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Matthias Mitze
Adesso SE

NEW WORK AND THE COCONUT



Why Changemanagement is essential for modern software roll-outs

"NEW THINGS ARE CREATED AT THE BORDERS - AND ONLY THERE."

(Anja Förster & Peter Kreuz)



About me

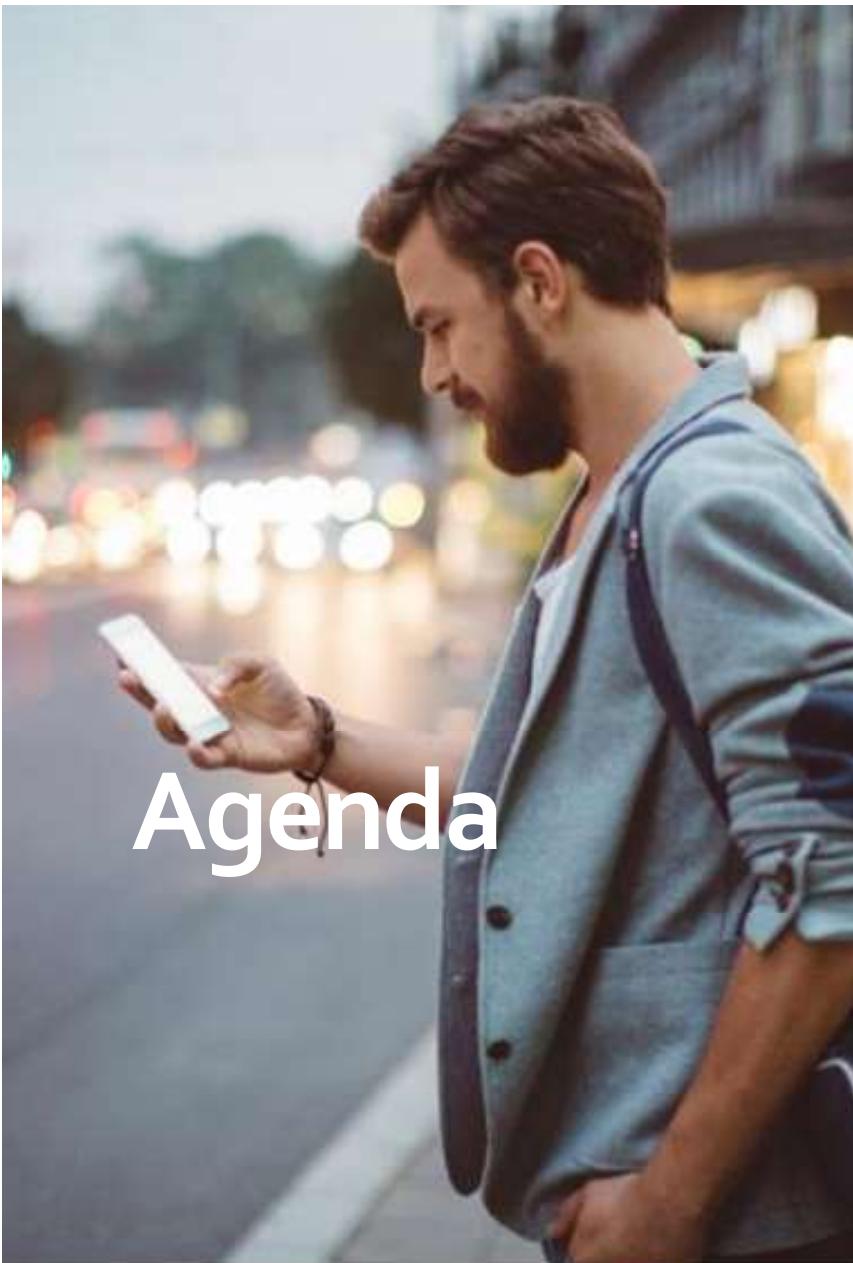


Private

- Global citizen
- 51 years old
- German –Spanish Family
- Lived and worked in 10 + countries (including projects...)
- Hobby chef, traveller, music lover

Business

- M.A. International Informationmanagement (2001)
- M.A. Changemanagement (2024)
- Currently @ Adesso SE – Managing Consultant Digital Strategy Advisory - Microsoft Business Line
- About 25 years in Digital Transformation Business
- 15 years in the Microsoft universe



Agenda

1
2
3
4
5

Modern Work?! New Work?!

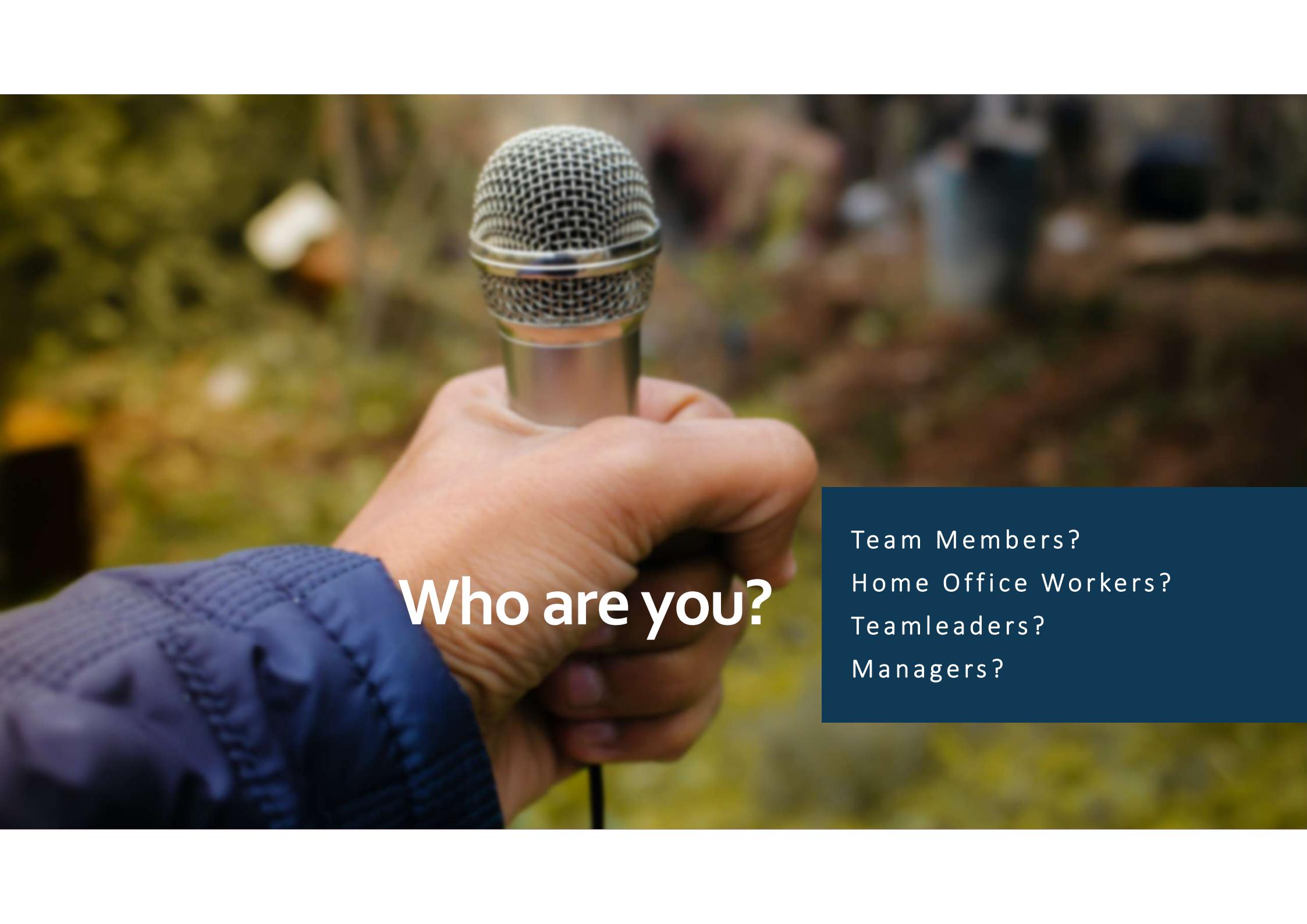
The Coconut Problem

It's all about Change

Savin Robinson (and your project)

Survival kit – Minimal path to awesome



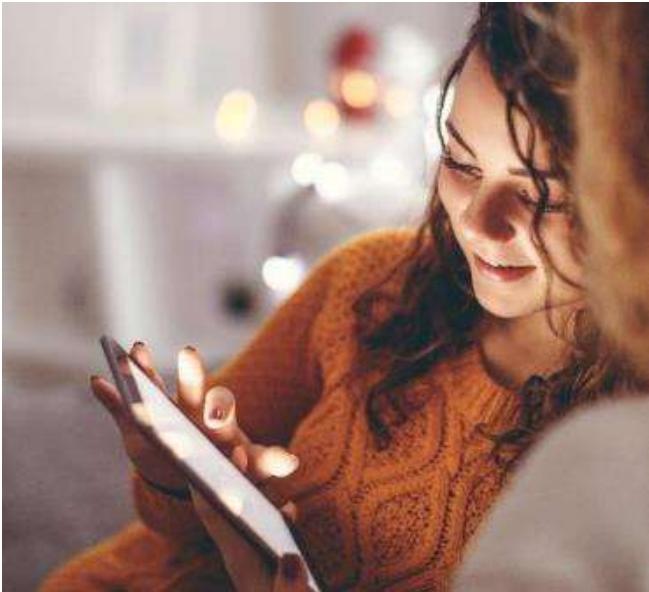


Who are you?

Team Members?
Home Office Workers?
Teamleaders?
Managers?



Modern work?! New Work?!



What is new?!

With the launch of SharePoint 2013 *Microsoft* in the year 2012, announced the „Modern Work“ initiative.

Now 12 years later - what is „New Work“ or „Modern Work“?

Collaborative Work

Organization:

- From fixed processes to agile transformation
- From department silos to the organization as ONE collaborative unit

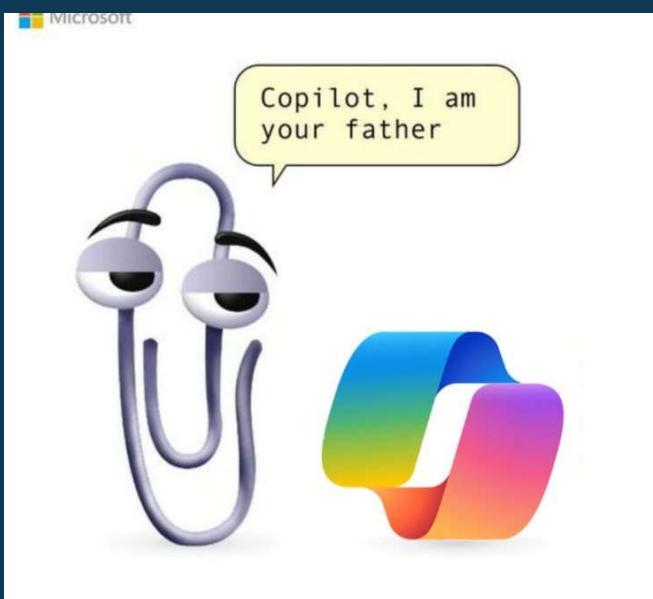
Technology

From closed shop IT like a fortress to an open service based collaborative architecture and information security





From on-premise – single usage



To AI cloud computing „doing
your job“



Home ⇔ Office

It is post Pandemic time:

- Digital tools have enabled digital nomads.
- Everybody wants to work , when and where he / she wants.
- Organizations have to adopt to an ever changing environment.

The coconut island problem

A lot of questions and
no one to talk to...





So... YOU have to roll-out M365 / Power Platform / Copilot!

Where to start?

Organization

Technology

Data Protection

Processes

Enterprise Architecture

Corporate Culture

IT-Security

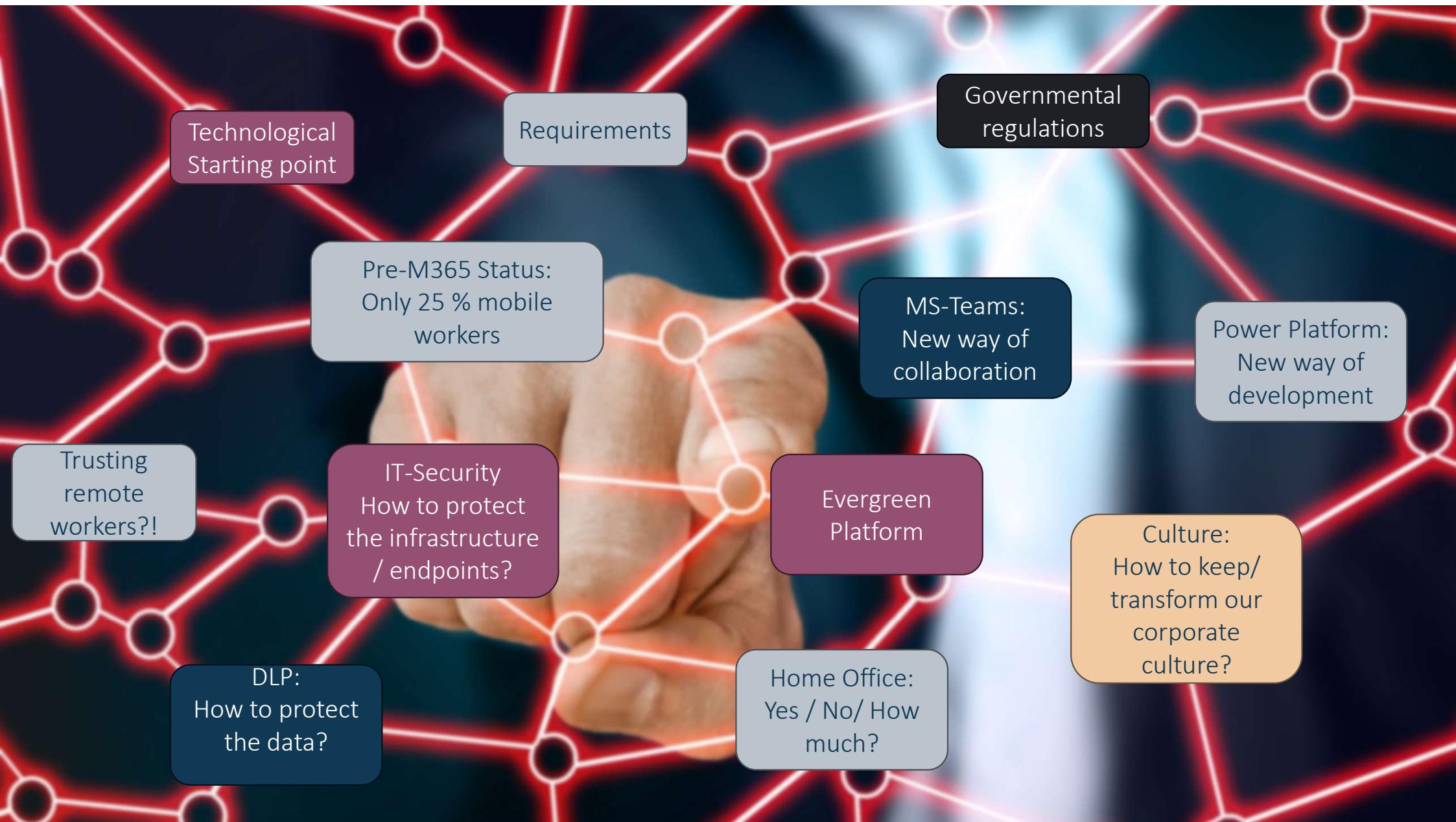
Mobile Working

Human Resources

Team Building



everything
is
connected



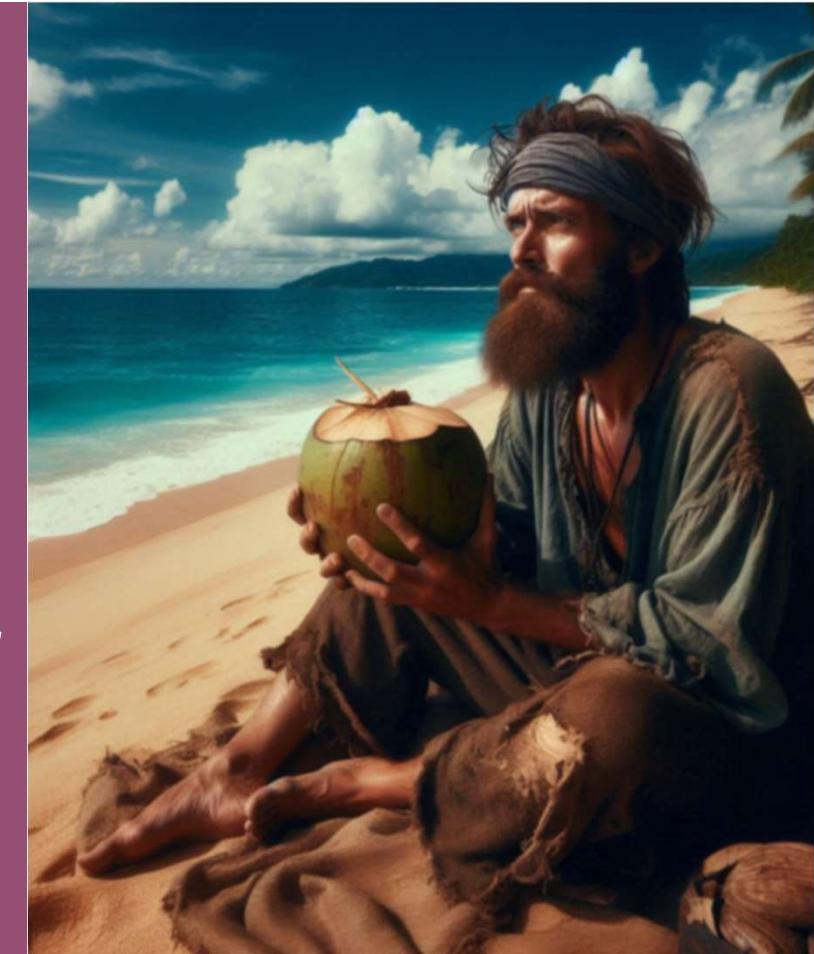
Stranded on corporate island....

And talking to
a coconut?!

The pandemic disruption
changed
E V E R Y T H I N G

for organizations and their
leaders

And the ways technology *should*
be rolled out as well...



Post pandemic disruption / reality

Technology

- Uncontrolled tech-roll outs → cleanup
- Tech support for Mobile Workers / Home Office
- Data Center → Device security
- Perimeter security → Information and Data governance
- BYOD?
- Too much communication technology

Organization

- Teams have to be managed to come together
- Leaders estimate a 1/3 loss in effectiveness from remote workers
- Leaders / Organizations „left“ alone
- Empty office space
- Homeoffice workers
- Rising social isolation
- Health risks
- Decreasing Organizational relationship & communication

*„We stay on-premise –
the M365 roll-out is too
expensive to change“*



*„I have the contractual
right to work from
home!“*



Real world examples:

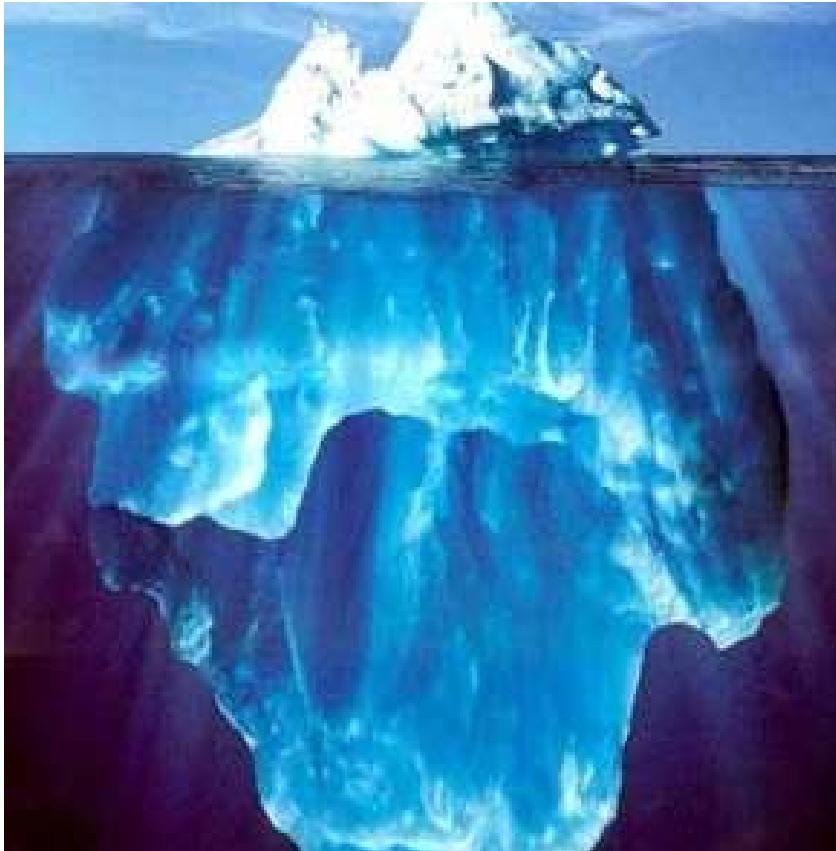


*„We want M365 – but we
have 40 departments with
different organizational and
technological requirements
and don't know how to
start?!"*



It's all about change

The iceberg problem



2/3 of a roll-out impact is hidden at first sight

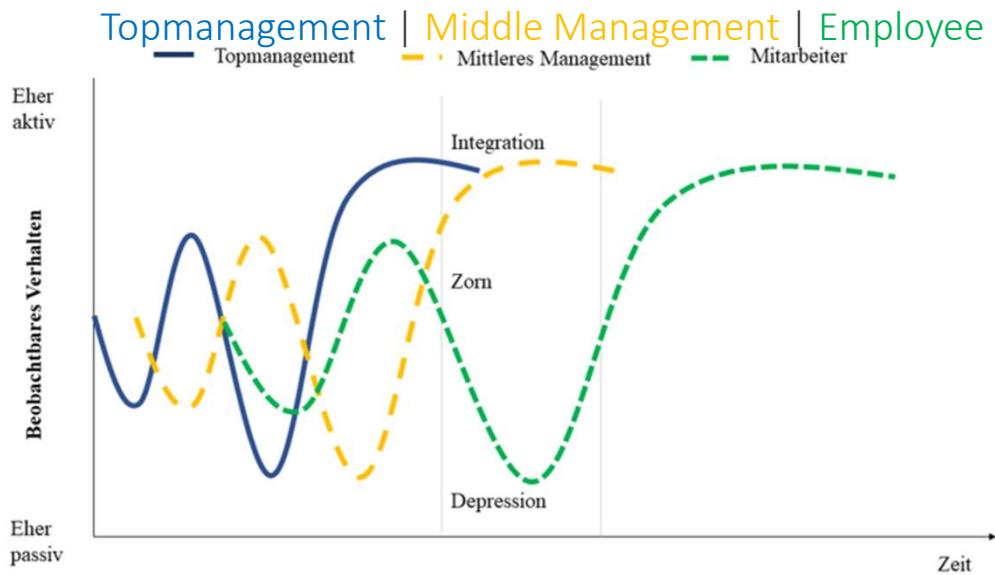
An M365 („modern work“) roll-out is touching everything – up to the private life of people!

The technological impact can be described and measured in KPI – but the organizational impact?

Which hidden dependencies will you find at the bottom of the iceberg?

Humans normally do not like change, because it forces them to get out of their comfort zone!

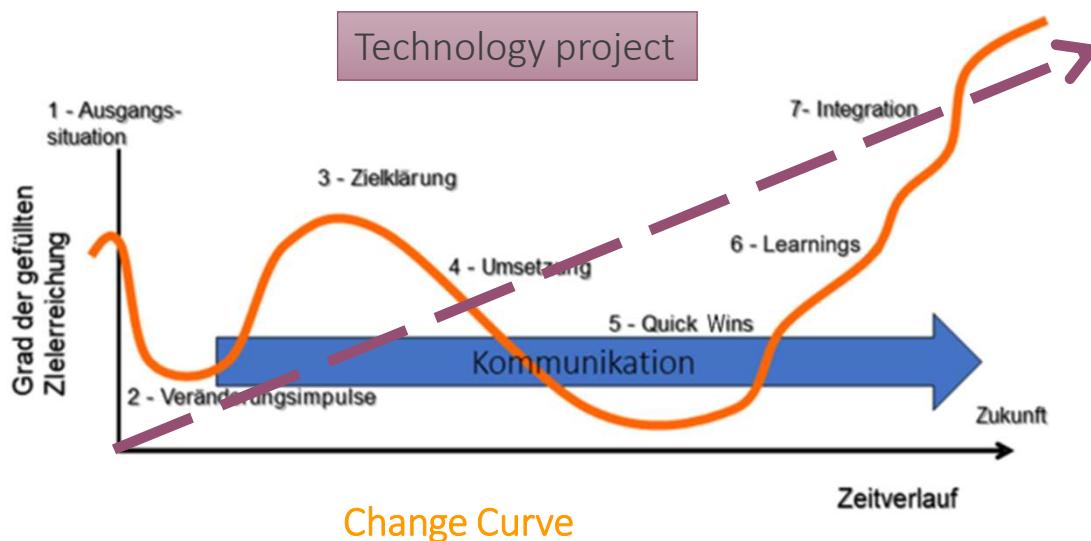
Science – The management knowledge – action gap



Think from the employee perspective!

- The employees usually get to know last of an upcoming change!
- The Middle Management is then planning the implementation or already doing the first implementation
- The Top Management is already „gone“ and busy with the next problem – BUT they usually are the ones announcing big changes.
- **DO NOT TAKE THE IMPACT FOR GRANTED, because you know it already for X weeks!**

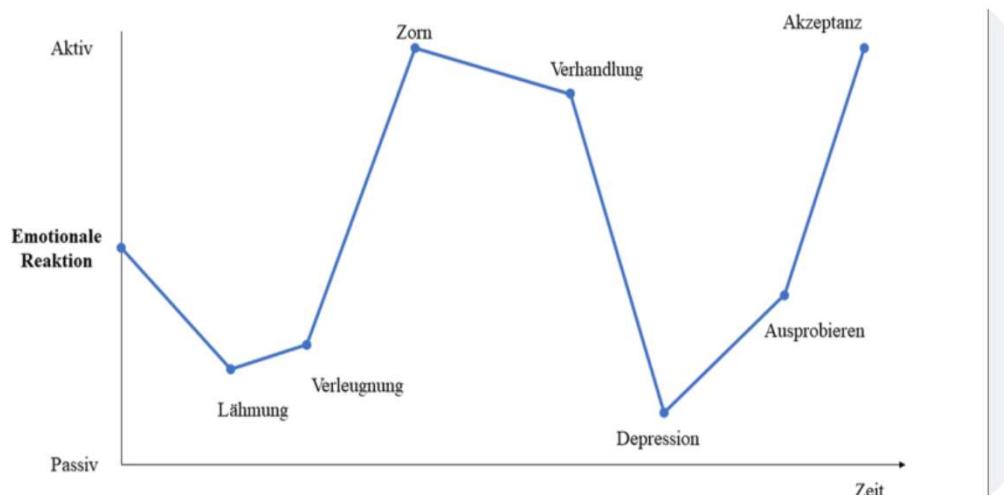
Science - The Change Curve



Technology projects never goes straight, but assuming...

- Change goes in waves through an organization
- There will be resistance
- You have to be steady with the implementation, but DO NOT OVERPOWER
- Bend, but do not brake..., work in phases and listen to feedback
- Continuous Communication and training is key!
- Take the people with you, a cool tool will only be as cool as the level of acceptance in the company!

Science - The emotional change acceptance



Most people do not like change....

And the acceptance goes in phases

- Shock
- Neglectance
- Anger
- Negotiation
- Depression
- Trial (and Error)
- Acceptance

Plan for this in any MAYOR role outs!

Savin Robinson ...

...and your project





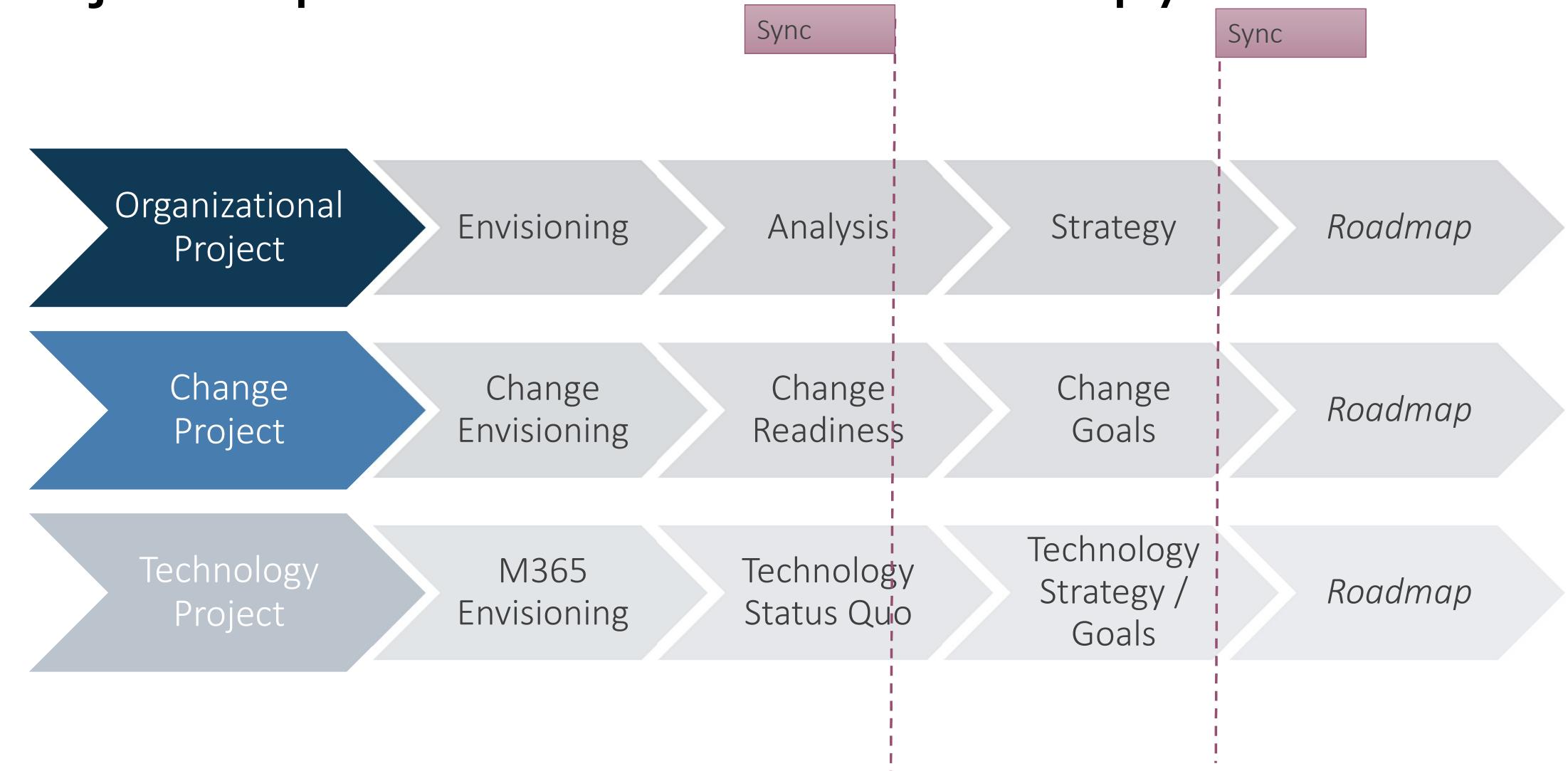
How to sail away from coconut island?

With the right people, methods and
technology!

"To successfully launch Microsoft 365, companies need to budget 80% of the total project costs for adoption, with only 20% for technology."
(Sabine Bendiek, former CEO of Microsoft Germany)



Project Setup – Different workstreams – but deeply connected!





Do not overload the boat!

Phased roll-out is recommended

To many features / apps create change overload.

M365: From core to extended features

Power Platform: From Personal Productivity to Enterprise productivity

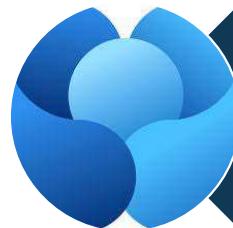
Co-Pilot: Data governance first – then co-pilot roll-out



User Adoption: Use Onboard Tools



Collaboration,
Community Building



Community Building
Open Support



Use Case Shopping
Satisfaction Survey



KPI
Dashboarding



What is in for me?!

Prepare your organization for the change

- Communicate with the stakeholders (workers council, management, data protection)
- Search for key users.
- Get pilot users & ambassadors on board
- Search for use cases
- Define your requirements
- Manage expectations
- Interaction is key!



A photograph of various survival items arranged on a light-colored wooden surface. From left to right, there is a black multi-tool with a saw blade, a small folding knife, a silver compass, a long thin metal rod, a white lantern with its lens removed, and two large, dark brown leather-bound water bottles.

Survival Kit

Minimal path to awesome

Minimal path to awesome

Organization

- Define goals
- Define strategy
- Align a roadmap
- Communication planning
- Check the success



The organization should define the speed and complexity!



Communication is essential for project success



Define alerts and KPI for roll-out success



Sync the work streams

Minimal path to awesome

Technology

- Technology is for the users – not for its own sake!
- Adoption comes from usage !
- Technology requires control!
- Technology does not explain itself!



Communication & Ambassadors



„Eat your own tools“



Governance & Security



Roll-out in phases

Questions?!



Thank you!
Tak!
Danke!



Matthias Mitze
Digital. Transformation.
Management.

