User Adoption Techniques

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A simple formula:

Project Capabilities
+
User Adoption
=
Project Success

The Three Components of Adoption

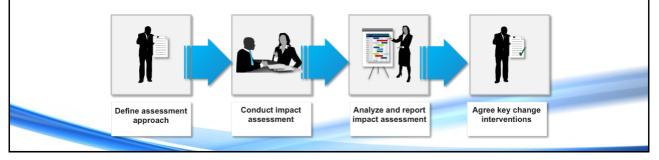Consultation

Communication

Training

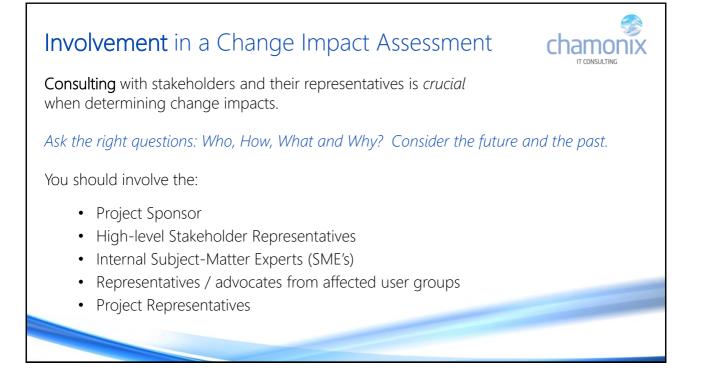# Step One: Consult to conduct a Change Impact Assessment

Used to determine the **People** and **Organisational Impacts** as a result of your project.

Changes may impact **knowledge** and **skill** requirements, underlying business **processes**, or the **structure / culture** of the affected organisation and partners.
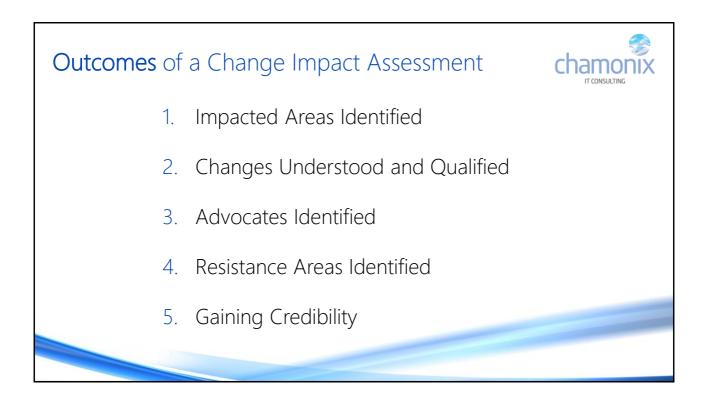
The Change Impact Assessment provides **focus** for where and how to **best deploy your resources** in order to effectively manage these changes.

| Define assessment approach | Conduct impact assessment | Analyze and report impact assessment | Agree key change interventions |

Involvement in a Change Impact Assessment

Consulting with stakeholders and their representatives is *crucial* when determining change impacts.

Ask the right questions: Who, How, What and Why? Consider the future and the past.

You should involve the:

- Project Sponsor
- High-level Stakeholder Representatives
- Internal Subject-Matter Experts (SME's)
- Representatives / advocates from affected user groups
- Project Representatives

Defining Change Impacts

What's Changing?

Impact Areas	Building Redesign	Merging Organisations	System Changes
Infrastructure			
Systems			
Processes			
People			
Operating Model			
Customers / External Entities			

Understanding Change Impacts

Why Change?

Impact Areas	Existing premises now over capacity	Acquisition leaves us with too many people	Duplication of similar tasks
Infrastructure	Fit out and building works	Co-location of facilities, management of surplus	Outages, upgrades
Systems	Outages, upgrades	Multiple systems, duplication of functions	Applications, data and architecture inherited
Processes	Access and egress issues during / after upgrade	Contradictory processes, duplication of functions	Process exploration and consolidation
People	Office / workspace relocation, disruption	Roles / teams redefined, duplication of efforts	Interactions with new and upgraded systems
Operating Model	Works to align with business changes	Organisational structure, business model changes	Applications integrated to align with business
Customers / External Entities	Visitors, Deliveries, Neighbours	Awareness, interactions, service delivery changes	Management of client / vendor records

Outcomes of a Change Impact Assessment

1. Impacted Areas Identified

2. Changes Understood and Qualified

3. Advocates Identified

4. Resistance Areas Identified

5. Gaining Credibility

Step Two: Develop a **Communications Strategy**
             to address any Knowledge Gaps

Your **Communication Strategy** ensures that any affected stakeholders are provided with relevant, timely and credible information.

Your stakeholders must be informed correctly so that they can respond appropriately.

When developing your Communication Strategy, you must:

- Identify and assess any pre-existing Communication Channels
- Consult with your Communications SME's and Adoption Team
- Develop, standardise and approve your Key Messages
- Determine a timeline to publish information
- Who is each message from? Who is the audience?

Communication Methods

Method	Advantages	Disadvantages	Ideal Audience / Scenario
Consultation	Direct and personal, strengthens relationship	Too time consuming to reach all stakeholders in this way	Key Stakeholders who are significantly impacted
Presentation	Opportunity for questions, assists to build credibility	More difficult to engage when "pushing" information	Interested parties who are slightly / moderately affected
Workshops	Informal opportunities for discussion and exploration	Can be time consuming if always delivered in person	Resistant, hesitant or sceptical individuals
Electronic	Direct, authoritative, standardised, cost-effective	May be easily forgotten or disregarded	Distributing authoritative key messages to all stakeholders
Print Media	Can be formal / informal, having short or long lifespans	Can convey only limited information, can be costly	Create a persistent presence to raise awareness
Word of Mouth	Engage your Adoption Team, deliver credible messages	Can't guarantee messages are standardised / effective	Moderately / significantly affected stakeholders

Step Three: Develop a **Training Strategy** to address any Skills Gaps

Your **Training Strategy** ensures that any affected stakeholders are provided with the necessary skills and knowledge to cope with changes that affect them.

Your stakeholders must be reassured that their skills gaps will be addressed appropriately.

When developing your Training Strategy, you must:

- Consult with your Training SME's and Adoption Team
- Identify any pre-existing Training Methods and specialist requirements
- Ensure all requirements are fully understood by your Training Resources
- Determine the appropriate Training Methodology and Delivery Methods
- Determine a Support Framework to manage post-training skills degradation

Training Methods

Method	Advantages	Disadvantages	Ideal Audience / Scenario
Classroom	Validate skills with exercises, provide two-way interaction	Can be time-consuming to deliver and coordinate	Moderately / significantly affected users
Online / Electronic	Provide demonstrations / information, mandated	Limited functionality, skills can be difficult to confirm	Moderately affected users, geographically distant users
One-on-One	Familiarity, rapport, individual attention / details	Very time-consuming, new skills must be cemented	Specialist skills, complex changes, key stakeholders
Lectures	Efficient, formal, sessions are repeatable	Limited to simple skills, no way to validate retention	Large user groups affected by a minor process change
Work Instructions	Formal, detailed, integrated with existing processes	Can be time consuming to produce and update	Procedurally-focussed users or for legislative compliance
Reference Guides	Practical and relevant, reusable, easy to access	Limited length and scope	Used as a key element of the Support Framework

Consult to conduct a
Change Impact Assessment

Develop and deliver on your
Communications Strategy

Develop and deliver on your
Training Strategy

Remember that building *credibility* is
the key to successful adoption

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