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It's More than the Technology: Improve Adoption through People and Process

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Presented By:
Huron Consulting Group
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Agenda

- Introductions
 - Speakers
- It's More than the Technology
 - Implementation challenges
 - Key activities for success
 - Change management
- Q&A

Introductions



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Session Overview

- We have all heard it said, “Technology is only 10% of a successful system implementation.”
- So what are the other parts? What can you do to implement successfully?
- In this session we will explore approaches related to project teams, change management, and best practices to enable user adoption and the optimal ROI for your organization.

Common Reasons for Implementation Challenges

#1: “System” ≠ Software

- We need to think holistically about how software, hardware, people and processes interoperate.

#2: Recalcitrant Users

- Inertia: “a body tends to maintain its state of rest or uniform motion unless acted upon by an external force.”
- Applied to system implementations: people won’t change unless they have to, or can clearly see their own benefits.

#3: Workarounds

- To maintain the status quo, users invent “workarounds,” that may still achieve their individual goal, but are outside the new system and are nearly impossible to control.

Common Reasons for Implementation Challenges

#4: Scope Creep

- New ideas and functionality is added to agreed upon phases without the necessary adjustment to timelines and resources.

#5: Lack of a Focused, Knowledgeable Team

- Lack of empowerment for the project team or a group that doesn't understand the business needs and realities of the users' daily activities.

#6: Undefined business objectives

- A grand vision overtakes core needs and rationale for the new system and its functionality.

Project Team: Pre-Implementation Planning

Pre-implementation planning allows the project team and stakeholders to identify key success factors and known potential issues.

Critical Activities:

1. Obtaining leadership buy-in
2. Prioritizing business objectives for new system
3. Building the business case and preparation for reporting of ROI and progress
7. Defining the “coalition of stakeholders”
8. Creating the internal project team
9. Selecting the right extended team

Resources:

- Executive Sponsor(s)
- Internal Project Team Lead (Business and IT)
- Executive Steering Committee
- Implementation Partner
- Vendor

Project Team: Implementation Execution

Implementation execution is where the framework put in-place during implementation planning supports the project not only at key decision points, but also while managing the day-to-day issues that arise.

Critical Activities:

1. Rely upon structured Project Management (need for an individual focused on project management)
2. Commit to a Scope Management Plan (and actually follow it)
3. Establish a Communication Plan (and actually follow it)
7. Establish a Training Plan

Resources:

- Executive Steering Committee
- Project Team
- Subject Matter Experts

Implementation Execution: Secrets to Early Adoption

1. Improving business process is key
2. Value – What’s in it for the user?
3. Training, training, and more training
4. Variety of training delivery methods (video/on-demand, FAQ, training guides, instructor-led training, etc.)
5. Continuous support from the Business Administrators
6. Executive support

Implementation Execution: Communication Plan

Target Audience	Degree of Change	Disposition to Change	Messaging	Method	Frequency	Responsibility
	<ul style="list-style-type: none"> • High • Medium • Low 	<ul style="list-style-type: none"> • Enthusiast • Follower • Opponent 	<ul style="list-style-type: none"> • What are the key messages 	<ul style="list-style-type: none"> • In person • Status Mtg • E-mail • Focus Group • Others 	<ul style="list-style-type: none"> • Include timing of preparation 	<ul style="list-style-type: none"> • Who will draft, review and approve the messaging
Leadership						
Stakeholders						
SMEs						
Entire Dept						
Project Team						
Vendor						
Others ...						

Post-Implementation Support

Post-implementation support is a key step in the process for the Project Team. It allows the group to take a step back and analyze the implementation to identify where there are still areas for improvement.

Critical Activities:

1. Analyze data, evaluate trends and identify opportunities for cost savings and process improvement
2. On-going measurement and reporting of ROI
6. Monitor accuracy and completeness of data entry
7. Contribute to the vendor's development direction and product roadmap
8. Institutionalize continued process improvement and drive use of system
9. Conduct "Lessons Learned" session with key involved parties to shape execution of future phases

Resources:

- Change Control Board
- Application/Process Owner
- Reporting and Analysis
- Partner and Vendor Management

Change Management

Setting the Stage

1. Establish a sense of urgency
2. Form a powerful guiding coalition

Deciding What to Do

3. Develop the change vision and strategy

Making it Happen

4. Communicate the vision for understanding and buy-in
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and keep the momentum

Making it Stick

8. Institutionalize the new approach

* Adapted from John Kotter, *Leading Change*, Harvard Business School Press, 1996.

Q & A

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