Dimensions and components for Organizational Change Management – Part One

Applies to:
Organizational Change Management in the context of SAP/ES Implementation, Upgrade or Global rollout.

Summary
A lot of excellent literature exists in the multidisciplinary field of Organizational Change Management. Many components are involved in Organizational Change Management. We are writing this article with the aim of reviewing this emerging core specialty in the context of SAP/Enterprise System changes. The content offers an insight into the understanding of why changes are necessary and which changes to opt from each dimension? How to address the impacts of these changes on the organization and employees? How to train the resources with the expected results? How to train these resources in the decided direction?

This two parts article offers to
- Classify the four dimensions and understand the components in each dimension
- Insight into the dynamics of the individual components
- An emphasis on realignment and its impact
- Ka-Chings or ‘take home message’
- Review of latest literature.

Part one of this two parts article discusses Business Process and Strategies, IT and Enterprise System, Leadership and Knowledge Management. Part two covers Communication, Culture, Behavioral Modeling, Financial aspects and Time factor on Organizational Change Management. Keywords and acronyms are provided at the end of the article.

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Prologue

Now that the decision to implement an SAP/ES system is undertaken, we want to congratulate you and offer an insight into the understanding of Organizational Changes associated with SAP.

These two parts should offer an overview for the Change Champions, Stakeholders, Business Process Experts, Implementation Partners, and Project team Managers/Member, and Consultant working in this field. They can use this article to tailor an approach as per the experience, expertise and training to understand and make alignment plans for reciprocal changes. As specialists, in their respective field, it is mandatory for an SAP team leads, managers, implementation partners and stakeholders, to have ingrained knowledge about the different components involved in Organizational Change.

Very often, IT/ES implementation or upgrade decisions are taken from a business perspective rather than from an IT perspective. A change in business strategies and processes should reflect in the existing ES/SAP or be upgraded, reconfigured or customized accordingly. Implementing Enterprise System often introduces radical changes, aka ‘Big Bang’ initiatives. On the contrary, upgrade, reconfiguration or customizations bring Incremental Changes. SAP implementations, or global rollout imply significant change. It is more than an IT change. Often, other critical components of business operation are affected and understanding the corresponding changes in these components is mandatory for success.

Though SAP implementation/upgrade decisions are a consequence of change in strategy and process, its effects are reciprocal and reverse. Dynamic readjustments are required to accommodate and realign the different components these components are dynamically related with each other and if realigned properly, they show a strong tendency to reinforce each other. In our observation, a failure to recognize this fact, often leads to rebound status quo, or premature abandonment of the change initiative.

A few obvious questions that naturally occur at this moment are which components of the Enterprise are affected? What are their dynamics? Which core business operations are likely to be affected by the involved components? Which components are important? How to prioritize them? How to realign these components and their subcomponents? What type of temporal pattern to follow in resolving these issues? Etc.
IT Alignment with Business Strategy, Process and Objectives

As consultants or inside experts, SAP professionals, are in the best position to evaluate, understand and offer recommendations, and offer their insight into the dynamics of the different aspects involved in organizational change. Change Management and implementation strategies need be designed, based on this backdrop. We feel managing Organizational Change involves a case-to-case evaluation. In our opinion, no specific third party software can help completely evaluate, diagnose and recommend appropriate intervention. Tools (Software) can be enabler in achieving the desired outcome. However, they are not a panacea for successful Change Management. We wish to reemphasize that each change initiative is unique and there is no universal solution or software to address this problem. The magnitude of involvement of each component depends upon the scope and objective of the initiative. Attempting change management with standalone software/applications without consultants and experts, especially external, often invites a reason for ‘Change Paradox’.

Different components are affected when a change is initiated and implemented in an Enterprise. We have classified these components into four broader categories called dimensions. Within each dimension, there are components. Each dimension has individual components and subcomponents that show dynamic relationship amongst themselves. These components show a mutual overlap. ‘Change in any one usually results in compensatory or reciprocal change in other component’(Leavitt 1965; Mink, Esterhuysen et al. 1993).

Classifying along these dimensions makes it easier to understand the different factors involved, their interrelatedness and their dynamics. Also, classifying along these dimensions makes it easier to resolve the vexing problem of their interrelatedness and their mutual dynamics. This study also highlights the holistic nature of the different components. We recommend that those involved in Organizational Change (at all levels), must adopt a holistic approach. The components of People dimension are enterprise leadership (as per the affected domain), associates/individual employees, culture and communication. Within the Extended People / Organization Enabler dimension, we have enterprise process and strategies, IT infrastructure and training and KM. Resource allocation is a separate entity, since it is exclusive to the above dimensions and because it influences the outcome of any change initiative significantly. As always, the race is against time and any initiatives need to be completed ’On Time’. Time and resources are mutually exclusive components and strongly influence the desired outcome. Finally, it is interplay of these four dimensions that guide any change initiative. To develop a high performance work system, it is crucial to realign all these components and develop an optimal fit amongst the involved non-linear components.

### Four dimensions of Organizational Change Management

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Leaders, Associates/Employees, Communication</td>
</tr>
<tr>
<td>Extended People/Organization Enabler</td>
<td>Org strategies &amp; Processes, Culture, IS/IT/ES, KM</td>
</tr>
<tr>
<td>Resources</td>
<td>Human resources, budgets etc</td>
</tr>
<tr>
<td>Time</td>
<td>Associated time and temporal scale</td>
</tr>
</tbody>
</table>

SAP Solution Manager offers tools

SAP Solution Manager offers tools for managing all these components. SAP recommends use of SAP Solution Manager 4.0 and NetWeaver Administrator for Monitoring of SAP NetWeaver 2004s. For minimum TCO (Stoddard Evan, 2006), you can use it on one system. For maximum flexibility, you can use it on different systems. The Release cycle of SAP Solution Manager is aligned with SAP NetWeaver. Additional features can be created and maintained in Microsoft Project.
Organizational Change Management activities required during individual phases of Solution Manager/ASAP methodology are 1) Preparation - Framework for OCM, Project team skills development and Preliminary End User training strategies and documentations. 2) Blueprinting - Organizational alignment plans and Executive sponsorship, Communication plan and activities from earlier phase. 3) Realization - Organizational alignment and risk assessment results, change transition procedure and activities from Preparation Phase. 4) Final Preparation - OCM results and End User training. 5) Go Live - Production support. Essentially, it helps in managing system complexity and offers tools for End-to-End System Support. The ASAP methodology also emphasizes on appointing a methodology champion for the project. The purpose is to cut over to live production operation and to support and continuously improve operations (Schindler Anja, 2006).
Business Process and Change Management

Organizational Change is an opportunity to introduce Stakeholder view or VOC

Organizational Change is often initiated either external or internal factors, business process enhancement, or implementation or upgrade of new SAP/ES. Business process evaluation and enhancement has become an important management paradigm in enabling an enterprise towards a ‘Process Enterprise’ from an ‘Enterprise Process’. Most often, enterprise see ‘Change’ as an opportunity to introduce either a ‘Stakeholder View’ (Freeman, Wicks et al. 2004), ‘Voice of Customer’ or ‘Balanced Scorecard’ (Kaplan and Norton 2004) to orient the business processes. A separate ‘Process Owner’ is often appointed with the responsibility for the design of the process(Hammer and Stanton 1999; Hammer 2007). Except Theory E, with its limited and exclusive shareholder view, any approach should be fine. High impact processes or Front-end processes get higher priority. Focus is on understanding the deficiencies, bottlenecks, streamlining, optimizing and redesigning the processes. Theory of constraints is often utilized to map and evaluate the capacity of the processes and understand their bottleneck and constraints(Dettmer 1997). The ultimate goal is to enhance the ‘Value Chain’. Various methodologies may be applied depending upon the objectives and need for change. Process redesign, ‘Total Quality Management’ and ‘Business Process Reengineering’ represent different methodologies. Process redesigns suits best for incremental changes. Often enterprises take change as an opportunity to introduce Baldrige National Quality Program (BNQP), Six Sigma, Kaizen, Hoshin Kanri(Witcher Barry and Butterworth Rosemary 1999) and ‘Automation with a Human Touch’ (to name a few) to enhance competency organically. BNQP self-assessment for organizational change management can be found on their web site(BNQP 2007). Incremental change involves process redesign or TQM. Total Quality Improvement includes continuously incorporating smaller changes in most facets of organization, including process, over a period. Radical change often entities completely overhauling the process (business process reengineering) or modifying the existing process (redesign). Radical change mandates BPR and incremental change a redesigning of the process. Most commonly, external or internal factors mandate a change in the business process. Sometimes, the compulsions for reengineering the process are secondary to IT/ERP system implementations. However, both these processes are integral and reciprocal (Davenport 1998).

Hammer defined BPR as a fundamental rethinking and radical redesign of business processes.

It is apt to revisit the concept of ‘Business Process Reengineering’ as mentioned by Hammer and Champy (1993). BPR, as defined by them, is ‘The fundamental rethinking and radical redesign of business processes to bring about dramatic improvements in critical, contemporary measures of performance’. BPR significantly improves business processes by substantially revising and changing the business processes with impact on people and supporting technologies such as IT. The fundamental premise is a quantum improvement in performance on measured matrices of business output. Often, the process is fraught with risk and appropriate choices are deemed necessary.
Hybrid Model encompassing Top Down and Bottom Up is recommended

Two methodologies are in vogue. A Top Down approach proposed by Hammer and Champy and a bottom-up approach proposed by Harrington. Top-down approach focuses on determining if the strategic objectives of the organization can be achieved using the existing processes to the best. The emphasis is on ‘To - Be’. Harrington proposed the incremental change with a bottom-up approach to streamline and model the existing processes to achieve the strategic objectives. The emphasis here is on ‘As - Is’. Both methodologies are classical. However, practically, a hybrid version encompassing both the approaches is undertaken. To secure best employee buy in, a ‘Push – Pull’ technique recommended by Shiba, may be required for employee motivation and maintaining their enthusiasm (Ford, Evans et al. 2001). Either case, it is important to align the process with other components such as organization strategies, process and IT strategies etc. Leaders, process owners and associates/employees need to understand and respond to realignment.

'Out of the Box' functionality cannot be implemented ‘As Is’

At implementation, it may mean that configuring the application/product is extremely necessarily to match the business process. Existing 'Best Practices' or 'Out of the Box' functionality (Plain Vanilla Implementations) cannot be implemented without serious consideration of their requirement and a plan for realignment. It should be remembered that ‘Plain Vanilla’ offers the contextual framework (Schindler Anja, 2006). However, configuration/customization adds to the core competency. In the end, core competency provides a sustained advantage. It may also mean that the organization processes need to change to match the best practices mentioned in the SAP/ES. Tools are available for synchronizing business process documents with the SAP system. All process information can be combined into one BPM platform. The tool offers flexibility, standardization of SAP system with ‘Best Practice’ processes and consolidating existing ERP system. An added advantage is reduction in SAP project cost by 5-10% and time reduction by 20-25%(Plaetrich 2007). While defining the business and IT strategies, it is apt to consider Porter’s generic strategies. Porter has shown that product differentiation, cost leadership; focus or a combination of the preceding factors, helps in achieving economics of scale, process innovations, improving learning curve and reduction in production time(Allen and Helms 2006).

A study conducted by Queensland University of Technology(Bandara, Indulska et al. 2007) interviewed 14 Business Process Expert. According to this study, the major inconsistencies in Business Process Modeling were classified into Strategic, Tactical and Operational. Understanding and fixing these problems during OCM should offer a better realignment.

Business Process Ka-Chings in Organizational Change Management:

Business Process Ka-Chings in Organizational Change Management:

1. Change is an opportunity to introduce a ‘Stakeholder, VOC or Balanced Scorecard
2. Best Practices and ‘Out of the box' functionalities should be aligned with existing processes
3. Engage the uninvolved in reviewing the Business Process

Whichever way the business strategies and processes are developed, it is important to have involvement and engagement from all including, the least involved. Those not involved in the development of the new process and strategies, it is pertinent to get them to review the documents(McCormack and Rauseo 2005). Michael Hammer, in his Enterprise Maturity Model, has proposed four process enablers and five organizational capabilities. An alignment of these components is crucial to the success of change management(Hammer 2007)
Information Technology/ES as enabler of Change Management:

IT alignment with business strategies and processes is necessary to organizational change

Technology is increasingly seen as an enabler of extending the core business. IT alignment with business strategies and processes is necessary for organizational change. The main target of SAP is to fulfill business processes. SAP targets best to fulfill these processes. SAP/ES is thus a reflection of fundamental changes in business strategies and objectives. Any alteration in organization mandates corresponding change in the SAP/ES. Some organizations are unable to link their business strategy to IT strategy. High failure rates of ERP projects are primarily due to inadequately defining IT goals and objectives and inadequate clarity (Deloitte 2000). Change in focus, realignment with business strategy and enabler of IT change are factors for successful IT change corresponding to changes in business strategy. The CIO should be part of every corporate board or executive committee.

Interaction and participation from different stakeholders like CEO, CFO, CIO, IT architects and program manager is required for developing, formatting goals and objectives, direction and planning for impact understanding and realignments with business. Architecture blueprints are collected, analyzed and evaluated for adaptability to define a strategy. Apart from being a reflection of the enterprise process and purpose, SAP NetWeaver with its SOA, has consistently been a strong enterprise enabler.

Misalignment between different components is a major cause of concern

Studies have confirmed that, not all organizations align their IT strategy with company goals and objectives (Deloitte 2000). Alignment works best when management uses planning based approach to achieve business objectives. Generally, change management entitles a redefined focus and objectives. Change in strategic issues should reflect with parallel change in SAP. It has been observed that market focused enterprises achieve better ROI as compared to operation focused enterprises. Dual focused organizations achieve better business results from IT enablement than unifocal objectives. This brings us back to business strategy and its reflection in the IT strategy. As a corollary, it is apt to mention that it makes little sense to copy or implement similar system unless the strategies are same.

Business strategies are critical to enterprise. Enterprise loses competitive advantage and other performance parameters if business strategies are inappropriately chosen. In addition, enterprise loses performance if the business strategies are not aligned with IT strategies. Alignment help in developing a competitive enterprise, which is profitable to shareholders, and at the organizational level it may help achieve greater synergy and efficiency and ultimately facilitate the integration of business functionalities. Thus, alignments help in leveraging core competencies and skills, maximizing the ROI, offering greater flexibility and sustainability to cope with market demands.
Studies have emphasized the importance of identifying the enabler and inhibitors of aligning IT with business strategy and processes. Amongst the enablers are executive support for IT, a close relationship between IT and business, IT involvement in strategy and business processes and rightly prioritized process for IT deployment. Inadequacies on any of these parameters act as inhibitors to enablement. It is also important to know how to enable with the best fit. It is critical to understand any misalignment, the impacts of misalignment, how to diagnose misalignment and the way to maintain alignment.

Various strategic alignment models are referenced in the industry. However, two most prominently used are the MIT90 and the Strategic Alignment Model. While the first is used for aligning the operational changes with IT, the later is used most commonly for realigning business strategic and operational change.

**Strategic Alignment Model is commonly used for business strategic and operational change**

Strategic Alignment Model is used commonly for understanding the alignment of changed objectives and goals. The prospective project is mapped with the domain of the Strategic Alignment Model. The anticipated accomplishments from the project are matched with the domain on the model. If there is a fit with the existing domain, the project can be retained. If there is none, either the project is deleted or the scope of the project is changed. Thus, the alignment perspective can be used to compare with the enterprises’ objectives and goals. Additionally, an adaptability analysis is recommended to assess the impact of ES/SAP Implementation/information systems on Organizational Change(Gronau and Rohloff 2007). The results need to be incorporated in the 'To Be' blueprint.

In terms of adopting an application, a few possible options to remain competitive in this environment is either go for On-Premise, platform integrated with back-end systems or adopt an 'On-Demand'(Saas) multi-tenancy or isolated tenancy application for rapid ROI and low TCO. On-Demand offers an easy on-ramp, rapid ROI Multitenancy or isolated tenancy option. There is always an option to Start small and grow over time. Solutions are preconfigured and easy-to-use. Many functionalities are similar to the On-Premise solutions. Additionally, ‘On Demand’ offers immediate deployment, immediate business impact and fast user adoption. A hybrid version is also on the horizon(Haenisch 2006).

**IT Ka-Chings in Organizational Change Management:**

1. High ERP failures are secondary to inadequate alignment of IT strategy with Business
2. Failure can be avoided by defining IT Goals and Objectives
3. MIT90 or strategic Alignment Model can be used for understanding Business Objectives and Goals
Leadership and Organizational Change Management

Leadership is an act of influencing others by attribute/s and or authority to achieve intentional objectives for the enterprise or the organization. Within the realms of organization change, including SAP/ES, a leader is responsible for the organization, division, unit, process (owner) or hierarchy. The ultimate onus of creating a sense of urgency and gradually shifting the source of motivation rests with the leader. It is a dynamic role and leaders are expected to cultivate, shape and control the events for achieving desired goal during change initiatives. Leaders should relentlessly create meaning, to facilitate identification and commitment amongst his/her followers. It is imperative to create a focus and scope for the change initiative. While implementing incremental or discontinuous change, a leader has to distinguish between important and the unimportant, understand what will succeed and what will not, and implement those components that increases cooperation and best fit. Leadership should be consistent in approach, committed to change management and need to build a compelling sense of urgency to drive the momentum towards change.

Successful leaders work equally on mutually interdependent domains

Leadership, during change management, involves working in two mutually overlapping and interdependent ‘People and Organization’ domains. Both domains form two sides of the same coin. Leader’s character traits such as dignity, trust and integrity are germane in creating a perception for the led. Value based moral and ethical dimensions stimulate intellectual and emotive transformation. It facilitates an atmosphere of confidence and trust, vital to motivating, enhancing the ability and changing the attitude for those who follow. Finally, it should reflect as increased competency and well-being of the ‘Led’. It is the trust, encouragement and confidence building that pave the way for creating and articulating a shared vision. Idealistic as it may sound, it all forms the fabric for understanding leadership core. Max DePree in his book, ‘The Art of Leadership’, said. ‘The first responsibility of a leader is to define reality’.

At the organizational level, envisioning, redefining organizational purpose, choosing appropriate processes, decision making and navigating along the path is crucial and complimentary to the ‘People’ aspect in enabling the organization. In our view, ‘People aspect’ precedes the organizational executables.

Much of the literature on leadership is mired with confusion and differing views and opinion. This is possibly due to contextual framework of reference. However, in the context of change management, leadership is responsible for executing transformation from chaos to empowerment. A successful leader thus, effectively navigates the organization and its employees to perform task self sufficiently, independently or interdependently as required. The greater responsibility of supervising the alignment of these dimensions is with the leader.

Transformational or Transactional Leadership

Various leadership styles / models are described. Intensity of chaos and magnitude of change dictates the choice of operating style. Leadership is always dynamic and challenging. It demands a lot of pragmatism and adroitness with a strong consideration for individual follower’s needs. Problem solving, goal setting, inspiring, visioning, consulting, supportive, planning and monitoring form few of the basic tenets of leadership. These tenets translate to core competencies such as excellence in communication, aligning people and process in the direction of change, task management, motivation and relationship and development of cognitive skills for her/his followers and for herself/himself. This can be depicted by concentric circles with personal value based competencies at the center with additional competencies in the outer circle(Cardona and Pilar 2004). Relational approach keeps changing based on these circle of competencies. Thus, in the author’s view, the ‘hierarchy of competencies’ goes in tandem with ‘hierarchy of needs’ model.

Changing from chaos requires a transformational leadership. It is worth noting that transactional, transformational, and leadership substitute(Howell and Bowen 1990; Einstein and Humphreys 2005) fall along an evolving spectrum with leadership substitute on the altruistic end(Cardona 2006). Situations and individual follower preferences dictate the choice of operating style. Transformational style is primarily, based on ‘charisma and motivation’ and influences both cognitive and affective components. Both, ‘Soft
and hard tactics are used as against exclusively ‘Hard tactics’ in transactional style. Soft tactics induce internal motivation by focusing on respect, encouragement, inspiration etc. Hard tactics use social, economic and work exchange to motivate a person. Social exchange consists of appreciation, whereas economic exchange consists of material rewards. In addition, transformational leadership alleviates stress and assists in coping behavior as well. Both these parameters increase performance and productivity. Thus, at the organizational level, transformational model brings better performance than the transactional model particularly during ERP/SAP initiated change.

Transcendental style, variously called leadership substitute, reflects an evolved style. It engages the cognitive and spiritual component that drives the relationship. As the development with the enterprise and the individuals proceed, it becomes imperative to change the style to an exchange model. This exchange of transaction is flatter and with minimal hierarchies. IT professionals and highly skilled and educated workers need a leadership substitute rather than any of the models on a routine basis (Howell and Bowen 1990). An evolving relationship also means a decreasing need for hierarchies when certain attributes are present in the team. Such teams depict a picture of ‘Every follower is a leader’. It is noteworthy that the entire spectrum from transactional, transformational to leadership substitute reinforce Abraham Maslow’s ‘Hierarchy of Needs’ model.

What is Situational Leadership? When to use Leadership Substitute

It is worth mentioning the ‘leadership substitute’ competencies are placed on the evolving end of the spectrum. Leadership substitute should follow these tenets. Team approach, spontaneous and mutual transfer of job required kills, assignment without supervision, satisfaction from high quality work, following specific work rules, guidelines and policies and 360° feedback. We can equate these attributes as the desired goals of successful evolved leadership. When these characteristics are present, it is best to use motivation to lead a high performance team. Hershey and Blanchard’s dynamic model of ‘Situation Leadership’ also indicates that different models need to be used with different individual and at different phases. Thus, an effective model can only be selected congruent with the situation.

It is worth noting that leadership traits are associated with KPI’s and they are in turn, related with cultural practices in the organization. Thus, all these dimensions exhibit interdependencies and are not mutually exclusive. ‘Leadership develops only in the crucible of experience’ (Allio 2006; Robert J. Allio 2006). Real leadership entails harnessing and mastering the craft continuously by practicing and learning the traits of effective leaders.

Walter Lippmann once said, ‘The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.’

Leadership development is an ignored domain of change initiative. Leadership is not a special breed nor born specially. Individuals must develop their capabilities for leadership by serving in groups that are functional. Peter Drucker said, ‘Leadership must be learned and can be learned’. A final test of leadership is to avoid making themselves indispensable. People develop higher-order leadership traits as they mature (Kuhnert and Lewis 1987). Neither organizations nor leaders are permanent; it is the resources we cultivate that remain indelible! Use leadership development programs to generate and harness the next generation leaders.
Leadership Ka-Chings in Organizational Change Management

Leadership Ka-Chings in Organizational Change Management:

1. Leadership traits are associated with ROI
2. Situational Leadership means different style for different People with different circumstances
3. SAP/ES/IT professionals and highly skilled workers need Leadership Substitute
4. Cultivate Leadership and Leaders should avoid making themselves indispensable
Knowledge Management and Organizational Change

Future of Organizations is its Knowledge workers, Peter Drucker

Since then, companies are trying to maximize their worker's productivity by capturing, re-using and recycling that knowledge. In today's world, knowledge worker productivity is equivalent to manual-labor productivity of the 1900's. It all boils down to this – we have a long way to go (Hammer, Leonard et al. 2004).

There are many definitions of knowledge in the literature. Although, we cannot claim to provide you the final word on the definition, we have to understand knowledge before delving deeper into the topic. Few studies (Takeuchi and Nonaka 2000) define knowledge as a 'dynamic human process of justifying personal belief toward the truth'. They propose that knowledge is a function of a particular stance, perspective, and intention, it involves beliefs and commitments, is relational and context-specific. Most of our knowledge cannot be put in words. This is termed as 'tacit' knowledge. The other spectrum of knowledge that can be expressed is known as 'explicit' knowledge. If we extend this concept to an organization where its members hold the knowledge as part of the processes, software, products and machines, it becomes Organizational.

Gathering, Managing and Using rightful Information is Critical

'How you gather, manage and use information will determine whether you win or lose'.

Bill Gates

According to one study, 80% of the data is not in the database and there is minimal integration of existing data. KM strategies need to be aligned with business strategies and objectives to retrieve these data. KM strategies are focused on sharing tacit knowledge, disseminating best practices, and reducing 'reinventing the wheel' and filtering existing knowledge in the legacy system. In a typical ERP/ES implementation, there are three parties involved in Knowledge transfer and Knowledge management, the Vendor, Consultant and the Implementer. The Implementer shares knowledge about the business process of his organization, culture, and competitive situation etc. The Vendor takes that information and shares the knowledge about its specific ERP solution, its functions, modules, rules etc, as pertaining to the implementer. The Consultant uses the knowledge gained from the Implementer and shares his in-depth knowledge about ERP architecture, BPR expertise, and Project knowledge. Different practitioners use different tools. The STEPS (Start-up, Take-off, Expand, Progress, and Sustain) maturity roadmap offers one of the tools for best practices in KM.

For Successful SAP Implementation, User Training should begin earlier than planned

A very closely connected topic to the knowledge transfer and knowledge management is Training. It is necessary to implement planning to account for the learning curve and the need to adapt and incorporate these changes. In our observation, training is perhaps the most under-rated function in an SAP/ES project. Experience from case studies strongly contends training more up-front(SAP for Utilities 2006). Anecdotal report feels this should help in a smoother early go-live period. Many projects start the training process late. Obviously, this is a relative term, but 'late' here refers to a particular phase of the project. The projects typically will begin talking about training after their 'build' phase, when the systems are ready to be shown to the future users. This is done, so that the users have confidence in the system, when they 'see things working'. The authors feel strongly that the projects have to be somewhat more forward looking and involve the users during the build phase itself, when things don’t work. If the project involves users’ training at the right time, the comfort level of users will also be high as they would know where to find things and how the new system is similar and dissimilar to their legacy system. This approach has another major benefit in the fact that the projects will not have to use their legacy systems as ‘shadow’ systems until the users become comfortable with their new SAP/ES.
KM Ka-Chings in Organizational Change Management

KM Ka-Chings in Organizational Change Management:

1. Knowledge must be accurately captured, made available and then used within the enterprise.
2. Enterprise should balance between reward and reuse of knowledge captured and stored in the database.
3. Investment, in KM should be directly connected with change and improvement of the enterprise.

The general approach of training seen in most of the SAP/ES implementations is ‘Train the Trainer,’ which in our view is a proven approach. The firm usually starts training the key users (persons with more knowledge of business). These users should generally be geographically dispersed and should be able to generate training documents that can be used by rest of their departments or other users. Motivation of the recipient is key catalyst for successful knowledge transfer. Both Soft and Hard tactics mentioned in the ‘Leadership’ component can be used to motivate.

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Acronyms

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