



VS



**PMI
Norway
Chapter**



Introduction

Who Am I

Ron Leeman



I am the Owner/Founder of the Highway of Change

I have been in the “business of change and transformation” for over 4-decades

I have worked across the length and breadth of the UK, across many European countries and Internationally in excess of 20 industry sectors and have “change managed” over 25 different technology solutions

I am a Consultant, Trainer, Blogger, Speaker, Author, a Coach & Mentor and Trusted Advisor on all matters related to “change and transformation”

In June 2012 I was presented with a “Change Leader of Tomorrow” Award by the World HRD Congress in recognition of my “remarkable progress in initiating changes enough for others in the same industry to follow my example”

I am also the Founder of the Institute of Change and Transformation Professionals Asia (ICTPA)



Workshop Content

1

Some Context



2

What is the difference



3

Roles and Responsibilities



4

Personal Examples of Roles & Responsibilities



5

The case for Integration



6

 Project Management Institute.
and
Change Management

7

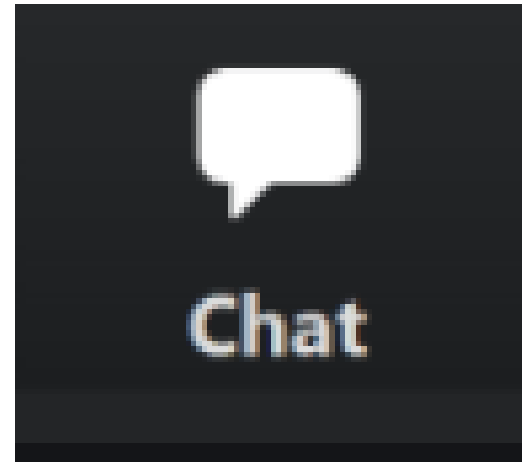
Project Success & Failure



Q&A Protocol



If you have any questions please
record them in the



function and I will go through
them at the end of the
session

Are you ready?



Some Context



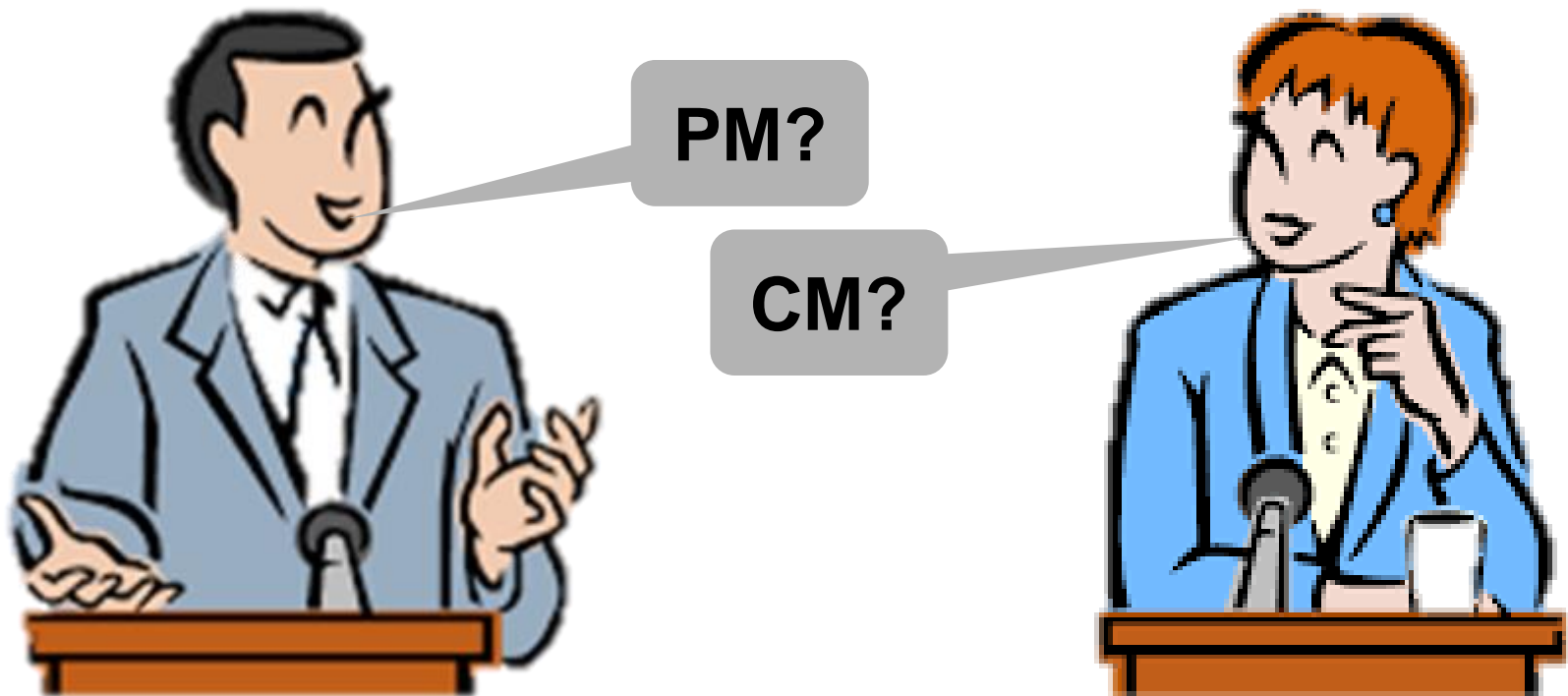
From which perspective

Change Manager



An ongoing debate

It's an ongoing debate!

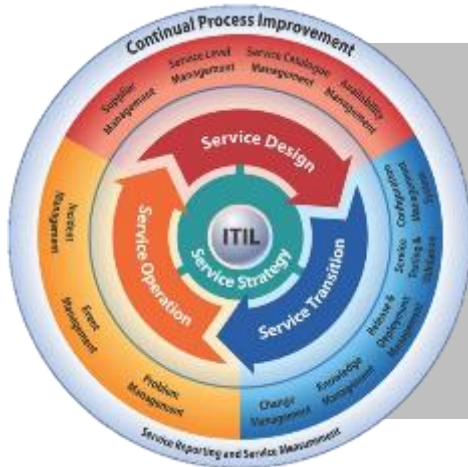


LinkedIn Article

I first wrote about this via an article published on LinkedIn in August 2014



Which type of Change Management



Change Management (Project) i.e. managing Change Requests/ITIL/ITSM ...

a process where project changes are identified, documented, analyzed and decided (approved or rejected)



Change Management (Organisational) i.e. managing the People Side of Change ...

a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state

All Projects

Regardless of type all projects are



projects

What is the difference



PM & CM ... what is the difference

Traditionally Projects are run by Project Managers using a structured Project Management approach ...

... but there is a fundamental difference between PM & CM

Project Management is about **installation** ...
it focuses on a plan built around events and timelines
with the aim of getting from a current state (no installation)
to a future state (installation achieved)

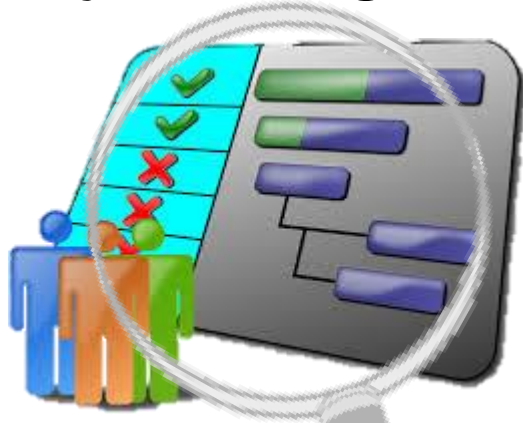


Change Management is about **adoption** ...
it focuses on the people aspects of the change with
the aim of getting a critical mass of people to be
committed to the change involved, to learn new
behaviours and to sustain them willingly



PM & CM ... what is the difference

Project Management



focuses on tasks and activities required to create and implement the technical solution and that it is designed, developed and delivered effectively

Change Management



focuses on employees impacted by a project or initiative to ensure that they embrace, adopt and use the solution associated with the change

Prosci
PEOPLE. CHANGE. RESULTS.

Sometimes not aligned

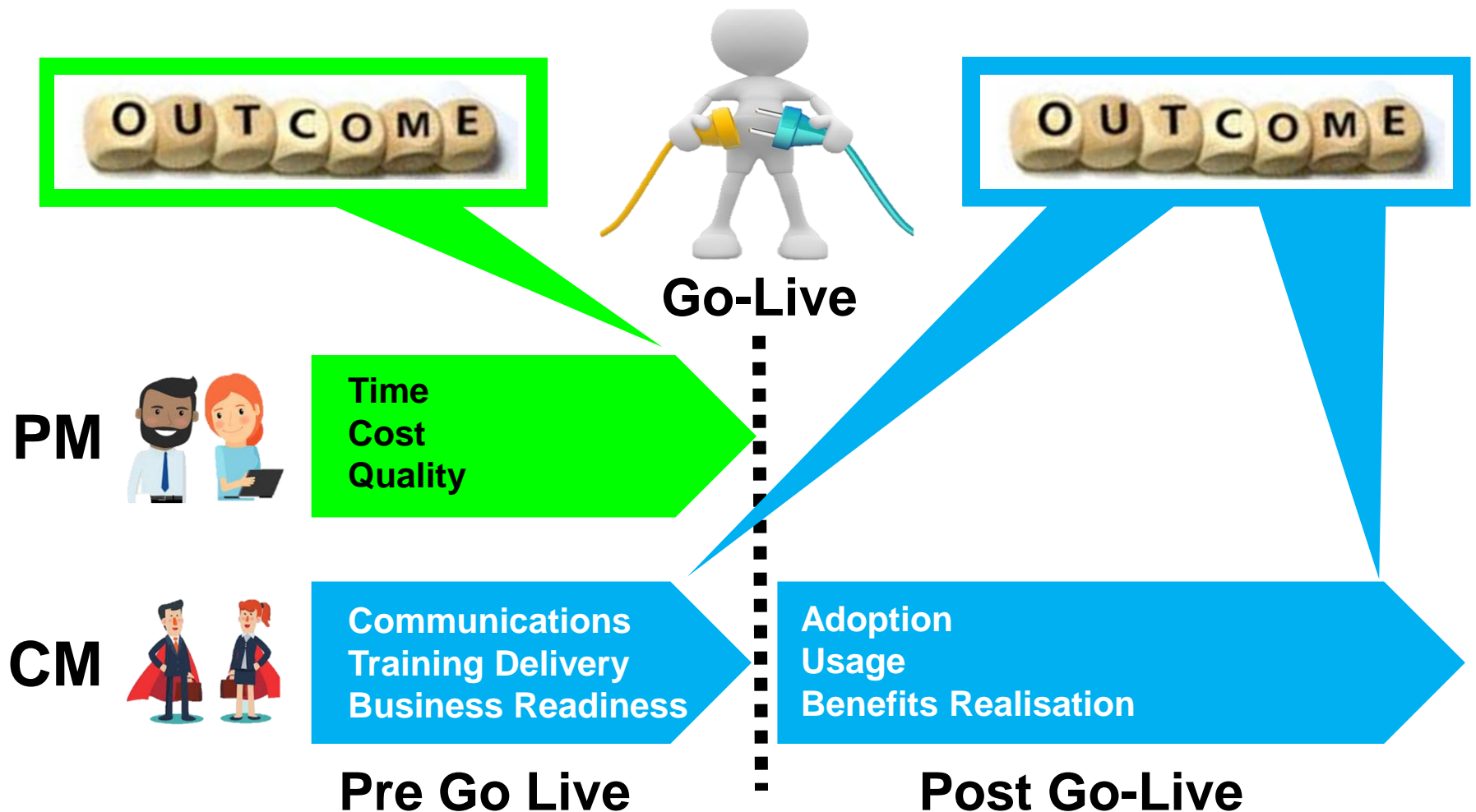
PM



CM



Sometimes not aligned



PM & CM ... what is the difference

From a blog in 2019 blog by a Susanne Madsen who is a Project Leadership Coach called “What are the 3 biggest mistakes that Project Managers make she says?”



Mistake #1: Managing tasks and events at the expense of leading people

The most common mistake Project Managers make is that they are more concerned with tasks and events than with people and the human impact of change – often unknowingly. Many Project Managers have a rational, logical and analytical way of thinking.

1

They are good at analysing facts, calculating duration, coordinating activities and making rational decisions

2

They are task-focused and see their primary role as delivering what the customer has asked for within the agreed parameters of time, cost and quality

3

Their strength is in executing and following someone else's vision and specification rather than helping to define it

PM & CM ... what is the difference

Let's start with a very simple view ...

Project Management
prepares the



Solution

for the organization

Change Management
prepares the



Organization

for the solution

PM & CM ... what is the difference

Next a little more detail ...

	PM	CM
Prioritises	SOLUTION	PEOPLE
Manages	TIME COST QUALITY	ADOPTION RESISTANCE ENGAGEMENT
Outcome	SOLUTION DELIVERY	PEOPLE ADOPTION

PM & CM ... what is the difference

And now a bit more detail ...

1

Change Management is only an idea unlike Project Management which is the development of the idea

2

Project Management has a timeline while Change Management can go on for however long is necessary

3

Change Management needs many ideas to make one vision while Project Management just needs one vision

4

Change Management is structuring the vision while Project Management is creating milestones

5

Project Management already has a defined goal while Change Management goals can change at any second

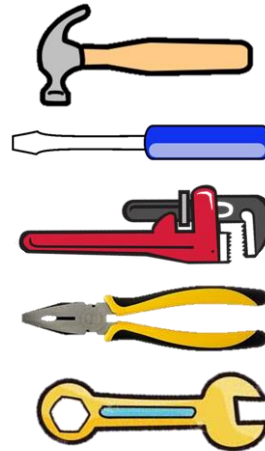
PM & CM ... what is the difference

And yet more detail ...

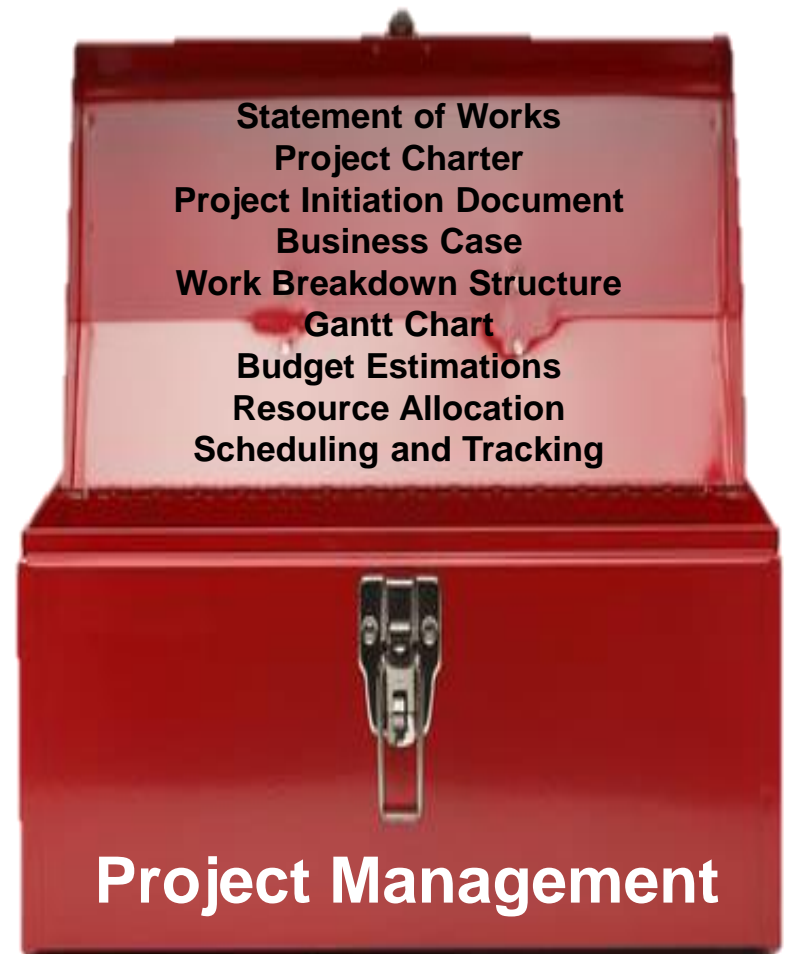
Project Manager	PERSPECTIVES	Change Manager
A structured hierarchy	SEE THE ORGANISATION AS	A loosely connected group without structure
Plans resources and data	IS EXPERT AT DEALING WITH	People and behaviours
Certainty and predictability	PERFORMS AT THEIR BEST FACED WITH	Ambiguity and unpredictability
Up to go-live	CONCENTRATES ON A TIME HORIZON OF	Well beyond go-live
Delivery to time, cost and quality	ARE REWARDED FOR	Business readiness and user adoption
Facts and figures	DEALS WITH	Perceptions and emotions
Tangible	DELIVERABLES ARE PRIMARILY	Tangible & Intangible
Drives a straight line between A and B	TAKES AN APPROACH WHICH	Navigates a path of least resistance
Structured	PRIMARILY NEEDS TO BE	Flexible

PM & CM ... what is the difference

And finally ...



**T
O
O
L
S**



Roles and Responsibilities



CM vs PM – Roles and Responsibilities

Some different roles & responsibilities...



CM vs PM – Roles and Responsibilities

Different skill-sets ...

Leaders often undervalue the distinct roles of these two management subjects

Project Management is a **business decision enabler**

Change Management is a **people behaviour enabler**

Change Management

Works on change sustainability and integration

Communicates progress and impact

Manages people-side risk

Focuses on people-side strategies

Follows change management lifecycle

Manages and motivates people



Project Management

Drives solution delivery

Focuses on time, cost, quality and scope

Manages technical risk

Manages the project from start to end

Follows project management lifecycle

Delivers project solution

Personal Examples of Roles & Responsibilities



CM & PM ... Roles & Responsibilities Ex (1)

IT Change & Communications Manager (Head Office Move)



GlaxoSmithKline

Developed and delivered all IT related Communications and Change for their HQ relocation in Singapore

Change Management responsibilities:

- Developing the Change Strategy
- Learning Planning & Delivery
- Communications Planning & Delivery
- Stakeholder Engagement
- Change Impact Analysis

Project Management responsibilities:

- Managing the Project Plan
- Project and Milestone Reporting
- Infrastructure Planning & Implementation
- Risk & Issue Management
- Budget Management
- Technical Change Management

CM & PM ... Roles & Responsibilities Ex (2)

Business Change Manager (SAP Implementation)



Managed all
Communications,
Training and Business
Readiness activities
for their Asia SAP
Implementation

Change Management responsibilities:

- Business Readiness Monitoring
- Communications
- Training Development
- User Acceptance Test Management
- Process and Organisational Design
- Stakeholder Management

Project Management responsibilities:

- Managing the Plan
- Managing the Project Team
- Gap Fit Analysis
- Data Management & Cutover
- Training Planning
- Cutover and Go-Live Planning

CM & PM ... Roles & Responsibilities Ex (3)

Business Process Change Manager (Target Operating Model)



Developed a new
Target Operating
Model for their new
SAS BI & Analytics
Technical
Infrastructure

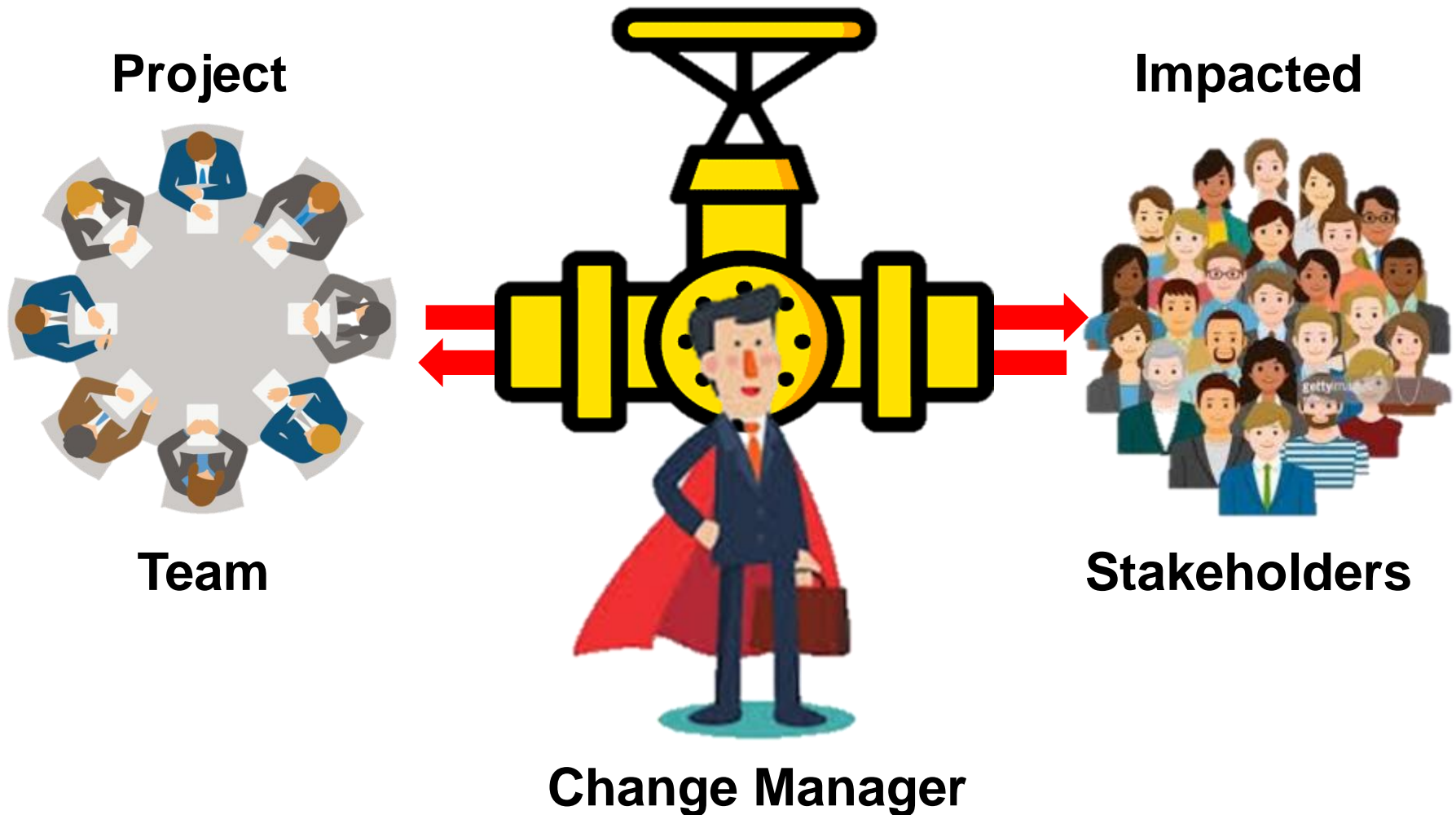
Change Management responsibilities:

- Organisational Realignment
- Business Process Capture
- Stakeholder Engagement
- Communication
- Education & Training
- Business Readiness Monitoring

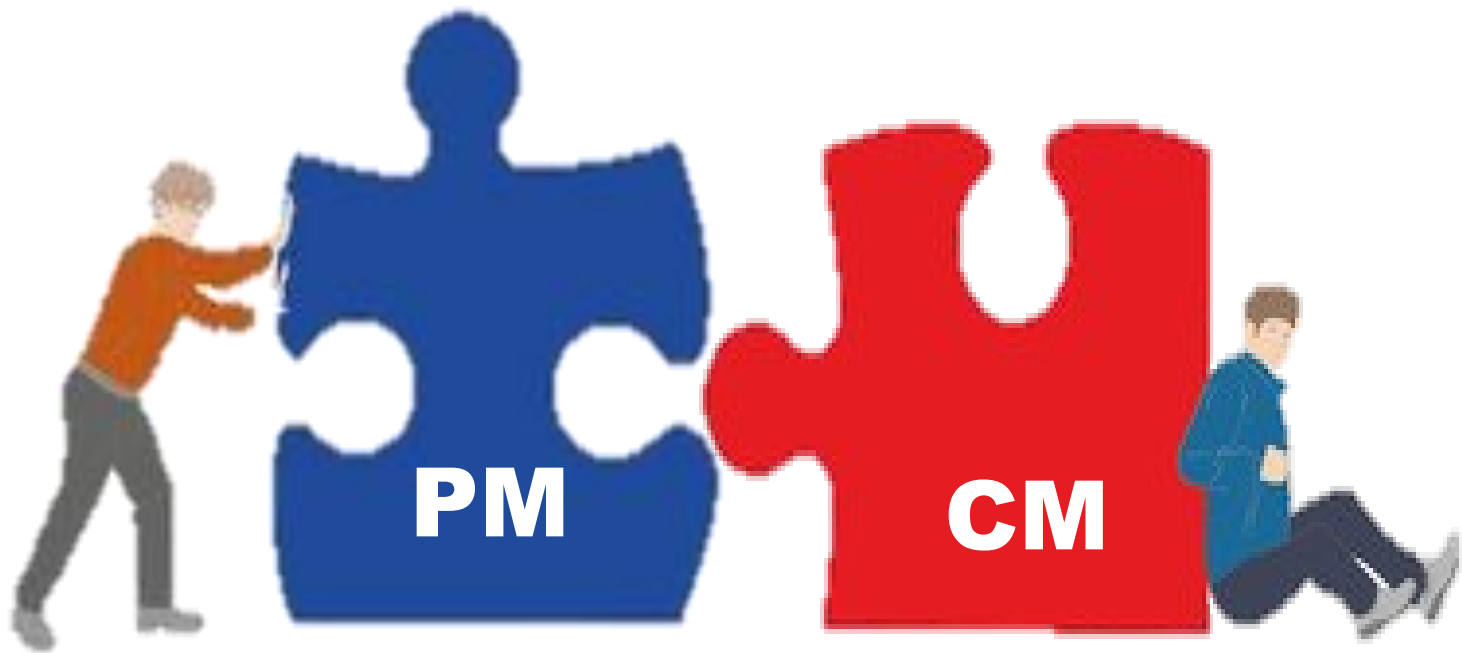
Project Management responsibilities:

- Managing the Project Plan
- Project Governance & Reporting
- Infrastructure & Environment Planning
- Risk & Issue Management
- Business Requirements
- Code Management

The Conduit between Project & Business



The case for Integration



CM & PM ... the case for Integration

Project Management and Change Management each contribute a critical ingredient to a successful change event though they vary in terms of focus and approach



Understanding how each discipline works alongside the other is the first step in achieving a unified value proposition and the strongest foundation possible for your change initiatives

CM & PM ... the case for Integration

Both Change Management and Project Management support moving an organisation from a current state (how things are done today), through a transition state to a desired future state (new processes, products, systems, organization structures or job roles).

Change Management

As Is



To Be

Project Management

CM & PM ... the case for Integration

Integration begins with role clarity but there is a lack of understanding between the role of Project Manager and Change Manager in many organizations. Besides confusion around role clarity, there are many other barriers to project and change management integration that you should be made aware of



Even now the discipline of Change Management still seems to be in its infancy stage by comparison to Project Management so Change Management professionals are in the early phases of converting non-believers



Since the role of the Project Manager has expanded significantly most do not have the capacity or capability to learn Change Management



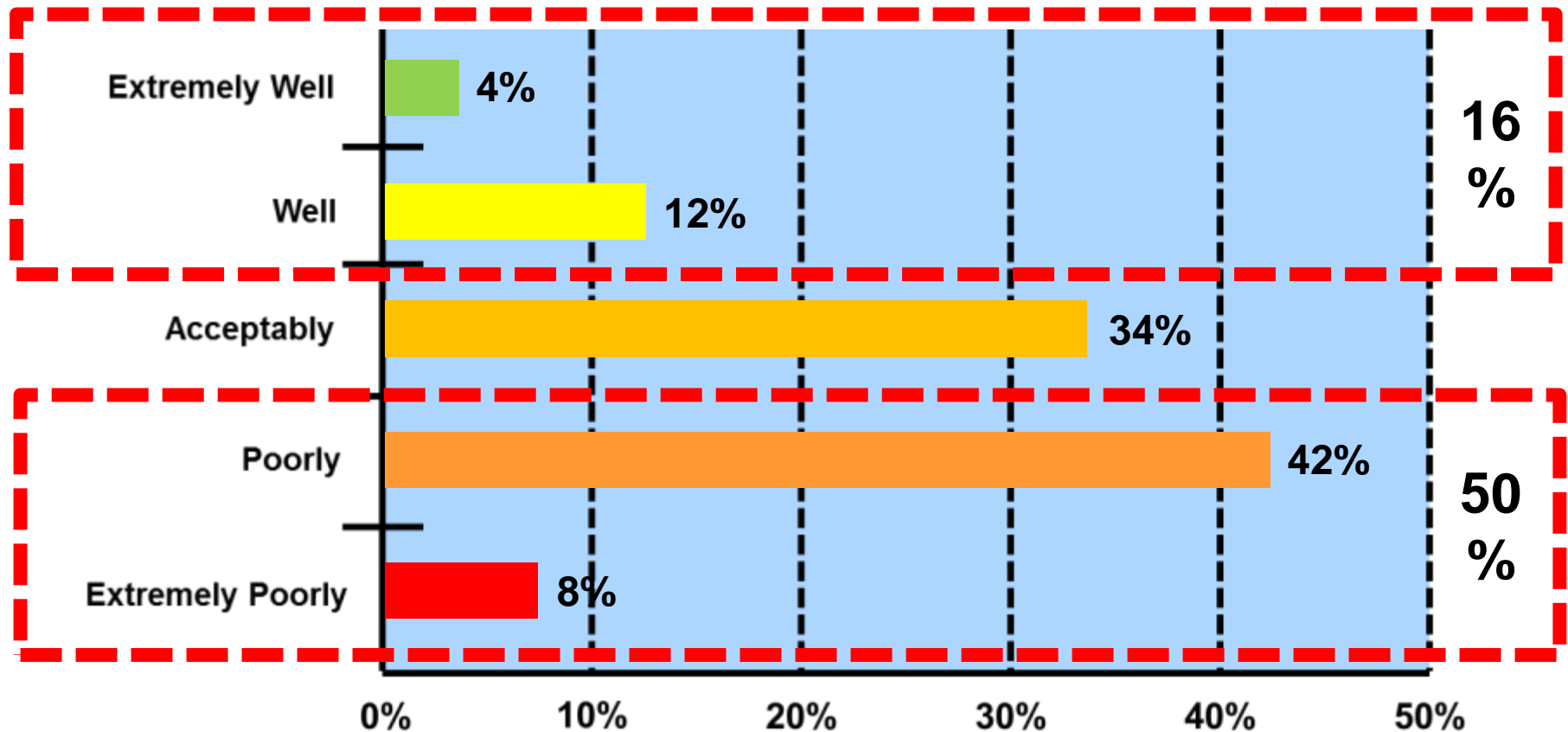
Change Management is not easily measured since the results are often intangible so executives who control budgets struggle to justify the expense and fail to get behind Change Management efforts



While Project Management has been engrained deeply within the fabric of most organisations, Change Management is still struggling for a seat at the C-Suite table

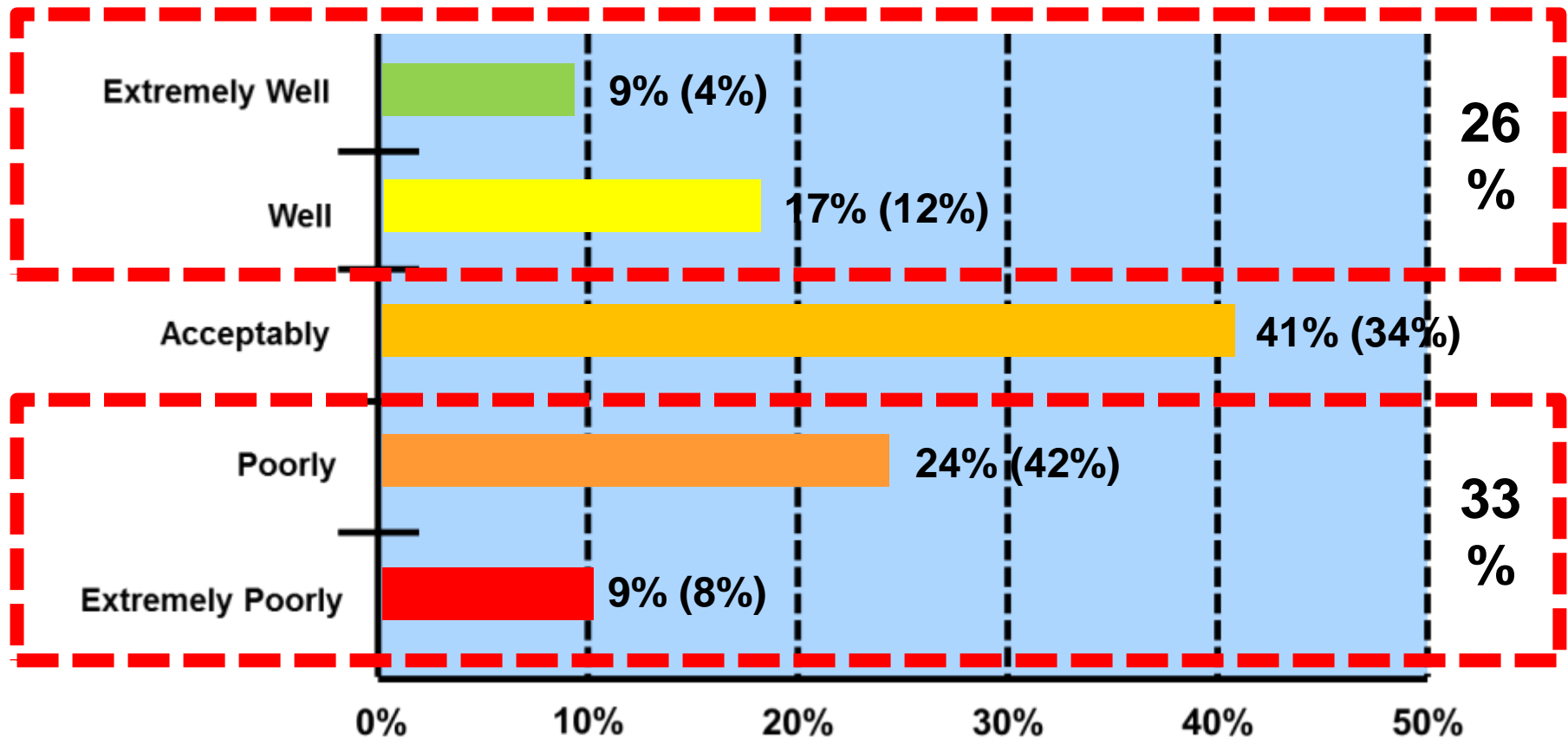
PM & CM ... the case for integration

How well is Change Management & Project Management integrated in your Organisation
(Data from Prosci Change Management Webinars)



PM & CM ... the case for integration

How well is Change Management & Project Management integrated in your Organisation
(results from The Highway of Change's 2021 Survey)



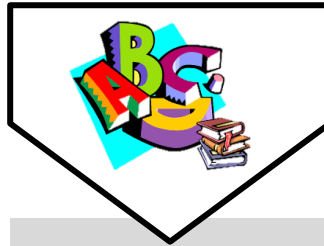
PM & CM ... 5 Steps to Integration



It starts with education ... informing leaders, stakeholders, project managers and project team members that the benefits of change management is critical to project success



Set expectations around how change work gets done and acknowledge that the discipline of Change Management is based on facts and insights gathered through data gathering tools and processes



Use consumer-friendly and basic language when describing the change process and work efforts because the process for Change Management may be viewed as unnecessary to the untrained eye



Ensure Project Management and Change Management synergy by presenting a unified front to project leadership, stakeholders and team members



Collaborate with the Project Manager and key stakeholders to embed a change methodology and subsequent deliverables within a master Project Plan and Status Reports

PM & CM ... the integration Conundrum

But the big question is ...

Can just one individual be both a *Project Manager* and a *Change Manager*?

or

Should they be two different individuals?



PM & CM ... the integration Conundrum

A CM and PM model of working in partnership



is the way forward

A PM with a responsibility for Change Management or conversely a CM with a responsibility for Project Management just puts too much pressure on an individual and they may not necessarily have the right experience and skill-set to manage both elements ... but of course it depends on things like project size, impact and budget to name but a few

CM & PM ... CIO

How Project Managers and Change Managers work together?

While Project Managers maintain complete focus on overall project objectives with the goal of ensuring stakeholder value, Change Managers should not only attend project meetings, but also be an integral part of the project team.

CIO

Collaborating provides a holistic approach and ensures the impact to people can be sufficiently addressed and also create a smooth transition in terms of processes and acceptance during and long after the project is complete.

Overall, organizations should encourage Change Management and project Management professionals to work closely together to ensure project efforts and change are sufficiently addressed to reduce the impact on its people

CM & PM ... Logic 20/20

From a Dec 2020 article called “Change Management trends to watch in 2021” by Mary Beth Gibson who is the Director of Program Management for

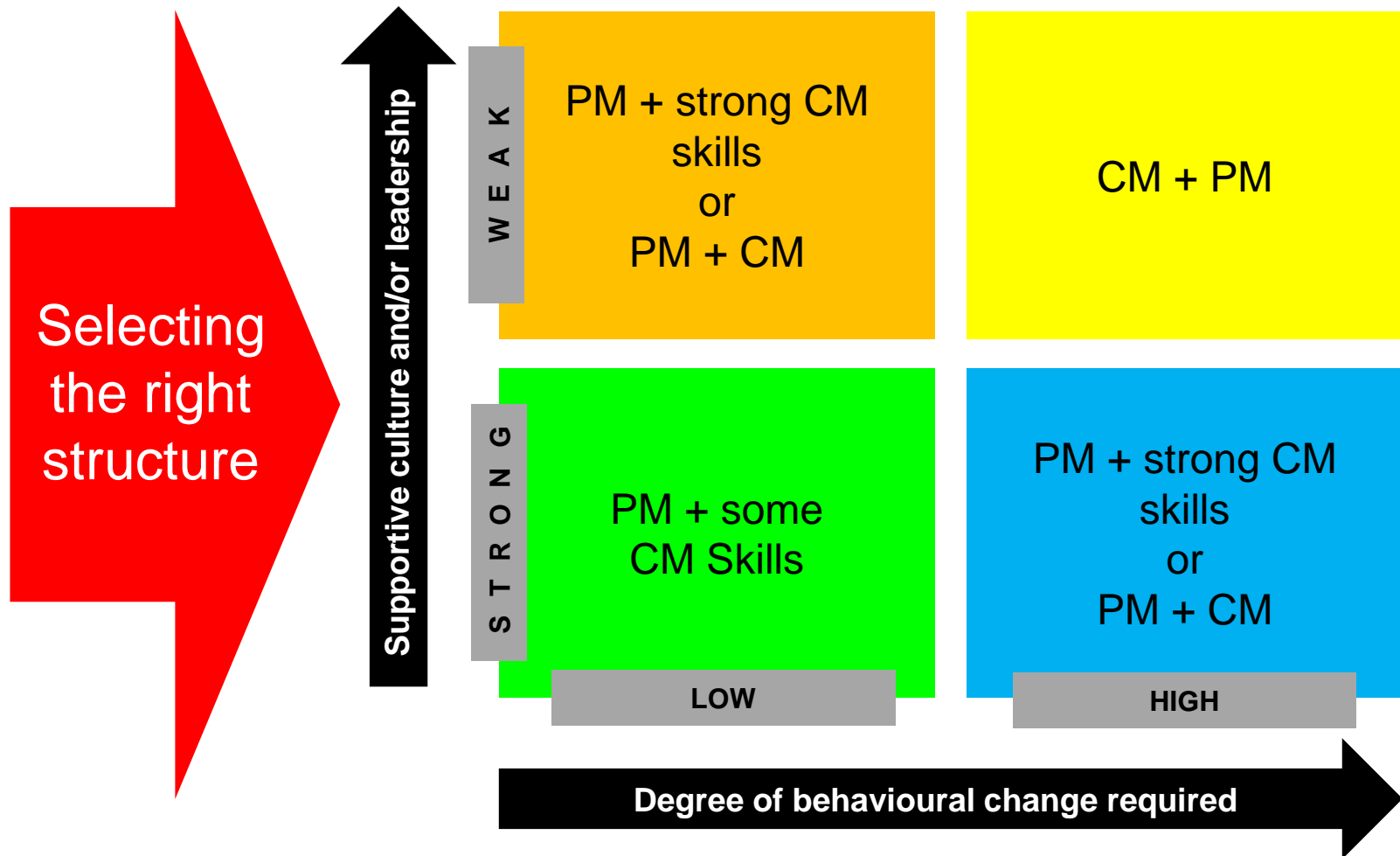


Trend 3: Change-driven Project Management

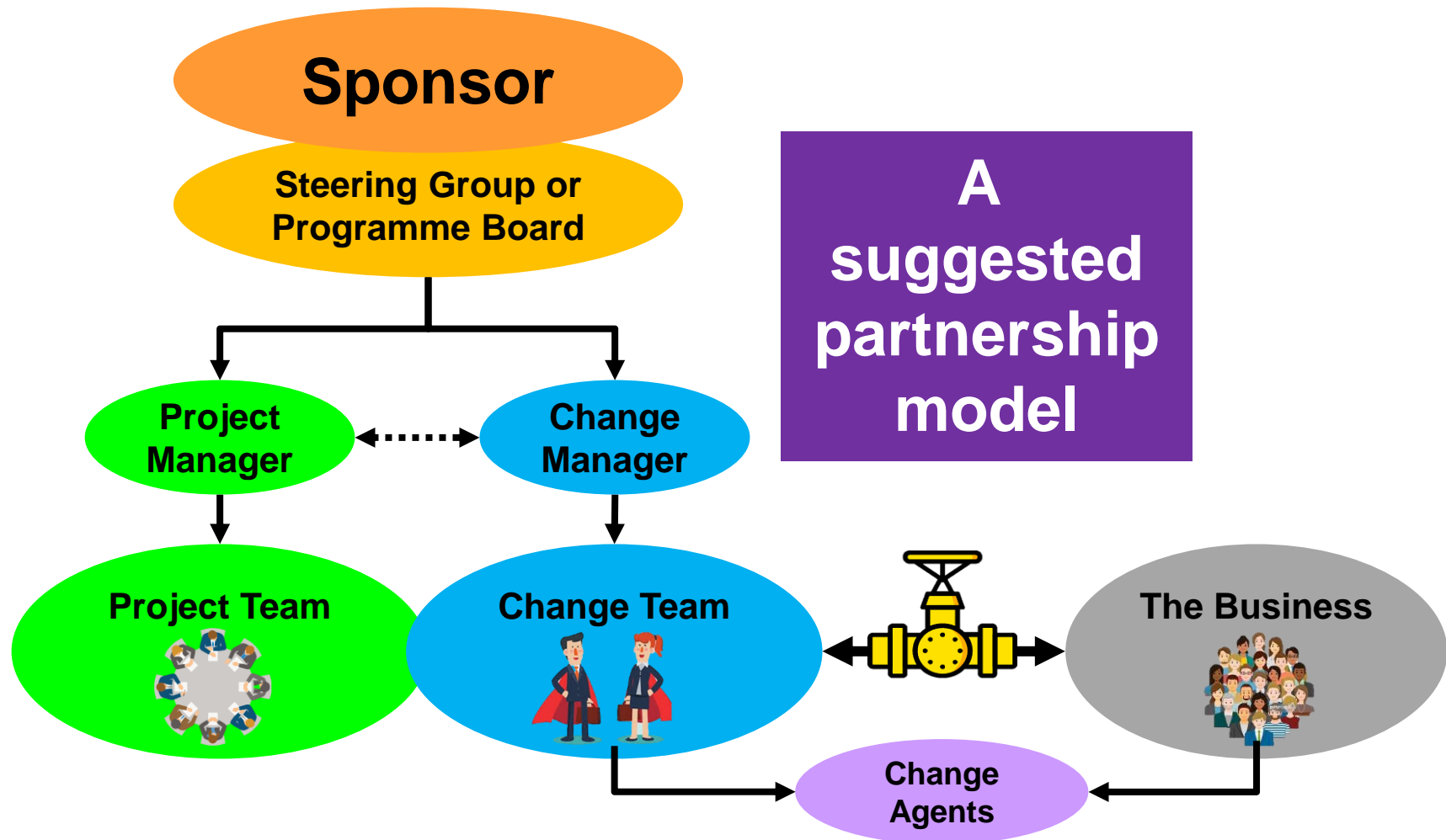
The earlier Change Management can be rolled into project planning, the greater the project's overall chances of success. Especially in our current environment, where the pace and volume of change requires special consideration, an early start enables the change management team to build some flexibility into their scheduling.

Project Managers would do well to address Change Management as early as possible and to work with the team on weaving communications and other measureable tasks into the schedule even as other aspects of the project are still progressing.

CM & PM ... how to choose



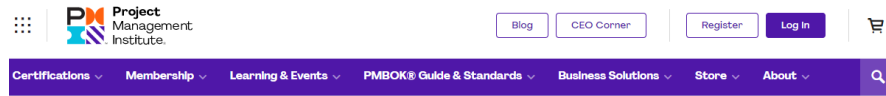
CM & PM ... a suggested model





and Change Management

PMI Papers since 2005



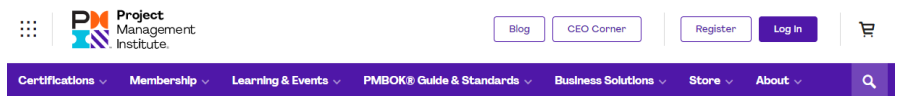
Organizational change management and projects

CONFERENCE PAPER | Change Management | 13 September 2005
Graham, Jennifer

2005

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OCM--the missed connection

CONFERENCE PAPER | Change Management | 25 May 2005
Zeitoun, Alaa A. | Potts, William

2005

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Project manager or change manager? Who should be managing organizational change?

CONFERENCE PAPER | Change Management | 16 July 2008
Nahmias, Anat Hassner | Crawford, Lynn

2008

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PM Project Management Institute

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Work preferences of project and program managers, change managers, and project team members

the importance of knowing the difference

2011

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Integrated change management

CONFERENCE PAPER | Change Management | 29 October 2013
Wanner, Markus F.

2013

How to cite this article:
Wanner, M. F. (2013). Integrated change management. Paper presented at PMI® Global Congress 2013—North America, New Orleans, LA. Newtown Square, PA: Project Management Institute.

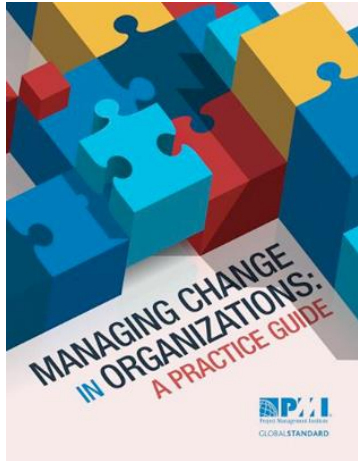
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2015

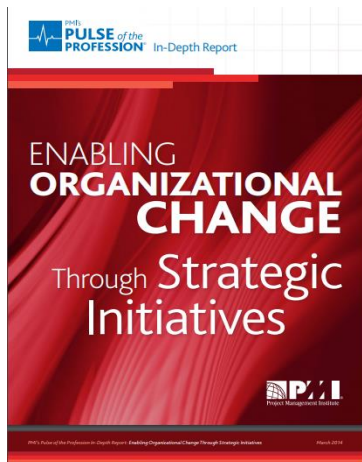
Project Management and Organizational Change

PMI Practice Guide/Pulse of the Profession



Managing Change in Organizations: A Practice Guide (2013) it says: Organizational change projects are the fourth most common type of project undertaken, but only 20 percent of organizations adopt a formal organizational change management practice

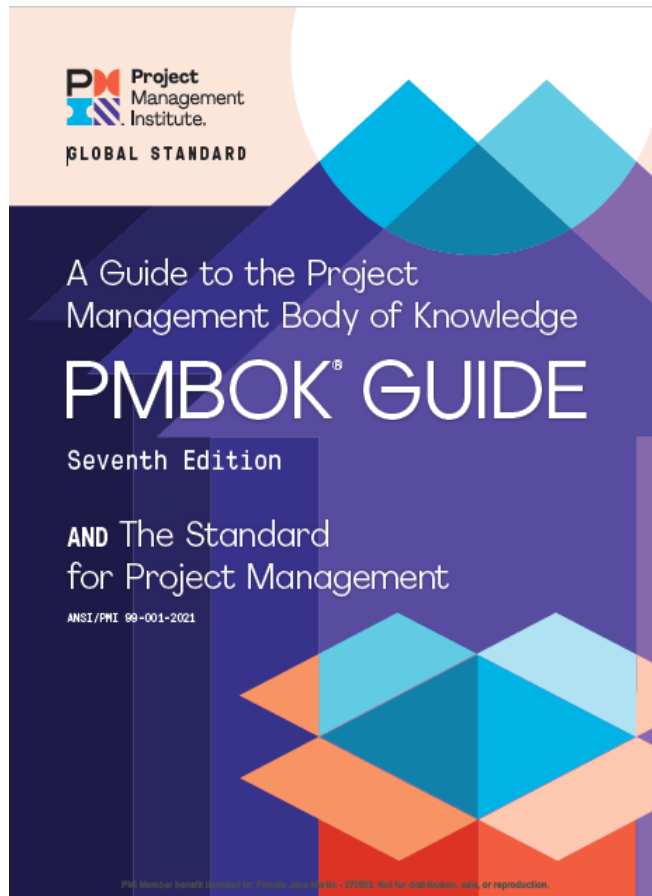
Studies show that organizations achieve higher success rates by using standardized portfolio, program and project management techniques in concert with rigorous change management approaches



Enabling Organisational Change (2015) Through Strategic Initiatives it says: Projects and programs by their very nature create change. To successfully implement organizational strategy, companies need project and program managers with the skills to drive and navigate change, while ensuring that those changes are strategically aligned to business goals.

The success or failure of a change initiative is not just about initiating, planning, monitoring, executing and evaluating the project that will drive the change.

PMBOK Guide 7th Edition & Change



Out of 370
Pages only a part
of Section 4 ...
pages 161 to 164
relate to Change
Management

Change Management Models

Section 4.2.4 ... Change Management Models

Many projects contain an aspect of changing systems, behaviours, activities, and sometimes culture. Managing this type of change requires thinking about how to transition from the current to future desired state. There are many models that describe the activities necessary for successful change management.

Change Management Models

Section 4.2.4.1
– Managing
Change in
Organisations

An iterative model that is based on 5 common elements across a range of change management models

Section 4.2.4.2
– ADKAR Model
(Prosci)

This model focuses on five sequential steps that individuals undergo when adapting to change

Section 4.2.4.3
– Kotter's 8-
steps for
Leading
Change

This is a top-down approach where the approach to change starts at the top and is then promoted downward

Section 4.2.4.4
– Virginia Satir
Change Model

This model is to help team members understand what they are feeling to enable them to go through change efficiently

Section 4.2.4.5
– Transition
Model

This model helps to understand what occurs to individuals psychology when a change takes place

Change Management Models



Following a Change Management model does not necessarily guarantee you a successful change outcome unless you know what sits behind the model

Models & Performance Domains

Table 4-1. Mapping of Models likely to be used in each Performance Domain shows that Change Management models have been mapped to only 3 of the 8 Performance domains

Model	Performance Domain							
	Team	Stakeholders	Dev Approach and Life Cycle	Planning	Project Work	Delivery	Measurement	Uncertainty
Change Models:								
Managing Change in Organizations		X		X	X			
ADKAR®		X		X	X			
8-Step Process for Leading Change		X		X	X			
Transition		X		X	X			

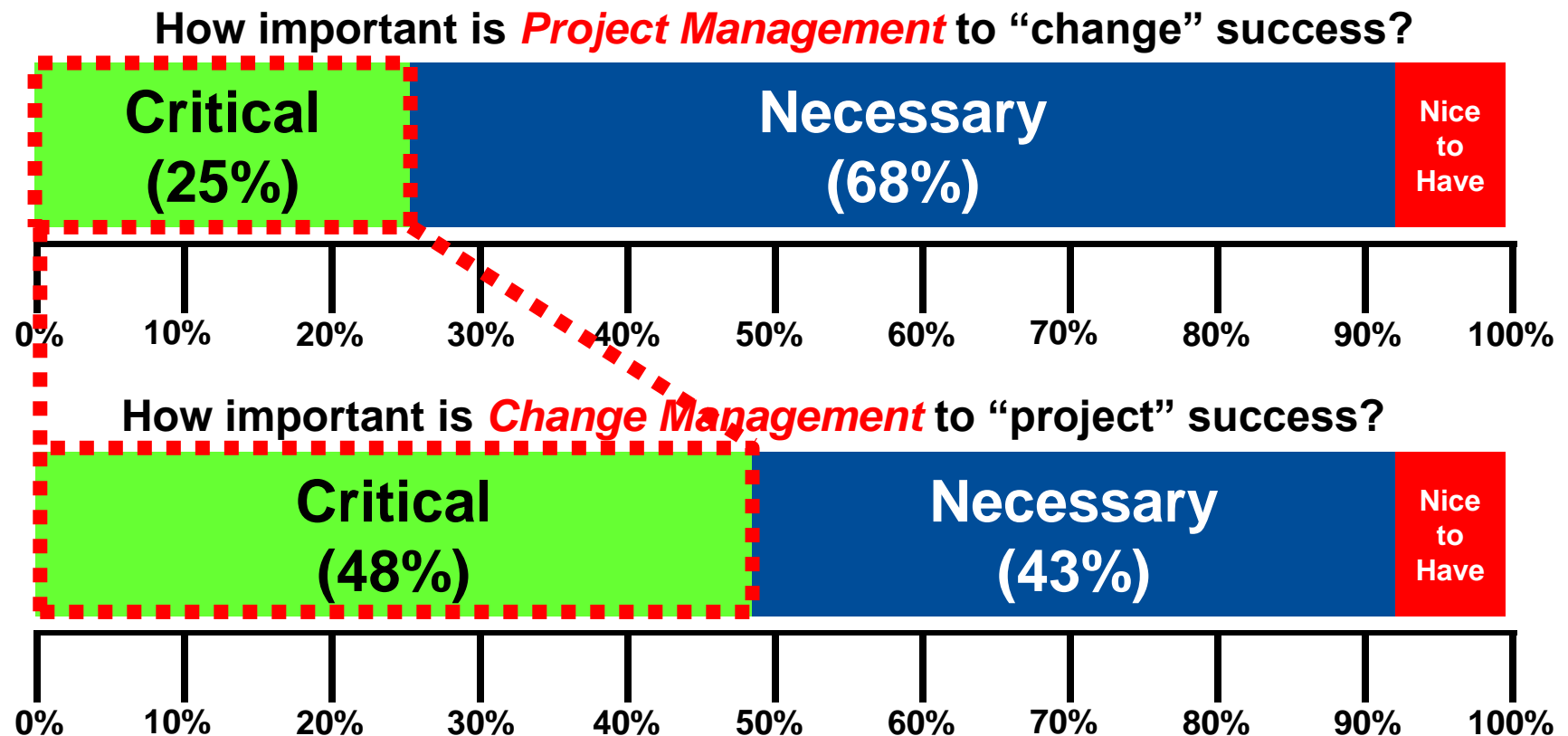
I consider Change Management should be relevant in all domains

Project Success & Failure



Project Success & Failure

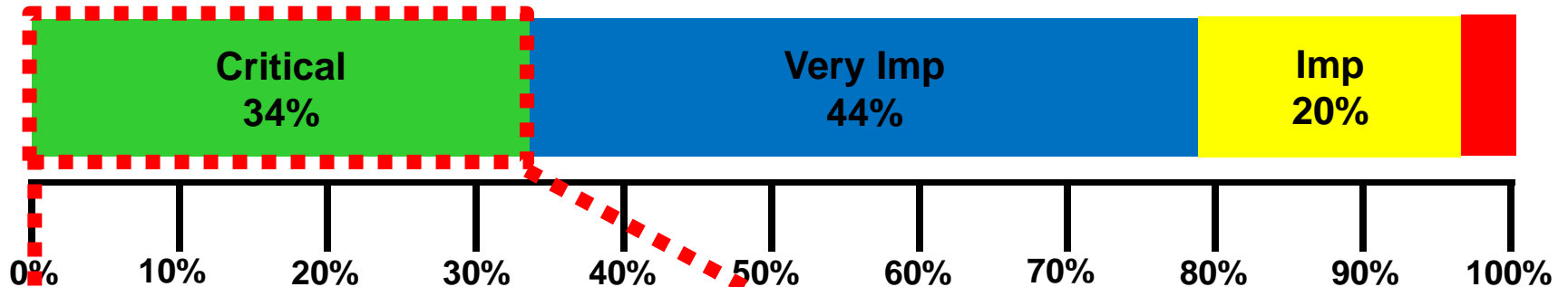
How important is Project Management and Change Management to project success (data from a LinkedIn survey by Beyond Strategy at least 8 years ago)



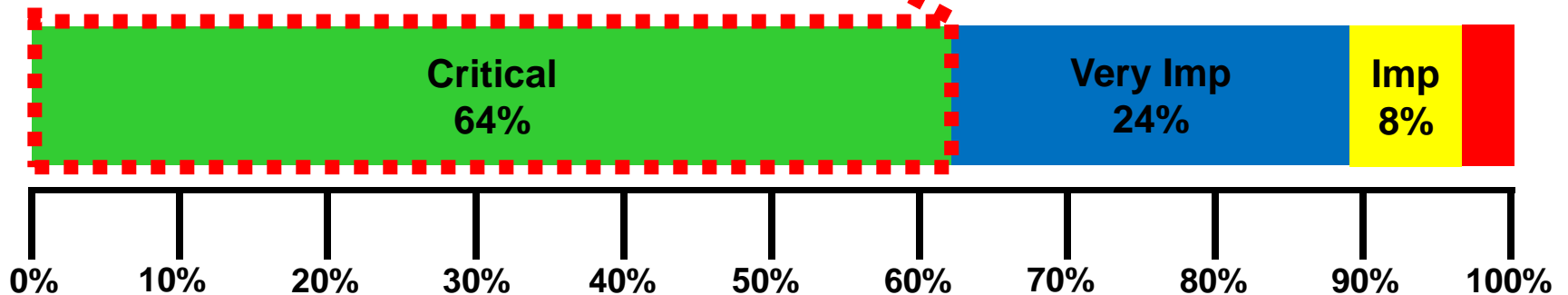
Project Success & Failure

How important is Project Management and Change Management to project success (data from The Highway of Change survey April 2021)

How important is **Project Management** to “change” success?



How important is **Change Management** to “project” success?



Project Success & Failure

PROJECT MANAGEMENT

success measurement focuses on the technical side of change elements, primarily:



Time
Budget
Scope

Achievement of Outcomes *

* In some cases, intended results and outcomes take a secondary role behind time and budget targets.



CHANGE MANAGEMENT

success measurement focuses on the people side of change elements, including:



Adoption
Usage
Proficiency

Achievement of Outcomes *

* Because results and outcomes depend on individuals adopting the change, this is a primary focus.

Project Success & Failure



**Without
Change
Management**

**Employees
feel surprised
and overwhelmed
by change**

1



**Failed Project
Results**

2



**Extended
Project Schedules**

3



**Additional
Project Costs**

4



**Low Adoption
and Usage**

**With
Change
Management**

**Employees
feel prepared
and supported
for the change**

1



**6 x more likely
to achieve Objectives**

2



**5 x more likely
to stay on Schedule**

3



**2 x more likely
to stay on Budget**

4



**Increase of
people-dependent ROI**

Thank you for your time



But before you go

Please complete my survey



A photograph of a red theater curtain with gold fringe, serving as a background for the text. The curtain is closed and has a scalloped top edge. The text "The End" is centered in a large, white, sans-serif font.

The End