55th Annual

WESTERN WINTER
WORKSHOP

Overcoming Resistance and Driving User Adoption
By: Donald R. McNatty

Presented by the San Francisco & Southern CA Sections of AACE International
March 3-6th, 2016 | Hyatt Regency, Indian Wells, CA

Presenter Biography

- ## Experience
  - Construction equipment operator in 1968.
  - 20 years Heavy/Highway Cost Estimator, 13 years Chief Estimator in Buffalo and Tampa.
  - Owned paving & utility construction business in late '70's.
  - Involved in technology in 1979 – Burroughs Job Cost.
  - Construction Manager early '80's used new technologies to manage estimating, field operations and job costs.
  - Started D. R. McNatty & Associates in 1989, focus on P3.
  - Started MLM Project Services hosting company in 2004.
  - 35+ employees implementing and hosting project controls tools in a wide range of global environments.

Objective

- Share experiences gained over 40+ years of implementing business process changes.

- Talk about how people are more important than technology.

- Provide you with some ideas you can use or at least some things to think about.

- Tell you what hasn't worked so you can look back some time in the future and say "so that's what he meant…".

Overcome Resistance - Drive User Adoption

Many implementation failures are blamed on "the software". The real culprit is more often people and how people are or are not included in the implementation of new ideas or tools. From getting a couple of estimators to use a new estimating tool, or a project team to accept and use a CPM schedule to involving thousands of project stakeholders in an "enterprise" program or project management system - "user adoption" is the foundation on which success is achieved.

Change Causes Resistance

- Business processes
  - A set of linked activities that when complete, produce a specific result.
  - Additional data might make the result better.

- Bring in new tools
  - Replace the hammer with the nail gun.
  - Update to a new software or version.

- Systems
  - Is a set of connected things (people, processes, tools and environment) that form a complex whole.

System

TOOLS

PEOPLE

PROCESSES

ENVIROMENT
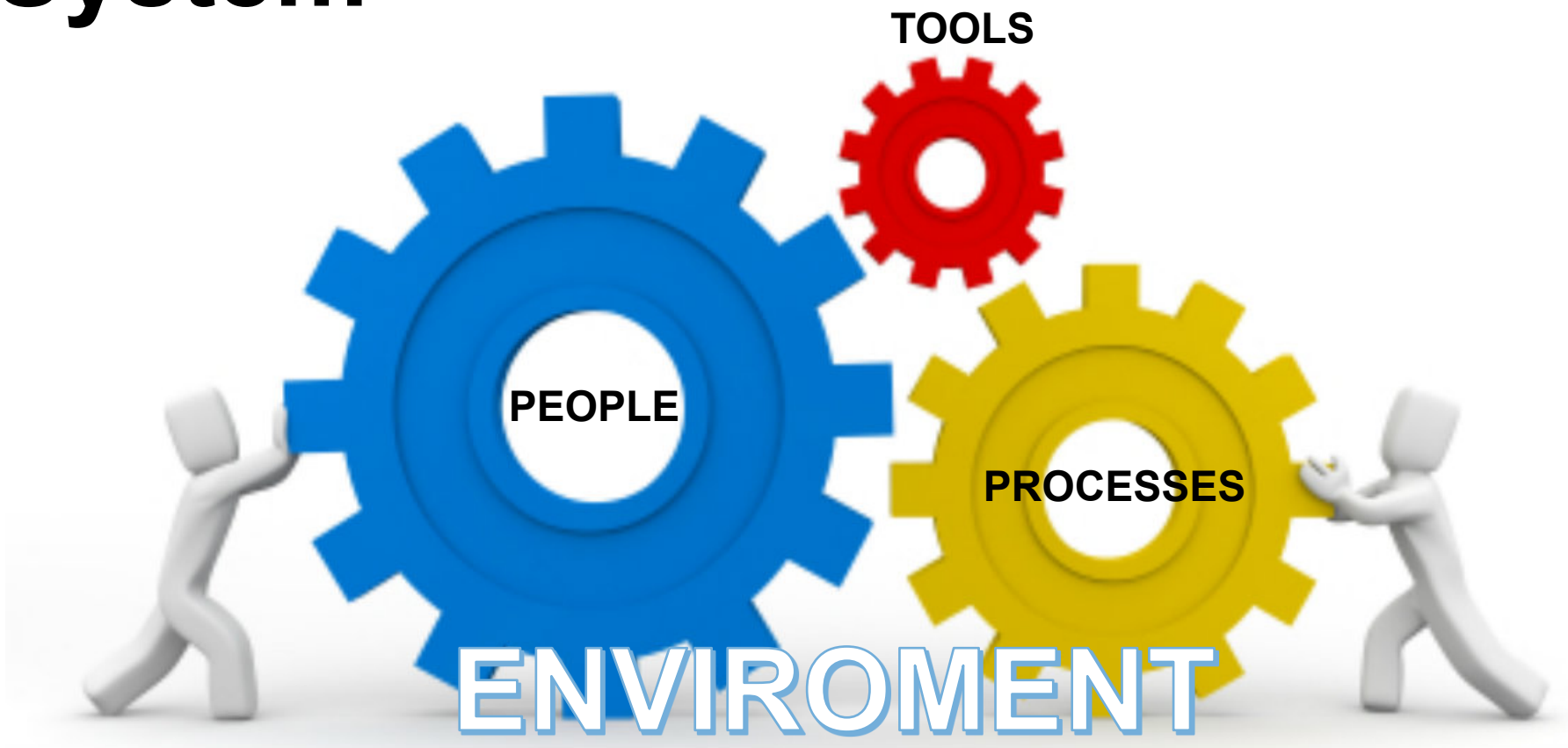
- The <u>Environment</u> helps the other parts be in sync.
- <u>Tools</u> provide efficiency of operation.
- <u>Processes</u> capture the right information.
- <u>People</u> must participate for the system to function.

Change Takes More Than Hope…
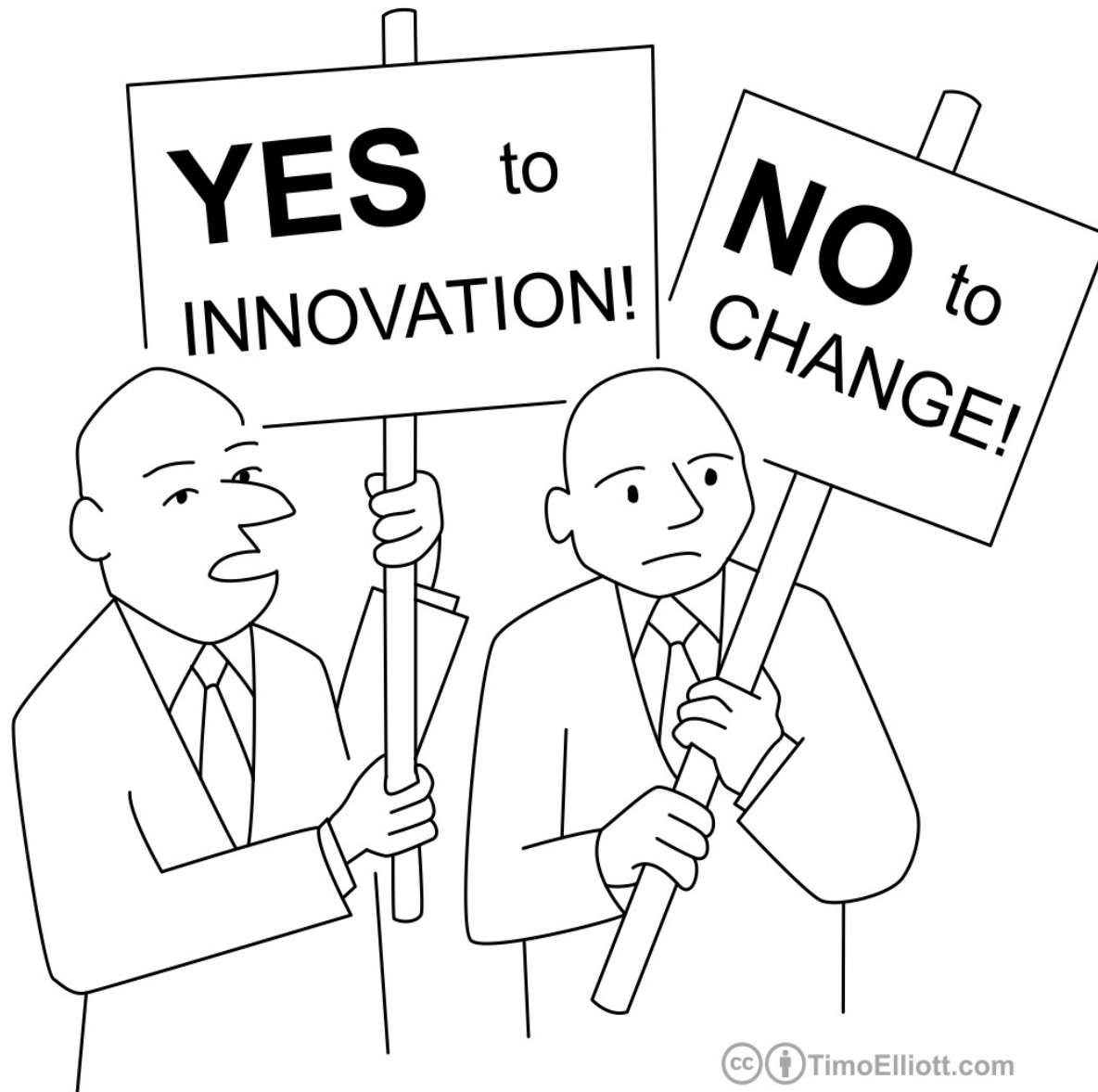
What is "Resistance"?

1. "The refusal to accept or comply with something; the attempt to prevent something by action or argument".

2. "The ability not to be affected by something, especially adversely".

3. "Friction, drag, opposing motion…"

Synonyms: opposition to, hostility to, refusal to accept, "**resistance** to change".

Why Resist?

- This is more work…
- This is not my idea…
- This eliminates jobs…
- This costs too much…
- I know a better way…
- What if I can't do this?
- There is no value in doing this…
- I do not want to be held accountable…
- I'm perfectly happy with how things are…

"We only have two demands!
Why don't people just give us what we want?"

Resistance to Change

- It's human nature to want more information before committing to anything.

- Not many people willingly leave a place of comfort for the unknown.

- It's also human to not be first, wait for consensus.

  – Decision by committee can sometimes be a form of resistance or at least delay.

- It's also human nature to let someone else take the lead.

Overcome Resistance to Change

Natural Resistance	Commit to Change
Wait for all the details	Collect key information
Don't go past my comfort zone	Use your knowledge to advance
Don't be first	Be a leader
Decision by Committee	Teamwork, not committee
This is more work	It may save time

Common Mistakes

- "If you build it they will come…"
  - If they don't come – you are gone…
- "Software automagically solves problems…"
  - If you automate a problem it just happens faster.
- "The computer can do the work, I won't need the people"
  - The computer is the dumbest thing in the room until people tell it what to do…
- "Our administrative assistants will implement this while we just do our

Take Time to Get the Facts

- Develop a Plan to Be Successful

Key Steps to Achieve User Adoption

- Plan

- Communicate

- Collaborate

- Document

- Configure

- Train

- Support

PLAN

- Implementing change is a project.

- Time spent planning your project better prepares you for the reality of the project.

- Planning has to include people

  - Who are the best people to get this started?

  - How will we ultimately define success?

  - Who will take a leadership role for the project?

    - Have the authority to execute the tough decisions?

- Remember that plans always change.

- Prepare a cost/schedule plan for the project.

16

COMMUNICATE

- Clearly communicate expectations.
- Highlight the benefits to be achieved and the problems to be solved.
- Layout the steps to be taken and the time frame.
- Assign responsibility.
- Communicate how and when progress will be measured.
- Let people know they will be accountable.

COLLABORATE

- Discuss the initial plan and its potential impacts and benefits with the entire team.

- Gather ideas and input from all levels of the organization – people are the key factor.

- Meet and communicate with stakeholder groups to finalize the plan.

- Identify potential issues and risks for achieving user adoption.

- Incorporate issues and risks in a phased implementation plan.

DOCUMENT

- Communicate the plan and status often.
- Involve the end users in the preparation of documentation
  - This allows them to share ownership in the process and outcome.
- Start with input/output.
- Design the process to capture and produce.
- Configure the tool to support the process.
- Create documentation to support training and reference by users.

CONFIGURE

- Not everyone is a "power user".

- The right tool at the right place at the right time fits into a users work flow.

- Capture data close to its origin.

- No "off the shelf" tool does everything exactly as you may need it done.
  - Use Web Services to provide simple solutions.

- Build documentation into the configuration.

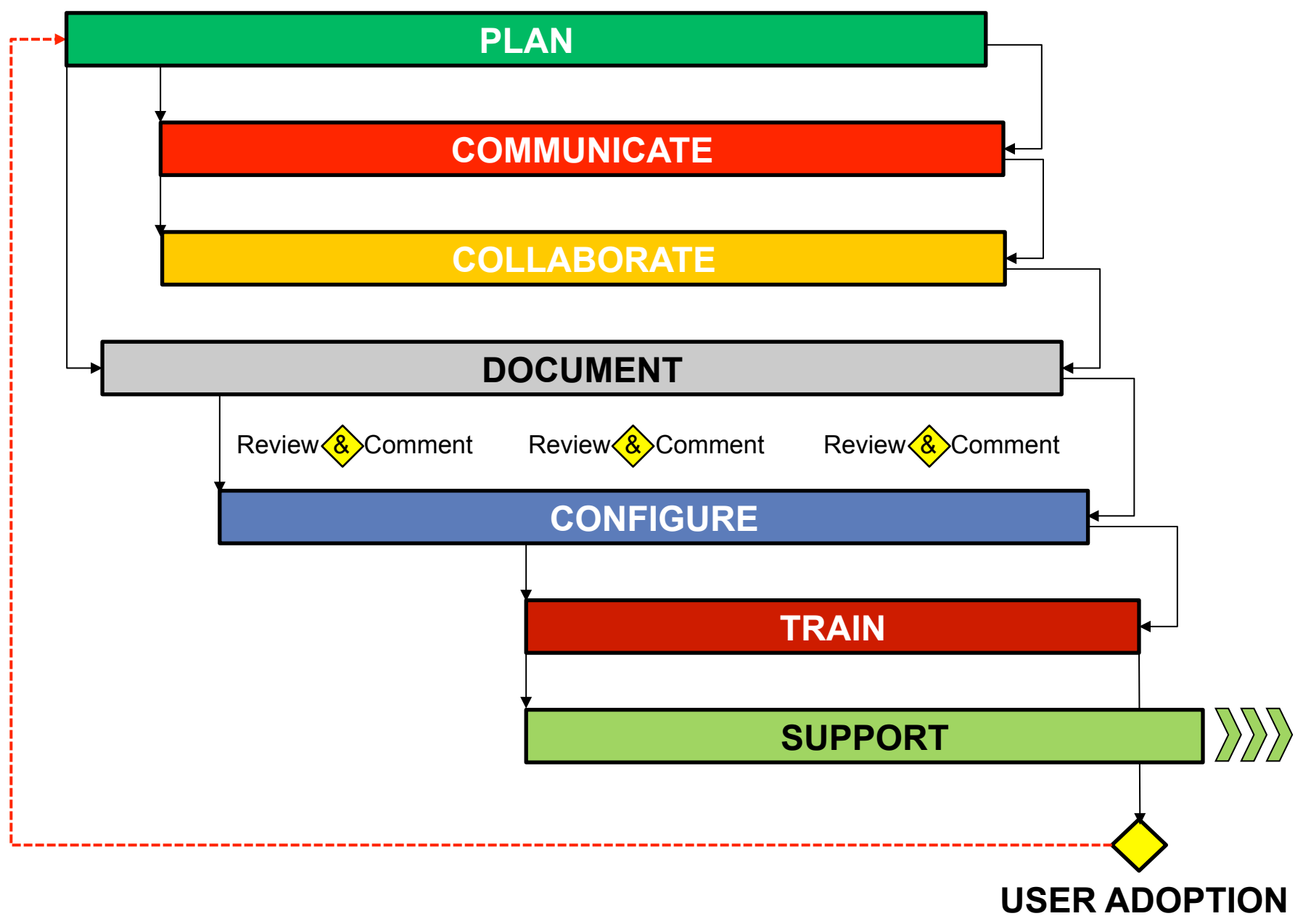- Leverage experience to save time & cost.

TRAIN

- Initially train only the "internal core team" that will work with the implementers.

- Listen and learn to help define the configuration to support the process.

- Train "users" based on their roles and responsibilities.

- Not everyone will use the same interface.

- Incorporate the process and benefits into the user training.

- Be sure the system is ready for use!

SUPPORT

- First level of support should always be internal staff.

- The "core team" from the implementation are usually the internal support.

- Let the users know that someone is there and willing to listen.

- Be prepared to make changes in processes or configuration once users get started.

- Sometimes you have to experience it to find out what you really need.

Plan for Success

PLAN

COMMUNICATE

COLLABORATE

DOCUMENT

Review & Comment   Review & Comment   Review & Comment

CONFIGURE

TRAIN

SUPPORT

USER ADOPTION

23

Keys to Success

- Communication
- Collaboration
- Understanding
- Commitment
- Flexibility
- Technology

Keys to Success

Questions

Don McNatty

Principal Consultant

don@drmcnatty.com

T. (877) 367-7990 x4053

Web www.drmcnatty.com