

ORGANIZATIONAL CHANGE MANAGEMENT:
**The Step-by-Step Guide
to Successful User Adoption**



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Successful business transformation brings together the three foundational elements of every organization—people, process and technology—to achieve strategic goals. Historically, too many business management implementation projects have focused on process and technology, expecting people to “figure it out.”

User adoption gives life to business transformation.

The full ROI of any project depends on if and how people use the system.

In this eBook, we will show you the steps you need to take to prepare your employees for change. We'll explain how you can provide employees with the tools, support and skills they need to make the transition. And we'll help you understand what you need to sustain a culture open to change.

Read on to find out how you can achieve the promise of business transformation through higher levels of user adoption.

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Establish metrics, monitor performance and create a culture open to change



PLAN

Preparation of everyone involved in the project—from leadership to front line workers—prevents surprises and ensures a clear understanding of expectations.

Align Leadership Vision

The leadership team must be fully engaged in the change management process from the start. A structured and well-planned workshop should:

- Clarify the purpose, scope and expected outcomes.
- Create a clear vision of what the transformed business will look like after the change has been fully implemented.
- Use the vision of success to inspire commitment to active participation

Engage Stakeholders

Stakeholder employees should be interviewed (input should be anonymous to leadership) to understand how they perceive the organization's readiness for change. Stakeholders input will help to:

- Identify potential areas for improvement.
- Define measurements of success for the transformation project.
- Align and engage key stakeholders in understanding their role in the transformation.

Establish Accountability

Every person involved in the transformation project should clearly understand their responsibilities and how they will be held accountable. Provide clear documentation on:

- The detailed work plan that defines roles and responsibilities.
- Key decisions that need to be made with deadlines.
- The project timeline with key milestones.



PLAN

Assess Organizational Readiness

Combine findings from workshops and interviews to evaluate the organization's readiness for transformational change. The assessment should:

- Identify potential problem areas that will need special attention.
- Define how the success of the project will be measured.
- Assess current organizational policies and programs that may need to change to support new behaviors.

Align Change Network for Success

Prepare project leaders to understand and manage the challenges likely to surface during the project. The change network (see sidebar) should:

- Be a coalition of leaders, led by the Executive Sponsor, focused on promoting user adoption.
- Align and engage each person to understand their role in the transformation.
- Understand the appropriate responses to change resistance.

Develop Change Management Strategy

The change management strategy should clearly identify the potential gaps and project risks to prepare leadership for proactive responses. The strategy document should:

- Establish the forms of ongoing communication for the project.
- Provide adoption tactics, coaching and support recommendations.
- Define measurement metrics and how they will be reported.

The Change Network: Roles and Responsibilities

Executive Sponsor

- The face of the change
- Communicates WHY the change is needed

Project Sponsors

- The face of the change to impacted groups
- Communicates WHY the change is needed to teams and employees

Ambassadors/Leaders

- Drives change through a region or function
- Encourages employees to engage

Change Champions

- Evangelizes change at the individual level
- Assists peers day-to-day
- Provides frontline feedback to leadership

Managers/Supervisors/Team Leads

- Leads change with employees/teams
- Celebrates success

MANAGE

Put the processes in place to support users with consistent communication, adequate training and proactive leadership.

Develop Communication Plan

Employees need to understand why the organization is making this change and how the project will unfold. Ongoing, consistent communication should report on the progress of the project as well as:

- What efficiencies the new system will bring to their lives.
- The what, when and how of training.
- Celebrations of success along the way.

Support Change Champions

As Change Champions work with peers and other colleagues to embrace the technology, they need the full support of the project team. They will be more effective with:

- Enough bandwidth to fully engage in their project support activities.
- Expert guidance on risk mitigation tactics.
- Confidence they can provide honest feedback to project leadership that will lead to supportive action.

Execute Design Workshop Process

A Design Workshop will define the new business processes employees will use when the project is complete. The workshop will clearly define how the system will drive business processes for all functions affected by the project. The design workshop will:

- Map the old processes to the new.
- Define workflows across departments.
- Provide step-by-step guidance on how users will interact with the new system.

"If there is a vacuum of information, users will create their own narrative. Those narratives may be built on fear of change or the personal agenda of someone trying to protect their position."

Victoria Harrer, Arbela Technologies

MANAGE

Create Training and Rollout Plan

The training and rollout plan will use the output from the design workshop to define how best to prepare users to learn the business processes in the new system. The plan should include:

- How, when and where the training will be administered.
- UAT (User Acceptance Testing), where users test the processes step-by-step in the new system.
- A timeline for when and how the new system will be rolled out—which could be by department, country, region or other segment.

“What appears to be resistance or objections to the change may be a barrier that the employee cannot see past. Personal barriers can relate to family, personal issues, physical limitations or money. Try to address these barriers early in the project”

Victoria Harrer,
Arbela Technologies

Execute Training and Rollout

Users should have input into what methods of training will be offered. Empower them with small steps to build confidence. Some creative ideas to consider include:

- Use Change Champions for small group training.
- Offer on-demand videos, broken up into nuggets of information.
- Hold coffee breaks with short training sessions.

Evaluate Go Live Readiness

For a successful launch, the users must be ready to fully embrace the new processes. A successful go live will be more likely when:

- The project leadership team has been fully engaged and monitoring adoption metrics.
- Change Champions feel confident their peers are ready.
- Users are fully trained and ready to embrace the new system.



SUSTAIN

The real ROI of any new business management system implementation comes as users not only adopt but embrace the system, finding creative ways to use it to improve productivity.

Monitor Adoption Dashboards

Adoption dashboards allow project leaders to proactively monitor and manage user adoption. Adoption metrics will include:

- Indicators of people using the system, like transaction volumes.
- Training progress, like the number of users viewing training videos.
- User metrics, how often employees are using the system and what functions they are using.

Provide Ongoing Training

Training shouldn't stop with go live. Help users build skills and expand their mastery of the new technology. Ongoing training should include:

- A survey of users to get their feedback on the training effectiveness.
- Open access to training videos for new employees and refreshers.
- Additional training when upgrades and new software functionality is released.

Celebrate Success

By providing recognition of achievements and project milestones, users will feel appreciated for their hard work on the project. To keep enthusiasm high:

- Provide appropriate rewards for users who made extra efforts to support the project.
- Reward the dedication of the Change Champions.
- Recognize employees when they find new ways to improve productivity or results through the system.



Support User Adoption During Transformational Change

Arbela's change management methodology follows a structured approach to enable individuals to adapt and embrace change during transformational business system implementations. Arbela works to prepare, equip and support individuals to adopt change in order to drive organizational success and outcomes.

To prepare your organization for a transformational project, we will help you identify potential gaps and project risks, provide a strategy for communication, recommend adoption tactics, change measurement metrics, begin sustainability planning and more.

Arbela Technologies is a global consulting firm delivering practical change management strategies, sustainable IT roadmaps, deep technical skills and education supporting Microsoft technologies. We help clients innovate and reinvigorate customer, supplier, partner and employee experiences and processes.

Let's talk about how to support user adoption on your journey to digital transformation. Please contact us at 1-888-319-4439 or info@arbелatech.com.

