

THE HUMAN SIDE OF SYSTEM IMPLEMENTATION

CHANGE MANAGEMENT IN ENTERPRISE SOFTWARE PROJECTS

THE BEST SYSTEM IS NOT ENOUGH FOR SUCCESS

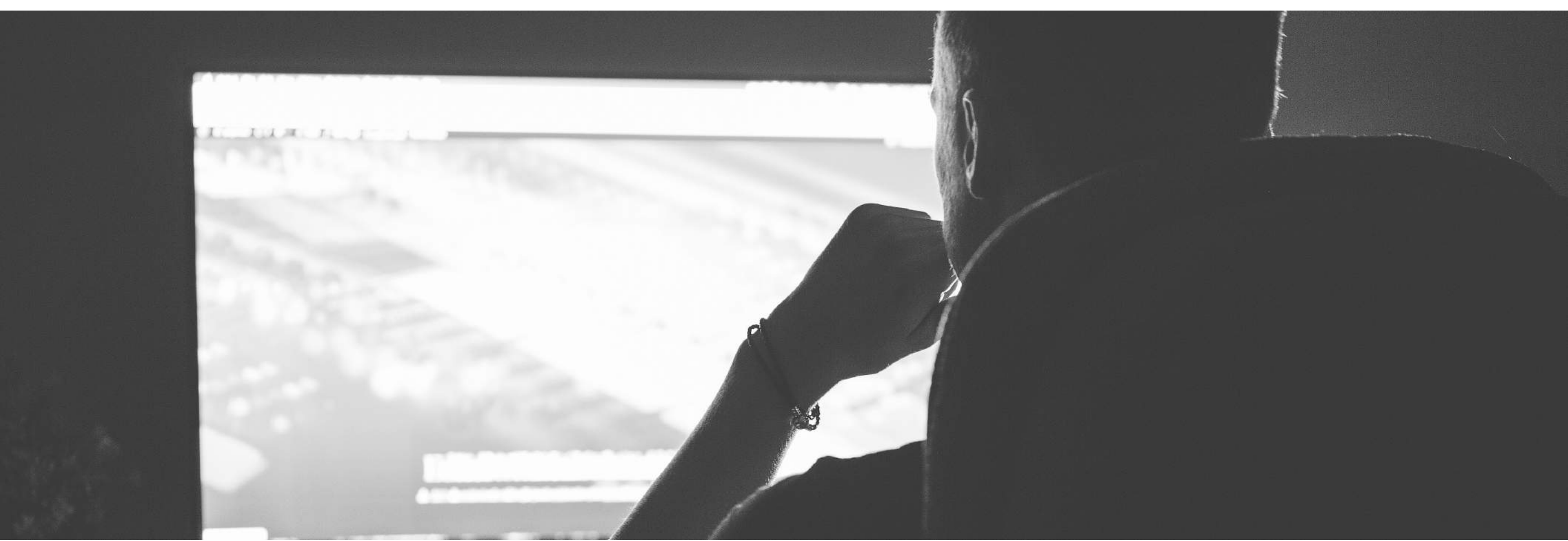
Enterprise Software projects are still failing to meet their objectives with as many as 75% according to Gartner, failing to be implemented on time and on budget and the ones that do eventually go live also seem to have trouble generating the expected returns on investment within the life time of the new system.

So why is this? According to our research and a experience in enterprise software consulting, the key reasons for this fall under three distinct categories. System, Processes and People.

From a system perspective, one of the biggest mistakes is not selecting the best system to fit the needs of the organisation. However, over the last few years with the increasing number of solutions available and increasing awareness of organisations, many organisations now tend to spend on 3 months on average reviewing and selecting solutions before going into implementation.

In fact many, will couple selection with a process improvement project with the view of increasing efficiency and utilising the system to make processes more effective

So that leaves people. Training them on how to use the system should do it and letting them know it's happening right? Many projects begin with the best intentions, with a outcome focused objectives, new competitive processes and the right system to support it. They set up plans, do the testing, fix all the bugs, train the people to use it and turn it on, only to find that they fall short of the expected returns.



IT ALL COMES DOWN TO THE USERS IN THE END



The thing is that at the base of it all the key reasons for project failure all tend to be people focused here are what some of the key findings of our research has shown:

1. Unclear understanding of what the project wants to achieve
2. Lack of executive commitment
3. Unclear Responsibilities
4. Not Willing To Change Processes
5. Limited Training
6. Resistance from end users

It sounds logical that you really cannot just force people to accept a system even if it makes logical sense to for the business. This is because it is not a business decision to use the system or not, it is an individual's choice. However, it is surprising that many projects seem to still get it wrong.

A study of conducted by PROSCI on 822 organisations world wide, found that projects that utilised effective change management were 6 times more likely to meet the overall objectives of the project and on average reported a 143% return on investment.

IT IS NOT JUST COMMUNICATION & TRAINING

Unfortunately, many projects do not understand Change Management and the process of guiding people through the change. Instead they view the people side of projects to be mainly two activities, communication and training.

Whilst these activities have a part to play in Change Management, they are not all change management is. Communication is great, but it needs to be targeted, come from a trust worthy source and relevant or it just becomes noise and propaganda and could even push users further into resistance. Training is needed, because how else will a user know how to use the system? However, training without context is useless, especially if users only know the system is changing because you are training them.

Change management is a structured process that sees people along the journey to accepting, engaging and using the new system and processes.



EFFECTIVE

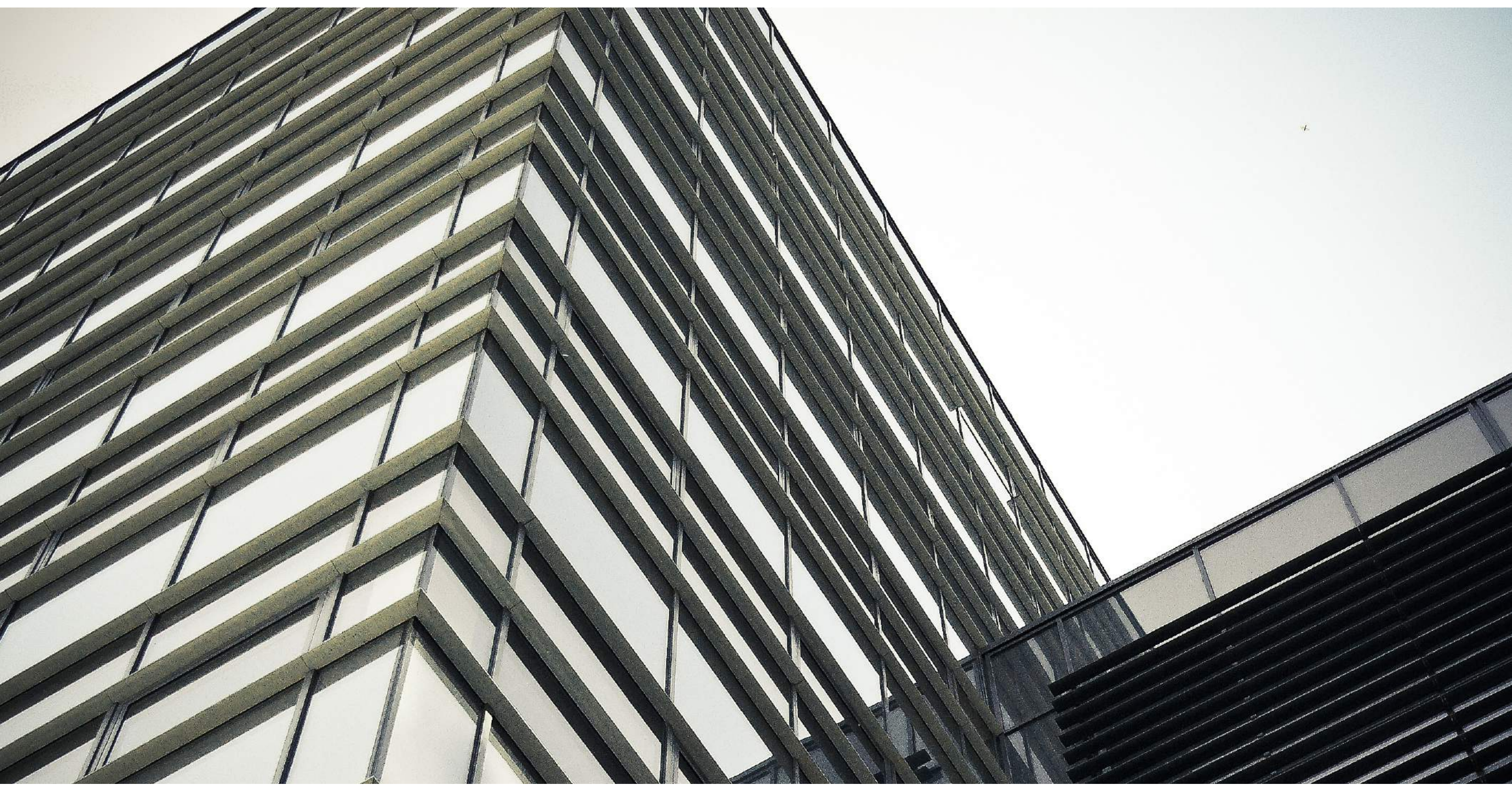
MEANS

STRUCTURED

Effective Change Management is taking a structured approach to guiding people as they transition from the current way of working to new ways of working. It looks at engaging the right people at the right time in the project in the right way.

The 2 components to effective change management are:

1. Sponsors that Champion the change - That is an internal network of people who actively sponsor and lead the change.
2. A Structured approach to Change Management - There is no point taking a shoot gun approach and hope for the best, proper change management is targeted to ensure the best outcome.



CHANGE

MANAGEMENT IS

A JOURNEY

It's a cliché but change management is really about the journey. The objectives of an effective change management program are to guide people along the change journey.

According to PROSCI's ADKAR model, individuals accept change as they go through five stages:

1. Awareness - of the new system and processes and the need to change.
2. Desire - to use the new system and to change their way of working.
3. Knowledge - of how to use the new system.
4. Ability - to actually use the new system.
5. Reinforcement - to sustain the use of the systems and adherence to new ways of working.

The objective of change management is then to ensure that key individuals and groups are taken along this journey as the new Enterprise Software Solution is rolled out and not skip straight to knowledge and expect people will just use the system.

WE CAN GUIDE YOU THROUGH THE PROCESS

At Solution Minds we have a team of experience and qualified change management and enterprise software consultants that can assist your organisation through a structured change management approach tailored to enterprise software implementation.

We believe in a pragmatic, outcome based approach to change management. To learn more about what we can do for your organisation and how we can set your project up for success contact us.



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