

The importance of business change when deploying technology

Questions and answers from the Inform webinar

Tuesday, 6 July 2021

What you asked us

Here are the Q&A from our webinar on Monday 5 July, 2021.

The webinar was about the importance of business change when rolling out new technology. Without proper planning, especially in how your people are going to adapt to and adopt the technology, you create a serious risk to the project failing to deliver on some of the promised benefits. Whether you're a commercial operation or a public or third sector organisation, the challenge of delivering value as well as creating a supportive culture that gets the best out of its people is the same.

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About the speakers

Gini Holden, Behavioural Change Consultant

Gini has extensive experience developing and implementing people-focused change strategies. By applying key scientific and psychological principles, Gini has created data-driven methodologies to sales, partner, and transformation processes with impressive global results. Gini has over three decades researching, developing, and launching successful business initiatives for a diversity of businesses: P&G, Mars, WestLB, BT, DHL, and Deutsche Bank. Currently, Gini is building a partner, programme, and deployment division for global powerhouse, Ricoh.

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Natasha Bradley, Commercial Manager at The Inform Team

Natasha has worked in the IT industry for over 12 years and has a good understanding of technology and how it can be used to overcome business challenges. Before joining Inform, Natasha ran a sales and marketing business for five years, delivering services to a range of

Microsoft partners in the UK. Natasha has innovative ideas on how to use technology and is working with several large NHS trusts to introduce new ways of working with Microsoft Teams.

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The questions

We've indicated the initials of the person answering the questions. The answers are either as they were given in the session or with some additional information added after more time for reflection.

Question	By	Answer
Which is the most difficult phase where people get stuck?	GH	This is a truly interesting question because this would depend on if I'm looking at The Inform Team and looking at each of their maturity model stages . What I would say today is most people don't recognise how much you need to motivate your people to spend the time to change. The most difficult part is actually delivering the adoption phase well. Once you have delivered adoption well you can then make that transfer into the next three stages. You can start to move into optimise, and into empower, but it's adoption that's important. People seem to think just giving tools to people makes them experts. And one of the things we've understood about human behaviour is although we've used tools for millennia – we had to learn how to use those tools and how we hand on that tool use in future.
Is there a risk of over communicating the adopt phase and the optimise phase (from the maturity model)?	GH	I would say no. The reason is that what you are trying to do is get into someone's conscious mind and then someone's unconscious behaviour. And so the more you talk about something the more it's going to get into where they are and what they're doing. Especially when you're talking about motivating people. As what you're actually doing is motivating people to spend time. And time as a quantity, is not elastic – I don't have forever time. So that's why it has got

		<p>to be a personal motivation. Why should I spend that time has to mean something to me.</p> <p>Personally, I think as long as you've got excellent comms you can be communicating about it all the time but what I would recommend is that you use different channels, different ways of shaping your message but always that your message is consistent. There is no reason for you not to be communicating all the time. Yet do remember when we construct this communication we know it really well, the project teams we sit with know it really well, and everyone starts to worry about over communicating. What I'd say is always walk in the shoes of the people you're talking to and always understand how they're seeing it through their lenses. Because it is practically impossible to over communicate as long as you use different channels and use different ways of communicating the same message.</p>
<p>What's a good way to measure whether people have adopted and are adopting what they've learnt?</p>	<p>GH</p>	<p>Being able to measure people's behaviour is the most accurate way of seeing this. In different technology, would be: what does adoption actually look like? What behaviour would we be seeing? Measure then that behaviour.</p> <p>When we start to take a look at what Teams adoption looks like we should start to see significant drops in OneDrive behaviour. So I'm not storing it just for me, but knowledge is power to everyone. So I store it in an open manner and I put what I've done out in a Team Channel.</p> <p>It's the fact that people come together to work and you're getting fewer documents in emails existing in business silos. Because what this tests is the fact that we're starting to shift the norm that knowledge is power to me, to knowledge is power to everyone.</p>
<p>Should we focus on what's in it for our people?</p>	<p>GH</p>	<p>To me it needs to be for them as a person never what is in it for the business. And always trying to catch someone's emotion. The reason advertising works</p>

		<p>when we watch it is it appeals to our emotions, it makes us feel something. If you make someone feel something they will do something.</p>
<p>What happens if people are struggling during the optimisation phase and adopting the wrong processes, how do we get them back on track?</p>	<p>GH</p>	<p>No matter how well you plan something it never goes in a straight line. There will always be challenges. And one of the biggest challenges we see is other business priorities coming in.</p> <p>So there are a couple of things we can do at this stage. One, we need to assess the importance of the change we're doing vs the changes that are actually happening and how important they are to that business. Because we may need to look at the cascade of what people are doing and how they're working.</p> <p>Once we've done that we can understand how our change and what we're doing fits in with everything they're doing. We would then relook at how we motivate people and how we actually land learning. As one of the things that sometimes people only have are four or five minutes a day or five minutes a day to spend looking at something new.</p> <p>So if we're up against a lot of things, we make learning bitesize, we make it interactive, we make it quick. That can then start to move people through adopting into the next phase. What I can also say is we need to be able to measure what we do. In some of the IT tools this is easier than others. In Microsoft Teams is very easy to measure where people are and where they're stuck.</p>
<p>To maintain the momentum of learning how much involvement should the change team have with training?</p>	<p>GH</p>	<p>Training for me is the way we spread that knowledge on tools. Training, if you're going to do it in depth, and properly, should be for the group you're doing it to. So it can't just be bland, it can't just be the same for everyone. If you really want to get maximum impact in training – and this is why using the change team becomes really important – is the fact that the training should be defined to the cohort, or the people you're talking to.</p>

		<p>This is why sometimes when people do a lot of their proof of concepts on an IT organisation it can then fail massively when put out to the business, because their skills, tools, capabilities and knowledge on how a tool works are fundamentally different. For me, change tells training who they should be training, how they should be doing it, and at what time and what bitesize amount.</p>
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Have a question that's not answered here or want to talk about your own project? [Contact Natasha](#) and she can help.