



Synergizing Project and Change Management for Business Results

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Introductions

Working with you side-by-side, every day



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Agenda

01 Project Management and Change Management as separate practices

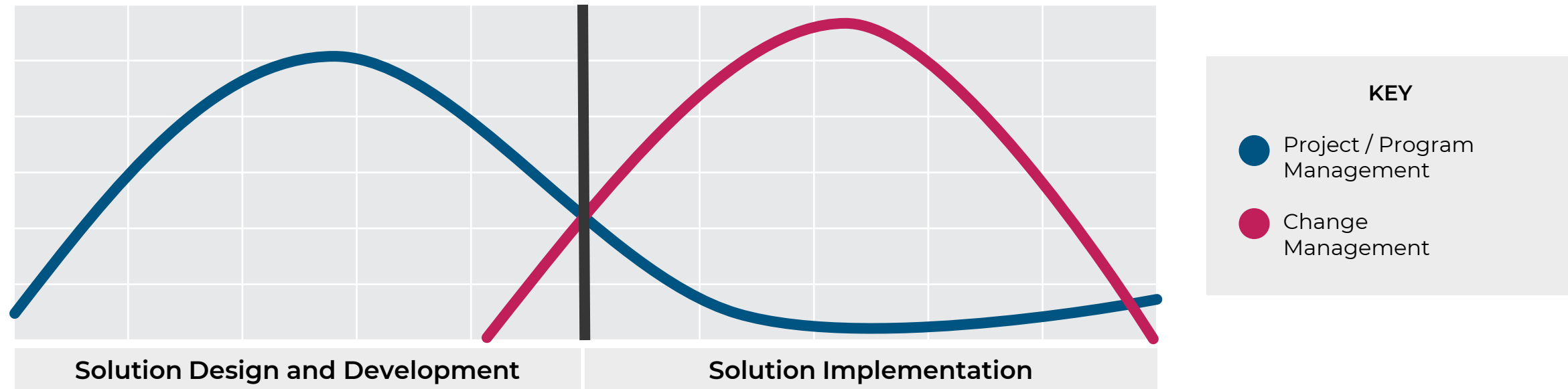
- Challenge with this approach

02 Project Management and Change Management Together

- Project or Program Management
- Change Management
- Aligning the two for Quality Adoptable Solutions

03 Project Management and Change Management in Action

How organizations view Project or Program Management (PM) and Change Management (CM)?



PM and CM are often viewed as two separate efforts with PM doing the heavy lifting on the front-end as the solution is being developed and CM focused on adoption of the new solution during implementation.

Poll question

How well do your PM and CM functions work together?

- A. Great! Critical efforts involve both PM and CM working well together.
- B. Both operate well, but they don't really operate together. More of a hand-off situation.
- C. One of the functions is working well for us, but not both.
- D. We don't have much of a PM or CM practice.



Why is this a problem?

Disconnect between the solution and the adoption of that solution



Together build a solution with adoption at the center of development.

PM and CM are separated

Design doesn't consider the resistance factors risking lower adoption rate.

Potential misalignment around intent, purpose, and goals of the effort creating delays or disjointed results.

Potentially disjointed communication plan lacking cohesive messaging across technical and adoption elements.

Change often pushed to "backburner" leaving limited time for adequate readiness of the organization.

Clunky handoff between design and implementation.

PM and CM are connected

Friction points identified, removed, and addressed early via the design of the solution.

Aligned stakeholder group anchored on a common intent, purpose and desired business result.

Streamlined communications across workstreams enabling cohesive messaging and clarity supporting overall adoption.

Readiness activities (e.g., upskilling, structure changes) begin early, allowing sufficient time to fully prepare.

Cohesive, thoughtful plan flowing from design through adoption.

Poll question

Which elements most resonate with you? What have you experienced in your organization? (check all that apply)

- A. Resistance factors and friction points are not considered in the design.
- B. Leadership misalignment around intent, purpose, goals.
- C. Disjointed communication around technical and adoption.
- D. Change management efforts end up being compressed or pulled completely.
- E. Clunky handoffs creating disjointed flow.



They work together

Successful efforts focus on Quality Adoptable Solutions



Project Management

is about a **Quality Solution**; getting the **SOLUTION** ready for the **ORGANIZATION**.



Change Management

is about a **Quality Adoption**; getting the **ORGANIZATION** ready for the **SOLUTION**.

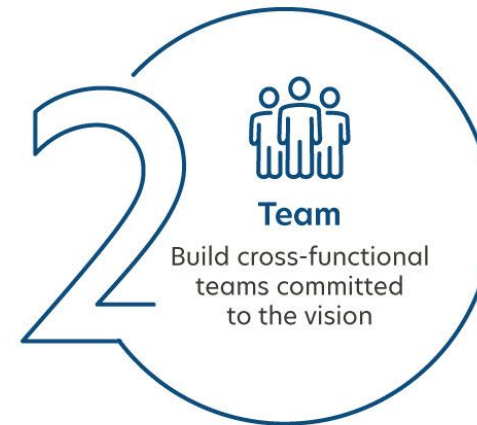
What is PM?

Building quality adoptable solutions that enable the business to evolve and generate positive business outcomes.

Program or Project Management

The activities necessary to ensure the promised strategic value of an initiative is realized.

This is done through the management of three specific domains: vision, team and structure.



Vision ensures the initiative adapts to the overarching objective of the business and its strategy. Serves to focus the program or project team on the objectives, while providing a common direction.

People are crucial for the success of any program or project. Helping a newly formed program or project team through Tuckman's Stages of Group Development is critical to get the team performing at a high level as quickly as possible.

PM **structure** that focuses on the management of scope, schedule, cost, communications, stakeholders, quality and risk. This is done throughout the life cycle of the initiative From initiation to planning to monitoring/control and to closing.

What is CM?

The **Art** and **Science** of helping individuals make the shift from point “A” to point “B” as smoothly as possible to **achieve business results!**

Change Management

The process used to get individuals to change their thinking and behaviors to get different results.

Achieved through the **four critical components of change:**

The Advocacy of Change equips leaders with the strategies, tools, and techniques necessary to communicate and drive change.

The Individuality of Change provides employees with a reason, role, path, and partner to achieve individual change that aligns with the organization’s goals.

Managing the Resistance of Change helps teams understand and manage resistance by actively listening to objections, resolving obstacles, and providing options aligned to change.

The Structure of Change implements a strong approach to readying the employees to effectively and efficiently adopt the solutions and achieve success through every step of the initiative.



Installation
(deploying the optimum solution)



People doing things differently

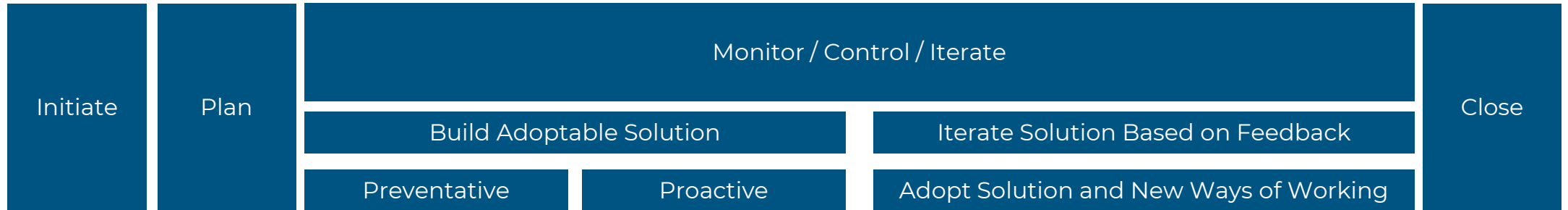


Realization of business benefits

PM and CM Functions working together

Building quality, adoptable solutions reducing resistant to improve speed to value.

Initiative Life-Cycle



PM & CM Activities

<ul style="list-style-type: none"> - Define the vision - Identify the intent - Build the team - Identify stakeholders - Build a plan, predictive or iterative in nature - Stakeholder analysis 	<p>Utilize a proven approach for building the solution.</p> <p>Then use the preventative change approach to remove unintended and unnecessary resistance from the solution.</p> <p>During solution development proactively anticipate and plan to actively overcome resistance.</p>	<p>As people are enabled and supported to move from Awareness, to Understanding, to Acceptance, to Commitment, and finally Adoption, be prepared to iterate on the solution when possible.</p> <p>A minor adjustment to the solution may increase adoption and exceed the desired business results.</p>	Adoption achieved!
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How can you bring PM and CM together in your organization?

Key considerations:

- Where do your program / project and change managers sit?
- Are these teams robust across the organization?
- Do they follow a specific methodology or framework?

Key actions:

- Assess the readiness / openness of the organization to begin incorporating these two functions.
- Begin connecting with PMs and CMs to share ideas of how to begin working together on initiatives.
- Set aside time to establish how you will work together, creating guardrails and who takes the lead on key activities (e.g., intent clarity, implementation plan).
- Be patient; it's okay to start slow.



Thank you

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