The Value of Managing Adoption

Organizations implement change for a reason, and usually the reason is to obtain some specific benefit. In business, projects are usually the mechanism to bring about the change to accomplish the identified benefit. The changes these projects bring into the organization ultimately come to life through individuals adopting new ways of working. This connects how well we manage the adoption of change directly to a project's overall financial and strategic success. This critical correlation highlights the importance of monitoring, measuring, and managing adoption.

The old saying; "You get what you measure" is tried and true. If an organization truly wants to ensure they are able to obtain the expected return on their investment, it only makes sense to monitor and measure adoption of the solution. Managing the level of adoption within the organization will identify barriers or gaps in the adoption process. Once these barriers or gaps are known, action plans can be established to close the gaps or remove the barriers to adoption.

The Boxley Group has successfully developed an adoption level management system called AdopTrack™. Boxley Group is a global management consulting firm focused on creating value for their clients by identifying and solving their dynamic challenges. The AdopTrack™ system measures adoption, ties adoption back to benefit realization, and facilitates adoption acceleration.

In today's business, the value a project delivers, rarely equals exactly what was originally estimated. One of the greatest causes of this is the "people" not readily adopting the needed change brought on by the project. The greater the project results or outcomes depend on people adopting the solution, the greater the variation can be expected in the value obtained. The most important and strategic changes within organizations tend to have a greater dependency on people adopting new ways of working. Comprehensive and accelerated adoption directly contributes to the organization's ability to drive new business value, reduce costs, and deliver sustainable growth into the future for the enterprise.

Boxley Group delivers world-class management consulting services. We are your trusted and experienced business partner in Strategy Implementation, Information Management, Solution Deployment, Project Management, Organizational Change Management, Lean Six Sigma, and HES (Health, Environment, and Safety).

Adoption Metrics

Management of adoption can be accomplished within departments, across business units, geographical regions, or any combination of these based on logical groupings, reporting structures, and/or the magnitude and scope of the project. The organization would then conduct adoption measures within these groupings to determine their individual and unique level of adoption (these individual metrics are then collated to develop the overall organizational adoption percentage). Adoption metrics would include the current level of adoption and the desired or target level of adoption (taking into account an agreed upon timeframe) for each of the individual adoption measures. When the desired level of adoption is higher than the current level, action items are identified to bridge the gap. These action items would then be managed and monitored to ensure continued improvement. These intra-organizational adoption measures provide a visible competitive motivator and an actionable leadership metric.

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The level of adoption within an organization is a beneficial and useful metric. With this metric, the organization can then identify and apply a monetized benefit to the associated level of adoption. This simple and powerful activity really brings to life the business value the organization is achieving as adoption is accelerated. Conversely, this metric can also focus attention on the benefits which are not being realized, due to the deficiency of adoption. Having the level of adoption tied to an overall financial objective facilitates the ability to determine the total percentage of contribution a department, business unit, or other entity may have to the project's benefit realization. Using the expected project benefits and the percentage of adoption, leadership can easily determine the value realized and unrealized. This information can be used to define whether to increase or decrease targeted Organizational Change Management (OCM) activities. Also, being able to show the potential dollars being left on the table due to the lack of adoption is a powerful motivator for leadership's support for the needed OCM actions.

SIMPLE EXAMPLE:

A project is expected to deliver $10 million dollars in value. If the company is measured at 40% adoption, they are only saving $4 million dollars and they are leaving $6 million dollars of benefit unrealized.

Managing Adoption Accelerates the Project's Time-To-Value

Managing adoption can also lead to increasing the speed of adoption. Speed of adoption is a measure of how quickly employees adopt a change to how they do their work when it is introduced by a project. The speed of adoption for a group of employees impacted by a change, or how quickly they adopt the change, has a direct and measurable impact on the benefit a project delivers to the overall enterprise.

The measureable impact is based on the concept that money/benefit received earlier is worth more than the same amount of money/benefit received later, because it can be 'employed' or reinvested over time. The idea that money available at the present time is worth more than the same amount in the future is due to its potential earning capacity. This core principle of finance holds that; provided money can earn benefit or value, any amount of money is worth more the sooner it is received.

This simple concept demonstrates how measuring adoption can directly impact the ROI of a project. In the end, whenever a project or initiative impacts how employees do their jobs, then how quickly and effectively the changes are implemented impacts the time-to-value realization and overall return on the initial investment. The AdopTrack™ System; focuses on enabling and encouraging employees to embrace, adopt, and utilize the changes in the way they work, brought about by a project. This can directly contribute to higher return on investment through faster adoption, greater utilization, and higher proficiency.

WRAP-UP

The ability to adapt to change is a key component for organizations to stay competitive in an ever-changing and more complex business environment. Companies habitually invest millions of dollars in projects which never meet their ROI targets because the change is not adequately adopted throughout the organization. Adoption is often seen as intangible and hard to quantify in order to measure the value delivered. Boxley Group's simple yet powerful AdopTrack™ System is focused on creating value for their clients at levels beyond expectation. Their AdopTrack™ System ensures adoption level transparency, leading to accelerated adoption, and improved value realization.

Effectively managing adoption has significant impact to project financial performance and delivery, overall organizational goals, and enterprise wide strategic objectives. When you begin to look at adoption as a means to create value, it is not difficult to make a convincing case for monitoring and measuring the adoption levels of each and every project a business undertakes.