



What's on Your Horizon?

Line of Sight Core 4

change / process / project / strategy

Project Management vs. Change Management

Presentation to the National Institutes of Health

July 21, 2015

Presentation Objectives

1. Understand the key challenges and linkages between the disciplines.
2. Identify benefits of integrating the disciplines.

PM

VS

CM

Related but different...

Project Management is...

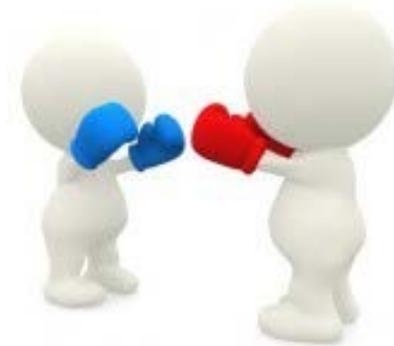
- Effecting change through a disciplined approach to identify the **scope, tasks, activities, and deliverables** to achieve the new “state.”



Change Management is...

- Achieving change through a disciplined approach to **empower people to change behavior and process** to succeed in the new “state.”

Round 1: The Environment



Ask the **Change Manager...**

Benefits

- Focus on why, who, where, and how
- Head, heart, and hands
- Skills and ability
- Think, feel and do

Challenges

- None!



Ask the **Project Manager**...

Benefits

- Focus on what, when, how much
- Activities
- Functions
- Content

Challenges

- None!



And The Winner Is...

THE CONSULTANTS!



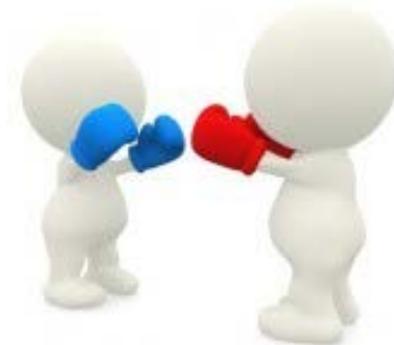
OR



“Improving the productivity of knowledge workers through technology, training and organizational change....will be the major boardroom challenge of the next 15 years.”

--The Economist: Foresight 2020 -
Economic, Industry and
Corporate Trends

Round 2: **Change** **By the #s**



Forces of Change at Work in 2013

Cost Reduction Initiatives

70%

New Market Development

25%

Strategic Alliances

47%

Process Innovation

31%

Change is Here!

67% - 82%

of Respondents reported undertaking *some* change or *major* changes in:

- Customer growth/retention/loyalty
- Managing talent
- Technology
- Organization
- R&D and Innovation

Based on survey of 1330 CEO's in 68 countries From the PWC 16th Annual Global CEO Survey (2013)



Keeping Pace With Change

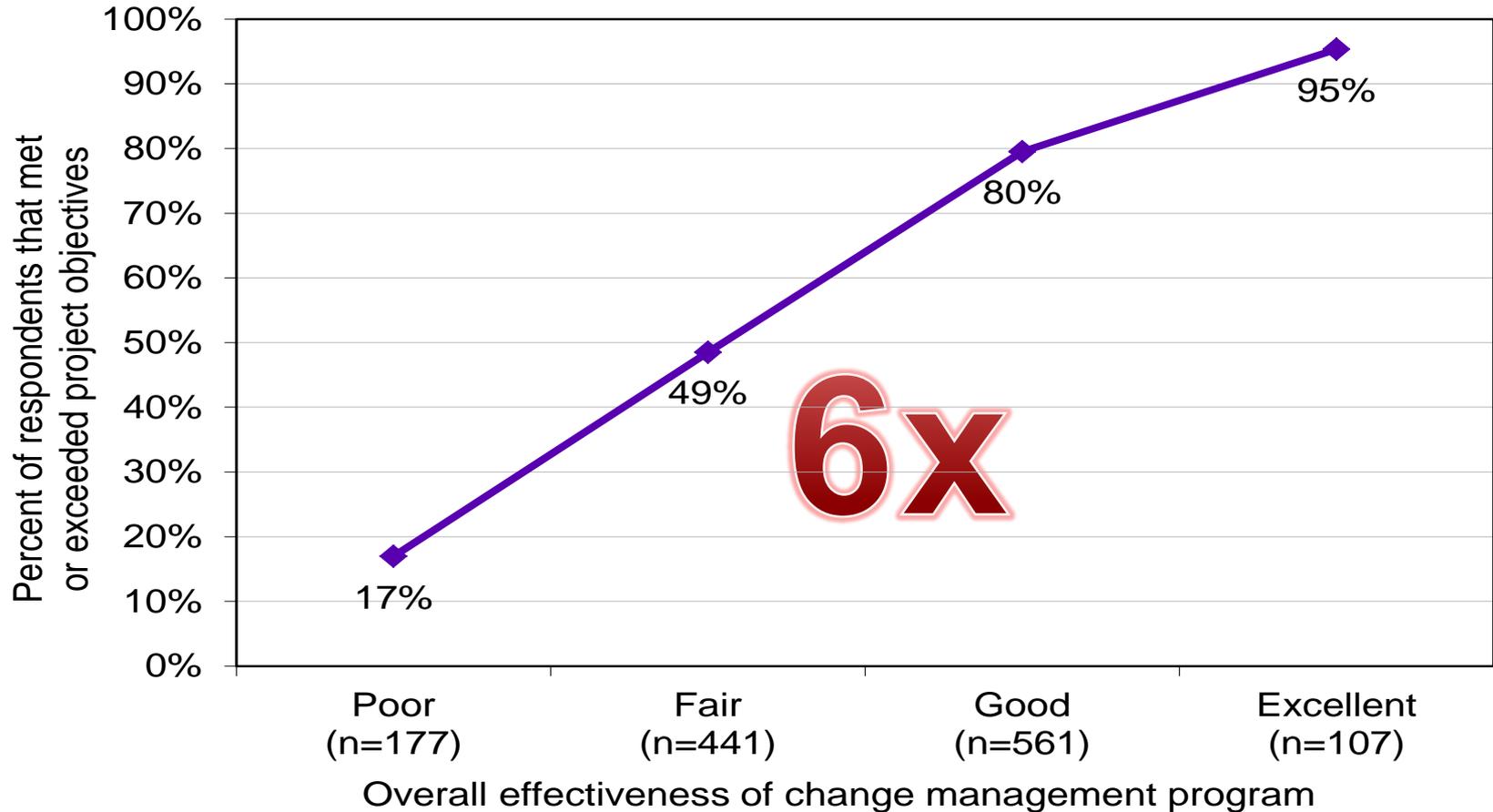
92%

of organizations highly effective
at change management report
high or moderate agility.

From PMI 2013 Pulse of the Profession

Effecting Change

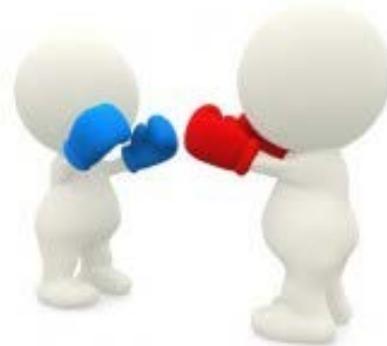
Correlation of change management effectiveness to meeting project objectives



*Data from 2007, 2009 and 2011

© Prosci. From Prosci's 2012 *Best Practices in Change Management* benchmarking report

Round 3: Challenges and Benefits To Integrating Disciplines



Integrating the Disciplines: Lifecycle Phases

PROJECT MANAGEMENT LIFECYCLE

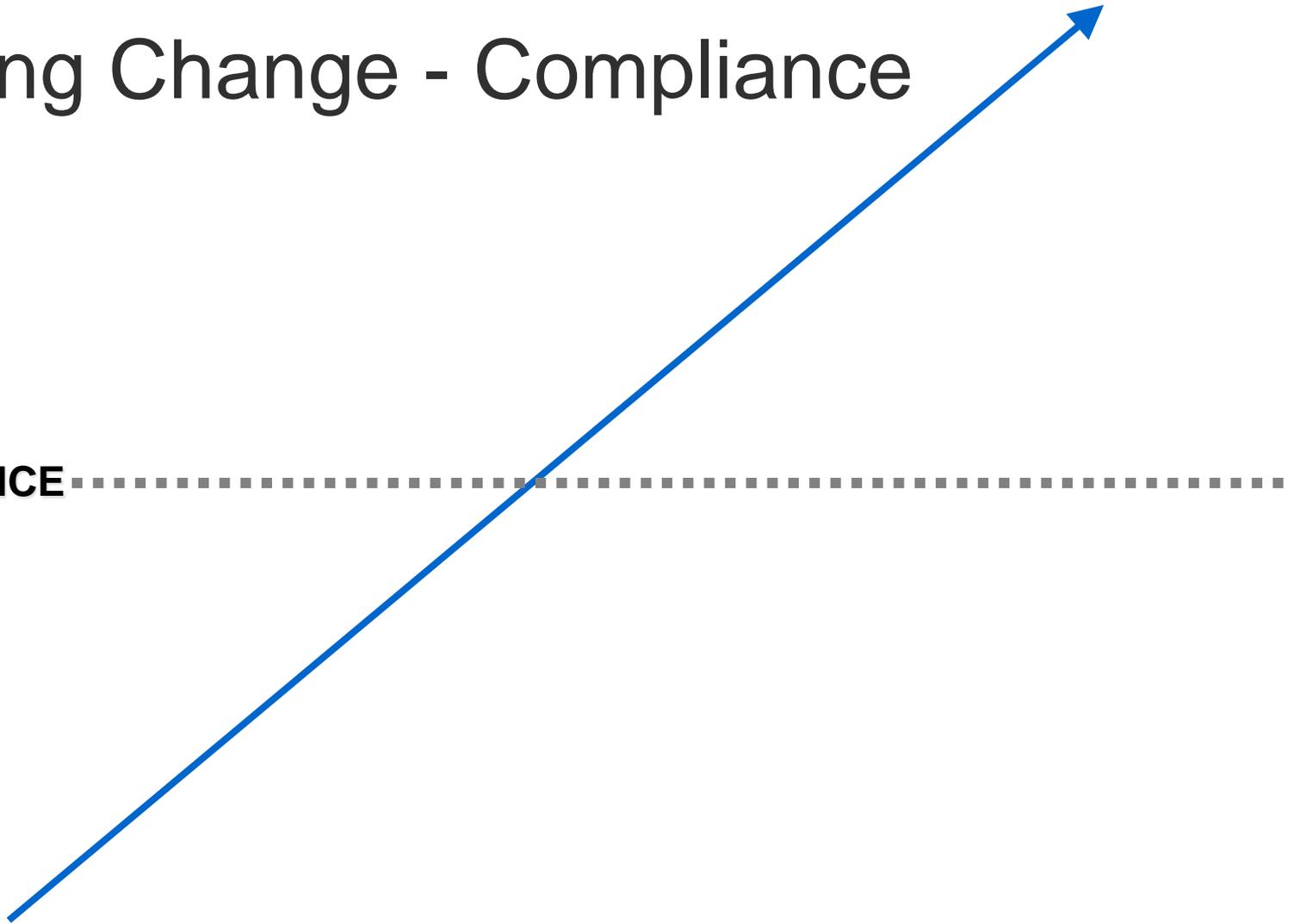


CHANGE MANAGEMENT LIFECYCLE

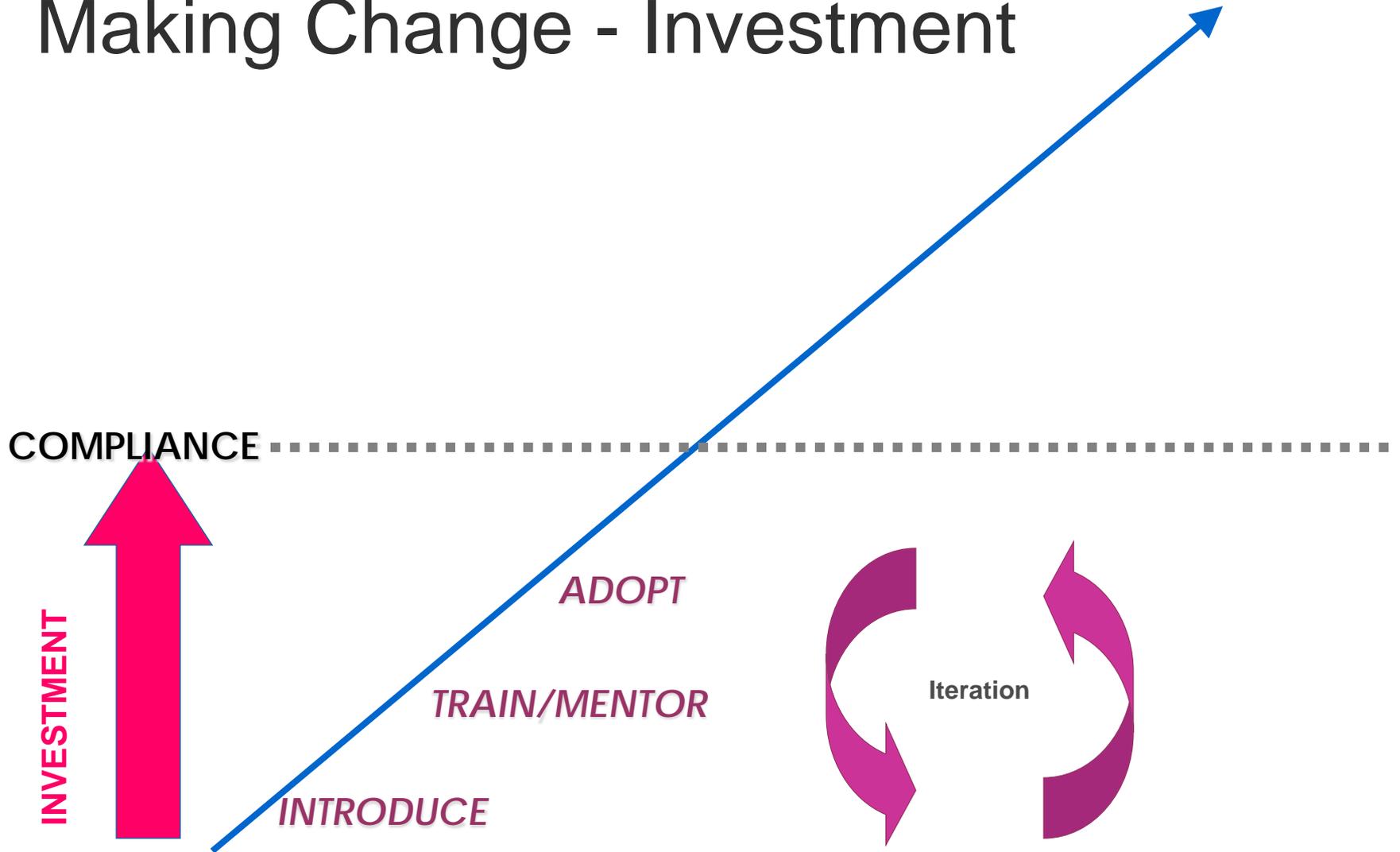


Making Change - Compliance

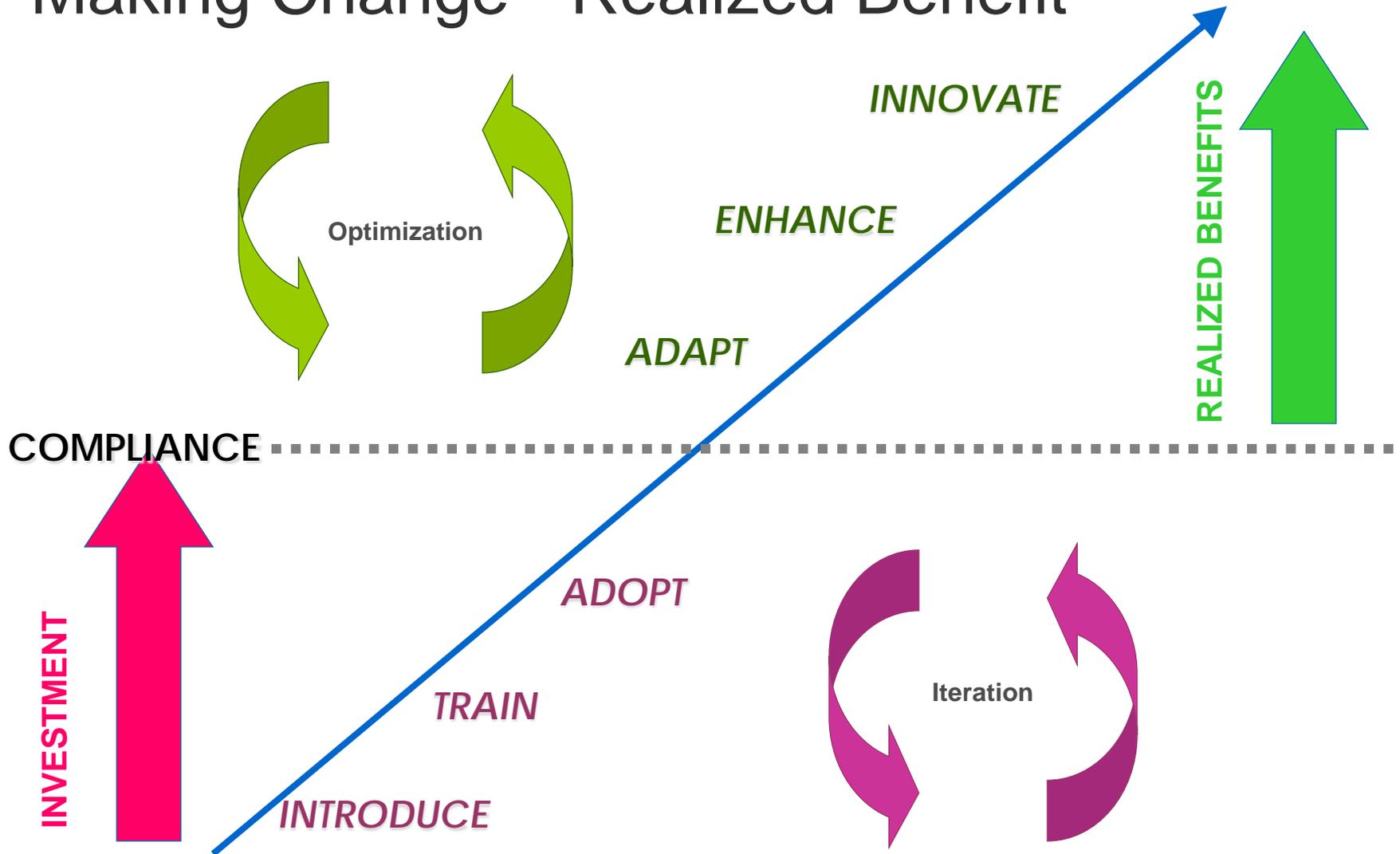
COMPLIANCE



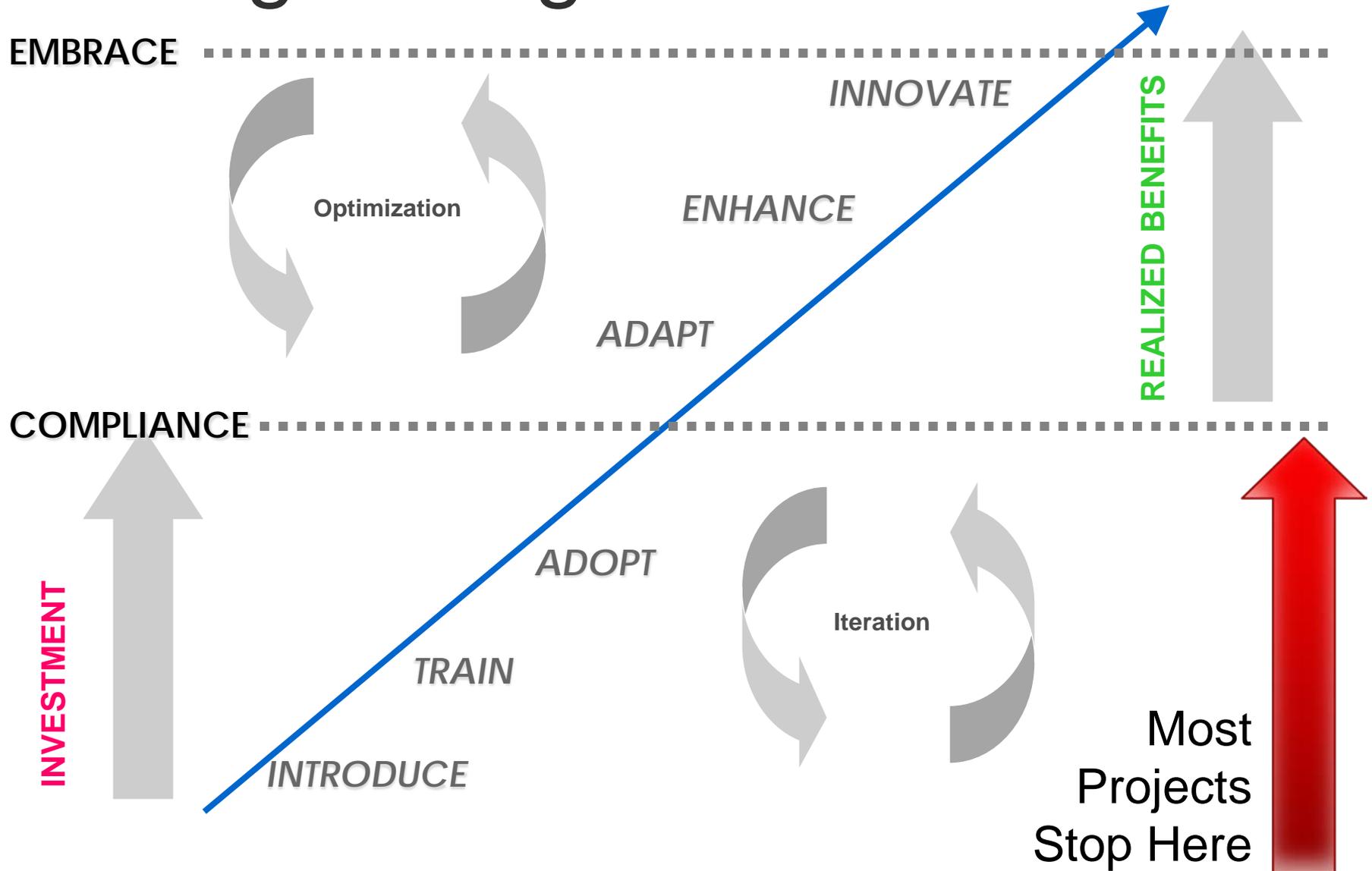
Making Change - Investment



Making Change - Realized Benefit



Making Change



Benefits to Integrating

Practical

- Change Leaders and PMs understand the others' discipline
- The disciplines already share critical common elements
- Both disciplines have defined roles within organizations

Potential

- Highest level of professionalism for both include mastery of key elements of the other
- Integration of PMO and CMO activities as a business function
- Strategic/Executive level position to integrate CM/PM role

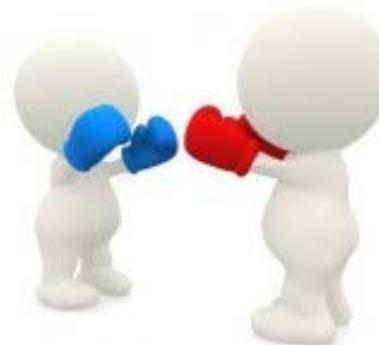
Quote

"If you want to build a ship, don't drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea."

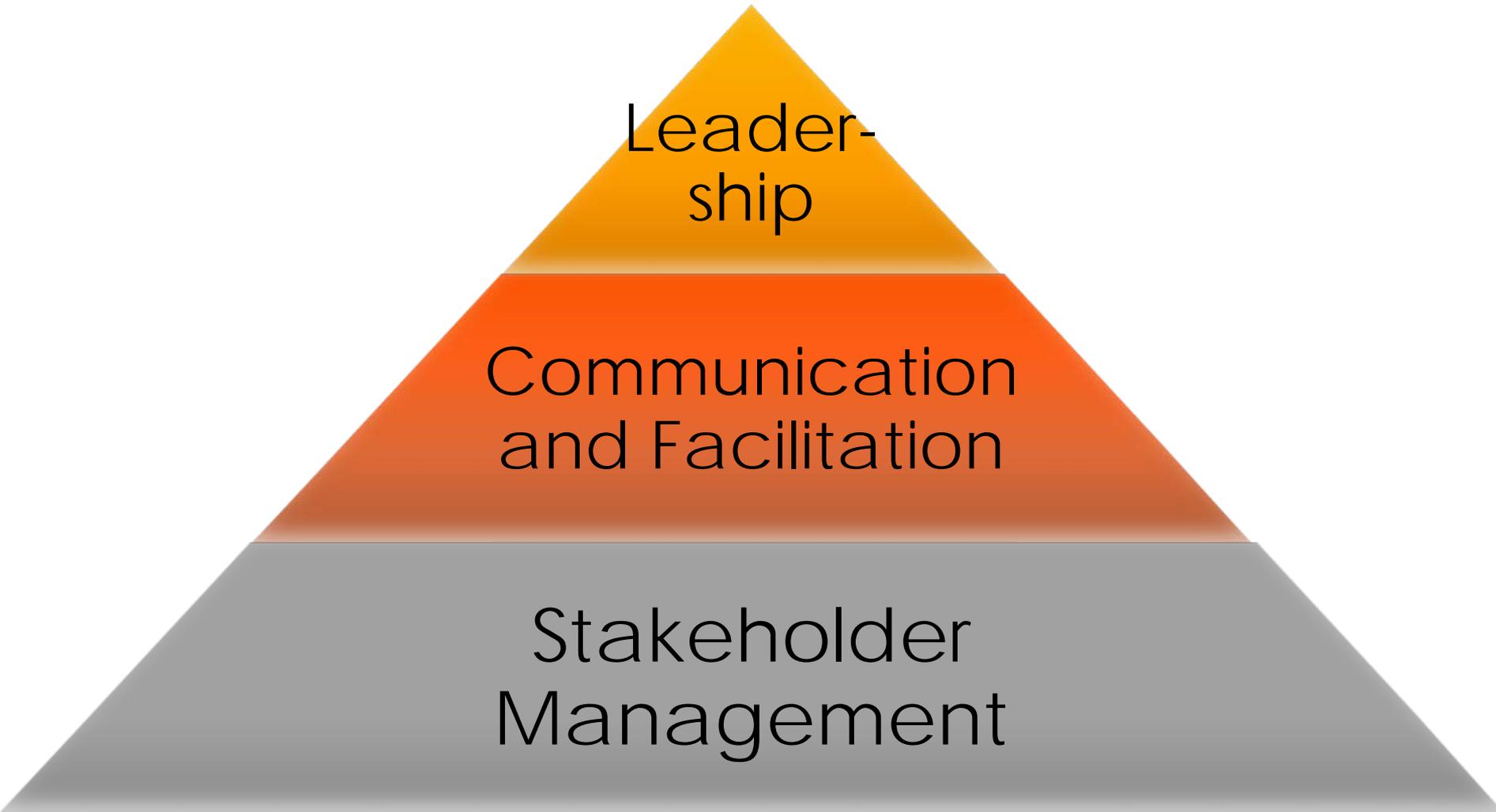
-Antoine De Saint-Exupery,
Author of The Little Prince



Round 4: Filling the Gaps to Integration



What Are The Gaps?



Leadership

Communication
and Facilitation

Stakeholder
Management

Leadership

Change Management

- Prepares sponsors for their role in the change process
- Provides content for their activities and interactions
- Checks “bad” behavior

Project Management

- Codifies sponsors’ roles and responsibilities
- Establishes framework for their engagement
- Informs on progress and engages in decision-making

Communication

Change Management

- Emphasizes the “why” and the “personal”
- Addresses and elicits/encourages behavior
- Provides conduit for participation in change

Project Management

- Emphasizes the “facts” – who, what, when, and how
- Addresses action, deliverables, and outcomes
- Provides conduit for information sharing

Integrated Communication Planning

Milestone	Project Message	Audience	Objectives	Change Message	Audience	Objectives
Start-up Phase	Announce project, including objectives	Stakeholders	Set expectation	What is changing, why & risk of not changing	Impacted people	Awareness
	Announce team, budget, scope	Team, Sponsors	Harness resources	Announce CM team	Impacted people, team, sponsors	Governance
	Comms protocols within team	Team	Governance	Announce Sponsor coalition	Impacted people	Structure

Stakeholder Management

Change Management

- Engages the WHOLE organization
- Checks for bad behavior
- Combats resistance

Project Management

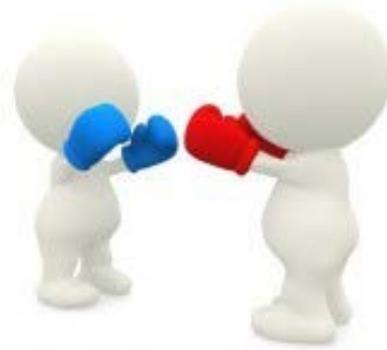
- Assesses power relationships
- Documents engagement strategies
- Plans and manages risk

Stakeholder Resistance

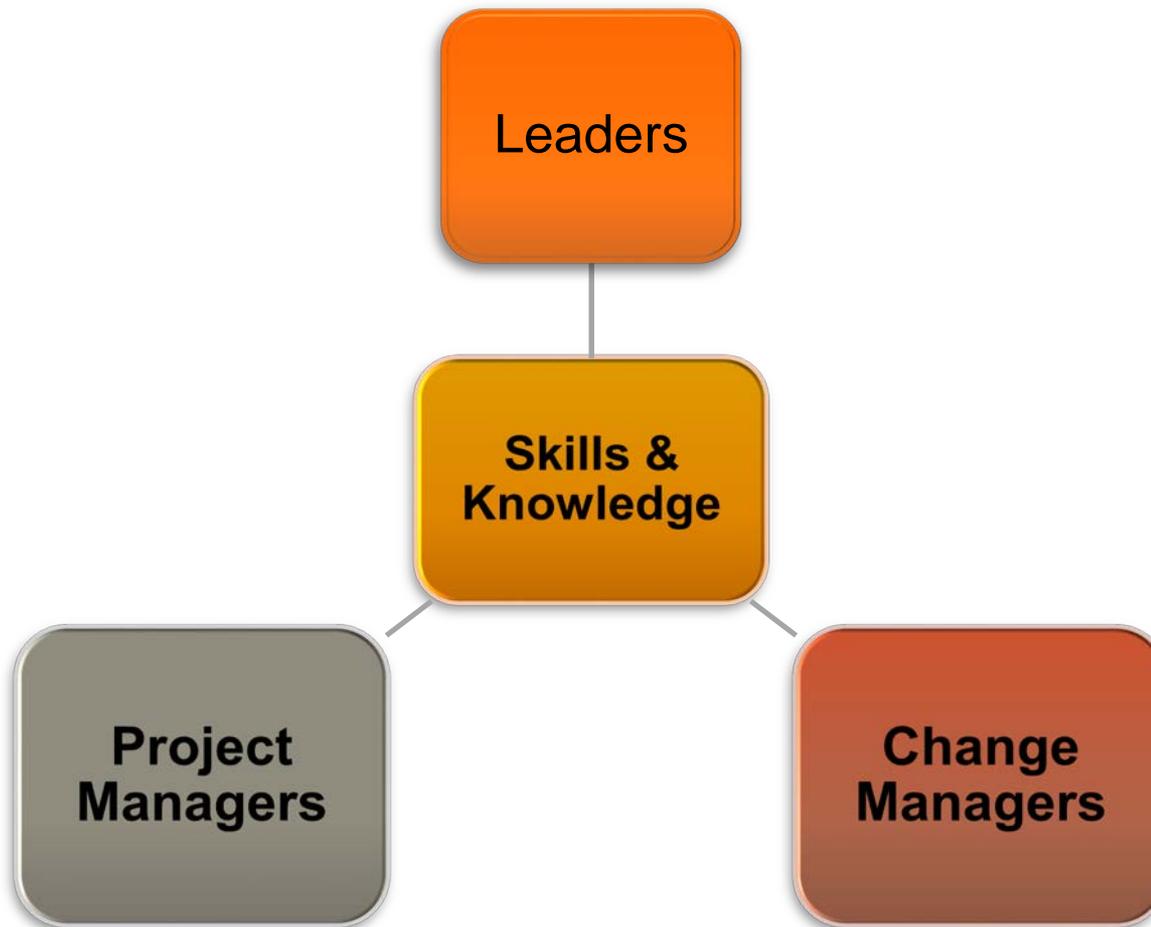
Three ways to deal with resistance management:

1. Prevent it...
 - Build Change Management competency in the organization's leaders
2. Proactively manage it...
 - Predict and plan for it using Risk Management tools and techniques
3. React to it...
 - Build coping processes and competencies of Sponsors, Project Managers, and key team members

Round 5: Aligning Disciplines



Aligning the Disciplines: Competency



Aligning Roles & Responsibilities

Fulfilling the role of
sponsors of change



Coaching
their direct
reports

Employee-Facing

Enablers

Structured
approach to
enable others

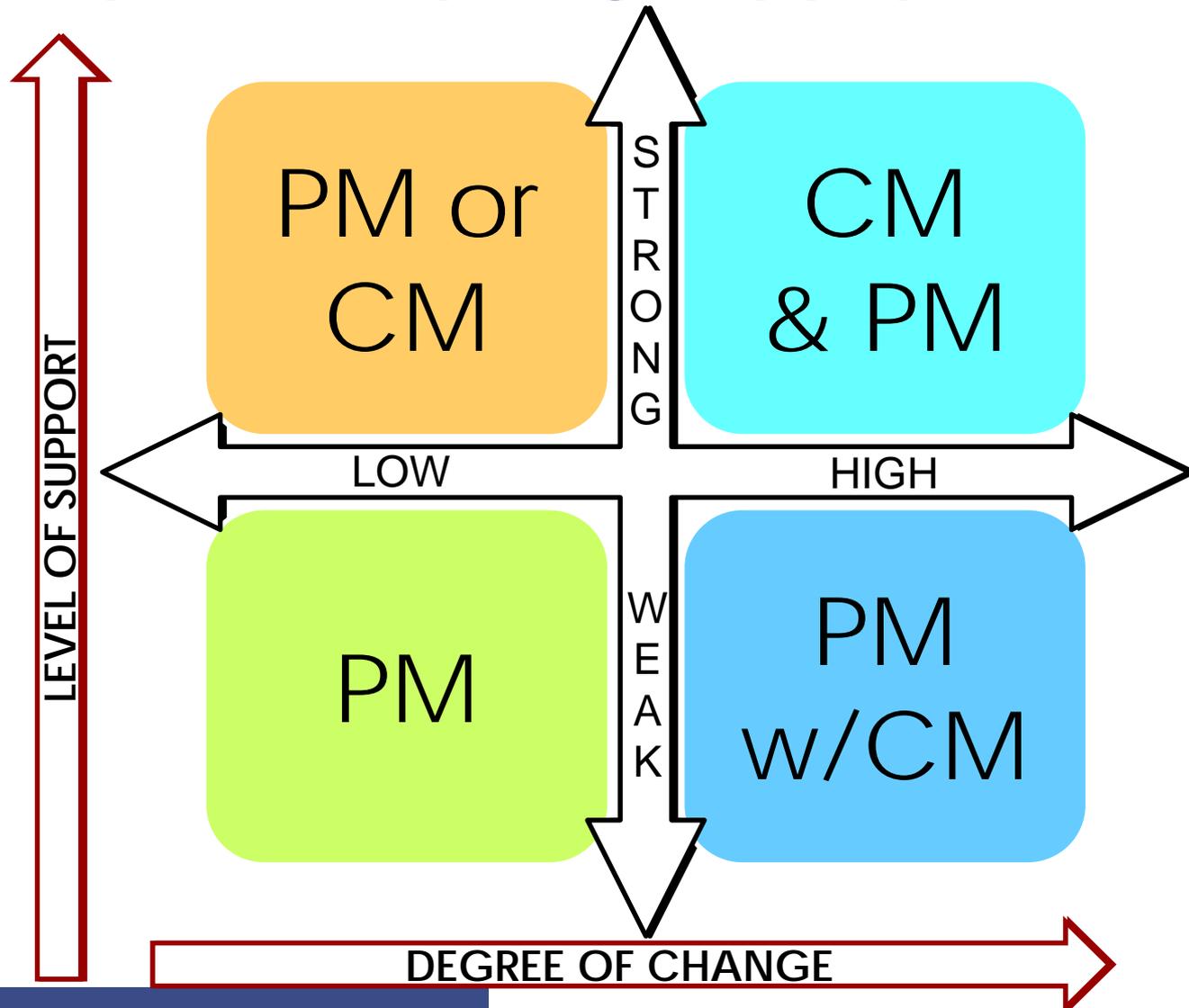


Integrating the
“technical” and
“people side”



Providing
expertise

SELECTING THE RIGHT STRUCTURE

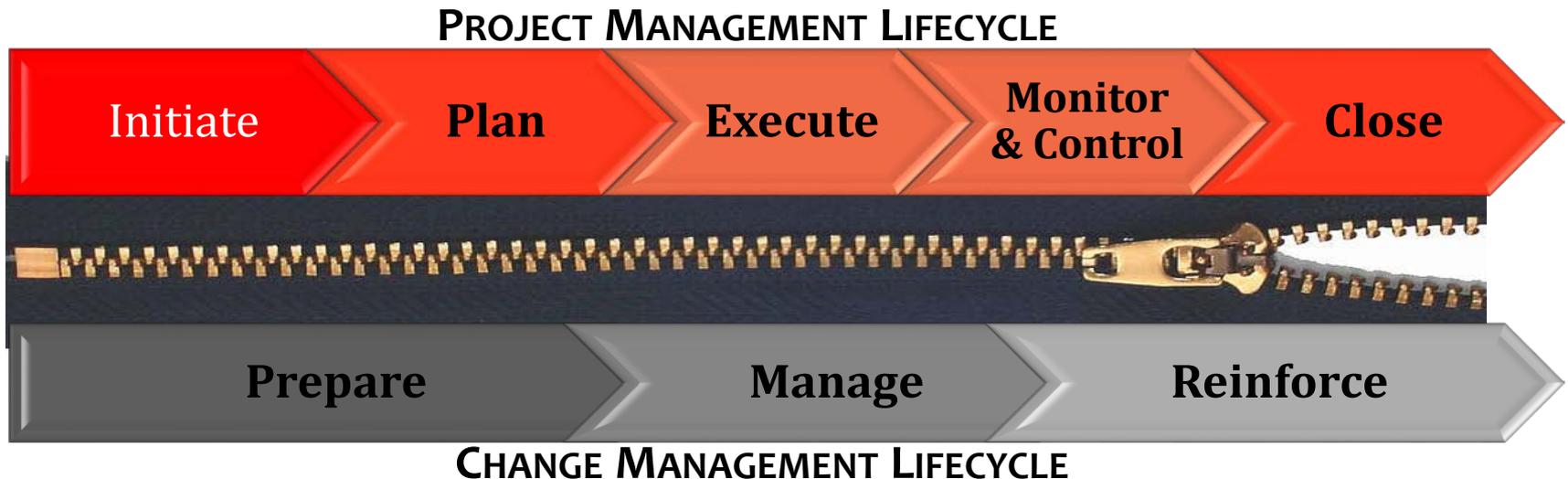


Adapted From: Nahmias, A.H., & Crawford, L. (2008). Project Manager or Change Manager? Who Should be Managing Organizational Change?. Project Management Institute.

Resistance is Futile: You Must Assimilate

Shift in paradigm from the disciplines as separate and distinct, to the integration of the core concepts, objectives, tools and techniques

- Change Management provides the **people** substance,
- Project Management the **technical** substance, and



What Can You Do?

- Pick one and focus; start with one discipline to drive the integration
- Promote and improve each discipline in parallel, while integrating them
- Perform one while educating yourself on the others



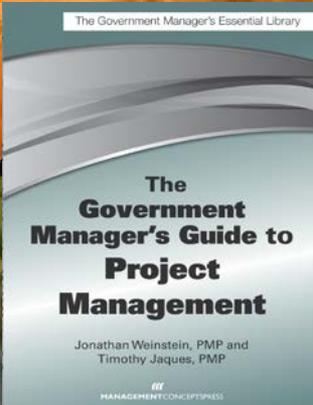
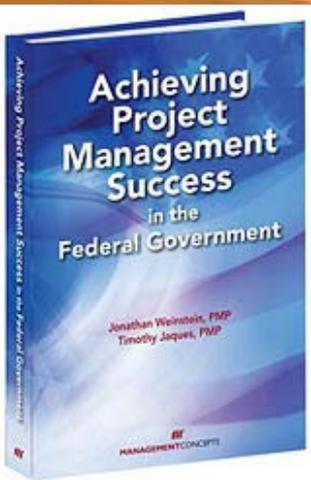
Pursue Excellence Because...

“Mediocrity is expensive!”

Congressman Elijah Cummings

Maryland 7th District
Senior member of the
Committee on Oversight
and Government Reform





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