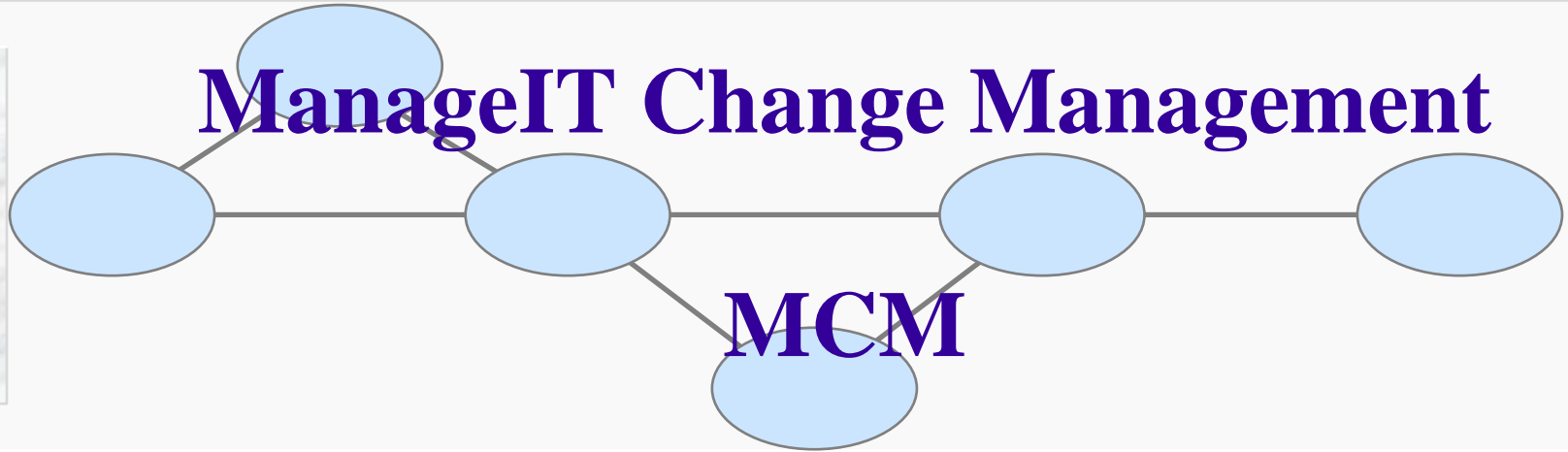
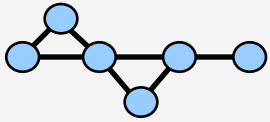


ManageIT Change Management



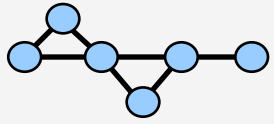
Gary Rinehart

Decision Interface



“I wasn’t smart enough about that,” he says.
“I was reflecting my engineering background and was insufficiently appreciative of the human dimension. I’ve learned that’s critical.”

Dr. Michael Hammer,
Wall Street Journal,
November, 1996

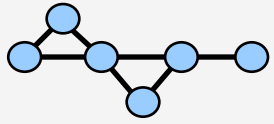


The Challenge of Change

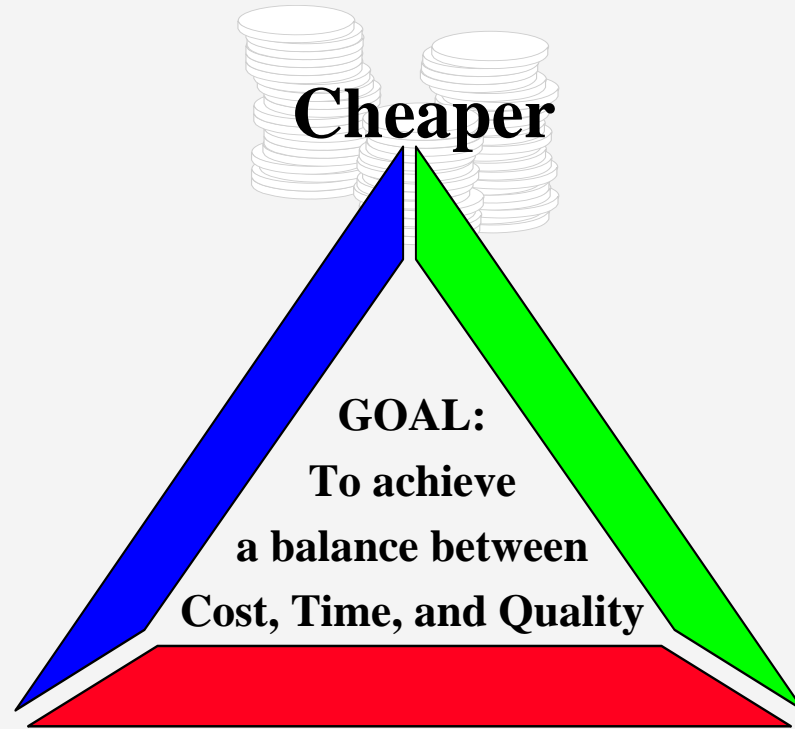
“No matter how well a business strategy is being executed (e.g., via reengineering of business processes or building new systems), it is how well an organization can align, inspire and mobilize its people around these initiatives that ultimately will spell success or failure.”

The Gartner Group
May, 1996



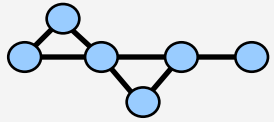


Technology Implementation Challenge



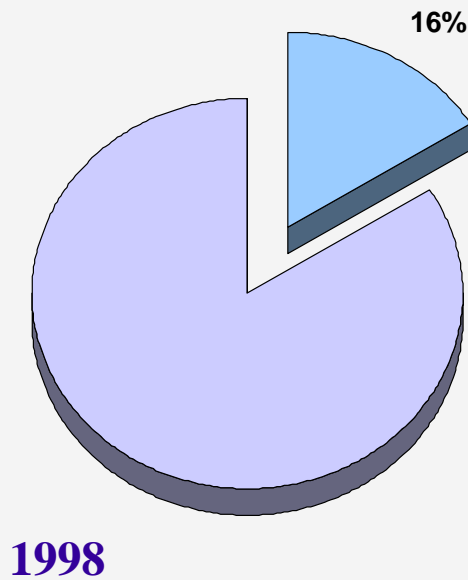
Pick any two.



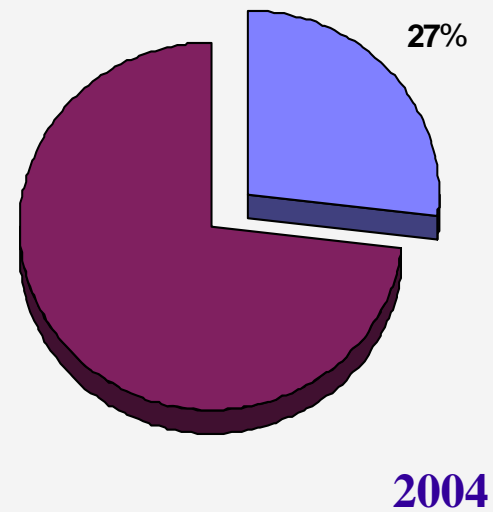


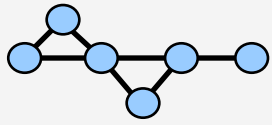
IT Projects Failure Rate

Successful Implementations



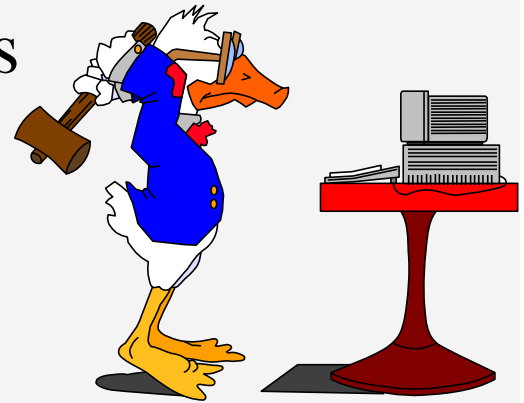
Successful Implementations

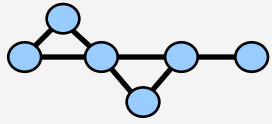




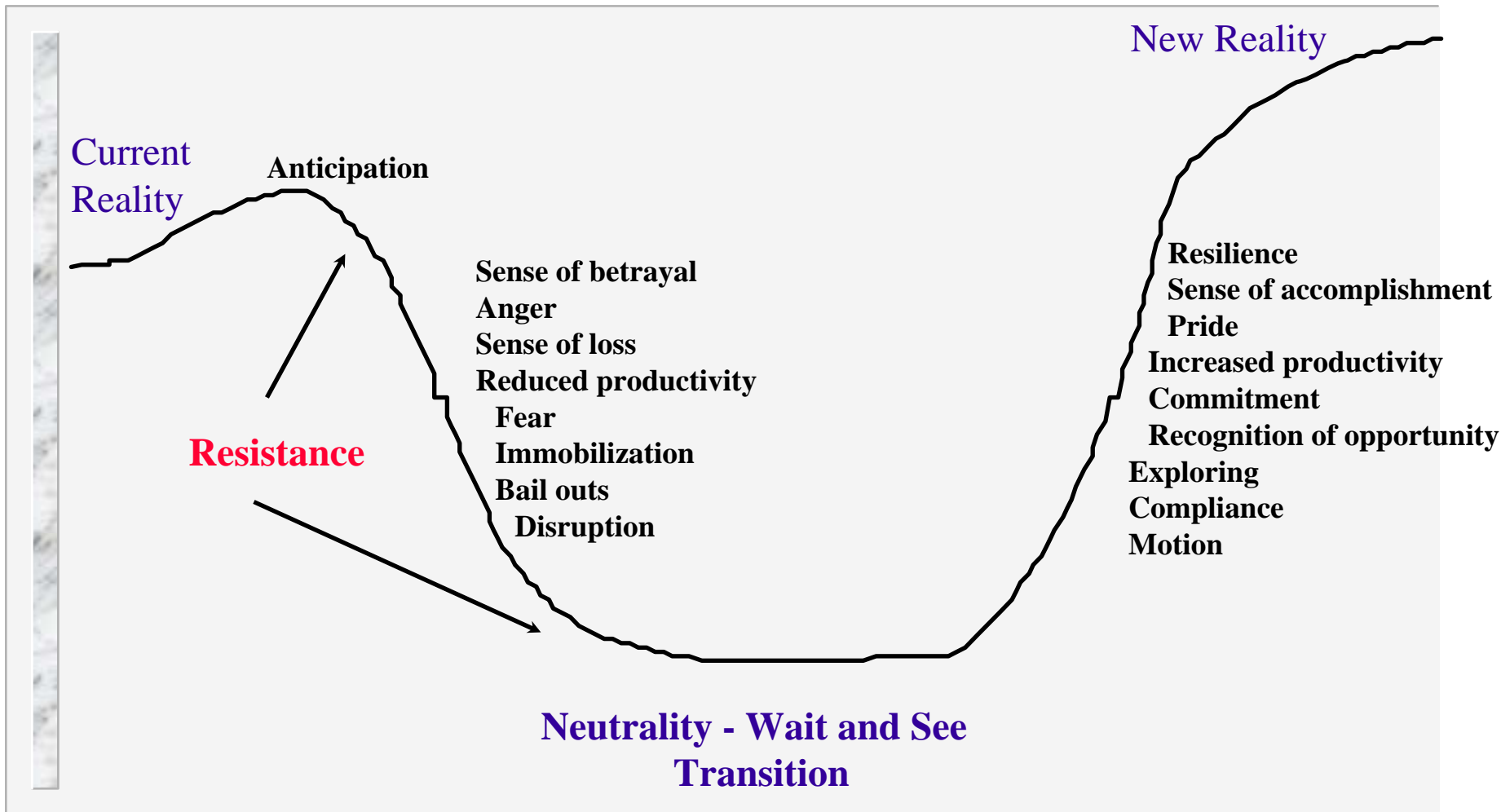
Common Causes of Technology Failure

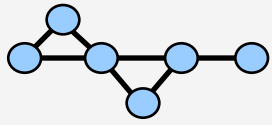
- Failure to break down project in manageable steps
- Lack of high level buy-in/sponsors
- Failure to recognize cultural impact/resistance
- Misalignment of business processes
- Inadequate training
- Inconsistent communications
- Misalignment of HR Practices
- No clear vision of what technology should accomplish (no clear tie to the corporate strategy)





Emotional Cycle of Change





Guiding Principles of Change

Compelling Needs

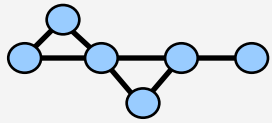
Resistance

- Vision
- Leadership
- Communication
- Shared Ownership
- Culture
- Scope of Change
- Supporting Structure
- Learning Organization

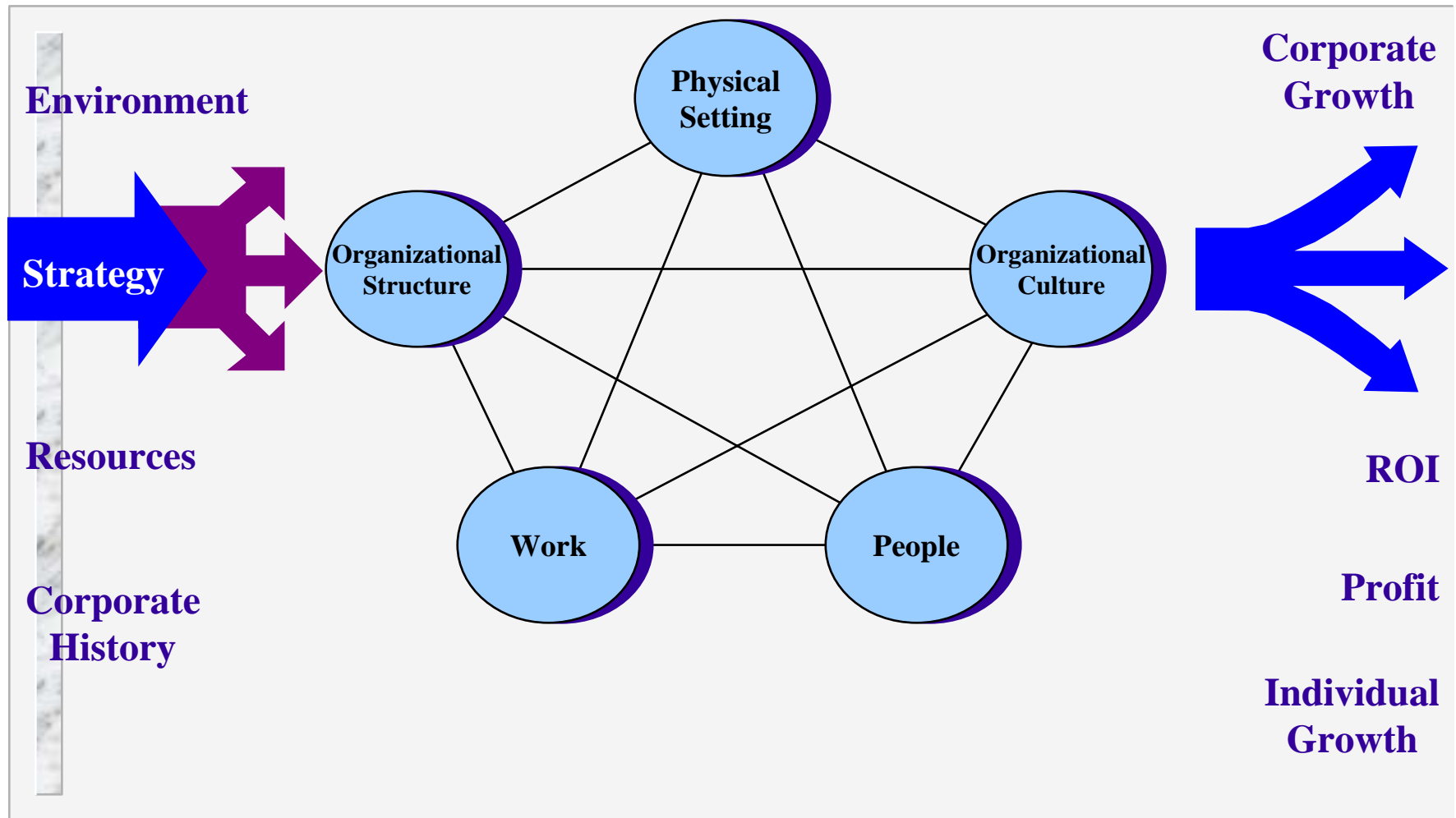
Resilience

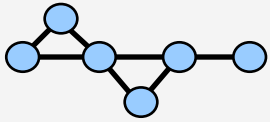
Congruence



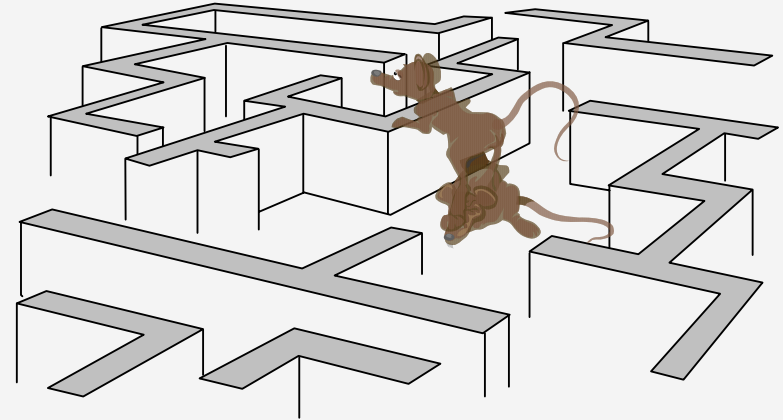


The Congruence Model

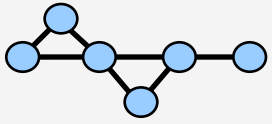




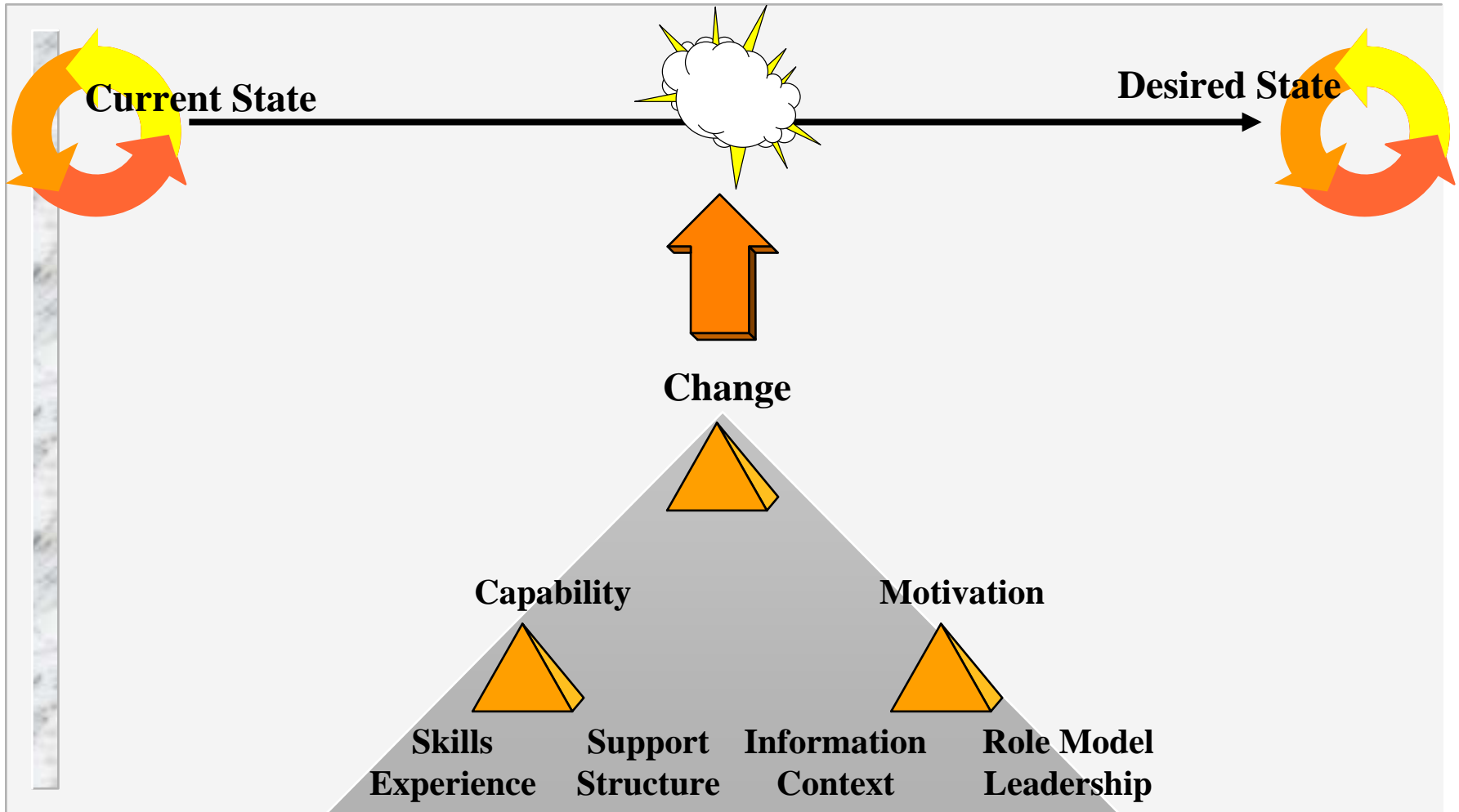
The successful implementation of a new system is directly related to an organization's ability to accept and adapt to change.

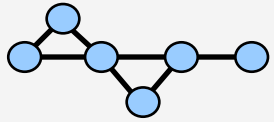


Conclusion of a year-long IBM study of 24 companies implementing client/server



All That It Takes . . .





A Holistic View of Change

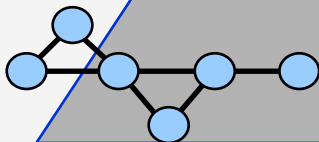
- Applications
- Information
- Infrastructure



Technology

- Workflow
- Performance Management
- Policies
- Procedures

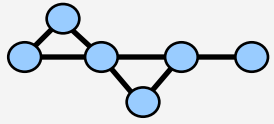
Process



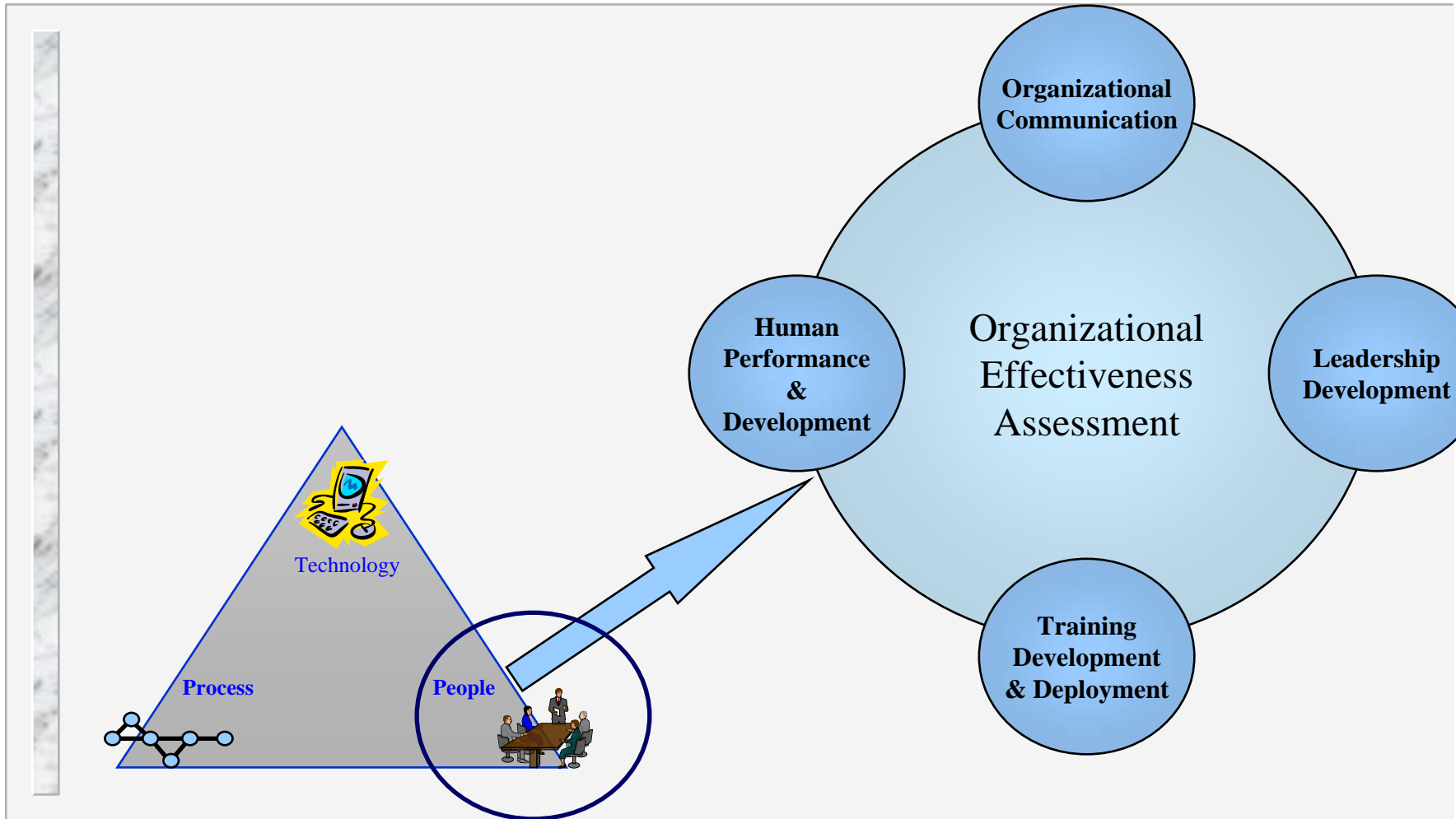
- Roles (jobs)
- Skills and competencies
- Organizational Structure
- Incentives/rewards/compensation
- Career paths
- Education/Training

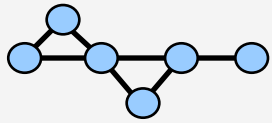
People





MCM's Unique Approach





Organizational Assessment



- Corporate Strategy
- Executive Alignment
- Shared Vision
- Uncover Questions & Resistance



- Business Process Alignment
- Uncover Org. Barriers
- Build Commitment



- Uncover Specific User Issues
- Identify Learning Styles
- Build & Document New Processes
- Define New Roles

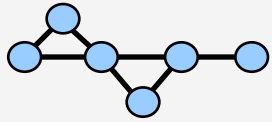


- Define New Roles
- Identify Reskilling Requirements
- Assess IS Methods



- Determine change readiness
- Identify areas of resistance or need
- Identify opportunities for improvement
- Prioritize the high-impact change opportunities
- Recommend solution mix of other services

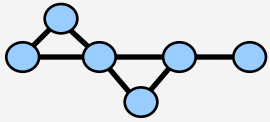




Organizational Communication



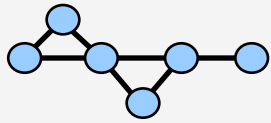
- Create strategy to communicate direction, changes, messages, etc.
- Establish channels for two-way communication
- Implement involvement plans to reduce resistance
- Raise understanding of vision, goals and benefits



Leadership Development



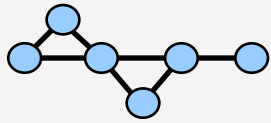
- Interventions with leadership team to build shared vision
- Facilitate alignment to strategic direction
- Develop leadership skills to champion the vision
- Strengthen commitment of sponsors and advocates



Human Performance and Development



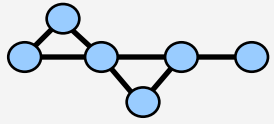
- Update job descriptions and organization structures
- Develop competency models and performance criteria
- Design compensation and incentive programs
- Develop HR tools, practices and systems
- Match people to jobs and development planning



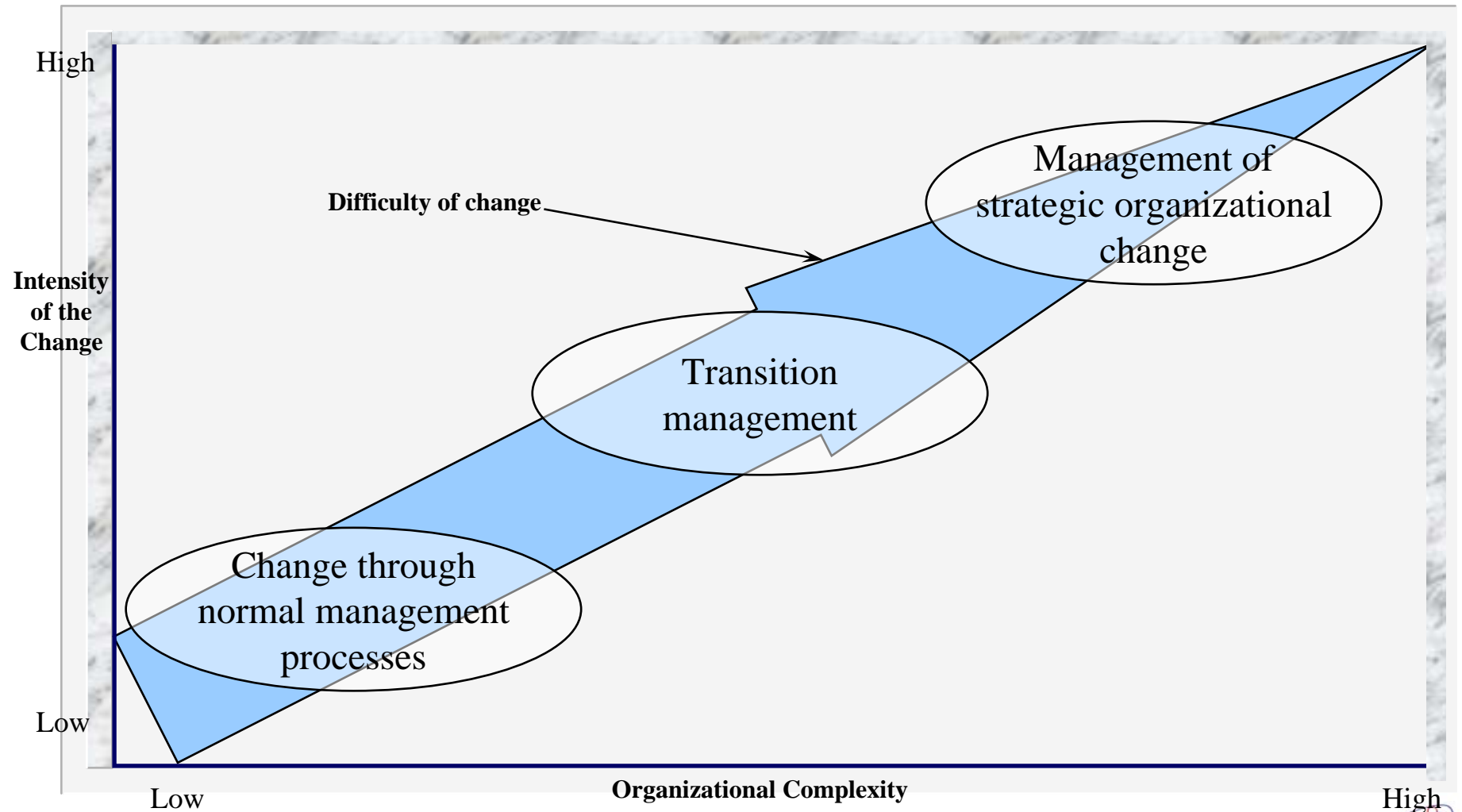
Training Development & Deployment

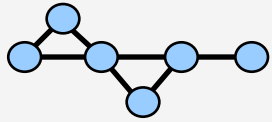


- Define competencies required to perform job
- Assess to determine gaps and training need
- Recommend curriculum plan and training approach
- Develop or Customize courseware
- Manage training deployment (the training solution)

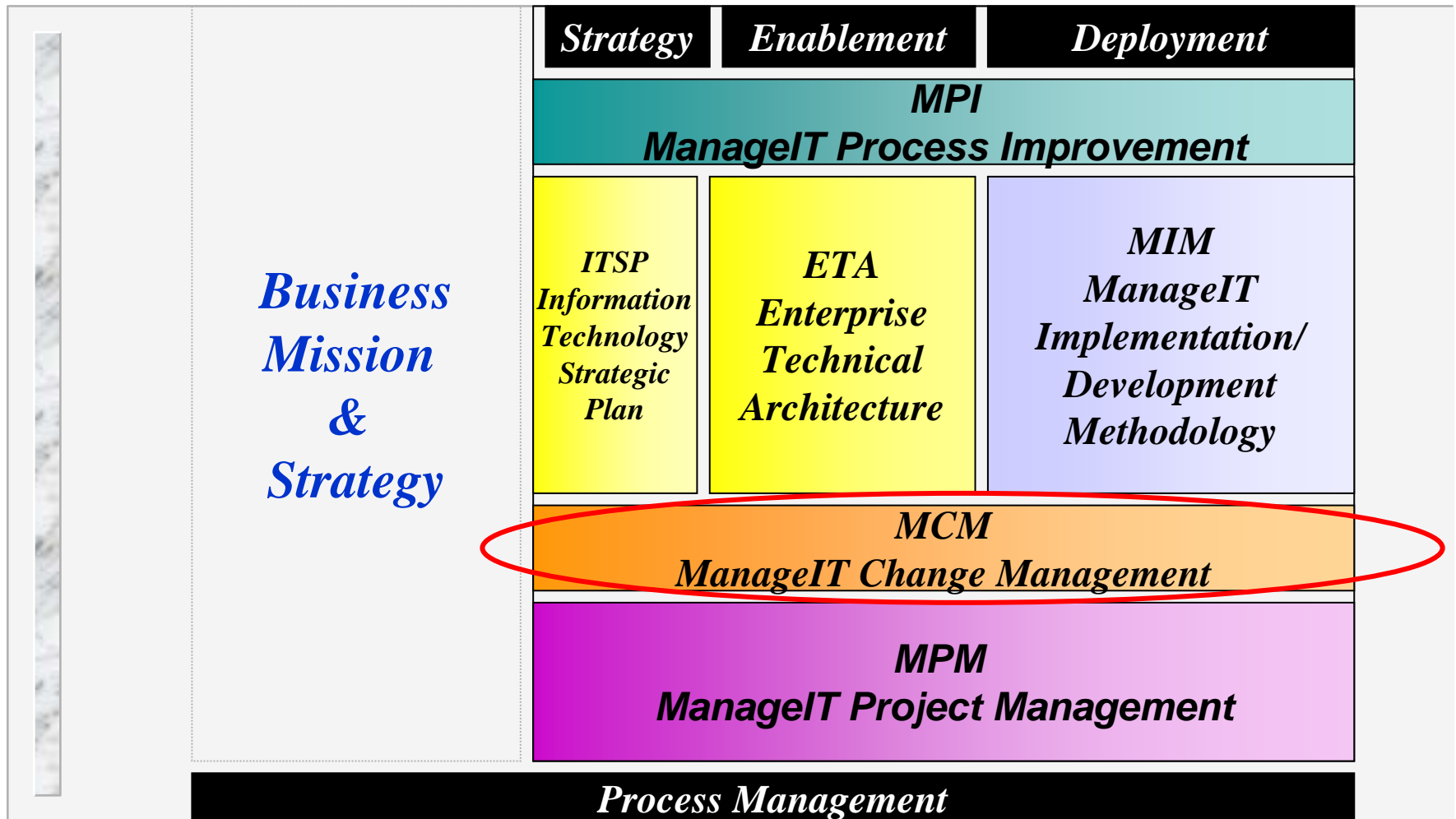


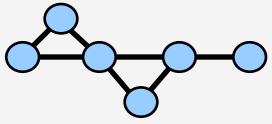
Managing Strategic Change



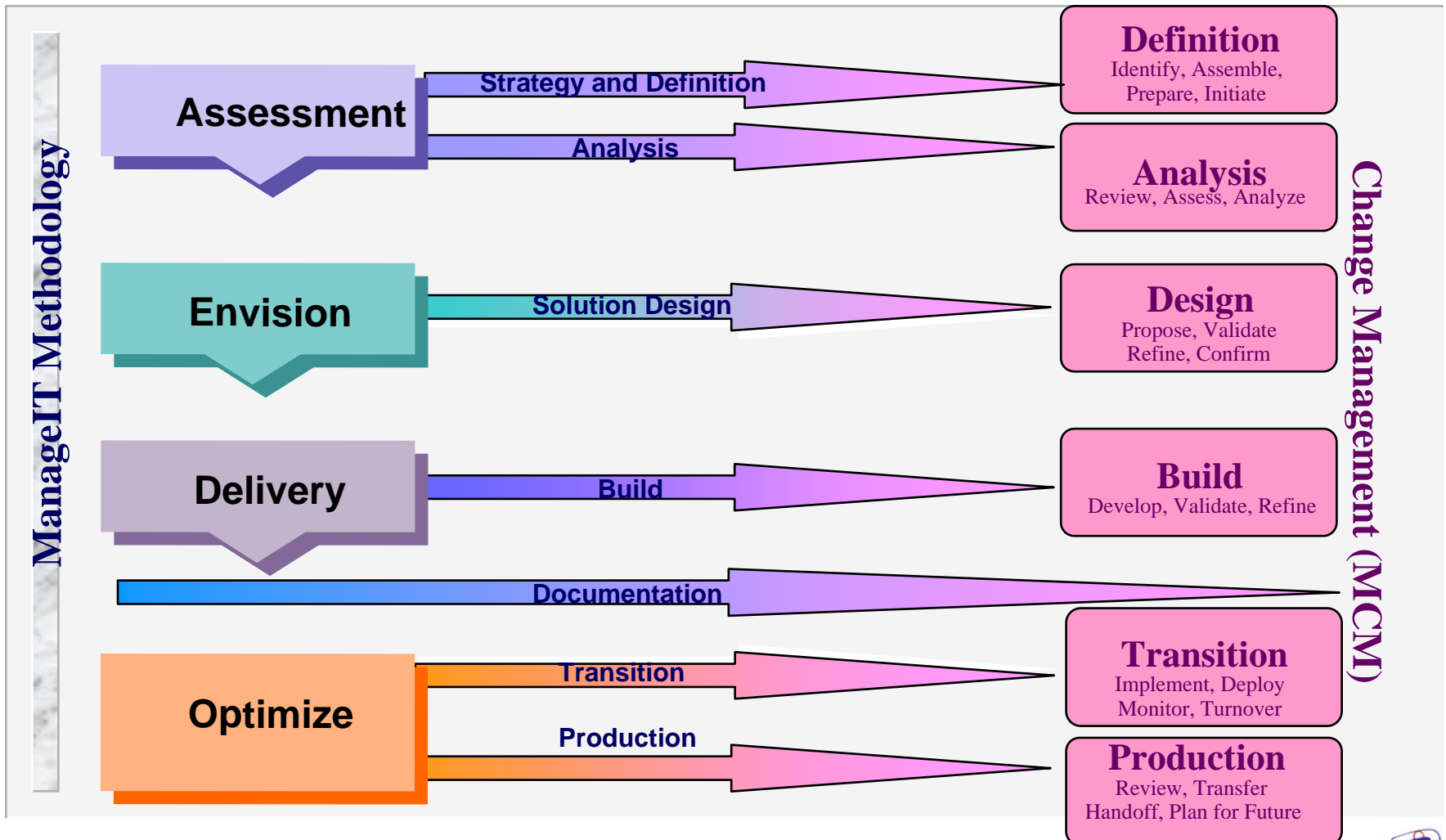


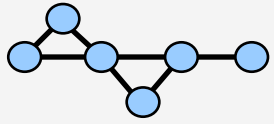
Part of DII's ManageIT Methodology



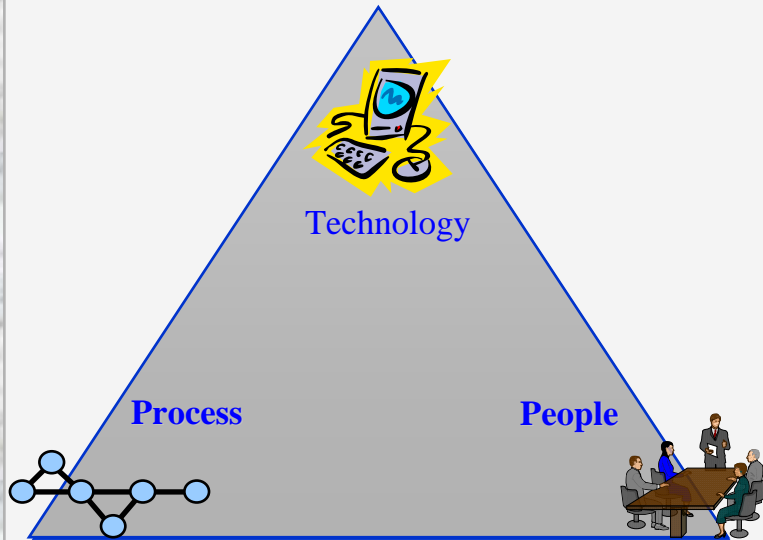


Integrated with ManageIT

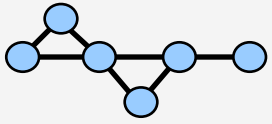




Decision Interface's MCM Differentiators



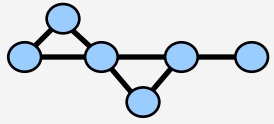
- Total Solution
- Consistent Methods
- Integrated Methods & Tools
- Consistent Deployment
- Expertise in using technology to improve business performance



Benefits to Clients

- Maximizes their technology investment
 - Increasing productivity
 - Lowering implementation costs and risks
- Unified vision and increased commitment throughout all levels of the organization
- Creates a re-skilled, efficient workforce dedicated to performing job responsibilities
- Leaves a stronger, adaptable, resilient organization behind

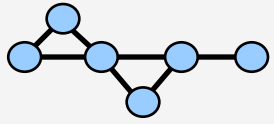




Benefits to Decision Interface

- Repositions Decision Interface as value added provider
- Stronger, longer-lasting executive relationships
- Allows for identification of more opportunities for consulting and education revenue
- Higher customer satisfaction (referenceable)
- More control over Decision Interface's project success
- Differentiation from competition

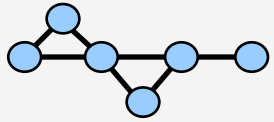




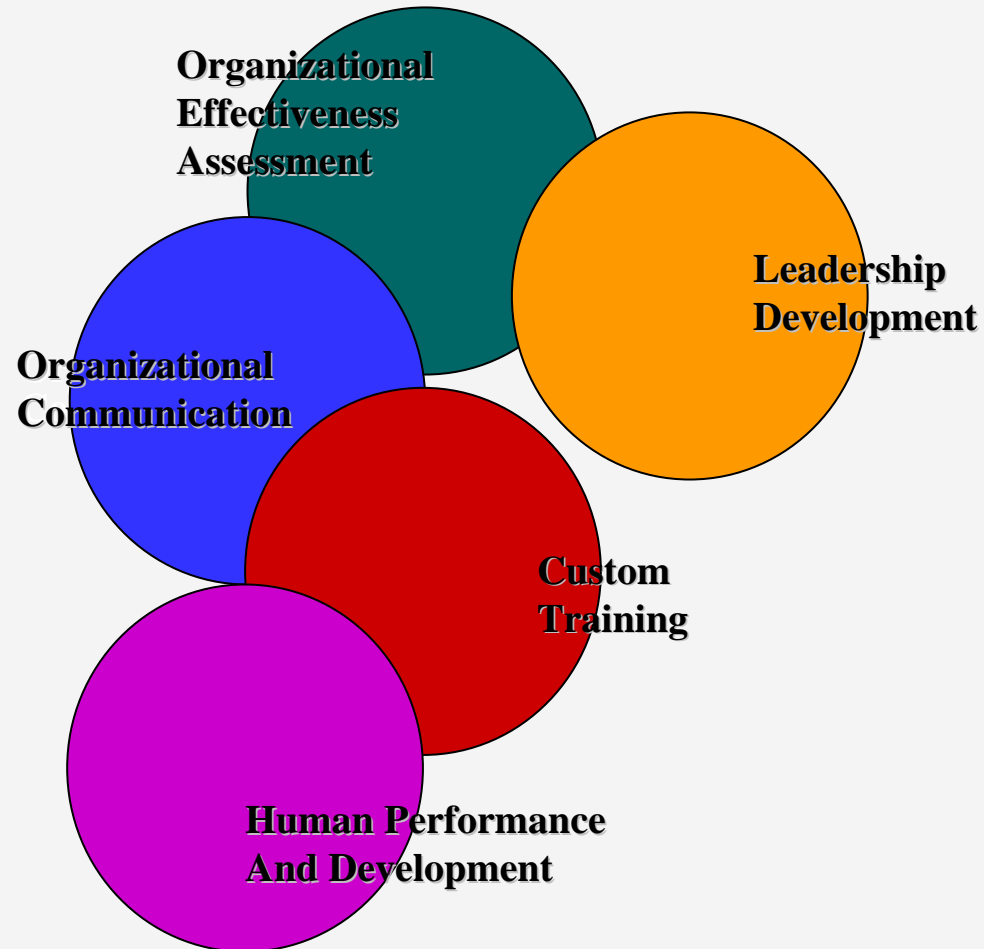
MCM Client Profile

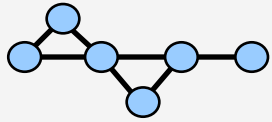
- Large or complex
- Multi-site or multi-national
- Migrating from an established system to new technology
- Looking for additional ways to leverage their technology investment
- Undergoing simultaneous initiative: reorganizations, TQM, BPR, mergers, etc.
- Expecting/coping with resistance from employees
- Poor sponsorship or communication





ManageIT Change Management





ManageIT Change Management

