Professional Issues: Change Management

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Title Slide

Sources:

- Information Technology Project Management, by Jack T. Marchewka, Chapter 11

- The Cycle of Change, by Kevin Craine, from the book Designing a Document Strategy — http://www.tdan.com/i014fe02.htm

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Change

- Technology and innovation brings change

- 'Disruptive technologies'
  - Horse ⇛Steam
  - Film photography ⇛Digital

- Change is stressful — People feel threatened

- You will be agents of change — you need to understand how people will react ... and how do deal with it

- People issues

- Technical/planning issues

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The Nature of Change

- Change is inevitable — resistance is useless!

- IT projects are planned organisational change

- Organisations are made up of people, people often resist change

- A system reacts in such a way as to oppose an external force applied to it (Newton)

- Change is a process: Change Management is about managing this process

Myths About Change

- "People want this change"

- "Monday morning we'll turn on the new system and they'll use it"

- "Our people have been through a lot of change - what's one more going to matter?"

- "A good training program will answer all their questions and then they'll love it"

- "We see the need for helping our people adjust, but we had to cut something"

- "They have two choices: they can change or they can leave"

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In Practice...

- Realities

  - The change may not occur
  - People will comply for a time and then do things to get around the change
  - Users will accept only a portion of the change

- Consequences

  - The full benefits of a project are never realised or are realised only after a great deal of time and resources have been expended
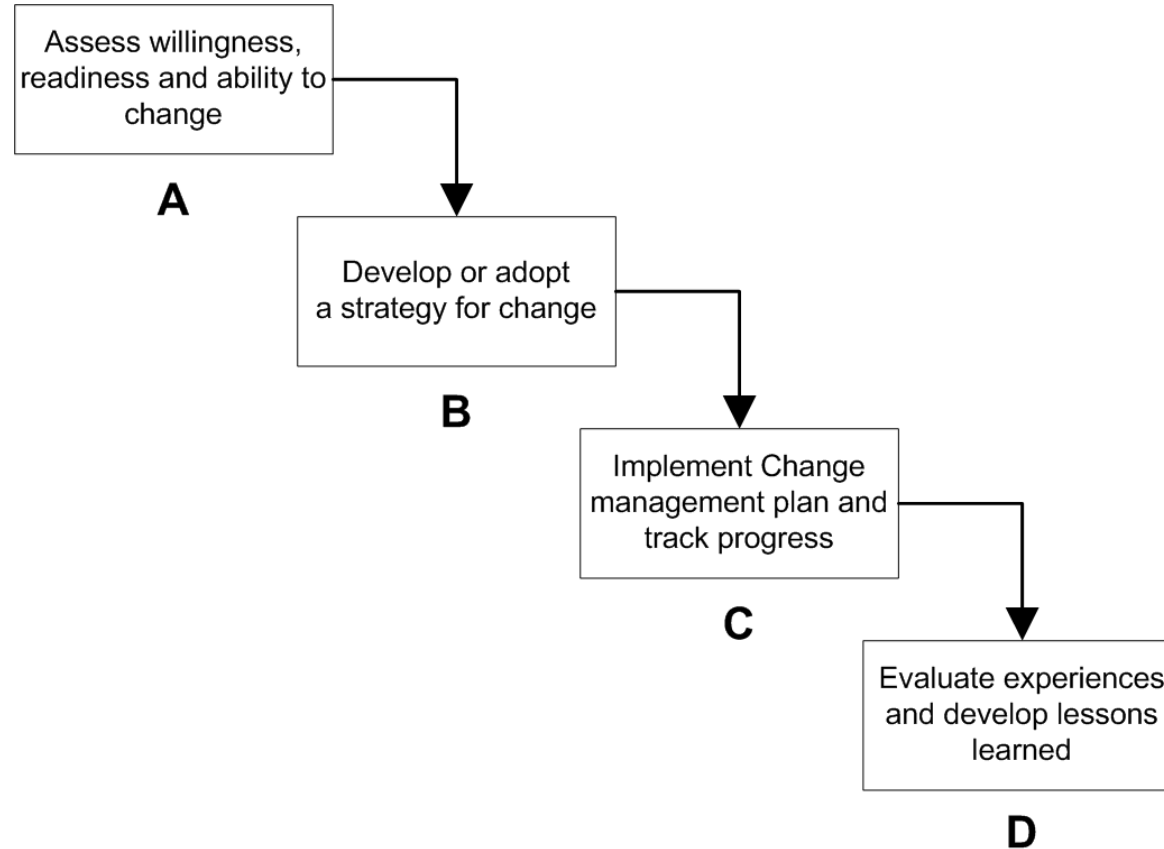
Change Management Issues

- Can managers expect people to just accept a new information system?

- What impacts can implementing a new information system have on the people in an organisation?

- Why might people be resistant to a new information system?

- How might people demonstrate this resistance?

- What can the project team and organisation do to help people adjust and accept the new information system?

Resistance

- Resistance is a natural part of change

- Some people may feel that the change requires more time and energy than they are willing to invest

- Some people may feel that a change will mean giving up something that is familiar, comfortable and predictable

- People may be annoyed with the disruption caused by the change, even if they know that it will be beneficial in the long run

- People may believe that the change is being imposed on them externally, and their egos will not tolerate being told what to do

- Some may resist change because of the way the decision to change was announced or because it was forced upon them

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Change Management Planning

Assess willingness, readiness and ability to change

A

Develop or adopt a strategy for change

B

Implement Change management plan and track progress

C

Evaluate experiences and develop lessons learned

D

The Players

- Sponsor
  - an individual or group with the authority and resources to support the project
  - initiating sponsor may hand over responsibility to a sustaining sponsor
- Change Agents
  - project manager and team
- Targets
  - individual or group affected by the change
  - project rests on their willingness, ability and readiness to change

  Also
- Evangelists, Early Adopters, Role models, Gossips, Gatekeepers, The Union, HR

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Reactions to Change

- Comfort zone
  Complacency, familiarity, boredom

- Shock
  Denial, Anger, Resentment, Frustration

- Limbo
  Anxiety, Depression, Bargaining

- Acceptance
  Excitement, innovation

- Different people go through the process at different speeds and different intensities

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Emotional Responses to Change

Targets — Emotional responses to change typically follow a similar sequence to the responses to misfortune:

- Denial: "You cannot be serious!"

- Anger: "The line judge is useless"

- Bargaining: "Can we play the point again?"

- Depression: "Will I ever play here again"

- Acceptance: "I'm going to win the game anyway"

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Tradition Bearers and Crusaders

	Keep current system	Upgrade to a new package
Pro	Tradition Bearers	Crusaders
	Familiarity Does what I need it to do No extra training needed	Faster than current software Expanded Functionality Most Popular software used — easy to find & hire people who have the skills
Con	Crusaders	Tradition Bearers
	Slow Limited Functionality No longer supported	Will take time to learn Too many features/functions Training will be required

[Example from: Barry Johnson, "Polarity Management: Identifying and Managing Unsolvable Problems", HRD Press]

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Strategies for Change

- Rational-Empirical Approach

- Normative-Re-education Approach

- Power-Coercive Approach

- Environmental-Adaptive Approach

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Rational-Empirical Approach

- Based on the idea that people follow predictable patterns of behaviour and will follow their own self interests

- Change agent must be persuasive in convincing, explaining and demonstrating how a particular change will benefit a particular person or group

- Plan should provide each individual with

  - the reasons for the change
  - a picture of the changed situation
  - a part to play

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Normative-Re-education Approach

- Based on the idea that people are social beings and that human behaviour can be changed by changing the social norms of a group

- Change agent should focus on the core values, beliefs and established relationships that make up the culture of a group

- Plan should be to help people redefine existing social norms into another set that support the change

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Power-Coercive Approach

- Change agent attempts to gain compliance through the exercise of power, authority or rewards, or threats of punishment for non-compliance

- Managers may see this as an easy option but it can be risky

  People may comply in the short term but later go back to their old ways or may leave the organisation

- Can work in situations where change is urgent (e.g. imminent bankruptcy as an alternative) or where staff are highly dependent on the organisation

Environmental-Adaptive Approach

- Based on the fact that although people avoid disruption and loss, they can still adapt to change

- Change agent attempts to make the change permanent by abolishing the old system and installing the new system as soon as possible

- Can be helped by emphasising the similarities between the new system and the old familiar system

How not to Manage Change

- Communication by Vulcan Mind Meld

  some managers believe that as soon as they think something is a good idea, everyone else will

- The rational person view of change

  some managers assume that everyone will react rationally to a proposed change

Slide 17: How not to Manage Change

"Change Channelers", by Sheila Smith and Mary Silva Doctor, CIO 1997.

http://www.cio.com.au/article/123679/change_channelers/

Dealing with Resistance and Conflict

- Look inward — Collaborate

- Set the stage for dialogue — Use the right tools

- Listen carefully — Be forgiving

- Speak carefully — Don't surrender

- Dig deeper — Look outward

- Don't get personal — Search for completion

- Think creatively

[Conflict Management, Kenneth Cloke and Joan Goldsmith]

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Common factors

- Lead

- Communicate

- Empower

- Train

- Listen

- Understand

How not to Manage Change

- Cuckoo clock leadership

  some leaders pop out of their offices occasionally to champion a particular cause

- Sponsoring the concept, not the implementation

  sponsoring a concept is easy; sponsoring the implementation may not be

- "The best laid plans..."

  change is often opportunity driven

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Change Management Planning

- Implementation

  – Project progress can be tracked with Gantt and PERT charts
  – Events/milestones should be used to track adaptation to change
  – Communication between the players is vital

- Evaluation

  – To determine effectiveness of players
  – To determine effectiveness of change management plan
  – To identify best practice

- Change is expensive

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Activity 12

- Read the EUCLID project update presented to the University in February 2008.

- As you read the document, identify issues that are mentioned in the report that involve Change Management — identify the issue and how it is related to Change Management.

- Select your top two issues and discuss your top two issues and how they relate to Change Management — exemplify the issues with specific cases from the EUCLID document.

- Discuss or question any relevant aspect in the course wiki

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Summary

- IT projects cause change in organisations

- Change is not always welcome and may be resisted

- Change is a process which must be planned and managed

- Appropriate change strategy depends on circumstances

- Change acceptance should be monitored as well as change itself

- Outcomes should be evaluated

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Suggested Readings

- M. M. Lehman. Software's Future: Managing Evolution. IEEE Software 15(1):40-44, 1998.

  `http://dx.doi.org/10.1109/MS.1998.646878`

- Kannan Mohan, Peng Xu, and Balasubramaniam Ramesh. 2008. Improving the change-management process. Commun. ACM 51, 5 (May 2008), 59-64.

  `http://doi.acm.org/10.1145/1342327.1342339`