

# Project Management is Change Management ?

**Paul Erricker**

**A presentation to the APM's People SIG Conference  
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**Contact : [paul@errickerandassociates.com](mailto:paul@errickerandassociates.com)**

# Key scenarios

1. Primarily a Project Manager
2. Primarily a Change Manager
3. General interest in the fields of PM and CM

# Setting the scene

- Change management versus change control
- We live in a world where change is increasingly the norm rather than the exception
- Not providing a “Master class” in change management
- Aim is to be thought provoking
- May raise more questions than answers – which is good !!

# Today's talk

1. Findings from the SIG workshop
  2. PM as Change Manager – a personal perspective
  3. Applying some process
- Q&A at the end of each section

# Output from the People SIG workshop on :

## Project Management is Change Management ?

# Common Project Management Perceptions

- People and their tasks
- Delivering the project goals
- Often seen as a separate skill to change management
- Deliverables are often defined in terms of time, cost, quality

# Some Project Management Definitions

- “project management is regarded as the most efficient way of introducing unique change”
  - (APM’s Project Management Pathways)
- “project management is the management of change”
  - (Project Management Demystified – Geoff Reiss)

# Common Change Management Perceptions

- Is about people and their reactions
- Delivers the benefits of change
- Often seen as a separate skill
- Deals with inevitable resistance

# Some Change Management definitions

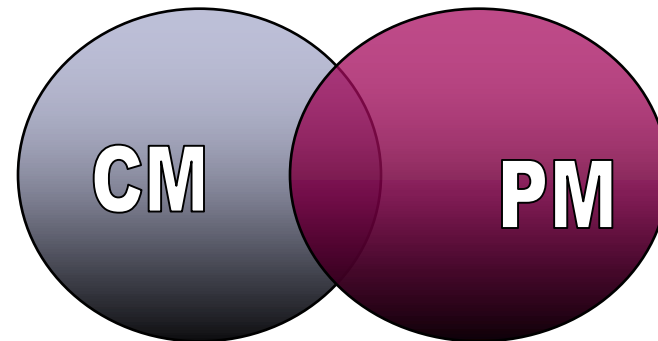
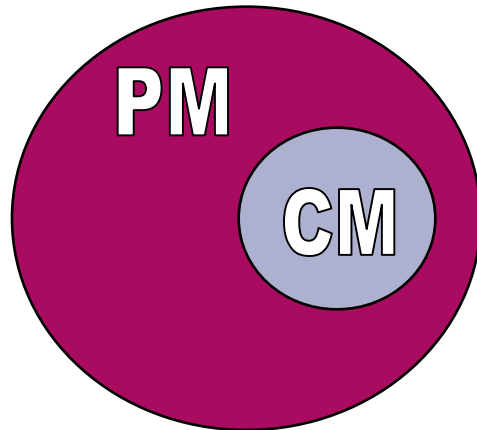
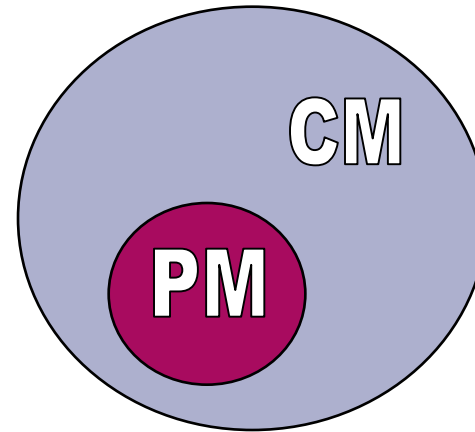
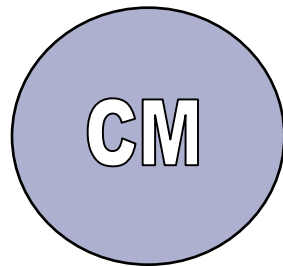
## ■ **Change :**

- an event that occurs when something passes from one state or phase to another
- make different; cause a transformation

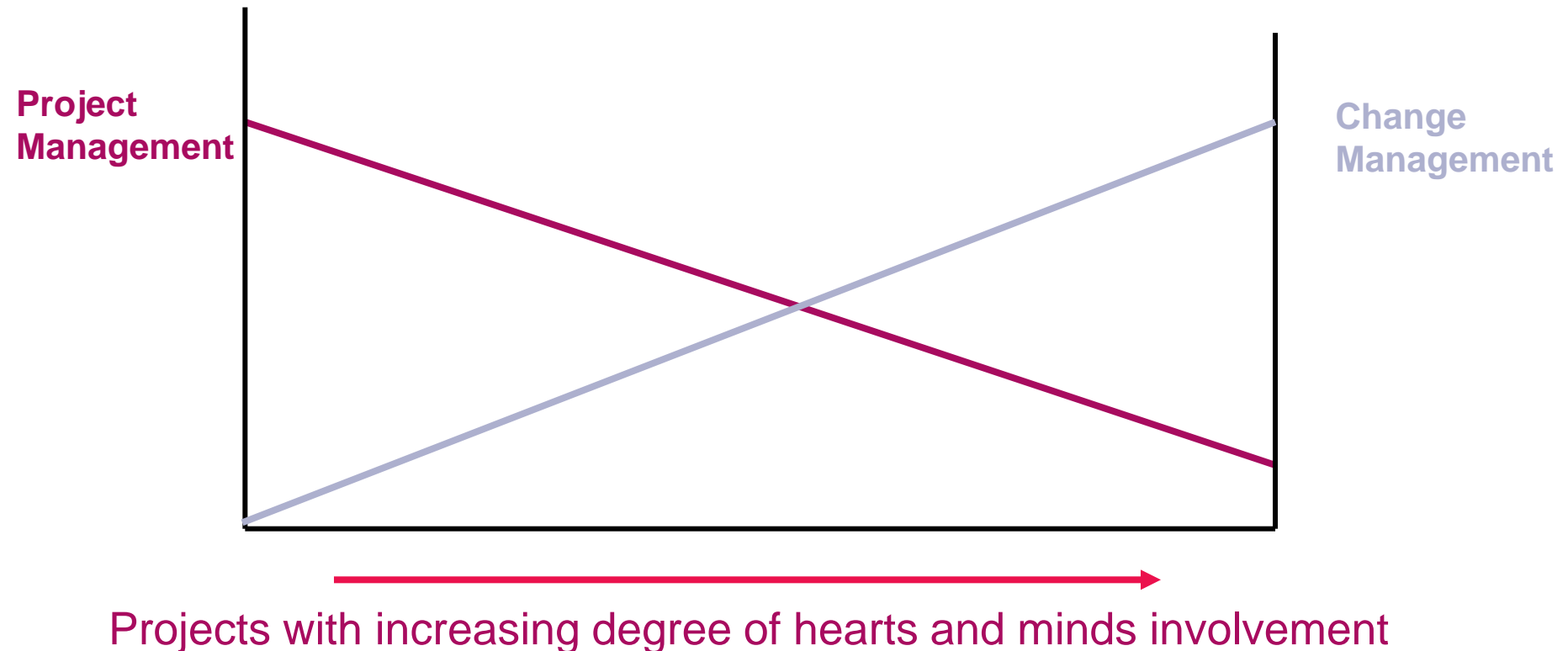
## ■ **Change management :**

- is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level
- is a broad spectrum of processes and professional specialities aimed at successfully introducing change.

# Possible Relationships between the disciplines



# Change Management / Project Management Balance



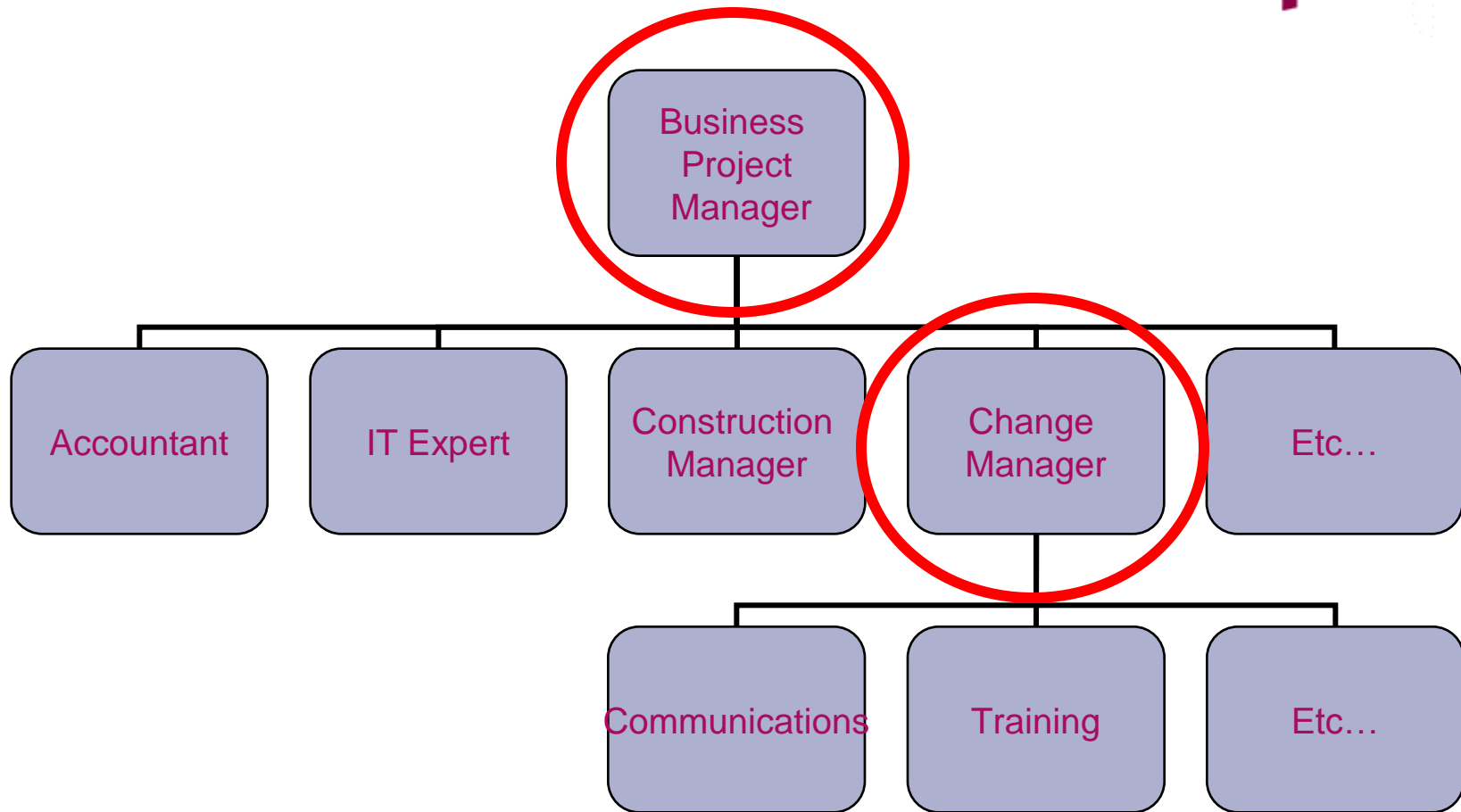
# Change and Project Models 3

People who are affected by the project

**People Doing  
the Project**

**People  
Having the  
Project Done  
to Them**

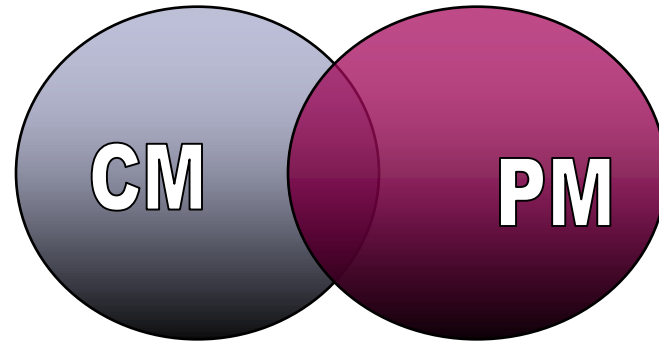
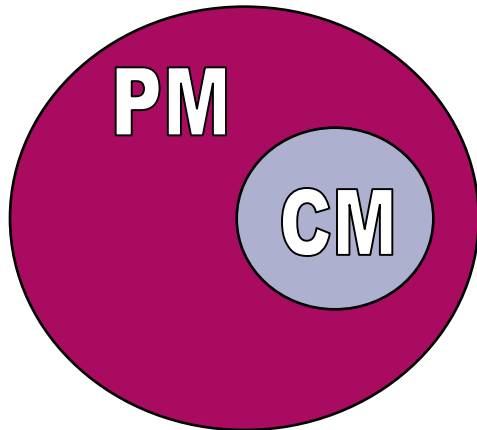
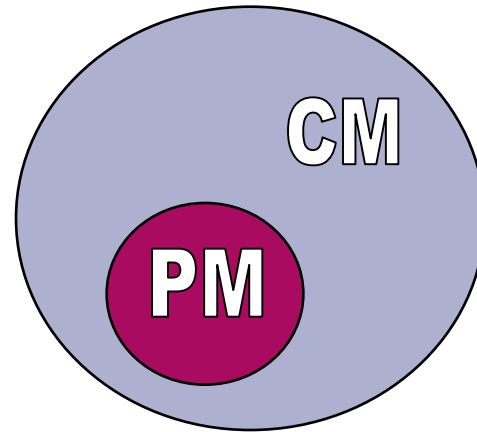
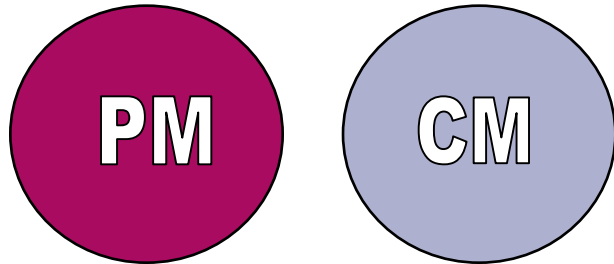
# Change and Project Models 1



# Change and Project Models 2



# Possible Roles



# Summary

- Project Management and Change Management skills are Converging
- Change management can be a sub set of Project Management and vice versa
- The extent to which change management is used depends on the likely “people impact”
- How far have you considered the need for change management on your project and does your process allow for it ?

# Project Manager to Change Manager

(and back again !!!)

# My Journey into Change Management

Programme Manager on Work  
Winning Programme

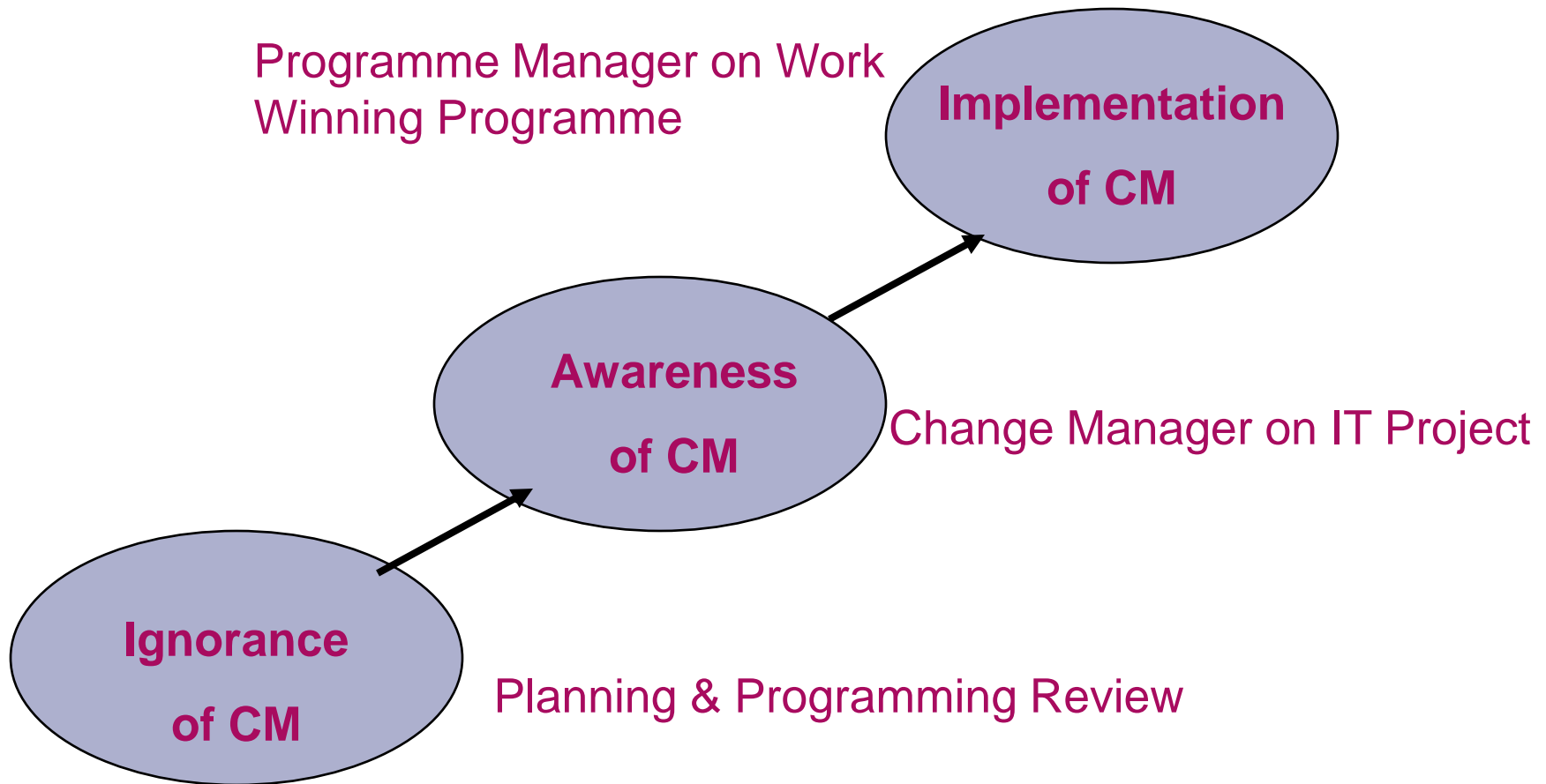
**Implementation  
of CM**

**Awareness  
of CM**

Change Manager on IT Project

**Ignorance  
of CM**

Planning & Programming Review



# PM as Change Manager – Some key drivers

- Broadening role of project managers
  - Stretching the life cycle
  - Corporate social responsibility
- Continuous strive to improve businesses
- Pace of technology and competition

# Some things to consider

- Training in advance or in hindsight ?
- Using soft skills in a hard industry can take its toll – watch out for exhaustion !!!
- Potential for initiative overload

# Some more things to consider !

- Operational staff may see a “hearts and minds” campaign as “soft” and not real work
- Many will see change as merely a distraction from “proper” work
- Change will tend to create resistance. Following a tried-and-tested change process will help overcome the resistance

# Utilising a change management process in your project

# The “People Phases”

- The Change / Project Manager will need to be aware following typical reactions of people to change :
  1. Denial
  2. Resistance
  3. Exploration
  4. Commitment

# Kotter's Change Process

- Identifies 8 key stages to successful change
  1. Establishing a sense of urgency
  2. Creating the guiding coalition
  3. Developing a vision and a strategy
  4. Communicating the change vision
  5. Empowering employees for broad-based action
  6. Generating short term wins
  7. Consolidating gains and producing more change
  8. Anchoring the new change in the culture

**The above stages are all centred around hearts and minds**

# The change process as a project ?

		TIME																	
TASK		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Establishing a sense of urgency	█																	
2	Creating the guiding coalition		█																
3	Developing a vision and strategy			█	█														
4	Communicating the change vision					█													
5	Empowering broad-based action						█	█	█										
6	Generating short-term wins							█	█	█	█								
7	Consolidating gains and producing more change										█	█	█						
8	Anchoring new approaches in the culture													█	█			█	

# GROUP EXERCISE

1. Pair-up with with the person next to you
2. Discuss the eight stage process
3. Which 2 stages are most frequently undertaken ?
4. Which 2 stages are most frequently missed ?

10 minutes

# 1. Establishing a sense of urgency

- Why is the change needed quickly
- Work winning example - £15 M p.a. spent on winning new business at 17% efficiency !
- Buying Department – over 60% of time dealing with order values under £1000

## 2. Creating a guiding coalition

- They need to be willing participants
- Look for leadership qualities opposed to management qualities
- Need a good x-section of people with differing thinking styles
- Can they dedicate the time needed ?

# 3. Developing a vision and strategy

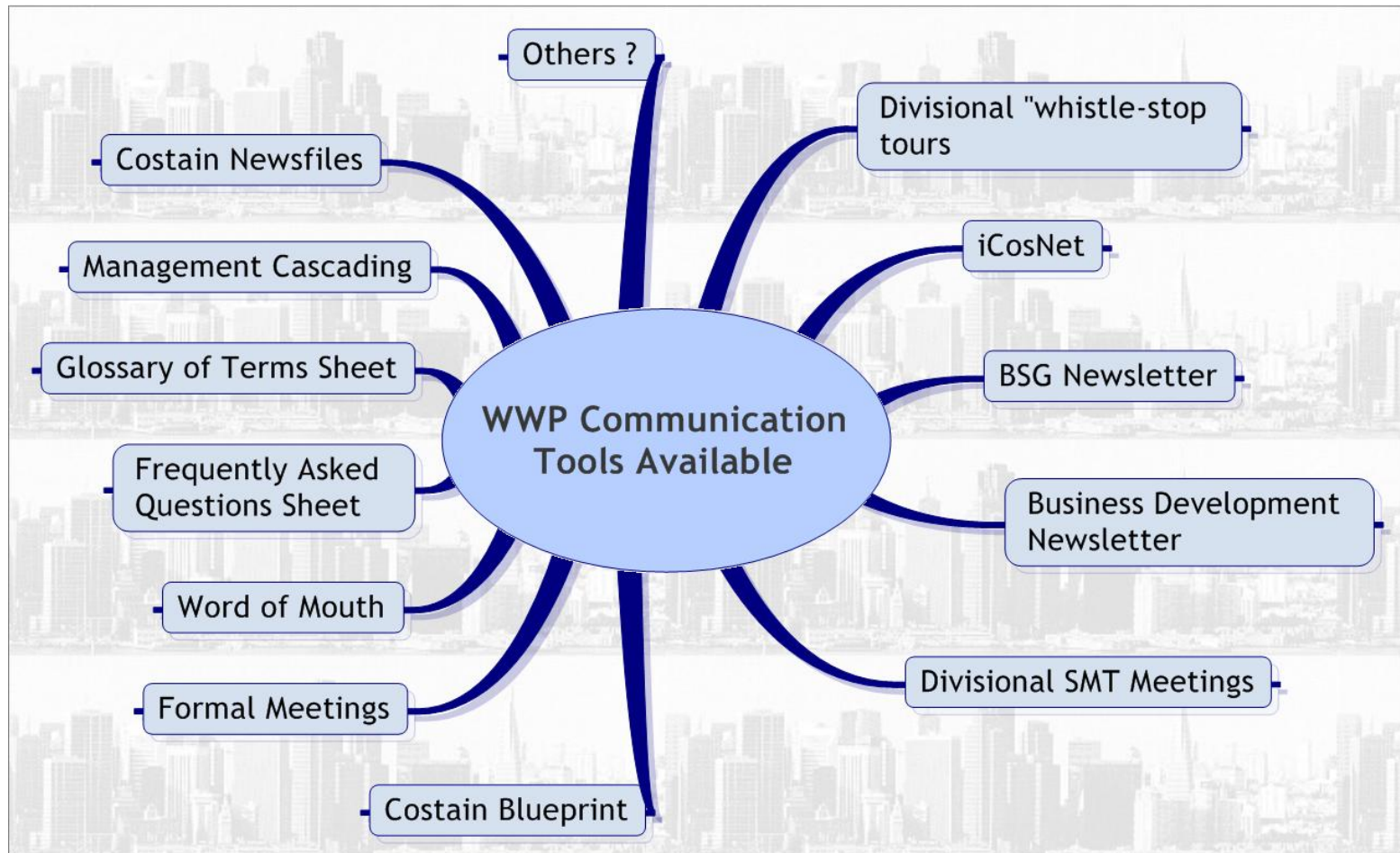
- Alignment of the vision with that of the overall company
- WWP vision statement
- It takes time !!
  
- Work Winning Programme – our vision :

*“To be a market leader in our chosen sectors, achieving profitable repeat business with key customers with whom we have nurtured strong lasting relationships”*

# 4. Communicating the vision and strategy

- JFDI !!!
- May have to be tough with Board members and insist that time and energy is invested at this stage
- Avoid the scenario – “we as a Board think it’s a good idea so just get on with it !!!”
- Develop a Communication Plan

# Communication Tools



# 5. Empowering employees for broad-based action

- Major change requires large numbers of people to take action
- How can you entice people to want to help
- Avoid imposition from the centre versus ownership by the employees
- Find ways in which people can get involved

## 6. Generating short term gains

- Declaring victory too soon and reducing the resources
- Make sure that these “little victories” are well communicated to the business

# 7. Consolidating gains and producing more change

- Celebrate the successes and reward those that have contributed
- Gaining the “snowball effect” !!
- Avoid reassigning the Change / Project Manager at this stage at your peril
- Watch-out for exhaustion within the team

## 8. Anchoring the new change in the culture

- At what point do we compare the outputs from the change project with the original business plan ?
- This stage can take a long time
- Watch out for staff reverting to their old ways
- Risk of starting new change programmes too soon leading to :

**Initiative Overload**

# Summary

- Project and Change Management are complementary and converging disciplines
- Changes processes and skills can be applied :
  - To traditional projects
  - To change programmes
- Project Managers would do well to equip themselves with Change Management skills

# End of Presentation

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**Contact People SIG Committee members : [www.apm.org.uk](http://www.apm.org.uk)**