The Basic Course

Session 11:

Managing Project Change

FAQs and Links

All the info you need   dolcoach.com/faq

DOL Coach FAQ

Answers to the questions you have.

Links to the Resources and Pages we talk about.

Lots more.

dolcoach.com/faq

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Wooclap

Engaging   wooclap.com   Tracking Participation

wooclap.com

All Wooclap Activities refresh in the background of your browser.

If they don't auto-refresh - you may need to do so manually.

All Wooclaps can be found at http://wooclap.com/basicsession#

At the top of the Wooclap Homepage all you need to enter is basicsession#

https://wooclap.com/

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Online Project EducatioN (OPEN)

Modules and Training   **Free Resources**   **Expert Information**

OPEN

https://open.institute.pm

You can also find the slides and resources here:

https://dolcoach.com/resources_basic

DOL Coach Resources

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Admin Note: OPEN Syncing

OPEN WILL ALWAYS SHOW **0%** UNLESS YOU COMPLETE UNITS THERE

Additional session information

Search Results for: agile

Search …   Search

Results from OPEN

The Basic Project Management Certification Course An Overview

Session 1:
Project Frameworks

Session 2:
Project Stakeholders

Session 3:
Choosing the right project

Session 4:
Project Planning

Session 5:
Project Risk Management

Session 6:
Project Communications

Session 7:
Agile Project Management
Scrum and Kanban

Session 8:
Procurement

Session 9:
Managing Project Teams

Session 10:
Earned Value Management
And Leading Projects

Session 11:
Managing Project Change

Session 12:
Closing Projects

CERTIFIED PROJECT OFFICER

Project Management Training (redefined and relevant)

Online Project EducatioN (OPEN)

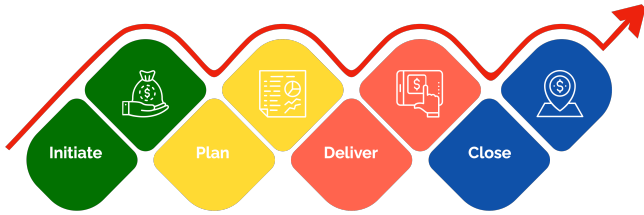**Modules and Training**   **Free Resources**   **Expert Information**

OPEN

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DOL Coach Resources

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Managing Project Change

Defining Change

Requesting Change

Managing Change

Nothing endures but change.

Heraclitus (600BC)

Changes?!?

Who do you report project changes to?

How do you report?

Status report- when, where and how?

- In almost every project conversation

- In monthly meetings

- Weekly team meetings (SCRUM)

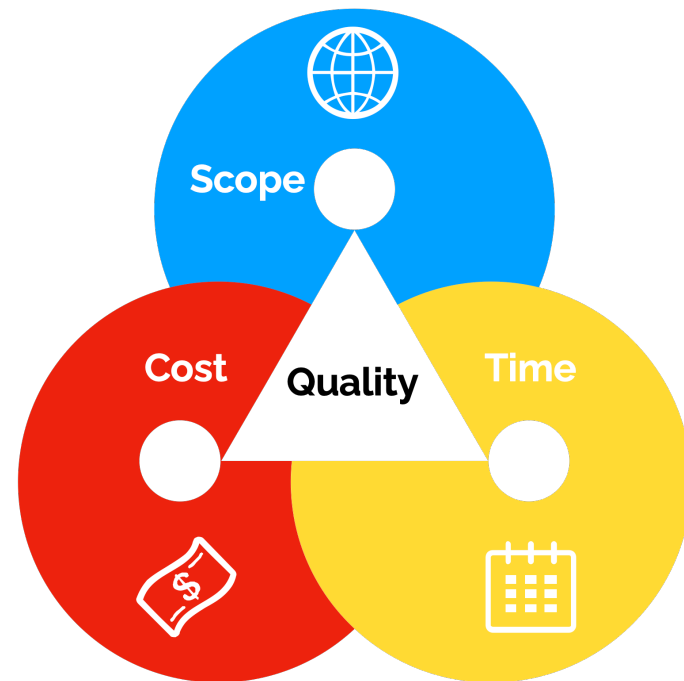- In quick bites

- With short reports

Status report contains:

- Project name
- Project's overall health
- High level variances
    - Time
    - Cost
    - Scope / quality
- Work completed since last report
- Work to complete in next period
- **Exceptions**
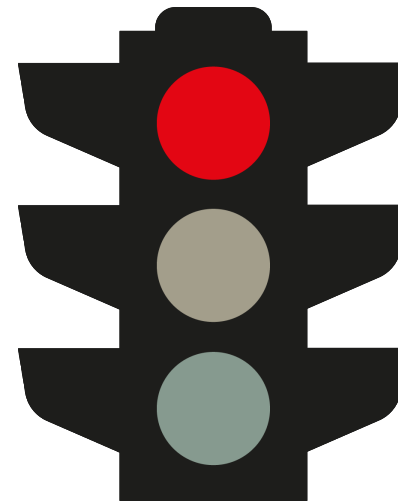
Status report – exceptions

- Risk / issue description
- Date / time reported
- Priority / severity of issue
- Impacts
- Owner
- Action plan
  - Change request

Sources of Change

LATE CLARIFICATION OF REQUIREMENTS

A DESIRE TO ENHANCE THE DELIVERABLES

CORRECTIONS TO POOR PLANNING (EG INACCURATE ESTIMATES, INSUFFICIENT RESOURCES)

IDENTIFIED BUGS OR DEFECTS

EMERGENT RISK

CHANGES TO CORPORATE STRATEGY

REGULATORY CHANGE, OR

THE EMERGENCE OF NEW TECHNOLOGIES

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Scale of change

Fine tuning

- Adjusting the internal fit between teams or sections

Incremental adjustment

- Modifying - but not radically - organizational structures, strategies, etc. in response to changing environments
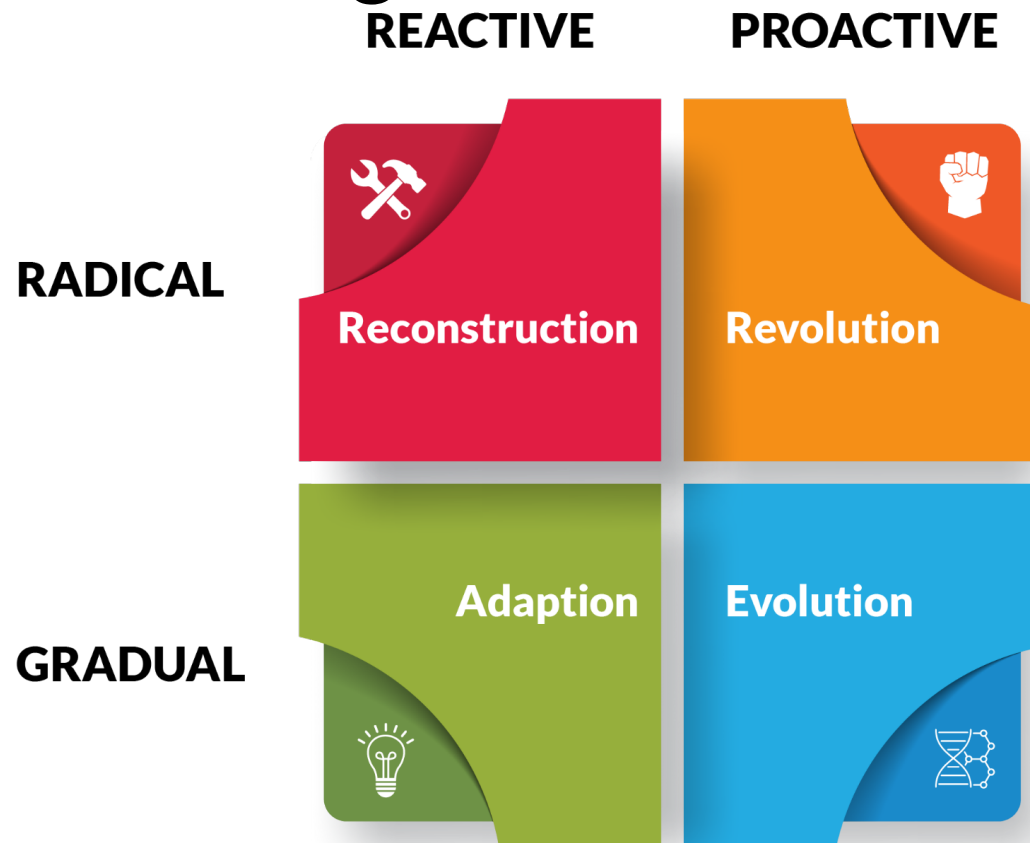
Modular transformation

- Radical change focused on parts of the organization, rather than the whole

Corporate transformation

- Radical change in the organization's core purpose and values, new planning & decision-making processes organization-wide

What are the differences

Continuous improvement

- Positive

- systemic change within an organization (like building and supporting a more diverse workforce)

Change management

- Fearful

- Is change the best option

- How do we manage our people?

Continuous improvement...

...is not necessarily slow, but it is gradual

...tends to be product focused

...is risk adverse (aims to reduce risk)

...is normally considered a positive action

...is commonly embraced by others

Change management...

...jumps

...is risk taking

...is disruptive

...needs to be people focused
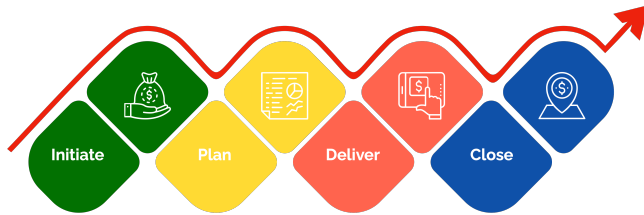
...often invokes negative reactions

Innovation

Innovation is **successful** change

...of any scale or size

...projects are how we deliver it

Challenge

The Change Cycle

Barriers To Change

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EMPLOYEE WELL-BEING

WELL MANAGED CHANGE

95%

Employee Retention   80%

Initial Excitement -> Well Managed Change -> Engagement

VS

UNCONTROLLED CHANGE

33%

Employee Retention   20%

Denial -> Anger -> Bargaining -> Depression -> Resignation -> Openness -> Acceptance -> Engagement

Strategies to help organizations cope with change

- Define the change and align it to business
  goals
  Determine impacts and those most
  affected
- Develop a communication strategy
- Implement a training plan
- Build a support structure
- Measure and track the change process

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Are your people...

Disengaged from their roles, colleagues, managers, customers?

Falsely urgent: consumed by constant activity and firefighting?
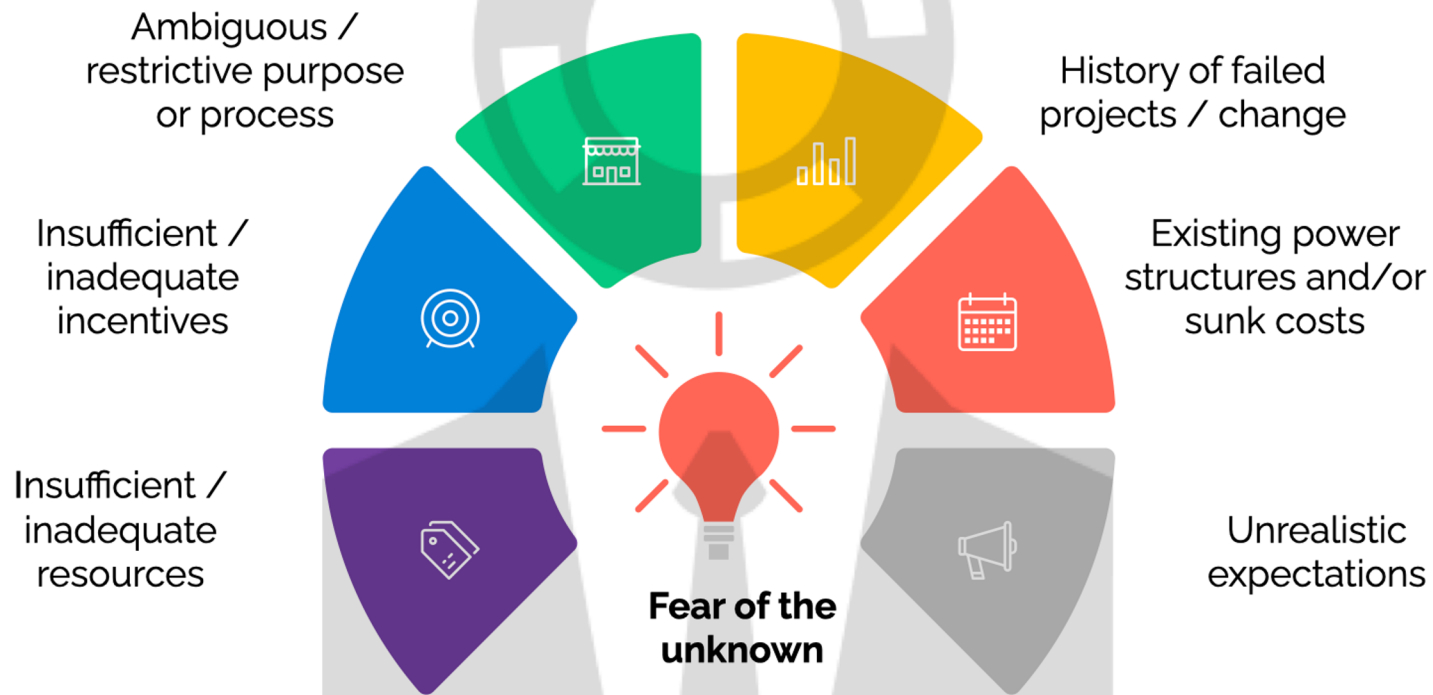
Complacent: lulled into thinking that what got you here will get you there?

Lopsided: focused more on management than on leadership?

Siloed: known more for boundaries than gateways?

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Barriers to Innovation

Ambiguous / restrictive purpose or process

Insufficient / inadequate incentives

Insufficient / inadequate resources

Fear of the unknown

History of failed projects / change

Existing power structures and/or sunk costs

Unrealistic expectations

Project Management Training (redefined and relevant)

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5 Minute Break

Feel free to ask questions
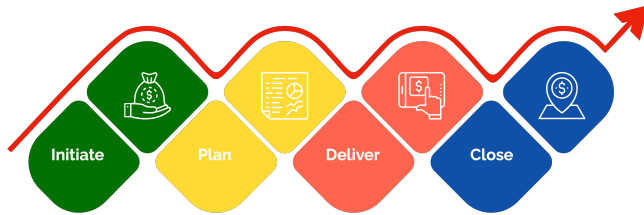
Accelerate

Kotter's new approach

Opportunity

Volunteers

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Kotter's 8 Steps to Leading Change (1996)

Implementing & sustaining for change

8. Make it stick

7. Build on the change

Engaging & enabling the organization

6. Create quick wins

5. Empower action

4. Communicate the vision

Creating the climate for change

3. Create a vision for change

2. Form a guiding team

1. Create urgency

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Kotter's Accelerate (2014)

Create a sense of urgency

Companies with engaged employees have 5x higher shareholder returns

Describe an urgent opportunity for your organization

Are you able to connect an external change factor (demand) with a special capability of your organization (supply)?

What are the stakes if you succeed?

Consequences if you fail?

Build a guiding coalition

There is an 81% correlation between collaboration and innovation

Who are the internal stakeholders you will need to champion this change?

Do you have a way to engage a formalized network to take on innovative change initiatives?

Do current hierarchical and silo-based structures stifle communication and engagement?

Form a strategic vision and initiatives

Companies with well-crafted mission statements achieve 30%+ higher returns

How does your change align to your strategic objectives?

Where in your organization are people aligned around a single idea that inspires them to do things that move ideas forward?

Do people within the organization speak about the goals in the same way with the same priority? If not, how can these be aligned?

If you asked people around the organization about the Change Vision, how many different answers would you get?

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Enlist a volunteer army

Organizations with a high number of actively engaged employees have 147% higher earnings per share

THE BIG OPPORTUNITY

ENLIST A VOLUNTEER ARMY
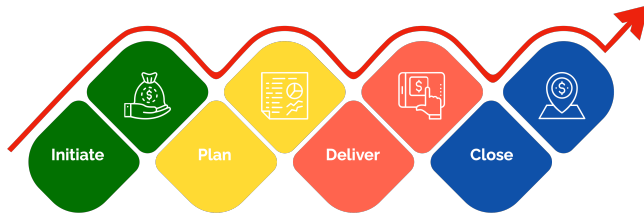
INSTITUTE OF PROJECT MANAGEMENT
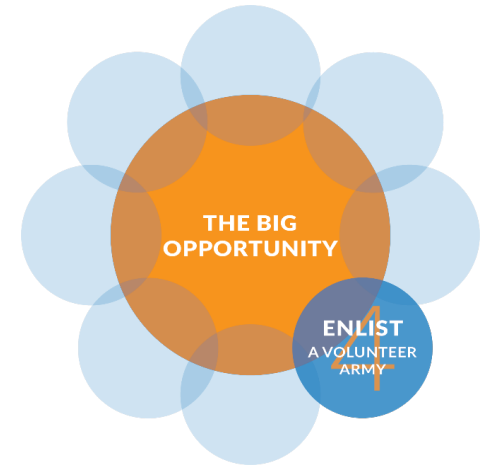
How will you motivate everyone else?

What are examples of people in your organization who "step forward and act"? If there are few examples, what is stopping them?

How do you ensure that the successes are repeatable? How do you keep the volunteers engaged?

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Act

Removing Barriers

Change Leadership

Repeat

Enable action by removing barriers

44%of leaders agree that their own management strategies are too bureaucratic and are a nuisance

Generate short-term wins

It takes about six years of hard work to become an overnight success

– Seth Godin

What are some of the milestone wins you can anticipate?

What are some examples of initiatives in your organization that were successful and part of a sustained effort? Why did they work?

How often do you hear about successes in your organization? If rarely, is it because there aren't any, or because they aren't shared and celebrated?

Sustain acceleration

Agile firms see a 37% in revenue when they employ leaders who strategically adapt to any situation

SUSTAIN ACCELEARTION

7

THE BIG OPPORTUNITY

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What is the difference between management and leadership?

How do you counterweight the tendency to over-manage?

Where are the opportunities for people up and down your organization to behave more like leaders?

Institute change

When surveyed, 90% of managers and employees said the importance of agility and speed has increased in the last 5 years

Requesting change

- What is the issue / opportunity / risk?

- What if we do nothing?
  - How will this impact time / cost / scope?

- What changes could we make…
  - …to our budget?
  - …to our schedule?
  - …to our scope?

What are our stakeholders' priorities?

- How will these changes impact project **outcomes**?

- Are there any residual / secondary risks?

- What is the recommended option?

Stakeholder Engagement

The Idea or Opportunity	!!??
OPTIONS	10-100+
FEASIBILITY	5-10
BUSINESS CASE	2-5
RECOMMENDATION	1

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What are your options:

- if we are running out of money?

- if we are running out of time?

- if we are failing to deliver our scope to the quality standard required?
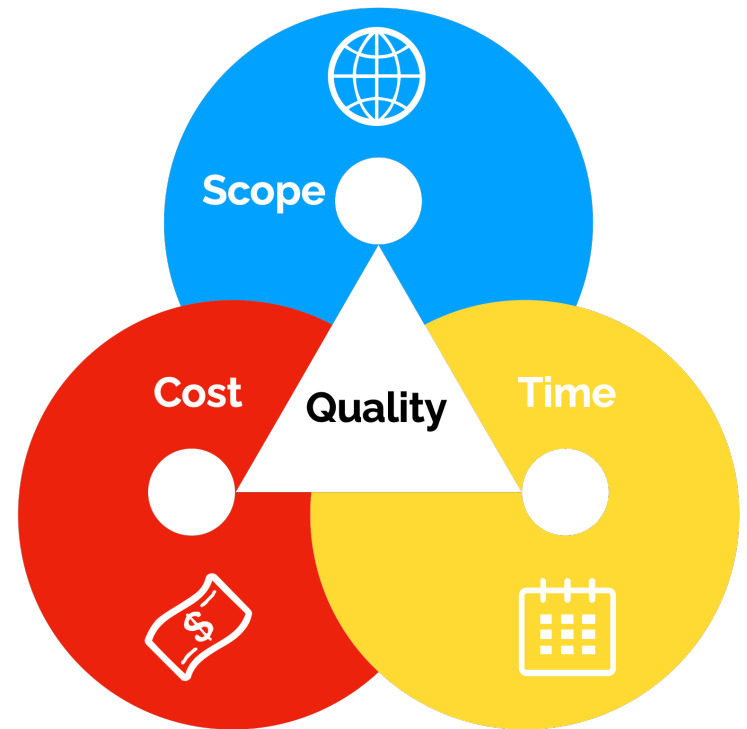
Schedule Management Techniques

	Cost	Time	Scope
Remove tasks from scope	Helps	Helps	Hurts
Allocate more time and money	Hurts	Hurts	Helps
Level resources	Helps	*Risks*	Helps
Fast-track	*Risks*	Helps	*Risks*
Crash	Hurts	Helps	*Risks*

Dependency hierarchy

Discretionary dependency

Resource (internal) dependency

External dependency

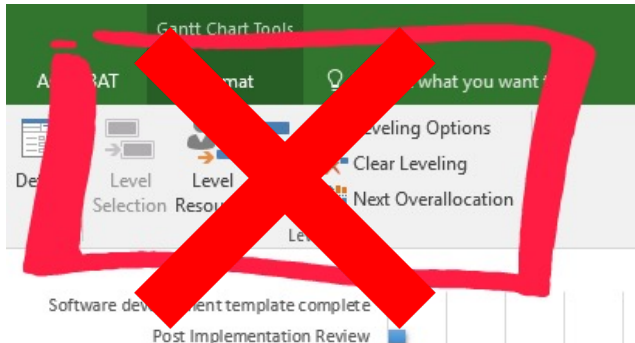Mandatory dependency

Logical dependency

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Resource levelling

- Adds time to reduce cost – preserves scope
- Distribute resources more efficiently
    - Use float first
    - Be sure to consult stakeholders
        - Not every impact is obvious

Resource levelling	
Time	*Risks*
Cost	Helps
Scope	Helps

Fast-tracking

- Reduces time, but adds risk to the project
- Change dependencies to shorten duration of project
  - Finish-Start to Start-Start
    - Look at float, leads and lags
    - Ensure resources are not in conflict
    - Apply dependency hierarchy

Fast-tracking	
Time	Helps
Cost	Risks
Scope	Risks

Often involves reducing scope to manage the new risk

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Crashing

- Adds cost to reduce time
- Add resources to complete tasks faster
  - Only crash tasks on the critical path
  - Crash from least to most expensive
  - Only crash until it becomes more 'expensive' to crash than not to crash

Crashing	
Time	Helps
Cost	Hurts
Scope	*Risks*

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Anticipate and Avoid scope creep

- Planning
- Budget oversight
- Stakeholder engagement
- Communication
- Set milestones and track progress
- Update Gantt chart
- Regularly review your project plan
- Know what DONE looks like
  - Focus on goal achievement

Typical (and related) sources of scope creep include:

|			
Poorly or vaguely defined requirements	Lack of sponsorship and stakeholder involvement (including late stakeholder identification)	Overstatement of project benefits (often made in order to secure the work)	Underestimation of project complexity
Indecisive or conflicting project stakeholders (which may result in unnecessary accommodation or compromise)	Poor risk identification	Disingenuous clients trying to get 'something for nothing'	Allowing direct (unmanaged) contact between the client and project team

An unrealistic desire to deliver a 'perfect' product, service or result

And then there is... – scope **re**treat
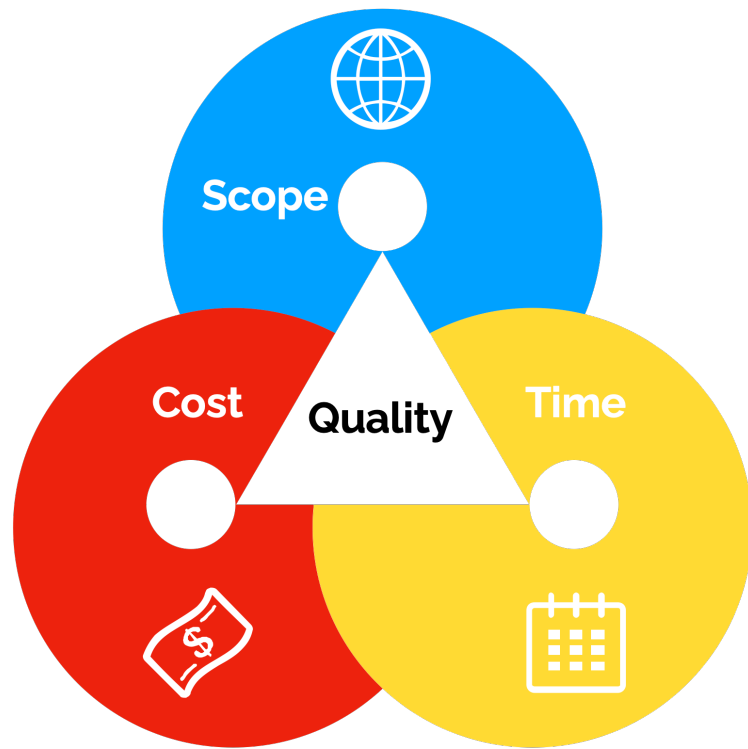
- Cost and schedule over-runs force a continual reduction in scope
  - Final deliverable can erode to be no longer fit for purpose
- Especially prevalent in internal projects
- How should you manage this?

Key Take-aways from the session

1: When managed well, change doesn't have to be scary.

2: All change goes through a cycle, learn to recognize it and understand it.

3: One of the major reasons change initiatives fail is that organizations don't celebrate the small victories.

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Questions?

Coming Next:

Project Closure

We Value Our Partners and Students

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THE HONOR FOUNDATION
honor.org

SPECIAL FORCES CHARITABLE TRUST GREEN BERETS DE OPPRESSO LIBER

SOTF
SPECIAL OPERATORS TRANSITION FOUNDATION

VETS BEYOND THE UNIFORM
COACHING • MENTORING • TRAINING

VALOR
A HAND UP ON THE HOME FRONT

RAMSEY PREFERRED COACH™

"As a transitioning Marine Raider working in Special Operations for 20 years I now feel I have greater understanding of how to implement proven project management strategies towards difficult and complex problems within the business world.

I am extremely grateful to DOLx and its staff members which are actively assisting veterans and veteran spouses to merge the gap between military and civilian project management.

I would highly recommend the course to any military member considering project management, but also just seeking greater knowledge in leadership skills and self-improvement!"

MSgt Danny S.
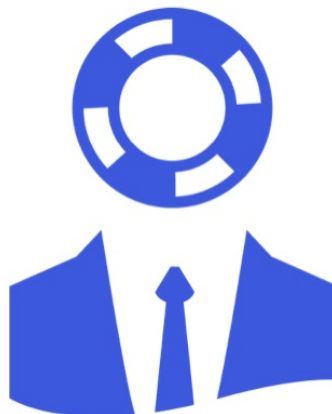
"I am in the CPO class Tuesdays and Thursdays.
Just wanted to say my thanks to you and your team's work in the classes.

I have recently been promoted from IT supervisor to IT Service Delivery manager and a large portion that swayed the decision in my favor was due to my participation in this class!

I couldn't be happier with positive growth!

Thank you again for your team's dedication and passion for this training, can't thank everyone enough.
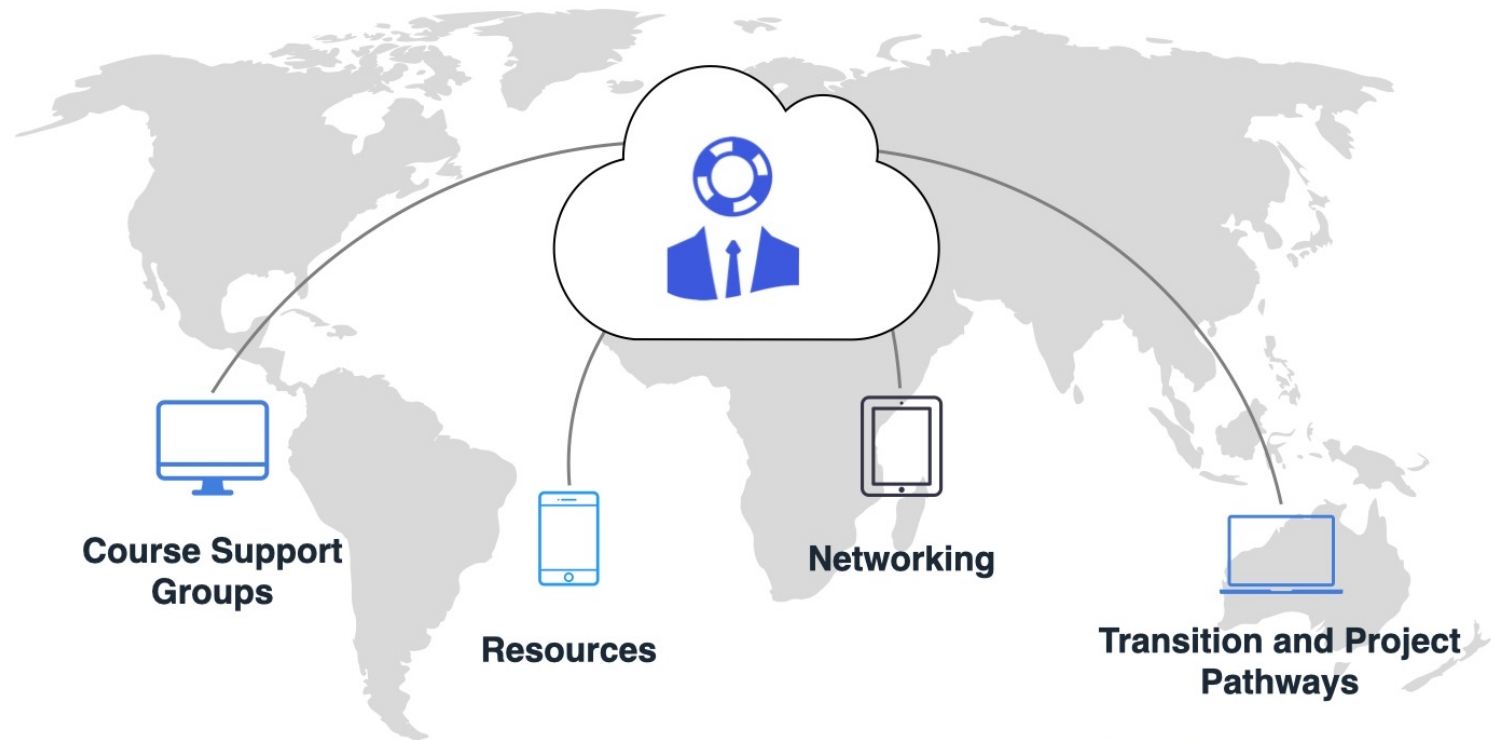
Please let your team my appreciation!"

John M.

NETWORK, ENGAGE, LEARN

Network, Engage and Learn in a secure Community.

Allow our Ambassadors and Guides to help you get where you want to go.

Course Support Groups

Resources

Networking

Transition and Project Pathways

The DOL Community

Https://community.dolcoach.com

Follow Us on LinkedIn

https://www.linkedin.com/company/dolx/

Your Success is OUR Success