

Change manager – the job for a future?

Projekty v časech zmien

Bratislava September 19th 2022
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SILFRA
Prosci partner in CEE

efocus.sk

IPMA®
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international
project
management
association

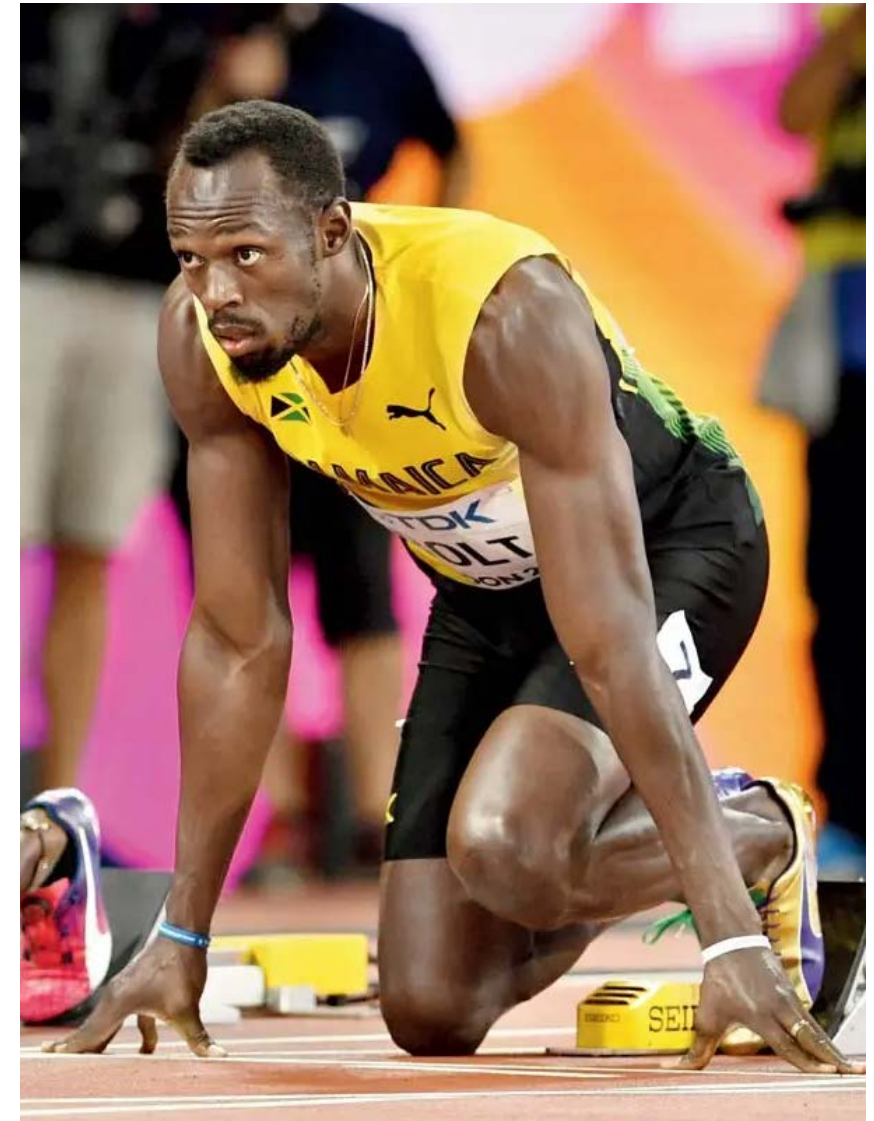
PMI
Project
Management
Institute.
Slovakia

For the good start of the day...
- let's get connected😊



Agenda

1. Where are changes coming from?
What is Change Management
and why it may be needed?
2. What is crucial for successful
Change from Project Manager's
perspective?
3. Is CM a job of the future? How can
PM take advantage of it?



Trainer, lecturer - 25+ years
PM - 20+y
CM practitioner - 15+y
PROSCI Instructor on CM - 10y
Founder: PMI PL, ACMP Global
Member: IPMA

Prosci®

PEOPLE. CHANGE. RESULTS.™

Your partner for building
change management capabilities.

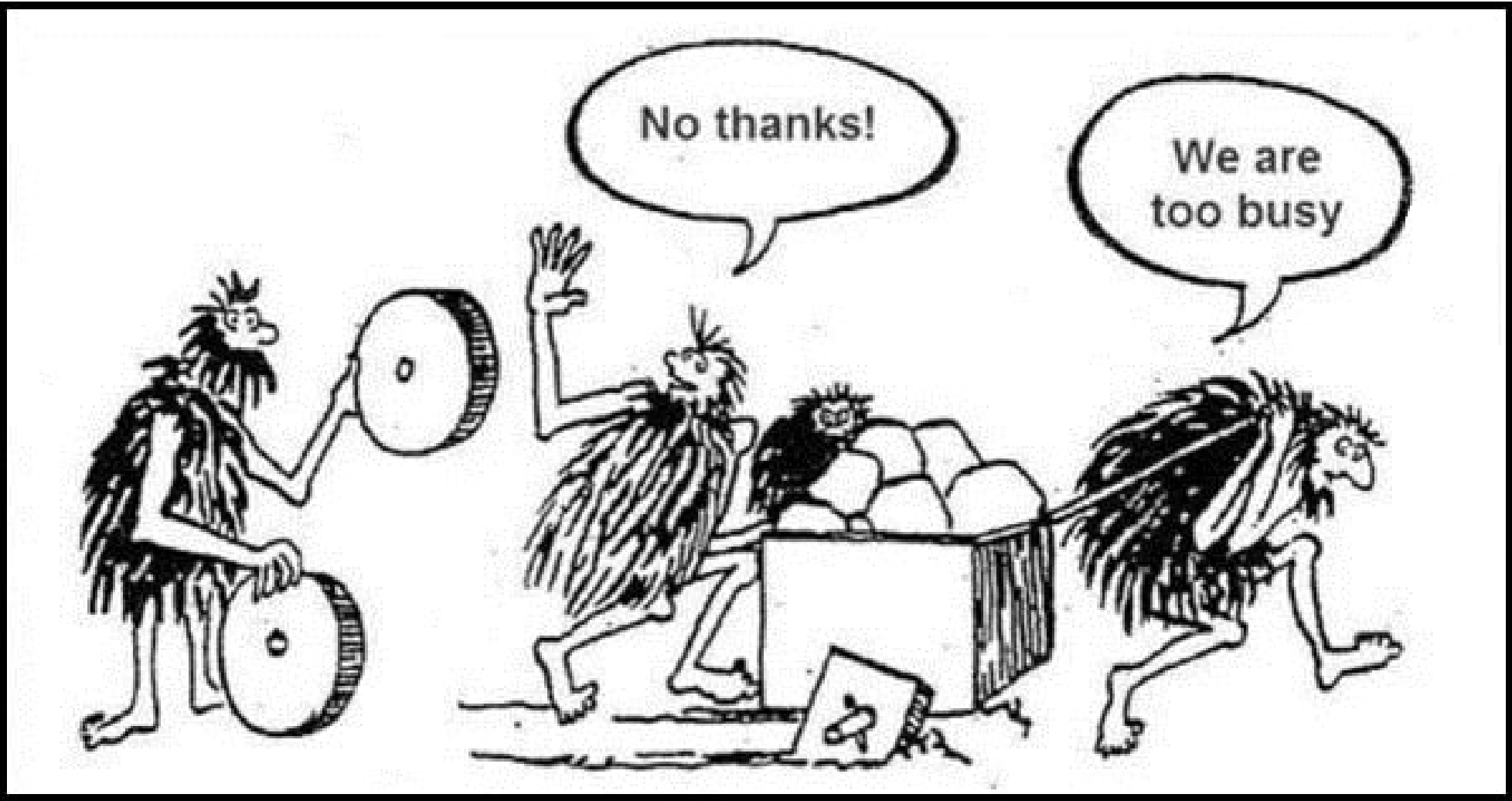
SILFRA
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SILFRA







What is Change Management doing at IPMA Global Project Excellence Award Competition?

SILFRA
member of BPI group



How it started?





1. Where are changes coming from? What is Change Management and why it may be needed?

What has changed?

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CHRISTIE'S

Prints & Multiples

New York | 23 - 25 October 2018

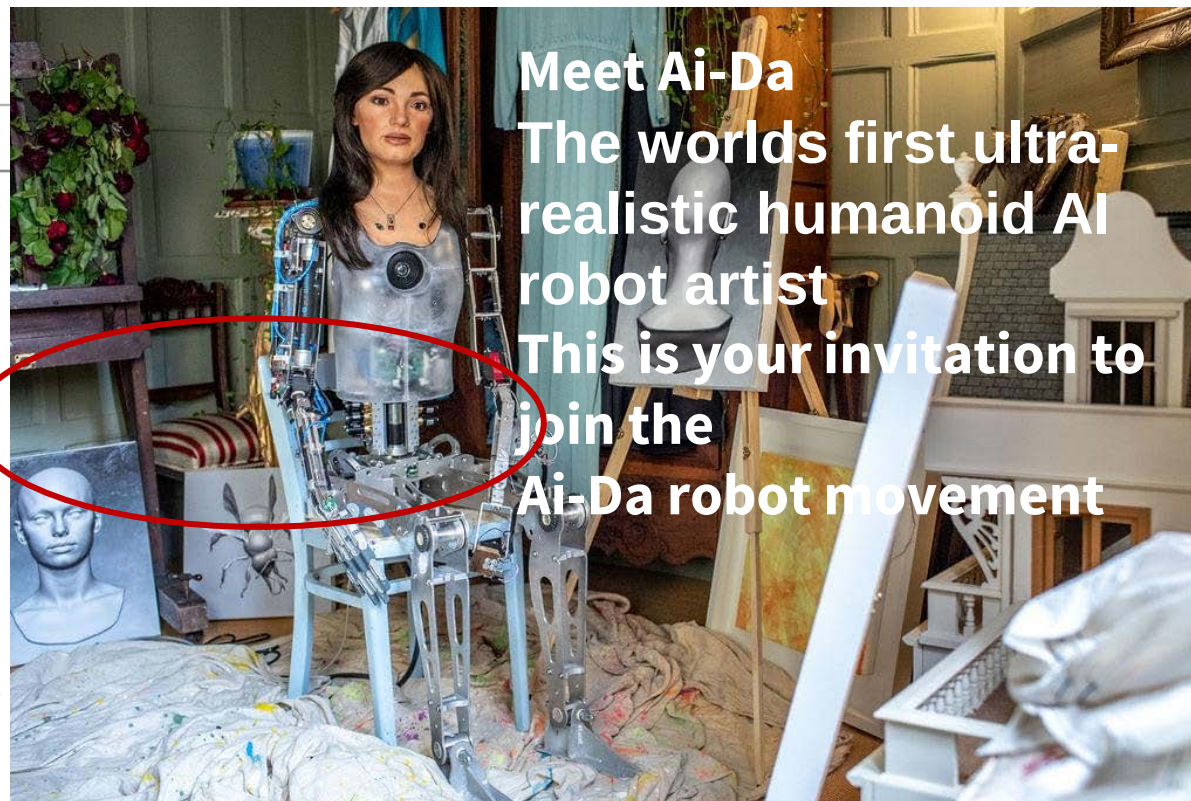


LFRA
Member of BPI group

Browse Sale



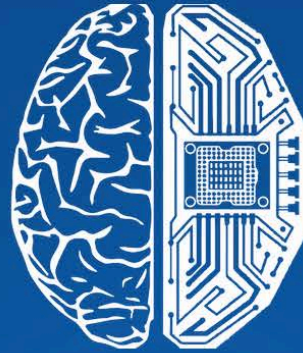
Search by lot # in this sale



Meet Ai-Da
The world's first ultra-realistic humanoid AI robot artist
This is your invitation to join the Ai-Da robot movement

$$\min_G \max_D \mathbb{E}_x [\log(D(x))] + \mathbb{E}_z [\log(1 - D(G(z)))]$$





DEEP KNOWLEDGE GROUP

"Knowledge" is Power
"Deep Knowledge" is Transcending Power

STRATEGY NUMBER ONE



NEXT



**ACES: BMW GROUP DEVELOPS INTO
A SERVICE COMPANY.**



**BMW GROUP.
EIGENLEISTUNG GEPAART MIT STARKEN KOOPERATIONSPARTNERN.**

BMW Companion



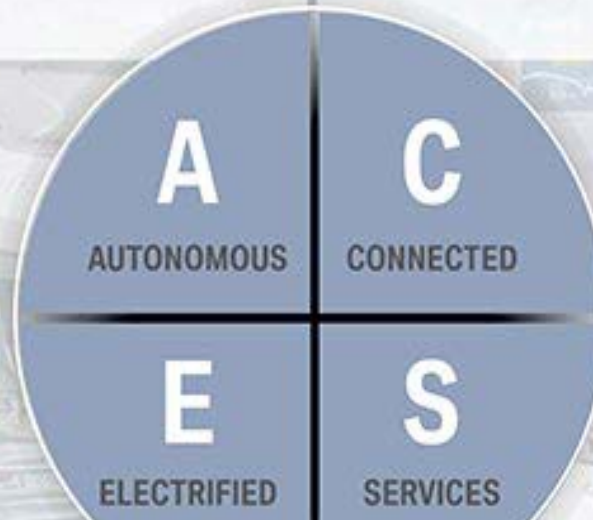
HPC OEMs

-chargepoint+

HUBJECT

chargemaster

BMW ConnectedDrive



ChargeNow

ReachNow

ParkNow

DriveNow

Group strategy NEW AUTO - Mobility for Generations to Come

“NEW AUTO”: Volkswagen reinvents itself

The world of mobility will change fundamentally by 2030: electric drive and fully-networked transportation with autonomous drive will determine how we move around in future. With the new Group strategy “NEW AUTO – Mobility for Generations to Come”, the Volkswagen Group will be a significant driver of this transformation and accelerate its realignment from vehicle manufacturer to a leading, global software-driven mobility provider. A company that is redefining mobility while also doing business climate neutrally and conscientiously. The guiding principle: the development of sustainable, connected, safe and tailored mobility solutions for future generations.

Strong brands and the automobile will continue to play a central role in individual mobility in the future. At the same time, the Volkswagen Group's core product, the car, and the underlying



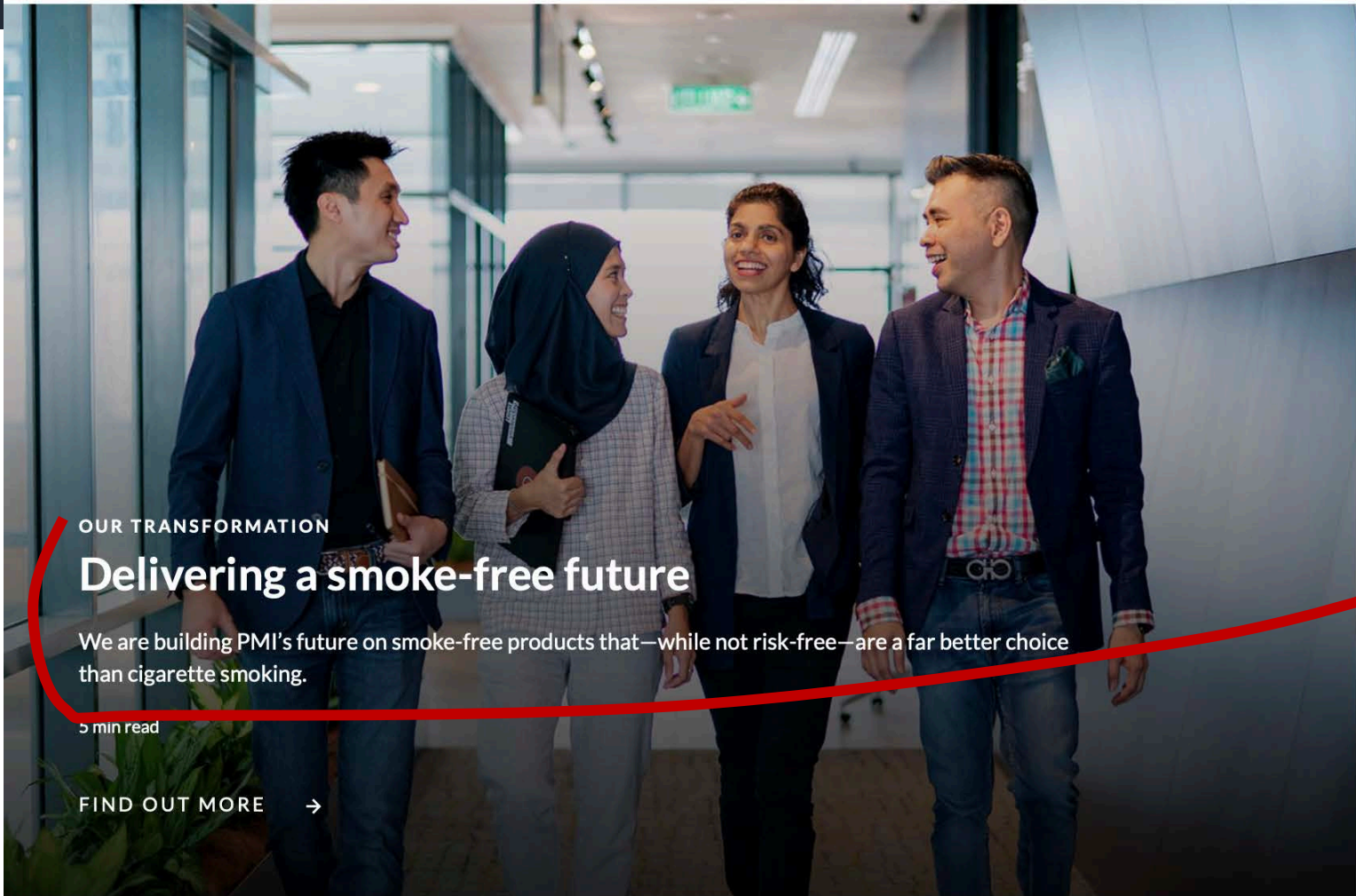
OUR TRANSFORMATION

Delivering a smoke-free future

We are building PMI's future on smoke-free products that—while not risk-free—are a far better choice than cigarette smoking.

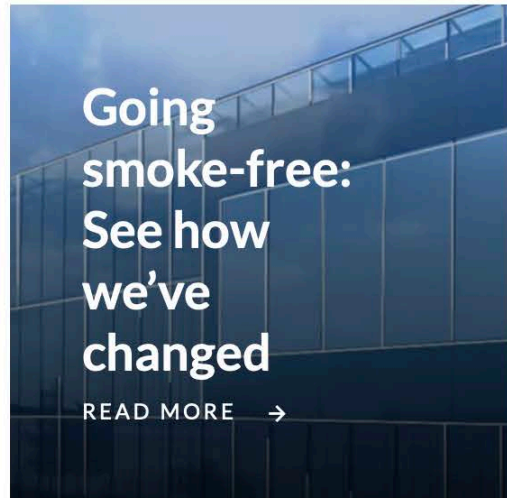
5 min read

FIND OUT MORE →



Going smoke-free:
See how we've changed

READ MORE →

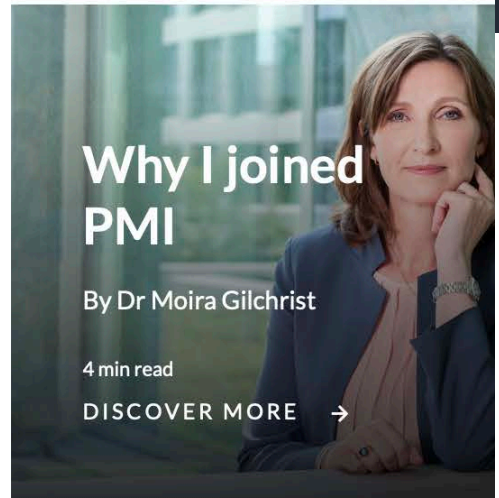


Why I joined PMI

By Dr Moira Gilchrist

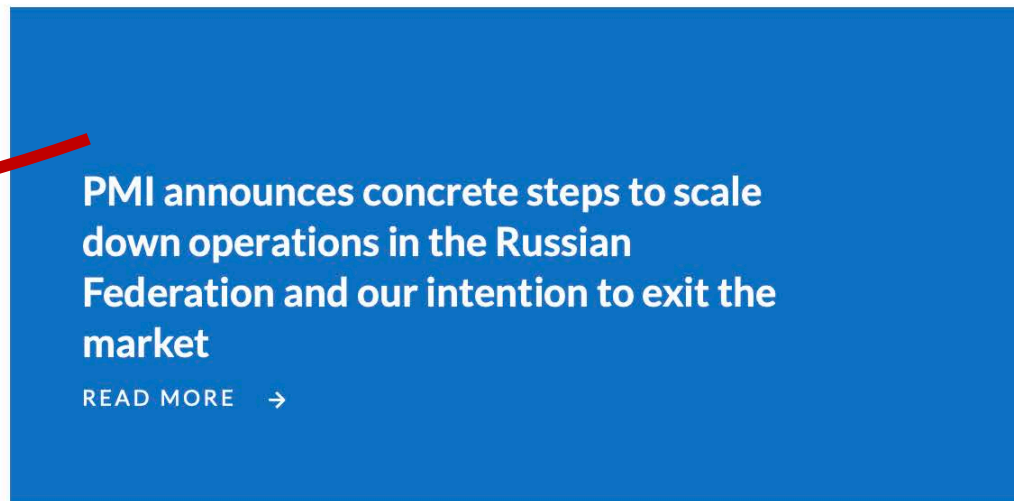
4 min read

DISCOVER MORE →



PMI announces concrete steps to scale down operations in the Russian Federation and our intention to exit the market

READ MORE →



„By 2030 35-55% jobs will be automated...”

„85% jobs of 2030 do not exist today yet...”

„...we will manage robots at work, work with robots and we will have robot bosses...”



* Robots kill jobs. But they create jobs, too. Brookings. March 18, 2019. <https://www.brookings.edu/blog/future-work/2019/03/18/robots-kill-jobs-but-they-create-jobs-too/>

Source: A PEGA REPORT, How the future of work changed in 2020, <https://www.Pega.Com>



WAYNE
GRETZKY
99

A stone windmill with four lattice sails is silhouetted against a vibrant sunset sky. The sun is low on the horizon, creating a warm orange glow that transitions into a deep blue at the top. The windmill's structure is made of dark stone, and its sails are spread out in an 'X' shape. The overall mood is contemplative and inspiring.

**WHEN THE WINDS OF
CHANGE BLOW, SOME
PEOPLE BUILD WALLS,
OTHERS BUILD WINDMILLS.**

CHINESE PROVERB

Life Is 10% What
Happens To You
And 90% How
You React To It.

- Charles R. Swindoll



Resistance is more about HOW we implement, than WHAT...

Top reasons for **employee** resistance

1. Lack of awareness of the reason for the change
2. Change in role
3. Fear
4. Lack of support from and trust in management or leadership
5. Lack of inclusion in the change

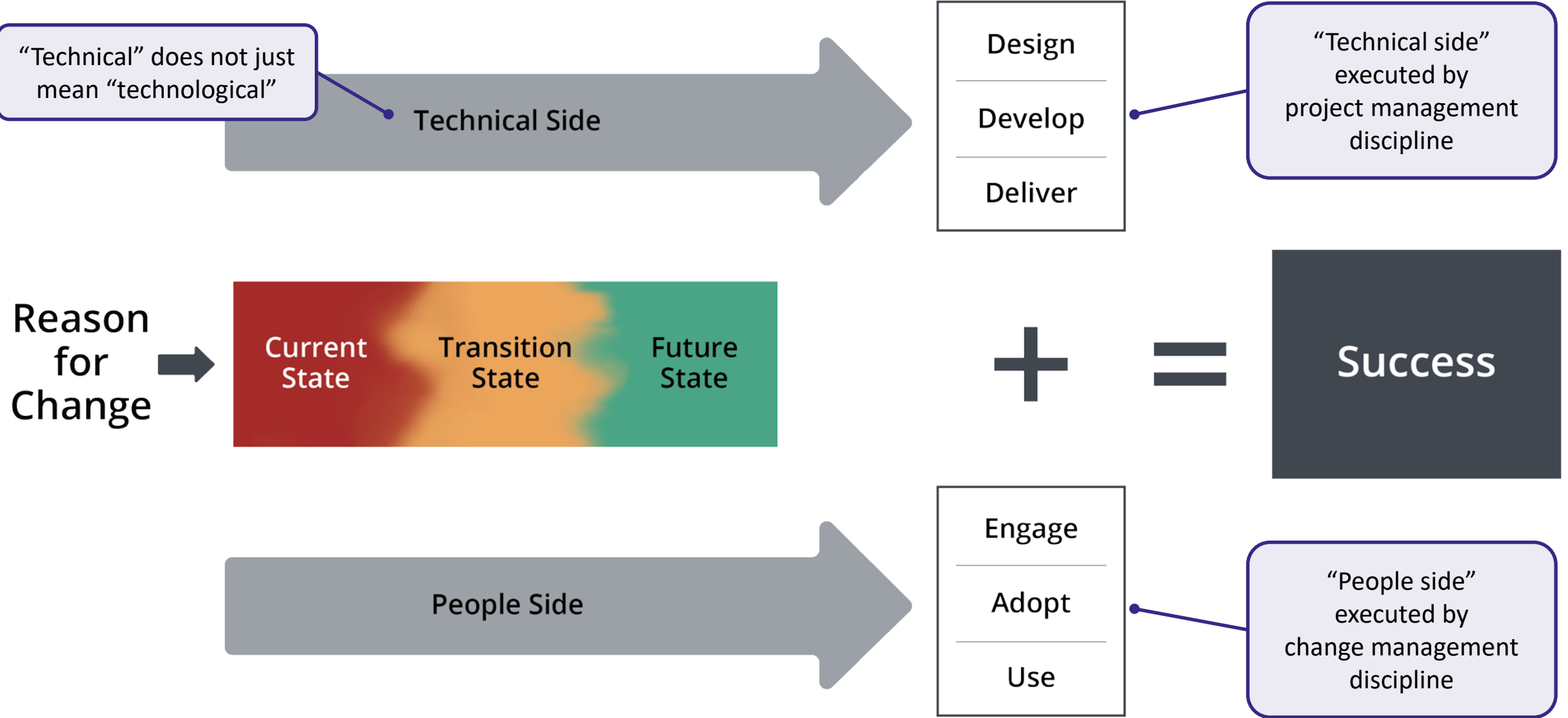


Top reasons for **manager** resistance

1. Organizational culture
2. Lack of awareness and knowledge about the change
3. Lack of buy-in
4. Misalignment of project goals and personal incentives
5. Lack of confidence in their ability to manage the people side of change



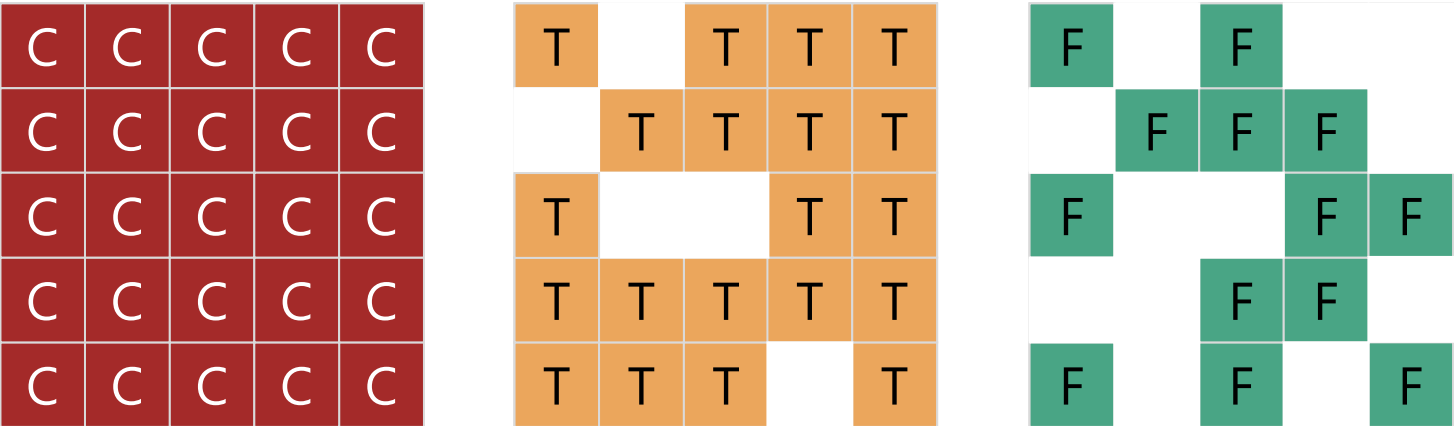
Successful Change Requires Both Technical and People Sides



While implementing any project
an organizational moves to a future state...



...ultimately requires individuals to move from
their current to their future state





History of Failed
Changes



Lower
ROI



Not What We
Expected/
Hoped For



Unachieved
Improvement



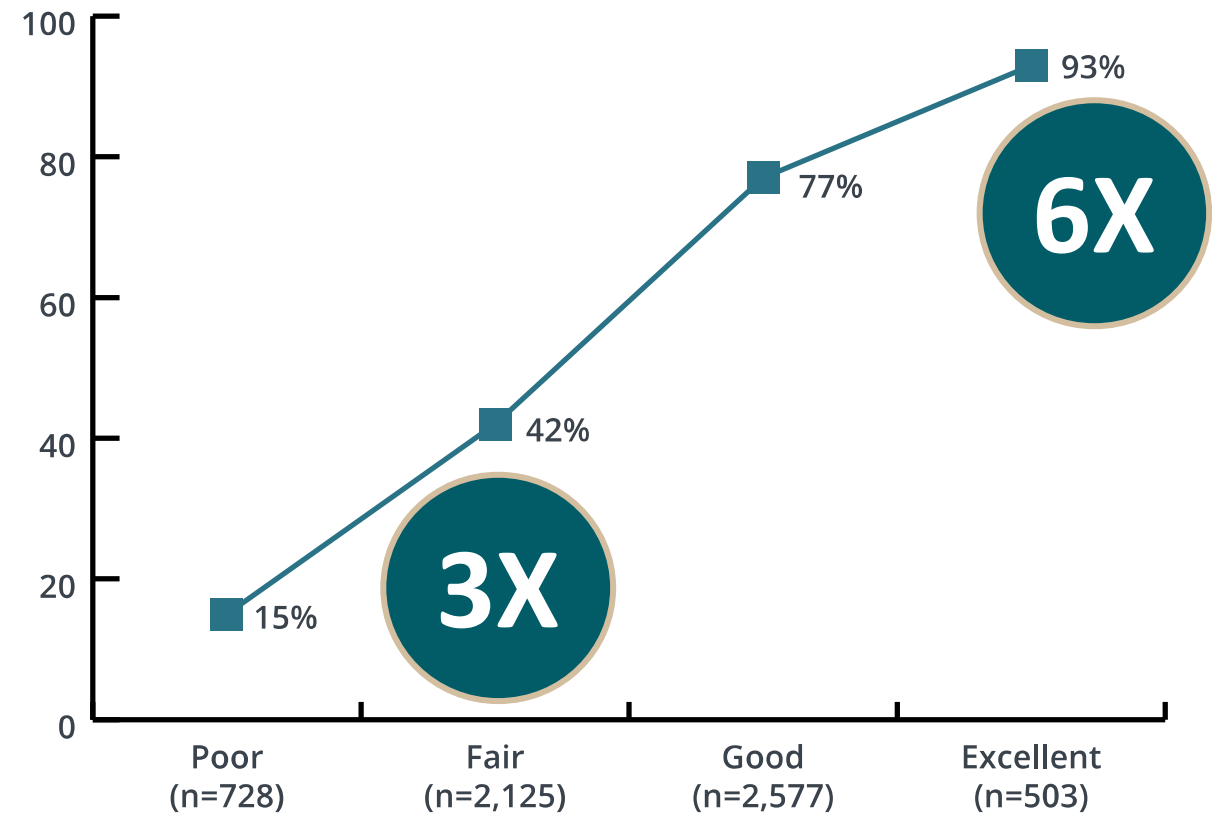
Do we have “a joker” to play? - Avoidable Costs and Mitigable Risks of unsuccessful Change

	 Costs:	 Risks:
To the project if we do not manage the people side of change well	• Project delays • Missed milestones • Budget overruns • Rework required • Loss of work by project team	• Resistance – active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
To the organization if we do not manage the people side of change well	• Productivity plunges (deep and sustained) • Loss of valued employees • Reduced quality of work	• Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
To the organization if this change does not deliver the results we expect	• Lost investment in the project • Lost opportunity to have invested in other projects	• Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

Managing the People Side of Project helps Achieving Project Results

The ability to successfully deliver **project objectives** is directly impacted by how effectively we **manage the people side of change**

Percent of respondents that met or exceeded project objectives



Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019



2. What is crucial for successful Change from Project Manager's perspective?

23

Years of research

11

Longitudinal studies

8,000+

Research
participants

80%

Fortune 100 users

60,000+

Certified practitioners

100,000+

Community members

- 1 Active and visible executive Sponsorship

- 2 Structured CM (Change Management) approach

- 3 Frequent and open communication

- 4 Employee engagement and participation

- 5 Dedicated CM resources

- 6 Integration and engagement with project management

- 7 Engagement with middle managers

- 1 Lack of executive support and active sponsorship

- 2 Lack of effective communication led to misalignment

- 3 Lack of change buy-in, resistance from employees and managers

- 4 Limited knowledge and resources for CM

- 5 Change-resistant culture and attitude

Other obstacles:

- Time constraints
- Change saturation
- Decision delays by leadership
- Geographic barriers
- Complex org structure

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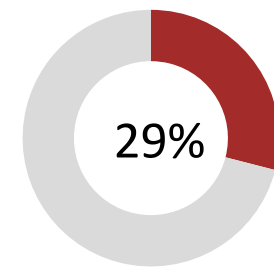
- 7 Engagement with middle managers

In all 11 of Prosci's studies, **active and visible sponsorship** was the **#1 contributor** to success

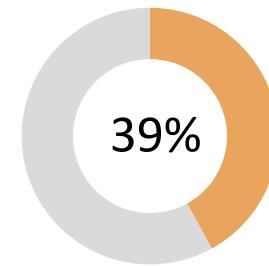
Sponsors Are Critically Important in Driving Success – and Sponsor Effectiveness Directly Correlates to Project Success



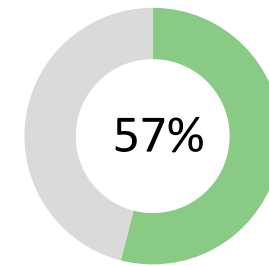
Percentage of projects that met or exceeded objectives based on sponsor effectiveness



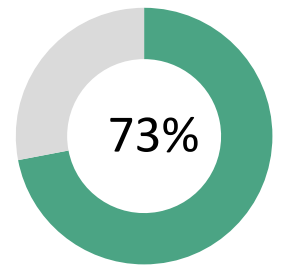
Very ineffective sponsors



Ineffective sponsors



Moderately effective sponsors



Extremely effective sponsors

Keys to Strong Executive Sponsorship – “The ABC”



Actively and visibly participate throughout the project

Communicate directly with employees

Build a coalition of sponsorship with peers and managers



© 2020 Prosci Inc., *Best Practices in Change Management*

How many Sponsors properly understand their role in change?

A. 15%

B. 35%

C. 50%

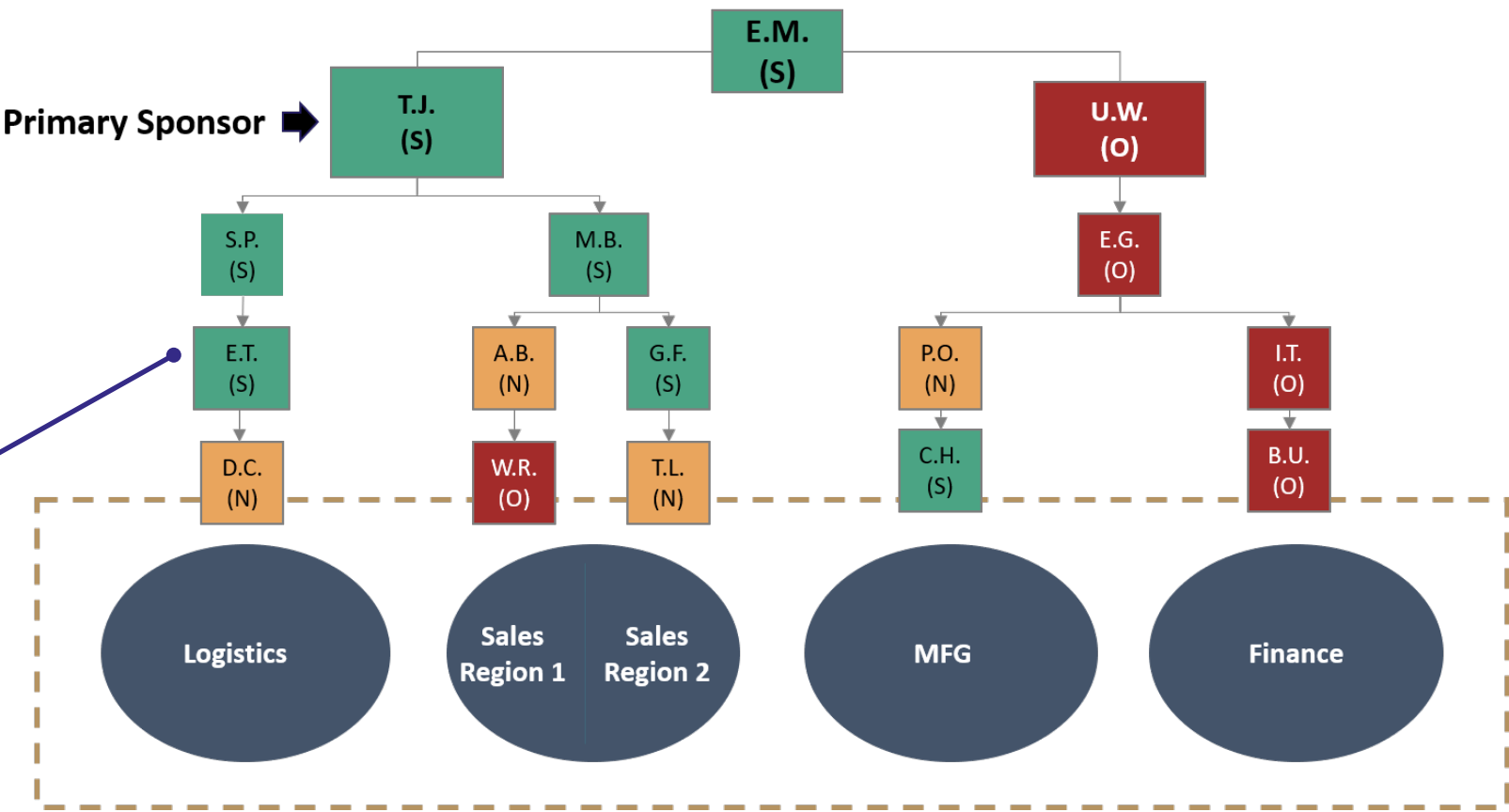
D. 95%

Most Changes Require More Than Just a Primary Sponsor



Build a coalition of sponsorship with peers and managers

Sponsor Coalition Member:
Advocating for the change with the people managers and employees in their part of the organization



Greatest contributors to **success** of Changes

- 1 Active and visible executive Sponsorship
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- 4 Employee engagement and participation**
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AWARENESS
DESIRE
KNOWLEDGE
ABILITY
REINFORCEMENT®

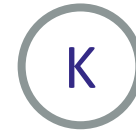
The Five Building Blocks for Successful Change PROSCI ADKAR model



Awareness



Desire



Knowledge



Ability



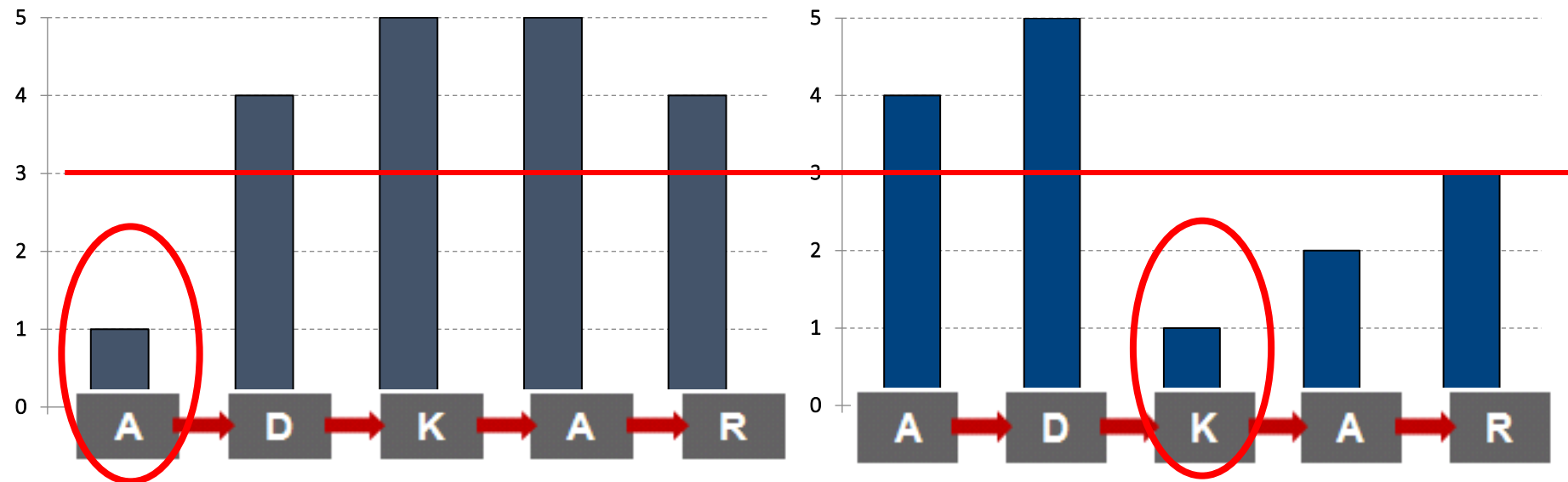
Reinforcement[®]



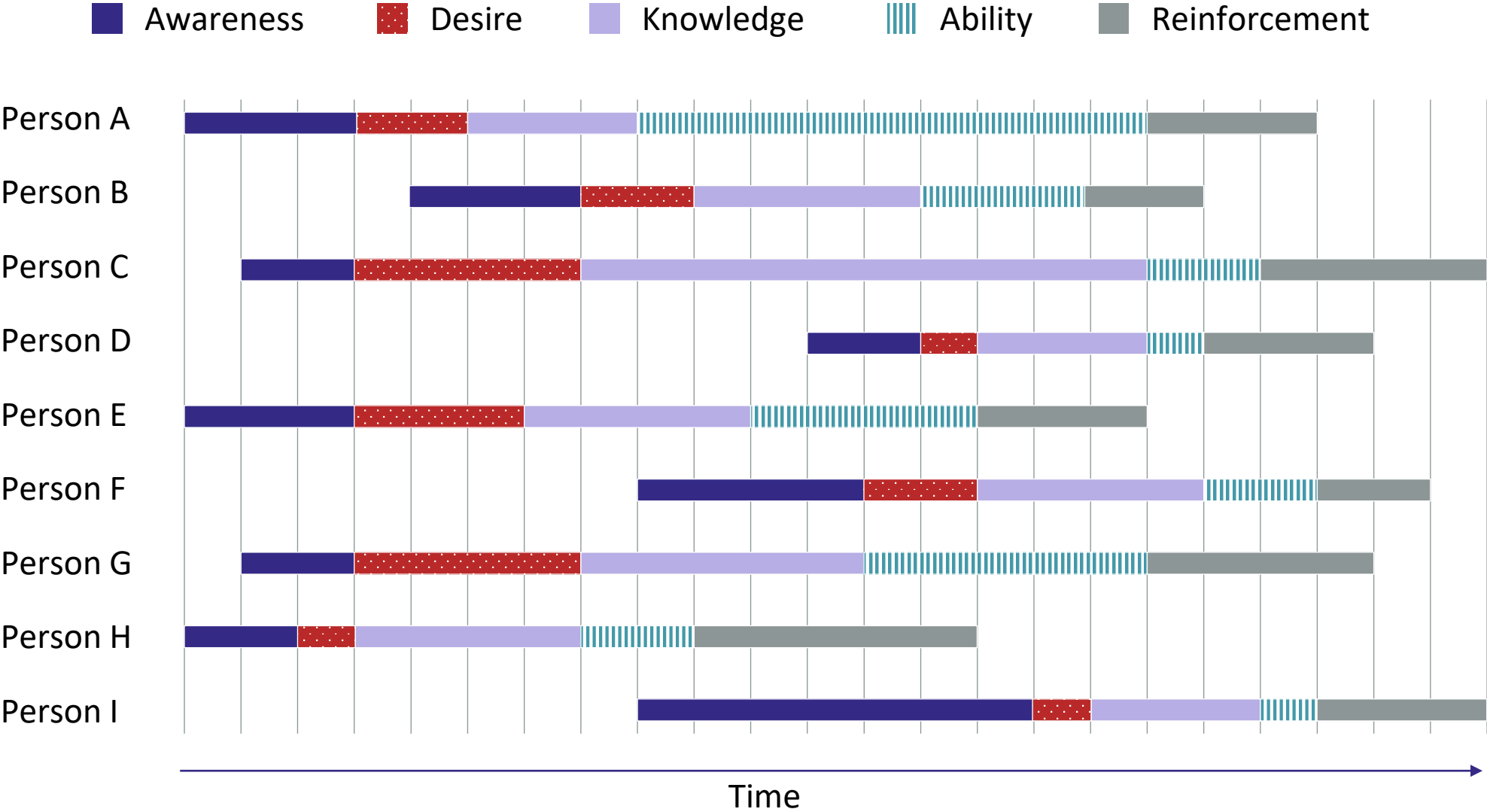
ADKAR Model on a Page

ADKAR element:	Definition:	What you hear:	Triggers for building:
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A Gaps Barriers/Capacity Practice/Coaching
R Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

ADKAR profile (individual and team) – identification of resistance source & level; defining relevant actions and their prioritisation

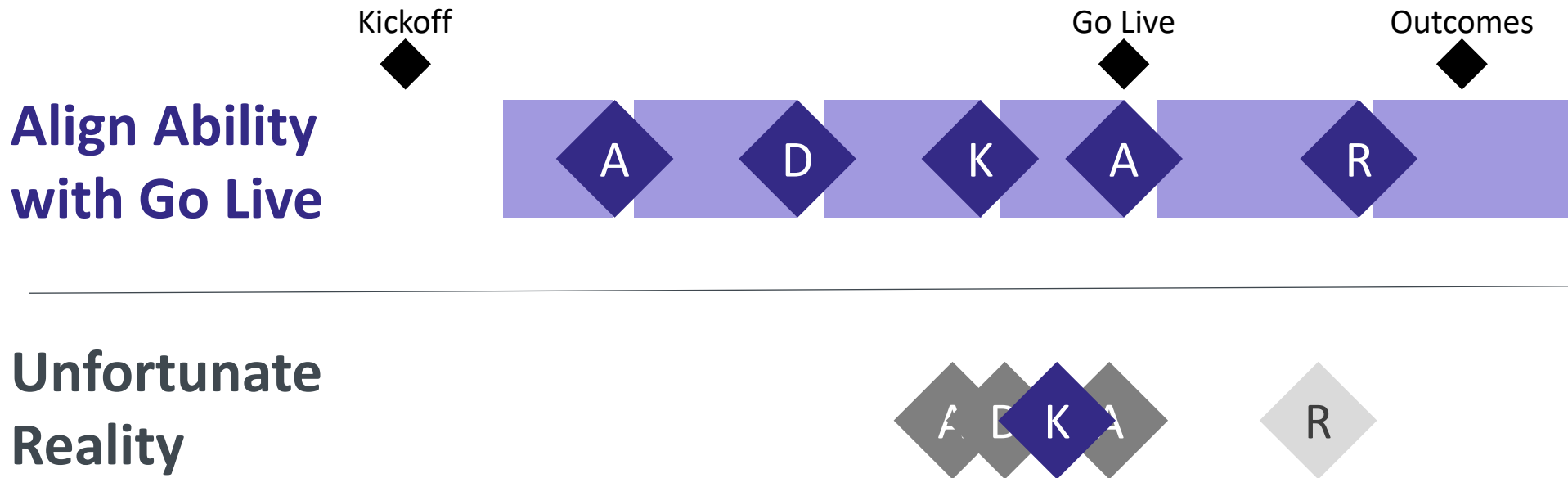


Not Everyone Changes at the Same Pace – and we need to face it...



Aligning ADKAR Milestones With Sequential Change

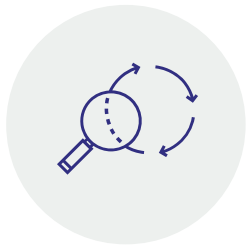
ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.



How to use the ADKAR Model in Practice



“Pull” approach instead of
“push” will before skill



Diagnosing
gaps



Developing
corrective actions



Measuring change
progress



Enabling managers and supervisors
to deal with people behavior

Greatest contributors to **success** of Changes

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- 7 **Engagement with middle managers**

Help People Managers Drive Adoption?

Employees trust them



They are close to where the change happens



They mitigate resistance



They build support



They are a preferred sender!



Managers Fulfill Many Roles During Digital Change

Research indicates five roles: CLARC



Communicator



Liaison



Advocate



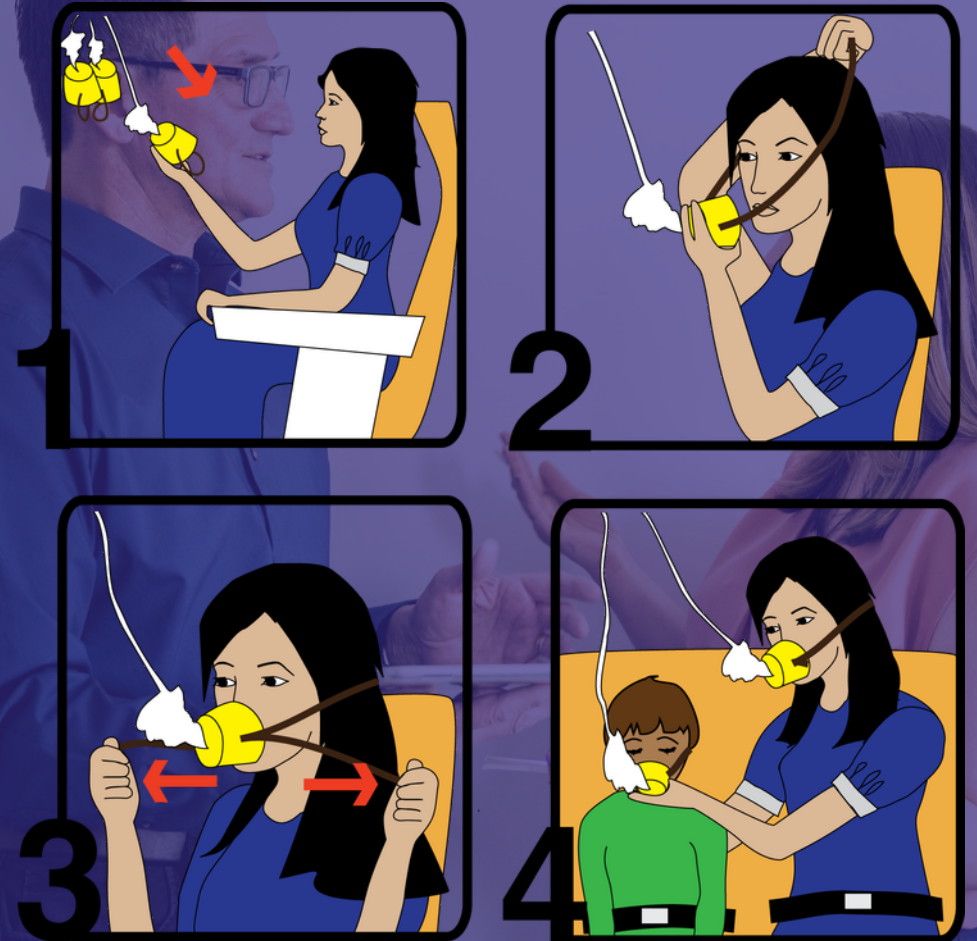
Resistance Manager



Coach



Managers are employees
first and managers second



How many managers were adequately prepared for their role in change?

A. 90%

B. 63%

C. 34%

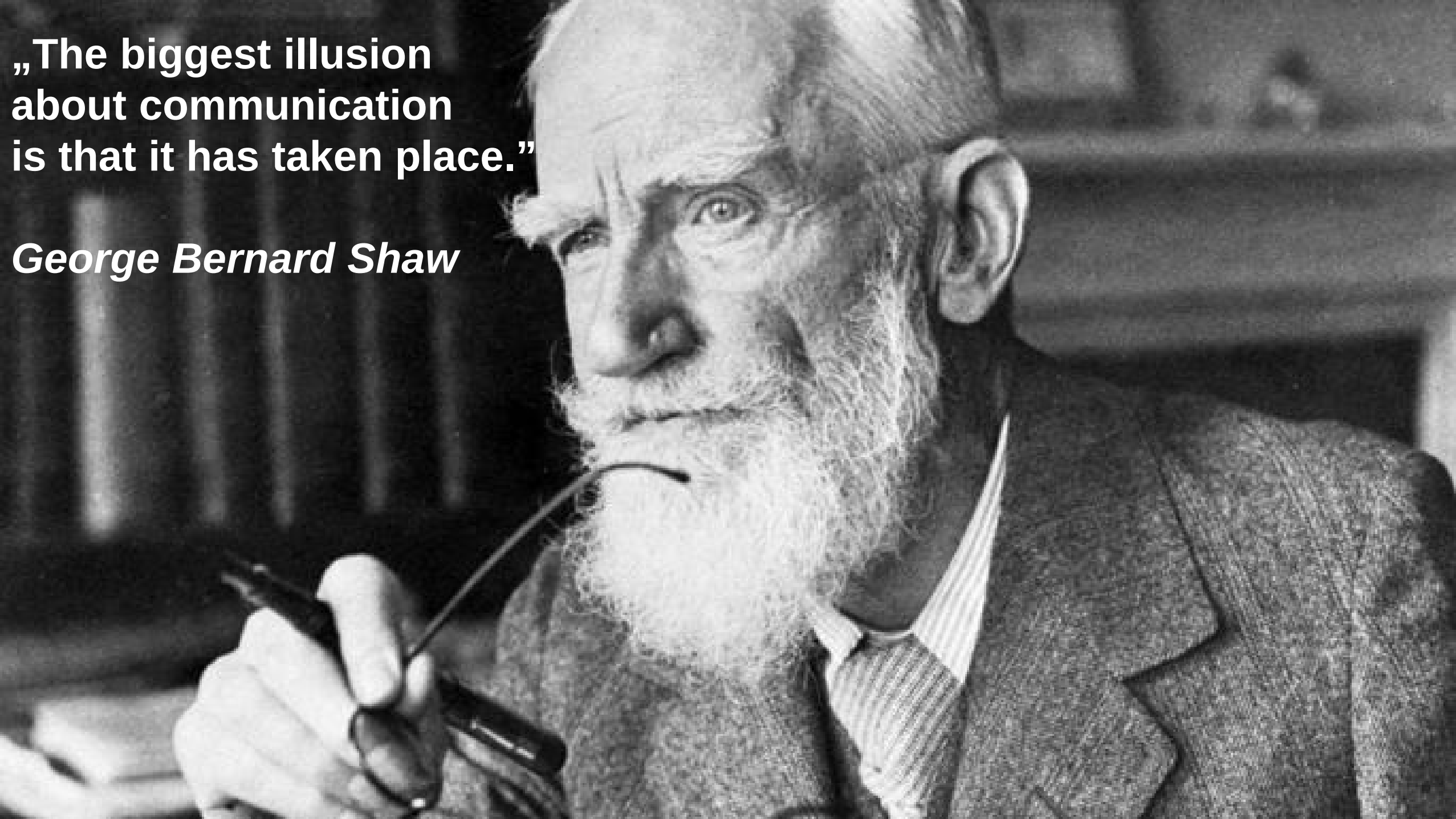
D. 12%

Greatest contributors to **success** of Changes

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**„The biggest illusion
about communication
is that it has taken place.”**

George Bernard Shaw

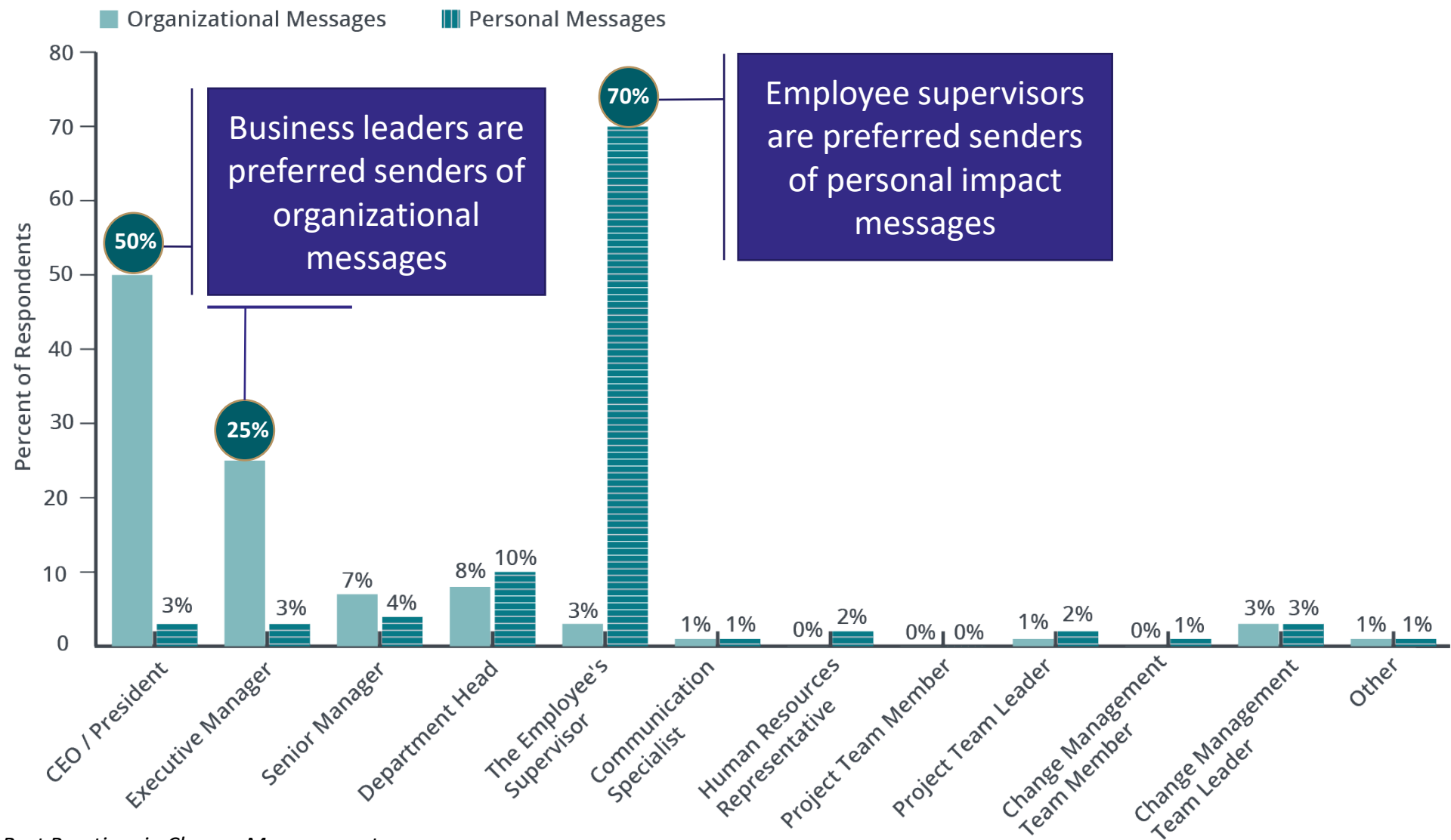


Developing an effective communications in change

- Project Communications vs Change Communications

		Project comms	Change comms
Key communications areas	Receivers (target groups)	Sponsor, SteerCo, Project Team	Employees and managers impacted by the change
	Key messages	What, When, Who, How much, Status	WHY, WIIFM
	Key senders (who communicate)	PM, dedicated project team member	Top management, direct supervisor
	Channels and way of comms	Written, mail, shared files, intranet – facts, precision	Direct, F2F, events – perception, storytelling
	Main goal	I = Inform, to take actions and decisions	M/A = Mobilize, to engage in change to adopt and use it

Preferred Senders of Change Messages



- 1 Active and visible executive Sponsorship
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Prosci 3-Phase CM Process



Scope of Change Management Activities

- Change Impact Assessment
- Communications Plan
- Key Users/ Change Agent Network Plan
- Education/ Training Plan
- Sponsor Plan
- People Manager Plan
- Sustainment/ Hypercare Plan
- Resistance Management Plan
- Influencer Plan
- Sponsor Coalition Plan
- Measuring Readiness and Change Progress
- *Others...*

How Various CM Activities Primarily Influence ADKAR

	A	D	K	A	R
 Sponsor Activities	●	●			●
 People Manager Activities	●	●	●	●	●
 Communications Activities	●				●
 Training Activities			●	●	

Core Roles in Change Management

Employee-Facing Roles



Sponsor

- Authorize the change
- Fulfill three key roles: (ABCs)
 - Actively and visibly participate throughout the project
 - Build a coalition of sponsorship with peers and managers
 - Communicate directly with employees



People Manager

- Support direct reports in their change journeys
- Fulfill five key roles: (CLARC)
 - Communicator
 - Liaison
 - Advocate
 - Resistance Manager
 - Coach

Enabling Roles



Change Practitioner

- Apply structure and intent to change
- Enable and equip other change roles
- Collaborate on a unified approach with the project manager



Project Manager

- Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning
- Collaborate on a unified approach with the change practitioner

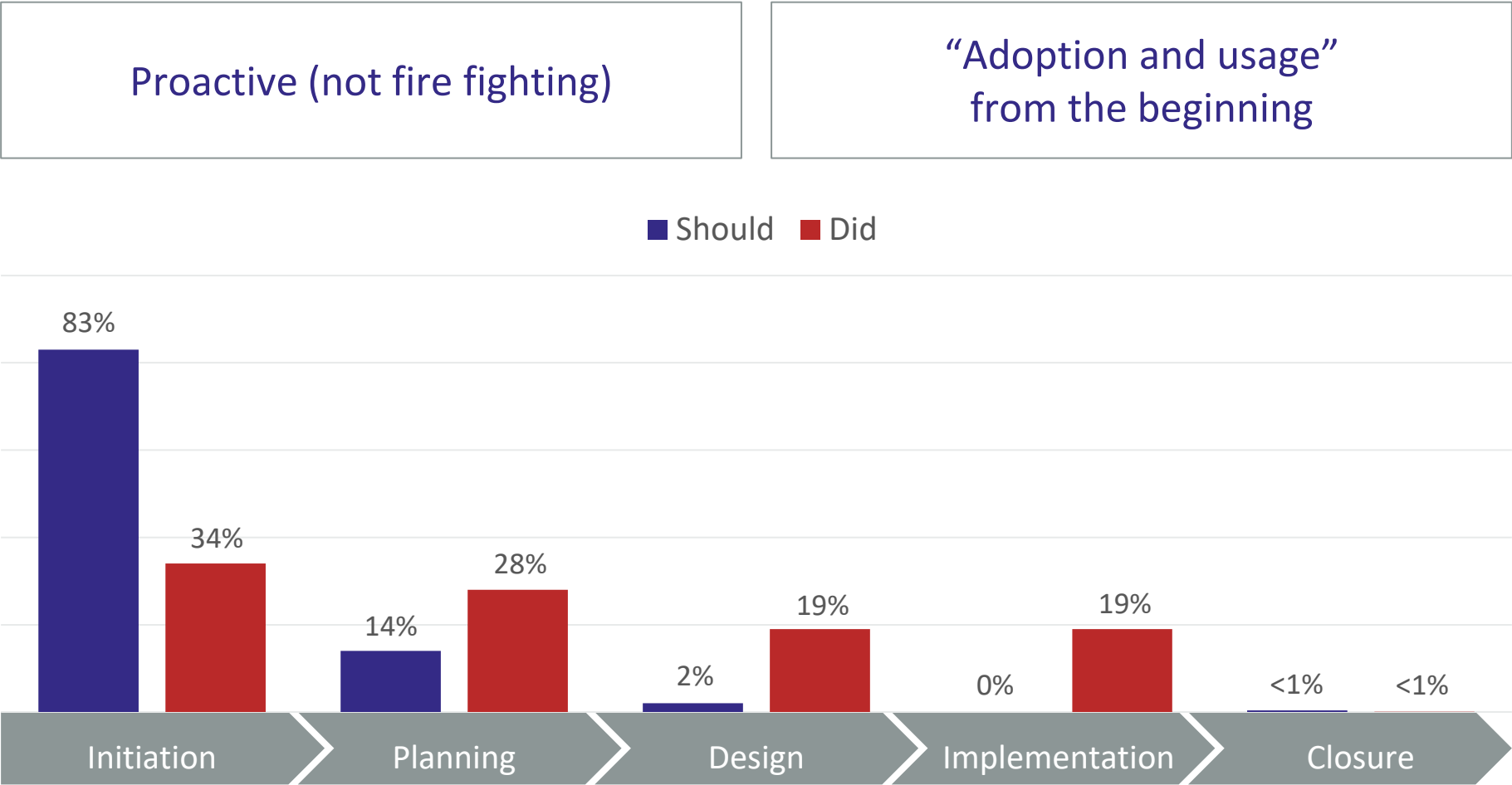
Successful Role set-up in Change Management – can we improvise as an effective jazz-band?



Measuring Change Progress – an Example of Company’s Transformation CM Dashboard



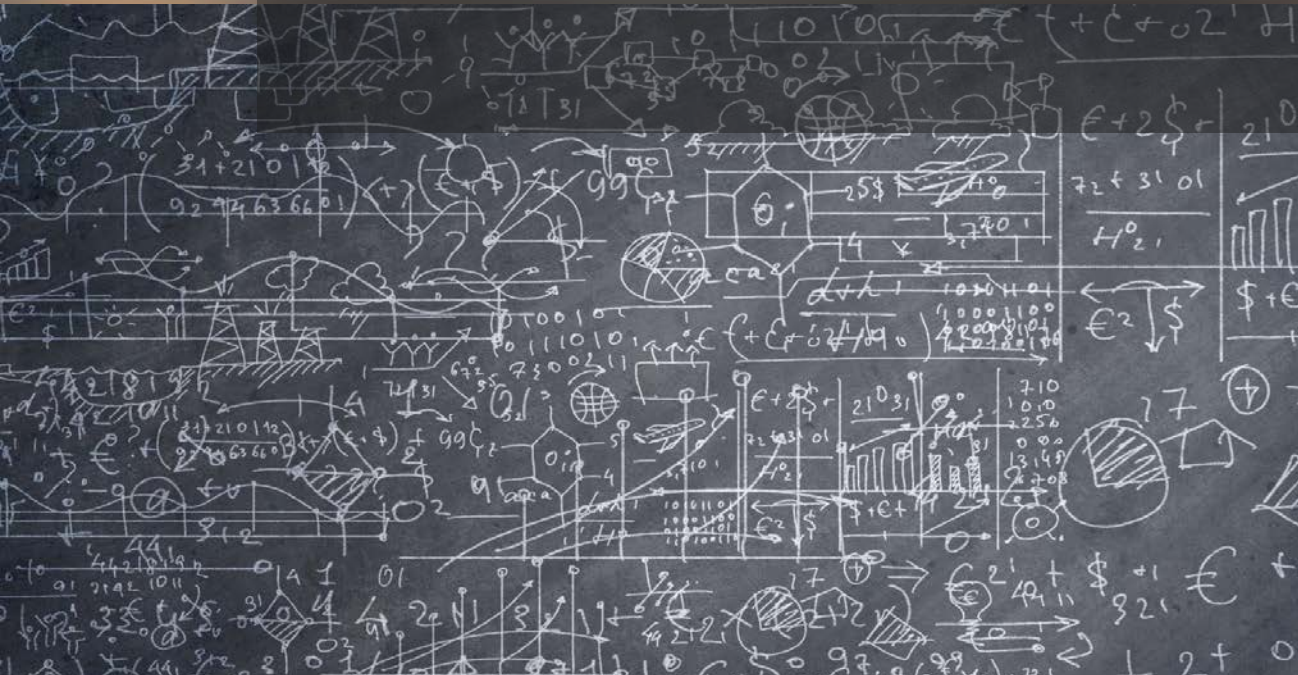
EXAMPLE



- 1 Active and visible executive Sponsorship
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3. Is CM a job of the future? How can PM take advantage of it?



Job search:
„Change Management”

March 2022

Worldwide - 1.098.875

USA – 560.930

PL – 9.500

LinkedIn

March 2017

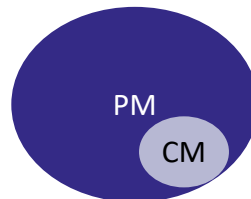
Worldwide – 52,003

USA – 30,629

Connection between CM and PM roles - Research Highlights

Team Structure A

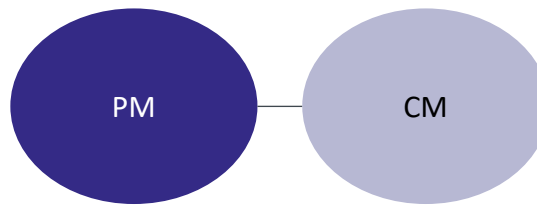
Change management resources are on the project team



33%

Team Structure B

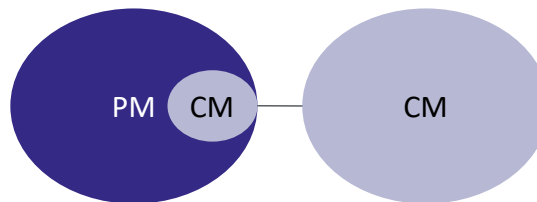
Change management resources are external but support the project team



20%

Team Structure C

Change management resources are on the project team and are supported by an external change management team



16%

Team Structure D

Project team and change management resources are one and the same



27%

How PM can deliver CM for project benefit realisation? – and how to develop own career with CM?

1. Include in project scope and manage as one of project streams

2. Perform some part of (e.g. strategic one) and manage the rest, usually the most complex, by CM practitioner(s)

3. Perform all CM tasks (e.g. both PM and CM)

1. Perform both PM and CM

2. Switch to Change Practitioner



A photograph of three people in a meeting. A man with a beard and a woman are leaning over a desk, looking at a laptop. Another person is partially visible in the background. The scene is dimly lit, with a focus on the people and the laptop. A semi-transparent dark box with a white border is overlaid on the left side of the image, containing the text "Time for questions".

Time for questions

Thank you for your attention!



ask me anything:

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