



End User Service Offering: Champion Development

Problem: The end user is struggling with collaboration technologies because there is a clear business need for collaboration but there is no champion to drive adoption through the organization. For the vendor, the problem is that they have identified a clear business need but either the end-user does not see it as a collaboration problem or there is no champion for the technology.

Service Offering: This innovative service offering is composed of five areas:

1. Assess the end-user organization for political support, processes ripe for collaboration, and infrastructure/technological readiness for collaboration.
2. Map a number of critical business processes, and analyze those processes for specific collaborative leverage points.
3. Choose two or three specific business processes with high collaborative leverage, and identify a champion for at least one of these processes.
4. Once the champion has been identified, they are tested for a critical skill set. Based on that assessment, the champion participates in a skills development program that will enable them to be a leader for collaborative technologies.
5. Provide support and coaching for the champion as they apply the technology to one or more of the critical business processes selected in Step 3.

Solution/Outcome: If the problem of low adoption rates of collaborative technologies in an organization is because there either is no champion or the champion does not have the appropriate skills or clout (is not high enough in the management hierarchy), then the best way to alleviate that is to identify/discover a champion at the appropriate level, and scope and develop that champion so that they can be successful in that role. The goal of the Champion Development service offering is to help drive adoption of collaboration technologies through leadership.

Engagement Time Line: The initial political/process assessment (Step 1) usually represents one to three days of a CS analyst/consultant's time. The next two steps in the engagement (process mapping and choosing target processes) take about one week of a CS analyst/consultant's time and will result in six to eight mapped processes and at least two processes being chosen for use with the collaborative technology. Step 4, champion identification, only occurs if there is not a current champion, or the current champion does not have an effective position and influence to drive adoption. Once the champion is identified and tested, skills development and coaching through the application phase (Steps 4 & 5) usually occur on an ongoing basis for three to six months.