

CONNECTIONS

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Going from Today to Tomorrow

How to Successfully Manage an ERP Implementation

Chuck Gordon, Director of Professional Services, Tyler Technologies

You've made the
decision to
implement a new
ERP system...

So now what ?



Current State

Future State

Establish Sense of Urgency & Build a Powerful Coalition

Create a Vision

Plan for and Create Short Term Wins

Consolidate Improvements & Produce More
Change

Institutionalize New
Approaches

John Kotter, Professor of Leadership at Harvard University, HBR, January 2007, "Leading Change: Why Transformational Efforts Fail"

Change

What is it?

What are the causes?

What are the intended benefits?

What are the perceived risks? What are the actual risks?

Are they the same or different?

What are the goals/targets/desired outcomes ?

What are the success measurements?

Change Impact

Who are affected the most? Least? Not at all?

Who might be affected if the change didn't occur (i.e. what's the impact of inaction?)

Will the change be an add to or a replacement of something that is already in place?

What is the timeline for the change?

How does it change the impact?

How does it change the benefits?

How does it change the preparation / communication?

What are the reasons this change effort succeeds? Fails ?

Change Execution

Who needs to know – when do they need to know – what do they need to know – why do they need to know

Who will communicate – when will they communicate – how will they communicate – what will they communicate

Gain engagement and buy in

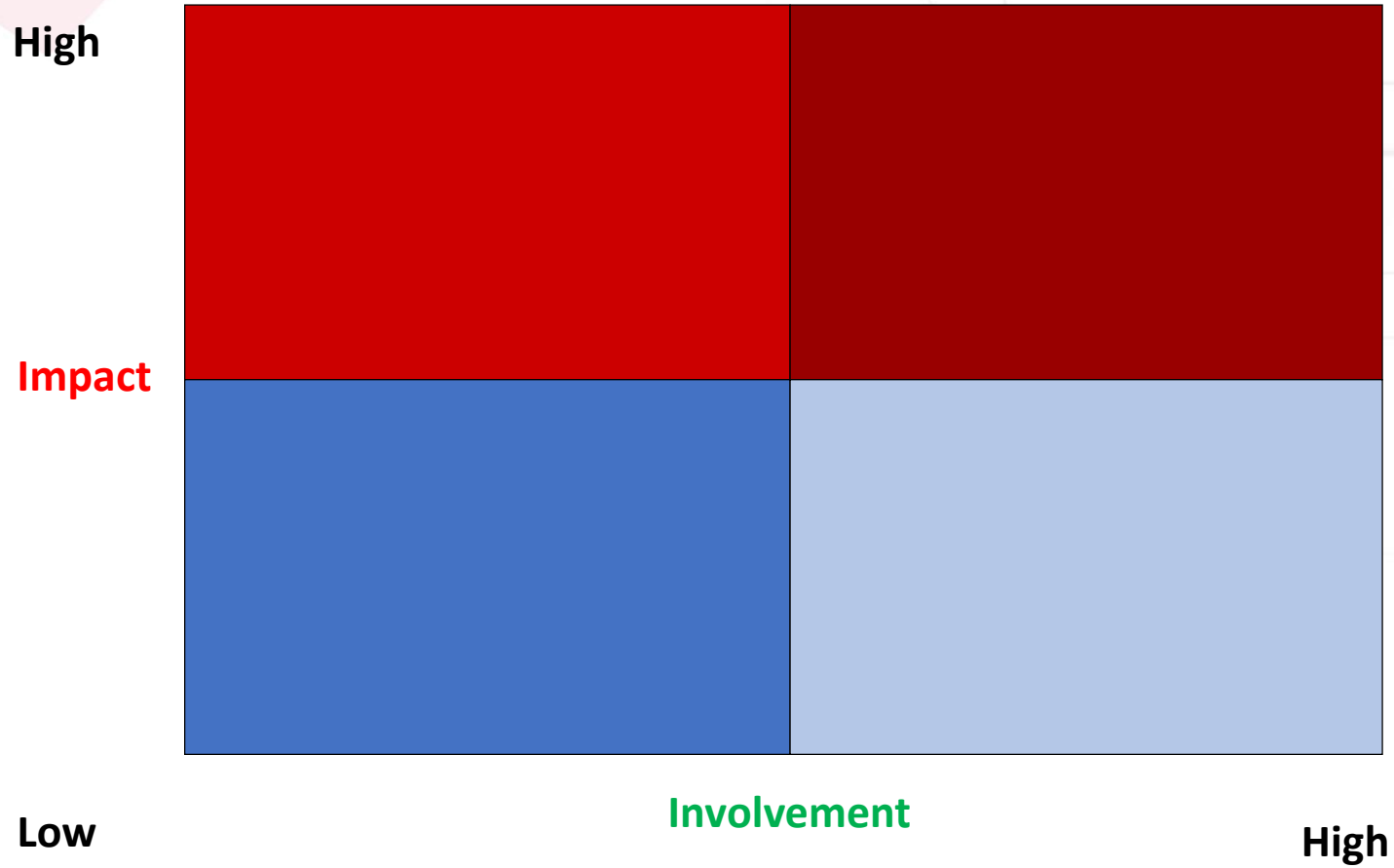
Discuss the need for change – early

Involve in the design of the change

Test theories

Create an advisory

Change Matrix



Change Matrix

High

Approvers Exec. Leadership Clients	Primary Stakeholders Those who will execute the process
Adjacent Groups in the Organization	Support System

Impact

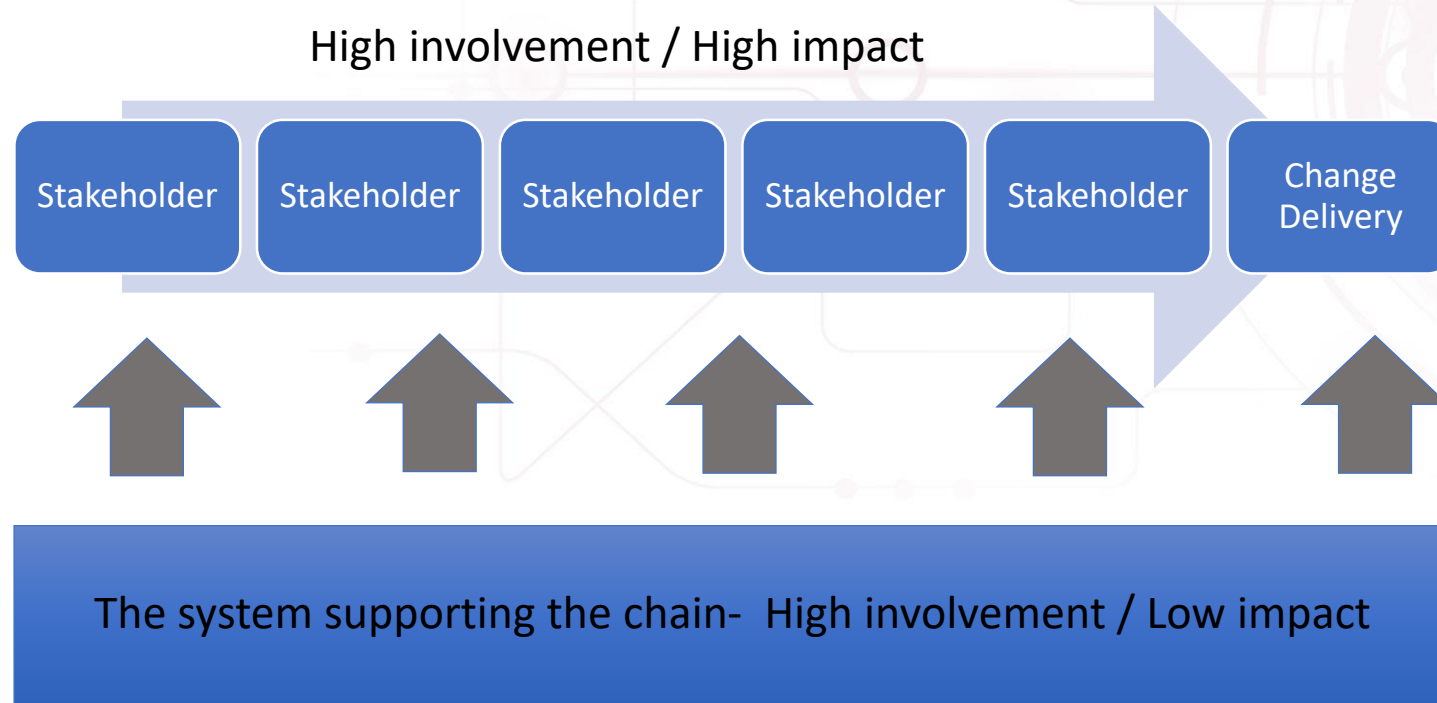
Low

Involvement

High



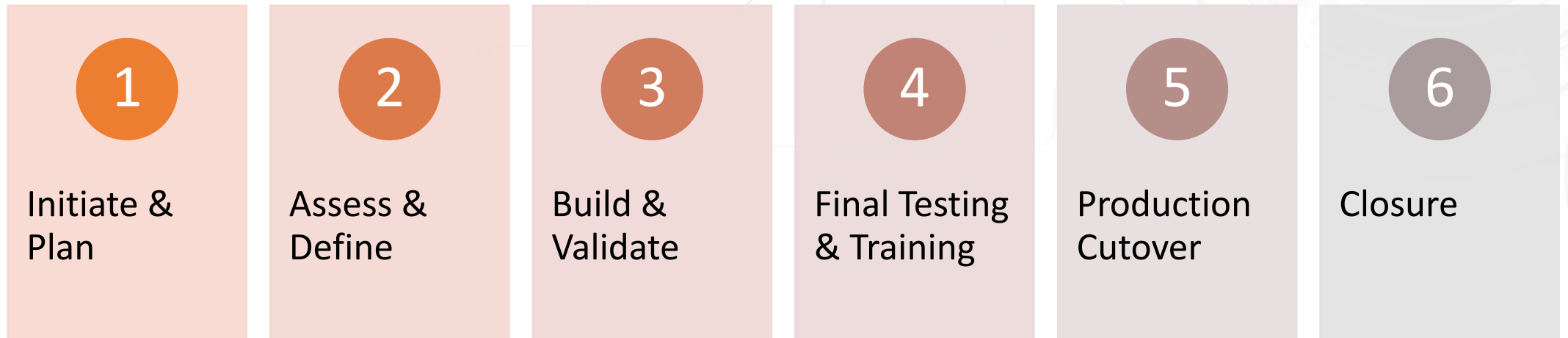
The Change Chain



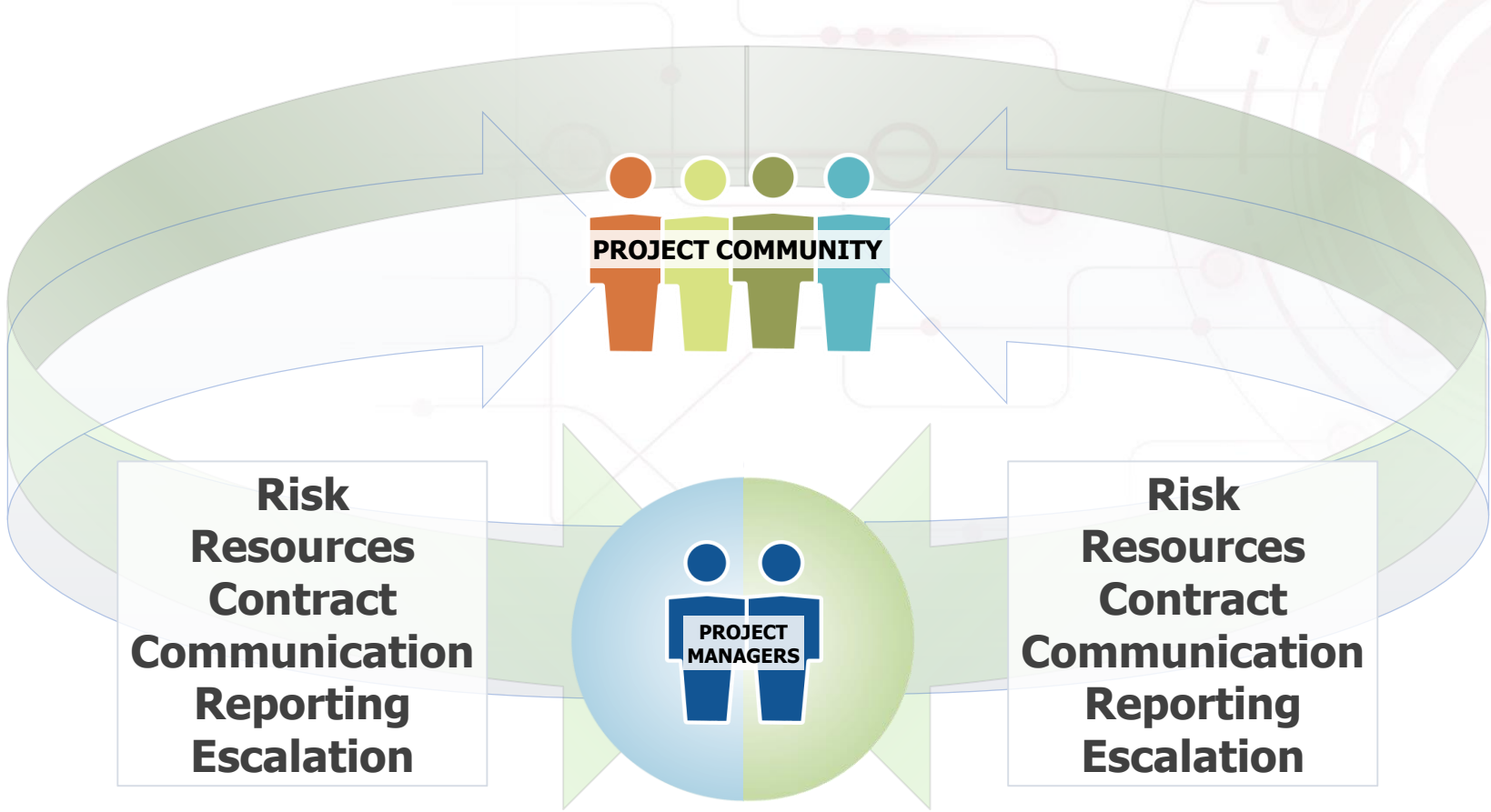
Triple Constraint



Project Stages



Project Governance





Selecting a Project Manager

Leadership

- sound judgment
- provide vision
- provide direction
- coach/mentor team
- issue & conflict resolution
- effective decision making



- ✓ Approach the change strategically
- ✓ Select the PM carefully
- ✓ Invest the necessary resources in the project
- ✓ Invest the time in training and learning
- ✓ Evaluate business processes prior to implementation
- ✓ Institutionalize the change

Value realization requires stakeholders to
Adapt, Adopt and Engage.



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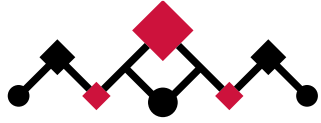
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Appendix

- Determine the desired future state
- Perform org readiness and impact assessment
- Choose a project manager
- Determine obstacles to success
- Ensure accountability
- Create a Vision and Mission
- Identify success factors and measurements
- Institutionalize the change

Change Management

Getting to the future requires leaving the past