



Adoption and Change Management

Ensure adoption and ROI in your organisation

Our Approach to Change Management

Ensure adoption and ROI in your organisation

Adoption and Change Management is a structured and intentional approach to support people through any change that a business is undertaking. It prepares, equips and supports individuals through the changes that have an impact on their role no matter what the change may be.

ACM can be utilised when undertaking new technology implementations, service transitions and office relocations as key examples. With a dedicated focus on mobilising adoption and usage, change management supports successful change to maximise ROI and ensure projects are delivered to their best impact when it comes to people.

The ability to change quickly is one of the key characteristics of a successful business. However, have you ever wondered why your best-laid plans often lead to confusion amongst your people and poor adoption?

It's usually because we forget that our people have their own challenges and points of view. Exciting as your project might be to you unless they understand what they will get out of it, they are unlikely to embrace the change you see as obvious and necessary.

What we usually do:

User focus is an afterthought. Rather than engaging users in the process, an email containing a link to training, for example, is sent post-deployment.

What we should do:

User adoption is a parallel, integrated workstream that includes deployment.

“When organizations undertake digital transformation and focus only on technology at the expense of culture, that can hinder progress in many areas.”

Source: The Wall Street Journal, 2019

87% of CIO's

believe digitally empowering employees can drive at least **5%** additional growth over 3 years.

Source: *The impact of a Digitally Empowered Workforce: forbes Study Data, VMWARE, 2020*

Stage 1:

Engage (Pre-launch)

Identify and prioritise scenarios while learning about available resources as you plan for rollout. This stage is critical to your journey as you're setting business goals to measure success.

Define the scope and objectives of the change, and identify the people who will drive it forward. Work with them to create a project blueprint focussed on the simple message **"what's in this for me."** These fall into four main groups:

Executive Sponsors

Leaders are key. If they fail to adopt the change, so will their people.

Success Owners

Success Owners ensure business goals are realised by helping people use and get value from the new service.

Early Adopters

These users are from different departments and will become advocates during the launch. Include users who may struggle to adopt the change to understand and address their needs during launch. Involve your IT and help desk team members who will support users during launch.

Champions

Champions evangelise and help train their teams on the new ways of working. They build awareness, understanding, and engagement throughout the community.

Stage 2:

Onboard (Launch)

Work with your key stakeholders to build and launch your adoption plan. With the blueprint defined in the envision phase, you can move on to the launch. Your next four key steps are to:

1. Prepare your environment
2. Build your adoption plan
3. Launch to Early adopters
4. Adjust your plan

Early adopters make the transition. Executive sponsors begin communicating and engaging their teams, training (contextualised to support how to transition and adopt new ways of working) is available and delivered. Your people begin to adapt to new ways of working.



30%

of the £29 million

organisations spend on average each year on the cloud is not utilised

Stage 3:

Drive value (Post-launch)

Full-scale deployment and business success depend on usage and satisfaction. These require planning through the Engage and Onboard phases plus ongoing operational excellence.

You need to gather feedback from across the organisation to measure against business outcomes (defined during the envision phase). You will then identify any necessary corrective actions and implement them within your established plans. Feedback enables additional benefits, improvements in ways of working, and recognition of how future capabilities should be introduced. There're three critical steps here:



1. Monitor end-user adoption



2. Measure and report usage



3. Encourage ongoing engagement

Change Management

Benefits and Results



Prosci's research consistently shows that organisations with excellent change management achieve greater success with change.

With excellent change management, employees:

- ✓ Adopt changes faster, more completely and more proficiently
- ✓ Stay engaged in the organisation during disruptive change
- ✓ Understand why the change is happening
- ✓ Have the time and tools to get on board and feel heard and supported

Source: Prosci Best Practices in Change Management



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