

PROJECTS AND CHANGE: WHY WE CAN'T LIVE WITHOUT IT

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Top 13 Change Management Comic Strips

Posted by Rick Torben | Dec 17, 2015 | Change Management

<https://www.torbenrick.eu/blog/change-management/change-management-comic-strips/>

LEARNING OBJECTIVES

- ▶ Explain why we need People Change Management on projects
- ▶ Identify the steps required to execute Change Management
- ▶ Identify the Key Roles in the Change Process
- ▶ Compare Change Management to Project Management



AGENDA

1. Definition of Change
2. Why We Need Change on Projects
3. Key Roles and Responsibilities
4. Change Processes
5. Change Management vs Project Management
6. Appendix
7. Questions

INTERLUDE

“Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up.”

*– James Belasco and Ralph Stayer
Flight of the Buffalo, 1994*

WHAT IS CHANGE?

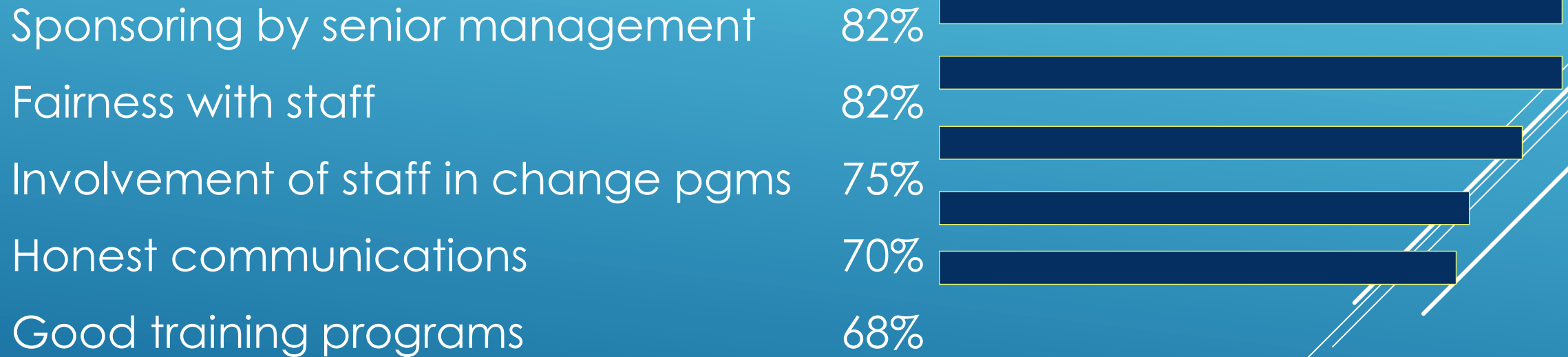
Change is a Process

Change is not a single event, but a transitional process with multiple and varied events supporting the objective of moving an organization and its stakeholders from a current state to a future state.

(ACMP – Standard for Change Management)

WHY DO SOME CHANGES FAIL & OTHERS SUCCEED?

- Research demonstrates that key success factors for transformation are organizational rather than technical
- Change Management is a key driver of success and adoption of change initiatives



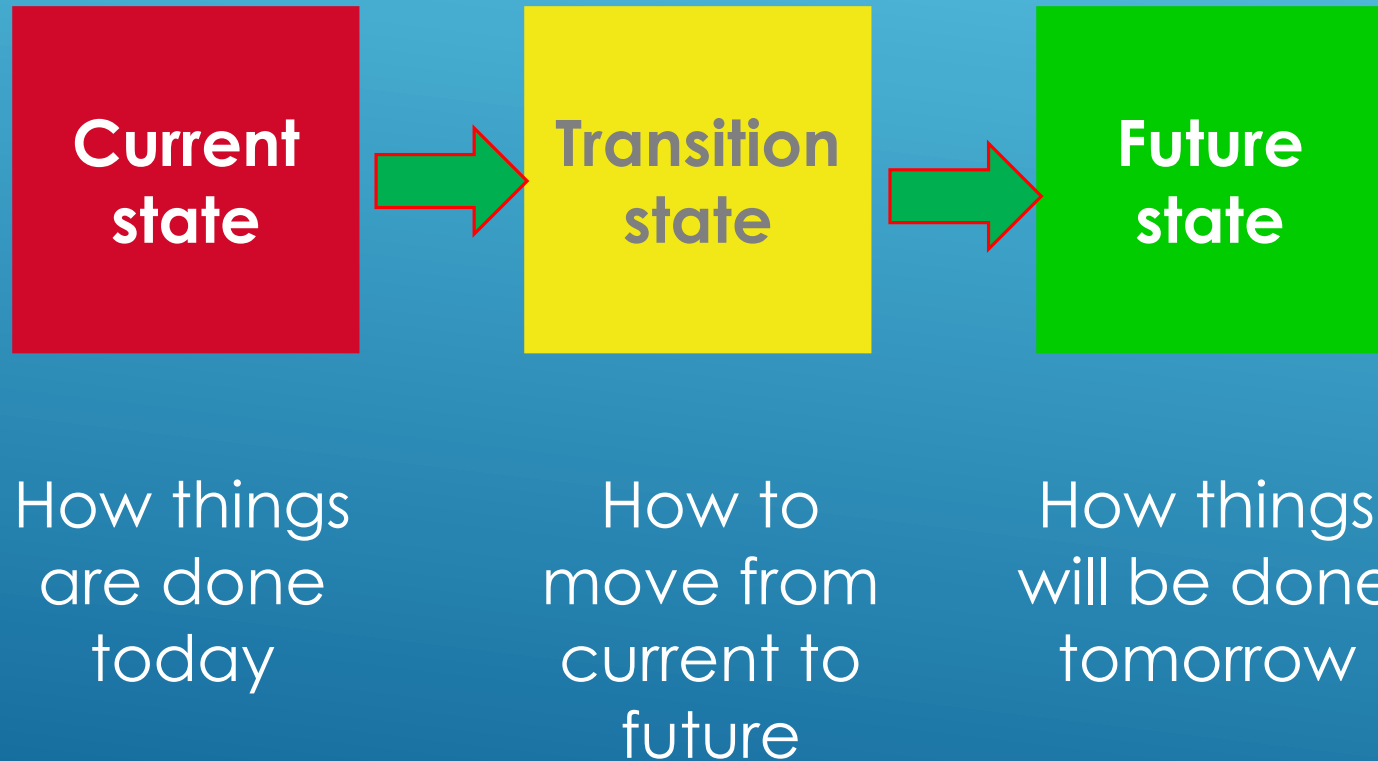
Source: IBM Institute for Business Value 2004

MANY SOURCES OF CHANGE



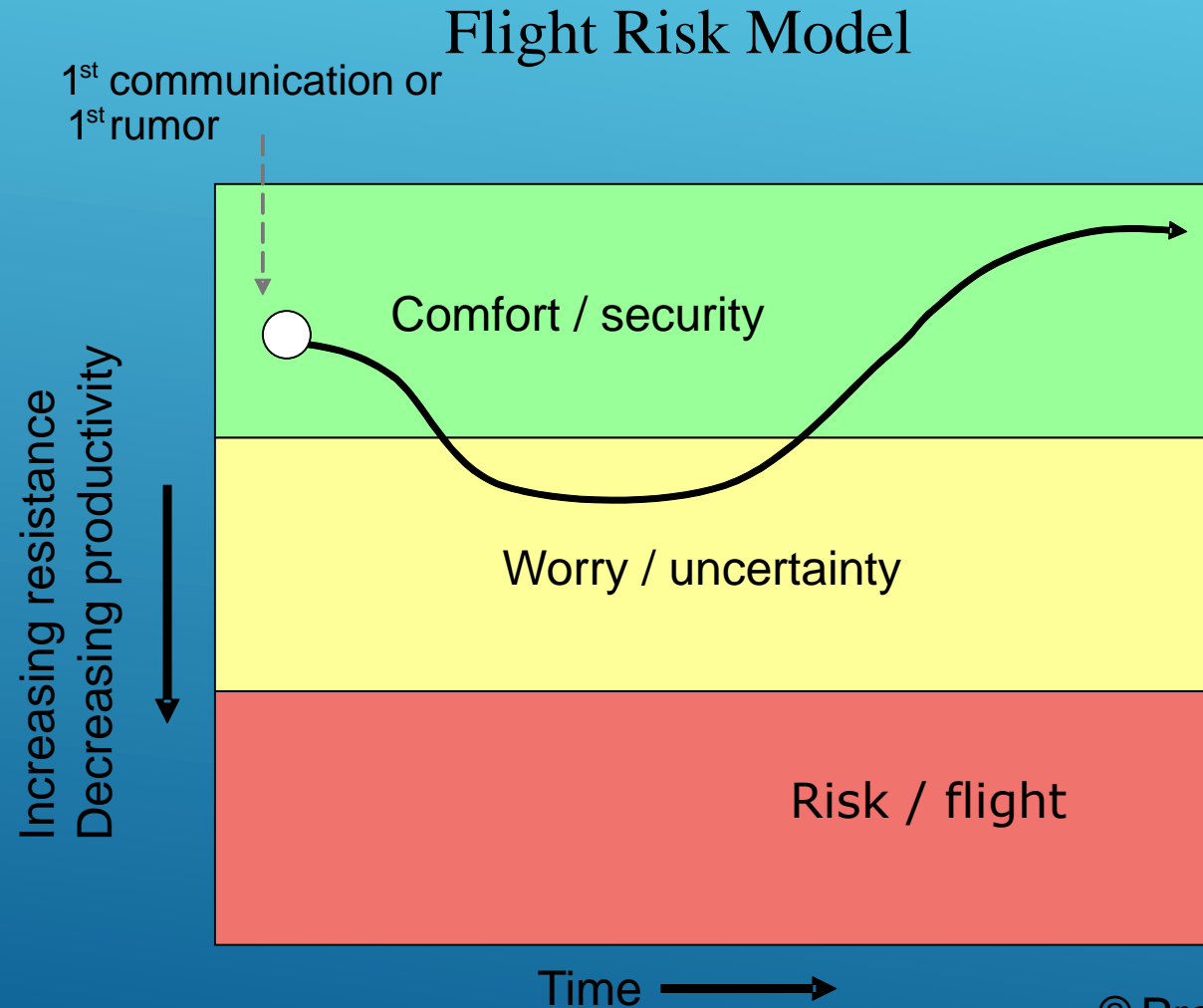
ORGANIZATIONAL CHANGE

3 States of change:



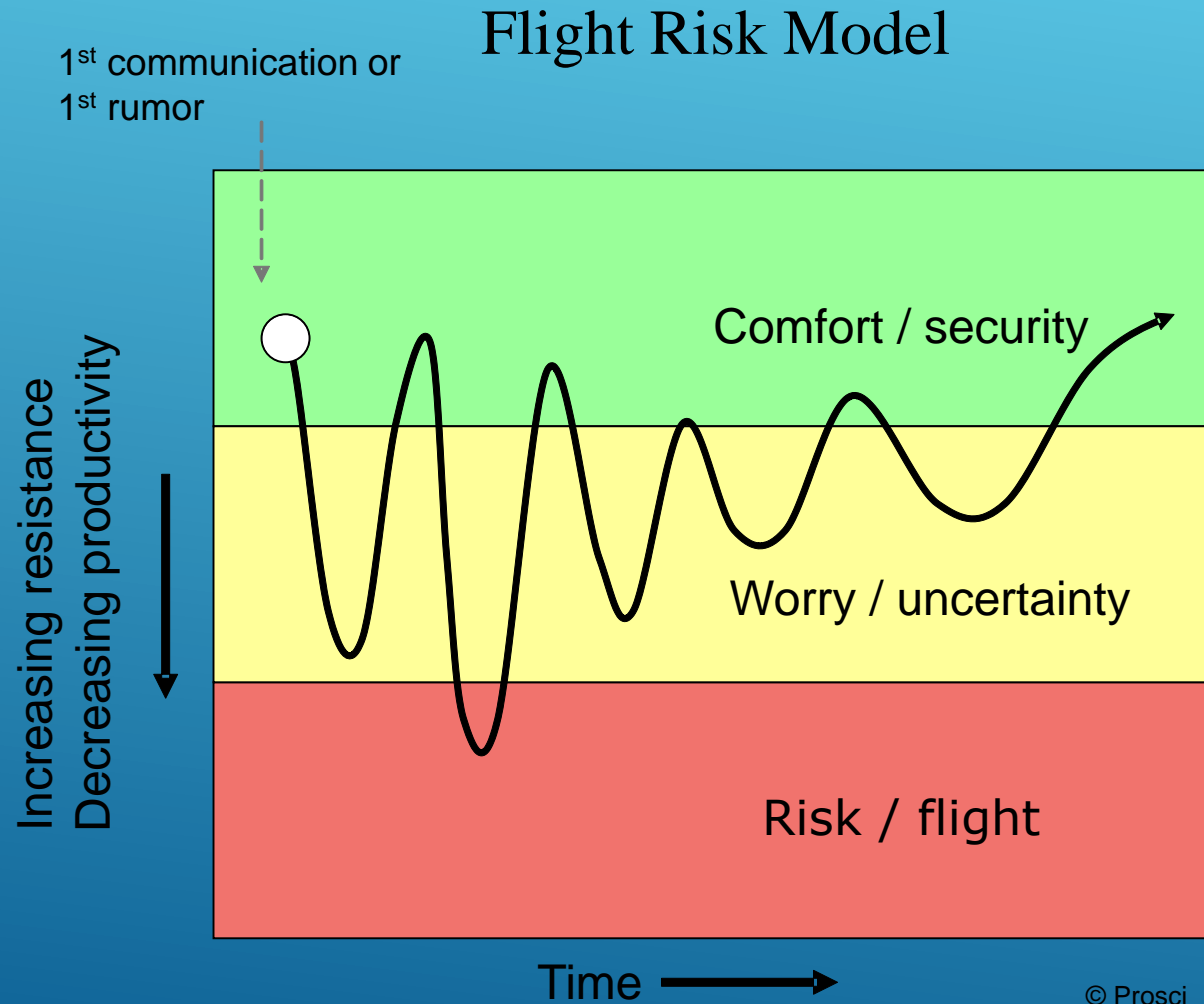
CHANGE IMPACT

With change, you can expect a decline in productivity and an increase in resistance.



CHANGE IMPACT

The reality is that change creates instability and introduces risk to the organization.

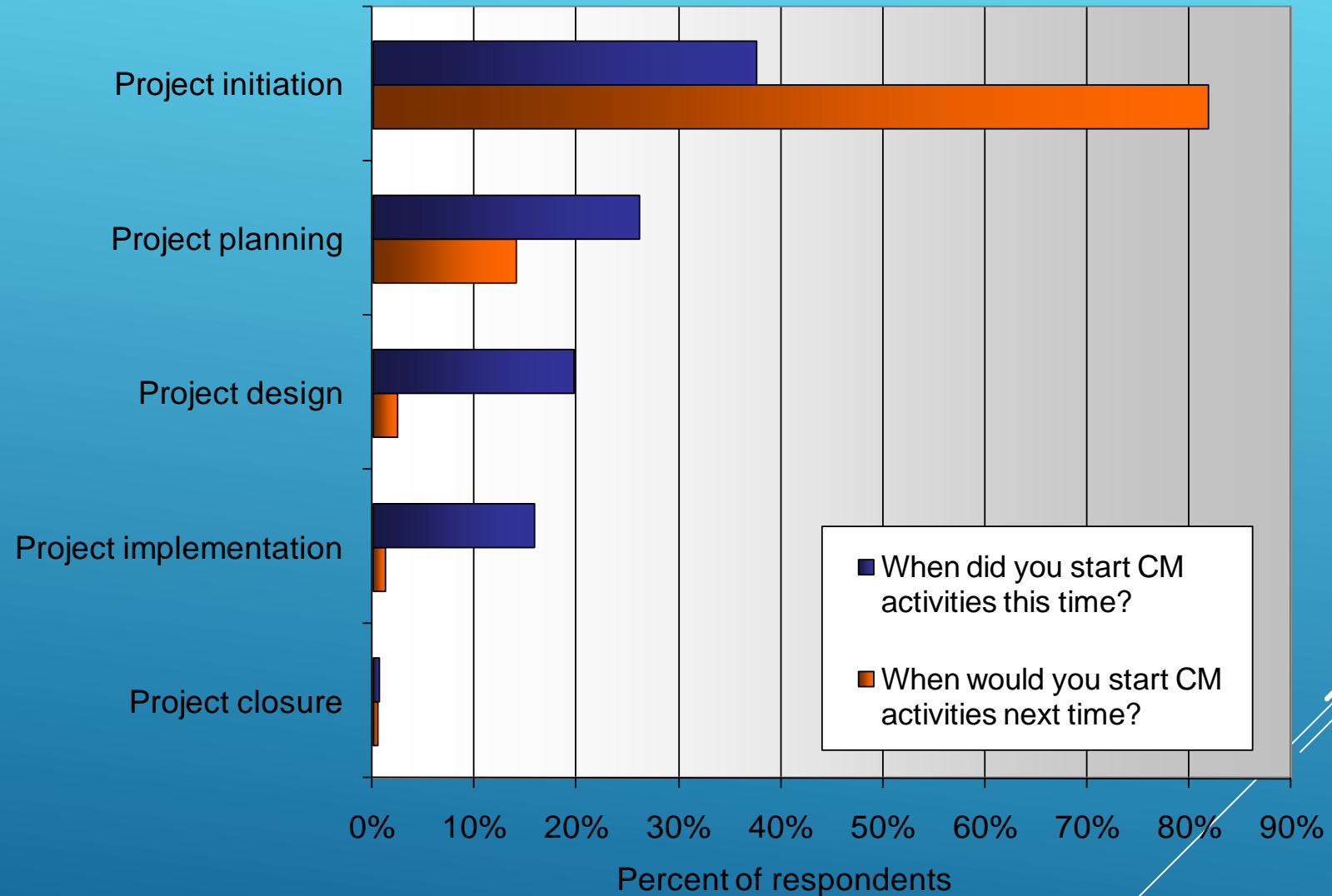


KEY REASONS FOR APPLYING CHANGE MANAGEMENT

- ▶ Increase probability of **project success**
- ▶ Manage **employee resistance** to change
- ▶ Build **change competency** into the organization

RESEARCH RESULTS

When to Add
Change
Management?



© Prosci. From Prosci's 2009 Best Practices in Change Management benchmarking report

BIGGEST OBSTACLES TO SUCCESS

1. **Ineffective change sponsorship** from senior leaders
2. **Resistance** to the change from **employees**
3. Insufficient change management **resources and funding**
4. **Middle management resistance**
5. **Poor project management**
6. **Ineffective communications**
7. A **culture** that is resistant to change

GREATEST CONTRIBUTORS TO SUCCESS

1. Active and visible **executive sponsorship**
2. Frequent and open **communications**
3. **Structured** change management approach
4. **Dedicated resources** for change management
5. **Employee participation**

CHANGE VISION

Vision is the key to successful change.....

It should...

- ▶ **Inspire**
- ▶ Grab our **attention**
- ▶ **Engage** US

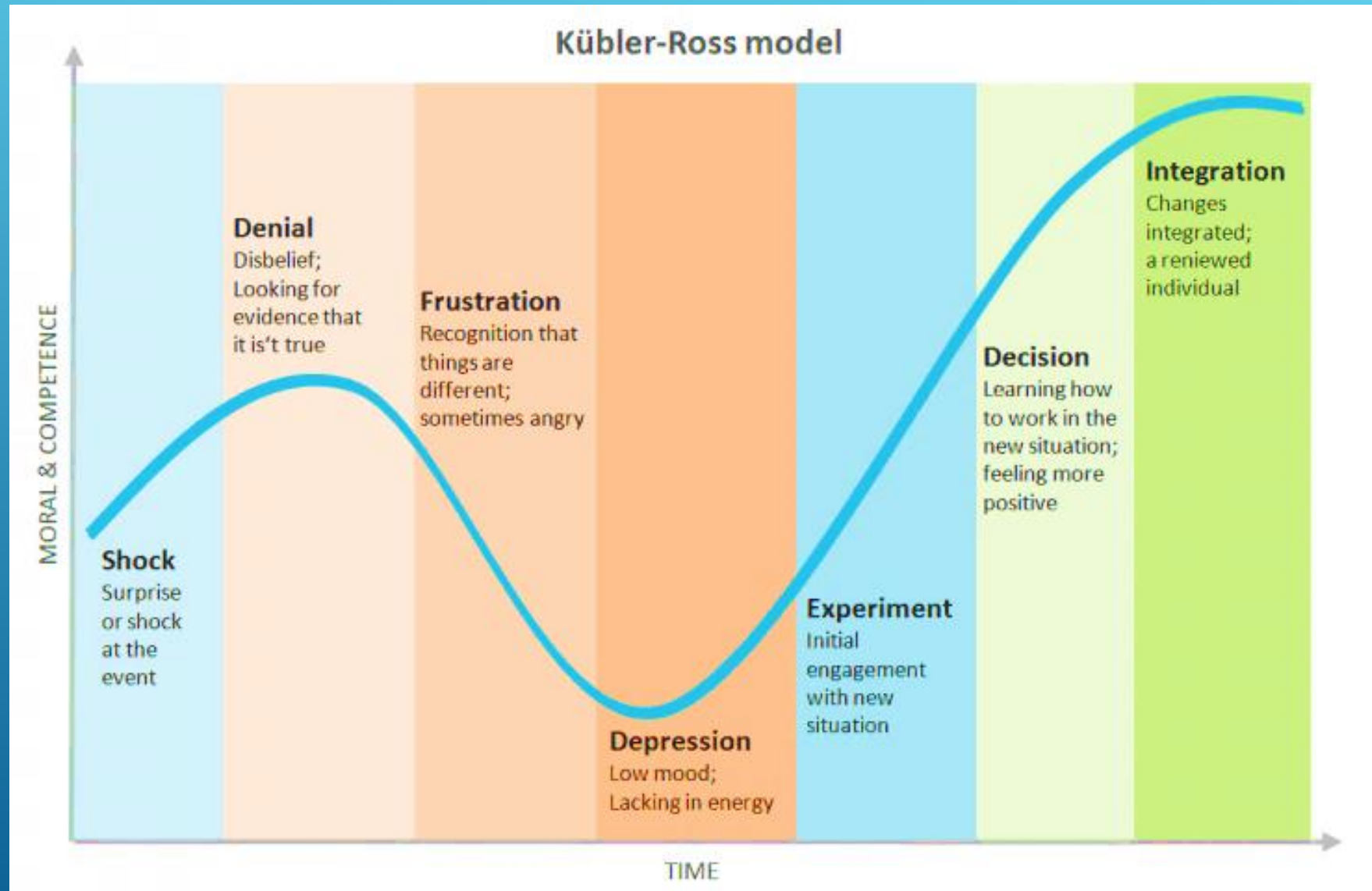
John F. Kennedy caught the attention of a nation when he said:

“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard.”

Rice Stadium Speech, September 12, 1962

Text at: <https://er.jsc.nasa.gov/seh/ricetalk.htm>

MANAGING RESPONSES TO TRANSFORMATIONAL CHANGE



INTERLUDE



Filesolve: Spare the Drama but Keep the Change, October 2, 2013 by Meredith
<http://filesolve.com/2013/10/spare-drama-keep-change/>

CONSEQUENCES OF NOT MANAGING PEOPLE SIDE OF CHANGE

- ✓ Lower **productivity**
- ✓ Active and/or Passive **resistance**
- ✓ **Turnover** of valued employees
- ✓ **Disinterest** in the current or future state
- ✓ **Arguing** about the need for change
- ✓ More people taking **sick days or not showing up**
- ✓ Changes **not fully implemented**
- ✓ People **finding work-arounds**
- ✓ People **revert to the old way** of doing things
- ✓ The change being **totally scrapped**



2007 © Prosci

BENEFITS OF MANAGING PEOPLE SIDE OF CHANGE

- ✓ **Increase** organization readiness, flexibility, and adaptability
- ✓ **Increase** stakeholder engagement, morale, and preparedness for the new way
- ✓ **Minimize** the depth of any performance and productivity decline during change
- ✓ **Accelerate** and maximize performance during and following the change
- ✓ **Increase** stakeholder utilization of and proficiency in the new way
- ✓ **Minimize** the learning curve and speed to adoption of the new way
- ✓ **Increase** the likelihood of benefits realization
- ✓ **Optimize** long-term sustainability once the future state is achieved

TACTICS

1. Effective **Communication**
2. Timely **Training**
3. **Executive** Sponsorship
4. **Leader** Engagement
5. **Coaching** by Managers and Supervisors
6. **Ready Access** to Business Information
7. Various **Assessments**

WHO IS INVOLVED IN MANAGING CHANGE?

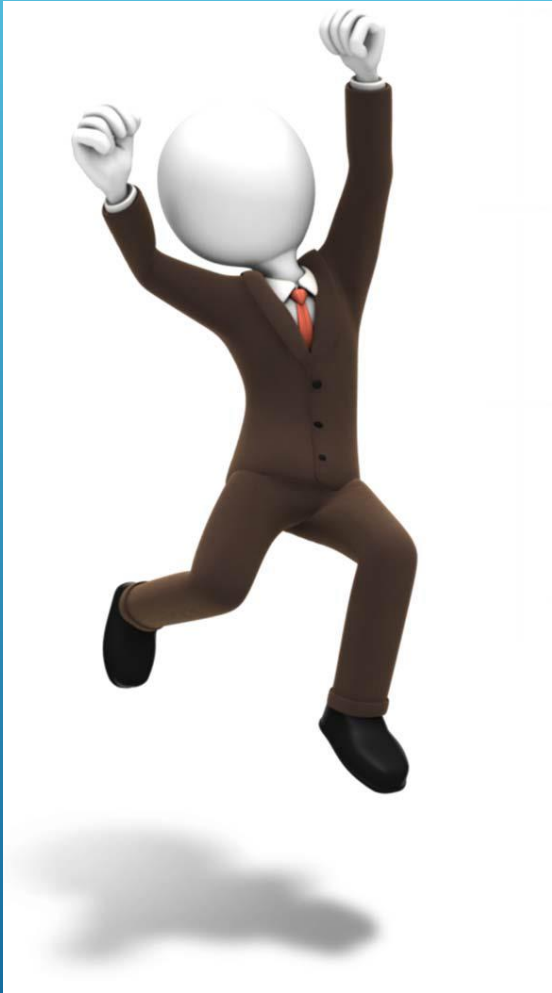


- The change management lead on a project plays the role of enabler
 - the conductor of the orchestra
 - the director of the play
- Effective change management requires involvement and action by many in the organization

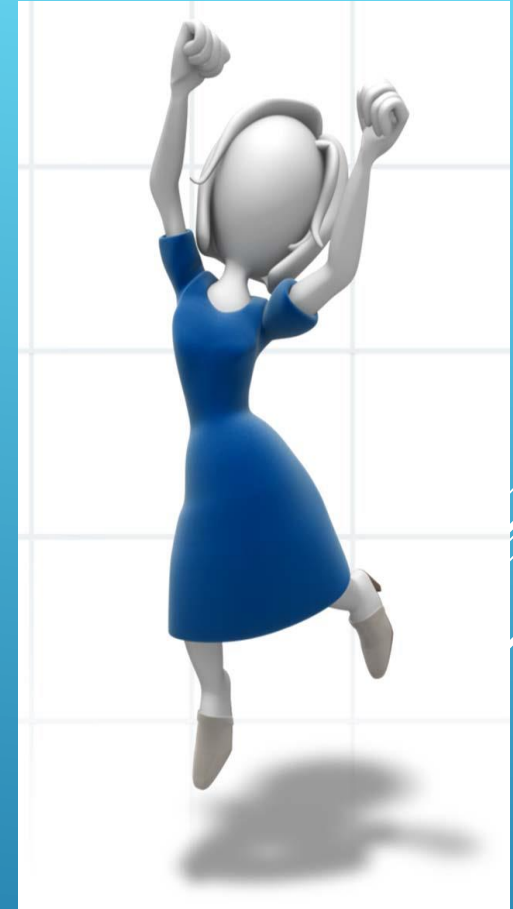
KEY ROLES

- ▶ Advocates
- ▶ Agents
- ▶ Sponsors
- ▶ Targets

CHANGE ADVOCATES



- **Believe in** and **want** the change
- **Champions** the change
- **Lack the sponsorship** to drive it



“Together we can make it happen.”

Barbara Trautlein, 2013

<http://www.changecatalysts.com/>

CHANGE AGENTS

- Responsible for **strategy**
- **Responsible** for successful implementation
- **Track and course correct** when necessary
- **Model the required behaviors** in their areas, provide **feedback** on change activities, and actively **engage** with others around change activities

"I'm here to help! Lean on me."

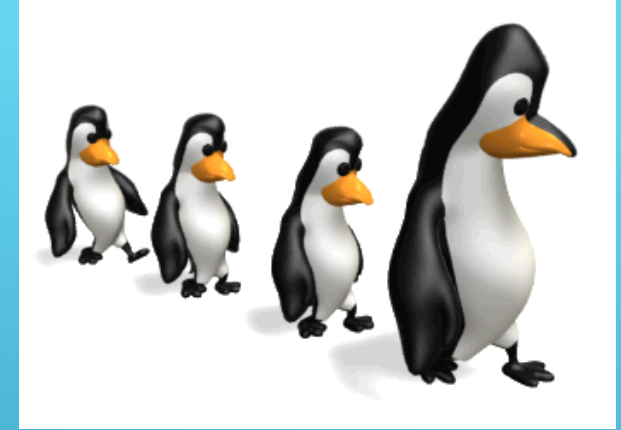
Barbara Trautlein, 2013

<http://www.changeagents.com/>



CHANGE SPONSOR

- ▶ The individual or group in the organization **accountable** for the realization of the benefits of a change and its implementation
- ▶ The sponsor **defines and champions** the overall change goals, scope, and definition of success
- ▶ **Participate actively and visibly** throughout the entire change process; stay engaged with the project team and collect feedback from employees



*"Onward & upward toward new horizons!
Another mountain to climb, but the world to
conquer!"*

Barbara Trautlein, 2013
<http://www.changecatalysts.com/>

CHANGE TARGETS

- **Receivers** of the change
- The change/project team are **also targets!**



"It looks exciting! Let's all try it!"

Barbara Trautlein, 2013

<http://www.changecatalysts.com/>

INTERLUDE

“The only way to make sense out of change is to plunge into it, move with it, and join the dance”.

- Alan Watts

The Wisdom of Insecurity, 1951

https://www.researchgate.net/publication/281120025_The_Wisdom_of_Insecurity

Change Process



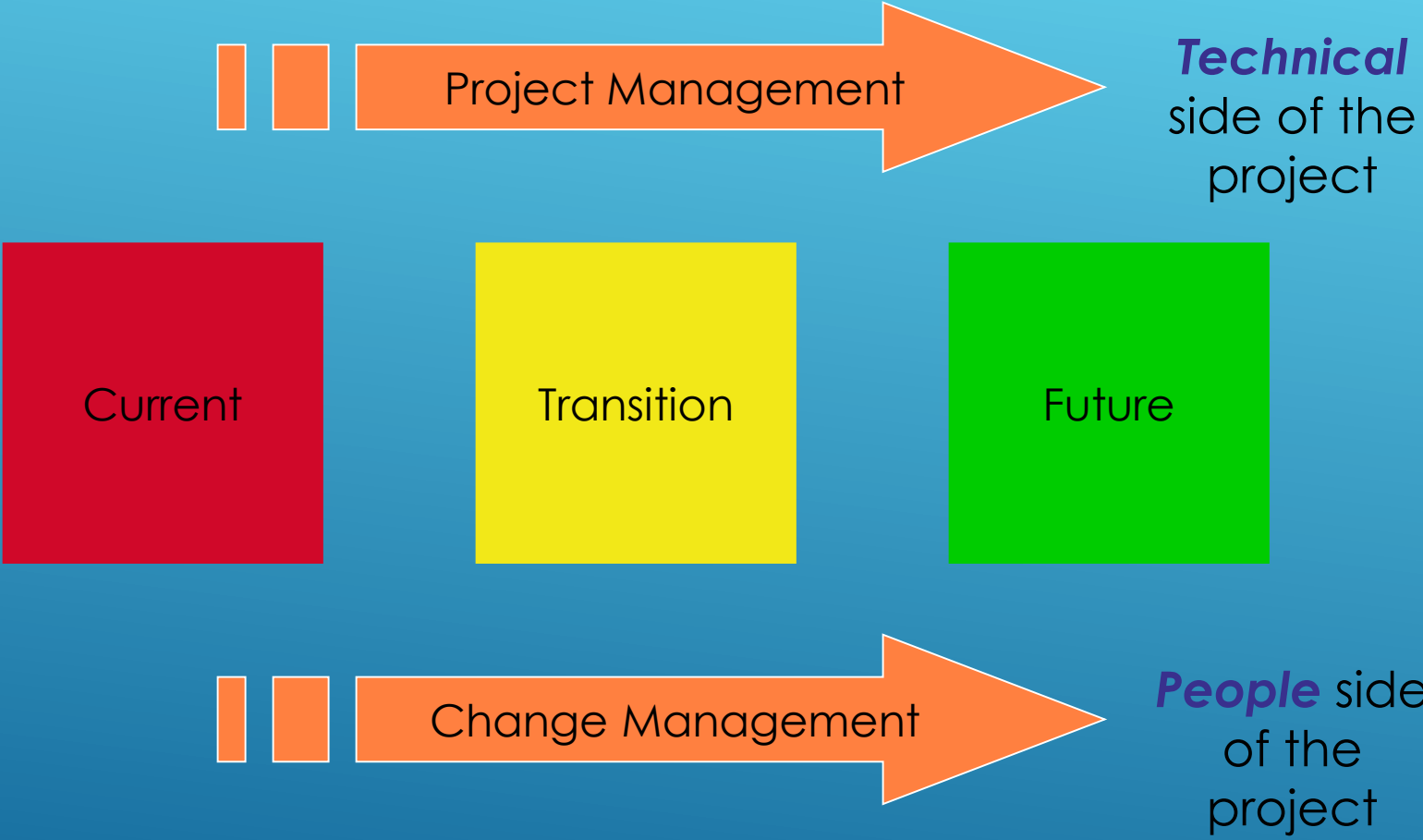
The Change Management **Strategy** provides the “**why**” and the “**what**”

The Change Management **Plan** provides the “**how**” or **tactics**

INTERLUDE

“Change does not roll in on the wheels of inevitability, but comes through continuous struggle.”
- Martin Luther King, Jr.

CHANGE MANAGEMENT VS PROJECT MANAGEMENT



COMPARING PROCESSES

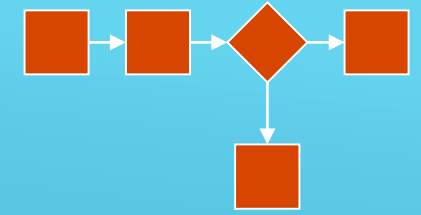
Project Management

- ▶ Initiation
- ▶ Planning
- ▶ Executing
- ▶ Monitoring and controlling
- ▶ Closing

* Process groups defined in the Project Management Institute's PMBOK®

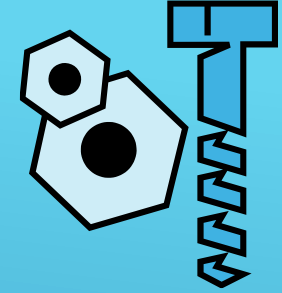
Change Management

- ▶ Organizational:
 - ▶ Preparing for change
 - ▶ Managing change
 - ▶ Reinforcing change
- ▶ Individual:
 - ▶ Awareness
 - ▶ Desire
 - ▶ Knowledge
 - ▶ Ability
 - ▶ Reinforcement



* Procsi

COMPARING TOOLS



Project Management

- ▶ Statement of Work
- ▶ Project Charter
- ▶ Business Case
- ▶ Work Breakdown Structure
- ▶ Budget Estimations
- ▶ Resource Allocation
- ▶ Schedule
- ▶ Tracking

Change Management

- ▶ Impact Assessment
- ▶ Readiness Assessment
- ▶ Resistance Assessment
- ▶ Sponsor Interviews
- ▶ Communication Plans
- ▶ Training Plans
- ▶ Reinforcement Plan

SUCCESS MEASURES - EXAMPLES

- ▶ Employees clearly understand their roles and responsibilities and how the change specifically affects them
- ▶ Clear project governance and decision-making structures have been followed
- ▶ Organizational roadblocks have been removed
- ▶ The full impact of the change has been well-understood and well-planned-for
- ▶ Management agrees to changes required to sustain the new environment
- ▶ Employees embrace the new system and business processes

SUCCESS MEASURES – EXAMPLES (CON'T)

- ▶ Employees know where to get additional project information and system support
- ▶ Risks have been proactively identified and addressed
- ▶ Employees know how to use the system
- ▶ Employees understand and follow the new business processes
- ▶ Employees are prepared to do their new job on day one
- ▶ The business maintains internal capabilities to sustain the change

INTERLUDE

"THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW."

— *SOCRATES*

LEARNING OBJECTIVES

- ▶ Explain why we need People Change Management on projects
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OTHER RESOURCES

1. Association of Change Management Professionals (ACMP)
2. Change Management Institute (CMI)
3. Management and Strategy Institute (MSI)
4. Prosci

