MIS5102: Process Improvement and Innovation

Change Management

Conflict Management
What does “change” mean?

...in the context of Information Technology?

What are the types of change that can occur?

Why is it relevant to project management?
The Management of IT Change

Changes in
• Systems
• Processes

Give an example of each

How do they differ in their impact?

Why do these have to be “managed?”

Proposal:
Good change management involves process and systems thinking!
Why are people so resistant to change?
Reaction to change

Heath and Heath’s Framework

The Rider

The Elephant

The Path

http://www.cio.com/article/666775/An_Agile_Approach_to_Change_Management
Kotter’s Change Management Model (from Campbell, 2008)

Creating a climate for change
- Increase urgency
- Build guiding teams
- Get the vision right

Engaging and enabling the whole organization
- Communicate for buy-in
- Enable action
- Create short-term wins

Implementing and sustaining the change
- Don’t let up
- Make it stick

Why is there such emphasis on communication?...and is that a good thing?
This seems like common sense...so why is this difficult?
How to navigate change (Auster and Ruebottom, 2013)

- Map the political landscape
- Identify the key influencers within each stakeholder group
- Assess influencers’ receptiveness to change
- Mobilize influential sponsors and promoters
- Engage influential positive and negative skeptics
How is change communicated in your organization?
Information Technology Change Management

**Communication**
- Informing stakeholders of the change

**Managing Change Requests**
- Versioning and incident avoidance

**Assessing Impact**
- Considering other systems and processes affected by the change

This is slightly different from the more general “change management” discipline
Assessing the Impact of Change in Digital Environments

What would be affected by a change to Google Maps?

Who would be affected by a change to Google Maps?

How far reaching would be the effects?
Conflict Management

Why do things go wrong?

And what can you do about it?
Why do technology projects fail?

“No one prevented them from failing. We define success as a lack of failure and failure as a lack of success. If you eliminate the possibility of failure, the only possibility you have left is success.” – Sue Young (Betts, 2003)
Try it again... Some basic ideas

- Technology problems are really just people problems
- Some projects are doomed from the start
- Lack of objective measurement

(Betts, 2003)

Questions:
- What are some other common reasons IT projects fail?
- What's so special about “IT”?
- What does project size have to do with it?
How do you spot a failing project?

Intangible signs

Tangible signs

• How might the “triple constraint” be a guide?
The Role of Politics

Proposal:
Projects are inherently political.

• Do you agree?
• Why might this be true?
Bases of Power (Wikipedia)

- Legitimate
- Referent
- Expert
- Reward
- Coercive
Navigating the landscape

How can these affect your project?
• What you want/need
• What “they” want/need
• Who has the money
• Who has the credibility

How can understanding power structures help resolve conflict?

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