

Your Project is Ready... Are your end-users?

PMI CHICAGOLAND PM SYMPOSIUM

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Agenda

Welcome / Network

Audience Analysis

Communication Plans and Planning

Interacting with business partners, subject matter experts, etc

Readiness Checkpoint(s)

Adoption

Welcome!

End user engagement and behavior change can make or break projects

Delivering projects, programs, changes **On Time, Under Budget**, with **High Quality** is one part of the equation. People **using as intended/designed** is also critical

Network

Gather together in groups of 2-3-4

Introduce yourself

- Name
- Background
- Interesting tidbit you have learned today (or recently)
- Why you chose this break out or what you hope to take away from this session

Audience Analysis

Purpose: tool used to understand which specific user groups will be impacted by your project, and how they are impacted

Change	Impacted Audience		
	Sales	Underwriting	Customer Service

Best Practice Tips: once all your user groups are identified, use the audience list as a starting point for your Communication Plan; prepare a written interview guide to cover all questions you need answered. Your guide can be used in verbal situations, or via email.

Communication

Purpose: Communication has 2 main purposes:

- To inform / share progress, issues, concerns, etc, with Sponsors, Executives, others
- To inspire / create excitement about the future with end users
- These two different purposes require two different focuses

Best Practice Tips

- “Drip campaign” is critical
- Self-service
- Use existing forums
- Elevator speech
- Visual Reminder (hand out, tchotchke, etc)

Communication Plans – Difference between Project Comms and End User Comms

	Project Comms Plan	End User Comms Plan
Intent	Designed to tell you what project team is doing, or how well / poorly project is going	Designed to build awareness and engage employee interest in the future state
Content	Project details, design details, status and progress updates, milestones	Answers to employees' questions – why are we doing this, what if we don't, why now, WIIFM
Frequency	Dictated by project milestones	High frequency with repetition of key messages (“drip campaign”)
Methods	One-to-many, typically broadcast messages, typically one-way communication	Face-to-face interactions, discussions, using variety of media, typically two-way
Senders	Project team members, Corp Communication specialists	Leaders of impacted organizations, and the person the employee reports to

Best in Class Comms Plans

- Customized to audience
- Targeted
- Scaled
- Aligned with best practices

Communication Model



Basic Communication Plan

Project Name:			
Key Message	Target Audience(s)	Delivery Vehicle	Delivery Date

Business Partners

Purpose: “drum up” interest in your project. Project Subject Matter Experts (SMEs), representatives from end user groups, and any business partners can be great sources of communication (and support) for your project

Best Practice Tips:

- Prepare materials for them to share in their forums – staff meetings, other interactions with colleagues
- Create and “feed” a Champion / Power user network to create a sense of excitement and anticipation on the front lines
- Create repeatable “dog and pony shows,” (short enough to be one-two slides and “carry around-able”), get yourself on staff meeting agendas and provide on-going updates, share details about how you are thinking of and preparing end users

Readiness Checkpoints

Purpose: evaluate if your messages are getting through, do end users know “it” is coming, does planned approach require adjustment

Types:

- Survey
- Focus Group
- Data (ie, website hits, downloads, etc)
- Water Cooler / ask around

Best Practice Tip: Be sure your gathered information includes “location” to determine if there is a specific bottleneck that needs to be addressed

Adoption

Q. What *is* “Change Adoption?”

- A. **Change adoption** refers to consistent use of a new behavior to support specific changes
- Example: employee using a new tool, procedure, or process
 - Once adopted, the change becomes “the way we do things around here”

Measurement is the first step in assuring Adoption

- Begin with the end in mind
- All decisions will be in support of assuring adoption

Best Practice idea: add a “measurement” phase for ~60 days after project close to ensure things are going as expected

- Project member works closely with “owner” of end users; tracking adoption, discussing issues, determining “next steps” if adoption not occurring

Change Management Info

Prosci Change Management Learning Center – www.change-management.com

Change Management Institute – www.change-management-institute.com

Big Rocks of Change – www.thebigrocks.com

LinkedIn (www.linkedin.com) has many many many user groups