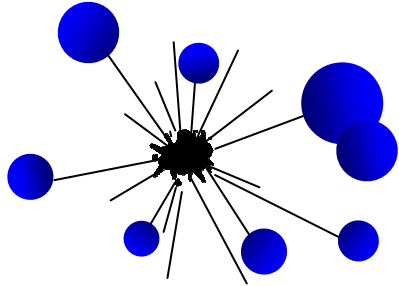


No Change
Is An Island[®]



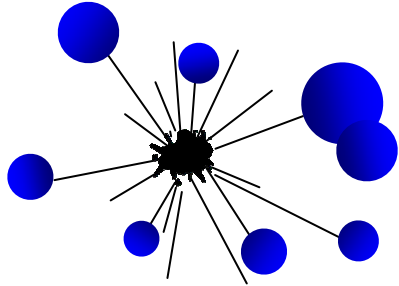
No Change Is An Island

THE GOAL

New technology. New management. New staff. Each change promises **better data, faster service and more profits**. Isn't this the outcome that you want when you allocate five, six or even seven figures to a project?



Christopher Technology Consulting's *No Change Is An Island*[®] change management system helps ensure that your next undertaking will achieve your goals by uniting your people in achieving them. This approach is the value added element that makes certain that your project management plan will result in the improvements you expect. While you chart the course for the specific changes involved, our system prepares your people to support the effort.

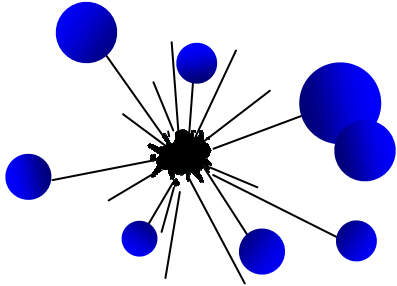


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THE PROBLEM

**The Project Management world is littered
with the remnants of failed initiatives**

- High profile examples such as Nike, Hershey Foods, the U.K. Passport Office, the IRS taxpayer compliance project, the Oregon DMV and the Florida welfare system.
- The Standish Group's statistics (Chaos Study) are widely quoted: only 9% of projects in large companies succeed; only 16.2% of projects in medium companies and 28% of projects in small companies are successful. The reasons are many, but this research indicates that "**Lack of User Input**" is the number one cause.
- In a later study, two University of Maryland researchers compare survey results gathered from graduate students and working professionals with those of the Chaos Study and their data support the original findings. They conclude that "...**most projects do not fail due to technical reasons**, but due to...the human element." Case studies reveal that the main problem is "failure to communicate with customer."



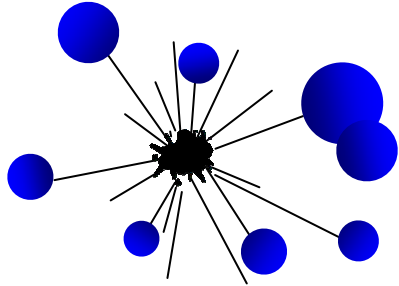
No Change Is An Island

THE PROBLEM

- This is not merely an American phenomenon. An article about implementation failures published in the January 2000 Bulletin of the British Computer Society notes that “Project managers need to actively manage the client to ensure support and commitment, as well as ensuring that communication is not only within the project but also out to all potential participants and stakeholders.”

Failure is not the only option.
Failure is not the only option.
It doesn't have to be this way!

It is clear that successful projects are **not simply about the deliverables**, but about the people involved. Management can control for all the resources needed to launch and complete a new initiative, but the big unknown is how the people will use the new system – or react to the new organizational structure – or whether they will cooperate with a new administration. The ugly fact is that **people do not like imposed solutions**. They don't like moving out of their comfort zone, and they don't like change. The research shows the need for communication. But communication is only the beginning. *No Change Is An Island*[®] **activates your staff to make your innovations work efficiently** from the very beginning.

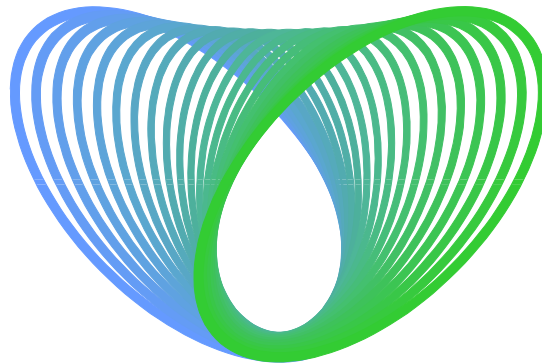


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THE REALITY

Research indicates that **people don't like change**:

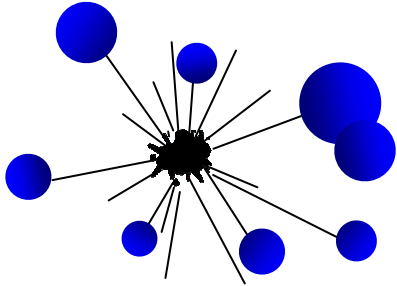
- They **like the status quo**. If others see a problem, then *they* should change.
- They have **doubts about the plan** and/or **dislike coercion**.
- They are afraid that their personal power or **position will be affected**.
- They are concerned that their **social relationships will be altered**.
- They are **attached to a pet project** or initiative and don't want to abandon its vision.
- They are afraid that they will **not succeed** and that their job will be at risk.



The overarching mindset governing successful change management is: **Communicate!**

Communicate! Communicate! The *No Change Is An Island*[®] system implements an ongoing learning campaign that acknowledges some basic understandings about change. Change:

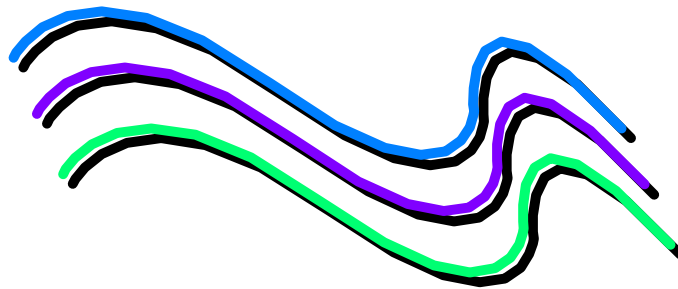
- Creates tension and stress
- Shakes personal confidence
- Involves loss as well as gain
- Follows a non-linear path



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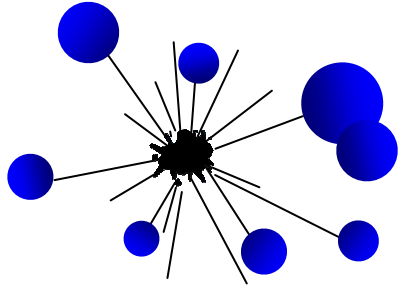
THE REALITY

These observations are legitimate concerns. If not addressed, the men and women affected by a change might spend their time **trying to derail a process rather than adapting** to its new requirements. This is where the *No Change is An Island*[®] change management system shines. This system acknowledges that any change sends ripples of reaction throughout an organization.



To counteract these stresses, the *No Change Is An Island*[®] process focuses on a message of support that encourages employees and leadership to:

- Believe in themselves
- Embrace change as an exciting way of life
- Communicate with awareness and sensitivity
- Build deeper trust with employees
- Endure the learning curve with patience and good humor.
- Reward risk and be liberal with praise



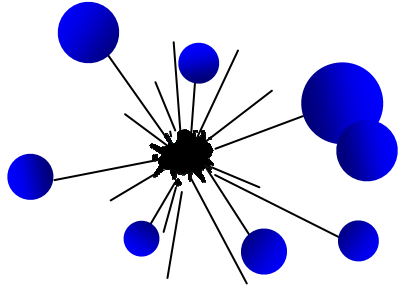
No Change Is An Island

THE SOLUTION

We know from experience that “**Systems don’t change; people do.**” Accordingly, *No Change Is An Island*® identifies three phases in the change management process:

- **Strategic:** prepares people for a coming change. They prepare themselves for new roles, new responsibilities.
- **Tactical:** educates people about the ways that new processes and systems will affect business throughout the organization. Without this preparation, too often the new processes are simply layered over the old, resulting in extra work, inefficiency and dissatisfaction.
- **Operational:** trains the user in actually using new systems or processes. This is usually delivered by a vendor or the in-house training department. *No Change Is An Island*® ensures that the people are ready to accept this training and immediately make it an effective part of their daily activities.





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THE PROCESS

Step One

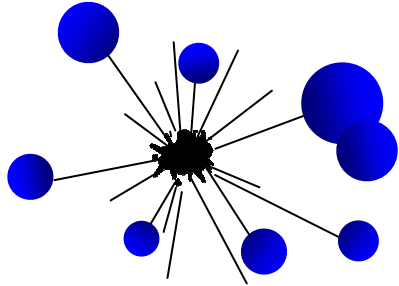
The first task of *No Change Is An Island*[®] is to create a climate for change. It is clear, however, that successful change is something that must be owned; it cannot be imposed. Forced adoption may work in the short term, but, for long term acceptance, people must grow change themselves. Our system recognizes people's talents and releases their energy to make your vision a reality.

Step Two

The second task is to obtain buy-in that develops an ongoing support framework in which all change will take place. With *No Change Is An Island*[®], no one succeeds unless everyone succeeds. Rather than grudgingly making time to contribute to the knowledge pool, staff is committed to the big picture and actively cooperates in achieving project goals.

Step Three


The third task of *No Change Is An Island*[®] is to create experiences that allow staff and management to learn by doing and not just from listening or reading a handout. Users are vital to those tasked with composing specifications for change. When everyone involved understands the foundation for a stated preference, it is easier for your project team to prioritize it.



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THE SUCCESS

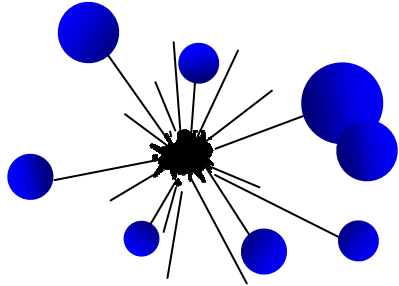
In a recent initiative, a media company needed help in **implementing mission critical new software**. In the **strategic phase**, The *No Change Is An Island*[®] lead consultant generated a project **organizational plan** that included a senior management steering group and a project design team made up of functional users. We formulated the **roles and responsibilities** for all involved and arranged leadership training for the staff who were not accustomed to being decision makers.



Highly interactive sessions empowered people to address the possibilities of change and hone or acquire skills in communication, project planning and vendor selection.

Regular interactive sessions with leaders and the project design teams **eliminated the usual project communication problems.**

In the **tactical phase**, the project team participated in exercises designed to improve group **decision making, conflict management, business rule construction and process improvement**. By using these skills in a real-world setting, the functional users converted themselves from an disorganized herd to a coordinated team that could **make consensus decisions** that addressed the criteria set out by the steering group. This team evaluated vendors, visited user sites, selected the necessary partners and is implementing the project. This team also became the project evangelists, generating excitement for the new system throughout the staff.



No Change Is An Island

THE TEAM

No Change Is An Island® is the outgrowth of numerous projects spearheaded by **Paul Flanagan**, an independent consultant who led the IT areas in a Fortune 500 media company and a major non profit organization for over twenty years. He founded *Christopher Technology Consulting* in 2002 to provide clients with proven, effective strategies that make IT the key to profitability instead of a waste of resources. He brings a seasoned perspective to industry hype and a keen understanding of the possible pitfalls when choosing software, hardware or vendors. His innovative program of change management, *No Change Is An Island*®, is keeping projects on track and industry leaders looking to the future with anticipation.

Scratch the surface of any successful company and you'll find that good communication is at the heart of its effectiveness. **Maureen Flanagan**, Ph.D. is skilled at sharing the practices that make for better relationships in both the business and professional spheres. She taught Communication for many years on the University level and now speaks and writes about embracing change and communicating clearly through her company, *Unlock the Box Seminars*.

Put *No Change Is An Island*® to work for you.
Make your next project effective from day one – contact us at:

Christopher Technology Consulting
1552 Lakeport Court
Virginia Beach, VA 23464-7214
757-373-1454
www.christophertechnology.com