

TWO SIDES

TO EVERY IT PROJECT TOOLKIT

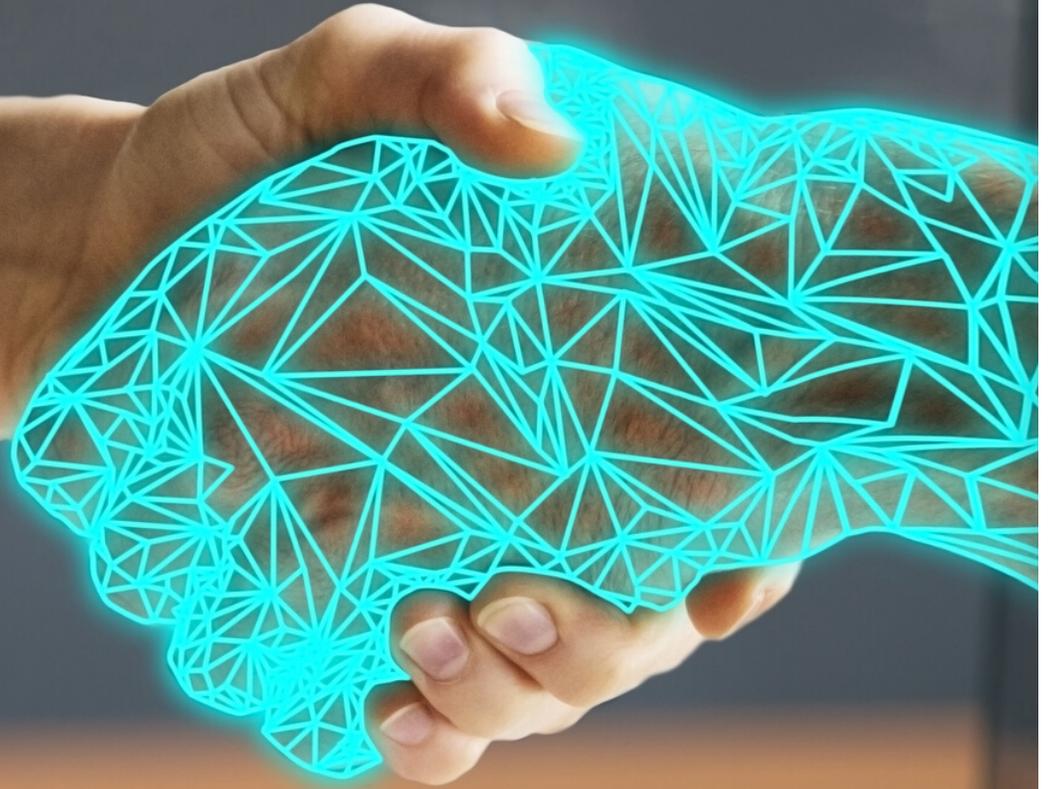
SYSTEMS READINESS

PEOPLE READINESS



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YOUR CATALYST FOR POSITIVE OUTCOMES



THE TWO SIDES

ONE CANNOT SUCCEED WITHOUT THE OTHER

There are two sides to every technology project:

getting the system ready for the people and getting the people ready for the system.

The people side of a technology implementation project is often forgotten or focused on after everything else. We frequently hear that “business and IT speak different languages.”

Not effectively getting your people ready for a new system can have consequences for the projects, and organizations that go beyond implementation. And it all hinges on effective communication. And also early involvement of the end-user and keeping their needs front and center during planning, procurement, and implementation

THE PROJECT COMMUNICATION ASSESSMENT TOOL

IDENTIFYING AREAS OF NEED FOR IT AND PROGRAM COMMUNICATION

ALWAYS
SOMETIMES
NEVER

QUALITY OF INTERPERSONAL COMMUNICATION

Meetings involving both program and IT security staff...

Use good meeting hygiene (in general meetings have agendas, minutes, action items, decision documentation, start and end on time)

Encourage respect for different communication styles

Promote healthy conflict and debate of ideas

When I observe or experience interactions between IT, IT security and organization staff:

Each party is fully engaged (i.e., not multitasking)

Face to face and email communication is professional

Conflict is handled directly and professionally

Sub-total

THE PROJECT COMMUNICATION ASSESSMENT TOOL

ALWAYS

SOMETIMES

NEVER

PROJECT GOALS

Think of current or past IT security or other technology projects when answering the following:

The reason(s) for the project is clear to everyone involved

The desired outcomes of the project are clear to everyone involved

I believe the project sponsor is fully behind the goals of the project

I believe that both the organization and IT staff support the goals of the project

The timeline for the project is driven by internal organization needs and goals rather than external forces (i.e. federal funding deadlines)

There is general awareness and acknowledgement that the organization is the customer of IT

Sub-total



THE PROJECT COMMUNICATION ASSESSMENT TOOL

ALWAYS

SOMETIMES

NEVER

PROJECT STRUCTURE AND ROLES

Think of current or past IT Security or technology Projects when answering the following:

There is a clear project sponsor from the business who makes final decisions about the project

The escalation path is clear for issues that arise

The project has and is using a documented communications plan to guide internal communications

There is a central location where project status information is shared with all parties

Organization staff were involved in documenting requirements for the IT security or technology project

IT security or technology project processes and procedures are clearly explained and transparent (i.e., requirements documentation)

Sub-total



THE PROJECT COMMUNICATION ASSESSMENT TOOL

ALWAYS
SOMETIMES
NEVER

MUTUAL UNDERSTANDING OF THE WORK

Organization staff has a clear understanding of...

The types of issues your IT or security staff face in their daily work

The project management requirements your IT or security staff have to meet

The value of project management processes and structures for your IT or security projects

IT or security staff have a clear understanding of...

The types of customers that the organization staff serve

The types of issues organization staff face in their daily work

How the organization staff interact with security applications and policies

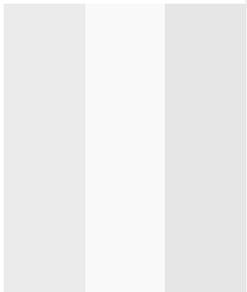
Sub-total



THE PROJECT

COMMUNICATION
ASSESSMENT TOOL

ALWAYS
SOMETIMES
NEVER



ORGANIZATIONAL CULTURE

The culture of the IT organization...

Is an open-door, collaborative

Is responsive to issues that arise

Promotes the exchange of ideas

The culture of the organization overall...

Is open-door, collaborative, responsive

Is responsive to issues that arise

Promotes the exchange of ideas

Sub-total



THE PROJECT COMMUNICATION ASSESSMENT TOOL SUMMARY



If the score for "SOMETIMES" is greater than 4 in an assessment area, you may need to address communication issues in this area.

If the score for "NEVER" is greater than 8 in an assessment, you need to intervene to address communication issues!

If the total score exceeds 8, consider personal consultation for further support.

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CLOSING THE COMMUNICATION GAP

BETWEEN IT AND ORGANIZATION STAFF ON IT PROJECTS

If your communication area of need is

QUALITY OF INTERPERSONAL COMMUNICATION

Try these models, tactics or methods.

Waterline Model – Before assuming the problem lies within one person or between team members, see if communication issues can be addressed at the group or project structure level.

Meeting Hygiene – Make meetings more enjoyable, productive, and efficient through the implementation of repeatable meeting processes.

Communication Style Assessment – Understand your communication style and the style of your fellow team members. Know what your fellow team members need from your communications.

Change Style Indicator – IT projects involve change. Understand how you and your fellow team members respond to change. Better communicate your own fears and excitement and understand those of other team members.

Feedback Tool – Adopt a simple interpersonal feedback tool and use it to open up communication within and across the project team.

Team Building – Conduct team building activities to increase the cohesion and effectiveness of the combined project team.

Coaching – Use individual coaching and group facilitated discussions to address any intrapersonal challenges or interpersonal conflict on the team.



CLOSING THE COMMUNICATION GAP

If your communication area of need is

PROJECT VISION AND GOALS

Try these models, tactics or methods.

Facilitated Visioning Workshop – Use a facilitator to help the program and IT staff develop a shared vision for the project. This will not only result in a tangible product (vision statement), but the process will help each side better understand the goals and desired outcomes of the other.

Sponsor Coaching – Using best practices for project sponsors, help the project sponsor improve their visibility, leadership, and communication.

Communication Development – Develop key messages for why the project is being undertaken, desired outcomes, and vision. Identify opportunities and channels for the sponsor and key project leadership to communicate these messages.

Leadership Alignment – Help leadership teams align around project vision and goals through periodic facilitated sessions.



CLOSING THE COMMUNICATION GAP

If your communication area of need is

PROJECT STRUCTURE AND ROLES

Try these models, tactics or methods.

Facilitated, Collaborative Work Planning – Use a facilitator to plan the work of the project, involving IT and program staff.

Facilitated, Collaborative Communication Planning – Use a facilitator to identify stakeholder groups, develop key messages, and identify communication channels. Document in a Communication Plan.

Facilitated Requirements Documentation and/or Validation Sessions – Bring the program staff into the document or validate requirements for the new system. Program staff has to be involved so the system works for them.

Project Governance – Write policies for a governance structure on project reporting and decision-making.



CLOSING THE COMMUNICATION GAP

If your communication area of need is

MUTUAL UNDERSTANDING OF THE WORK

Try these models, tactics or methods.

Facilitated “What I Do” Session – With a simple conversation, break down misperceptions IT and program staff has about each others’ jobs. Have each team member say in 2–3 sentences: “What I do.”

Job Shadowing – If talking about it is not enough, assign IT staff to program staff for a day (and vice versa). Help them see firsthand the work and the pressures their counterpart faces.

Communication Style Assessment – Understand your communication style and the style of your fellow team members. Know what your fellow team members need from your communications.

Change Style Indicator – IT projects involve change. Understand how you and your fellow team members respond to change. Better communicate your own fears and excitement, and understand those of other team members.



CLOSING THE COMMUNICATION GAP

If your communication area of need is

ORGANIZATIONAL CULTURE

Try these models, tactics or methods.

Culture Assessment – Conduct a culture assessment to identify cultural barriers to good communication.

Organizational Development – If your culture is the culprit, quick fixes won't make lasting changes. Use the results of a culture assessment to design targeted OD interventions.

Team Alignment – Through facilitated sessions, align teams around people, processes, and systems.

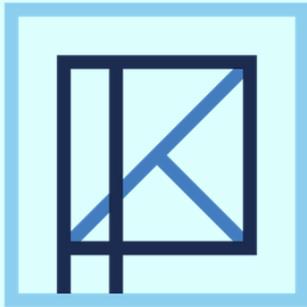
TAKE THE NEXT STEP AND LET'S CONNECT



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