Project Change Management

SOFPM

Projects equal change.
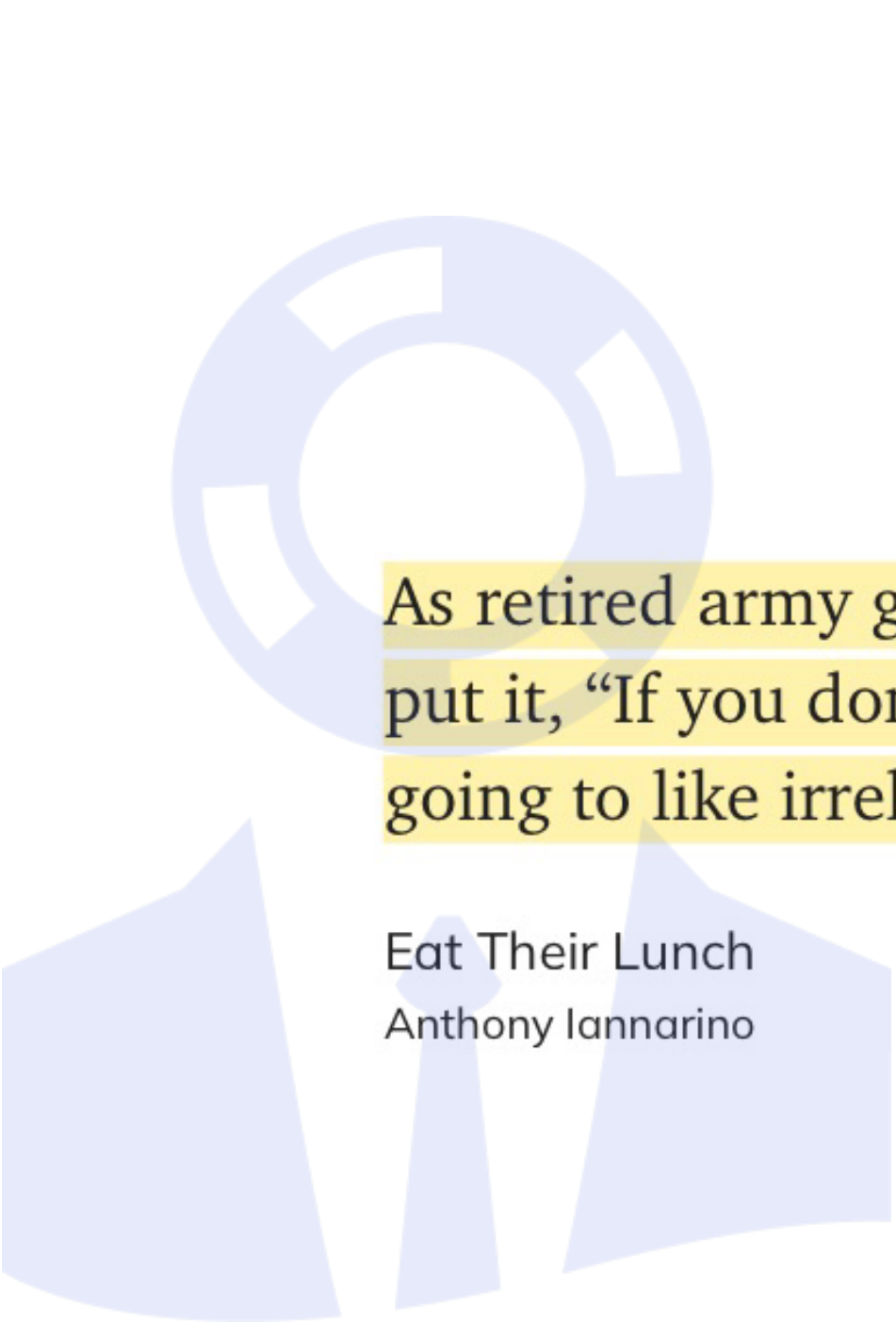
Period.

And this isn't new

Nothing endures but change.

Heraclitus (600BC)

There is nothing permanent except change.

-Heraclitus-
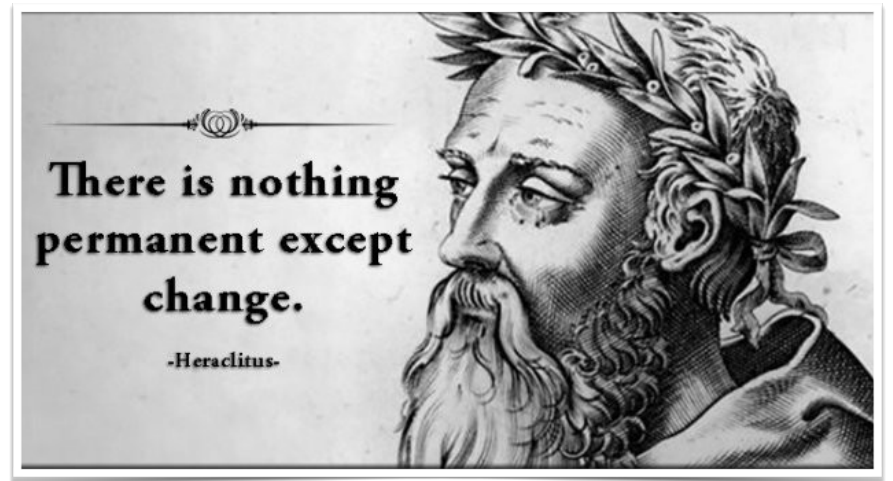
As retired army general Eric Shinseki put it, "If you don't like change, you're going to like irrelevance even less."

Eat Their Lunch
Anthony Iannarino

The Challenge of change

People and Change

Organizations and Change

Sources of Change

Late Clarification of REQUIREMENTS

Desire to enhance the deliverable

Corrections to poor planning

Identified bugs or defects

Emergent Risk

Changes to corporate strategy

Regulatory Change

Emergence of new technologies

Change should not just 'happen' in projects.

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?

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
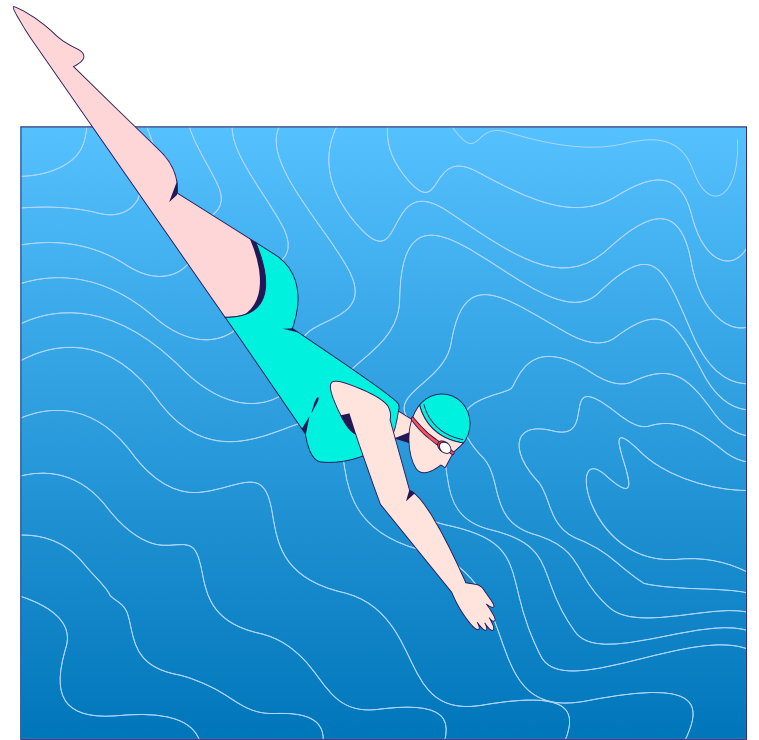
Determine **impacts** and **those most affected**

Develop a **communication strategy**

Implement a **training plan**

Build a **support structure**

Measure and track the change process

BARRIERS TO INNOVATION

RESTRICTIVE PURPOSE OR PROCESS

INSUFFICIENT / INADEQUATE RESOURCES

INSUFFICIENT / INADEQUATE INCENTIVES

POWER STRUCTURES / SUNK COSTS

UNREALISTIC EXPECTATIONS

HISTORY OF FAILED PROJECTS

BARRIERS TO INNOVATION

RESTRICTIVE PURPOSE OR PROCESS
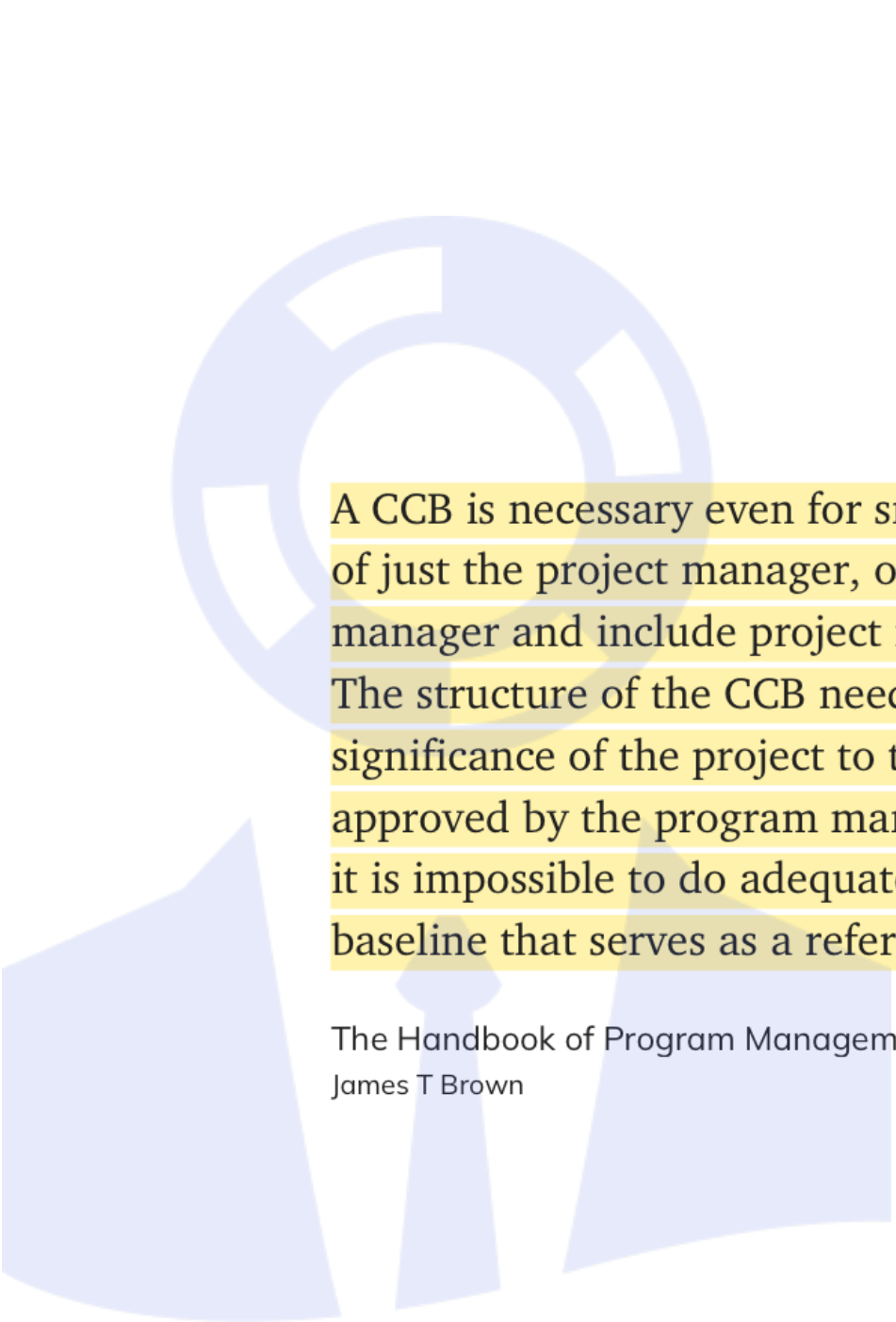
INSUFFICIENT / INADEQUATE RESOURCES

INSUFFICIENT / INADEQUATE INCENTIVES

FEAR OF THE UNKNOWN

POWER STRUCTURES / SUNK COSTS

UNREALISTIC EXPECTATIONS

HISTORY OF FAILED PROJECTS

A CCB is necessary even for small projects. The board can consist of just the project manager, or it can be chaired by the program manager and include project managers and major stakeholders. The structure of the CCB needs to match the criticality and significance of the project to the program, and it should be approved by the program manager. It is important to realize that it is impossible to do adequate change control unless there is a baseline that serves as a reference point.

The Handbook of Program Management
James T Brown

Change at Scale
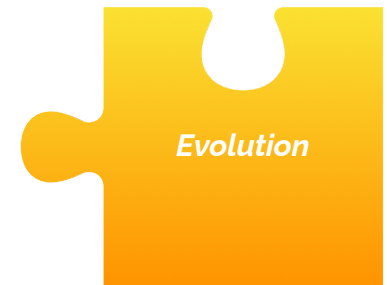
SOFPM

Scale of Change

Evolution.

Evolution

Scale of Change

Adaption.
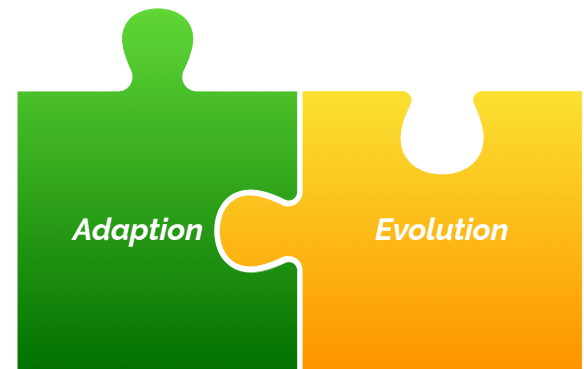
Scale of Change

Reconstruction.

Reconstruction

Adaption

Evolution

Scale of Change

Revolution.

Reconstruction

Revolution

Adaption

Evolution
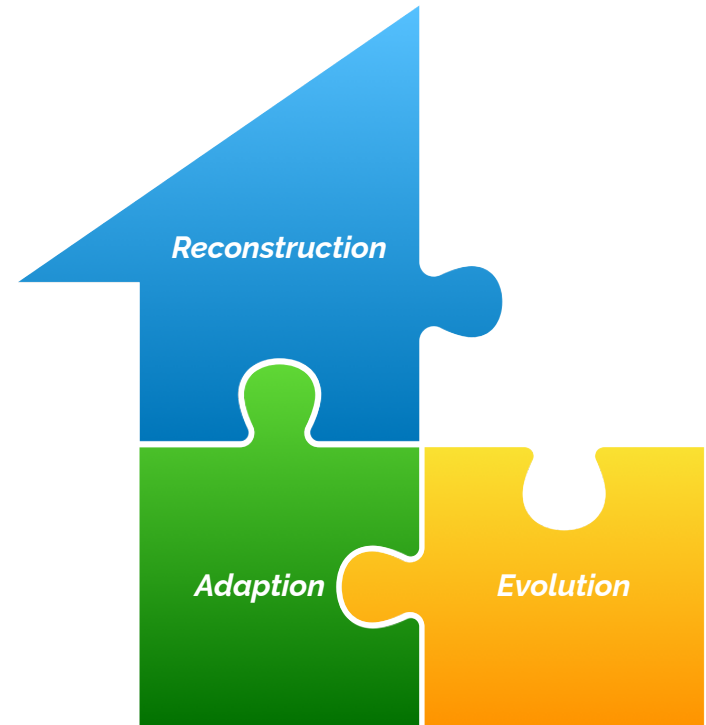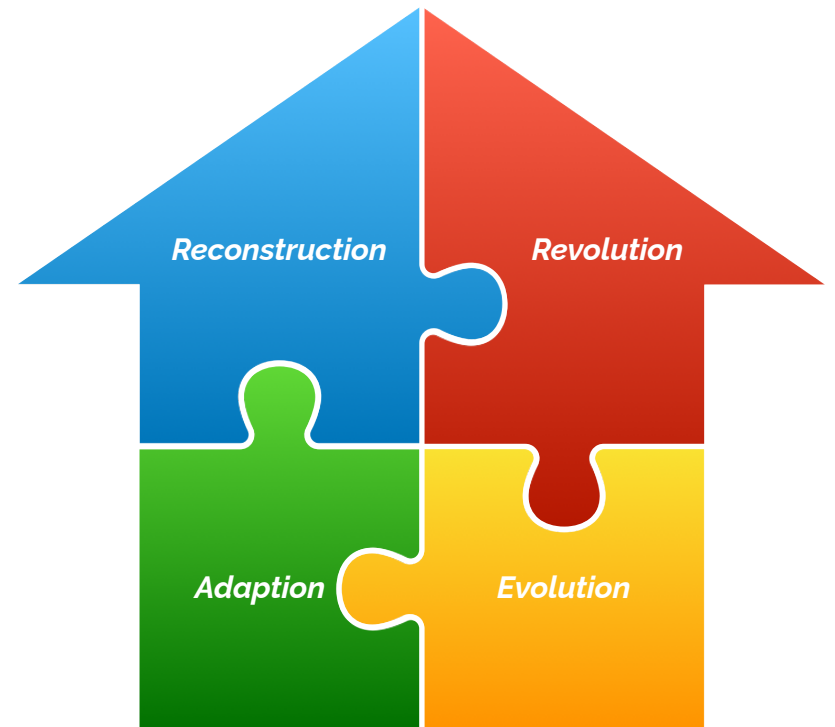
Scale of Change

How does your organization do it?

Proactive **Reactive**

Radical

Gradual

Reconstruction · Revolution · Adaption · Evolution

Scale of Change

Fine tuning

Adjusting the internal fit between teams or sections

Proactive   **Reactive**

Radical

Gradual

Reconstruction   Revolution

Adaption   Evolution
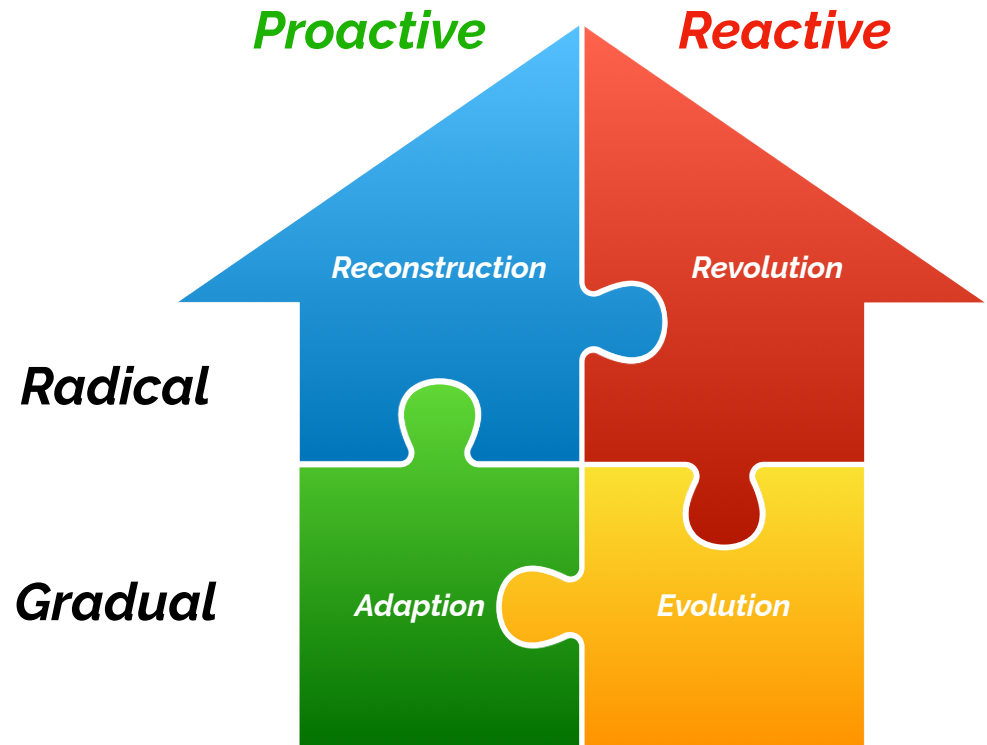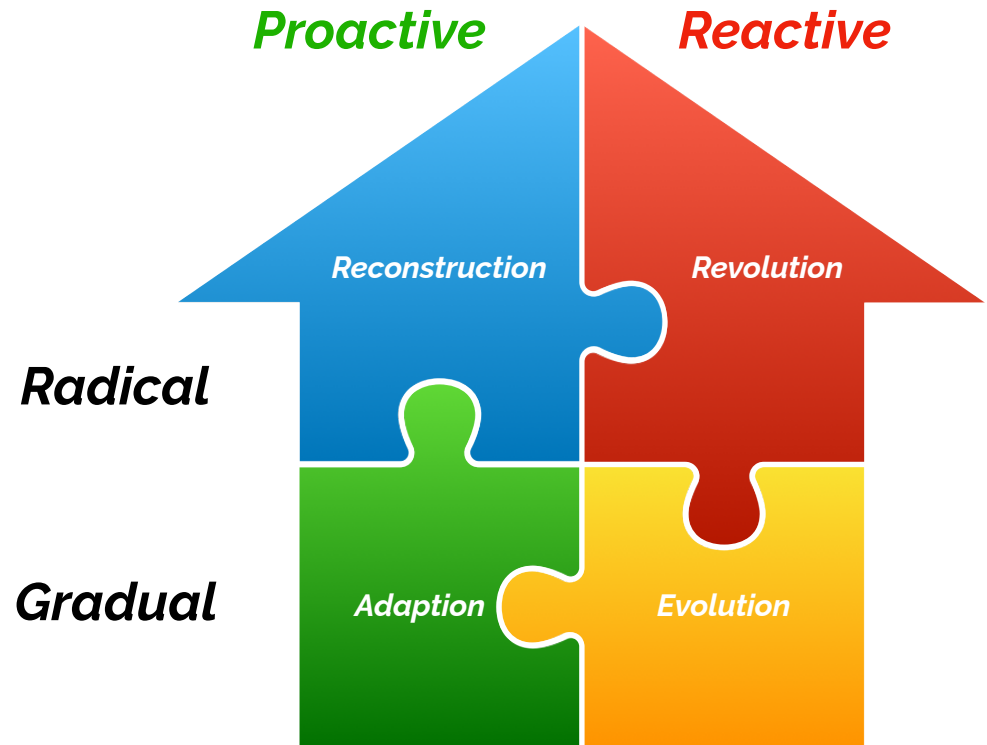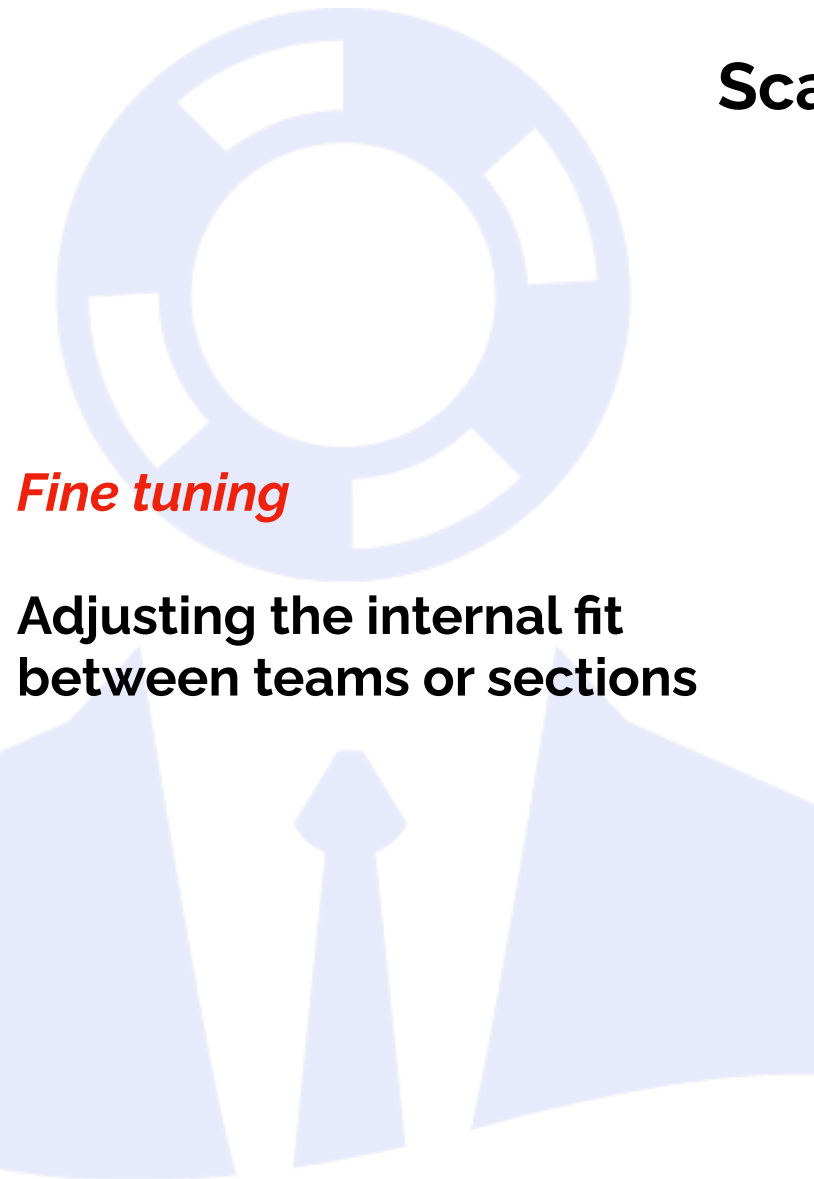
Scale of Change

Incremental adjustment

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

Proactive   **Reactive**

Radical

Gradual

Reconstruction

Revolution

Adaption

Evolution
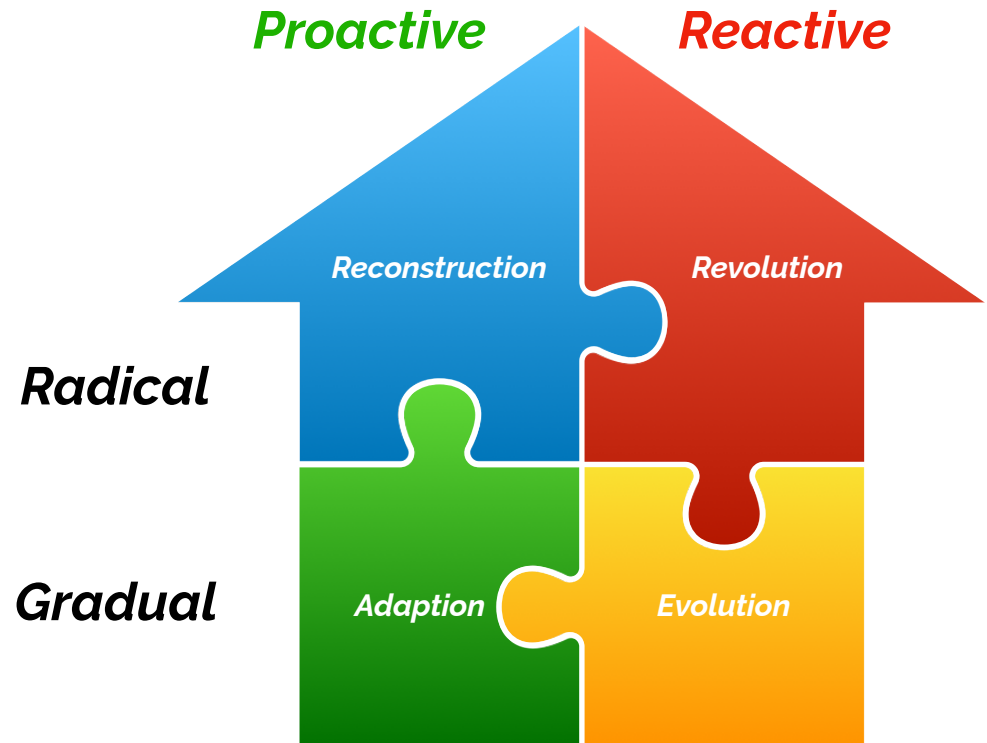
Scale of Change

Modular transformation

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

Proactive   **Reactive**

Radical

Gradual

Reconstruction   Revolution

Adaption   Evolution
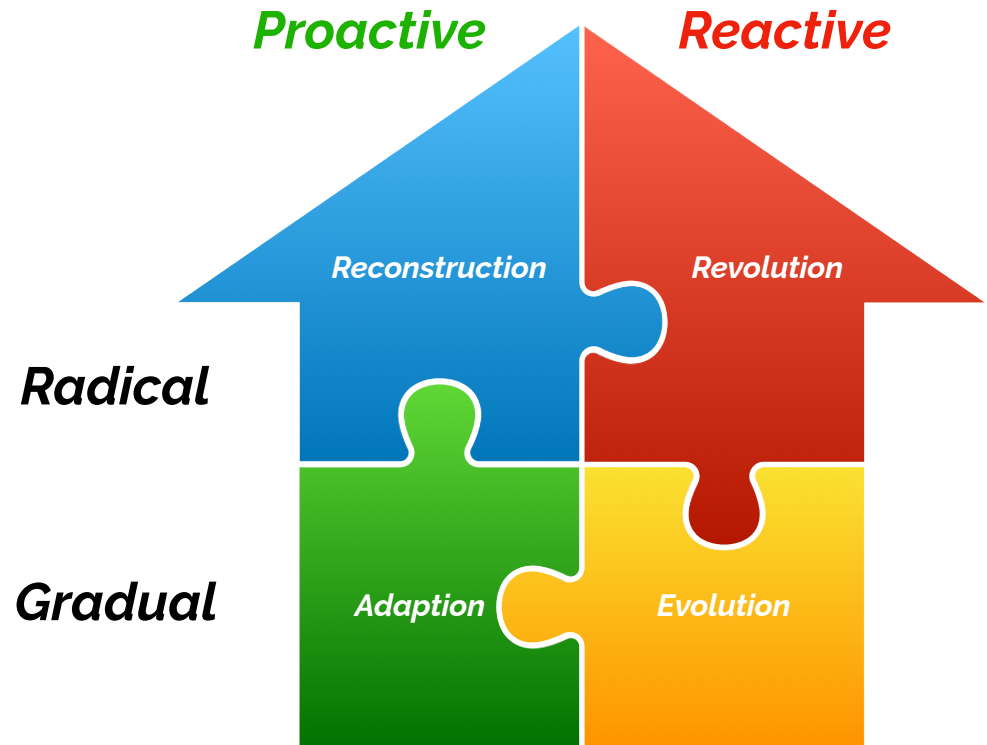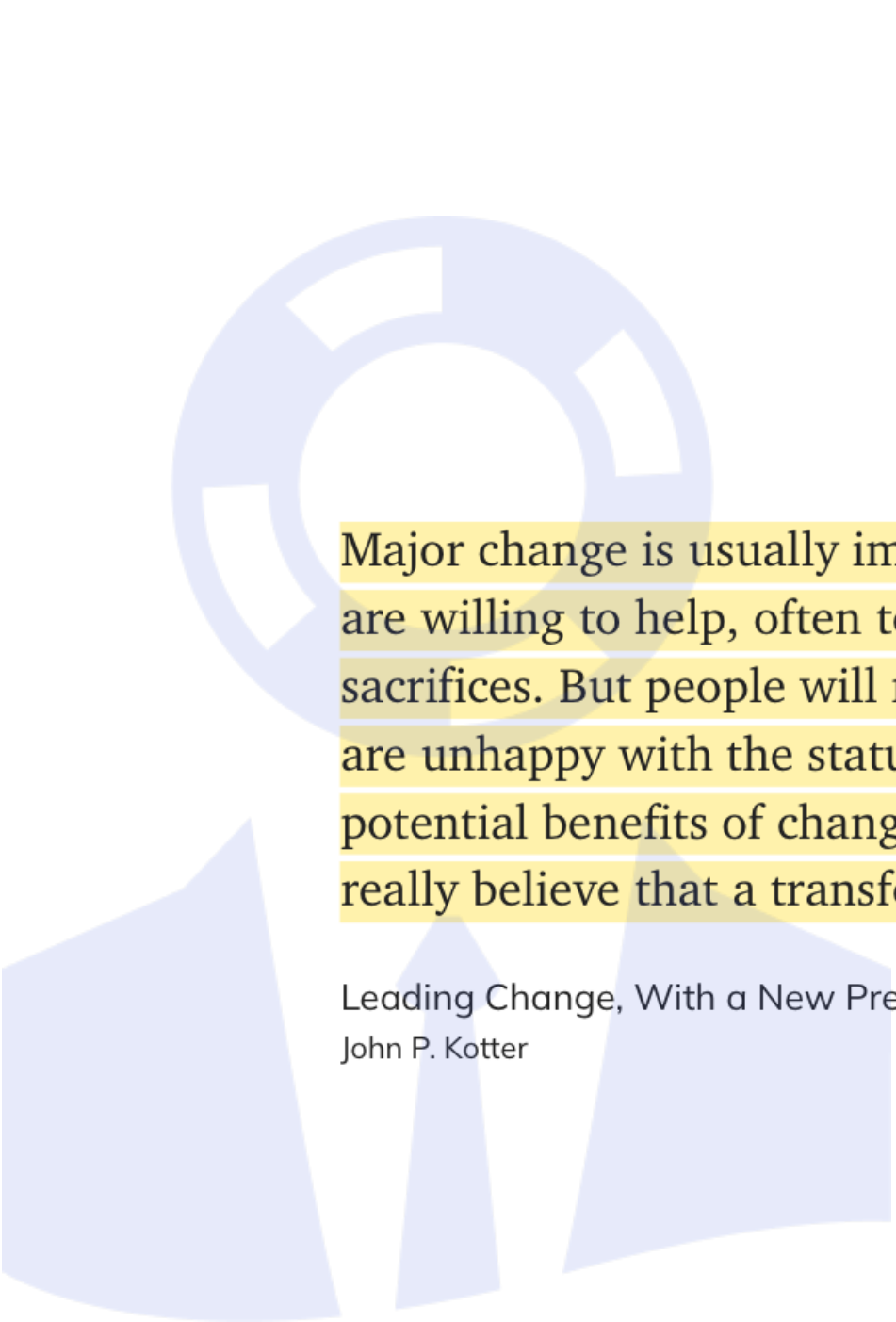
Scale of Change

Corporate transformation

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

Proactive   Reactive

Radical

Gradual

Reconstruction   Revolution

Adaption   Evolution
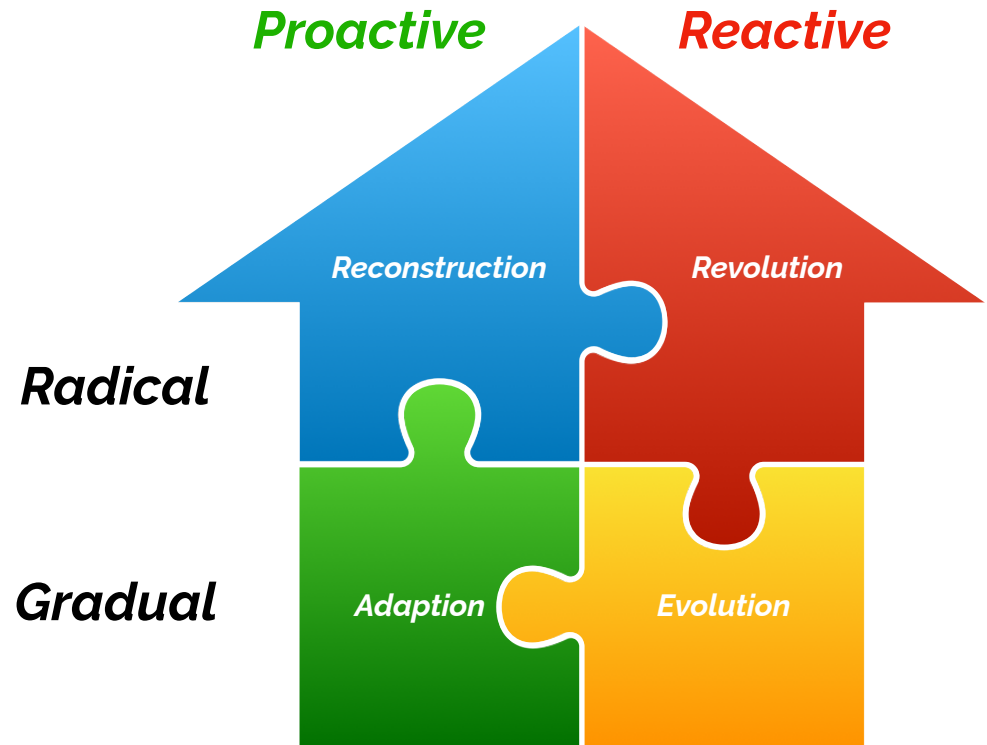
Major change is usually impossible unless most employees are willing to help, often to the point of making short-term sacrifices. But people will not make sacrifices, even if they are unhappy with the status quo, unless they think the potential benefits of change are attractive and unless they really believe that a transformation is possible.

Leading Change, With a New Preface by the A...
John P. Kotter

Continuous Improvement

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

...tends to be product focused

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

...is normally considered a positive action

...is commonly embraced by others

Unmanaged Change

...jumps

...is risk taking

...is disruptive

...needs to be people focused

...often invokes negative reactions

CONTINUOUS IMPROVEMENT

POSITIVE

CHANGE MANAGEMENT

FEARFUL

We tend to view change as threatening. We must view it as opportunity.

Value-Based Fees

Alan Weiss

Innovation

Innovation is successful change

...of any scale or size

...projects are how we deliver it
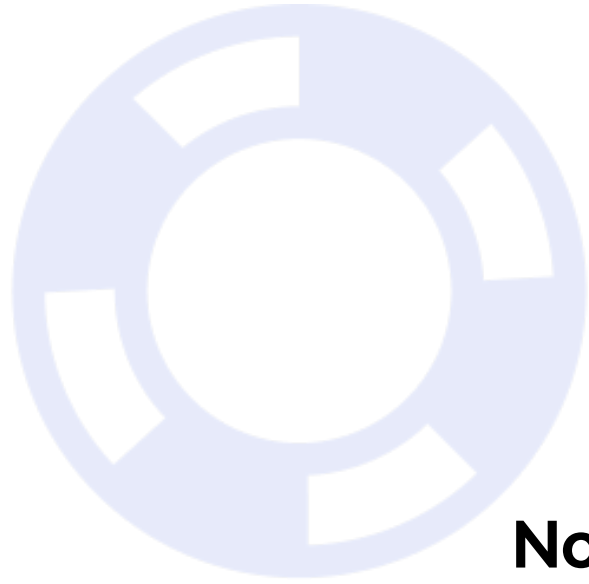
Now we know what **it is**,
what do we **do about it?**

Changes???

Who do you **report** project changes to?

How do you report?

Systems and mechanics behind reports?

STATUS REPORTS

SOFPM

Status Reports - We do them all the time

In almost every project **conversation**

In monthly **meetings**

Weekly team meetings **(SCRUM)**

In quick bites

With short (ad hoc) reports

Status Report Elements

Project name

Project's overall health
 On Track
 At Risk
 In Jeopardy

High level variances
 Time
 Cost
 Scope
 People

Work completed since last report

Work to complete in next period

Exceptions (ie Change requests)

Change Requests / Exceptions

Risk / Issue description

Date / Time reported

Priority / severity of issue

Impacts

Owner

Action plan
Change request
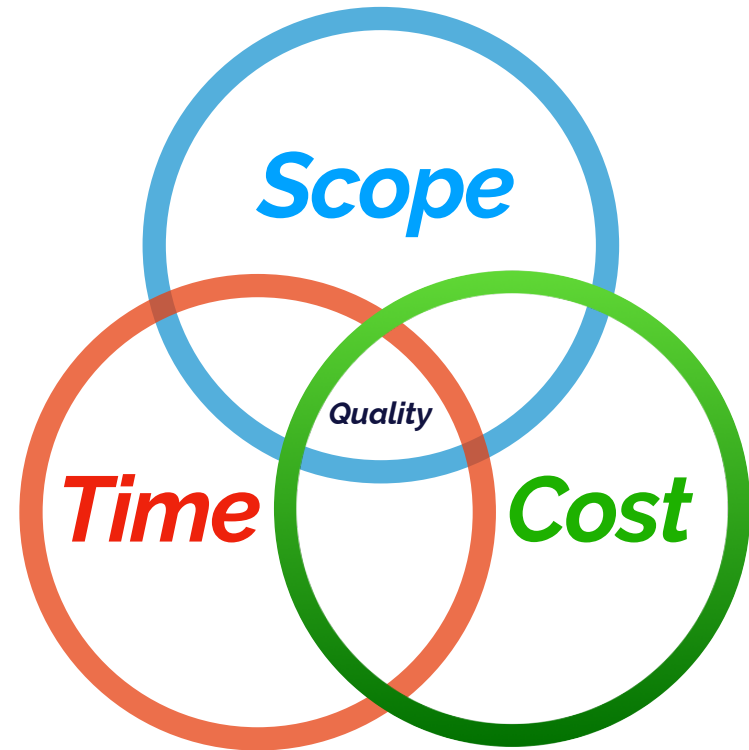
Requesting Change

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?

Scope

Time

Cost

Quality
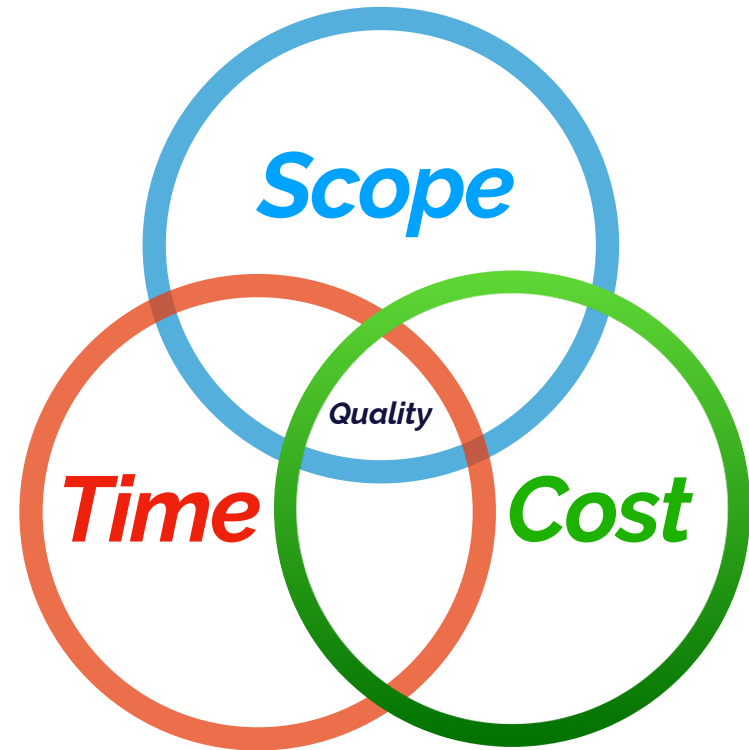
Requesting Change

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

Schedule Management Techniques

SOFPM
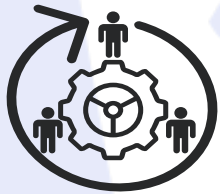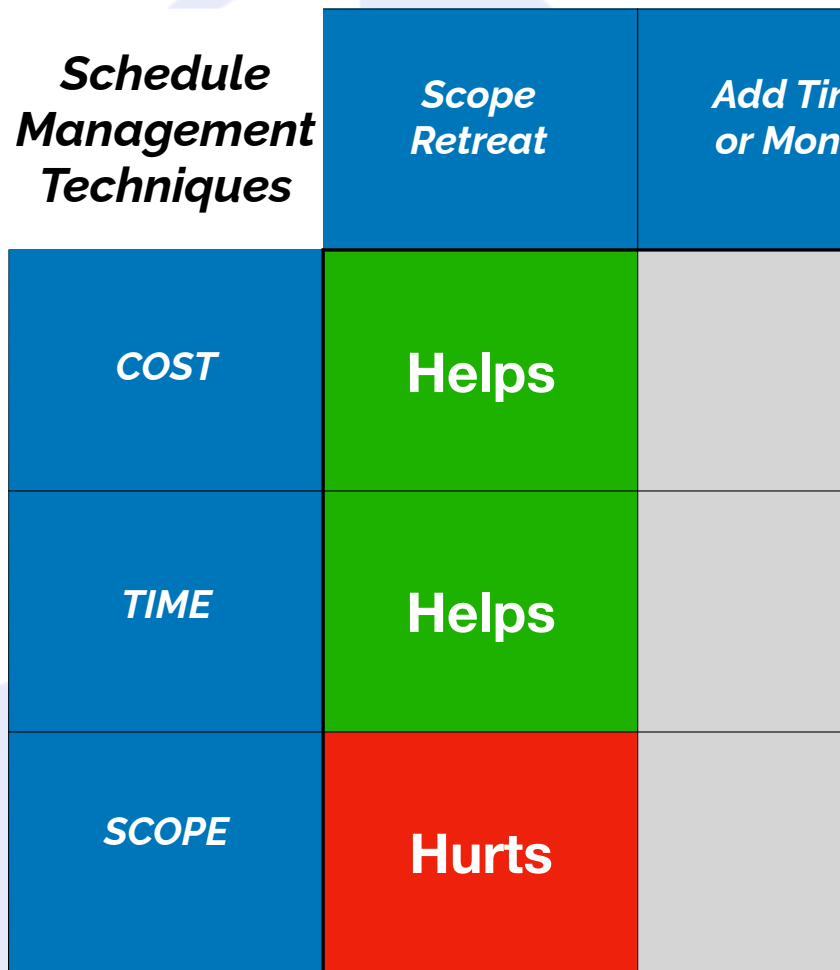
Changes due to

running out of **money**?
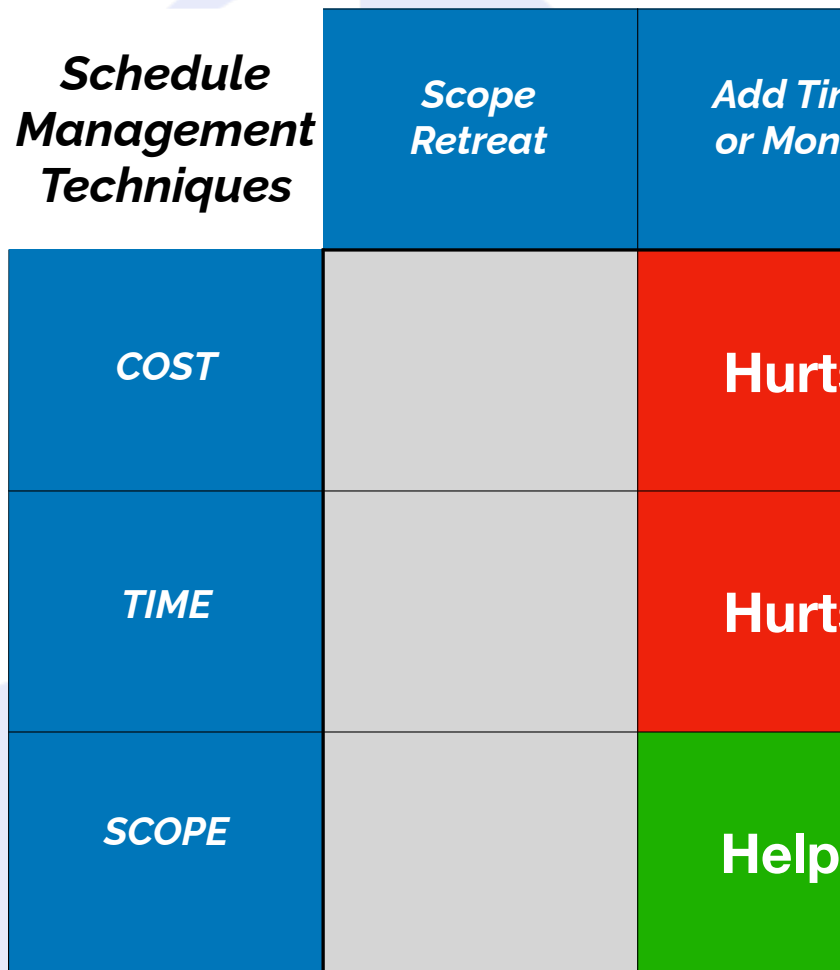
running out of **time**?

failing to deliver our **scope** to the quality standard required?

Scope

Time

Cost

Schedule Management Techniques	Scope Retreat	Add Time or Money	Level Resources	Fast Tracking	Crashing
COST	Helps				
TIME	Helps				
SCOPE	Hurts				

Schedule Management Techniques	Scope Retreat	Add Time or Money	Level Resources	Fast Tracking	Crashing
COST		Hurts			
TIME		Hurts			
SCOPE		Helps			

Resource Leveling

Avoids the **over-allocation of project resources** after a resource constraint is identified.

Resources are taken from non-critical activities and allocated to critical activities (those activities on the critical path).

Tips:

Use project float before re-allocating any resources.

As every impact isn't obvious, ensure you consult project stakeholders.

Schedule Management Techniques	Scope Retreat	Add Time or Money	Level Resources	Fast Tracking	Crashing
COST			Helps		
TIME			Risks		
SCOPE			Helps		

Fast-Tracking

Predecessor

TASK A

**Dependency
Finish to Start
(F-S)**

TASK B

Successor

Predecessor

TASK A

**Dependency
Start to Start
(S-S)**

TASK B

Successor
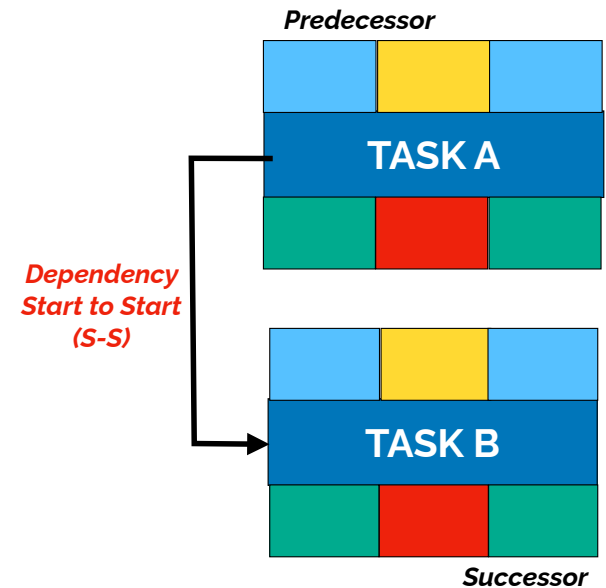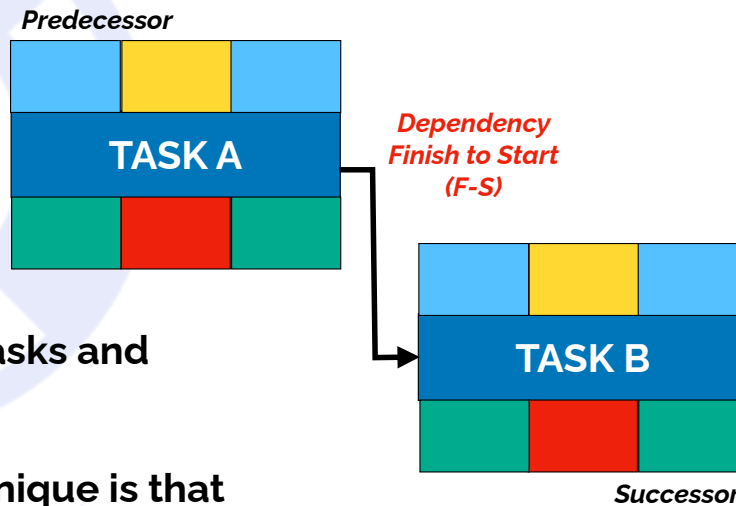
**This performs critical path tasks and
"buys" time.**

**The major risk with this technique is that
although the work is completed for the
moment, possibility of rework is higher.**

Tips:

Change dependencies to shorten duration of project from F-S to S-S

Use float, leads and lags to ensure resources are not in conflict

Apply dependency hierarchy

Schedule Management Techniques	Scope Retreat	Add Time or Money	Level Resources	Fast Tracking	Crashing
COST				Risks	
TIME				Helps	
SCOPE				Risks	

Crashing

Assigning resources in addition to existing resources to **get work done faster.**

Associated with additional cost such as labor, equipment, and more.

0	**5**	5
	TASK F	
16	16	21

7	9	16
	TASK G	
21	14	30

0	7	7
	TASK A	
0	0	7

7	6	13
	TASK B	
12	5	18

13	12	25
	TASK C	
18	5	30

7	10	17
	TASK D	
7	0	17

17	13	30
	TASK E	
17	0	30

30

The End
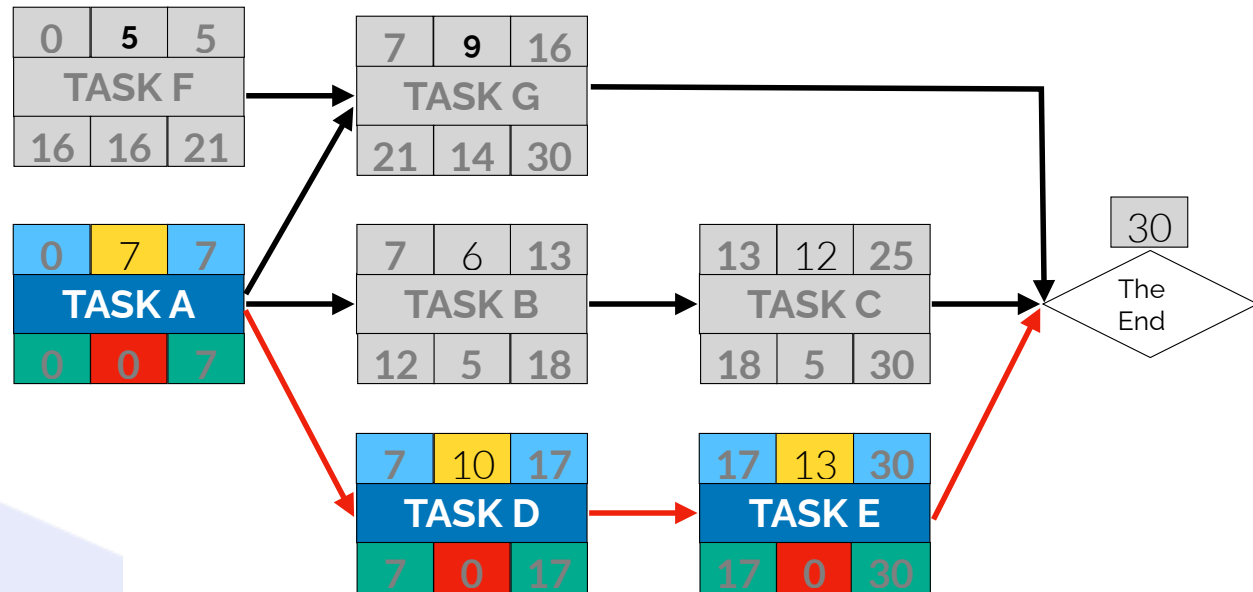
Tips:

Crash tasks on the critical path

Crash from least to most expensive and only crash tasks until it becomes more 'expensive' to crash than not to crash

Schedule Management Techniques	Scope Retreat	Add Time or Money	Level Resources	Fast Tracking	Crashing
COST					Hurts
TIME					Helps
SCOPE					Risks

Anticipate and Avoid Scope Retreat

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
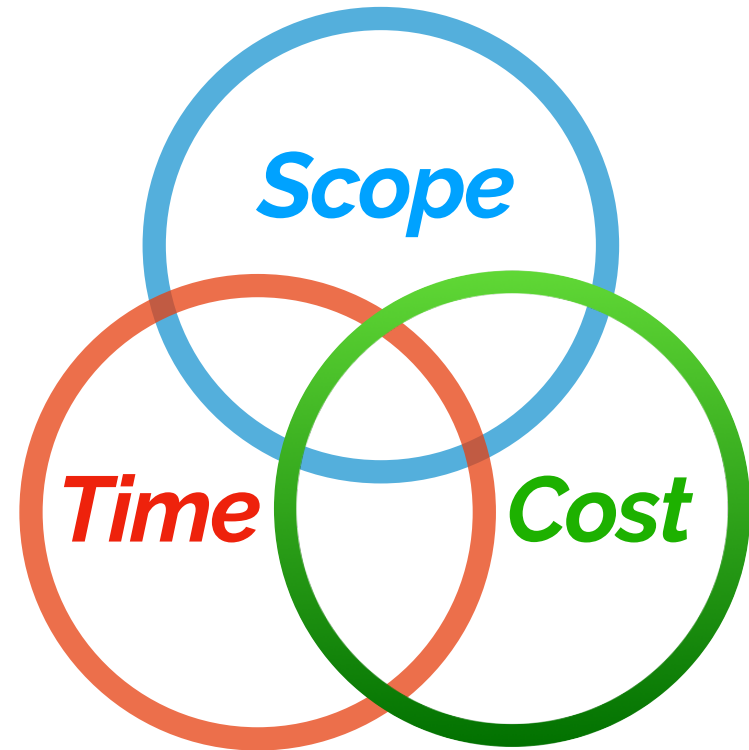
Prosci ADKAR:
PEOPLE and Change

SOFPM

The Prosci ADKAR Model

A **AWARENESS** OF THE NEED FOR CHANGE

D

K

A

R

The Prosci ADKAR Model

Awareness

A — Realize that by implementing change, you require employees to step **outside of their comfort zone.**

D

K

A

R

The Prosci ADKAR Model

Awareness

A
Realize that by implementing change, you require employees to step **outside of their comfort zone.**

D
DESIRE TO SUPPORT THE CHANGE

K

A

R

The Prosci ADKAR Model

Awareness

A Realize that by implementing change, you require employees to step **outside of their comfort zone.**

Desire

D Understanding that there's a need for change and wanting change to happen are two different things.

K

A

R

The Prosci ADKAR Model

Awareness

| A | Realize that by implementing change, you require employees to step **outside of their comfort zone.** |

Desire

| D | Understanding that there's a need for change and wanting change to happen are two different things. |

| K | **KNOWLEDGE** OF HOW TO CHANGE |

| A | |

| R | |

The Prosci ADKAR Model

Awareness

A — Realize that by implementing change, you require employees to step **outside of their comfort zone.**

Desire

D — Understanding that there's a need for change and wanting change to happen are two different things.

Knowledge

K — There's no point in trying to implement change **unless the people whose jobs are changing know how to get things done.**

A

R

The Prosci ADKAR Model

Awareness

A — Realize that by implementing change, you require employees to step **outside of their comfort zone.**

Desire

D — Understanding that there's a need for change and wanting change to happen are two different things.

Knowledge

K — There's no point in trying to implement change **unless the people whose jobs are changing know how to get things done.**

A — **ABILITY** TO DEMONSTRATE SKILLS AND BEHAVIORS

R

The Prosci ADKAR Model

Awareness

A Realize that by implementing change, you require employees to step **outside of their comfort zone.**

Desire

D Understanding that there's a need for change and wanting change to happen are two different things.

Knowledge

K There's no point in trying to implement change **unless the people whose jobs are changing know how to get things done.**

Ability

A Knowing how to do something doesn't necessarily mean that you can do it in practice.

R

The Prosci ADKAR Model

Awareness

A Realize that by implementing change, you require employees to step **outside of their comfort zone.**

Desire

D Understanding that there's a need for change and wanting change to happen are two different things.

Knowledge

K There's no point in trying to implement change **unless the people whose jobs are changing know how to get things done.**

Ability

A Knowing how to do something doesn't necessarily mean that you can do it in practice.

R **REINFORCEMENT** TO MAKE CHANGES STICK

The Prosci ADKAR Model

Awareness

A   Realize that by implementing change, you require employees to step outside of their comfort zone.

Desire

D   Understanding that there's a need for change and wanting change to happen are two different things.

Knowledge

K   There's no point in trying to implement change unless the people whose jobs are changing know how to get things done.

Ability

A   Knowing how to do something doesn't necessarily mean that you can do it in practice.

Reinforcement

R   Be on the lookout for areas where the new process isn't serving you or is demotivating your staff.

The Prosci ADKAR Model

Enablement Zone

A Realize that by implementing change, you require employees to step **outside of their comfort zone.**

D Understanding that there's a need for change and wanting change to happen are two different things.

K There's no point in trying to implement change **unless the people whose jobs are changing know how to get things done.**
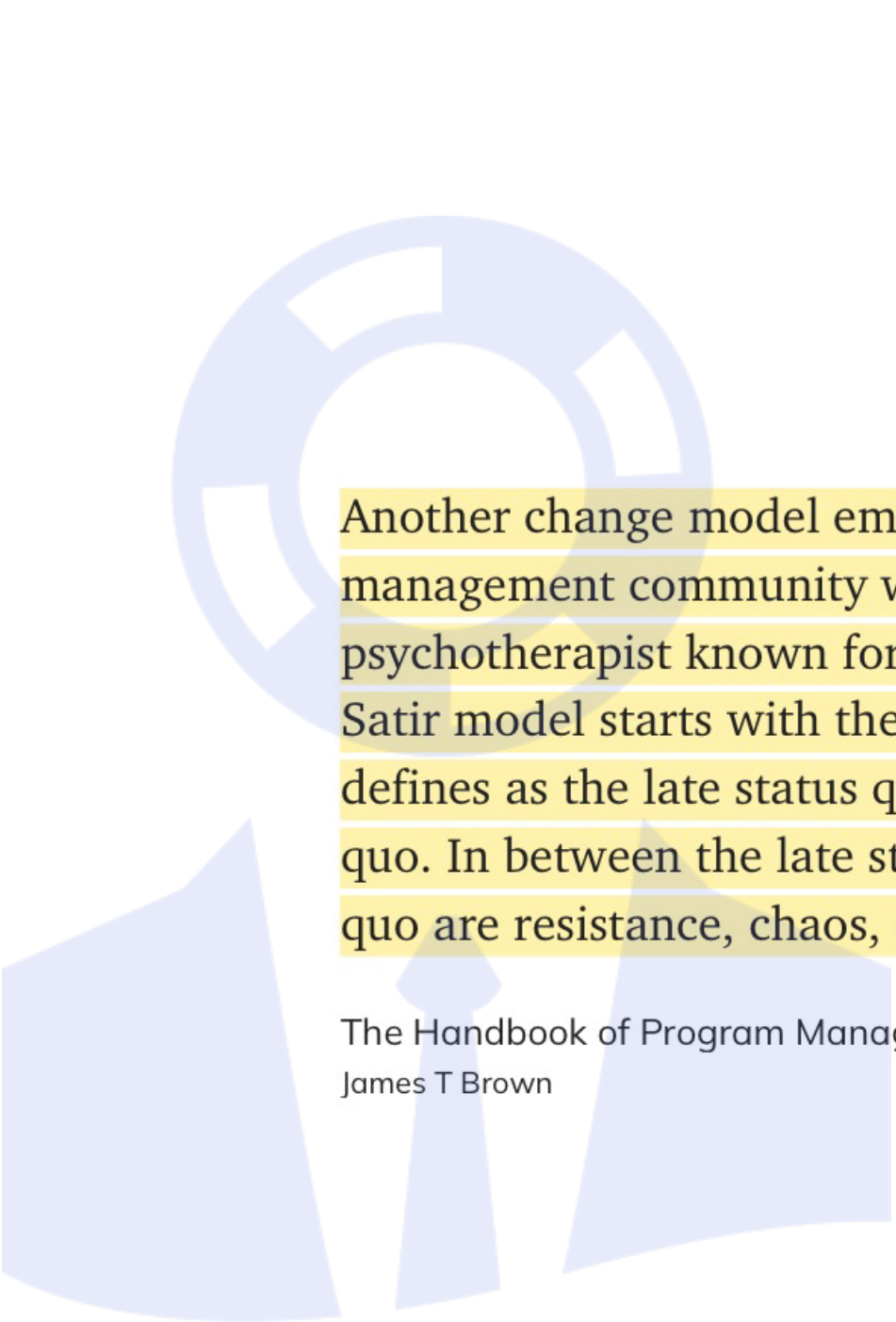
Engagement Zone

A Knowing how to do something doesn't necessarily mean that you can do it in practice.

R Be on the lookout for areas where the new process isn't serving you or is demotivating your staff.

Another change model embraced by the change management community was created by Virginia Satir, a psychotherapist known for her work with families. The Satir model starts with the existing situation, which she defines as the late status quo, and ends with the new status quo. In between the late status quo and the new status quo are resistance, chaos, and integration.

The Handbook of Program Management
James T Brown

Kotter:
Organizations and Change

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

KOTTER'S ACCELERATE (2014)

What is the **"big opportunity"** for change?

The Big Opportunity

KOTTER'S ACCELERATE (2014)

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?

CREATE A SENSE OF URGENCY

1

The Big Opportunity

KOTTER'S ACCELERATE (2014)

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?

CREATE A SENSE OF URGENCY

1

BUILD A GUIDING COALITION

2

The Big Opportunity

KOTTER'S ACCELERATE (2014)

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?

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

KOTTER'S ACCELERATE (2014)

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?

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

4 ENLIST A VOLUNTEER ARMY

KOTTER'S ACCELERATE (2014)

Planning is over, it's time to ACT.

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

4 ENLIST A VOLUNTEER ARMY

KOTTER'S ACCELERATE (2014)

Where do you find a role in the organization helping remove identified change barriers?

Proper project initiation practices

Scrum...

Leading vs managing

Reporting properly

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

4 ENLIST A VOLUNTEER ARMY

5 ENABLE ACTION BY REMOVING BARRIERS

KOTTER'S ACCELERATE (2014)

Celebrate milestones

Recognize performance

Identify and reward change champions

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

4 ENLIST A VOLUNTEER ARMY

5 ENABLE ACTION BY REMOVING BARRIERS

6 GENERATE SHORT TERM WINS

KOTTER'S ACCELERATE (2014)

Stay the course to enact the project vision (outcomes)

Remove inefficiencies

Remove all barriers
    People
    Resources
    Time
    Scope creep...

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

4 ENLIST A VOLUNTEER ARMY

5 ENABLE ACTION BY REMOVING BARRIERS

6 GENERATE SHORT TERM WINS

7 SUSTAIN ACCELERATION

KOTTER'S ACCELERATE (2014)

Define and communicate the connections between new behaviors and the organization's success

Reward, recognize and reinforce change principles

Don't be afraid of getting what you sought

The Big Opportunity

1 CREATE A SENSE OF URGENCY

2 BUILD A GUIDING COALITION

3 FORM A STRATEGIC VISION AND INITIATIVES

4 ENLIST A VOLUNTEER ARMY

5 ENABLE ACTION BY REMOVING BARRIERS

6 GENERATE SHORT TERM WINS

7 SUSTAIN ACCELERATION

8 INSTITUTE CHANGE

Take-aways from Change

◆ **Understand what change efforts you face**

◆ **Communicate the positive side of change to those who need it**

◆ **Managing the change management process is CRITICAL to organizational success**

Questions?