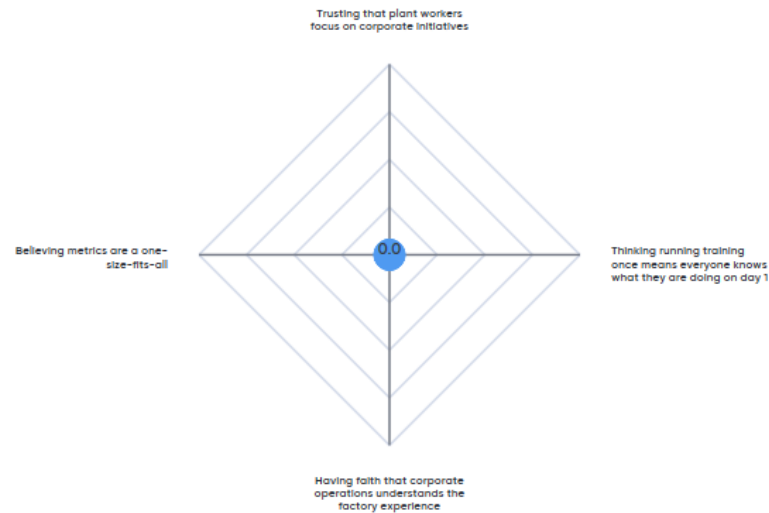# Before we start, answer this question:

Go to **www.menti.com** and use the code **70 35 63**

How often have you observed project leaders / teams do these things?

Slide is not active — Activate

0

Who are we?

Lisa Hagen

*Senior Manager,
Organization Effectiveness
Hitachi Consulting*
Denver

Glenn Pfenninger

*Senior Manager,
Organization Effectiveness
Hitachi Consulting*
Chicago

- Expertise is applying and customizing organizational change models and frameworks to implement global change successfully.
- Led and managed complex consulting and client change management and training teams across various industries.
- Her dedication and commitment to understanding complex organizational landscapes and ERP functionality makes her a trusted partner with clients.

- Seasoned organizational change practitioner who focuses on driving user readiness and process adoption primarily in industrial manufacturing clients.
- Worked across layers of organizations, from the plant floor to the boardroom, to understand how process and technology changes will impact daily work habits.
- He believes employee ownership drives realization of business benefits and creates a positive culture for change.

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Manufacturing is in our DNA
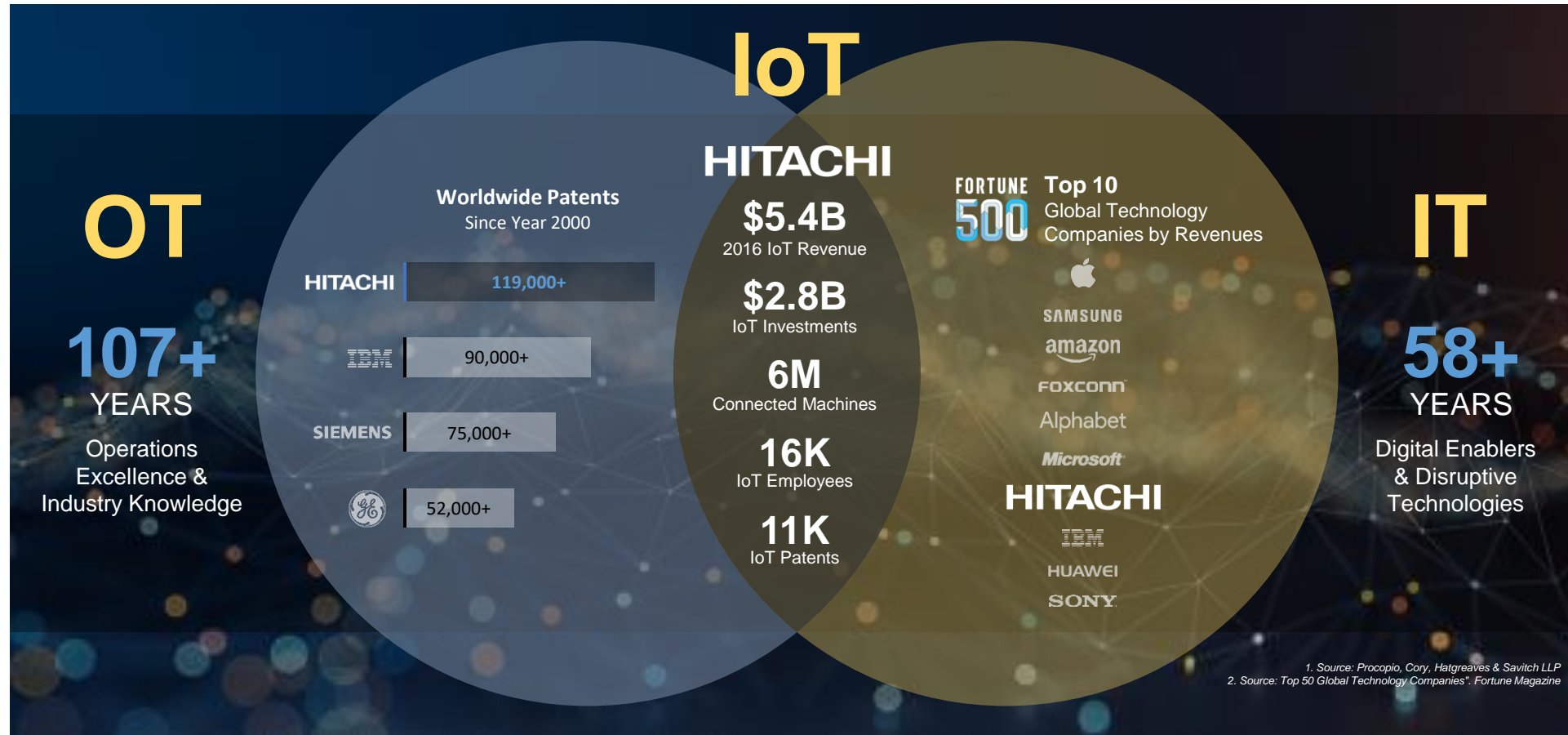
How Often Digital Transformations…

84%

Fail

72%

Succeed
with Highly Engaged Sponsors

*Digital Transformations are **6x** more likely to succeed with highly engaged sponsors*

ASUG

Lessons Learned

Engaging shop floor teams across multiple facilities

Aligning corporate operations to factory experience

One time training is not enough

Metrics are not one size fit all

Lessons Learned

**Engaging shop floor teams across multiple facilities**

SOLUTION

Embed OCM in each facility as a liaison between each facility and the Project Team

Develop **clear and compelling rationale** for the change rooted in current pain points

Project Teams and SMEs need to **understand intimate details of process and impacts** to work flow in plant

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Lessons Learned

One time training is not enough
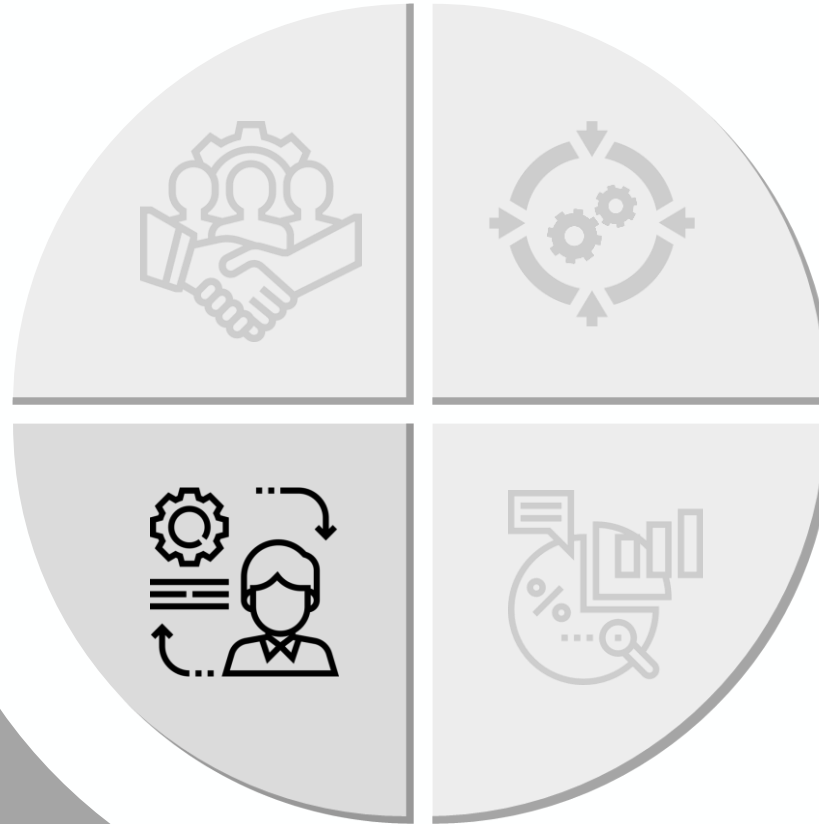
SOLUTION

Implement "**Early Lifts**"

Include **physical training elements** (mock plants, 3D models)

Conduct **user testing in plant** locations

Training has to be designed to **compliment how personnel execute their job** today

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Lessons Learned

SOLUTION

Visit plant locations and watch how work moves through plant

Host road shows in each plant, using **rich custom visualizations** to **illustrate specific changes** that will impact the product lines

Aligning corporate operations to factory experience

 asug

SOLUTION

Build assessments that **provide meaningful action steps** to ensure the company can sustain long term success of the implementation
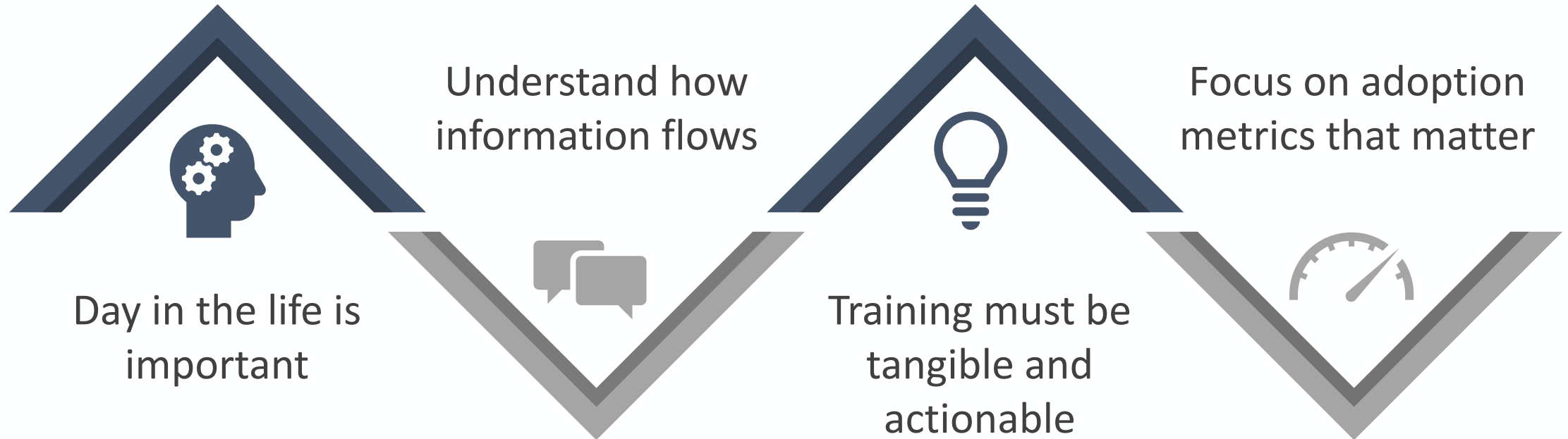
Create **metrics that are co-owned**

Embed adoption metrics into the system

Metrics are not one size fit all

Key Takeaways

Day in the life is important

Understand how information flows

Training must be tangible and actionable

Focus on adoption metrics that matter

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Conclusion

Want to learn more?

Join us at 2pm for our roundtable discussion:

Planning the adoption of an intelligent enterprise with Shop Floor Users in Mind (ASUG86044)

Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:
http://info.asug.com/2019-ac-slides

Q&A

For questions after this session, contact us at [email] and [email].

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