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UNIVERSITY OF TECHNOLOGY



UNIVERSITY OF GOTHENBURG

# **Change Management in Software Development Organizations DIT035, 7.5 credits**

## **Lecture 1: Success Factors and Obstacles**

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Course Assistant: Hamdy Michael Ayas

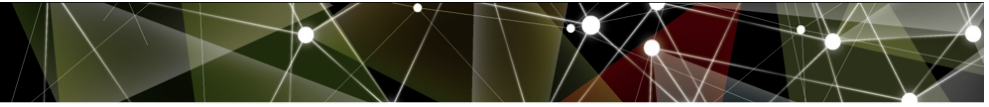
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# Agenda

- ⚙ Innovation Process
- ⚙ Determinants and Consequences of Implementation Effectiveness
- ⚙ Why Change Efforts Fail – 8 steps to transforming organizations





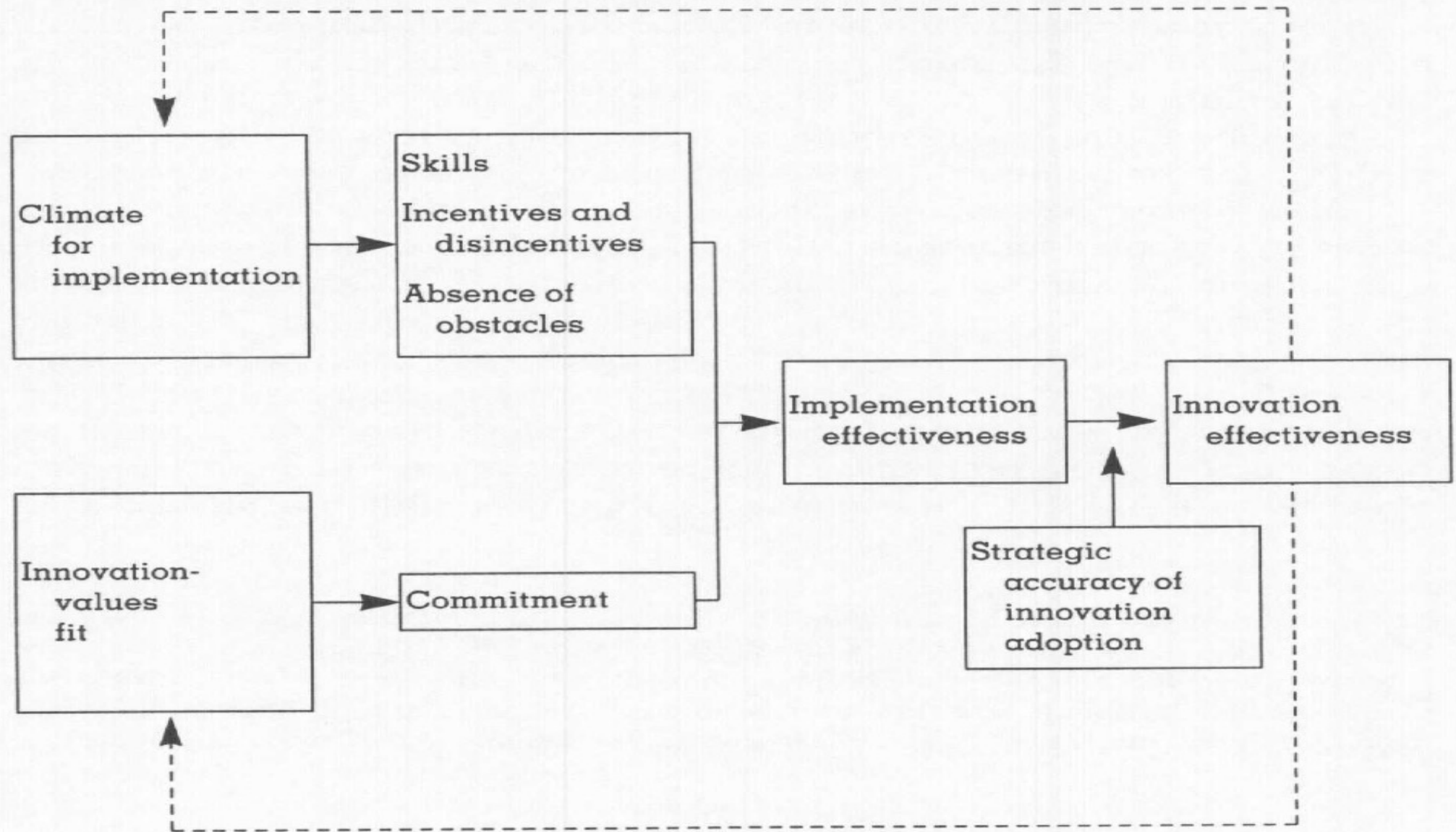
# The Challenge of Innovation Implementation (Klein & Sorra, 1996).

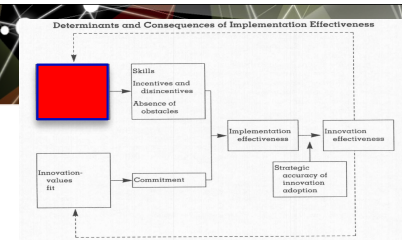


# Innovation

- ⚙ **Source-based innovation:** a new product or service created for market.
  - ⚙ **User-based innovation:** a technology or a practice being used for the first time by members of an organization, regardless of if other organizations have used it previously.
  - ⚙ **Implementation:** the transition between the decision to adopt the innovation and the routine use of the innovation within an organization.
  - ⚙ **Implementation effectiveness:** “[...] the consistency and quality of targeted organizational members’ use of a specific innovation” (Klein & Sorra 1996, p1058).
  - ⚙ **Innovation effectiveness:** the benefits an organization receives as a result of its implementation of a given innovation.
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## Determinants and Consequences of Implementation Effectiveness





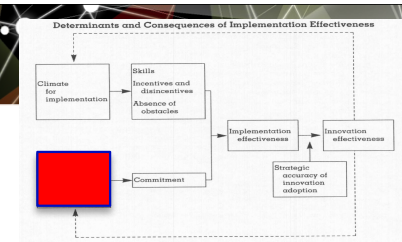
# Climate for implementation







# Innovation values fit



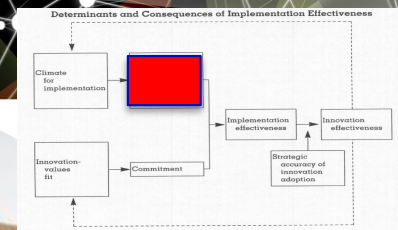


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# Skills – incentives & disincentives



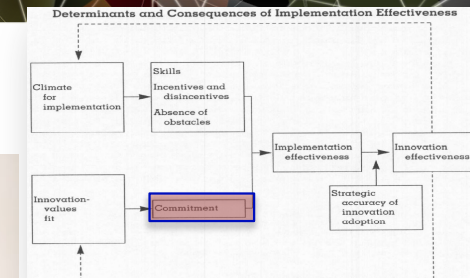
## Applying for a job at IKEA





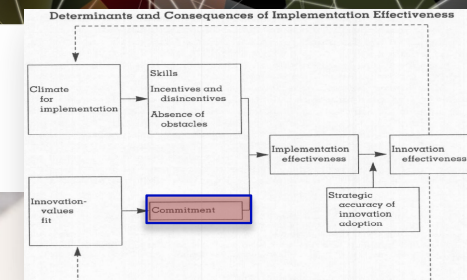


# Commitment





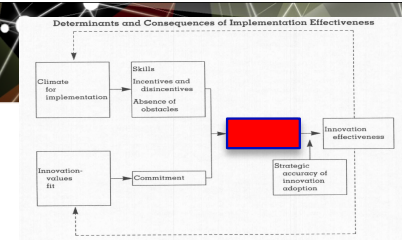
# Commitment



Unless commitment is made,  
there are only promises and  
hopes, but no plans



# Implementation Effectiveness



## Implementation

the transition between the decision to adopt the innovation and the routine use of the innovation within an organization.

## Implementation effectiveness

the consistency and quality of targeted organizational members' use of a specific innovation

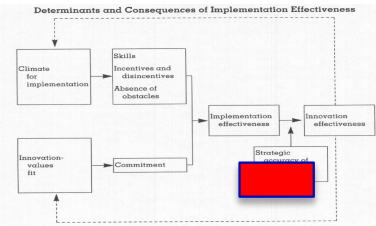




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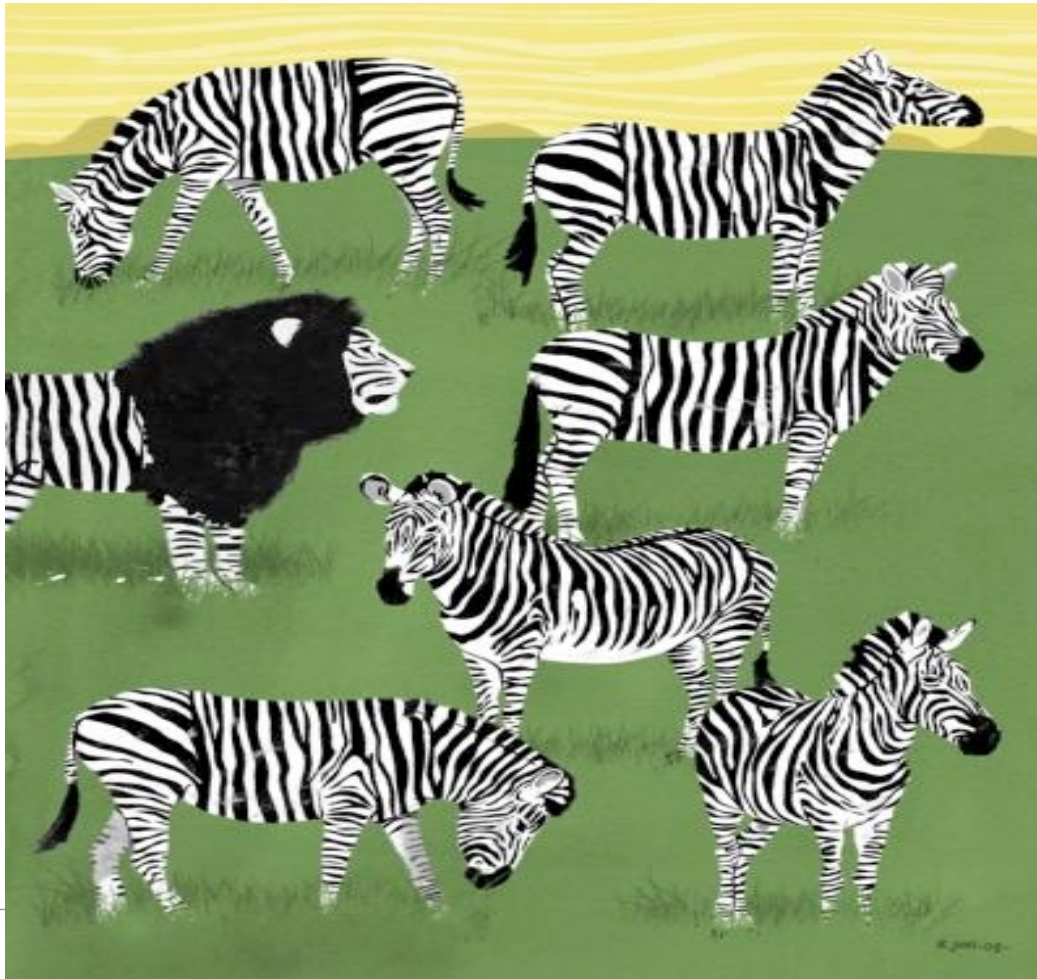
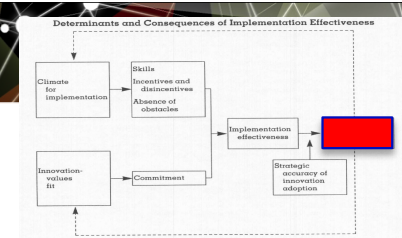


# Strategic Accuracy of Innovation Adoption





# Innovation Effectiveness

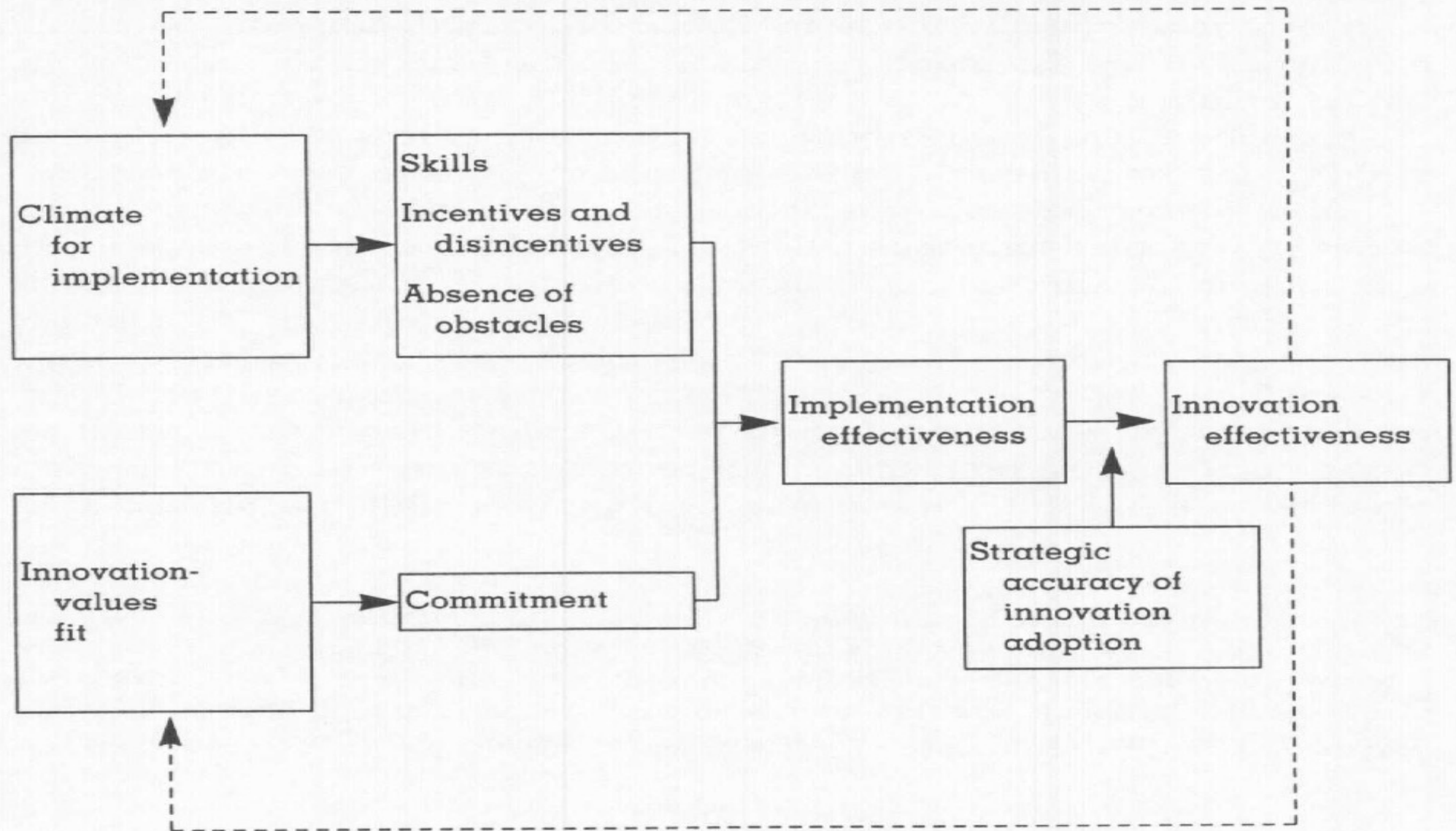


## Innovation effectiveness

the benefits an organization receives as a result of its implementation of a given innovation



## Determinants and Consequences of Implementation Effectiveness





# Effects

**TABLE 1**  
**Implementation Climate and Innovation-Values Fit:**  
**Effects on Employees' Affective Responses and Innovation Use**

	Innovation-Values Fit		
	Poor	Neutral	Good
<b>Strong implementation climate</b>	Employee opposition and resistance  Compliant innovation use, at best	Employee indifference  Adequate innovation use	Employee enthusiasm  Committed, consistent, and creative innovation use
<b>Weak implementation climate</b>	Employee relief  Essentially no innovation use	Employee disregard  Essentially no innovation use	Employee frustration and disappointment  Sporadic and inadequate innovation use



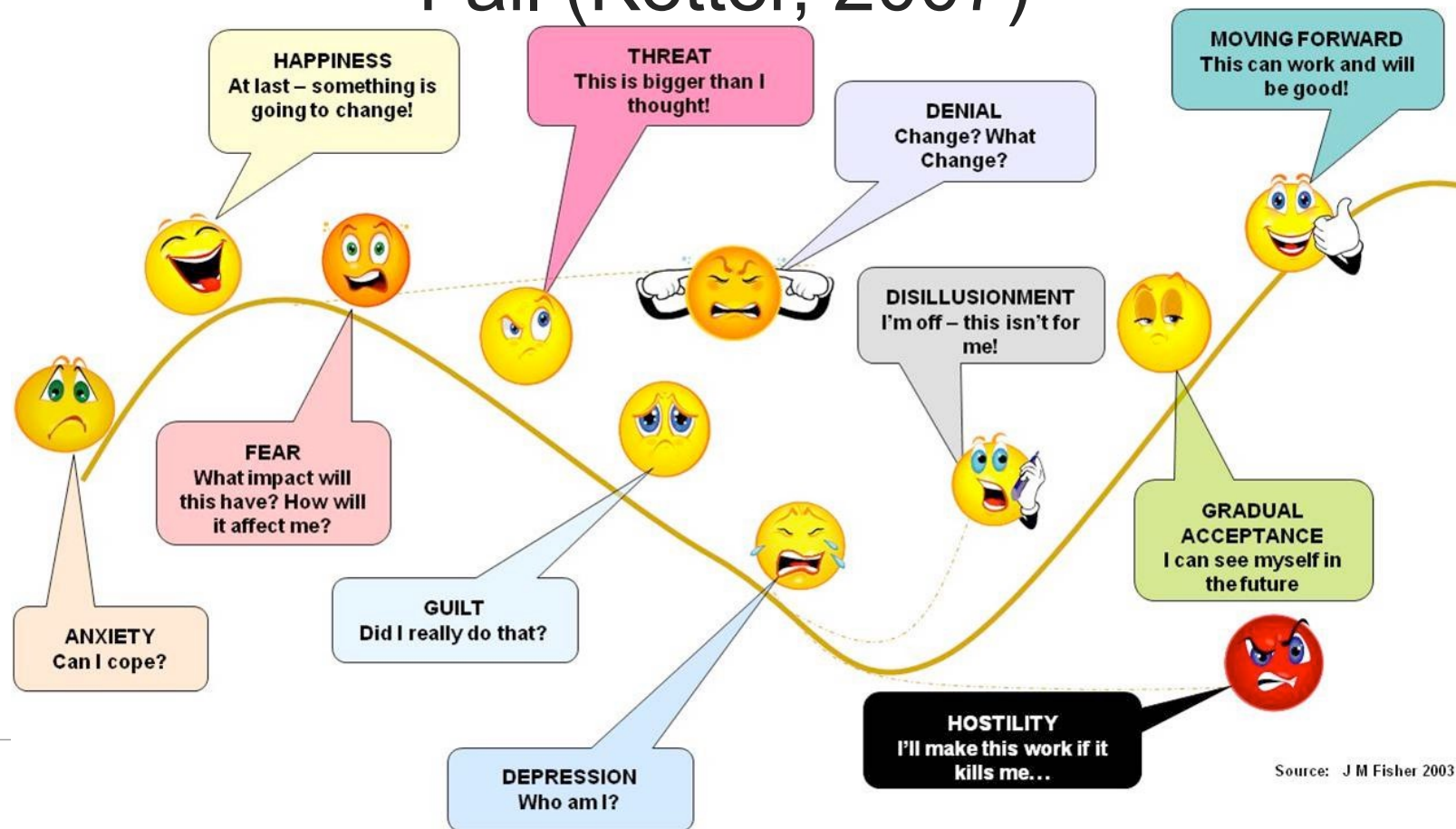
# Discussion

- ⚙ Give examples of determinants and consequences of implementation effectiveness
  - ⚙ How can determinants and consequences of implementation effectiveness be applied to IT-related change (either for software engineers or for end-users) ?
  - ⚙ Take a few minutes to discuss! 2-4 people as you sit together
  - ⚙ Share highlights or emerged questions from your discussion
-



John P. Kotter is internationally known and widely regarded as the foremost speaker on the topics of Leadership and Change. His is the premier voice on how the best organizations actually achieve successful transformations. The Konosuke Matsushita Professor of Leadership, Emeritus at the Harvard Business School and a graduate of MIT and Harvard, Kotter's vast experience and knowledge on successful change and leadership have been proven time and again. (from the website of [Harvard Business School](https://www.hbs.edu))

# Leading Change: Why Transformation Efforts Fail (Kotter, 2007)



Source: J M Fisher 2003





# 1. (Not) Establishing a Sense of Urgency





## 2. (Not) Forming a Powerful Guiding Coalition





### 3. (Lacking) Creating a Vision



If you can't communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, you are not done.



## 4. (Under)Communicating the Vision

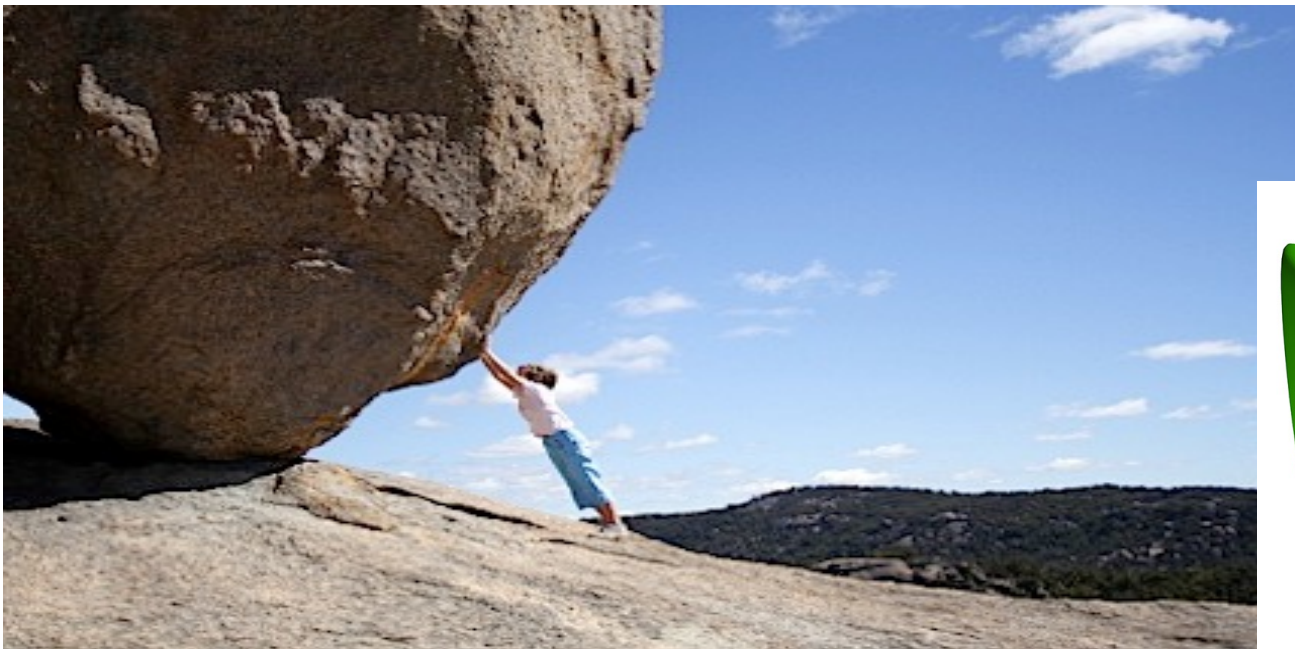






## 5. (Not) Removing Obstacles

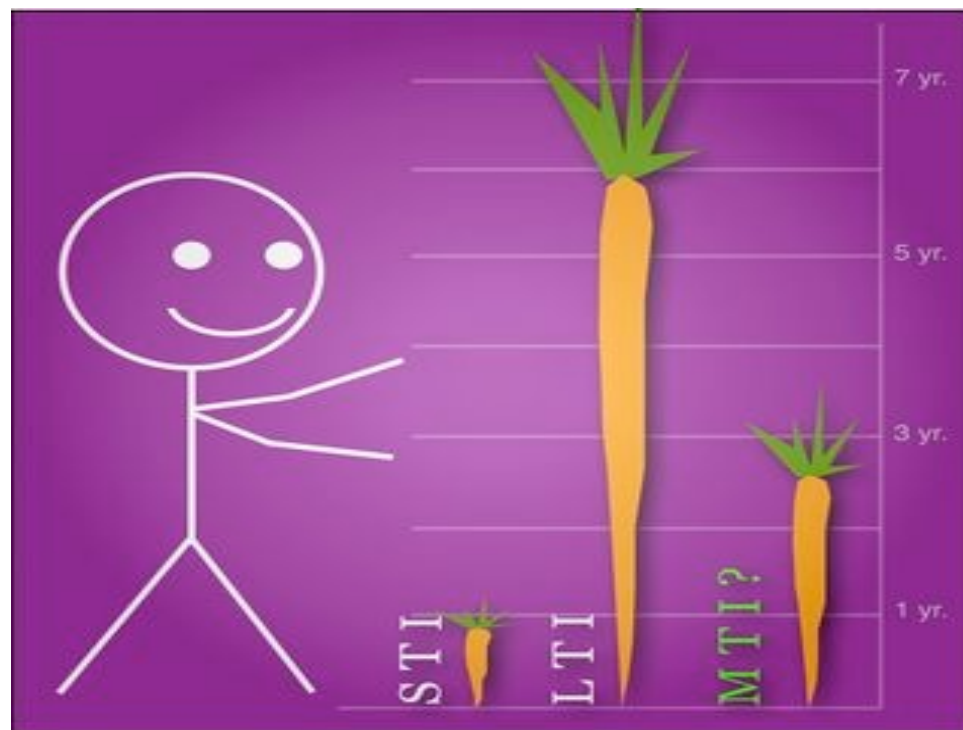
- Empowering Others to Act on Vision







## 6. (Not) Planning for and Creating Short-Term Wins





## 7. Declare victory too soon – Build on Change and Produce More Change

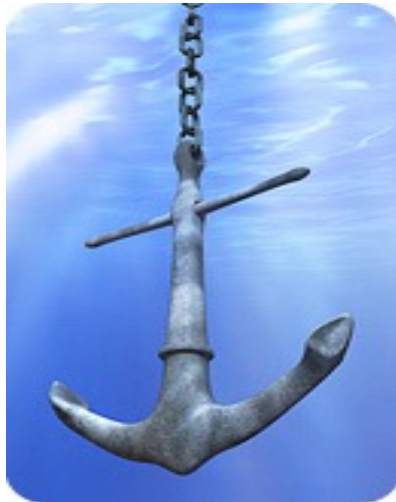


Source: Mike Lane, *Baltimore Sun*, June 30, 2005

After a few years of hard work, managers may be tempted to declare victory with the first clear performance improvement. While celebrating a win is fine, declaring the war won can be catastrophic.

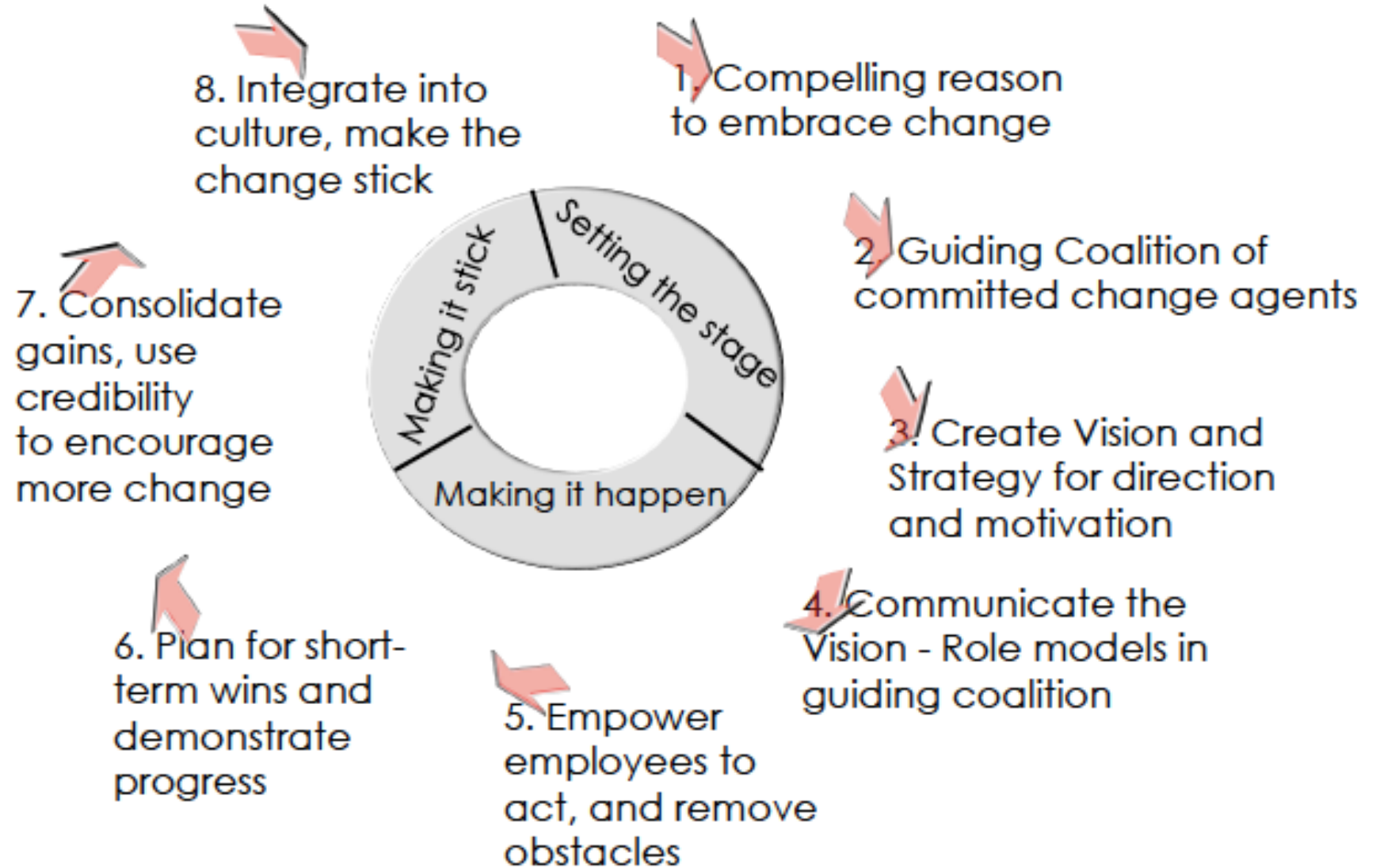


## 8. (Not) Anchoring change – Make Change Stick





# EIGHT STEPS TO TRANS- FORMING AN ORGANI- ZATION





# Discussion

- ⚙ Think of an example of a successful change effort related to IT. What success factors can you identify?
  - ⚙ Take a few minutes to discuss! 2-4 people as you sit together
  - ⚙ Share highlights or emerged questions from your discussion
-





# Exercise

- ⚙ Define and explain the key concepts in the theory by Klein and Sorra (1996).
- ⚙ Define and explain the key concepts in the theory by Kotter (2007).

Use correct citation and reference technique following the APA style.

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# The American Psychological Association (APA) Referencing System

- ⚙ All writing shall use correct citation and reference technique following the APA Referencing System. There are numerous resources online to learn the reference system of APA, see e.g. <https://student.unsw.edu.au/apa> ([Links to an external site.](#)).