

ICT Project as an Instrument for Change - Case O365 Implementation

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Agenda

- Changes in the environment & organisation
- Project management
- Online services for students and staff
- Wins and fails
- Lessons learned
- Developing digital competence

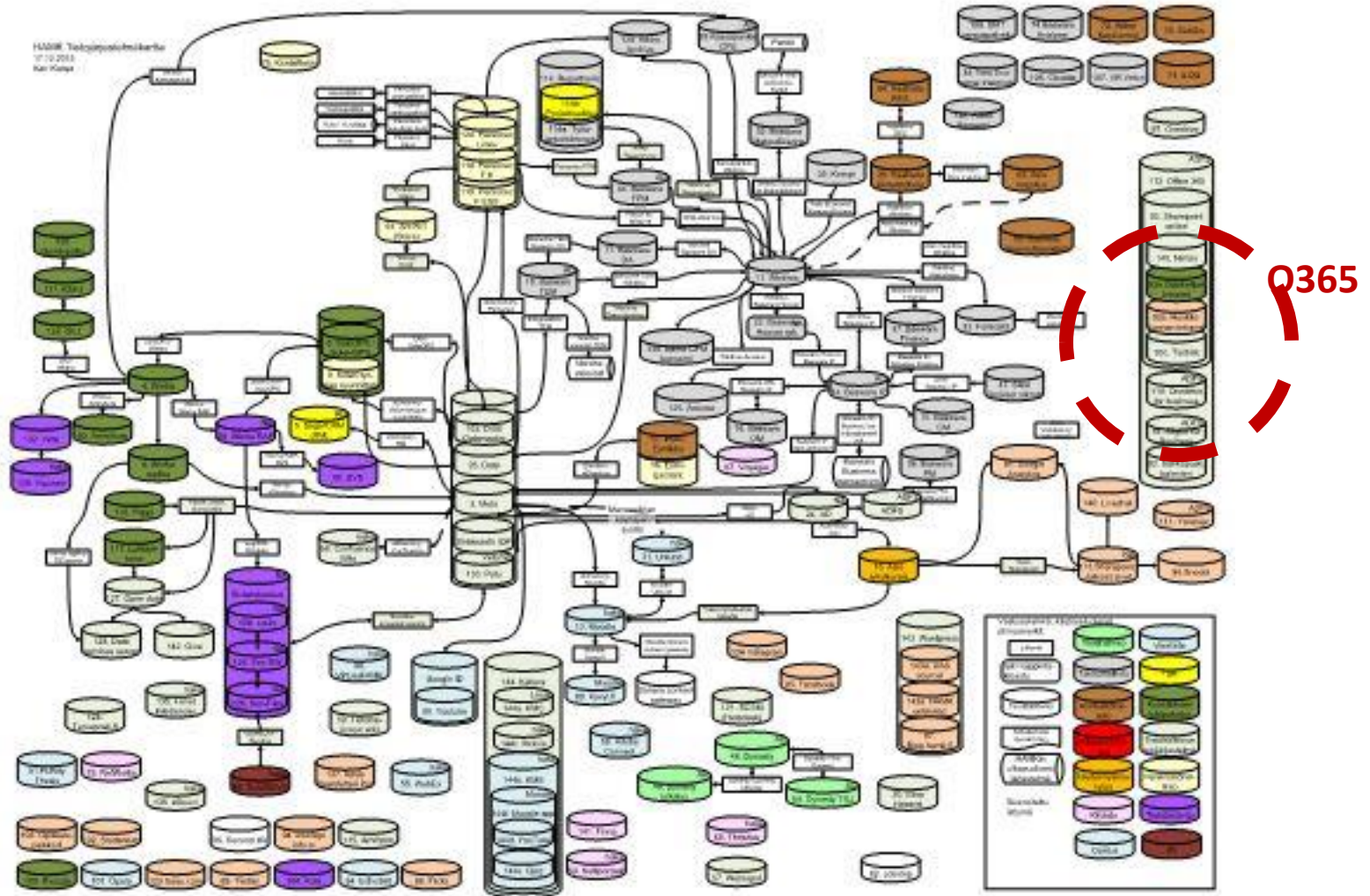
HAMK University of Applied Sciences

- Located in Southern Finland, 7 campuses
- 7200 students
- 625 teachers and other staff
- 31 degree programs (23 B + 8 M), professional teacher training, open university, continuing education
- 4 applied research units
- Medium-sized HEI

Changes at all levels

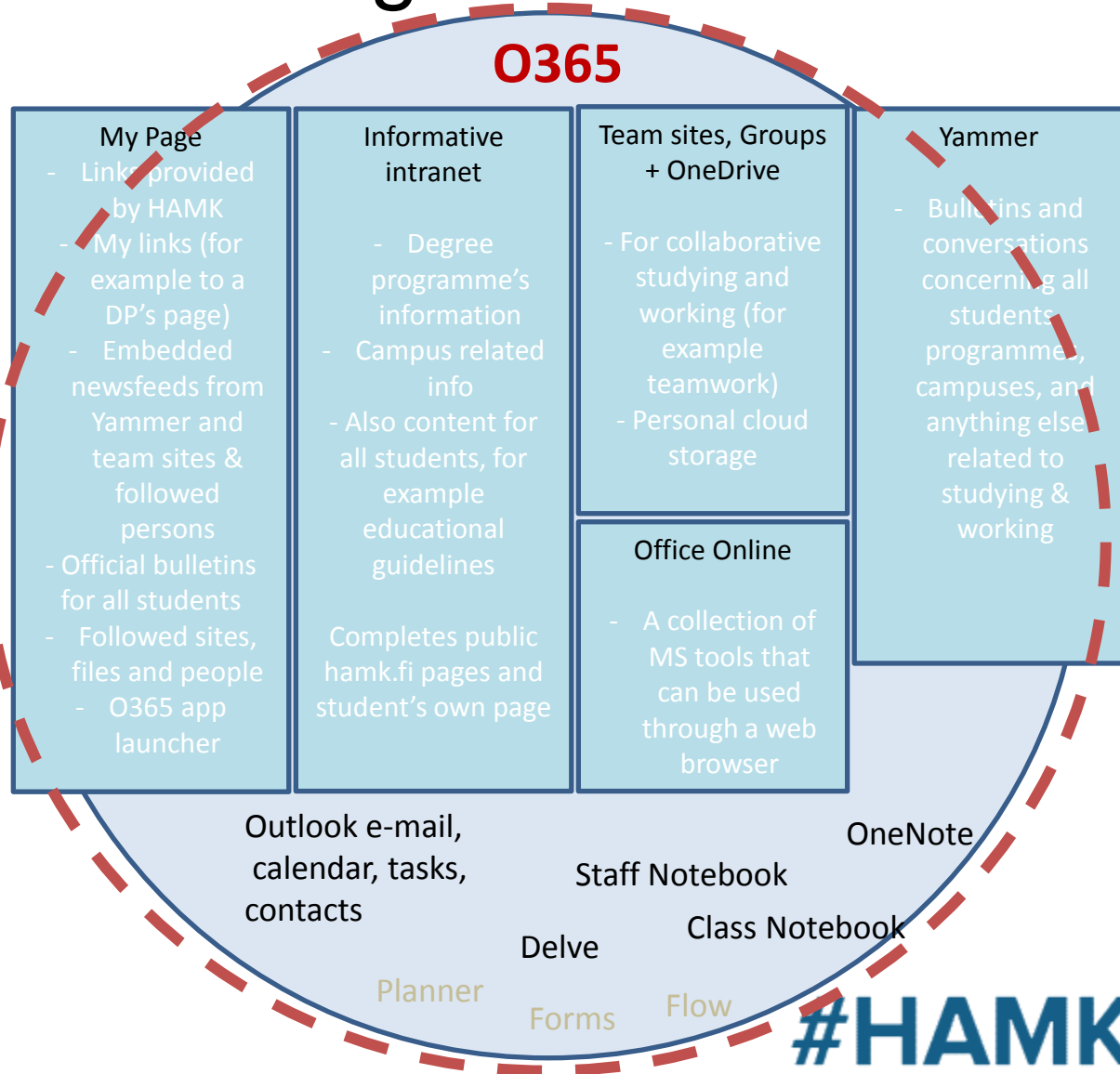
- Changes in the global and local environment: economy, world of work, technologies (digitalisation)
- Changes in Finnish education: funding, degree programme structures, national application system
- Changes at HAMK: programmes, study modes, management, strategy, IT infrastructure and technologies

PLE, MLE, IT – OMG?



Supported services for studying and working

www.hamk.fi Info on education and programmes, study practises and services	
blog.hamk.fi Blog service for students and staff	unlimited.hamk.fi Publication portal
Moodle Studying, course related contents, guidance and communication	video.hamk.fi Video service for educational resources
Peppi Courses offered, enrolment for courses and modules	lukkarit.hamk.fi Schedule service for groups and courses
WinhaWille Enrolment for implementations and academic year, contact info change, grades	oiva.hamk.fi Mobile service for groups' timetables, campus cafeteria menus, event calendar and classrooms

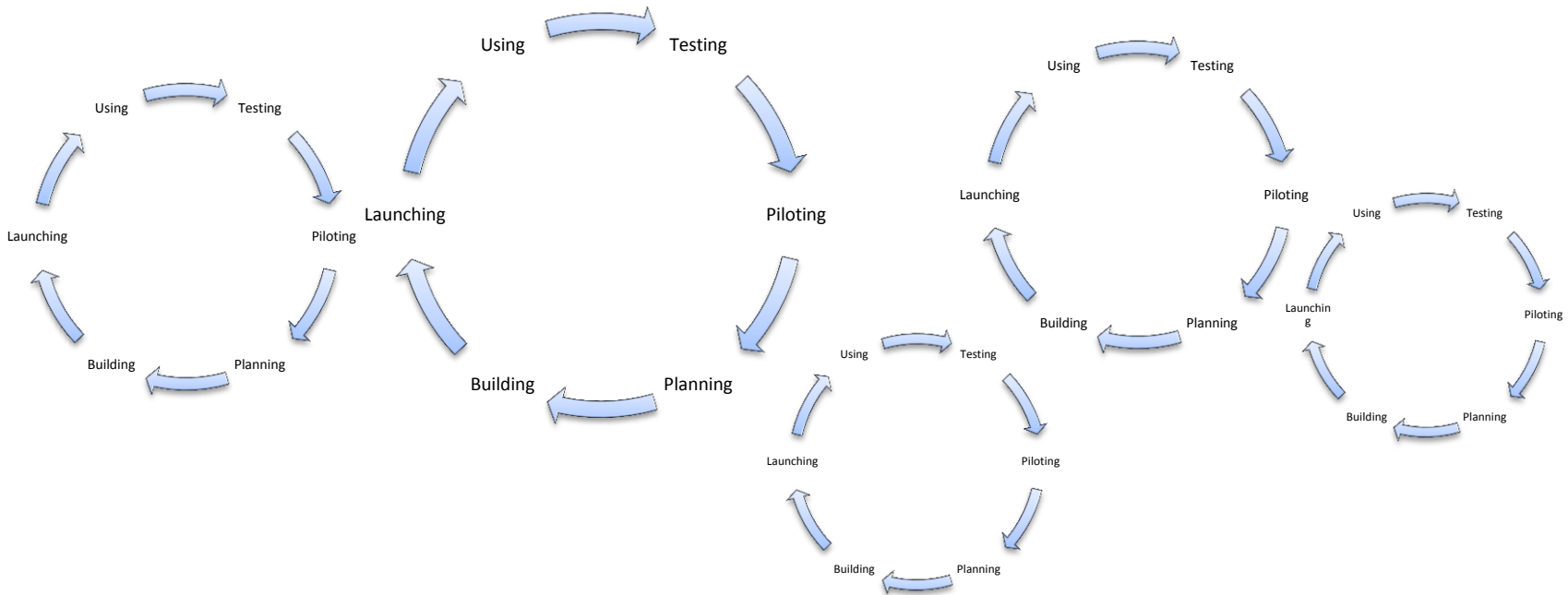
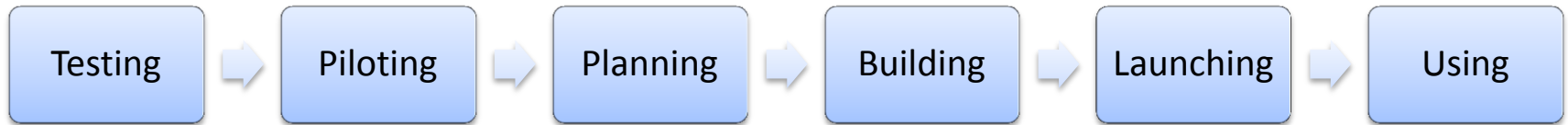


Bimodal project management

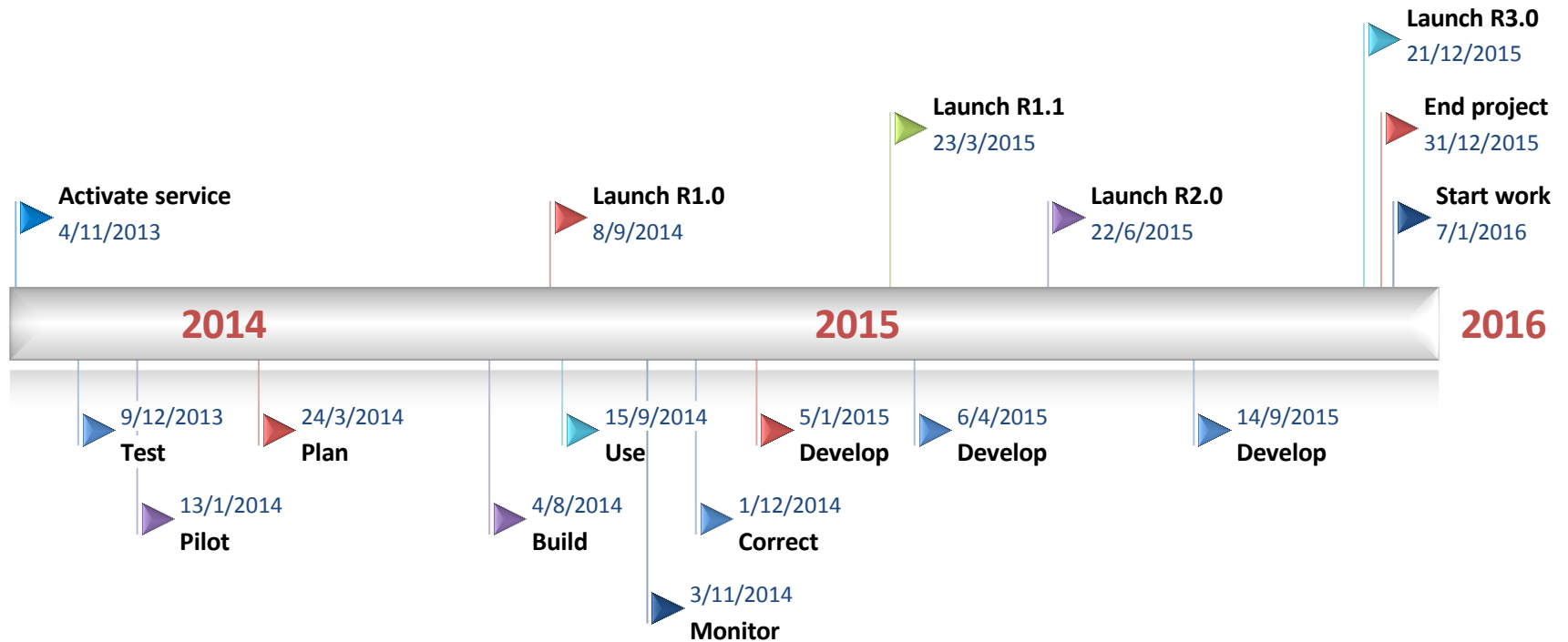
	Mode 1	Mode 2	
	Reliability	Agility	
	Price for performance	Revenue, brand, customer experience	
	Waterfall, V-model, "high-ceremony IID"	Agile, Kanban, "low-ceremony IID"	
Think marathon runner	Plan-driven, approval-based	Empirical, continuous, process-based	Think sprinter
	Enterprise suppliers, long-term deals	Small, new vendors; short-term deals	
	Good for conventional processes and projects	Good for new and uncertain projects	
	IT-centric, removed from customer	Business-centric, close to customer	
	Long (months)	Short (days, weeks)	

<http://blogs.gartner.com/it-glossary/files/2015/01/bimodaltable.png>

Waterfall vs. agile



HAMK's intranet project phases



Top 3 factors for success/failure

This we did well

1. Management commitment
2. Agile development
3. Change mindset

This went less well

1. Change coordination at HAMK level
2. Change management at project level
3. Timing & time

Organization matters

Directors

(HAMK strategy & policies)

Unit managers

(Unit-level goals and resources)

Project team

(Overall planning and joint execution)

- Communication
- Guidelines and instructions
- Online support
- Best practises
- Further development

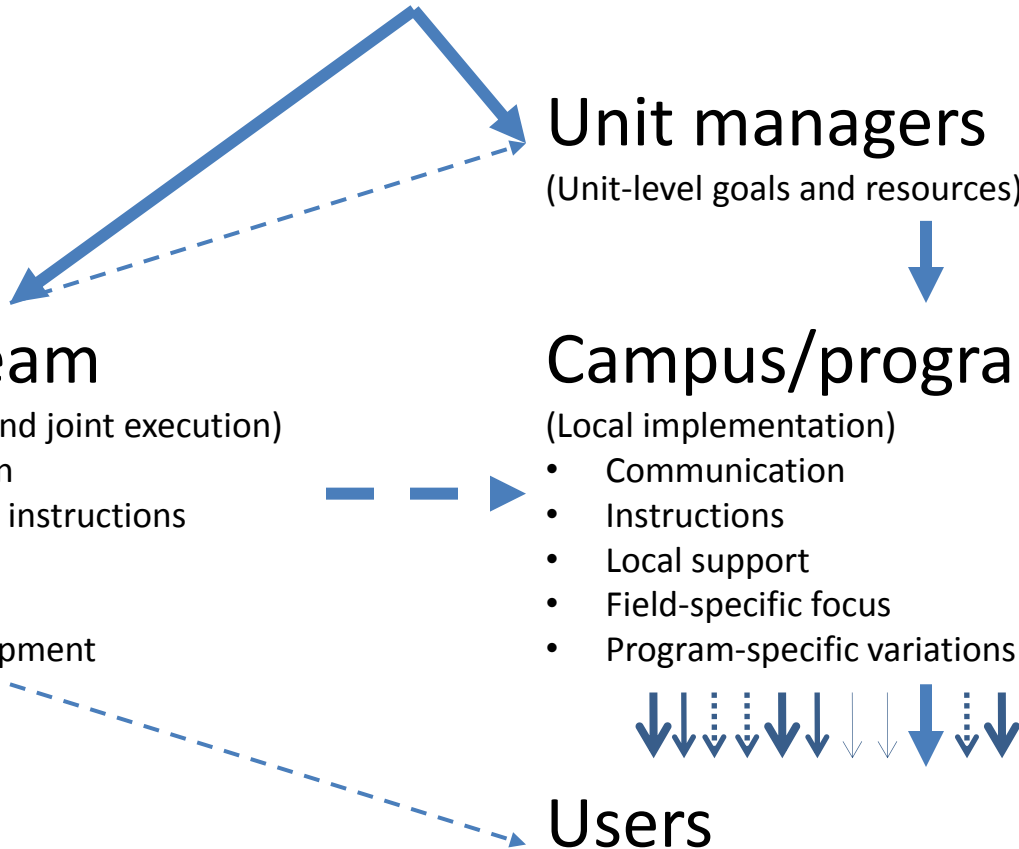
Campus/program teams

(Local implementation)

- Communication
- Instructions
- Local support
- Field-specific focus
- Program-specific variations

Users

(Everyday studying and working)



Don't

- Introduce too many changes
- Expect rapid change
- Trust things to happen and people to act without management
- Micromanage
- Believe in bells and whistles
- Think you know best
- Underestimate your users
- Overestimate your users
- Be afraid to ask for help/answers/money
- Wait for the final product

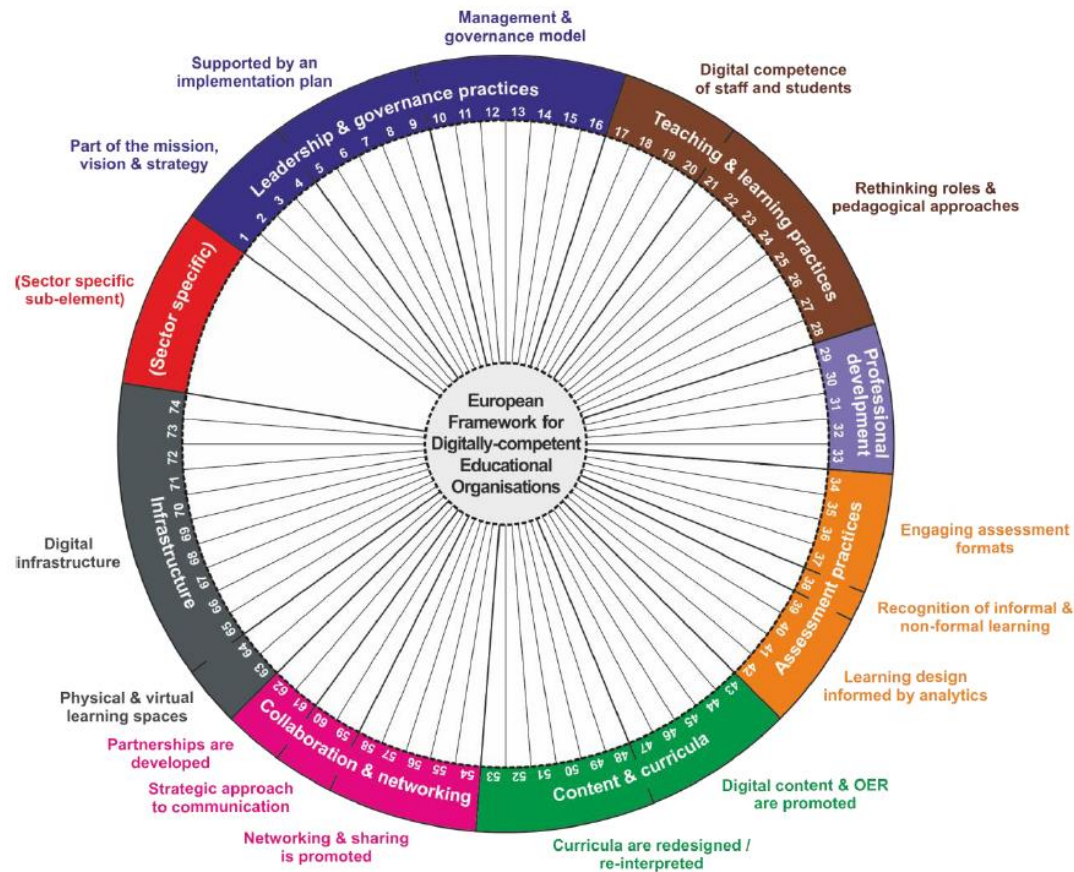
Do

- Find the owner
- Work in teams
- Define the use and keep it simple
- Spell out the benefits
- Change processes
- Manage change
- Prioritize projects and tasks
- Plan timing realistically
- Communicate & share
- Involve users
- Encourage learning by example
- Target and measure
- Give up the old
- Grow your digital competence (open badges)

Conclusions

1. It's not about technology
2. Strategic change needs leadership
3. Digital is not the same for all
4. Agile allows quick and cheap mistakes
5. Choose cloud, choose change

Next step: developing digital competence



http://publications.jrc.ec.europa.eu/repository/bitstream/JRC98209/jrc98209_r_digcomporg_final.pdf

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