



**Lots of effort with little effect  
- because nothing **REALLY**  
changed**

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## Successful projects?

- Major reorganization and restructuring of manufacturing facilities
- New email system for a company
- New PM system bought for an organization 5 years ago

All these projects did deliver their product scope and were more or less in time and budget

But ... 



## Wasted Efforts

- **Major reorganization and restructuring of manufacturing facilities**

- 2 years after completion nothing implemented
- Concepts, developments and designs are useless



- **New email system for a company**

- Much better than the existing one (according to IT)
- Growing resistance from different parts of the company
- 2 additional years of re-development and rework



- **New PM system bought for an organization 5 years ago**

- Many detailed process descriptions, tools and templates included
- Most parts have never been used, are outdated and forgotten

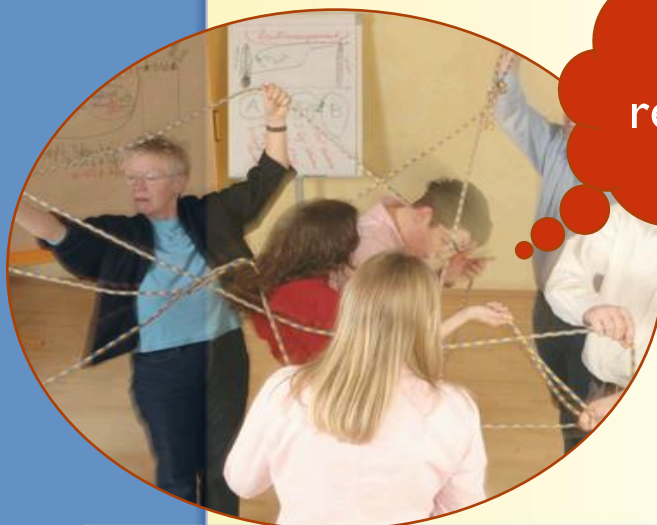


Why did it happen?



## What went wrong?

- Important stakeholders were against the project from the beginning, but it wasn't taken serious
- Users weren't asked because they were "too ignorant"
- Stakeholders expectations were ignored
- Management didn't have time to care for the project
- Projects had to deliver concepts, implementation was out-of-scope
- People were just told they have to use the new tool and templates – without any training
- Time pressure: the project had to be fast. Discussions would just had delayed the project.
- Political fights between departments and the attempt to create facts to get an advantage over his (internal) competitor



How to resolve it?



## Do Change Management

1. Start right from the beginning of the project
  - Include change aspects in the Project Charter
  - Extend the Stakeholder Analysis
2. Plan Change Management Activities
  - Be aware of the different levels of change
  - Be aware of the force-field in a change process
  - Be aware of the transition effects and coping stages
3. Be prepared to deal with resistance and other effects during execution of the project

**Change Management must be part of any project!**



## Include Change Aspects in Project Charter

- I. Quick Analysis of most important change aspects

Change impact on ...	None	Low	Medium	High
Business Strategies		X		
Organizational Structures				X
Processes and Workflows			X	
Roles and Responsibilities			X	
Behaviour of Individuals			X	X

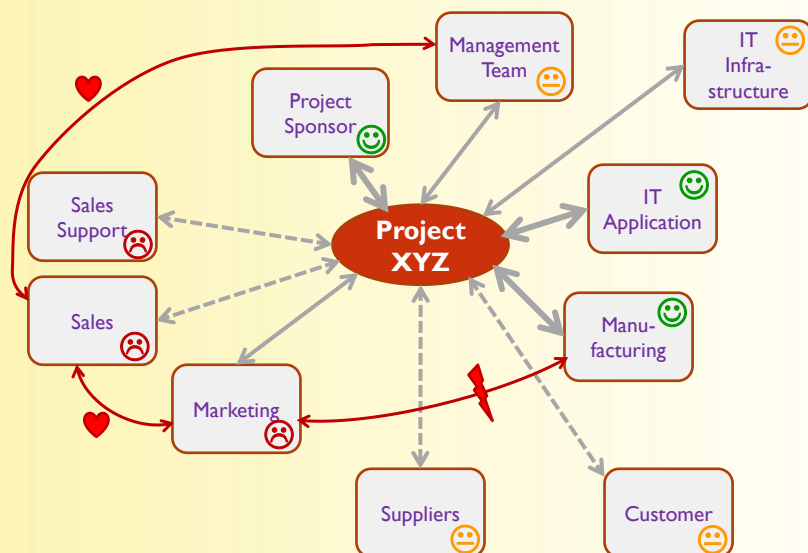


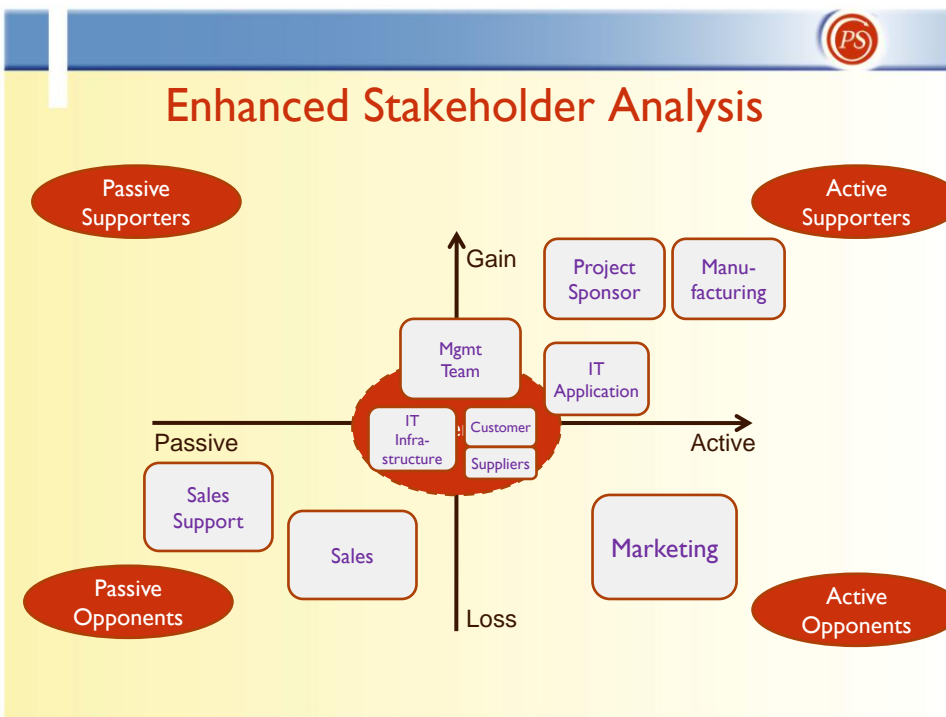
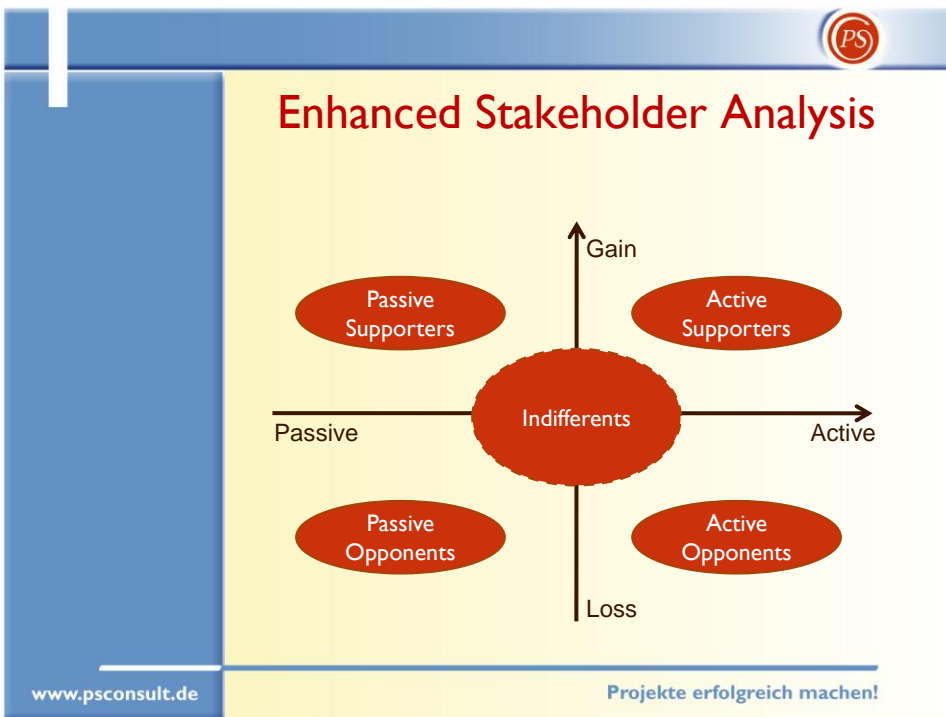
## Enhanced Stakeholder Analysis

1. **Assess needs and expectations** of the individual stakeholders
2. **Assess the relationship and dependencies** among stakeholders
3. **Describe the force field** the project is embedded in
  - Identify intensifying feedback loops that can be used to achieve changes with minor effort
  - Identify inhibiting feedback loops that should be avoided to not waste effort
4. **Assess the impact of potential changes**
  - Impact on the individual stakeholders
  - Impact on their relationship
5. **Evaluate the optimal way to implement the change**
  - As part of the stakeholder management plan



## Enhanced Stakeholder Analysis







## Stakeholder Management Strategy

### 1. Active Opponents

- Search for a WIN-WIN with active opponents – especially when they may have a strong influence
- Try to find compromises with them
- Get management support or form other alliances

### 2. Passive Supporters

- Activate them by showing their benefits and what they won't get or even lose, if they stay passive

### 3. Passive Opponents

- Be aware that active opponents may try to activate them.
- Try to offer a WIN-WIN for them to get broader support

### 4. Indifferents

- Try to activate them. Keep constant communication.



And that's so easy to do?



## Plan Change Management Activities

- Be aware of the force-field in a change process
- Be aware of the transition effects
- Be aware of emotions and coping stages in transition phases
- Be aware of the different levels of change and address them in an appropriate way

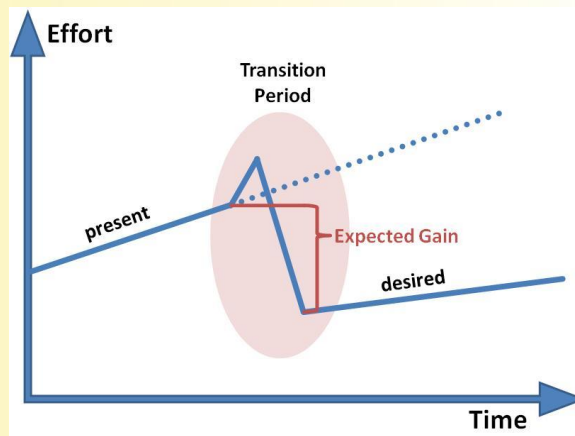


## Force Field in a Change





## Transition through a change

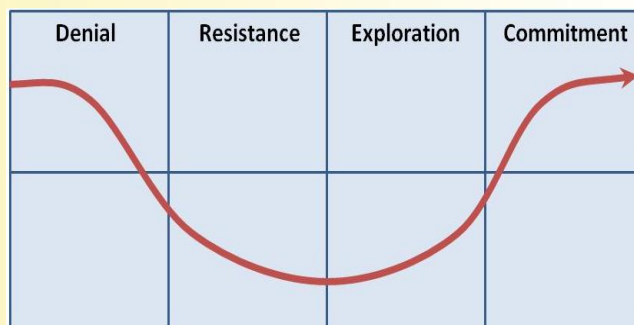


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## Stages of coping with change

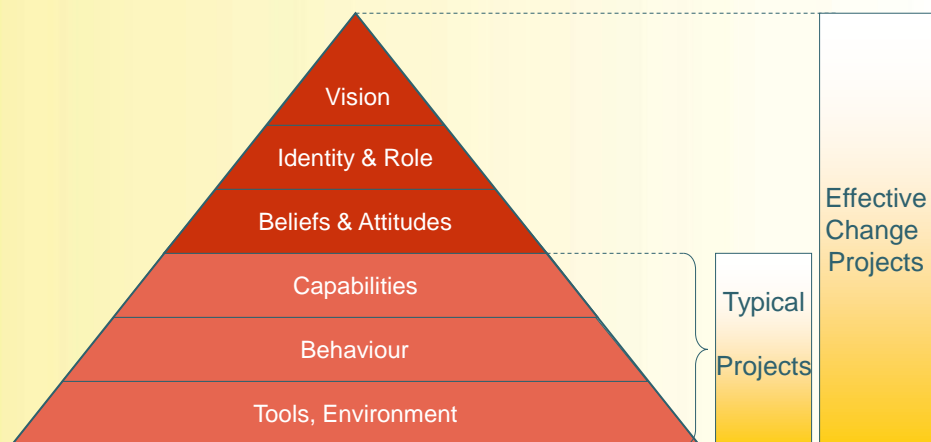


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## Levels of Change



## Change Management Plan

	Actual status	Desired Status	Appropriate steps	Owner
Vision				
Identity, Role				
Beliefs and Values				
Capabilities				
Behaviour				
Tools, Environment				



## Change Management Plan

	Actual status	Desired Status	Appropriate steps	Owner
<b>Capa- bilities</b>	<ul style="list-style-type: none"> <li>Some do know and understand how to develop a solid plan, others don't.</li> </ul>	<ul style="list-style-type: none"> <li>Everybody knows how a good plan is made-up and what level of detail it should have.</li> </ul>	<ul style="list-style-type: none"> <li>Train project managers and core team members</li> </ul>	Trainer
<b>Beha- viour</b>	<ul style="list-style-type: none"> <li>Everybody plans at his own taste following his own best practise (sometimes there is no planning).</li> <li>Team members are rarely included in the planning.</li> </ul>	<ul style="list-style-type: none"> <li>Each PM uses the common tool and plans his projects within this tool according to the mutual standards.</li> <li>Team members must agree to their respective parts of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Define standards</li> <li>Receive commitment</li> <li>Teach PM's</li> </ul>	Project Leader
<b>Tools, Environ- ment</b>	<ul style="list-style-type: none"> <li>No Planning Tool available</li> </ul>	<ul style="list-style-type: none"> <li>PM-Tool is installed, adapted and support is organized.</li> </ul>	<ul style="list-style-type: none"> <li>Buy software licences &amp; support contracts</li> <li>Customize &amp; Install software</li> </ul>	Project Leader



## Change Management Plan

	Actual status	Desired Status	Appropriate steps	Owner
<b>Vision</b>	<ul style="list-style-type: none"> <li>Many project leaders have been around from the very beginning and have been involved to build and grow the company.</li> <li>The majority of PM's are the "flexible pioneers"</li> </ul>	<ul style="list-style-type: none"> <li>The company is in a professional state. Keeping commitments is very important.</li> <li>Best employees work as PM's.</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting of PMs that meet the changed profile from other departments or from extern.</li> </ul>	HR department Top Management
<b>Identity Role</b>	<ul style="list-style-type: none"> <li>Meeting financials and schedules is not considered as part of the job.</li> <li>Management does not care a lot for schedules. Their position changes between pushing, last minute escalation and ignoring.</li> </ul>	<ul style="list-style-type: none"> <li>Each PM makes commitments and feels accountable for results, schedule and financials.</li> <li>Management believes in these commitments and thus, supports the PM's.</li> </ul>	<ul style="list-style-type: none"> <li>Discussion and clarification with PM's and top management</li> <li>Agreement of mutual standards and description of corresponding roles.</li> </ul>	Top Management Consultant
<b>Beliefs and Values</b>	<ul style="list-style-type: none"> <li>Core belief of PMs: „Why should I plan? My customer is changing his thoughts and desires regularly anyway.“</li> </ul>	<ul style="list-style-type: none"> <li>„A solid planning is a good investment and serves as the reference for all future changes. It will provide safety and confidence to both, our customer and us“</li> </ul>	<ul style="list-style-type: none"> <li>Discussions with Management and customers</li> <li>Mutual, public analysis of previous projects</li> <li>Trainings</li> </ul>	Consultant



## Special Issues

- **Resistance of stakeholders**
  - Don't fight against it
  - Don't ignore it
  - Understand where it comes from
  - Understand what the positive intention of resistance is: What it is good for?
  - Take resistance as an important resource for success and use it
  - Communicate, communicate, communicate
  - ... and listen



## Special Issues

- **Lack of management support**
  - Stay in close contact with management
  - Keep management aware that they are key for a successful implementation
  - Explain their role in the project
  - Explain how you expect and need them to fulfil this role
  - Make them aware, what happens to the project if they don't support the project
  - Communicate, communicate, communicate
- And be prepared to give back the project, if you can't succeed without management support



## Special Issues

- **Hidden agendas, unspoken objectives**
  - Try to assume and to predict
  - Ask direct for their objectives and interests
  - Ask indirect questions, make assumptions and observe reactions
- **Rumours and gossips**
  - Regular direct and open communication on all aspect of change
  - Communicate every important aspect at least 3 times!



Questions?



Contact Information



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