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.
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

Change Management

Project Management

OR

Project Management

Change Management
"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
Forces of Change at Work in 2013

- Cost Reduction Initiatives: 70%
- New Market Development: 25%
- Strategic Alliances: 47%
- Process Innovation: 31%

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

- Poor (n=177): 17%
- Fair (n=441): 49%
- Good (n=561): 80%
- Excellent (n=107): 95%

*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**
- Initiate
- Plan
- Execute
- Monitor & Control
- Close

**CHANGE MANAGEMENT LIFECYCLE**
- Prepare
- Manage
- Reinforce

© 2015-2016 Line of Sight
Making Change - Compliance
Making Change - Investment

INVESTMENT

INTRODUCE

TRAIN/ MENTOR

ADOPT

COMPLIANCE

Iteration
Making Change - Realized Benefit

- INNOVATE
- REALIZED BENEFITS
- COMPLIANCE
- INVESTMENT
- INTRODUCE
- TRAIN
- ADOPT
- ADAPT
- ENHANCE
- Iteration
- Optimization
Making Change

**EMBRACE**
- Optimization

**INNOVATE**

**REALIZED BENEFITS**

**COMPLIANCE**

**ENHANCE**
- Adapt

**ADOPT**
- ADOPT
- Iteration

**TRAIN**
- Train

**INTRODUCE**
- Introduce

© 2015-2016 Line of Sight

Most Projects Stop Here
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
"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

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

© 2015-2016 Line of Sight
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

Leaders

Skills & Knowledge

Project Managers

Change Managers
Aligning Roles & Responsibilities

Fulfilling the role of sponsors of change

Executive

Manager

Coaching their direct reports

Employee-Facing

Enablers

Structured approach to enable others

Change Manager

Project Manager

Integrating the “technical” and “people side”

Project Support

Subject Matter Expert

Providing expertise
SELECTING THE RIGHT STRUCTURE

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

**PROJECT MANAGEMENT LIFECYCLE**

- Initiate
- Plan
- Execute
- Monitor & Control
- Close

**CHANGE MANAGEMENT LIFECYCLE**

- Prepare
- Manage
- Reinforce
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