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Leading to Define the Future

Tools, Tips and Techniques to Bear Gifts to Your Followers' Spirit

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William's Background and Role



- 8 years as State government executive in Kansas



- 7 years as private sector technology project executive focused on statewide program modernization



- 6 years Oracle executive sponsor for strategic programs and accounts



- Product-agnostic Oracle executive committed to client success



- Develop target architecture



- Actionable roadmap to transformation

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Business Drivers

What inhibits your ability to transform?

The Pressures

- ✓ Political Pressure
- ✓ Legislative & Regulatory Mandates
- ✓ Economic Pressure
- ✓ Social and Technological Opportunities

- Lack of unified data
- Disjointed technology
- Silo technology architecture
- Unsophisticated analytic capabilities
- No automated alert mechanisms
- No integration workflow
- Lack of mobility in applications
- **Culture not ready for change**
- Inability to plan long-term

The Opportunities

- ✓ Enhanced services delivery
- ✓ Standardized systems
- ✓ Modern technology delivery,
- ✓ Standardized enterprise architecture, security and data governance

If You Do What You've Always Done ...

To what degree are you doing things the way you've always done them?

- Are you finding a correlation between approach and success?
- Are your people quickly adapting to change and becoming more productive?
- “Never underestimate the forces that reinforce complacency and help maintain the status quo.” – *“Leading Change” John P. Kotter*
- Change Leadership Checklist
 - ✓ Sense of Urgency
 - ✓ Empower Employee Action
 - ✓ Generate and Celebrate Small Wins
 - ❖ Select Visible Wins
 - ❖ Select Clear Wins
 - ❖ Ensure Proper Relationship to Overall Change Effort
 - ✓ Maintain Change Momentum
 - ❖ Use Success to Tackle More Change

A Culture Ready to Adapt

How to Acquire and Cultivate a Change-Hearty Team



The Mechanics of Change Leadership

A few steps to help ensure success

- Identifying Project Stakeholders
- Identifying and Responding to Organizational Cultures
- Leading the Change
- Communicating
- Problem Solving
- Organizational Planning
- Team Development
- Transition Management
- Anticipating and Responding to Advocates and Resistors

Identifying Project Stakeholders

Whose interests are impacted by project execution and successful completion?

- Project Manager and Team
- Customer or End Users
- Performing Organization
- Sponsor

Determine needs and expectations

Manage needs and expectations

Influence expectations

Identifying and Responding to Organizational Cultures

The variables of organizational cultures – shared values, norms, beliefs and expectations

Topic	Closed	Part Open	Fully Open
Goals	Are announced	Are communicated	Are agreed upon
Information	Is a status symbol	Traded like goods	Exists in abundance
Motivation	Is manipulative	Focused on staff needs	Has identification as its goal
Decisions	Only taken from above	Partly delegated	Fall on staff level
Conflicts	Are unwelcome	Are mastered	Represent chances for innovation
Managerial style	Authoritarian	Cooperative	Ad hoc
Manager	Absolute ruler	Problem solver, decision maker	Strategist for change

Leading the Change

What role does leadership need to play?

- Establish direction
- Align people – communicate with **words and actions**
- Motivate people to overcome barriers
- Track, monitor and break barriers

Leadership is not limited to the project sponsor and manager. It can and should be demonstrated at all levels.

What does leadership involve?

Vision	Involvement	Old Culture	Navigating rough seas
Develop the vision	Involve everyone	Get rid of old rules that perpetuate old ways	Expect problems
Model the vision	Publish the results of change	Honor and cherish the old culture	Promise problems – change is messy
Remind people the change is real	Demand unwavering commitment		Outwork your resisters
Create a roadmap for success	Change what you reward		Develop a strategy to recruit your toughest critics
Communicate measurable goals	Provide training		
Measure the change			
Be passionate and excited about the change			

Organizational Planning

Where does each individual fit in?

- Role
- Responsibilities
- Reporting relationships
- Physical office moves
- What do they do differently?
- Layoffs?

Transition Management

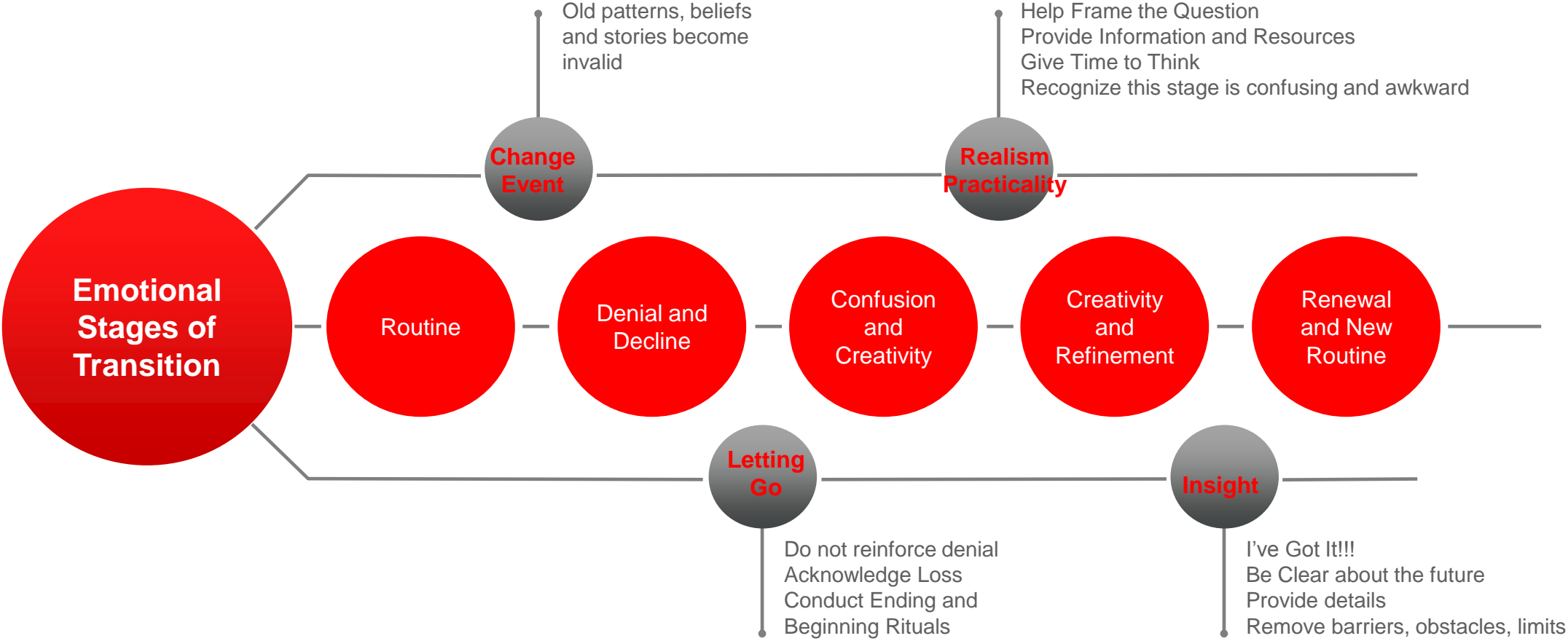
What is transition management?

How can leadership lessen emotional upheaval?

- Upheaval, anxiety, uncertainty
- Emotional time
- Predictable stages of transition

Enabling Transition Management

Shorten and Control Forming, Storming, Norming and Performing



Anticipating Advocates and Resistors

Minimizing the potential for resistors to undermine success

- “It is easier for the losers to see what they will lose than the gainers to see how they will gain” – Machiavelli
- Sell the project and its benefits
- Recognize where people are in the change cycle and meet them there
- Explain what’s in it for them

Supporters and Resistor

How to handle differences on the support scale – people change, so continual analysis is a must!



Rapid Application Development Explained

RAD enables continuous improvement to generate and celebrate small wins

Less Emphasis

- Planning tasks from beginning to end
- Executing tasks in sequence
- Requirements specification

More Emphasis

- Development
- Prototypes
- Flexibility

Source: Tom Mochal, TechRepublic, *“Waterfall or RAD? The application may dictate your choice”*

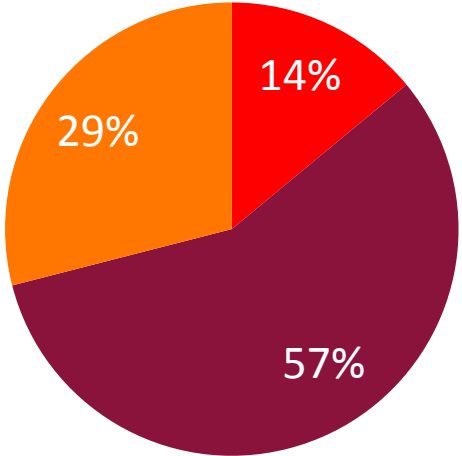
Agile Project Management Methodologies

The solution to reducing project failure?

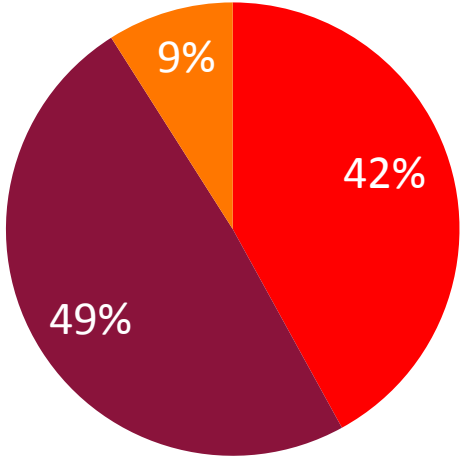
According to the 2011 CHAOS report from the Standish Group, “the agile process is the universal remedy for software development project failure. Software applications developed through the agile process have **three times the success rate of the traditional waterfall method** and a much lower percentage of time and cost overruns.” (page 25)

The Standish Group defines project success as on time, on budget, and with all planned features.

Waterfall



Agile



- Successful
- Challenged
- Failed

Source: *The CHAOS Manifesto, The Standish Group, 2012*

Risks of large modernization projects

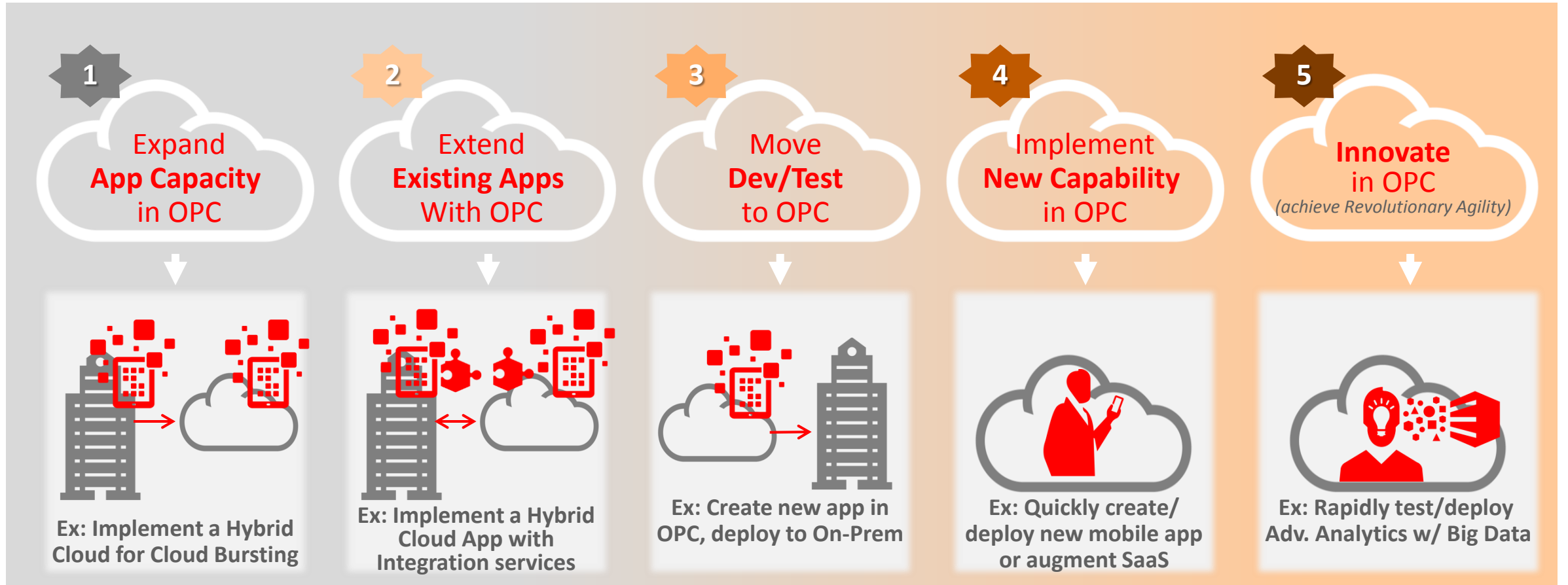
RAD reduces traditional risks associated with large waterfall projects

	Traditional Risk	RAD Mitigation
Complex Development	Complex functionality could get on the critical path and delay go-Live	A prototype could test some of the most difficult potential parts of the system early on in the life-cycle. Prototypes can be usable and can evolve into the completed product.
Requirements Definition	Users struggle to define requirements with the appropriate levels of specificity	RAD emphasizes prototyping, allowing users to thrive on reacting to what they see rather than creating specifications
Functionality	Users don't end up with all the functionality they desire.	Business functionality from a RAD project can often be much higher than that achieved via a waterfall model.
Project Completion	Many projects do not complete on time or on schedule.	More projects completed on time and within budget.

Source: "Rapid Application Development: Project Management Issues to Consider," Patricia A. McQuaid, California Polytechnic State University

How Cloud Can Help Enable Change

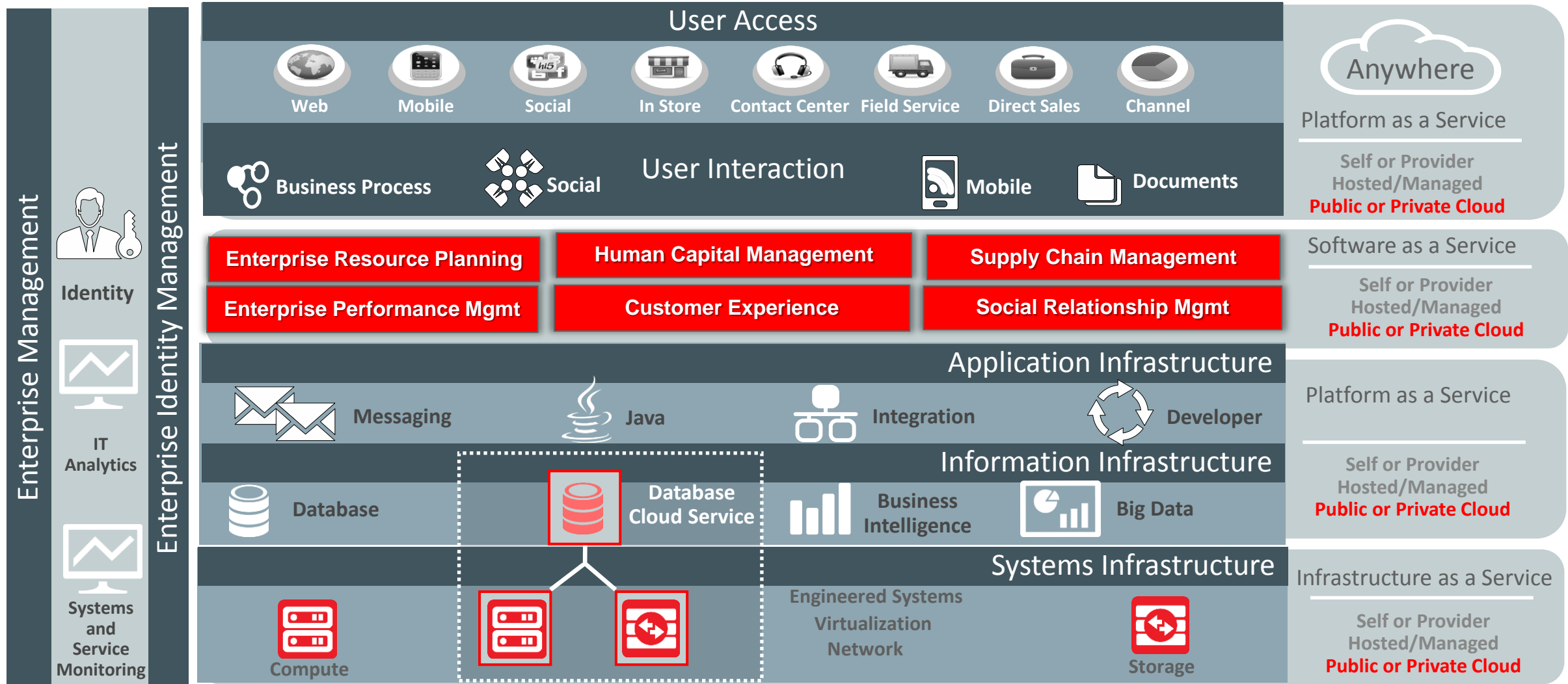
Short Term Environments and/or Variable Workloads



Lower IT Cost

Increased Business Value
(increased agility, better service)

Oracle Public Cloud Reference Architecture



Hardware and Software Engineered to Work Together

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