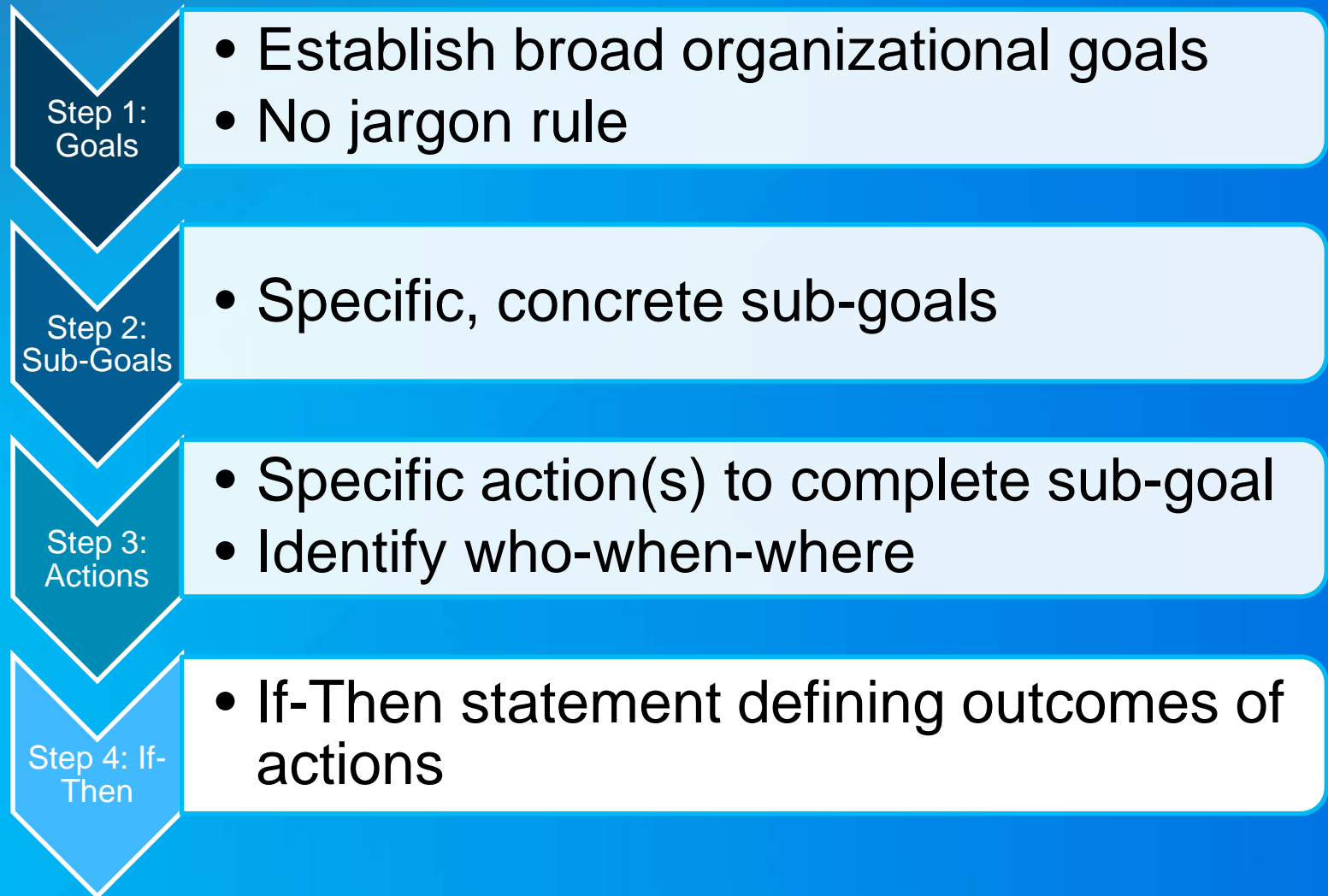


“**If** we utilize collector app **then** our team will be able to send information more effectively back to the command center.”



Building A Change Strategy

If-Then Planning



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



Building A Change Strategy

If-Then Planning Statistics

Exercising Regularly

If-Then Planners: **91%**

Non-Planners: **39%**



Organizational Goal: Ensure the U.S. proactively maintains it's 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

If (Action)	Then (Outcome)
USDOT implements ArcGIS Online by the end of FY2016...	
USDOT establishes efficient collection of field data using Collector App by Q4 2016...	



Step 3: Form Strategic Vision and Initiatives

Organizational Goal: Effectively manage the forests to protect from invasive species and foster long-term health.

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

If (Action)	Then (Outcome)
Forest Service uses mobile applications by March of 2016 for collecting field data...	
Forest Service is able to share and use data to/from external sources by June of 2016...	



Step 3: Form Strategic Vision and Initiatives

Organizational Goal: “Our mission is to make our stores your preferred shopping destination in all channels by delivering outstanding value, continuous innovation and exceptional guest experiences...”

Supporting GIS Goal: Understand geographic shopping patterns of customers to meet their consumption needs.

If (Action)

Then (Outcome)

Our marketing team adopts location analytics into our workflows by Q4 2015...

Supply Chain management is able to visualize where specific product demand is strongest by Q1 2016...



Step 3: Form Strategic Vision and Initiatives

Organizational Goal: Engage with the conservation community to grow the membership of our non-profit organization.

Supporting GIS Goal: Coordinate regional membership drives with local volunteers.

If (Action)

Then (Outcome)

We adopt geo-enable our membership database by Q4 2015...

We use map stories to communicate our conservation efforts on our web-site by Q1 2016...



Step 3: Form Strategic Vision and Initiatives

Know Your Stakeholders



Step 4: Enlist Volunteer Army

Know Your Stakeholders

We don't have time

We've always done it this way

Staff Resistant to change

OK, sounds good

It's too difficult

That's not our workflow!

We don't manage data that way

Sounds Great!

How can I help?

The way we do it works just fine.

Yeah, right...

My team doesn't need this



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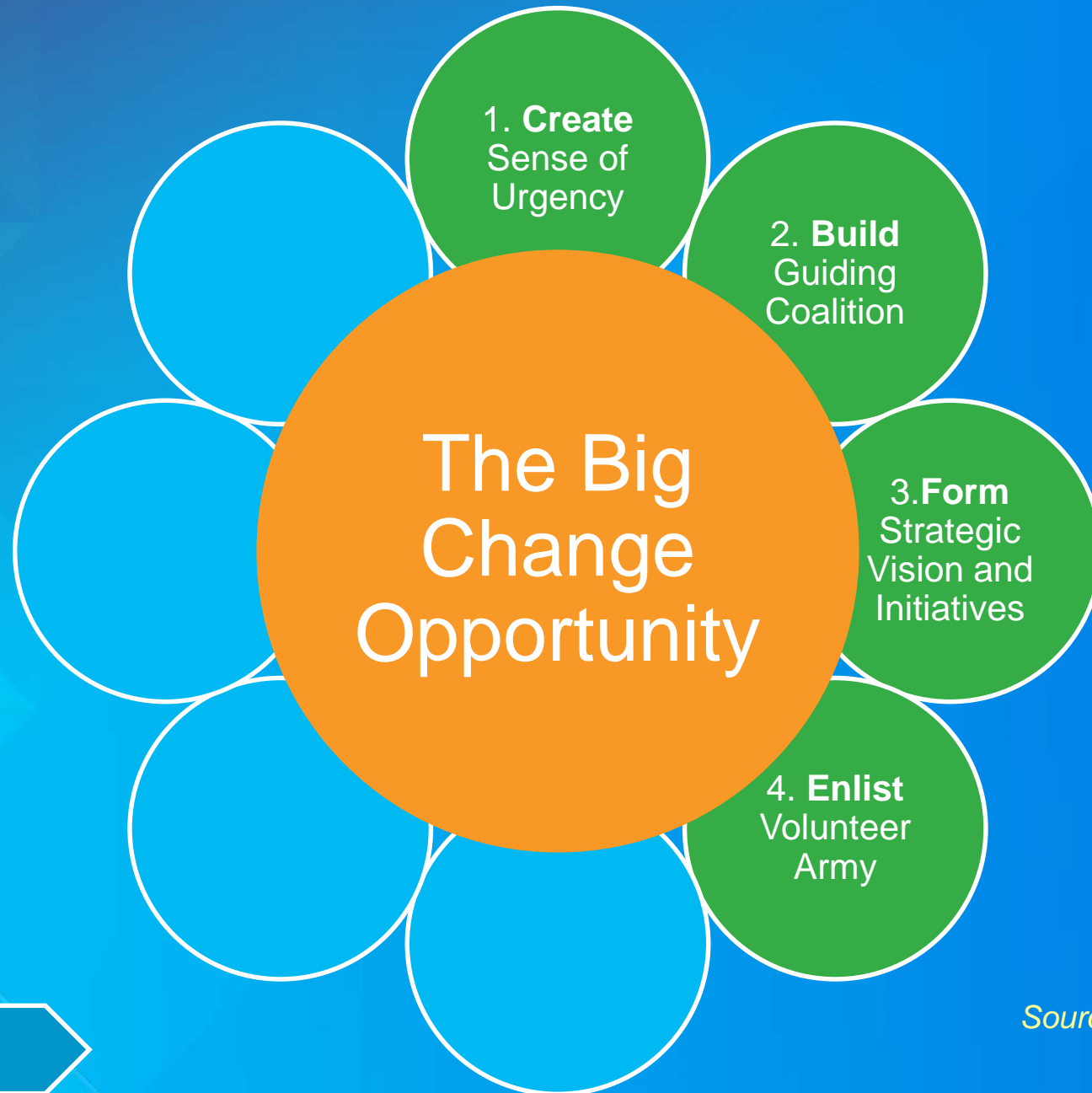
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Source: Kotter International, 2015

Awareness



The Big Change Opportunity

6. **Generate**
Short Term
Wins

5. **Enable**
Action by
Removing
Barriers

Adoption

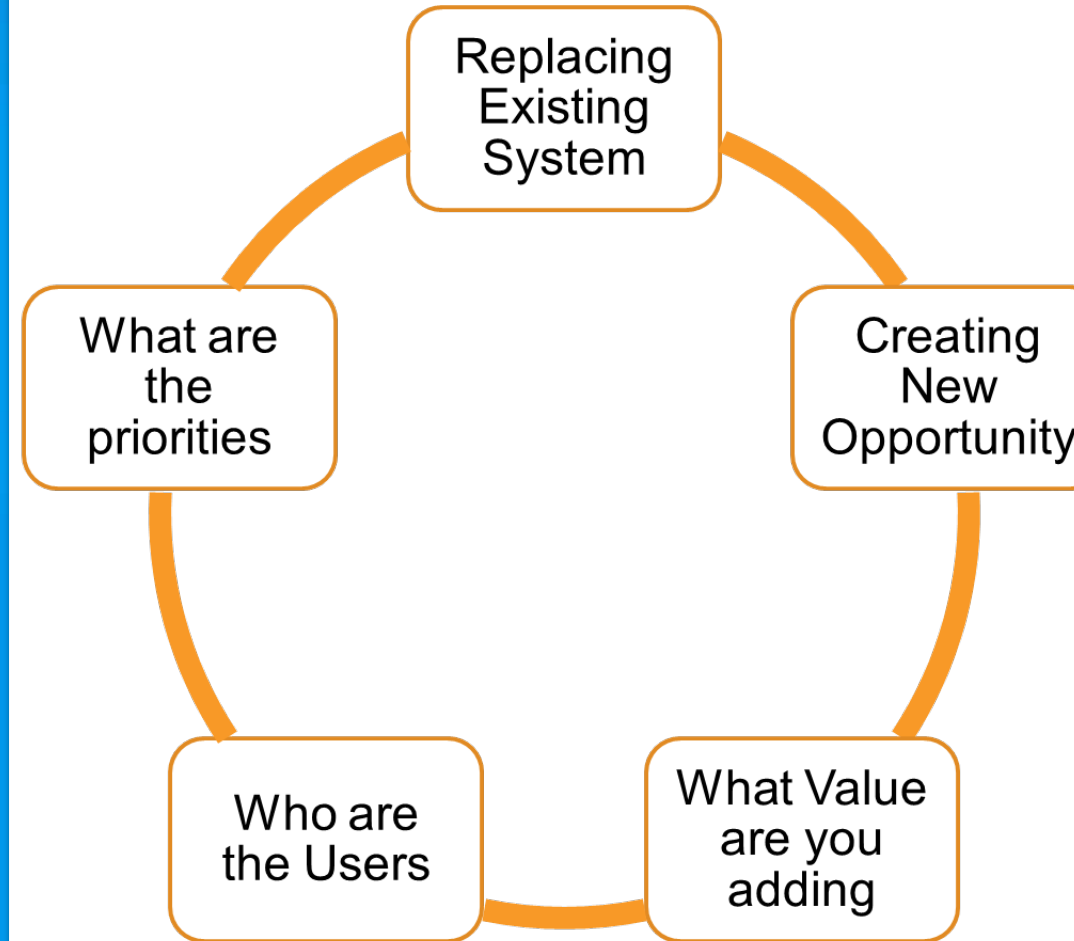
Source: Kotter International, 2015

Strategic Plan

- What are you building
- Focus on the business workflows
- Pick the top 5 critical workflows



Step 5: Enable Action by Removing Barriers



Adoption

- Recognize short-term wins
- Re-affirm commitments, project understanding
- Continue to build relationships
- Reinforce objectives, success criteria



Step 6: Generate Short Term Wins

How to implement the Esri Platform

- Deploy the complete platform
- Create a destination with portal
- Configure first, customize second
- Create useful information products focused on your business needs
- Get everyone in your organization involved



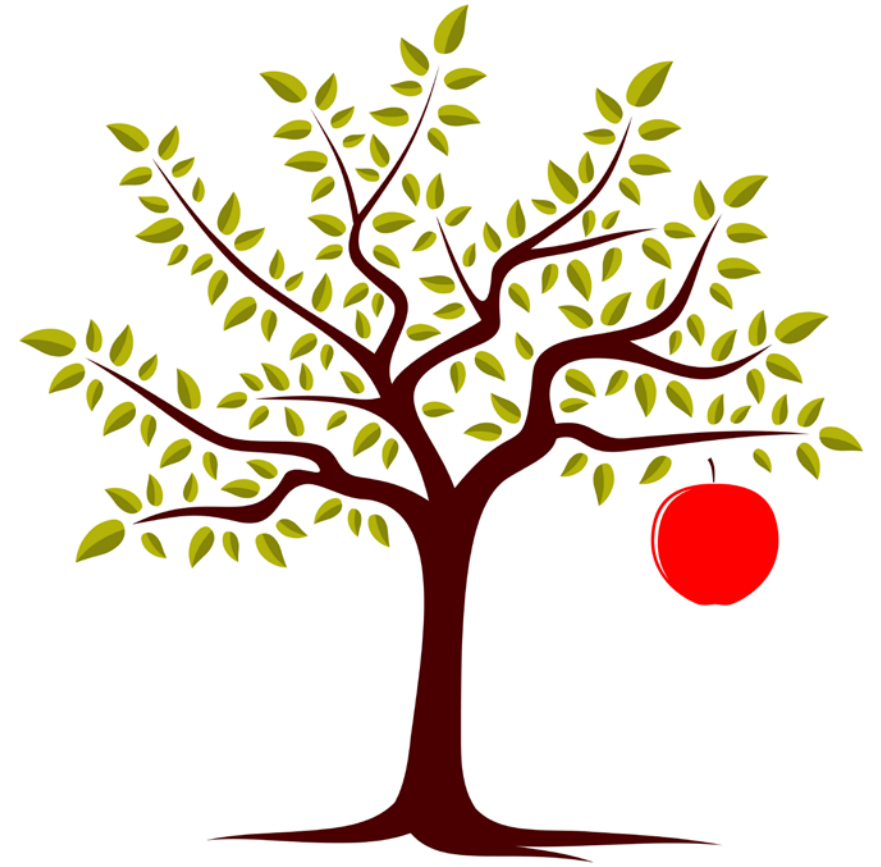
Step 6: Generate Short Term Wins

Quick Wins

- Where is the low hanging fruit?
- Set a quick tempo
- Create and recognize short term wins
- Define and engineer visible performance improvements



Step 6: Generate Short Term Wins





The Big Change Opportunity

6. **Generate**
Short Term
Wins

5. **Enable**
Action by
Removing
Barriers

Adoption

Source: Kotter International, 2015



The Big Change Opportunity

8. Instistute Change

7. Sustain Acceleration

Advocacy

Source: Kotter International, 2015

Advocacy

- **Success breeds success – how do you publicize your success?**
- **Adding a new community of change champions**
- **Broadens the reach of the change initiative**
- **Team and individual success creates new advocates**



Step 7: Sustain Change

What makes an advocate, advocate?

- Individual and team success
- Recognize Improved Business
- Belief in the vision of the change initiative
- Envision Continuous Improvement



Step 7: Sustain Change

Technology Change: Initial Reactions

We don't have time

We've always done it this way

Staff Resistant to change

OK, sounds good

It's too difficult

That's not our workflow!

We don't manage data that way

Sounds Great!

How can I help?

The way we do it works just fine.

Yeah, right...

My team doesn't need this



Advocacy

Technology Change: The new reaction

This saved me time!

That was great!

How can I help?

That was surprisingly simple.

The way we do it works just fine.

I like this new way of doing things.

I didn't know that about our business.

Can I try it this way?

That's not our workflow!

I see how this helps my team.

What's next?

Sounds Great!



Advocacy

“If I had asked people what they wanted, they would have said ‘faster horses.’”

Henry Ford

Questions?

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Understanding our world.