

Tutorial Exercise - Week 3

Recruiting IT Talent and Organisational Change Management

1. Recruiting IT Talent

Scenario: You are a CIO who wants to hire: 2 Project Managers, 3 Business Analysts, 3 Oracle DBAs and 1 Tester.

1. How you would source these new staff members. Would you use a recruiting agency?
2. Who would interview them? You or the recruiter?
3. How would you know for each group that you are getting the best?
4. For the candidates who were successful, what would you do to ensure they stayed at the company for a long time?
5. How would you manage someone who was hired but after one month was not performing well?

Complete the table below:

Challenges when recruiting	Steps to overcome them
Pace of change in the industry means skills can become out of date	
Technical personnel need also to know how business works	
Recruiter is not technically aware	
Skill shortage (e.g. with emerging technologies)	

2. Organisational Change Management

ADKAR coaching website: <http://www.change-management-coach.com/adkar.html>

Prosci ADKAR tool kit: <http://www.change-management.com/change-management-toolkit.htm>

2.1 How to apply the ADKAR model

1. *Awareness*: List the reasons you believe the change is necessary. Rate on a 1 - 5 scale the degree to which a person in the organization would be *aware* of each reason or need for change (where 1 means there is no awareness and 5 means total awareness, etc.).
2. *Desire*: List the factors or consequences (good and bad) for this person that would create a desire to change. Consider these motivating factors, including the person's conviction in these factors and the associated consequences. Rate the person's *desire* to change on a 1 - 5 scale.
3. *Knowledge*: List the skills and knowledge needed to support the change, including whether the person has a clear picture of what the expected situation after change looks like. Rate the person's *knowledge* or level of training in each area on a 1 - 5 scale.
4. *Ability*: Considering the skills and knowledge identified in the previous question, evaluate the person's ability to perform these skills or act on this knowledge. Rate on a 1 - 5 scale the person's *ability* to implement the change taking account of any new skills, knowledge or behaviour required.
5. *Reinforcement*: List methods of *reinforcement* that will help to sustain the change. Are there incentives in place to reinforce the change and make it stick? Rate the reinforcements as helping support the change on a 1 - 5 scale.

Now consider any area in which the score was 3 or below. You would need to address this area before anything else is done.

2.2 Scenario:

Your organization has decided to implement a new mail client (*Pegasus* for example) because it has been shown that the existing client is particularly vulnerable to virus and trojan attack. The company has in fact suffered from two such attacks in the previous month, both known to have been admitted through email. The new software will be more secure and will also include some new and useful features making it safer and simpler to add attachments, filter incoming mail, create mailing groups, classify received and send messages, search content and so on.

1. Now, adhering to the ADKAR framework, complete the following change plan:

ADKAR element	Enabling actions to be undertaken
A - Awareness What is the nature of the change? Why change is necessary? How will the change affect me?	
D - Desire To want to support the change To participate and engage in the change	
K - Knowledge How to go about the change What will the situation like be after the change	
A - Ability What new skills and/or behaviours are needed to implement the change How to acquire the skills and capability	
R - Reinforcement How to sustain the change How to build a new culture and competence around the change	