



Managing Change Workshop

Presented by Michelle Taylor
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MANAGING CHANGE WORKSHOP

Part 2 – Designing & Implementing the Change

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Change Efforts Frequently Fail

More than 70% of all change efforts fail⁺

Enterprise Software Survey: Over Promise, Over Budget, Over Due... Under Perform

- "ERP implementations cost more than was budgeted, take longer than planned, and are failing at higher rates." [Source: TechTarget.com]
- The statistics tell the tale.
- ERP implementations have cost an average of \$6.1 million
- Average duration of 15.7 months
- 58% of ERP projects exceeded their budgets
- 65% ran past the planned timeline for completion
- Average of 53% of the organizations achieving less than 50% of the measurable benefits that they expected from the ERP system [Source: TechTarget.com]*

Trauma Wrought by Enterprise Software

- It's no secret that enterprise software implementations are fraught with difficulties. In many cases, vendors have over-promised and under-delivered, and left a trail of traumatized executives and organizations (commercial and public sector) in their wake.
- Hershey's ERP failure induced 8% stock drop [Source: CIO.com]
- Nike's \$400,000,000 ERP systems and supply chain upgrade that led to a \$100 million in lost sales, a 20% stock plunge, and class action lawsuits. [Source: CIO.com]
- The US Navy had a \$1 billion debacle, and more since, including 6 ERP projects that "According to the IG, those six ERP systems have experienced cost increases of \$8 billion, and been delayed for anywhere from 1.5 years to 12.5 years." [Source: DefenseSystems.com]
- The US Air Force had similar problems with its ERP implementation, and in 2012 shut its Expeditionary Combat Support System (ECSS) project, after 10 years and \$1 billion dollars in which the Air Force gained "no significant military capability." [Source: ComputerWorld.com]
- Surely things have improved? Not according to a 2015 survey conducted by Panorama Consulting. In some respects things are getting worse.*

* Dr Peter Funda "Why Change efforts Fail"

* Excerpts from OneNetwork.com communications

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What Will We Cover Today

Part 1 - Why are You Changing?

We covered:

- Your Case for Change
- Win Over the Hearts, The Heads will Follow
- You Need a Strong Sponsor
- Understand Your Stakeholders
- Successful Communications
- A Clear Leader for the Change

Part 2 - Designing & Implementing the Change?

- Designing The Change
- What Will You Change
- Fix The Root Cause, Not The Symptom
- A Good Plan Is Easy To Follow
- Monitor & Control The Activity
- Give It The Resources To Succeed



Designing The Change



Now we know Why!

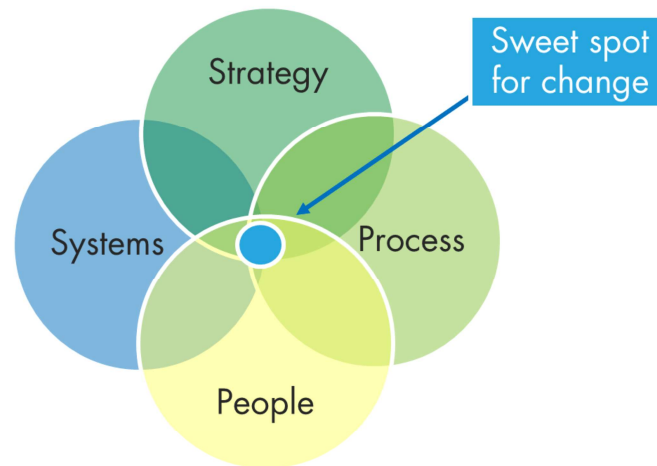
Let's address...
How?
What ?





What Will You Change?

Changes that hit the sweet spot will have a magnified impact in delivering the required benefits



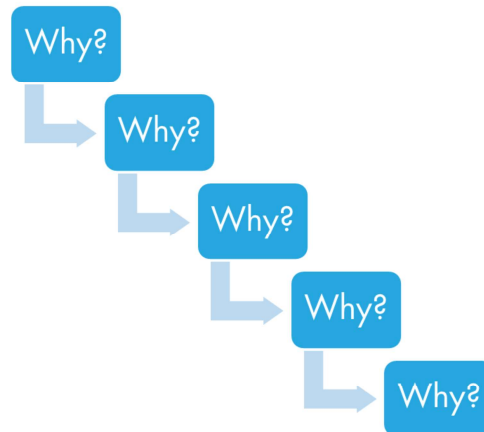


Fix the Root Cause Not the Symptom

Ways to check...

- Ask the 5 Whys?
- Follow the 'Bright Spots'*
- Draw on lessons learnt

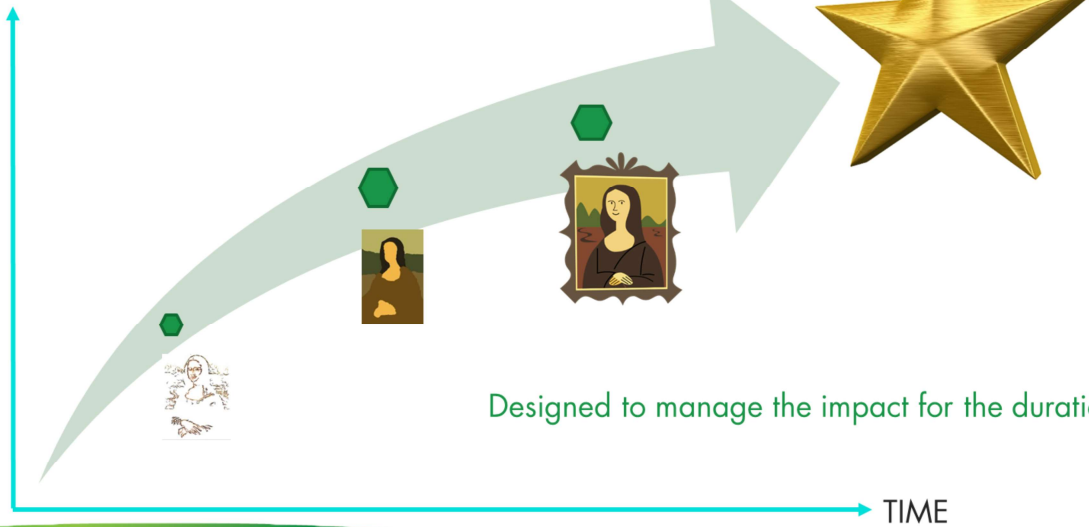
*Switch, How to change when change is hard
by Chip and Dan Heath





A Good Plan Is Easy To Follow

CLARITY OF VISION



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Monitor & Control The Activity

If you fail to
plan, you
are planning
to fail!

Benjamin Franklin



Control

- Stage Gates
- Stop/ Pivot / Go?

Monitor

- Progress updates



Give It The Resources To Succeed



Motivate the team and reward the right behaviours

Lock in support for your project

Tools ✓

Team ✓

Processes ✓



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In Summary

Be clear about why are you Changing so you can articulate your case for change

- Win Over the Hearts, The Heads Will Follow
- Assign a Strong Sponsor
- Understand Your Stakeholders
- Plan Successful Communications
- Appoint A Clear Leader for the Change

Take the time to design the change to ensure you can implement it successfully

- Define What You Will Change
- Fix The Root Cause, Not The Symptom
- Build A Good Plan That Is Easy To Follow
- Monitor & Control The Activity
- Give It The Resources To Succeed



Thank you for participating



Michelle Taylor
Managing Director, Ignitis

+61 (0)430 574 010

michelle@ignitis.com.au

www.ignitis.com.au

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