Innovative Change Management for Centralized Cloud Platform Adoption

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Learning Objectives

- Create an adoption strategy using a proven change management method
- Conduct stakeholder analysis to identify your promotors, supporters, and critics
- Create a program of adoption activities in order to apply ADKAR to various changes
- Adopt tooling on complex projects with speed, efficiency, and success with up to 10% increase in productivity

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Description

In today's rapidly changing AEC industry, effective cultural and organizational change adoption has become a core competency for firms. At VolkerWessels we drive digital transformation to our four divisions with a central digital program. In this class we'll show how we used a proven change management methodology with a specific adoption approach in order to implement and adopt BIM 360/ACC as a new cloud platform. The adoption approach is based on ADKAR, a change management methodology by Prosci. This enabled us to focus on communication, sponsors, resistance, instructions, coaching, and return on investment of the change. This resulted in digital transformation, improved operational excellence, and more value from IT investments in cloud technologies. This makes change and adoption one of our core competencies. By increasing the aspects of ADKAR to the target audience, we were able to adopt BIM 360/ACC efficiently and successfully in our organization.

Speaker

Jens is a change manager at VolkerWessels Infrastructure. He has experiences within infrastructural projects as project coordinator in different phases and contracts. Besides he developed an adoption approach in order to implement digital products within the Architectural Engineering & Construction-industry, and more specific at contractors. The approach is a product based on his research about change management and digitization within VolkerWessels Infrastructure. At present, Jens is using the adoption approach within a digital program of VolkerWessels in order to speed up digital transformation in construction, improving operational excellence and getting more 'bang for the buck' from IT investments and continuity on-site and in the office.

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About VolkerWessels

VolkerWessels is a leading international construction company that operates according to the 'think global, act local' principle. VolkerWessels is active in the Netherlands, the United Kingdom, North America and Germany and has over 130 local operating companies. VolkerWessels plays a key role in society with projects and services that contribute sustainably to the living environment. We build on living, working and mobility.

Figure 1 About VolkerWessels

Challenges

In the AEC-industry there are always failure costs. The actual failure costs are hard to find out, but ABN Amro – a Dutch bank – gave it a try in their field research in 2019. Within the Dutch AEC-industry almost the half of the contractors have more than 5% failure costs. According to a research of the Boston Consulting Group, digitization could reduce the total life cycle costs up to 16%. However, McKinsey showed us in 2017 that the productivity growth has increased with only 1%. So the question is: How can we really stop losing money?

Within VolkerWessels we conducted a research and used the triangle Tools – Process – People (figure 2). All three aspects need a high level to get results. The conclusion was that a lot of tools have already proven their added value. This is not the bottleneck within implementation of digitization, even if the process and information is not 100% mature. It's the soft side of change which make changes hard nowadays. This made us aware that focusing on the people-side of change is essential. When we dived deeper into the people-side of change, we concluded that we don't pay enough attention to training and communication. Sometimes there is a lack of sponsor engagement and often people are not able to be part of the change due to a lack of time and support.

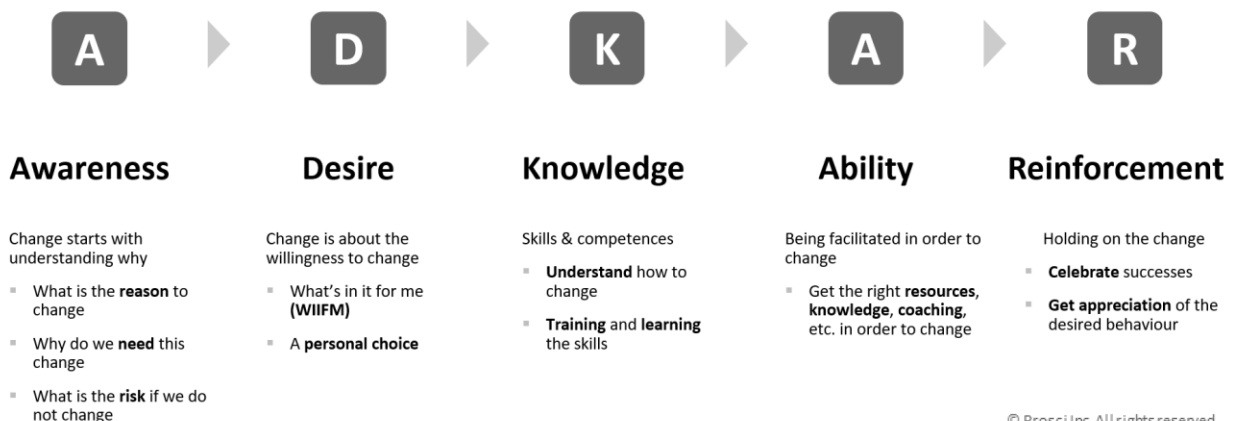*Figure 2 Triangle Tools - Process - People*

Theory of change management & Create an adoption strategy based on a change management method

Within VolkerWessels we wanted to apply change management in order to:
- Increase the probability of project success;
- Get to know what resistance we can expect and think about how to manage this in a decent way;
- Capture the Return on Investment of the change (what is the value of the change);
- Build on the change competence within our organization.

For change at an organizational level we used the Prosci Change Triangle (PCT) (part of figure 4). This method of Prosci shows us that there are three important aspects to drive change as an organization: Leadership/sponsorship, Project management and Change management.

Changes should not only be made at the organizational level, but – maybe more important – also at a personal level. Therefore, we used the change management method ADKAR, which is also from Prosci (figure 3). Every single person need these five building blocks for a successful change. In theory, a person runs through this step-by-step. But in reality it is an iterating process.

Figure 3 ADKAR by Prosci

But how do you achieve these five blocks?

A. It all starts with being aware what the change is about and understand why it happens. To make people aware, you should focus on several communication messages on different platforms, use sponsors to get a podium for your change, use coaching to help people out and show wat the change has to offer by doing measurements.

D. The second step is to create intrinsic motivation for people and improve their desire. People need to see the What's In It For Me. It is important to dive into the expected resistance and to turn that into advantages people like.

K. When people make the decision to be part of the change, you need to improve their knowledge and competencies by giving training and use coaches.

A. Besides this, you facilitate the people in their needs in order to have the ability to make the change happening.

R. Finally, you must hold on to the change by using the measurements and communication messages in order to reinforce the change.

This results in six tracks that can be seen as a success campaign (figure 5). By focusing on these six tracks, we improve the five blocks of ADKAR and fulfill the change management side of the PCT-model.
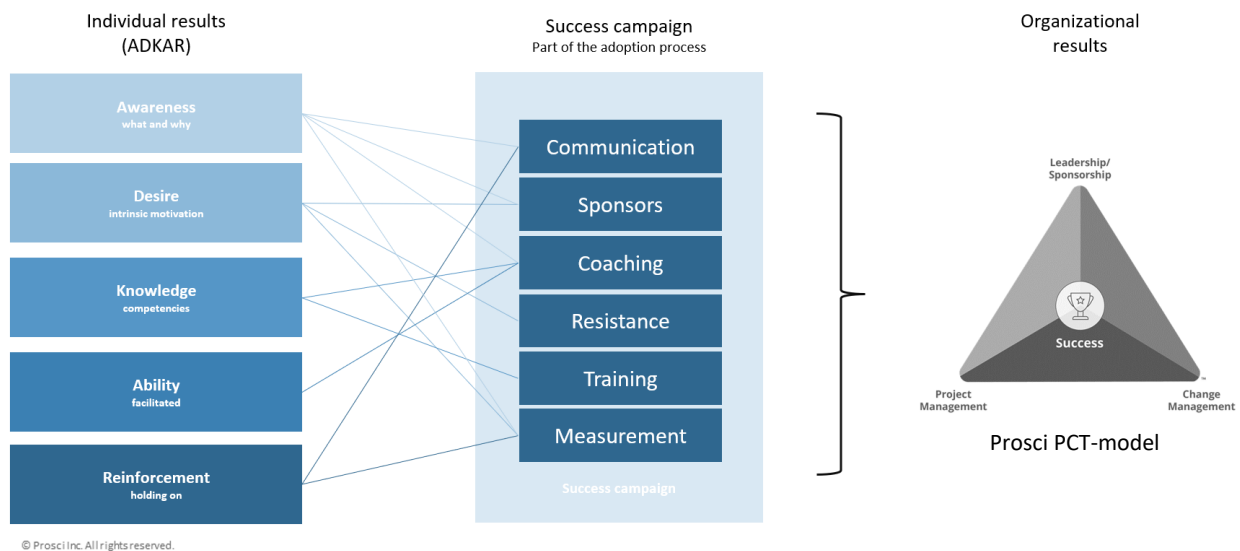
Figure 4 Framework: ADKAR to Sucess campaign to a balanced PCT

Conduct analysis to identify information of your change & Create a program of adoption activities

How to move from theory to practice? We developed an adoption approach, which consists of four phases (figure 5). It starts with the Preparation phase. The team will be formed, goals are set, schedule is made and everyone is on the same page. So, in this phase we have an intake with the product owner and a kick-off with the whole team.

In the second phase we will analyze the change with the team by running several workshops and use digital whiteboards (Mural). We do this to find out what the change is about, why we are doing this, for who are we doing it, what is the impact for the different target groups, what resistance can we expect, etc. We also assess on what level the target groups are related to ADKAR. Than we know where the gaps are.

In the third phase we build a success campaign for the specific change. Since we have a comprehensive analysis of the change, we can plan specific interventions to fill the gaps. The success campaign is an activity program related to communication, sponsorship, coaching, resistance, training and measurement. For example we:

Figure 5 Summary of Adoption approach

- Organized a roadshow and webinar (communication);
- Build an E-learning (training);
- Organized floorwalking hours (coaching);
- Performed a Baseline measurement before the change goes live and a measurement during the change (measurement).
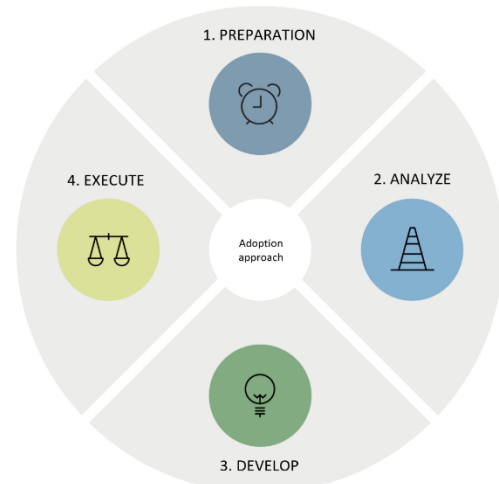
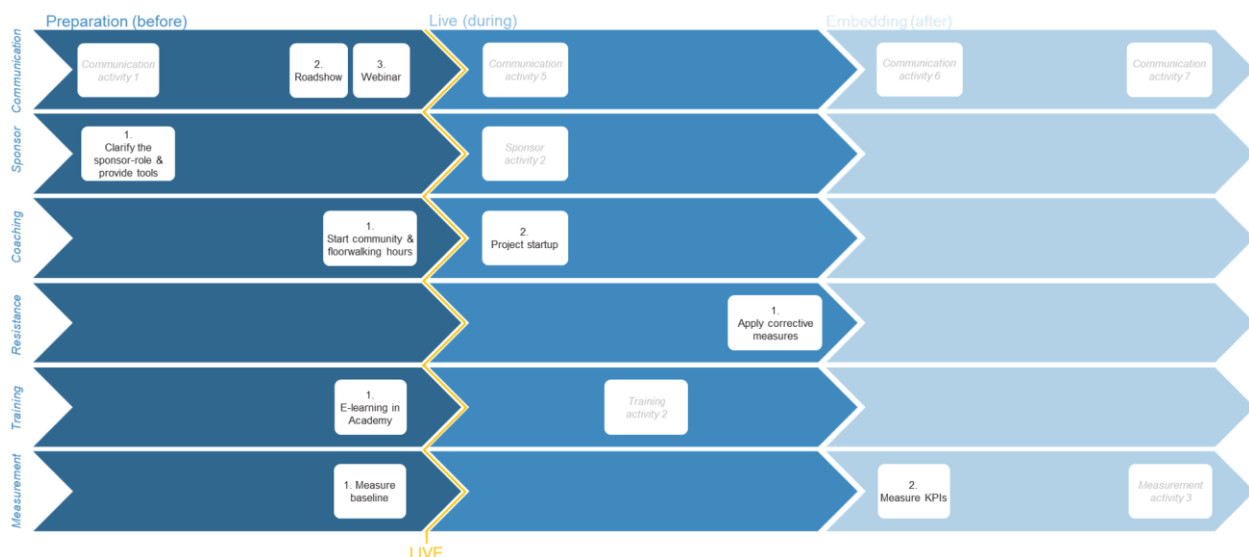In figure 6 a simple example of a success campaign is given.

Figure 6 Simple example of success campaign

In the last phase we run the success campaign with all the actions on the six tracks. This is also the phase when the tool goes live. The implementation and adoption will come together in this phase

Adopt tooling with speed, efficiency and success

By running the adoption program for our change – BIM360 / Autodesk Construction Cloud as a cloud platform – we had great results, which are shown in figure 7.
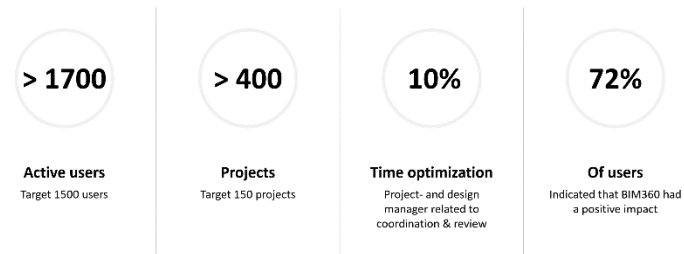
> 1700	> 400	10%	72%
Active users	**Projects**	**Time optimization**	**Of users**
Target 1500 users	Target 150 projects	Project- and design manager related to coordination & review	Indicated that BIM360 had a positive impact

Figure 7 Results of running adoption approach to BIM360 / ACC

Of course, not everything went well. We have some key take aways:

- Project planning is dictating the availability of resources. So make sure you are involving project management and mitigate for any prioritization on a project level.
- Start implementation at project start. In this phase you are able to make a difference and make use of that positive vibe when a project bid is won and everyone is still exited.
- Be flexible with the adoption plan and change team. During the change, a lot of other changes are going on and sometimes even the change itself needs changing.