

Organization Change and Adoption



Projects, operational work and how to manage change

Organizations have a lot to juggle. Operational work (or the day-to-day management efforts that are needed to “keep the lights on” must continue but organizations also need to do projects so that they can improve, stay current with technology, and a hundred other reasons that they must deal with change. So how are you going to get all of this done? When you set up your processes, you need to remember that you are introducing a lot of changes to your organization. You need to manage communications around the changes, resistance to change, confusion, and hundreds of other things that may interfere. We can help you with our own proven approach.

Key ingredients in success

➤ **Organizational Requirements**

Clear goals and reasonable expectations

Work Management / IPM / PPM software systems are loaded with features that can create value in an organization. The key is to pick the most important components first and start with those rather than attempting to create an all-encompassing system at one time. Set clear goals and expectations that can be measured and met. Incremental gains will get you to your goal faster.

Engaged and supportive leadership

Sponsorship means more than approving the budget and resources for an initiative. Clear leadership presence and involvement in the setup, establishment of the right goals, and managing expectations make all the difference. When establishing programs as important as

PPM, leaders need to recognize that the initial results of the process may fall short of what they want. Success comes in 3 steps: 1) engagement (getting the staff to do what is expected, even if they don't get it right the first time), 2) accuracy (practicing to reach a reliable and predictable result), and finally 3) improvement (simplifying and improving so that processes are streamlined and metrics tell the story).

Engaged and knowledgeable team

The culture of an organization can either drive or interfere with success. The people not only need to understand the importance of the initiative; they need to clearly understand what is expected of them and have the training and skills to succeed.

➤ **Solution Requirements**

The right processes

Balancing between too much, too little, too complex, too trivial is difficult. Simplifying the way that work is done in an organization is not easy and it takes time. Leverage industry-proven best practices, automation of workflows, and start with the credo that "less is more". It is easier to add more later; it is hard to remove processes once they are in place.

The right tools

We like the Microsoft suite of tools because they are familiar to all and easy to use. In addition, they enable you to have the level of capability you need for collaboration, project management (ranging from simple to complex), or general operational management. You pick how much is right for you.

The right plan for engagement and adoption

The changes you want to make require the people who will adopt them to do things differently that they are used to. Using repeatable processes - simple workflows, common tools and standard approval cycles, - makes an organization more efficient and less mistake-prone. It means that anyone in the organization knows what to do and when to do it. Heroics are no longer required to get things done. That all sounds logical but the people who will perform this work must understand the goals and be properly incented to change.

➤ **Perseverance and Communication**

Successful Solutions: As you can see, there is much more to building a PPM solution than purchasing a good product and setting standards. The people and processes that are embedded within the culture of an organization are key to success. Technology helps but it can only go part of the way; the rest of the journey requires optimized business processes and people with the focus and skills to perform. It will; require the leaders of change to be patient, to communicate well, and above all, to keep moving forward.