

Why Projects Fail: Managing Complex Change in Your Organization

WHY ARE WE HERE TODAY

Change is the new normal

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Regulations

Innovation



Policy

Competition

“Change is hard at first,
messy in the middle,
and gorgeous at the end”

- Robin Sharma

When done wrong

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A Framework for Success

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CHANGE MANAGEMENT MODELS

Why are they useful?

- Provide some structure to think about what is needed to create meaningful change across an organization
- Mitigate risk
- Increase likelihood of project success – on time, on budget

Two of the major models

→ Kurt Lewin Change Management Model (1940s)

- Unfreeze – Change – Freeze



→ ADKAR (2006)

- Focuses on 5 actions and outcomes necessary for successful **individual change**, and therefore successful organizational change

A	Awareness of the need for change
D	Desire to support and participate in the change
K	Knowledge of how to change
A	Ability to implement the change
R	Reinforcement to sustain the change

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How is today's model different?

- What we're going to discuss today is more of a way to frame projects
- We're going to concentrate on the different components that need to be taken into consideration during any change initiative to ensure success
- This model was adapted from one created by Ambrose and Knoster in the mid-80s, but updated to be specific for health and human service organizations

THE FRAMEWORK

The 5 Core Competencies

People

- Are the staff engaged in the change? Are the right people in the right seat? Does the organizational culture encourage the desired behavior?

Processes

- How will organizational processes be impacted? Are there outliers? Are appropriate incentives in place to ensure the intended process is used?

Technology

- Are the needed tools and equipment in place? Do all staff have this technology? Do the tools have the functionality staff need to efficiently perform the job at hand?

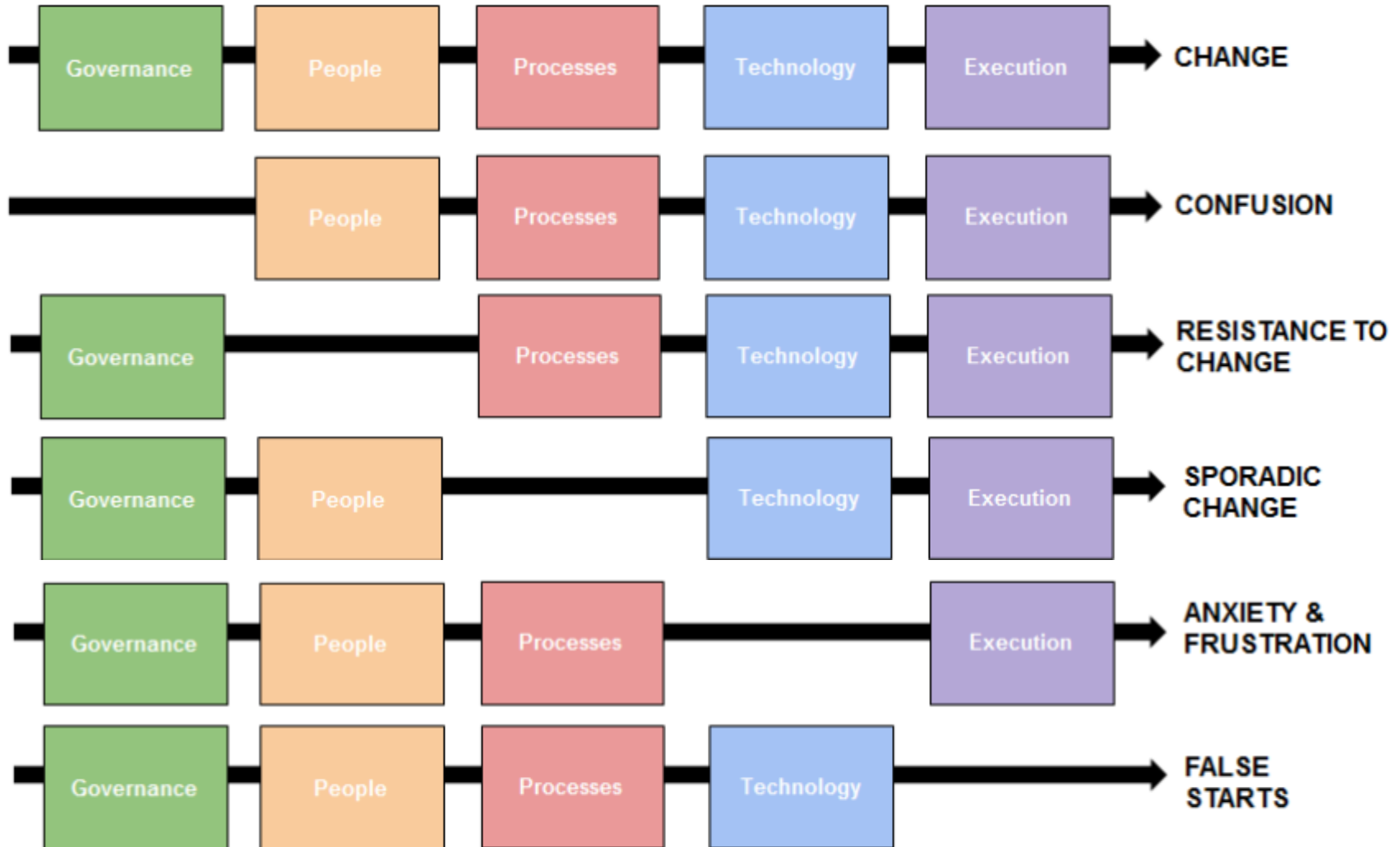
Governance

- Is there direction and vision from appropriate, empowered leadership? Does decision making align with the strategic goals of the organization?

Execution

- Is there a detailed project plan in place? Are the right resources assigned?

Bad things happen when one is ignored



Adapted from: Ambrose (1987) and Knoster (1991)

THE 5 COMPETENCIES

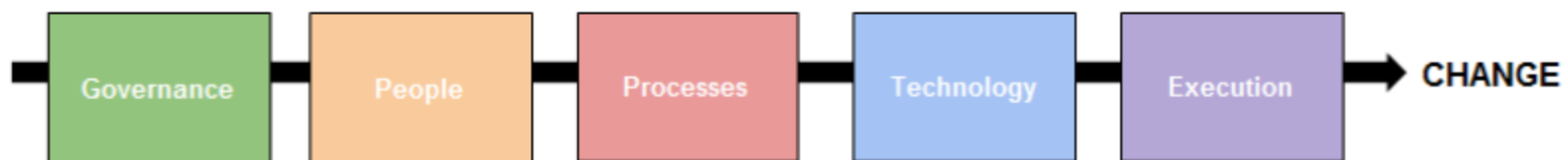
Governance

- Governance is the process of creating a strong vision and driving the direction for the change from that vision
- Lack of Governance leads to confusion
 - Why are we doing this?
 - What are we looking to accomplish?
 - Why is it important?



Governance done right

- Creating a vision and measurable goals should always be the first step in the process
- Include all of the major stakeholders to get the full perspective
- This should be your roadmap for making decisions along the way
- The outcome
 - A single cohesive message for staff across the organization
 - Clear metrics for success

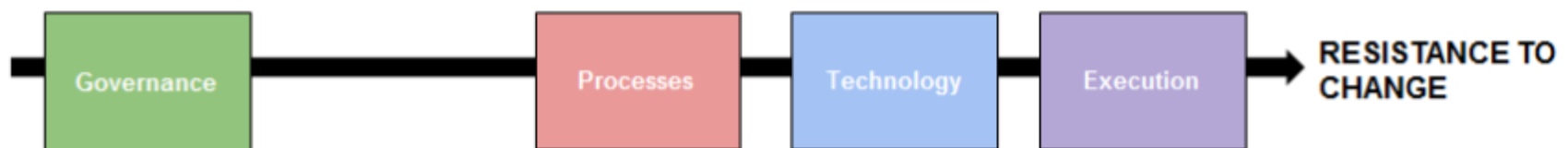


People

→ The people in your organization are your best drivers of change, or your worst enemies

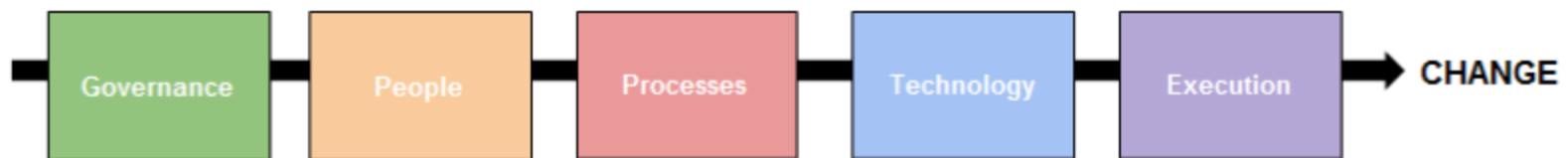
→ How does this component lead to resistance?

- If you don't engage staff it's difficult to get cooperation. Without cooperation, it's difficult to accomplish lasting change
- If the right people aren't involved
 - It can be difficult to get buy-in
 - The project/effort may be ineffective



People engaged

- Begin the engagement with your staff as soon as your vision is set
- Ensure they understand the goals and objectives
- Transparency is key . . . communicate, communicate, communicate
- The right people need to be in the right seat



Process

- Processes are the workflows and incentives that are necessary to ensure that an organization is running effectively
- A lack of well defined processes lead to sporadic change
 - People not knowing exactly how to do something and reverting back
 - People doing different things at different locations, programs, etc.
 - Some will find great ways to do it, others will not



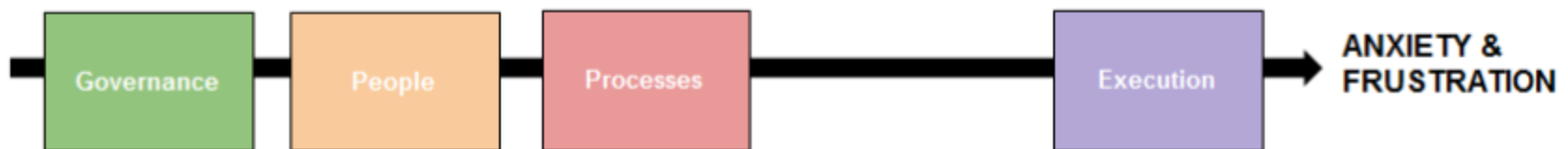
Processes as a driver

- When a major change is occurring, it's important to identify every group that will be impacted
- Map out the necessary changes in process and workflow
- Determine if incentives need to change



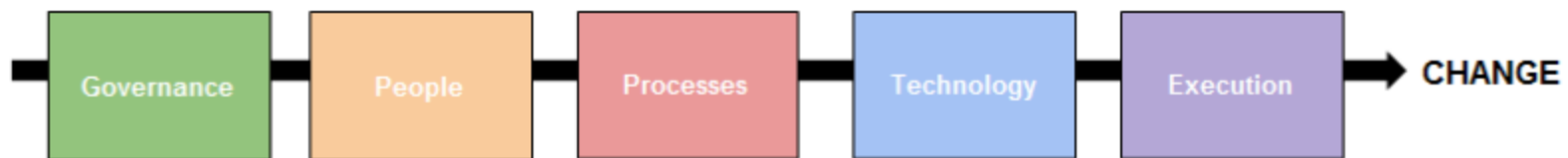
Technology

- Technology represents the tools and systems needed to help facilitate change
- When technology isn't a positive support it's usually a hindrance . . . and this will lead to frustration from staff
 - EHRs that poorly support new programs (or an organization)
 - Spreadsheet and Access Database Overload
 - Poor performance of Systems



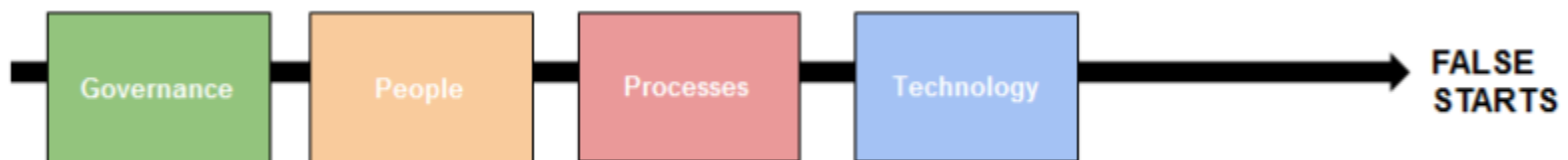
Technology optimized

- Once **processes and requirements** are defined, it should be easy to identify technology that can support the project and the desired change
- Utilize technology to drive best practices and desired processes
- Try to automate as much as possible
- Data is the key – what do you need and work backwards



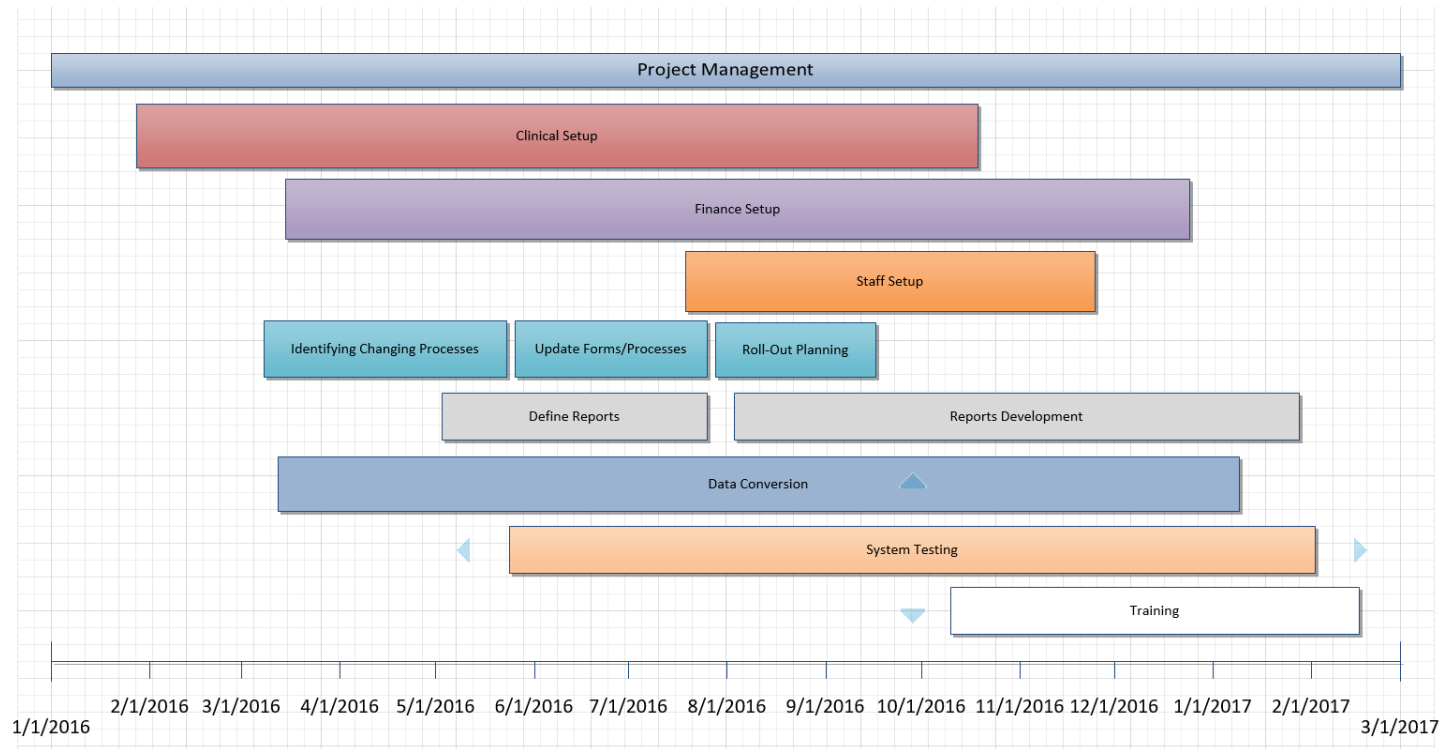
Execution

- Execution is ensuring that you have the right plan and the right people in place to carry out your change
- Even if you do all of the others well, the lack of strong execution leads to the feeling that things may be getting done, but you're not necessarily accomplishing anything
- This can be extremely inefficient and counterproductive, and will many times lead to full failures in large scale projects



Execution is key

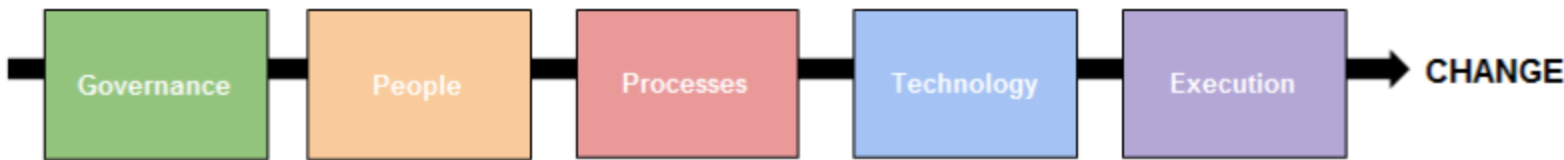
→ This is not a project plan



Execution is key

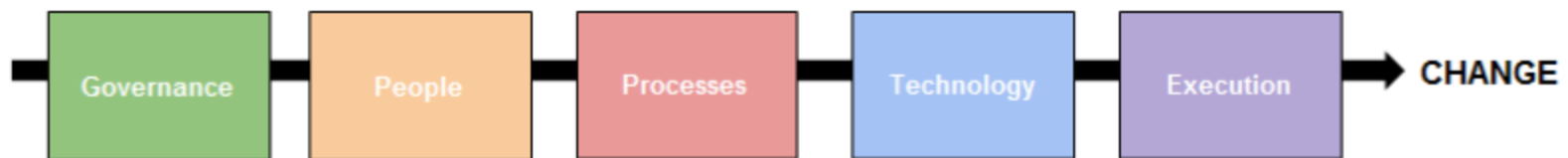
➔ This is a project plan (or part of it at least)

Task	Owner	Start Date	End Date	Current Status	Notes/Dependencies
1. Review Business Review	English	01/01/2016	01/01/2016	Completed	
2. Review Business Review	English	01/01/2016	01/01/2016	Completed	
3. Review Business Review	English	01/01/2016	01/01/2016	Completed	
4. Review Business Review	English	01/01/2016	01/01/2016	Completed	
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Execution is key

- Need to have the right people in the right chairs (you've heard this before)



THE ANATOMY OF A FAILED PROJECT

EHR Implementation

→ The Story

- A large CMH went through a substantial project to select and implement an EHR
- A small group of staff spent 2 years doing all the leg work to implement the system
- During the implementation, the team was very reactive, so the Go Live was extremely rushed



→ The Problem

- When the system went live there was a huge amount of pushback from staff and the productivity took a huge dip
 - They didn't feel prepared
 - Some people kept documenting on paper
 - There was very low satisfaction
 - Staff were consistently voicing their displeasure with the system

Let's Analyze

→ Competency: People

- Problem: They tried to rely on a very small team to complete an entire EHR implementation
- Solution: Engage your staff from the beginning and ensure that people from throughout the organization are included

→ Competency: Execution

- Problem: Project planning, Go Live planning
- Solution: Create and maintain a detailed plan that is transparent to everyone in the organization



Building a New Service/Program

→ The Story

- A small human services org rolled out an ABA program (Autism program) to 4 locations
- They took paper forms they had created and developed them in their EHR
- They worked with one location to define all of the processes and mapped the workflows

→ The Problem

- When the services went live there was a lot of frustration because things were taking so long to document and people had a hard time using the system because of their workflows or physical location



Let's Analyze

→ Competency: Technology

- Problem: They took all of their paper forms and turned them into identical forms in the EHR
- Solution: Determine what really needs to be captured and utilize the power of your systems to develop those efficiently

→ Competency: Processes

- Problem: Only 1 location was reviewed
- Solution: When rolling out services/programs to multiple locations you need to identify any differences/outliers



Using Data to Make Decisions

→ The Story

- An executive team decided that they really wanted to be a data driven organization
- They spent almost 9 months developing a beautiful data warehouse that pulled in information from their EHR, finance system, HR system, and even state Medicaid system
- They created a dashboard to report their major KPIs at every executive leadership meeting



→ The Problem

- Every meeting they would look at the dashboard and review their information
 - Their lag time for completing documentation was too high
 - Their A/R was much longer than the desired level
- They reviewed this information over and over and over each week (looking at the red) and then moved on to the next thing

Let's Analyze

→ Competency: Process

- Problem: They didn't think through the process that they were going to use to actually take action on any issues
- Solution: Work backwards. The point wasn't to create data for the sake of data. The point was to be able to make change from data.



HRIS Implementation

→ The Story

- The executive team selected a system that pushed responsibility out to supervisors and mgmt.
- They began the implementation without properly communicating this to staff
- The HR/Payroll teams were asked to complete the project without any reduction in their “real” jobs
- There were quite a few different types of roles that tracked and had time approved in different ways
- When they trained staff, they tried to minimize the loss of productivity by keeping the trainings very short

→ The Problem

- When the system went live there were a great deal of issues entering time, getting it approved, and getting people paid properly



Let's Analyze

→ Competency: Governance

- Problem: Lot of issues
- Solution: Communication definitely could have helped, but this desired change needed a real

→ Competency: People

- Problem: Didn't align with current organizational culture
- Solution: Make the changes in culture a priority before the project is undertaken

→ Competency: Process

- Problem: Staff outliers weren't identified
- Solution: Comprehensive review of impact

→ Competency: Execution

- Problem: Underestimated training and resourcing
- Solution: Detailed project planning



CONSISTENT TOOLS AND TECHNIQUES

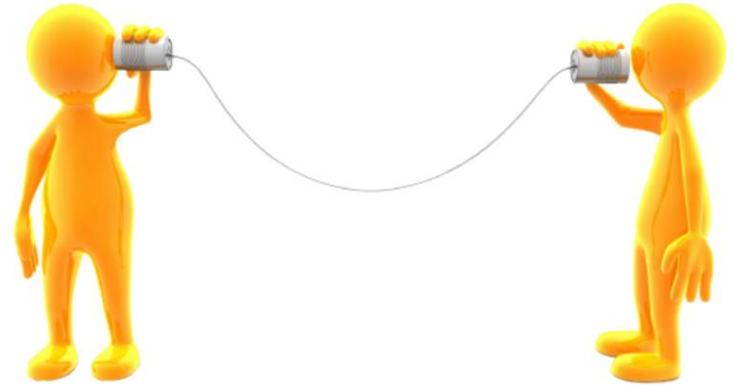
Work backwards

- Start from the outcome that you're looking for
- Use this to drive the vision
- Then define all of the elements of the project from this



Communication

- Communicate early and often with your entire organization
- Be completely transparent, even when things aren't going well
- Create structure to the communication so you build buy-in as well as inform



Detailed Project Planning

- ➔ A detailed project plan will help you
 - Understand the resources you need to complete the project
 - Define a realistic timeline
 - Understand the dependencies for all of the pieces that need to be completed

- ➔ Start at a high level and work down

- ➔ Ensure there is a single person responsible and dates for each item



Technology is your friend

→ Leverage technology to help support the implementation of your initiatives

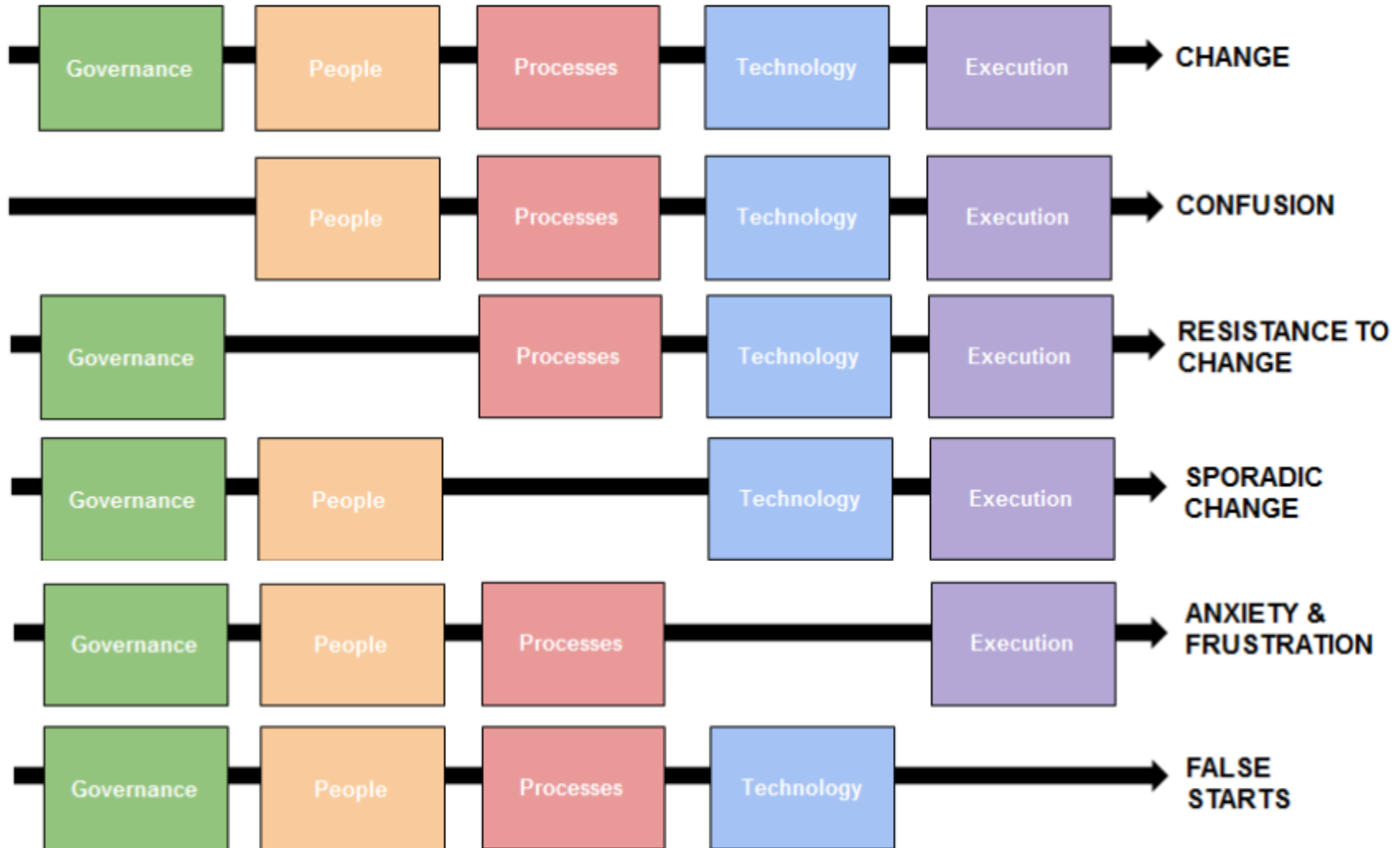
- Google Docs
- Video Conferencing



→ Find the right solutions for you

TO SUM THINGS UP

Bad things happen when one is ignored



Adapted from: Ambrose (1987) and Knoster (1991)

QUESTIONS, THOUGHTS, STORIES