CDMP Study Group

SESSION 17 – Data Management and Organizational Change

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AGENDA

• Facilitator
• Introductory Note
• Chapter 17
  • Overview
  • Critical points
  • Discussion
• Q & A
• Next Session
Facilitator

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This study group is offered as a service of DAMA New England for DAMA New England members. It not an official, DAMA International authorized training course because DAMA-I has not yet created an authorized trainer program.

The purpose of this group is to help prepare members to take the CDMP. We will do so by reviewing the content of chapters of the DMBOK2.

The chapter makes no claims for the effectiveness of the sessions or the ability of participants to pass the CDMP exam after having attended. In fact, you should plan on doing a lot of individual study to pass the exam.
Data Management is an **organizational change** that will change how people work together and how they understand and use data (and technology) to support business process.

Organizations must:

- Learn to manage the horizontal by aligning accountabilities along the information value chain
- Changing focus from vertical (silo) accountability to shared stewardship of information
- Evolving information quality from niche IT process to core organizational value
- Implementing processes to measure the cost of poor data management and the value of disciplined data management

**THIS LEVEL OF CHANGE IS NOT ACHIEVED THROUGH TECHNOLOGY**

**ACHIEVED THROUGH DM PROFESSIONALS WHO UNDERSTAND FORMAL CHANGE MANAGEMENT**
Laws of Change

Organizations don’t change, people change

People don’t resist change. They resist being changed

Things are the way they are because they got that way

Unless there is a push to change, things will likely stay the same

Change would be easy if it weren’t for all the people

Change Agents Focus on People
# Phases of Transition

**Transition**: The psychological process that people go through to come to terms with a new situation

<table>
<thead>
<tr>
<th>The Ending</th>
<th>The Neutral Zone</th>
<th>The New Beginning</th>
</tr>
</thead>
<tbody>
<tr>
<td>- When we acknowledge there are things we need to let go of</td>
<td>- When the old way has finished by the new way isn’t here yet</td>
<td>- When the new way feels comfortable, right, and the only way.</td>
</tr>
<tr>
<td>- When we recognize we have lost something</td>
<td>- When everything is in flux and it feels like no one knows what they should be doing</td>
<td></td>
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<tr>
<td></td>
<td>- When things are confusing and disorderly</td>
<td></td>
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**Example:**
- **Changing Jobs**: Even when an individual chooses to change jobs there is a loss, such as losing close work friends.
- **Moving to a new house**: Initially, house is not “home” yet and things are in disorder.
- **Having a baby**: After quite a bit of turmoil in the neutral zone, you cannot imagine life without the child.

*New England Data Management Community*
Managing Change (Transition)

• The first task for Change Manager is to understand the destination (Vision) and how to get there.

• The ultimate goal of Transition Management is to convince people they need to start the journey.
CHECKLIST: The Ending

What managers need to be aware of to manage change...

- Help everyone to understand the current problems and why the change is necessary
- Identify who is likely to lose what. Remember that loss of friends and close working colleagues is as important to some as loss of status and power is to others
- Losses are subjective. Things one person grieves about may mean nothing to someone else. Accept the importance of subjective losses. Don’t argue with others about how they perceive the loss, and don’t be surprised at other people’s reactions to loss.
- Expect and accept signs of grieving and acknowledge losses openly and sympathetically
- Define what is over and what is not. People must make the break at some time trying to cling on to old ways prolongs difficulties
- Treat the past with respect. People have probably worked extremely hard in what may have been very difficult conditions. Recognize that and show the work is valued.
- Show how ending something ensures the things that matter to people are continued and improved
- Give people information. Then do it again and again and again in a variety of ways – written information to go away and read, as well as the opportunity to talk and ask questions.
CHECKLIST: The Neutral Zone

What managers need to be aware of to manage change...

- Recognize this as a difficult phase (mix of old and new) but that everyone must go through it
- Get people involved and working together; give them time and space to experiment and test new ideas
- Help people to feel that they are still valued
- Praise people with good ideas, even if not every good idea works as expected. The Plan, Do, Study, Act (PDSA) model encourages trying things out, learning from each cycle
- Give people information; do it again and again and again in a variety of ways
- Provide feedback about the results of the ideas being tested and decisions made
CHECKLIST: The New Beginning

What managers need to be aware of to manage change...

- Do not force a beginning before its time
- Ensure people know what part they are to play in the new system
- Make sure policies, procedures, and priorities are clear; do not send mixed messages
- Plan to celebrate the new beginning and give the credit to those who have made the change
- Give people information; do it again and again in a variety of ways
<table>
<thead>
<tr>
<th>Kotter’s Eight Errors of Change Management</th>
<th>Kotter’s 8 Stage Process for Major Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Allowing too much complacency</td>
<td>1. Establishing and sense of urgency</td>
</tr>
<tr>
<td>2. Failing to create a sufficiently powerful guiding coalition</td>
<td>2. Creating the guiding coalition</td>
</tr>
<tr>
<td>3. Underestimating the power of vision</td>
<td>3. Developing a vision and strategy</td>
</tr>
<tr>
<td>4. Under communicating the vision by a factor of 10, 100, or 1000</td>
<td>4. Communicating the change vision</td>
</tr>
<tr>
<td>5. Permitting obstacles to block the vision</td>
<td>5. Empowering broad-based action</td>
</tr>
<tr>
<td>6. Failing to create short term wins</td>
<td>6. creating short term wins</td>
</tr>
<tr>
<td>7. Declaring victory too soon</td>
<td>7. Consolidating gains and producing more change</td>
</tr>
<tr>
<td>8. Neglecting to Anchor changes firmly in the corporate culture</td>
<td>8. Anchoring new approaches in the culture</td>
</tr>
</tbody>
</table>
A clear and compelling sense of urgency is required to motivate a sufficient critical mass of people to support a change effort.

The opposite of urgency is complacency.

Bold means doing something that will cause short term pain. Moves bold enough to reduce complacency often cause short-term conflict and anxiety – which can be channeled towards the change vision.

This requires senior level support. Cautious leaders who are unable to increase the sense of urgency will reduce the ability of the organization to change.
The Guiding Coalition

No person has all the answers, insight or connections to create and effectively communicate a vision.

For successful change, two scenarios must be avoided:

- The lone CEO/Lone champion (success or failure of a change to one person)
- The low credibility committee (representative committee without senior participation - important but not *that* important)

Characteristics of a guiding coalition:
- Position Power
- Expertise
- Credibility
- Leadership

Change leaders must avoid:
- Naysaying
- Distraction
- Selfishness
Developing a Vision and Strategy

A good vision shares 3 important purposes:
- Clarification
- Motivation
- Alignment

Characteristics of a Vision:
- Imaginable
- Desirable
- Feasible
- Focused
- Flexible
- Communicable
Creating an Effective Vision

Elements of the effective vision:
• First Draft
• Role of the guiding coalition
• Importance of teamwork
• Role of the head and heart
• Messiness of the process
• Time Frame
• End Product

Figure 117 Management/Leadership Contrast
A Vision only has power when those involved in change have a common understanding of its goals and direction

**Common problems**
- Failure to communicate, or not communicate enough
- Poor communication: cumbersome or unwieldy wording that hides the sense of urgency
- Not communicating far enough; not just up and down, also out and into broader constituencies
- In the average organization the change message will account for ½ of 1% of all information going to an employee. So information dumping is not effective.

**Kotter’s 7 Elements if effective communication of vision**
- Keep it simple
- Use metaphor, analogy and example
- Use multiple forums
- Repeat, repeat, repeat
- Lead by example
- Explain seeming inconsistencies
- Give and take
The Formula for change

\[ \text{C} = \left( \text{D} \times \text{V} \times \text{F} \right) > \text{R} \]

**Gleicher Formula**

*Change occurs when level of dissatisfaction combined with a vision for better alternative and actionable first steps to get there is enough to overcome resistance within the organization.*

**Considerations**

- Increasing dissatisfaction in the organization is a powerful tool and should be wielded with care.
- Developing a vision of the future will require clarity into what people will do differently, stop doing or start doing. Failure to do so will result in people defending the status quo.
- First steps must be achievable and explicitly tie back to the vision.
- Avoid alienating people, know your audience.
The Diffusions of Innovation theory asserts that changes are initiated by a very small percentage (2.5%) of the total population, the Innovators. They have contact with technological innovators and a high risk tolerance. Then another 13.5% called early adopters, who are less tolerant of risk join in. Followed by early and late majorities.

Figure 118 Everett Rogers Diffusion of Innovations
### Stages and factors of change

<table>
<thead>
<tr>
<th>Stage</th>
<th>Definition</th>
<th>Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>Individual is first exposed to an innovation but lacks information</td>
<td>Not yet inspired to learn more</td>
</tr>
<tr>
<td>Persuasion</td>
<td>Individual actively seeks more information about the innovation</td>
<td>Interested in the innovation</td>
</tr>
<tr>
<td>Decision</td>
<td>Individual weighs the pros and cons of the innovation</td>
<td>Considering action</td>
</tr>
<tr>
<td>Implementation</td>
<td>Individual employs the innovation to determine usefulness or seek more info</td>
<td>Acting on it</td>
</tr>
<tr>
<td>Confirmation</td>
<td>Individual finalizes decision to continue using innovation</td>
<td>Sold on it (or not)</td>
</tr>
</tbody>
</table>

Factors for individuals to determine if an innovation is *compatible* with them:

**Trialability** – how easy it is for the consumer to experiment with the need tool or technology (e.g. freemium)

**Observability** – extent that the innovation is visible
## Communicating Data Management Value

### General goals of communication:
- Informing
- Educating
- Setting goals or a vision
- Defining a solution to a problem
- Promoting change
- Influencing or motivating to action
- Gaining feedback
- Generating support

### Each communication should:
- Have clear objective and desired outcome
- Consist of key messages to support the desired outcome
- Be tailored to the audience / Stakeholders
- Be delivered via media that are appropriate to the audience

### Tactics (ways to get people to see how their interests align)
- Solve problems
- Address pain points
- Present changes as improvements
- Have a vision of success
- Avoid Jargon
- Share stories and examples
- Recognize fear as a motivation
# Communication plan

<table>
<thead>
<tr>
<th>Elements</th>
<th>Description</th>
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<tbody>
<tr>
<td>Goal/Objective</td>
<td>The information that needs to be conveyed</td>
</tr>
<tr>
<td>Audience</td>
<td>Group or individual targeted by the communication. The plan with have different objectives for different audiences.</td>
</tr>
<tr>
<td>Style</td>
<td>Both the level of formality and the level of detail in messages should be tailored to the audience. Executives need less detail than teams responsible for implementation of projects. Style is also influenced by organizational culture.</td>
</tr>
<tr>
<td>Channel, Method, Medium</td>
<td>The means and format through which the message will be conveyed. Different media have different effects.</td>
</tr>
<tr>
<td>Timing</td>
<td>How a message is received may be influenced by when it is received.</td>
</tr>
<tr>
<td>Frequency</td>
<td>Most messages need to be repeated to ensure all stakeholders hear them.</td>
</tr>
<tr>
<td>Materials</td>
<td>The communication plan should identify any materials that need to be created to execute the plan</td>
</tr>
<tr>
<td>Communicators</td>
<td>The communication plan should identify the person or people who will deliver the communications. The person delivering the message often has a profound influence on the target audience.</td>
</tr>
<tr>
<td>Expected Response</td>
<td>The communications plan should anticipate how different stakeholder groups and sometimes how individual stakeholders will response to a communication</td>
</tr>
<tr>
<td>Metrics</td>
<td>The communication plan should include measures of its own effectiveness.</td>
</tr>
<tr>
<td>Budget and Resource Plan</td>
<td>The communications plan must account for what resources are needed to carry out goals within a given budget.</td>
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<tr>
<td>Date</td>
<td>Topic</td>
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<tr>
<td>February 19th</td>
<td>Chapter 1: Data Management</td>
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<tr>
<td>March 4th</td>
<td>Chapter 2: Data Handling Ethics</td>
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<td>March 18th</td>
<td>Chapter 3: Data Governance</td>
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<td>Chapter 4: Data Architecture</td>
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<td>April 15th</td>
<td>Chapter 5: Data Modeling &amp; Design</td>
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<td>April 29th</td>
<td>Chapter 6: Data Storage &amp; Operations</td>
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<td>May 13th</td>
<td>Chapter 7: Data Security</td>
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<td>May 27th</td>
<td>Chapter 8: Data Integration &amp; Interoperability</td>
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<tr>
<td>June 10th</td>
<td>Chapter 9: Document &amp; Content Management</td>
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<tr>
<td>June 24th</td>
<td>Chapter 10: Reference &amp; Master Data</td>
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<tr>
<td>July 22nd</td>
<td>Chapter 12: Metadata Management</td>
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<td>August 5th</td>
<td><strong>Chapter 13: Data Quality</strong></td>
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<td>August 19th</td>
<td>Chapter 14: Big Data &amp; Data Science</td>
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<td>September 2nd</td>
<td>Chapter 15: Data Management Maturity Assessment</td>
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<td>September 30th</td>
<td>Chapter 17: Data Management &amp; Organizational Change Management</td>
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<td>October 7th</td>
<td>Chapter 16: Data Management Organization &amp; Role Expectations</td>
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<td>October 21st</td>
<td>Chapter 11: Data Warehousing &amp; Business Intelligence</td>
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<tr>
<td>November 4th</td>
<td>Final Review</td>
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What are some of the key factors shown to play a role in the success of YOUR company’s Data Governance organization?