

Change Management Tools & Techniques

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Heartland PMI PDD



Objective

- ❑ Encounter a **reusable set of tools** for approaching project change in a comprehensive yet efficient way

Group Discussion

What brought you to this session?

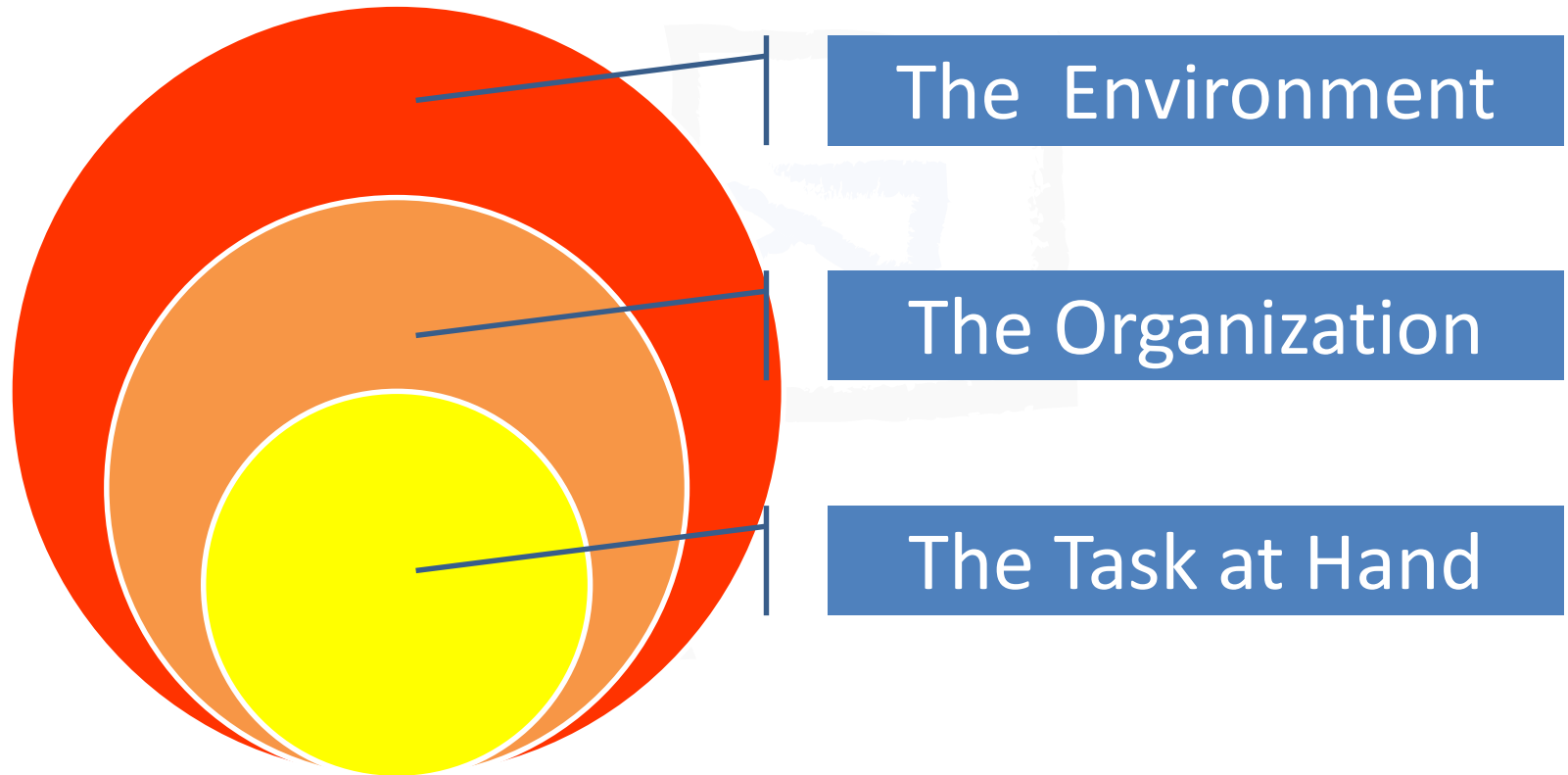
What do you want to know about change?



What Are You Working On?



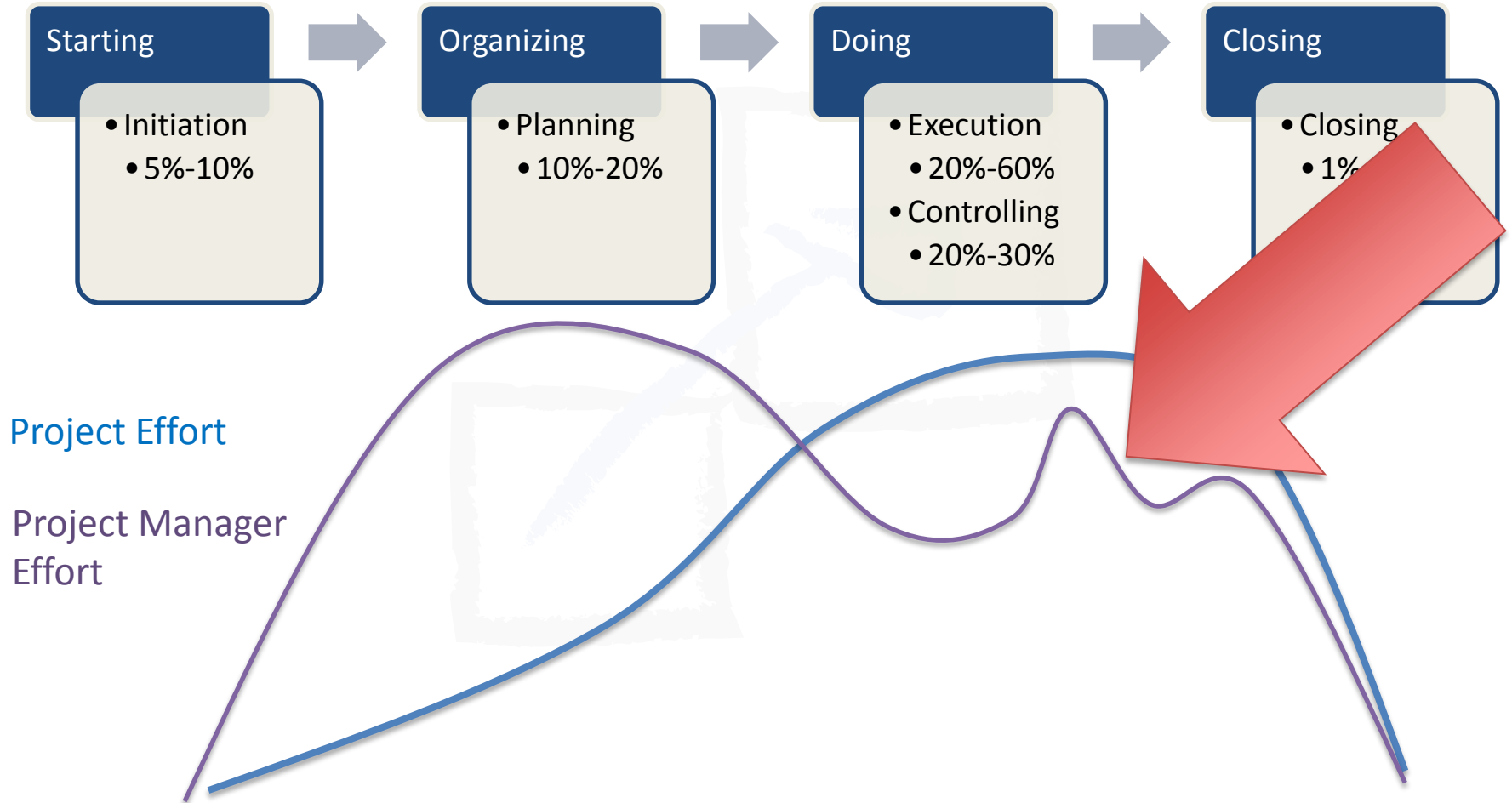
Common Sources of Change



Change Is Hard...



Change Impacts the Project Work Effort



Integration Management Activities

- Identify what matters
- Develop the plan
- Direct team members
- Monitor the project's progress
- Adjust for change
- Close the project

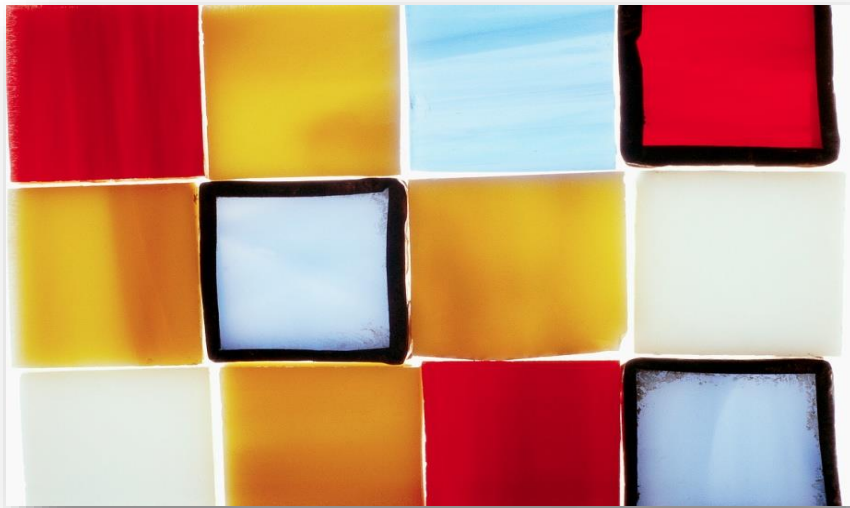


The art of progress
is to preserve
order amid change
and to preserve
change amid order.

- *Alfred North Whitehead*



Change at a Glance



- What types of change do we see?
- What are the common sources of change?
- What's the impact of change?
- What's the perception of change?

“If a random bolt of lightning hits you when you’re standing in the middle of the field, that feels like a random event.

But if your business is to stand in random fields during lightning storms, then you should anticipate, perhaps a little more robustly, the risks you’re taking.”

- Peter Fisher (Undersecretary of Finance 2001-2003)

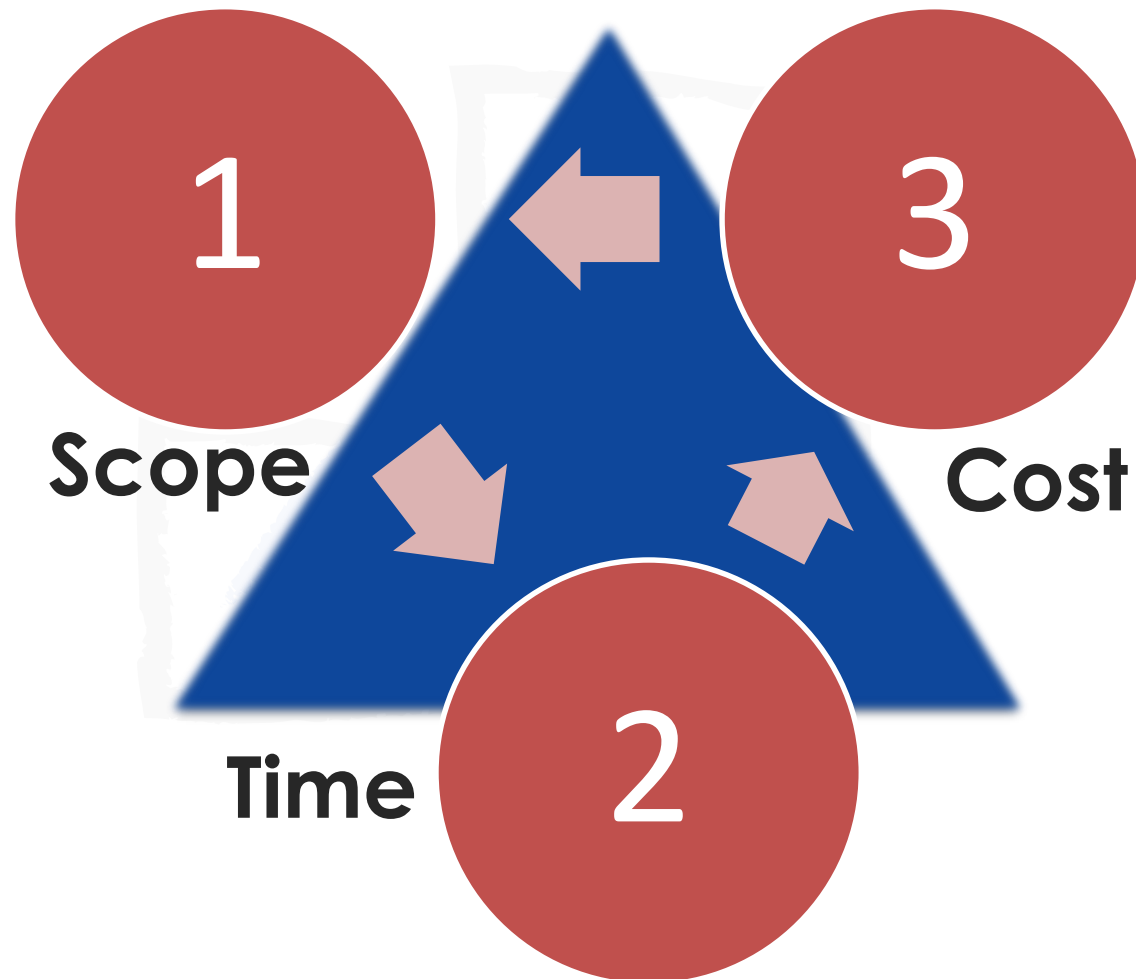


The Things We Must Know . . .

Or Else . . .

1. What are we doing and why?
➤ We could **change the wrong thing**
2. How are we going to get it done?
➤ We **won't have what we need** to get the change done
3. What's standing in our way, and what are we going to do about it?
➤ We'll **make it worse** instead of better

And What Are The Priorities?

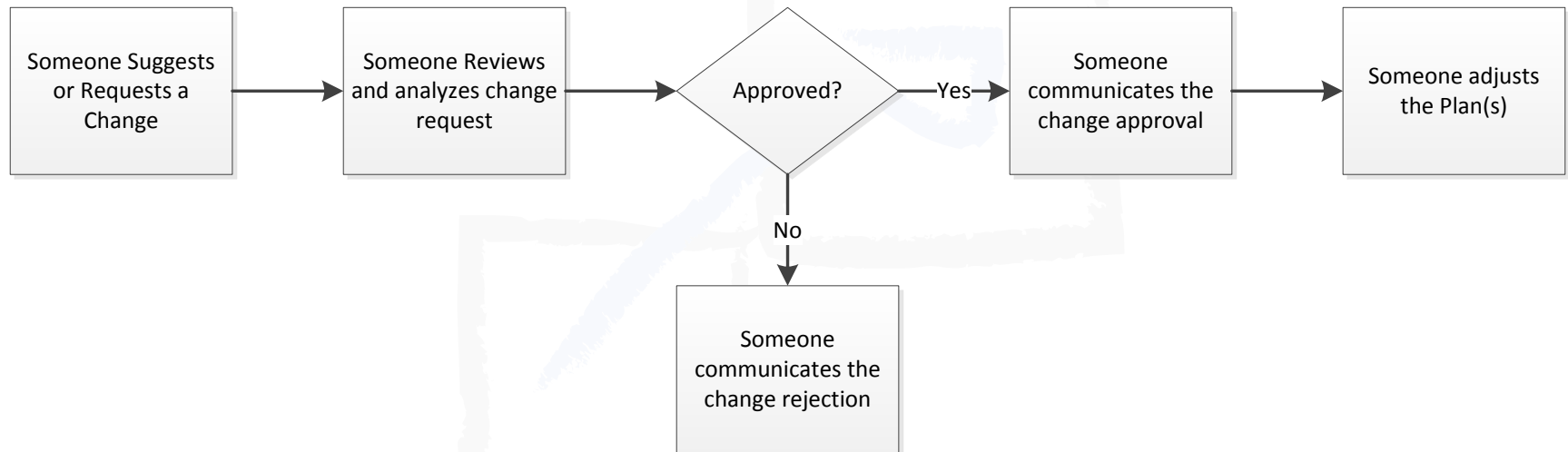


Activity

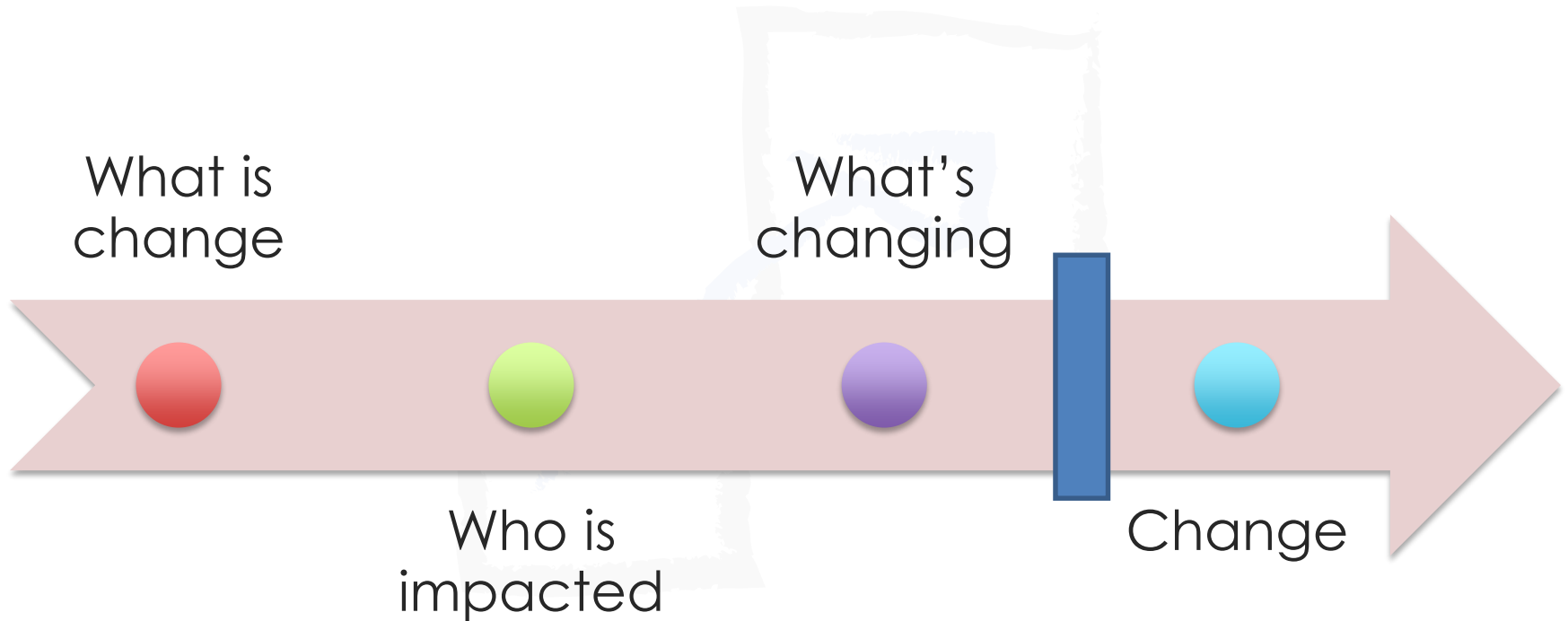
Use sticky notes to map out your preferred change management process.



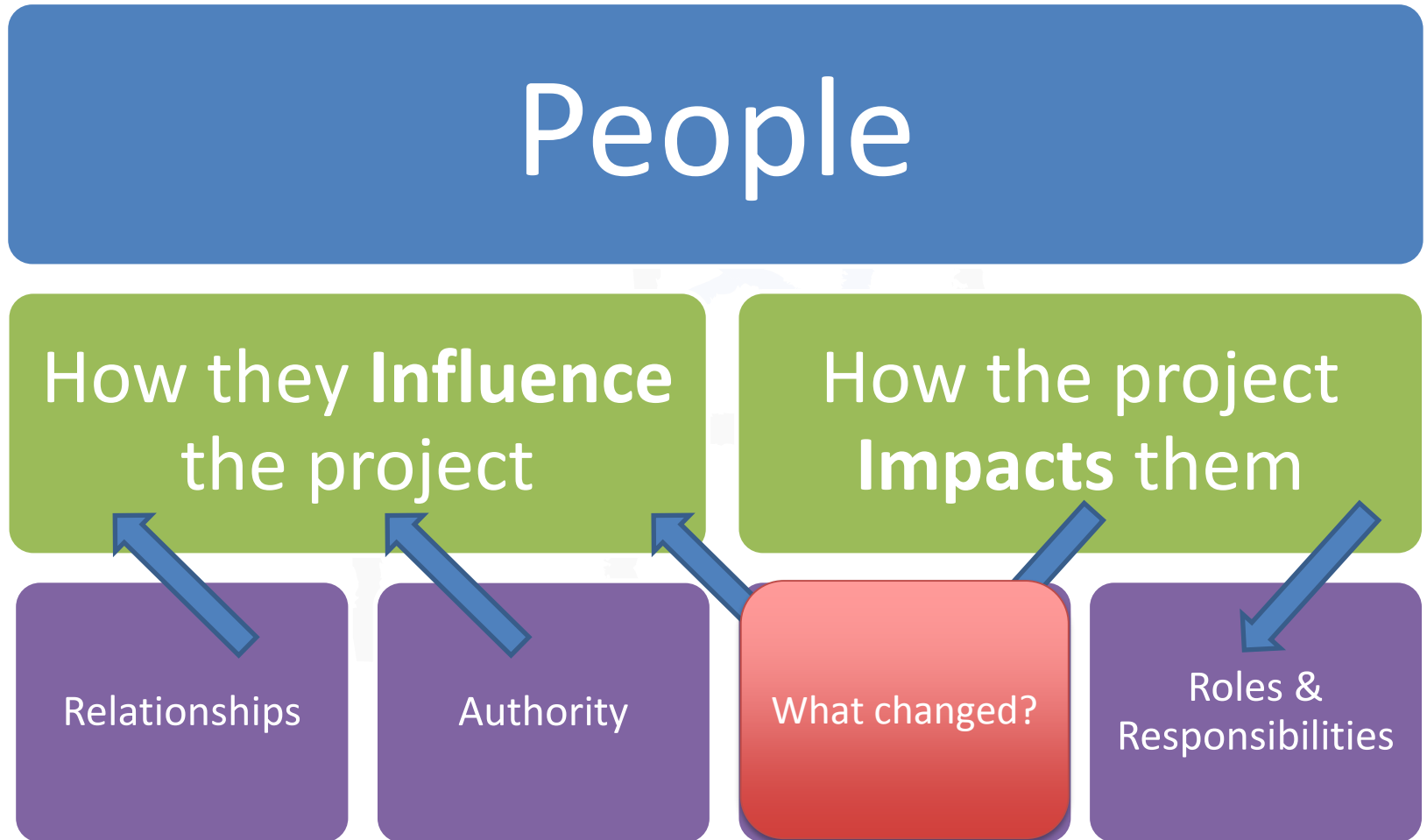
A Common Starting Point



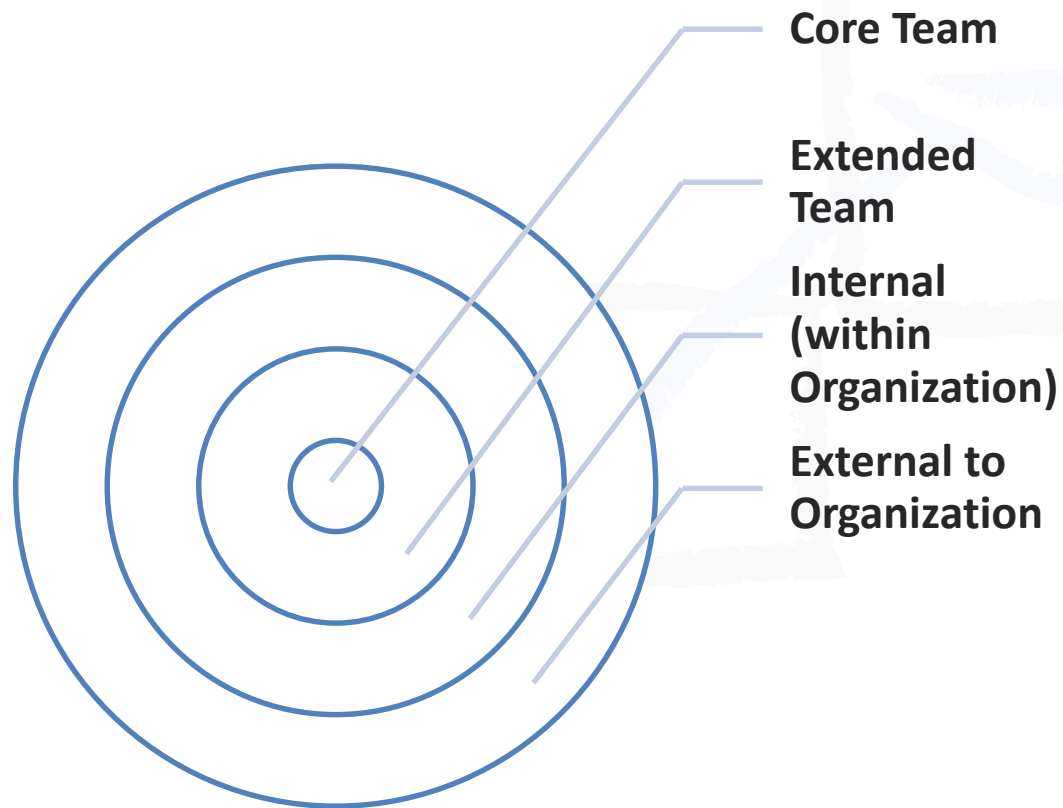
When Change Happens



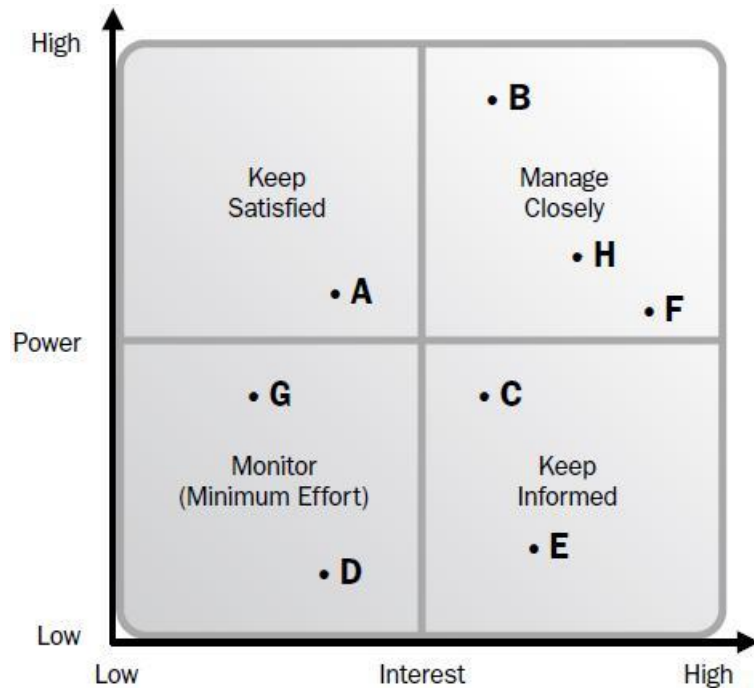
Stakeholder Management



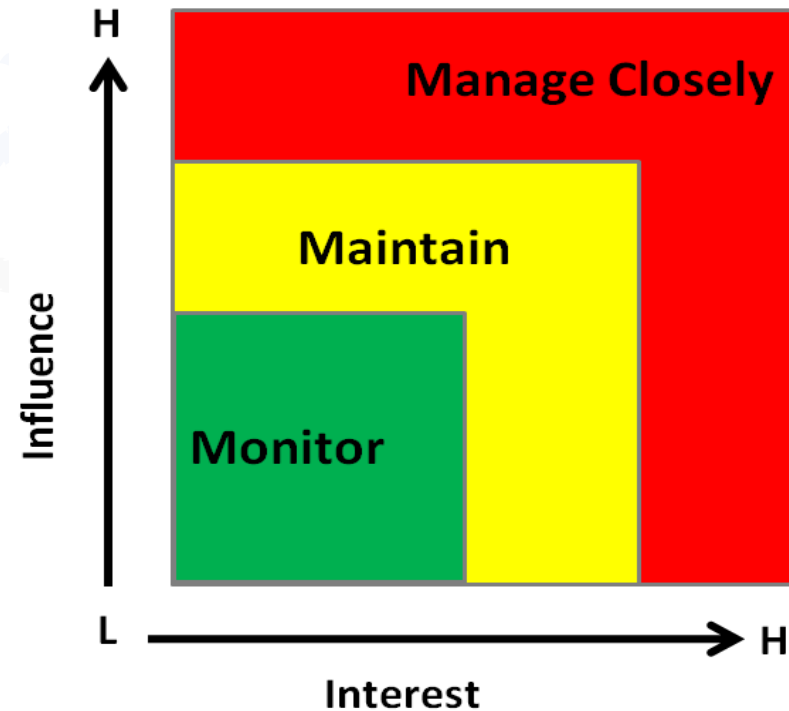
Who Cares?



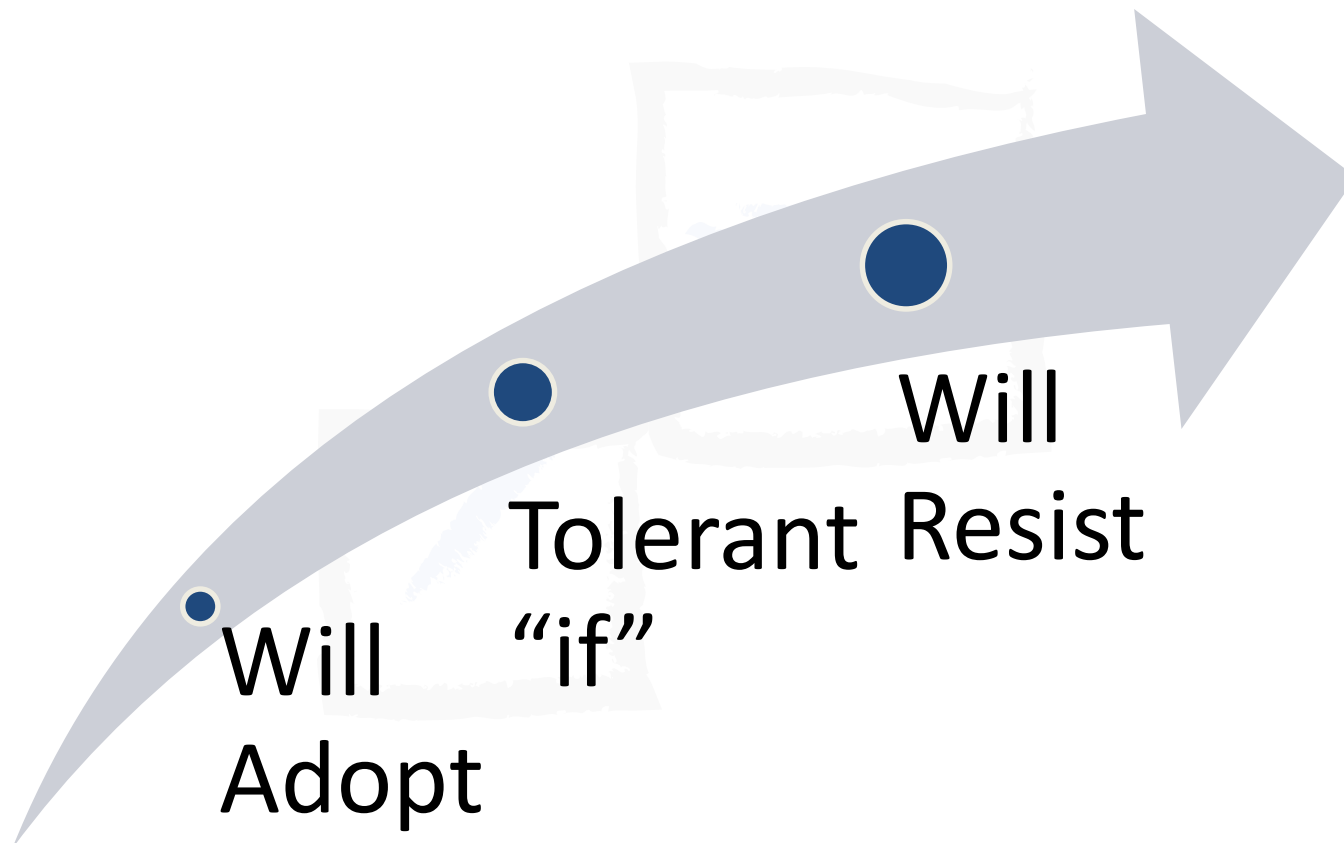
How Much Do I Care How Much They Care?



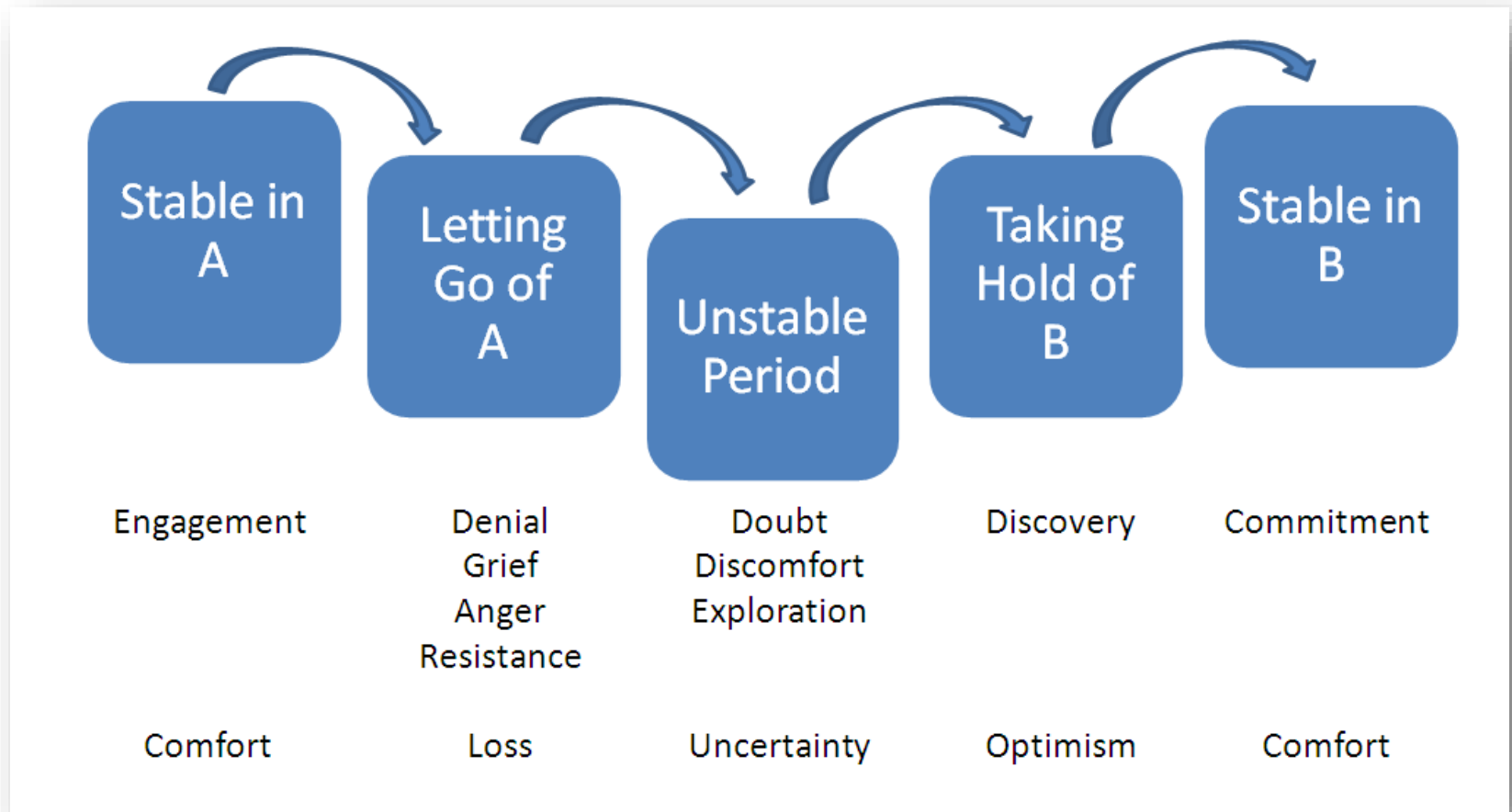
Source: PMI (PMBOK)



How Much Do They Care About Changes?



A Standard Transitional Process

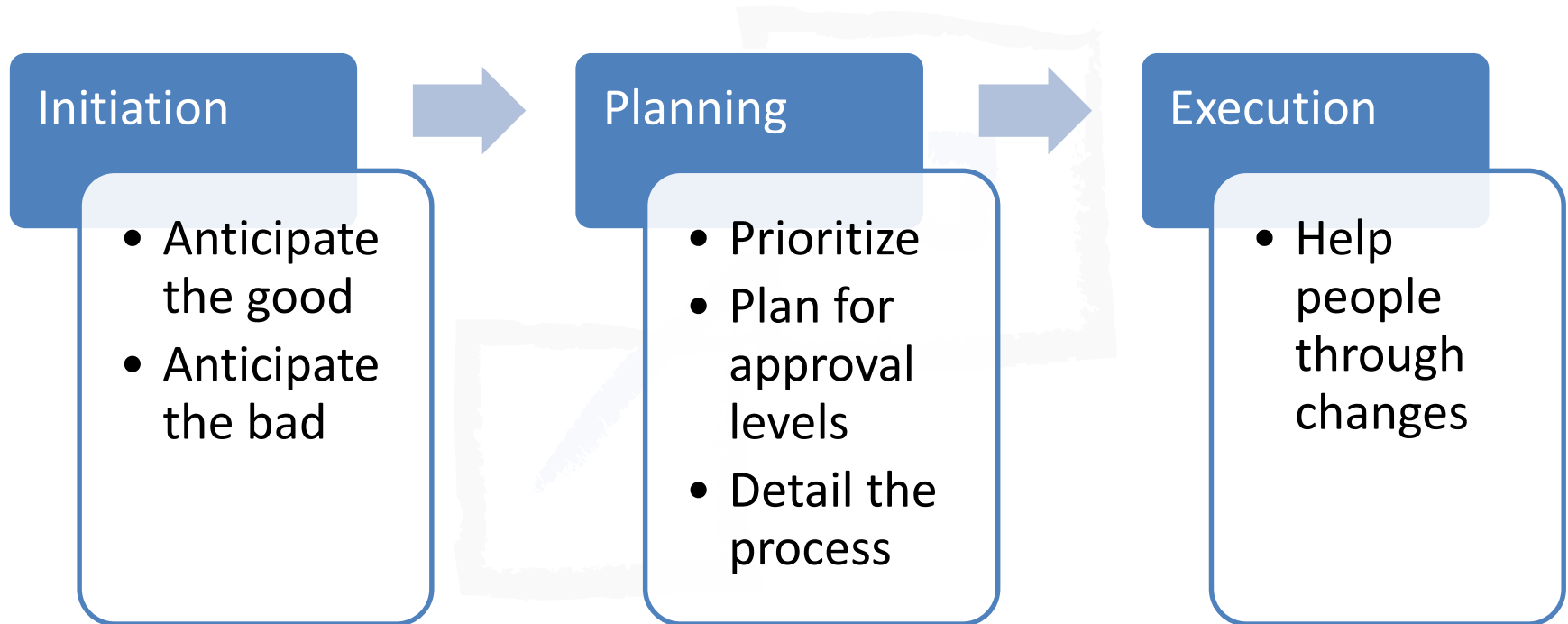


Three Keys to Successful Changes

- Planning
- Buy-in
- Communication

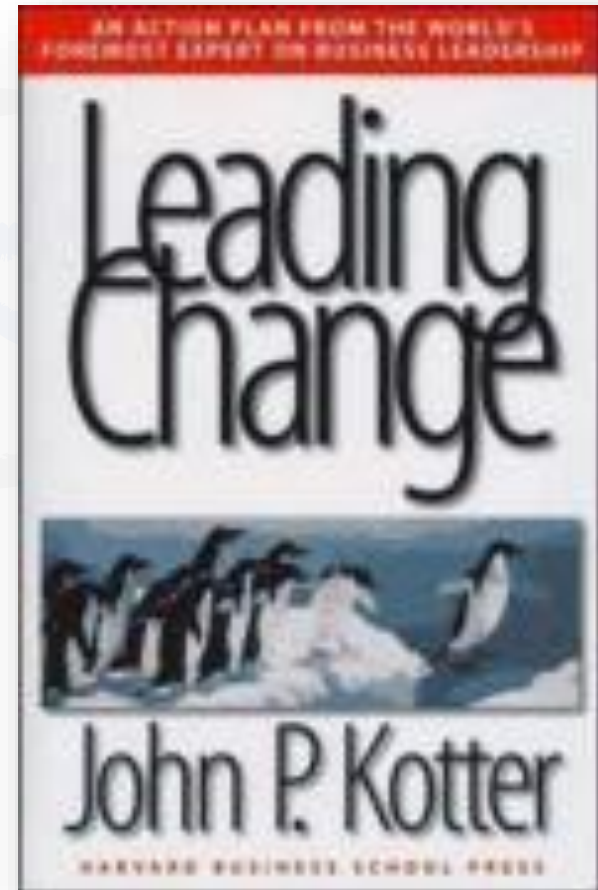


What Can I Do About Change?



John P. Kotter – Leading Change

- Applying principles of organizational change management to managing project changes...
- 8 steps to follow...



STEP 1:

Create Urgency to Adopt the Change

- Kotter says “Establish a sense of urgency”
 - “B “must be obviously , urgently better than “A”
- CREATE THE DESIRE TO CHANGE
 - For those who are change averse
 - For those for whom the change will be a loss



STEP 2:

Create Agents to Champion the Change

- Kotter says: “Form a powerful guiding coalition”
- Only a team of agents can drive change – no one can do it alone
- IDENTIFY AGENTS
AND GIVE THEM POWER



STEP 3:

Create a Clear Vision of the Change

- Kotter says: “Create a vision”
- There must be a simple, easy-to-understand vision of what “B” looks like and how it will be measured
- CREATE A S.M.A.R.T VISION OF B



STEP 4:

Create the Vocabulary Shift of the Change

- Kotter says: “Communicate the vision”
- Communicate to everyone impacted, addressing all possible communication styles.
- CREATE A CHANGE IN VOCABULARY



STEP 5:

Create the Power to Move Forward

- Kotter says “Empower others to act on the vision”
- Remove the impediments and obstacles
- FIND AND ELIMINATE COUNTER-PRODUCTIVE BEHAVIORS AND REWARD SYSTEMS



STEP 6:

Create the Wave of Change Adoption

- Kotter says: “Plan for and create short-term wins”
- Plan for and celebrate the baby-steps
- PLAN FOR AND IMPLEMENT SMALL STEPS TO SUCCESS



STEP 7:

Create the Momentum for More

- Kotter says: “Consolidate improvements and produce still more change”
- Create momentum with multiple changes, begin to behave consistently within the new state
- **CREATE A FORWARD-MOVING MASS**



STEP 8:

Create the Culture of Change Management

- Kotter says: “Institutionalize new approaches”
- Continuously point out the value of B to the “big” picture of the organization, and reinforce continuous improvement
- CREATE A “B” THAT IS SO STABLE IT BECOMES THE NEW “A”...



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Questions? Comments?

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