

Municipality improves its change management program to support its ERP initiative

SITUATION OVERVIEW

A large capital city in the United States needed to determine the effectiveness of the organizational change management component of its ERP project. The project involved the implementation of Tyler Munis ERP software.

The city was experiencing:

- Organizational culture challenges
- Current system shortfalls
- Unrealistic project goals and poorly managed expectations
- A history of issues with business technology implementations
- Lackluster training
- Ineffective communications and channels
- Workforce transition ambiguity
- Lack of benefits realization
- Low user acceptance
- Lack of process standardization



OUR APPROACH

Panorama provided concise recommendations for improvement, allowing the city to move forward and regain momentum in the implementation.

We accomplished this by reviewing the city's current change management strategy, plans, tools, and documentation. These documents and plans had been developed by several external consultants and the city's change management team.

We also went on-site to conduct one-on-one interviews with individuals involved in the project on various levels. During this time, we facilitated focus groups with end-users and change advocates.

Additional services we provided included:

- Developing roadmaps for benefits realization
- Establishing clarity around workforce transition that led to more effective and efficient training

- Facilitating change management gap identification to identify more effective communication tactics and user-acceptance tactics
- Creating "what's-in-it-for-me" messaging
- Employing change management effectiveness measures and feedback forms
- Conducting an organizational readiness assessment coupled with focus groups
- Identifying change management issues:
 - Lack of current state process documentation
 - Lack of participation in change management activities
 - Lack of change management team output control
 - Lack of commitment to change
- Conducting a change impact analysis
- Conducting a risk mitigation analysis



THE OUTCOME

Our recommendations enabled quantifiable improvements in the client's change management strategy. All of these improvements were realized in less than three months after the start of the engagement.