



PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



CHANGE MANAGEMENT: STRATEGIES FOR BEHAVIOR CHANGE IN YOUR ORGANIZATION

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2017 Project Management Symposium



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Piekara
UMD Project Management Symposium
May 4-5, 2017
Slide 2

Change Strategies

Empowering Change

Mitigating Risks

Lessons Learned

People Are Drivers of Change

“To lead people, walk besides them....As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate. When the best leader’s work is done the people say, “We did it ourselves”

–Lao Tzu, Ancient Chinese Philosopher



Build a Culture of Change

Session Objectives:

1. Build understanding of common fail points to avoid and techniques to utilize when managing change across your organization
2. Identify “Change Agents” and utilize methods to empower these people to participate in change efforts
3. Identify detractors and utilize techniques for neutralizing their potentially adverse impact on change



70% of Change Management Initiatives Fail

1. Analysis Paralysis
2. Not Including the “Right People” Across the Organization
3. Lacking Clear Vision
4. Under-Communicating by a Factor of 10
5. Not Removing Obstacles or Detractors
6. Not Showing Immediate Results
7. Declaring Victory Too Soon
8. Not Monitoring and Improving Change Across Organization

50% of change efforts fail due to analysis paralysis.

Source: Kotter, J. (2007). Leading Change: Why Transformation Efforts Fail. Harvard Business Review.



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8 Step Change Management Process Requires Change Agents at All Levels



Source: Kotter, J. (2007). Leading Change: Why Transformation Efforts Fail. Harvard Business Review.



Change Demands Activity Beyond Normal Hierarchy and Protocol

Change Agents are people who act as catalysts for change no matter their role, position, or standing within an organization.

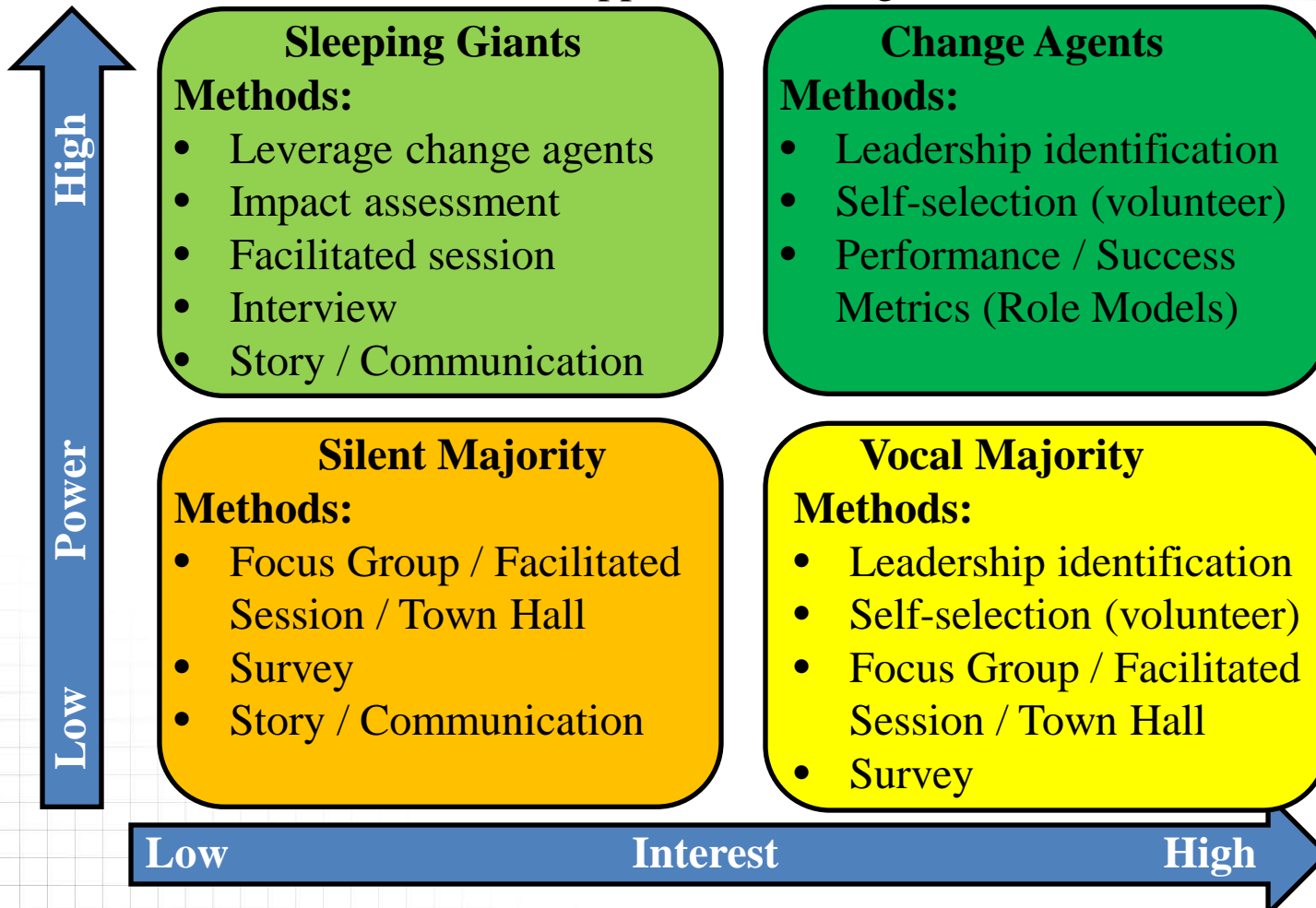
5 Change Agent Characteristics	Rationale
Strong relationships built on trust	Persuade, connect others, and socialize message
Knowledgeable and leads by example	Understand the need and limitations of organization and is a role model for others
Clear vision	Guides toward a common goal and gives those involved purpose
Asks tough questions	Provide feedback and communication channels throughout organization
Patient, yet persistent	Not deterred by constraints and barriers



75% of Top Management Should Be Involved in Change Process

Not all stakeholders are created equal. Involvement may vary based on skills, influence, and appetite for change.

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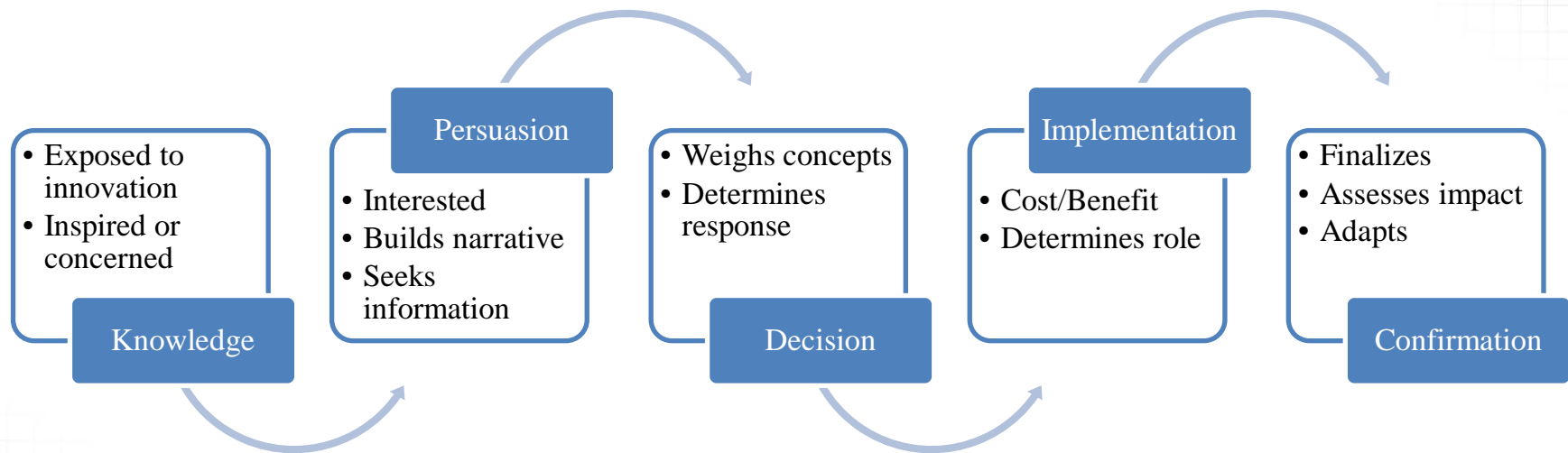




Strategies for Managing Resistance Should Be Built Into Project Schedule

Project Managers and organization leaders often underestimate people's reactions and ways of resisting change.

Adoption Stages



Implement strategies at each stage to increase touchpoints, build a narrative, and break down unfair assumptions.



Range of Strategies Employed to Reinforce Change

Strategy	Method and Approach
Education	Share communication materials, conduct meetings, employ coalition, lead town halls, address rumors and faulty assumptions to build understanding
Participation and Involvement	Enable participation and involvement so voice can be heard, concerns can be addressed, and ideas can be shared fostering greater commitment
Facilitation and Support	Offer in-house training, assess current role, move to new position to set personnel up for success
Negotiation and Agreement	Create incentives, recognize performance, develop rewards and consequences system to reinforce behavior
Manipulation	Exaggerate crisis, selectively share information, provide a greater role in change process
Coercion	Loss of job, resources, or status to force compliance

Opportunities have personnel who are: (1) willing and able to adapt, (2) willing, but unable to adapt, (3) unwilling, but able to adapt, (4) unwilling and unable to adapt

http://pmsymposium.umd.edu/pm2017/



Transtheoretical Model (TTM) is Integrative Model for Behavior Change

The Model:

- Combines leading theories and principles on counseling and behavior
- Based on 35+ years of research, intervention development, and empirical studies
- Applies the results of research funded by over \$80 million worth of grants and conducted with over 150,000 research participants

Critical Assumptions:

- Behavior change unfolds over time through a sequence of stages
- Stages are both stable and open to change
- Initiatives can motivate change by enhancing the understanding of the pros and diminishing value of cons
- Setting realistic goals facilitates change

Cognitive and Affective Processes

1. Get the Facts
2. Pay Attention to Feelings
3. Notice Your Effect on Others
4. Create a New Self-Image
5. Notice Public Support

Behavioral Processes

6. Make a Commitment
7. Use Substitutes
8. Get Support
9. Use Rewards
10. Manage Your Environment



Key Takeaways

- **Capacity:** Assess organization's change culture and if organization is not accustomed to change, use this opportunity to build capacity and educate others on change principles
- **Champion:** While there should be balance and representation, an engaged executive is needed to deliver messaging and remove obstacles
- **Momentum:** Focus efforts on progress and continuous improvement to broaden message and enhance change culture
- **Stakeholder Assessment:** Identify the influence, relationships, and impact change may have on major groups of stakeholders so that you can proactively craft messages that address concerns and weaken inaccurate assumptions
- **Representation:** Change coalitions should have representation across groups, geography, positions, and tenure to ensure perspective, innovative ideas, and institutional knowledge is shared



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Question and Answer

DISCUSSION

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