



# Shiny Object Syndrome

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**“This is really important...”**



**“Squirrel!!”**

# Shiny Object Syndrome

What is your Shiny Object?



Shiny Object Syndrome

Symptoms

Technology Driven

Focus

Methodology



## Symptoms of SOS

### Early Intervention is Important

**Shifting Focus too Soon:** When your organization gets excited about a new project before the current one is complete, you have to shift resources before any meaningful results adopted.

**Nice-to-have vs Need-to-have:** There are hundreds of technological tools for businesses that are impressive, effective and downright fun to use.

**Strategic:** Project loosely supports organizational strategic plan – or not at all.

**Confusing and Frustrating:** If your organization changes direction too frequently, staffers won't be able to keep up. They'll see projects they're working on suddenly become irrelevant when a new detail emerges, or see their goals shift almost unpredictably. Over time, this can cause serious disruptions in employee loyalty and productivity.

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# Shiny Object Problem Areas

## Three Main Issues

Healthcare professionals face new challenges that often have a myriad of emerging technological solutions.

Organizations fall prey to three killers of adoption of new technology:

**Technology Driven:** They get enamored by the shiny new object without identifying the processes or people that will need to change to properly adopt the solution.

**Focus:** Projects are implemented with a focus on go-live instead of solution adoption.

**Methodology:** Change Management and Process Improvement are not incorporated.



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Shiny Object  
Syndrome

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**Technology Driven**

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## Technology Driven

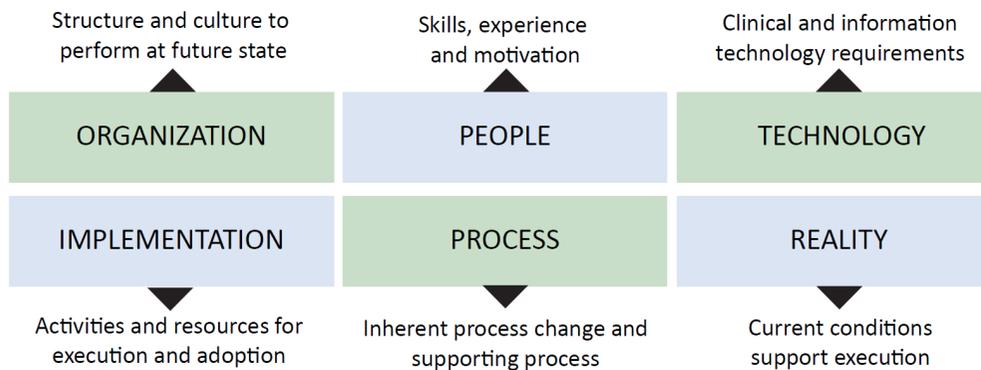
Shiny Object Comes First

# Technology Driven Projects

## The Shiny Object Shouldn't Drive the Team

People and Process of the business should come first...then technology

Technology should accelerate the process and help people accomplish their business goals faster



Technology Driven

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Shiny Object Syndrome

Symptoms





# Objectivity

Remove as much Subjectivity as possible

## Metrics/KPIs

- Know what metrics/KPIs you are looking to impact
- Keep focus on metrics/KPIs throughout implementation
- Layer in Business Intelligence and/or data visualization tools

## Remain Objective

- Remove emotional response
- Ask necessary questions to get to “What problem are we trying to solve?”

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Q2 2014 (4/1/2014 - 6/30/2014)					EHS ASSESSMENTS ONLY							
Division	Region	Total FFOs in Region	EHS Audits Completed	Total Score	Municipal Trash (Dumpsters)	Power Supply (Lead Acid) Batteries	Used Dry Cell Batteries (Battery Buckets)	Used Taps & Splitters (Blue Bin)	Used Lamps	Used Cords & Cable (Orange Bin)	Aerosols	Used Networking & IT Equipment
					High	High	High	High	High	Medium	Medium	Low
<b>Overall Score Summary</b>		419	1350	98.67%	96.73%	99.15%	98.59%	99.77%	98.44%	99.66%	98.75%	99.15%
West	Mile High	30	99	99.07%	98.03%	98.86%	99.75%	99.98%	98.86%	99.81%	94.95%	98.48%
	Seattle	13	35	99.72%	98.98%	100.00%	99.62%	99.93%	100.00%	100.00%	100.00%	100.00%
	Portland	11	36	99.40%	97.98%	99.65%	98.89%	100.00%	100.00%	100.00%	100.00%	100.00%
	Mountain	7	14	98.76%	98.47%	94.20%	98.25%	100.00%	100.00%	100.00%	100.00%	100.00%
	Twin Cities	11	29	98.02%	97.70%	98.28%	97.16%	99.83%	93.68%	100.00%	96.55%	98.28%
	Houston	7	21	99.58%	99.04%	100.00%	98.10%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>EHS West Totals</b>		79	234	99.09%	98.37%	98.50%	98.63%	99.96%	98.76%	99.97%	98.58%	99.46%
NorthEast	Freedom	32	118	98.50%	95.86%	99.68%	98.31%	99.51%	99.05%	99.78%	99.15%	97.46%
	Beltway	42	103	97.51%	92.30%	99.21%	97.73%	99.66%	99.11%	99.49%	99.03%	97.09%
	Western New England	18	55	98.14%	95.02%	99.77%	97.49%	99.82%	98.18%	99.30%	100.00%	97.27%
	Greater Boston	24	72	99.17%	97.45%	100.00%	99.44%	99.93%	98.26%	99.61%	100.00%	100.00%
Keystone	33	101	98.74%	96.65%	98.89%	99.67%	99.55%	98.47%	99.55%	100.00%	100.00%	
<b>EHS Northeast Totals</b>		149	448	98.41%	95.46%	99.51%	98.53%	99.69%	98.62%	99.55%	99.64%	98.36%
Central	Heartland	39	128	98.89%	97.39%	99.71%	98.61%	99.81%	97.59%	99.92%	96.09%	100.00%
	Big South	70	159	97.97%	95.41%	99.69%	97.36%	99.50%	98.32%	98.92%	97.48%	99.69%
	Florida	43	172	98.66%	96.26%	99.45%	99.37%	99.69%	99.54%	99.23%	100.00%	98.84%
	Chicago	39	208	98.51%	96.34%	98.92%	99.09%	99.67%	96.33%	99.84%	98.56%	100.00%
<b>EHS Central Totals</b>		191	207	98.51%	96.35%	99.44%	98.61%	99.66%	97.95%	99.48%	98.03%	99.63%

\* goal is to visit 50% of sites/month

Legend	
95% and Above	Site had minimal or no issues at time of PM/EHS visit which is defined as 95% or above of material was properly managed
86% up to 95%	Site had minor assessment issues at time of PM/EHS visit which is defined as 86% to 95% of material was properly managed
Less than 85%	Site had significant assessment issues at time of PM/EHS visit which is defined as 85% or less of material was properly managed.

Outstanding issues were remediated at the time of discovery



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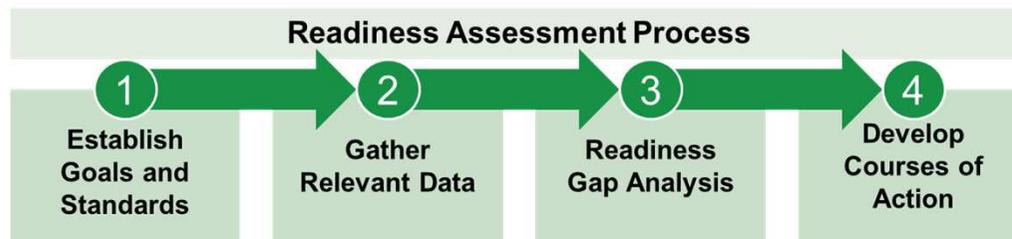
Focus

Methodology

## Skipping Steps

### Cutting Corners Doesn't Save Time, Money or Resources

**Skipping Readiness Assessment:** Your organization might be overlooking other courses of action that might be easier, cheaper and better.



**Shortening Planning:** Effective planning is necessary for project success. With SOS, it's possible to believe you don't need to spend a lot of time on planning.

**Not Evaluating Risks:** SOS vendors often minimize risks or gloss over them completely. They are motivated to get to go-live

# Moving Target

AKA Scope Creep

**Never Ending Scope:** SOS projects seem to meander all over the place. When the Shiny Object needs are placed in front of the business needs, the organization can be held hostage to external goals

**Increases Risk:** By having a never ending scope, or scope creep, the project is exposed to many more risks that might not be known until the risk is high

**Increases Costs:** As with risk, costs can begin to spiral out of control if a definitive end is not identified in the planning stage.



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## Focus

Go-live vs. Adoption

# Go-Live vs Adoption

What is the real goal?

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## GO-LIVE

Go-live focuses on an event - the very first point of use in a general way

## ADOPTION

Adoption focuses on a large majority of users utilizing the technology as intended

## GOAL

Usage of a clinical transformation technology in a manner that is consistent with achieving the intended benefits.

# Adoption Drives Long-term Success

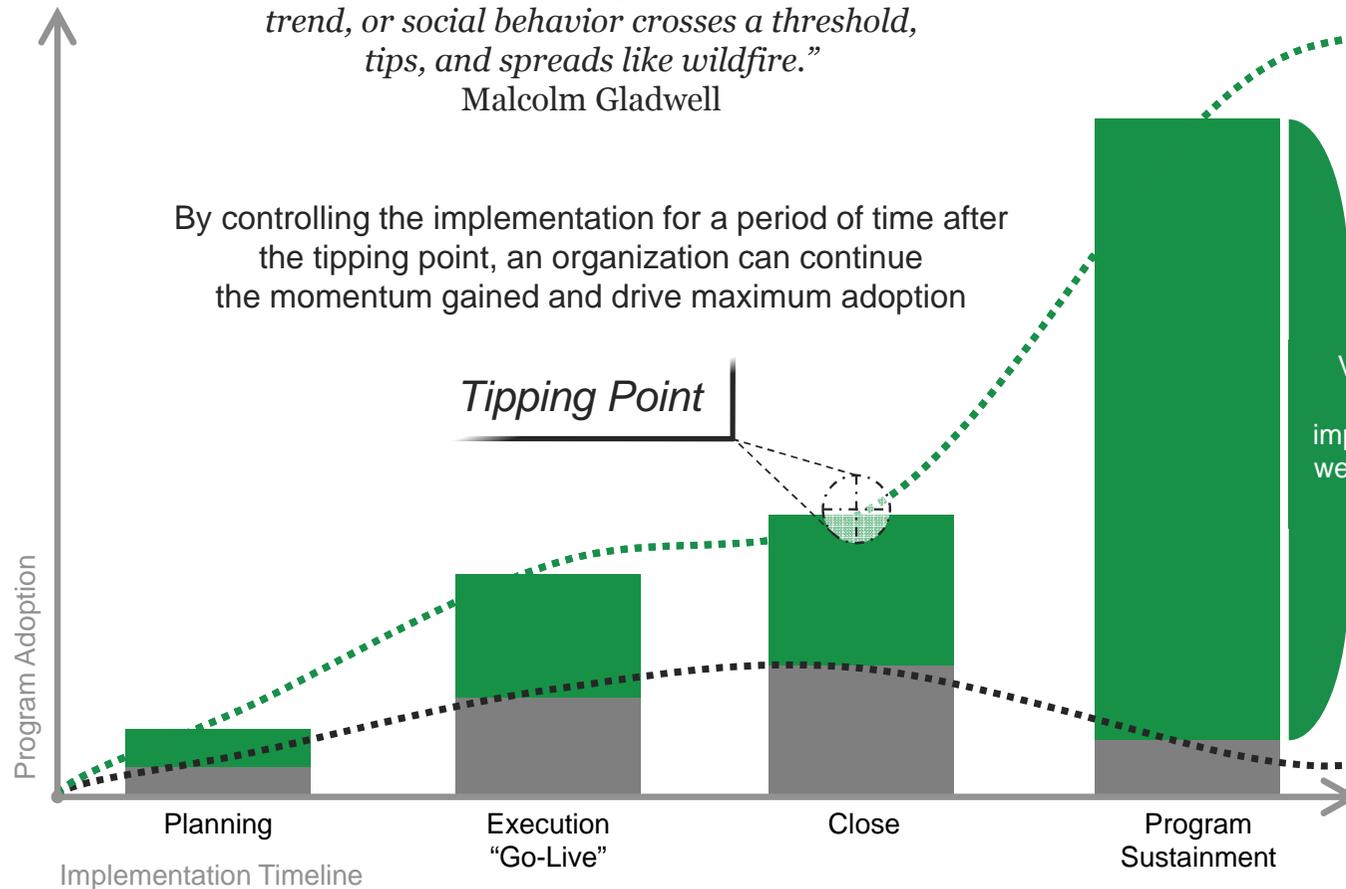
## The Tipping Point

*“The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire.”*  
Malcolm Gladwell

By controlling the implementation for a period of time after the tipping point, an organization can continue the momentum gained and drive maximum adoption

*Tipping Point*

Value gained by controlling the implementation until well past the tipping point



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# Innovators Drive new projects

Focus on the entire curve

Shiny Object Syndrome

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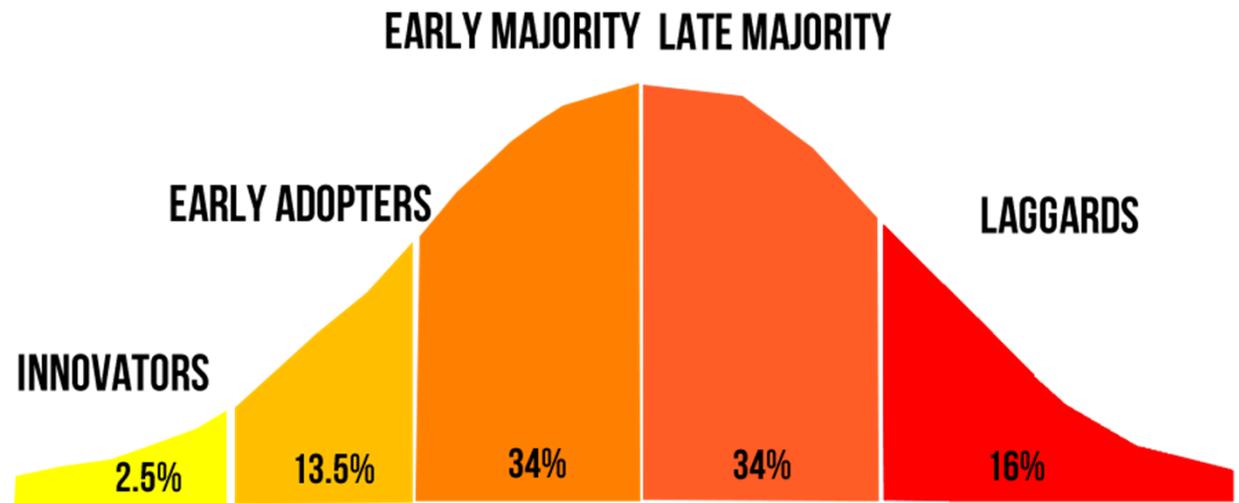
Technology Driven

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**Innovators** need the least amount of Change Management focus:

- Often excited about project
- Can't understand peer resistance
- Very eager to help, until...



All projects should include representatives from all groups:

- Will change implementation approach
- Creates comprehensive approach
- Addresses concerns up front

# Know the People on the Curve

## Focus on the People

Category	General Population Characteristics	Physician Characteristics	Percent of Adopters
<b>Innovators</b>	<ul style="list-style-type: none"> <li>• Venturesome</li> <li>• Cosmopolite</li> <li>• Geographically dispersed contacts</li> <li>• High tolerance of uncertainty and failure</li> </ul>	<ul style="list-style-type: none"> <li>• Recent Graduates</li> <li>• Practice in urban settings</li> <li>• Group practices</li> </ul>	2.5%
<b>Early Adopters</b>	<ul style="list-style-type: none"> <li>• Well-respected opinion leadership</li> <li>• Well integrated in social system</li> <li>• Judicious and successful use of innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Board Certified</li> <li>• Read medical journals</li> <li>• Prescribe more medications</li> </ul>	13.5%
<b>Early Majority</b>	<ul style="list-style-type: none"> <li>• Deliberate</li> <li>• Highly interconnected within a peer system</li> <li>• Just ahead of the average</li> </ul>	<ul style="list-style-type: none"> <li>• Rely on personal communication with peers</li> <li>• Attend more offsite medical conferences</li> </ul>	34.0%
<b>Late Majority</b>	<ul style="list-style-type: none"> <li>• Skeptical</li> <li>• Responsive to economic necessity</li> <li>• Responsive to social norms</li> <li>• Limited economic resources</li> <li>• Low tolerance for uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Lower diagnostic activity per patient</li> <li>• Smaller practices</li> </ul>	34.0%
<b>Laggards</b>	<ul style="list-style-type: none"> <li>• Traditional</li> <li>• Localite</li> <li>• Relatively isolated</li> <li>• Precarious economic situation</li> <li>• Suspicious</li> </ul>	<ul style="list-style-type: none"> <li>• Older</li> <li>• Overly cautious</li> <li>• Excessively negative</li> <li>• Prescribe less medications</li> </ul>	16.0%



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# All Groups have Similar Issues

## Variables Affecting Rate of Adoption

### Perceived Attributes of Innovations

- Relative Advantage – improves the quality of work I do
- Compatibility – fits well with the way I like to work
- Complexity – easy for me to learn to use
- Trialability – opportunity to try different options
- Observability – visible examples elsewhere



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# Deliberate Approach to Adoption

Addresses all People in Organization



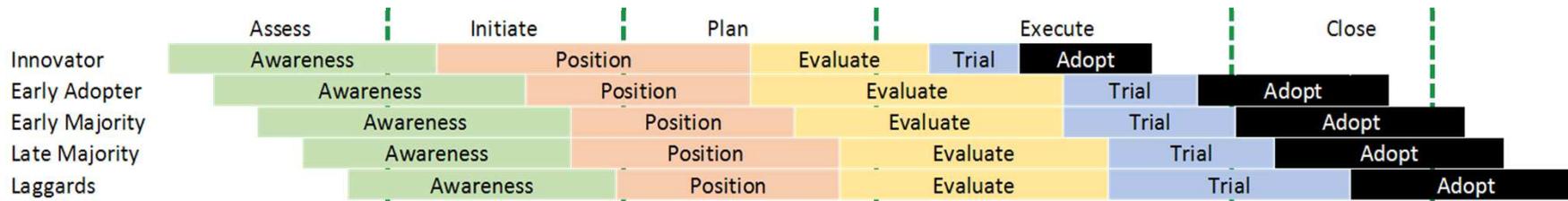
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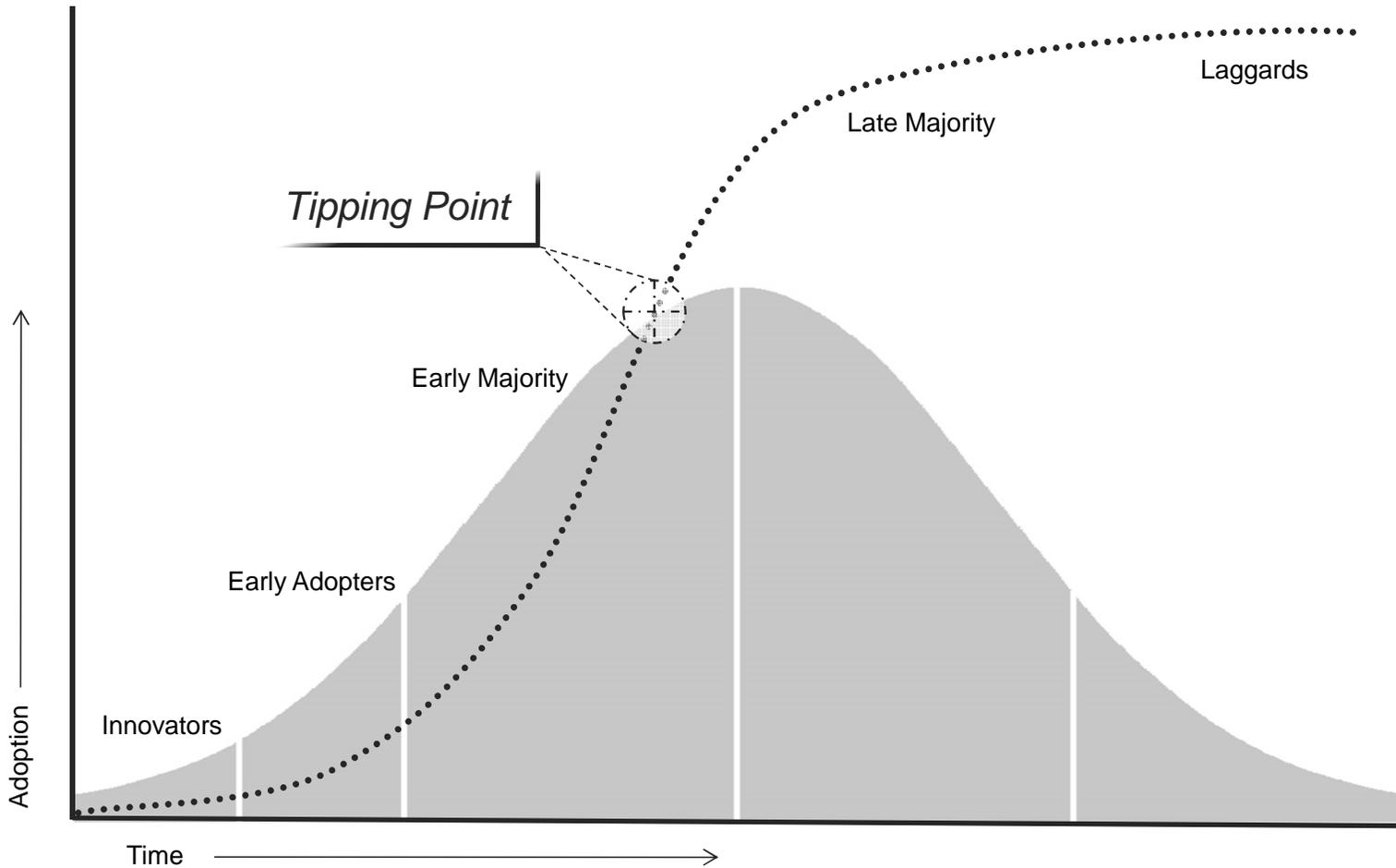


When Implementation plans are built with just Innovators and Early Adopters, there is not enough time to address the vast majority of users.

Additionally, the needs of each group are different. It becomes necessary for fast adoption to change tactics with each group.

# Adoption S Curve

Curve with a Focus on All groups



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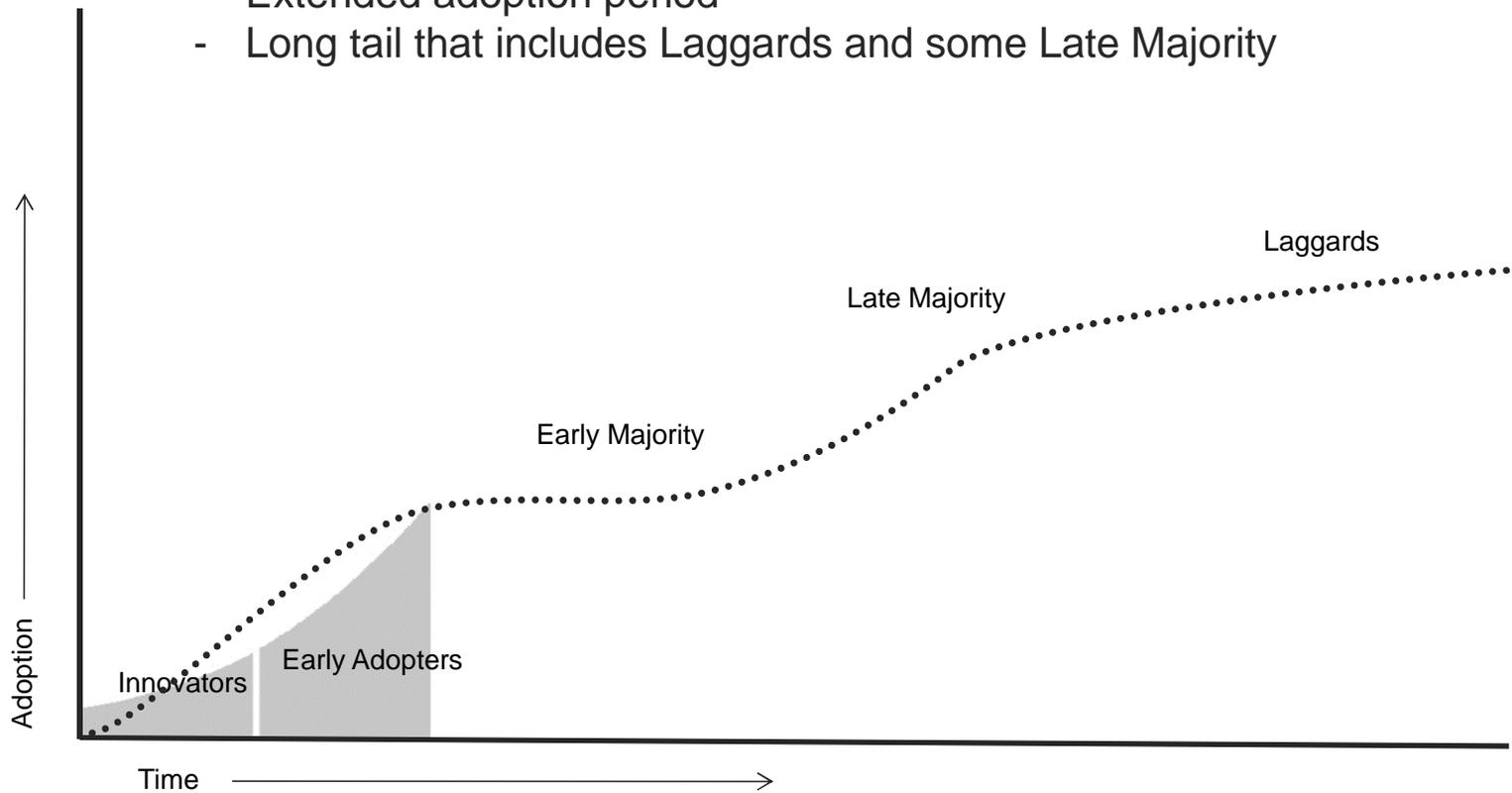
**Focus**

Methodology

## Adoption S Curve

Curve with a Focus on Innovators and Early Adopters only

- Project require more “force” to get over finish line
- Muted Adoption S Curve
- Extended adoption period
- Long tail that includes Laggards and some Late Majority





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## Methodology

Implementation Management

# Implementation Management

Avoids SOS and leads to long-term success

1. Align Project with Business goals
2. Incorporate Project Management, Process Improvement and Change Management into single approach
3. Identify the minimal acceptable standards your organization will require



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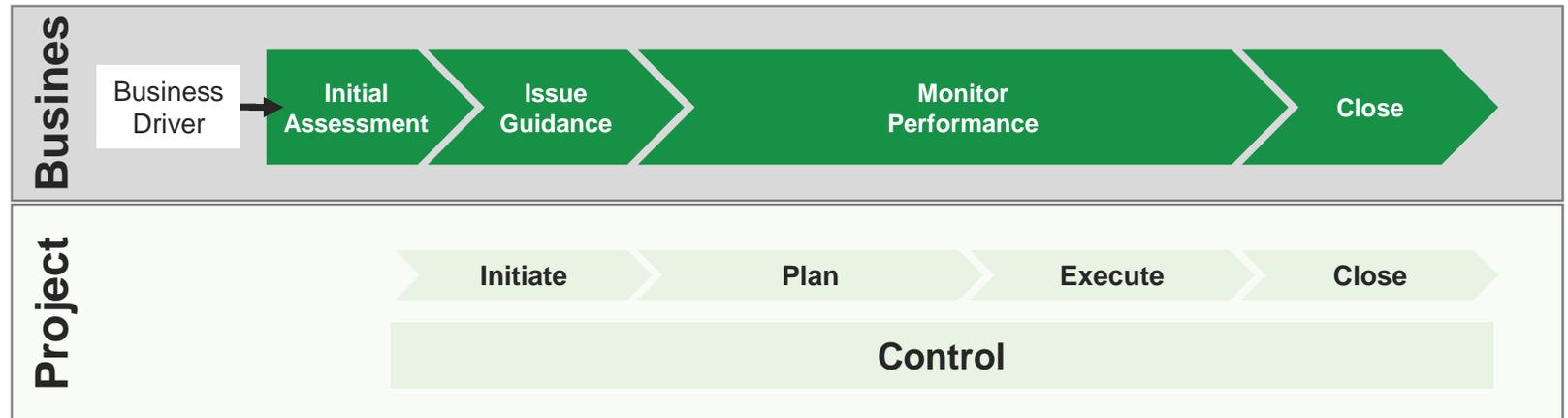
Technology Driven

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# Alignment of the Business and the Project

Same Sheet of Music, Common Operating Picture, Same Page, etc...



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# Implementation Management

## More than Project Management



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### Organizational Change Management

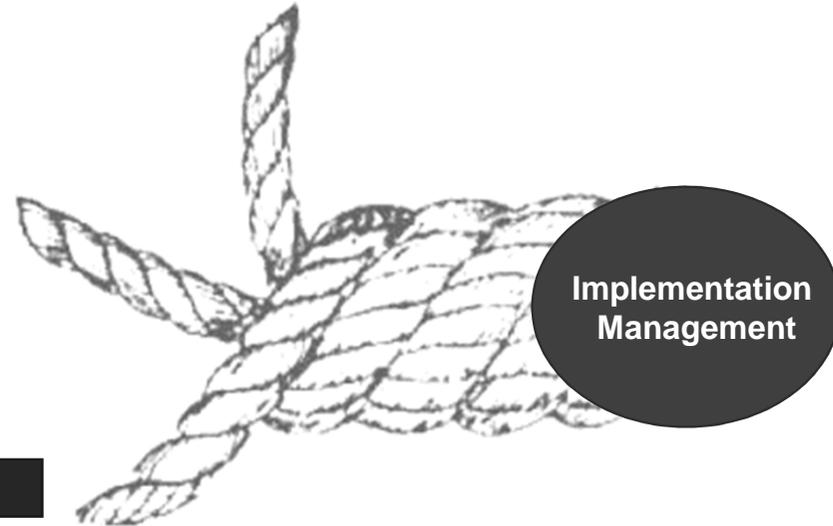
The process of leading an organization through the complexity of transitioning from a current state to a future state.

### Process Improvement

Finding solutions to eliminate the root causes of performance problems in a process.

### Project Management

The application of knowledge, skills, and techniques to project activities to meet the project requirements.





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## Implementation Methodology

Defined

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### Organizational Change Management

**Improvements Take Hold.** To realize the benefits, the clinical & administrative users must embrace the outcome of the project

### Process Improvement

**Do the right work.** Ensure the project will have a tangible impact on mission; clinical or business

### Project Management

**Execute Flawlessly.** The project should be conducted efficiently & effectively, which will reduce the cost of implementation

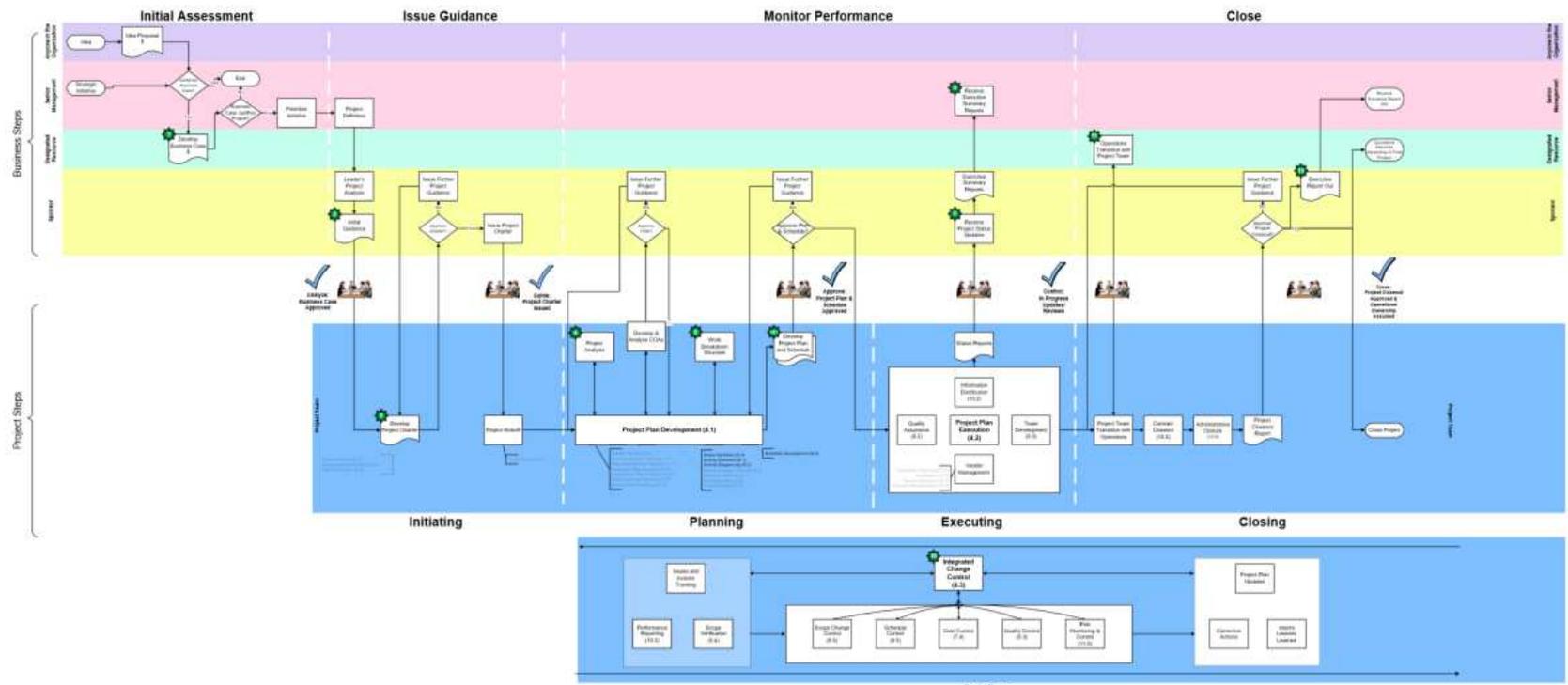
# Comprehensive Approach

## Ideal Application of Implementation Methodology



### Gronski Diagram

Project Management Methodology (PMM)  
Business to Project Interface



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<b>Process Groups</b>	<b>Assessing</b> <i>The process to determine the scope and need for a change activity and its relative value to an organization.</i>	<b>Initiate</b> <i>The process in which it is decided that there is a need for a particular project and then the decision that the project will begin.</i>	<b>Plan</b> <i>The process in which the scope of the project is developed; documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans into a project management plan.</i>	<b>Execute</b> <i>The process in which the necessary actions are performed in order to accomplish the goals that were set in the planning stage.</i>	<b>Control</b> <i>The process in which the actions performed in the execute stage are supervised, in order to ensure the project is successful in meeting the predetermined goals.</i>	<b>Close</b> <i>The process in which the finished product or service is presented, indicating successful completion of the project.</i>
<b>Methods</b> Change Management (Eclectic)	<ul style="list-style-type: none"> <li>- Leader's Analysis</li> <li>- Prep Assessment</li> <li>- Opinion Leader Profile</li> </ul>	<ul style="list-style-type: none"> <li>- Initial Guidance</li> <li>- Stakeholder's Analysis</li> <li>- Project Kickoff</li> <li>- Quick Hit Planning</li> <li>- Project Branding</li> <li>- End State Vision</li> <li>- Governance Structure</li> <li>- Identify Opinion Leaders</li> </ul>	<ul style="list-style-type: none"> <li>- Training Plan</li> <li>- Communications Plan</li> <li>- Implement Quick Hits</li> <li>- Change Management Plan               <ul style="list-style-type: none"> <li>- Tipping Point</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Team Development</li> <li>- Communications</li> <li>- Conduct Training</li> <li>- Leverage Opinion Leaders</li> </ul>	<ul style="list-style-type: none"> <li>- Communications Mgt.</li> <li>- User Acceptance Testing</li> <li>- Integration Mtg.</li> <li>- Dashboard Mgt.</li> </ul>	<ul style="list-style-type: none"> <li>- Transition To Operations</li> <li>- Executive Report Out</li> <li>- Compliance Monitoring</li> <li>- Adoption Monitoring</li> <li>- Celebration Meeting</li> </ul>
<b>Methods</b> Project Management (PMBOK)	<ul style="list-style-type: none"> <li>- Develop Business Case</li> </ul>	<ul style="list-style-type: none"> <li>- Project Charter</li> </ul>	<ul style="list-style-type: none"> <li>- Project Analysis</li> <li>- Project Plan</li> <li>- Work Breakdown Structure</li> <li>- Project Schedule</li> <li>- Vendor Selection               <ul style="list-style-type: none"> <li>• Rfi / Rfp</li> </ul> </li> <li>- Requirements Gathering</li> <li>- Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>- Status Reporting</li> <li>- Project Updates</li> <li>- Vendor Management</li> <li>- Quality Management</li> <li>- Technical Test Plan</li> <li>- Go Live Plan / Checklist</li> <li>- Go/No Go Meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Scope Management</li> <li>- Issues/Action Management</li> <li>- Risk Management</li> <li>- Go-live Mgt.</li> <li>- Documentation Mgt.</li> <li>- Integration Testing</li> <li>- Status Mtg.</li> <li>- Risk Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>- Project Close-out Report</li> <li>- Close Project</li> <li>- Lessons Learned</li> </ul>
<b>Methods</b> Business Process Improvement (LEAN)		<ul style="list-style-type: none"> <li>- Define Customers &amp; Requirements</li> <li>- Identify Process Impacted</li> <li>- High Level Process Steps (SIPOC)</li> </ul>	<ul style="list-style-type: none"> <li>- Define Defects &amp; Opportunities</li> <li>- Define Metrics</li> <li>- Create Detailed Process Maps</li> <li>- Establish Data Collection Methodology</li> </ul>	<ul style="list-style-type: none"> <li>- Determine Value/Non-value Add Process Steps</li> <li>- Identify Variation</li> <li>- Determine Root Cause</li> <li>- Analyze Data &amp; Demonstrate Results</li> <li>- Generate Solutions</li> <li>- Define Operational Tolerances</li> <li>- Assess Failure Modes</li> <li>- Validate Improvements</li> </ul>	<ul style="list-style-type: none"> <li>- Validate Monitoring &amp; Control System</li> <li>- Develop Procedures &amp; Standards</li> <li>- Determine Process Control &amp; Capability</li> <li>- Verify Benefits/Cost Savings</li> </ul>	<ul style="list-style-type: none"> <li>- Transition To Process Owners</li> <li>- Data Collection</li> </ul>
<b>Milestones</b>	<ul style="list-style-type: none"> <li>• Business Case Approved</li> <li>• Project Selected &amp; Prioritized</li> </ul>	<ul style="list-style-type: none"> <li>• Project Charter Approved</li> <li>• Project Kicked Off</li> <li>• Customer Requirements Defined</li> <li>• Process Steps Identified</li> </ul>	<ul style="list-style-type: none"> <li>• Project Plan &amp; Schedule Approved</li> <li>• Process Maps Completed</li> <li>• Vendor Selected</li> <li>• Metrics Defined</li> </ul>	<ul style="list-style-type: none"> <li>• Project Milestones Completed</li> <li>• Test Plan Approved</li> <li>• Testing Completed</li> <li>• Go-live Plan Approved</li> <li>• Training Completed</li> <li>• Go-live Executed</li> </ul>		<ul style="list-style-type: none"> <li>• Project Close Out Report Completed</li> <li>• Handover To Ops Completed</li> <li>• Process Transitioned</li> <li>• Executive Report Out Complete</li> </ul>

Change Management	Project Management	Process Improvement
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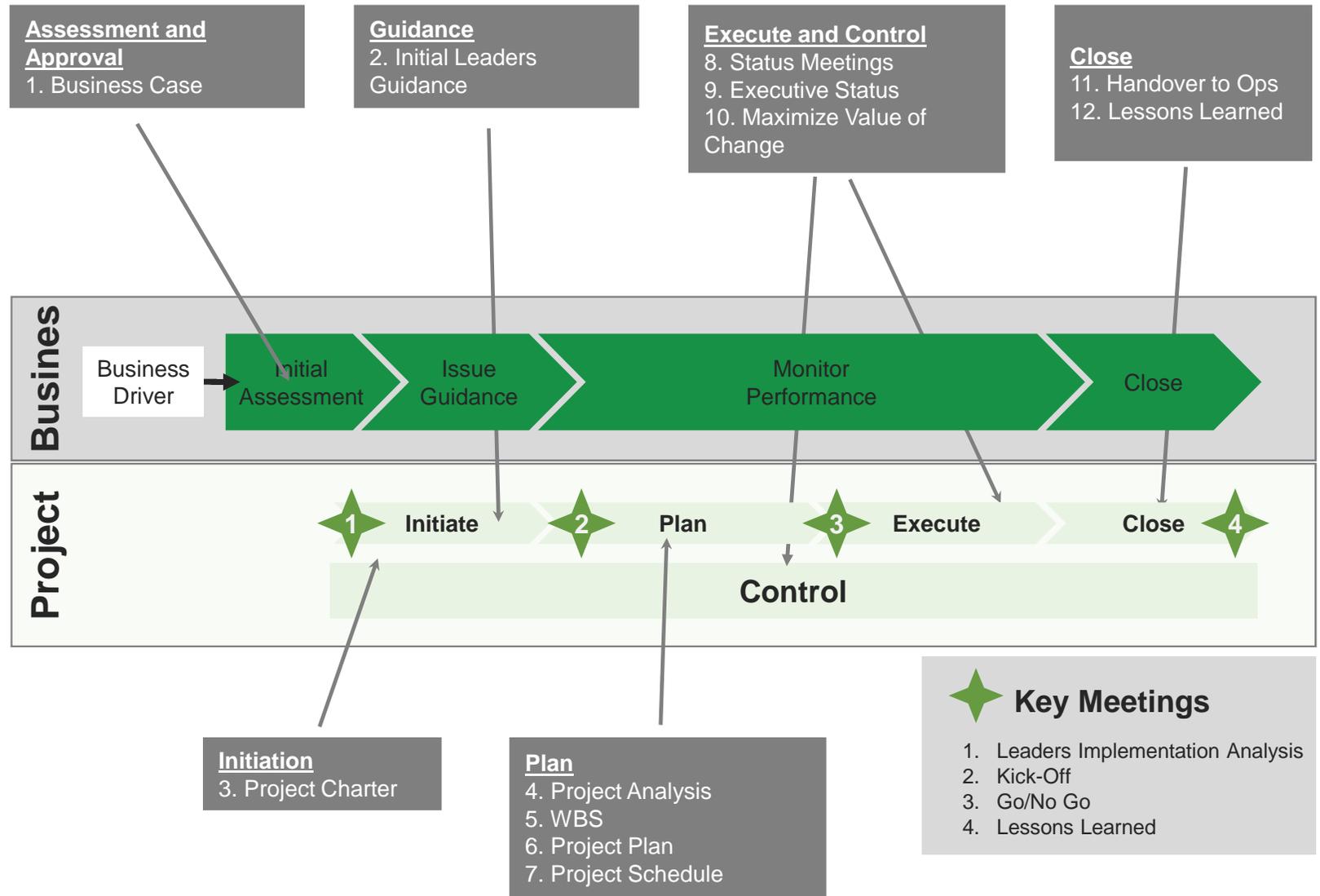
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## Summary

### What Problem are Your Trying to Solve?

**Technology Driven:** They get enamored by the shiny new object without identifying the processes or people that will need to change to properly adopt the solution.

- Remove the Emotional Response from the discussion
  - Create objective evaluation criteria
  - Hire outside, unbiased help
- Push Back – Ask clarifying questions of leadership
  - “What Problem are we trying to solve?”
  - “Does this project support the organizations strategic goals?”

**Focus:** Projects are implemented with a focus on go-live instead of solution adoption.

- Focus on the People and the Process FIRST
- Plan
  - Don’t short change planning
- Focus on Adoption – no go-live
  - Don’t take focus off project until adoption reaches tipping point
  - Share success stories based on adoption metrics

**Methodology:** Change Management and Process Improvement are not incorporated.

- Make project and business alignment a priority
  - From the very beginning, focus the team on how the business will benefit from this project
  - Involve the business in meetings, progress reports and planning
- Incorporate a comprehensive approach to the project
  - Don’t limit project to strictly project management. Use tactics from change management, process improvement, LSS to improve the outcome



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