



MICHIGAN CAPITAL AREA CHAPTER

Encouraging Healthy Change Efforts

Using project management to help stakeholders meet organizational goals



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Byron's background

- BA, Wesleyan University
- MA, General Psychology – U of Michigan
- Activities Therapist - Center for Forensic Psychiatry
- Disability Examiner, etc. - State of Michigan
- MA, Counseling Psychology – (LLP) WMU
- Reengineering Training Coordinator (SOM)
- Operations – SOA / SDD (SOM)
- Research and Policy Analyst / Director (SSA)

Encouraging Healthy Change Efforts

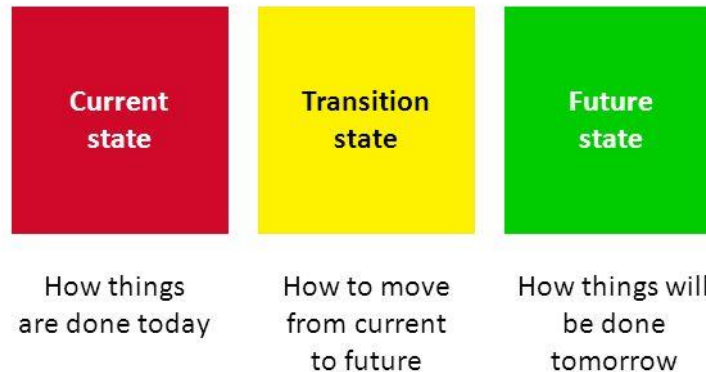
Using project management to help stakeholders meet organizational goals



Projects are about Change

Organizational change can be represented as three states of change

States of change



Projects are about Change

- 1. Current committed state**
- 2. Desired expectations**
- 3. Process of movement**
- 4. Future committed state**

Change causes Stress

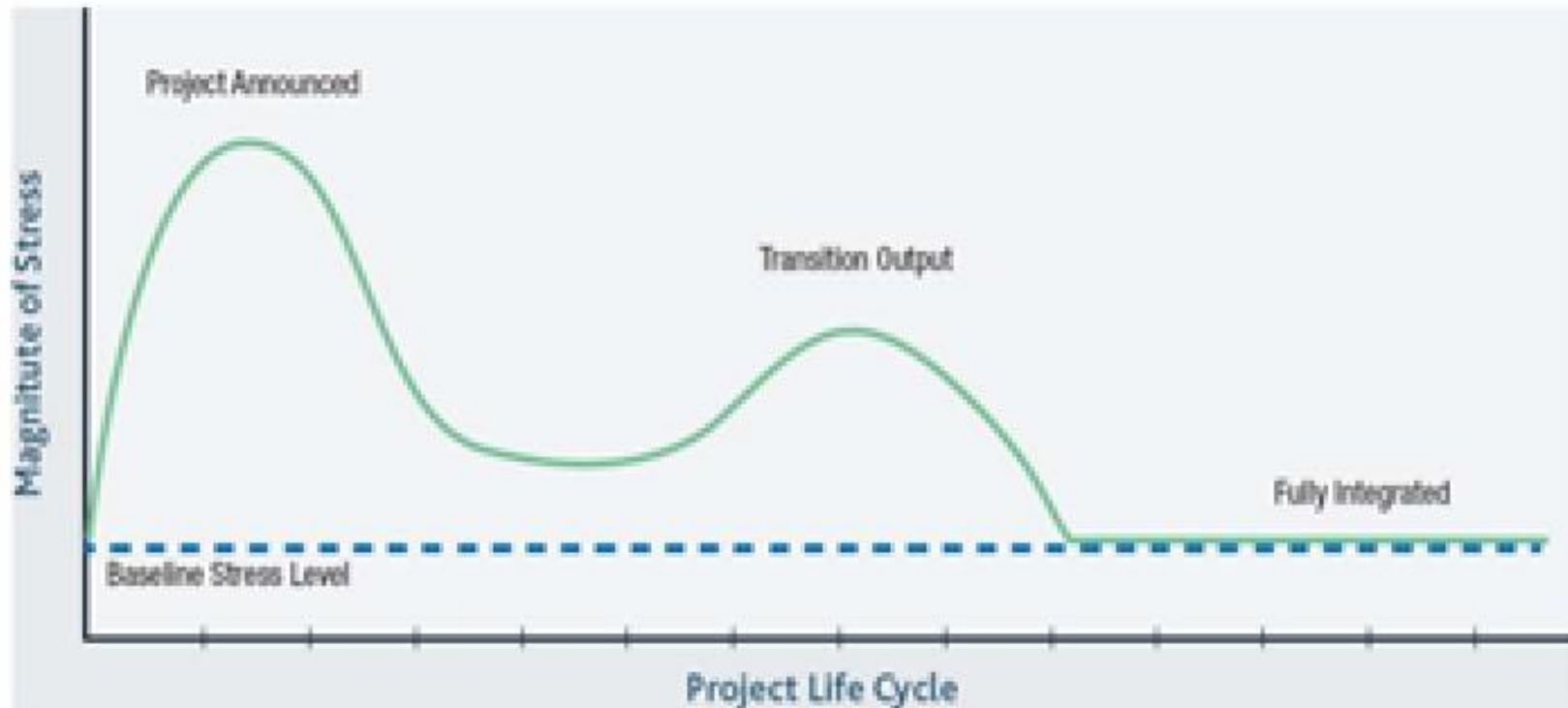


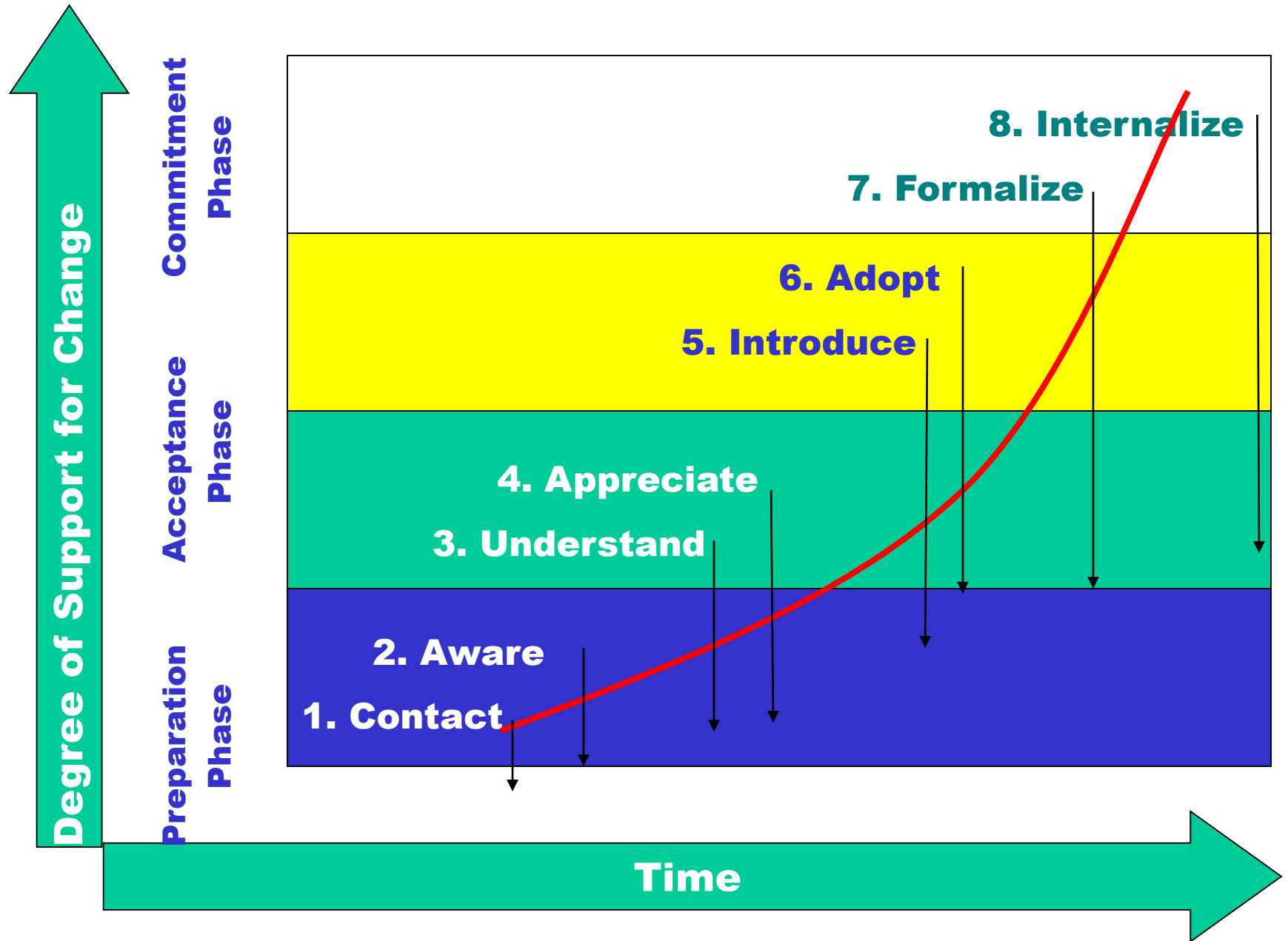
Figure 2: Project Impact on Organization or Business Unit

Harrington, H. J. (2014). Organizational Capacity for Change: Increasing Change Capacity and Avoiding Change Overload. *PMI White Paper*.

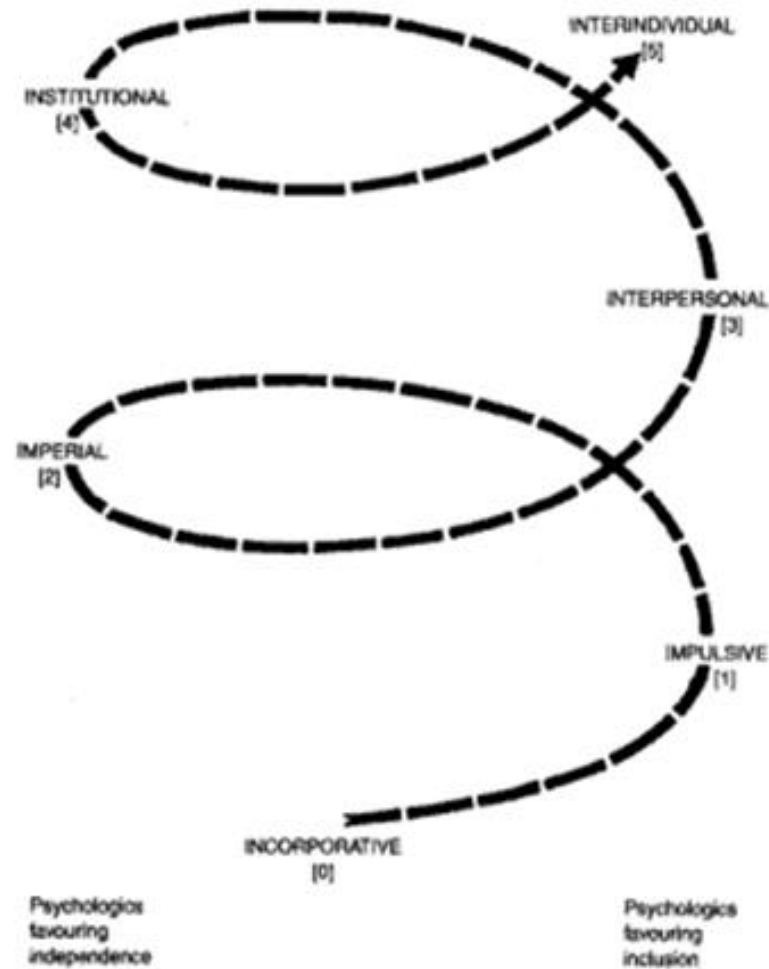
Project Manager Roles in Organizational Change

- Lead project team
- Know PM techniques
- Consult with organization executives
- Consult with operational units
- Flex by organization / goals / disciplines
- Manage multiple efforts
- Understand and engage stakeholders
- Relate and communicate positively
- Embrace sphere of influence

Stages of Commitment



Developmental movement



Reference:
"The Evolving Self"
Robert Kegan
Harvard University Press

Technical Project
Management

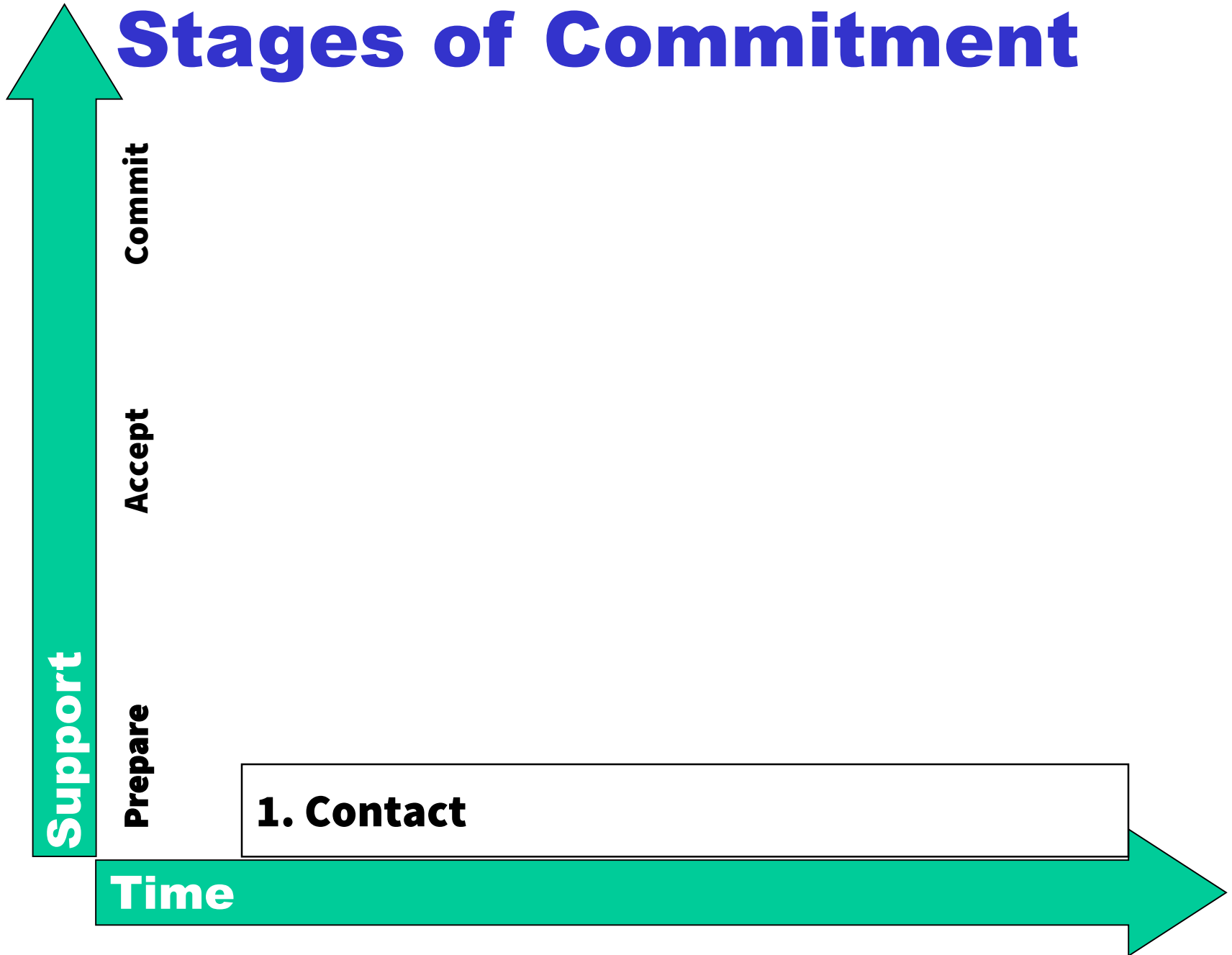
Leadership

Strategic and
Business Management



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Stages of Commitment





Receipts
DATE INVOLVED

PRIORITY MAIL

PRIORITY MAIL

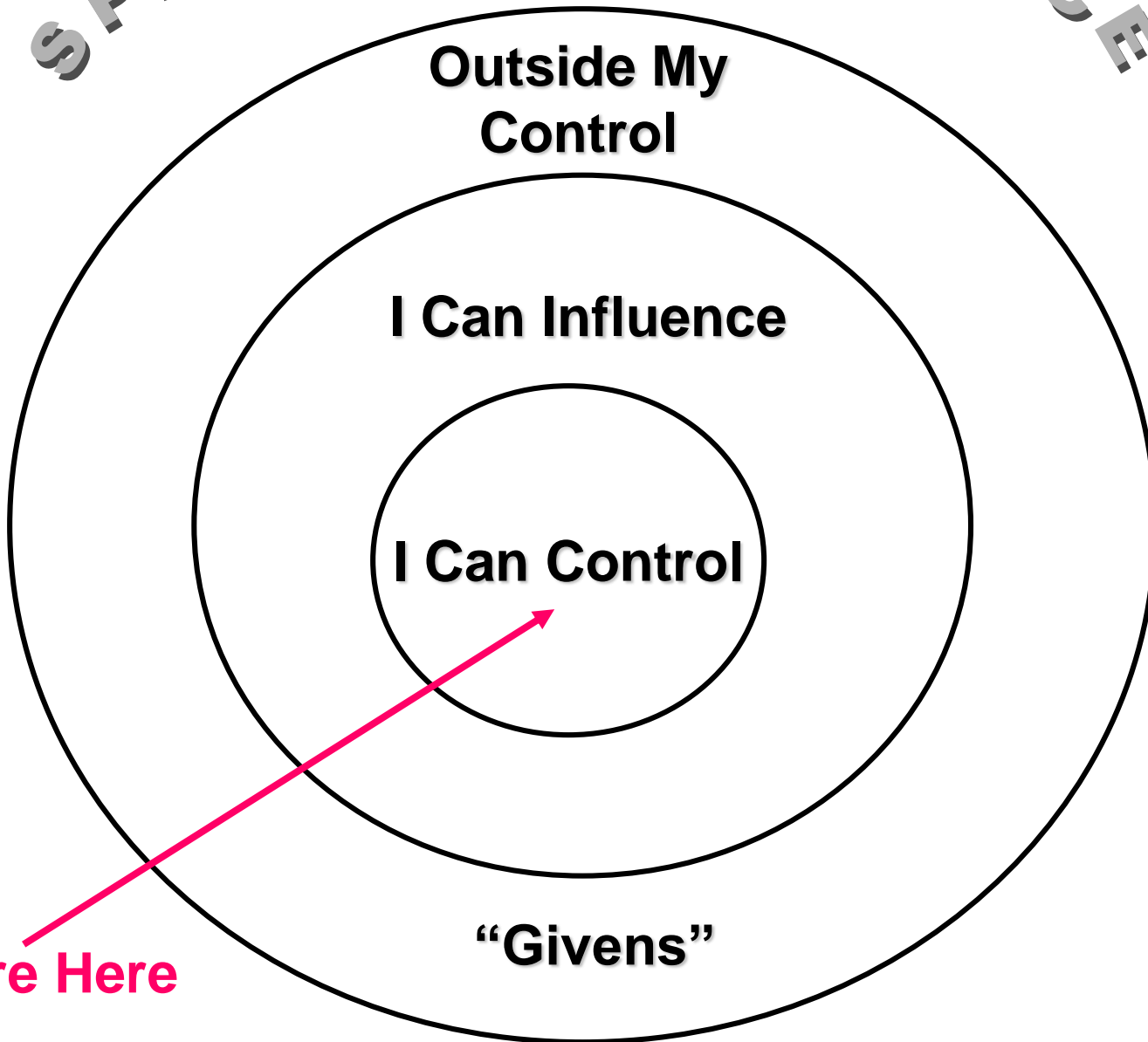


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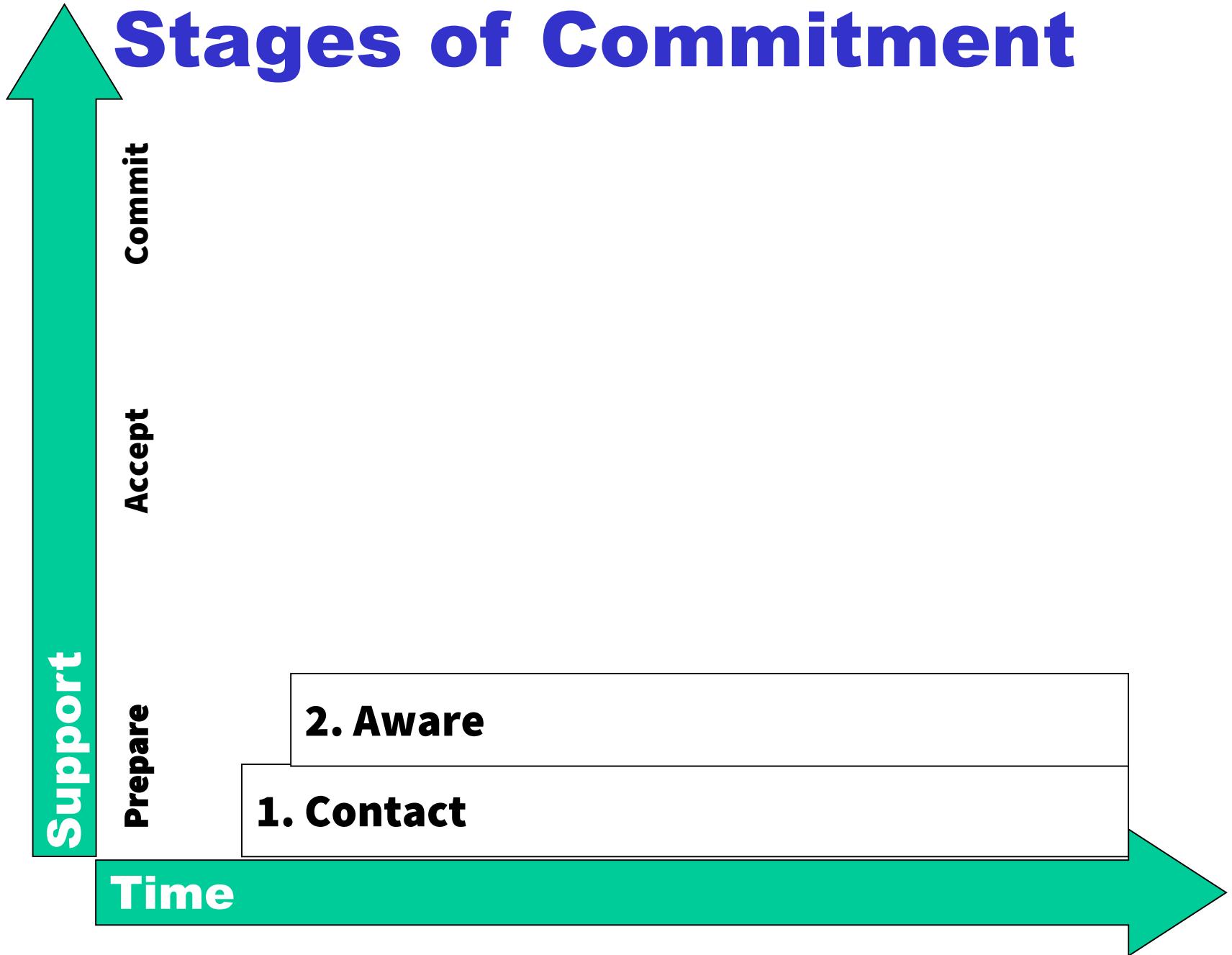
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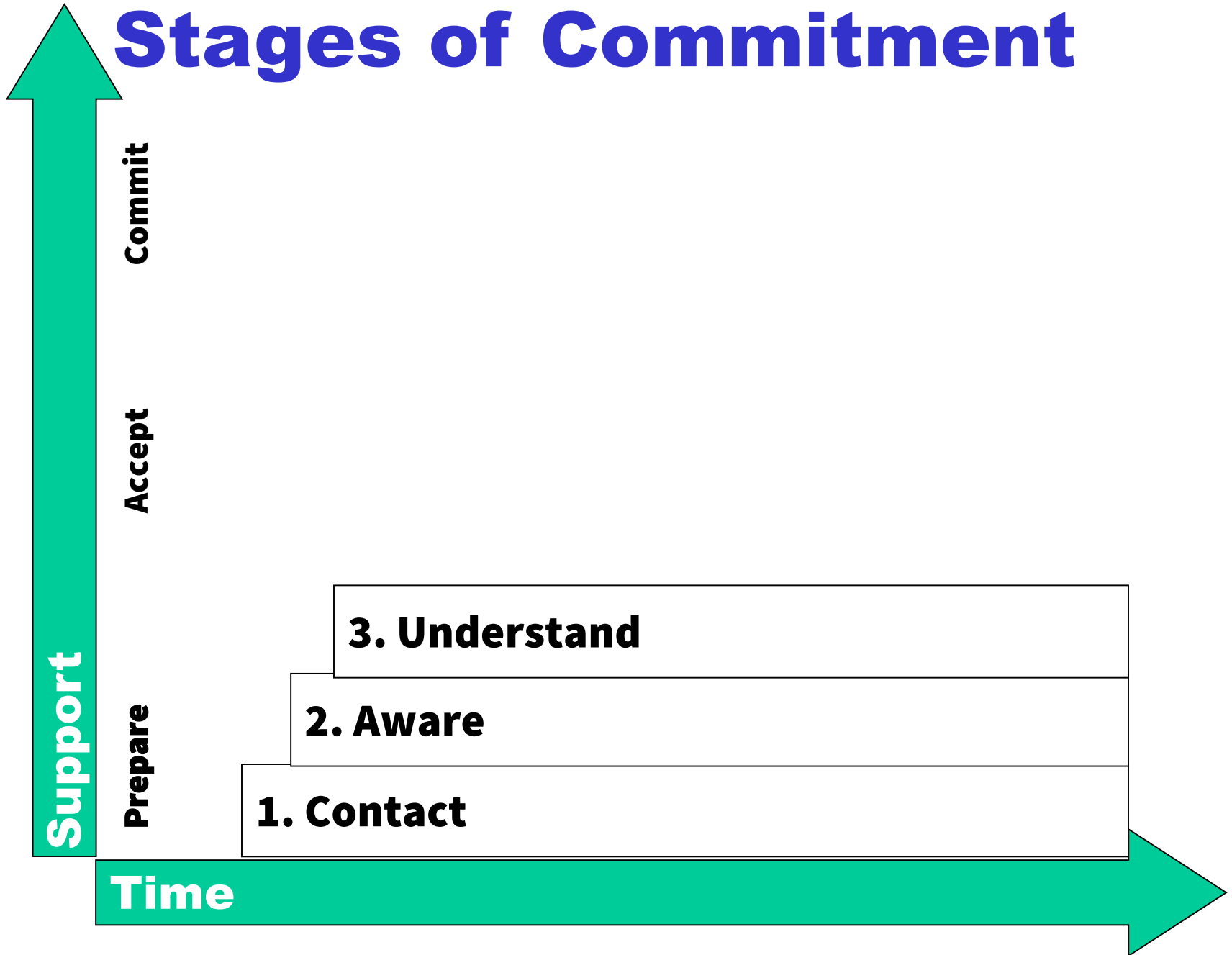
SPHERE of INFLUENCE



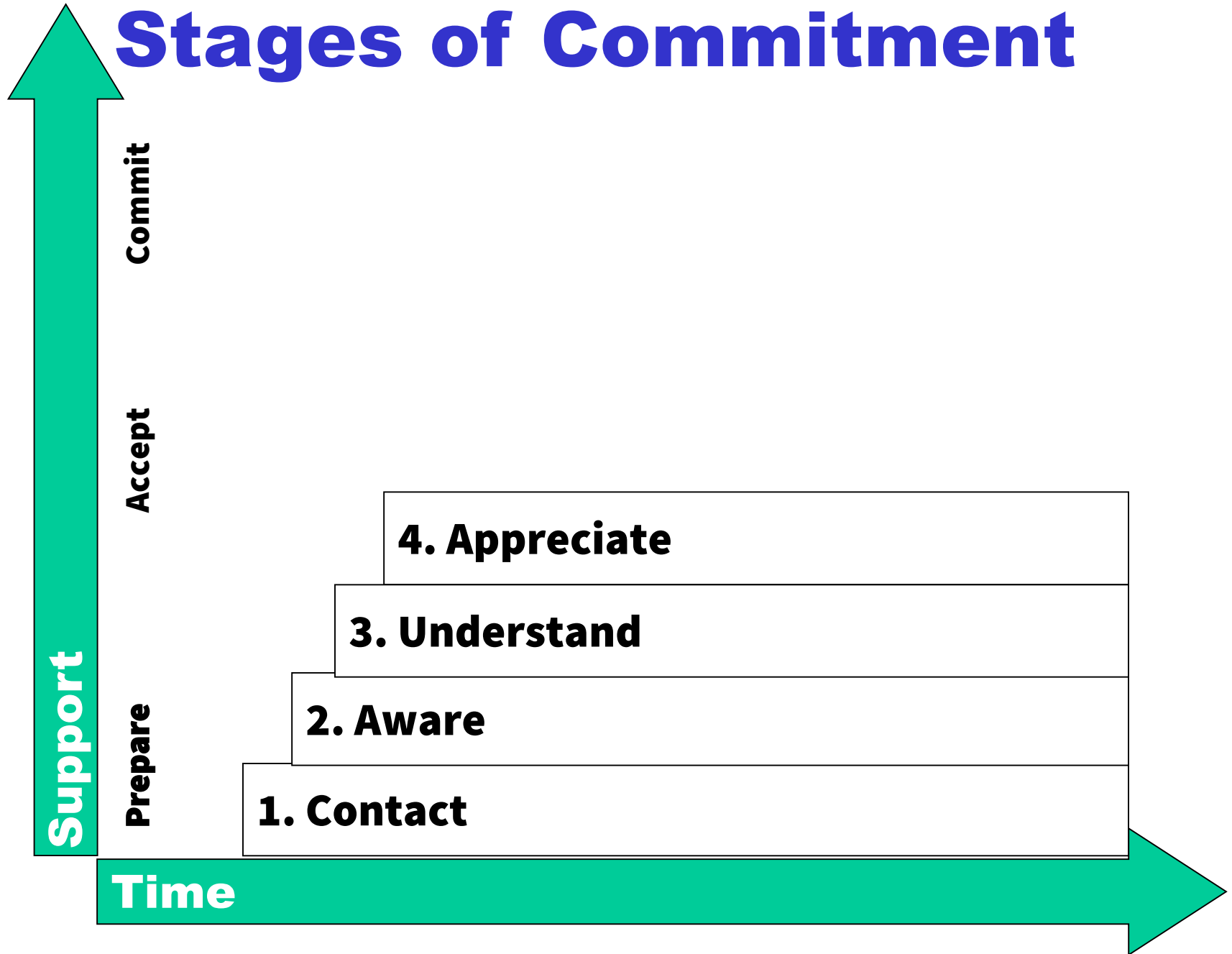
Stages of Commitment



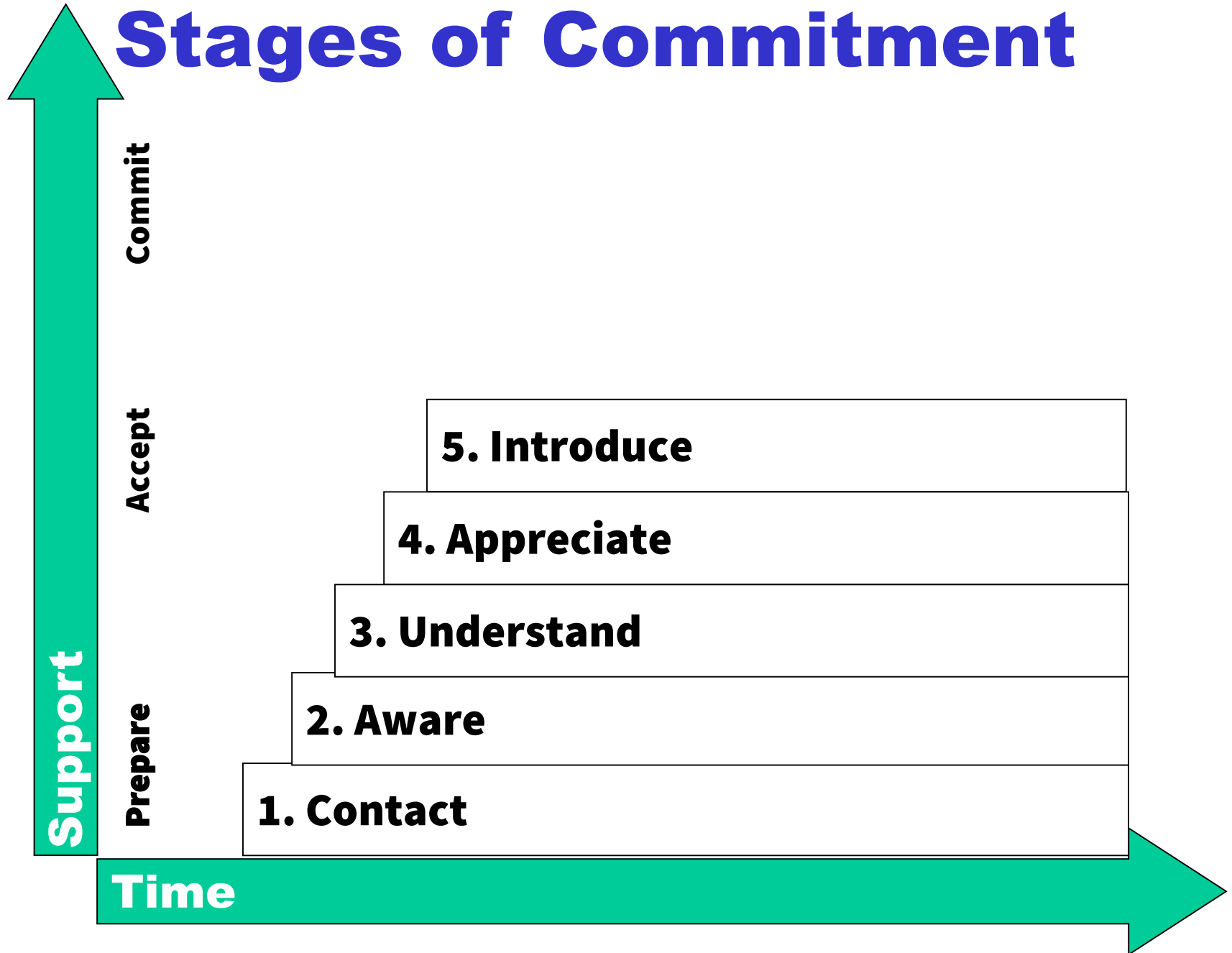
Stages of Commitment



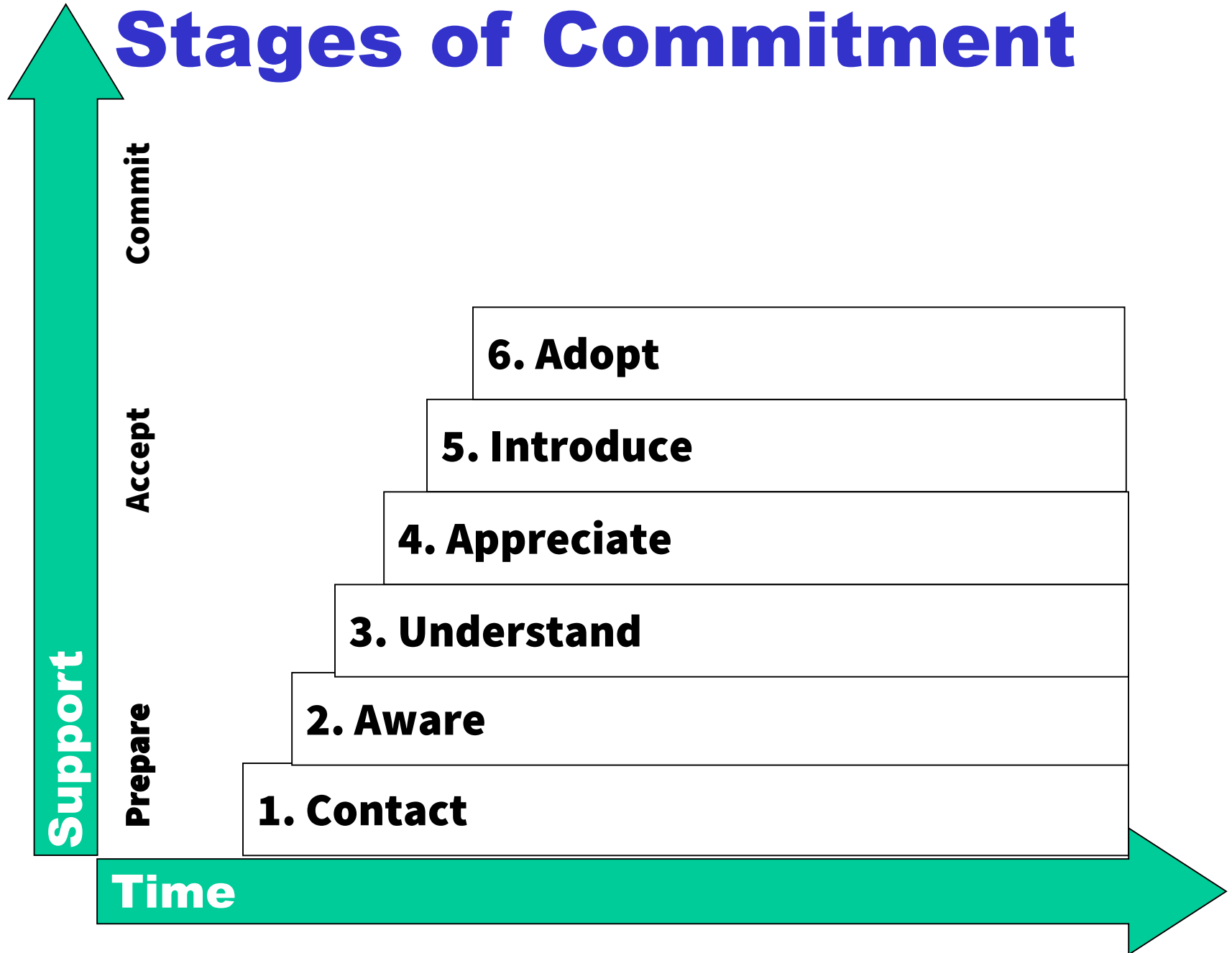
Stages of Commitment



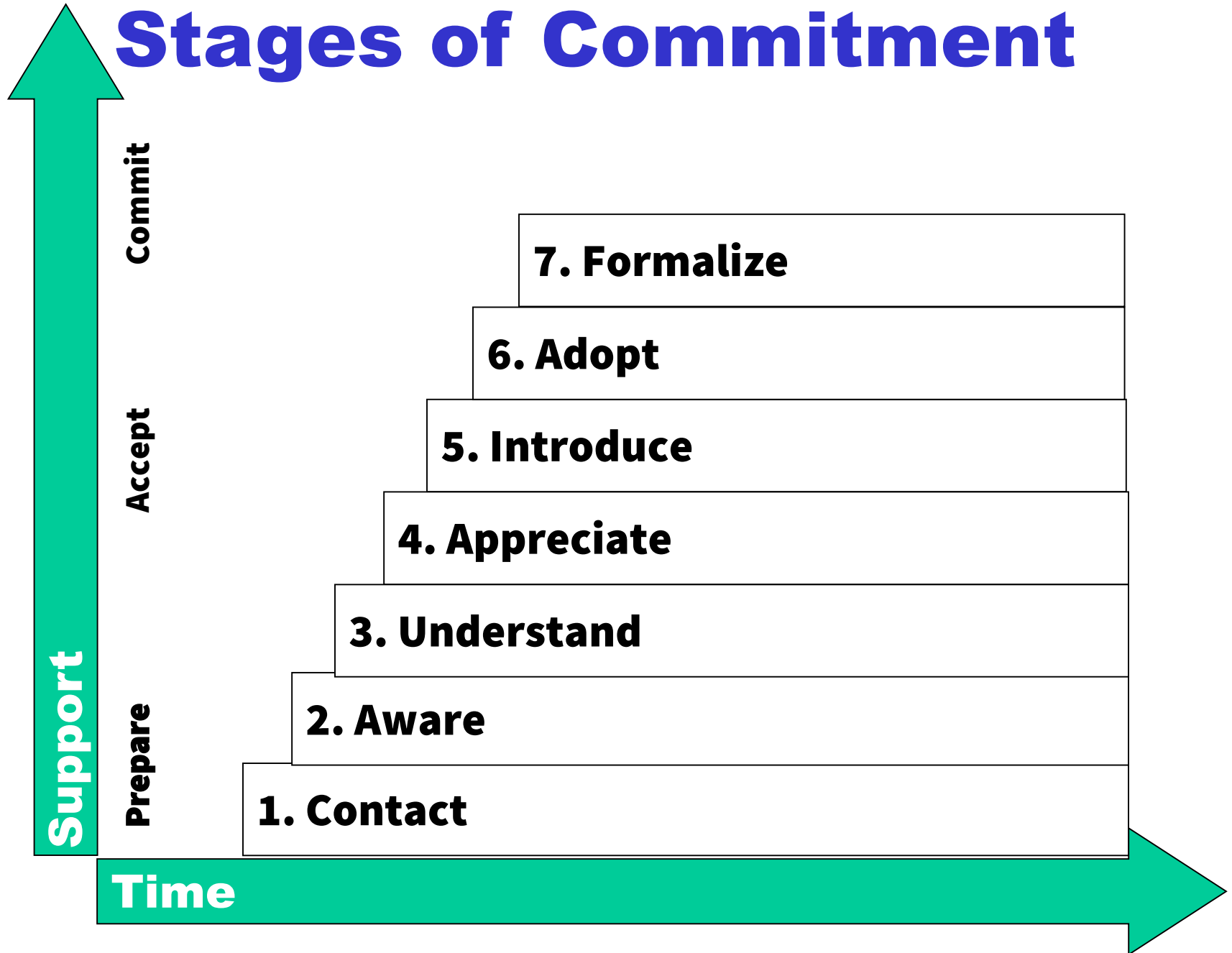
Stages of Commitment



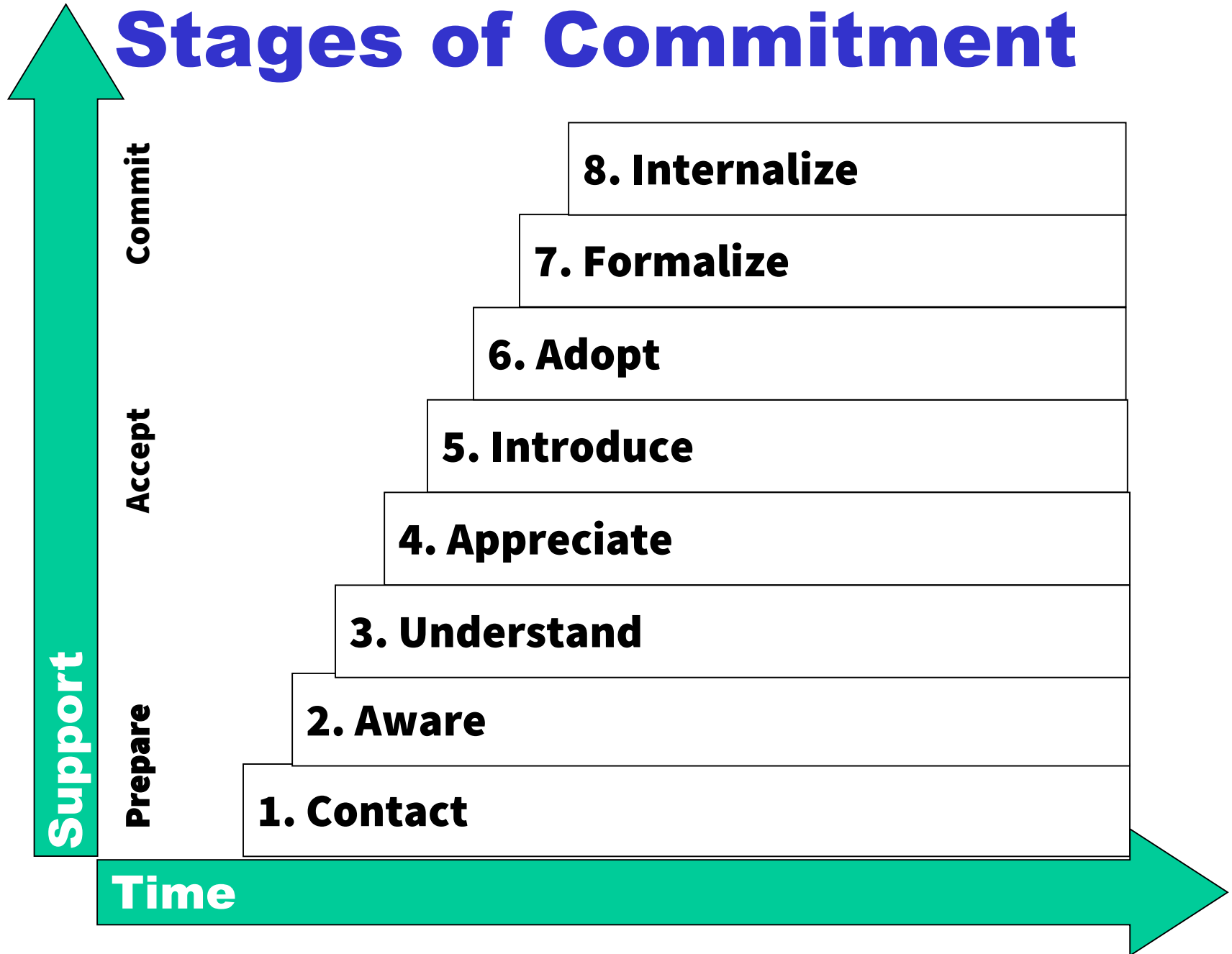
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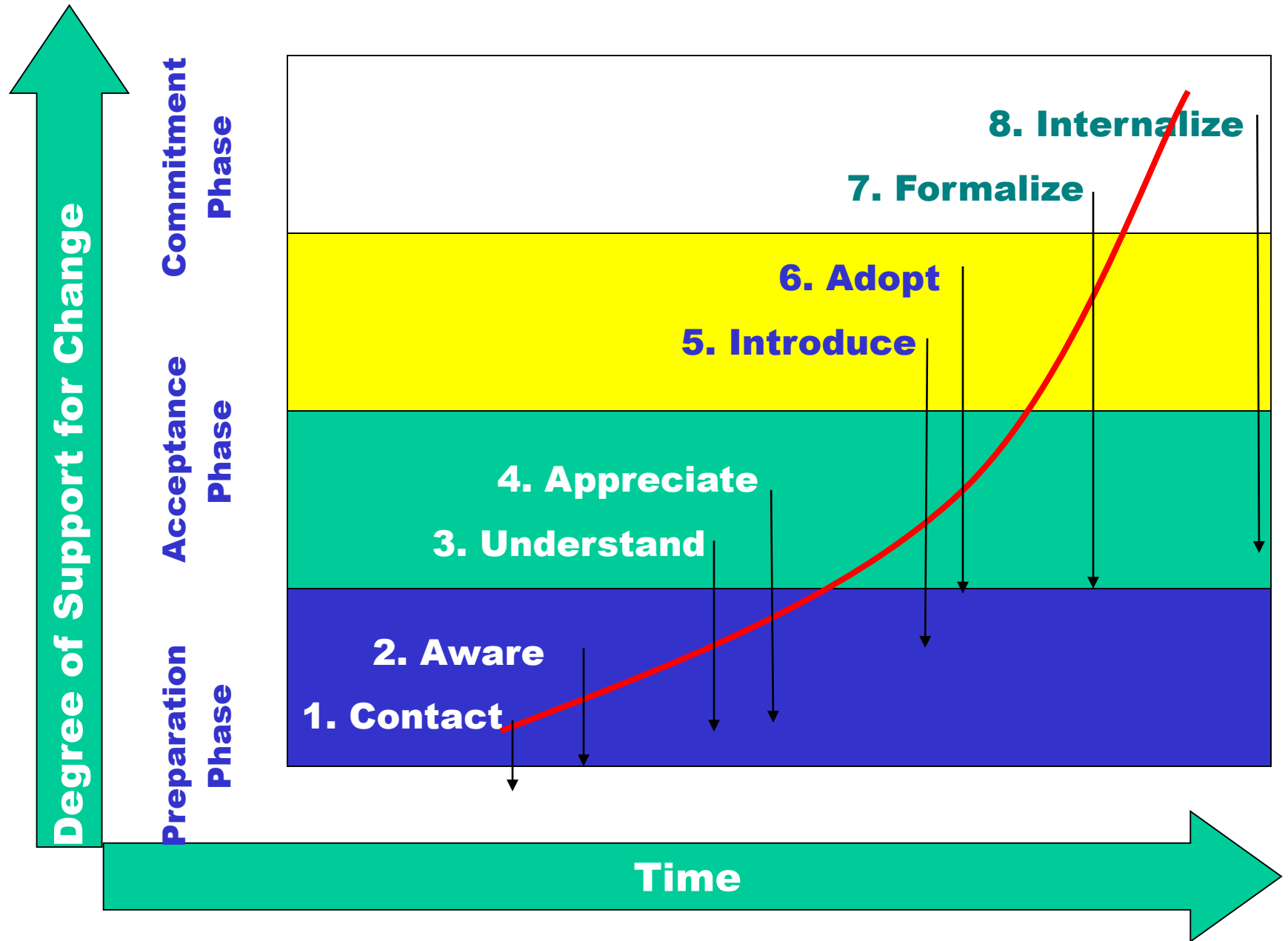
Stages of Commitment



Stages of Commitment



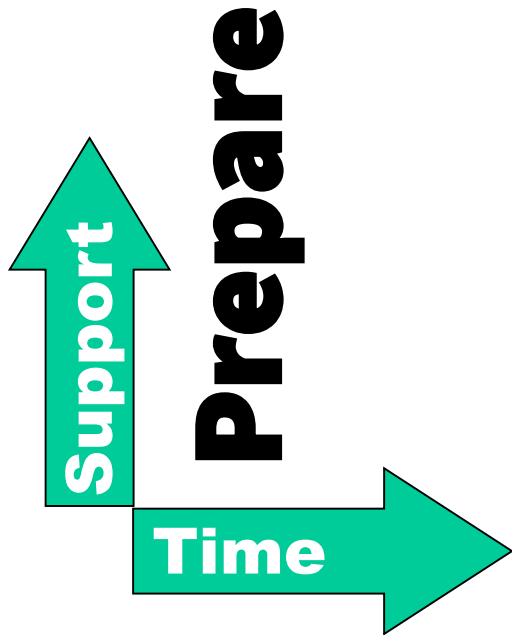
Stages of Commitment



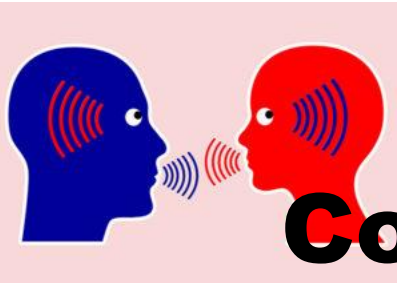
Stage Crisis

1. Contact

- A. Meet / assess stakeholders where they are (not where you want them to go)
- Ability, flexibility and discipline
 - Blame | Influence (where buck stops)
 - Complaint | Belief (despair/power)
 - Praise | Regard (serving/owning)
 - Immunizing | Open (competing commitments)
 - SQPA | BDIA* (control / loss of control of boundaries)



* Status quo preserving assumptions
Barrier disrupting ideas and actions



Contact/Aware Thoughts

Think about an organizational change project you experienced

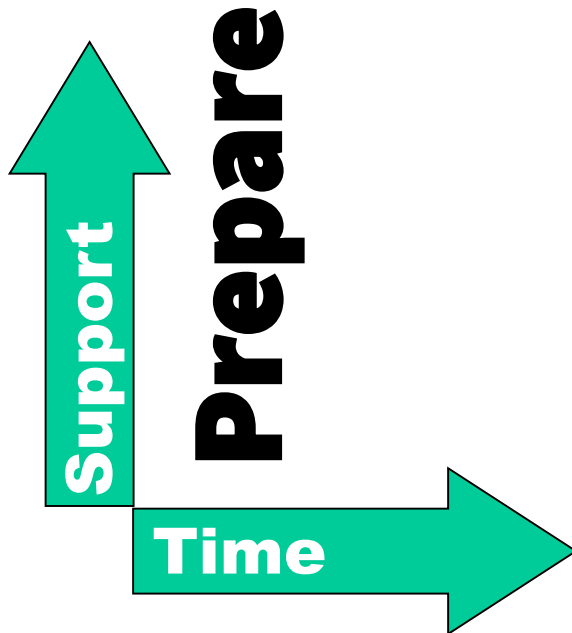
1. What was the status quo at the time?
2. How did you first become aware of it?
3. What questions did you have?
4. What was happening to everyone at work?

Stage Crisis

2. Aware

B. Compare and contrast stakeholders view of present v. future

- Ability, flexibility and discipline
- Blame | influence (where buck stops)
- Complaint | belief (despair/power)
- Praise | regard (serving/owning)
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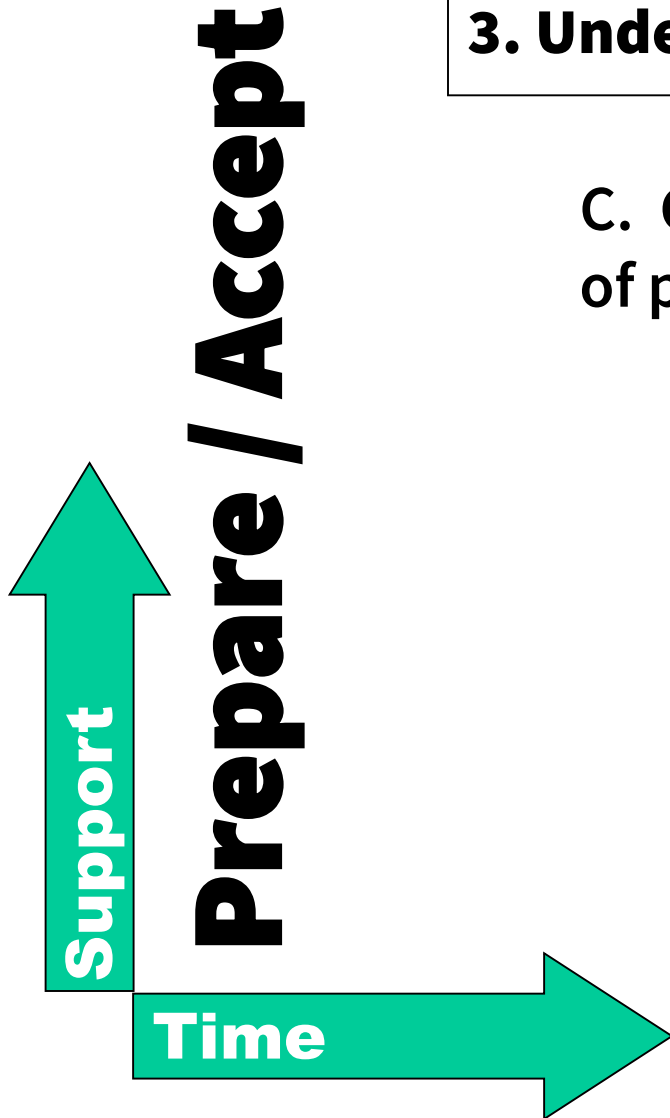
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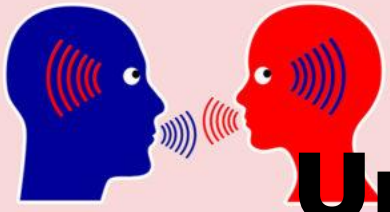
Stage Crisis

3. Understand

C. Compare and contrast stakeholders view of present v. future

- Initial commitments of resources
- Setting up channels of responsibility
- Building the beliefs / reality checks
- Listen for owning v. serving
- Observing competing commitments
- Checking on movement of boundaries related to the desired change state





Understand / Appreciate

Think about the same organizational change project you experienced

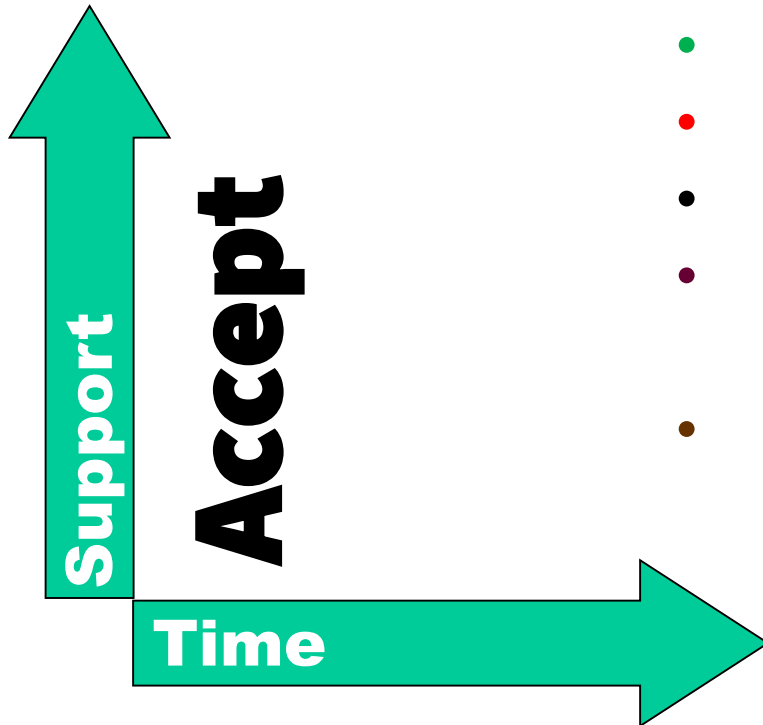
1. From first knowing, how long did it take to understand the future state?
2. What got you from just learning of to knowing about?
3. What questions did you still have?
4. What was happening to everyone at work?

Stage Crisis

4. Appreciate

D. Compare and contrast stakeholders view of present v. future

- Formal commitment of resources
- Reliable channels of responsibility
- Systems of reality checking formed
- Supporting owning v. serving
- Acknowledging competing commitments
- Established milestones for movement of boundaries related to the desired change state

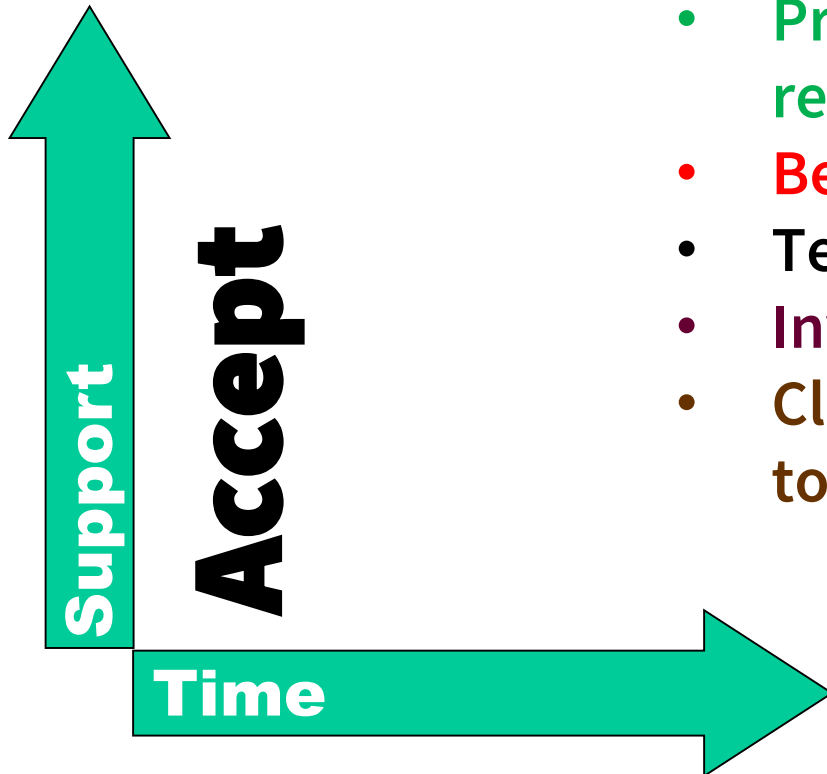


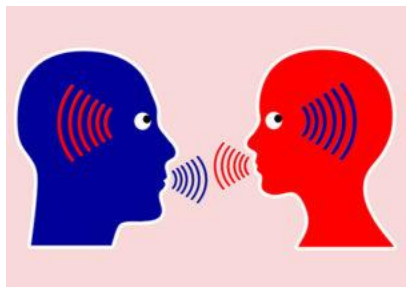
Stage Crisis

5. Introduce

E. Establishing stakeholders view of future

- Piloting and modeling future state
- Projecting future changes in responsibility systems
- Begin formative evaluation system
- Test for owning v. serving
- Investigate competing commitments
- Clarify and celebrate milestones toward desired state





Introduce / Adopt

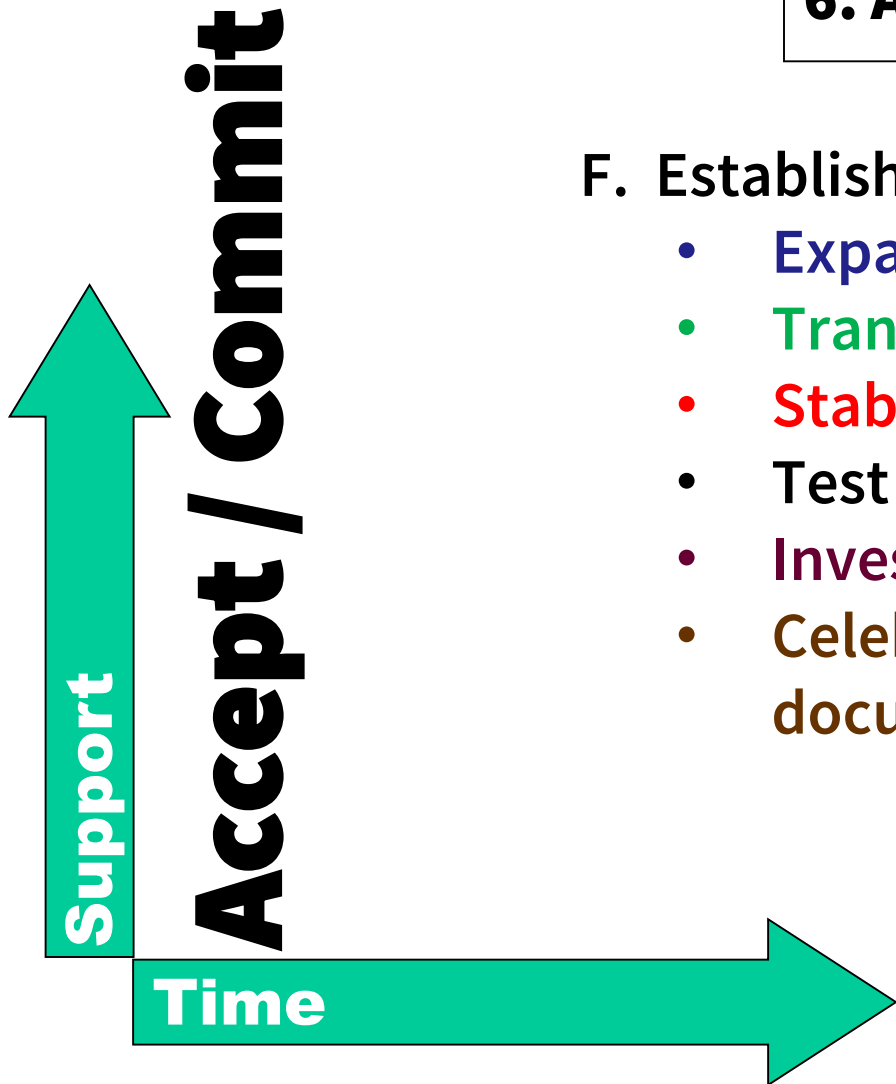
Think about the same organizational change as before

1. What kind of things happened that helped you picture the future state?
2. What kinds of things happened that led you to trying out the change?
3. What questions did you still have?
4. What was happening to everyone at work?

Stage Crisis

6. Adopt

- F. Establishing stakeholder future state
- Expand piloting and modeling
 - Transition into new rule systems
 - Stabilize formative evaluation
 - Test for owning v. serving
 - Investigate competing commitments
 - Celebrate milestones and share documented problems

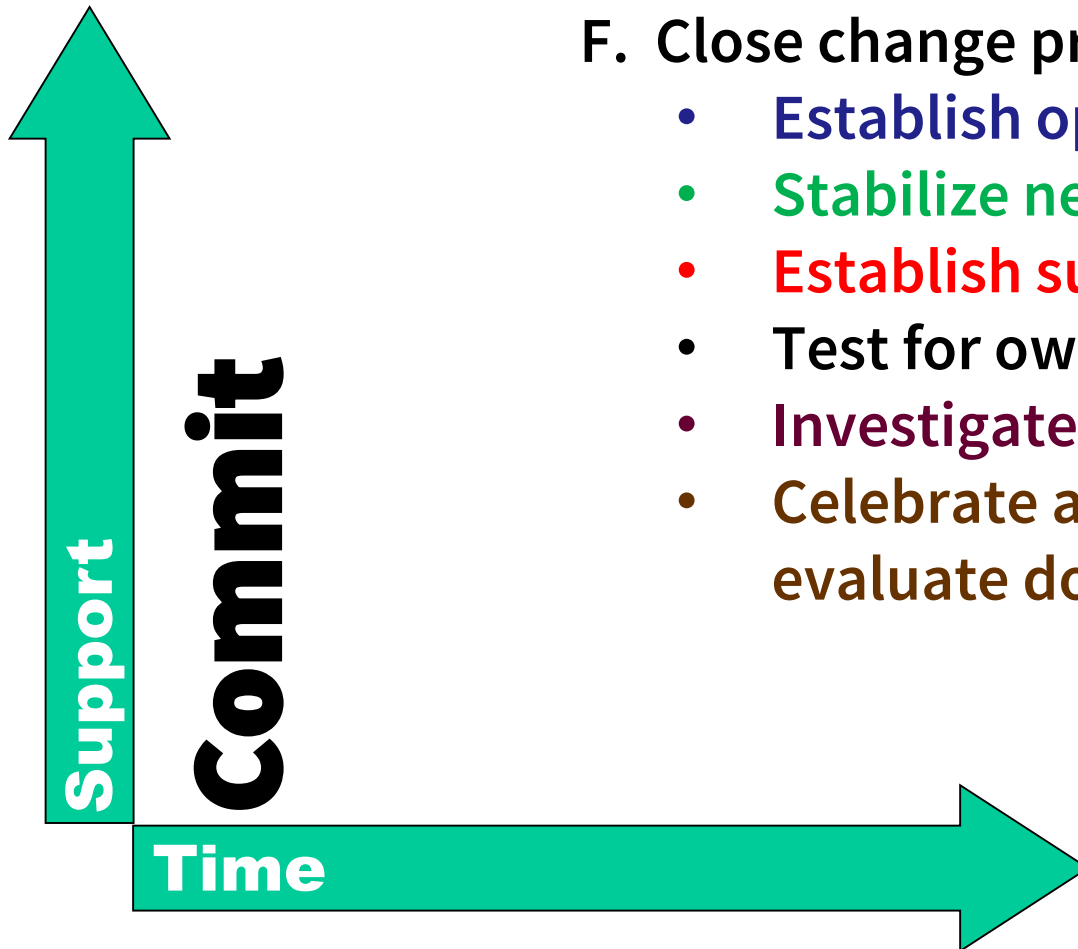


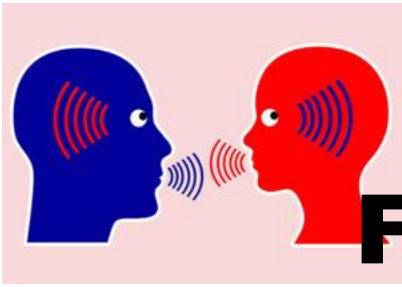
Stage Crisis

7. Formalize

F. Close change project

- Establish operational state
- Stabilize new rule systems
- Establish summative evaluation
- Test for owning v. serving
- Investigate competing commitments
- Celebrate accomplishments and evaluate documented problems





Formalize / Internalize

Think about the same organizational change project ...

1. What kind of things happened that helped you embrace the new state?
2. What kinds of things happened that led you to leave the previous state behind?
3. What questions did you still have?
4. What was happening to everyone at work?

Stage Crisis

8. Internalize

A. Meet / assess stakeholders where they are in new state - are there changes in?

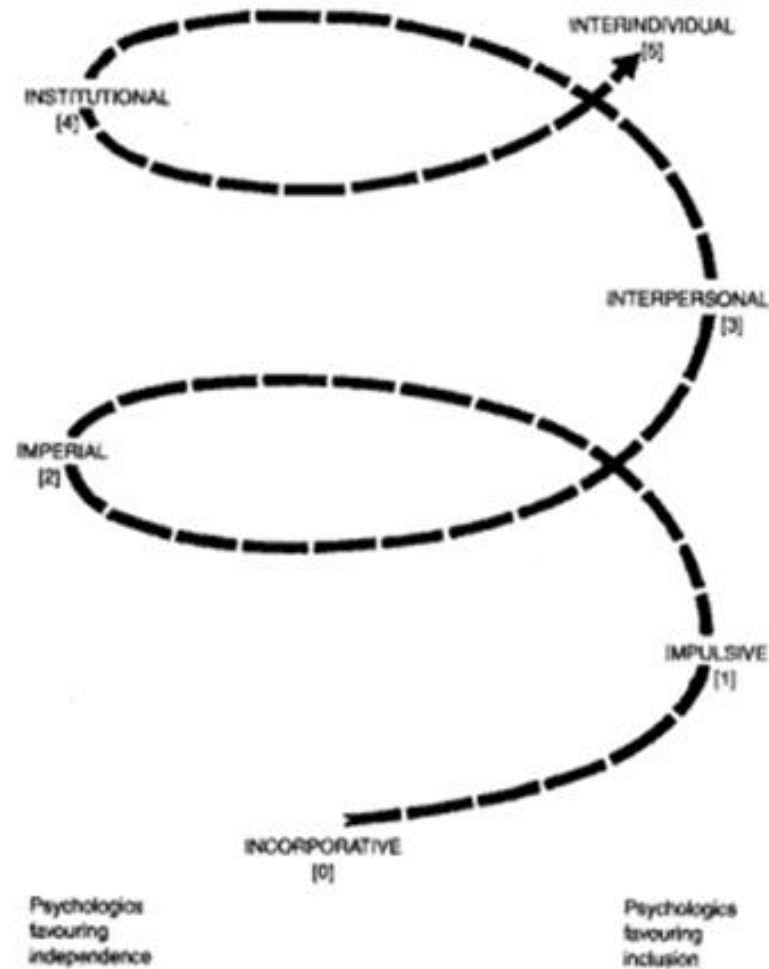
- Ability, flexibility and discipline
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Support

Commit

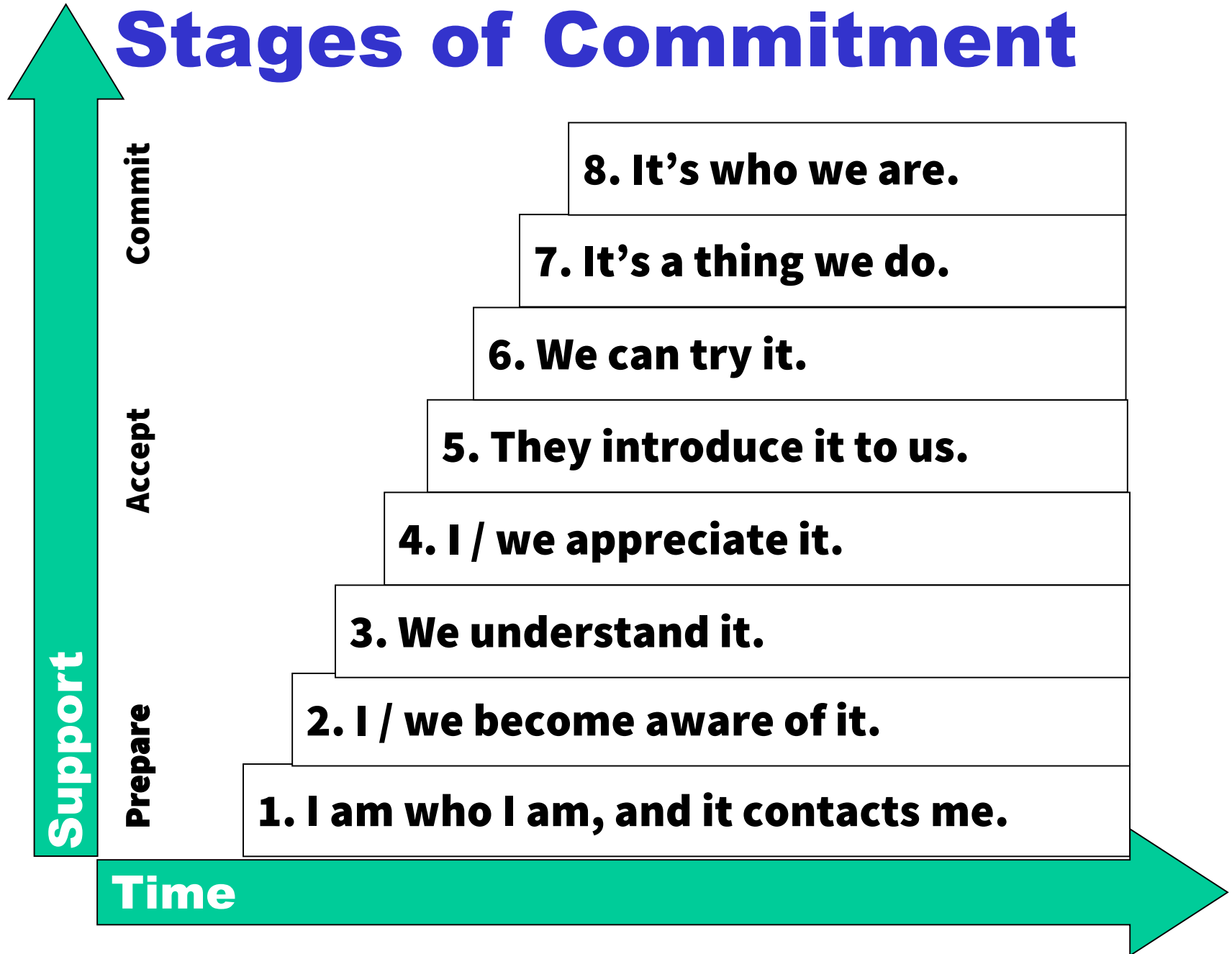
Time

Developmental movement



Reference:
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Robert Kegan
Harvard University Press

Stages of Commitment



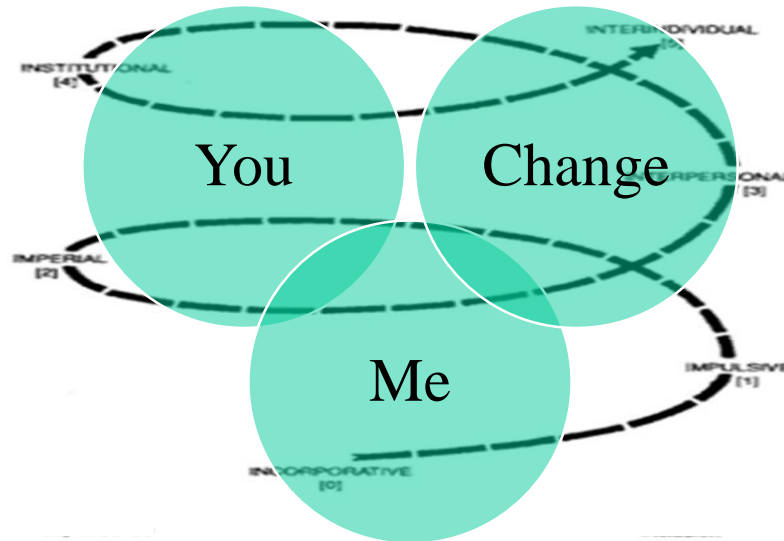
Healthy Change

- Stakeholder engagement
 - Listen and watch for preparation, acceptance and commitment, and fallout
 - It's the process that makes the change, not the goal
 - Members of organizations have relationships with people and things
 - Change creates a new identity. Celebrate!

Healthy Change

- Project Team Management
 - You are serving an organization to:
 - Tie projects to business goals
 - Compete more effectively in their marketplace
 - Sustain the organization
 - Respond to the impact of business environment changes on projects
 - Develop the change skill-sets of people in the organization

Discussion



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