**IT Governance** – For any technology change implementation to be successful, an IT governance structure must be in place. The governance structure should consist of representation of stakeholders impacted by the technology changes. Think of this structure as a mini organization designed with the mission to execute the change and communication effort, manage risks and issues, and make project decisions. The IT governance structure should consist of multiple levels, ranging from the executive leadership who is sponsoring the IT effort to liaisons from the impacted stakeholder groups. It is imperative for the individuals serving in these roles to not only have decision making ability and influence, but also to be respected by their peers. IT governance should function in combination with change management, leadership engagement, strategic communications, and any other functional project focused efforts. Create an IT Governance structure early in the IT project and keep the members engaged and informed.

**Leadership Engagement** – Obtaining leadership involvement – early – is a must. Leadership must be one of the first stakeholder groups to support the IT implementation. They must have a clear understanding of the reasons the technology is being installed, the intended benefits, the potential organizational changes, and the desired outcomes. Leadership serves as an example for other impacted stakeholder groups. They should serve as early adopters, sharing the excitement with their teams on how this implementation will allow them to do their jobs more effectively and efficiently, and benefit the entire organization. Change leadership must be involved in the change management and communication activities throughout the project lifecycle.

**Change Management** – No organizational change effort can succeed without proper business readiness and change planning. IT projects have many moving parts and impact various parts of the organization both internally and externally. The professional and often personal changes that an IT project brings to impacted stakeholders must be managed and addressed. Conduct a business readiness assessment prior to beginning...
ABOUT THE AUTHOR

Scott Span, MSOD is CEO & Lead Consultant of Tolero Solutions. He is an accomplished Project Management & Change Management specialist with an ongoing record of success in managing projects and programs in achieving cost schedule, and performance objectives. He has over 15 years of experience in driving programs to success, leading change initiatives and performing strategic planning, communications, facilitation and training. Through his work he helps clients in achieving success through people to create high performance organizations – organizations that are more responsive, productive and effective – where engaged employees enjoy working and customers enjoy doing business. He is an author on various topics of organizational development and generational differences and the creator of the Recruitment and Retention Lifecycle™. Scott holds a Masters in Organization Development (MSOD) from American University and the NTL Institute and is also certified in the FIRO-B and has Process Mapping and Balanced Scorecard certifications and a government security clearance.

...the IT project. The assessment should provide a baseline of how those in the organization are currently performing tasks, roles, and responsibilities; and how the possible changes brought on by the IT project will impact stakeholders. A change management framework needs to be developed to help manage how and when to address these impacts. It is also helpful to determine a baseline of organizational culture and employee satisfaction prior to beginning as well. A critical component of success is to have a clear change management framework in place that begins prior to implementation and continues throughout post implementation.

- **Strategic Communications** — Communicate early and often! How you communicate with the organization regarding the implementation can make a huge difference between success and failure. A detailed communication strategy must be developed and executed. The communication strategy should include identification of all target audiences and users; this often includes not just employees but also vendors and customers. A key component of the communications strategy must provide for receiving input and feedback directly from impacted stakeholder groups. Prior to beginning communications, a clear vision and strategy for the implementation of the new technology, the why, the what and the how, must be developed. A communication action plan should then be created to identify the appropriate content, vehicles, and frequencies of communications to the specified stakeholders.