

# Why Projects Fail: Managing Complex Change in Your Organization

# WHY ARE WE HERE TODAY

**Change is the new normal** 



# Regulations

# Innovation





Competition

When done right



# "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**





# 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

	Α	Awareness of the need for change
	D	Desire to support and participate in the change
	К	Knowledge of how to change
	Α	Ability to implement the change
$\overline{\}$	R	Reinforcement to sustain the change

# 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

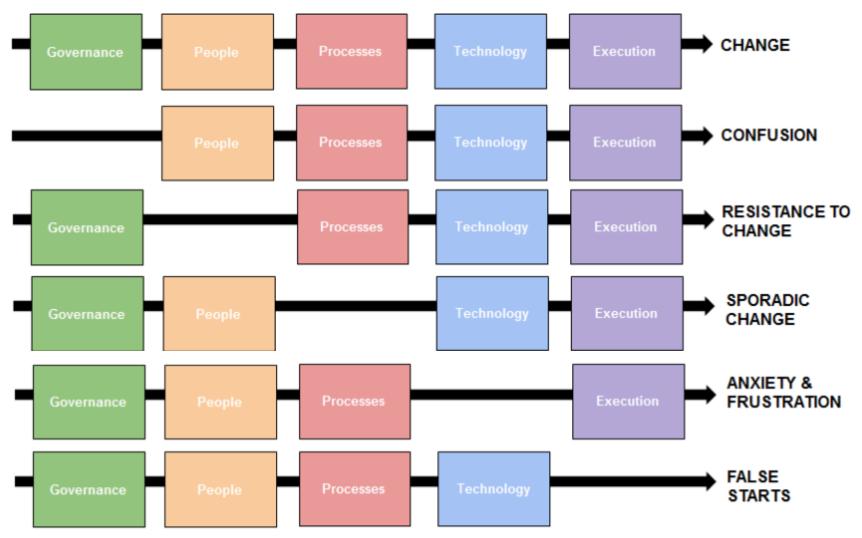
# THE FRAMEWORK

# **The 5 Core Competencies**



People	<ul> <li>Are the staff engaged in the change? Are the right people in the right seat? Does the organizational culture encourage the desired behavior?</li> </ul>	
Processes	<ul> <li>How will organizational processes be impacted? Are there outliers? Are appropriate incentives in place to ensure the intended process is used?</li> </ul>	
Technology	<ul> <li>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?</li> </ul>	
Governance	<ul> <li>Is there direction and vision from appropriate, empowered leadership? Does decision making align with the strategic goals of the organization?</li> </ul>	
Execution	<ul> <li>Is there a detailed project plan in place? Are the right resources assigned?</li> </ul>	

# Bad things happen when one is ignored



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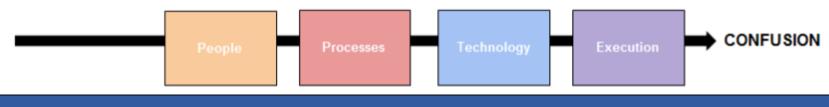
Adapted from: Ambrose (1987) and Knoster (1991)

# **THE 5 COMPETENCIES**

### Governance



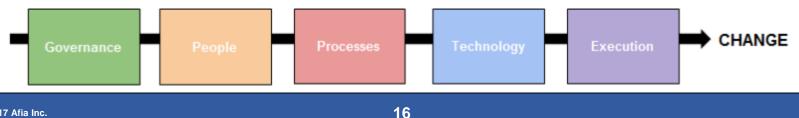
- ➔ Governance is the process of creating a strong vision and driving the direction for the change from that vision
- ➔ Lack of Governance leads to confusion
  - Why are we doing this?
  - What are we looking to accomplish?
  - Why is it important?



## **Governance done right**



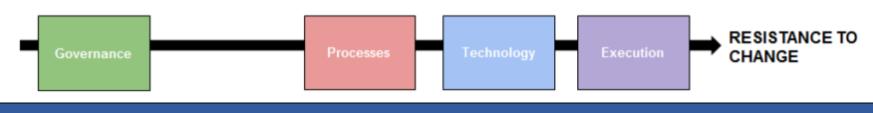
- Creating a vision and measureable goals should always be the first step in the process
- → Include all of the major stakeholders to get the full perspective
- → This should be your roadmap for making decisions along the way
- → The outcome
  - A single cohesive message for staff across the organization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



## People



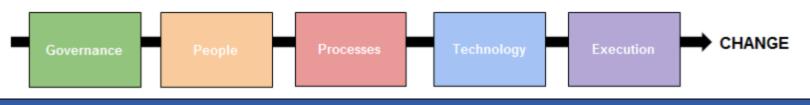
- The people in your organization are your best drivers of change, or your worst enemies
- → How does this component lead to resistance?
  - If you don't engage staff it's difficult to get cooperation. Without cooperation, it's difficult to accomplish lasting change
  - If the right people aren't involved
    - It can be difficult to get buy-in
    - The project/effort may be ineffective



## **People engaged**



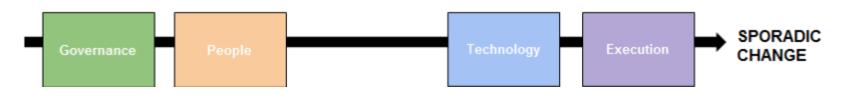
- → Begin the engagement with your staff as soon as your vision is set
- → Ensure they understand the goals and objectives
- → Transparency is key . . . communicate, communicate, communicate
- → The right people need to be in the right seat



### **Process**

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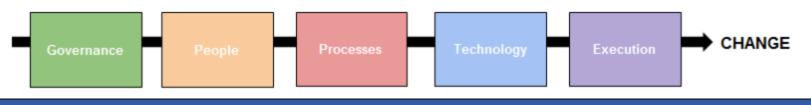
- Processes are the workflows and incentives that are necessary to ensure that an organization is running effectively
- → A lack of well defined processes lead to sporadic change
  - People not knowing exactly how to do something and reverting back
  - People doing different things at different locations,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



## **Processes as a driver**



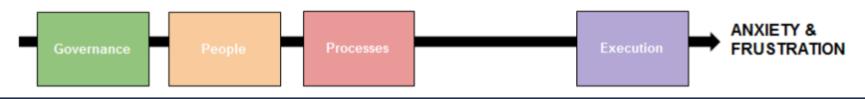
- ➔ When a major change is occurring, it's important to identify every group that will be impacted
- → Map out the necessary changes in process and workflow
- → Determine if incentives need to change



# Technology



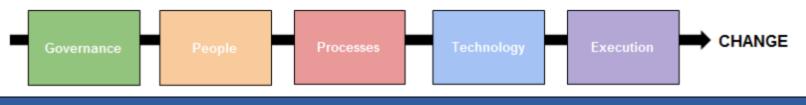
- Technology represents the tools and systems needed to help facilitate change
- ➔ When technology isn't a positive support it's usually a hindrance . . . and this will lead to frustration from staff
  - EHRs that poorly support new programs (or an organization)
  - Spreadsheet and Access Database Overload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



# **Technology optimized**



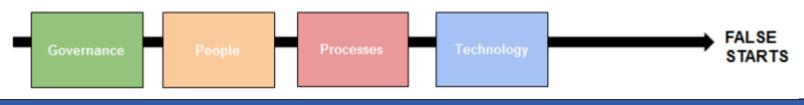
- ➔ Once processes and requirements are defined, it should be easy to identify technology that can support the project and the desired change
- → Utilize technology to drive best practices and desired processes
- → Try to automate as much as possible
- → Data is the key what do you need and work backwards



## **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

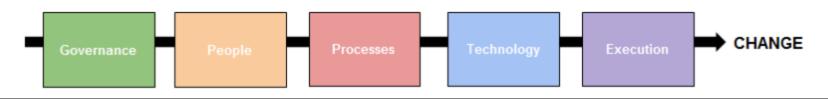
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	Staff Setup				
Identifying Changing Processes Update	e Forms/Processes Roll-Out Planning				
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Data Conversion					
	System Testing				
		Training			

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## **Execution is key**

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

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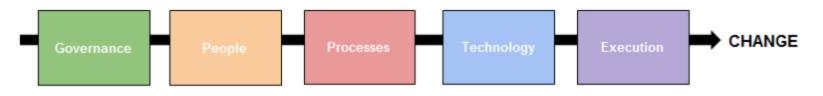
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# **Execution is key**



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





# THE ANATOMY OF A FAILED PROJECT

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# **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



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## Let's Analyze

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### → 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 organizatio 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



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### → Competency: Technology

Let's Analyze

- 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



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# **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

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### → 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**

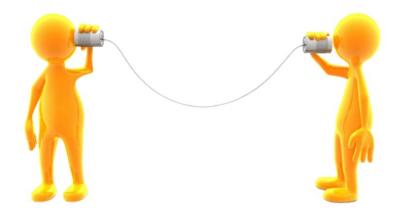
- Start from the outcome that you're looking for
- → Use this to drive the vision
- Then define all of the elements of the project from this



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# 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**



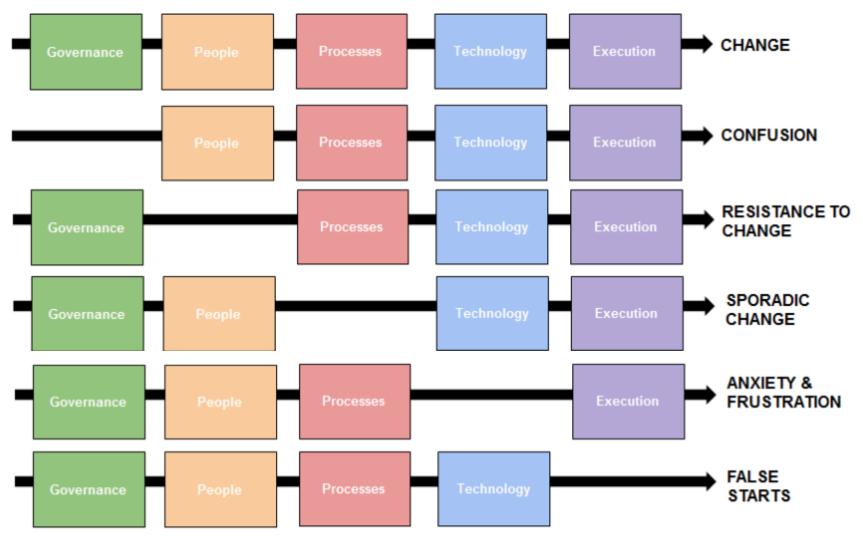
- Leverage technology to help support the implementation of your initiatives
  - Google Docs
  - Video Conferencing

→ Find the right solutions for you



# **TO SUM THINGS UP**

# Bad things happen when one is ignored



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



# QUESTIONS, THOUGHTS, STORIES