BAM! Change is Coming
Managing Change for Project Success

Texas A&M AgriLife Employee Development Symposium
January 7, 2015

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Topics for Today

• Defining Change Management

• Using Techniques to Manage Change

• Understanding Texas A&M System Initiatives
  – Buy A&M
  – HR/Payroll Replacement
How Did I Learn About Managing Change?

"IT"  "Workforce"

The Chasm
### Experience

- Management consulting, private sector, non-profit and defense
- Expertise in
  - Program / Project Management
  - Change Management
  - Business Analysis
  - Application Development
  - Project Implementation
  - IT Service Management

### Education

- BS, Applied Mathematics
- MBA, SMU Cox
- Project Management Professional (PMP)
- PROSCI Change Management
What is Change Management?
Project Success is Built on the Workforce

• **Fact 1**: Investing in Change Management from the start saves time, money and resources in the end

• **Fact 2**: Change Management pieces are the first to go when budgets get tight

• **Fact 3**: When you cut out Change Management, the likelihood of success is exponentially lower

• **Fact 4**: If the project ultimately fails, we haven’t saved any time, money or resources at all
Bringing people to a state of readiness for, and acceptance of, change
What We Really Mean

How can we be successful at influencing other people to do what we want?
The Goal: Minimize the Dip, and Make it Stick

Objectives:

Minimize A: Duration of performance drop-off during implementation

Minimize B: Depth of performance drop-off

Maximize C: Incremental benefits due to successful Adoption Management

Maximize D: Continuous improvement of benefit stream
What We Are Up Against
Barriers to Change

- Capacity and / or Commitment Issues
- No Sense of Urgency
- Fear
- Poor Track Record
- Too Much Consensus; Too Little Decisioning
- Unclear or Unstated Objectives
- Poor Planning; Poor Adherence to Plans
- Lack of Skill
- Us vs. Them
- Vague, or No Accountability
Evolution of Change Management

Do
What?

Because
I said so

It’s that
training
thing

It’s part
of who
we are
The Inspiration

- Leading Change
  - John P. Kotter

- How to Change the World
  - Jorgen Angello

- ADKAR: A Model for Change in Business, Government, and Our Community
  - Jeffrey M. Niemann

- Influencer
  - Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

- Switch
  - Chip Heath, Dan Heath

- Fearless Change
  - Mary Lynn Mann, PhD, LINDA ROSÉN, PhD
Techniques to Manage Change
Why Is It So Hard?

1. System

2. Individuals

3. Network

4. Environment
Targeted Techniques

1. System
   - Act
   - Plan
   - Check
   - Do

2. Individuals
   - Ability
   - Knowledge
   - Desire
   - Awareness
   - Reinforcement

3. Network
   - Early Adopters
   - Early Majority
   - Late Majority
   - Laggards

4. Environment
   - Information
   - Identity
   - Incentives
   - Infrastructure
   - Institutions
Dance with the System

- Set your objectives – define your goal!
- Build your plan – leverage shining examples
- Take action – small steps work too
- Timing counts
- Measure your progress
- Make course corrections as you go
Mind the People

- Respect individual change barriers
- Create awareness for the change
  - Rational messages are not enough!
- Elicit desire for the change
  - WIIFM
  - Intrinsic desires (e.g., curiosity, order, acceptance, relatedness)
- Teach exactly what they need to know when they need to know it
- Make it easy to be successful
- Plan to make it stick
Stimulate the Network

• Who is with you?
• Find the Innovators who want to be ‘first’
• Leverage the Early Adopters and their connections
• What role should the organization leaders play?
• Reach the Early Majority and watch it go viral

• Listen to the Late Majority for ways to improve (skeptics)
• Don’t give the Laggards the opportunity for relapse
Change the Environment

- Radiate information
  - Let people see what is happening!
  - Make people aware of consequences of current behaviors
- Set the new group identity and let the Network help it grow
- Incent desired behaviors – small rewards work!
- Remove obstacles, provide guides, make it easy
- Introduce communities of practice to set standards for good conduct
**Pulling It All Together**

**Prepare for the Change**
- Define the change type and scope
- Identify impacted stakeholders
- Assess the gap from where the stakeholders are and where we need them to be
- Develop the plan to close the gap

**Execute the Change**
- Empower change agents
- Teach the new skills and abilities
- Implement two-way communications
- Manage resistance to change

**Reinforce the Change**
- Measure the change
- Continue to build skills
- Celebrate success
- Learn from the process and improve it
Key Activities and Deliverables

**Prepare**
- Identify Change Characteristics
- Size the Change
- Assess Organization
- Prepare the Team
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- Stakeholder Analysis
- Change Management Plan
- Resistance Management Plan
- Communication Plan

**Execute**
- Execute Change Management Plan
- Execute Communication Plan
- Develop and Execute Training Plan
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- Communication Events
- Training Plan
- Training Events

**Reinforce**
- Link New Skills / Capabilities to Performance
- Conduct Refresher Training
  ----------------------
- Lessons Learned
- Adoption Checkpoints
Questions To Ask Along the Way

1: System
- What is my goal?
- Where is it going well?
- What are the crucial steps?
- When and where do I start?
- How do I get feedback?
- How do I measure results?
- How do I accelerate results?

Be a Master Planner
Questions To Ask Along the Way

2: Individuals

- How will I communicate it?
- How will I set an example?
- How do I make it urgent?
- How do I make it desirable?
- Who will be teaching them?
- How will I teach them?
- What makes it easy?
- How can they practice?
- What are the short term wins?
- What makes it sustainable?
Questions To Ask Along the Way

3: Network

Am I committed?
Who is assisting me?
Who will be the innovators?
Who are the early adopters?
How will the leaders help?
How do I reach the early majority?
How can I make it viral?
How will I deal with skeptics?
How will I prevent a relapse?
Questions To Ask Along the Way

4: Environment

- How do I radiate information?
- How do I ease communications?
- What is the group identity?
- How can I grow peer pressure?
- Can I incentivize good behavior?
- Which barriers will I remove?
- Which guides will I place?
- Who can make the rules?

Optimize the Environment

Prepare

Execute

Reinforce

Communication Plan

Training Plan
System Initiatives Update

Buy A&M

HR / Payroll Software Replacement
Buy A&M (BAM) Goals

- Select a user friendly procurement tool that can be integrated with existing financial systems
- Share contracts across all Members for beneficial pricing and vendor management
- Increase the use of HUB and DIR vendors
- Improve spending controls and cost reporting across all Members
Buy A&M (BAM)

- Selected BuySpeed

- Conducted an initial pilot with 5 Members
  - Confirm requirements
  - Obtain end-user feedback

- Integrating with System financial systems
  - FAMIS (completed)
  - Masterpiece
  - Datatel

- Continuously adding features and functionality
What’s Next?

- October 2013: Pilots and Feedback
- November – December 2014: Central Texas TEEX
- January – February 2015: TAMU – Texarkana
  TAMU – College of Agriculture
  AgriLife Programs
  WTAMU
- February 2015: TAMU – International
  TAMU – Kingsville
  TAMU – San Antonio
- March 2015: Forestry Services
  TAMU – Prairie View TTI
- April 2015: TAMU – College of Engineering
  TAMU – Galveston
  HSC SRS TAMU
- May – June 2015: TEES
HR / Payroll Replacement Goals

• Make it easier to get HR and Payroll work done

• Simplify and standardize HR and Payroll business processes

• New functionality for Applicant Tracking, On-boarding, Talent and Performance Management, Compensation, etc.

• Better reliability, security, risk management and flexibility for business and compliance reporting

• Put information in the hands of employees and managers through greater self-service and mobile access and functionality
HR / Payroll Replacement

• 2 software finalists selected

• Software demonstrations coming to College Station, Commerce, Kingsville
  – Detailed demo scripts based on our requirements
  – Targeting HR and Payroll administrators, Departmental Administrators (HR liaisons), Faculty, Faculty Administrators, Finance and IT staff

• Project website launched
  – http://hr-software.tamus.edu/
## What’s Next?

### December

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<th>RFP Evaluation Software Selection</th>
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<tr>
<td><strong>1 – 5</strong> Conduct Discovery Sessions</td>
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<td><strong>9</strong> Evaluate Discovery Sessions</td>
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<td>• Select vendors to demo</td>
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<td><strong>11</strong> Update HR Advisory Committee</td>
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### January

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<tr>
<td><strong>20 – 30</strong> Hold College Station Demos</td>
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<td><strong>31</strong> Send demo surveys</td>
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### February

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<tr>
<td><strong>3 – 6</strong> Hold Commerce Demos</td>
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<td><strong>9</strong> Send demo surveys</td>
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<tr>
<td><strong>17 – 20</strong> Hold Kingsville Demos</td>
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<td><strong>23</strong> Send demo surveys</td>
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<td><strong>26</strong> Hold Evaluation Workshop</td>
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<td>• Make Recommendation</td>
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* Conduct Reference Checks
* Conduct Site Visits

### March

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<tr>
<td>* Send Final Evaluation Report to HR Advisory Committee</td>
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<td>* Review Report with HR Advisory Committee</td>
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<tr>
<td>* Complete Evaluation Report</td>
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<tr>
<td>* Deliver Final Evaluation Report to Steering Committee</td>
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* Conduct Reference Checks
* Conduct Site Visits
Closing Thoughts

• It’s never too early in a project to think about the people who will be using the new tool, new system, etc.
  – Change is hard because it is all about “the people”
  – We make it harder than it needs to be
    • Ignoring the needs of the workforce
    • Waiting until the last minute
    • Assuming individuals will figure it out on their own

• Techniques exist to help manage the system, people, network and environment

• Never stop asking questions
References


