

IS change management strategies

IT-architecture and user driven software design (BUITA)

Implementation and Change management (ICM3)

3rd of May 2018

Magnus RP. Hansen



Innovation, diffusion, and
assimilation 101

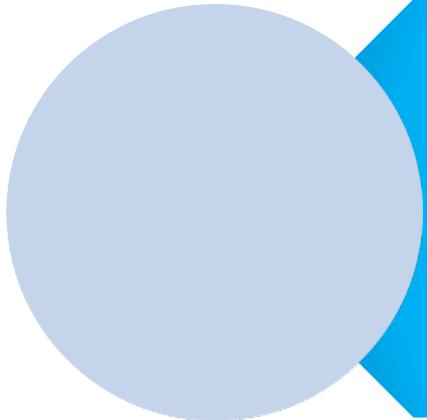


Individual and organizational
interventions to support implementation

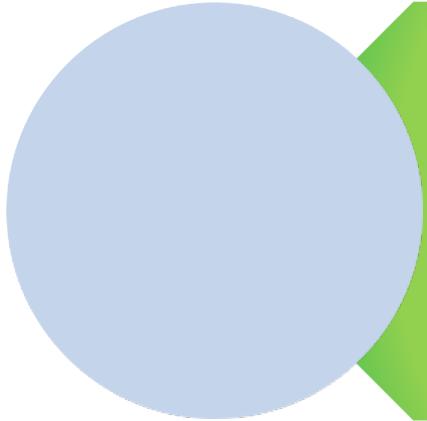


Change Management Strategies

Articles:



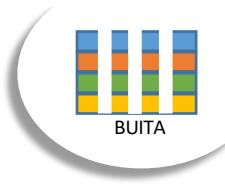
Jasperson, J., Carter, P. E., & Zmud, R. W. (2005). A comprehensive conceptualization of post-adoptive behaviors associated with information technology enabled work systems. *MIS Quarterly*, 29(3), 525-557.



Pries-Heje, J., & Baskerville, R. (2008). The design theory nexus. *Mis Quarterly*, 32(4), 731-755.

Learning goals

- Know different strategies for designing organisational change and how technology innovations diffuse in social systems
- Be able to choose and use an appropriate change management strategy on a given/chosen case
- Produce a draft for a change management strategy that includes stakeholders, tasks and risks from a given/chosen case

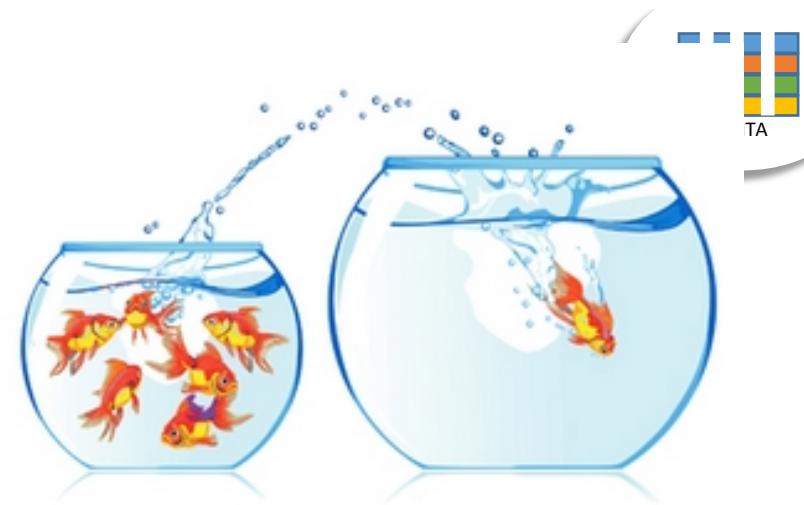


Diffusion 101

Implementation, adoption, assimilation etc.

“Diffusion”

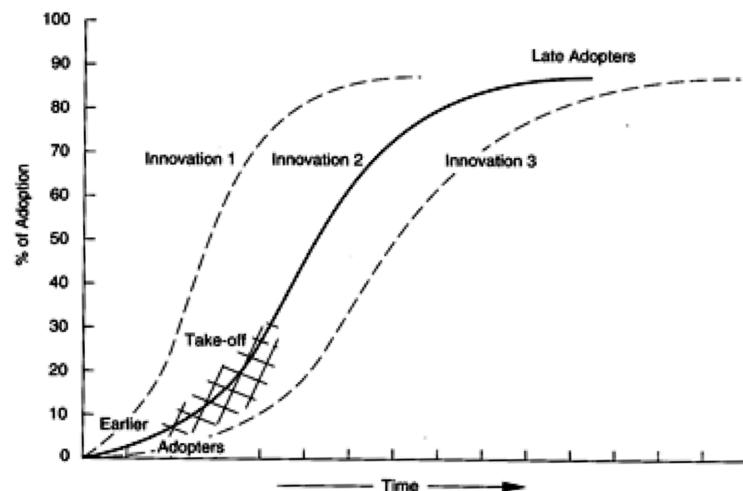
- Latin: “to spread/a spreading”
- 4 elements:
 - An *innovation* (1) that is *communicated* through certain *channels* (2) over *time* (3) among the members of a *social system* (4).



Time

FIGURE 6.5 Shapes of curves of diffusion for innovations that spread over various periods of time

SOURCE: Everett M. Rogers, *Diffusion of Innovations*, 3rd ed. (New York: Free Press, 1963), p. 11.



1. Individual knowledge goes over time from either adoption or rejection
2. Relative earliness of adoption
3. Rate of adoption

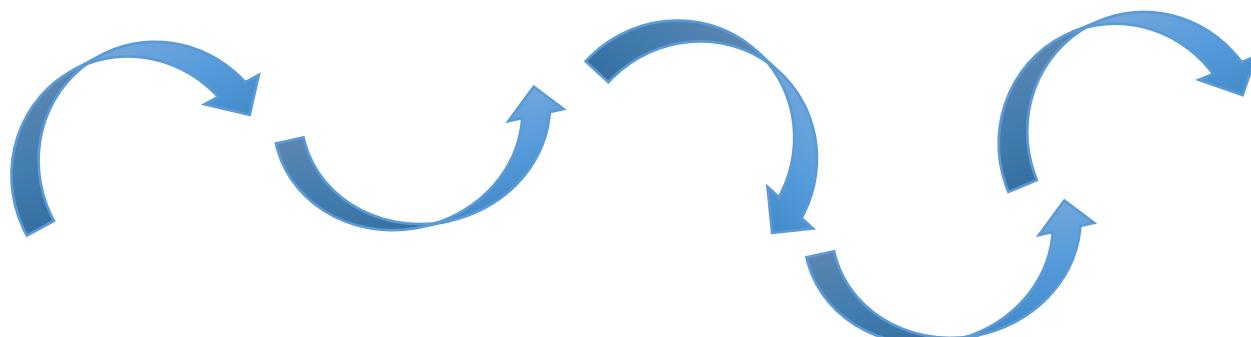
Innovation attributes

- Relative advantage
- Compatibility
- Complexity
- Trialability
- Observability

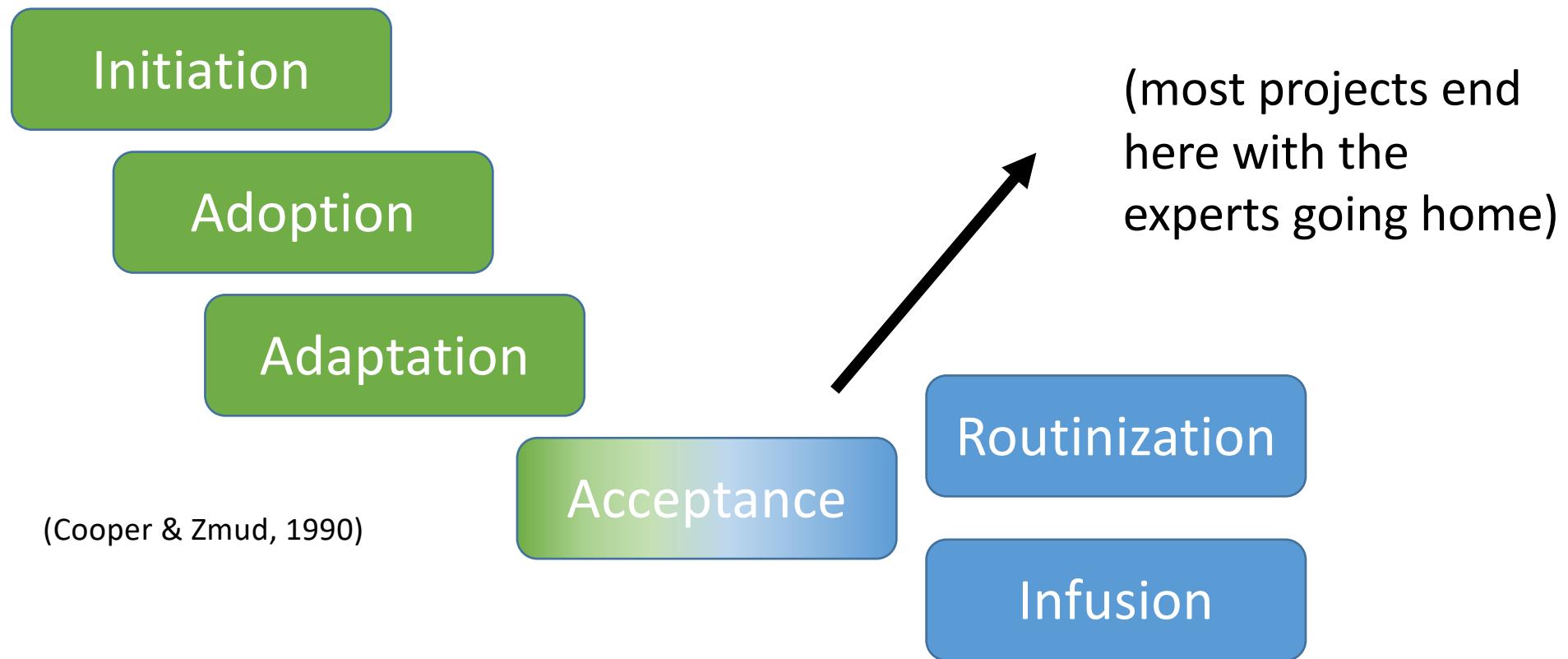


The innovation decision process

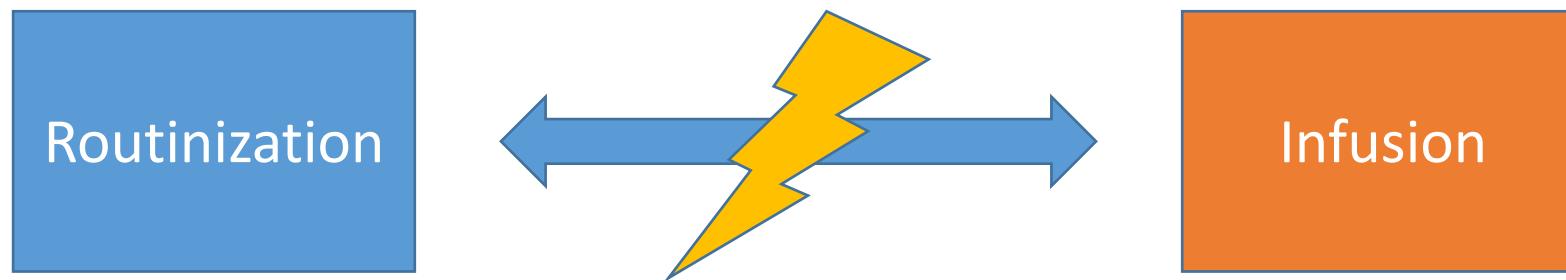
- Begins with a need and/or a problem:
 - Knowledge
 - Persuasion
 - Decision
 - Implementation
 - Confirmation



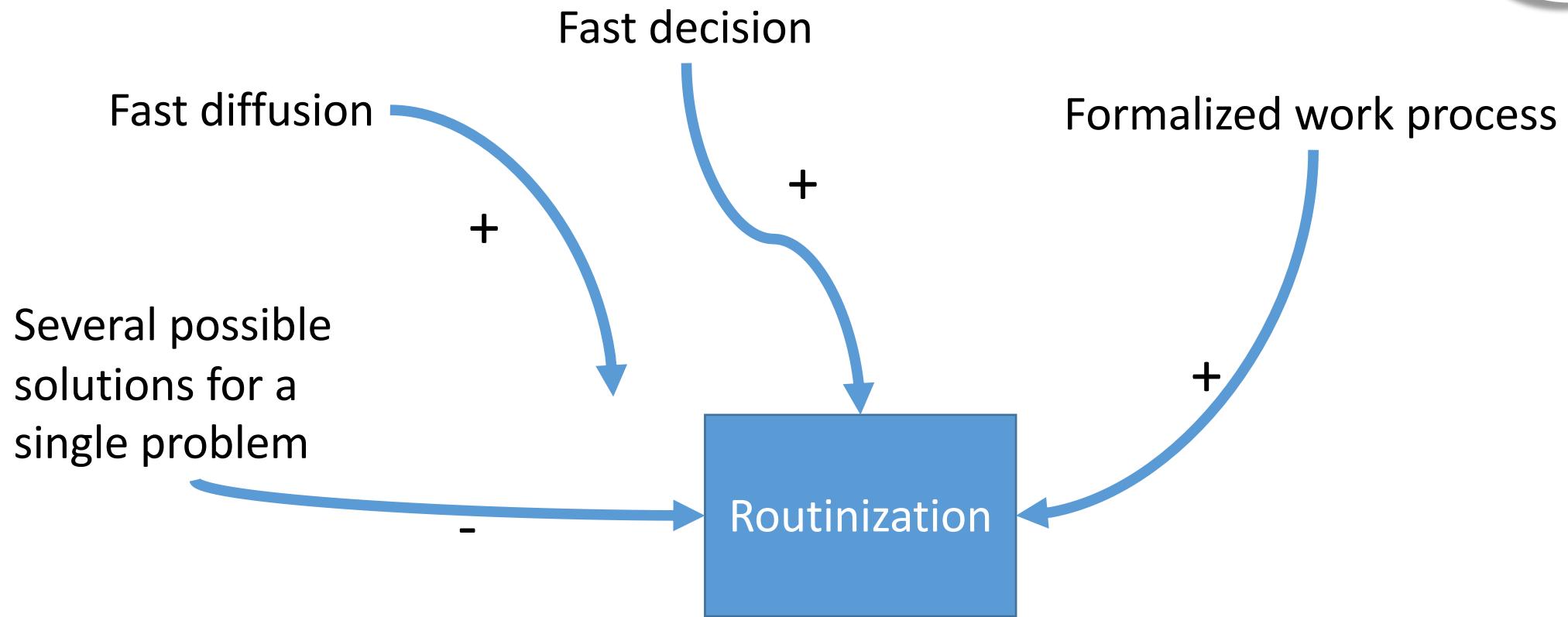
The organizational implementation model

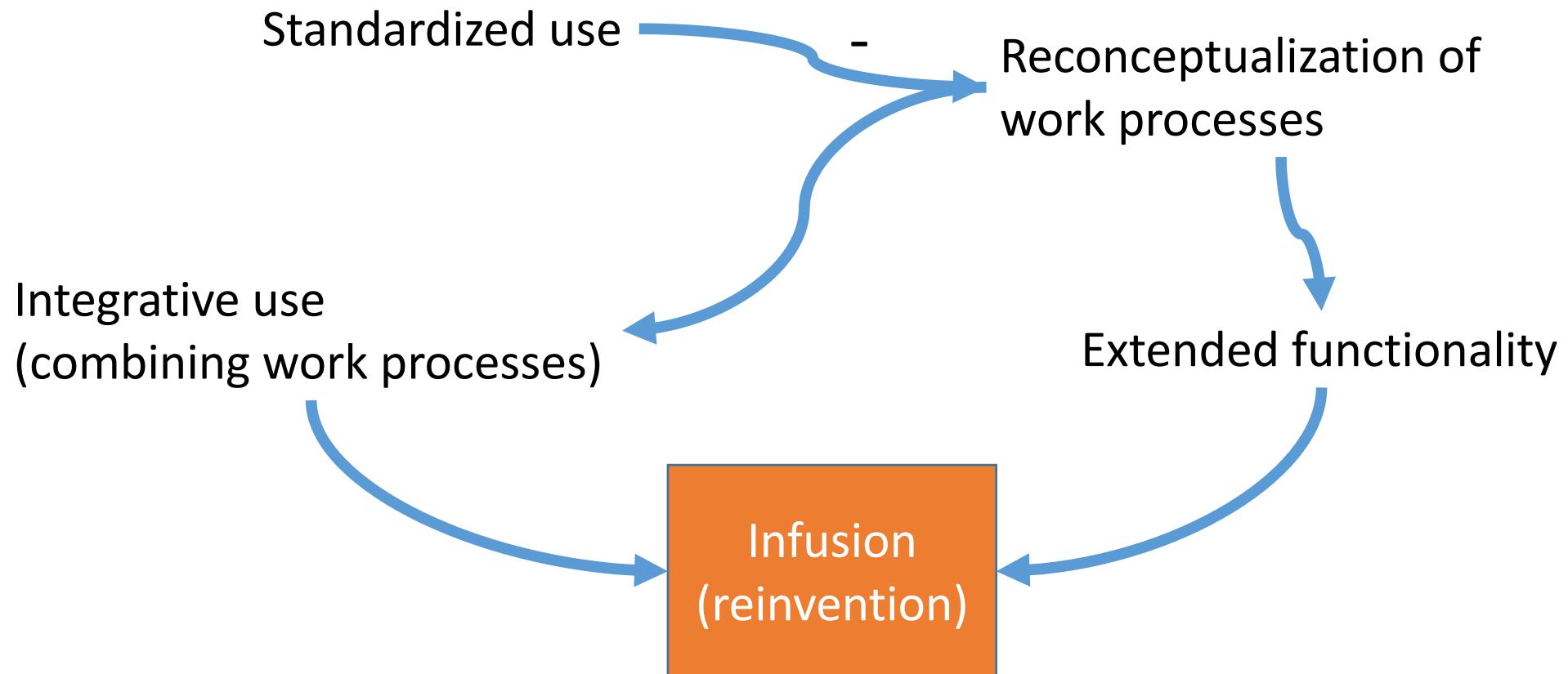


Discrepancy between routinization and infusion

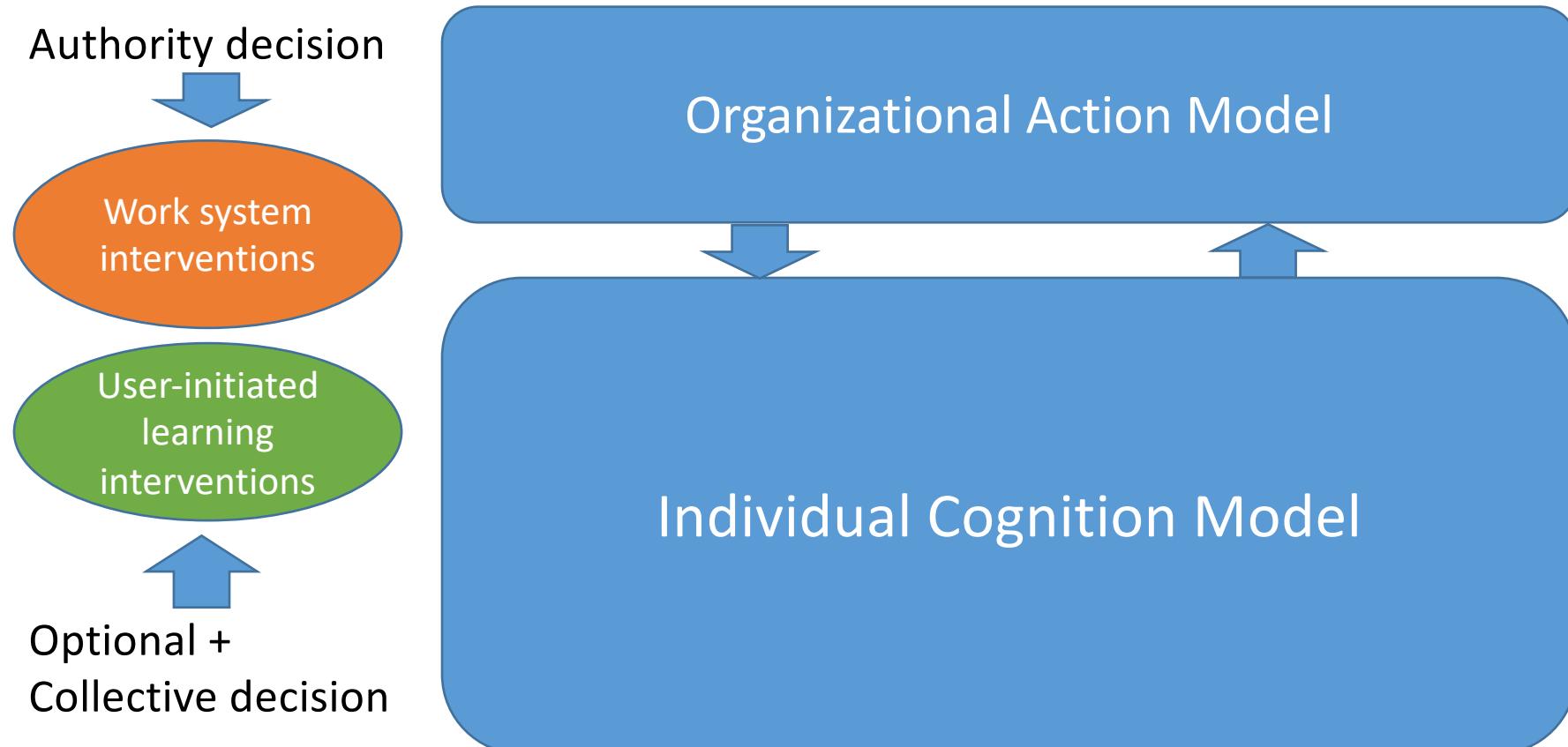


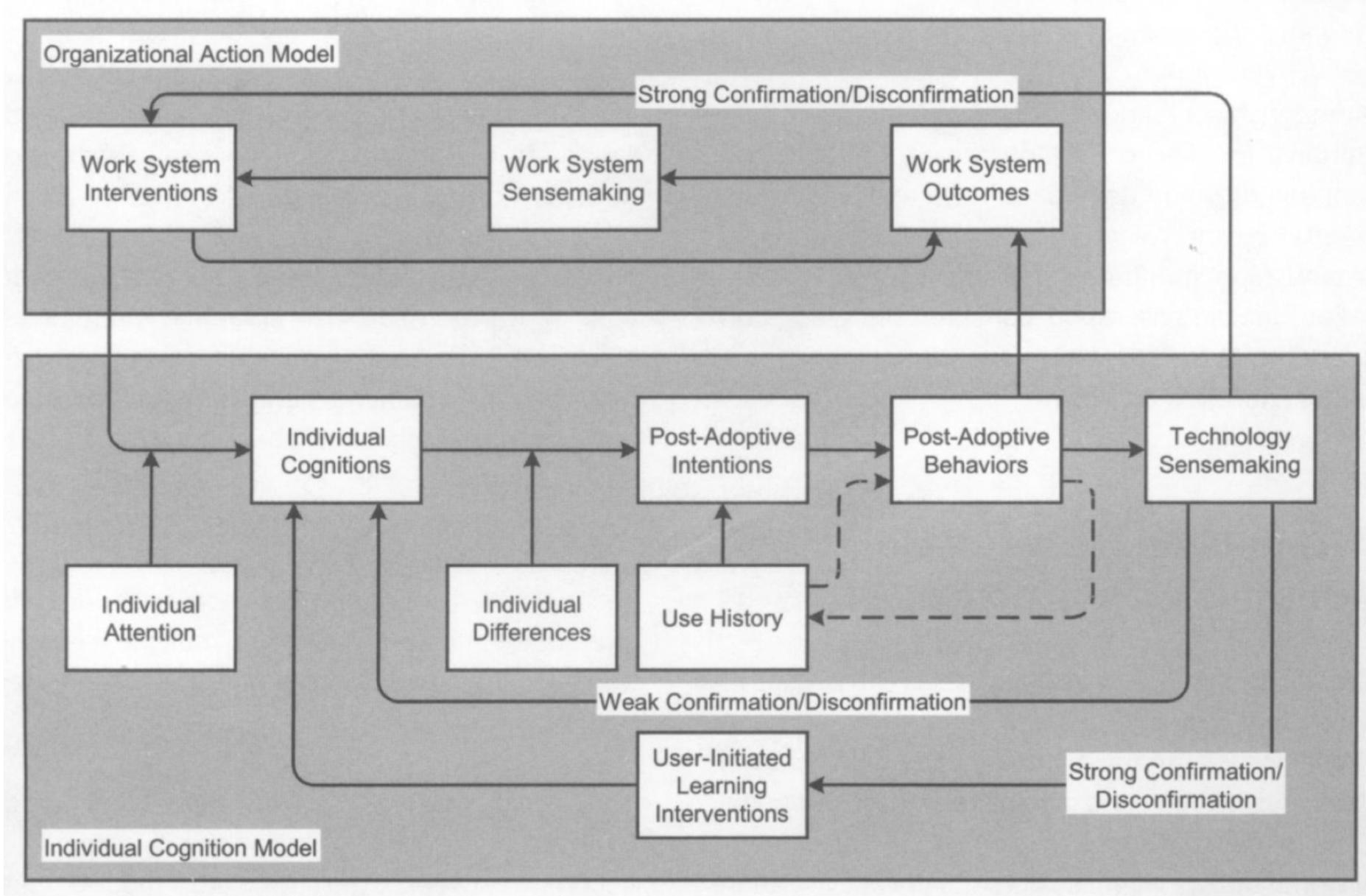
Saga & Zmud (1994)

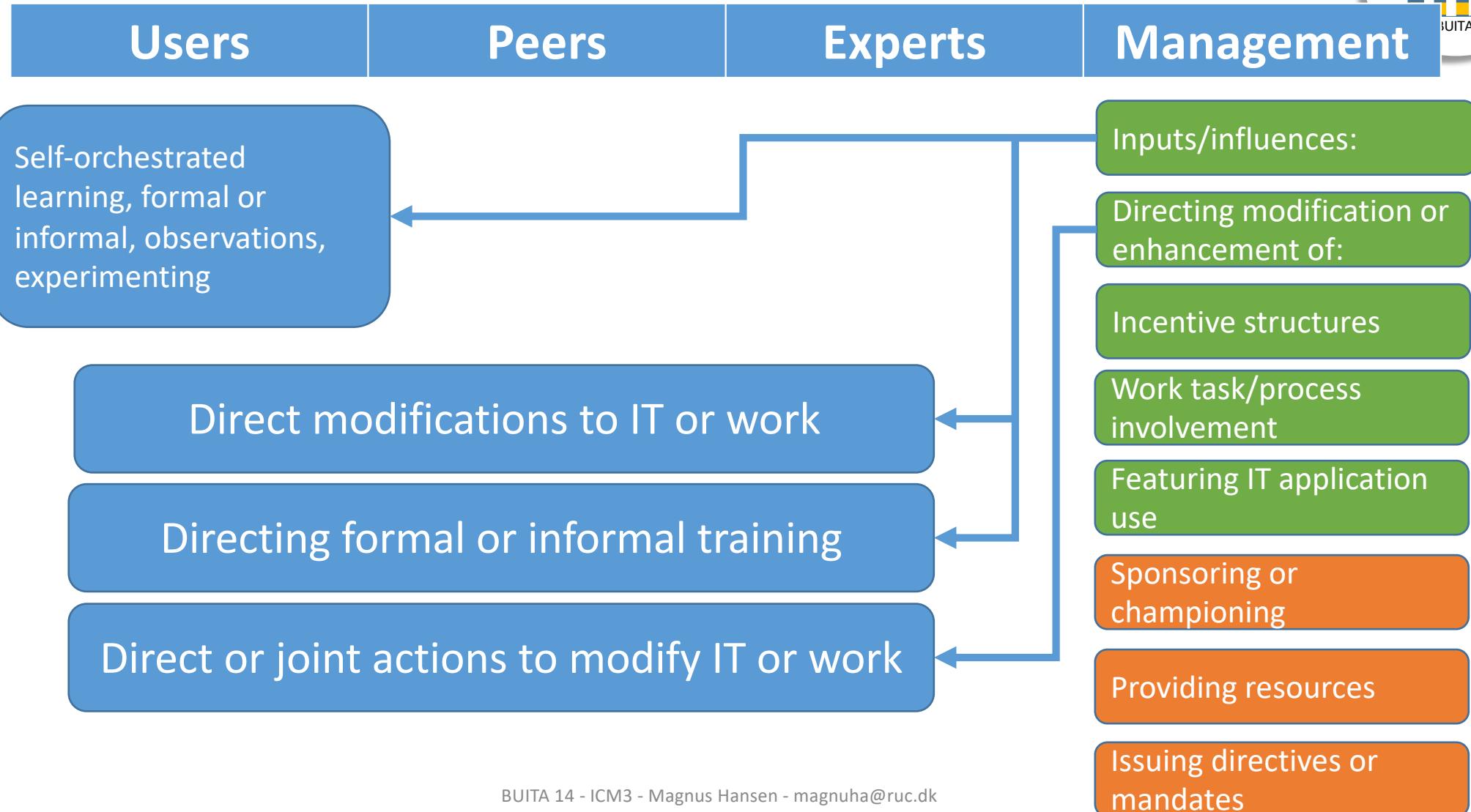




Organizational diffusion and adoption





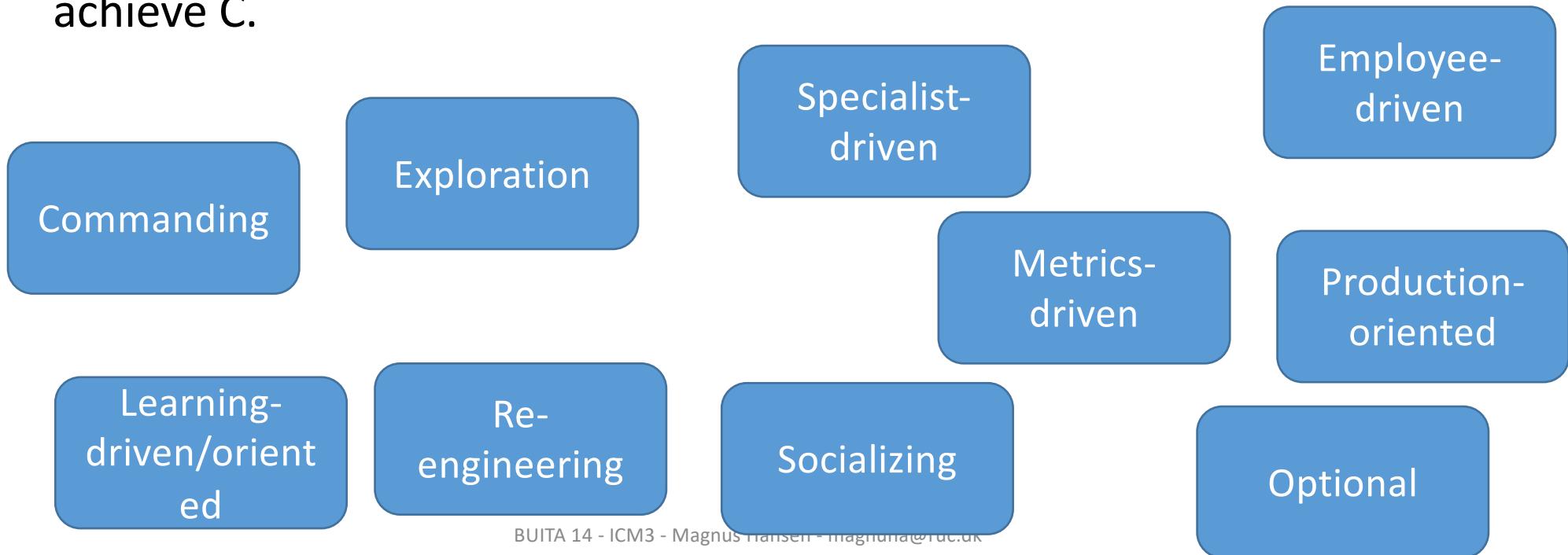


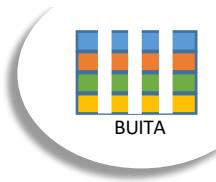
Types of organisational change strategies

Pries-Heje & Baskerville (2008)

A change strategy

- A set of **core beliefs** and **actions** taken **on, with and for people** and artefacts to influence a change **process** from A to B in order to achieve C.





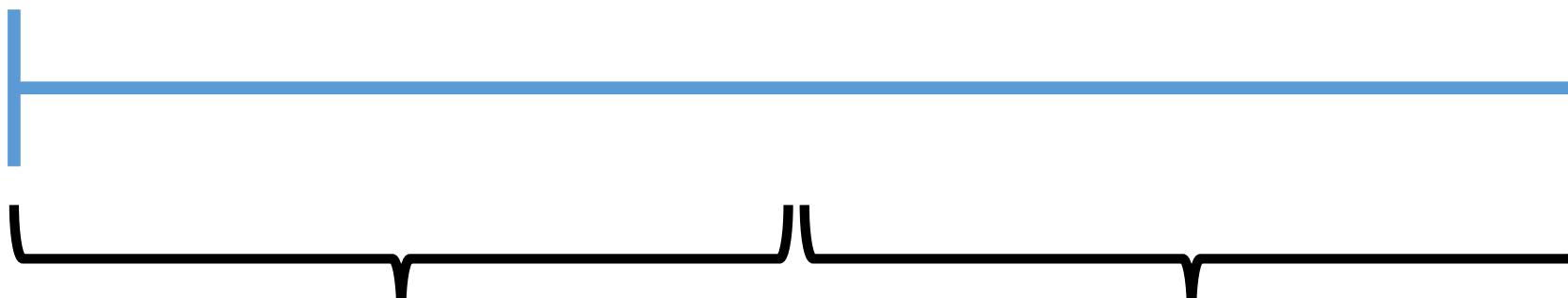
Kahoot it!

Let the best team win!

A continuum of change strategies

Top-down

Bottom-up



Organizational need for change
Known end-goal
Known process

Individual need for change
Unknown end-goal
Unknown process

Reengineering

Approach definition

- Change is driven by fundamentally rethinking and redesigning business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed.



Conditions

- Where a need exists for major change. For example when organization has ground to a halt.
- Where nothing new happens.
- Where decisions are made but not carried out.
- Where a crisis is eminent.

Employee Driven

Approach definition

- Change is driven from the bottom of the organizational hierarchy when needs for change arise among employees.



Conditions

- Where the need for change arises among the employees.
- Where there is no need for a standardized approach; the result is more important than the process.
- Where an open management style that will allow change to arise from the bottom.

Production Organized

Approach definition

- Change is driven by the need for optimization and/or cost reduction.

Conditions

- Where you have relatively stable surroundings.
- Where you have many homogeneous resources and workflows.



Commanding

Approach definition

- Change is driven and dictated by (top) management.
- Management takes on the roles as owner, sponsor and change agents.

Conditions

- Where formal structures needs change.
- Where change is needed fast.



Optionality

Approach definition

- Change is driven by the motivation and need of the individual. It is to a large degree optional whether the individual takes the innovation into use



Conditions

- Where target group is very diverse and has large individual differences.
- Where individuals that should (could) change are highly educated, very knowledgeable and self-aware.



Approach definition

- Change in organizational capabilities is driven by working with social relationships. Diffusion of innovations happens through personal contacts rather than through plans and dictates.

Conditions

- Where organizational skills and capabilities needs to be developed.
- Where no unhealthy power struggles occur (so people can talk).
- Where employees that can be exemplars are available.

Metrics driven

Approach definition

- Change is driven by metrics and measurements.



Conditions

- Where there are relatively stable surroundings so measurements from the past can be used to decide the future. Where the result of change is measurable.

Learning driven

Approach definition

- Change is driven by a focus on organizational learning, individual learning and what creates new attitudes and behavior.



Conditions

- Where there is a need for change in attitudes and/or behavior.
- Where the organization is talented in learning.
- Where relationships between means and goals are unclear.

Specialist driven

Approach definition

- Change is driven by specialists, either with professional, technical, or domain knowledge. Examples are a method or architecture function.



BUITA 14 - ICM3 - Magnus Hansen - magnuha@ruc.dk

Conditions

- Where work has vast complexity and variety, so there really is a need for special knowledge.
- Where there is access to necessary specialists, eventually by in-sourcing them.

Exploration

Approach definition

- Change is driven by the need for flexibility, agility, or a need to explore new markets, technology or customer groups.

Conditions

- Where dynamic and complex surroundings makes it important to explore



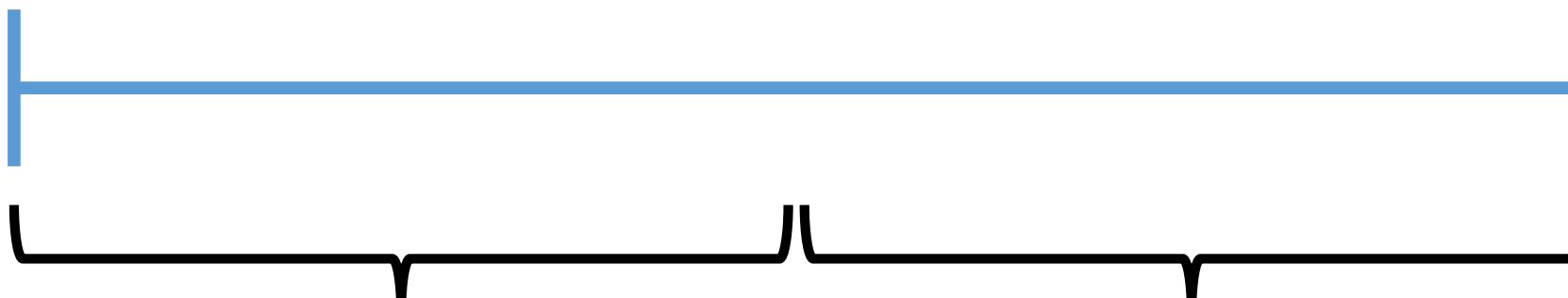
Now...

- Where would you put the different approaches on the continuum?
 - Which approach do you find relevant for your case?
 - (for assistance, use the form on p. 741)
 - Why?
1. Commanding?
 2. Reengineering?
 3. Metrics driven?
 4. Production Organized?
 5. Specialist driven?
 6. Learning driven?
 7. Exploring?
 8. Employee driven?
 9. Socializing?
 10. Optionality?

A continuum of change strategies

Top-down

Bottom-up



Organizational need for change
Known end-goal
Known process

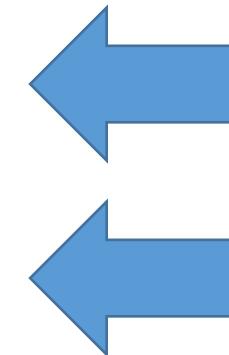
Individual need for change
Unknown end-goal
Unknown process

Specific implementation planning elements

- Type of change strategy:
 - big bang, partial, individual testing
- Role definitions:
 - super users, champions, mediators
- Interaction events:
 - participants, how often are they held, what is being shared, influence on technology, influence on new work practices
- Training events:
 - presentations, problem solving, scenario acting, peer-to-peer training
- Extracting use data:
 - logins, file creations, measurement points, AB testing
- Support mechanisms:
 - forums, bulletin boards, Q&A, phone support.
- Running evaluations:
 - qualitative, quantitative

Group exercise

- Which interventions would fit your case regarding your previous strategy?
- How would you react to user and peer-initiated actions during the implementation?



(supports an implementation plan)

(supports stakeholder analysis and risk assessment)



Innovation, diffusion, and
assimilation 101



Change Management Strategies



Individual and organizational
interventions to support implementation

Learning goals

- Know different strategies for designing organisational change and how technology innovations diffuse in social systems
- Be able to choose and use an appropriate change management strategy on a given/chosen case
- Produce a draft for a change management strategy that includes stakeholders, tasks and risks from a given/chosen case