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Change Management

Projects equal change.

Period.



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The background of the slide is a solid orange color with a complex pattern of overlapping, semi-transparent, wavy shapes. These shapes create a sense of movement and depth, with varying shades of orange and yellow. The overall effect is a modern, abstract design.

“Nothing endures but change.”

Heraclitus (600 B.C.)

DISCUSSION

What is “change”?

What do you change in your organization?

Why do you change?



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The Cost of Change

DISCUSSION

In project management the phrase “bad news doesn’t get better with time” is especially true?

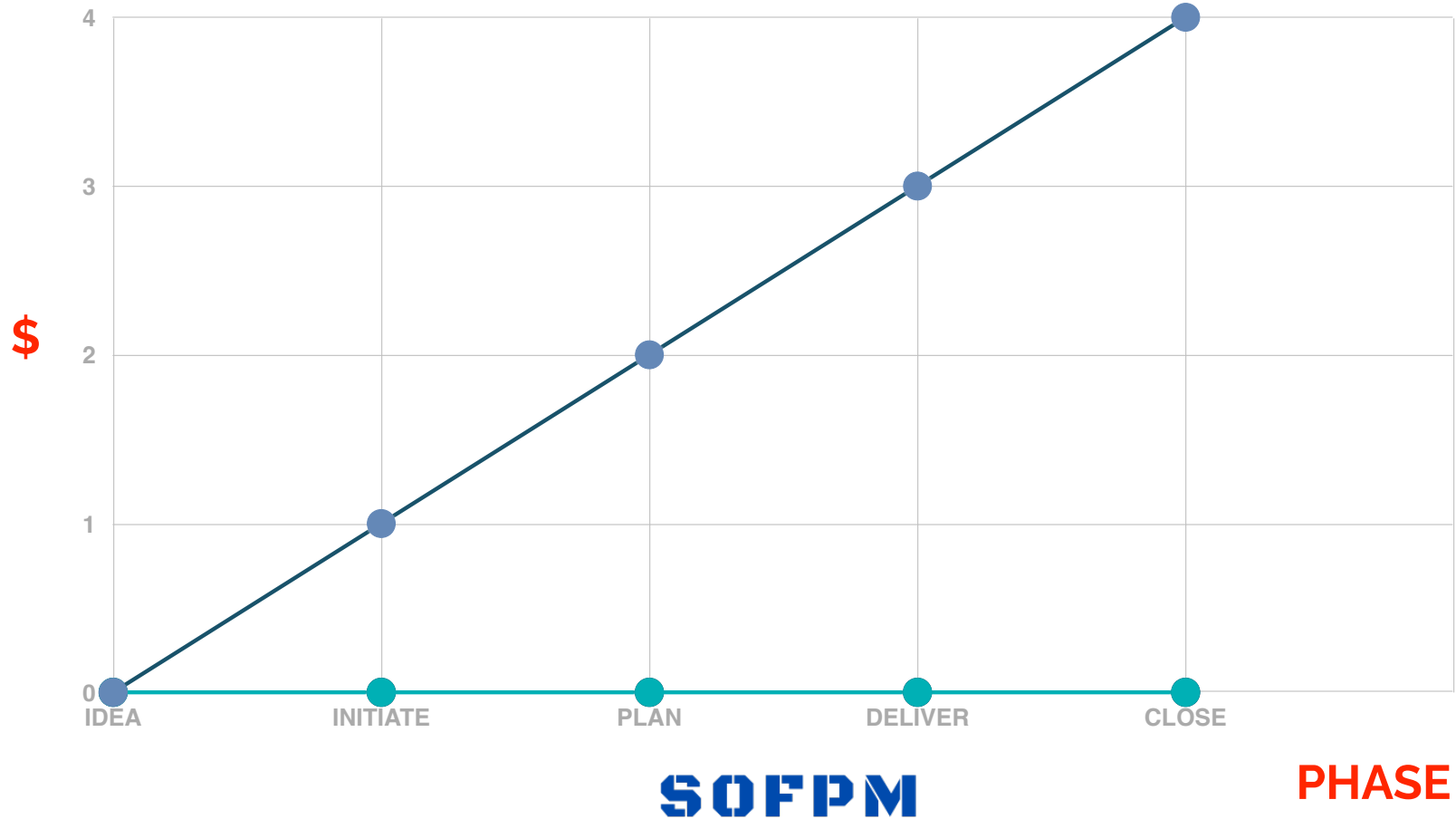
Why?



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Cost of Change In Most Organizational Projects

● Properly Initiated ● Poorly Initiated ● Most Often

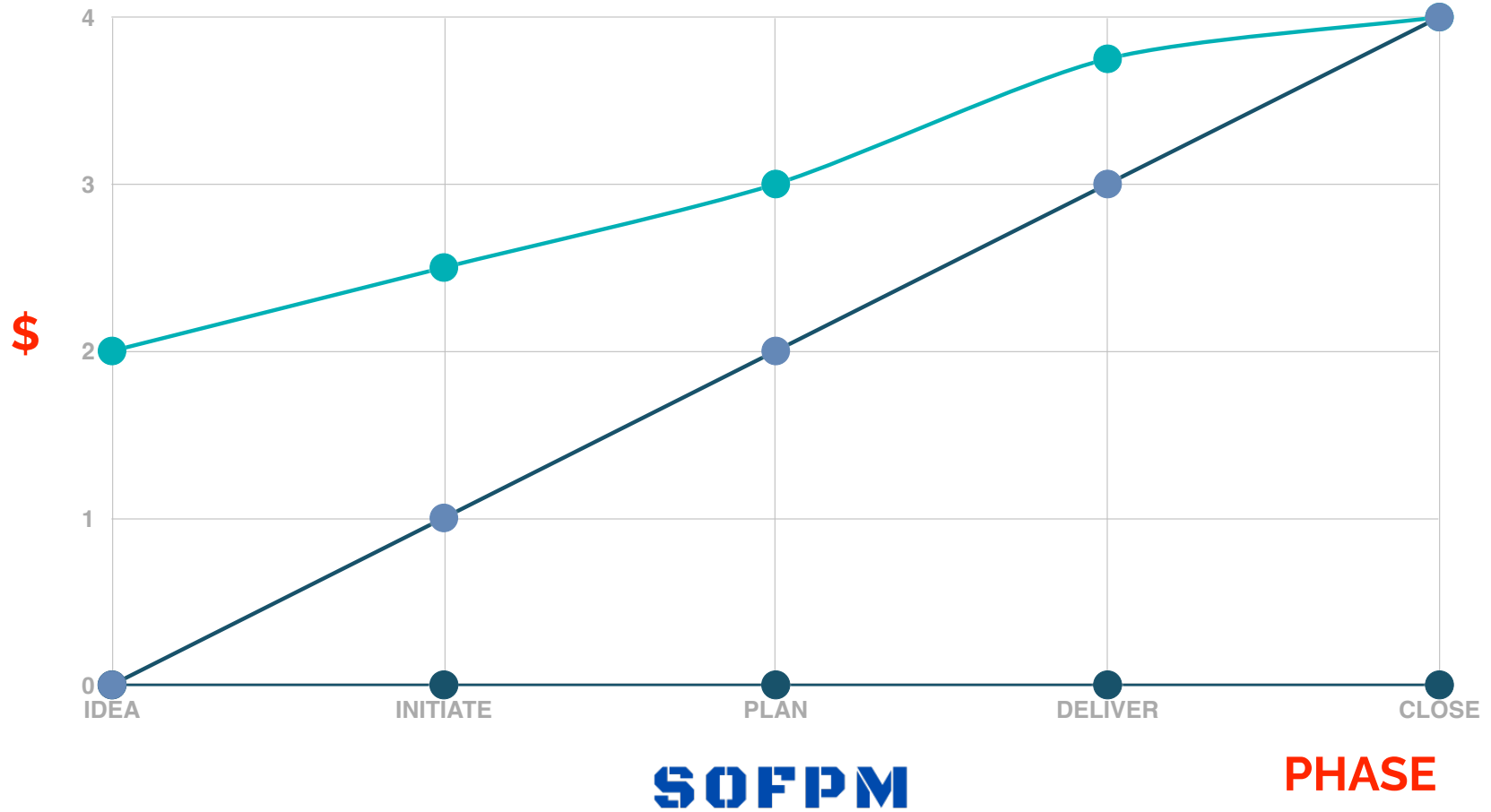


Cost of Change In Most Organizational Projects

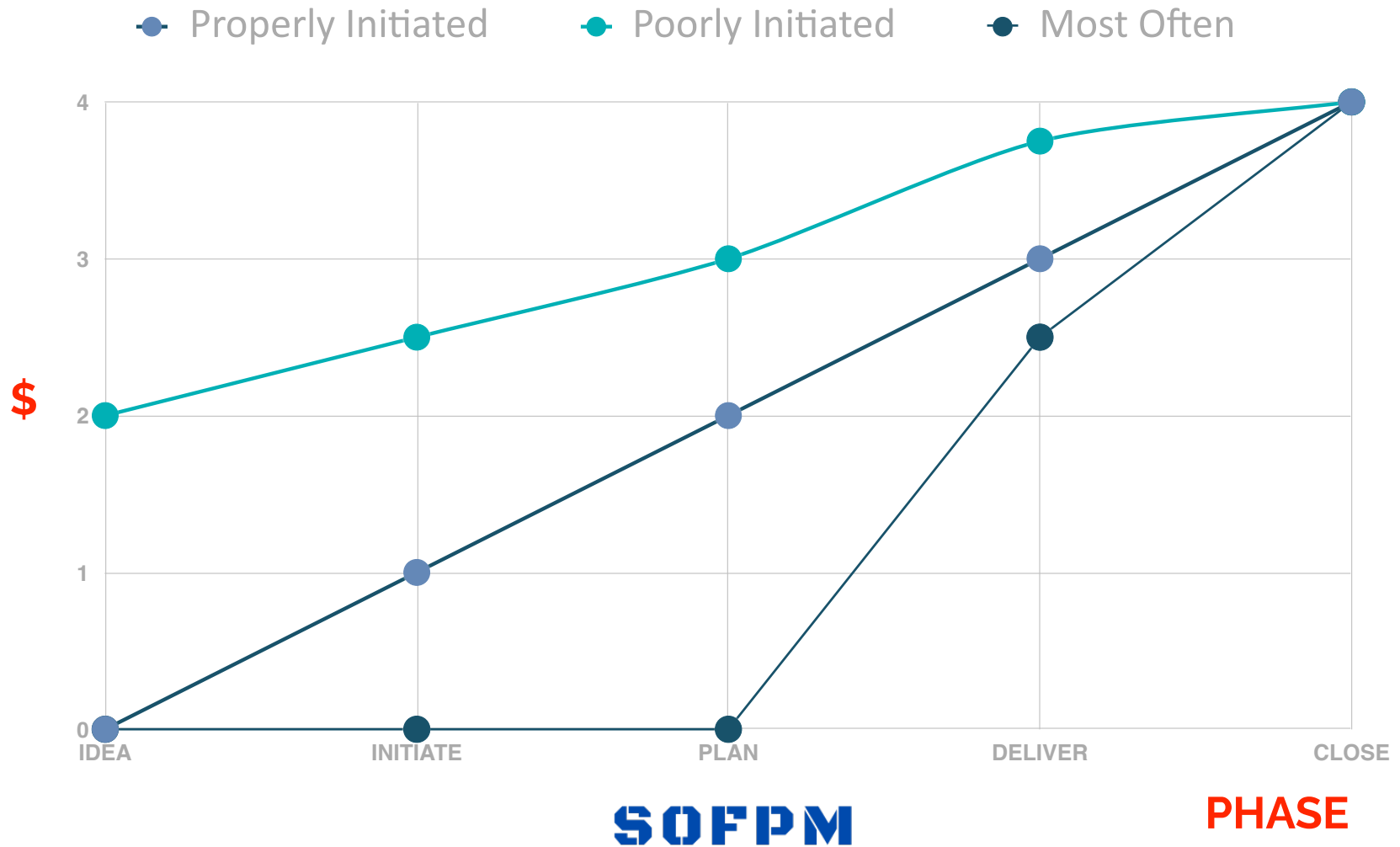
● Properly Initiated

● Poorly Initiated

● Most Often



Cost of Change In Most Organizational Projects



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“If you don’t like change, you are going to like irrelevance even less.”

General Eric Shinseki



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Sources of Change

Sources of Change

Late Clarification of **REQUIREMENTS**

Desire to **enhance the deliverable**

Corrections to **poor planning**

Identified **bugs or defects**



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Sources of Change

Late Clarification of **REQUIREMENTS**

Emergent **Risk**

Desire to **enhance the deliverable**

Changes to corporate **strategy**

Corrections to **poor planning**

Regulatory Change

Identified **bugs or defects**

Emergence of **new technologies**



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Sources of Change

Change should not just 'happen' in projects.



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Sources of Change

The belief that it does stems from **complacency, apathy** and a general belief that you can **fix** any change that arises.



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The Challenge of change

People and Change

Organizations and Change



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DISCUSSION

How well does your organization cope with change?

Does every change for you follow the same process or cycle?



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Emotions and Change

Are your people?

DISENGAGED: From their roles, customers, colleagues, and managers?

FALSELY URGENT: Consumed by constant activity and firefighting?

COMPLACENT: Thinking what got you here will get you there?

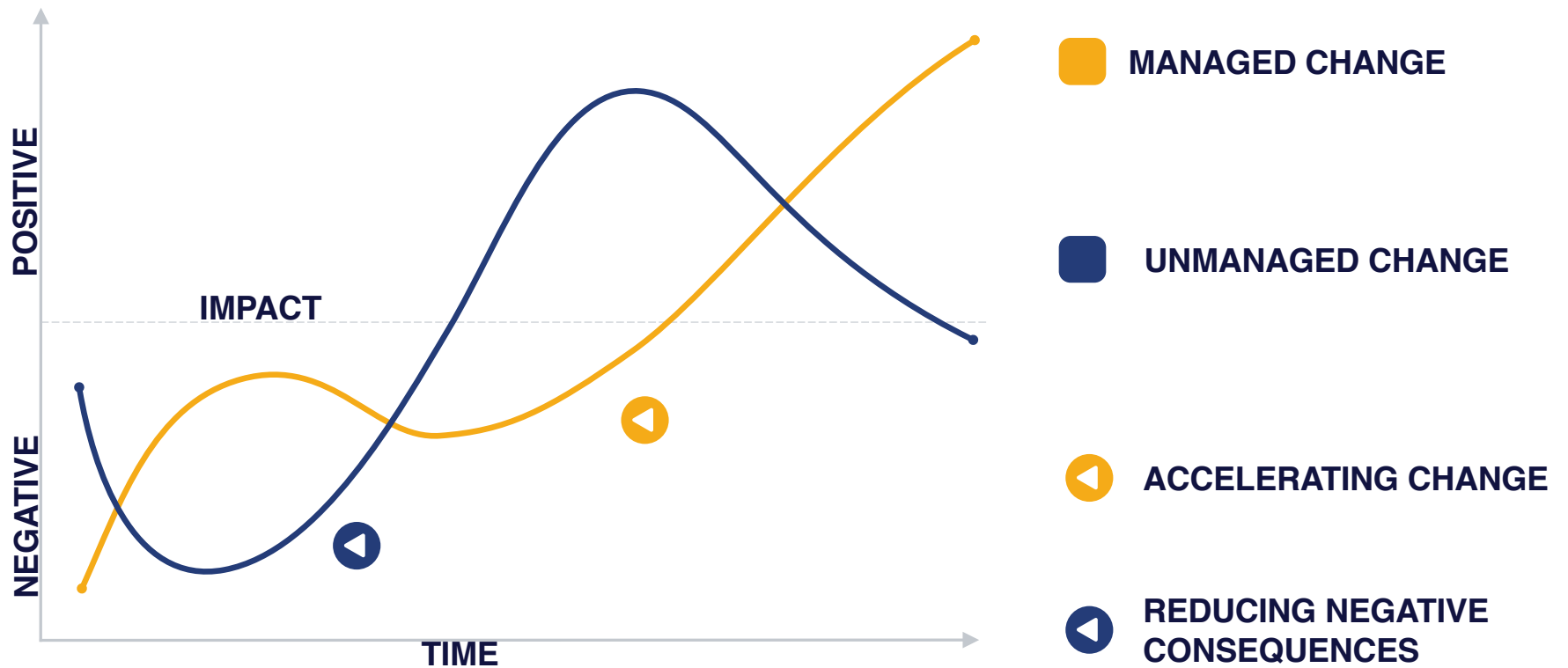
LOPSIDED: Focused more on management than leadership?

SILOED: More boundaries than gateways?



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Employee Well-Being



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The Emotional Roller-Coaster

Well Managed Change

Initial Excitement -> Acceptance
-> Engagement

Unmanaged Change

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

EMPLOYEE RETENTION

80%

20%

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Strategies to help organizations cope with change

Define the change and align it to business goals

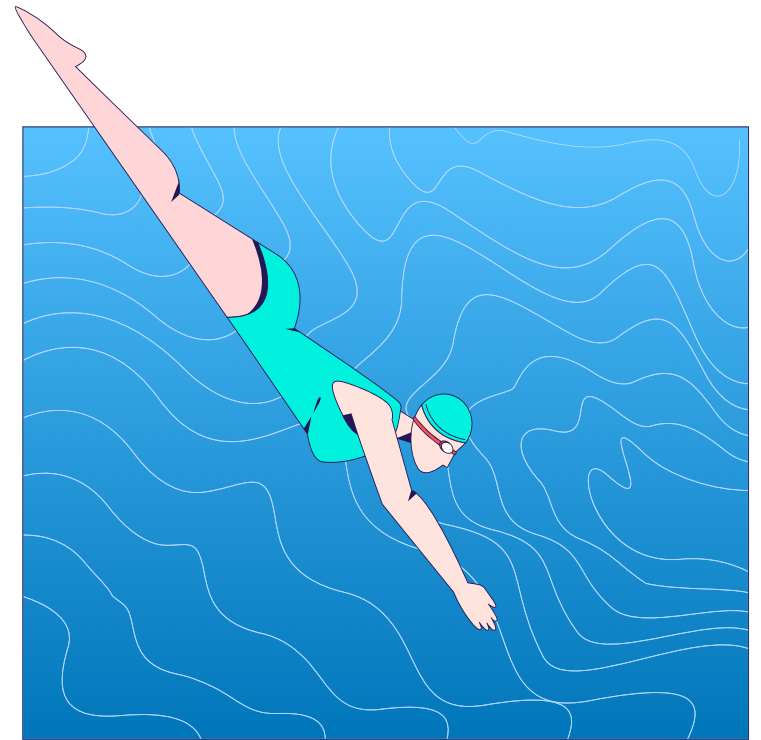
Determine **impacts** and **those most affected**

Develop a **communication strategy**

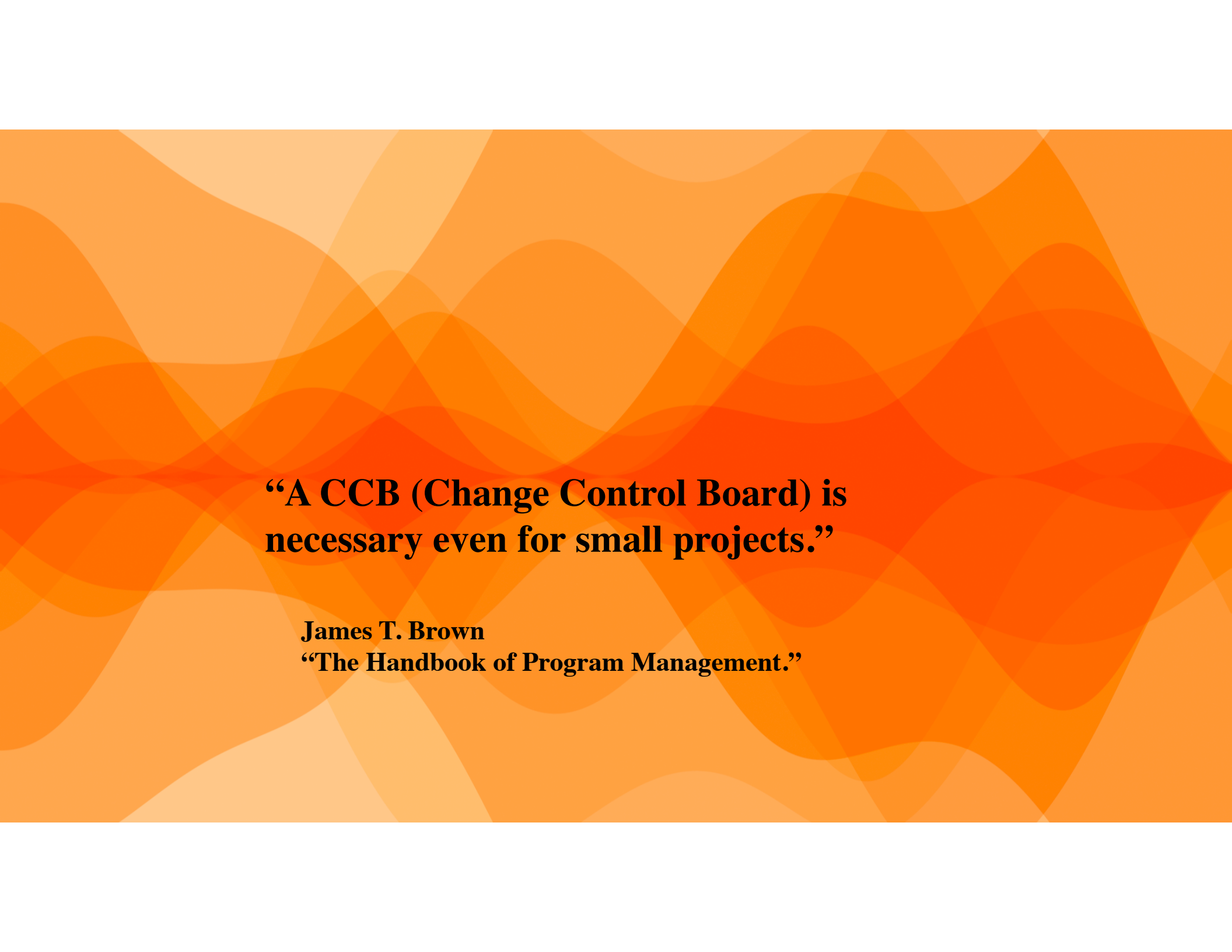
Implement a **training plan**

Build a **support structure**

Measure and track the change process



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**“A CCB (Change Control Board) is
necessary even for small projects.”**

James T. Brown

“The Handbook of Program Management.”



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Change at Scale

Scale of Change

How does your
organization do it?



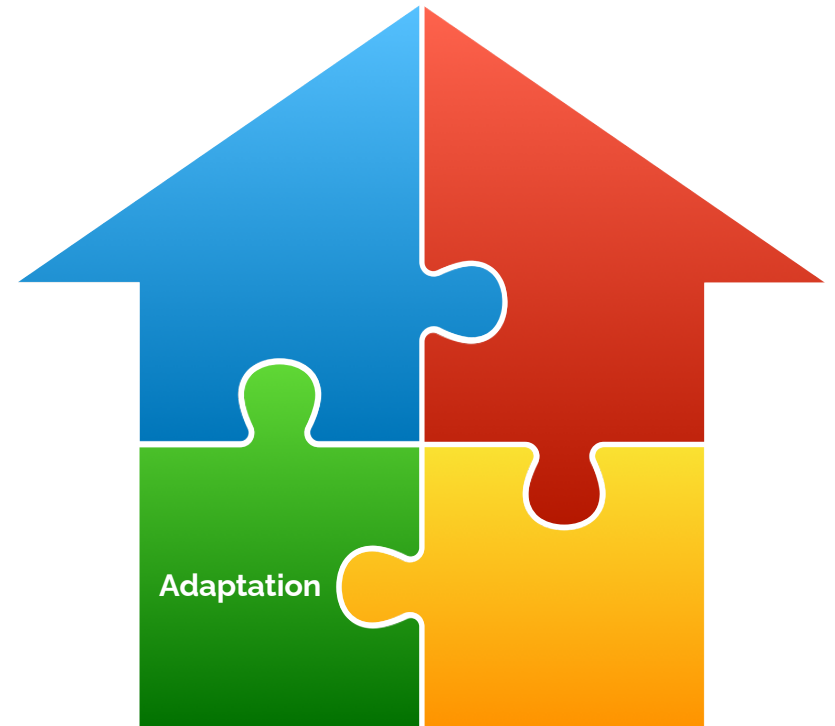
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Balogun and Hope Hailey Types of Change

Adaptation (Incremental + Realignment)

Small changes within the existing system



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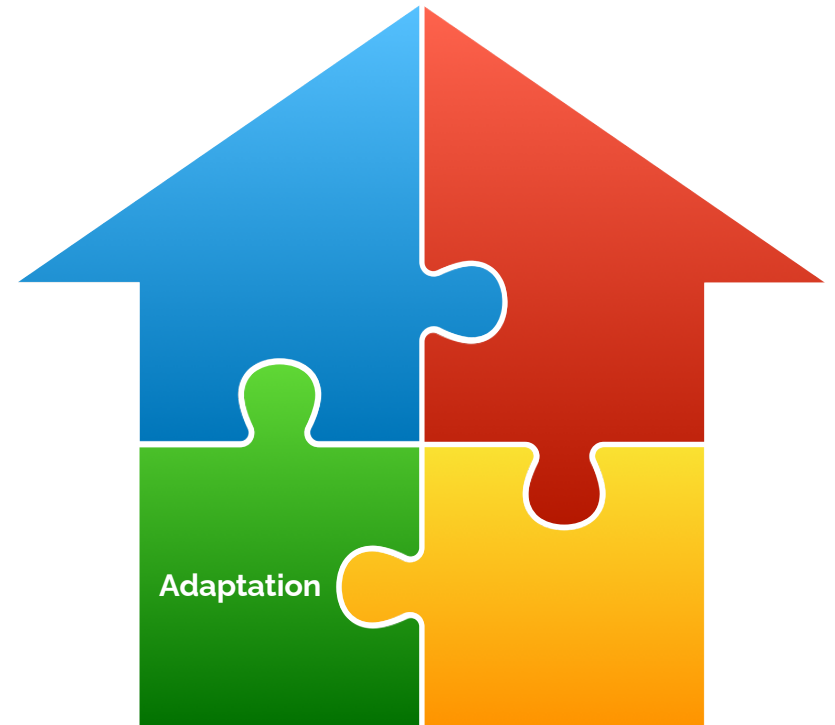
Balogun and Hope Hailey Types of Change

Adaptation

Tweaks to processes, systems or policies without overhauling the strategy or culture

Change is slow, manageable and non-threatening

Most common type of organizational change



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Balogun and Hope Hailey Types of Change

Reconstruction (Big bang + Realignment)

Rapid changes that do not challenge the core structure or identity



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Balogun and Hope Hailey Types of Change

Reconstruction

Often in response to a crisis or external pressure

Quick cost-cutting, restructures, or layoffs

Affects how the business runs, but not WHY it exists

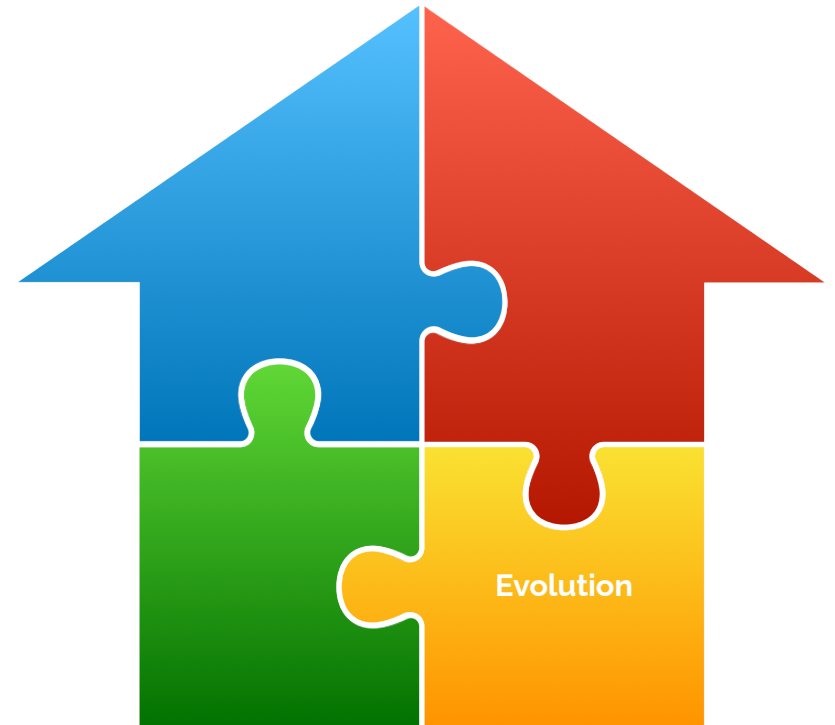


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Balogun and Hope Hailey Types of Change

Evolution (Incremental + Transformation)

Gradual but deep cultural or strategy shifts



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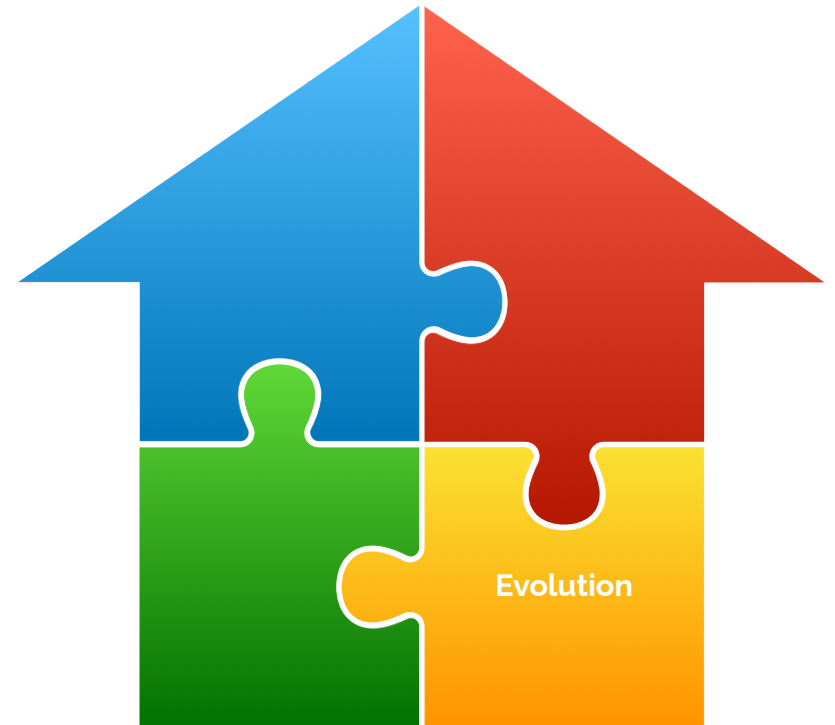
Balogun and Hope Hailey Types of Change

Evolution

Long-term effort to change the values, behaviors or identity of the organization

Requires leadership commitment and employee buy-in

Success depends on sustained communication and reinforcement

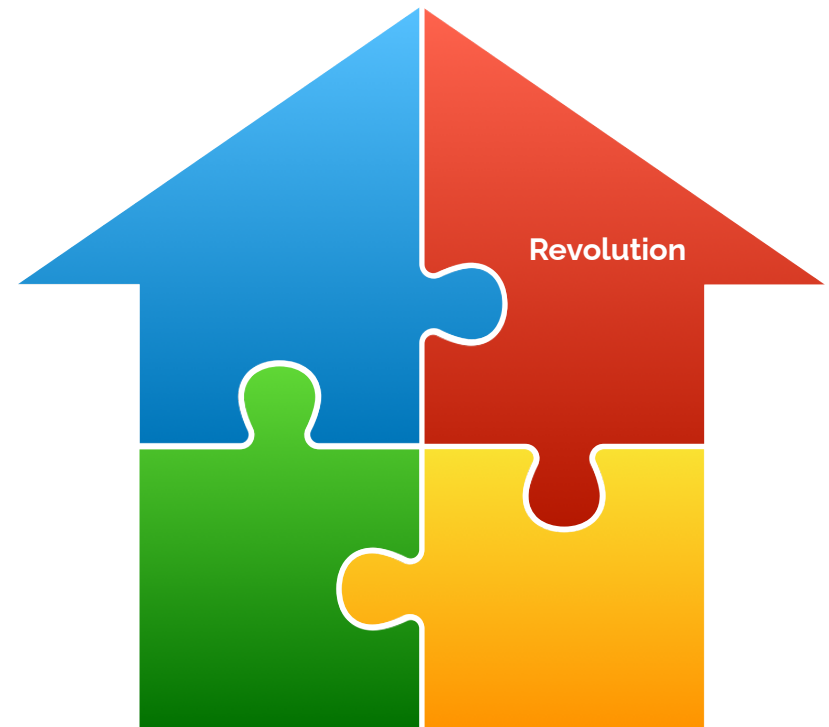


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Balogun and Hope Hailey Types of Change

Revolution (Big Bang + Transformation)

Fundamental, rapid redefinition or what the organization is or does.



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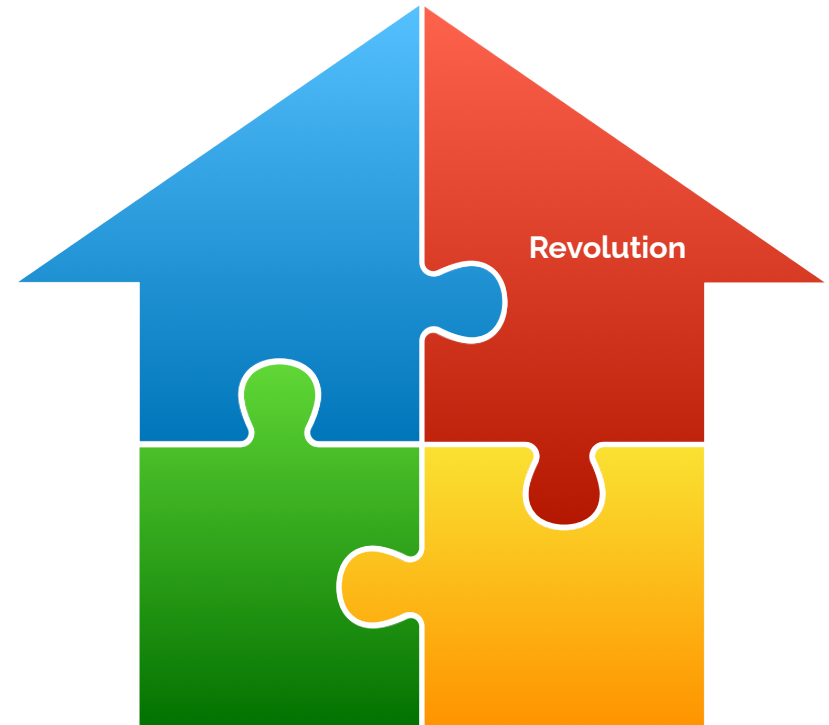
Balogun and Hope Hailey Types of Change

Revolution

Most risky and difficult form of change

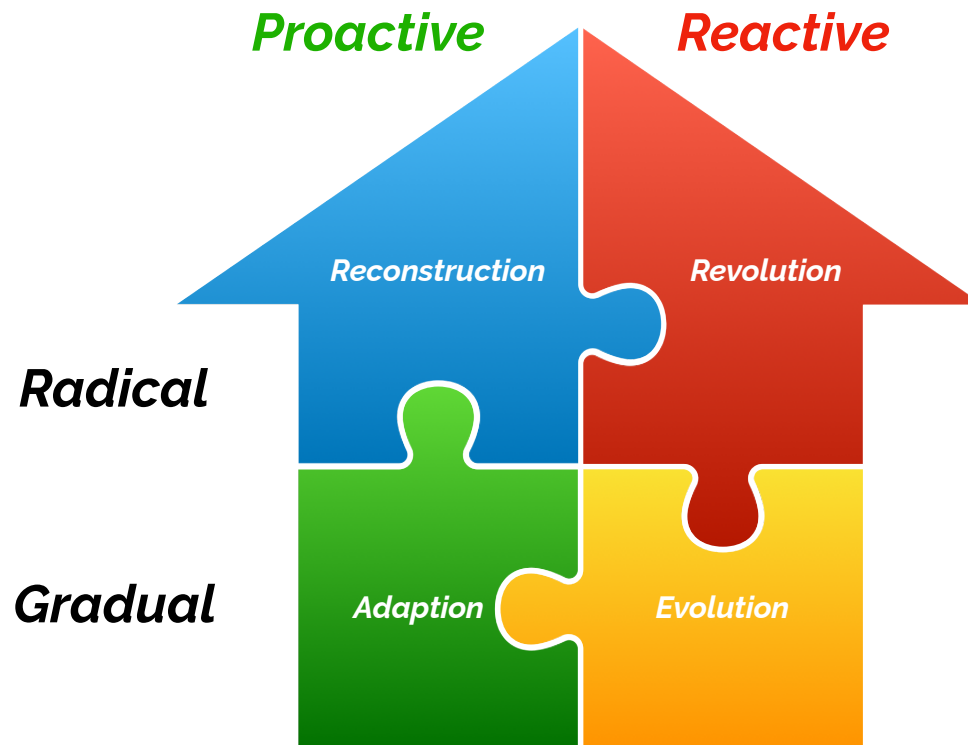
Involves disruption of identity, values, structure and direction

Often driven by existential threats or visionary pivots.



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Balogun and Hope Hailey Types of Change



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**“Major change is usually impossible
unless most employees are willing to help,
often to the point of making short-term
sacrifices.”**

**John Kotter
“Leading Change”**

“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.”

**John Kotter
“Leading Change”**

DISCUSSION

Is there a difference between:

Continuous Improvement and Change Management?



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Types of Change

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**



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Unmanaged Change

...jumps

...is risk taking

...is disruptive

...needs to be people focused

...often invokes negative reactions



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CONTINUOUS IMPROVEMENT

POSITIVE

CHANGE MANAGEMENT

FEARFUL

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**“We tend to view change as threatening.
We must view it as an opportunity.”**

Alan Weiss
“Value Based Fees”

Innovation

**Innovation is successful change
...of any scale or size**



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Innovation

Innovation is successful change

...of any scale or size

...projects are how we deliver it



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Now we know what **it is**,
what do we **do about it**?



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**Prosci ADKAR:
PEOPLE and Change**

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.

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The Prosci ADKAR Model

Awareness

A

1-5 (Min 3 to move forward)

Desire

D

1-5 (Min 3 to move forward)

Knowledge

K

1-5 (Min 3 to move forward)

Ability

A

1-5 (Min 3 to move forward)

Reinforcement

R

1-5 (Min 3 to move forward)

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The Prosci ADKAR Model


Enablement Zone


Engagement 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**.

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Kotter: Organizations and Change

KOTTER

THE
OPPORTUNITY

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KOTTER

PLAN THE CHANGE



STEP 1
Create a sense of urgency.



STEP 2
Build a guiding coalition.

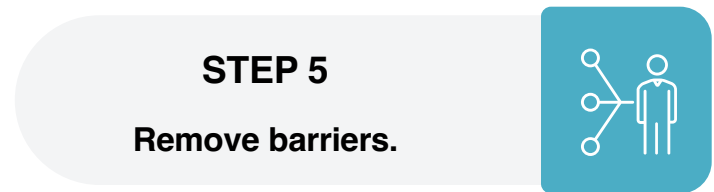


STEP 3
Form strategic vision.

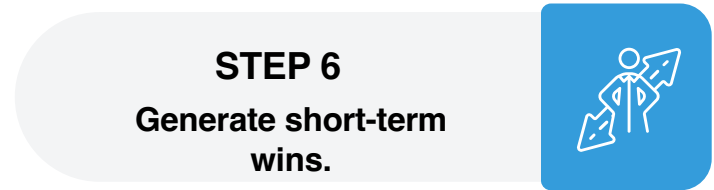


STEP 4
Enlist a volunteer army.

INSTITUTE THE CHANGE



STEP 5
Remove barriers.



STEP 6
Generate short-term wins.



STEP 7
Sustain acceleration.



STEP 8
Institute change.



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Key Points: Leading 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