

PROJECT CHANGE MANAGEMENT AND LEADERSHIP

Module 11

Project change management, types of change management, case studies, tools of change management, methodologies, Prosci Methodology's , Impact of use of methodology, reasons of why change fails and change success, critical elements of change success, management and leadership

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THEORIES/METHODOLOGIES OF CHANGE MANAGEMENT



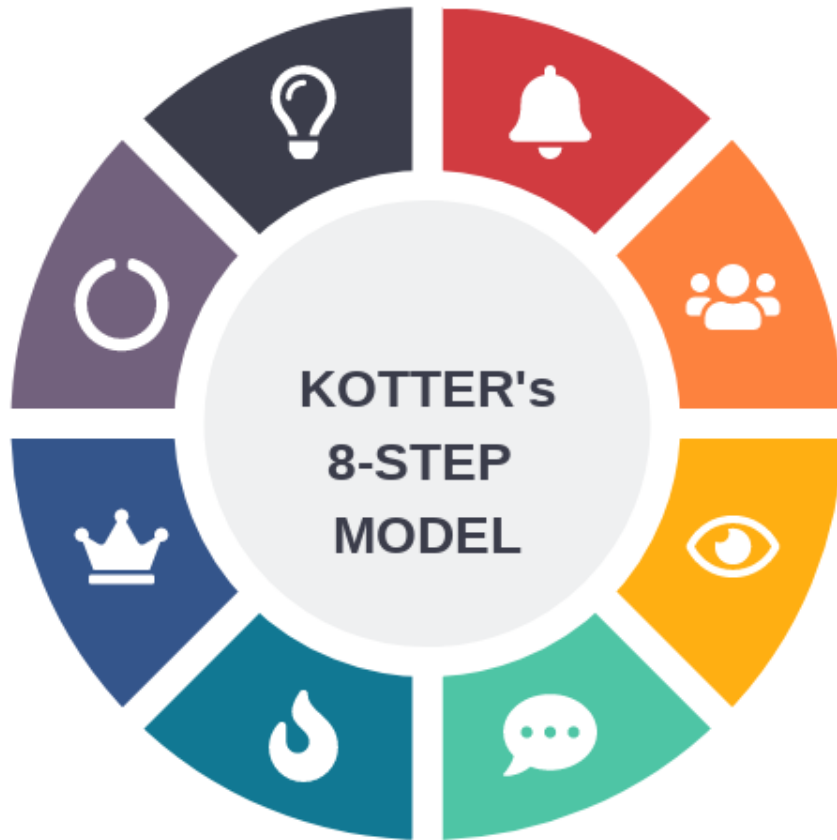
Kotter's eight-step change model

Lewin's change process

Prosci adhar meothdology

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THEORY: KOTTER'S EIGHT-STEP CHANGE MODEL



01 Create

Establish a feeling of urgency of hurriedness towards change.

02 Build

Formulate a guiding coalition

03 Form

Develop a strategy to bring about change.

04 Enlist

Communicate or put forth the vision or strategy for change

05 Enable

Empower employees for taking action to incorporate changes

06 Generate

Formulate and generate short-term goals

07 Sustain

Capitalize of wins or gains in order to produce bigger results

08 Institute

Incorporate new and better changes in workplace culture

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Kotter, J.P (1996) Leading Change. Boston: Harvard University Press.

THEORY: LEWIN'S CHANGE PROCESS

Unfreeze

1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns



636 x 422

Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view



Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success



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Hayes, J. (2014). The theory and practice of change management. London: Palgrave Macmillan.

DIFFERENCE BETWEEN THEORIES/MODELS

Theories/models help to provide tools to managers as to how to manage the change process.

For example, Lewin's model can be viewed as a high order approach to change management, Kotter's approach is more prescriptive in nature.

Lewin '47	Kanter '92	Kotter '95	Senge '00
Unfreezing ↓	Analyse the org. & its need for change	Establish a sense of urgency	Initiating change ↓
	Create shared vision & common directive	Form a guiding coalition	
	Separate from past	Develop a vision	
Moving ↓	Create a sense of urgency	Communicate the vision	Sustaining momentum ↓
	Support a strong leader role	Empower others to act on the vision	
	Line up political sponsorship	Planning & enabling short term views	
Refreezing ↓	Craft an implementation plan	Solidifying change & checking more change	Redesigning & rethinking
	Develop enabling structures	Anchor and institutionalising new approaches	
	Communicate, involve people & be honest		
	Reinforce & institutionalise change		

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WHAT IS CHANGE MANAGEMENT IN PROJECT MANAGEMENT?

Project management:

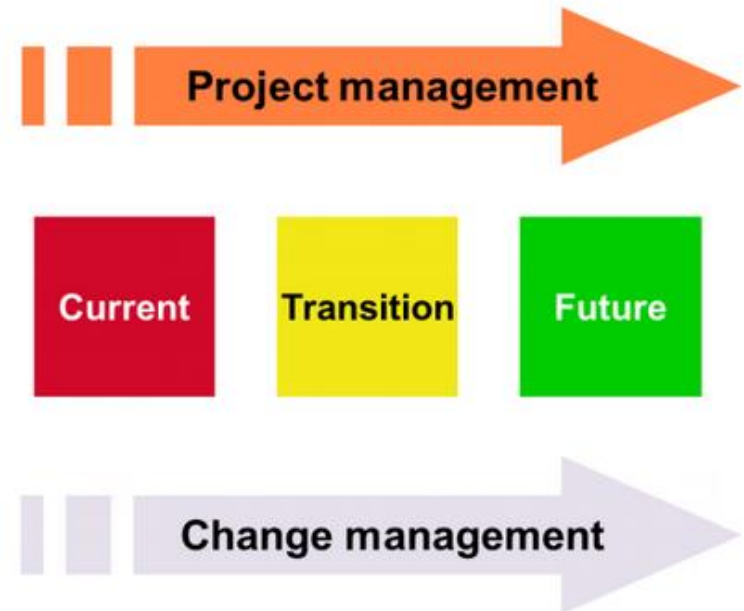
a process of managing a project team and monitoring the activities to meet project goals

Change management:

tools and processes used to manage change within a project and its team.

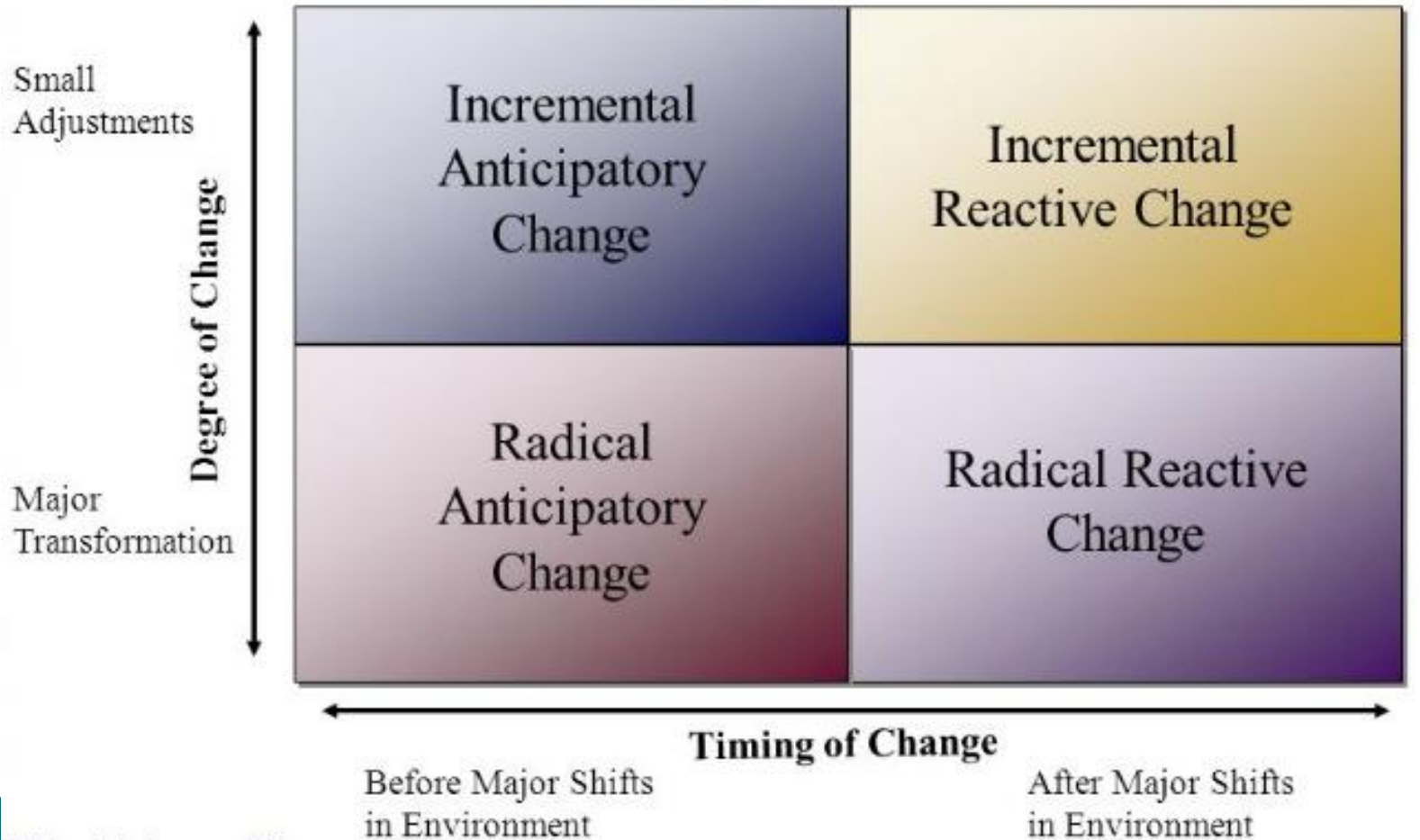
Change:

a thing that transforms or impacts a project



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TYPES OF CHANGE MANAGEMENT



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Organizational Change and Learning
Hellriegel, Jackson, and Slocum MANAGEMENT: A Competency-Based
Approach South-Western College Publishing Copyright © 2002
<https://slideplayer.com/slide/9049237/>

ANTICIPATORY CHANGE

Anticipatory:

If a change is implemented with prior anticipation of the happening of an event or a chain of events, it is called as anticipatory change.

Once the project manager affirms the likelihood of such an occurrence, plans will be started for when it arises.

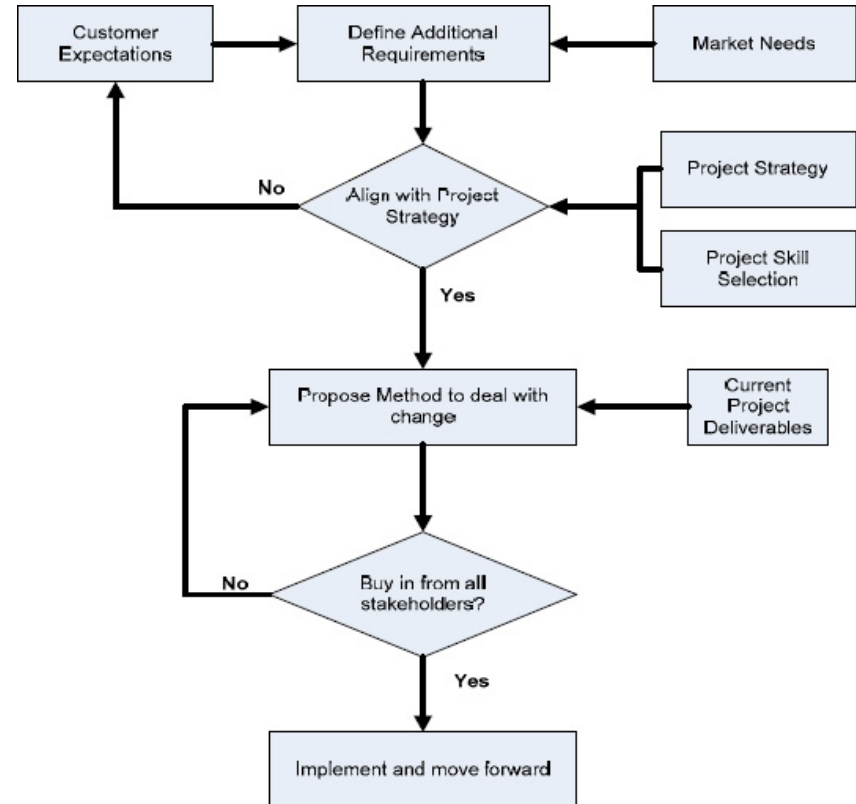


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REACTIVE CHANGE IN PROJECT

Reactive change:

When an unforeseen event occurs, it is employed in crisis situations such as little time to plan. Reactive change management is not ideal but often necessary.

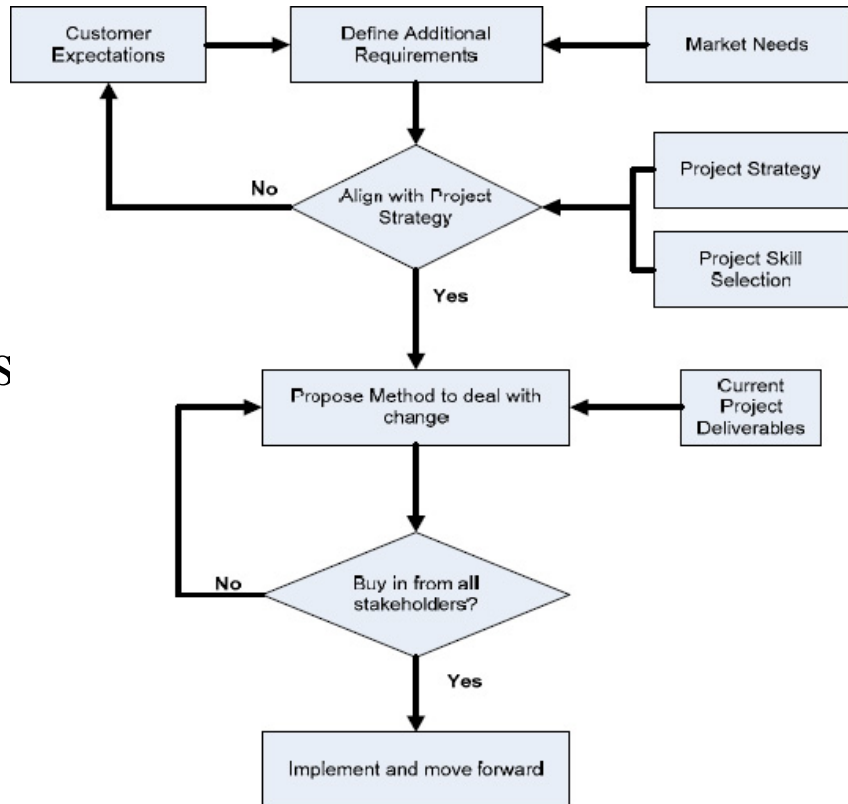


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INCREMENTAL CHANGE IN PROJECT

Incremental change:

A gradual changes over a prolonged period, such as the ongoing addition of new features to an existing app. Incremental changes are closely linked to scope creep in project management.



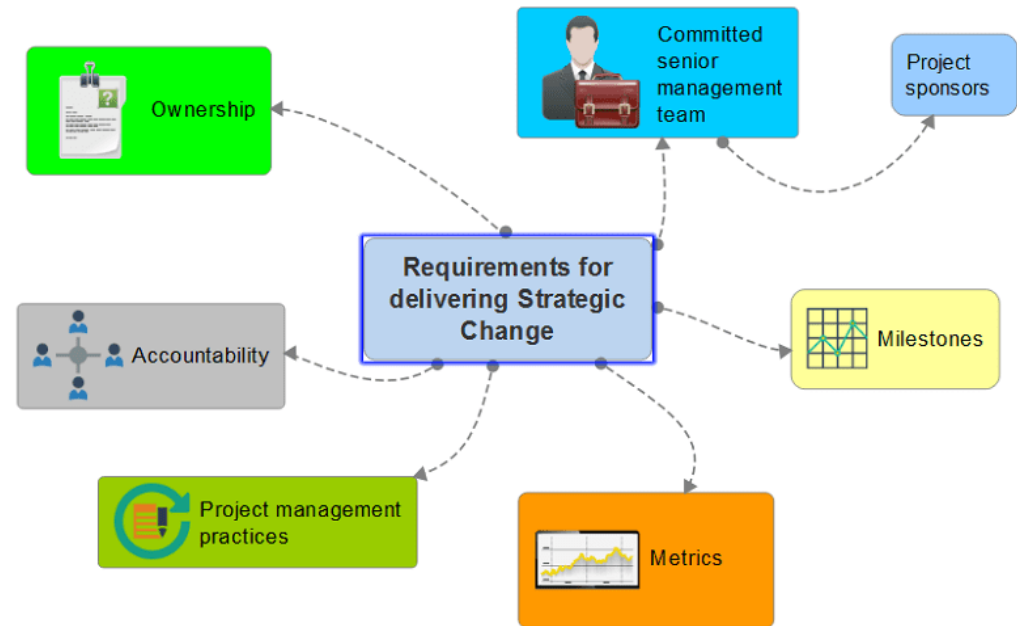
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STRATEGIC CHANGE IN PROJECT

Strategic:

The changes are much larger and can affect the overall direction of an project.

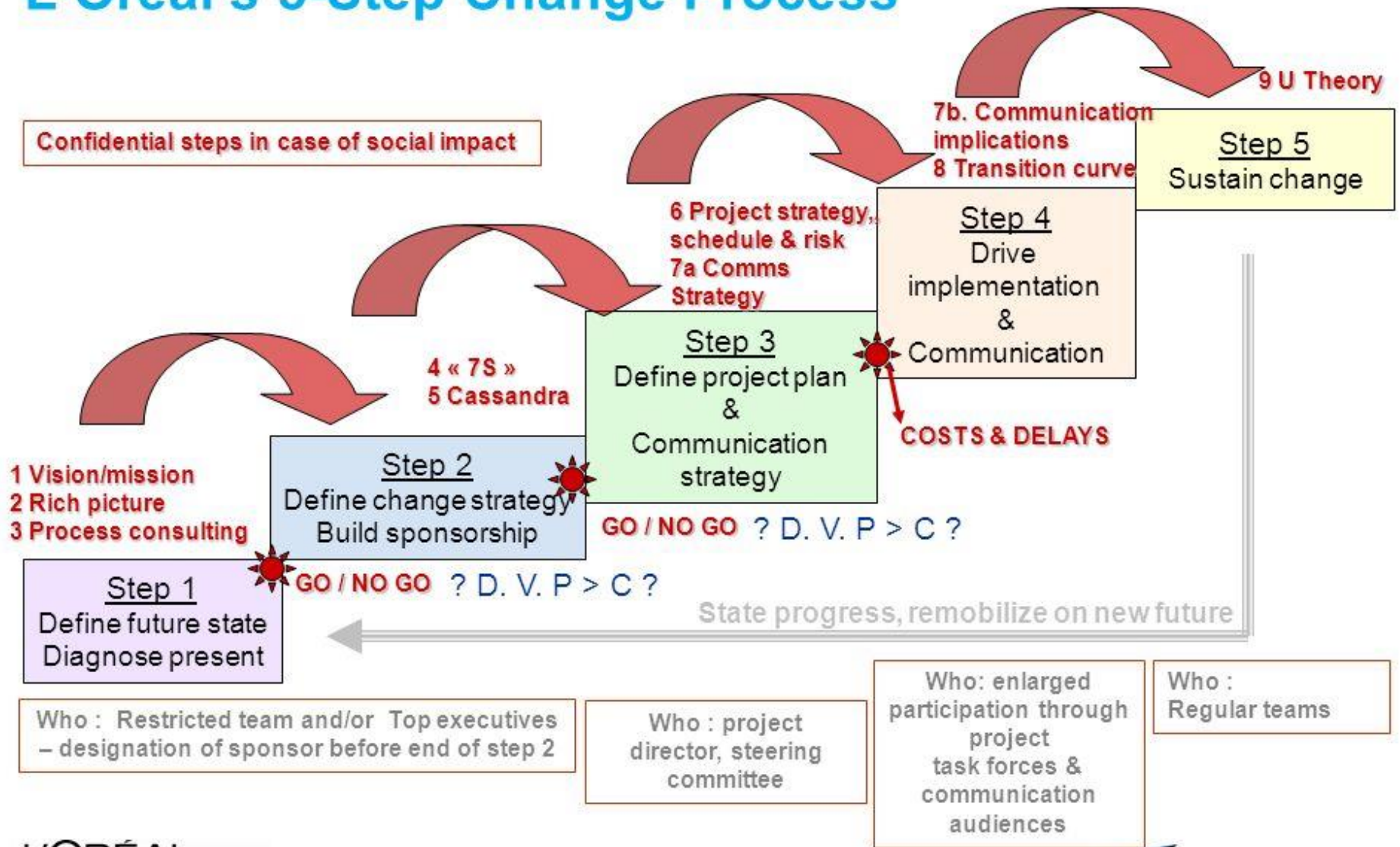
A strategic shift in project management can implement excellent technology based on rewriting of the original project whole plan.



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Example

L'Oréal's 5-Step Change Process



PROSCI METHODOLOGY'S KEY COMPONENTS

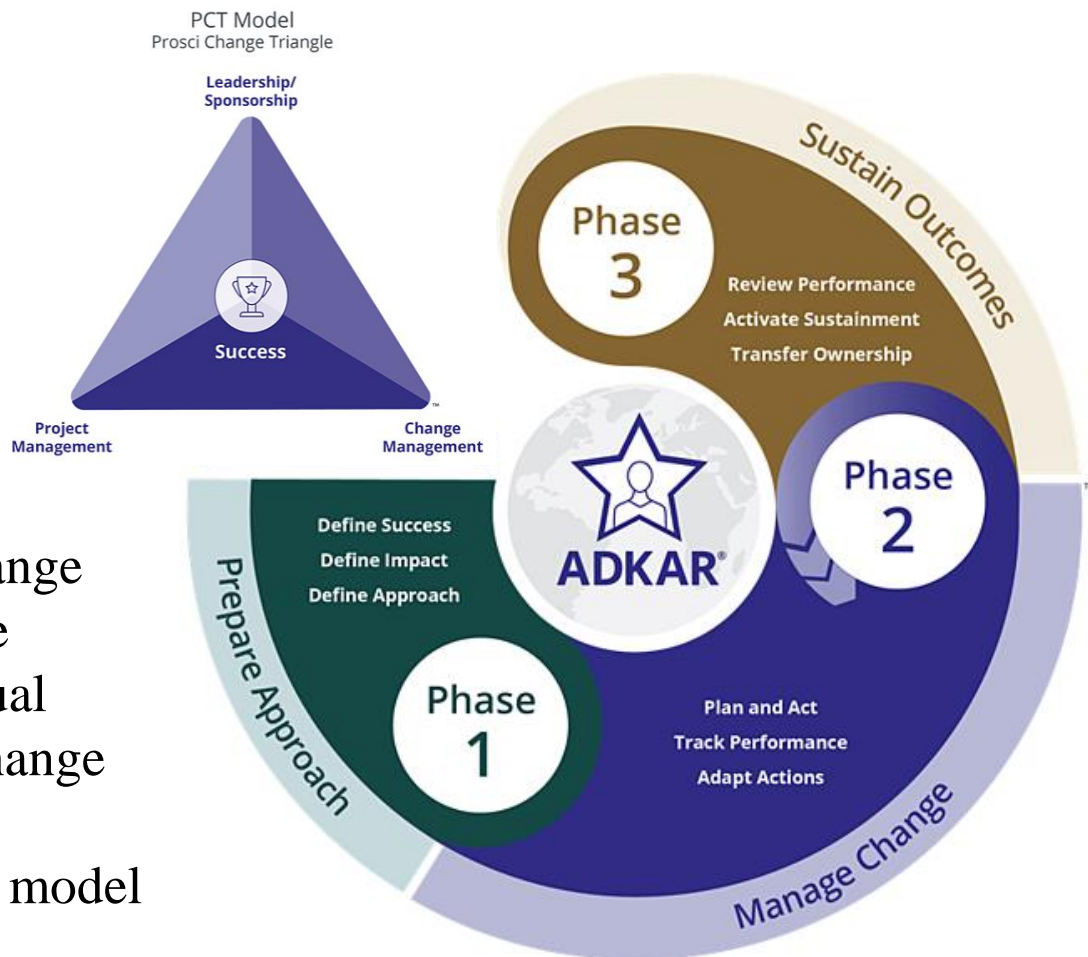
Key components:

Prosci Change Triangle (PCT) Model

– A framework depicting the four critical aspects of any successful organizational change

Prosci 3-Phase Process – The critical link between individual change and organizational change management

Prosci ADKAR® Model – A model for individual change



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CHANGE MANAGEMENT PROSCI 3-PHASE METHODOLOGY

Prosci 3-Phase Process:

Prosci Methodology originally introduced in 2002, refreshed in 2021.

Prosci developed a holistic and easy-to-use methodology—including a process, tools and assessments

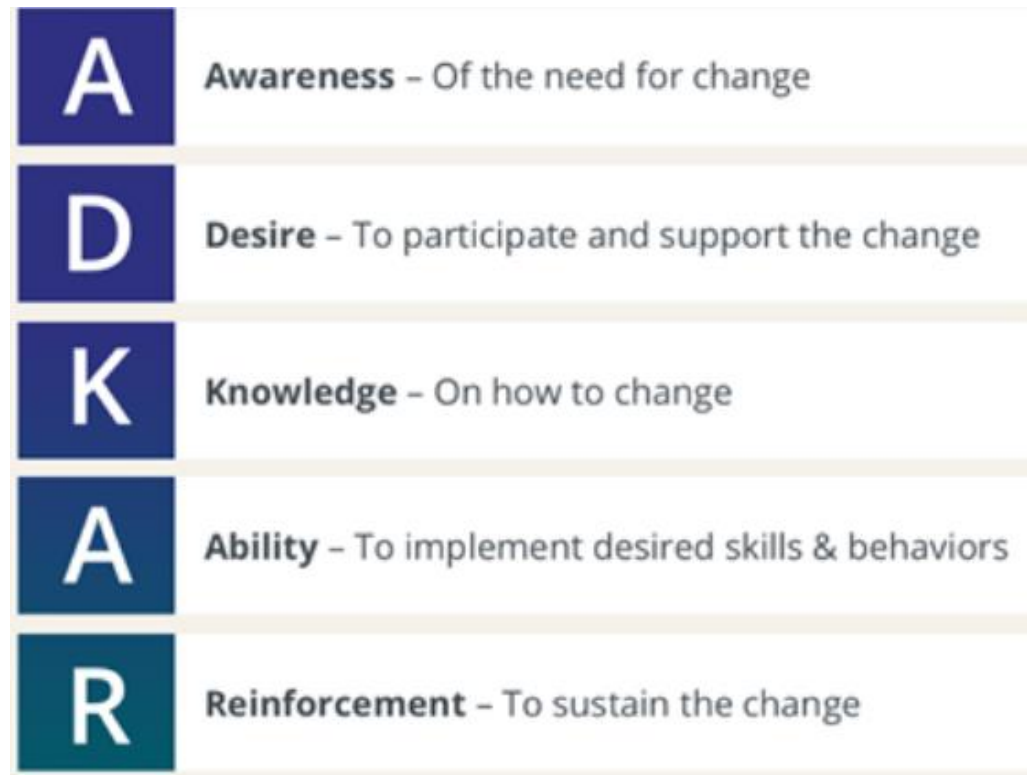


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PROJECT CHANGE MANAGEMENT: PROSCI ADKAR MODEL

The ADKAR Model is an effective framework to plan change management activities:

- ❖ Diagnosing gaps
- ❖ Developing corrective actions
- ❖ Supporting managers and supervisors



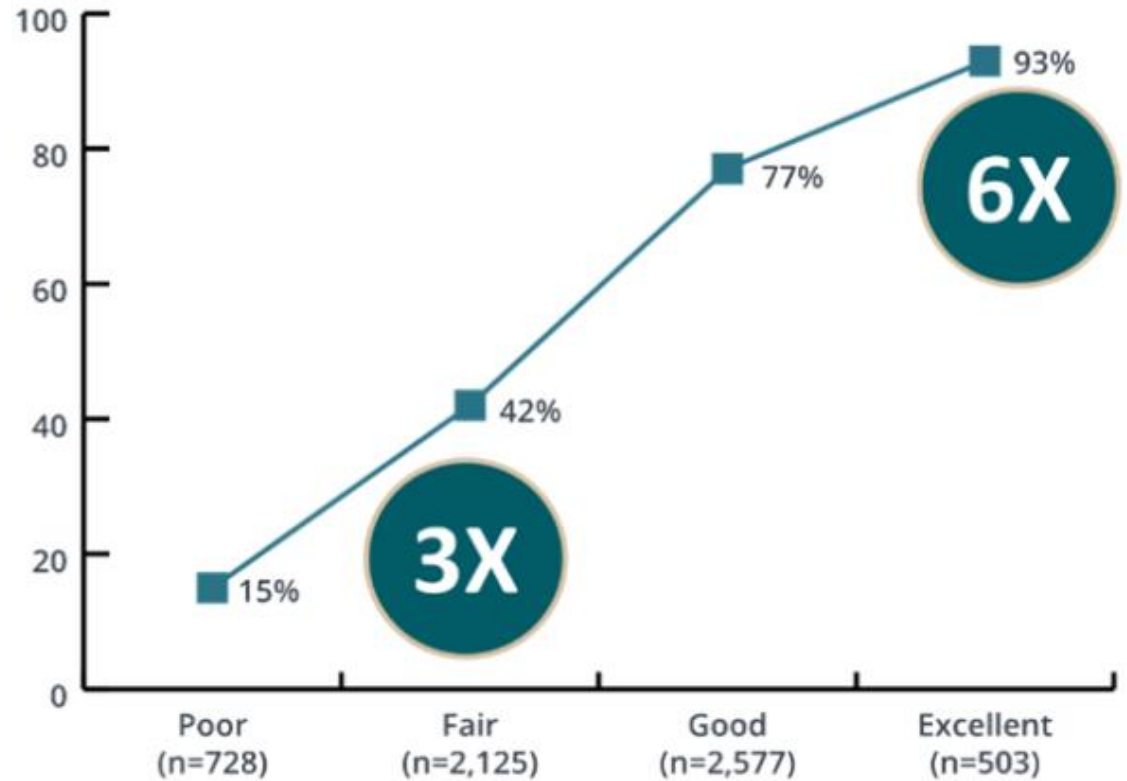
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PROJECT CHANGE MANAGEMENT: PROSCI ADKAR MODEL

Prosci's Best Practices in Change Management benchmarking studies revealed that 93% of participants with excellent change management met or exceeded objectives, while only 15% of those with poor change management met or exceeded objectives.

Projects with excellent change management were six times more likely to meet objectives than those with poor change management.

Correlation of change management effectiveness with meeting objectives



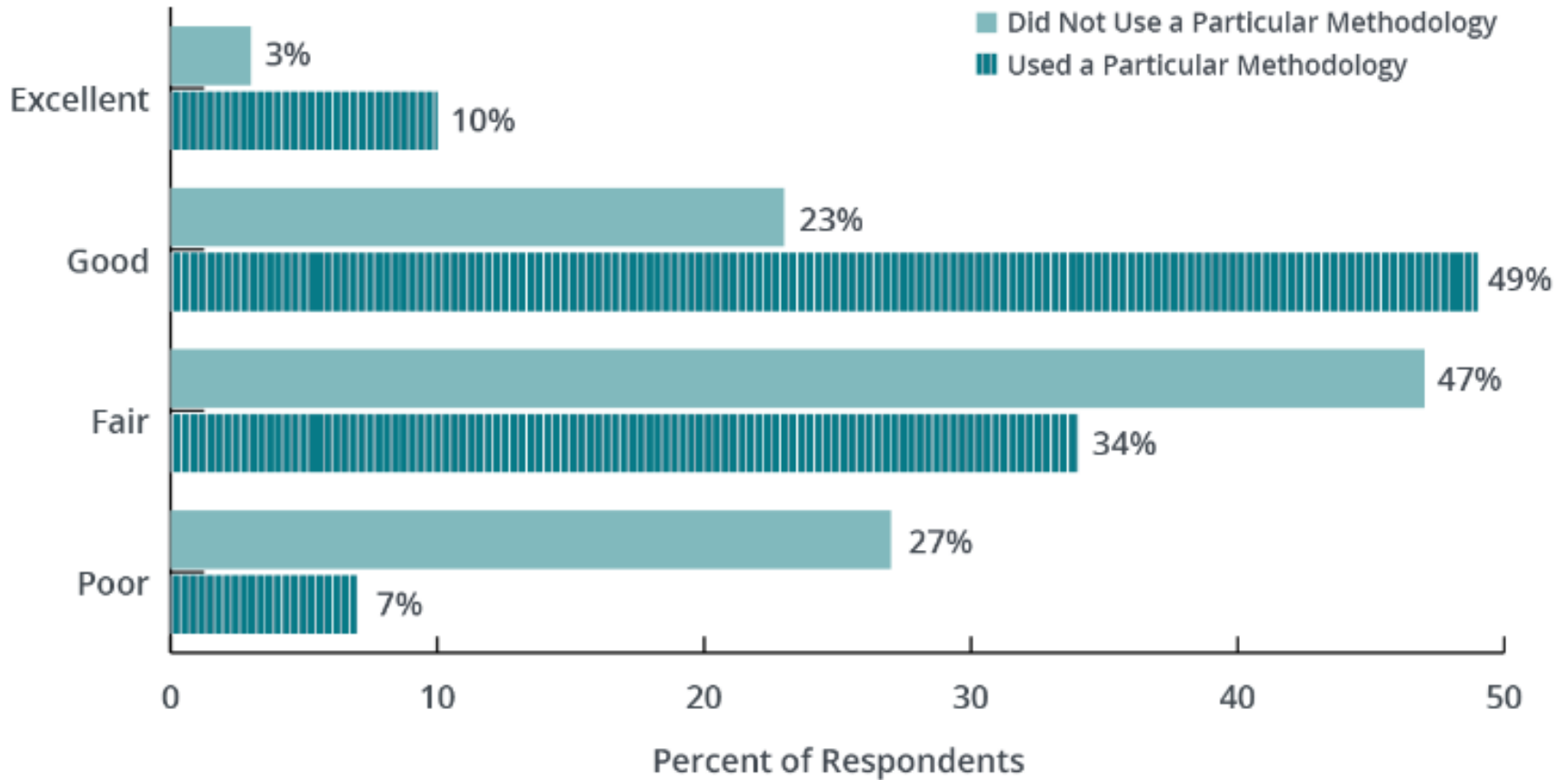
Prosci 2020 Benchmarking Data from 2007, 2009, 2011, 2013, 2015, 2017, 2019

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<https://www.prosci.com/resources/articles/prosci-methodology>

<https://www.prosci.com/resources/articles/change-management-best-practices>

IMPACT OF USE OF METHODOLOGY



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Source: *Best Practices in Change Management – 11th Edition*

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<https://www.prosci.com/resources/articles/prosci-methodology>

<https://www.prosci.com/resources/articles/change-management-best-practices>

WHY CHANGE FAILS

Politics: Many project problems are bigger than just your project

Change is Uncomfortable: Nobody likes to think that they make mistakes

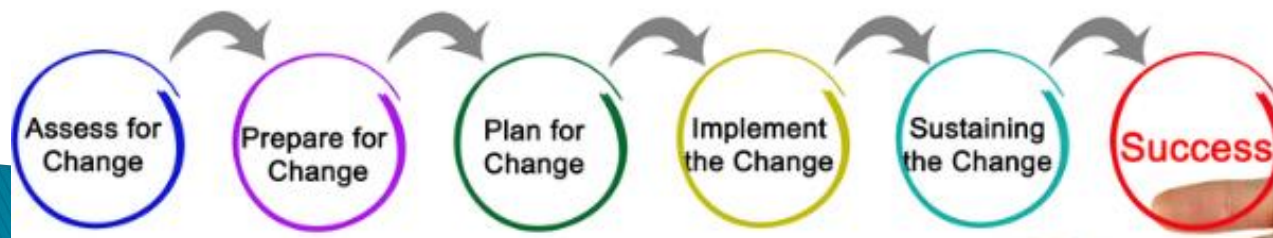
Common Excuses : Project managers have several common excuses when trying to implement tools, techniques and practices.

- We Already Build Project Well,
- The way software projects always go.
 - Not Invented Here Syndrome
- Too theoretical, too practical, too basic
 - More Bureaucracy
 - More Work!
 - Too Risky

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HOW TO MAKE CHANGE SUCCEED

- ❖ **Plan for Change** (Create a vision and scope document, review/inspect and approve the document to build consensus, add the changes to the schedule)
- ❖ **Progress comes from making smart changes** (understand how people think about changes, sell your change and account for common excuses in your “pitch”)
- ❖ **Prepare your organization** (We’ve always done it like this, Be positive about the work done, take credit for the changes , make the changes seem straightforward)
- ❖ **Push for Consensus** (Get project team members on board first, managers are more likely to approve a change if the entire team is behind it, help people recognize the problem, then show that you have a solution)



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WRIKE PLATFORM FOR CHANGE MANAGEMENT IN SOFTWARE PROJECT MANAGEMENT

Gantt charts: Create an interactive timeline and update your milestones

Kanban boards: Track progress quickly and make changes to address any project roadblocks or uneven workloads

Templates: Keep your organization running smoothly

Calendars: With shared team calendars, can edit dates quickly and projects will automatically update for everyone

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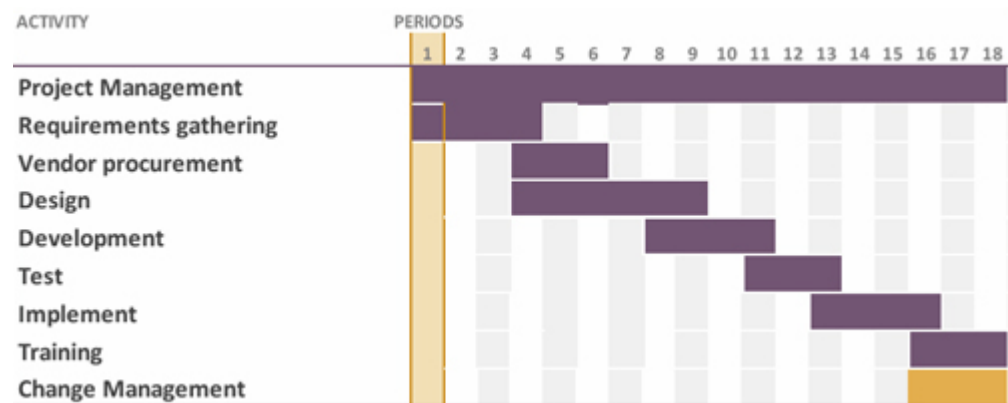
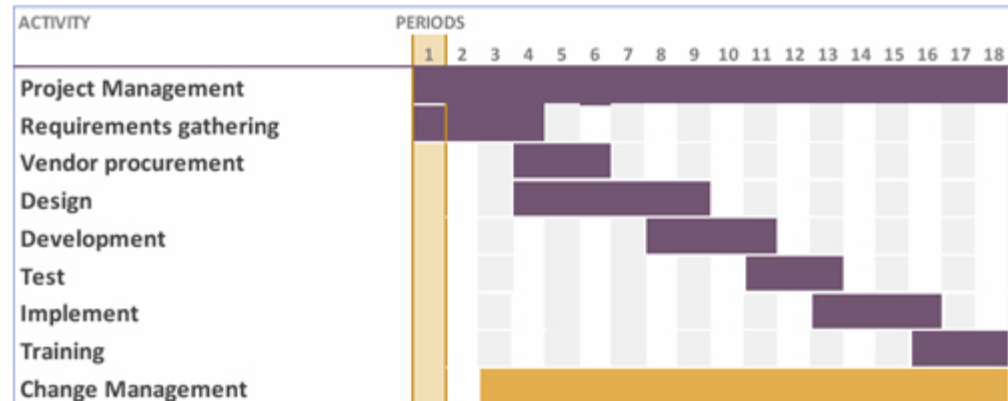
<https://www.pmi.org/learning/library/reactive-project-change-management-7530>

EFFECTIVE PRACTICE IN GANTT CHART

- ❖ During the period of project
- ❖ Near the end of the project

- ❖ Sponsors are satisfied that something is being done;

- ❖ When change management activities are included near the end of the project, bundled together with training or operational readiness like that in Gantt chart



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Spears, W. (2014). Effective practices for change management action. Paper presented at PMI® Global Congress 2014—North America, Phoenix, AZ. Newtown Square, PA: Project Management Institute.

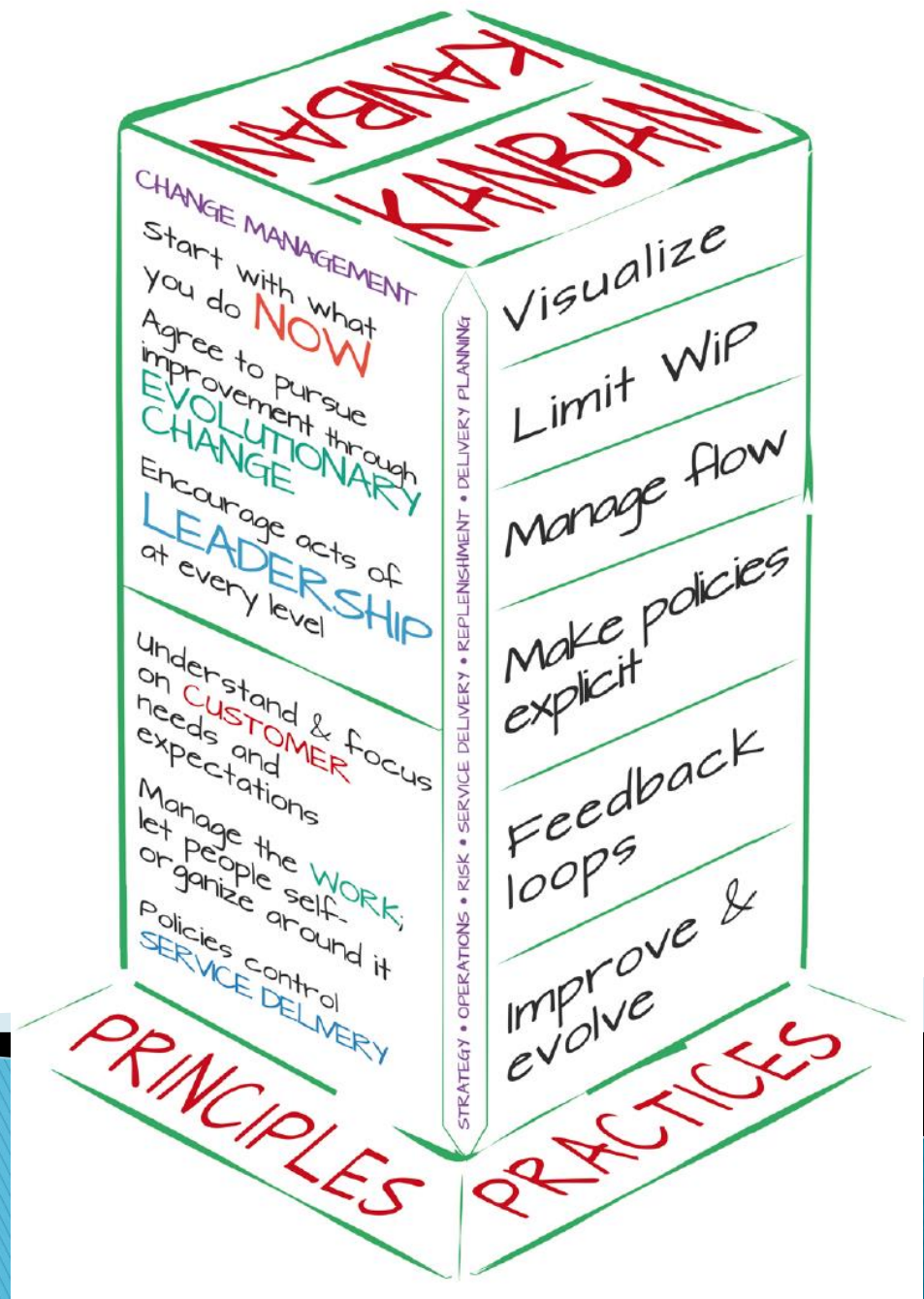
CHANGE MANAGEMENT EFFECTIVE PRACTICE IN KANBAN BOARD

❖ In 2016, Kanban Principles were started to use in Change Management of project
These principles represent The Kanban Method's approach to change.

❖ Principles

❖ Practices

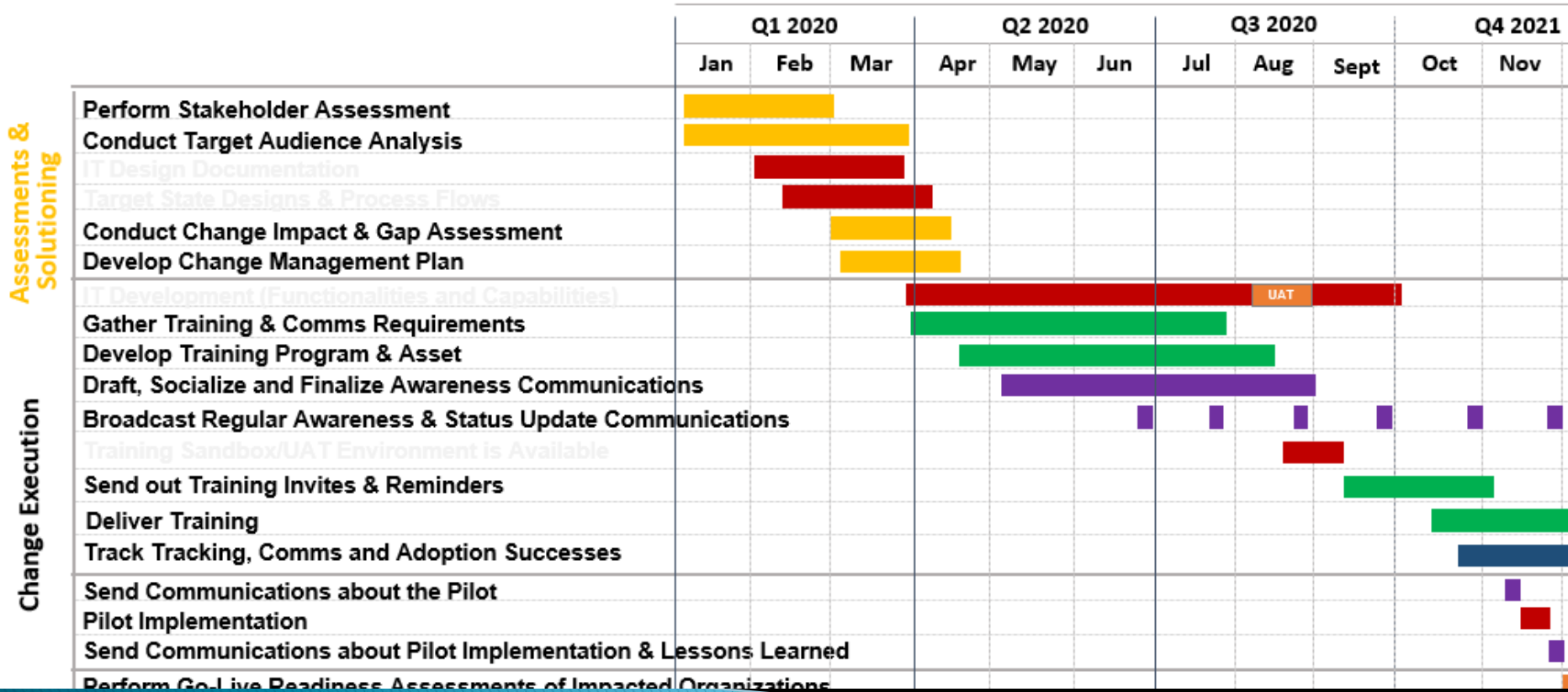
Kanban provides one new approach to process improvement and management for 21st Century businesses.



EFFECTIVE PRACTICES IN TEMPLATES IN CHANGE MANAGEMENT

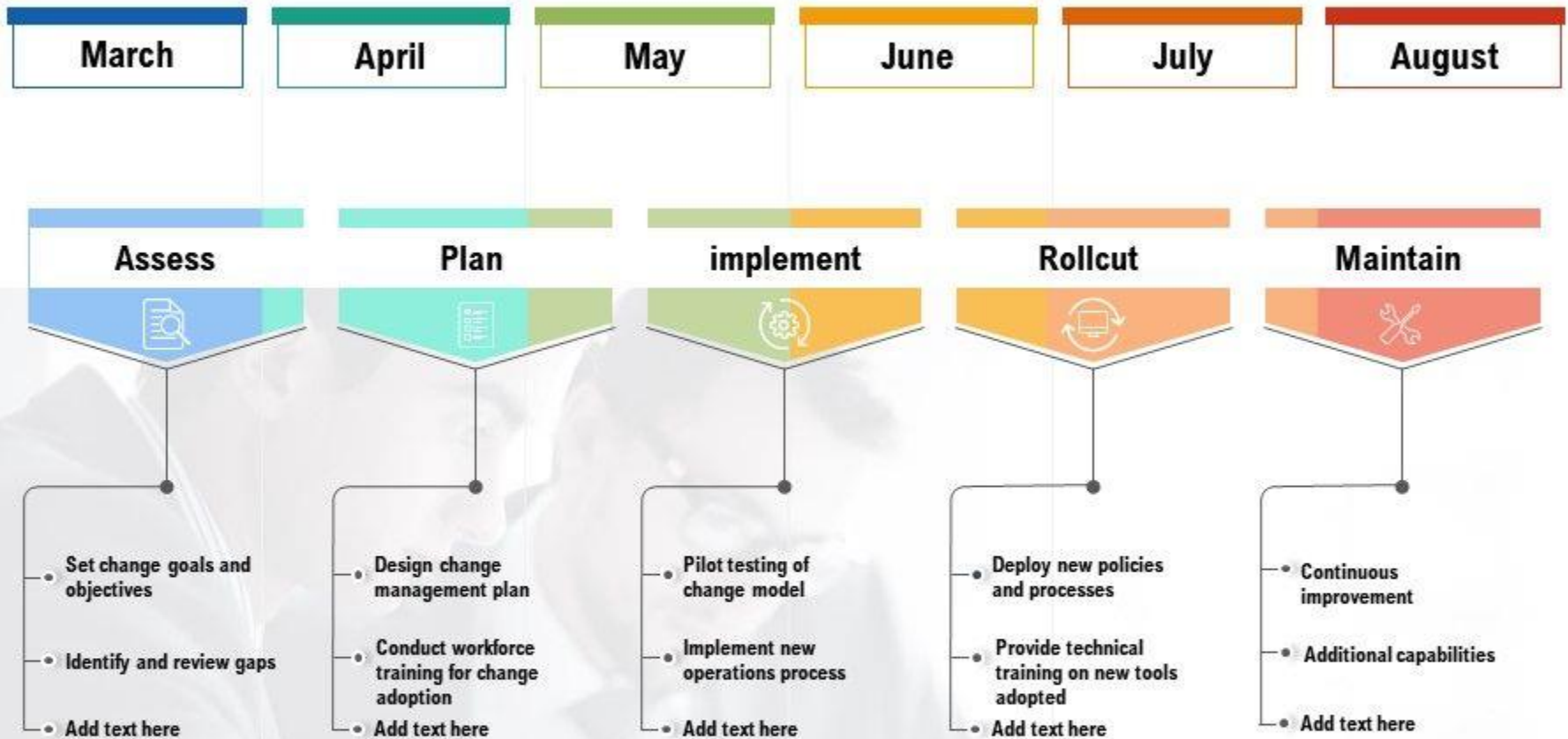
ROADMAP IS A GRAPHICAL, END-TO-END OVERVIEW

Sample Change Management Roadmap

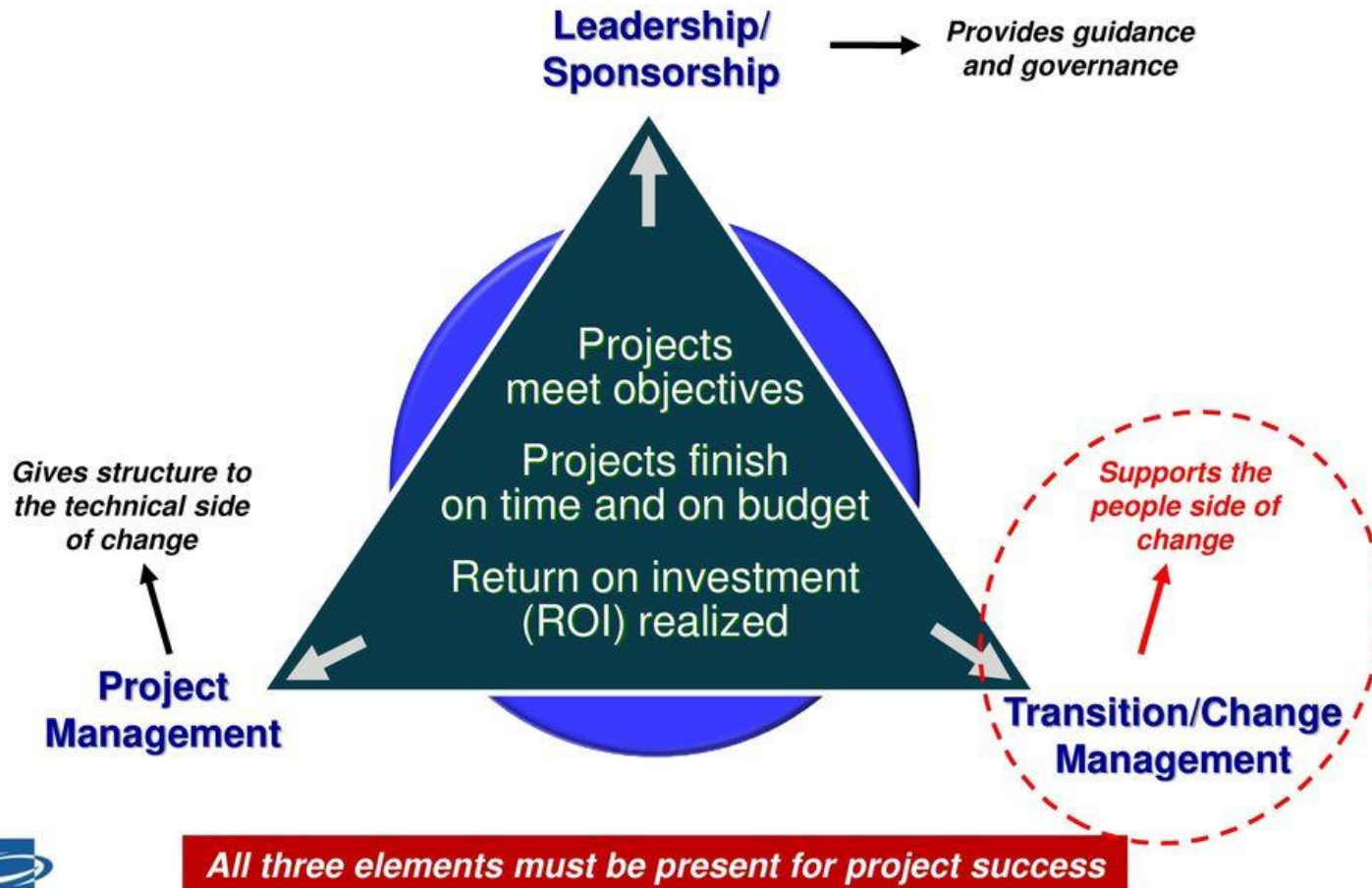


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Six Months Roadmap for Change Management Implementation Schedule



Critical Elements for Successful Change Initiatives



CHANGE MANAGEMENT IN SOFTWARE PROJECT

eversoft[▪]



1 Identify the change

2 Assess the impact

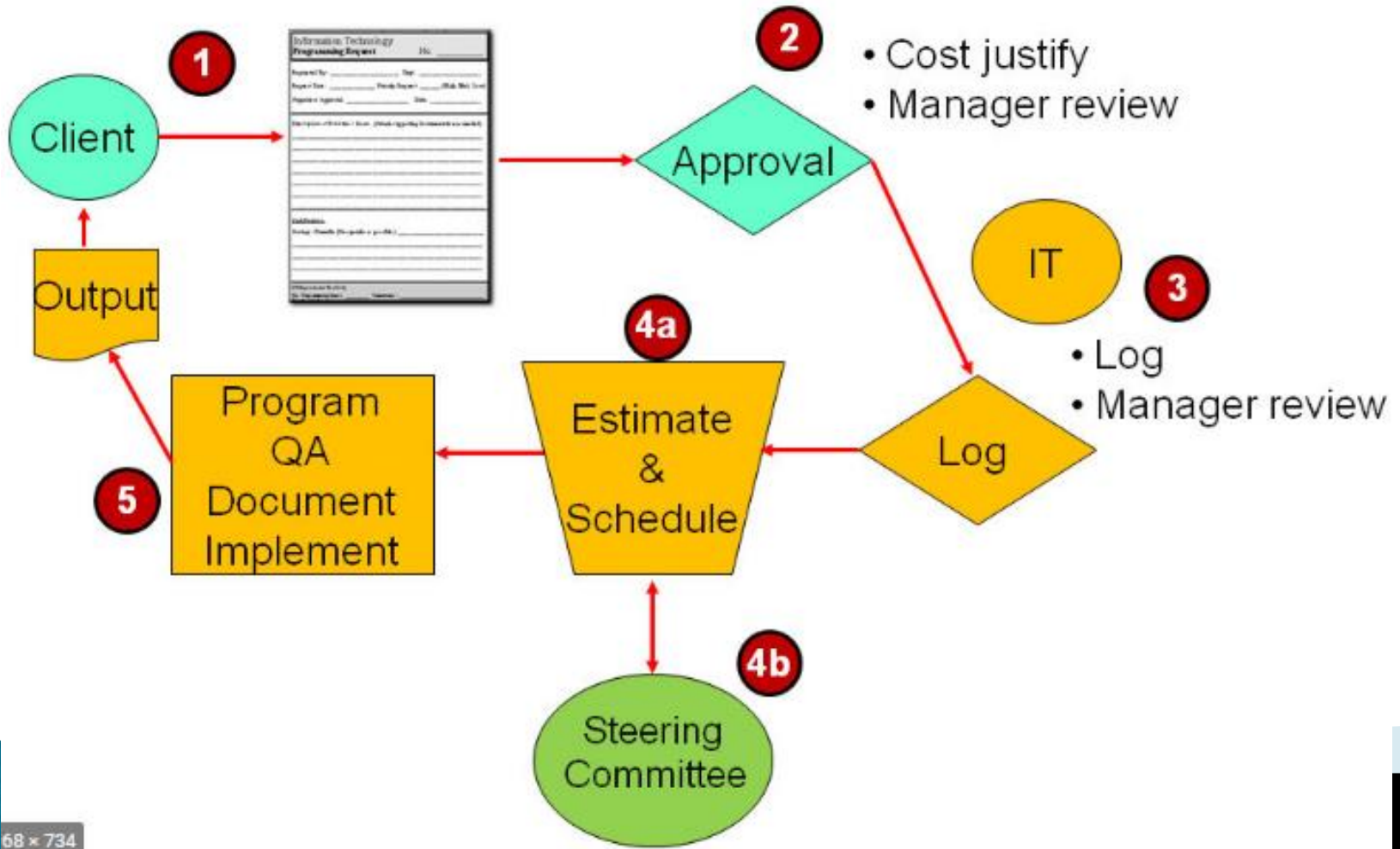
3 Decide on introducing the change

4 Plan the introduction of the change

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<https://eversoft.company/blog/4-steps-to-successful-change-management-in-software-dev-projects/>

CHANGE MANAGEMENT STEPS IN SOFTWARE PROJECT



68 x 734

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<https://eversoft.company/blog/4-steps-to-successful-change-management-in-software-dev-projects/>

MANAGING SCOPE CHANGES

Scope changes on a project can occur as a result of tasks that were removed from the planning stage, because of the customer's changed requirements or technology.

The **two common methods** for scope change control:

- ❖ Continuous scope changes to occur under the guidance
- ❖ Clustering scope changes together to be accomplished later as an enhancement project.

Pros and cons :

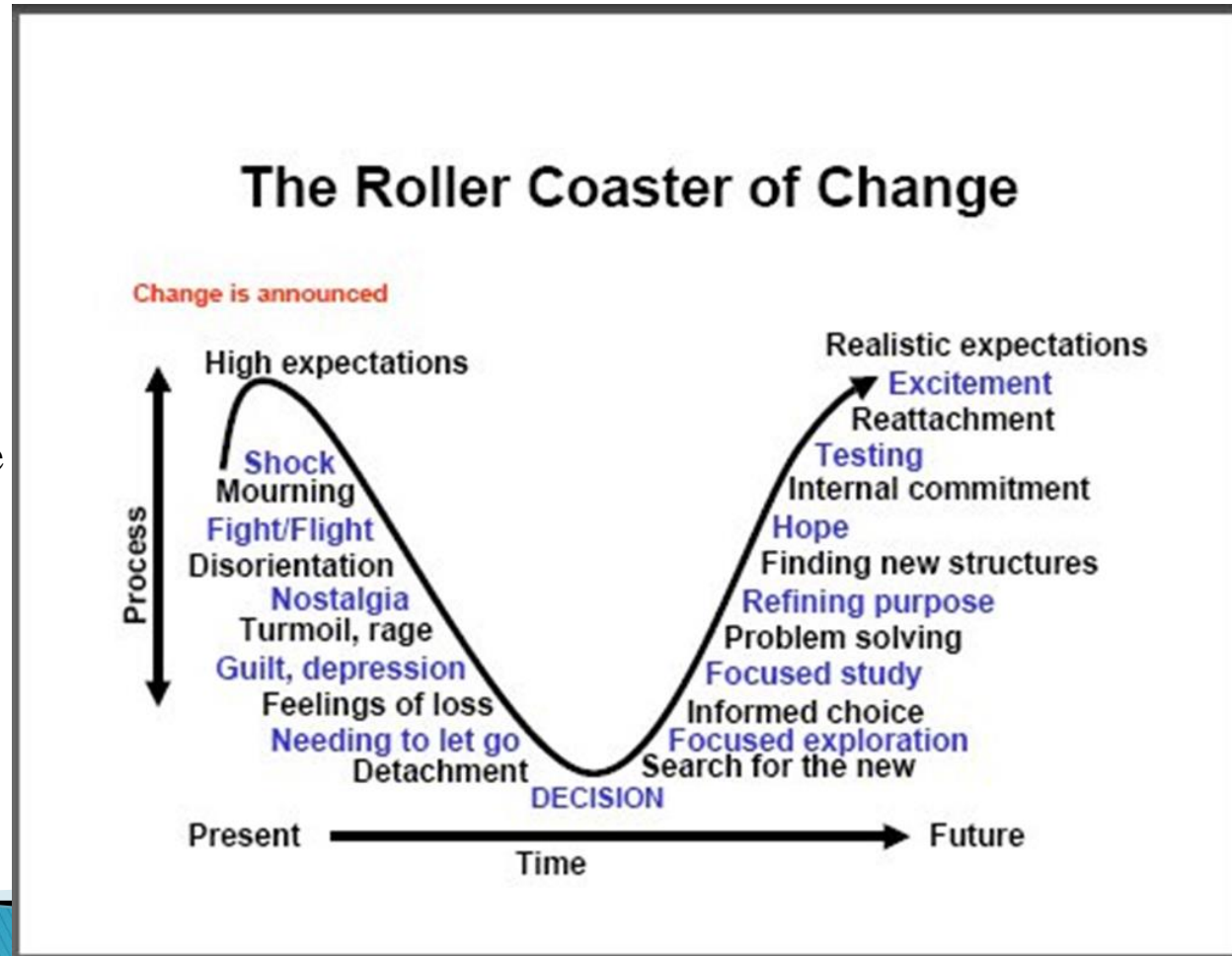
The decision of when to select one of them is a mixed, not always bad or good

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CHANGE MANAGEMENT AND TRANSFORMATIONAL LEADERSHIP

Transformational Leadership refers to successful change management - especially in situations of major change.

James Burns Macgregor said "The leader's fundamental act is to induce people to be aware or conscious of what they feel - to feel their true needs so strongly, to define their values so meaningfully, that they can be moved to purposeful action."



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CHANGE MANAGEMENT AND LEADERSHIP: RESPONSIBILITY, AUTHORITY AND ACCOUNTABILITY

A person has responsibility for a

Planning

Controlling

Managing

Supporting

Informing

Evaluating

The traditional way of classifying leadership

- ❖ Autocratic leadership
- ❖ Democratic leadership
- ❖ Free-rein leadership



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TYPES OF LEADERSHIP

Autocratic leadership	Democratic leadership	Free-rein leadership
Use of coercive power to give order and expect compliance. Dogmatic and leads by the ability to withhold or give punishment or rewards, commands and expects compliance.	Participative leader who usually consults with subordinates on proposed actions and decisions, and encourages participation from them.	As opposed to autocratic leadership, this leadership style provides maximum freedom to subordinates.
Some autocratic leaders happen to be “benevolent autocrats”, willing to hear and consider subordinates’ ideas and suggestions but when a decision is to be made, they turn to be more autocratic than benevolent.	Ranges from the person who does not take action without subordinates’ concurrence to the one who makes decisions but consults with sub-ordinates before doing so.	Favors autonomy and exercises minimal control. Gives workers a high degree of independence in their operations.

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Thank you

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