Technology Adoption Journey

Acknowledgement is given to Microsoft for providing some of the slides

Technology Adoption Journey

What has changed?

- Desktop Applications being replaced by Cloud services
- Access to content/data anywhere/anytime/on any device
- Collaboration work practices
- Vendors moving to rapid, continuous product evolution
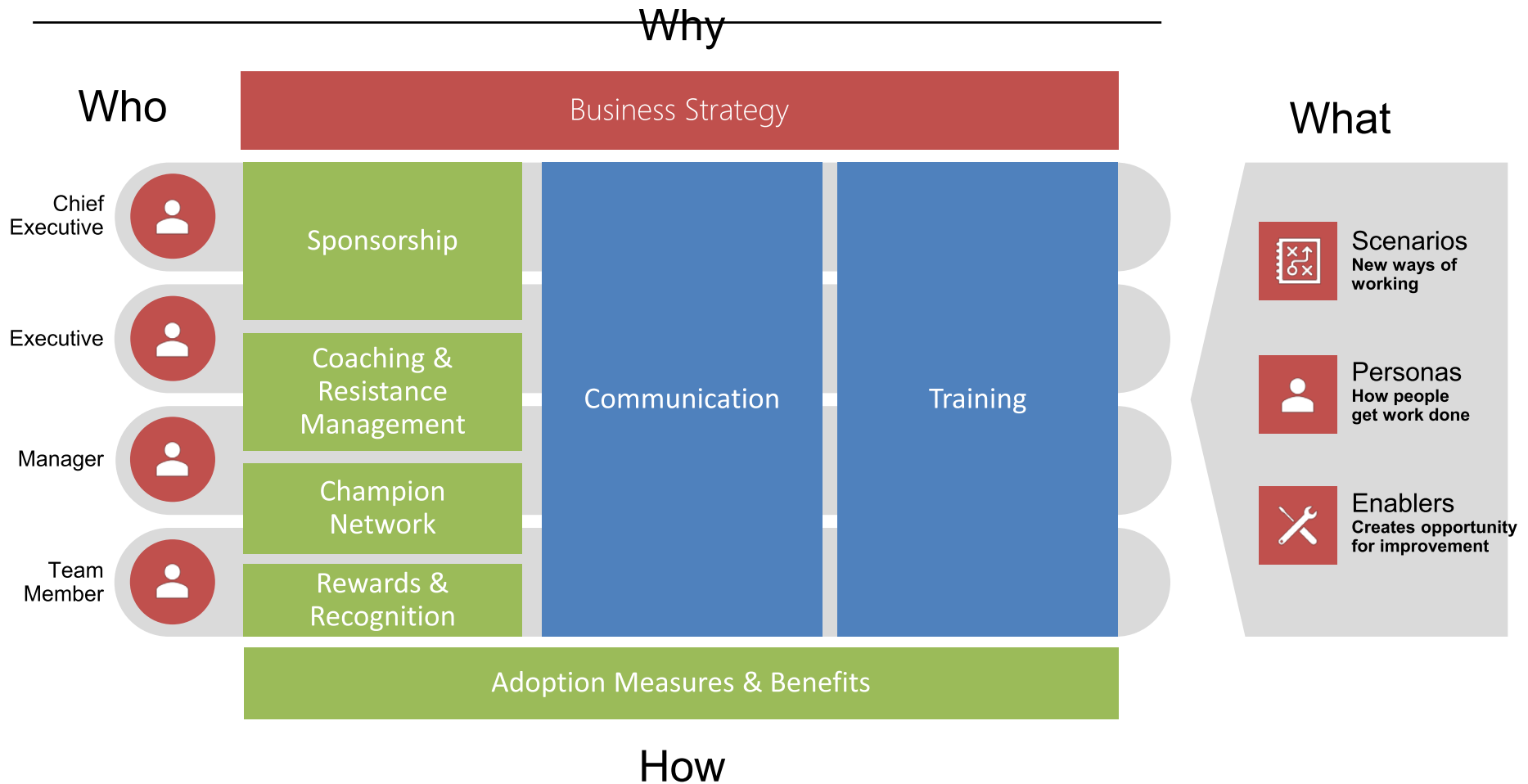- University Digital Transformation

Understanding these challenges and managing change

Identify the "Players"

- Implementers

- Supporters

- Influencers
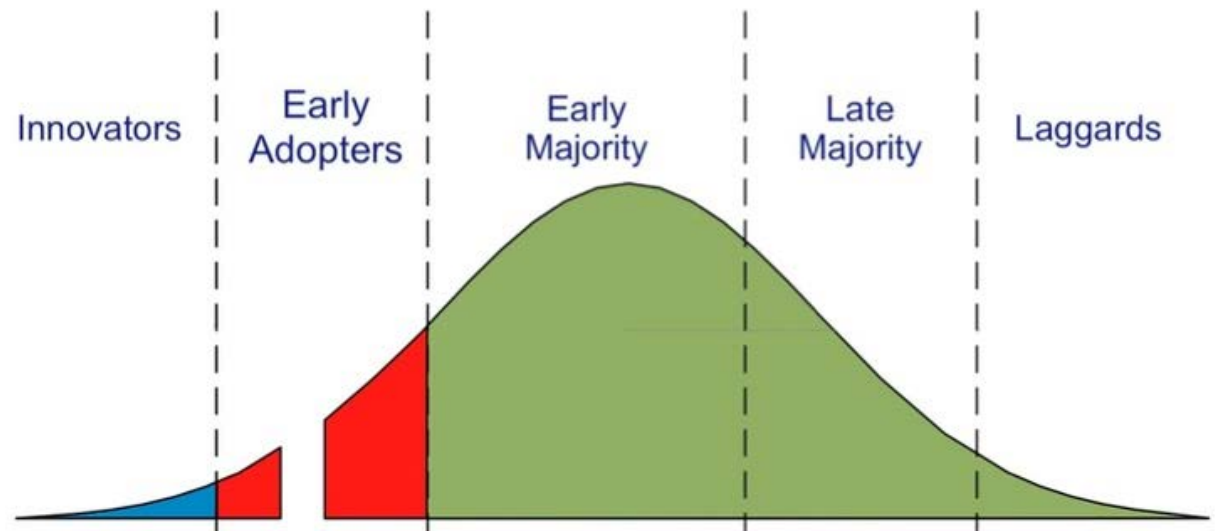
- Adopters

Change Ecosystem
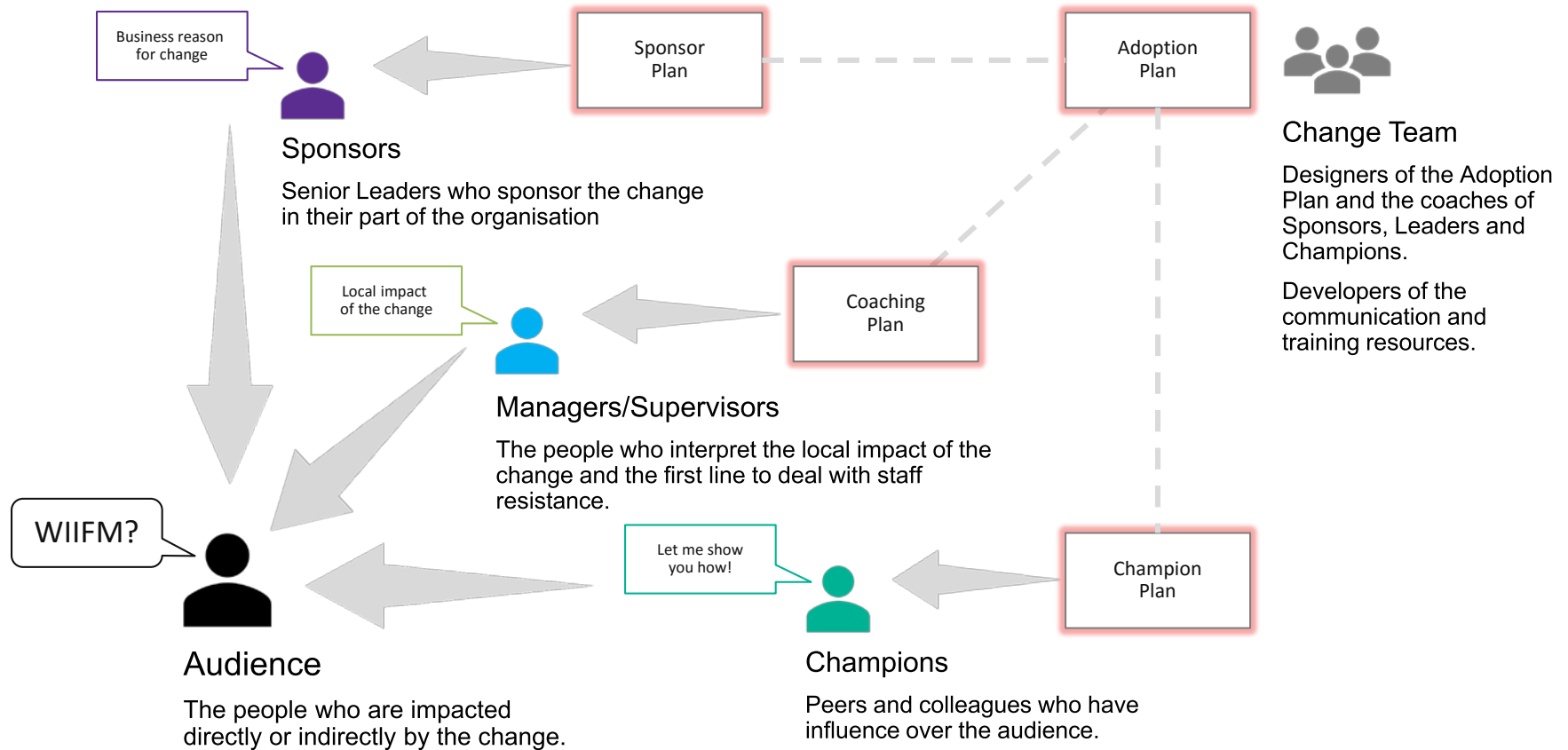
The majority of users require intervention to cross the chasm

You must proactively manage the desired outcome to reach the 75% of your users who need the help

Technology Adoption Lifecycle

Innovators | Early Adopters | Early Majority | Late Majority | Laggards

Inspired by Crossing the Chasm by Geoffrey A. Moore.
Courtesy of Craig Chelius via Wikipedia.

Factors in Change Management Success

1. Active and visible executive sponsor
2. Structured change management approach
3. Dedicated resources and funding
4. Frequent and open communication
5. Employee engagement and ownership
6. Project management integration
7. Support from middle management

1. Ineffective change management sponsorship
2. Resistance to change from employees
3. Insufficient change management resources
4. Division between project management and change management
5. Middle management resistance

Source: Prosci® Inc. Best Practices Research 1998-2014

- Budget overruns and project delays
- Loss of individual productivity
- Declines in morale and employee attrition
- Loss of projected financial benefits
- Initiative fails to yield results
- Negative impact on customers
- Low user adoption

Measuring Success- impact of human behavior

Speed of adoption	How <u>quickly</u> are people up and running on the new systems, processes and job roles?
Ultimate utilization	How <u>many</u> employees (of the total population) are demonstrating "buy-in" and are using the new solution?
Proficiency	How <u>well</u> are individuals performing compared to the level expected in the design of the change?

Prosci® Project Change Triangle™
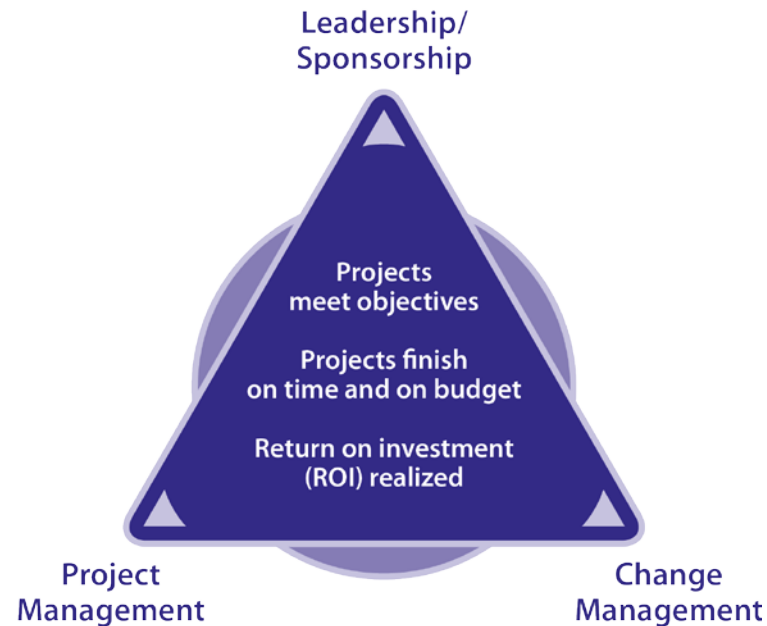
Prosci® PCT™ Model

Prosci® ADKAR® Model
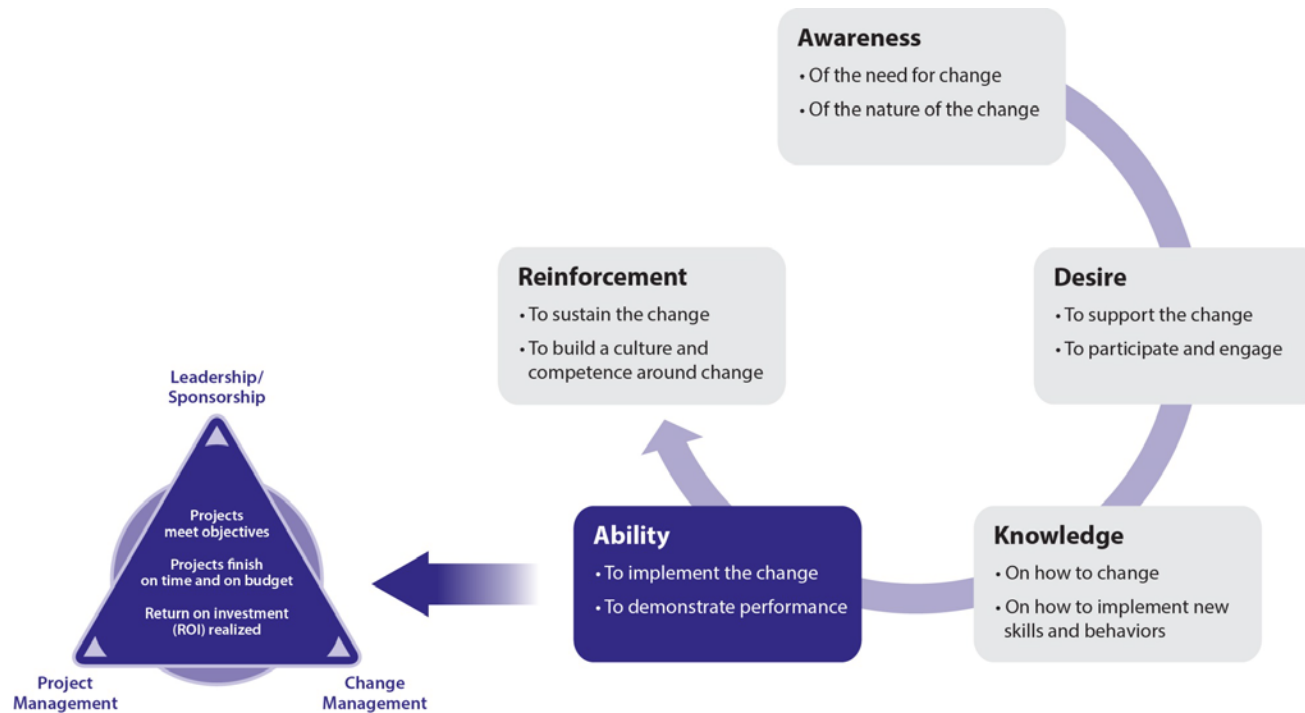
Important things we learnt on our journey

Seek first to **understand**	Leaders are those who **lead**	**Make it happen**	**Success** breeds success
Work with the business to identify most important **needs** and **challenges** to achieve business goals. Make it relevant; make it real; make it personal.	Define **solutions** that help achieve business goals. Engage with your **sponsors** and agree the way forward.	**Commit Resources** and execute your Adoption Plan. Use the right plays & some special moves to make change happen.	Measure progress against benchmark, **showcase success** and iterate with new scenarios.
Adoption Awareness and Vision	**Adoption Strategy and Roadmap**	**Adoption and Change Implementation**	**Adoption and Value Measurement**
• Adoption Workshop • Adoption Diagnostic • Workforce Analysis • Adoption Value Plan	• Sponsor Activation • Governance • Guiding Principles • Special Handling	• Detailed Change Management Plans • Change Implementation Support	• Enhanced Usage Monitoring • Business Outcome Scorecard