

Change Management: It's a Team Sport



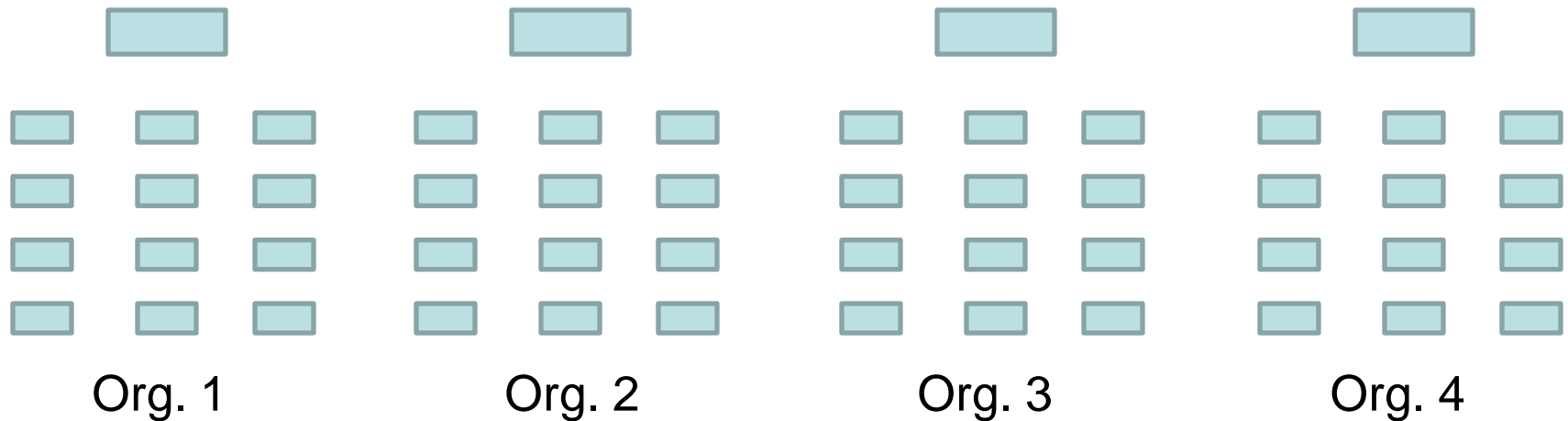
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Key Topics

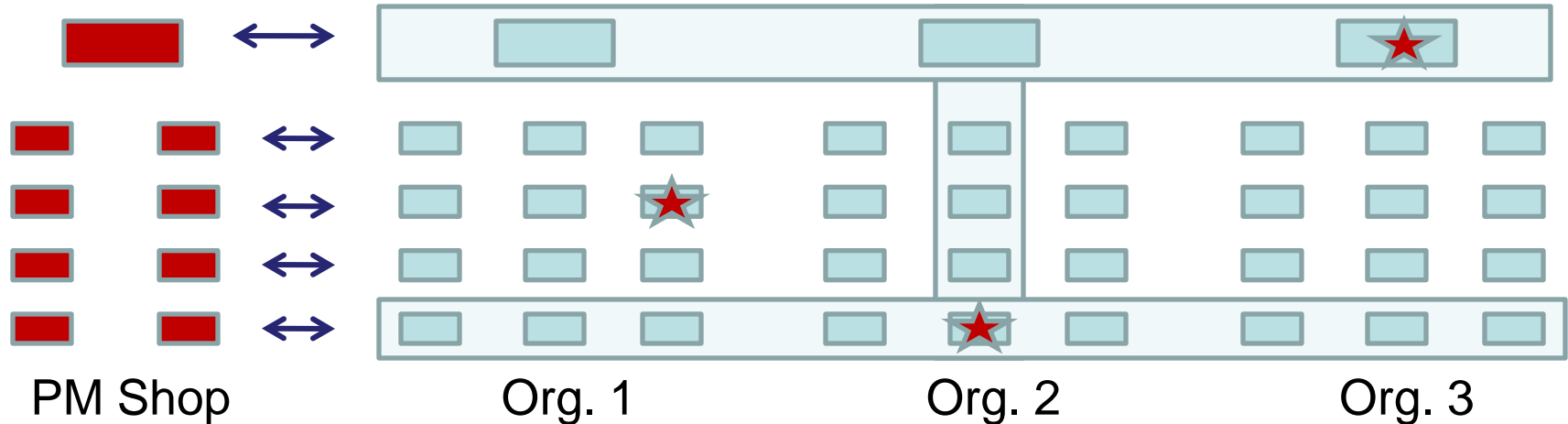
- Think about a transformation team. To be successful, you need a good coach, good players, and a great game plan - - and everyone needs to know their role
- Work to gain user community investment even during the design phase of the transformation
- Take advantage of natural/existing collaborative networks
- Develop and maintain “information trust”

Channels and Trust



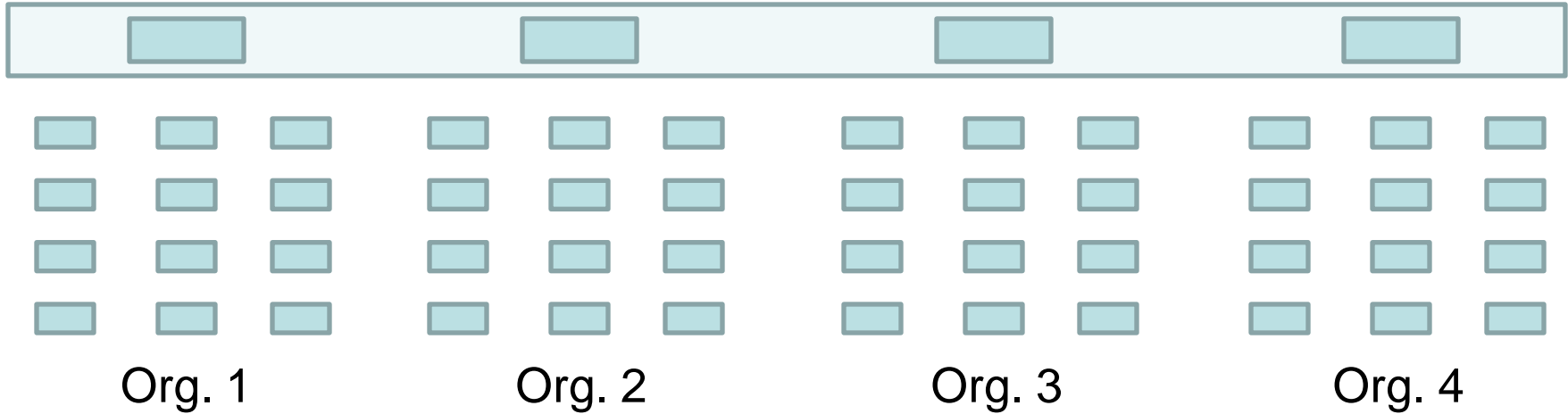
- People get their information in complex ways
 - “Reliable” sources
 - Formal and Informal
 - Push / pull
 - Multiple communities
- Commitment is strongly influenced by social networks and shared goals

Design Characteristics



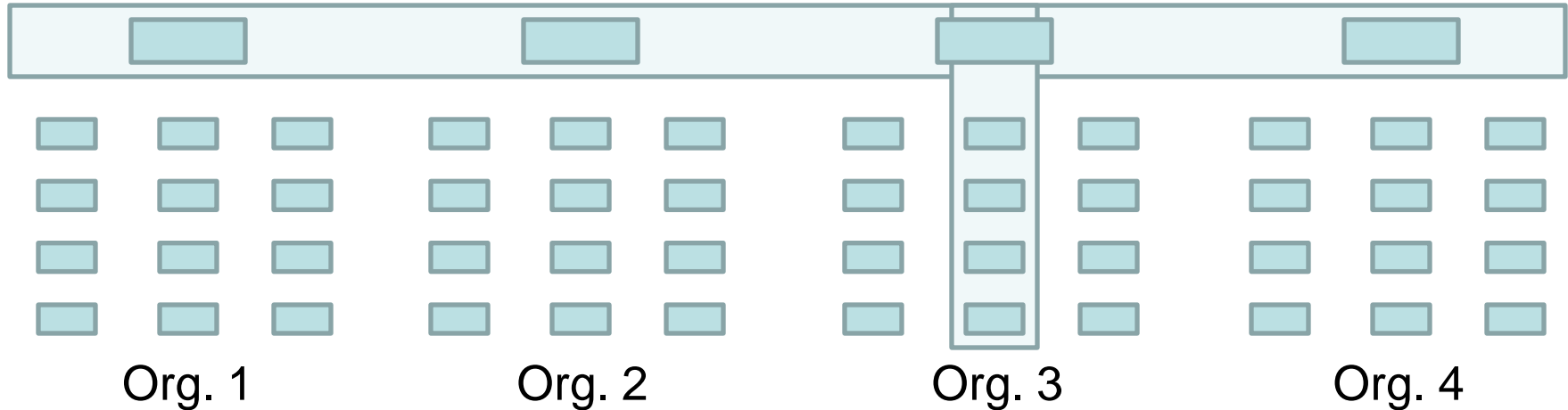
- From planning stage on, the PM shop should leverage all functional areas, all levels, and all abilities
- Integrator, user community, and program management must play to the same game plan covering clear roles and responsibilities and working toward the same goals
- The PM shop must maintain consistency of purpose and message

Horizontal



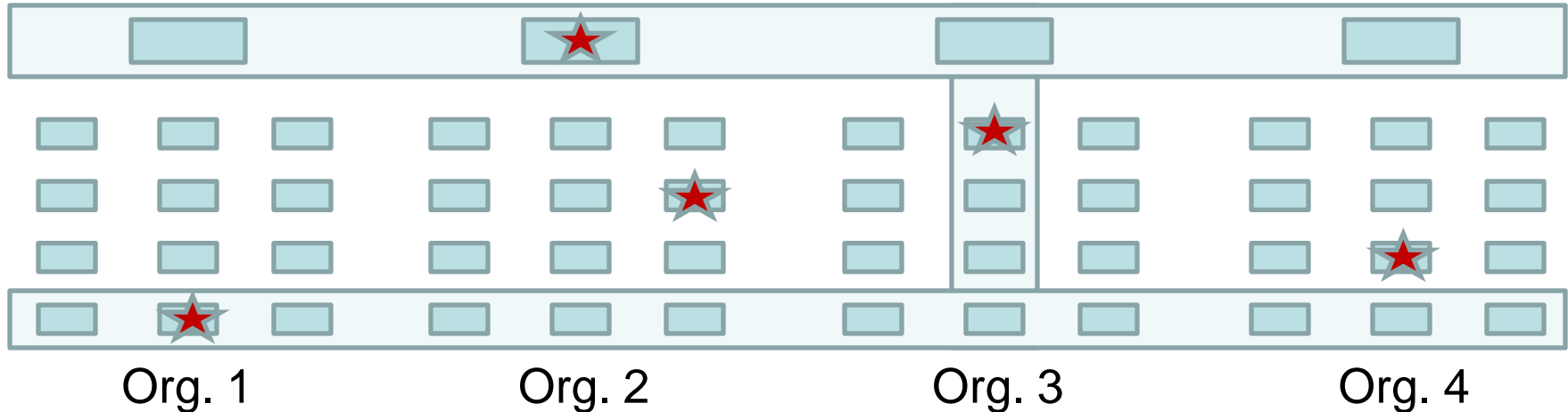
Horizontal communication allows peers to “pulse” each other assigning value to what they are hearing

Vertical



- Vertical Communication allows for people to assign value to what is heard from above, and from below - - leadership and feedback
- This is especially useful when you have a strong and/or popular leader

Multi Level



Multi-level communication has a multiplier effect as people move within and between the various organizations - - temp assignments or travel

Summary

- **Just like a sports team, everyone must be pulling toward the same goals if you expect to win**
- **Just like a sports team, trust is essential**
- **Just like a sports team, everyone has a critical role**
- **Cannot afford any lone wolfs or hidden agendas**
- **Cannot afford lack of trust**