



# TEC Check

Part of the 'Human Side' of TEC's approach

## Change Management: Planning For Success



Volume 2, Issue 2  
2002

Addressing the  
human side of your  
training and systems  
integration needs.

TEC, INC.

# TEC Talk

*If anything is certain,  
it is that change is  
certain. The world we  
are planning for today  
will not exist in this  
form tomorrow.*

Philip Crosby



**Kaie Pohl Latterner**  
President, TEC, Inc.

**H**ere's a question for you:  
Is change good or bad?

And here's the answer: Neither. Change is change. What's either good or bad is people's reaction to change. What will it be? And will their reaction benefit your organization or damage it?

Put your crystal ball away! People *can* prepare for successful periods of change. That's because what matters is not how much change folks have, but instead how they deal with it. And how well they do that determines the overall success of the project that created the change in the first place.

TEC specializes in assisting retailers, manufacturers, and service organizations, among others, that are acquiring new technology and enterprise resource planning (ERP) systems (for inventory management, order entry, pricing, customer service, etc.). The TEC difference lies in our ability to help clients balance the technology side of the system inte-

gration with the "human side"; in other words, TEC believes people must not only accept the new technology but also know how to really *use* it.

Change management is hand-in-glove with this people-oriented approach to business.

"New systems bring change," explains Kaie Pohl Latterner, president, TEC. "There may be

shifts in job responsibilities, staffing, organizational structure, performance management, business processes, culture and more. These shifts can occur over time or all at once. That's why TEC works toward total integration of the change, no matter how, when or where it occurs.

"The success of the new technology rests heavily upon thorough planning for both the technical aspects of integrating the technology and readying the people involved," Kaie continues.

"Have all employees been prepared to understand, accept and use the new system? The answer to this question can truly make or break a project and dramatically affect the company's ROI."

*The trouble with the  
future is that it  
usually arrives before  
we're ready for it.*

Arnold Glasow

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### In the next issue:

- **Team Building: Creating a Strong Foundation**
- **Productivity Under Pressure™ from Pritchett & Associates**
- **More Consultants . . .**
- **More Clients . . .**
- **More TECHniques!**

### TEChniques:

#### Dealing Effectively With Problems

1. Know that problems happen to everyone.
2. Understand that problems cause you to grow—which is a good thing!
3. Look beyond problems; focus on *solutions*.
4. Break the problem down into small pieces and deal with each piece.
5. Stop disaster-cizing the problem—the worst case rarely actually happens.
6. Write the problems down and they'll seem less overwhelming.
7. Ask for help from experienced people.

### Resistance to Change Can Be Overcome

Here's a sure-fire method for creating resistance to change: *force it*. Some organizations think they can just hold a meeting, announce a change, justify it and their job is done.

Hmmm. Better think again . . .

"People either resist, support or 'sit on the fence' about change depending on their past experiences, wants, needs, fears and hopes," Kaie explains. "Their responses depend upon how little or how much information they have on which to base their future decisions and actions."

Yet people's feeling about change *can* change. TEC knows that appropriate and adequate change management and training will reduce employees' frustration and increase their acceptance of the changes that accompany new technologies. And though employees will learn to understand and accept the reasons for a new system or change, their expectations must be managed to remain realistic about its potential.

*Slowness to change usually means fear of the new.*

Philip Crosby

### Communications: The Lifeblood of Change Management

Information is one of the most powerful strategic tools available for reducing resistance to change and promoting understanding and acceptance among "resisters," "fence sitters" and "accepters."

Organized communication about the new technology and related change issues needs to occur early and often. Current, realistic and accurate news can be delivered using tactics such as face-to-face gatherings both large (on-site "town hall meetings") and small (department groups), company websites and intranet postings, printed newsletters, information kiosks, or e-mails.

Information must be consistent with previous and other communication initiatives as well as with man-

agement's actions. Language should be engaging, understandable and should paint a vivid picture of the new and improved future that the new technology offers.

*Instead of worrying about change, you should start preparing for it.*

Kaie Pahi Latterner

is unique. We focus on planning for the change and providing communication, training and performance management tools to help each client maximize its new technology.

TEC's approach minimizes disruption and works to maintain stability. We arm company leadership with the focus and competencies (flexibility, innovativeness, risk tolerance, and stress tolerance) required to carry out the change effectively. We also craft information and tools for those who are most affected by new developments.

"Employees must be prepared for success," says Kaie. "They'll feel confident and excited about the future when they understand, accept and even embrace change. And employees who reach this state are worth their weight in gold to the organization and each other." •

### TEC's Approach: Art, Not Science

Because TEC views the change process as more of an art than a science, we employ no single process. Each situation

### TEC's Change Management Strategy

**TEC targets results so that every associate:**

- ▶ **Understands new performance expectations**
- ▶ **Feels trained and ready prior to using the new processes or tools**
- ▶ **Feels coached and supported by his or her manager**
- ▶ **Uses the new tools and processes productively as old processes and tools disappear**

**TEC's approach:**

- ▶ **Engages management at all levels in informing and driving the change process to build ownership and competency**
- ▶ **Translates new processes and accountabilities into job descriptions and performance plans before training begins**
- ▶ **Ensures that all activities reinforce company core values**

*What I said never changed anyone. What they understood did.*

Unknown

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## Introducing: Anna Anderson

Anna Anderson loves a challenge. She especially loves meeting it by blending her logic and creativity to arrive at solutions for any type of technology learning problem.

Anna joined the TEC team in 1999 when she was asked to handle some documentation editing tasks. Since then, this TEC Trainer and Lead Documentation Editor has satisfied TEC clients from sea to shining sea, including Ingram Micro on the West Coast and The Great Atlantic & Pacific Tea Co. (A&P) on the East. She's also worked with Michaels Stores, Syms, Payless Cashways, Family Dollar Stores, Eckerd Corp., and now The Kroger Co.

As one of TEC's most versatile consultants, Anna says she's known for her ability to "document and train just about anything." She has extensive experience with all aspects of training program develop-

ment and delivery, communication tools and CBT authoring. Though she specializes in Retek™ and legacy systems with TEC, she has taught more than



Anna Anderson

40 different software programs during her career.

"I really enjoy preparing, counseling, guiding, mentoring and leading clients to discover solutions that work for them," says Anna.

If she's not on a plane or with a client, Anna can be found volunteering at her beloved Minnesota Zoo, where she manages other volunteers equally devoted to wildlife care. Her noteworthy needlework and culinary skills also are known far and wide.

"I truly enjoy the people, clients, consultants, and interaction with various groups that I experience with TEC," says Anna. "My job is to help people discover how they can use whatever it is I'm teaching—ideas for making a chart better, clarifying documents or improving their appearance, for example—to learn what might work for them.

"It makes me so happy to see people understanding and getting excited about business software and how it's going to help them be better at their jobs," she enthuses. "When I hear someone say 'Oh my gosh, I've got it; that's a good idea, a good way to try that!', then I know I've done my job." •

*"WHEN I HEAR SOMEONE SAY 'I'VE GOT IT,' THAT'S A GOOD IDEA, A GOOD WAY TO TRY THAT!', THEN I KNOW I'VE DONE MY JOB."*

## News and Notes: TEC News from Coast to Coast

**At Presstime** Two new clients have contracted with TEC to assist with new system integrations: The Kroger Co. and NEXCOM (Naval Exchange Service Command). Watch for news about how TEC is helping these major retail organizations with customized training and documentation work.

**TEC is Certified by WBENC** TEC, Inc., has been certified by the Women's Business Enterprise National Council (WBENC) as a woman-owned company qualified and eligible for expanded business opportunities available through WBENC.

The Women's Business Enterprise National Council (WBENC) (www.wbenc.com), was created in 1997. It is dedicated to enhancing opportunities and eliminating barriers in America's major business markets for businesses that are a minimum of 51 percent owned and operated by women and certified through WBENC.



"WBENC conducts a rigorous and extremely thorough certification process, including a detailed notarized affidavit, client interviews and site visits," says TEC owner

and President Kaie Pohi Latterner. "We're very proud to have met WBENC's requirements for certification."

**KCCO-AM Features TEC Experts** Twin Cities morning drive-time radio listeners are benefiting from the expertise of TEC consultants! KCCO-AM 9\*5\*0, a business news and information station serving the Greater Minneapolis and St. Paul area, is featuring TEC spokespeople this spring and summer in interviews about change management, business processes, training and other relevant business issues. Once again, TEC's expertise is helping people succeed at home and work.



**Going That Extra Mile...or Two...or 60!** We all know TEC goes the extra mile for clients. Now several TEC consultants are training to walk many, many more for an important cause. Kaie Latterner, Cathy Golden, Regina Hunt, Allison Bishop, Amy Larson, Sheri Thompson, and Kelly Vanderkolk will each log 60 miles in 72 hours in the Avon Breast Cancer 3-Day event this October in L.A. They'll succeed, just as they do with every project they take on. Go, TEC Trekkers! •

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1483 North Bay Road  
Somerset, WI 54025

715-247-5054

TEC@TECconsultants.com

www.TECconsultants.com

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## JCPenney's Eckerd Corp. Honors TEC with Diversity Supplier Award

**A** Divisional Award in the Product/Service Supplier category of JCPenney's 2002 Supplier Diversity Awards program was given to TEC in April for our outstanding performance as a supplier of training and related support services to Eckerd Corp.'s Merchandising Division.

On its website, JCP described TEC's award this way: "(Since 1999) TEC has developed and delivered a comprehensive system training program for Eckerd's Quantum Leap project, which is designed to implement Retek<sup>TM</sup> software.... Through

TEC's emphasis on a Train-the-Trainer<sup>TM</sup> approach, over 10,000 Support Center and Field Associates will receive Retek application training over the next year."

Award criteria included an exceptional compliance record and quick responsiveness.

*"We chose TEC because of its proven track record," says Doug Sheasley, Vice President of Store Replenishment and Retek Project Manager, Eckerd. "No other provider has the retail and Retek product knowledge that this team does." •*

## TEC to Present Pre-show Seminar at Retail Systems 2002

***"The Human Side of Systems Integrations: The Essential But Often Forgotten Element" is TEC's free Retail Systems 2002 Pre-show Seminar on June 24 in Chicago, Ill.***

Using a presentation and discussion panel with leading retail executives, TEC will examine why the "people" factor is a critical but often forgotten element in retail technology integrations—and what can be done about it.

"This information-packed pre-show seminar will examine critical human issues necessary for successful system integrations and show why change management, communication, documentation and training are

absolutely vital to any integration's success," explains Kaie Pohl Lattner, president, TEC.

The Retail Systems 2002/VICS Collaborative Commerce Conference is June 24-27 at McCormick Place in Chicago, Ill. TEC will occupy booth **#1328** on the show's exhibition floor from June 25-27.

Our seminar will be held June 24 from 1:30-5 p.m. It will begin with a presentation by TEC's Lattner and four retail executives: Kevin Clarke, Vice President of Program Office, The Great Atlantic & Pacific Tea Company, Inc.; Doug Sheasley, Vice President of Store Replenishment and Retek Project Manager, Eckerd Corp.; ArMand Nelson, Manager of



Business Systems, Gander Mountain; and Bill Elwood, consultant, Michaels Stores, Inc.

The presentation will be followed by an interactive panel discussion and Q&A session with these retail executives entitled "If I Could Do It All Over Again...."

Don't miss this terrific event! Visit [www.TECconsultants.com](http://www.TECconsultants.com) or [www.retailsystems.com](http://www.retailsystems.com) for seminar and registration information. •