

Organizational Change Management Making it a Permanent Fixture



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Why ERP Implementations Fail

- 42% Leadership
- **27% Organizational & Cultural Issues**
- **23% People Issues**
- 4% Technology Issues
- 4% Other

Organizational issues left unchecked often lead to project failure





Learning from Mistakes



Delaware's ERP History

- Project managed by consultants
- Low team morale
- Multiple project plans to 'fit' budget
- Production support for Human Resources
- Chain of command – multiple reporting structure
- ***No end user interaction***





Delaware's ERP History

- Became a 'state – managed' project
- Acquired additional state resources
- Rearranged project team
 - Added full time ***Organizational Change Management team***
 - Single reporting structure
- ***Successful upgrade and implementation!***





Delaware ERP History

2004 Upgrade

- Client Server to Web based
- Tremendous change to look and feel!
 - Internet education
- ***Followed previous OCM methodology – kept relationships intact***
- **Go live was a non-event!**





Results

- Visionary Organizational Change Management
 - Proven methodology
 - Building social capital
 - Establishing statewide change agents
- Credibility Established





Department of Technology & Information (DTI)

Timing Was Everything!



State Agency Transformation

- Governor & General Assembly established new agency
 - The Department of Technology & Information (DTI)
- Program Management Office
 - Chief Program Officer
 - Project Management Team
 - ***Organizational Change Management Team***





State CIO

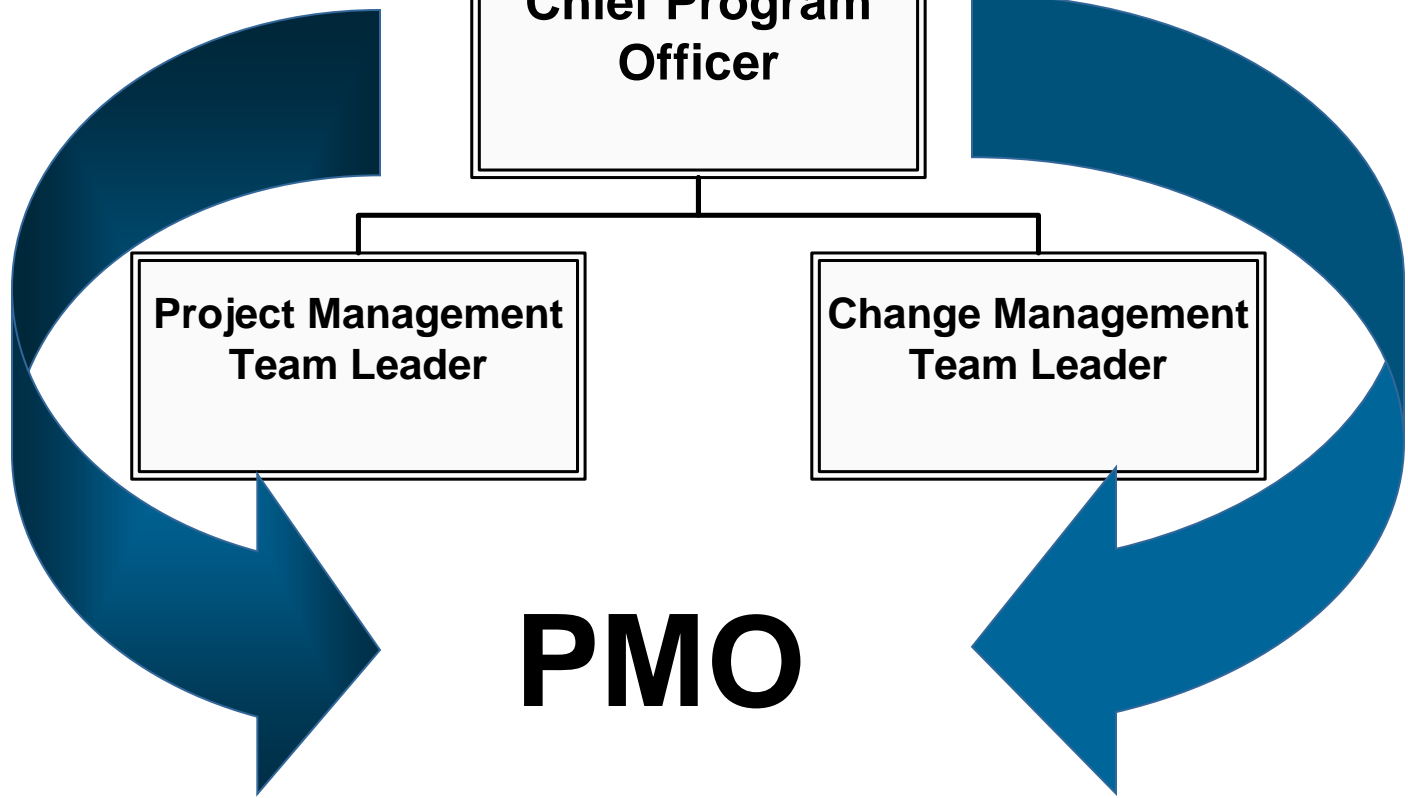


Technology Investment Council

Chief Program Officer

Project Management Team Leader

Change Management Team Leader



PMO

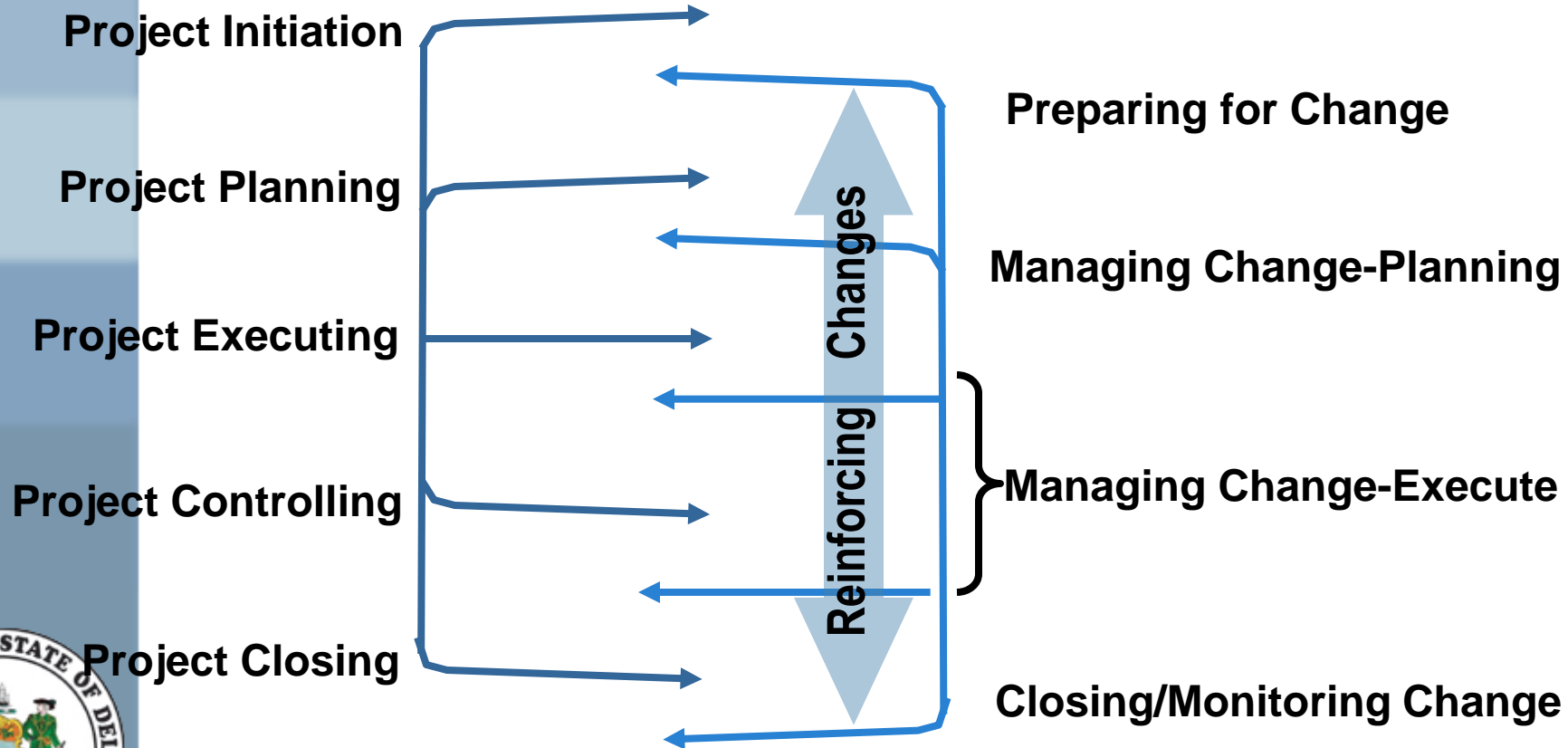




Process Integration

Project Management

Change Management





DTI

Organizational Change Management

We're here, and we're not going away!



Making it Work

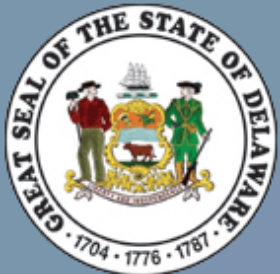
- Striving for department wide ***change competency***
- Repeatable proven processes
- Support from the top
- Proven credibility
- Tried and true relationships in place





Organizational Change Management Tools

- Comprehensive OCM Plan
 - Organizational & Project Attributes Assessment
 - Project Readiness Assessment
 - Stakeholder Analysis
 - Sponsor Roadmap
 - Communication Plan
 - Coaching Plan





Organizational Change Management Tools

- Resistance Management Plan
- Coaching Plan
- ***DTI Readiness Methodology***
 - *End user inventory*
 - *Functional Impacts*
 - *Reporting/tracking standards*
- Training
- Knowledge Transfer

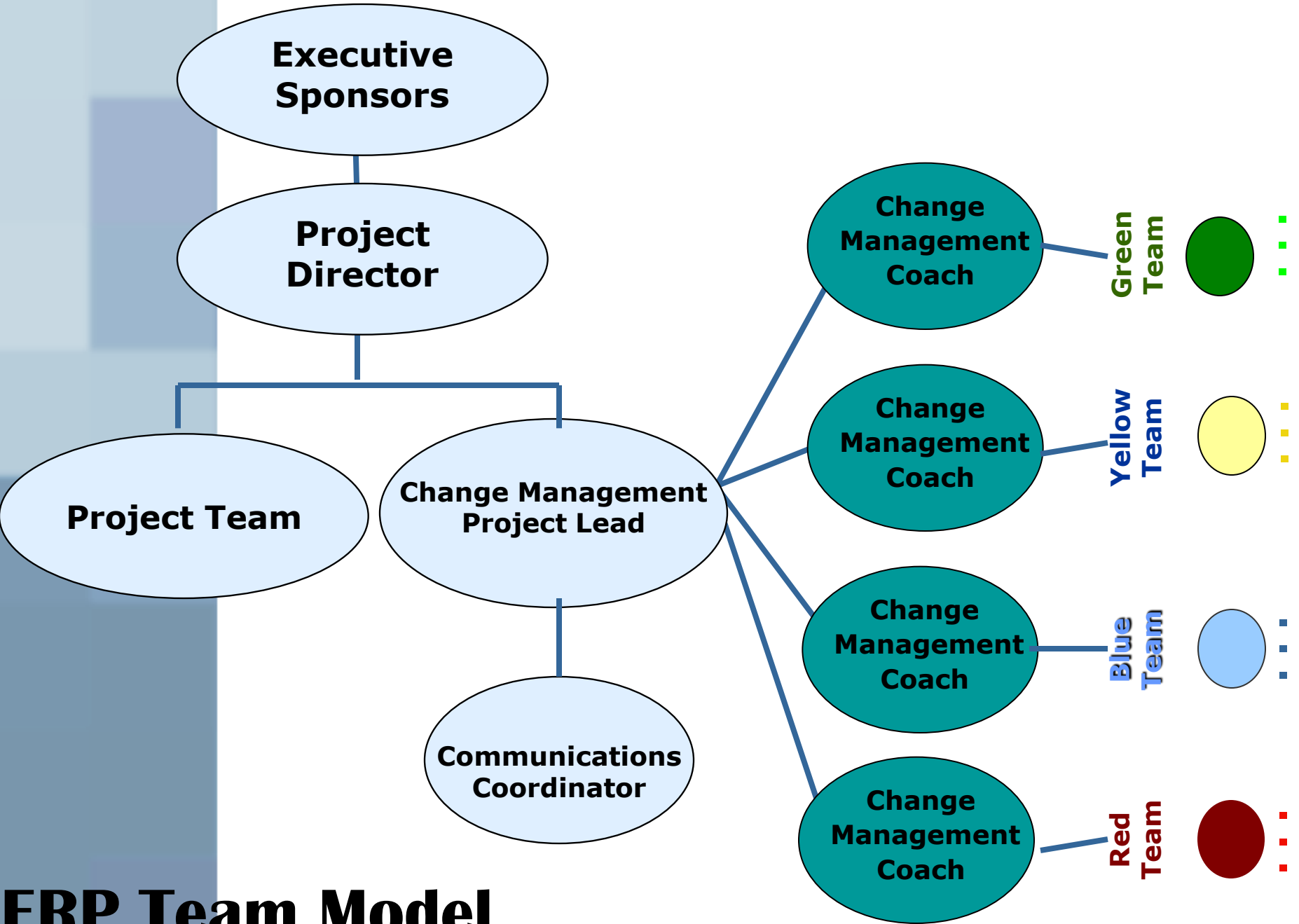




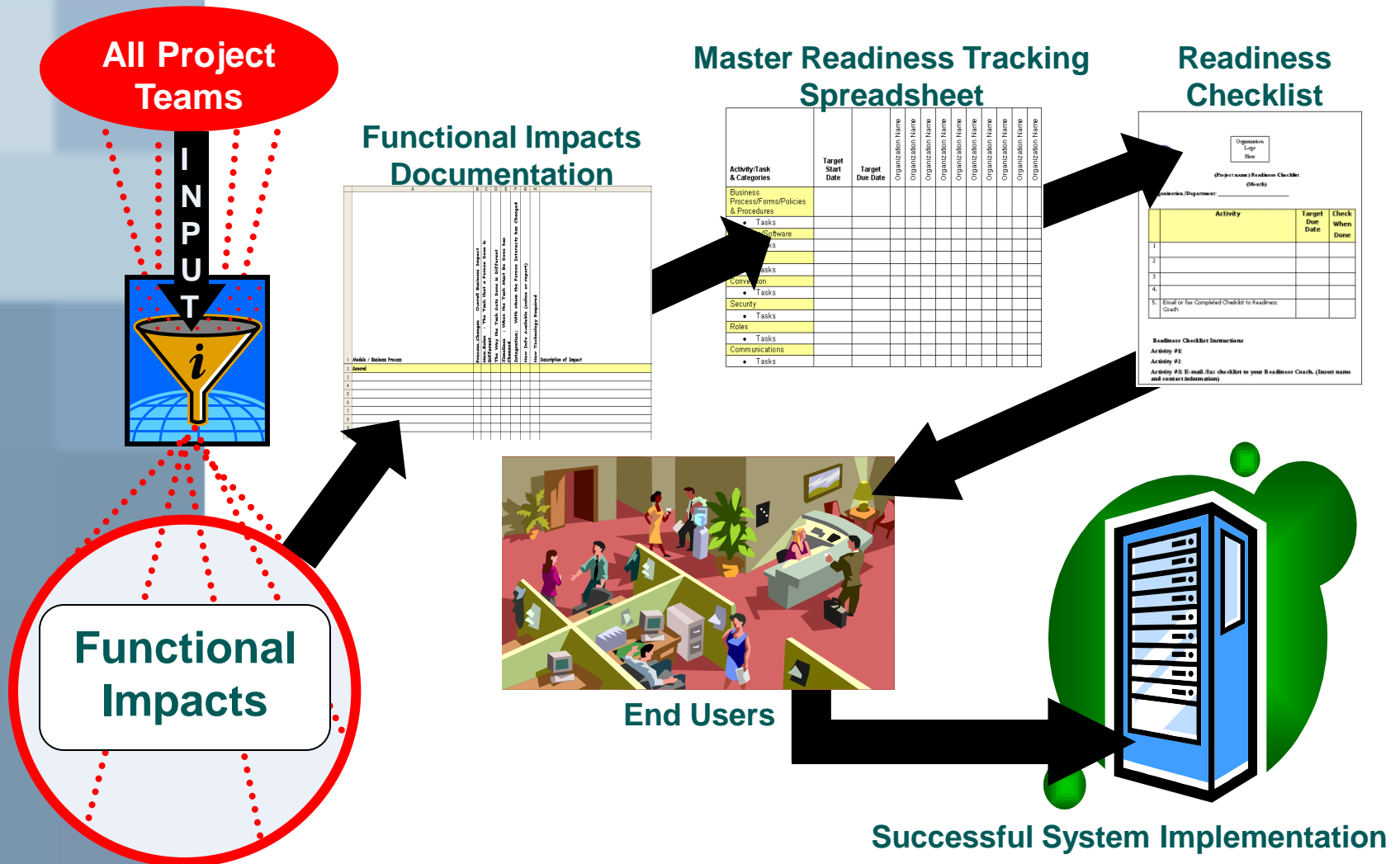
“Readiness”

Preparing/Tracking/Reporting

ERP Team Model



DTI Readiness Methodology





Greatest Success Factors

- Learn from mistakes
 - Build creditability for processes and tools
- Excellent support
 - Sponsor involvement on every level especially from the top
- Build a statewide network
 - Social capital

Relationships, relationships, and more relationships!





Next Steps Being Realized

Enterprise wide OCM

- PM/OCM statewide certification course ✓
- Consultation on other agency projects ✓
- Best practices become State standard





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Q & A

