Changefirst
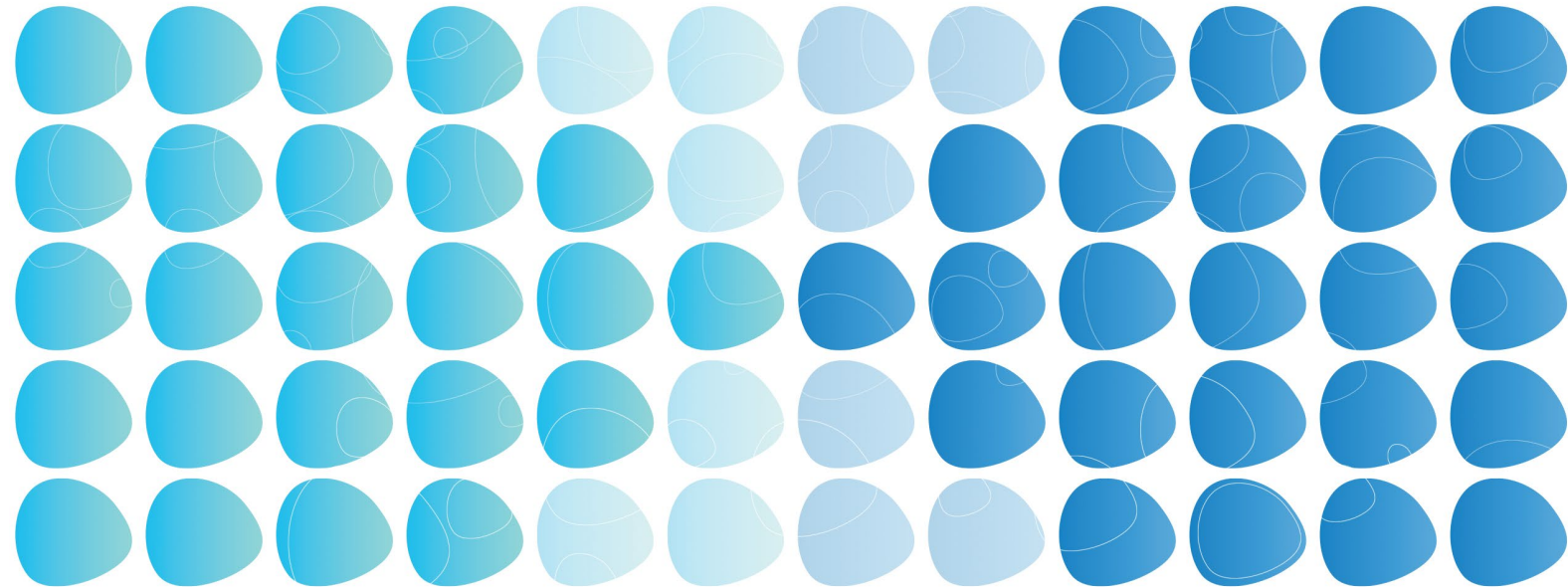
How Change Management improves your Project Management

An integrated Project Management and Change Management Plan considers events, timelines and the human process of change itself

Change & Project Management:
PRINCE2, PMI and PCI

An integrated Project Management and Change Management Plan considers events, timelines and the human process of change itself

When projects fail in an organisation, it can be for lack of project management expertise...

But more usually projects fail because the organisation did not focus sufficiently on the people aspects of the project – that is, the effect on people the project brings.

Many organisations rely on proven project management techniques such as PRINCE2 or PMI. However, even in these structured project management environments organisations rarely include the change management resources and techniques that are essential for a project to deliver the results a business is really looking for.

Change Management versus Project Management

There is a fundamental difference between project management and change management. Project management is about achieving installation. A project plan is built around events and timelines that ensure an organisation ends with a deliverable of some kind – a new IT system, a new office, an outsourced call centre and so on. The aim is to get from a current state (no installation) to a future state (installation completed).

Change & Project Management:
PRINCE2, PMI and PCI

Change management, on the other hand, is about implementation. It focuses on the people aspects for the change implied by that move from the current to the future state. True implementation helps an organisation actually achieve the benefits it expected from the project, and it goes far beyond installation. It needs a critical mass of people to be committed to the change, to learn new behaviours and to sustain them willingly.

The need for integration

Most organisations invest a considerable amount of time and money training people in project management methodologies and tools. They rarely invest in change management to the same extent. This is the cause of many project delays. When the people risks of a project are given little or no prominence, it creates resistance, apathy and a lack of commitment, which have a significant impact on the events and timelines of the project plan.

It is also why many projects fail to deliver the expected results – even when they appear to produce the expected deliverables. To give a simple example, there isn't much value in a new IT system – no matter how smoothly and efficiently it is installed – if users reject it because the business hasn't considered the implications for the way they work, secured participation and buy-in from their managers, addressed the likely points of resistance and so on.

What is required is effective integration of change management principles to ensure an organisation achieves implementation, not just installation during its projects. An integrated project management and change management plan considers events, timelines and the human process of change itself.

Change & Project Management: PRINCE2, PMI and PCI

The definition of Change Management

Change Management is a structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state.

Organisational change management includes processes and tools for managing the people side of the change at an organisational level. These tools include a structured approach that can be used to effectively transition groups or organisations through change. When combined with an understanding of individual change management, these tools provide a framework for managing the people side of change. Organisational change management processes include:

- techniques for creating a change management strategy (readiness assessments)

- engaging senior managers as change leaders (sponsorship)

- building awareness of the need for change (communications)

- developing skills and knowledge to support the change (education and training)

- helping employees move through the transition (coaching by managers and supervisors)

- methods to sustain the change (measurement systems, rewards and reinforcement).

Courtesy of Wikipedia

Change & Project Management:
PRINCE2, PMI and PCI

The definition of Project Management

Project Management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives.

The primary challenge of project management is to achieve all of the project goals and objectives while honouring the project constraints. Typical constraints are **scope**, **time** and **budget**. The secondary – and more ambitious – challenge is to optimise the allocation and integration of inputs necessary to meet pre-defined objectives.

Courtesy of Wikipedia

Integrating Change & Project Management Methodologies

In order for employees to embrace change, the organisation must embrace change as a whole, and build the necessary skills into its processes and workforce.

Building the change management skills an organisation needs requires specific action-centred training and follow-up coaching, as well as a structured methodology and tools to manage change during the project lifecycle.

The unique change management methodology developed by Changefirst (People-Centred Implementation, or PCI®) is designed precisely to help organisations grow their project management capability to include and embrace the principles of change management.

It does this in two key ways.

- Firstly, the PCI methodology integrates successfully with the two leading project management methodologies, PRINCE2 and PMI. It does so with enough flexibility to allow an organisation to tailor that integration to its specific needs.

- Secondly, PCI is fundamentally about building change management capability within an organisation, not just a way of delivering an ad-hoc change project on a consulting basis. This is critical: in order for employees to embrace change, the organisation must embrace change as a whole, and build the necessary skills into its processes and workforce.

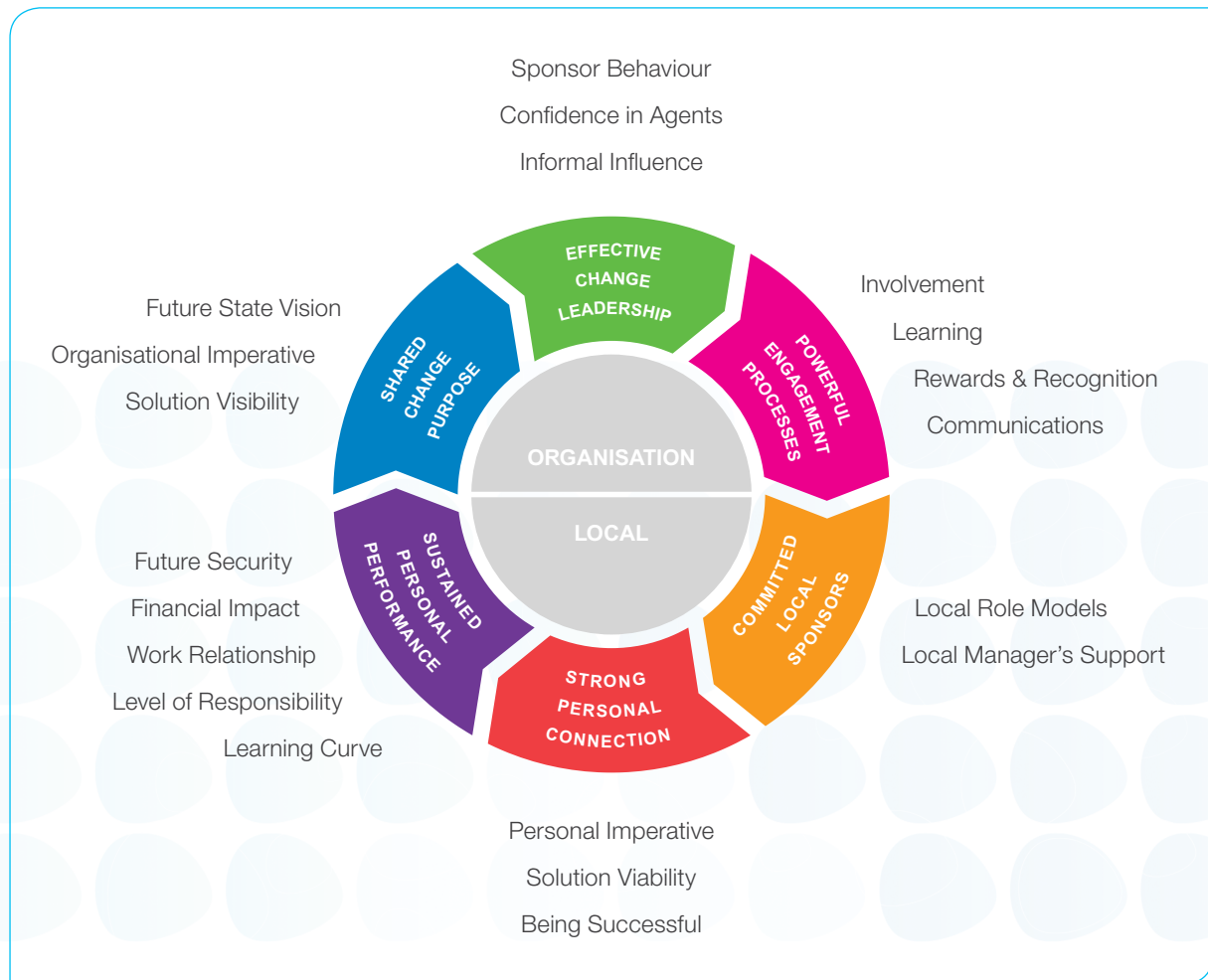# Integrating Change & Project Management Methodologies

About PCI

The People-Centred Implementation (PCI) methodology is designed to identify and address the implementation risks associated with people change and their reactions to change. PCI provides concepts, tools, planning, templates and tactics that enable people to manage 6 Critical Success Factors for successful change.

These success factors are associated with twenty different 'risk dimensions', which describe the detailed people risks involved with organisational change. Different Critical Success Factors are emphasised at different stages of a project, and PCI concepts, methods, tools and templates are used to manage and mitigate the people risks associated with change throughout.

Each of the Critical Success Factors managed by PCI has a comprehensive range of checkpoints associated with it: these set out what needs to be in place from a people perspective before the project can move on. These change checkpoints are central to the integration of PCI with PRINCE2 and PMI. They are effectively the change management equivalents of project management quality gates.

Integrating Change & Project Management Methodologies

Sponsor Behaviour

Confidence in Agents

Informal Influence

Future State Vision

Organisational Imperative

Solution Visibility

Involvement

Learning

Rewards & Recognition

Communications

Future Security

Financial Impact

Work Relationship

Level of Responsibility

Learning Curve

Local Role Models

Local Manager's Support

EFFECTIVE CHANGE LEADERSHIP

SHARED CHANGE PURPOSE

POWERFUL ENGAGEMENT PROCESSES

ORGANISATION

LOCAL

SUSTAINED PERSONAL PERFORMANCE

COMMITTED LOCAL SPONSORS

STRONG PERSONAL CONNECTION

Personal Imperative

Solution Viability

Being Successful

Integrating Change & Project Management Methodologies

PCI & PRINCE2

PCI has been used with great success in many PRINCE2 projects. The diagram shows how PCI maps onto a typical PRINCE2 project framework.

Integrating Change & Project Management Methodologies

Case Study: PCI & PRINCE2 in a large government department

The Challenge

A global IT services company used PRINCE2 to manage a pilot installation of new technology at a large UK government department. The pilot didn't go well, primarily because the traditional PRINCE2 methods used didn't address people risks as part of the programme. This led to major problems with acceptance among key people in the client organisation, many of whom were senior managers.

The Solution

A Change Manager and team were appointed to the programme. They performed a rapid analysis using Changefirst's PCI tools to determine the main areas of people risk. The risks identified were built into the overall risk register, and the team then built a change plan to deal with those risks.

At the time, the project was in its detailed planning phase. The use of PCI centred on developing and delivering people-centred interventions – with a focus on quickly developing detailed plans for involvement, communication and training. These fed a joint project plan built for the programme, including the change milestones and activities. This ensured that the implementation activities were tracked with the same rigour as the technical activities on the traditional project plan.

The final piece of integration was the inclusion of PCI change checkpoints into the quality gates for the programmes. This process was first trialled on one programme workstream, and proved so successful that it was rolled out to all workstreams. These quality gates were administered by an independent auditor and failure to satisfy all criteria meant the project failed the quality gate and could not move forward until formal plans were submitted to mitigate the risks identified.

Integrating Change & Project Management Methodologies

PCI & PMI

PCI has been applied successfully in many PMI environments, integrating change management concepts and methods with the PMI structure of work packages and quality gates. The diagram below shows how PMI work packages and quality gates line up with the Critical Success Factors of the PCI approach.

Integrating Change & Project Management Methodologies

Case Study: PCI & PMI integration in a Financial Services IT department

The Challenge

The IT function of a well-known financial services group used the PMI methodology to manage its projects – but it had identified a real need to pay more attention to the people side of technology implementations as part of the overall project management lifecycle.

The Solution

Integrating PMI with Changefirst's PCI methodology enabled the group to focus more on their people. The integration took place in well-defined stages:

- The easiest and most efficient thing to do first was integrate PCI's 20 risk dimensions into the standard project scorecard. Progress against the change risk factors was tracked in the same way as the project deliverables by the project steering committee.

- Next they influenced key sponsors in the organisation to integrate change risks into the process of initiating the project. For example: early risk analysis and planning built in at the proposal stage, along with budget & resources for implementation.

- Change risks were also built into the main risk management framework. This ensured that the project steering committee tracked change risks the same way as technical project risks.

- PCI "change checkpoints" were built into the existing project management software. They integrated with the quality gate process for projects and the team would not be allowed to move forward with the project until each checkpoint was fulfilled.

- A major breakthrough was integrating PCI with PMI, and aligning the two in training as well. To become a certified programme manager, and employee now has to be accredited in both methodologies, a simple and pragmatic way to align the methodologies and ensure future success of projects.

Developing Change Management Skills

Learning new behaviours, influencing people to change their mindset, and encouraging people to give up entrenched ways of working.

Just as the function and focus of change management and project management differ, so too do the skills required for each role.

Project management depends on strong skills in analysis, planning and organisation, and rigorous attention to the detail and processes that ensure activities are performed on schedule. Change management, however, is fundamentally about people. It's more like a messy 'contact sport' that involves learning new behaviours, influencing people to change their mindset, and encouraging people to give up entrenched ways of working.

Of course, an effective project manager will often have strong people skills. And it's true that a project management methodology like PRINCE2 or PMI will emphasise the importance of addressing people issues such as commitment building and managing resistance, and will naturally include deliverables such as training and communication plans.

However, project management methodologies offer little practical guidance in how to motivate and mobilise people to change. Most project managers will spend the majority of their time worrying about practical issues with deliverables and timelines, not the people risks of the change process.

It is these people-focused skills that will determine the success of a project and ensure effective implementation, not just installation. They are essential to ensure that lasting change takes place in an organisation.

Developing Change Management Skills

Change Agents

It's vital for an organisation to acquire these skills, either by helping project managers to develop them, or by building a dedicated change management function that works hand-in glove with the project management function. By combining project and change capabilities in key people and teams, you can create real change champions: a force for positive change in an organisation.

These are people who can:

- Help senior executives and managers play an active leadership role that ensures people support the change

- Help people in the organisation to see a real personal need for change, and to understand the project vision

- Identify project stages and activities where high levels of involvement are required – and facilitate this involvement so that commitment is built

- Deal with resistance to change

- Build plans that ensures people have the necessary skills and motivation to meet new demands the change brings

- Work with leaders and other employees to ensure the change is "biting" where it most needs to

- Develop follow-up plans to accelerate the acceptance of change

Developing Change Management Skills

Choosing your Agents

It is vitally important to choose and train the right people in these skills. The role of a business change champion is crucial because these individuals – who should be highly credible in the organisation – will be helping to manage the inevitable ambiguity and uncertainty that change brings.

The people side of change should not be left in the hands of traditional project managers. However, with additional skills – and a new understanding of change management – good project managers can become extremely effective business change champions. This puts them at the epicentre of the organisation's change agenda and dramatically increases their personal value.

The organisation benefits too. It can build the capability of its own people, creating a higher level of employee commitment to change, and is able to implement change more successfully.

Developing Change Management Skills

7 Essential Skills of a Change Agent

(1) **Sharing the vision** – helping people to understand and buy into a vision for the change. It might be an inspiring vision, or something more down-to-earth, but people need to know where they're heading to fully engage with change.

(2) **Facilitating workshops and change events** – working with groups of people to prepare them for change. This involves planning and delivering a range of communication, involvement and action learning events, and requires strong facilitation skills and an understanding of group processes.

(3) **Planning the people side of change** – constructing people-centred plans that build on the change assessment, support technical, logistical and financial plans for the change, and gain the commitment of the people involved. This includes planning how people will learn, get support and work through problems, and eventually embed the solution in their daily work.

(4) **Demonstrating personal adaptability** – change champions are under considerable pressure to change themselves and to help others to change quickly. They must be personally adaptable and able to cope with the rigors of their role.

Developing Change Management Skills

5 **Collecting and assessing change data** – from individuals and groups regarding their understanding, perceptions and feelings about the change. This includes:

- why key groups might resist change

- which behaviours need to change for a project to succeed

- how the overall volume of change in the organisation may have an impact

- what caused previous change projects to succeed

6 **Influencing others** – change champions should be familiar with the different forms of influence they can use, formal and informal. They must be able to maximise the positive influence they can exert in an ethical way, to gain power during the change. They must also be able to gain the support of top managers and work with sponsors – and project team members – to clarify expectations and agree responsibilities.

7 **Coaching top managers** – it's vital to be able to advise and coach top managers on how they can show their commitment to the change. They must recognise and prioritise the change initiative as important, over and above other projects that may be fighting for attention.

We can help you build your own Change Management Capability

Changefirst helps public and private sector organisations build effective change management capabilities through specialist training and advice, and the unique tools and techniques of the PCI methodology.

Changefirst's online application, e-change®, enables change leaders and project teams to deliver sustainable change through an integrated suite of e-learning modules, online change assessments, collaboration and a step-by-step change planner.

Changefirst practitioners are accredited in PRINCE2 and PMI project management methodologies, with a track record of success helping organisations ensure their projects and programmes deliver by addressing the people aspect of change.

End to end change management solution

Changefirst has supported organisations in implementing change management through application focused workshops and coaching for over 20 years.

With the increase in global demand for standardised and ongoing change management processes in an era in which businesses are endlessly required to implement change projects - within stringent timelines and with tight budgets - they saw the growing need for a 24/7, online change solution.

e-change® was launched in 2014 and now serves companies of all sizes, including blue chip, across the globe and succeeds in helping them implement a continuous change management approach, as well as providing the tools and training to managers and employees that support change management from beginning to end.

Online Change Management Solution

e-change® is an all in one, cloud based change management platform enabling businesses to easily create, deploy and manage change projects companywide both quickly and cost-effectively.

Amongst the tools are the following features:

- Leadership and employee education
- Step-by-step change planner
- Planning roadmap and templates
- Diagnostics and reporting tools
- Online change assessments
- Collaboration and social learning functionality

For more information
or an online demo
of how it works
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About Changefirst

Since 1995, Changefirst has been transferring change management skills, processes and tools inside organisations to help them deliver change successfully. Over 15,000 people have learned our proven People-Centred Implementation (PCI®) methodology in 50 countries around the world. Over 6,500 people currently use our online application e-change, and around 350 in-house PCI Master Trainers help to embed the capabilities inside their organisation.

Our clients choose us because:
- they need to deliver specific changes whilst developing internal change-management capabilities
- they require a scalable, robust, methodology that is easy to access and simple to use
- they need tools that integrate with their project framework and a solution that is value for money

Our clients include The Linde Group, Novartis, Rentokil Initial, Virgin Media, HSBC, Network Rail and MSA.

We have probably the largest global Organisational Change Management research and assessment database in the world with over 20,000 respondents and 350,000 datapoints. This enables clients to benchmark their change performance.

We are regularly invited to share our thought leadership on the international speaker circuit by the likes of ACMP, APMG and PMI.

We are based in the UK, Australia and Brazil and we deliver our services globally.

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