

Organization Change Leadership

A large technology change — PROJECT EXAMPLE

A large frozen food manufacturer moved from their legacy mainframe system to Microsoft.Net. This change was initially scheduled to occur within a year's timeframe... it proved to be a much larger endeavor.

This project team was asked to eliminate the company's mainframe computer — and do it without any disruption to the day-to-day business. They realized that this would be a significant change and recognized the need to deliberately plan for and execute Organization Change Leadership as part of the project.



The Approach:

- Prepare - Establish context and build alignment
- Design - Complete the design plan and validate the case for change
- Build - Map new processes, define new roles, develop system changes
- Implement - Support full deployment
- Sustain - Consistently use new systems and approaches

What The Stakeholders Said About This Project:

"This project was the largest and most successfully planned and executed IS project in the history of the company."

"This was the best managed program and process that we have ever done."

"The measure of success of a project is that no customer (in this case, employee) went unserved. I believe we accomplished this measure."

Keys to Success:

- Establishing dedicated "business champions"
- Keeping an eye toward executive alignment
- Documented change strategy with training and communication plans
- Utilizing informal networks — formally
- Frequent celebrations
- Create a clear and concise "what is in it for me"



Project Example



Imagine being asked to eliminate your legacy computer systems — systems and applications that have been running your company for years. Skills are entrenched, routines are comfortable, but it is costing way too much money to continue the same course.

THE BUSINESS CASE

There was a strong financial business case to move away from the mainframe. Annual maintenance fees were growing. Operational costs were also expensive. The old mainframe system had millions of lines of custom code that had to be maintained for nearly every application.

But, with eliminating the mainframe also comes change... change in process, change in roles, and change in behavior.

The project leadership astutely recognized the need to manage this change

effectively. The “What's in it for me?” had no clear or concise answer. This is where we started. This change was extremely complex; it affected many different job roles and different levels in the organization. In addition, many external partners were brought in to help with the project.

STAKEHOLDER MANAGEMENT

One of the keys to success of this project was getting buy-in across the many levels and job roles. Cross-functional teams were established with representation from IT, business and external consultants. These teams were the basis of collaboration among all of the groups. Many ideas and hypothesis were tested here on a weekly basis.

Business Champions were nominated from each business unit affected by the change. These people helped to orchestrate and cascade messages throughout their respective business units. They worked alongside the project team to ensure the changes being made were practical for the field and corporate personnel. They also served as bridges

to gain support for project actions from their respective leadership groups. And speaking of leadership, executives played a major role in the change strategy. First, they helped to establish the key project measures utilized in the project scorecard. They also delivered key messages to their organizations. They behaved in ways that showed support for the changes.

TRAINING & COMMUNICATIONS

This project spanned over two years. It was necessary to build specific training project plans as well as communication plans for each phase of the project. At all times, there was visibility to the training design, approaches, and deliverables as well as the communication triggers, methods, and deliverables in the project. Another key success in the project was delivering the right amount of training and communications at the right time and to the appropriate audience. Blended learning approaches were utilized throughout the project, knowing that one size does not fit all!



FOR MORE INFORMATION:

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