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Lots of effort with little effect - because nothing **REALLY** changed

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PS Consulting International



Projekte erfolgreich machen!



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PS Consulting International

Projekt - Beratung

Projektmanagement - Training

Projektmanagement - Zertifizierung



Projekte erfolgreich machen!

PS Consulting International

- Spezialisiert auf Projektmanagement Beratung und Training
- 1997 gegründet.
- 20 Mitarbeiter
- Registered Education Provider (R.E.P.[®]) des Project Management Institutes (PMI[®])
- Gold Sponsor der PMI Chapter Frankfurt und München



Branchen, in denen wir tätig sind



Automobil-Zulieferer



Information Technologies



Banken & Versicherungen



Hochtechnologie



Verlagswesen



Maschinenbau & Anlagenbau



Pharmaindustrie



Konsumgüter

Unsere Kunden



Unsere Trainer und Berater

- Zertifiziert nach PMI oder IMPA/GPM
- Mit langjähriger aktiver Projektleitungs-Erfahrung
- Mit langjähriger Beratungs- und Trainings-Erfahrung
- Viele mit langjähriger internationaler Erfahrung



Successful projects?

- Major reorganization and restructuring of manufacturing facilities
- New email system for a company
- New PM system bought for an organization 5 years ago

All these projects did deliver their product scope and were more or less in time and budget

But ...



Wasted Efforts

- Major reorganization and restructuring of manufacturing facilities
 - 2 years after completion nothing implemented
 - Concepts, developments and designs are useless
- New email system for a company
 - Much better than the existing one (according to IT)
 - Growing resistance from different parts of the company
 - 2 additional years of re-development and rework
- New PM system bought for an organization 5 years ago
 - Many detailed process descriptions, tools and templates included
 - Most parts have never been used, are outdated and forgotten





Why did it happen?

What went wrong?

- Important stakeholders were against the project from the beginning, but it wasn't taken serious
- Users weren't asked because they were "too ignorant"
- Stakeholders expectations were ignored
- Management didn't have time to care for the project
- Projects had to deliver concepts, implementation was out-of-scope
- People were just told they have to use the new tool and templates – without any training
- Time pressure: the project had to be fast. Discussions would just had delayed the project.
- Political fights between departments and the attempt to create facts to get an advantage over his (internal) competitor



How to
resolve it?

Do Change Management

1. Start right from the beginning of the project
 - Include change aspects in the Project Charter
 - Extend the Stakeholder Analysis
2. Plan Change Management Activities
 - Be aware of the different levels of change
 - Be aware of the force-field in a change process
 - Be aware of the transition effects and coping stages
3. Be prepared to deal with resistance and other effects during execution of the project

Change Management must be part of any project!

Include Change Aspects in Project Charter

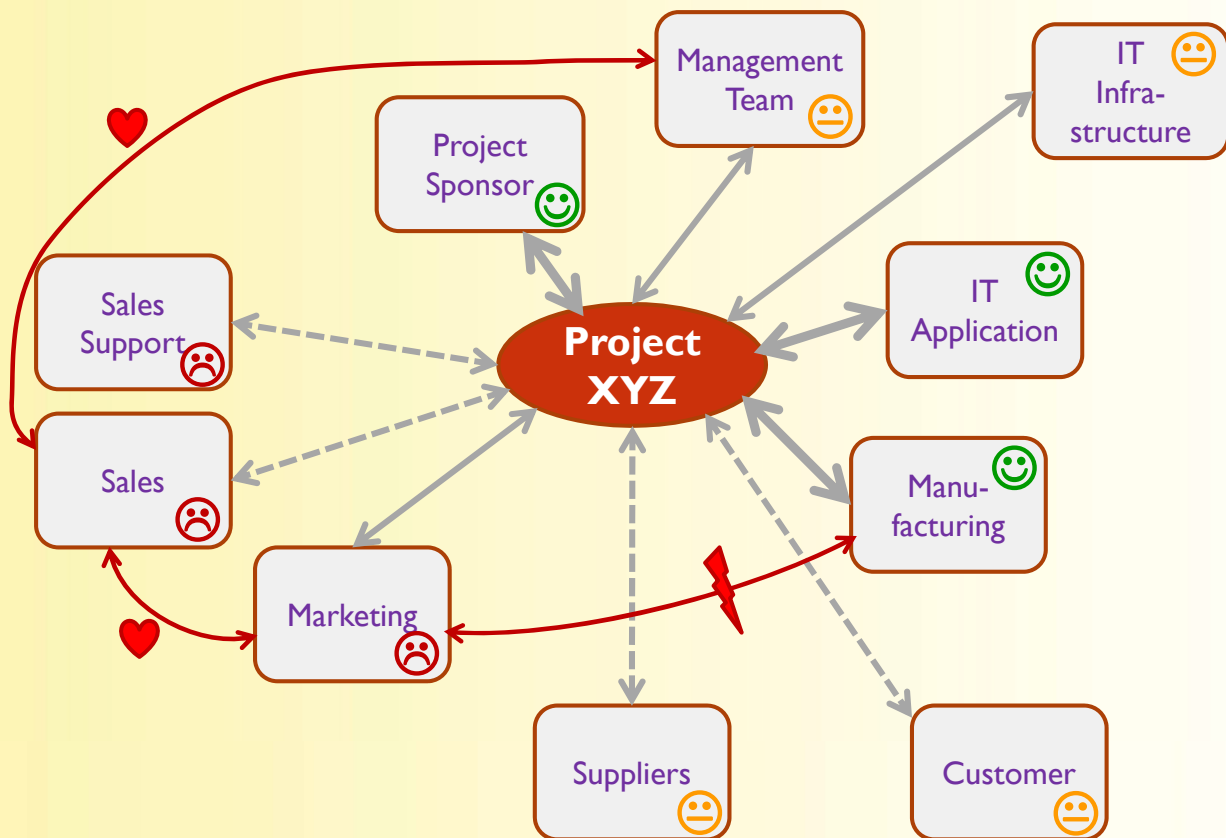
I. Quick Analysis of most important change aspects

Change impact on ...	None	Low	Medium	High
Business Strategies		X		
Organizational Structures				X
Processes and Workflows			X	
Roles and Responsibilities			X	
Behaviour of Individuals			X	X

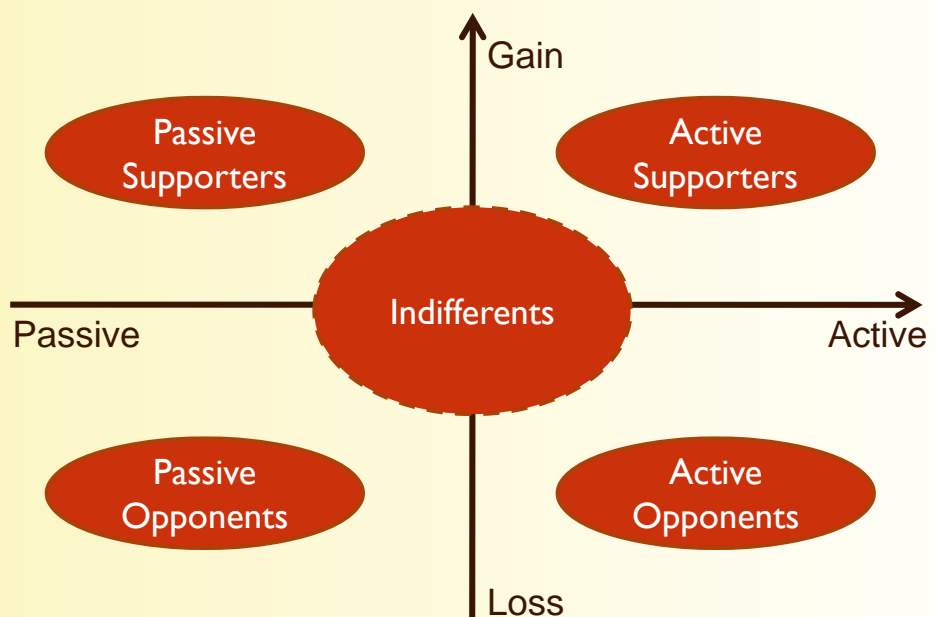
Enhanced Stakeholder Analysis

1. **Assess needs and expectations** of the individual stakeholders
2. **Assess the relationship and dependencies** among stakeholders
3. **Describe the force field** the project is embedded in
 - Identify intensifying feedback loops that can be used to achieve changes with minor effort
 - Identify inhibiting feedback loops that should be avoided to not waste effort
4. **Assess the impact of potential changes**
 - Impact on the individual stakeholders
 - Impact on their relationship
5. **Evaluate the optimal way to implement the change**
 - As part of the stakeholder management plan

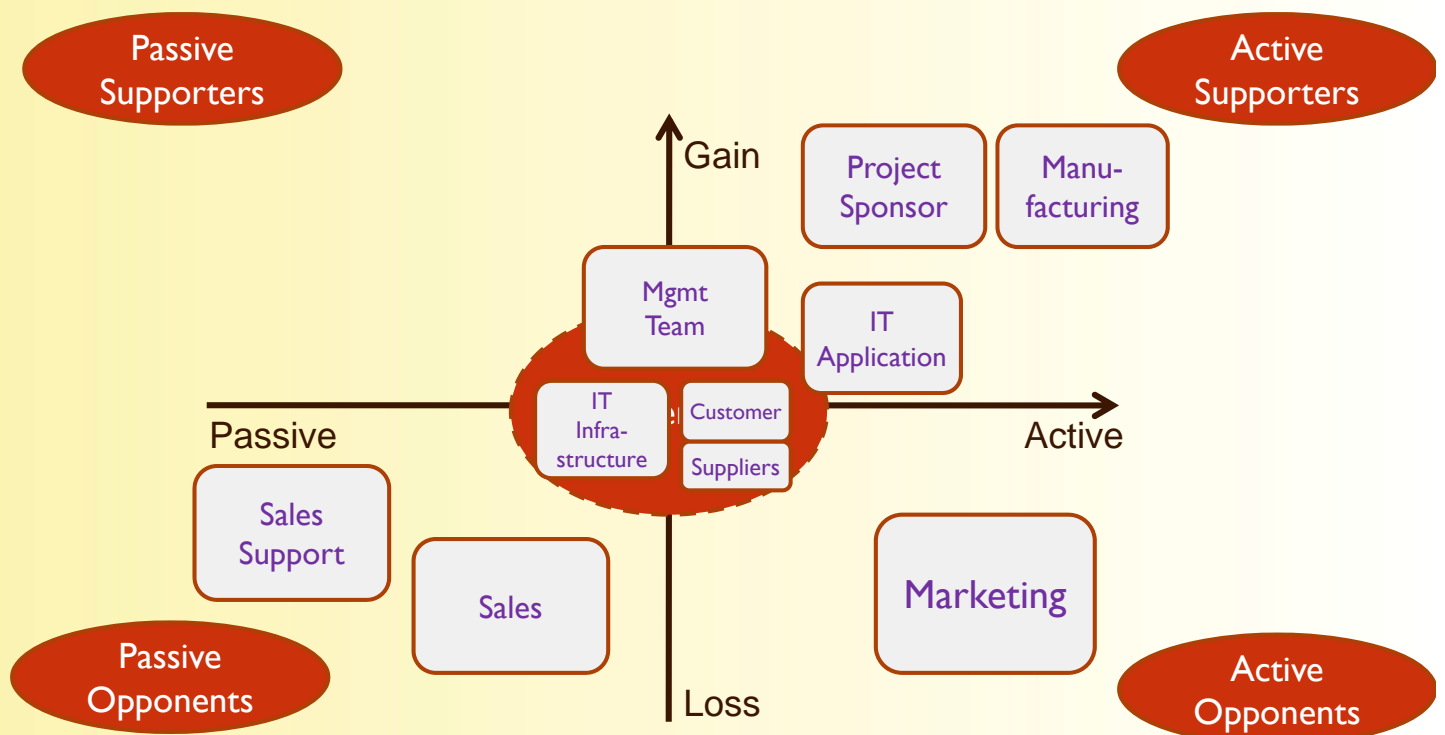
Enhanced Stakeholder Analysis



Enhanced Stakeholder Analysis



Enhanced Stakeholder Analysis



Stakeholder Management Strategy

1. Active Opponents

- Search for a WIN-WIN with active opponents – especially when they may have a strong influence
- Try to find compromises with them
- Get management support or form other alliances

2. Passive Supporters

- Activate them by showing their benefits and what they won't get or even lose, if they stay passive

3. Passive Opponents

- Be aware that active opponents may try to activate them.
- Try to offer a WIN-WIN for them to get broader support

4. Indifferents

- Try to activate them. Keep constant communication.

And that's so
easy to do?



Plan Change Management Activities

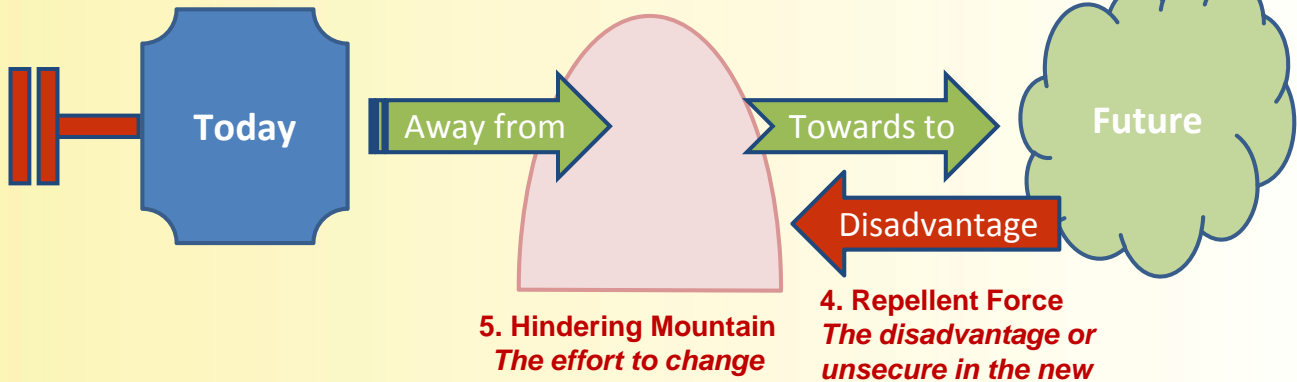
- Be aware of the force-field in a change process
- Be aware of the transition effects
- Be aware of emotions and coping stages in transition phases
- Be aware of the different levels of change and address them in an appropriate way

Force Field in a Change

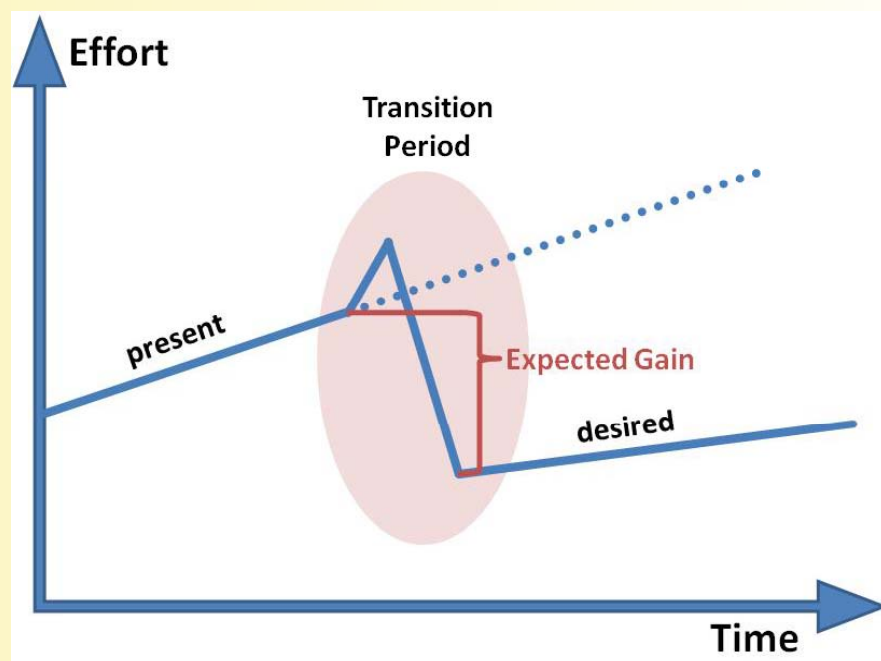
3. Conservative Force
The good in the old situation

1. Driving Force
The bad in the old situation

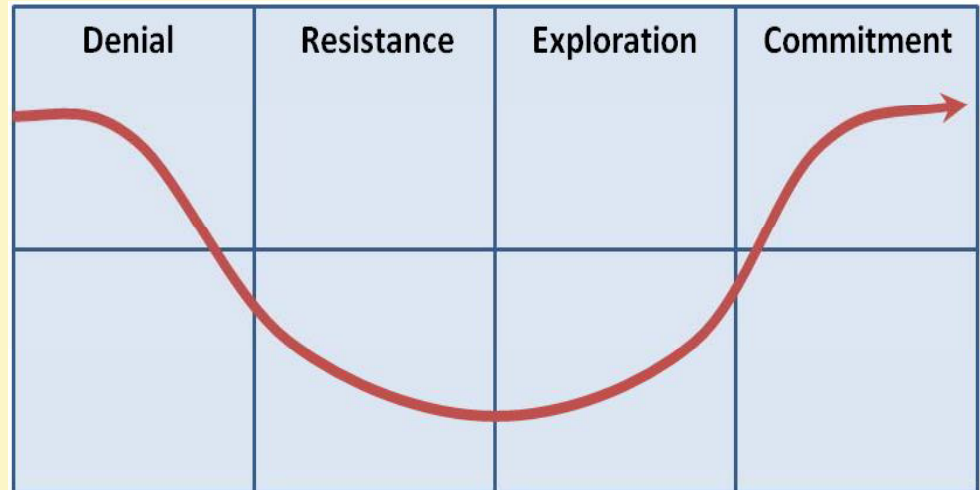
2. Attractive Force
The beauty of the new



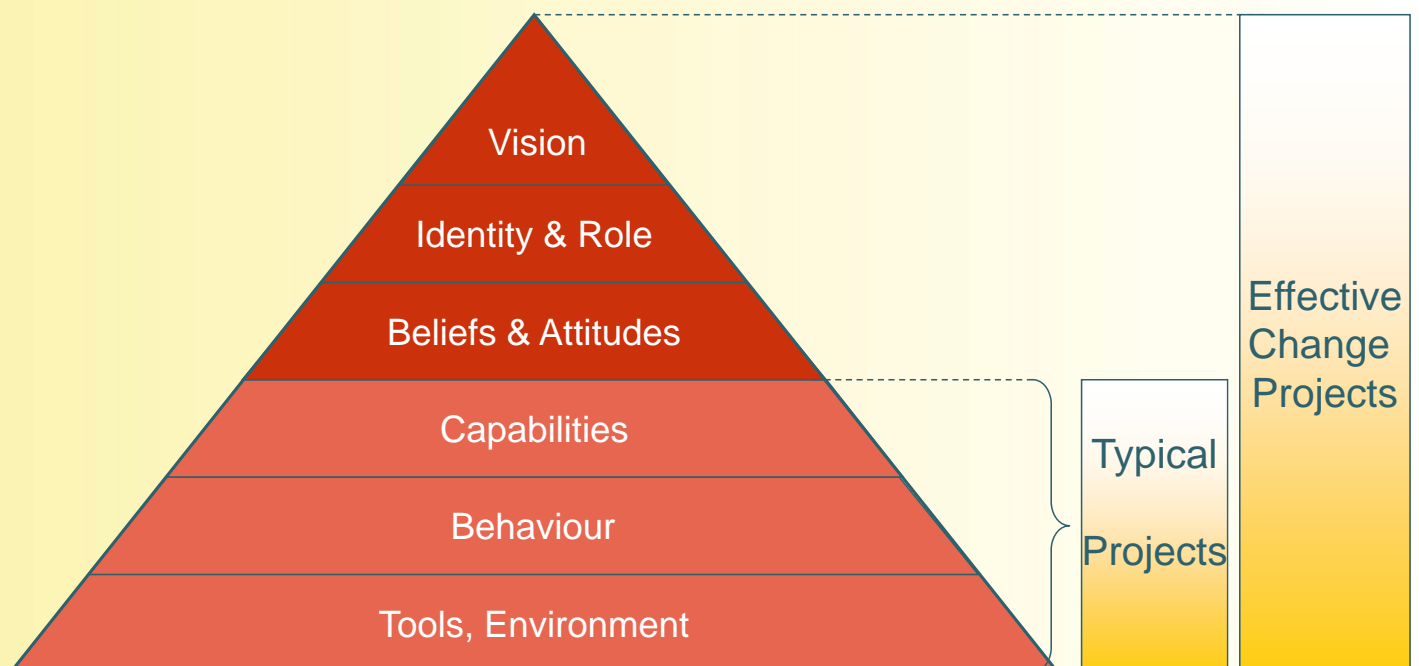
Transition through a change



Stages of coping with change



Levels of Change



Change Management Plan

	Actual status	Desired Status	Appropriate steps	Owner
Vision				
Identity, Role				
Beliefs and Values				
Capabilities				
Behaviour				
Tools, Environment				

Change Management Plan

	Actual status	Desired Status	Appropriate steps	Owner
Capabilities	<ul style="list-style-type: none"> Some do know and understand how to develop a solid plan, others don't. 	<ul style="list-style-type: none"> Everybody knows how a good plan is made-up and what level of detail it should have. 	<ul style="list-style-type: none"> Train project managers and core team members 	Trainer
Behaviour	<ul style="list-style-type: none"> Everybody plans at his own taste following his own best practise (sometimes there is no planning). Team members are rarely included in the planning. 	<ul style="list-style-type: none"> Each PM uses the common tool and plans his projects within this tool according to the mutual standards. Team members must agree to their respective parts of the plan. 	<ul style="list-style-type: none"> Define standards Receive commitment Teach PM's 	Project Leader
Tools, Environment	<ul style="list-style-type: none"> No Planning Tool available 	<ul style="list-style-type: none"> PM-Tool is installed, adapted and support is organized. 	<ul style="list-style-type: none"> Buy software licences & support contracts Customize & Install software 	Project Leader

Change Management Plan

	Actual status	Desired Status	Appropriate steps	Owner
Vision	<ul style="list-style-type: none"> • Many project leaders have been around from the very beginning and have been involved to build and grow the company. • The majority of PM's are the "flexible pioneers" 	<ul style="list-style-type: none"> • The company is in a professional state. Keeping commitments is very important. • Best employees work as PM's. 	<ul style="list-style-type: none"> • Recruiting of PMs that meet the changed profile from other departments or from extern. 	HR department Top Management
Identity Role	<ul style="list-style-type: none"> • Meeting financials and schedules is not considered as part of the job. • Management does not care a lot for schedules. Their position changes between pushing, last minute escalation and ignoring. 	<ul style="list-style-type: none"> • Each PM makes commitments and feels accountable for results, schedule and financials. • Management believes in these commitments and thus, supports the PM's. 	<ul style="list-style-type: none"> • Discussion and clarification with PM's and top management • Agreement of mutual standards and description of corresponding roles. 	Top Management Consultant
Beliefs and Values	<ul style="list-style-type: none"> • Core belief of PMs: „Why should I plan? My customer is changing his thoughts and desires regularly anyway.“ 	<ul style="list-style-type: none"> • „A solid planning is a good investment and serves as the reference for all future changes. It will provide safety and confidence to both, our customer and us“ 	<ul style="list-style-type: none"> • Discussions with Management and customers • Mutual, public analysis of previous projects • Trainings 	Consultant

Special Issues

- **Resistance of stakeholders**
 - Don't fight against it
 - Don't ignore it
 - Understand where it comes from
 - Understand what the positive intention of resistance is: What it is good for?
 - Take resistance as an important resource for success and use it
 - Communicate, communicate, communicate
 - ... and listen

Special Issues

- **Lack of management support**
 - Stay in close contact with management
 - Keep management aware that they are key for a successful implementation
 - Explain their role in the project
 - Explain how you expect and need them to fulfil this role
 - Make them aware, what happens to the project if they don't support the project
 - Communicate, communicate, communicate
- And be prepared to give back the project, if you can't succeed without management support

Special Issues

- **Hidden agendas, unspoken objectives**
 - Try to assume and to predict
 - Ask direct for their objectives and interests
 - Ask indirect questions, make assumptions and observe reactions
- **Rumours and gossips**
 - Regular direct and open communication on all aspect of change
 - Communicate every important aspect at least 3 times!



Questions?

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