

Best Practices for Technology Change Management

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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

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

Successful Technology Change

Phases of a Change Project



Source: Prosci ADKAR Model Overview, 2017

Successful Technology Change

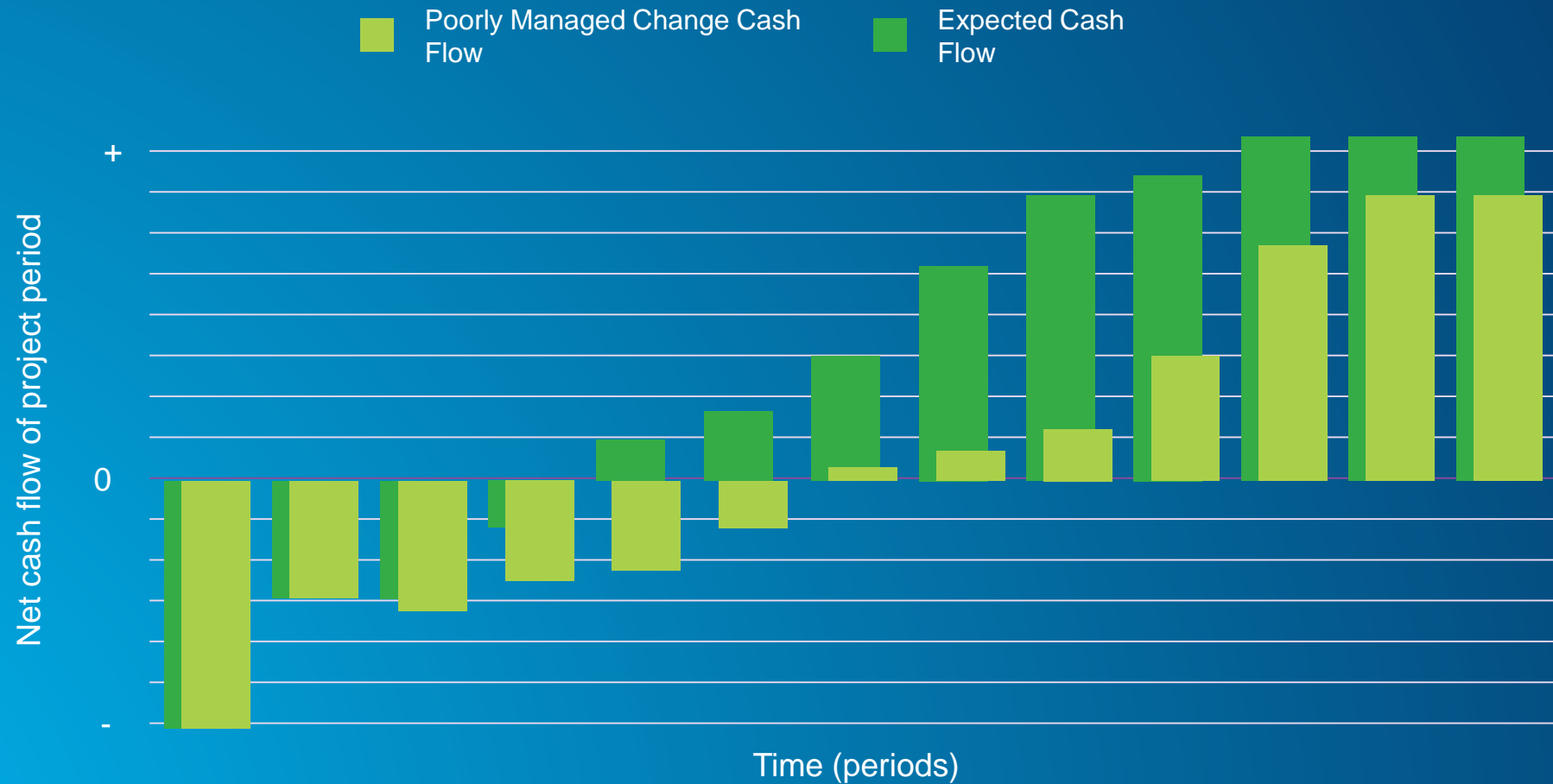
Phases of Organizational Change Management



Source: Prosci ADKAR Model Overview, 2017

Expected vs. Poorly Managed

Prosci® ROI of Change Management Model



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



Source: Prosci, Inc. 2017 www.Prosci.com

Phase 1: Preparing for Change

The background of the slide is a vibrant orange with a subtle, marbled texture. On the right side, there are stylized, wavy shapes in shades of blue and purple. These shapes have a grid-like or circuit-like pattern inside them, suggesting a digital or technological theme. The overall aesthetic is modern and dynamic.

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?"



Source: Prosci, Inc. 2017 www.Prosci.com

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:

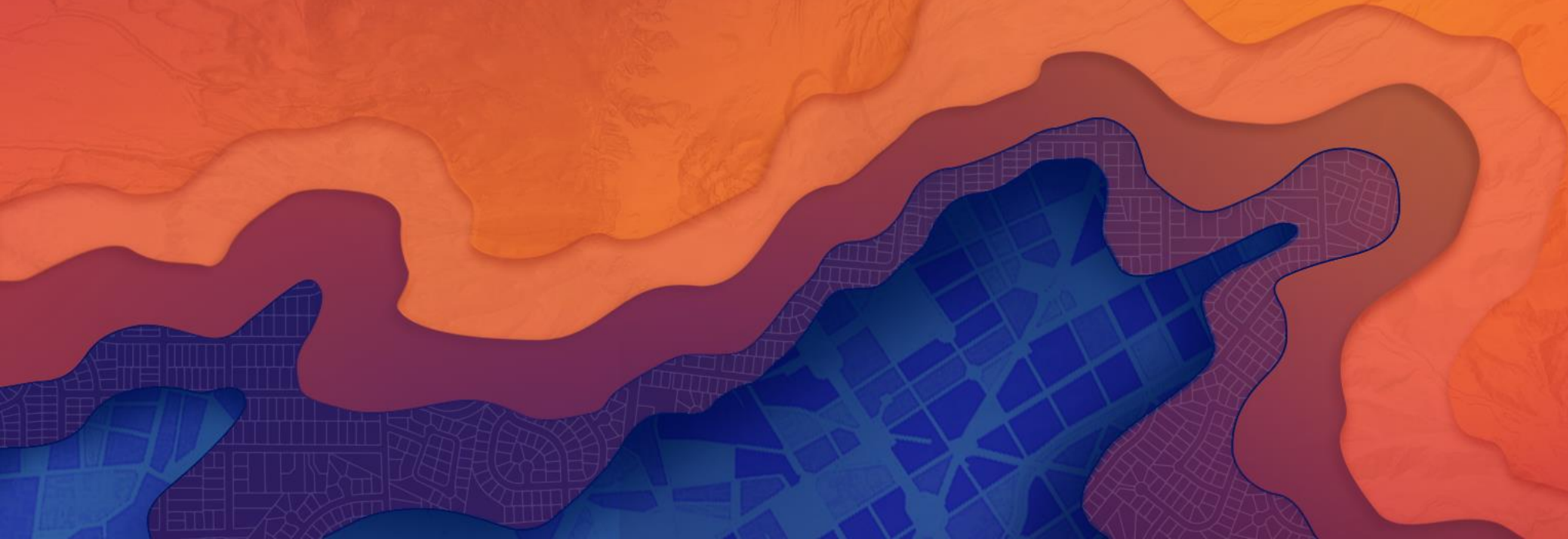
- A representative of various business areas
 - i.e. Police, Fire, Planning
- A representative of various operational areas
 - i.e. IT, Sales, Marketing



Know Your Stakeholders



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."



Source: Prosci, Inc. 2017 www.Prosci.com

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

Source: Prosci, Inc. 2017 www.Prosci.com



ADKAR Model for Individual and Organizational Change

Awareness

Desire

Knowledge

Ability to implement the change

Reinforcement

Source: Prosci, Inc. 2017 www.Prosci.com



ADKAR Model for Individual and Organizational Change

Awareness

Desire

Knowledge

Ability

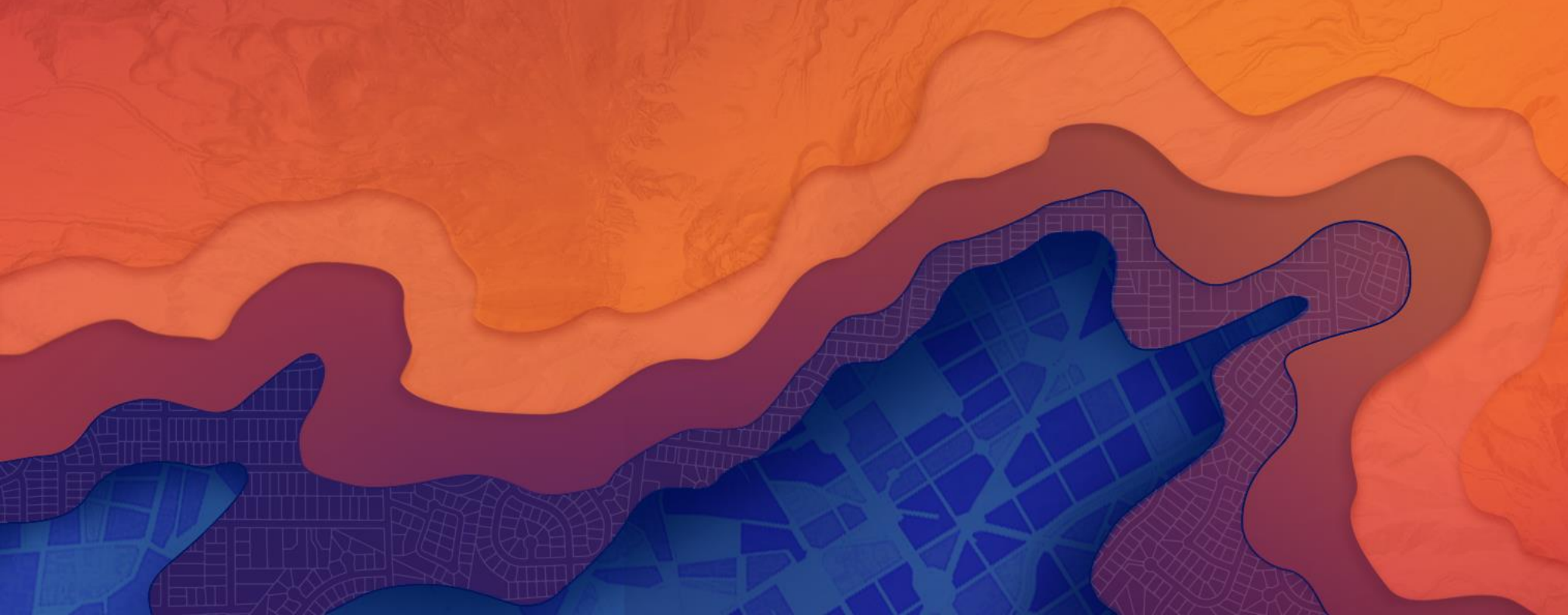
Reinforcement to keep the change in place



Source: Prosci, Inc. 2017 www.Prosci.com

Communicating the Change

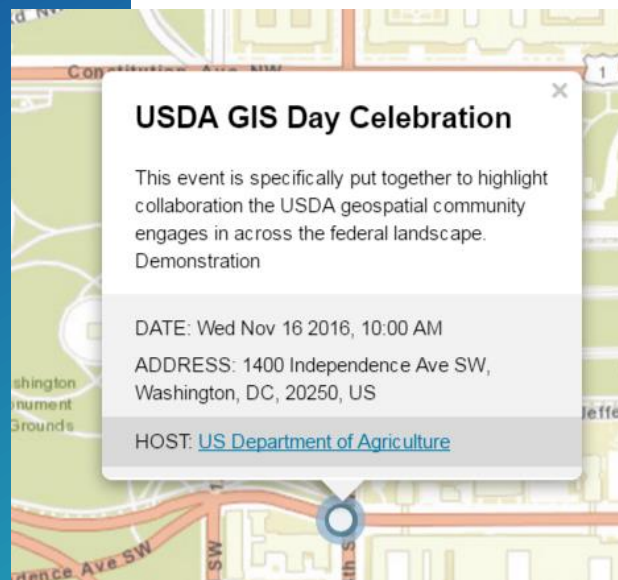
Communicating the Impact and Implications to Stakeholders



Communication Tools

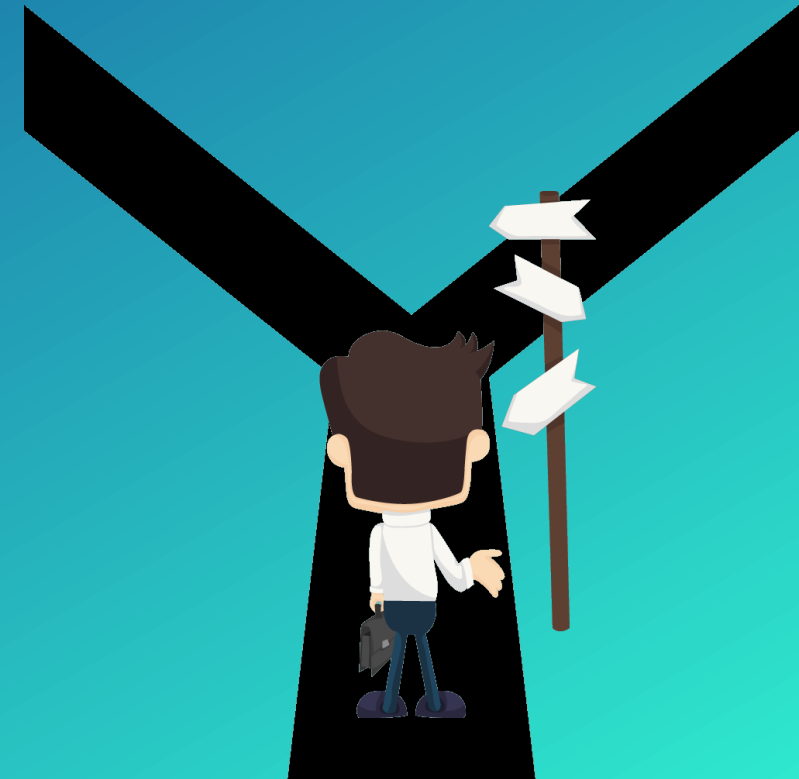
- Strategic Plans
- GIS Working Groups
- Outreach Initiatives

County of San Diego
Geographic Information Systems Technology Platform
Geospatial Strategy Document-**GeoSD**
2014-2016 Strategic Plan



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



Organizational Level	Time Span	Strategic Plan Element
C-Level Executives	5+ years	Vision
D-Level Directors	2-5 Years	Goals
M-Level Managements	6 mo. – 1 year	Objectives
S-Level Supervisors	Quarterly-6 mo.	Initiatives
Knowledge Workers	1 Day- 1 month	Tasks

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



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

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)

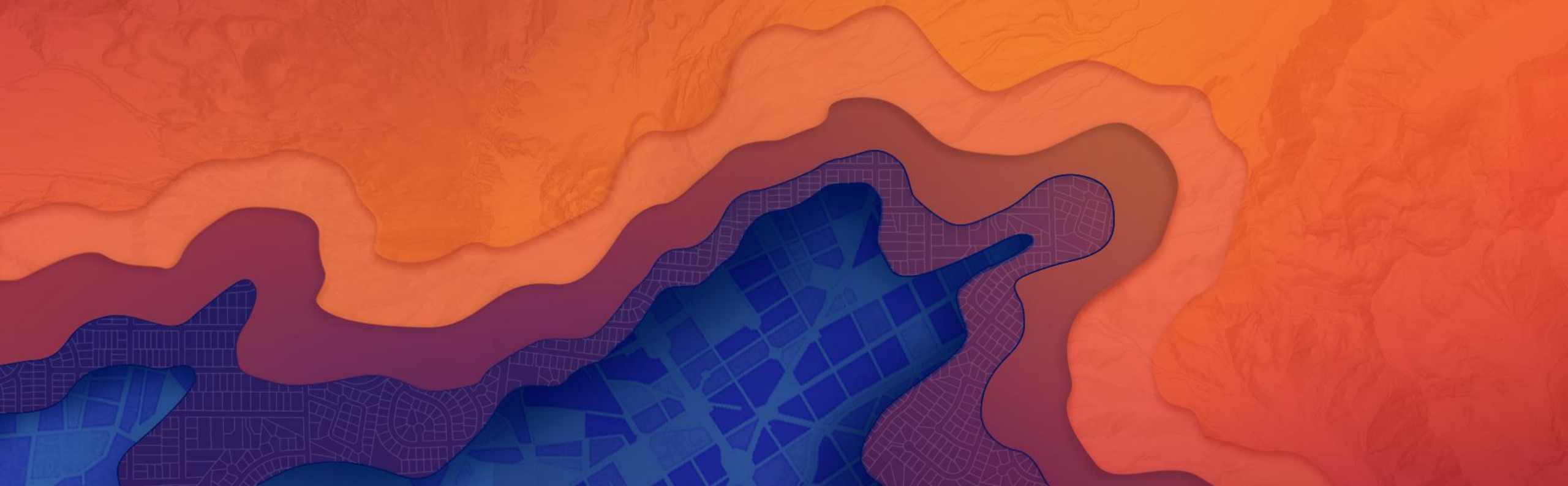
Then (Outcome)

USDOT implements ArcGIS Online by the end of FY2017...

USDOT establishes efficient collection of field data using Collector App by Q4 2017...

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

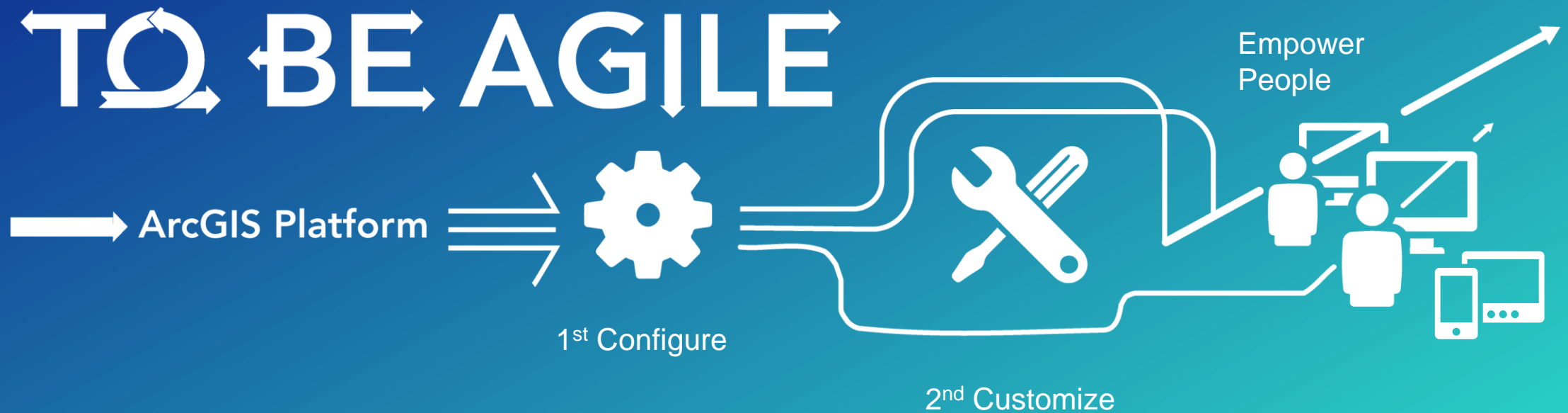
Get feedback and make informed decisions

ArcGIS — Integrated Web GIS Platform

Common Approach ► 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



How to implement the ArcGIS Platform

Best Practices

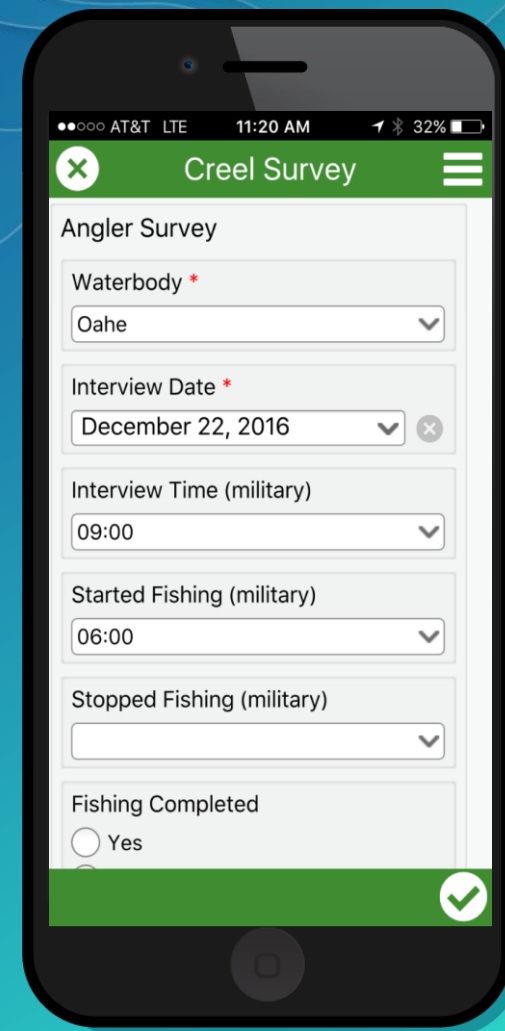
Deploy the complete platform

Create a destination

Configure first, customize second

Create useful information products

Light up everyone in the organization





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THE
SCIENCE
OF
WHERE