The Paradox of Change and Project Management

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Goals For This Session

• How can you maintain structure and continuity during periods of change?
• Strategies for Project Management
• Developing Best Practices for Staff and Clients
The Implementation Process

1. Database Configuration
2. Developing Expertise and Database Management
3. Rolling Out/Going Live
Implementation Concerns

- What is your biggest concern/anxiety about implementing/using AWARDS?
  - One concern regarding your program staff
  - One concern regarding your clients
Managing Change

• Why do people resist change?
  1. Confusion (Lack of understanding)
  2. Fear/Anxiety (Disliking the premise)
  3. Lack of Trust (Personal conflict)
Strategies for Addressing Confusion

Map Out the Change

• Create a Project Plan
  – Workflowy, MS Excel, Smartsheet

• Clear Tasks and Benchmarks
  – E.g., “Create logins for all new staff”/“All logins created”

• Work with your Implementation Consultant/Senior Project Manager
Strategies for Addressing Anxiety

Communicate the Change

• Get people talking!
• Create a compelling case
• Transparent, ongoing communication
• Varied communication methods
• “Overcommunication”
Strategies for Building Trust

Give Staff Ownership of the Change

- Let your staff become experts
  - FormBuilding, Monthly Enhancements, Creating Logins, etc.
- Give staff ownership of project plan tasks
- Allow job titles and job descriptions to change
- Celebrate staff as they accomplish milestones
Leadership Skills

• Choosing people who have the skills, authority, and time to lead, as well as delegate
• Use your clinical skills to help manage anxiety: Parallel Process
• Active Listening
  – Paraphrasing
  – Body Language
  – Confirmation & Universalizing
• Have an “Open Door Policy”
Impact On Your Clients

- Be mindful of your interactions
- Develop language and best practices
  - Let clients see the AWARDS screen
  - Discuss security
  - Transparency around consents
- Share the benefits of using an EHR
Helping Staff & Clients Adjust to Change

• Staff
  – Project Plans
  – Communications
  – Staff Ownership
  – Clinical Skills: “Parallel Process”

• Clients
  – Develop best practices
  – Discuss security and benefits
Tips and Tricks

• What have you already done to support your staff? Your clients?
• What advice would you give new implementations?
• What is your plan to handle new concerns that come up during the implementation process?
Follow-Up

- Resource: *Beyond the Wall of Resistance* by Rick Maurer
- Questions?
Lunch

• General seating is on the 10th floor.
• Lunchtime trivia Puzzle Out! is on the 9th floor, Room 914.