Change Management

Week 8 – Information Governance (CIS3005-N)

Vicky Rushin-Chape

Recap & introduction

Last week – ISO Standards with Chidimma

This week looking at Change Management -> feeds into:

- Learning outcomes PTS1, RKC2, RKC4:
    - Critically evaluate a data governance implementation plan created for a specified business need and reflect on any potential changes and improvements with regard for impact, quality and trade-offs
    - Design an appropriately researched data governance implementation plan appropriate for a specified business need that considers business continuity and disaster recovery planning
    - Demonstrate a complex understanding of the breadth and depth of the physical and environmental security issues for a given scenario and demonstrate a critical awareness of current problems and issues informed by research findings and professional practice.

Recap & Introduction

KSBs:

C5 - Apply organisational theory, change management, marketing, strategic practice, human resource management and IT service management to technology solutions development. Develops well-reasoned investment proposals and provides business insight.

C17 - Apply organisational theory, change management, marketing, strategic practice, human resource management and IT service management to technology solutions development. Develops well-reasoned investment proposals and provides business insight.

Assessment: your recommended mitigation for identified risks may require significant effort/resources/encouragement etc. to implement in the scenario. In the analysis and reflection, you are expected to be honest around constraints and practicalities of implementing the recommended changes.

Metathesiaphobia

- Neurologically, fear of change feels very much like failure in our brains
- Many people have some level of fear of change

"When we choose to create a change, such as moving to a new home or shifting jobs, we feel more in control of the outcome. If the change is brought about by forces outside of our control, whether a boss, a pandemic or an accident, we feel disempowered."

— CARLA MARIE MANLY, PHD

"Information Security hinges on the effectiveness of the change management process.."

US Department of Defense (Peddoju, 2020)

Importance of managing change

- Minimise negative reactions
- Minimise risk of exceeding resources or damaging reputation
- Avoid breaking the law
- Too many changes in a short time = "change fatigue"

What is a Change Management model?

A concepts, theory or methodology to aid some sort of organisational change:

- E.g. internal tools, processes and policies, departmental structure changes, training and so on..

Barriers to change

In your own understanding, what are some factors that can obstruct change in any organisation?

Use the Mentimeter code 84987333

Barriers to change

- Human resistance
- Lack of resources
- Time constraints
- Limited technology
- Poor, incomplete or inflexible strategy
- Poor communication
- Unrealistic expectations

Change Management Methods

1. Lewin's Change Model
2. Nudge Theory
3. ADKAR Change Management Model
4. Kotter's Theory
5. Deming Cycle (PDCA)

Lewin's Change Model

- Simple to follow
- Based on human psychology
- Focus is on people
- Helps facilitate sustainable change (buy in)
- Limited stages
- Limited for 'quick wins'

Nudge Theory

Key Principles
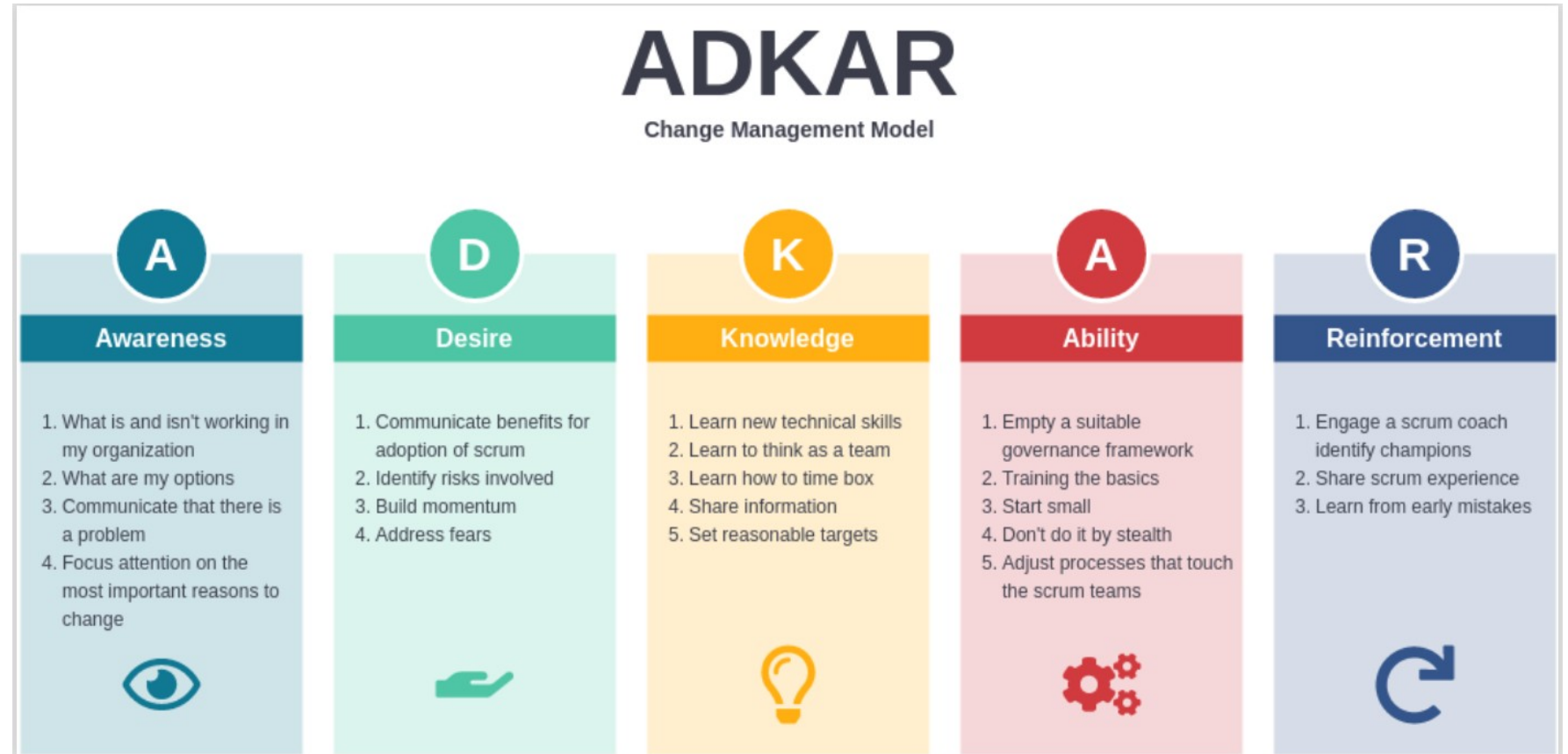- Transparency
- Ease to Opt-Out
- Focus on welfare

Benefits
- Increase engagement
- Reduce Resistance
- Improve outcomes

ADKAR Change Management Model

- Not sequential – each letter represents a goal
- People-focused for sustainable change
- Good for small, incremental change to minimise disruption

ADKAR
Change Management Model

A — Awareness
1. What is and isn't working in my organization
2. What are my options
3. Communicate that there is a problem
4. Focus attention on the most important reasons to change

D — Desire
1. Communicate benefits for adoption of scrum
2. Identify risks involved
3. Build momentum
4. Address fears

K — Knowledge
1. Learn new technical skills
2. Learn to think as a team
3. Learn how to time box
4. Share information
5. Set reasonable targets

A — Ability
1. Empty a suitable governance framework
2. Training the basics
3. Start small
4. Don't do it by stealth
5. Adjust processes that touch the scrum teams

R — Reinforcement
1. Engage a scrum coach identify champions
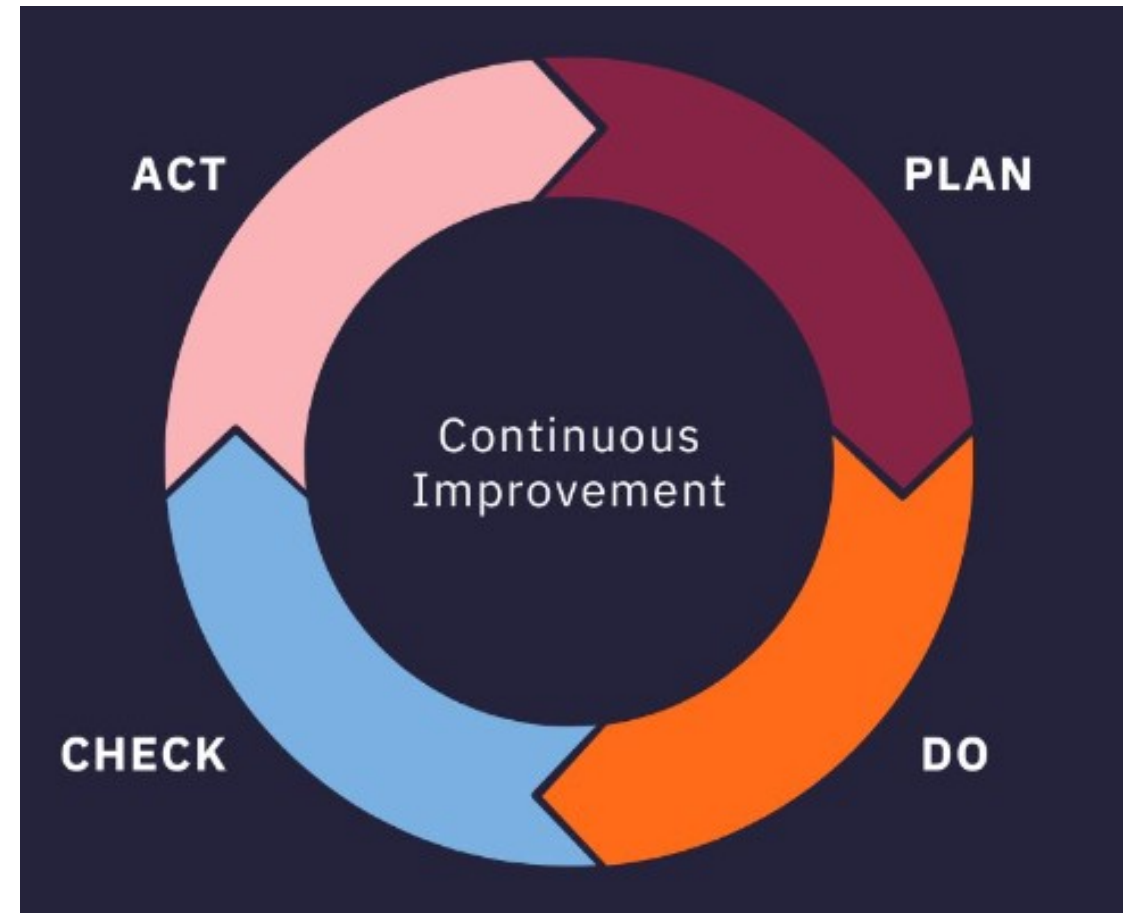2. Share scrum experience
3. Learn from early mistakes

Kotter's Theory

- Good for larger organisations
- Top down
- Not people-focused
- Omits seeking employee feedback, risking resentment and bad feeling
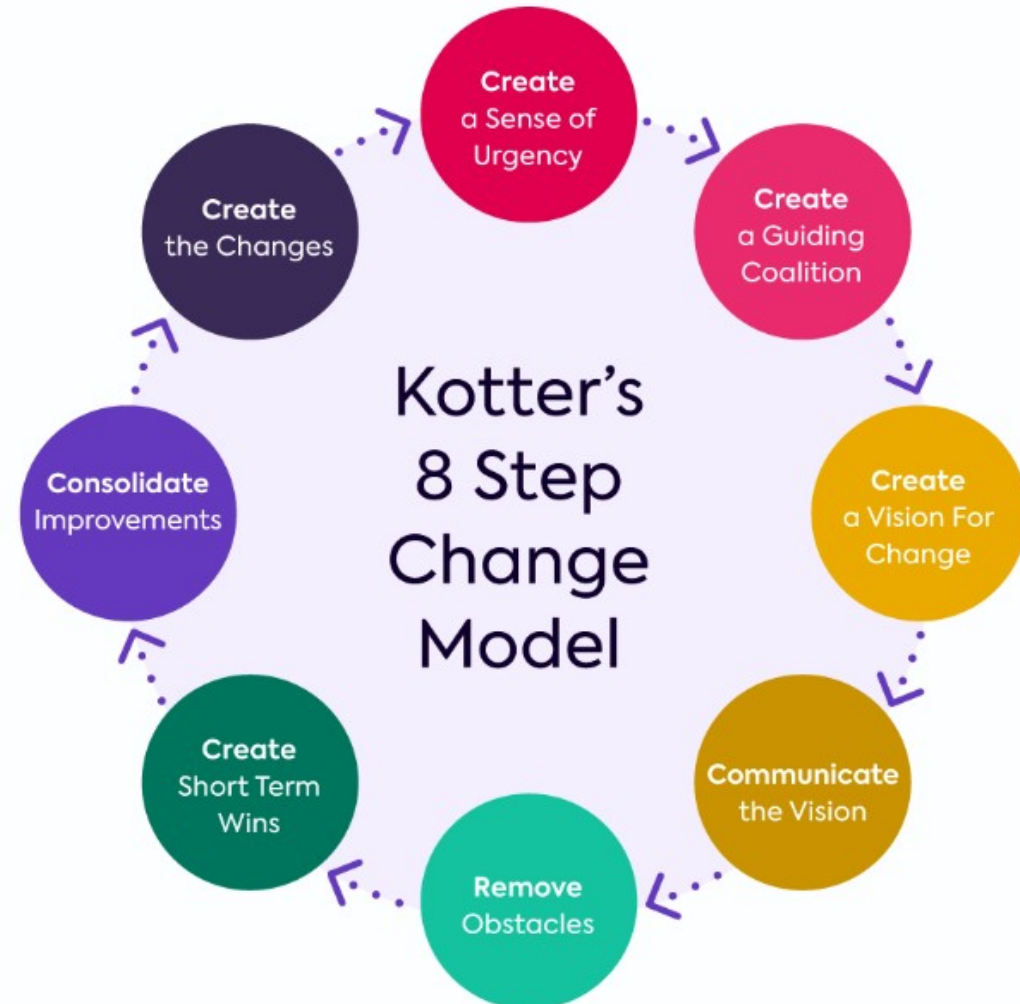
Deming Cycle
(Plan, Do, Check, Act)

- Simple to follow
- Allows change on a small scale (e.g. pilot within a single team or department)

Navigate and Embrace Change

Case Studies

UK NHS National Programme for IT (2002)

- Initial budget - £6.2 billion (>£11 billion spent)
- Aimed to create an integrated electronic patient record service
- Abandoned in 2011
- Poor consultation and engagement with stakeholders – rushed
- Poor strategic and change management
- Lack of trust from Doctors

Read more: Justinia T. The UK's National Programme for IT: Why was it dismantled? *Health Services Management Research*. 2017;30(1):2-9.

Case Studies

Scottish Police i6 project (2013 - 2016):

- i6 system was intended to replace fragmented electronic and paper-based systems covering 80% of Police processes for managing crime and missing persons
- Awarded contract £46.11 million with projected savings of £200 million (timescale not provided)
- Loss of trust and disagreement over project objectives

https://www.henricodolfing.com/2021/09/case-study-scottish-police-i6-accenture.html

Questions?