Successful implementation of MS Office 365 for C-level and HR

Wiki Wednesday Feb. 6th

PROGRAM

09:30	Introduction
09:45	Testimonials
10:00	How to realize a higher ROI when implementing Office 365?
11:10	Break
11:30	How to realize successful user adoption when implementing Office 365?
13:00	Lunch

The migration to MS Office 365 at
NV VAN TROOSTENBERGHE

Testimonials

We asked some employees about their experiences

The migration to MS Office 365 at
NV VAN TROOSTENBERGHE

Reflection

How to realize a higher ROI when implementing Office 365?

WHICH PORTION OF YOUR BENEFIT DEPENDS ON ADOPTION AND USAGE?

PROJECT BENEFITS

WHAT PERCENTAGE OF THE BENEFIT WILL YOU GET IF NO ONE CHANGES HOW THEY DO THEIR JOB?
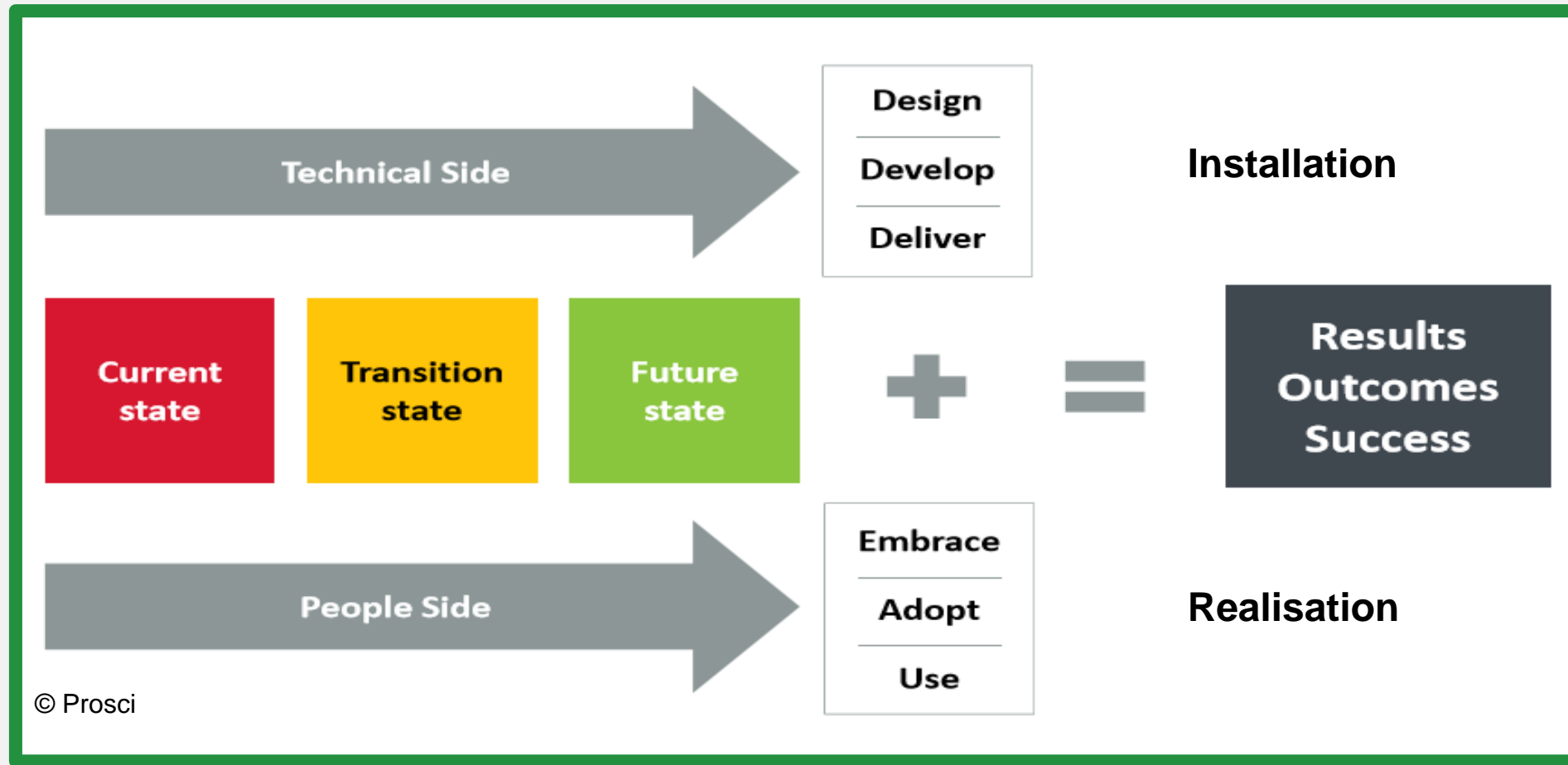
WHAT IS SUCCESS?

Achieve strategic objectives by doing the right things right
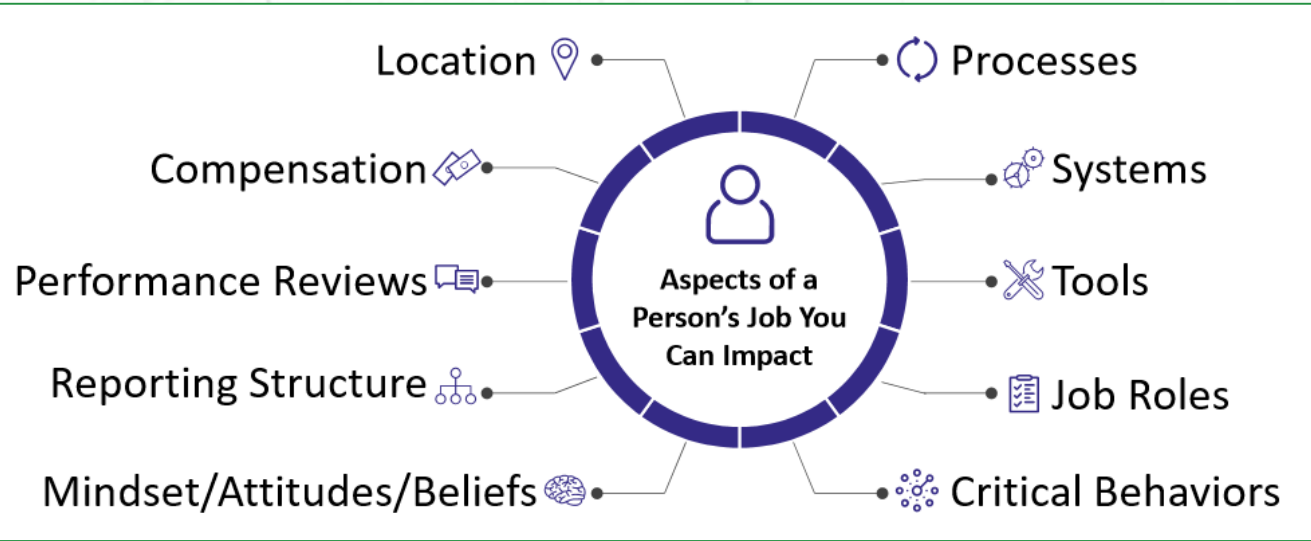
Achieve expected ROI that was the initial trigger for the project

Solutions meeting expectations and being used efficiently

Qualitative solutions on-time, in-scope and within-budget

Successful change

© Prosci

Aspects of a Person's Job You Can Impact

- Location
- Compensation
- Performance Reviews
- Reporting Structure
- Mindset/Attitudes/Beliefs
- Processes
- Systems
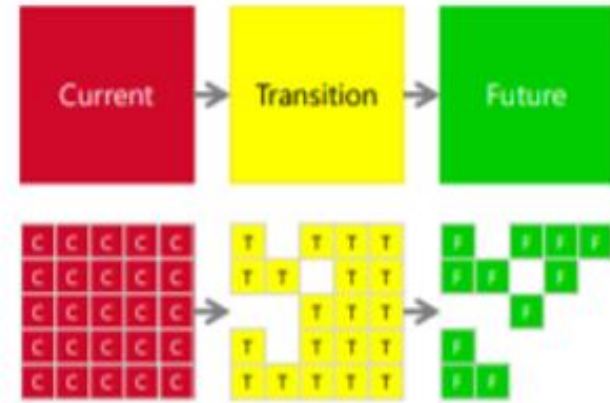- Tools
- Job Roles
- Critical Behaviors

Organizations don't change; individuals do...

The achievements of an organization are the results of the combined effort of each individual.
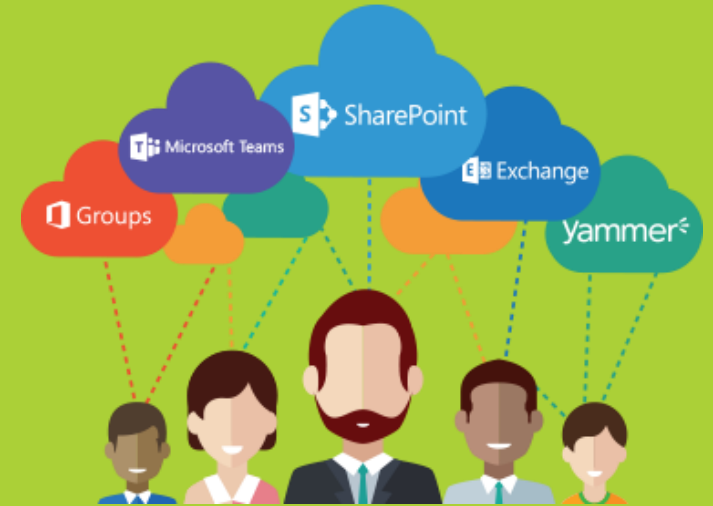
Vince Lombardi

Current → Transition → Future

AWARENESS

DESIRE

KNOWLEDGE

ABILITY

REINFORCEMENT

USER ADOPTION

The three people factors and ROI

This slope and shape is determined by speed of adoption

Net cash flow of project period

Benefits are based on assumptions about:
- Speed of adoption
- Ultimate utilisation
- Proficiency

The height of the benefit is based on ultimate utilization and proficiency

Project ROI is reduced if speed of adoption is slower, ultimate utilisation is lower or proficiency is less than expected.
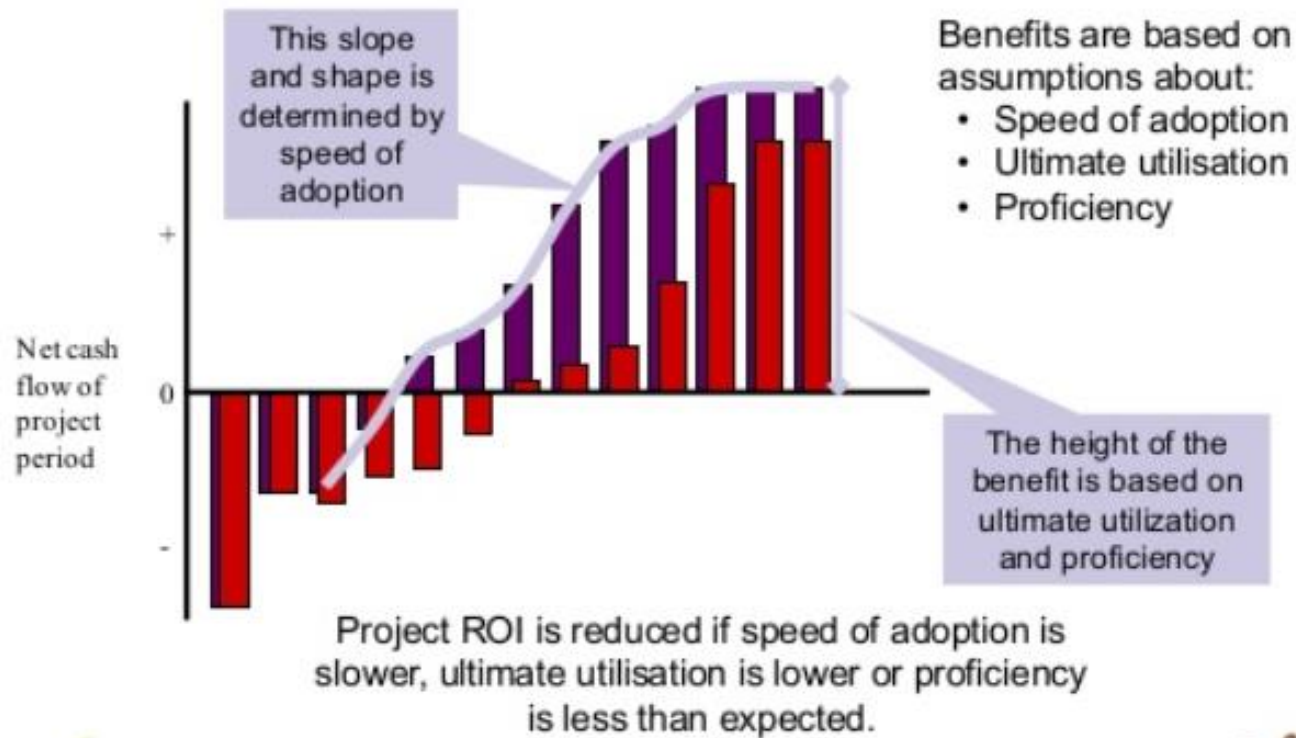
Speed of adoption

Ultimate utilization

Proficiency

CHANGE MANAGEMENT is a discipline and enabling framework to manage the **people side** of change for the change to happen **faster**, more **successful** and remain **permanent**.

Delivering the **people-dependent** results, outcomes and ROI.

70	23	44
% projects fail due to lack of User Adoption *(Forrester)*	% agile projects with dedicated CM budget *(Prosci)*	% agile projects have a project team for the transition *(Prosci)*

Sponsorship	20
#1 reason for failure of projects *(Prosci)*	% managers are effective at managing resistance *(Prosci)*

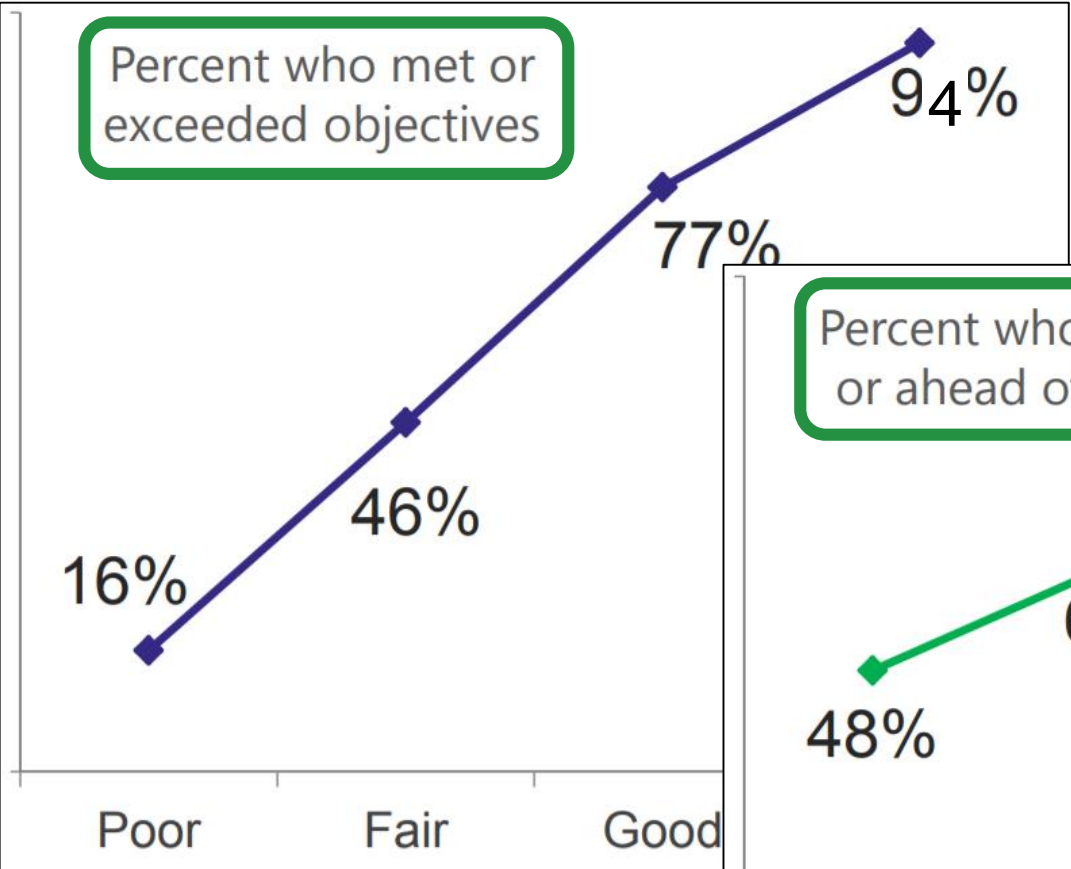| 70	25	94
% organizations do not prepare managers and supervisors with CM skills *(Prosci)*	% agile projects have a formal CM plan *(Prosci)*	% projects met objectives with excellent CM program *(Prosci)*

PROSCI® FACTS
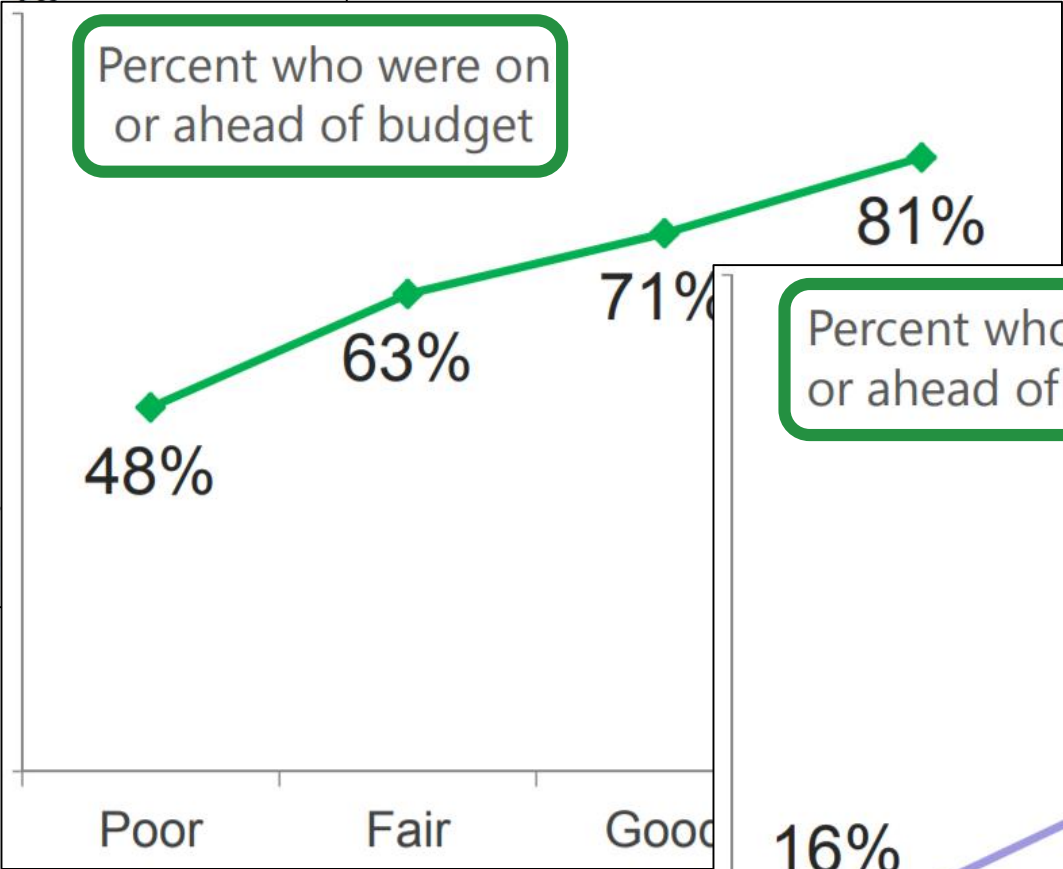
Percent who met or exceeded objectives

94%
77%
46%
16%

Poor   Fair   Good

Percent who were on or ahead of budget

81%
71%
63%
48%

Poor   Fair   Good

Percent who were on or ahead of schedule

72%
54%
32%
16%

Poor   Fair   Good   Excellent
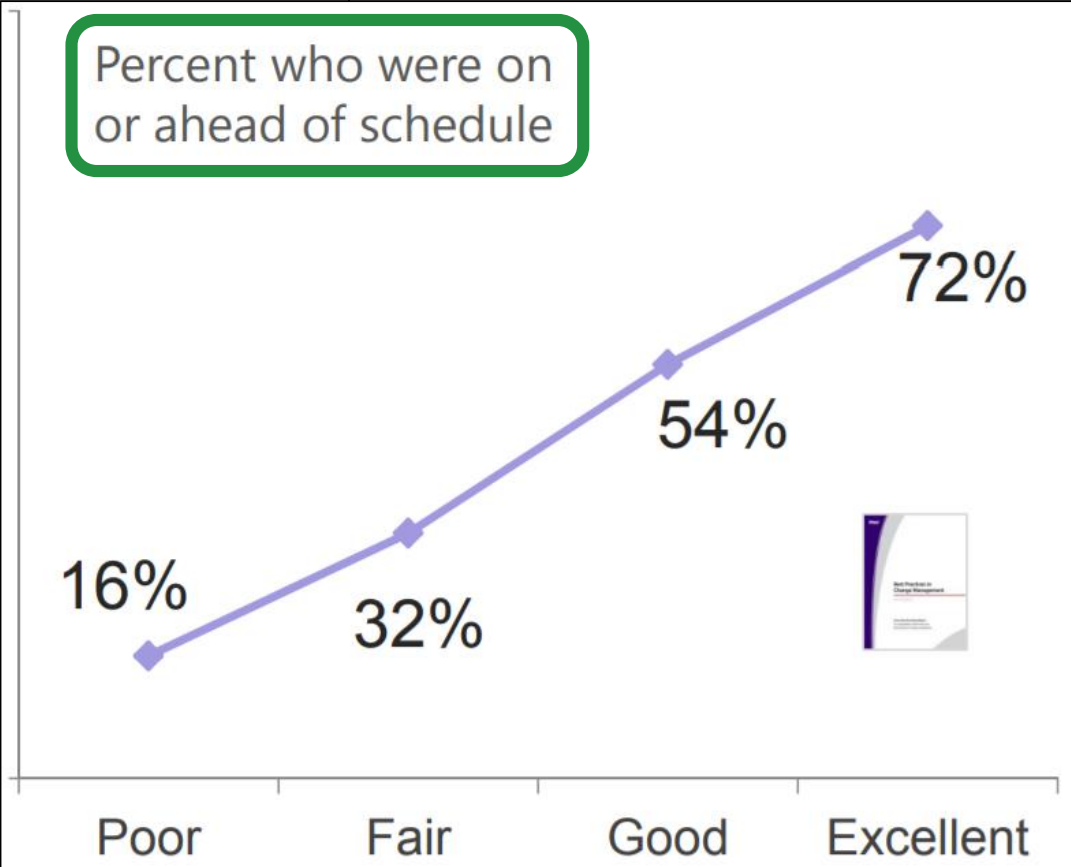
How do you keep users engaged? What concrete steps should you take?

BUSINESS PRODUCTIVITY ROADMAP

Project
Roadmap

Business
value
prioritization

People are
key
workshops

- Manage personal reaction to change
- How to help others through change
- Assess your organization's capability to change

Architectural
analysis

Business
requirements
workshops

- Improving internal communication
- Working together more efficiently
- Searching and securing
- Social computing

Discovery
session

Kick-off
meeting
Stakeholders
Core users

IMPLEMENT

- Why are we changing?
- What are we changing?
- How ready for the change is the organization?
- How big is the change?
- Who has to do something differently because of the change?
- How are those who have to do something differently impacted?
- Do the people know how to change?
- Can they effectively make the change?
- What information and resources to they need to change?

- How will we communicate?
- How will we set an example?
- How will we make it urgent?
- How will we make it desirable?
- How will we teach?
- Who will be teaching?
- What makes it easy?
- How can they practice?
- What are the short-term wins?
- What makes it sustainable?

IMPLEMENT

- Define Strategy
- Build Team
- **Sponsorship**

- Build Change Management plans
- Implement plans

- Collect & analyze feedback
- Diagnose gaps & manage resistance
- Implement corrections

	A	D	K	A	R
Sponsor Roadmap	●	●			●
Communication Plan	●				●
Coaching Plan	●	●	●	●	●
Training Plan			●	●	
Resistance Management Plan		●			●

SPONSORSHIP & SPONSOR ROADMAP – MORE THAN A SIGNATURE
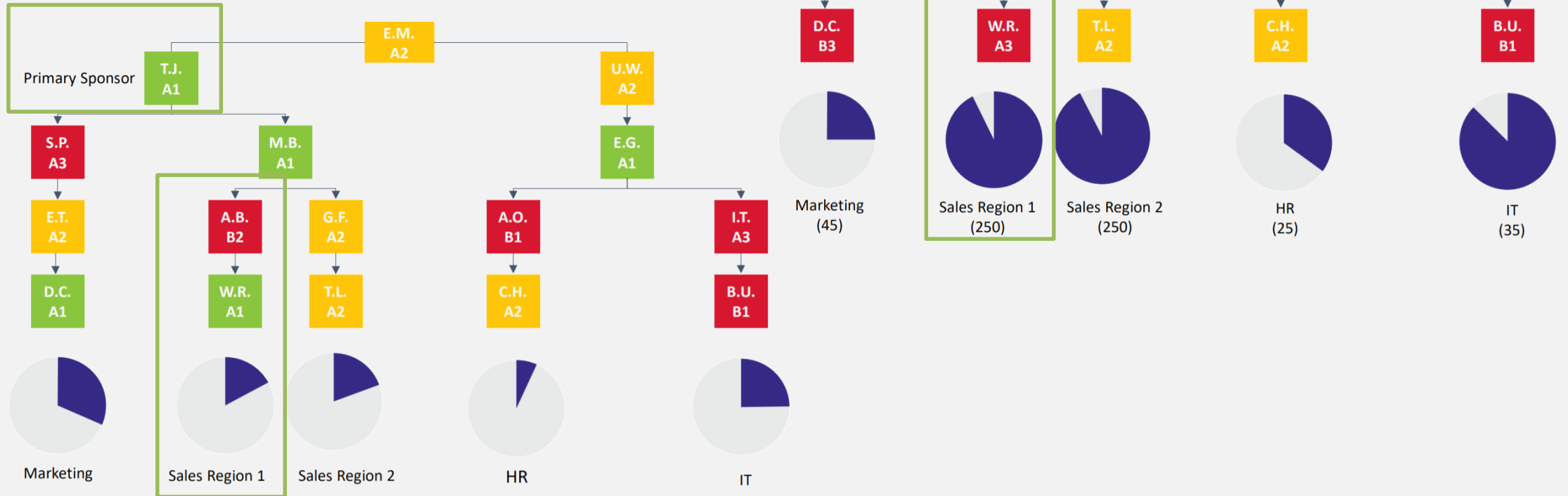
Manager's role in the change

- ## CLARC

	A	D	K	A	R
Communicator	Answer why, why now, what if, my impact				
Liaison					Results and feedback
Advocate		Demonstrate commitment			
Resistance Manager		Identify and address root causes			Celebrate and sustain
Coach			Support "know how"	Support execution	

CHANGE COMPETENCY - PROJECT ECM

Prosci Change Management Maturity Model

Level 5	Organizational Competency
Level 4	Organizational Standards
Level 3	Multiple Projects
Level 2	Isolated Projects
Level 1	Ad hoc or Absent

WHY ECM MENU

- Changing World
- Agility
- Saturation
- Strategic Imperative
- Competitive Differentiation
- Cumulative Benefits
- A common approach
- Remember when...

BREAK

HOW TO REALIZE
SUCCESSFUL USER ADOPTION
WHEN IMPLEMENTING OFFICE 365?

COMMUNICATION PLAN

Communication plan
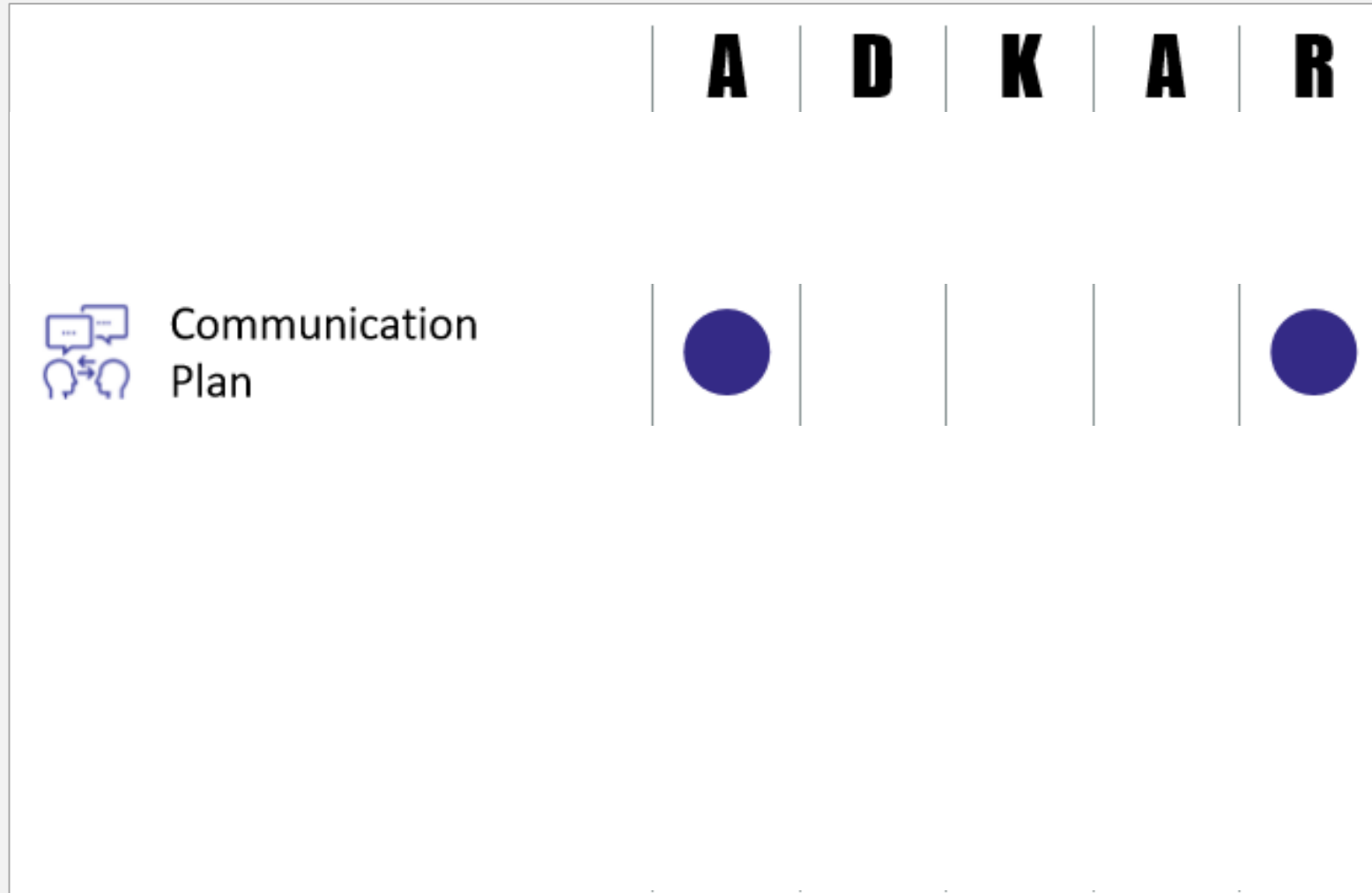
Main goal:
Build awareness of the need for change
Reinforce the change

If it's not broke, don't fix it

What's wrong with what we are doing now?

We have been doing it this way for years

They never tell us what's going on!

COMMUNICATION PLAN - DESIGN

Change Characteristics and Org Attributes

Complete assessments

(Quadrant chart: Org Attributes (vertical, Change Resistant to Change Ready) vs Change Characteristics (horizontal, Small, Incremental to Large, Disruptive). Quadrants labeled: Medium, High (top); Low, Medium (bottom). Diamond marker positioned center.)
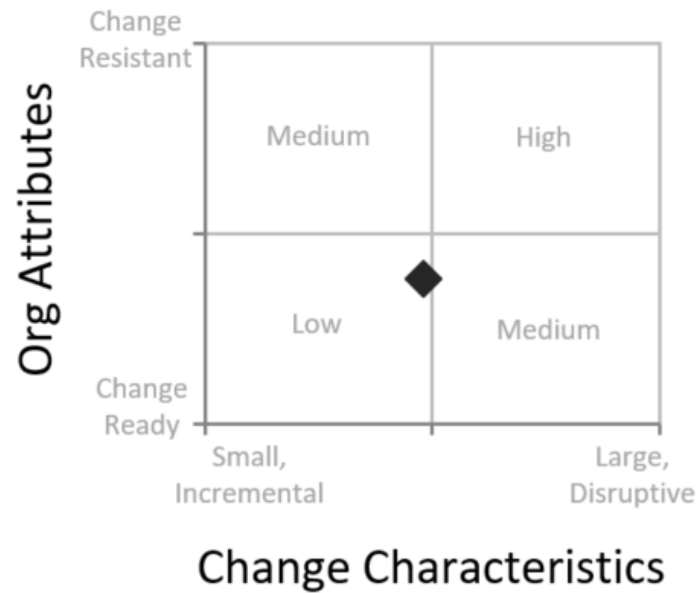
Distribution of change impact scores

% of groups

Impact category	%
Very high impact (Impact score 4.1 to 5)	0%
High impact (Impact score 3.1 to 4)	0%
Moderate impact (Impact score 2.1 to 3)	0%
Low impact (Impact score 1.1 to 2)	67%
Very low impact (Impact score 0 to 1)	33%

0% 20% 40% 60% 80%
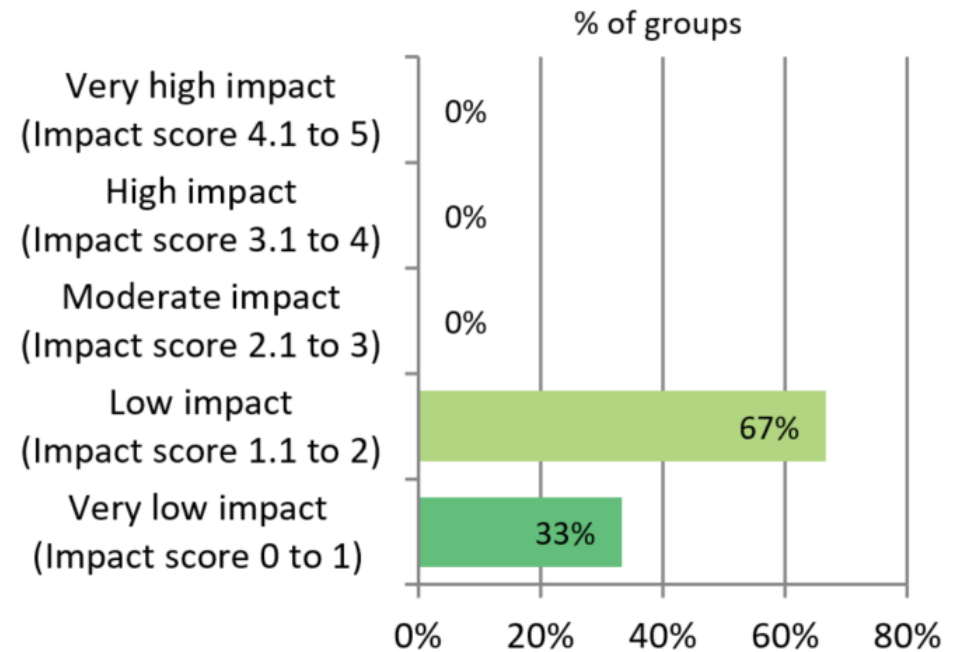
COMMUNICATION PLAN - DESIGN

Identification of impacted groups

Identification of key messages and timing

Determine content packaging, delivery method, frequency and sender

Presentation of communication plan to project team, primary sponsor, stakeholders

COMMUNICATION PLAN - DESIGN

a. Audience: **employees**

Timing	Message content	Delivery mechanism	Sender	Date and time
First indications of change				
Early stages of the project				
During the design of the change				
Before implementation				
During implementation				
Post-implementation				

b. Audience: **mid-level managers and supervisors**

Timing	Message content	Delivery mechanism	Sender	Date and time
First indications of change				
Early stages of the project				
During the design of the change				
Before implementation				
During implementation				
Post-implementation				

Tactic or Phase	Awareness			Availability	Usage		Adoption
	Weeks before (t-60 days)	Weeks before (t-30 days)	Days before (t-7 days)	Service availability day (t)	Week after (t+7 days)	Month after (t+30 days)	At any time (t~)
Newsletter	◆	◆		◆		◆	◆ ◆
Posters		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					
First Touch Event		◆					
Brown Bag Sessions			◆		◆	◆ ◆	
Early Adopter Video				◆			
Auditorium Training		◆ ◆					
Online / On-demand Training			▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬				
Lunch and Learn			▬▬▬▬▬▬▬▬▬▬▬				
Tips and Tricks				◆			
Awards or Incentives and Certifications				▬▬▬▬▬▬▬▬▬▬▬▬▬			
Website		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					

What will change?

ANSWERS

What will happen if we don't change?

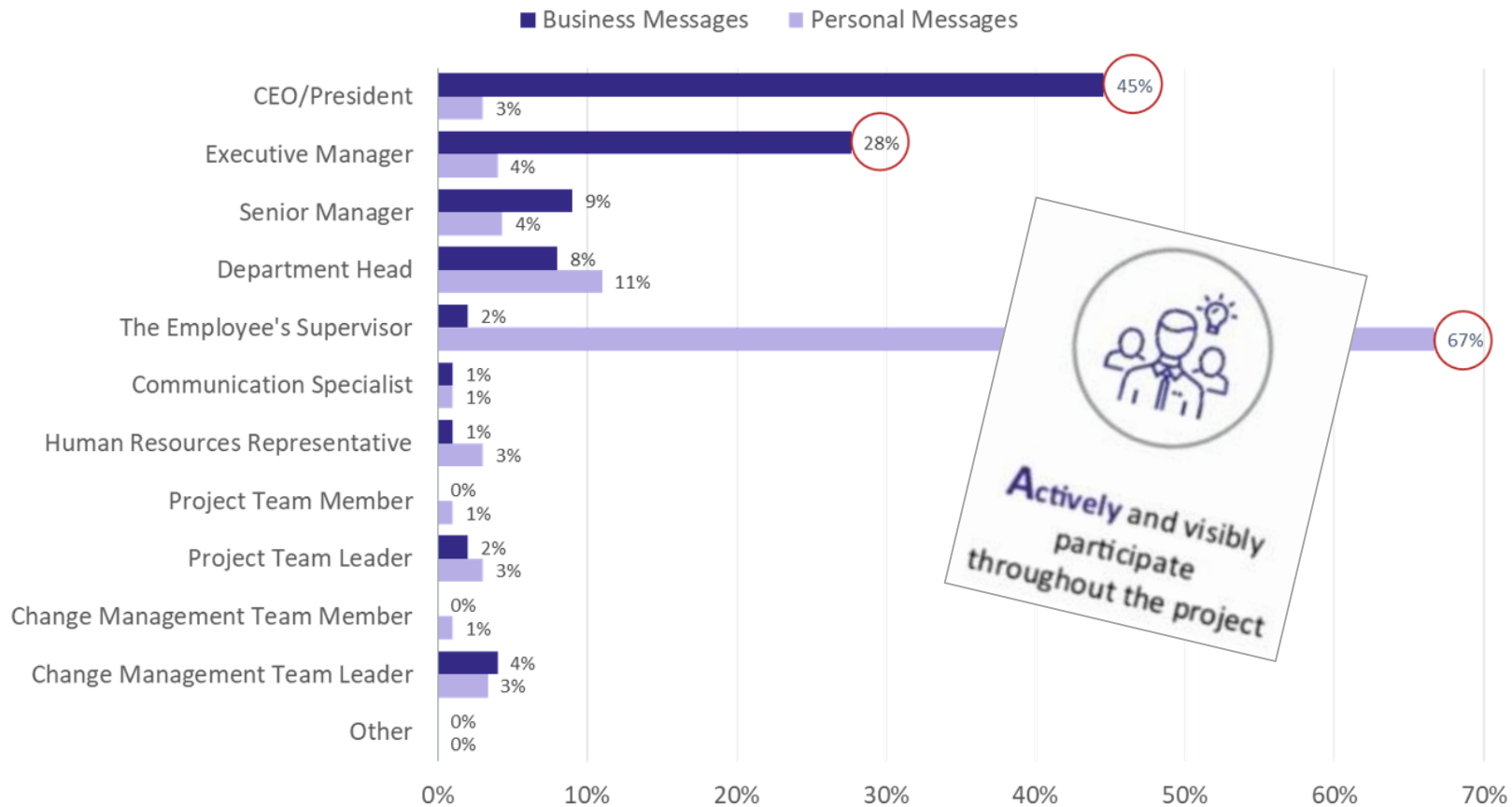Why is this change happening now?

COMMUNICATION PLAN - PITFALLS

- Frequency of communication

- One-way communication

- Credibility of the sender

- Presenting it as an IT project

- Not communicating the reason to migrate

COMMUNICATION PLAN

Preferred Senders of Change Messages

■ Business Messages ■ Personal Messages

Sender	Business	Personal
CEO/President	45%	3%
Executive Manager	28%	4%
Senior Manager	9%	4%
Department Head	8%	11%
The Employee's Supervisor	2%	67%
Communication Specialist	1%	1%
Human Resources Representative	1%	3%
Project Team Member	0%	1%
Project Team Leader	2%	3%
Change Management Team Member	0%	1%
Change Management Team Leader	4%	3%
Other	0%	0%

Actively and visibly participate throughout the project

ALPRO OFFICE 365 POSTER & FLYER CAMPAIGN
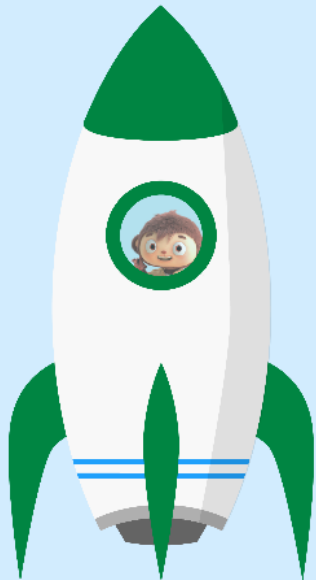
Initiate countdown

Q4 2016
- Pilot launch
- New Sharepoint homepage launch

Q1 2017
- Live sessions & Go Live
- New Workplaces

Q2 2017
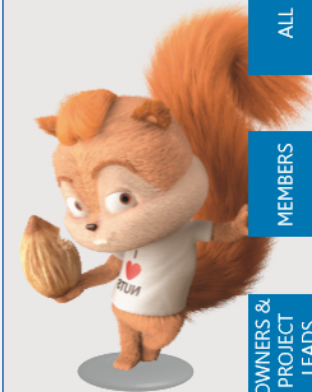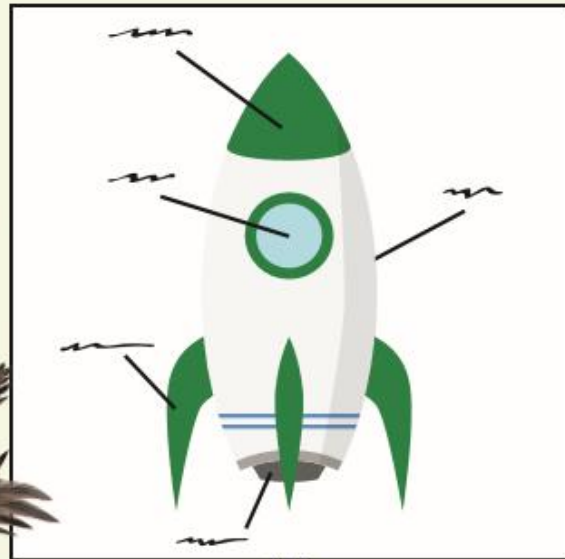- In depth training
- New Team Sites

3, 2, 1... Launch!

Q2 In-depth training
New Team Sites

TERRITORIAL SCOPE

- All ORGANISATIONS within EEA
  - Private & Public
  - Companies, Associations,…
- Non-EEA organizations storing data about EEA-citizens

- European Union (without Croatia)
- Iceland, Norway, and Liechtenstein
- Provisional EU members
- EFTA signatories that have not ratified

DATA TRANSFER TO NON-EEA COUNTRIES
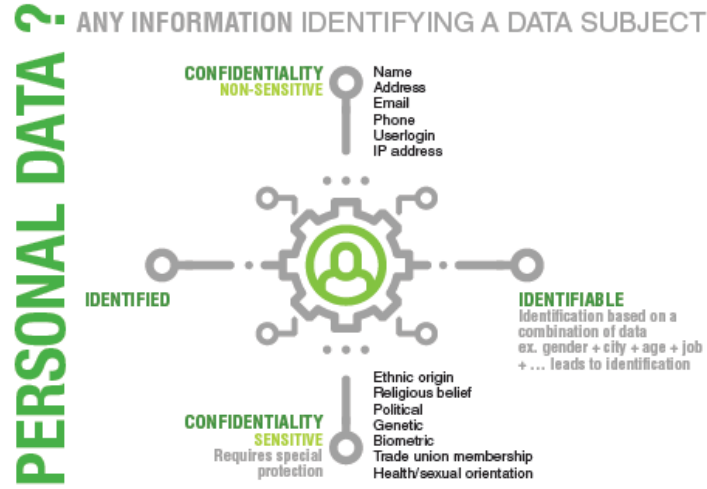
By Default :
FORBIDDEN

Exceptions
- Countries having adequate data protection: Andorra, Argentina, Canada, Faroe Islands, Guernsey, Israel, Isle of Man, Jersey, New Zealand, Switzerland, Uruguay and the USA (Privacy Shield).
- Multinational companies having BCR (Binding corporate rules)
- Standard contractual clauses: Use a specific model of contract
- Derogations: Explicit consent of the Data Subject, Public or Vital Interest.

PERSONAL DATA ?
ANY INFORMATION IDENTIFYING A DATA SUBJECT

CONFIDENTIALITY NON-SENSITIVE
Name
Address
Email
Phone
Userlogin
IP address

IDENTIFIED

IDENTIFIABLE
Identification based on a combination of data
ex. gender + city + age + job + … leads to identification

CONFIDENTIALITY SENSITIVE
Requires special protection

Ethnic origin
Religious belief
Political
Genetic
Biometric
Trade union membership
Health/sexual orientation

LAWFULNESS

6 PROCESSING GROUNDS

- CONSENT
- CONTRACT
- LEGAL OBLIGATION
- VITAL INTEREST
- PUBLIC INTEREST
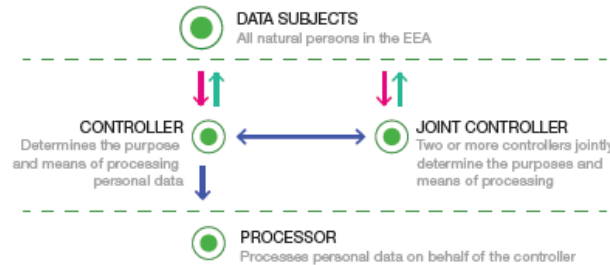- LEGITIMATE INTEREST (of the controller)

RISK MITIGATION SOLUTIONS
The highest threat is human failure

PROTECTION

- Data anonymisation
- Data encryption
- Password protection of data
- PC locking
- Physical access control
- Employee awareness
- Role based security
- Record based security
- Firewalls
- Data masking
- Audit logs
- Data loss prevention (backup & restore procedures)

GENERAL DATA PROTECTION REGULATION

DATA SUBJECT RIGHTS

- INFORMATION
- NOT BE USED IN AUTOMATED DECISION MAKING / PROFILING
- RESTRICT PROCESSING
- ERASURE
- RECTIFICATION
- ACCESS
- DATA PORTABILITY
- STOP PROCESSING

CONTRACTUAL LIABILITY

→ DATA SUBJECT RIGHTS
→ LIABILITY & ACCOUNTABILITY
→ CONTRACTUAL LIABILITY

DATA SUBJECTS
All natural persons in the EEA

CONTROLLER
Determines the purpose and means of processing personal data

JOINT CONTROLLER
Two or more controllers jointly determine the purposes and means of processing

PROCESSOR
Processes personal data on behalf of the controller

PERSONAL DATA BREACH
Accidental or unlawful destruction, alteration, processing or access of personal data !

Report to the DPA
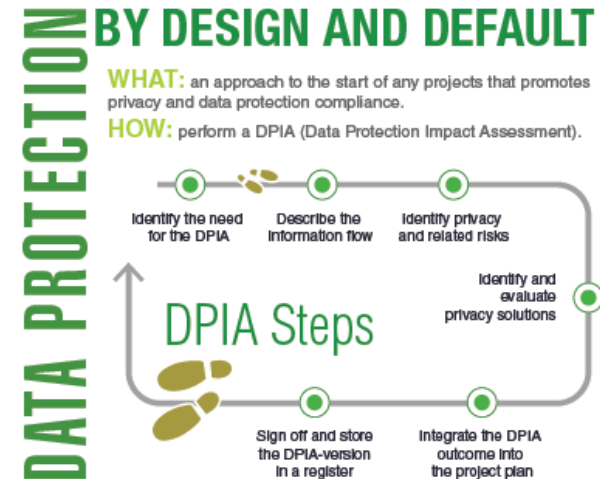(Data Protection Authority)
within 72 hours !

Consequences of non-compliance

- Damage to reputation
- Disruption of business
- Risk of class action suits
- Fines up to 4% of global turnover

DATA SUBJECTS will be informed in the event of high risk to the rights and freedoms of individuals

DATA PROTECTION
BY DESIGN AND DEFAULT

WHAT: an approach to the start of any projects that promotes privacy and data protection compliance.
HOW: perform a DPIA (Data Protection Impact Assessment).

DPIA Steps

- Identify the need for the DPIA
- Describe the information flow
- Identify privacy and related risks
- Identify and evaluate privacy solutions
- Integrate the DPIA outcome into the project plan
- Sign off and store the DPIA-version in a register

How To Contact the [ ] Help Desk?

Best Practices

Your **3** options to request IT Support

1. *Create an online ticket:*

2. *Mail to:*

3. *Call:*

1. Online Request

1. *Go to:*
   https:/
2. *Login with*
   - *User name:*
   - *Password:*

3. *Click on the Login button or press ENTER*

---

4. *Select "**New Incident**" for interruptions like: server unavailable, I cannot print, I cannot make a call, … or "**New Service Request**" for requests to have something delivered, installed, relocated, or changed.*

5. *Fill in the following mandatory fields:*
   - *Brief summary of your problem e.g.: "Error message in Outlook"*
   - *Description: detailed description of the issue.*
   - *Optionally, you can add your own reference and attachments.*

6. *Click "Save" or "OK".*

2. Request via email

You can also report new Incidents and Service Requests by e-mail.
Mail to:
Preferably be attached screen printouts, tables, etc. should.
If you provide your own reference (such as a PO number), do so by placing the reference between hash signs at the end of the subject of your e-mail, for example: New user ##PO1234##

New Way of Working

https://be.helpdesk.sanoma.com

be.helpdesk@sanoma.com

+32 (0)15 67 80 80

Monday – Saturday
From 06:00 AM – 09:00 PM

Helpdesk

3. Call for Help

NEED HELP?

Urgent Incidents (with a high priority) are best reported by telephone. The service desk staff can then immediately ask you for additional information should this be necessary.

Example: GreenOAK @ Realdolmen

Green OAK is het overkoepelend programma waarin we ons huidige, verwilderde ICT-landschap – opgebouwd door de jaren heen - transformeren en opnieuw zuurstof geven. We starten vanuit één enkele nieuwe boom als **solide basis** waarop andere toepassingen en processen zich kunnen enten en verder **groeien** om zo hun **vruchten af te werpen**. Vanuit deze basis en volgens een **duurzame** en **organische 'stap voor stap'-benadering** bouwen we zo aan een algemene en geïntegreerde administratieve verbetering en vernieuwing van ons hele interne ICT-landschap. **Green OAK** bestaat momenteel uit verschillende 'takken' of projecten:

- eBlox (HR Payroll)
- Rflow (Document Management)
- GDPR (Compliancy)
- Dynamics 365 (Kernplatform)
- Microsoft 365 (met Office 365)

Naast de technische kant van een ICT-programma is de menselijke kant minstens zo belangrijk. Uiteindelijk draait het om jullie, de mensen achter de technologie die met elkaar samenwerken. Daarom is **Change Management** *for a succesful **User adoption*** een belangrijk onderdeel van dit verhaal. Zo krijgt onze **Green OAK** de beste kansen om de boom te worden die we allen nodig hebben.
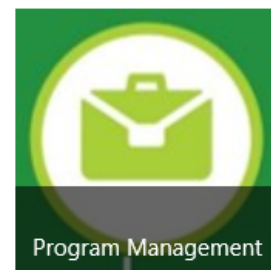
De verschillende deelprojecten en activiteiten binnen dit programma zullen steeds onze **Green OAK-principes** nastreven. **Green**, met respect voor de Realdolmen-waarden waarbij we de mens – klant en medewerker - centraal zetten, en samenwerken aan de **O**ptimalisatie, **A**utomatisatie en **K**ernprocessen van ons ICT-landschap. Het wordt een **boeiend traject**. Laten we er samen een succes van maken!
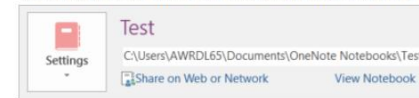
Nuttige links:
- Green OAK Flash 14/12/2017

EXAMPLE: GREENOAK @ REALDOLMEN

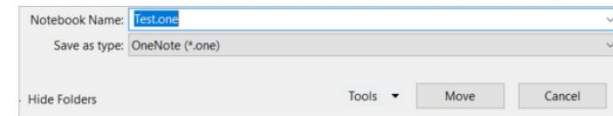**REALDOLMEN**
a Gfi Group company

How to move your OneNote Notebooks?
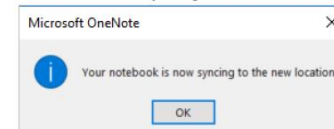
1 From local to tenant

1. Open the local notebook in OneNote via **File**> **Open**

2. Via **File**, click on **Share on Web or Network** under the name of the local notebook

3. Select the location OD4B or SharePoint and select the folder and click **Move**

4. The notebook is syncing to the new location

OneDrive - Realdolmen

Description

OneDrive is Microsoft's online **Cloud storage product** and is available for free to all owners of a Microsoft account. OneDrive offers use and devices on the Web. OneDrive is the **central point for hosting and sharing files** online when using Microsoft's services and applicati browser. Simply go to the OneDrive website, enter your Microsoft account credentials, and sign in.

Elearning

Read how to **set up** your OneDrive Realdolmen, and click here to access the **elearning about OneDrive - Realdolmen**.

QRG
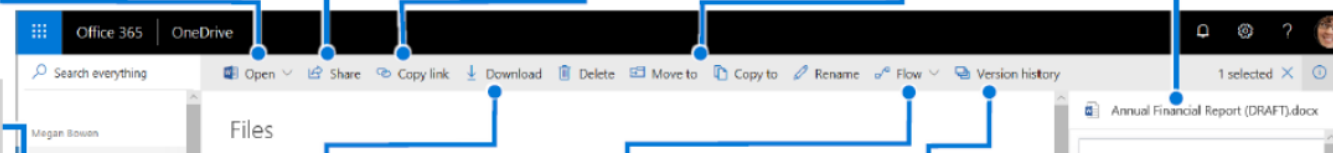
EXAMPLE: GREENOAK @ REALDOLMEN

Schedule demo's

	HUI	KON	GHE	LUM	MON	LOU
12/02 AM	Office 365			Teams		
12/02 PM	Teams			Office 365		
13/02 18h			Office 365			
14/02 AM		Teams				
14/02 PM		Office 365				
19/02 AM			Teams		Teams	
19/02 PM			Office 365		Office 365	
20/02 18h	Office 365	Office 365	Teams			
21/02 AM	Teams			Office 365		
21/02 PM	Office 365			Teams		
26/02 AM		Office 365				
26/02 PM		Teams				
26/02 18h		Teams				

Schedule Floorwalking

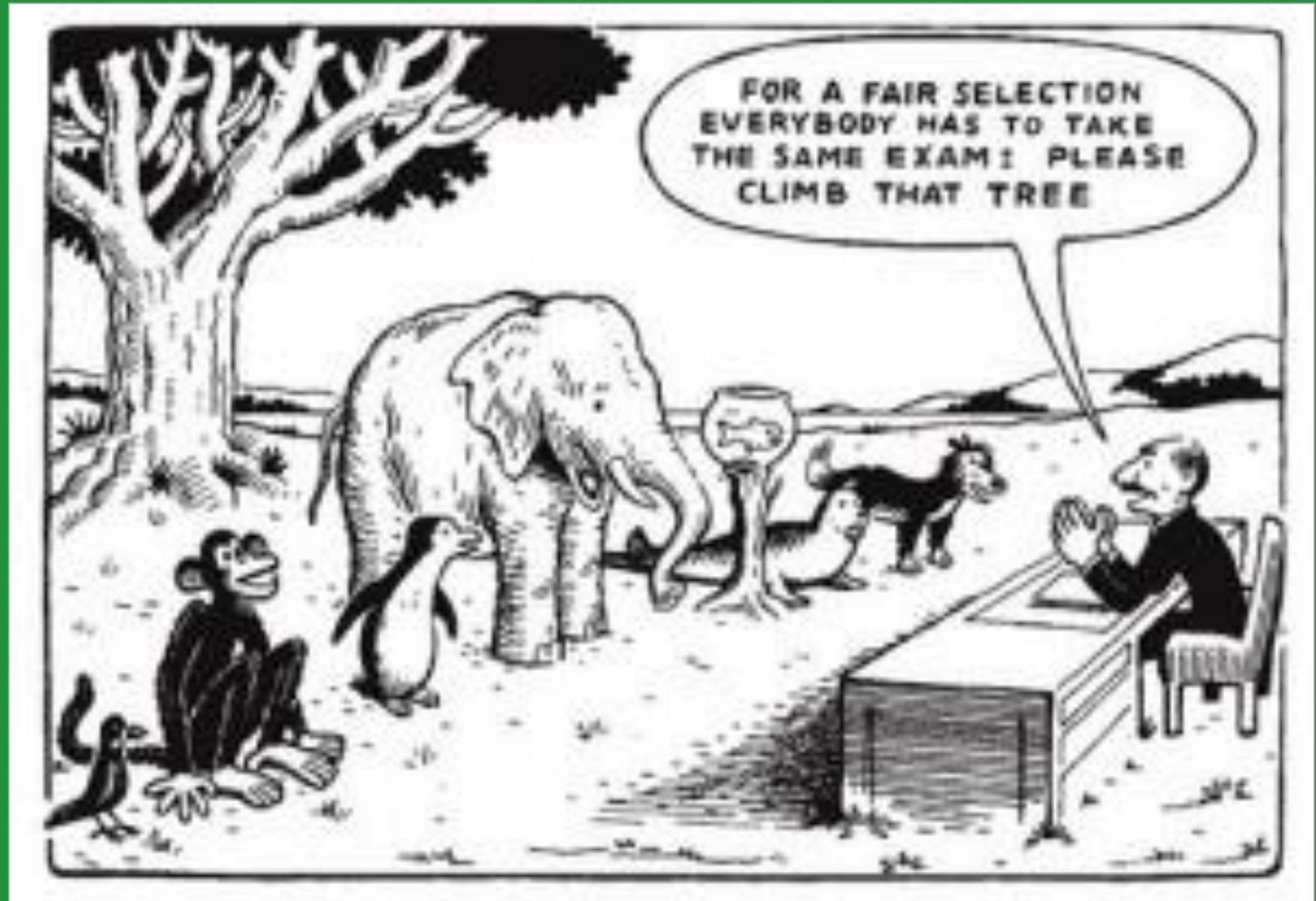|	HUI	KON	GHE	LUM	MON	LOU
12/03 AM		x				
12/03 PM				x		
14/03 AM					x	x
14/03 PM	x					
19/03 AM	x					
19/03 PM			x			

TRAINING PLAN

Approach

- The training program should be constantly evaluated and improved based on feedback. To guarantee the highest quality is a continuous process.
- Prior to any form of training, participants must already be clearly provided with the purpose, importance, and benefits of adopting the new system and new business processes relevant to their job role.
- Training quality takes priority over training timeframes.

Training format

- Train the right people at the right time in the right way to support a successful adoption.
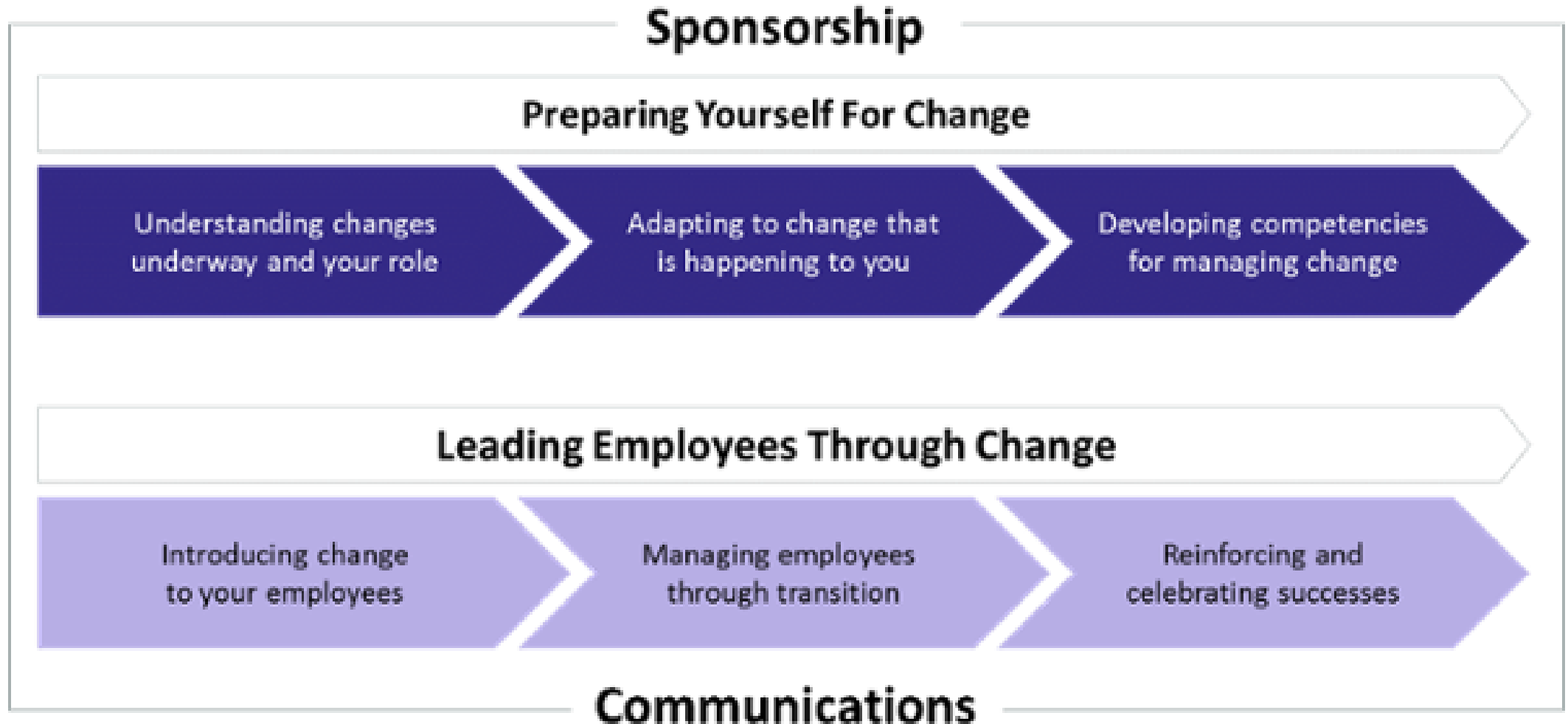- Training approach is based on a building-block approach:
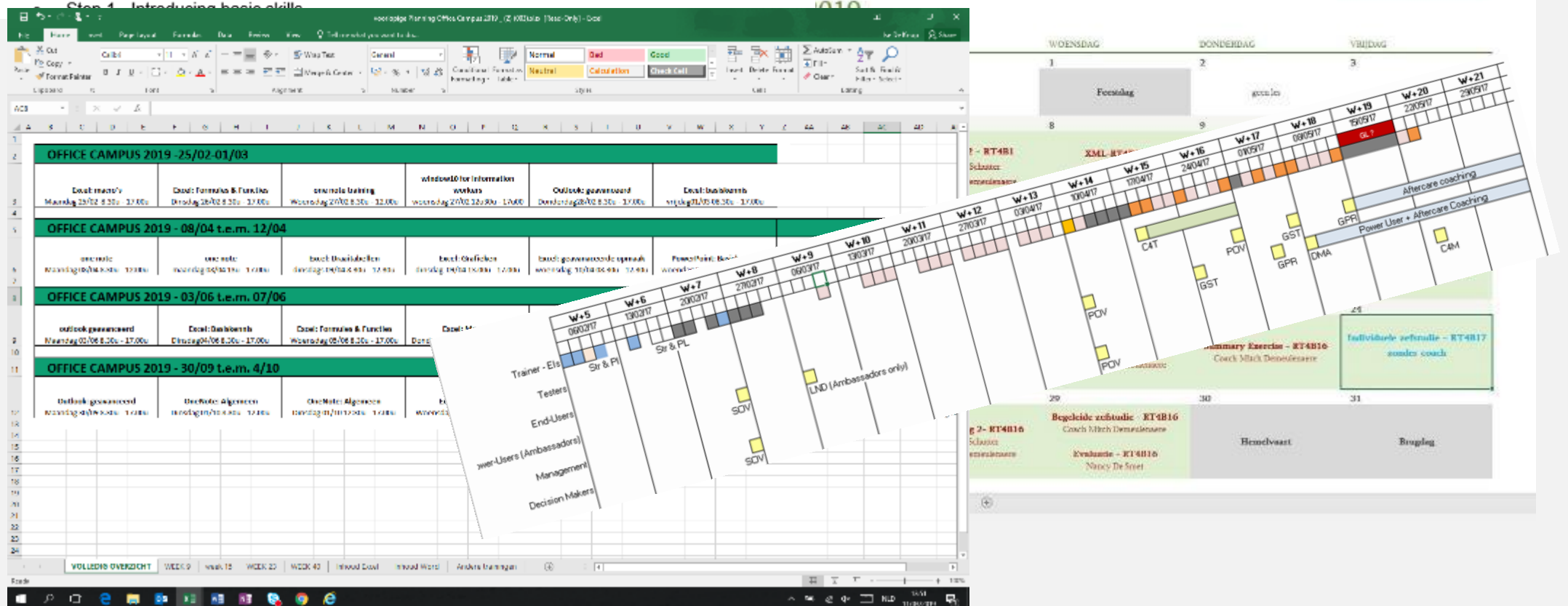
Coaching plan

Enabling sponsors and coaches to manage resistance

COACHING PLAN

- Coaching plan defines how to support managers and supervisors during the change and how they will interact with front-line employees.

STEP 1: ENSURE THAT THE NECESSARY SPONSORSHIP AND COMMUNICATION ACTIVITIES ARE IN PLACE

Building competences with managers and supervisors to lead change will be problematic if the responses from managers include:

"I have not heard of any changes going on. What do you know that I do not know?"

"The senior leader for our area has not mentioned this change. Perhaps we are not going to be impacted by this project."

"We have a lot of changes underway already, and I am not sure that this change has priority in our area."

Engaging in a particular change

Learning to manage change

We must allow managers to make a personal choice to support the changes underway before we attempt to train them on change management tools and processes.

A
AD**K**AR
K
A
R

STEP 2: PREPARE MANAGERS TO LEAD CHANGE WITH THEIR EMPLOYEES

Preparing yourself for change

Understanding changes underway and your role	Adapting to change that is happening to you	Developing competencies for managing change

List the changes underway that impact you or your groups	Do you know why these changes are being made and how they align with the direction of the organisation? (Yes/No)	Do you understand how this change will impact your direct reports? (Yes/No)

Coaching is more than knowledge sharing!

Leadership,
Personal Development,
Mentoring,
Planning,
…

STEP 3: ENABLE MANAGERS TO INTRODUCE, MANAGE AND REINFORCE CHANGE WITH THEIR EMPLOYEES

Leading employees through change

| Introducing change to your employees | Managing employees through transition | Reinforcing and celebrating successes |

- At what point in the change process is each employee?
  How can I help my employees through the change process?

Employee	A	D	K	A	R	Notes/actions
Adam	4	5	2	2	4	
Beverly	4	1	4	3	4	
Charles	2	2	3	3	4	
Denise	5	1	4	2	3	

Employee	ADKAR® profile:	Actions to take:	Follow up:

LINK WITH EDUCATION SERVICES

THE EDUCATION SWISS POCKET KNIFE
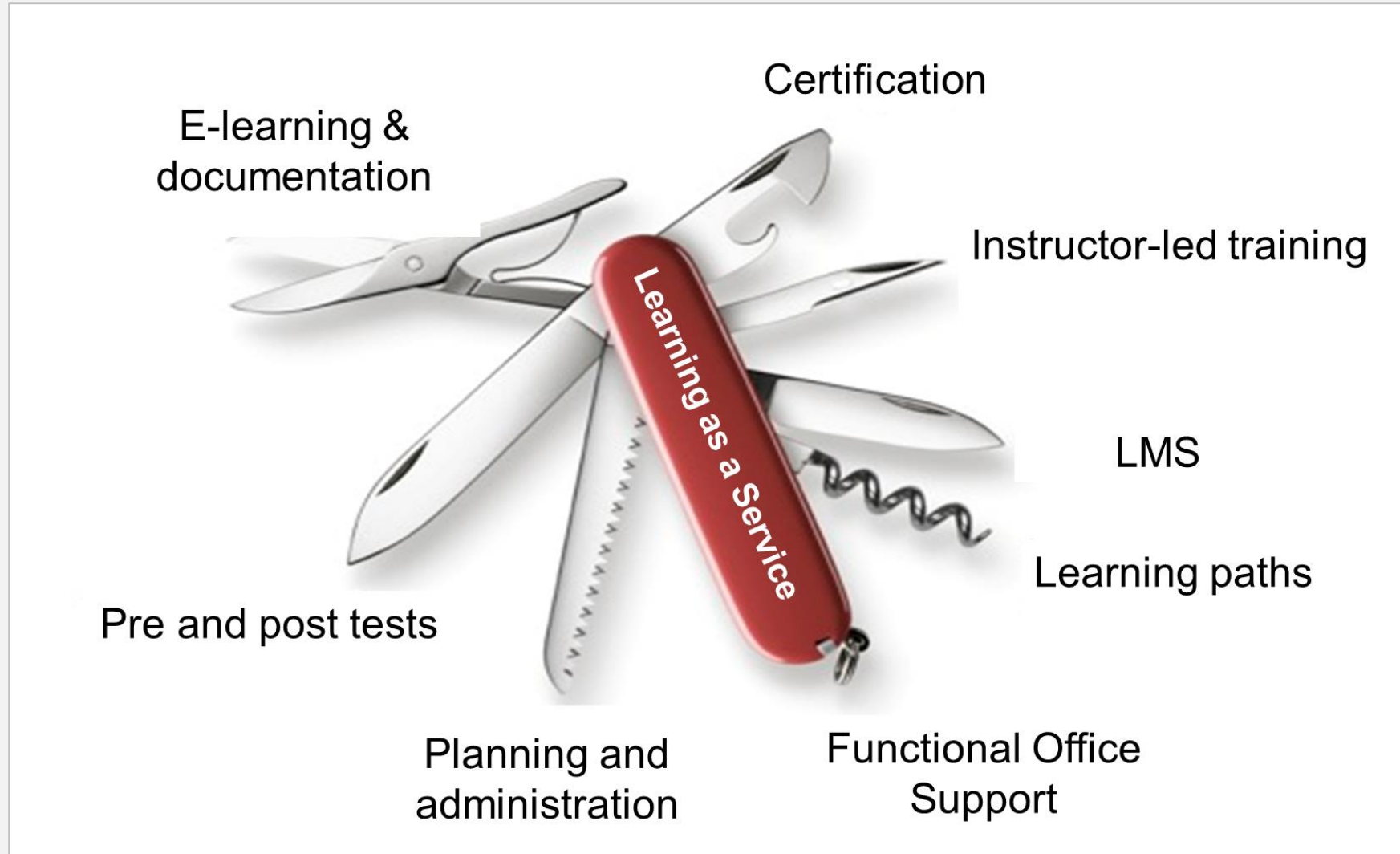
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Learning is everywhere.

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Q&A