


Change Saturation and Change Collision: A Survival Guide


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Change Saturation and Change Collision: A Survival Guide

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Master Instructor


Originally presented at:



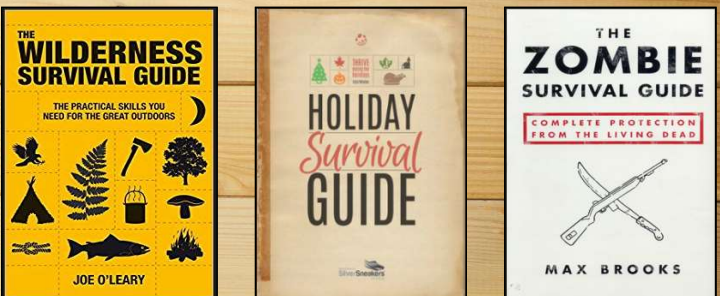
CHANGE MANAGEMENT 2017
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What is a Survival Guide?



Reference Guide: Skills & Techniques

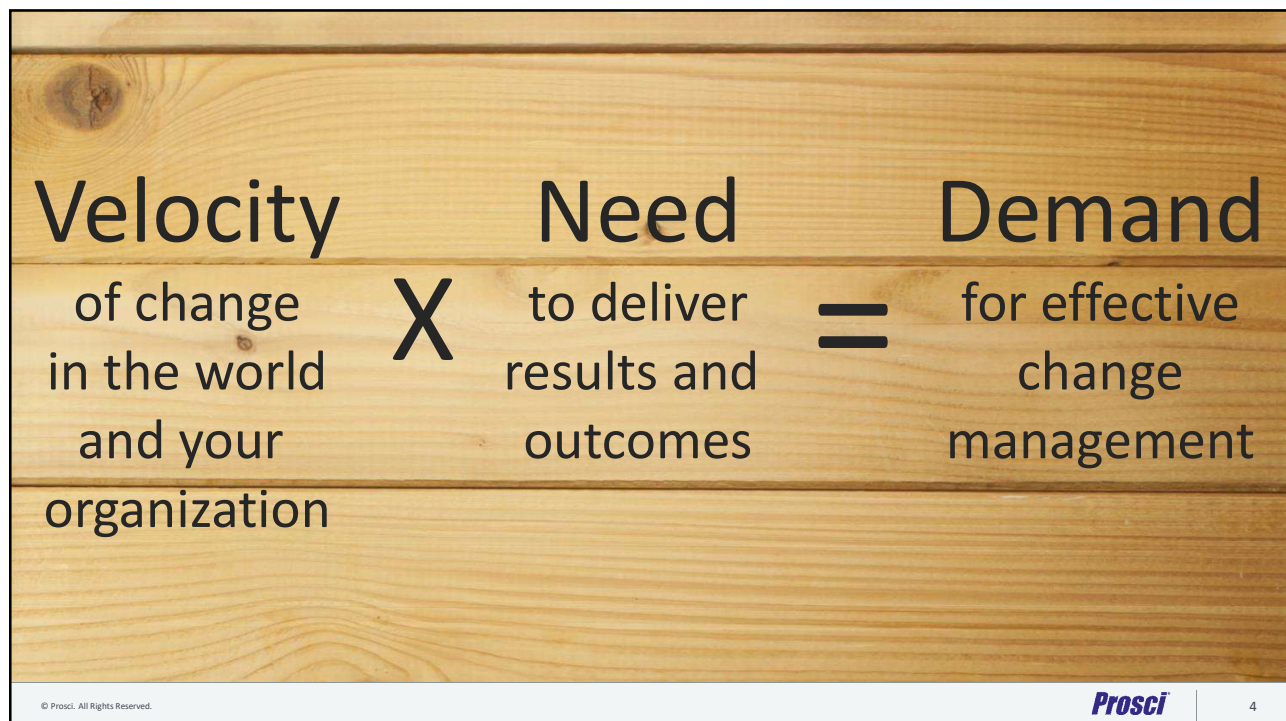
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Change Saturation

Experiencing more change than can be absorbed



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78%

Respondents said that their organizations were nearing, at or past the point of saturation

2015 Prosci study with 1120 change professionals

Saturation has consequences

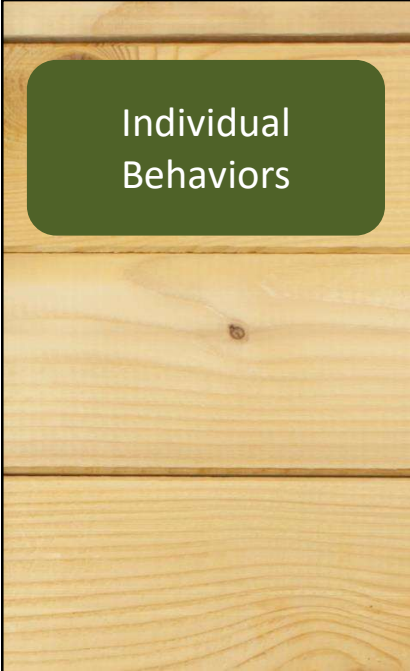
Individuals suffer
Projects suffer
Organizations suffer

2015 Prosci study with 1120 change professionals

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Individual Behaviors

- Disengagement, apathy and indifference
- Burn out and fatigue
- Anxiety, stress and weariness
- Confusion
- More complaints and “noise”
- Cynicism and skepticism




BEST PRACTICES IN
CHANGE MANAGEMENT

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Individual Behaviors

Groups: Projects and Project Teams

- Lack of necessary resources
- Poor project delivery including failure to produce expected results
- Delays and schedule implications
- Little direction and sponsorship from senior leaders



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- Automatic resistance
- Lack of focus on operations
- Attrition and turnover
- Low morale throughout the organization
- Changes viewed as distractions



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Change Collision

Too much change happening at once resulting in conflict



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What is Your Why?

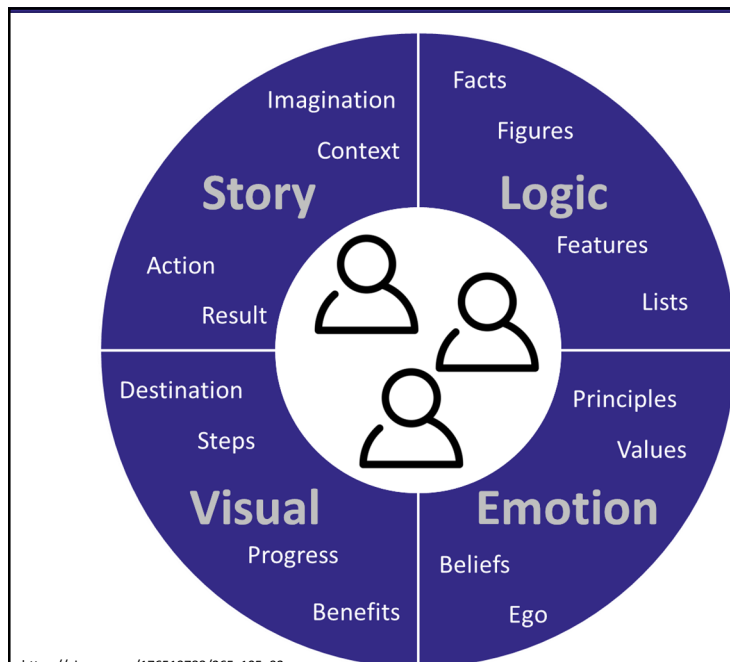
For addressing
change saturation &
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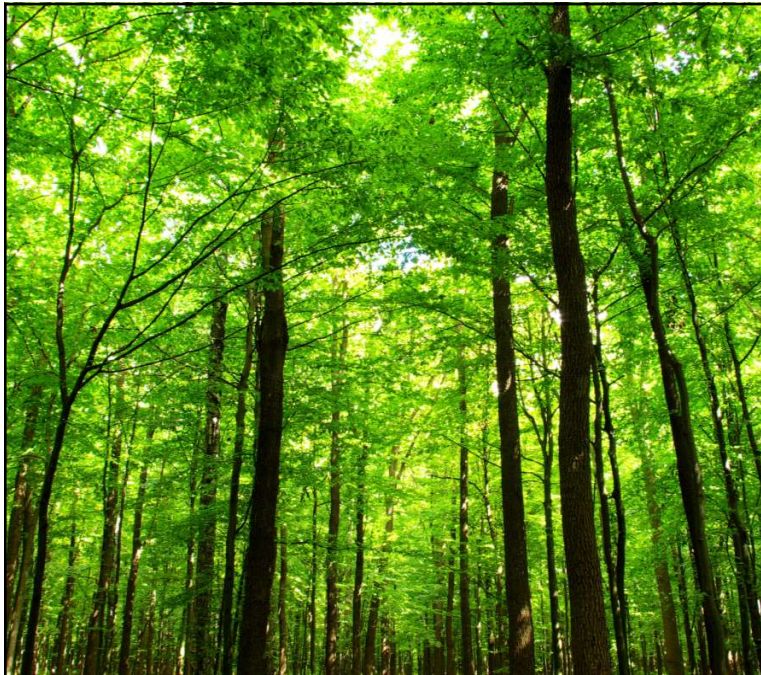
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Can't see the
forest for the
trees

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Change Portfolio Management

A structured
approach and
set of tools for
understanding
and managing
the portfolio of
change



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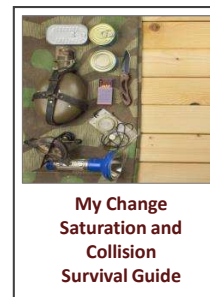
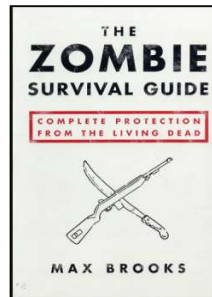
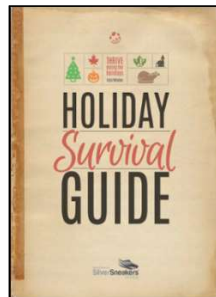
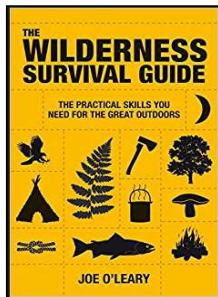
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When the threat is real, not taking action usually doesn't end well.



Individual, Group, and Organizational Impact

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Scope Challenge

Level of Influence

Resources Available



Navigational Framework

Where are you starting?

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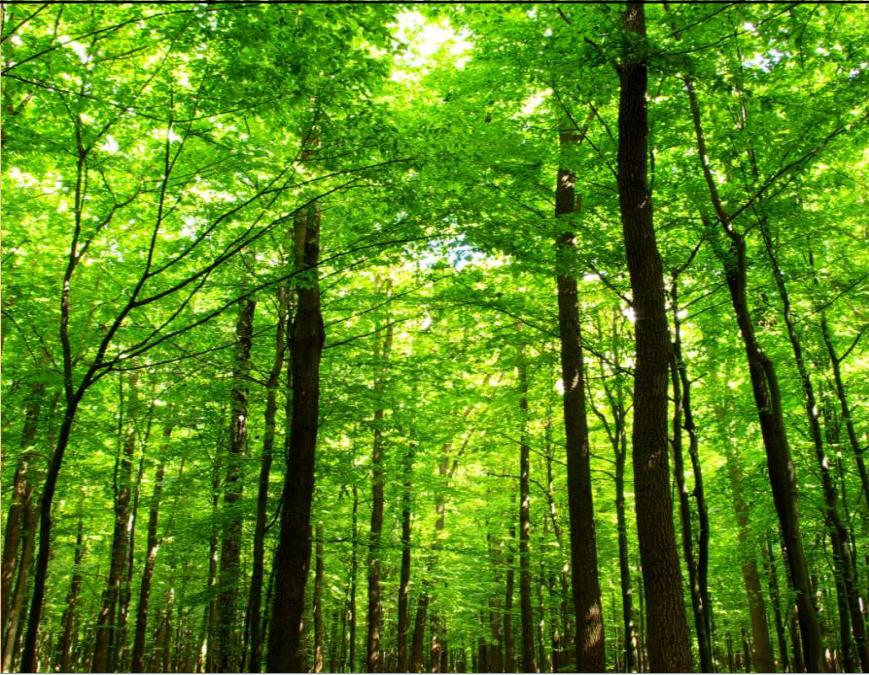
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Scope Challenge

How big is your forest and what's in it?



My Survival Guide




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Level of Influence

How much can you influence the outcome?



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Resources Available

What do you have available to you?


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Change Portfolio Resources

- Sponsor level and engagement
- Project Management (PM) maturity
- Project-level insights and information
- Change Management (CM) maturity
- Team structure, roles, and required accountability

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Optimize Influence Strategy

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Prosci® Change Portfolio Management - Scale Plot v21

What's So So What Now What

Scope - what is the scope of the change portfolio you are working to manage?

Select the scope of your portfolio effort

Write a description of (e.g. all IT projects, top 5 strategic initiatives, initiatives in EMEA)

Influence - evaluate your degree of influence on each of the eight factors below

Change Portfolio Management influence factors	Assessment
1 Project selection	5 - complete influence
2 Project investment	4 - significant influence
3 Resource decisions	4 - significant influence
4 Impact group adjustment	5 - complete influence
5 Milestone timing	4 - significant influence
6 Stopping or pausing a project	4 - significant influence
7 Sponsor assignment	4 - significant influence
8 Strategic alignment	5 - complete influence

Resources - evaluate your level of resources for the eight factors below

Change Portfolio Management resource factors	Assessment
1 Project management	4 - significant resources
2 Project portfolio management	3 - moderate resources
3 Change management	5 - complete resources
4 Change portfolio management	4 - significant resources
5 Sponsor level for change portfolio management	2 - little resources
6 Sponsor engagement for change portfolio management	3 - moderate resources
7 Change portfolio roles and accountability	3 - moderate resources
8 Change portfolio value delivery	4 - significant resources

Prosci® Change Portfolio Management - Scale Plot

What So So What Now What

Your level of a) influence and b) resources guide your change portfolio management approach:
The scope of your defined portfolio will also impact your approach (V, M, O)

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Input

Project/initiative portfolio
Job impacts (10 aspects)
Project health (PCT)
Project investment
People risk (Risk Grid)
Impact groups
Schedule milestones
Primary sponsor
Priority/strategic alignment

Output


Change portfolio by project
% of each by project/portfolio
% of each by portfolio
Health vs. investment (risk)
Portfolio risk grid
Degree of impact/heat map
Schedule overlap/collision
Sponsor saturation
% of each by strategic initiative

Visualize:
See Change Saturation and Collision


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Visualize:
See Change Saturation and Collision



Prototype Preview

Prosci Change Portfolio Management Dashboard

Get Started

- Define the portfolio parameters
- Define the portfolio changes
- Define normalized groups
- Investment vs Risk plot

Project Health

L/S PM CM

3 risks, 20% 2 risks, 20% 1 risk, 80% 0 risks, 0%

Risk Assessments

20% 40% 20% 20%

Sponsor Eval

A1 B1 A2 B2 A3 B3

40% 20% 40%

Sponsor capacity

- no capacity
- little capacity
- some capacity
- plenty of capacity
- significant capacity

Sponsor coalition health

- unhealthy
- moderately
- healthy

Change Impacts

Average impact to this job area

Processes Systems Tools Job role Crit Behaviors Mileset Resourcing Perf Measure Comp Location

Assess Group Impacts

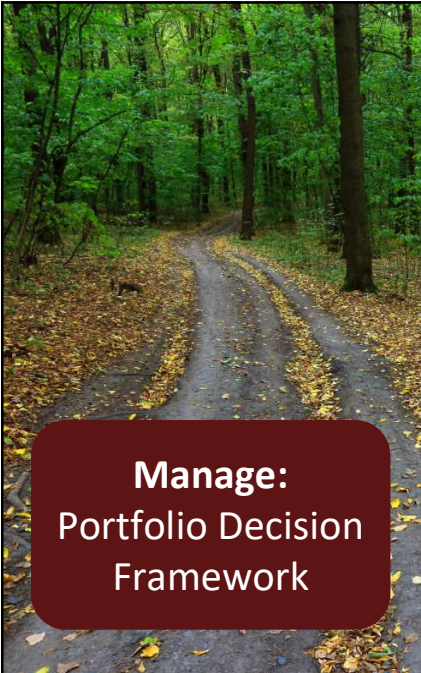
Review Group Heatmap

Schedule


2017 6 2017 7 2017 8 2017 9 2017 10 2017 11 2017 12 2018 1 2018 2 2018 3 2018 4 2018 5 2018 6 2018 7 2018 8 2018 9 2018 10 2018 11

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Manage:
Portfolio Decision Framework



Decision Model

- Resource decisions (risk, health vs. investment, priority)
- Sponsor saturation and coaching
- Impact group adjustments
- Project and milestone timing
- Economies of scale (efficiency)

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Optimize:
Influence
Strategy






Strategic Alignment

- Project identification, assessment, selection, and timing from the change portfolio perspective
- Aligned sponsor engagement and leadership support
- Integration with the strategy formation process

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Reference Guide: Tools, Skills & Techniques

		
Visualize See Change Saturation and Collision	Manage Portfolio Decision Framework	Optimize Influence Strategy

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Change Portfolio Management

Managing the cumulative and collective impact of change to achieve the desired outcome: ROI and benefits realization



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Surviving Difficult or Extreme Situations

What examples do you have?



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What is Your Survival Plan?





Visualize




Manage



Optimize

Objectives, Context, Approach, Outcomes


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