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THE POWER OF ALIGNING PEOPLE AND TECHNOLOGY

Esri Geospatial Change Management





Technology-driven transformation is happening at a scale and speed such that even the most prescient CEOs and industry insiders can't predict with certainty how these changes will ultimately impact businesses and society at large. In the face of massive disruption to workplaces, global supply chains, and entire industries, the business case for location intelligence delivered by geographic information system (GIS) technology has never been more compelling.

When deploying any new technology, organizations must remember that people play a pivotal role in achieving the intended benefits. Adoption may require significant changes in how individuals perform their work—and change of any kind can be challenging.

Organizations will be in a strong position to maximize the impact of GIS when they proactively seek to understand and address changes that new solutions may introduce.

Esri's geospatial change management program helps organizations take a holistic approach to technology transformation, creating an environment where communication and collaboration flourish at scale, the workforce feels supported and ready to adopt new workflows more quickly, and everyone rallies around new possibilities enabled by an enterprise GIS system.

A FLEXIBLE FRAMEWORK TO ACCELERATE ADOPTION

Because technology adoption relies on individuals' willingness to change how they perform their work, Esri geospatial change management solutions focus on helping organizations:

- Build enterprise readiness for change—Communicate the need for new solutions, foster a desire to adopt new solutions, and inform people of how to make the changes needed.
- Manage change—Provide the resources and ongoing motivation needed for individuals to successfully make the change.
- Sustain change—Recognize accomplishments and nurture an organizational culture that embraces agility and innovation.

Effective sponsorship, planning, and communication are essential components of a geospatial change management strategy. Because every organization has a unique culture that impacts how change is experienced, activities can be adapted to match the scope, timeline, and goals of a geospatial technology project or change initiative.

Costs Versus Benefits

Sometimes the need to deploy a digital solution to a chronic business problem is deemed so urgent that addressing the impacts on people is seen as a nice option but one that can be dispensed with.

Ask yourself: What is the impact of deploying underutilized technology? What are the costs of a delayed implementation, unrealized efficiencies, and a workforce that feels disconnected from decision-making?

Now ask yourself: If every member of your organization were to fully embrace GIS technology and unleash the power of location intelligence, what would that look like for your business and your organization's mission?

The framework to deploy geospatial change management is straightforward, but the benefits are sustainable and can be transformational.

EVALUATING ADOPTION RISK

When planning an enterprise technology deployment, project teams often set an adoption goal—for example, that 50 percent of individuals who receive access to a new app will use it within the first month of its release.

How does the project team verify that the adoption goal is realistic and achievable?

These two steps are useful to check for factors that may put an adoption goal at risk:

1. Take stock of the status quo.

- Is the new technology a replacement for a legacy system? Will it automate manual workflows or provide entirely new capabilities?
- How long have current workflows been in place? Are users comfortable and content with established workflows? Are their managers?
- Which teams control access to technology and data? Will access and data governance change when the new app is deployed?

2. Evaluate the level of change that will be required by each team expected to adopt the new app.

- A simple classification scheme—such as high, medium, and low—is helpful.

When new technology replaces workflows and requires a medium or high level of change for a significant number of intended users, an adoption goal may be at risk.

How do organizations overcome the risk of underutilized geospatial technology?

They deploy a geospatial change management strategy.



MANAGING CHANGE TO ACCELERATE ADOPTION

Organizations of all types and sizes achieve better results when they align technology implementations with the day-to-day reality of the impacted workforce. Geospatial change management mitigates the risk of resistance from intended users, who may be reluctant to make the needed changes to achieve ArcGIS® adoption goals and the business results that leaders expect.

When introducing new enterprise GIS workflows or initiatives, organizations should proactively plan a strategy that

- Engages executives, leaders, and organizational influencers.
- Aligns impact groups at all levels.
- Effectively communicates the benefits of change up, down, and across the organization.
- Addresses the information needs of each group of users with powerful messaging that answers their questions and creates excitement about the new possibilities enabled by geospatial solutions.
- Coaches and influences reluctant adopters.



PUTTING PEOPLE-FOCUSED ADOPTION STRATEGIES INTO PRACTICE

The spring 2020 edition of ArcNews magazine showcased an innovative approach to digital transformation. The topic is interesting, and the fact that a federal agency was the innovator made the story more memorable. “Innovative” is no longer a word reserved for the private sector.

Confronted by many challenges, government agencies at the national, state, and local levels are responding with technology-driven solutions that increase efficiencies, data-driven insight, and constituent engagement. Wisely, many are proactively addressing the needs of the people who are expected to adopt new technology.

Case in point: When launching an initiative to modernize its GIS infrastructure and take advantage of new capabilities, the US Bureau of Land Management (BLM) devised a unique approach. Having learned from past technology implementations that had experienced low adoption rates, the bureau set out to apply change management principles to engage its thousands of employees—stationed at the national headquarters, 12 state offices, and hundreds of field offices—from the outset.

Four teams were created, each focused on one of the following components of the change initiative: technology, data, business processes, and people. Peggy Deaton, the BLM geospatial training administrator at the time, led the team that was focused on people. The team’s job was to prepare the workforce for the change that was coming.

“Change management means thinking about adoption throughout the entire process,” said Deaton.

[Read how BLM applied change management to engage users and spur GIS adoption.](#)

ESRI GEOSPATIAL CHANGE MANAGEMENT SOLUTIONS

Adoption challenges can take many forms and are not always immediately obvious. Esri offers flexible solutions to help organizations support their workforce through times of change and maximize the impact of their ArcGIS software investment.

Organizations thrive when they focus on their people; people thrive when they feel supported and informed. Geospatial change management solutions help organizations leverage these powerful truths to realize broader and faster ArcGIS adoption.

Esri geospatial change management consultants have extensive experience working alongside organizational stakeholders to ensure the technical and human aspects of ArcGIS implementation projects are addressed. The result is a wealth of understanding about not only the specific people challenges that organizations may face when modernizing and expanding their geospatial capabilities but also the most effective strategic and tactical activities to drive ArcGIS adoption.

By the Numbers

A 2020 survey* of more than 500 leaders involved with a recent ArcGIS implementation revealed that projects that deployed change management had better results than projects that did not use it.

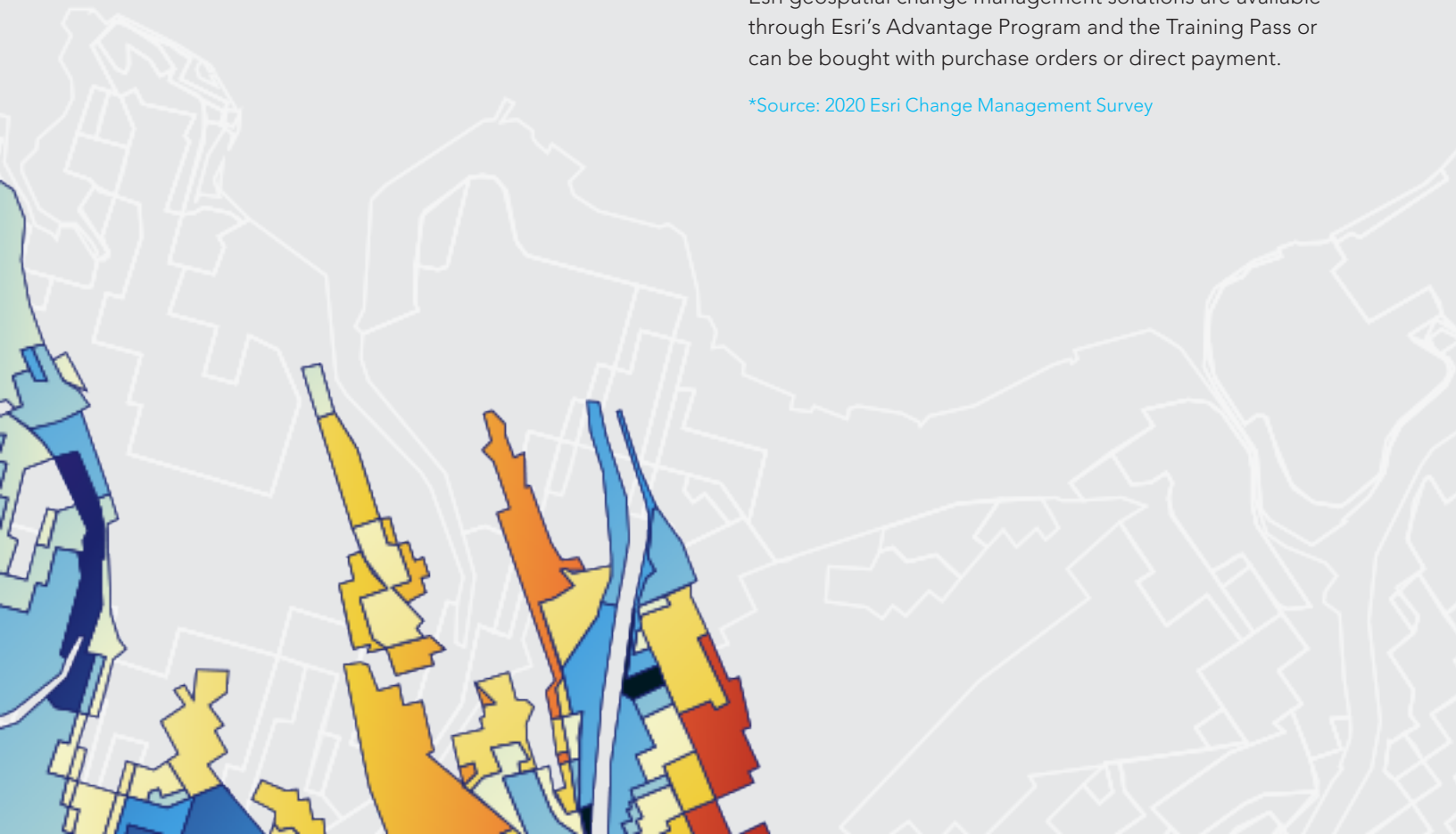
Projects that used change management were 16 percent more likely to be completed on or ahead of schedule (71 percent versus 55 percent) and had a **19 percent higher effectiveness rating for speed of adoption** (53 percent versus 34 percent).

Additionally, survey respondents whose projects used change management were 22 percent more satisfied that the project would achieve business goals (89 percent versus 67 percent).

The data is clear. If the success of your GIS initiatives is directly related to your organization's success, supporting your workforce through change will help ensure that you achieve the adoption needed for maximum impact.

Esri geospatial change management solutions are available through Esri's Advantage Program and the Training Pass or can be bought with purchase orders or direct payment.

*Source: 2020 Esri Change Management Survey



Strategic Adoption Consulting

Partner with a consultant to develop and execute a comprehensive adoption plan that is directly aligned and integrated with an ArcGIS implementation project plan.

A strategic consulting engagement is collaborative. The consultant stays engaged throughout the project and provides ongoing guidance and tactical support. As new ArcGIS capabilities are planned, developed, and released, the consultant works closely with stakeholders on activities to communicate, accelerate, and sustain change.

Activities and deliverables may include the following:

- Assessments to gauge organizational readiness for change
- Sponsorship road maps
- Communication plans
- Resistance management plans
- Workforce development plans to ensure that staff acquire the skills needed to perform new workflows
- Coaching to enhance in-house change management skills



Adoption Advisement and Coaching

When organizations have in-house change management capabilities or a project is limited in scope, a full strategic adoption consultation may not be needed. Adoption advisement and coaching are available to provide on-demand guidance and assistance on a variety of topics.

Gain flexible access to a consultant with expertise in developing and refining a user adoption strategy tailored to your goals. Through thought leadership, tactical support, or coaching, the consultant can provide the assistance needed before or during an ArcGIS implementation project.

Advisement topics may include the following:

- Executive sponsorship development
- Executive coaching
- Communications content development and review
- Resistance management coaching

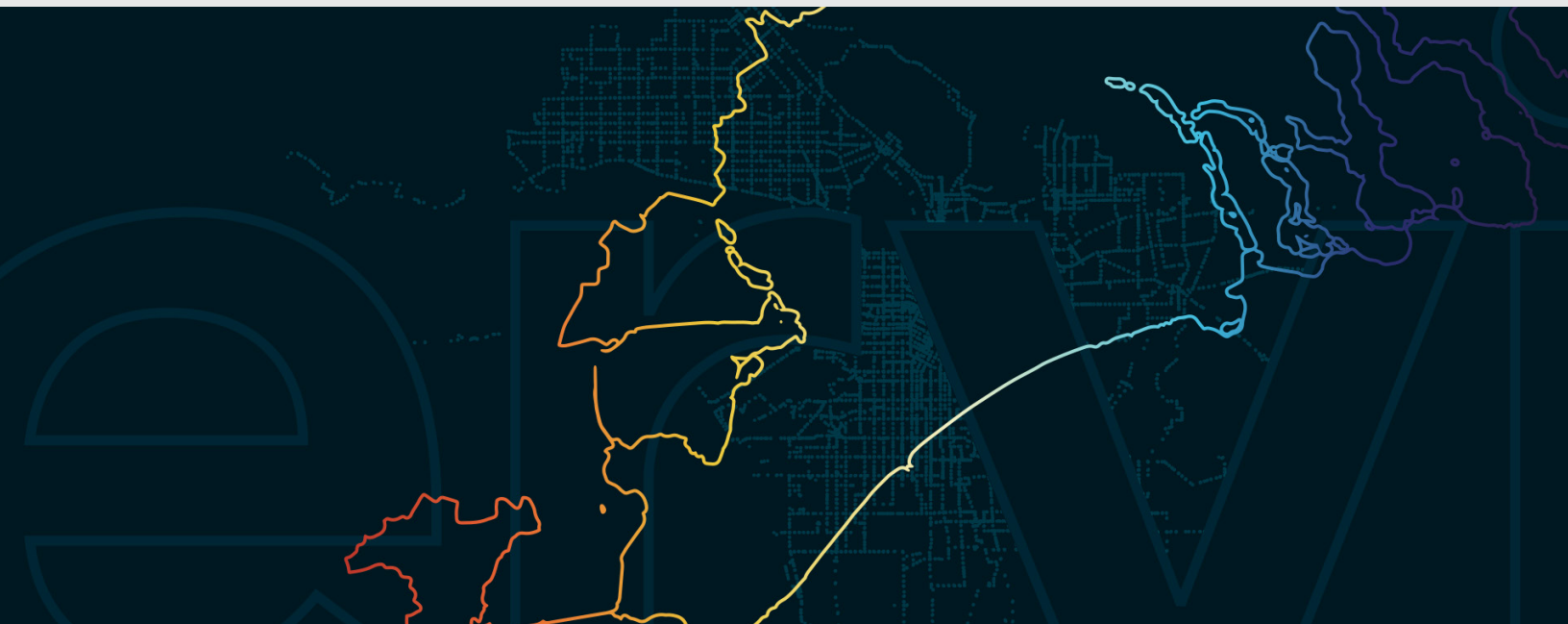
Adoption Management Playbook

A consultant partners with an in-house adoption team to deliver an actionable plan (playbook) to accelerate technology adoption.

The adoption strategy, tactics, timelines, and responsible individuals are documented in the playbook along with detailed checklists to help team members stay focused, organized, and accountable as they operationalize the plan.

The consultant facilitates a series of collaborative working sessions. Activities may include the following:

- Crafting a compelling business case for the geospatial solutions being launched
- Identifying organizational influencers and stakeholders that will be engaged
- Building a strategic communications plan and messaging framework
- Identifying resources and timing for the training needed to prepare impacted staff



Workshops

An Esri geospatial change management consultant facilitates a class experience with the majority of time dedicated to discussion and hands-on activities. Workshop size is small, and each participant leaves with planning materials they can apply to a real project.

Workshops can be delivered as private group events.

The Advancing Change Capability Series

Positively influencing the organizational change needed for impactful technology adoption requires strong interpersonal communication and collaboration skills. Each of the following one-day workshops will help participants gain insight into personal behavioral style and versatility and equip them with strategies to be highly effective leaders, able to promote collaboration, communication, organizational agility, and geospatial resiliency.

Communicating and Collaborating for ArcGIS Success

Participants use the SOCIAL STYLE® Versatility multi-rater assessment to become aware of their own behavior and how they are perceived by others. They also learn how to recognize the behavioral styles and strengths of others and adjust their communication style to increase understanding, acceptance, collaboration, and productivity.

Building Organizational Agility and Enabling Change in a Geospatial World

Workshop participants complete the Adaptive Mindset® for Agility assessment, which measures underlying skills that are essential for organizational agility. This is a highly experiential workshop, full of actionable techniques that participants can apply to generate and implement innovative ideas that foster ArcGIS adoption.

Creating Organizational and Geospatial Resilience

This workshop uses the Adaptive Mindset for Resilience® multi-rater assessment to increase resiliency and performance in complex, sophisticated environments. Participants will learn practical strategies to avoid reactive responses to change and develop a resilience road map to drive fast adoption in future ArcGIS modernization efforts.

Behavioral EQ® for Geospatial Leadership Success

This workshop, beneficial to all people leaders, uses the Behavioral EQ multirater assessment for analyzing emotional intelligence (EQ). Participants learn essential elements of behavioral and emotional intelligence and how they can leverage EQ when leading teams, stakeholders, and entire organizations through change. Participants will also discover impactful strategies they can apply to improve individual and organizational performance.



CHANGE IS HERE TO STAY PREPARE YOUR PEOPLE

Technology-driven change is accelerating in the workplace, and this will likely continue for the foreseeable future. The need to break down silos, do more with data, and leverage geospatial solutions to create location intelligence has become a business imperative.

Many organizations using ArcGIS are in the process of migrating GIS workflows to the cloud, integrating ArcGIS with other enterprise systems, and replacing paper-based data collection with mobile app-based data collection.

And while transformation can be challenging, success happens when organizations evaluate the impacts to their people, identify and address barriers to change, communicate effectively, and create a culture that embraces the insights and efficiencies powered by GIS technology.

Esri geospatial change management solutions can help you execute an impactful, repeatable strategy to achieve your adoption goals and build a strong foundation for sustained organizational resiliency and innovation with ArcGIS.

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



Esri, the global market leader in geographic information system (GIS) software, location intelligence, and mapping, helps customers unlock the full potential of data to improve operational and business results.

Founded in 1969 in Redlands, California, USA, Esri software is deployed in hundreds of thousands of organizations globally, including Fortune 500 companies, government agencies, nonprofit institutions, and universities.

Esri has regional offices, international distributors, and partners providing local support in over 100 countries on six continents. With its pioneering commitment to geospatial technology and analytics, Esri engineers the most innovative solutions that leverage a geographic approach to solving some of the world's most complex problems by placing them in the crucial context of location.

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