SUCCESFUL CHANGE PROJECTS:

THE PEOPLE EQUATION

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Did you know ?

Seventy percent of change initiatives fail because the people who must implement the change do not feel engaged in the process

50% to 70% of IT projects fail due to poor communication and lack of employee involvement

People change – not organizations

What is change?

To make different, transform

We all see change differently

We all see change differently

President elect Obama

We all see change differently

We all see change differently

We all see change differently

Not everyone is keen on change

People resist loss

They will do anything to avoid pain

IT projects generate change

Process change

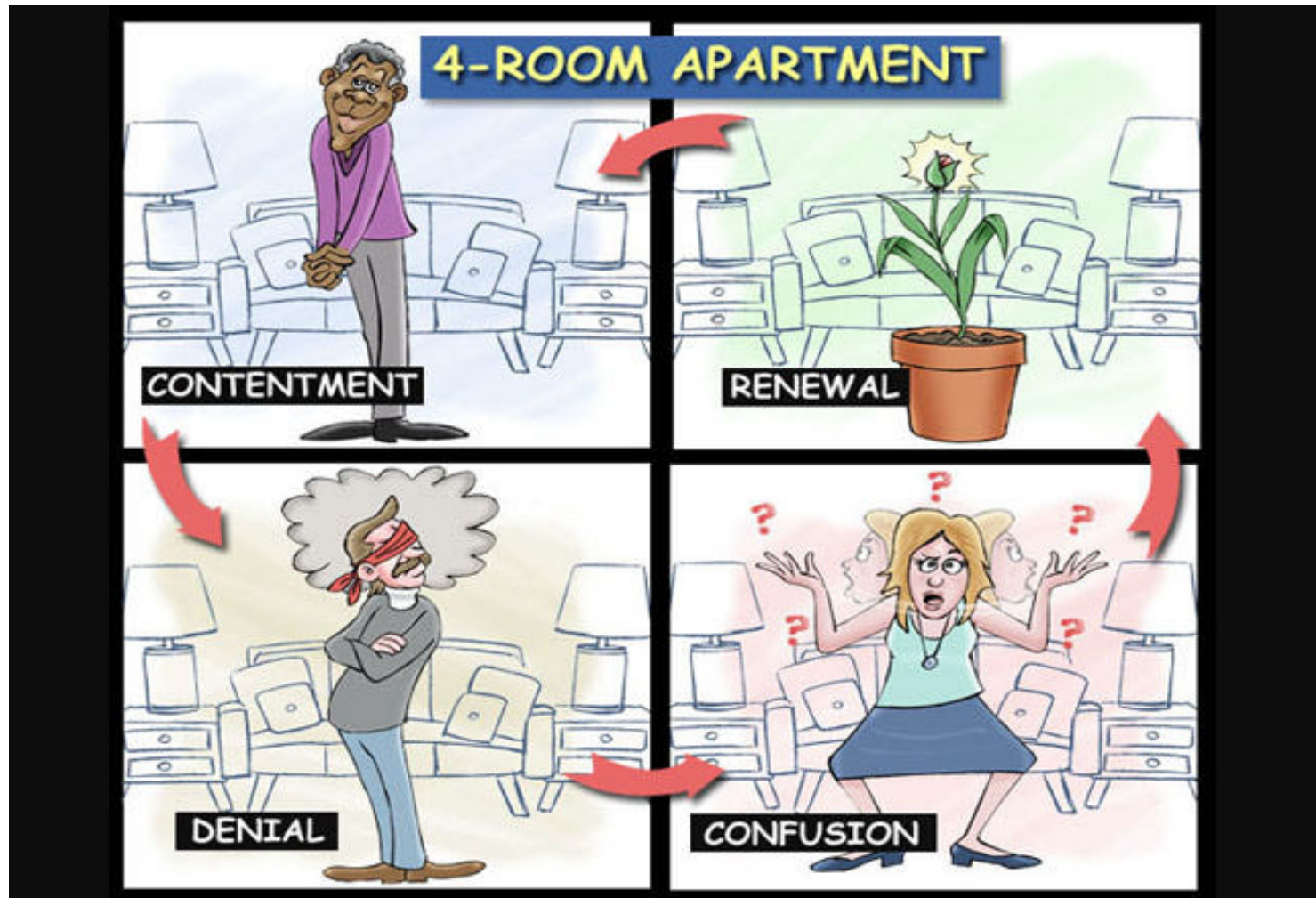# Technological change

Organizational change

People change

You may have the ideal plan

But if the people are not engaged then your project will go in the wrong direction

Looking at change from a human perspective – where do you stand?

What people need

Helping people deal with change

During contentment

Provide:

- Contextual information
- Understanding of the business
- Understanding of their role

During denial

Provide:

- Contextual information
- Vision
- Leadership commitment
- Ask questions
- Raise awareness

During confusion

Provide:

- Focus on the future, vision
- Structure tasks
- Bring people together
- Show what's in it for them

During renewal

Help people focus
their ideas

You can't customize for everyone.

You can't know where everyone is on the change cycle.

Some suggestions from Aesop

What do the
fables tell us?

Kotter & Aesop: A commonsense approach

1. Create a sense of urgency

- Assess change readiness
- Have crucial conversations
- Ensure management buy-in

2. Form a powerful coalition

- Find change leaders
- Build a strong team

3. Create a vision

- Inspiring and repeatable vision
- Strategy to implement the vision

4. Communicate your vision

- Communicate, communicate, communicate
- Live the vision
- Relate it to people's work

5. Remove barriers

- Change systems, processes
- Create systems that support change
- Reward early adopters

6. Early wins

- Look for early wins
- Reward early adopters

7. Build on the change

- Don't declare victory too early

- Analyze early wins and how to improve

8. Anchor change in the culture

- Publicize change
- Embed in the culture

Four practical steps you can take right now

1. Hold a facilitated team/owner session - build commitment, create a vision

Four practical steps you can take right now

2. Communicate the vision – ask people to repeat it at every meeting, interaction

Four practical steps you can take right now

3. Use stories to show urgency and early wins – desired behaviours

Four practical steps you can take right now

4. Plan

- to involve the right people
- identify barriers
- build in early wins

What actions will you take tomorrow to facilitate change?

Questions