

AGRICULTURE

ADOPTION STRATEGY INSIGHT SERIES

Esri Change Management - Action Plan Guide



Esri Agriculture Community

Welcome!

Thank you for joining the Esri agriculture community for the Adoption Strategy Insight Series.

As the agriculture industry undergoes rapid digital transformation, it is important to recognize the pivotal role that people play. Achieving the benefits of smart farms relies on row crop, vegetable, vineyard, and livestock workers to adopt new technologies and mindsets.

Esri's Adoption Strategy Insight Series allows you to learn at your own pace through easy access to six on-demand videos:

- *Getting People to Adopt Change*
- *Influencing Influencers*
- *Communicating Your Value*
- *Overcoming Barriers to Adoption*
- *Overinvest in Communication*
- *The Importance of Workforce Development*

Use this short guide to apply adoption strategies to your geospatial initiatives. After watching each Insight Series video, you are encouraged to complete the action steps and review additional resources on the session topic.

On behalf of the Esri agriculture team, we are very excited to equip you with people-focused strategies that accelerate end-user adoption.

Getting Started

Over the next six weeks, you will have an opportunity to glean key insights into strategies that accelerate geospatial end-user adoption and apply your new insights to a current geospatial initiative. Before viewing the on-demand videos, take the following steps to get the most value from this series.

1. Identify a geospatial initiative that your agriculture organization plans to implement. Name it (for example, Transition from ArcMap™ to ArcGIS Pro®, Implement ArcGIS Field Maps across the Enterprise).
2. Pinpoint the end users who will be impacted by the change. Which end users will be impacted? How many? What's the magnitude of change for each role?
3. Recruit potential members of your core adoption team to participate in the Adoption Strategy Insight Series. Collaboratively complete this action plan.



Action Steps: Build Your Change Network

Title of Geospatial Change: _____

End-User Impact / Magnitude of Change:

Role: _____	# Impacted: _____	Magnitude of Change: _____
Role: _____	# Impacted: _____	Magnitude of Change: _____
Role: _____	# Impacted: _____	Magnitude of Change: _____
Role: _____	# Impacted: _____	Magnitude of Change: _____
Role: _____	# Impacted: _____	Magnitude of Change: _____

Core Adoption Team Members

Sent invitation to attend Adoption Strategy Insight Series?

1. _____	Yes
2. _____	Yes
3. _____	Yes
4. _____	Yes
5. _____	Yes
6. _____	Yes
7. _____	Yes
8. _____	Yes
9. _____	Yes
10. _____	Yes

Getting People to Adopt Change

Session Notes:



Insights in Brief

1. Kotter and Prosci provide change models. Both provide phases to prepare, manage, and sustain change.
2. Levers of change include:
 - A change network
 - Communication
 - Barrier mitigation
 - Workforce Development
 - Coaching
3. ADKAR® is a model to facilitate individual change.



Action Steps: Getting People to Adopt Change

In thinking about your executives, managers, frontline supervisors, and farm workers, how could you leverage the ADKAR model? Brainstorm action steps.

Role	Awareness	Desire	Knowledge	Ability	Reinforcement
Executives					
Managers					
Supervisors					
Workers					
Others					

► See Additional Resources in the Addendum

Influencing Influencers

Session Notes:



Insights in Brief

1. It takes a small army to institute change.
2. A change network is composed of executive sponsors, manager sponsors, and change influencers.
3. Inspiring change requires a compelling opportunity statement that pulls people, rather than pushes people to a desired future state.



Action Steps: Influencing Influencers

Craft a five to eight sentence authentic, compelling, easy-to-understand, opportunity statement that inspires agriculture stakeholders to embrace your geospatial change initiative.

List the members of your change network: executive, sponsors, manager sponsors, and influencers.

What gaps in sponsorship exist? What steps need to be taken?

► See Additional Resources in the Addendum

Communicating Your Value

Session Notes:



Insights in Brief

1. Speaking the same language means articulating “How does our geospatial strategy move the organization forward?”
2. Recognized value is when decision-makers across the organization appreciate the value of GIS.
3. Communicating GIS value across the organization is an ongoing effort.



Action Steps: Communicating Your Value

In order to communicate your value, align your key agriculture business objectives to your geospatial strategy. If your focus is farming, retail, or finance, how are you positively impacting the business mission and goals?

Organizational Business Goals	Geospatial Strategy	Positive Impact

► See Additional Resources in the Addendum

Overcoming Barriers to Adoption

Session Notes:



Insights in Brief

1. The top derailer of change is a lack of sponsorship.
2. Welcome resistance! Proactively mitigate barriers to adoption.
3. A top tactic to overcome resistance is to impart why the change is so important.



Action Steps: Overcoming Barriers to Adoption

What are your change derailers and barriers? What are mitigating strategies?

Barriers	Rating (High / Medium / Low)	Mitigation Strategy
Lack of Sponsorship		
Cultural Resistance		
Failure to Build Change Readiness		
Insufficient Time Allocated to Change		
Lack of Vision for the Future		
Lack of Success Factors/ Measures		

► See Additional Resources in the Addendum

Overinvest in Communication

Session Notes:



Insights in Brief

1. Communication is an essential lever of adoption management. It is a must-have.
2. In developing key messaging, start with the *why* and craft a big opportunity statement.
3. The steps to build a communication plan include forming the message, identifying the audience, determining vehicles, and creating the plan. Importantly, you should identify a resource to help deliver the plan.



Action Steps: Overinvest in Communication

Think about communication:

1. Who will create key messaging? _____

2. Who are the audience groups? How many individuals are in the group? What's the optimal frequency?

Audience Groups	Number in Group	Optimal Frequency
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

3. What are the optimal communication delivery methods?

Presentations	Flyers	Website	Digital kiosks
ArcGIS StoryMaps stories	Videos	Other	

▶ See Additional Resources in the Addendum

The Importance of Workforce Development

Session Notes:



Insights in Brief

Workforce development:

1. The new world of work in agriculture necessitates embracing digital connectivity.
2. A people-focused approach to business development means investing in training and knowledge transfer.
3. A workforce development plan is completed in three phases: alignment, analysis, and action.



Action Steps: The Importance of Workforce Development

1. Based on roles and responsibilities, what are our areas of focus?
2. What training needs to be delivered? When?

▶ See Additional Resources in the Addendum

Addendum

Getting People to Adopt Change

Esri Podcast:

[Change Management for Digital Transformation: The Human Factor](#)

Learn More:

- Prosci Methodology: <https://www.prosci.com>
- Kotter Methodology: <https://www.kotterinc.com>

Influencing Influencers

Esri Articles:

[Organizational Support Is Key to LA Metro's Success](#)

[A People-First Approach to Implementing Next Generation GIS](#)

Communicating Your Value

Esri Community:

[Communicating the Value of GIS](#)

Overcoming Barriers to Adoption

Esri Video:

[Montana DEQ and the Impact of Change Management \(2021 Esri Public Sector CIO Summit\)](#)

Overinvest in Communication

Esri Article:

[Proactive, Unified Approach to Modernization](#)

The Importance of Workforce Development

Esri Guide:

[Workforce Plan Guide](#)

Esri Adoption Management Solutions

Strategic Adoption Consulting • Adoption Advisement and Coaching • Workshops



Lyndal Brookhart

Agriculture Change Management Consultant

Denver, Colorado

lbrookhart@esri.com

*Get started with change management at
go.esri.com/manage-change*