

Module 2 Discussion Post – Karen Lloyd-D’Onofrio February 25, 2021

My organization’s issue revolves around the implementation of a modernization program for our IT infrastructure. The impetus for this project came in the guise of an external force to our internal environment. That is, as a major donation of cash to improve our IT infrastructure.

Our organization suffered a major computer virus that shut down our servers and placed us in a vulnerable position during the first part of 2019. Luckily, we had insurance to cover such an event, but it caused a major disruption to our business structure. Fast forward to 2020 and the Pandemic hit. Staff worked from home – using a vpn to connect to files; and guests and cabin donors also used our IT infrastructure to work from home once we re-opened; and then the wildfires hit, causing loss of power and damage to our servers and switches. A donor made an incredible donation to update our IT infrastructure and move our operations to the cloud, and improve our internet connections to our cabins and lodges, but there was a time constraint attached to the donation: to be completed by summer 2021.

In theory, improved IT is a win-win proposition for guests, the Executive Leadership Team (ELT), and staff. For guests, their experiences at our center are improved – they can “work from home”, do remote learning with their kids, and have access to their internet, all while relaxing in the Rocky Mountains; For the ELT, internal processes can be streamlined thereby increasing efficiency; and staff can have reliable access to their work files. But the implementation of the project has been less than smooth and staff are experiencing stress from the extra work involved: they have not been consulted or canvassed for their opinions or experiences and they have not received additional resources to make the necessary changes to files before transitioning to the cloud.

Undertaking a Stakeholder Map could help the organization achieve buy-in from staff.

Name	Current Support	Desire Support	Motivation	What Can You Do To Engage Stakeholders
GUESTS	+3	+3	Increased Experiences	Guests are already engaged with improving our WiFi – it has been a complaint for several years
ELT	+3	+3	Increased efficiency in processes and output; and a decrease in external threats to on property servers; safety/security of IT	ELT pulled together a committee of stakeholders, but failed to include lower-level staff. They didn’t open the committee to staff members. Discussions have been with department heads only.
STAFF	0	+3	Reliable internet and access to work station and files; safety of data	Provide opportunities for staff to be part of the discussion; listen to staff’s concerns and value their experiences; provide more resources – assistance,

				time, to make the necessary changes prior to transfer to the cloud
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Unfortunately, I did not have to time to ask the question, “Why, if improved IT is a good business move, is staff reluctant to embrace the new initiative?” Anecdotally, however, staff have been under extreme pressure – 60% cut in staffing levels due to COVID – and this is just one more task to add to their plates. Interestingly, our organization conducted a pulse survey today for staff to fill out – all about workplace satisfaction and workload. One of the questions asked how can the organization improve the workplace and workload, but included that hiring more staff was an acceptable answer during the current budget constraints. It will be interesting to see what the results of this pulse survey produces.