



# ISPI VANCOUVER SPECTRUM

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## ISPI VANCOUVER SPECTRUM

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## The Trials of the New Kid on the Block

*A message from the editor, Julie Case*

I'm the new kid in class this September. Or to be more precise, the new employee. And as the new employee I am experiencing a great many unknowns. It's akin to a minefield: one must be so careful not to accidentally set off someone else through one's own well-intended yet inevitable missteps.

As performance improvement specialists, we're sometimes our own worst enemy, aren't we? Within days of moving into our new office, we're questioning this and changing that and inventing new and better ways to do things. We forget that things did function quite well before we got there. At least until someone reminds us of that fact, thank you very much. But the sincere truth is that we aren't trying to be annoying. Honest. Our improvement efforts come from a deep-seated desire to help. A genuine excitement that we can make a difference and put our little stamp on the world. After all, not all of us will

be remembered for Olympic medals and Nobel peace prizes!

So next time we run across the new kid in class, let's cut her some slack. She really is just keen to make a difference! And if we find ourselves as the new kid, let's cut those around us some slack. They are not intransigent, just suffering from a little inertia.

The articles in this edition are about change. Patricia Lambert tells us how privacy protection laws are changing the way we do business. Andrew Horlick gives us questions to ponder when mergers result in changing corporate culture. And Sheila Bouman shares some observations on why change management still has its challenges.

Thanks so much to the authors of these articles for taking the time to write them and for your permission to share them with your colleagues.



## Privacy Protection: An Opportunity to Improve Productivity and Performance in the Workplace

By *Patricia Lambert*

At the beginning of a client interaction (whether training or consulting), we and the participants agree how to create a “safe environment” within which to work. Each client group defines “safe environment” in its own way. Yet two words are almost universally included in the process: trust and respect.

Trust and respect are two key components in creating an environment in which accomplishment is nourished. What often lies at the heart of concern about trust and respect is the question of how a person’s information is used — and by whom.

Trust and respect are at the heart of the federal Personal Information Protection and Electronic Documents

Act ([PIPEDA](#)). Built upon a foundation of ten principles developed by the Canadian Standards Association, PIPEDA provides all businesses across Canada with the impetus to protect customers’ and employees’ personal information. In other words, the Federal Government requires that all businesses across Canada meet their responsibilities under PIPEDA to trust and respect their customers and employees.

PIPEDA is groundbreaking legislation that establishes Canada as a country that has legislated private sector privacy rules. It enables Canadian businesses to work with businesses in the European Union, which initiated privacy policies in the late 1990s.

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*The Act does not stop businesses from capturing data.*

*It requires businesses to have a capturing strategy.*

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According to the Federal Privacy Commissioner, the Act “balances an

individual’s rights to the privacy of personal information with the need of organizations to collect, use or disclose information for legitimate business purposes.”

If we overlook PIPEDA, we overlook an opportunity to enhance our work, increase our effectiveness, and influence human behaviour. PIPEDA questions why information is collected, how it is stored, who is given access, and how it is used. PIPEDA is all about trust and respect.

How can we use PIPEDA to our advantage? We can establish policies and practices that state and demonstrate the value we hold for the information entrusted to us by our customers, colleagues, and employees. We can increase our effectiveness by ensuring that the information we collect, use, disclose, and retain is the information we want and need. We can influence the behaviour of our colleagues and suppliers by doing business only with those organizations that state and demonstrate their values for protecting our customers’ and employees’ personal information.

PIPEDA came into force for federally regulated organizations in January 2001 and for organizations that collect personal health information in January 2002. For the rest of us, the Act comes into force on January 1, 2004.

That means we have just weeks to create an opportunity to deepen the trust we work so hard to achieve with our clients, our colleagues, our suppliers, and our employees . . . . . a few weeks in which to meet our responsibilities under the law. After January 1, 2004, those who choose to ignore the Act sabotage their chances to succeed.

**Principle 4, Obtain Consent** is a key principle under PIPEDA. PIPEDA stipulates that customers must provide businesses with their explicit consent to collect, retain, or use personally identifiable information. Under the Act, this includes customers presently on databases, files, and forms. If we create a privacy strategy today, we position ourselves to benefit from heightened customer relations and reduced administrative expenses.

PIPEDA does not recognize "implied consent." A customer must expressly give consent. The fact that customers gives you cheques for your services does not imply that the customers wish you to contact them in the future.

The Federal Act provides for no grandfathering of information. Provincial legislation is being written that, when passed and approved by the Federal Commissioner, may provide some leverage on that issue. On the other hand, the Provincial legislation being written encompasses employee information as well.

Either way, the remaining nine principles will apply:

**1. Be accountable:** Who in our organization is responsible to ensure its privacy strategy is enacted? What information is passed to a third party for processing?

**2. Identify purposes:** What information do we collect? Why? Do we tell our customers and employees?

**3. Limit collection:** Do we collect information that we do not need in the course of business with our customers? Are we clear with our customers about why we want the information?

**5. Limit use, disclosure, and retention:** How do we use the information collected? Who sees it? How and when do we dispose of it? What guidelines are in place?

**6. Be accurate:** Who ensures accuracy? How?

**7. Use appropriate safeguards:** How do we protect the personal information we have about our customers (and employees) against loss or theft?

**8. Be open:** Do we inform our customers and employees about privacy policies and practices? Are policies and practices easily understandable and available?

**9. Give individual access:** Do we inform individuals if we have personal information about them? Do we explain how it is used and to whom it has been disclosed? Do we correct or amend information?

**10. Provide recourse:** Do we have a complaint procedure? Do we advise complainants of avenues of recourse? Do we investigate complaints and take appropriate measures to correct our policies and practices?

PIPEDA provides an avenue, through the [Office of the Privacy Commissioner](#), for customers to make complaints against organizations that collect, use, or disclose personal information without consent. There are “watchdog” organizations poised to begin the complaint process on January 1, 2004.

In anticipation of increased public awareness, the Privacy Commissioner hired about 50 auditors to respond to an anticipated flood of complaints in the New Year. PIPEDA sets out a process by which organizations and the Office of the Privacy Commissioner must respond to complaints. The process includes timelines, audits, public disclosure, Federal Court hearings, and hefty fines (e.g., \$10,000 on first conviction).

While it may be true that customers have, in the past, limited their complaints regarding personal information protection, the future is looking very different. Increasingly the public deepens its awareness of its rights under the Act and voices its

concern about the protection of personal information. Customers make choices that affect the ability of businesses to do business.

Polls indicate that, as public awareness of the Act and customers’ rights therein increase, customers will expect successful business practices regarding personal information to reflect their desire for privacy.

Now is the time for us to cement the opportunity this legislation offers. Meeting our responsibility under the law includes the creation and implementation of a strategy, broadcast of that strategy, employee training, and auditing of our present information collection practices.

The time and resources we allocate to create and implement a privacy strategy are well spent. The benefits for our businesses include:

- Protecting public image and brand
- Deepening credibility
- Promoting customer confidence and goodwill

- Maintaining — or increasing — market share and market control
- Meeting the requirements of professional or industry associations
- Efficiently managing personal information
- Reducing administration costs
- Demonstrating the value businesses hold for customers’ and employees’ privacy

How can we maintain a safe environment for others if we do not create a safe environment for ourselves?

Patricia Lambert is a Principal of **Insight to Success**. Her expertise includes business and management strategy, management coaching, team building, and group facilitation. Insight to Success presently offers consulting and/or training services focused on personal information privacy.

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## Company Culture: A Crucial Consideration in Mergers and Acquisitions

by Andrew Horlick

Whether it's rapid growth, a shift in strategy, or a merger or acquisition, the changes that a company undergoes in its life span will have dramatic effects on its corporate culture. Sounds simple enough, but you'd be surprised at how little consideration this is given when a company is undergoing a significant shift. The focus is typically on the financial, technical, and legal implications of change. How will the technologies and products be merged? What will happen to market share? What are the costs? What departments and services are redundant?

That's not to diminish the importance of considering the nuts and bolts of, say, a merger. But the issue of how people are going to handle this change merits equal attention. Predicting human reaction isn't an easy task — and perhaps this is why it is neglected. But companies applying the same level of due diligence as they do to more traditional considerations will undoubtedly find more success. Why? A survey of French and German managers involved in acquisitions and alliances found that technical issues were less instrumental in producing conflicts in work relationships than differences between the two countries in planning, authority, commitment, monitoring, and teamwork. More than 50 per cent of the sample reported cultural differences gave rise to tensions. They also indicated that senior executives did not regard such differences as important. (Harper, J., and Cormeraie, S. "Mergers, Marriages, and After: How Can Training Help?" *Journal of European Industrial Training*, 1995).

That example might refer to large, multinational corporations, but the problem isn't theirs alone. I recently observed an older, established tech company merge with a younger upstart. In this case, there were managers with very traditional leadership styles inheriting staff used to a team approach and a very flat corporate structure that encouraged autonomy. Trouble was inevitable. No one had taken time to consider how people would react, nor had they tried to implement some preventative measures. Resentment on both sides was high and had a negative effect on working relationships.

When considering the cultural impact of your company merging with or acquiring another, it's useful to ask the following questions:

### **1. Do you have a good understanding of your company's own cultural strengths and challenges?**

To assess the "fit" of another company with yours, you must first understand your own culture, particularly the foundational values that have ensured the success of your business. If you aren't aware of your company's values, you may unknowingly alter them in a merger or acquisition. A merger between a company that is successful because of its flat organizational structure and emphasis on teamwork and one that has multiple layers of management and a focus on individual contributors spells trouble. The additional structure that develops in the post-combination phase will be a great source of frustration for many employees.

## 2. Do you have a good sense of the culture of the company you are merging with or acquiring?

This second step involves assessing the similarities and differences between your company's culture and the culture of the company you are contemplating merging with or acquiring. Do the similarities reinforce your strengths or compound your weaknesses? Do the differences represent a source of strength for the combination or accentuate a weakness? Consider the example of two regulated utility companies that have agreed to form a non-regulated joint venture to operate in a highly competitive marketplace. The cultures of the two companies are very similar — highly conservative and risk-averse. The combination will reinforce these characteristics in the joint venture, which will limit the future success of a company that must operate in an environment that demands a much higher risk tolerance.

## 3. Have you defined the culture of the merged company?

Will a new culture be established? Will the cultures be integrated, or will the culture of one or the other be the one adopted? In successful combinations, the partners share a common purpose and recognize and accept the terms of their relationship. This means reaching agreement on the type of culture needed to support the business strategy of the merged company. There are a number of options for the post-combination change, ranging from preservation (an acquired company retains its culture) to absorption (an acquired company conforms to the culture of the acquirer) to transformation (both companies find new ways of operating). What is important is that the cultural end state be defined and

agreed upon. Recently, a Vancouver-based high technology company acquired its larger competitor. To make the combination more palatable to staff in the acquired company, the executives in the acquiring company described the combination as a merger of equals. However, their actions soon belied that statement. They adopted their company's values as the values for the combined company, leaving the employees they were acquiring confused and feeling that they were simply being assimilated into an existing culture. As you might expect, these newly acquired employees felt very little ownership for this culture that was imposed on them.

The bottom line is, don't give all of your attention to just the bottom line. Why? Because the reality of business today is this: all that separates you from your competitors is the skills, knowledge, commitment, and abilities of the people who work for you. Companies that pay attention to cultural issues in mergers and acquisitions have a much higher potential for post-combination success than those that do not.



Andrew Horlick is a Principal of **Navigo Consulting & Coaching**. He is an accomplished corporate coach and organization development consultant with 15 years of experience supporting executives, managers, professionals, and teams to achieve superior business results. You can reach Andrew by phone at 604.930.0835 and by email at [ahorlick@navigo.ca](mailto:ahorlick@navigo.ca). 

## Silos: The Main Contributor to System Implementation Project Failure

by Sheila Bouman

After helping implement \$200 million of technology changes in more than ten companies over the past few years, it was time to stop and reflect. We wanted to determine what worked, what hasn't, and why change management still has considerable challenges.

To shed light on these and other questions, Navigo Consulting & Coaching interviewed its clients in May and facilitated a roundtable discussion with its associates.

These conversations confirmed that, while the typical change management approach generates positive results, clients still require more to achieve long-term success. Specifically, they need to be realistic in their assessment of the risks they face when implementing major technology changes and to develop strategies to address those risks. The following table shows some of the risks that we've observed in client organizations

Risks	Navigo Examples
➤ Technology changes are not aligned with the strategic direction of the business.	At the same time a client was attempting to implement an enterprise-wide software application, a major reorganization was underway, dividing the company into autonomous business units. Implications of the organizational changes were unclear. This resulted in changes not being fully incorporated into the product design.
➤ Priority of the technology change with respect to other organizational changes is not well established.	In one organization, the decision to proceed with the implementation of a new system was under review for a period of eight months.
➤ Line managers are not supportive and restrict allocation of and access to resources.	In one organization, managers demonstrated their lack of support for a new system by resisting the release of their employees for system training.
➤ Passive involvement of sponsors delays decision making and limits buy-in of line managers and employees.	With one client, the involvement of the sponsors was limited to participating solely in monthly steering committee meetings. They spent no time communicating the need for the change to the organization.
➤ There is excessive turnover of project staff.	On one project, a new project manager and new team members were assigned seven months prior to go-live.
➤ Little or no attention is paid to sustaining the implementation.	On one project, no structure was in place to transition responsibilities to sustainment.

These are only some of the risks Navigo observes when supporting system implementations. What we've determined is that the main underlying contributor to system implementation project failure is silos. These are projects that operate in isolation from the full organizational context. They are separate from the overall direction of the business, the day-to-day operations, and the basic activities and needs of the stakeholders. These silos are further exaggerated when change management activities are added to the project plans rather than integrated across the organization.

How do I know if silos are limiting full success in my organization? Ask yourself the following:

- Are corporate executives and initiating sponsors only minimally involved in the project once they have determined its funding and scope and appointed a steering committee?
- Does the project operate separately from the rest of the business and hold full responsibility for its implementation?
- Do your business operations people see project activities as intrusive and irrelevant to their daily work?
- Is change management limited to training and communication and not integrated with overall project plans or into the organizational context?

It is the combination of working within these silos and under the deluge of associated risks that prevents our clients from fully hearing and applying our feedback. For them to hear what we are saying, we need to cushion the

hard blows with practical tactics that appropriately address the risks and move the organization forward. The following tactics will help your organization proactively minimize the risks associated with silos.

### **1. Integration of communication and involvement mechanisms through all levels of the organization**

If one area of business already has an existing communication process in place, leverage this and ensure that consistent messages are being sent to your stakeholders.

As part of your information-gathering process, where interviews and focus groups need to be conducted to obtain stakeholder input, apply an integrated approach for collecting the information to reduce repetition and stakeholder fatigue. For example, if information is required for both a change-management plan and training strategy, combine the questions into one interview guide.

### **2. Involvement of key stakeholders from all areas and throughout all phases of the project**

It's imperative that all the areas of business that will be impacted by the system are responsible for the change initiative's success. Each impacted line of business must be aware and make decisions throughout the implementation process. Ensure that your steering committee is made up of representatives from all lines of business (not just IT). Without early and ongoing involvement from these lines of business, the efforts and decisions made will be done in isolation and may not take into account potential changes to the various lines of business. Given the typical duration of

system implementation projects (2–3 years), it's critical that the system is aligned with your business needs and that the business side drives the project, ensuring that your people are ready to adopt the system.

### **3. Continuous development of change management skills of involved stakeholders**

Being strategic in developing your stakeholders' change management capability means that they will be able to recognize potential pitfalls or risks and address them earlier in the process, before they escalate. With solid change management skills in the organization, your stakeholders will be thoughtful about how they bring people along through the process so that they do not inadvertently create resistance. This is one of the biggest challenges to surmount — stakeholders who believe they are helping the process but who are actually adding more resistance, which is being ineffectively managed. The key is the ability to effectively surface the resistance and then, with finesse, manage it.

### **4. Shared responsibility for implementation success across the organization**

As stated earlier, the lines of business impacted by the system implementation must own the implementation — they must be accountable and share responsibility with the key sponsors. This ensures there is constant scanning and realignment between the business and the system being implemented.

### **5. Proactive monitoring and addressing the risks associated with all phases of the initiative**

By constantly monitoring and addressing the risks, you are contributing to the implementation's success. An important ingredient for this success is to constantly seek feedback and, in doing so, help mitigate potential problems before they escalate. This approach is key to ensuring that stakeholders feel they have been involved since the inception, are able to provide input (in some cases) to the design of the product, and can, with enough lead time, modify their own business processes to align with the system changes.

Sheila Bouman is a principal of Vancouver-based **Navigo Consulting & Coaching**.

Sheila is an organizational development specialist and business coach. She specializes in change management and particularly in supporting organizations implementing large-scale technology initiatives such as ERPs. Most recently, Sheila was involved in supporting the change management effort for one of BC's largest system implementations, impacting over 5,500 end users.

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## Book Reviews: Right and Left, Right and Right

***Leadership, Rudolph Giuliani, Hyperion, 2002***

***Living History, Hillary Rodham Clinton, Simon & Schuster, 2003***

*Reviewed by Julie Case*


*Leadership*, by Rudolph Giuliani, provides some interesting political insights into the running of the biggest city in the US. For those familiar with the politics of municipal government in Canada, it also illustrates the many differences between Canada and the US in the running of big cities. As Mayor, Giuliani seemed to have unyielding power to do as he saw fit to turn around a city ravaged by crime and crippled in its ability to serve its citizens. He talks in detail about how he put performance measures in place and held top civil servants accountable for the performance of their departments.

Much of the book discusses the challenges Giuliani faced in the days and weeks after September 11, 2001. He already had a reputation as one of

the most effective mayors New York had ever seen. As he states, "the idea that I somehow became a different person on that day — that there was a pre-September 11 Rudy and a wholly other post-September 11 Rudy — is not true. I was prepared to handle September 11 precisely because I was the same person who had been doing his best to take on challenges my whole career." His tough policies and somewhat autocratic decision-making would have made him an attractive candidate for Senator for the right-of-centre Republican party. (Giuliani dropped out of the race for health reasons.)

Giuliani's illness meant New York voters were denied an exciting race between Giuliani and his left-of-centre opponent, Democrat Hillary Clinton.

Still going strong after 14 weeks on the *Globe and Mail's* best seller list is *Living History*, by Hillary Rodham Clinton. With the publicity this book received in the popular press when it was released this past spring, you'd have thought the entire book (not simply a few pages) was about Mr. Clinton's indiscretions. Nothing

could be further from the truth. It's a fascinating book about an incredibly intelligent and articulate woman who redefined the role of First Lady and relentlessly pursued the rights of women and children on the world stage. She has strong beliefs that "issues affecting women and girls should not be dismissed as 'soft' or marginal but should be integrated fully into domestic and foreign policy decisions. Denying or curtailing education and basic health care for women is a human rights issue. Restricting women's economic, political, and social participation is a human rights issue." It's a powerful and at times funny book about an extraordinary life in a fishbowl on display to the world. And I for one wouldn't be surprised at all if Mr. Clinton ends up as the first-ever First Gentleman. 

Have you read an interesting book lately that your fellow ISPI members might enjoy? Then tell them about it in your own words. Send your book reviews to *Spectrum* Editor Julie Case at [johnandjulie@shaw.ca](mailto:johnandjulie@shaw.ca).

## Being Part of the SPECTRUM: An Invitation to Contribute

### Help *ISPI Vancouver Spectrum* become even more relevant for you!

ISPI Vancouver members have received earlier invitations to contribute to this quarterly, *ISPI Vancouver Spectrum*. Here is yet another invitation.

**Invitation:** You are once again invited to help make *ISPI Vancouver Spectrum* an even better professional resource for you and all our chapter members.

**Background:** As you may know, *Spectrum* was previously our quarterly *newsletter*, distributed for years in print by mail and later in PDF by email. We now share *news* through frequent updates of our [www.ispi-van.org](http://www.ispi-van.org) website, including articles about chapter events almost as they happen, and we send frequent bulletins and other emailed information. Thus a quarterly *newsletter* has become an anachronism. *Spectrum* now fills a related but different niche — quarterly *journal*. Still, though, we are aiming to enhance a traditional strength of *Spectrum*: contributions by our members.

**You:** ISPI members have a lot to offer. We ask you to send content for *Spectrum* and/or our website. And you don't have to be a great writer! Send us your articles, news, tips, etc., and we'll try to use them. Perhaps *Spectrum* can even become an *interactive* journal, with members responding to articles, sharing experiences, and asking questions. This may result in ongoing themes in the journal or on related pages on our website.

**Topics:** Here are just a few of the many possible ideas for your submissions:

- Stories about accomplishments in your work
- Reviews of relevant books, conferences, etc., like the reviews in this issue
- Annotated sets of URLs for web content about performance themes or other interesting topics
- Articles based on your research and practice
- Articles you've written for your own organization that you can share
- Articles by someone else that you would like to recommend
- Responses to articles you've seen in *Spectrum*

**Guidelines:** Use Word, with simple formatting. Include full copyright facts if you send something from another source for re-publication. We may edit your content. We will try to use it in *Spectrum* and/or on our website.

**Act now!** Thanks so much for considering this invitation. We look forward to hearing from *you*. Our next deadline is **December 18, 2003**. Please send your ideas, articles, etc., to the *ISPI Vancouver Spectrum* Editor, Julie Case, [johnandjulie@shaw.ca](mailto:johnandjulie@shaw.ca). Please include the word "Spectrum" in your email subject line.

