

Eight Pillars Page

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Why

If people can not, or will not, use the system, it will fail.

A well-established model explains intrinsic motivation. Learning this model was a pivotal insight for me. I realized that ERP implementations almost always inadvertently ignore these three needs:

1 - **autonomy**, the need for independence,

2 - **competence**, the need to feel you are good at what you do,

3 - **relatedness**, the need to feel connected to other people.

ERP implementations usually violate the principles of human motivation described in the best selling book "Drive"

How

Change management frameworks, such as the Lewin Model, Kotter's Model, and ProSci's ADKAR model are vastly better than nothing. They can work as long as you don't ignore why they work and end up stepping on your own feet.

The Eight Pillars model is based on the basic psychological needs spelled out by self-determination theory: **autonomy, competence, and relatedness**.

Enabling Autonomy

ERP implementations usually diminish autonomy, starting off on the wrong foot from day one.

ERP implementations implicitly say:

"Here's how you must do things now."

"We didn't think it was worth asking you."

To address avoid this, create:

Meaningful Participation in every phase

Ownership

Decentralize Decisions

Allow Flexibility

Fostering Competence

The old system may have been bad, but at least people knew how to use it.

ERP implementations implicitly say:

"You're not competent"

To address avoid this:

Create psychological safety

Provide Training from Day One

Focus on Feedback

Celebrate Step-by-Step Mastery

Provide Adequate Support

"He drew a circle that shut me out-
Heretic, rebel, a thing to flout.
But love and I had the wit to win:
We drew a circle and took him In!" -
Edwin Markham

Building and Leveraging Relationships

If your ERP implementation has become an "us" vs "them", you're in trouble. The good news is that it's never too late!

ERP implementations often ignore:

The power of 'likeability'

Influence vs authority

Informal teams

The value of communication

You can fix it!

Understand Organizational Dynamics

Create Open, Transparent, Communication

Build Relationships and Trust

Use Ethical Influence

Build a Broad Team

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Contact

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INTRODUCTION

There will be eight of these pages, although I am only asking for the design for this one, Change Management.

These pages are very important. They are the Eight Pillars the company is named after.

This top section is particularly important, and I have provided details about this section on the following page.

HOW

Explanation with a picture.

PAGE DETAILS

This section provides a more detailed explanation of the importance of the 'Eight Pillars'.

There will always be a "How" sub-section at the top, followed by any number of videos with text.

VIDEOS AND TEXT

Footer

The same as the home page.

Eight Pillars Top Section

- This section is important – it introduces one of the ‘Eight Pillars’. I am asking for the design for this one, but I have provided all eight on the next page to illustrate.
- You can change the arrangement of the elements in this section, but each element should be represented, as explained below.

Each of the Eight Pillars has an icon, and anything that makes the logo look great will be good. This icon, for Change Management, has been included in the files provided.

Each will have a video. If there is a way to make the video frame look great, that would be good. I will build the video and the title card.

NAVIGATION
There should be an easy to use navigation element. This illustration shows tabs, but they could also be buttons or a graphic element. Please be creative.

Change Management

Why
If people can not, or will not, use the system, it will fail.
A well-established model explains intrinsic motivation. Learning this model was a pivotal insight for me. I realized that ERP implementations almost always inadvertently ignore these three needs:
1 - **autonomy**, the need for independence,
2 - **competence**, the need to feel you are good at what you do,
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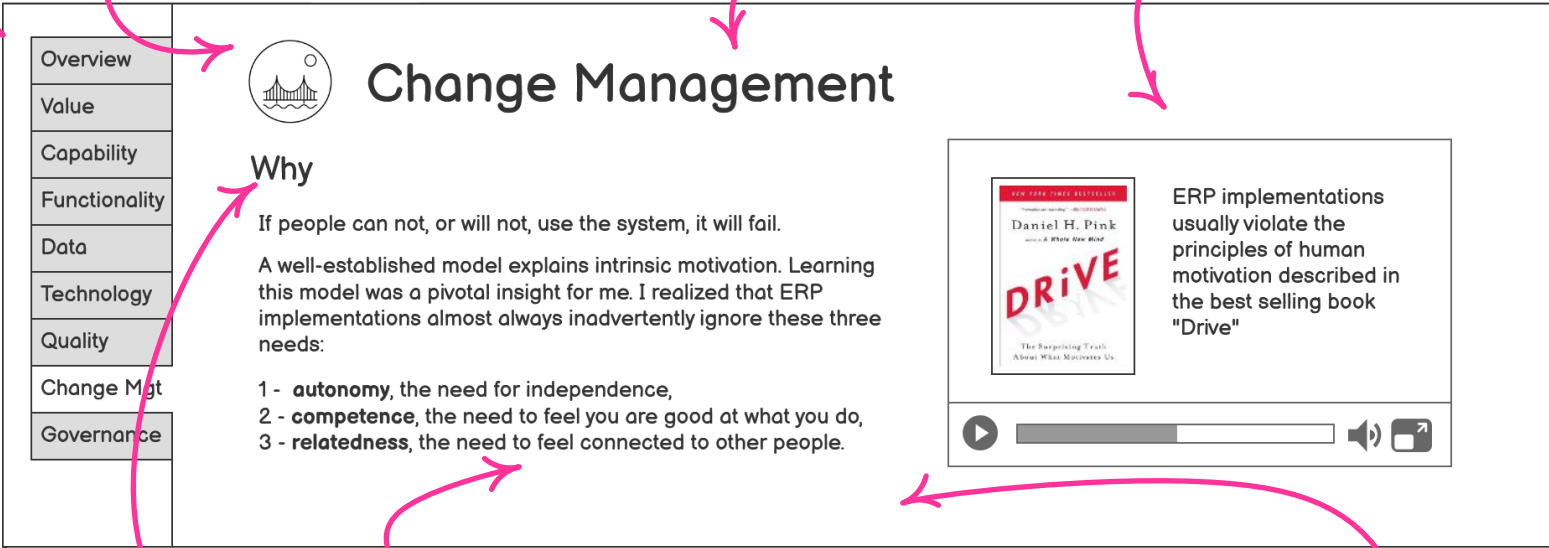
ERP implementations usually violate the principles of human motivation described in the best selling book "Drive"

This section can be any height that suits your design.

“Why” will be the subtitle for each of the eight pages.

Each of the eight pages will have a brief explanation of why this element is important.

Each section should have a unique background. The color scheme of each background will be different for each of the “Eight Pillars”. I’m looking for something more creative than just a solid color. It could be a picture or some abstract design.



All Eight Pillars Top Sections

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Value

Why


ERP implementations are never easy. Your organization will be squeezed, and the juice has to be worth the squeeze.


A clear vision of where the system can provide value not only justifies the challenges but should also guide decisions along the way.

Organizations often fail to realize the potential benefits of an ERP system because:

- Their goals are too vague, or
- The goals are not commonly understood.
- Important goals are "just assumed"
- They stop at the imperative,
- They do not proactively drive towards their goals in implementing the system.

"If you don't know where you're going, you'll end up someplace else." - Yogi Berra





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Capability


Why


If you cannot do something, you will fail when you try, even if you have everything else going for you. ERP systems challenge capability because companies rarely have the built-in capability to implement them.

You must accurately assess the resources you need and ensure that you have them, whether the resource is a person, a software system, the budget, or available time. Beyond resources, you need the right processes and the right commitment.

- Fail to consider all of the dimensions of capability,
- Don't know what capabilities they need,
- Have the wrong resources, processes, or alignment.

"He who knows when he can fight and when he cannot, will be victorious." - Sun Tzu





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Functionality


Why


An ERP system needs to do what you need it to do, the way you need it done. The first part is obvious. Many companies fail on the second part.

Functionality is the root cause of ERP implementation failure when:

- The system is not a "close enough" match for their needs,
- The business does not know enough about how the system works to understand how they can accomplish "the some things in a different way" and they end up making unnecessary, and sometimes endless, customizations.
- They fail to consider business process maturity in their implementation.

"It's always the little things that end up being big things." — Proverb





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Data

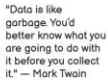
Why


If functionality is the body, data is the lifeblood of an ERP system. It is the source of information that will drive every penny of value you can derive from an ERP system. Yet data is too often an afterthought in ERP implementations.

Data is the root cause of ERP implementation failure when:

- There is no enterprise data strategy
- Data cannot be accessed in a timely, helpful way,
- Data is not presented as meaningful, information,
- Data migration from the legacy system is inadequate,
- Integration is inadequate.

"Data is like garbage. You'd better know what you are going to do with it before you collect it." — Mark Twain





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Technology

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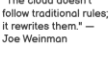
If functionality is the body and data is the lifeblood, technology is the life force. It makes the system come alive. Technology determines not only what the system is, but what it can be.


The move to cloud computing makes previous assumptions about what technology can and cannot do obsolete.

Technology is the root cause of failure when the system:

- Cannot be practically changed to do what you need it to do,
- Cannot be easily integrated with other systems,
- Does will scale to meet your current or future needs,
- Does not keep pace with the competition.

"The cloud doesn't follow traditional rules; it rewrites them." — Joe Weinman





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Quality


Why

Question: What do you call a system that is correct 99.9% of the time?
Answer: Broken. ERP systems must be reliable and everyone knows that. But reliability is only one dimension of quality.

It's not enough to consider **what** a system does, you have to consider **how** it does it.

Quality is the root cause of system failure when organizations fail to test reliability adequately. They also fail when testing doesn't consider:

- Fit for Purpose,
- Usability,
- Performance, and
- Security.



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
Change Management

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Leadership, Management, and Governance

Why

Projects can succeed on the strength of leadership. Projects that lack leadership might still succeed on the strength of management. Projects with great leadership and management can fail because of a lack of governance.

ERP implementations will fail without adequate or compensating measures of all three.

- Leadership clarifies goals and influences the team to reach them.
- Management plans, organizes, and controls the work.
- Governance manages risk, provides a decision-making process, and controls the scope, schedule, and budget of the project.

