



# Leading Change by Leading People: It's not Rocket Science!

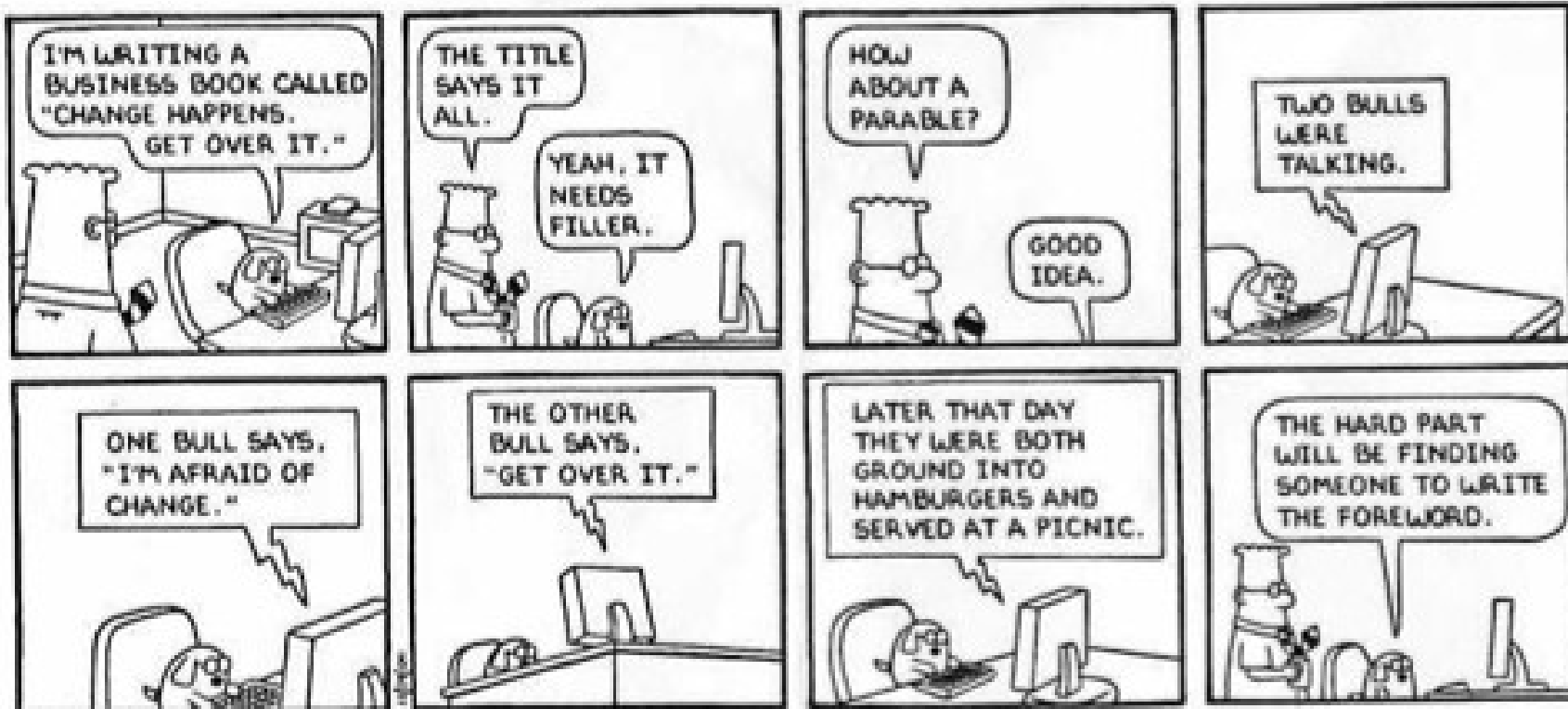
Office of the Chief Information Officer

***NASA IT Vision:** The NASA IT  
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# Dilbert on Dealing with Change



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Planning for the adoption of new technology and leading the change are project management essentials for project success



# Your Experiences

- Think to your past and current projects...
- Have you managed a project that applied change management?
- What about it worked well?
- Were the end users happy with the solution?
- What activities were done to engage management and end users?
- How about a project that did not apply change management?
- How long did it take for users to accept the change?
- How about projects where you were the end user?

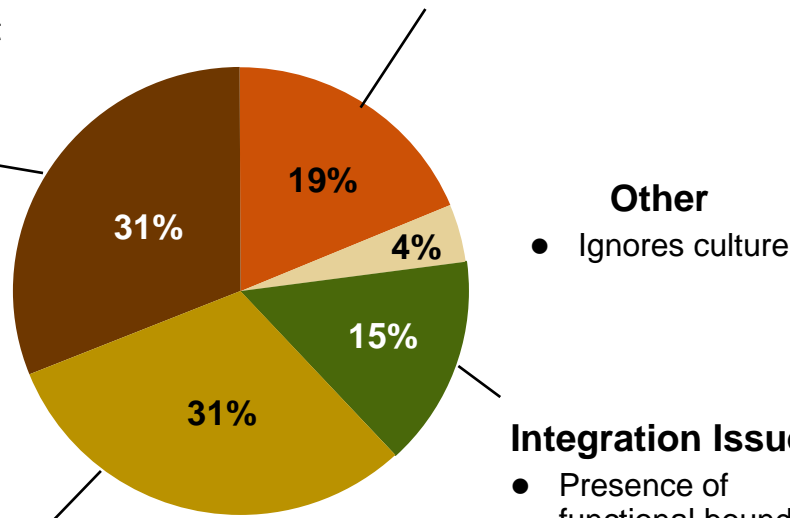
# When projects fail, Change Management factors are often cited

## People Issues

- Employee opposition
- Lack of middle management support
- Insufficient 'management of change' skills
- Inappropriate leadership style at the top
- Organizational cynicism

## Communication / Perception Issues

- No perceived need for change
- Insufficient / ineffective communications
- Lack of clarity of objectives & vision



## Other

- Ignores culture

## Integration Issues

- Presence of functional boundaries
- Working across geographic boundaries
- Lack of coordination across change initiatives

## Project Management Issues

- Competing resource priorities
- Long implementation time
- Initiative fatigue
- Lack of momentum

## Implications

- Change management has become a critical management capability
- Senior management teams can no longer delegate responsibility



## Change is inevitable

- Changing technology is a given in today's fast moving climate
- In organizations, there are often two types of work:
  - » The normal delivery process where the main business of the organization is done and
  - » The change activities, whereby necessary change is made to the business and the way it is done.
- Change occurs first inside people's heads. When organizations try to change without understanding this invisible element, any change is doomed to serious problems and failure.



# What is Change Management?

- The strategy, framework and tools by which we manage the organization and alignment of people's skills, behaviors and attitudes to meet the future needs of the Business
- Bottom Line: Preparing users for change and making the transition as smooth as possible
- Strategy:
  - » Take tangible steps to prepare users for change
  - » Define ways to manage user expectations and minimize change resistance



# Change Management Considerations

- Determine:
  - » What the business need is
  - » What the change is
  - » What the outcomes will enable users to do
    - i.e., what's in it for me
  - » How we plan for the change
  
- Is it a project?



# What is a Project?

- Establishing and/or rolling out a new technology is a project in itself.

A project:

- » is bound by time
- » has a scope
- » has an outcome
- » has a responsible owner
- » has resources (even if it's only you)
- » impacts others

## If this is a project....

- Define what you are going to do
  - » What is 'good' enough?
- Identify the owner and get approval
  - » Manage expectations
- Begin project

Plan  Implement  Evaluate

# Plan

- Establish a vision for change
- Integrate change management activities into the project plan
- Conduct Stakeholder Analysis
- Develop performance metrics
- Assess change readiness
- Engage stakeholders



# Implement

- Manage project
- Manage expectations
- Develop and implement communications plan
- Develop corrective actions to resistance
- Monitor and report on progress
- Celebrate wins and innovation
- Leverage lessons learned
- Conduct training



## Evaluate

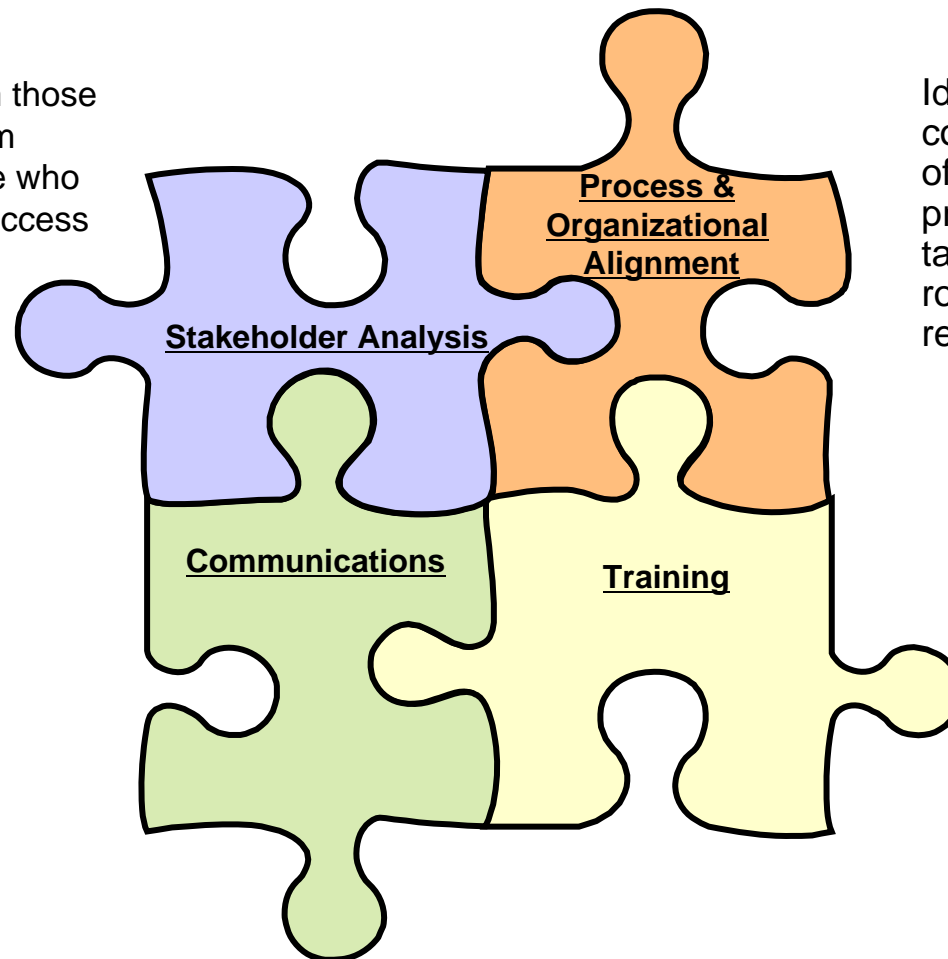
- Conduct customer surveys
- Analyze performance metrics
- Ensure organizational alignment of policies, procedures, and training
- Ensure stakeholders stay engaged
- Recognize and communicate successes and wins
- Maintain momentum
- Keep communicating

# Components of Change Management

## Change Management focuses on four components to achieve these goals

Identify and win buy-in from those who will use the new system and/or processes and those who can influence the project success (commonly referred to as stakeholders); manage user expectations; identify change resistance and take actions to mitigate

Provide the *right* information to the *right* people at the *right* time; Maintain two-way feedback with end-users



Identify and communicate the impact of the system and/or process changes on job tasks, required skills, roles in new system, and reporting structures

Provide end-users with classes, workshops, and other support that will help them perform in the new work environment



# Change Management Tools

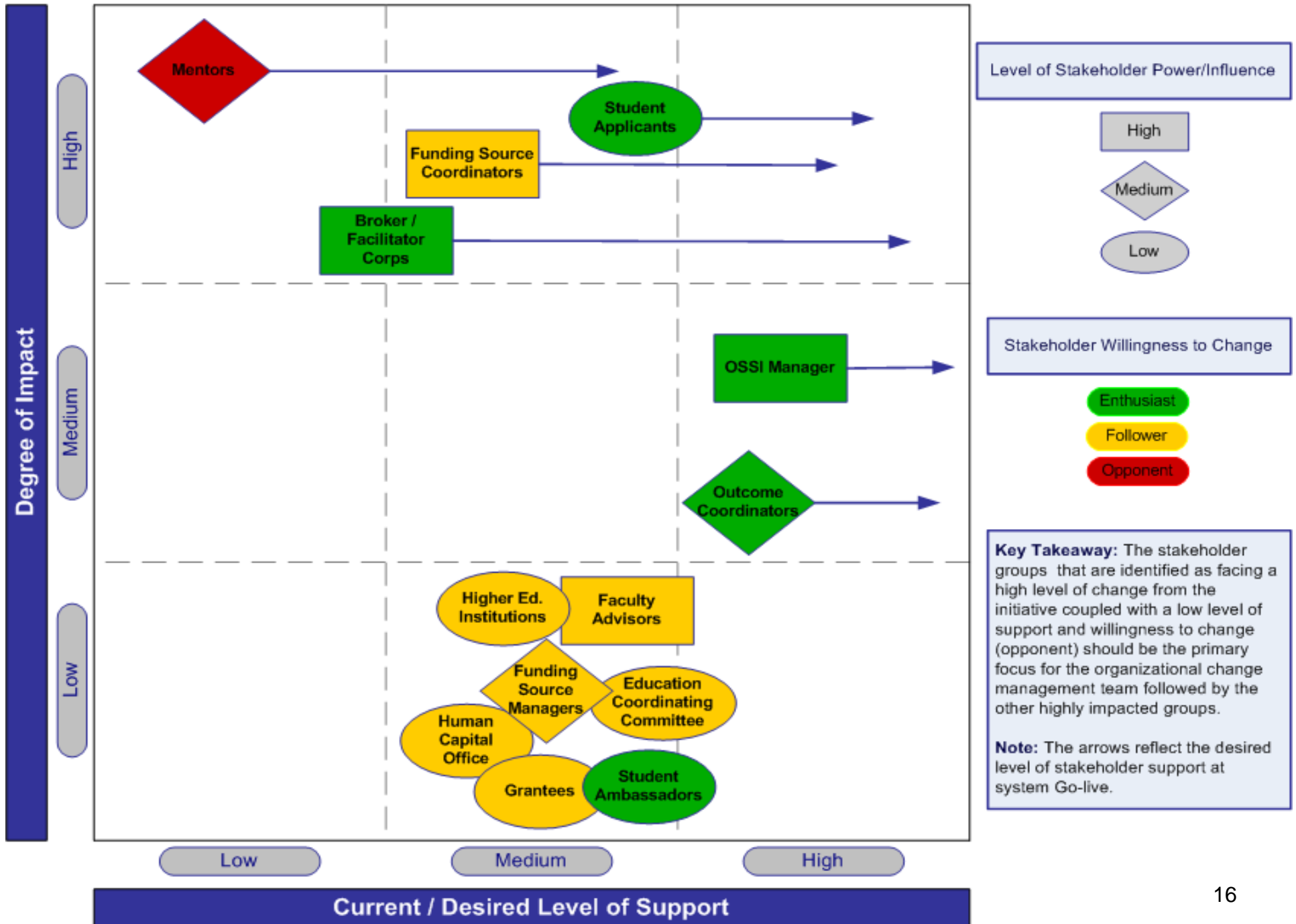
## Stakeholder Analysis

- Purpose: Identify stakeholder groups who impact and who are impacted by the project(s). This information drives the Communications Plan.
- Components:
  - » Stakeholder Group
  - » Description of the Project Impact on or by the Stakeholder
  - » Level of Impact that the change initiative has on the Stakeholder
  - » Current & Desired Level of Stakeholder's Support of the change initiative
  - » Level of Influence that the Stakeholder has on the change initiative
  - » Willingness to Change
  - » Current & Desired Awareness/Understanding of the change initiative
  - » Key Messages to Convey and/or Items to Consider

## Communications Plan

- Purpose: Establish the communications need and frequency for each Stakeholder group or individual, as identified in the Stakeholder Analysis.
- Components:
  - » Communication Title
  - » Key Message
  - » Channel
  - » Objectives/Rationale
  - » Approver of Final Communication
  - » Developer/Sender
  - » Delivery Date
  - » Frequency of Communications Status

## Stakeholder Map (Pre-Formulation Phase)





## Success Story

- Collaboration Space and SharePoint
  - Set policy as a team not to email attachments
  - Sent frequent document update notifications including SharePoint Link
  - Solicited feedback and incorporated changes
  - Continue to send links to information
  - Communicated new functionality



## Not so successful Story

- SpaceBook
  - Gen Y outreach
  - Book Club



## Lessons Learned

- Make Change Management part of your project plan activities
- Create best practices to incorporate change
- User self service is not sufficient
- Manage expectations
- Know when ‘Good Enough’ is, well, good enough
- Community Building is a must
  - » Building virtual communities take as much work as building physical communities—put the time in



Questions?