

That Crazy Little Thing Called Change

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Synopsis

Projects, supposedly, are all about delivering change, but it can often feel that the primary focus is on producing the deliverables to time, cost and quality. Change in the context of a project has many connotations – business change, change management, management of change, change control.

During this webinar we'll look at change from three different perspectives – that of the Project Sponsor, the Project Manager and the Business User and how they are ALL required for project success.

Theory
Hints & Tips
Sharing

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Change

Verb

- To transform or convert
 - To become different
- To become altered or modified

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Change

To change is to make a material difference so that the thing is distinctly different from what it was

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The Players



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The Sponsor

° Sponsors have a key role to play on any and every project

Understanding complexity is key

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How Hard Can it Be?



Structural Complexity

Socio-political Complexity



Emergent Complexity

How Hard Can it Be?
Actively Managing Complexity in Technology Projects
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How Hard Can it Be?



Structural Complexity

Socio-political Complexity



Emergent Complexity

- Remove, reduce or proactively addresses sources of complexity
- Fit personnel and processes to residual complexity

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Sample of Structural Complexity Statements (from 21)



Structural
Complexity

The vision and benefits for the work can be clearly articulated

Success measures for the work can be defined in agreement with the client

The commercial arrangements are familiar

The scope can be well defined

A schedule and resource plan can be well defined

Key people are wholly allocated to the work

The budget is sufficient for the task

Resources (eg test facilities, equipment) will be available when needed

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Sample of Socio-political Complexity Statements (from 11)

Socio-political
Complexity



The work has clear sponsorship consistent with its importance

The goals for the work align with the organization's strategy

Your own senior management support the work

The external stakeholders are aligned, supportive, and committed to the project and have sufficient time for the work

The external stakeholders have a realistic, shared understanding of the implications of the work

The core team has the authority to make decisions

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Emergent Complexity



Emergent
Complexity

Based on the expected stability of the answers to structural and socio-political complexity

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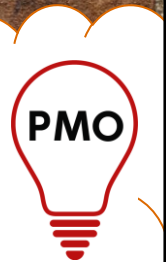
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The work on the project
needs to start long before
the project manager is
appointed

Spend time openly
discussing complexity
(particularly socio-political
complexity)

Stakeholder
Engagement and
Communication
needs to be in
constant focus

Complexity
Matrix



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Further Advice from the Delegates

Gather as much input/perspectives from the start and THEN define the key stakeholders

Understand the technical and people change that are necessary

Hold the vision

Prepare, prepare, prepare

Tell them to have a ready-made exist plan in case the projects becomes a fiasco

Be able to explain things in layman terms – clear communication is key

They need to be invested in the project outcome, not attached to project because they failed to fun fast

Have a voice

Don't predetermine the solution

Make sure your team is all present and budget is in place for this

Sponsoring a project is not a passive role. Please be prepared to share your vision and the benefits you expect.

Know you have the budget in place before you ask the team to get the work done

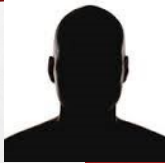
That help is available to support them in their role (tricky I know)

Please don't forget about the project. It's not only the PM's work

I always interview, set the scene and agree on an informal bidirectional contract with each person who is involved

Use their own tool, or one suggested by consultant, to proactively and routinely gauge stakeholder perspective; turn subjective into something measurable

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The Project Manager



◦ Project Management requires a series of constant changes . . . in leadership style

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Management vs Leadership

Management is about controlling, handling or manipulating

Leadership is about guiding, influencing or persuading

Manage
things/ work

Lead people

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Common Leadership Theories linked to Project Management

Authentic
Leadership

Servant
Leadership

Situational
Leadership

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Essence of Situational Leadership

The Enthusiastic Beginner

Directing Leadership Style

The Disillusioned Learner

Coaching Leadership Style

The Capable but Cautious Performer

Supporting Leadership Style

The Self-Reliant Achiever

Delegating Leadership Style

Don't buttonhole individuals
Apply to each situation – per task,
per person

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A Competent Situational Leader

The Enthusiastic Beginner

Directing Leadership Style

The Disillusioned Learner

Coaching Leadership Style

The Capable but Cautious Performer

Supporting Leadership Style

The Self-Reliant Achiever

Delegating Leadership Style



Ability to flex your leadership style



Ability to correctly assess your team members' ability and willingness to undertake the task



Ability to use the correct style to match the team members' readiness

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How many of the three abilities are you fully proficient at?



Got a smattering of all three but could do with honing my skills



I've got one firmly under my belt



Two out of three ain't bad

0

All three, I've been around the block a bit

0

All three, and my team would agree with me

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Take time to get to know
your team

Prepare, practice and
reflect

Know your default leadership
style and recognise your
challenges

Competence
Framework



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Further Advice from the Delegates

Have frequent discussions

Be aware of unconscious bids

Allows others to 'lead' specialist areas while you 'lead' the project delivery

Think about value-added

Understand the concepts in Systems Thinking

Bring a very large flask of coffee

Celebrate small successes

Don't interfere, let the team get on with their task

Focus on what the point of the project is

Distribute tasks and then tell team members to get back if they need more resources

Mico=managing disempowers

Don't get too caught up in the task detail - keep a high level view of progress

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Further Advice from the Delegates

Know what the project needs to achieve

Be very clear on responsibilities and accountability

Action points recorded and managed from all meetings

Share the wins and take responsibility for the losses

Don't give all the documentation the BA's to write on our behalf

Bring humour

Learn to smell emerging risks and be comfortable escalating them

Be honest about the personal impact the change will have on your future, so your comments and interests are authentic and treat colleagues and change agents honestly

Be flexible

1st part of change cycle - inward looking
2nd part - outward looking

Ensure everyone knows what the success criteria is

Identify champions

Speak up and be truthful of your feats

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The Business User

- The Business User must not just survive the change, they need to thrive in order to deliver the planned benefits



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The Change Curve



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Resilience

The power or ability to return to the original form, position etc, after being bent, compressed, or stretched; elasticity

Not back to the old ways of working,
but to be effective in the new ways
of working

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Emotional Resilience

The ability to continually choose the feelings, thoughts and actions that help you achieve the results and perform at your best at personal, team and organisational levels

Emotional Resilience
Geeta Bharwaney

Emotional
Resilience provides
the foundation for
human adaptability
and agility

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Ideally addressed at every level



Building resilience can be the game changer in delivering successful change

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WRAW - The Five Pillars of Resilience



WRAW - Workplace Resilience and Wellbeing
The Wellbeing Project

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Further Advice from the Delegates

Communicate, communicate, communicate	Get involved when asked, your insights are invaluable	Give people multiple ways to learn about the change	Don't feed hogwash to the end-users; be honest instead	Investigating how systems can better support you in your role
Consider the benefits, and especially win-win	Find a mindset that allows you to enjoy the challenge and the adventure!	Align your change initiatives to the business aims/objectives needs	Speak up if you have any concerns	Speak up and be truthful about your fears
Make first meeting in their own work station where they feel comfortable	Revisit the project/programme vision and benefits	Speak to the audience	Don't under estimate the amount of time it takes to implement a change effectively	Engage early in the process when activities are at their most flexible

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References - Complexity Analysis

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Thank You

Any Questions



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