


Professional Issues

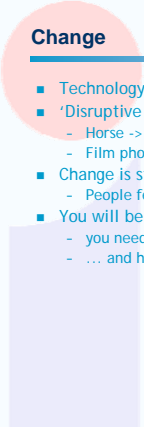

Change Management







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>

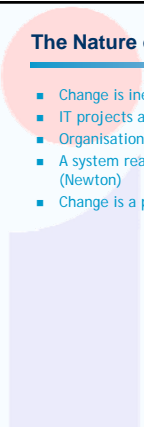

Change

- 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

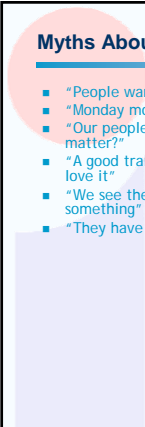

Change

- People issues
- Technical/planning issues

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"

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?

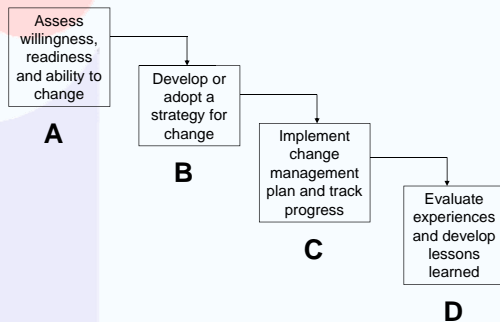
Resistance

- 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

Breakout

- 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.
- Pair up with another person in the class and discuss your top two issues and how they relate to Change Management - pick the top two from the four you considered.
- Find another pair to make a foursome - again discuss your pairs and identify the top two Change Management issues you have discovered - exemplify the issues with specific cases from the EUCLID document.

Change Management Planning



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



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.



Emotional Responses to Change

- Targets
 - Emotional responses to change typically follow a similar sequence to the responses to misfortune:
- Denial
- Anger
- Bargaining
- Depression
- Acceptance



Emotional Responses to Change

- 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"



Tradition Bearers & Crusaders

	Keep current system	Upgrade to a new package
	<i>Tradition Bearers</i>	<i>Crusaders</i>
Pro	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
	<i>Crusaders</i>	<i>Tradition Bearers</i>
Con	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



Strategies for Change

- Rational-Empirical Approach
- Normative-Re-education Approach
- Power-Coercive Approach
- Environmental-Adaptive Approach



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

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

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

"Sure-fire Ways to Derail Change Efforts"
Sheila Smith and Mary Silva Doctor
www.cio.com/archive/090197/change.html

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
www.cio.com/leadership/edit/020100conflict.html

Common factors

- Lead
- Communicate
- Empower
- Train
- Listen
- Understand

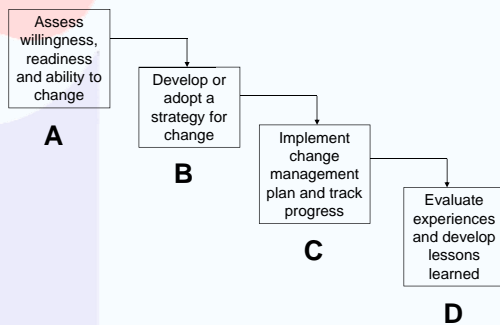


How not to Manage Change

- 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



Change Management Planning



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



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

