



LES SOIRÉES
CORPORATIVES

Delivering is not enough

Becoming Skilled in Organizational Change and Transformation

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Learning Objectives

At the conclusion of this session, participants will be able to:

- (1) explain the components of an organizational change management strategy and how to embed it in the project definition and execution;
- (2) discuss how to manage the pitfalls of implementing organizational change

Before we start

- A lot of info, sampler of 5-day certification training
- Lightning speed through theory
- Blue boxes are takeaways / pitfalls to avoid
- Emphasis will be on applying takeaways to the case study

Agenda

- Once Upon a Time
- What is Organizational Change Management and why does it matter?
- The Human Dynamics of Change
- Stakeholder Management & Engagement
- Communication & Engagement

Agenda (cont)

- The Change Wheel
- Is Delivering enough?
- Start now

Once Upon a Time

...there was this Project...

- Company: engineering consulting firm (partnership model)
- Training Manager (TM) approached IT, how about a system to track training (rather than Excel)?
- Business Analyst worked with TM to define requirements, in Excel, prioritized

...cont...

- HR: hey, performance management too, instead of each manager using Excel?
- Selection Committee: Training Manager + 2 key Engineering Managers / Partners with great amount of influence
- Supplier selection process, demo by 5 suppliers

...cont...

- Demos scored using evaluation sheet (based on requirements)
- Purchase Order issued
- Selection team disbanded
- Schedule with Go-Live
- HR not in Go-Live, “maybe later”

...cont...

- Go-Live on-schedule, on-budget
- “Pilot” two months later, ran by TM
- Two years later license not renewed
- Back to Excel and PDFs sent by email
- PM & BA still traumatized

...and this Project Manager...

- During the project, something was wrong...but what?
- Did the only thing I knew how to do: deliver. (Angrily.)
- This presentation is the result of a five-year quest towards understanding
- Journey included 30 days of practitioner certification training: PRINCE2[®], Managing Successful Programs[®], Management of Portfolios[®], Managing Benefits[™], Business Relationship Management[®] and Change Management[™]

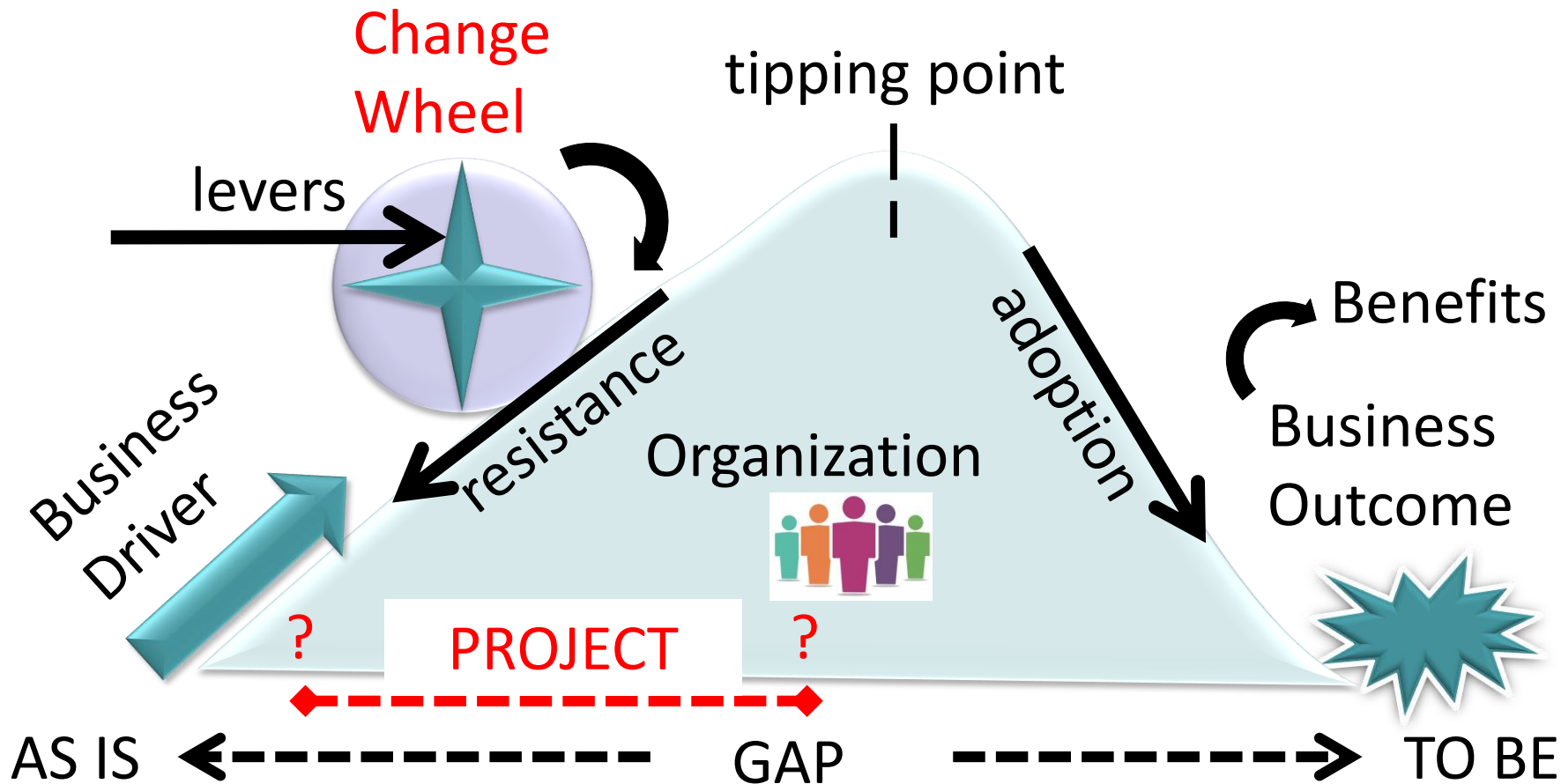
Introducing...



DeLorean DMC-12!

We'll go back in time
and help our PM get it
right this time!

What is Organizational Change Management?



The Change Wheel

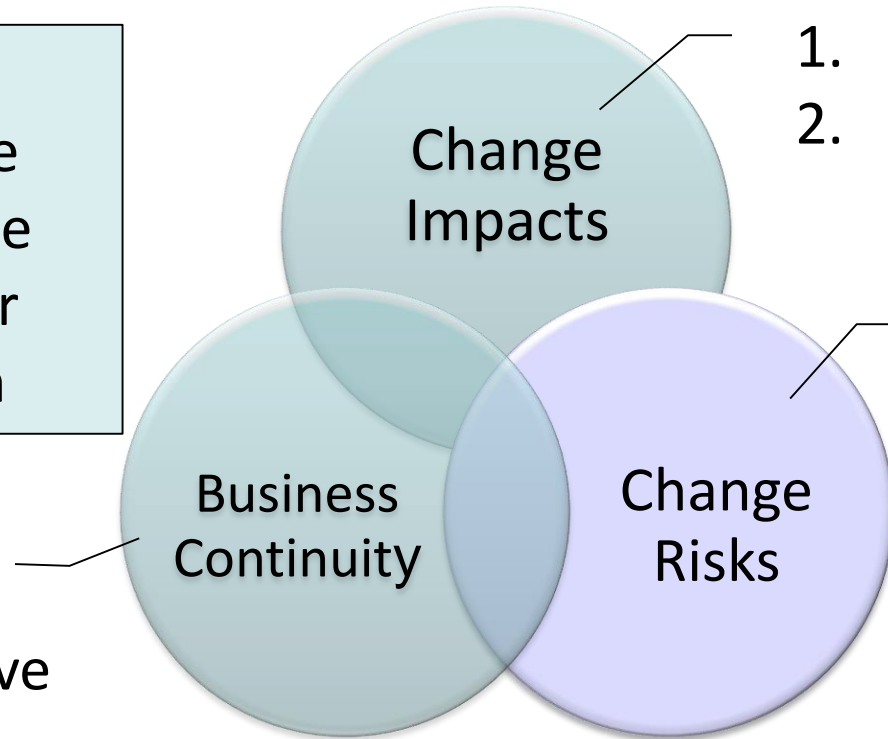
- Projects deliver change, move from As-Is to To-Be
- Challenge is: how do we climb the mountain?
 - Need to change humans!
- Organizational Change Management = making the Change Wheel and moving it over the mountain

Why Organizational Change Management really matters

Need to manage interplay of three key elements

Failure to manage these elements = we don't get over the mountain

Disruption caused by change initiative

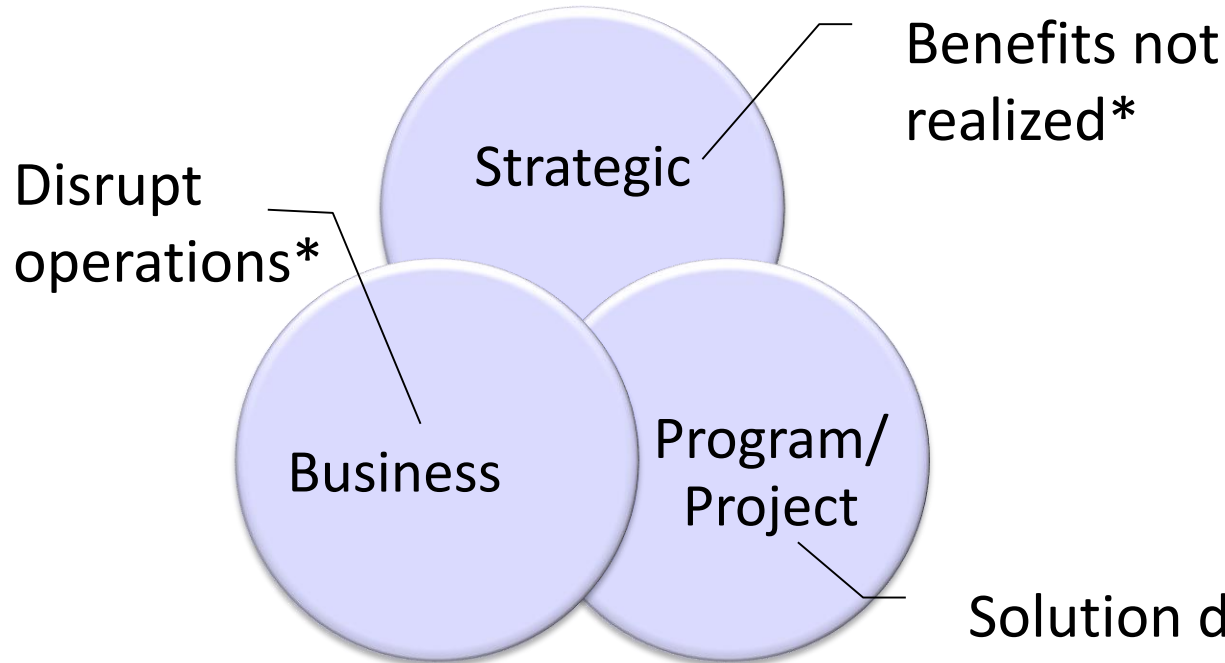


1. Organizational
2. Stakeholder

3 types, next slide

Source: See References

Change Risks



↑ Benefits
↑ Risks

*Does your risk management plan include **all** of these risks? Why not?

Source: See References

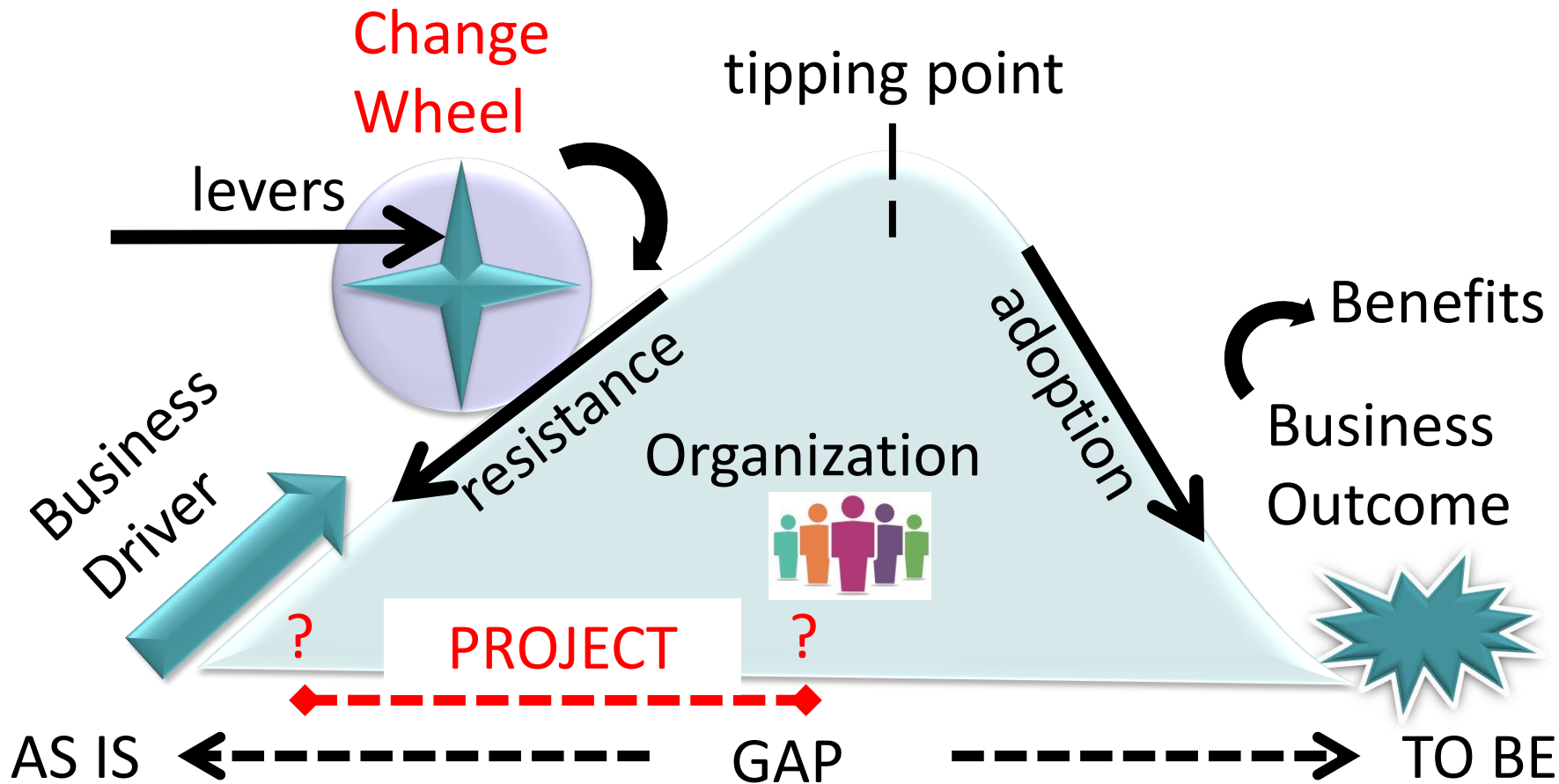


Why Organizational Change Management really matters

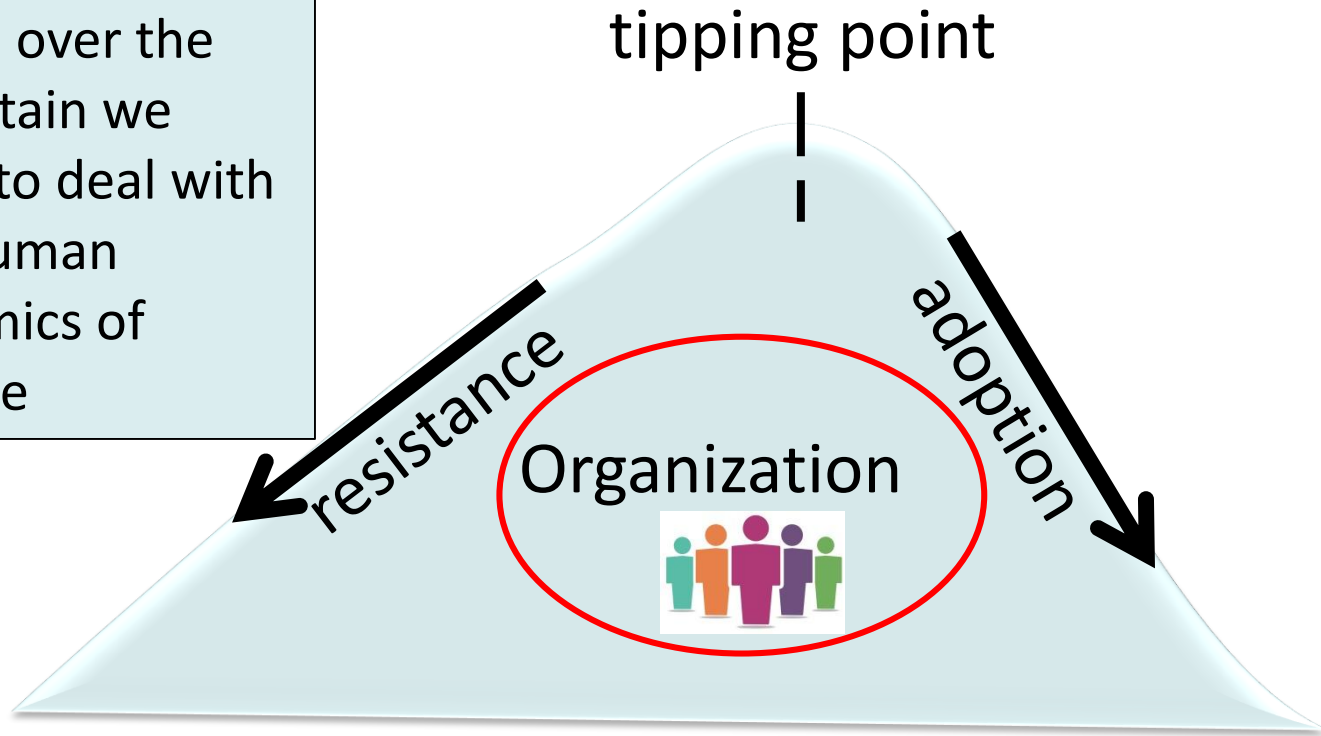
- **Not** about holding hands singing Kumbaya!
- Is about **not wasting money**
- Organizational Change Management = risk mitigation strategy
- This is how to justify a Change Management budget
- This is why we must manage **all** risks (strategic, business), not just project/program risks

Why spend all of this money if we get nothing for it?

The Human Dynamics of Change



To get over the mountain we need to deal with the human dynamics of change



AS IS



GAP



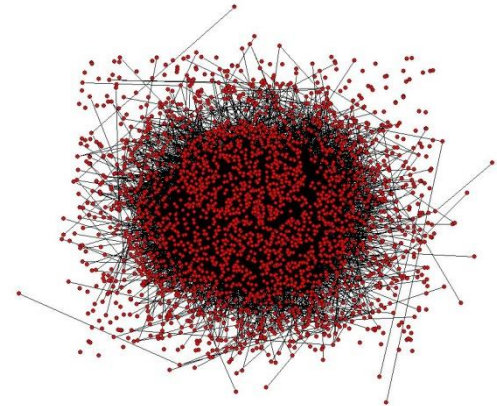
TO BE

What is Organizational Change Management?

art and science of managing the human dynamics of change

Make the Change Wheel and move it over the mountain!

Two dimensions creating complexity



individual

individuals
grouped in
organizations

complexity

Change and the individual

Bridges Transition Model

Change

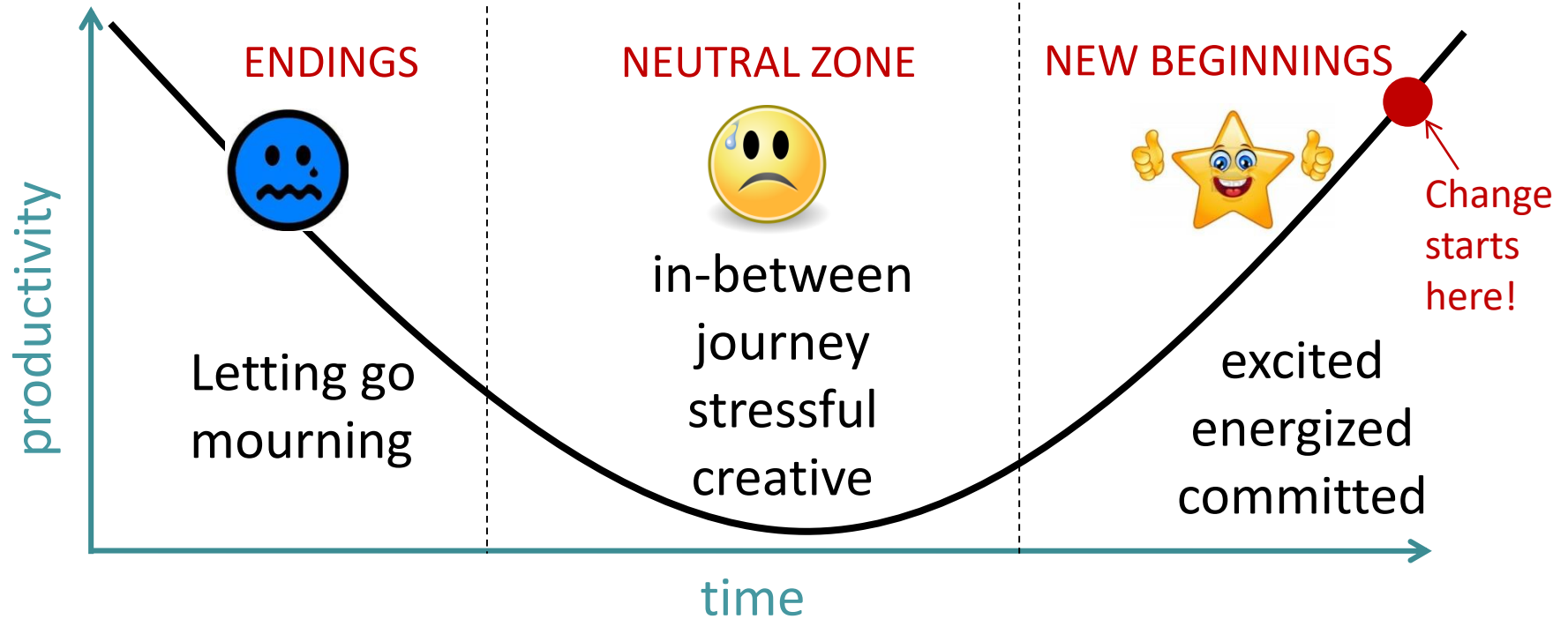


Transition

actual events
in a project
schedule

human, psychological
process of letting go of
one pattern to engage
with another

Bridges Transition Model



Bridges Transition Model: take-aways

- Each journey is different (even for the same individual)
- Each individual is different (within the same change initiative)

Individual change can only **begin** after the process of transition is complete

Change and Learning

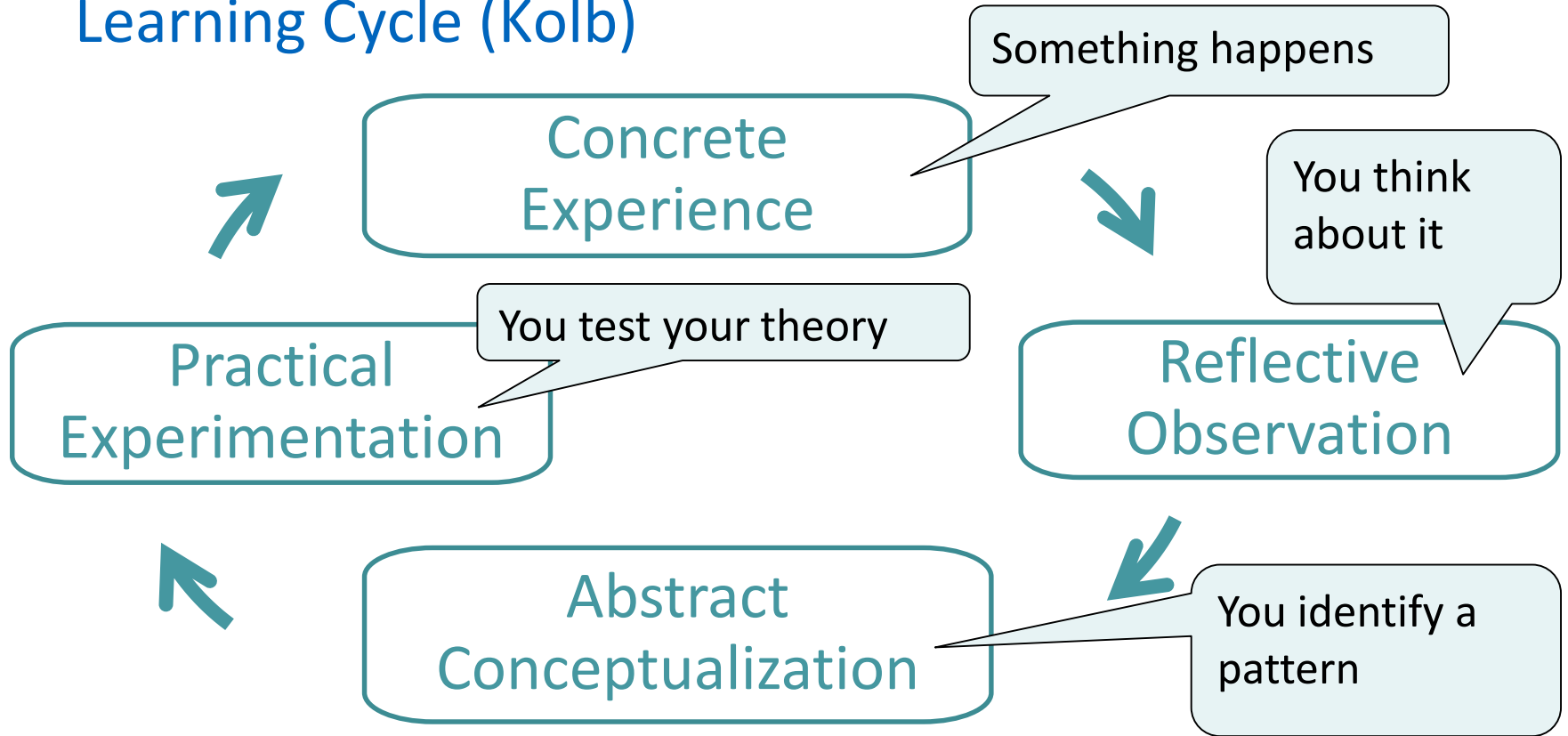
Planned ~~change~~ → Managed Learning

process of
acquiring
knowledge

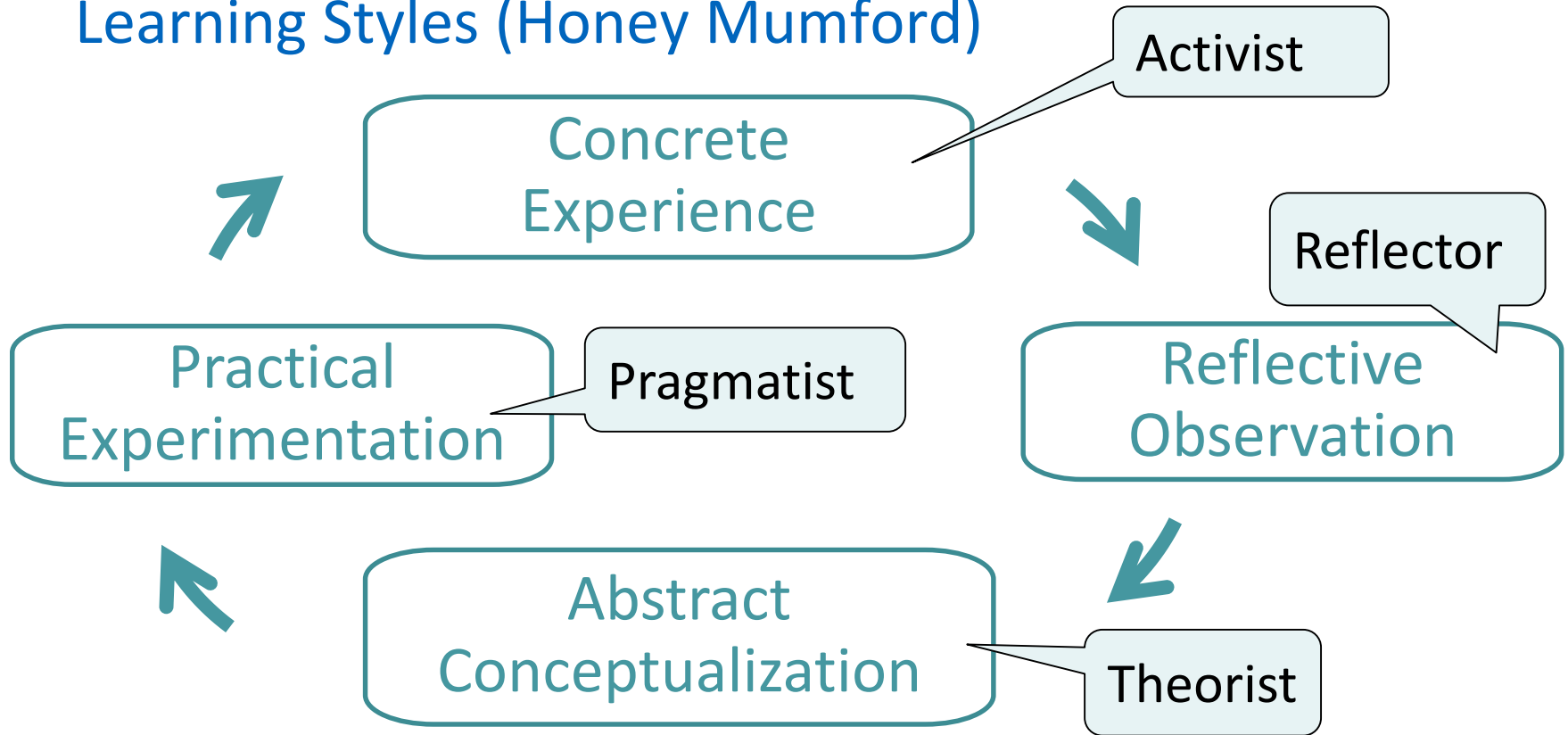


enduring change in
behaviour

Learning Cycle (Kolb)



Learning Styles (Honey Mumford)

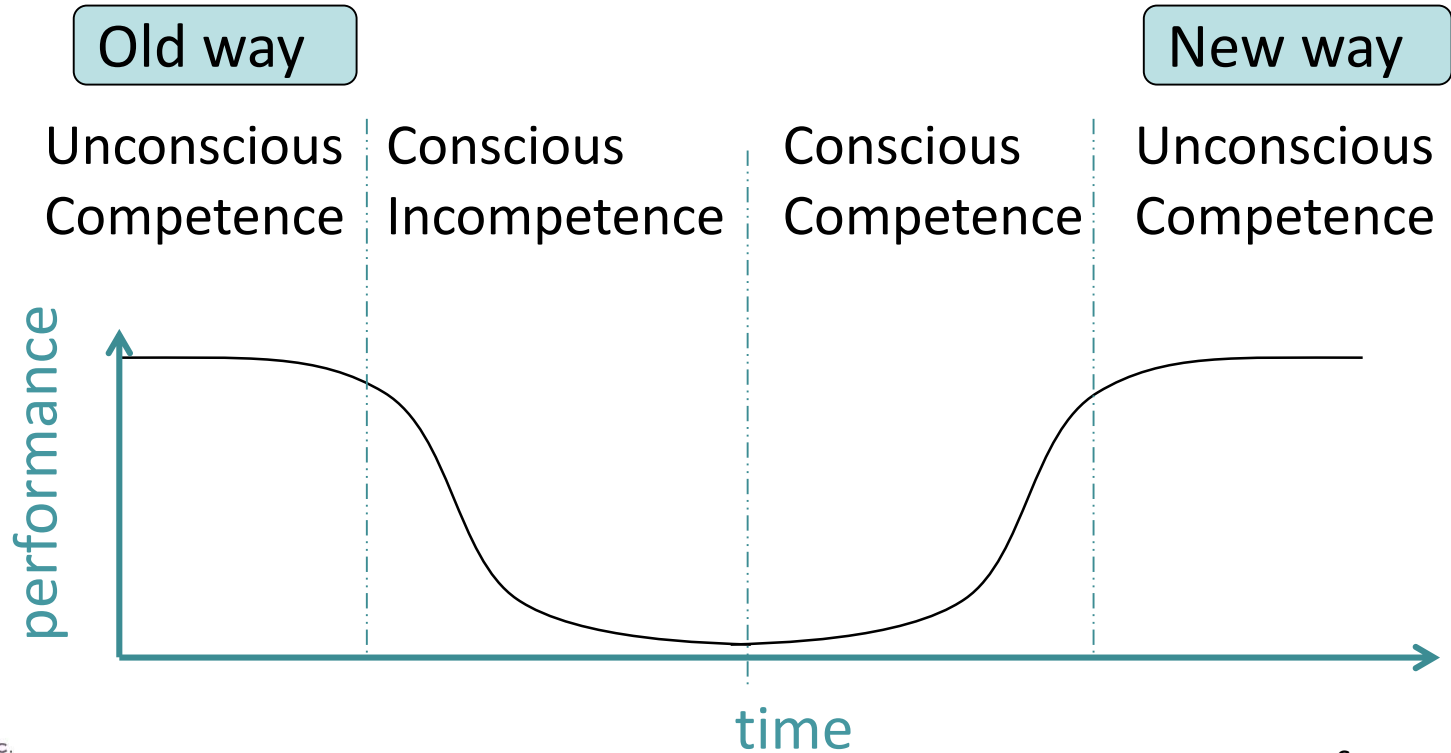


Learning Cycle & Styles

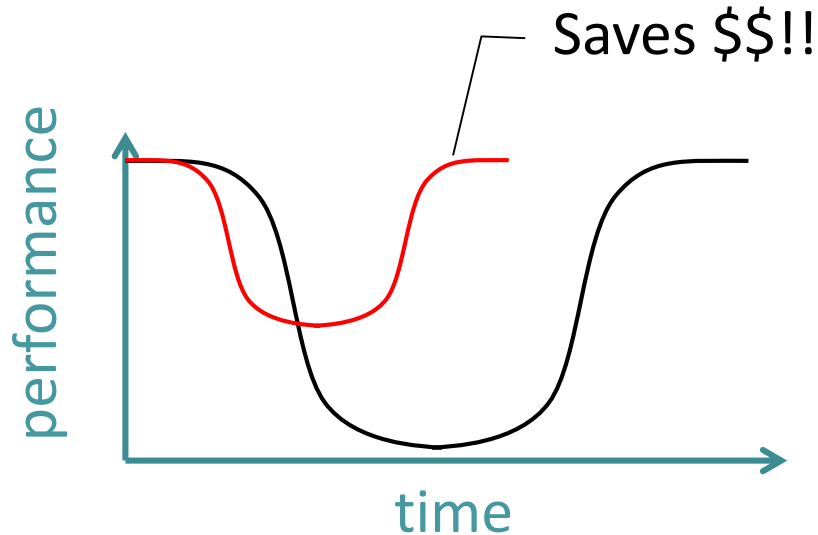
- Each individual has a preferred learning style
- Learning doesn't happen until **each individual** passes through the **entire** learning cycle

Training activities must be designed for **all** learning styles

Learning Dip



Learning Dip



The learning dip is **unavoidable**

“Managed Learning” helps to minimize the depth and width

Investing in organizational change management saves time...and money!

Let's go back and help our PM get it right this time!



Case Study, additional information

- Pilot held, responsibility of / organized by TM
 - held two months after Go-Live
 - attendees had not been involved in the project
 - “show and tell” and “what do you think of the application”
- Job Aids were posted on the Intranet describing how to use the application

Let's help our PM understand the Learning Cycle

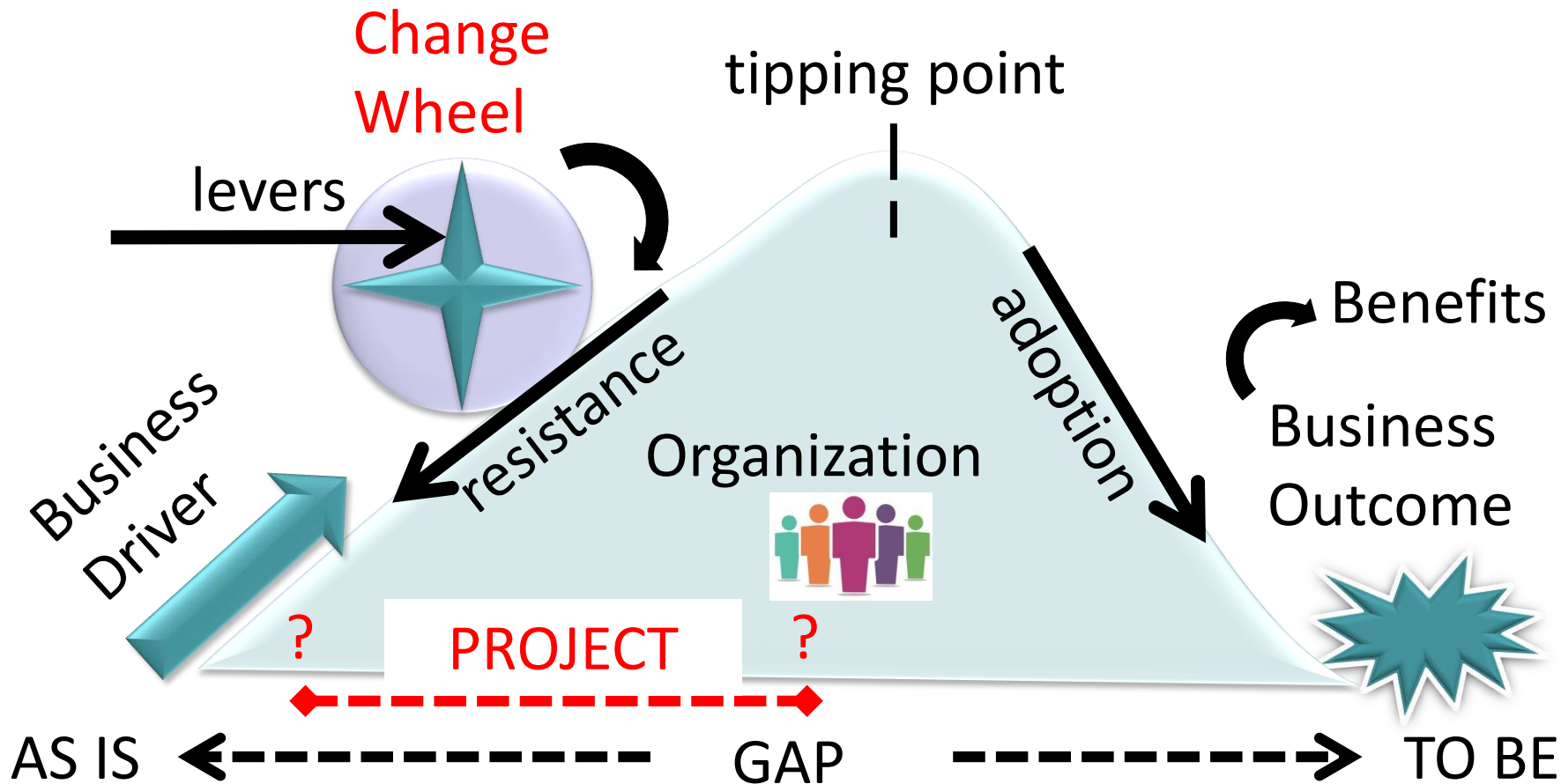
- Organize the first pilot with Core Change team as early as possible (well before Go-Live)
- Approach the pilot as a learning exercise “Practical Experimentation”, with exercises for certain situations
- A Job Aid is not learning! Job Aids support users as they learn!
- Apply adaptive approach to ensure learning happens
 - Update Job Aids around the situations which arose in the pilot
 - Post Go-Live, hold follow-up exercises to allow trial-and-error with the application and pass through the entire learning cycle

Change and the individual: key takeaways

- Different strokes for different folks
- Same folks: different change, different strokes
- Individual transition first, then Change
- Individual change is managed learning
- You can't avoid the learning dip

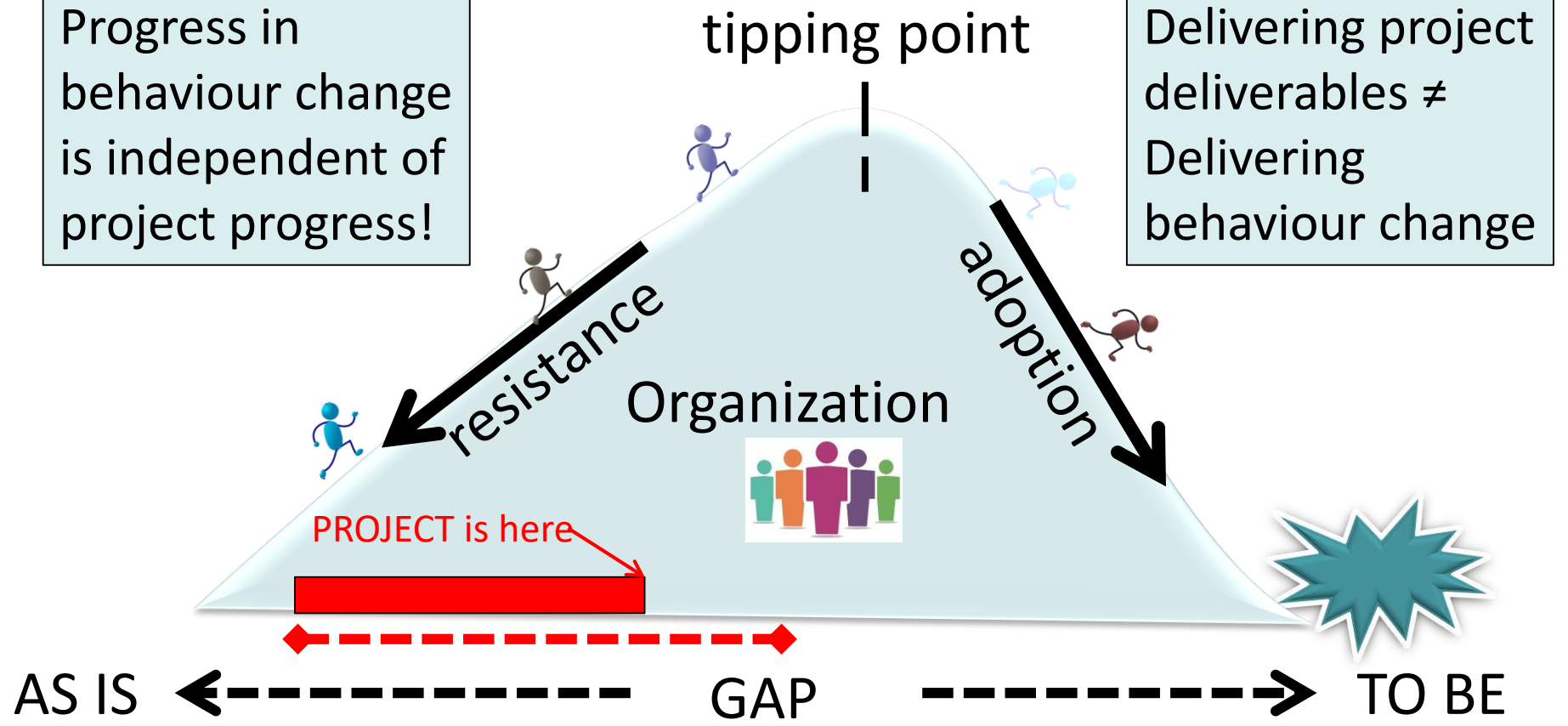
There is no one-size-fits all Change Management Plan!

Need an adaptive approach to Change Management planning!



Progress in behaviour change is independent of project progress!

Delivering project deliverables ≠ Delivering behaviour change



Change and the organization

Kotter Eight Step Model

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and a strategy
4. Communicate the change vision
5. Empower employees for broad-based action

Kotter Eight Step Model (cont)

6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture

Implicit assumption: Organizational change can be planned and managed top-down

Senge's Systemic Model

- Sustainable organizational change is **emergent**
- Sustainable change happens when small-scale initiatives are nurtured by networks **at all levels**

Implicit assumption: Sustainable organizational change requires nurturing long after the project is complete

Senge's Systemic Model

Senge

vs

Kotter

Change is emergent,
bottom-up

small-scale

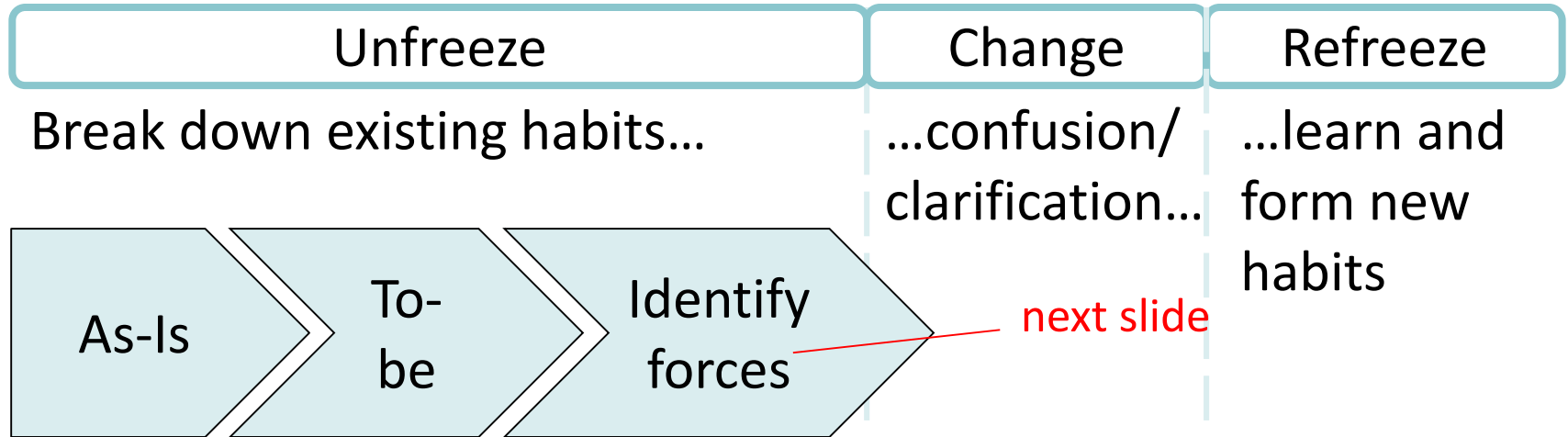
nurtured by **all**
management levels

Change is managed, top-
down

big-bang

executive-led “guiding
coalition”

Lewin's Three-Step Model

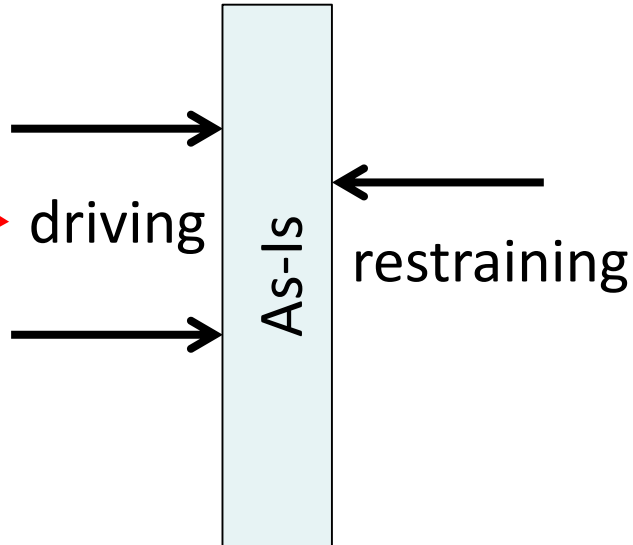


Looks like...Bridges' transition model, applied to organizations!

Lewin Force Field Analysis

Business Drivers:

P olitical
E conomic
S ociological
T echnological
L egal
E nvironmental



Change occurs
when:
driving forces
> restraining
forces

Let's go back and help our PM get it right this time!

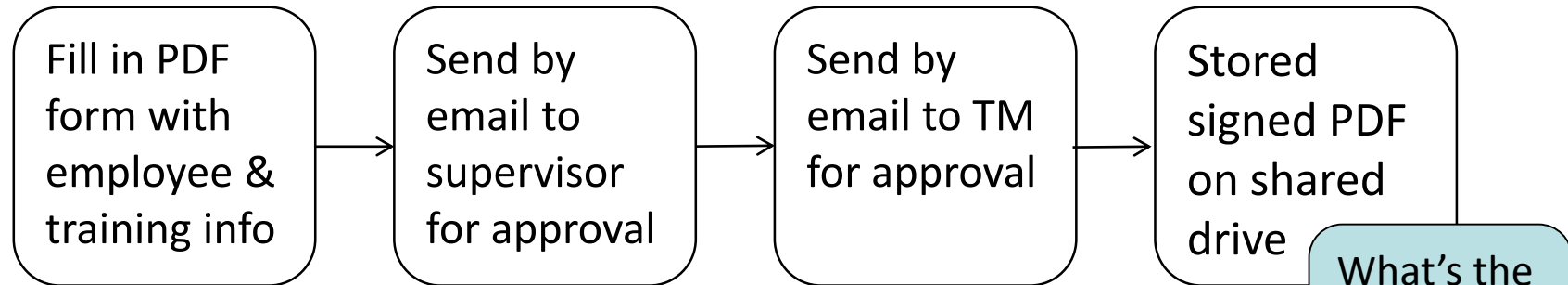


Case Study: additional information

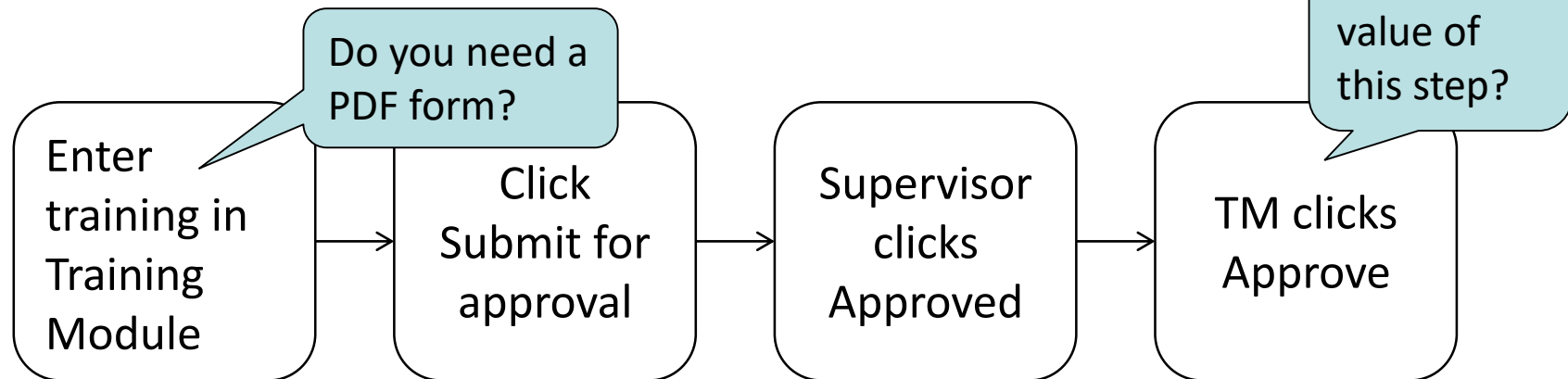
- Business Case: save time spent by training staff to coordinate, track training courses, never quantified
- Engineering Mgr on Selection Committee:
 - “We cannot grow from 800 employees to 2000 employees without an LMS”
 - “Me too” project
- HR: centralized performance management system, benefits not stated
 - quickly chose an application
 - “Easy button” project

The PDF Paradigm

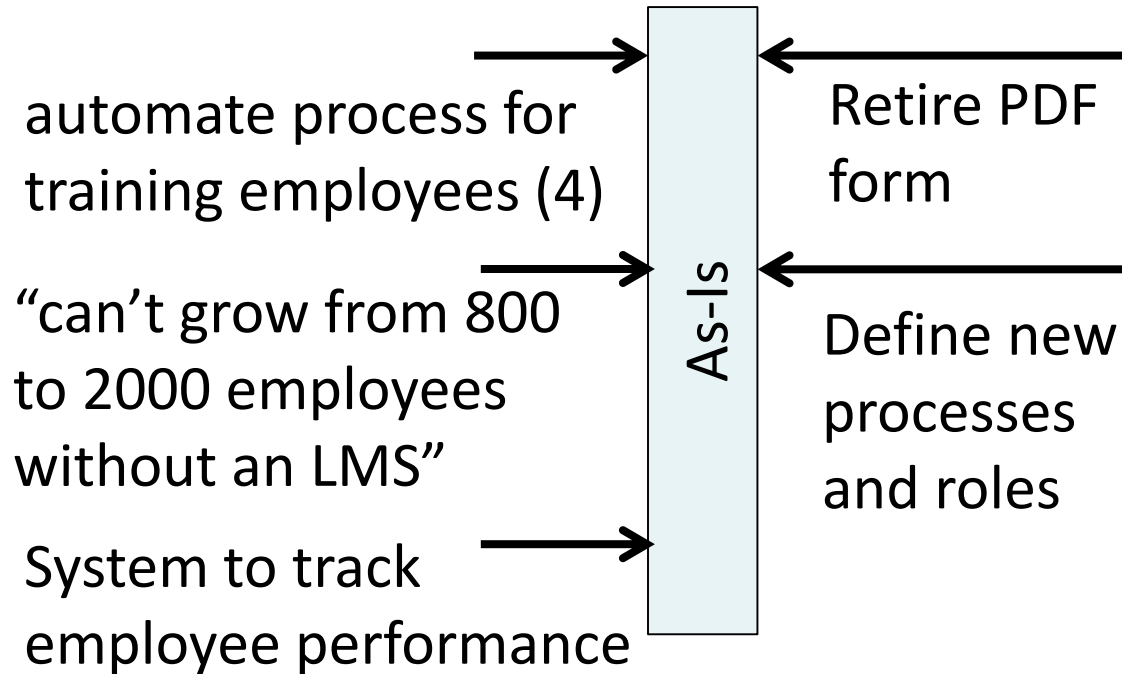
As-Is



To-Be

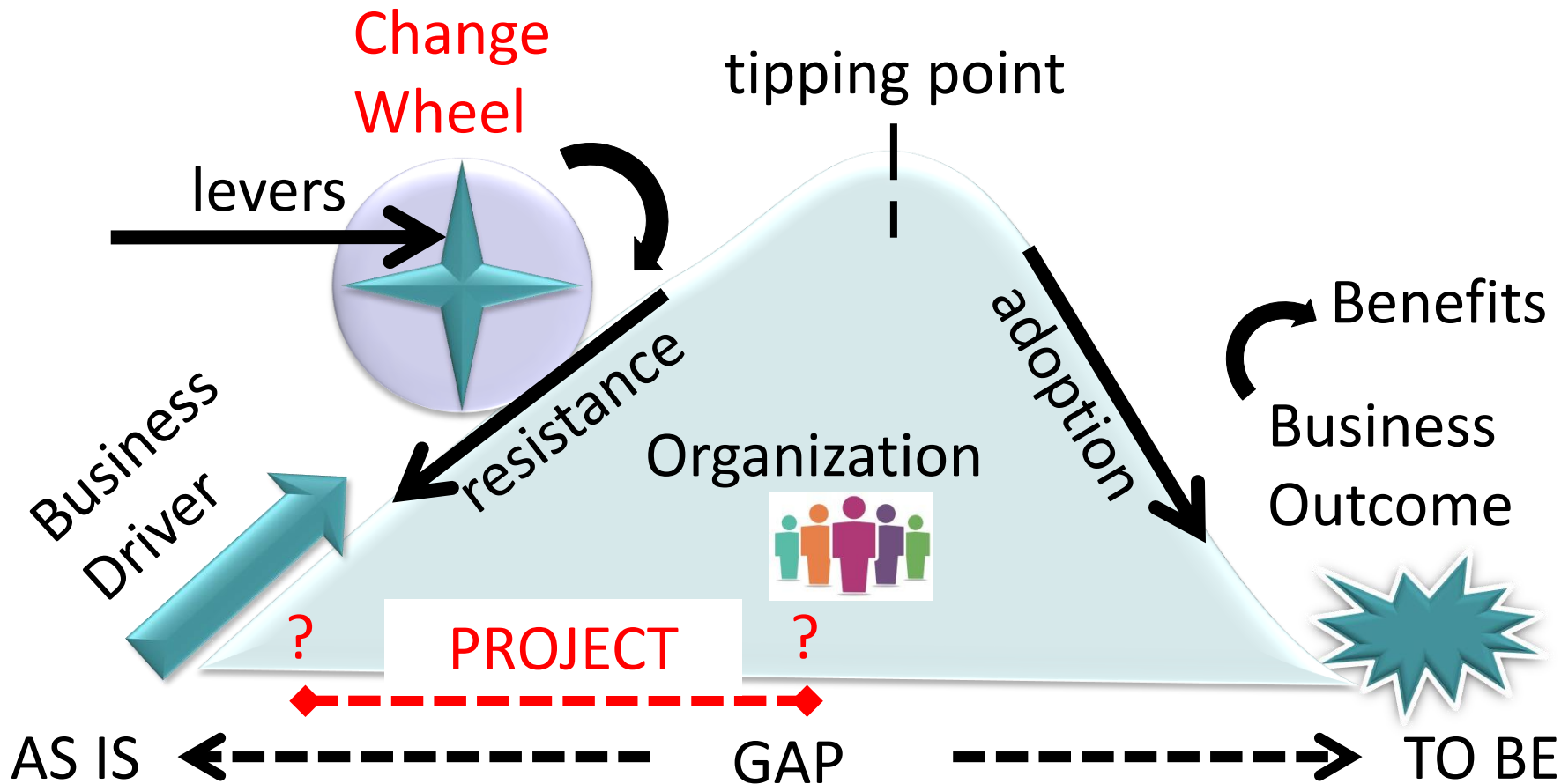


Let's help our PM apply Lewin's force field analysis



Business Driver?
Sense of urgency?
Business Outcome? Target state?
Benefit?

Driving forces were not big enough for change!



Change Wheel



driving forces

restraining forces

adoption

Organization

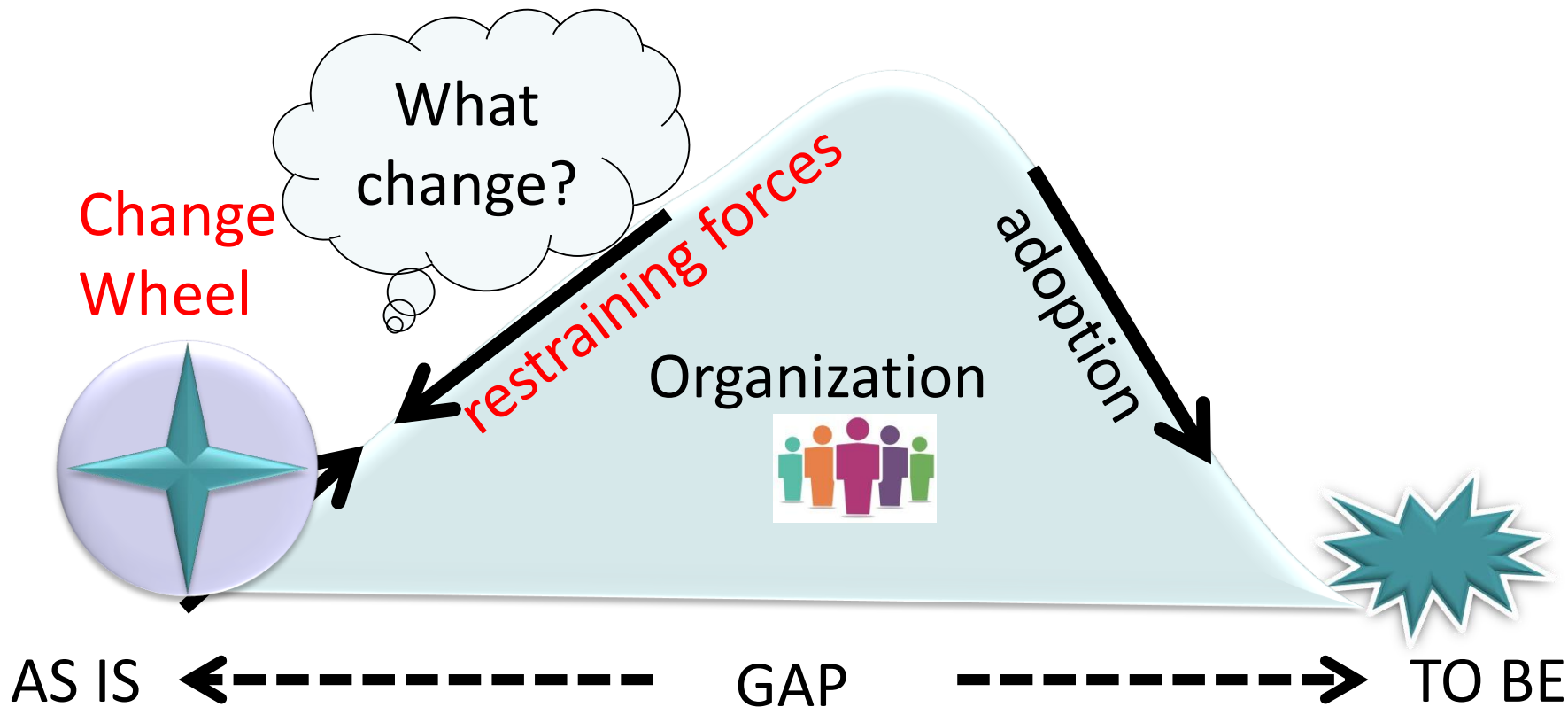


AS IS

GAP

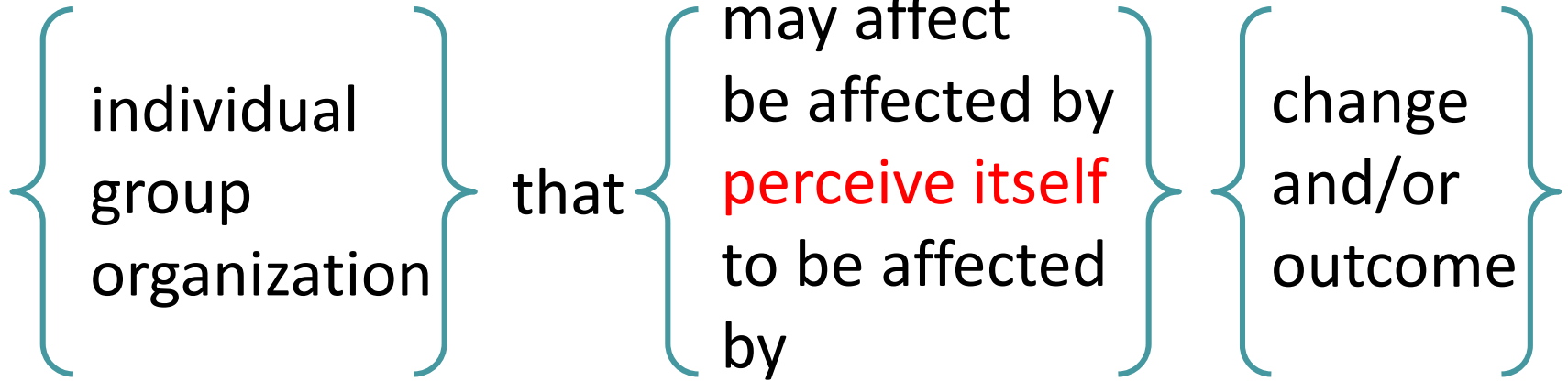
TO BE





Stakeholder Management & Engagement

Stakeholder is...



Stakeholder engagement is the key to effective change.

Definition: PMBOK v 6

Stakeholder Management is a Knowledge Area

Table 1-4. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
Management		management			
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Engagement = winning hearts and minds.
Management is not enough!

Source: PMBOK v 6

Mayfield's 7 Principles of Stakeholder Engagement

1 You can forget important stakeholders, but they won't forget you.

2 Identification is continuous: new ones emerge, others fade.

3 Prioritizing/segmenting is a moment in time. Rinse & repeat.

4 Some stakeholders are best engaged by others.

Mayfield's 7 Principles of Stakeholder Engagement (cont)

- 5 Seek first to understand, and then be understood.
- 6 Emotion trumps reason.
- 7 Demonstration trumps argument.

Engagement = winning hearts and minds.
Management is not enough!

Stakeholder Engagement: Keys to Success

- Continuous process, similar to Risk Management
- Capture insights in Stakeholder Register
- More “art” than “science” (“winning hearts & minds”)
- Meet as many stakeholders one-on-one as early as possible
- Best done as a team

Stakeholder engagement strategy should drive project activities...not the other way around!

Stakeholder Prioritization / Segmentation

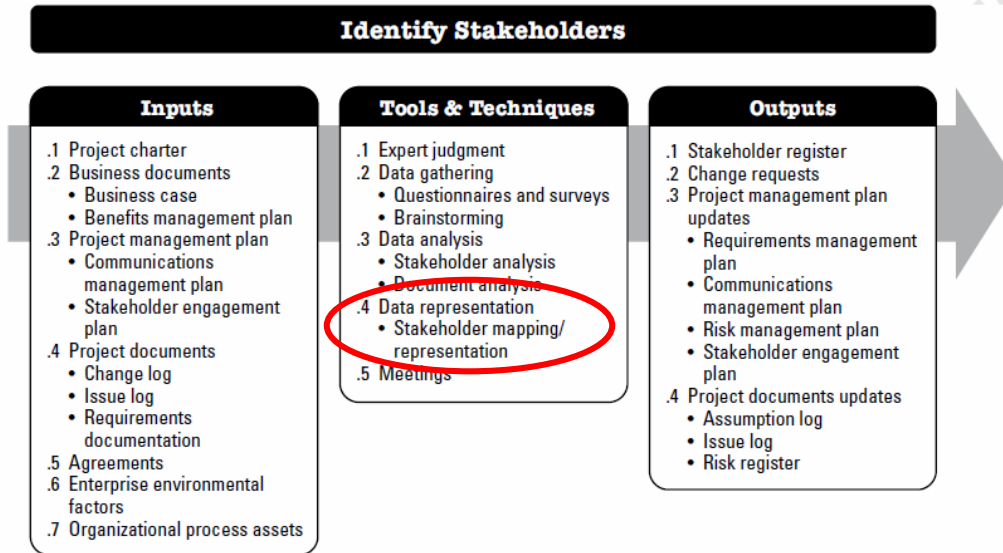
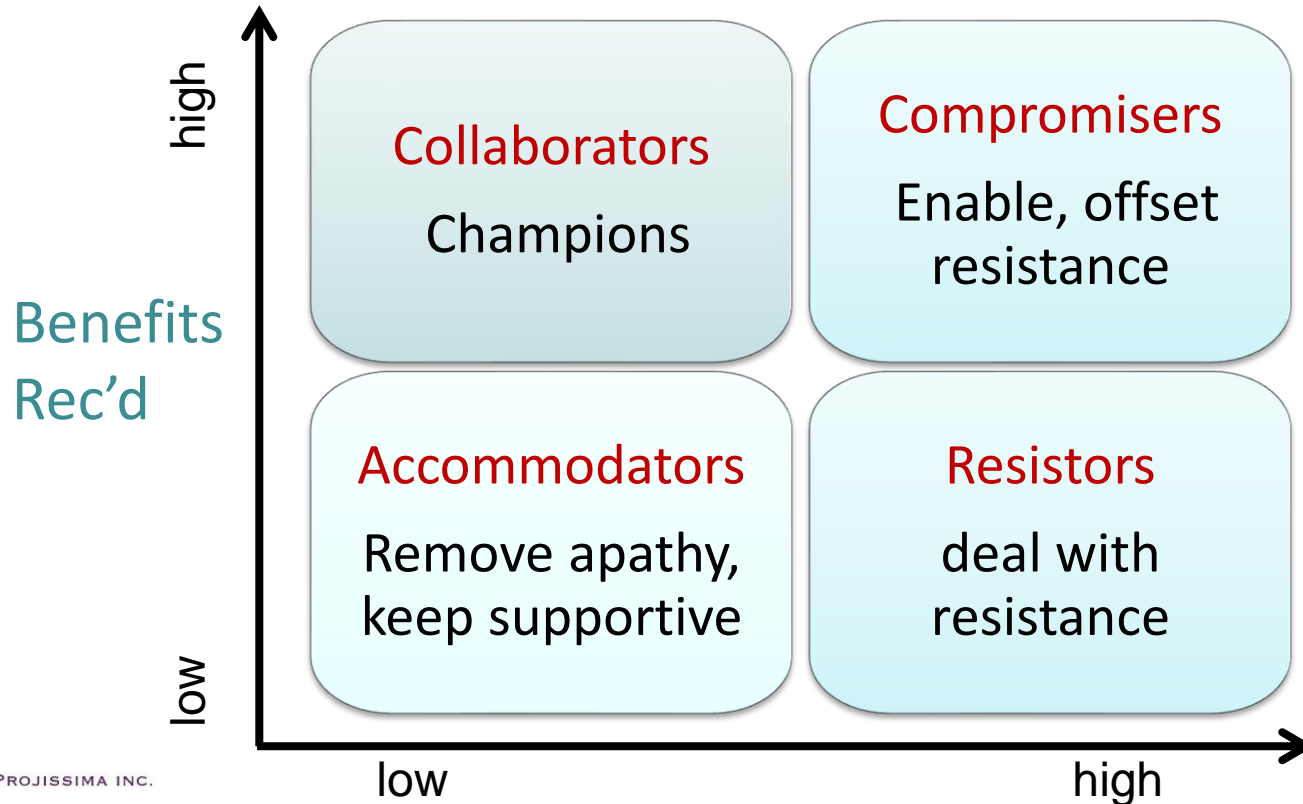


Figure 13-2. Identify Stakeholders: Inputs, Tools & Techniques, and Outputs

2x2 Models



Also:

Trust vs alignment
 Change Impact vs Influence
 Power or Energy or Change Readiness vs Commitment to Change

Changes
 Req'd

Source: See References (Jenner)

Prioritization / Segmentation Keys to Success

- KISS: Pick 2 or 3
- Don't lose sight of the purpose: to facilitate engagement of stakeholder groups by addressing their WIIFMs
- Remember Mayfield: moment in time! Keep it updated!

Spend more time on planning engagement and management, less on pretty graphics!

Let's go back and help our PM get it right this time!



Case Study, additional information

- Other Engineering managers reached out to BA to find out about project and wanted to be involved, “ideas to share”
- PM ignored “no time”, “scope change”

Let's help our PM understand Stakeholder Engagement

- Start with Stakeholders! Not the WBS! Not the project schedule!
- Have / maintain Stakeholder Register
- Don't disband "Selection Committee", convert to "Core Change Team"
- Engineering Managers who reached out: meet, role on "Core Change Team"
- *Note: Stakeholder Management become a Knowledge Area in 2013, after project was complete. Just sayin'...

Project Steering Committee

- Kotter's "Guiding Coalition"
- Project Sponsor ensures value for money **and** leads the organizational change
- Strong sponsorship = key to success
- Therefore need to understand benefits before you start the project!

The Project Steering Committee is Stakeholder Engagement in action

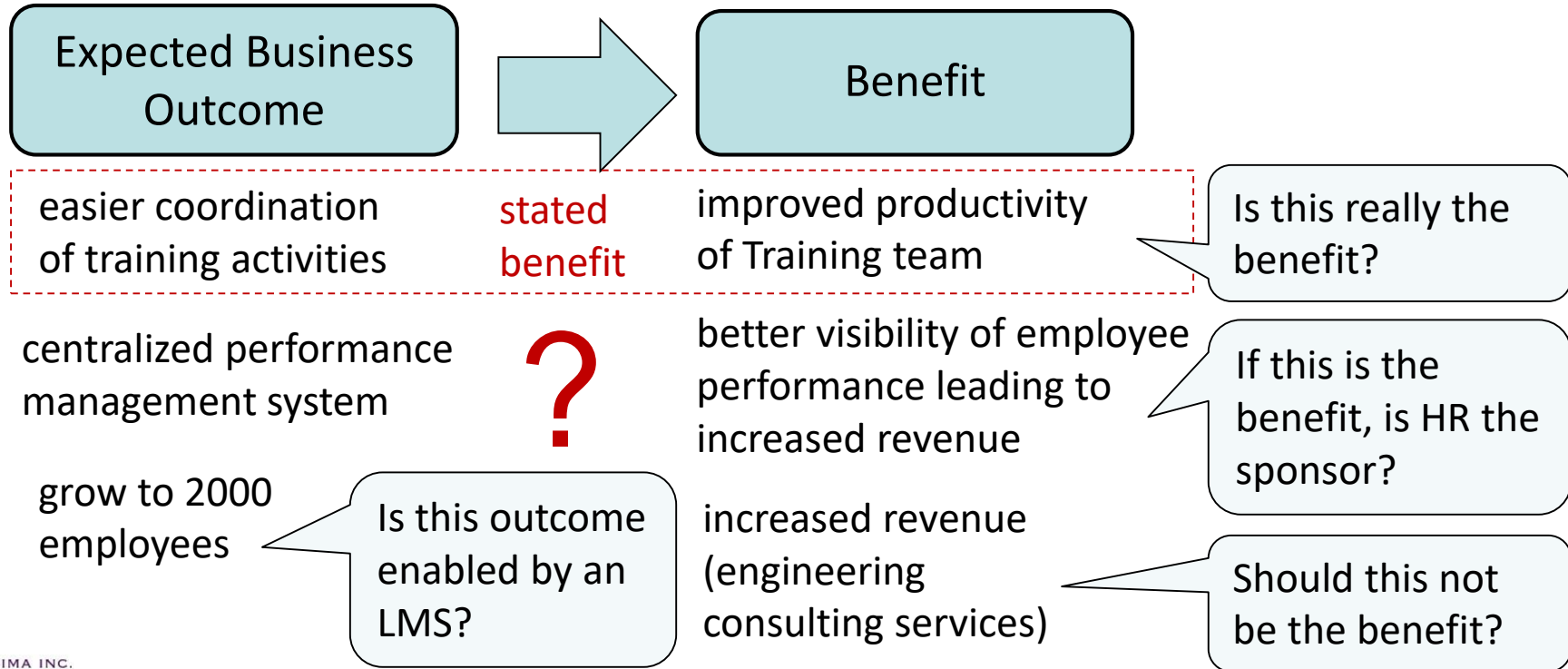
Let's go back and help our PM get it right this time!



Case Study, additional information

- Training Manager was the Project Sponsor
- One month before Go-Live, when it was clear that the PDF form would disappear, TM stated that the application did not meet requirements.
- PM “invited” TM to go to CFO and request that project be cancelled.
- TM decided to proceed with project.

Let's help our PM understand Project Governance



Let's help our PM get it right this time!

- Benefits must be clear **before** starting the project (now in PMBOK v6)
- Benefit should have been “increase revenue from engineering consulting services” by **better managing engineering talent**
- Project Sponsor should have been Engineering VP, not Training Manager
- User interests on Project Steering Committee:
 - Training Coordinator Super-User: maintain the system
 - Engineering Managers: users of system
- Conversation “Does application meet requirements?” should have been “Do we still have a business case?”

Communication & Engagement

Focus on Engagement, not just Communication

- Communication is **only one aspect** of an effective Change Management strategy
- Engagement = winning hearts and minds, appealing to emotion (Mayfield's Stakeholder principles)

Involve leadership!

Telling people will not lead to engagement.
Do not let communication become “mechanical”.

Factors which encourage engagement

- Don't wait until full information is available
- Focus on two-way, face-to-face interactions when more engagement is needed
- Consider the WIIFM, focus on the individual
- Segment audiences to target information and avoid overload
- Allow plenty of time
- Encourage feedback and act on it

Let's go back and help our PM get it right this time!



Case Study, additional information

- Communication: Emails and Intranet updates, by TM
- Soft Go-Live: communication to project team only, no users
- Pilot, responsibility of / organized by TM (already discussed)

Let's help our PM get it right this time!

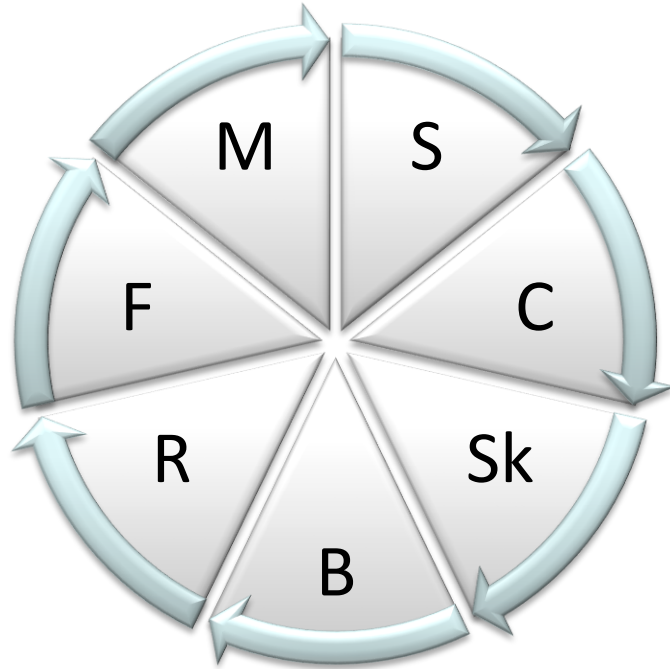
- Communication is not engagement!
- Intranet and email: engagement?
- Messages from Engineering VP more powerful than TM
- “Pilot” was too little, too late. Engagement?

The Change Wheel

Change Delivery Plan vs Change Management Plan

- Change Delivery Plan = activities in the project schedule which can be tracked
 - Examples: Communication sessions, Conduct Stakeholder Interviews, Training activities, updates on the intranet, send out newsletter, perform pilot
- Change Management Plan = set of **recurring** actions which lead to change readiness

Change Management Plan = Change Wheel



Stakeholders who, why, how/when engaged

Communication how targeted, channels, when

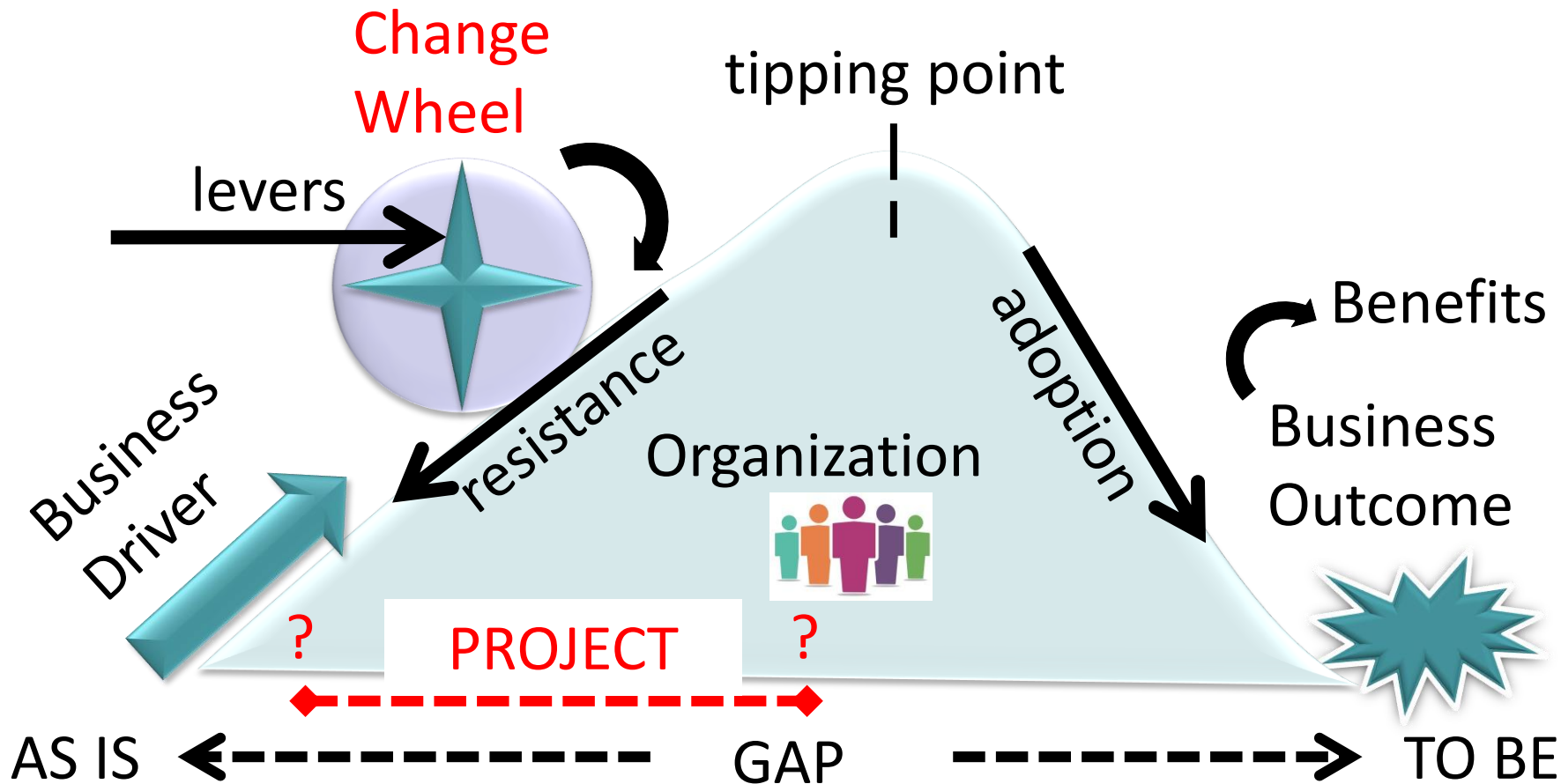
Skills (of Change team) Sponsor, change agents, change specialists

Build Buy-in Plan to engage and sustain, levers

Resistance how to deal with

Feedback how to collect & use

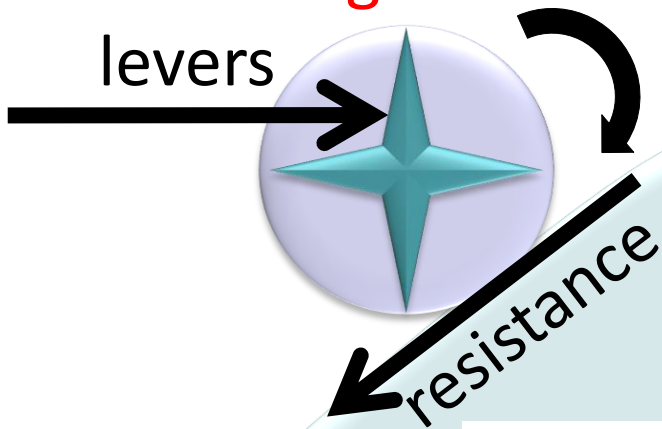
Measurement how do we know it's working?



Change Mgt Plan

It's the Change Management Plan that gets us over the mountain, not the Change Delivery Plan!

The Change Delivery Plan must be adjusted regularly. We must welcome "scope changes"! Think "adaptive"!



includes  Change Delivery Plan

PROJECT



AS IS

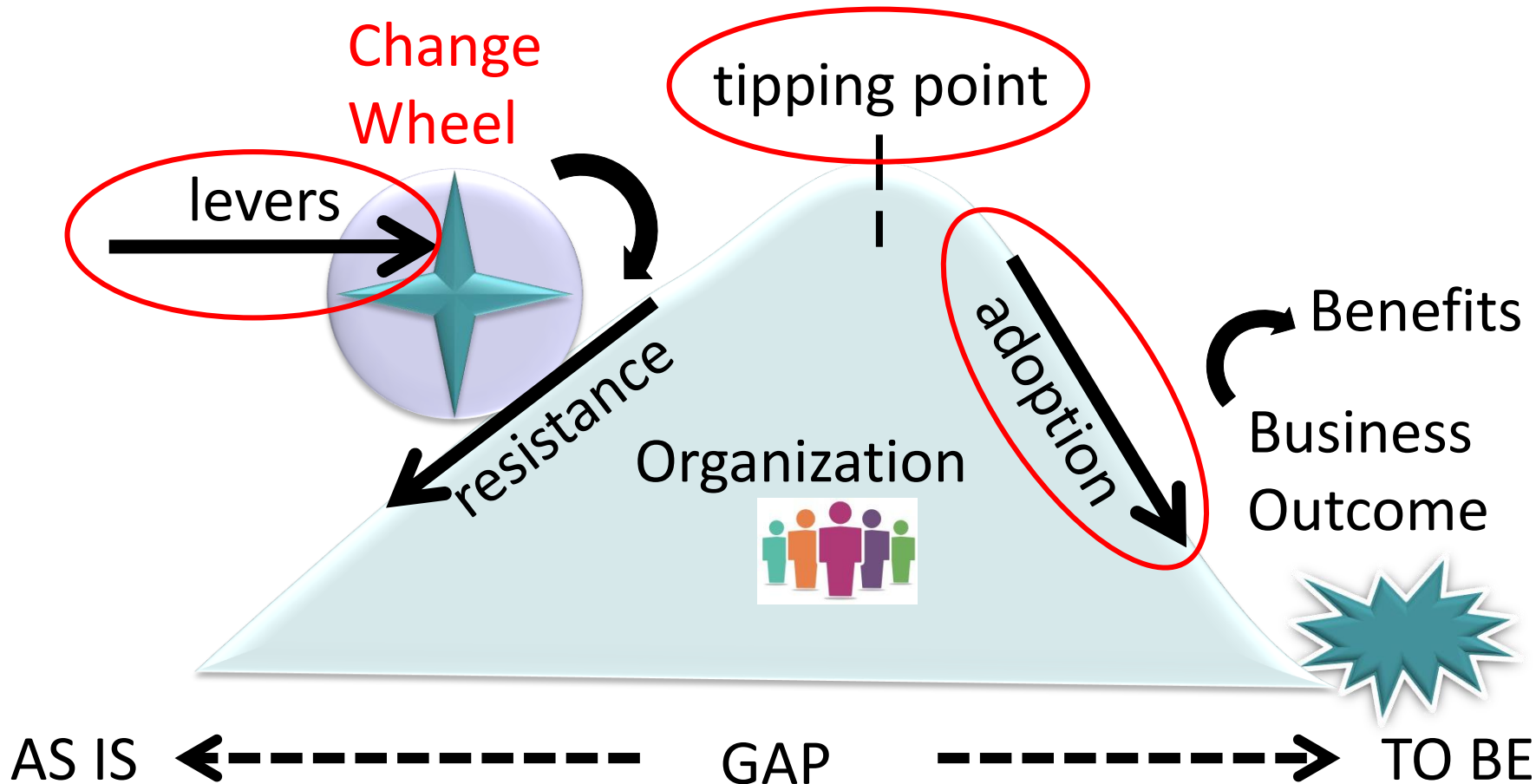


GAP



TO BE

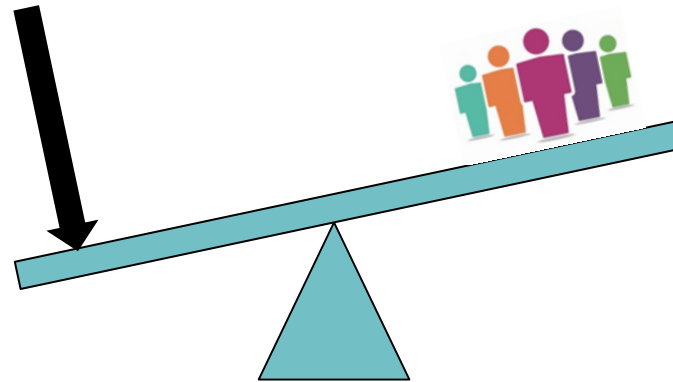




Use Levers to Enable and Sustaining Change

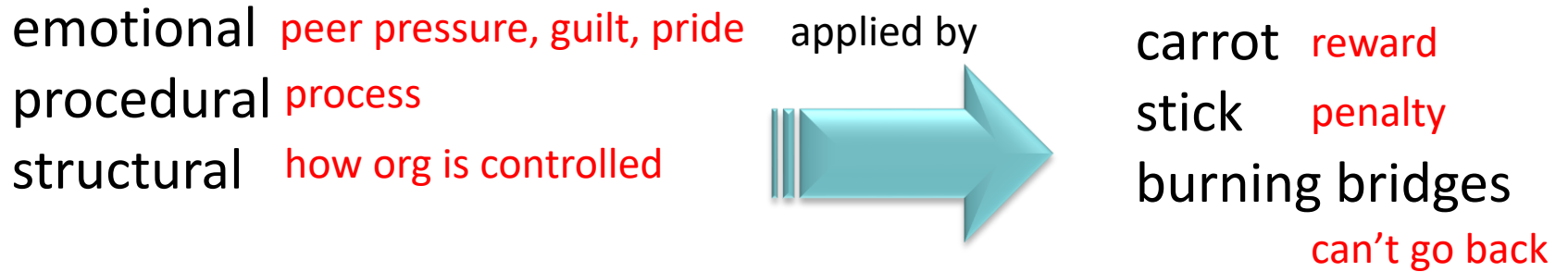
levers = { Elements of a change & its landscape } that can be activated in some way to enable adoption on a broad scale

“Small changes can create big results.”
–Peter Senge



Source: See References

Levers

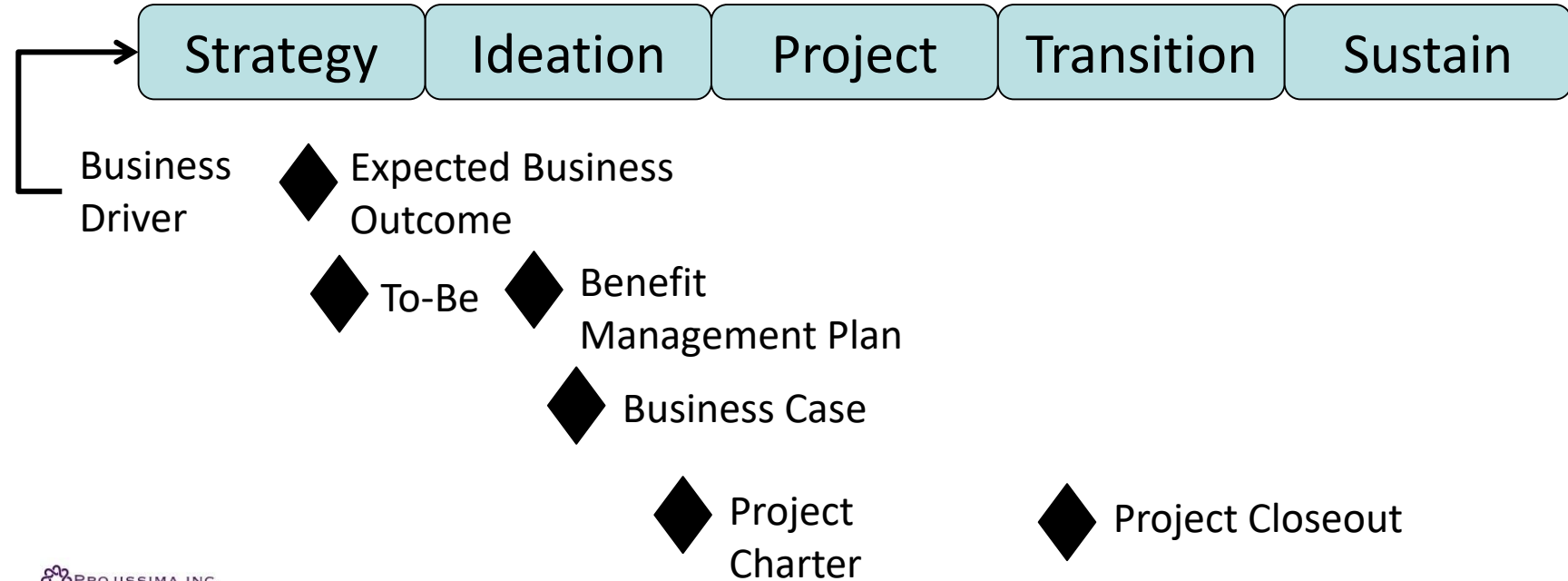


Need to apply systems thinking to manage unexpected outcomes.
Think “adaptive”!

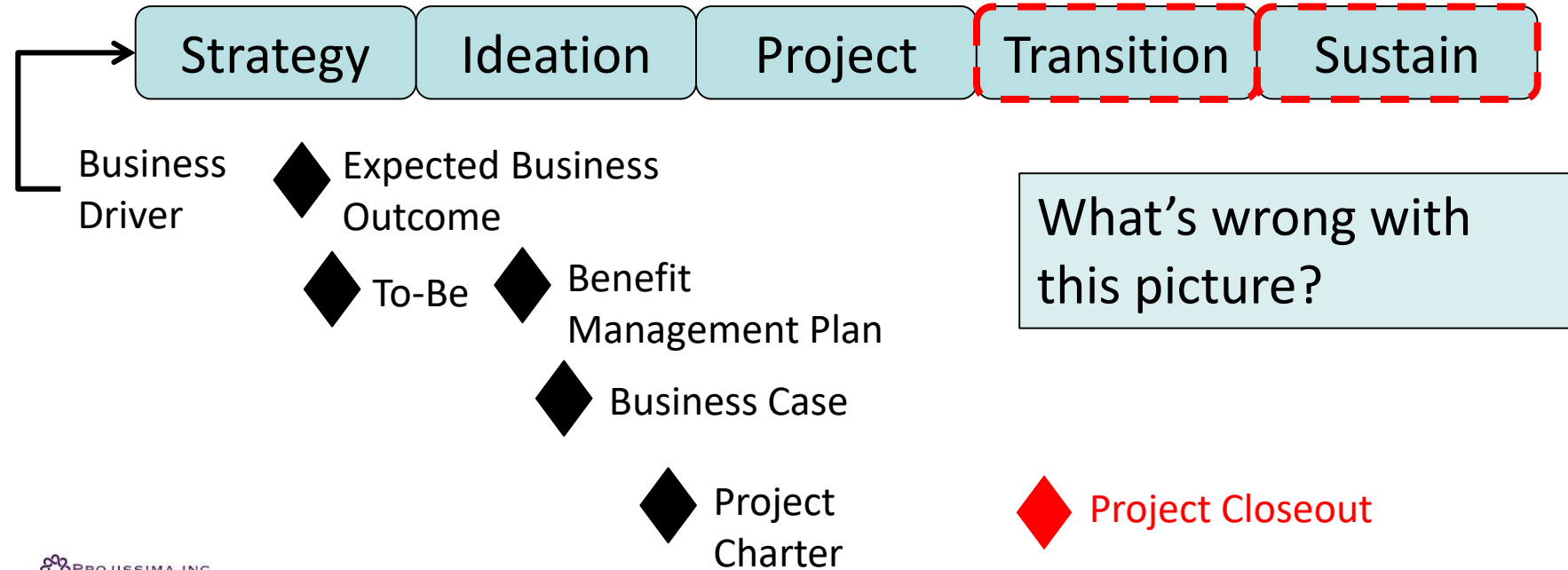
Source: See References

Is delivering enough?

Project Lifecycle



Where is the risk of failure highest?

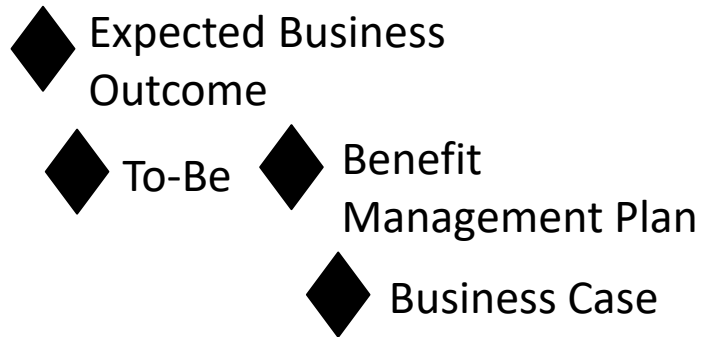


When does the Planning to Sustain start?

Plan to Sustain



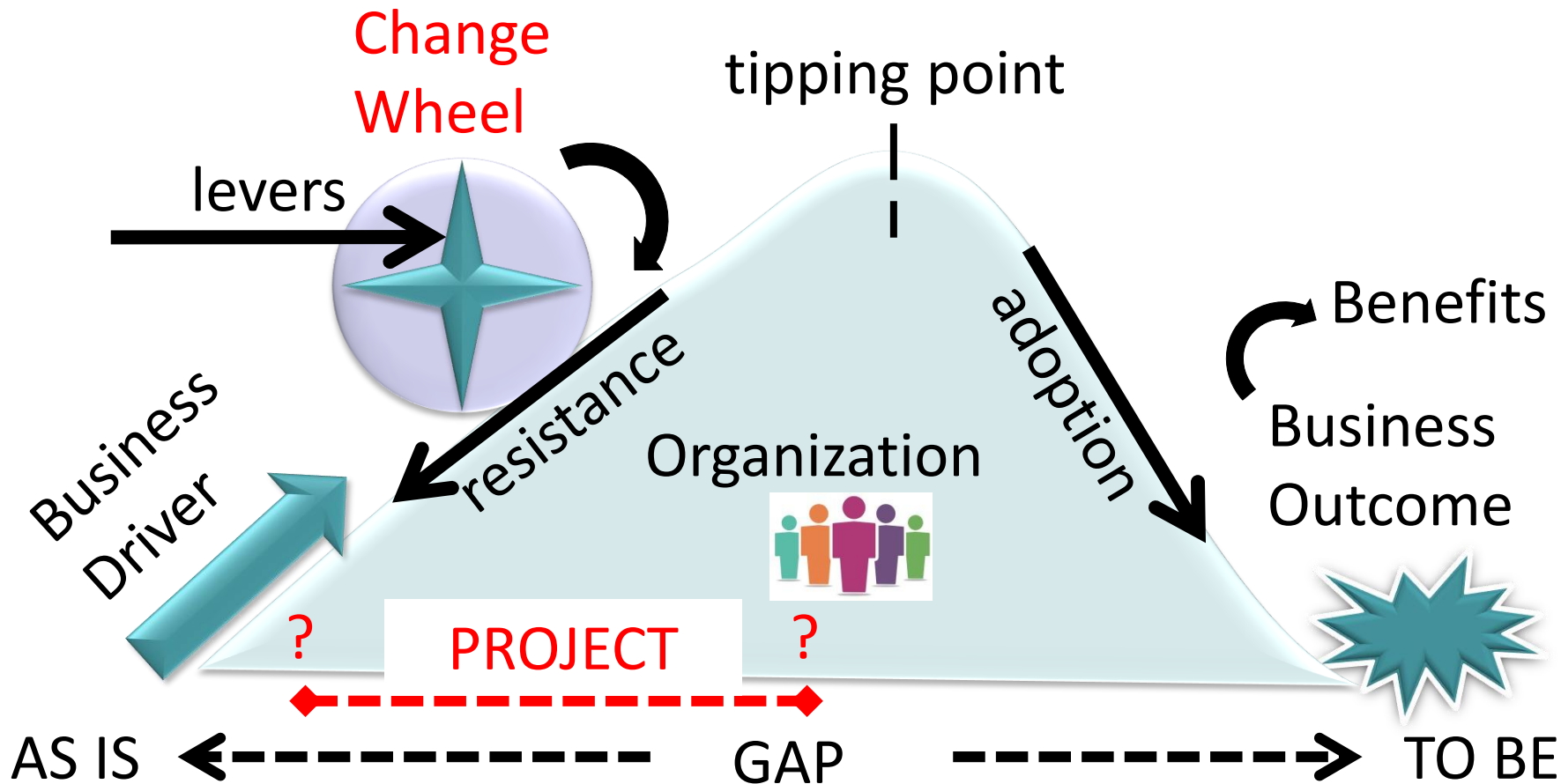
Business
Driver



Project
Charter

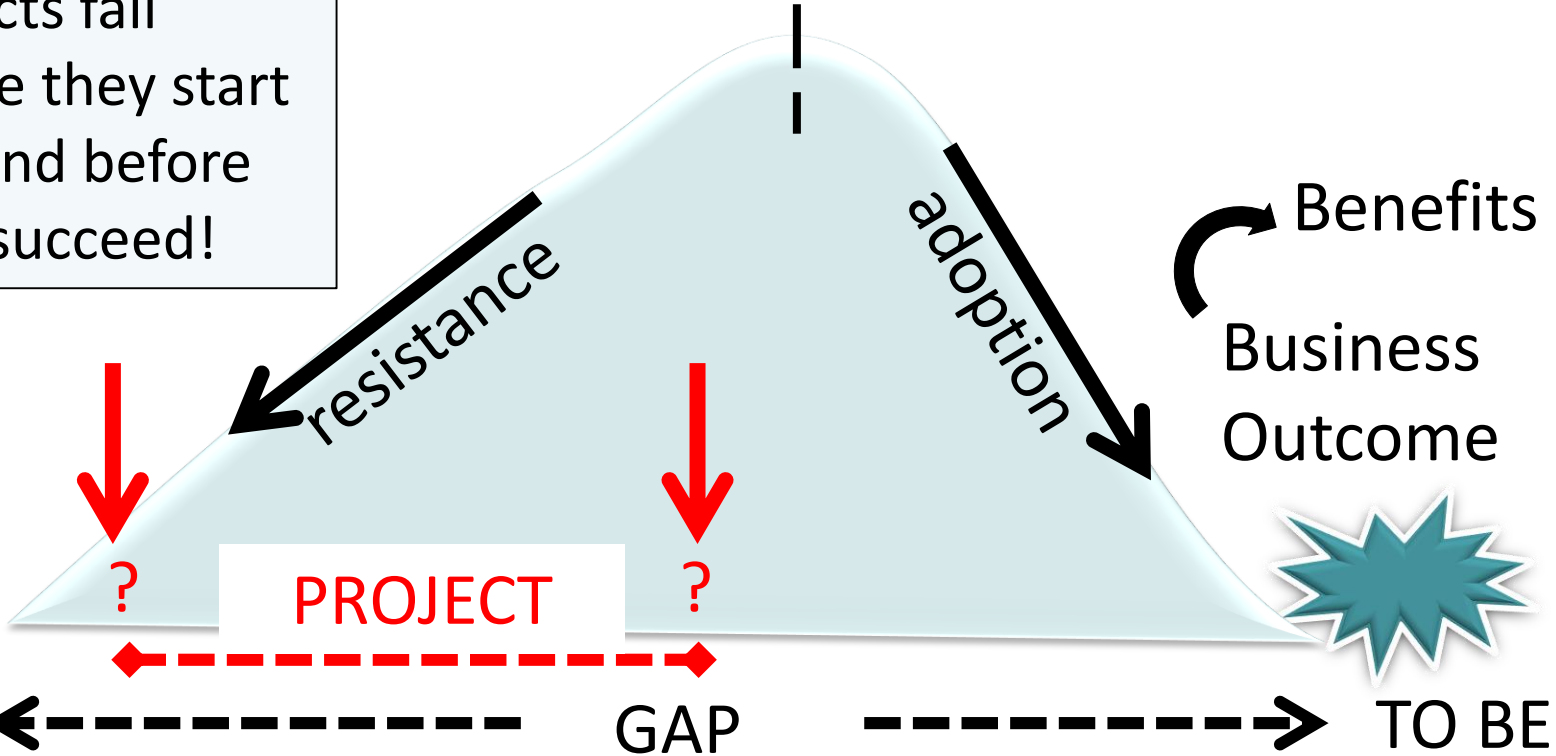
Project Closeout

Do your project
charters include a Plan
to Sustain change?



Projects fail before they start and end before they succeed!

tipping point



Benefits
Business
Outcome

AS IS

GAP

TO BE

PROJECT

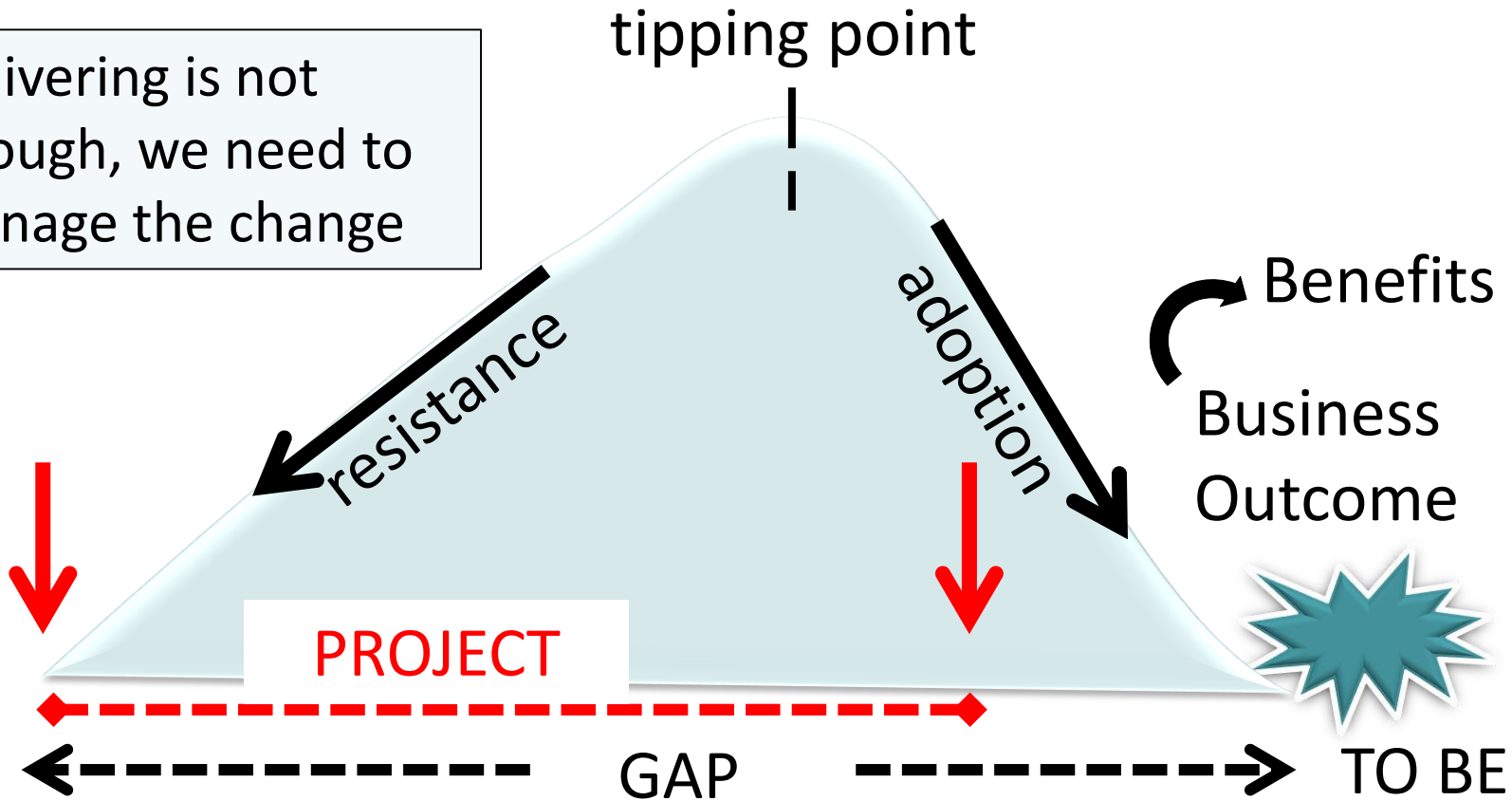
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Delivering is not enough, we need to manage the change



Delivering is not enough

Project Manager or Change Manager?

Achieve business case	vs	Ensure organization is ready for change
Project executed on-time, on-budget, on-scope	vs	Stakeholder & business expectations are met
Customer requirements understood and serve as the basis for the project scope	vs	Customer's views and needs may change throughout the project and must be respected

Source: See References, adapted

Project Manager or Change Manager?

- Stakeholder Management
- Change Readiness
- Change impact
- Capability Development
- Business engagement & transition
- Sustaining Change

Why not the Project Manager?

Source: See References, adapted

Project Manager or ...?

- Define scope
- Task scheduling & prioritization
- Identify & allocate resources
- Manage & track tasks to completion
- Resolve problems & issues

As we move towards self-managed teams, will these remain the tasks of the Project Manager?

Delivering is not enough.
We need to manage the
change.

Start now

Before you start your project...

- ✓ Do you understand:
 - Business Driver?
 - To-Be state?
 - Expected Business Outcome?
 - Benefits expected?
 - Gap between As-Is and To-Be
- ✓ Is the above in the Business Case?

Does your project pass the “So What” test?

If your project fails the “So What” test, failure is inevitable. Identify and communicate risk!

Before you start your project...(cont)

- ✓ Project deliverables aligned to the Business Case?
- ✓ Project Steering Committee with strong Project Sponsor, who will get benefits?
- ✓ Plan to Sustain Change?

It doesn't matter if your project is already in process! Start now!

No budget for change management? Identify the risk of not managing change!

During Project Planning...

- ✓ Risk register include risks to benefits (strategic) and to business operations?
- ✓ Core change team in place?
- ✓ Stakeholder Assessment done (with core change team?)
- ✓ Change Readiness Assessment? Change Impact Assessment?
- ✓ Change Management Plan? Change Delivery Plan?
- ✓ Plan to Sustain Change updated? Levers identified?

Coming up: find out how to get these missing slides!

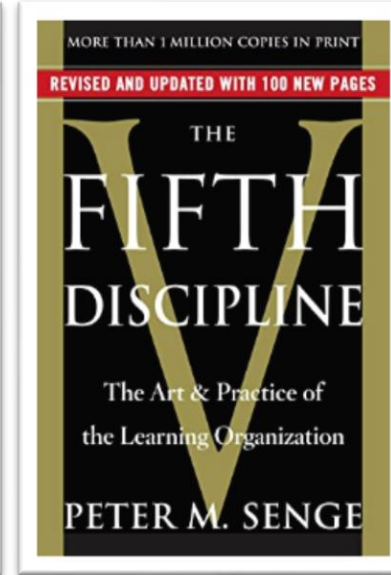
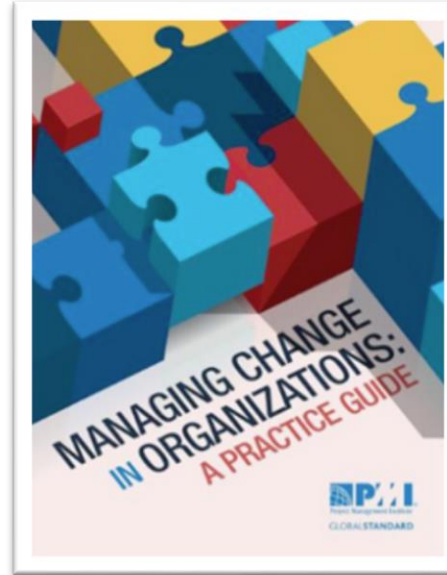
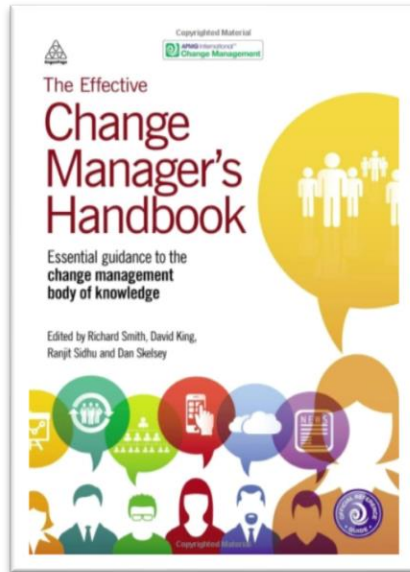
Keep going...and don't stop!

- ✓ Stakeholder Register updated?
- ✓ Change Management Plan updated? Change Delivery Plan adjusted?
- ✓ Risk Register updated with Business/Strategic Risks?
- ✓ Plan to Sustain change updated? Adoption Levers working? New ones needed?

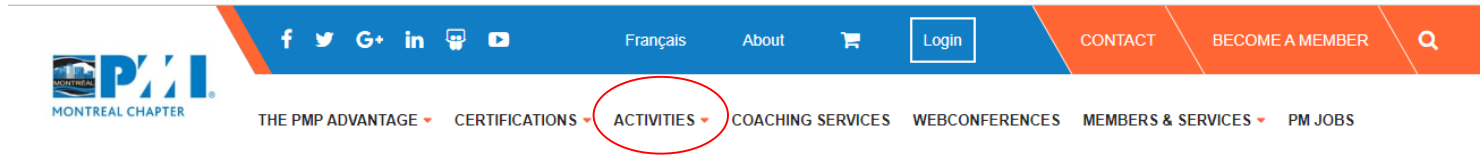
Delivering is not enough.
We need to manage the
change.

Learn more

If you're a Theorist...



If you're a Pragmatist or an Activist...



Coming soon to PMI Montreal!

Workshop: Scoping Projects for Sustainable Change (0.5 day)

Using case studies, learn how **to build project charters around the plan to sustain the change** and not the other way around!

If you're an Activist or a Reflector...

- Try some of the things discussed in this presentation on your own projects
- Reach out to me if you are interested in a workshop customized for your projects / your teams
- Think back on your own experience, what makes sense? How do you relate?

The Missing Slides and other great free stuff

To get the Change Impact Assessment (missing from this presentation), join my newsletter!

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Lead the Change

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Your turn

References

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Thank you!