

Webinar: Managing Change...



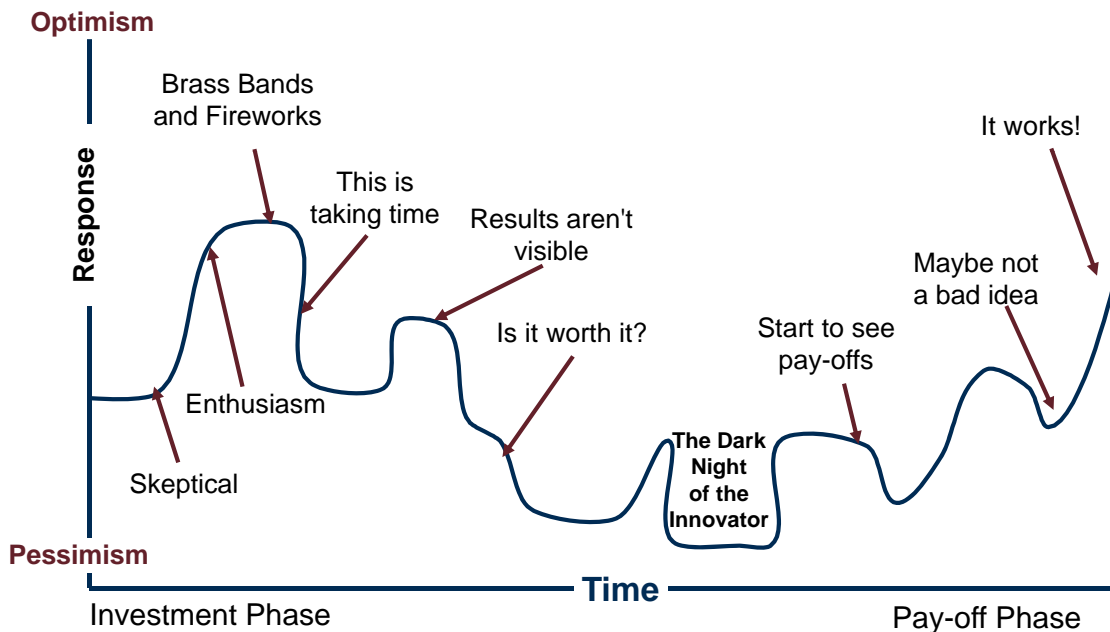
...when implementing measurement and analytics for learning or HR

November 3, 2009

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P/A

The anatomy of innovation



KnowledgeAdvisors

**Global Leader
in Learning and
Human Capital
Analytics
Solutions**

We focus on **learning and human capital analytics solutions** and technologies that help organizations measure, communicate and improve the impact of their employees, customers and partners by **better managing processes through reliable metrics.**



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Webinar objectives

By the end of this webinar you will be able to:

- Articulate why you should integrate change management methods into your evaluation implementation
- Identify effective change methods and strategies
- Describe common tools and techniques to help you manage change



Launch Poll #1

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Page: 4

The Case for Managing Change



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Page: 5

When we choose to manage change (or not)

▪ When managed

- Employees engage in the solution and the change
- Resistance is identified, addressed early
- Changes are less painful
- Senior leaders and managers create momentum
- Probability of meeting project objectives is increased.

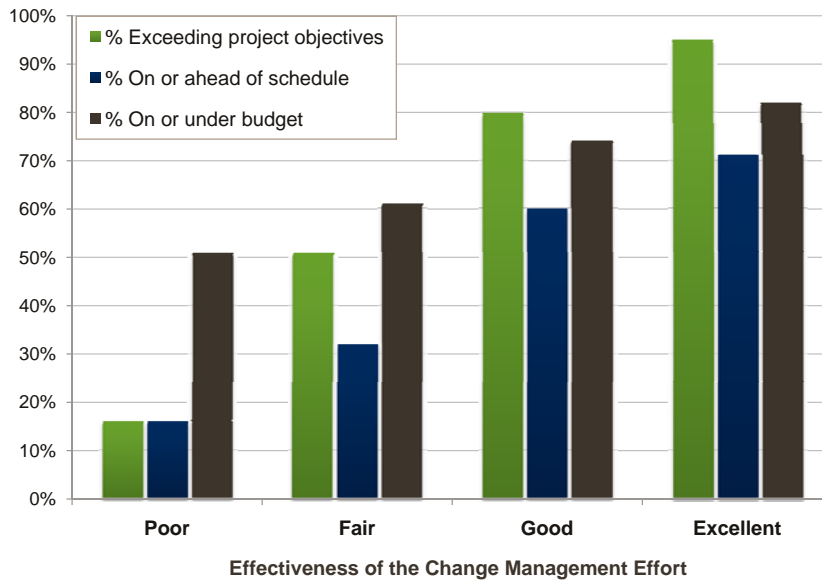
▪ The organization builds a history of successful change

▪ When not managed

- Productivity declines
- Resistance undermines the change.
- Changes not fully implemented or are scrapped
- Divides created between 'us' and 'them'.
- Risks to the project, organization, employees

▪ The organization builds a history of failed and painful changes.

Better managed change = better outcomes



When the change management effort is effective, projects have markedly better outcomes.

Common Change Issues when Implementing Analytics



Challenges when implementing analytics

1. Buy-in from management
2. Overcoming the 'old way' mentality
3. Having an effective change agent
4. Keeping the momentum alive



Take the quiz

Do you have a change management issue?	Yes	No
We lack visible public sponsorship championing the importance of analytics within the organization	<input type="checkbox"/>	<input type="checkbox"/>
We lack a measurement strategy or we haven't effectively communicated the measurement strategy we have	<input type="checkbox"/>	<input type="checkbox"/>
We don't understand our measurement and/or analytics needs	<input type="checkbox"/>	<input type="checkbox"/>
We haven't allocated sufficient resources or funding to successfully implement new measurement systems / tools	<input type="checkbox"/>	<input type="checkbox"/>
Our project team lacks critical skills in measurement and/or analytics	<input type="checkbox"/>	<input type="checkbox"/>
There is covert or overt resistance to new methods, tools, systems	<input type="checkbox"/>	<input type="checkbox"/>
Key stakeholders are not involved in the implementation	<input type="checkbox"/>	<input type="checkbox"/>
Systems usage is low	<input type="checkbox"/>	<input type="checkbox"/>
Users of the data question its validity or accuracy	<input type="checkbox"/>	<input type="checkbox"/>

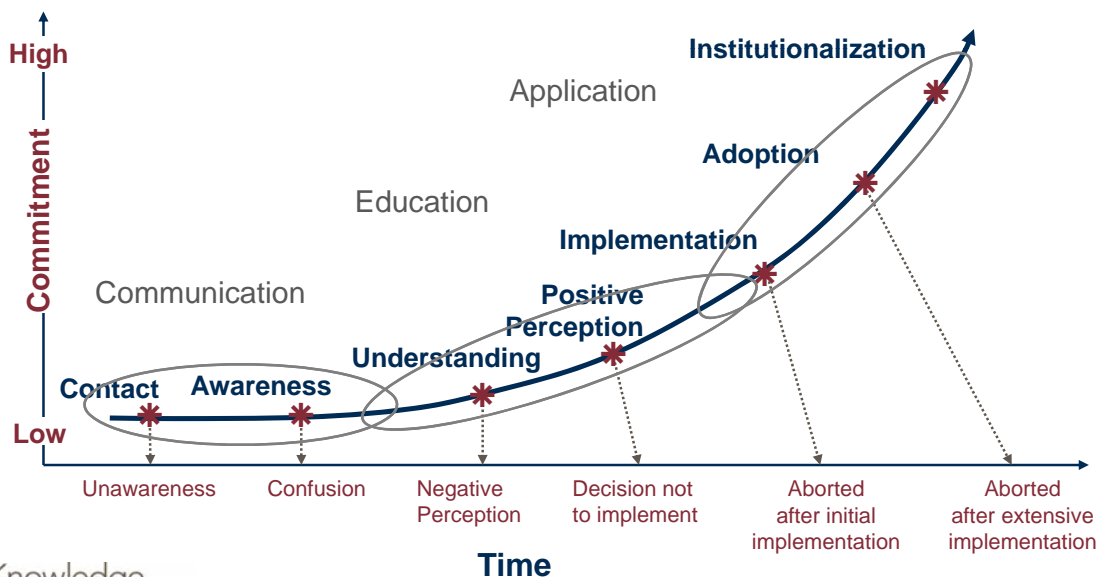
Launch Poll #2

Building Commitment to Change



Building commitment to change

It's more than communication



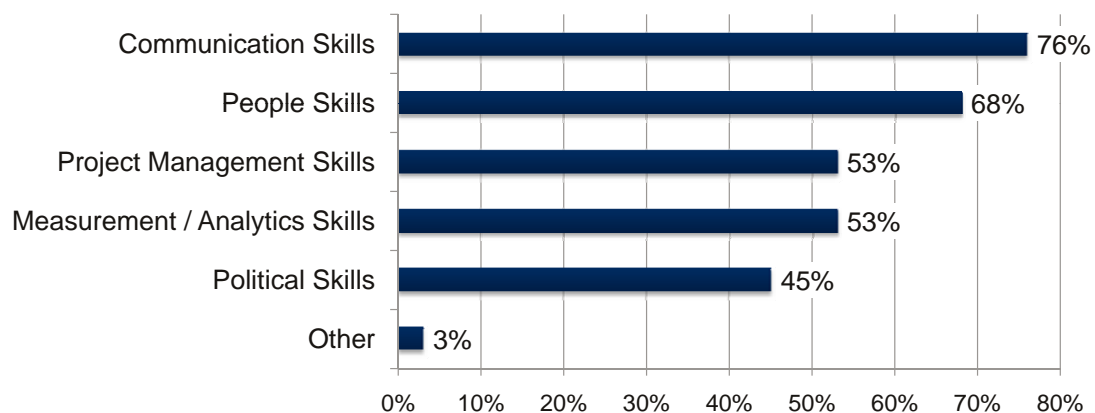
Who leads your change team?

A successful change effort requires leadership in different forms:

- The **sponsor** (change leader) drives the change through visible and active involvement and communication. The sponsor allocates resources, clears barriers and holds his/her team accountable for its success
- The **change project manager** is responsible for planning and executing the people change aspects of the project.



Attributes of the change leader



A good change leader has excellent communications, people, analytics and project management skills. They use these skills to successfully sell, implement and maintain the change.



What do Change PMs do?

- Identify the change issues including:
 - Change risks
 - Mitigation strategies
- Develop a change plan to address the change issues
 - Sponsor commitment
 - Stakeholder engagement
 - Ensuring accountability for project outcomes
 - Communications

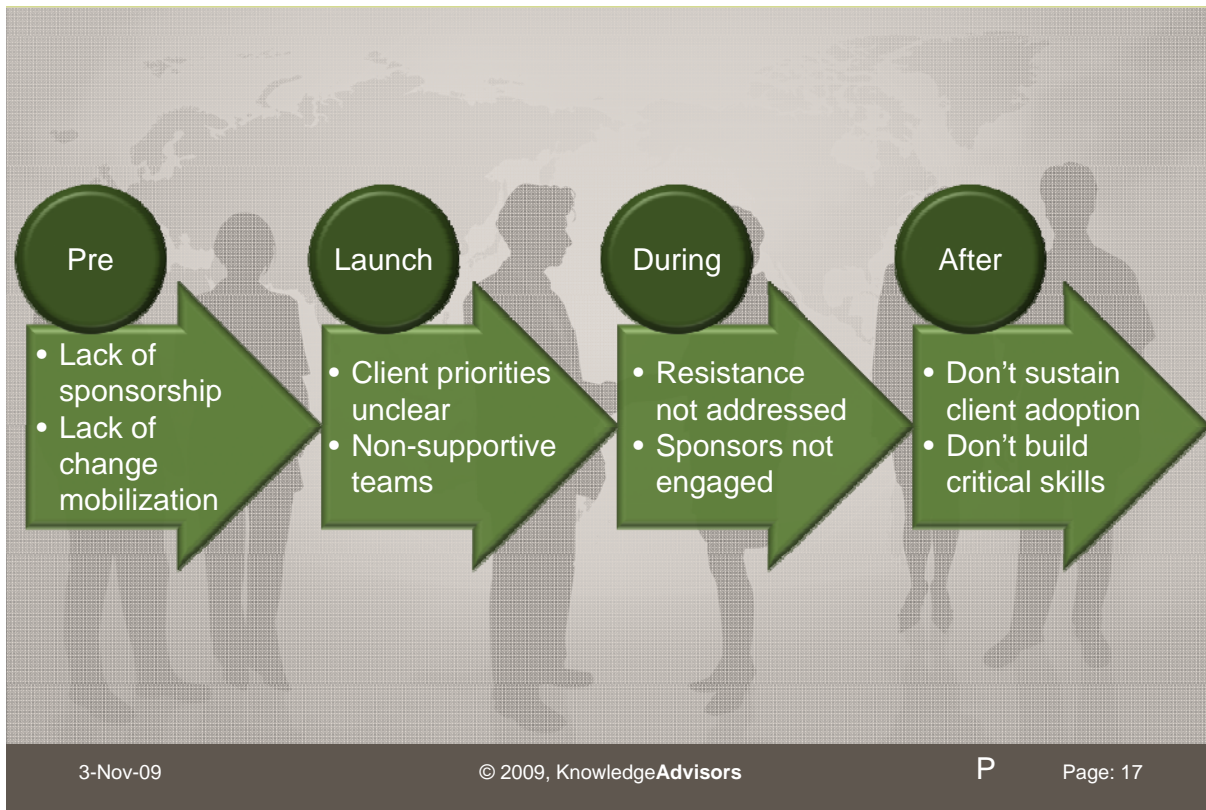
What are your best practices to drive change adoption in your organization?



How to Manage the Change



Change issues shift over time



Change issues and how to avoid them

Pre-implementation

Potential change issues	Avoiding them
<ul style="list-style-type: none"> ▪ Lack of Senior management communication ▪ No clearly defined implementation strategy ▪ Insufficient resources ▪ Inadequate funding ▪ Lacking critical skills on the project 	<ul style="list-style-type: none"> ▪ Develop business case, strategy and roadmap ▪ Build a wide base of sponsors and champions ▪ Match the project scope to the resources, funding and skills ▪ Start small and build on successes

Change issues and how to avoid them

At project kick-off

Potential change issues	Avoiding them
<ul style="list-style-type: none"> ▪ Priorities not well understood ▪ Stakeholder not clearly identified ▪ Unclear scope, success metrics ▪ The project team rushes into implementation without sufficient planning 	<ul style="list-style-type: none"> ▪ Go slow to go fast ▪ Identify the critical stakeholders and engage them ▪ Identify project phasing, success metrics and scope

Tips for managing change



Source:
KnowledgeAdvisors
Change Management
Best Practices
Research Study, 2004.

Getting stakeholders involved early is a key success factor for change efforts

Change issues and how to avoid them

During implementation

Potential change issues	Avoiding them
<ul style="list-style-type: none">▪ Key deadlines are missed▪ Sponsors don't allocate time▪ Implementation barriers aren't cleared▪ Right people not involved at right time or points▪ Too much or too little input	<ul style="list-style-type: none">▪ Continually engage the sponsors▪ Give deadlines for feedback▪ Be clear about how input will be used and how decisions will be made▪ Reassign team members if necessary

This is where resistance tends to surface

Many causes of resistance

- Fear of the unknown
- Lack of understanding
- Insufficient capability
- Lack of motivation
- Perceived as a loss
- Little support

And can be overt or covert

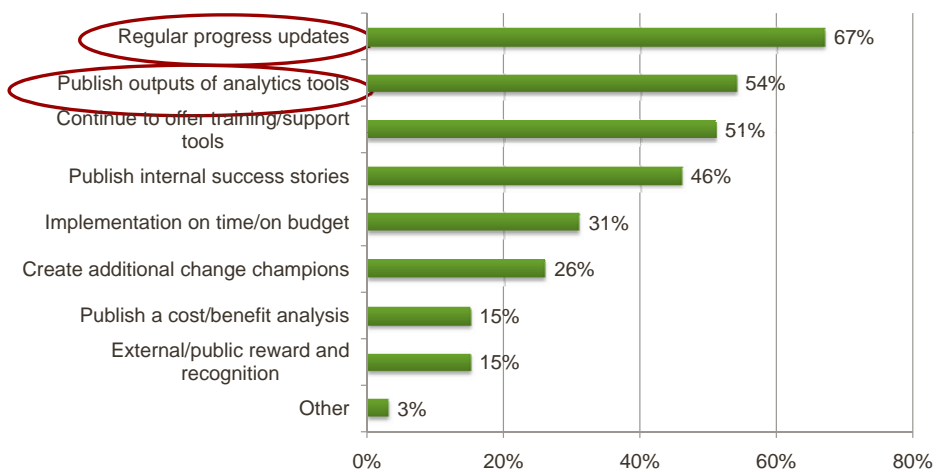


Change issues and how to avoid them

After implementation

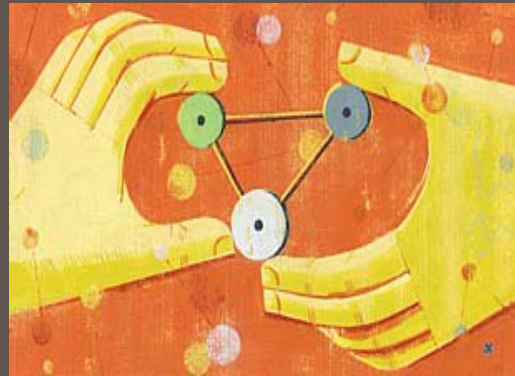
Potential change issues	Avoiding them
<ul style="list-style-type: none">Stakeholders don't see valueUsers of the data question the validity or credibility of the dataLow system usageOnly a few champions in the organization	<ul style="list-style-type: none">Review with key stakeholders. Reassess the WIIFMEducate users on the dataPublish success storiesIdentify new champions and engage them

Keep momentum alive

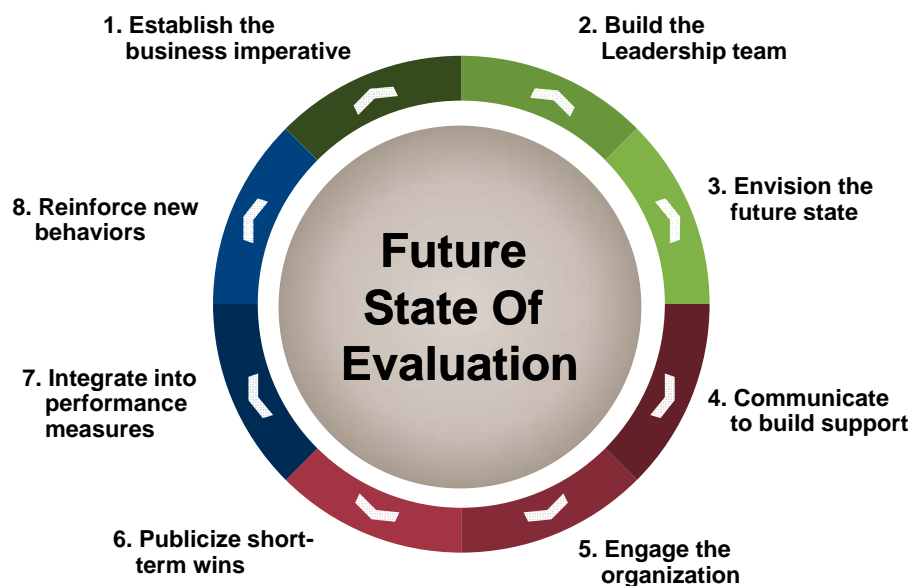


Regular progress updates and published results from the analytics tools are the top 2 ways to keep momentum going for your learning analytics process.

Change Tools



Tool: Change framework



Change Tools

- Assessment: Readiness for change
 - Why: To identify implementation risks upfront
 - When to use: Before launching the project
- White papers, best practices
 - Why: To learn from experiences of others
 - When to use: Before and during the implementation
- Communications planning templates
 - Why: To ensure a well-orchestrated approach to communication across the organization
 - When to use: Before, during and after implementation
- Change adoption diagnostic
 - Why: to monitor progress towards adoption
 - When to use: periodically at 6, 12 and 18 months



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