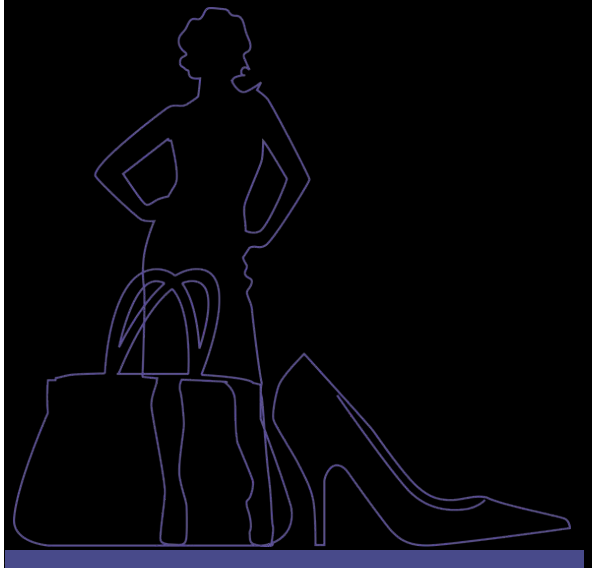
Keys to Successful New Technology Introduction

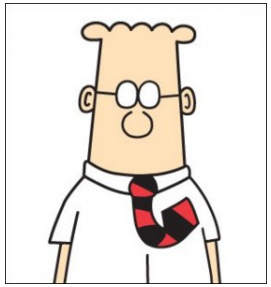
Brandon Sexton

Vice President
Professional Services



September 17, 2015

Biographies



Dilbert

•White collar office worker characterized by an extreme intuition about all things mechanical and electrical

•Graduated from the Massachusetts Institute of Technology (Electrical Engineering)

•Although his ideas typically are sensible and occasionally even revolutionary, seldom does anyone pursue them because he is powerless. He finds himself easily frustrated by the incompetence and/or malevolence of his co-workers.

Brandon Sexton

•Professional Services executive specializing in Operational Strategy and Enterprise IT transformation

•Graduated from the Georgia Institute of Technology (Electrical Engineering, MBA)

•11+ years experience leading multinational consulting/implementation teams across several industries and supply chain profiles.

“How do most projects fail?”

Keys for Success

Driving Vision

Change Management

Governance

Driving Vision

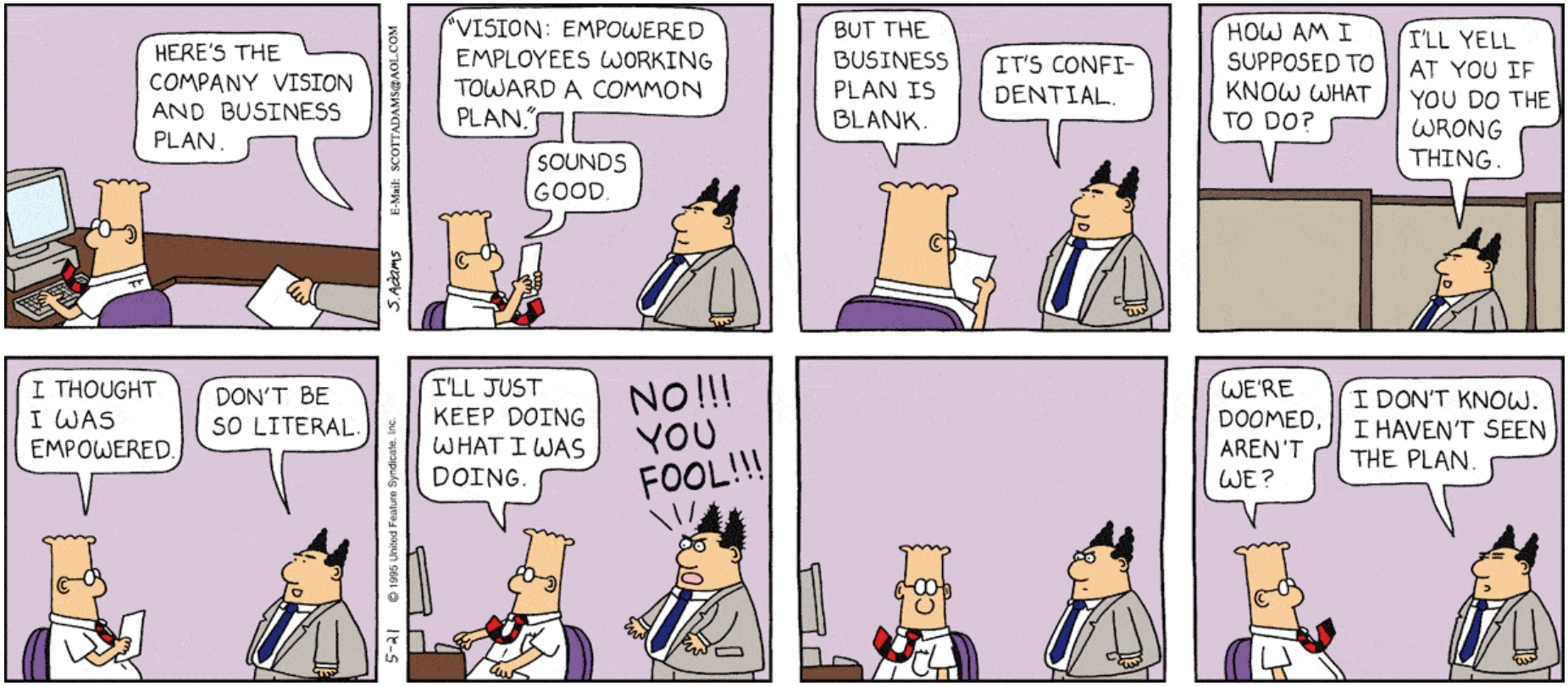
"Companies initiate projects to **move their business forward** through innovation and adaptation. The return on investment is typically based upon realizing objectives that **cannot be obtained with their current solutions**… However, realizing it **requires that the new vision be sustained throughout the project** which in turn is dependent upon continuity of knowledge, understanding, institutional commitment and the ability of the project team to carry it through"

-Rick Furino,
Global Program Executive, Microsoft

"All things are created twice; first mentally; then physically. The key to creativity is to begin with the end in mind, with a **vision** and a **blue print** of the desired result"

– Stephen Covey

Driving Vision



Driving Vision

The most critical factor impacting the success of any transformation is leadership's ability to define and leverage its vision for change.

This vision should serve as the basis for every decision made and every action taken from the inception of the project through the sustaining activities long after the project has ended.

Key areas to focus on related to vision:

- **Clarity, Consistency, Transparency of Message**
- **Continuous Commitment to Vision**
- **Frequent Validation of Strategy/Tactics**
- **Consideration of Outside Stakeholders**

Change Management

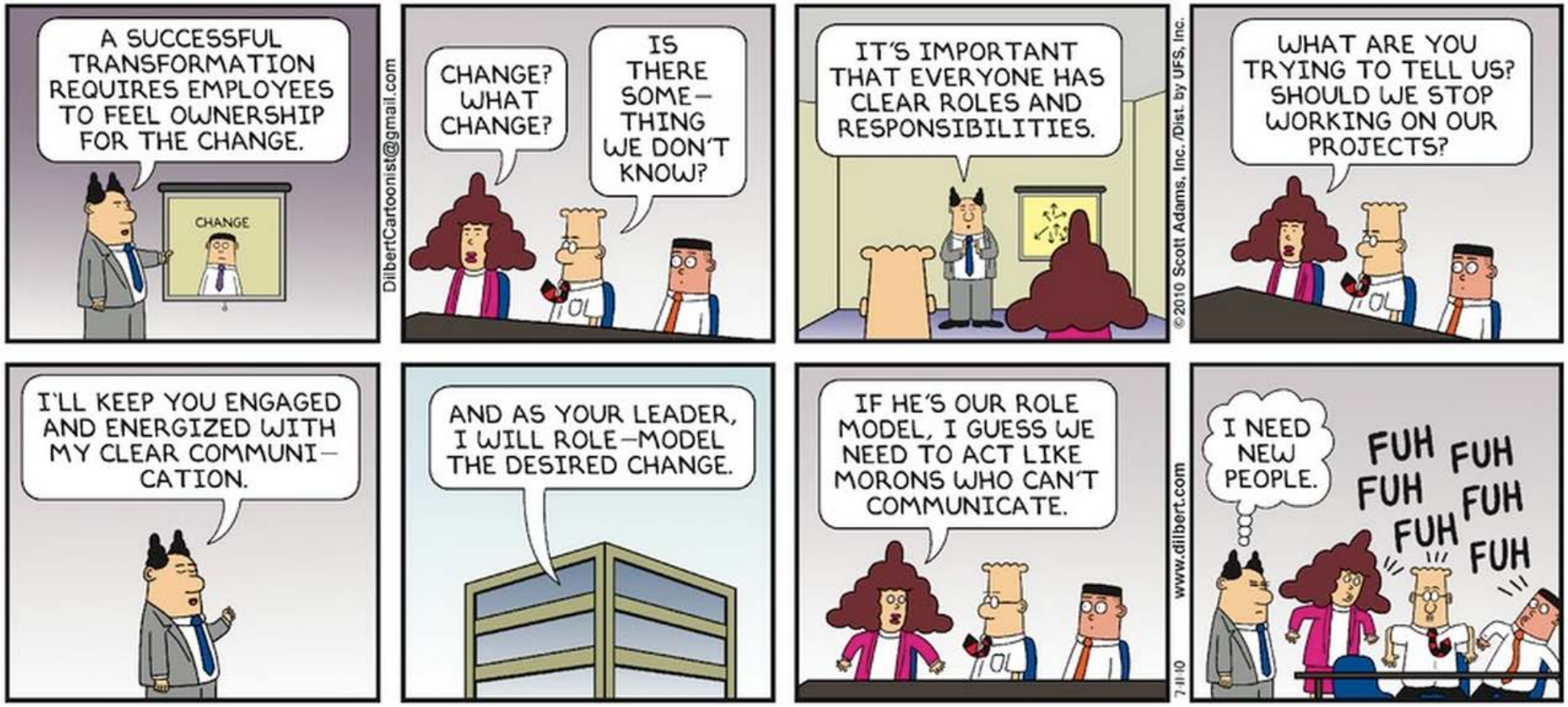
“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

-Charles Darwin

“It must be considered that there is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle than to initiate a new order of things.”

-Machiavelli

Change Management



Change Management

Successful transformation rarely occurs via commandment and proclamation from leadership, therefore an organization must always rely on its human resources to implement and sustain a given change.

Unfortunately, leadership often fails to effectively plan for and estimate the scope and scale of effort needed to mitigate any resistance to change. This failure invariably results in delayed, and even destroyed, benefits expected from the change.

Tips for successful Change Management:

- **Start change management plans at the beginning of the project**
- **Identify and involve key opinion leaders from all stakeholder groups early on in the implementation phase of the project**
- **Sell the vision and the need for change to support that vision before any other implementation activities**
- **Be decisive, particularly with respect to personnel changes**

Governance

CAN YOU APPROVE THIS CHANGE?
I'LL HAVE TO RUN IT BY MY CORPORATE OFFICE.
AND WE'RE IN MERGER TALKS, SO THEY'LL NEED TO CLEAR IT WITH OUR FUTURE OWNERS.
NO ONE WILL KNOW WHO SHOULD MAKE THE DECISION OR WHAT THE RIGHT DECISION IS.
WHEN DO YOU THINK YOU'LL HAVE AN ANSWER?
SOMETIME BETWEEN NEXT WEEK AND WHENEVER THE EARTH IS DEVOURED BY A GRAVITATIONAL SINGULARITY.
MEANWHILE I WILL AVOID YOUR CALLS AND E-MAILS BY BECOMING A VAPOR.
YOU FORGOT THE APPROVAL FORM.
E-mail: SCOTTADAMS@AOL.COM
©2009 Scott Adams, Inc./Dist. by UFS, Inc.
www.dilbert.com

Governance

YOU'LL NEED APPROVAL FROM THE CLOUD.
THE CLOUD?
Dilbert.com DilbertCartoonist@gmail.com
IT WAS ONCE CALLED MATRIX MANAGEMENT. BUT IT GOT SO COMPLICATED THAT NO ONE KNOWS WHO DOES WHAT.
6-21-11 ©2011 Scott Adams, Inc. /Dist. by Universal Uclick
CAN YOU APPROVE THIS?
WHAT DID EVERYONE ELSE SAY?

Governance

Governance is defined as the “establishment of policies, and continuous monitoring of their proper implementation”. While it is becoming more common to see project governance/control, there is often a lack of process governance. Proper process governance is critical to the sustained benefits from a given change. Without these controls in place, the changes often revert or mutate in ways that prevent the desired outcome from being realized.

Tips for successful Project and Process Governance:

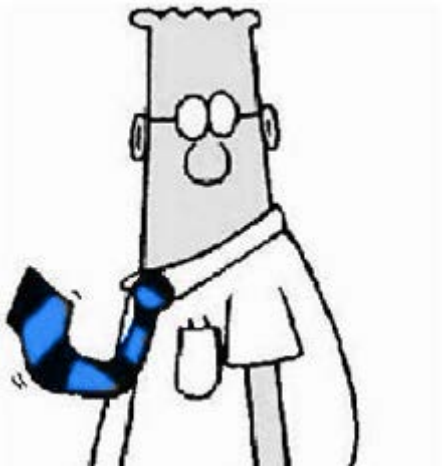
- **Establish governance structures and policies prior to starting the project/process, and clearly communicate throughout the organization**
- **Clearly define roles, responsibilities, and processes for all stakeholders**
- **Establish one owner over each governance structure**
- **Maintain accountability within the governance team**

Conclusion

Prior to implementing an organizational change/transformation, ask yourself the following question:

- **Do I have a clear vision of the future organization and a clearly identified strategy to achieve that vision?**
- **Have I fully assessed the level of effort/resources needed to maximize stakeholder buy-in / minimize change resistance?**
- **Do I have a defined process to handle requested changes to the project? Do I know how the organization will prevent deviation/regression of the process once the change is in production?**

If the answer is “No” to any of the above, stop all activities and remedy the situation. If you do not have the skills to do so in your organization, seek out a partner to assist you in establishing these fundamental items before proceeding.



Questions?