

# **Organizational Change Management Making it a Permanent Fixture**



**Pam Waters**  
**Organizational Change Management Team Leader**  
**Department of Technology & Information**  
**State of Delaware**



# Why ERP Implementations Fail

- 42% Leadership
- **27% Organizational & Cultural Issues**
- **23% People Issues**
- 4% Technology Issues
- 4% Other

***Organizational issues left unchecked often lead to project failure***





# Learning from Mistakes



# Delaware's ERP History

- Project managed by consultants
- Low team morale
- Multiple project plans to 'fit' budget
- Production support for Human Resources
- Chain of command – multiple reporting structure
- ***No end user interaction***





# Delaware's ERP History

- Became a 'state – managed' project
- Acquired additional state resources
- Rearranged project team
  - Added full time ***Organizational Change Management team***
  - Single reporting structure
- ***Successful upgrade and implementation!***





# Delaware ERP History

## 2004 Upgrade

- Client Server to Web based
- Tremendous change to look and feel!
  - Internet education
- ***Followed previous OCM methodology – kept relationships intact***
- **Go live was a non-event!**





# Results

- Visionary Organizational Change Management
  - Proven methodology
  - Building social capital
  - Establishing statewide change agents
- Credibility Established





# **Department of Technology & Information (DTI)**

**Timing Was Everything!**



# State Agency Transformation

- Governor & General Assembly established new agency
  - The Department of Technology & Information (DTI)
- Program Management Office
  - Chief Program Officer
    - Project Management Team
    - ***Organizational Change Management Team***





**State CIO**

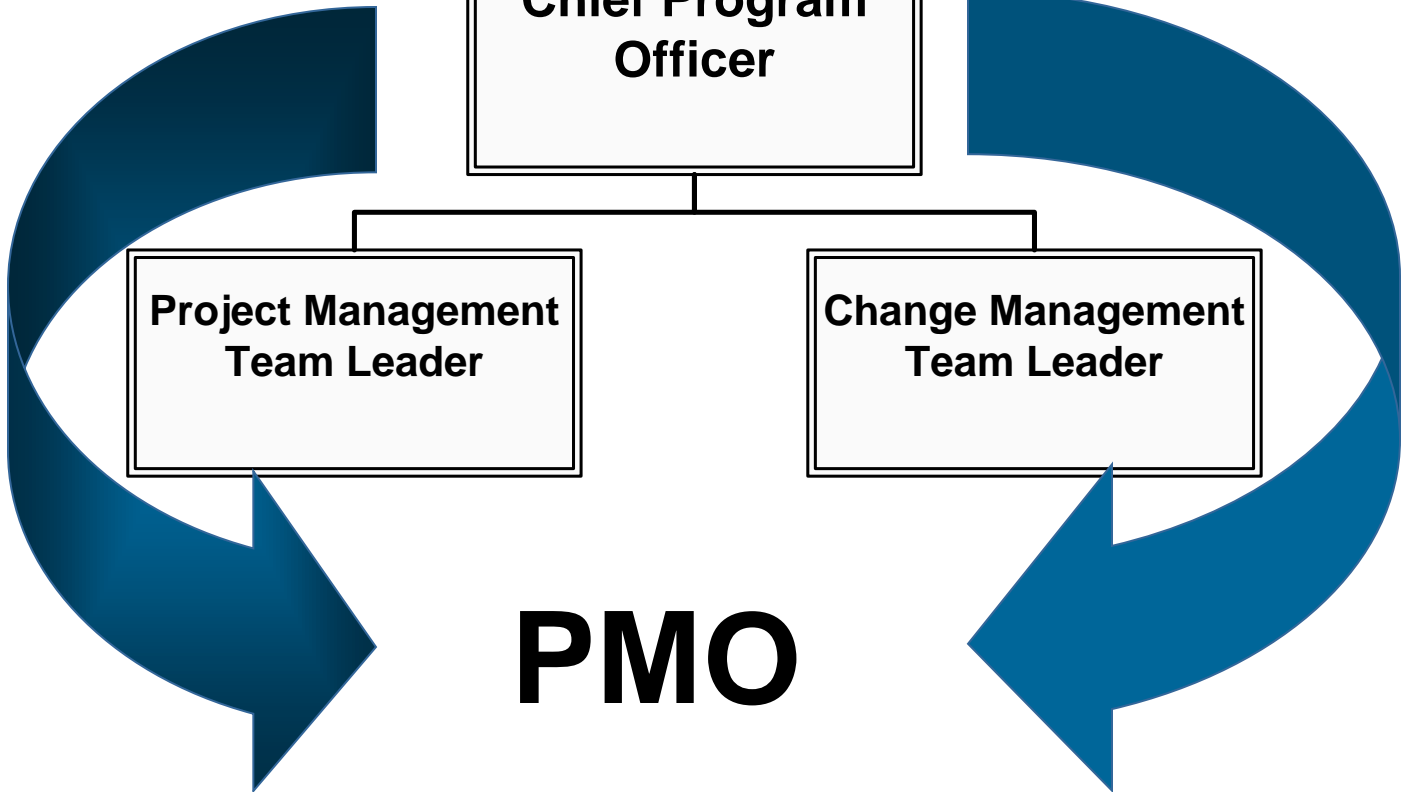
**Technology Investment Council**

**Chief Program Officer**

**Project Management Team Leader**

**Change Management Team Leader**

**PMO**

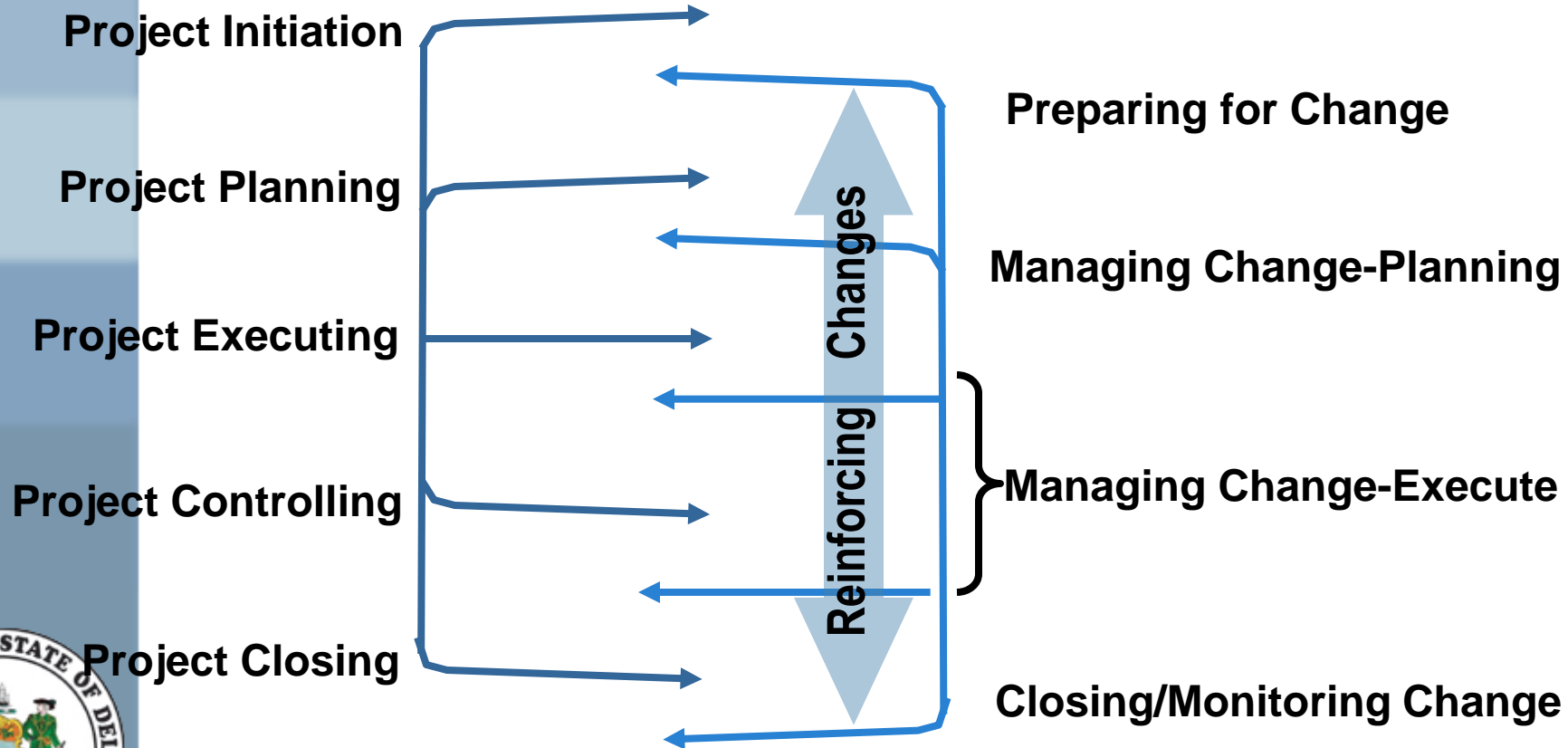




# Process Integration

## Project Management

## Change Management





# **DTI**

# **Organizational Change Management**

**We're here, and we're not going away!**



# Making it Work

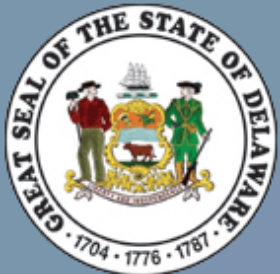
- Striving for department wide ***change competency***
- Repeatable proven processes
- Support from the top
- Proven credibility
- Tried and true relationships in place





# Organizational Change Management Tools

- Comprehensive OCM Plan
  - Organizational & Project Attributes Assessment
  - Project Readiness Assessment
  - Stakeholder Analysis
  - Sponsor Roadmap
  - Communication Plan
  - Coaching Plan





# Organizational Change Management Tools

- Resistance Management Plan
- Coaching Plan
- ***DTI Readiness Methodology***
  - *End user inventory*
  - *Functional Impacts*
  - *Reporting/tracking standards*
- Training
- Knowledge Transfer

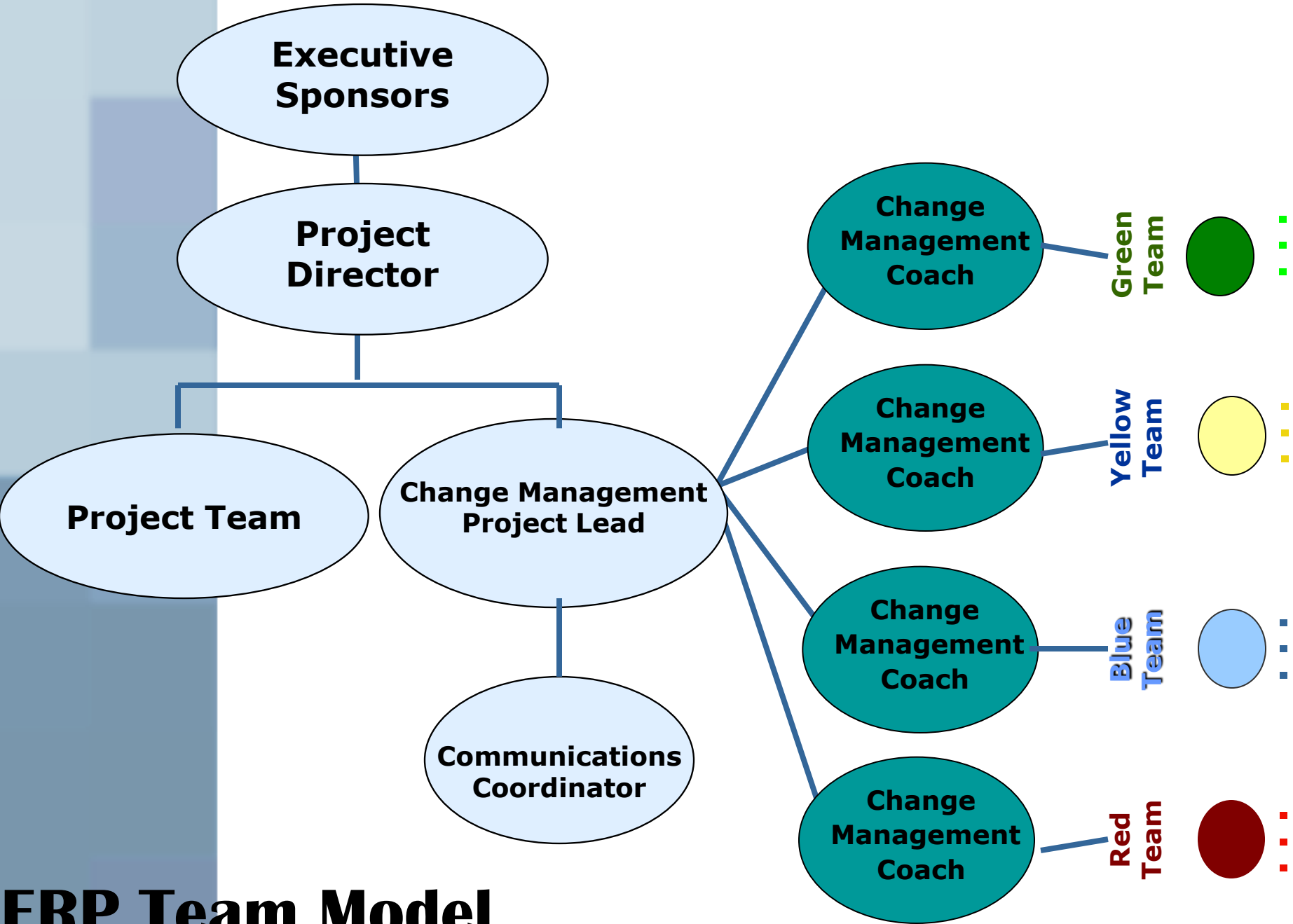




# **“Readiness”**

**Preparing/Tracking/Reporting**

# ERP Team Model







# Greatest Success Factors

- Learn from mistakes
  - Build creditability for processes and tools
- Excellent support
  - Sponsor involvement on every level especially from the top
- Build a statewide network
  - Social capital

***Relationships, relationships, and more relationships!***





# Next Steps Being Realized

## *Enterprise wide OCM*

- PM/OCM statewide certification course ✓
- Consultation on other agency projects ✓
- Best practices become State standard





Pamela M. Waters

Change Management Team Leader

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State Of Delaware  
William Penn Building  
801 Silver Lake Boulevard  
Dover, DE 19904-2407

Voice: 302-739-9815  
Fax: 302-677-7068  
Email: [Pamela.Waters@state.de.us](mailto:Pamela.Waters@state.de.us)  
SLC: D-410



Q & A