

# **BAM! Change is Coming**

## **Managing Change for Project Success**

Texas A&M AgriLife Employee Development Symposium

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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

The Texas A&M University System






# How Did I Learn About Managing Change?

## 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  
- 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



# Change Management

## The People Side of Change – The Textbook Definition

**Bringing people to a state of readiness for,  
and acceptance of, change**



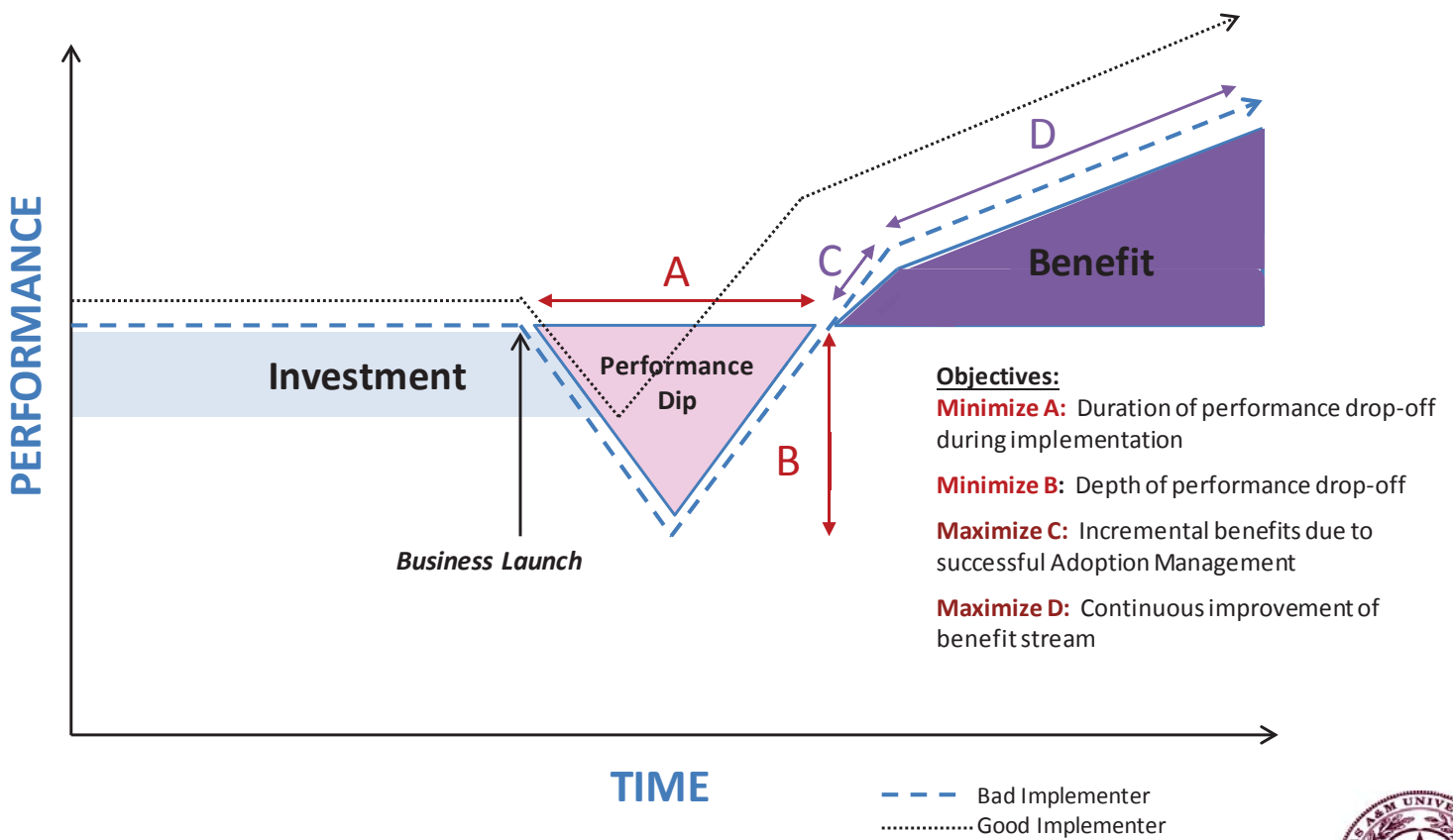
# What We Really Mean

**How can we be  
successful at  
influencing other  
people to do what we  
want**





# The Goal: Minimize the Dip, and Make it Stick



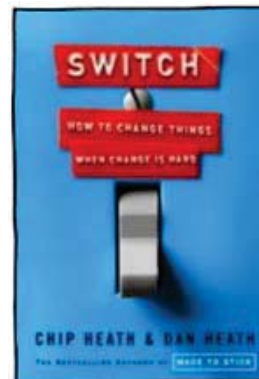
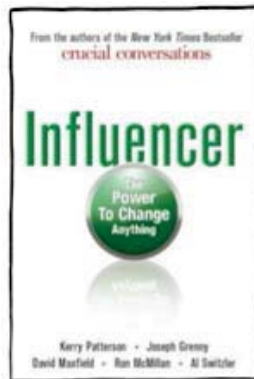
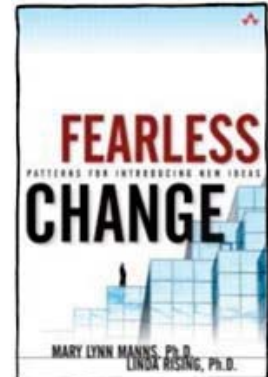
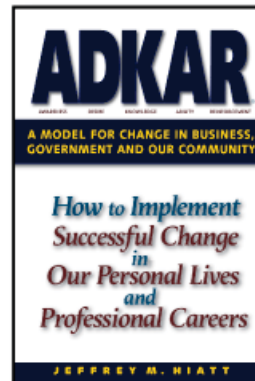
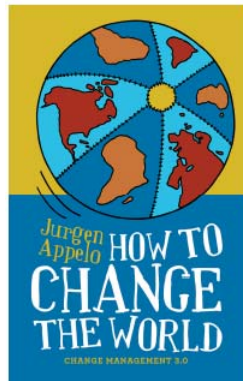
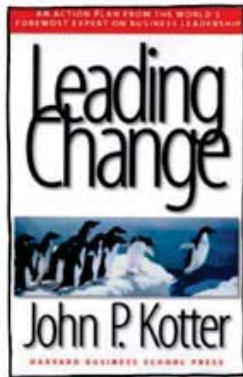
# What We Are Up Against Barriers to Change



# Evolution of Change Management



# The Inspiration

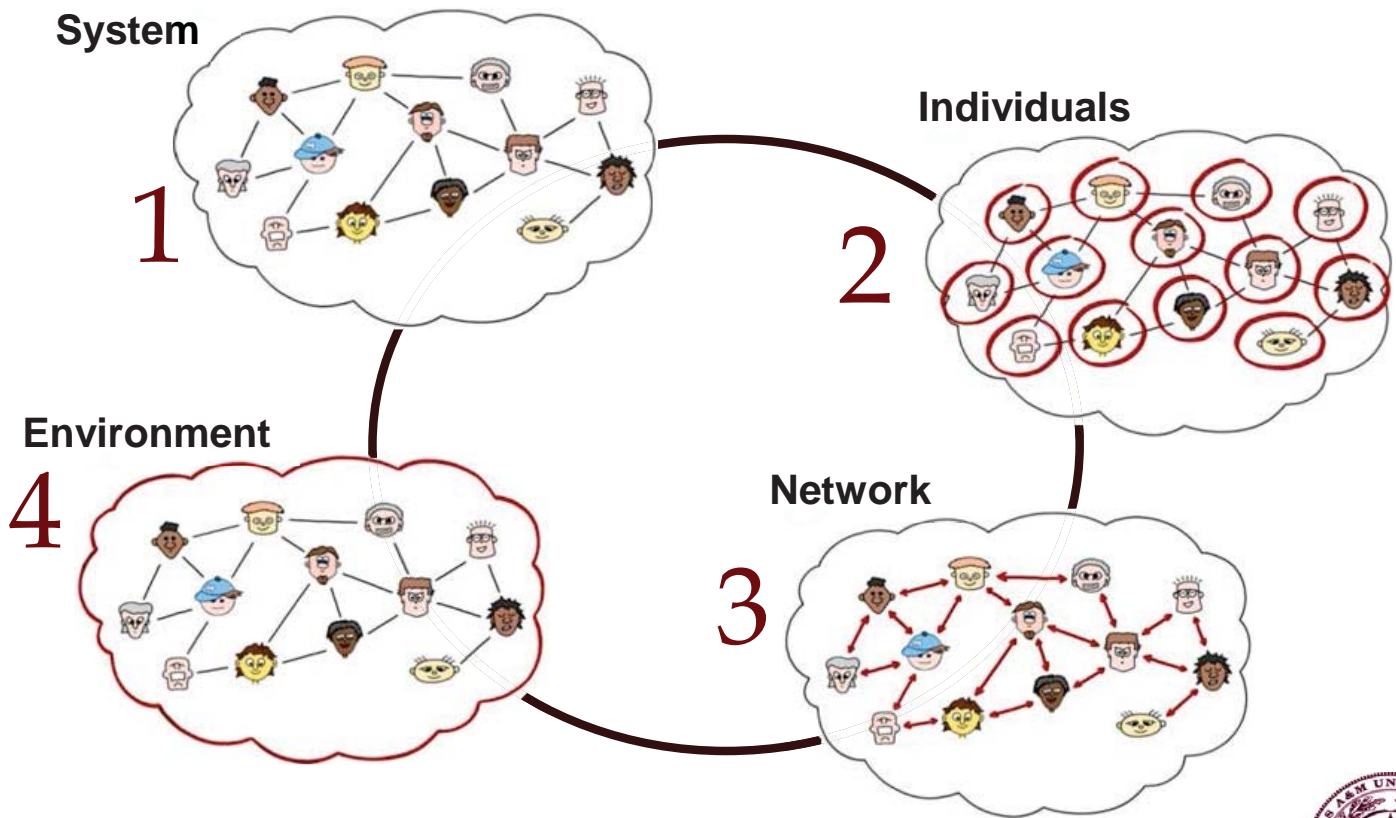




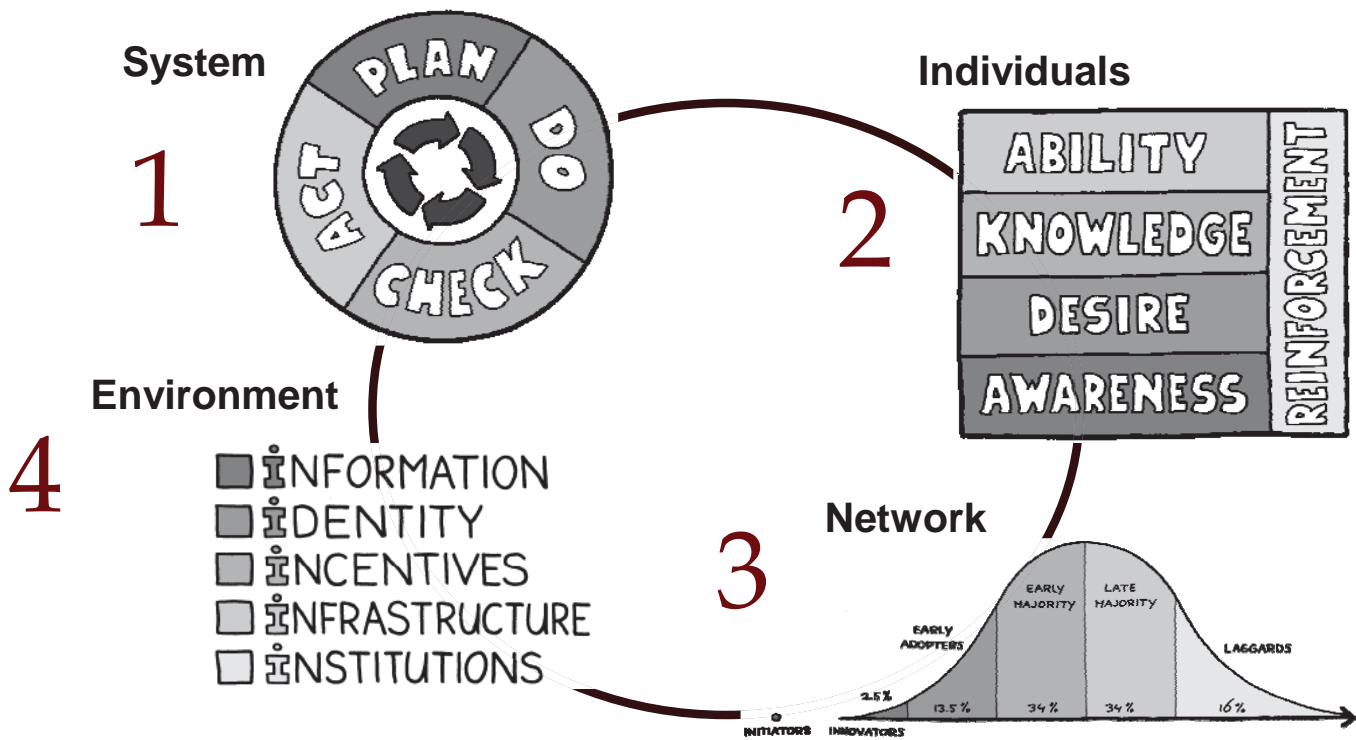
# **Techniques to Manage Change**



# Why Is It So Hard?



# Targeted Techniques



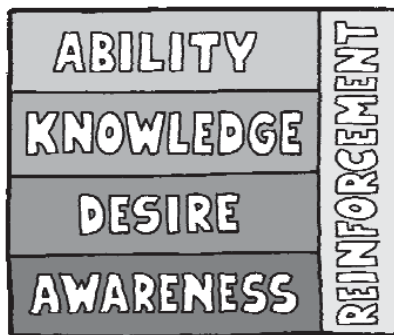
# Dance with the System

- 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

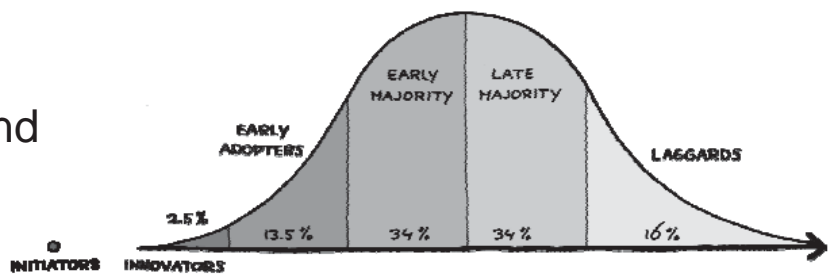


- Respect individual change barriers
- Create awareness for the change
  - Rational messages are not enough!
- Elicit desire for the change
  - WIIFM
  - Intrinsic desires (e.g., curiosity, order, acceptance, relatedness)
- Teach exactly what they need to know when they need to know it
- Make it easy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



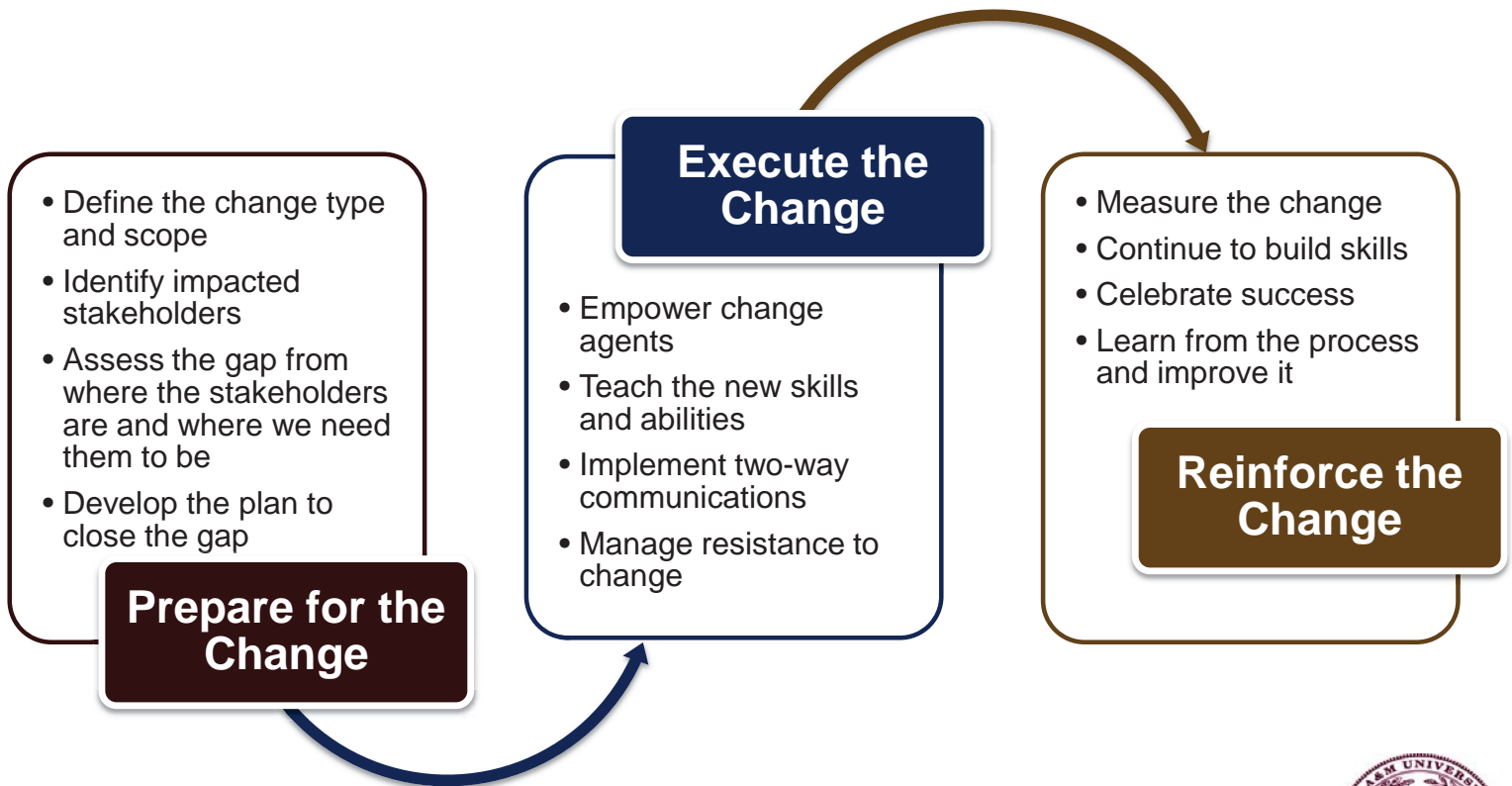
# Change the Environment

- 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

■ INFORMATION  
■ IDENTITY  
■ INCENTIVES  
■ INFRASTRUCTURE  
■ INSTITUTIONS



# Pulling It All Together



# Key Activities and Deliverables

## Prepare

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

## Execute

- Execute Change Management Plan
- Execute Communication Plan
- Develop and Execute Training Plan
- 
- 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?

Prepare

Execute

Project  
Plan

*Be a Master Planner*



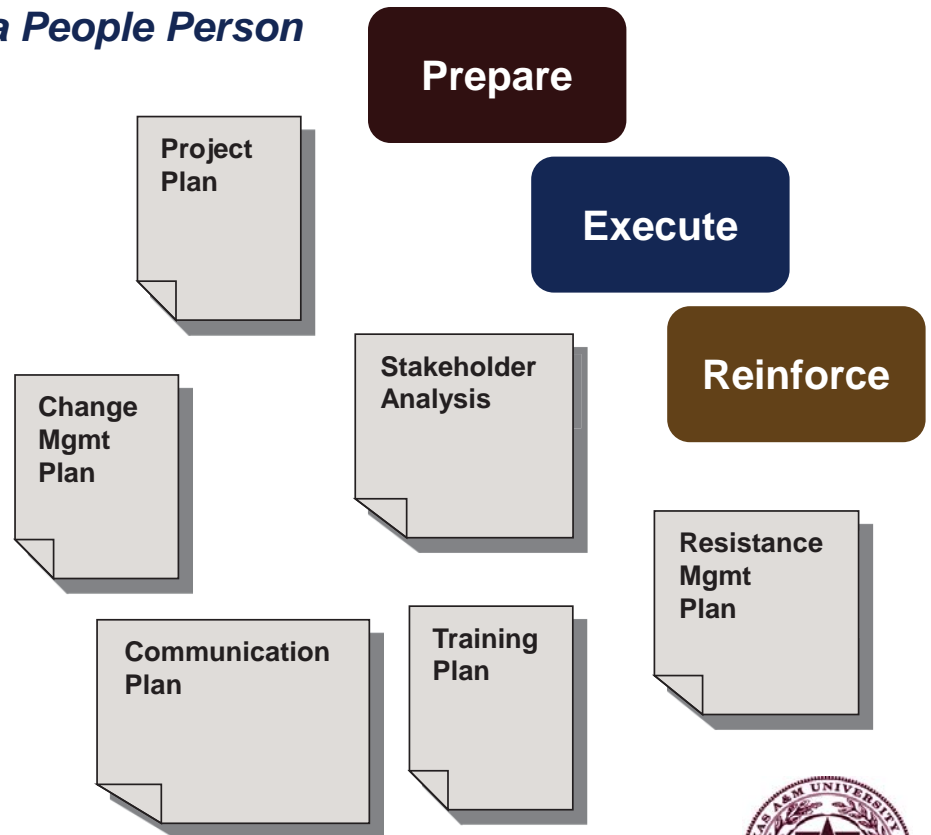
# Questions To Ask Along the Way

ABILITY	REINFORCEMENT
KNOWLEDGE	
DESIRE	
AWARENESS	

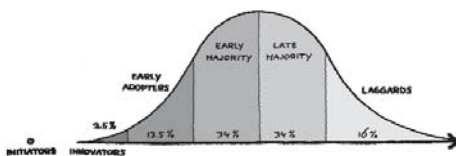
## 2: Individuals

- 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?

### Be a People Person



# 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?

Change  
Mgmt  
Plan

Stakeholder  
Analysis

Communication  
Plan

Prepare

Execute

Reinforce

*Spread the Idea*





# Questions To Ask Along the Way

- INFORMATION
- IDENTITY
- INCENTIVES
- INFRASTRUCTURE
- INSTITUTIONS

## 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

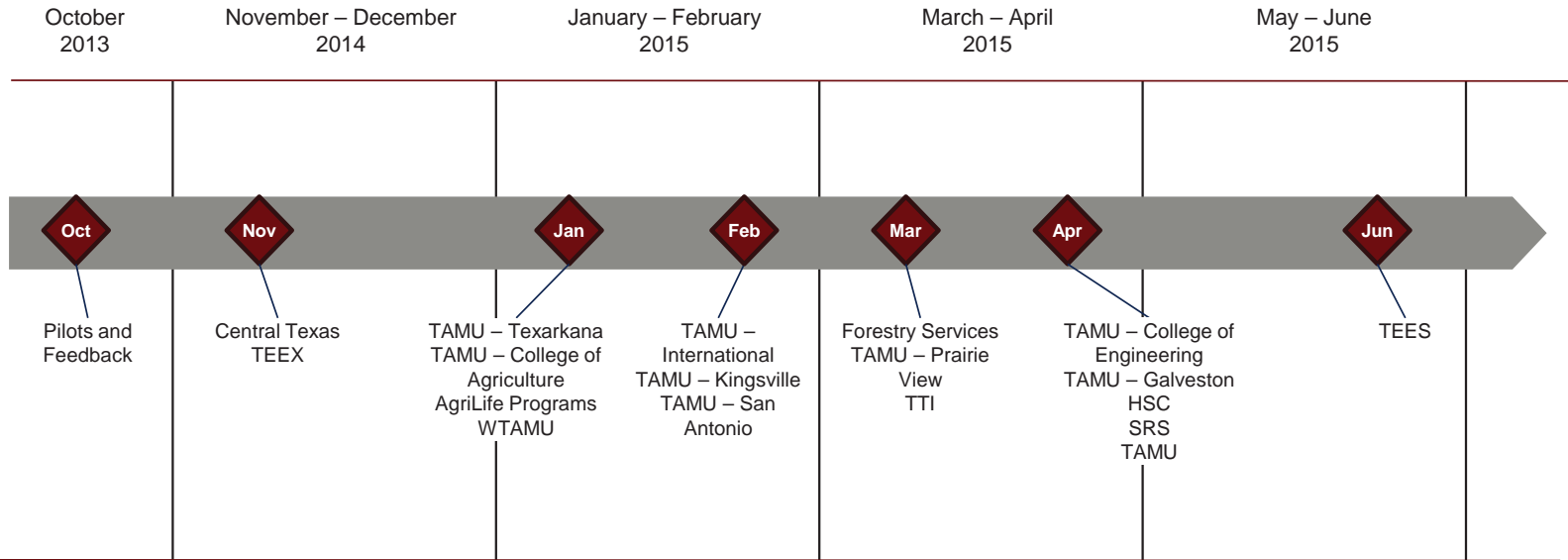


# Buy A&M (BAM)

- Selected **BuySpeed**  
POWERED BY Periscope
- 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?



# 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	January	February	March
<b>RFP Evaluation Software Selection</b>	<b>Software Selection</b>	<b>Software Selection</b>	<b>Software Selection</b>
 1 – 5 Conduct Discovery Sessions	20 – 30 Hold College Station Demos	3 – 6 Hold Commerce Demos	* Send Final Evaluation Report to HR Advisory Committee
 9 Evaluate Discovery Sessions <ul style="list-style-type: none"> <li>• Select vendors to demo</li> </ul>	31 Send demo surveys	9 Send demo surveys	* Review Report with HR Advisory Committee
 11 Update HR Advisory Committee		17 – 20 Hold Kingsville Demos	* Complete Evaluation Report
		23 Send demo surveys	* Deliver Final Evaluation Report to Steering Committee
		26 Hold Evaluation Workshop <ul style="list-style-type: none"> <li>• Make Recommendation</li> </ul>	
	* <i>Conduct Reference Checks</i>	* <i>Conduct Reference Checks</i>	
	* <i>Conduct Site Visits</i>	* <i>Conduct Site Visits</i>	





# 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



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