



Seven Common Pitfalls as You Transition to Modern Management

And seven change management strategies
to avoid them

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With modern management, organizations use tools to securely enroll any device and reliably deliver applications, data and personalized settings instead of provisioning computers by building images, establishing staging servers, relying on complex and heavy lifecycle management infrastructures, and being limited to preconfigured standards. The advantage of this lightweight management approach is its simplicity when supporting rapidly evolving environments and delivering configurations over the air to a distributed workforce. When managing mobile devices with VMware Workspace ONE®, one IT staff person can typically support 2,000–5,000 users, despite fast refresh cycles of 18–24 months for mobile devices and platforms. By applying a lightweight approach to PC management, similar benefits can be obtained.

Modern management, however, is about more than just changing tools. It is a mindset change and a transformation of deeply entrenched organizational processes. It demands change leadership, project management skills, stakeholder alignment and cross-team collaboration. Although many organizations recognize that traditional management mechanisms are no longer sufficient to support the modern workspace, they are hesitant to modify established processes due to fear of what this disruption could cause. VMware interviewed experienced customer success managers to understand how U.S. organizations of different sizes and verticals approached their modern management transformation. This paper summarizes the seven most-common blockers and the most-effective change management strategies to overcome them.

- “What we have works” mentality** →  **Share your vision.** Articulate why endpoint device management transformation is inevitable and communicate your end state vision.
- Siloed teams** →  **Align stakeholders** and involve them from the start. Increase collaboration among IT teams.
- Inertia and fear of change** →  **Manage resistance** through active sponsorship, champions, IT communication and enablement. Address role evolution and job security concerns.
- Organizational and process change resistance** →  **Mindset change.** Stop trying to fit “legacy” processes into a modern management approach.
- Underestimating the level of effort** →  **Conduct a readiness assessment** to determine the effort and resources required.
- Attempting to do it all at once** →  **Make a plan.** De-risk the project by breaking it into smaller changes.
- Forgetting about the end users** →  **Run an adoption campaign.** Drive awareness and adoption with an end-user communication campaign and capitalize on user experience gains.

1. Articulate a vision that builds confidence in the change

Organizations move to modern management to achieve a combination of strategic objectives and address specific use cases, such as gaining a single pane of glass for managing all endpoints and operating systems, delivering a better experience to a hybrid workforce, aligning with cloud-first corporate strategic initiatives, or streamlining onboarding, patching, app delivery and access processes. However, in many organizations, modern management fails to become a priority when IT leaders and their teams do not understand why this change is needed and urgent. If you are an IT leader who wants to drive a modern management transformation, start by articulating the critical reasons for embracing this change.

It is important to communicate to all impacted stakeholders, highlighting both the advantages for the organization as a whole and those specific to each stakeholder. To address the “what we have works” status quo mentality and increase the sense of urgency, educate your stakeholders on the benefits of modern management, demonstrating how traditional management models are inadequate to support today’s distributed, hybrid workforce. Stress how the transition will improve current processes, encouraging strategic instead of tactical thinking. For example, a large U.S. home improvement retailer initiated a change to modernize endpoint management, simplify IT operations, and improve the experience of its distributed workforce. The digital workspace leader communicated the vision to IT, security and business executives and ensured that the message was filtered down to their reports. This approach drove clarity and gained stakeholders’ alignment on the project’s objectives.

2. Align stakeholders to break down team siloes

Modern management transformations require new levels of collaboration across teams, and many organizations fail to recognize or involve the range of stakeholders affected as they launch their modern management initiatives, causing the project to stall at later stages. For example, each of these teams have a critical and overlapping role in the transition:

- Application and Networking teams
- IT Security due to changes in workspace security, including a shift from device-based access policies to user profiles and entitlements and new ways to detect and remediate threats
- HR to formulate policies based on modifications to onboarding processes
- Legal if a bring-your-own-device program is also in scope
- Marketing and Communications to articulate the change and enable end users

Stakeholders' alignment should be sought out early by assessing each team's expectations and perceived risks. As the project launches, stakeholders must understand the objectives and their expected contribution. For example, a multinational biopharmaceutical company invested in specialized project management skills to align the contributing teams throughout the project.

Frequently, modern management helps drive closer collaboration between IT and Security teams and, within IT, greater alignment between the mobile and desktop teams. A U.S. chain of truck stops and convenience stores benefited from unifying the IT teams managing PCs and mobile devices to drive a user-centric rather than a device-centric approach to delivering and managing workspaces.

3. Nurture the transformation of IT teams

Inertia and fear of change are the biggest blockers in any transformation. Modern management is a paradigm shift, so the IT teams impacted might have concerns about the new skills and processes required, the relevancy of their role and their changing responsibilities. Organizations that proactively manage this type of resistance drive team engagement and accelerate change. IT admins should be encouraged and rewarded for expanding their skillset to support the changing digital workspace technology landscape. In the cases examined, the concerns about role relevancy and job security were addressed by communicating transparently about organizational changes and establishing upskilling paths.

Our research showed how a community of champions is a great way to win resistance to change. A champion is a well-respected person who leads change through example. Champions can be evangelists for initiative and unveil areas of resistance that the communication campaign needs to address appropriately, as outlined in the white paper [Boost End User Adoption with a Community of Champions](#). For example, one company engaged an experienced employee to drive key initiatives and remove resistance. The champion had the buy-in from the executive stakeholders and was granted authority to implement processes as needed. The champion instilled excitement and engagement within the IT staff by regarding the team as change catalysts leading and shaping a key event for the organization.

4. Change the mindset instead of retrofitting old processes

The technology teams most impacted by the organizational and process changes that modern management demands often default to the old processes they are familiar with. Instead of focusing on outcome improvement, they frequently seek functional parity within the existing PCLM processes. Although executive support is important to overcome resistance, providing IT early hands-on experience and training on modern management processes is the most effective way to drive a mindset change. Through our interviews, we discovered that creating opportunities for IT teams to be hands-on in sandbox environments enables them to experience modern management, learn safely, and adapt to new processes.

This approach was particularly effective for a global airline company. Because the IT team got rapidly familiar with the solution with hands-on testing, they were able to grasp how outcomes can be achieved differently and hit the ground running at rollout. VMware can support customers with workshops and other learning options to prepare IT teams for the change. Connecting with organizations that have undergone similar changes was also valuable in many of the cases we researched.

5. De-risk the project by taking an iterative approach

Some organizations attempt to implement all the strategic pillars of modern management at once, which typically leads to a long design phase during which momentum gets lost and the go-live is deferred until each part of the project falls into place. In all the cases that we examined, an agile approach, guided by an adoption roadmap that focused on the organization's key pillars, proved more effective and delivered multiple sequential successes. For many of these organizations, onboarding, application access and delivery, and update management were priority pillars. Determining which pillars can be executed in parallel or independently helps formulate your adoption roadmap and which agile methodologies are most suited to keep the roadmap on track.

The approach to deployment can vary depending on several factors, including the technical competency of the team and organizational culture. For example, a biomedical company started its transition to modern management with greenfield deployments, moving end-of-life PCs from traditional lifecycle management to rolling out new Windows devices managed with Workspace ONE—an approach that many small and midsize organizations find effective. On the other hand, two large retailers tackled brownfield devices first using scripts and focused on designing the onboarding of new devices later. Both approaches were successful.

6. Conduct a readiness assessment to ensure resource availability

The effort and resources required for a modern management initiative were underestimated in almost every situation that we examined. When an organization moves to modern management, it should assess its readiness to embrace the change. A readiness assessment investigates the effort required for each project pillar and determines which gaps exist in skills and resources. It is also recommended to understand how many other initiatives are taking place simultaneously, possibly competing for the same resources.

Modern management initiatives require strong project management skills to coordinate the effort and resources involved. Common workstreams include migrating away from GPOs, defining configuration policies, and migrating applications. It is important to define each workstream and the effort needed to accurately assess the resources required. Our research shows that organizations benefit by involving VMware or third-party professional services when they do not have sufficient internal bandwidth or skills. For guidance on conducting readiness assessments, check out the VMware [Adoption Program Guide](#), [Migrating Applications for Windows Modern Management With Workspace ONE](#), and [From Theory to Practice: Top Considerations for Migrating to Modern Management for Windows with VMware Workspace ONE](#).

7. Drive excitement through an end-user adoption campaign

Organizations often focus all their energy on the different technology pillars of modern management and forget to communicate to end users what is coming and why the new technology is being introduced. But if the initial onboarding experience is underwhelming, changing that first impression will take a long time. While the IT team designs the onboarding process and starts gathering the requirements of the different user groups, it is also the perfect time to start preparing an [adoption program](#) for end users to make them aware of the new tools and how they will improve their job. An adoption program involves creating enablement resources, including enrollment guides and FAQ documents. To facilitate this work, VMware has created a [template kit and resources](#) that you can easily customize.

Throughout this process, it is essential to establish and track KPIs around end-user adoption and to survey users on their experiences. Allow users to give feedback directly or through early adopters. After a few months of usage, IT admins and users can evaluate the benefits of incorporating the new platform in their work routine beyond enrollment and onboarding.

Successfully moving to modern management

Successful transitions to modern management involve technical, people and process changes. Strategically planning your migration focuses your processes on positive change management and supports admins and employees through the transition. These seven best practices can accelerate the value that modern management delivers to IT admins, end users and the entire organization.

