

Never blame the users!

How User Adoption contributes to successful transformations

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Today's schedule

- **Change and me**
- **Change Management**
People, Models, Resistances
- **tts User Adoption Approach**
- **Questions?**

Participate!



- Little practice run: Rate how you are feeling today



Change and me

What does Change Management have to do with me?



Resistance to Change is normal



„The new software is crap.“

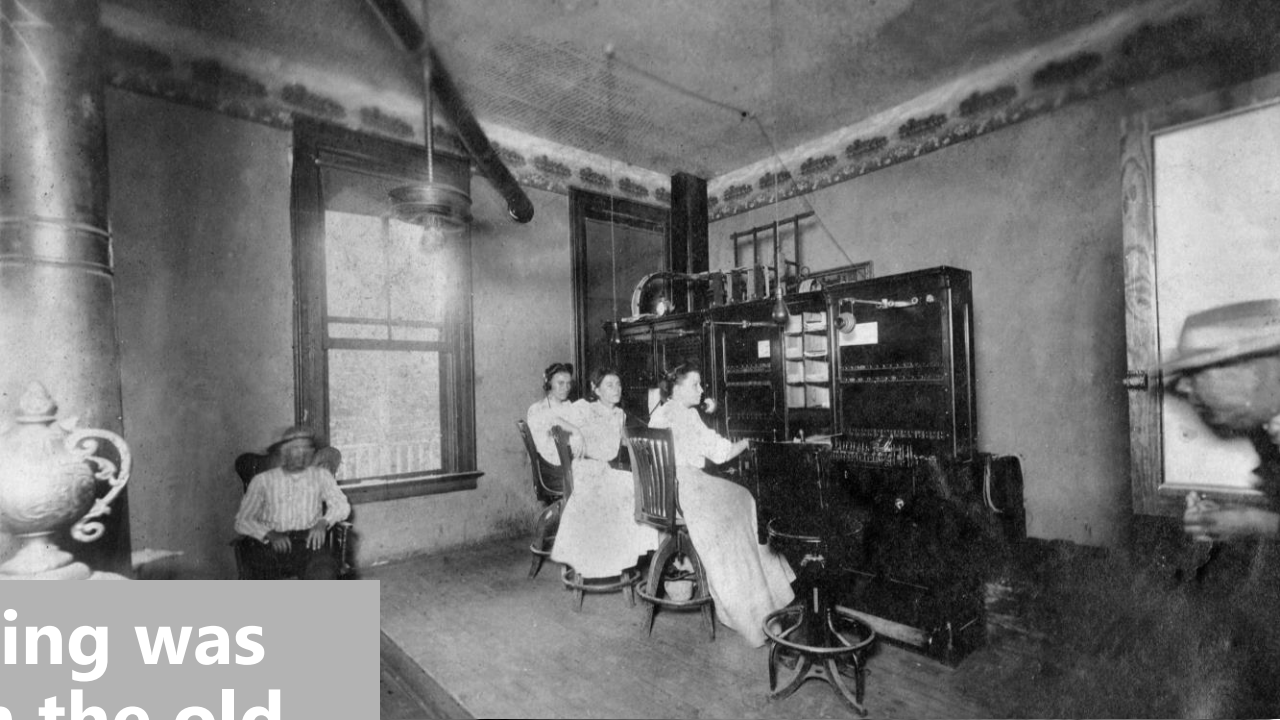
„Everything was better in the old days“

„I will make it to my retirement soon...“

„This weird „Agile“ is just another empty phrase..“

"Data, data, data ... I've got 20 years of experience. Then they come up with their data ... "

"Digital Learning. That's rubbish. It continues to come down to the people..."



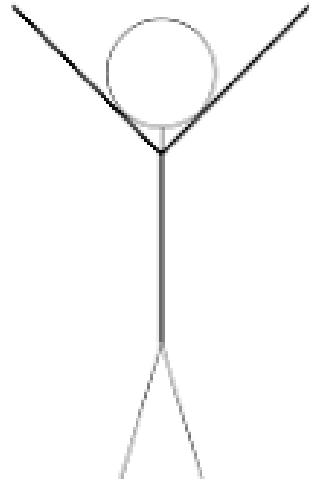
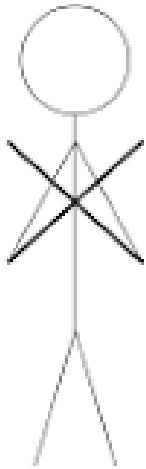
Everything was better in the old days?



What kind of employees do I have?

Who can I motivate for change and who can I never motivate?

Douglas McGregor: The X-Y-Theory



Excercise: Rate the following groups!



- Yourself
- Your organisation
- Google
- The tax office

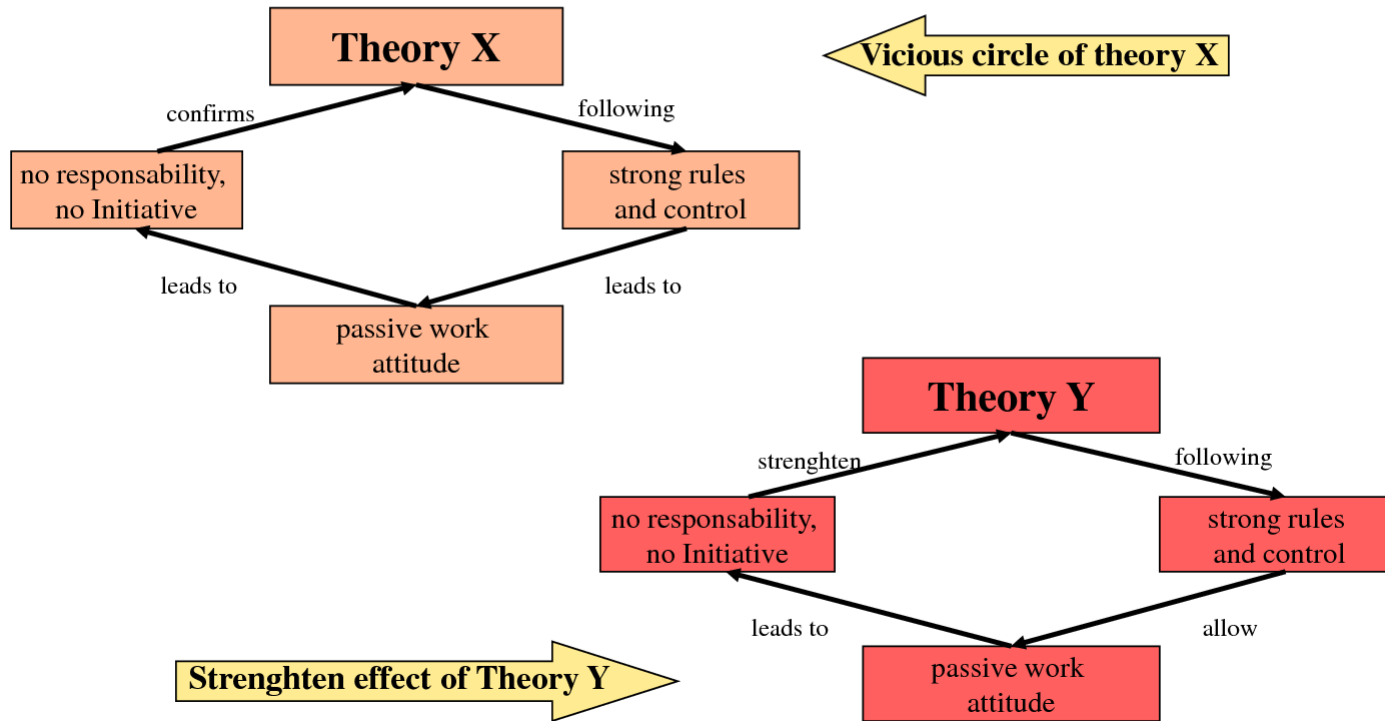
How would you rate them?

- a) Unmotivated, need instruction, need external motivation, avoid or dislike work
- b) Interested in work, take over responsibility, intrinsic motivation, creative

Is this true?

What does such a conception of humanity mean?

Theory X and Theory Y



What type of person am I?

Change needs many abilities and different roles



In which environment can people give their best?



Change

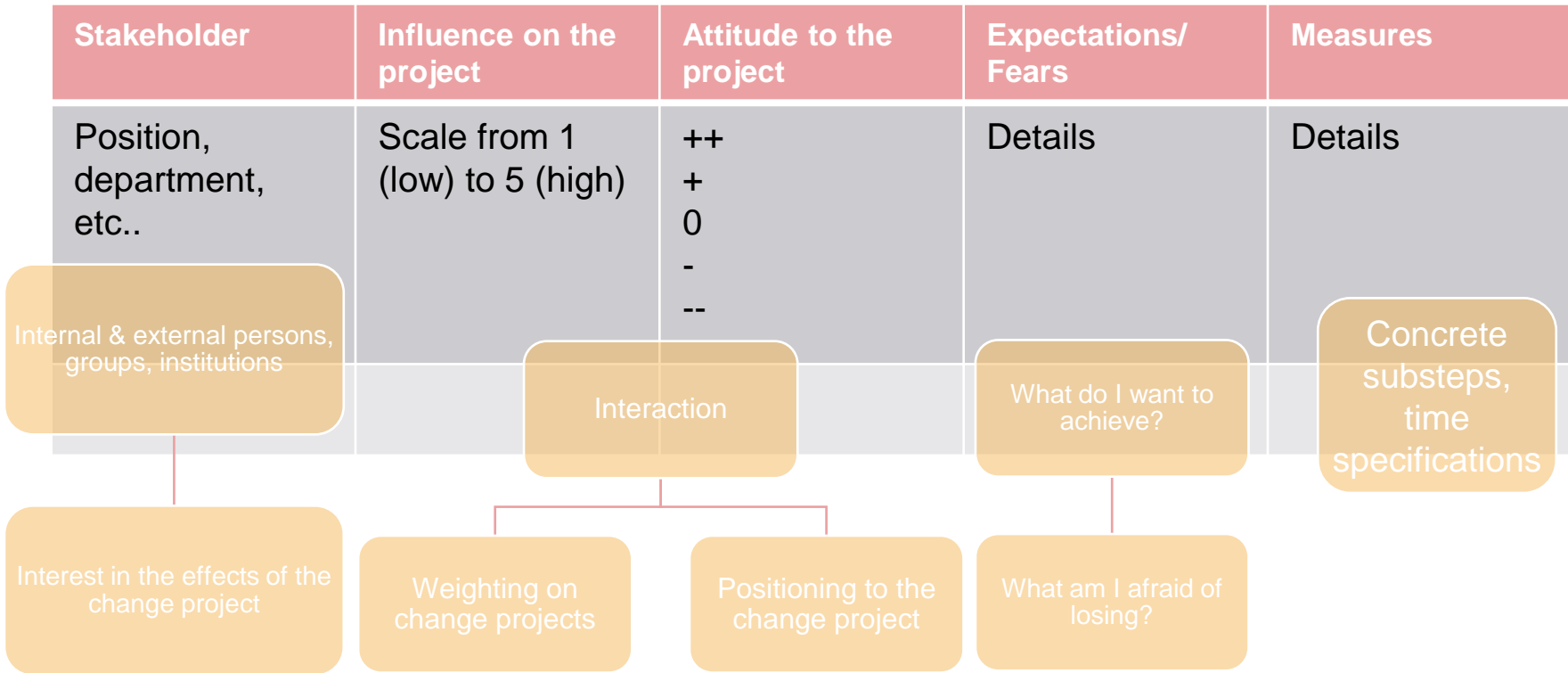
Looking at the human



The Stake-Holder Analysis

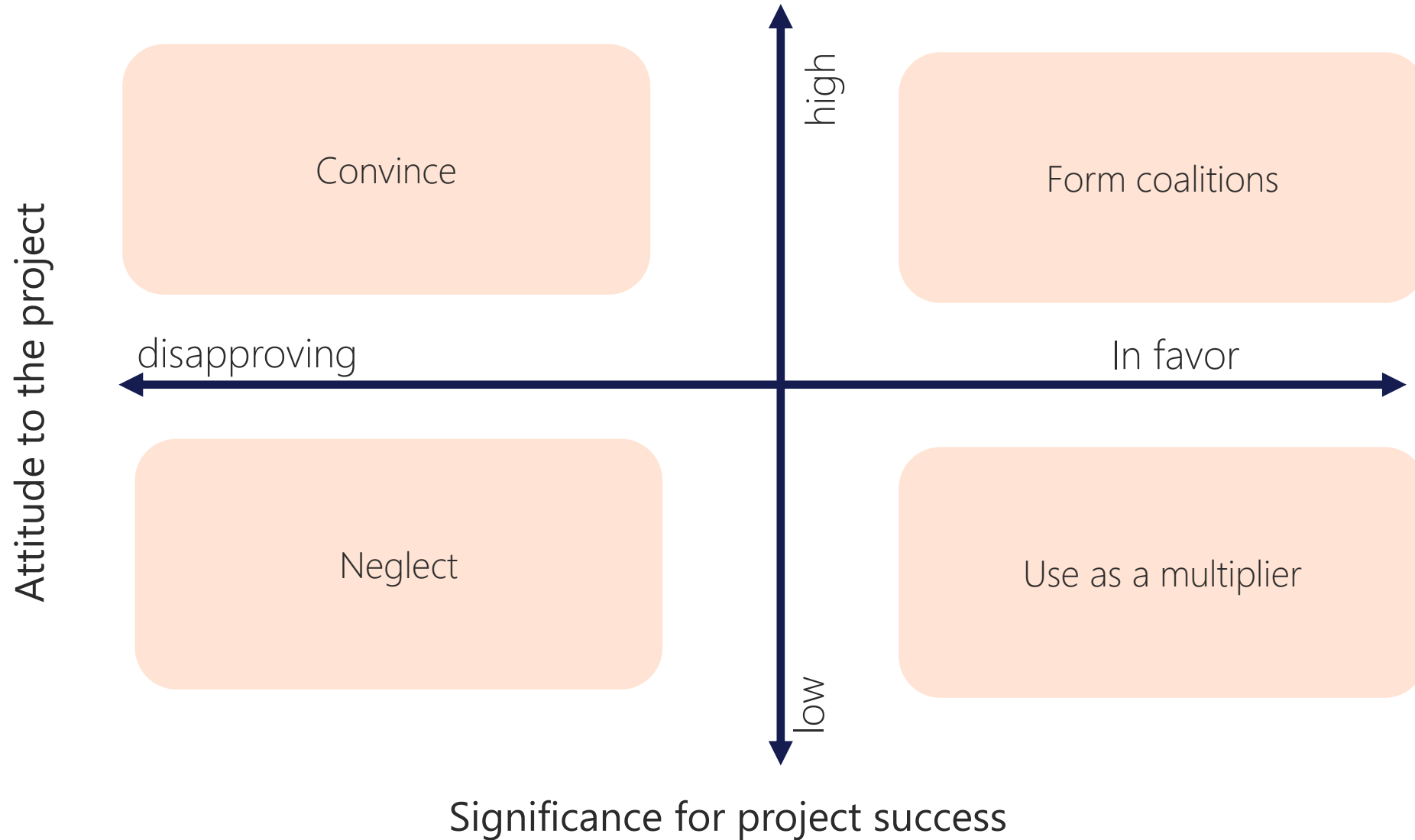
A "political consideration"

Evaluation of relevant stakeholders based on selected criteria



Stakeholder classification

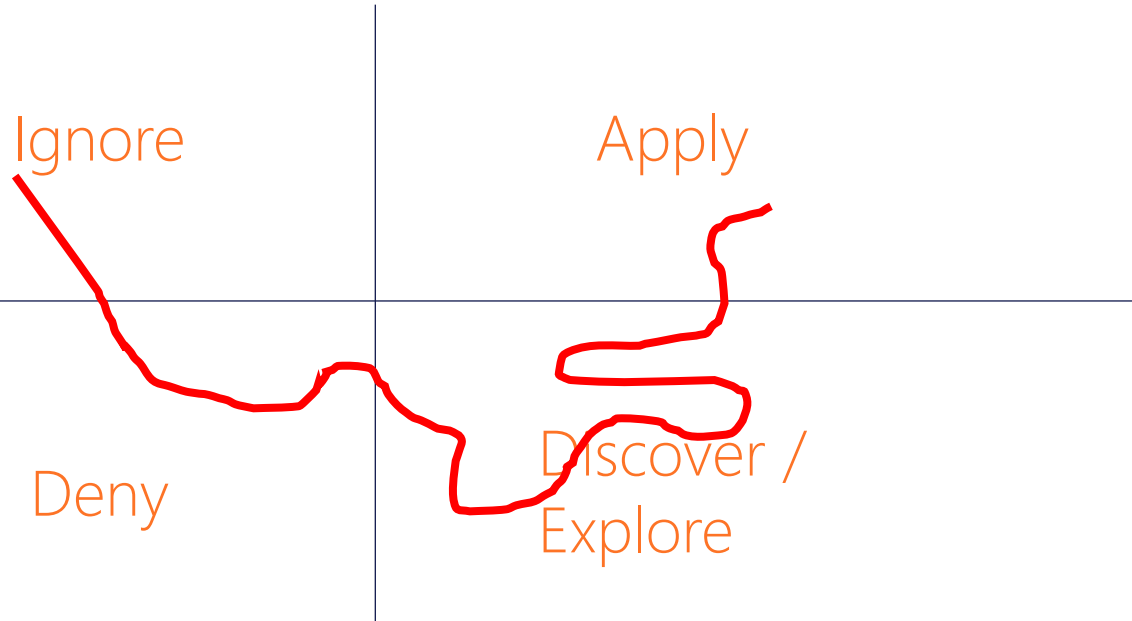
Strategic Communication



Accepting change

Looks different for everybody

Dominance of the matter



Dominance of emotions

Ignore	Apply
Deny	Discover / Explore

But not everybody makes it to acceptance..

Looking at the individual person

How do we support the change most effectively?

How do we overcome resistances?

How do we win our employees for the project?



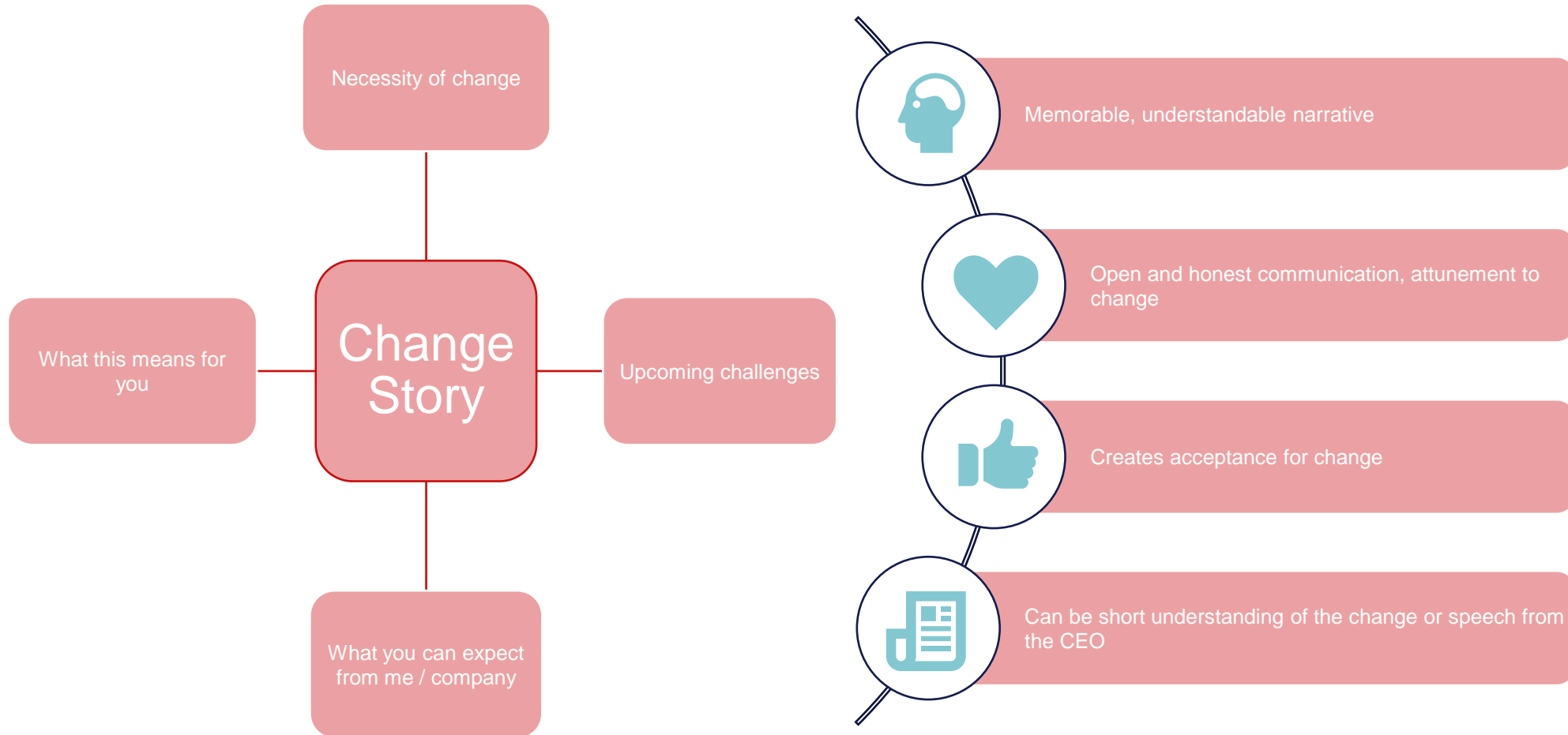
Change

Overcoming resistances



The Change Story

Communicate the change the right way



Central explanatory model: The iceberg

A widely applicable tool and explanatory model

Resistance and conflicts can never be explained without looking "below the water surface".

Visible behaviour vs. invisible thoughts and worries



Powerful motivators

How do I win over employees for the project?

- Deci & Ryan's leading motivational theory identifies the following key motivators (see also "User Adoption):
Autonomy,
Experience of competence and
Social inclusion
- Learning and activity theories cite "**autonomy and complete actions**" as motivational supports.
- The technology acceptance model names the following as the main factors for the acceptance of new software
their perceived ease of use
its perceived usefulness (important for change story)
- We know from experience - and the Internet age shows us this in particular:
Recognition is a very big "driver" for people



What does this mean for employee training?

Different levels of change need different methods and volume of support.

Webinars/Info sessions

Classical classroom trainings,
Individual coaching/
Hypercare

learning communities,
ongoing standard
training ...

Comprehensive user
documentation,
performance support

High-quality e-learning
offerings

Virtual training/ Virtual Live
Classroom.

What does this mean for employee training?

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How do we structure all of this content?

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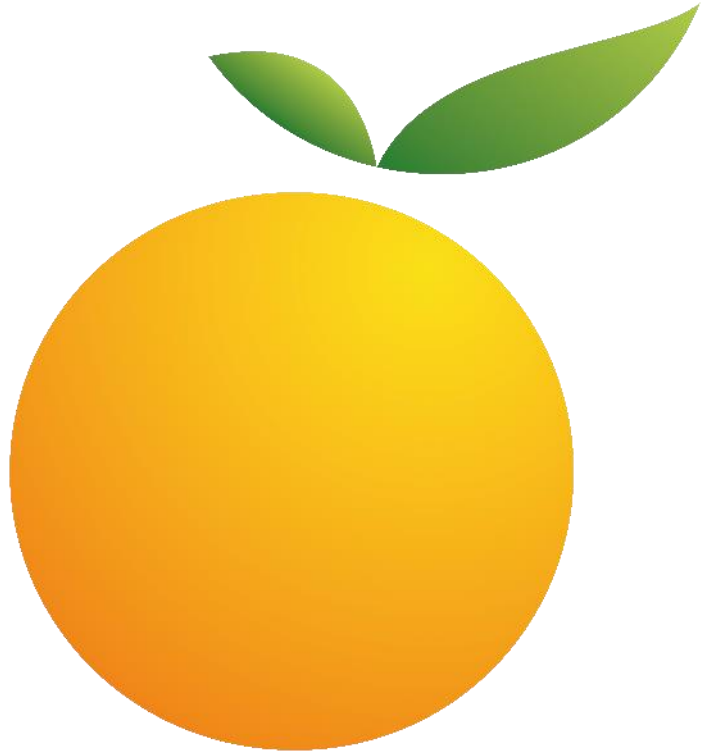
High-quality e-learning
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Virtual training/ Virtual Live
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tts User Adoption

We bring change management and training together



"User adoption is the key to any successful software operation."

What about you?

Have you ever experienced the failure of an IT project?

If so, why do you think it failed?



Resistance to change is normal!

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Resistance to change is normal!

What is our approach?

"I will make it to my retirement soon..."

"The new software is crap."

"... thing was better in the old days"

"This weird „Agile“ is just another empty phrase.."

The users in the center

"... data ... I've got 20 years of experience. Then they come and..."

"Digital Learning. That's rubbish. It continues to come down to the people..."

Clients



Users



For a successful implementation of an IT application, a change of perspective is necessary

The goal is to understand what the end users' needs are and how they will use the new application.

→ This is the core of User Adoption

Are the users at the center of the implementation of the IT application?

What is the attitude of different groups of users towards the software?

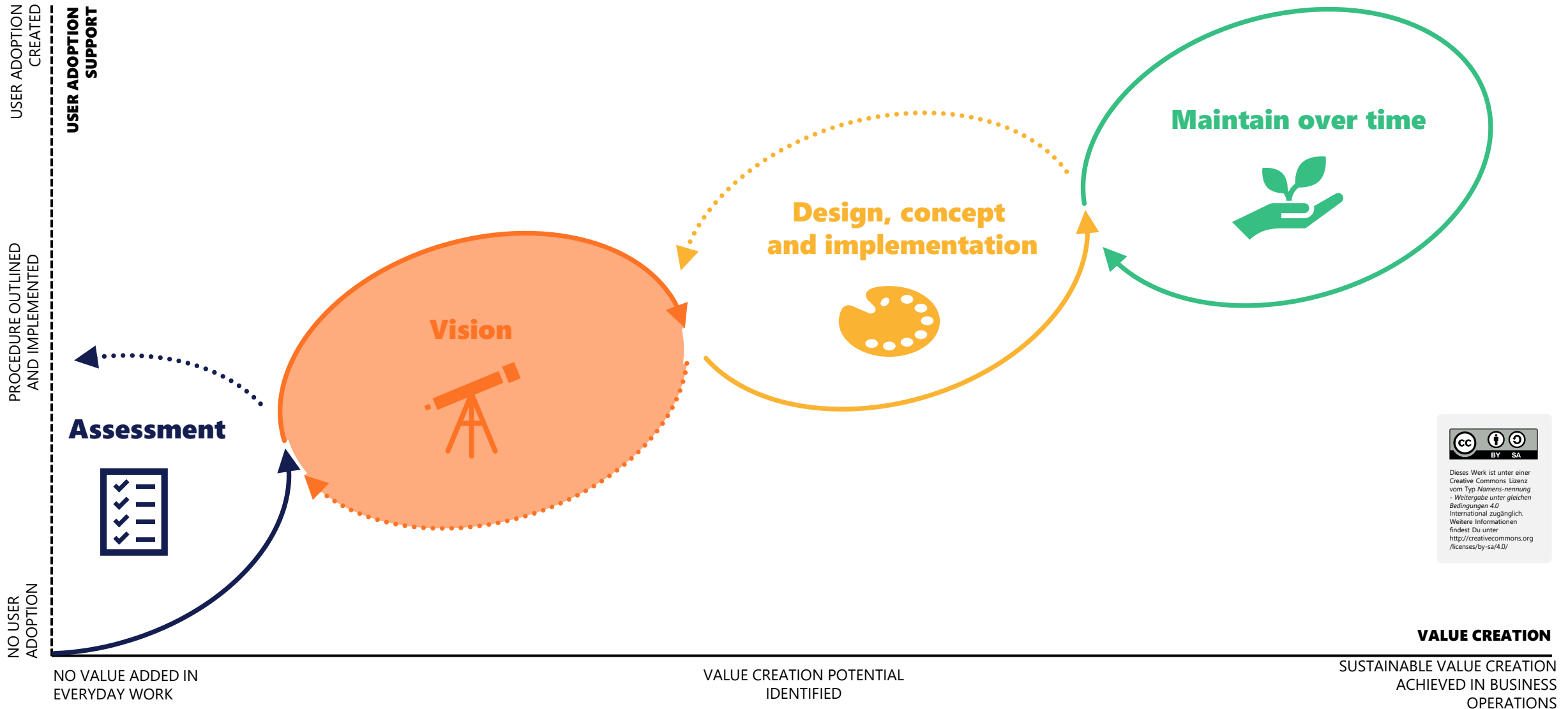
What strategies do you use to increase user acceptance?

Do you have a qualification plan? Is this communicated transparently?

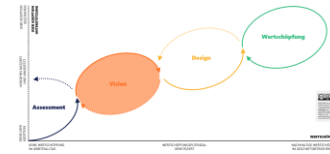
Do you know the needs, wishes and fears of your employees?

Are there clear goals to be achieved with the implementation? Are these communicated transparently?

"User Adoption promotes guidance throughout the whole lifecycle of the IT application."



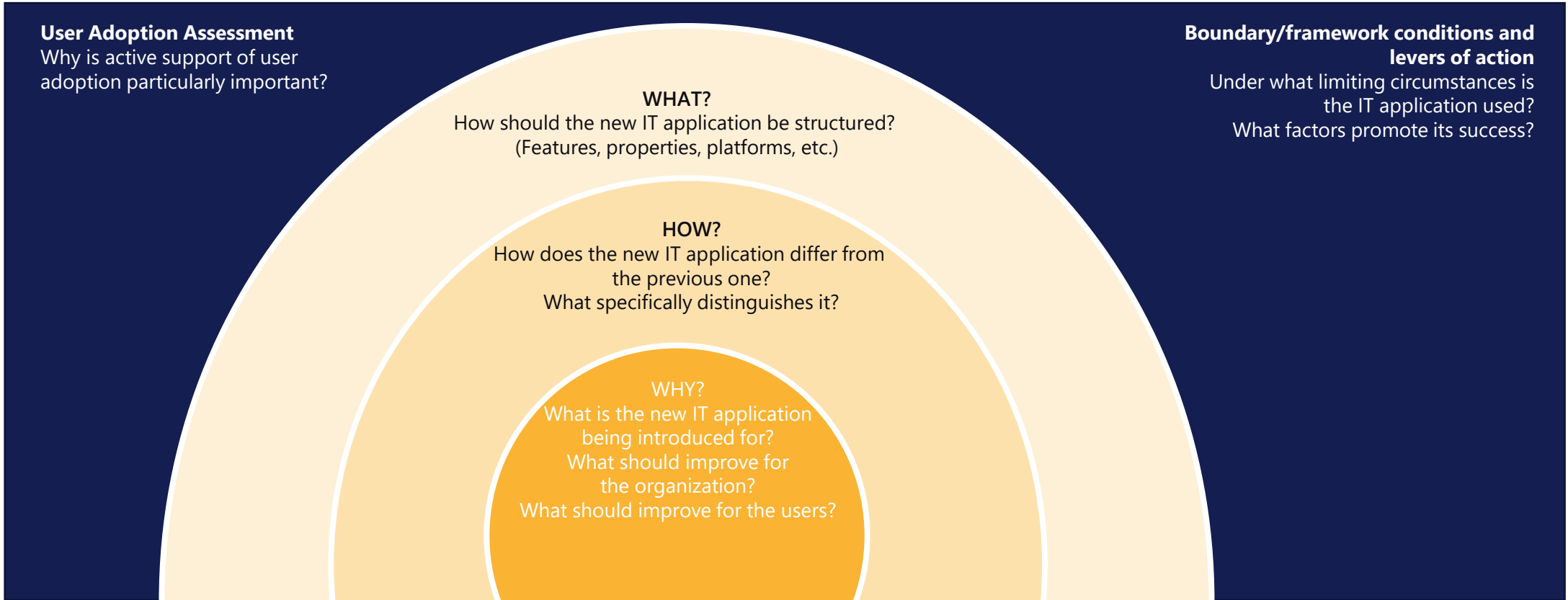
Exemplary development of the vision for user adoption



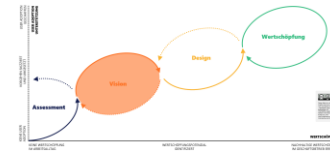
Define **goals/strategic orientation**



Develop general goals and strategic orientation of the new IT application



Exemplary development of the vision for user adoption



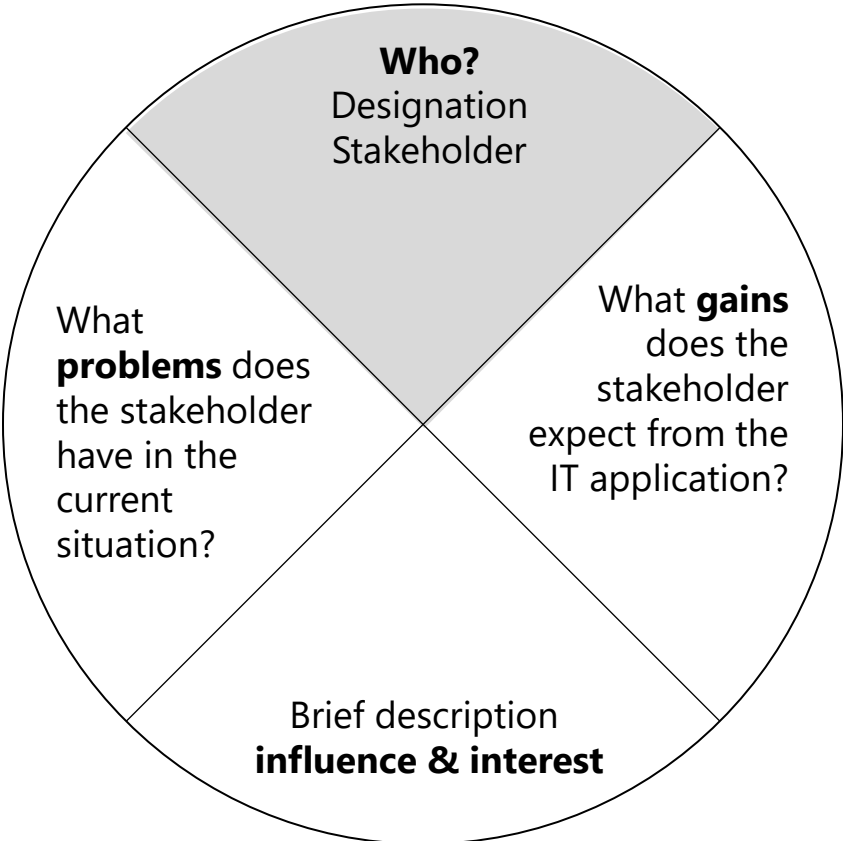
Define **goals/strategic orientation**



Analyze **needs/demands** of users and other stakeholders, develop personas



PERSONAS: Analyzing the needs and requirements of users and other stakeholders



Project Title

Persona Name Alter: ?? Geschlecht: ???

Position, Funktion oder Rolle

Allgemeine motivationsfördernde Faktoren während der Arbeit:

Allgemeine Frustrationsfaktoren während der Arbeit:

Allgemeine motivationsfördernde Faktoren beim persönlichen Lernen:

Allgemeine Frustrationsfaktoren beim persönlichen Lernen:

Alter: ?? Geschlecht: ???

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Bevorzugte Medien, Lern-/Unterstützungsangebote:

Format	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vor-Ort-Training						
Web Based Training						
Lernvideos						
Webinare (geringe Interaktion)						
Interaktives Online Training						
Lernzettel						
Foren/Communities						
On-the-job-Coaching						
Digitaler Performance Support						

Relevante Merkmale, wie die Arbeit erledigt wird (z. B. Arbeitsort, -zeit, -strukturierung, Zusammenarbeit etc.):

Vorwissen, Erfahrungen, Trainings:

Sprachkenntnisse und weitere relevante Kenntnisse/Bedarfe in Bezug zum Lern-/Unterstützungsbedarf:

Kanäle und Endgeräte:

PC/Laptop Smartphone

Onsite-Terminal Seminarräume

Intranet ESN

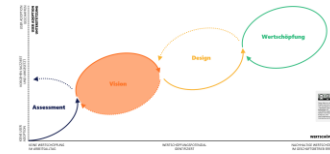
LMS

Weitere Notizen zur Persona:

Enger und häufiger Kontakt mit Kolleginnen und Lernpartner:innen:

über der neuen IT-bundenen Lern-

Exemplary development of the vision for user adoption



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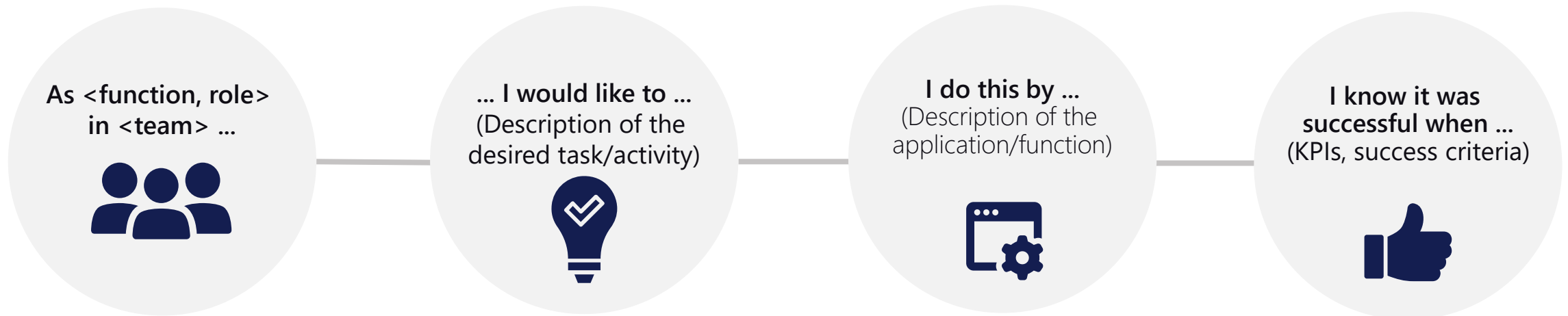


Develop and prioritize **User Stories+**

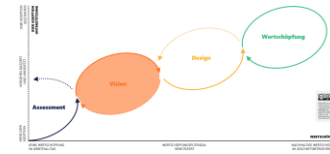


Develop and prioritize User Stories+

The goal is to understand what the end users want and should do with the IT application in the work process, how they do it, and how to recognize that they are successful.



Exemplary development of the vision for user adoption



Define **goals/strategic orientation**



Analyze **needs/demands** of users and other stakeholders, develop personas



Develop and prioritize **User Stories+**

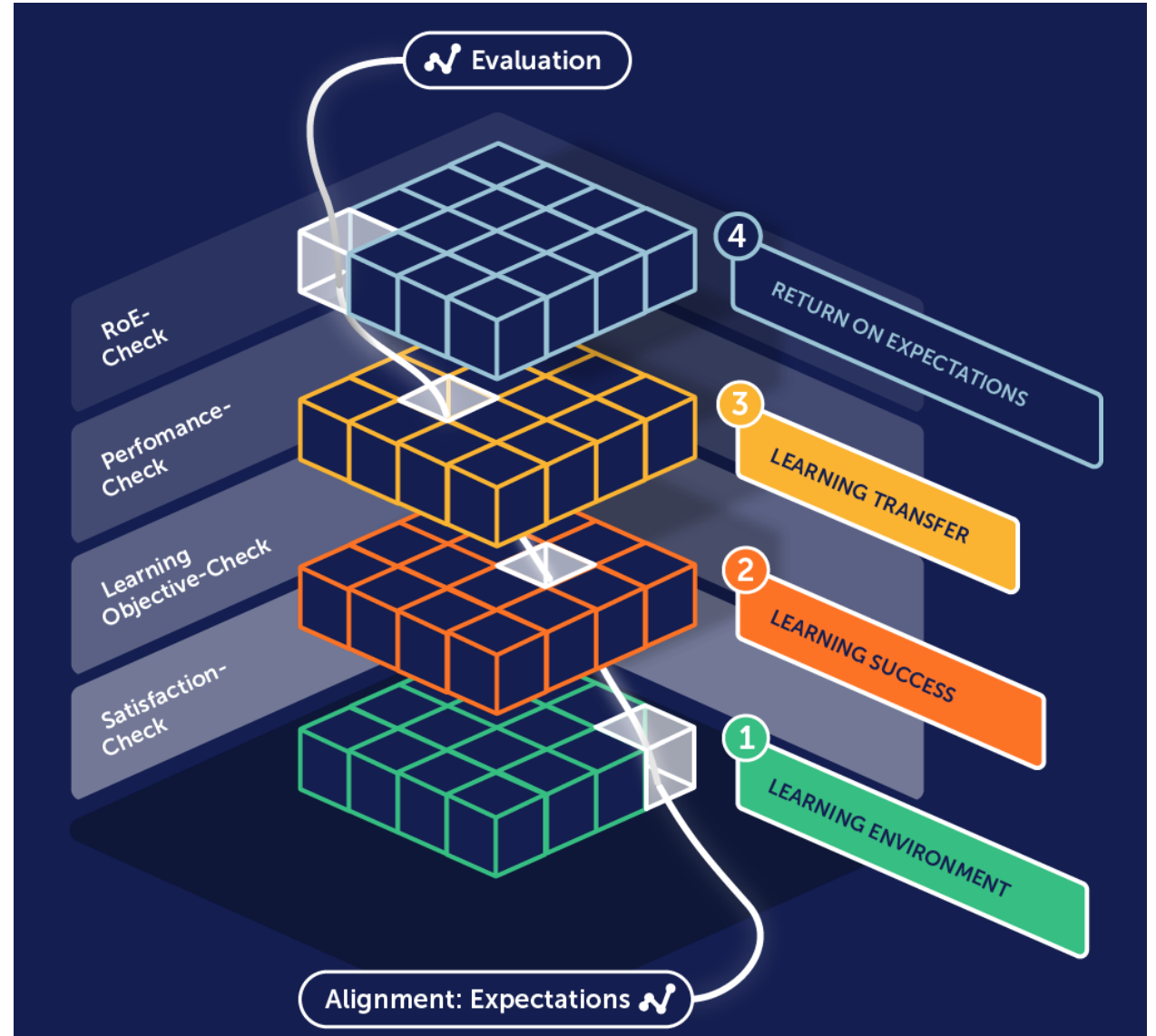


Develop and measure **success criteria**

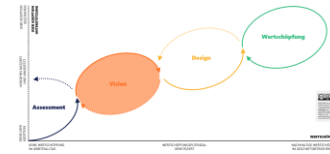


Learning Value Transparency

With the **tts Learning Value Transparency** approach, these added values of learning become visible on the following levels:



Exemplary development of the vision for user adoption



Define **goals/strategic orientation**



Analyze **needs/demands** of users and other stakeholders, develop personas



Develop and prioritize **User Stories+**



Develop and measure **success criteria**

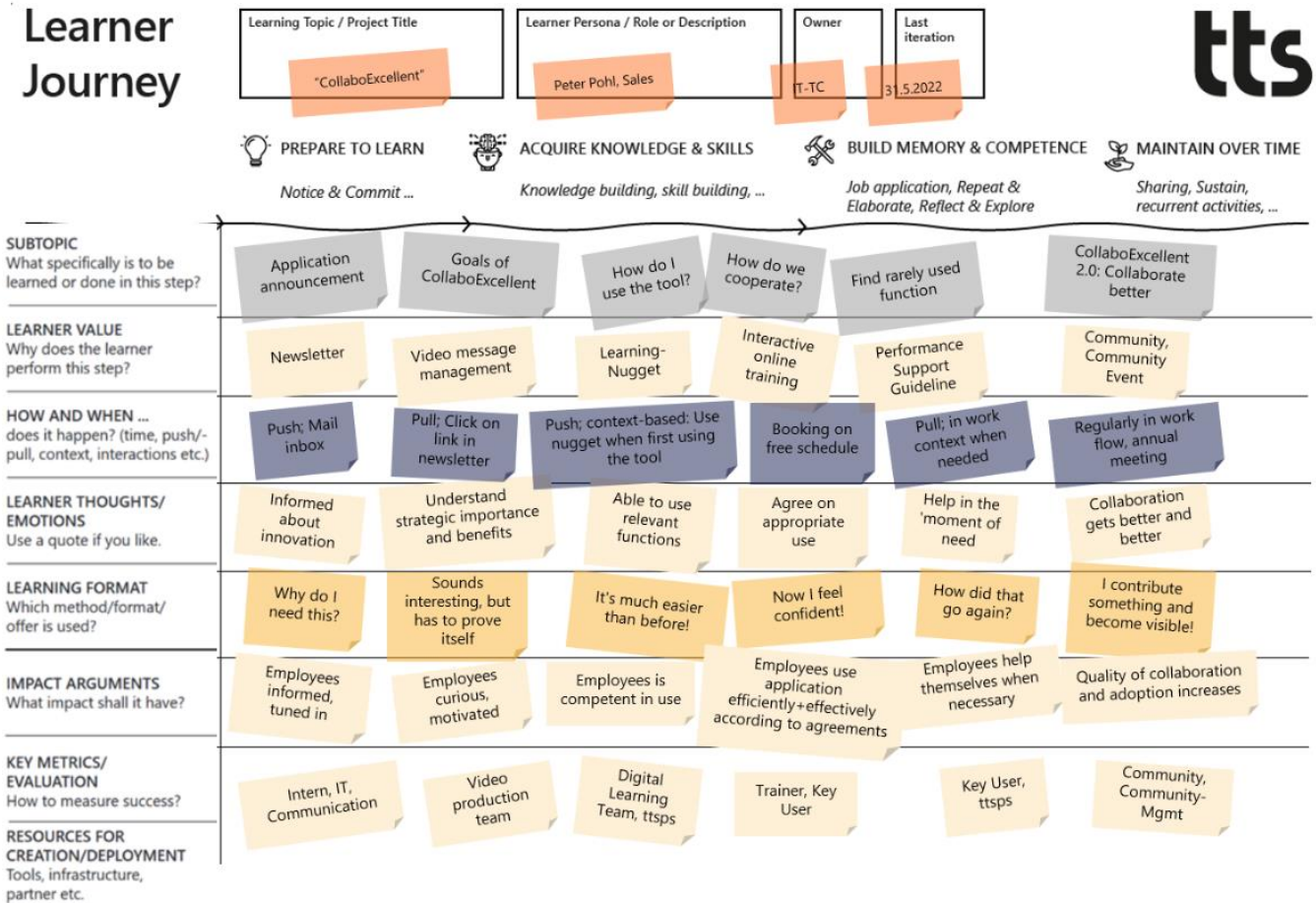


Define **Learner Journey**

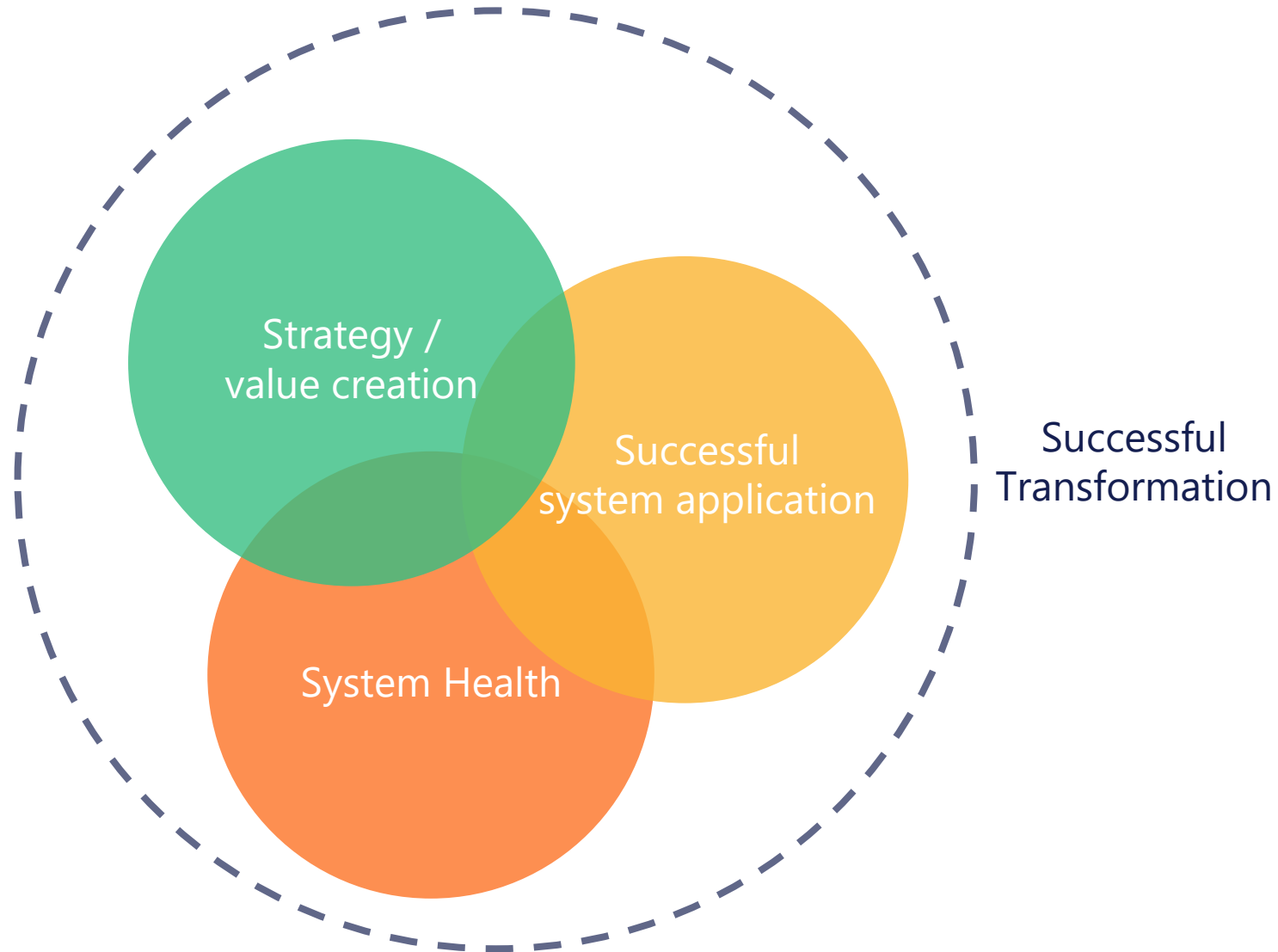


Learner Journey as a test and summary of the work results

Example:



The three superordinate subsets of user adoption



Never blame the users!!

- The users are never to blame
- Resistance against change is useful!
- Always have the users' perspective in mind





Thank you

tts Deutschland

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