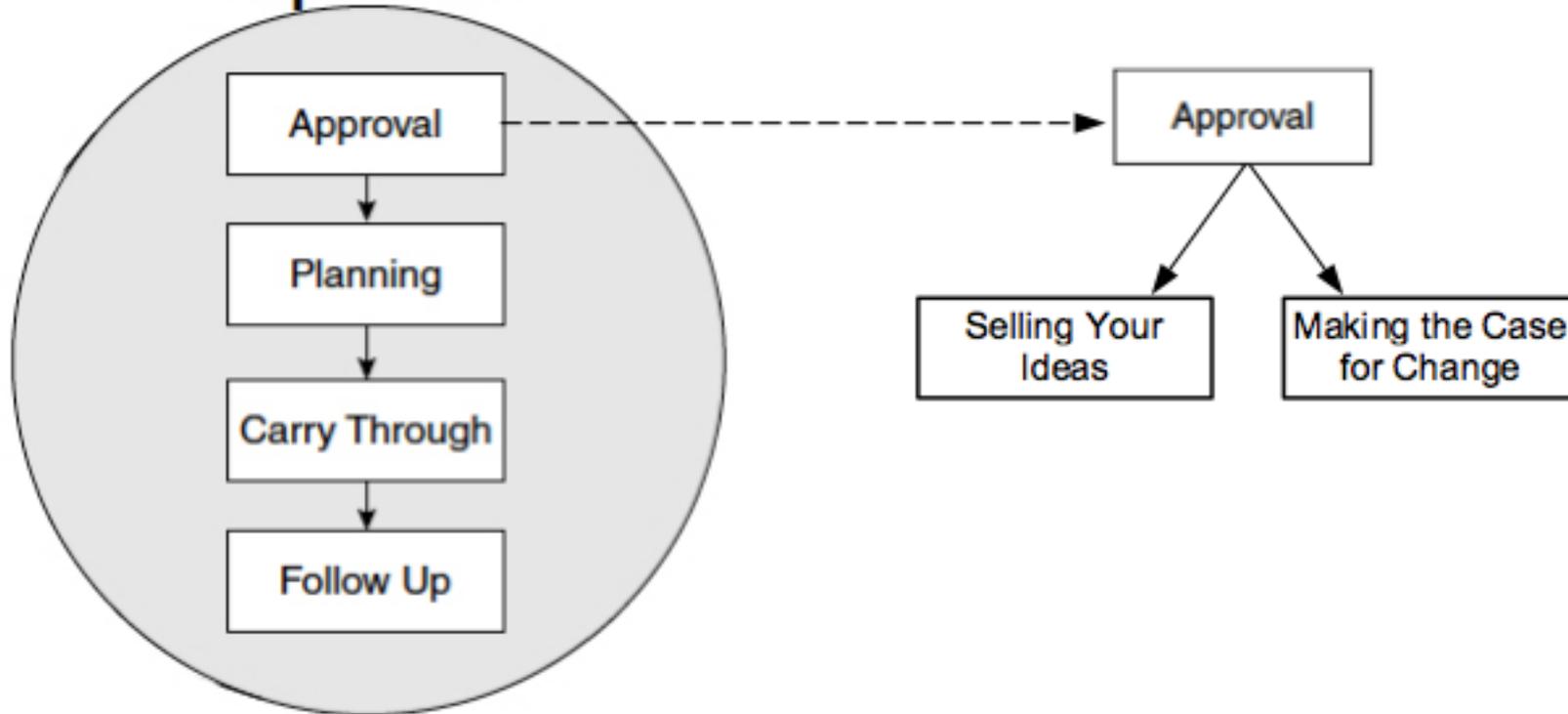


Implement



Selling Your Ideas

- (1) what you want to do,
- (2) why you want to do it,
- (3) how you are going to do it, and
- (4) how your project will greatly benefit your organization and/or others.

Making the Case for Change

Simple Process:

First	Articulate the case for change. What is the change? Why do we need to make the change? Who will the change affect?
Second	Prepare a Vision outlining what it will be like after the change.

The Case for Change

Making the Case for Change

Simple Process:

Third	Identify the Skills to needed to make the change (communication, marketing, design, etc.)
Fourth	Define Incentives for change (What do we get if we change? What is the benefit for the organization?)

Making the Case for Change

Simple Process:

Fifth	Identify the Resources to implement the change (Can we afford it? Do we have the appropriate personnel to bring about the change? Etc.)
Sixth	Have an Action Plan (timetables, Gantt charts, and critical path)

Making the Case for Change

Simple Process:

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Another artifact of this process is that change involves a process not unlike dealing with a major life experience (getting fired, finding out about a serious medical problem, etc).

The classic five stages are:

- Denial/isolation
- Anger
- Bargaining
- Depression
- Acceptance

What does this mean?

- We need to think about addressing the missing elements in the change process - a better communication of the case for change and corresponding vision that is facilitated by the change.
- I have found that when I have implemented major changes, communication is key (and if not done sufficiently, can result in the failure of the change I want to implement). We need to address the communication element
- The 5 stages of mourning outlined above helps us to understand that many of the people impacted (Fellows) are at various stages. We can see that from the email traffic and we will need to accommodate this in our planning and communication. I have certainly seen evidence of the first 4 stages in the people I have talked to.

Carry Through Checklist

- ✓ Make sure there is coordination of tasks and personnel.
- ✓ Constantly monitor your Gantt chart to make sure you stay on schedule.

Carry Through Checklist

- ✓ Continue to challenge and/or validate the assumptions of the chosen solution.
- ✓ Make sure no physical laws are violated.
- ✓ Make an educated guess about what your solution will look like when you are finished.

Carry Through Checklist

- ✓ Find the limits of your solution by creating simple models or making assumptions that would clearly both
 - (1) overestimate the answer and
 - (2) underestimate the answer.

Carry Through Checklist

- ✓ Construct a quick test or experiment to see whether the solution you have selected will work under the simplest conditions.
- ✓ Plan your computer experiments (i.e., simulations) as carefully as you would plan your experiments in the laboratory.

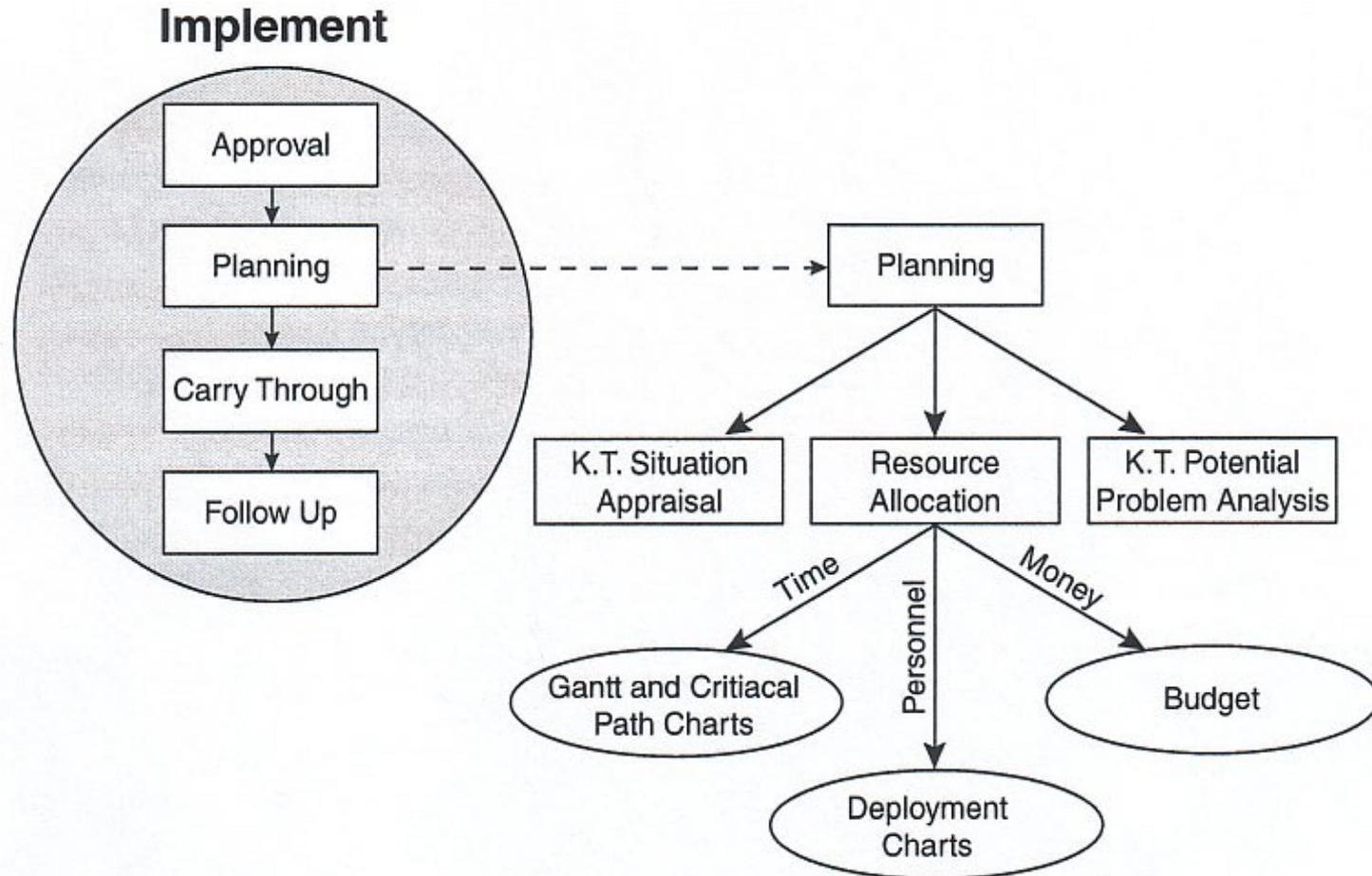
Carry Through Checklist

- ✓ Evaluate each completed task along the way.
- ✓ Continue to learn as much as you can about the solution you have chosen. Read the literature and talk to your colleagues.

Follow Up

In the **follow-up phase**, we monitor our progress not only with respect to ensuring that the time deadlines are met but also with respect to ensuring that our solution does, indeed, solve the problem at hand.

Components of the Planning Process



Follow Up

In the **follow-up phase**, we monitor our progress not only with respect to ensuring that the time deadlines are met but also with respect to ensuring that our solution does, indeed, solve the problem at hand.

In the **follow-up phase**, make sure your progress

- follows the solution plan (that is, it meets the solution goals and fulfills the solution criteria).
- is proceeding on schedule.

A Gantt Chart

	MONTH											
TASK	J	F	M	A	M	J	J	A	S	O	N	D
Problem Definition	■	■	■									
Generate Solutions				■	■							
Decide Course of Action						■	■					
Implement								■	■	■	■	
Evaluate				■			■		■			■

In the **follow-up phase**, make sure your progress

- is staying within the budget.
- is maintaining an acceptable quality.
- is still relevant to solving the original problem.

-
- Determine the site requirements and needs of the school
 - Select the Web site name and register the Web address
 - Develop a tentative layout
 - Develop content and obtain suitable graphics
 - Contract with an Internet service provider to host the Web site on its servers
 - Ensure that the site goes live
 - Follow up and arrange for periodic updates
 - Review the plans with the customer during the development
- After the meeting, Melinda develops the following Gantt chart for the martial arts Web site project:

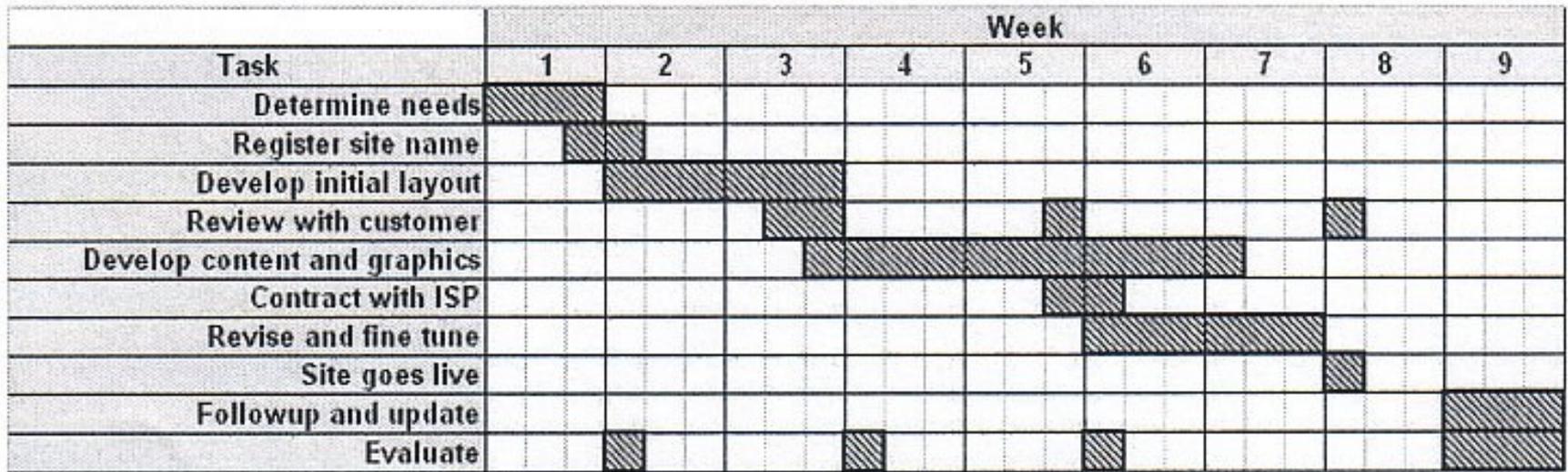
Developing a Web Site

Jason and Melinda have a partnership to develop Web sites for small companies. A local martial arts school has asked them to develop a Web site to try to increase the school's business. Jason and Melinda meet with the owner to discuss the proposed Web site. During this meeting, they outline the following tasks, which will form the basis for the project:

-
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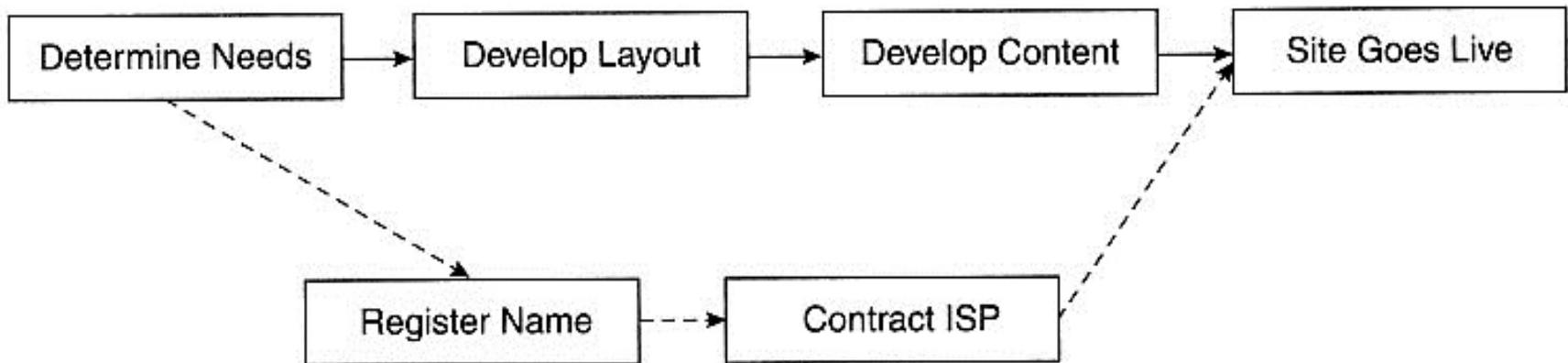
Web Site Development Gantt Chart



Deployment Chart for Web Site Development Project

Task	Team Member		
	Melinda	John	Web Programmer
Determine needs			
Register site name			
Develop initial layout			
Review with customer			
Develop content and graphics			
Contract with ISP			
Revise and fine tune			
Site goes live			
Followup and update			
Evaluate			

Critical Path Management of a Web Site Development Project



Proposed First-Year Budget for Web Site Project

	<u>Hours/Rate</u>	<u>Cost</u>
Personnel		
Melinda, Project Director	40 hours @ \$25/hour	\$1000
Jason, Creative Designer Web Programmer	60 hours @ \$25/hour	\$1500
	60 hours @ \$15/hour	<u>\$ 900</u>
Subtotal-Salaries		\$3400
Monthly Maintenance/Updates		
Annual Fee	\$25/month	\$300
Web Site Name Registration		
Annual Fee		\$25
Internet Service Provider Web Site Hosting		
Annual Fee	\$20/month	\$240
Supplies		
CDs for File Backup		<u>\$ 25</u>
TOTAL BUDGET		\$3990

In the **follow-up phase**, make sure your progress

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