

A case study: Leading change with people

"The formulation of a problem is often more essential than its solution, which may be merely a matter of mathematical or experimental skill."

- Albert Einstein

Creating success for software implementation

Executive summary

Just 26% of organisational transformational change initiatives are considered to be successful¹. Include a software implementation as a key dependency to that change and it is likely that those odds will be even less. This makes having a robust Change Management toolkit a key input to address the challenges presented by a transformational change initiative.

The challenge

The change required the replacement of existing software which had been used and embedded in the business for 15 years with a more modern equivalent. The range of users impacted varied greatly in terms of experience, from those who were highly technologically savvy to those who were dependent on years of conditioning to feel comfortable with using any software application. ¹ How to beat the transformation odds, McKinsey&Company, 2015

In addition to this, there were a number of other challenges:

- The focus of the change had been placed primarily on the technology change required. The impact to existing processes and people had not been taken into consideration
- The change impact was communicated to users before it was fully understood. This created a situation of uncertainty and unease for users who could not understand what the actual impact to them would be
- Users were trained on the new software before it was fully functional, which created a lack of trust on its ability to adequately replace the existing solution

How Analyze helped

Analyze partnered with the project team to assist in achieving a better understanding of how the software implementation would impact their clients from a people and process perspective. The technology perspective was already well understood. This involved defining a Change Management toolkit and applying it to the project.

Gaps were identified in terms of managing the change with those users directly impacted. A customised communication plan was developed with the project team to address these gaps. Important and necessary updates to the existing training material were identified through this process, which ensured that the training provided to users was also tailored appropriately. The internal marketing team was engaged to support the outcomes of the communication plan and empowered with the opportunity to build the brand and earn trust.

Key learnings & future plans

Successful transformation change in software implementations has very little to do with technology itself. Understanding your users and how they are impacted is at the core of managing that change.

Thus, a Change Management strategy should exist at the core of any software implementation in order to manage the impact to users, maintain competitive advantage and reduce the amount of support required for users post-implementation.



Figure 1: Proposed Change Toolkit

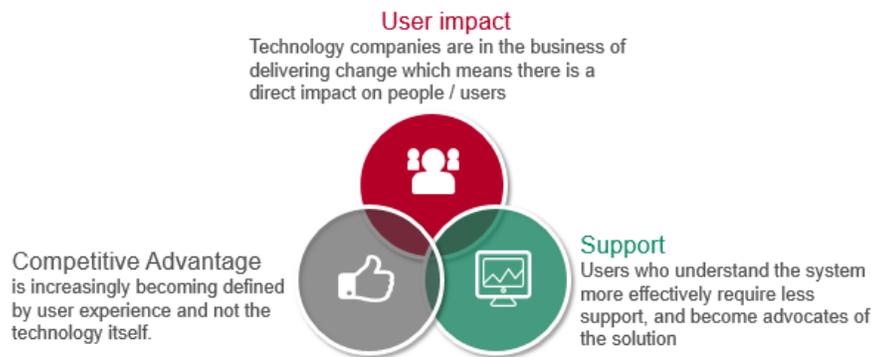


Figure 2: Benefits of Change Management