

Case Study

Change Management Creative Communications

THE CHALLENGE

A company wide operating system upgrade was stalling due to resistance to change and a clear lack of cooperation from the business units affected by the upgrade.

This was the briefing...

Not only did the 'hard' deliverables of the project (i.e. implementing the new operating system) need to be achieved, but the softer side of the project needed to be tackled too. Users had to buy into the project and give their cooperation for the project to succeed.

This meant finding a way to make sure that the users appreciated the benefits of the project, rather feeling threatened by it.

Change Manager

People involved

THE INDUSTRY

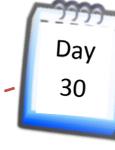
Financial
Services

INVESTMENT

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WE USED

Change
Management



Sustainability side-effects

The successful upgrade of the operating system had in itself a sustainability effect in that it improved efficiencies in company wide operations, enabling more tasks to be completed by electronic means, thus saving on paper and time.

The client said...

"We thank you for saving the project and ensuring that the project implementation succeeded with minimal pain and resistance. Improving the understanding of the users made all the difference in the level of cooperation."

The roots of the challenge...

Communication on the project had not been handled well by the company.

Users complained of being too busy for the project, and the level of cooperation with the project team was not what it needed to be.

THE OUTCOME

The change management component of the project paid off in that user resistance to the project changes was drastically reduced. This resulted in a successful delivery of the project with the upgrade completed ahead of time with minimal impact on business operations. This is in contrast to an earlier estimation where it looked as if the project would over-run by at least 25%.

What we did...

We stepped up the change management and communications effort:

- 'Super users' were appointed for each business area.
- Regular newsletters were sent out to share information on the project's progress.
- Senior managers were engaged to ensure the project was given priority without having an adverse impact on day-to-day business.

Senior Managers +
"Super users" + Users

People involved