



**NJ PMI Chapter
May 6th Symposium 2013**

***Projects Mean Change – Are YOU
Ready?***



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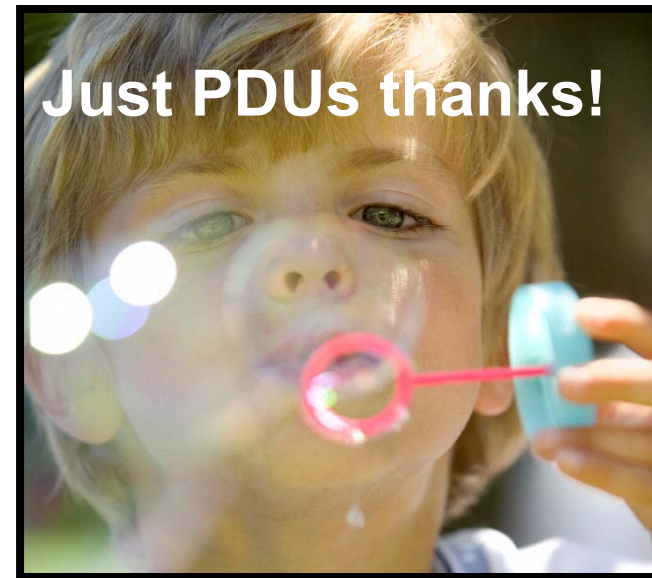
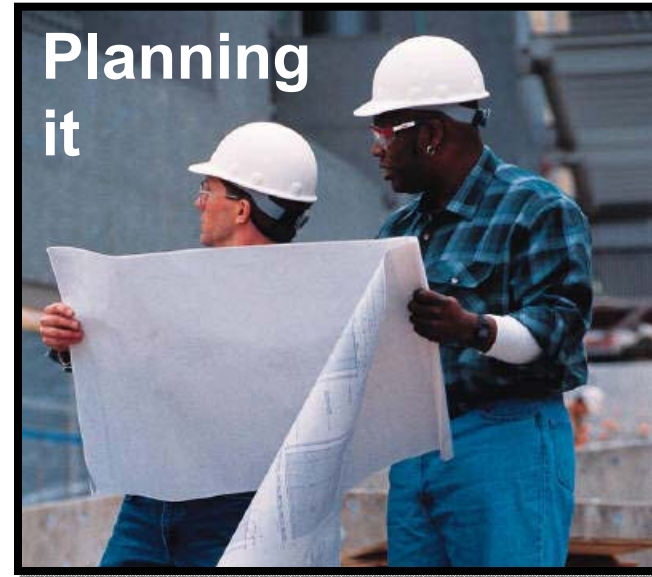
Martha Legare

- **CEO of the Gantt Group**
- **Consulting 20+ years**
- **Previously on R.E.P. Advisory Group, OPM3, and Education MAG**
- **Certified mediator AAA**
- **Developed PMOs in USA, Canada, Mexico & Europe**
- **Strategic thinker with cross-cultural skills and, hopefully, a sense of humor**

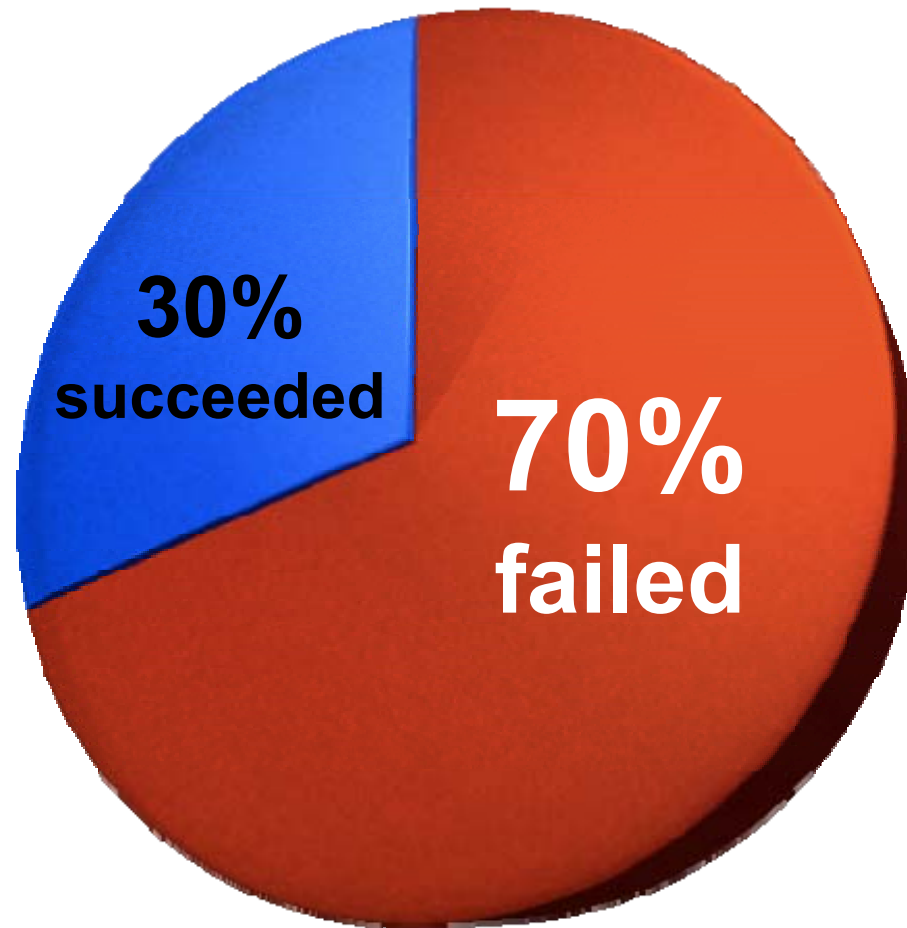
OPM3 Global Advisory Group



Your Change Expectations

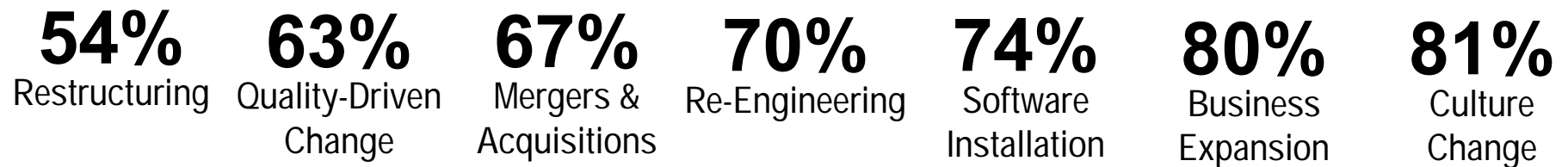


Failure is More Common than Success



But why?

It depends...





What Does Change Mean for

It depends...

No promotion

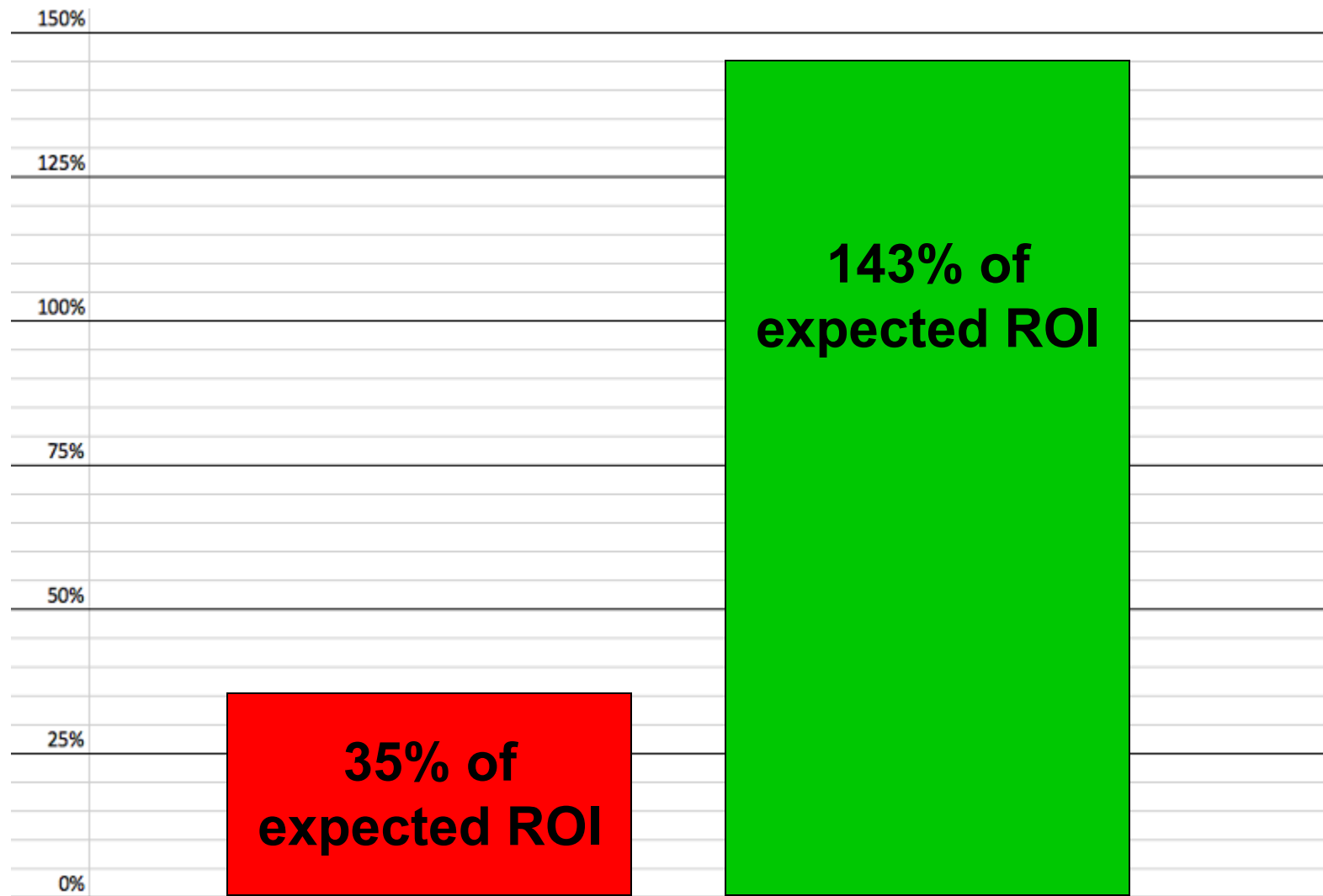
Bad performance reviews

Client doesn't want you back

**I've got
CM
skills!**



Bottom-line Impact of Change Management Skills



What is change?

Change Is a Minefield...



What To Do in a Minefield

- Keep your eyes on your feet
- Freeze – do not move any farther
- Look for spikes, detonators, wires, bumps or discolorations in ground
- Avoid above
- Walk backward
- Stop when you are safe!

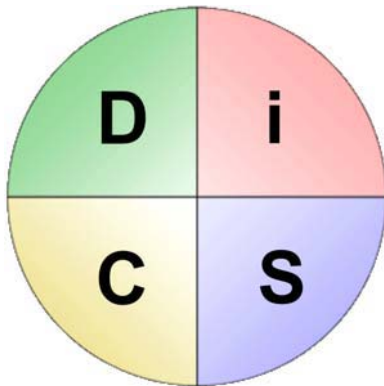
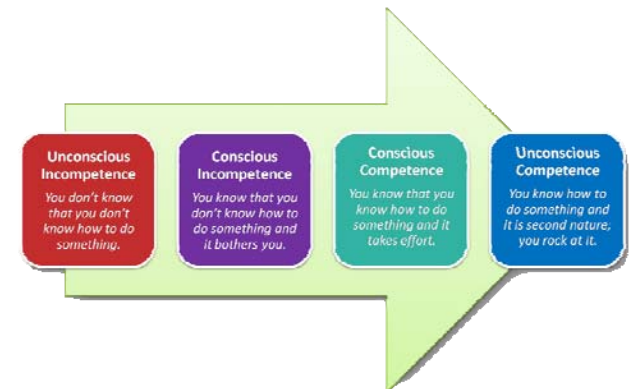
“The simplest is to avoid regions where you suspect they may be.”

4 Actions 4 Success



1. Understand change at multiple levels and perspectives

2. Chose the right approach



3. Communicate intent clearly

4. Learn Change Management skills

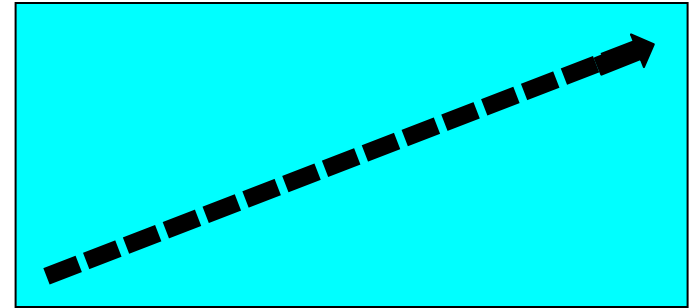


For change, a toolbox helps, but
skills are more important!



3 Kinds of Change

1. Developmental



2. Transitional



3. Transformational

All change entails movement
(from present to future)

—

and emotion.

Change is situational.

Transition is psychological.

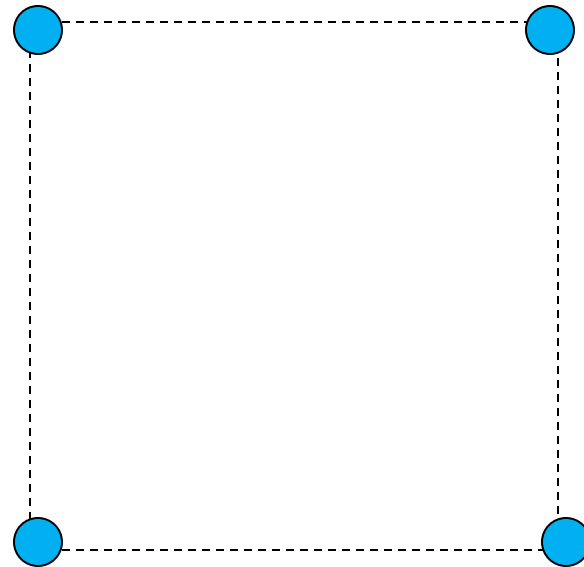
William Bridges



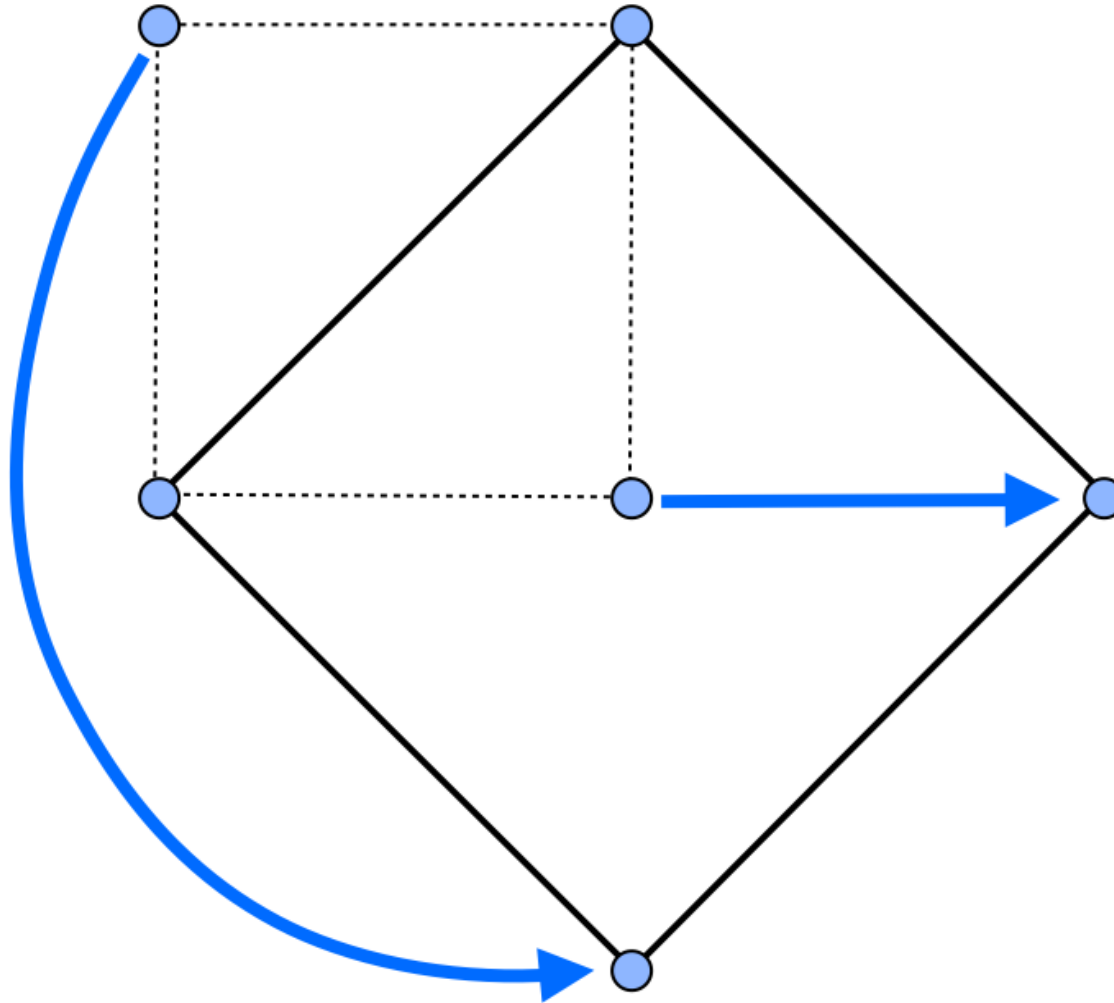
Expand Your Thinking

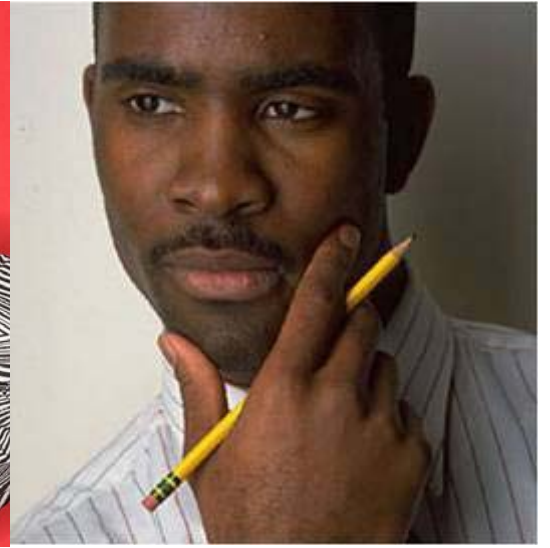
Goal: increase the area of the square

1. Move only 2 dots
2. Keep the shape as a square



2 Dots Answer

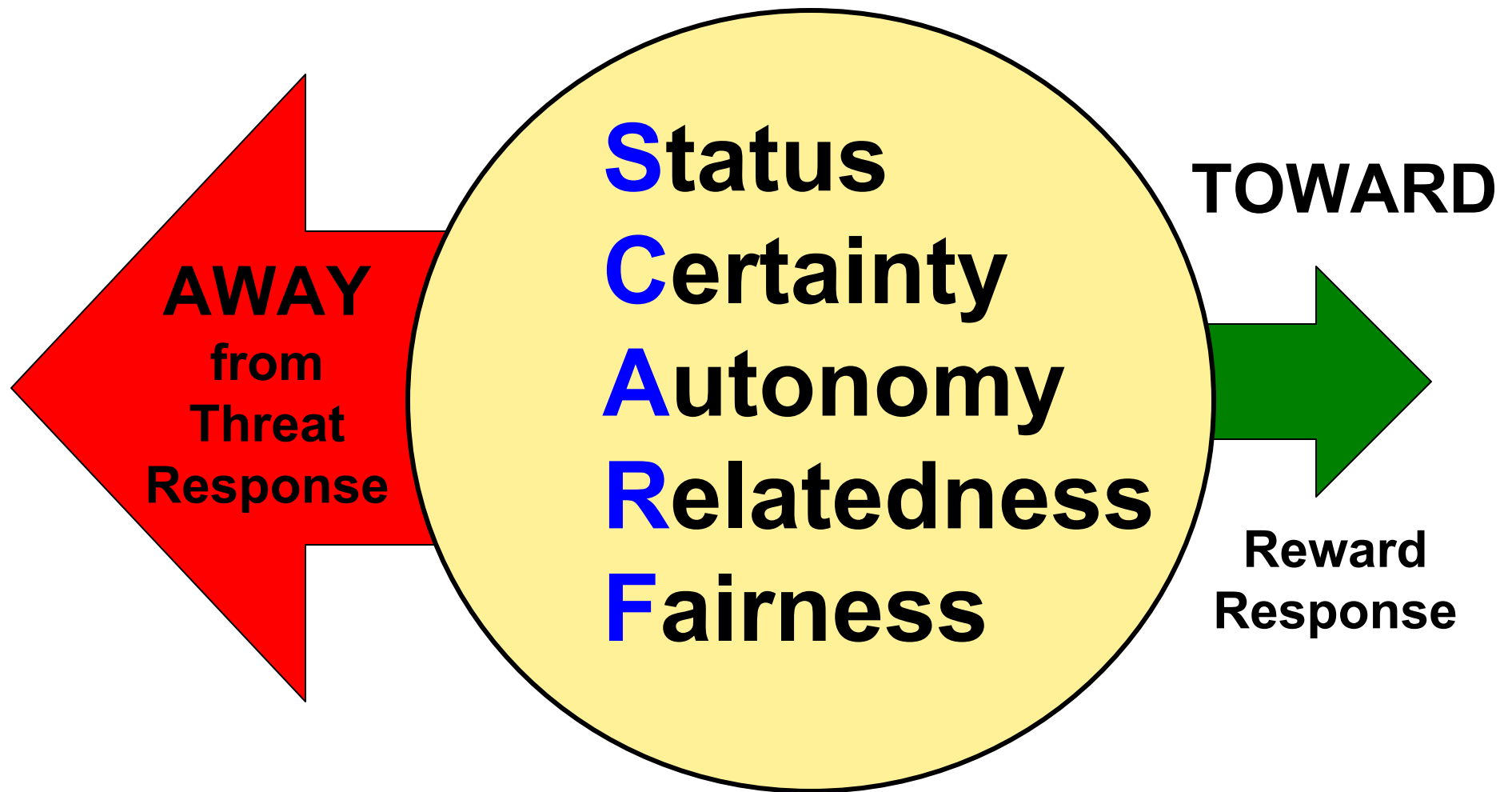




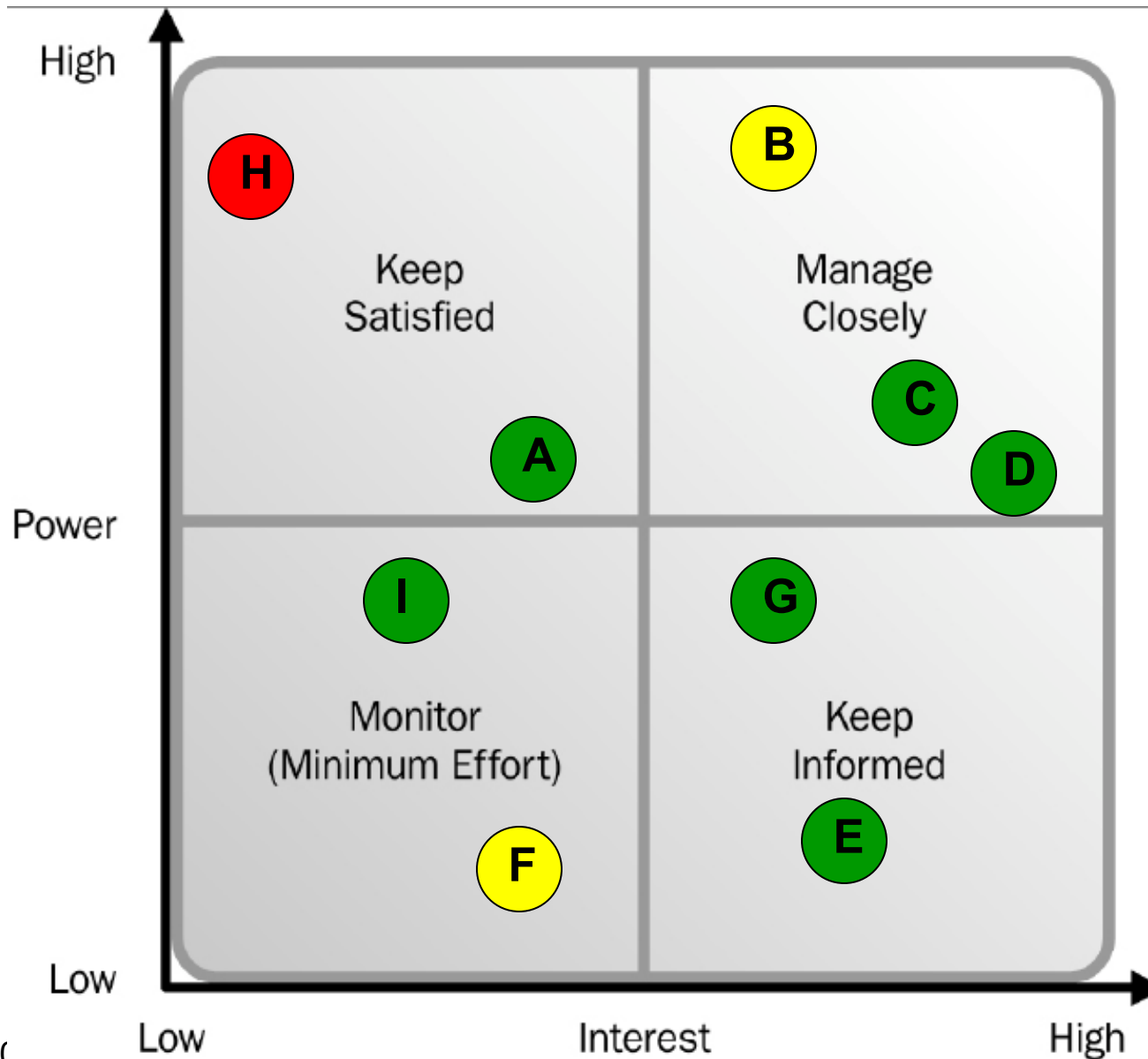
Understand Emotion



SCARF Model of Threats & Rewards



3-D Stakeholder Grid



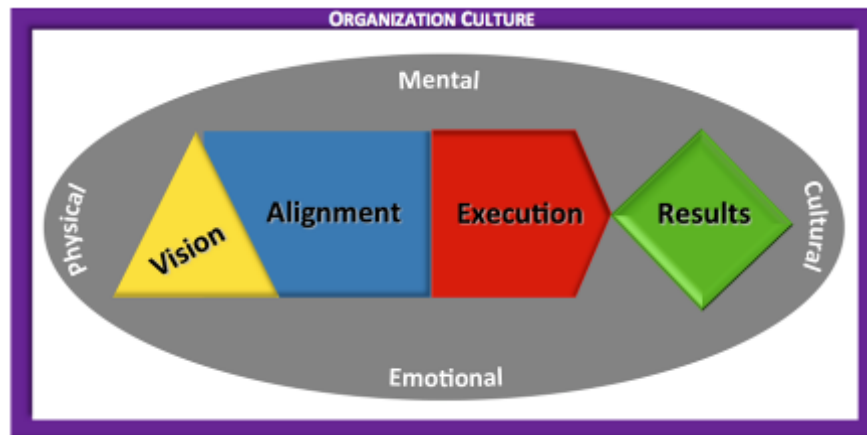
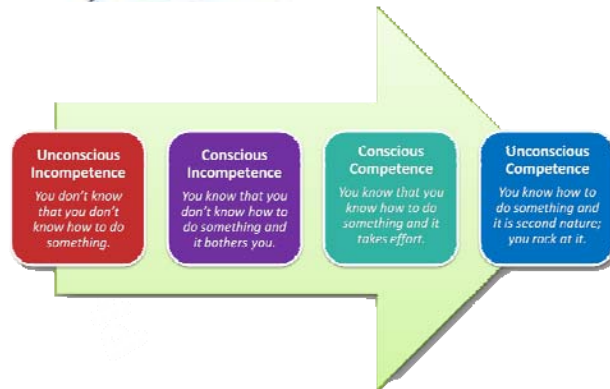
Action 2:

**Choose
best
approach**





Best Approach?



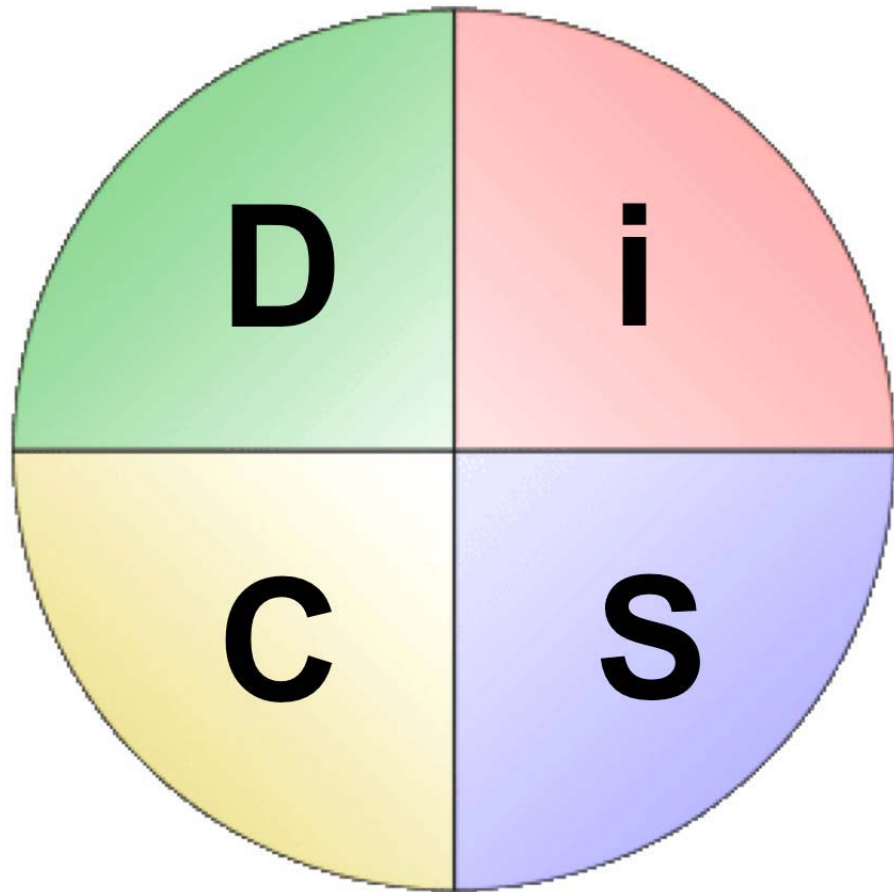
Cultural & Style



Action 3:

Communicate Intent Clearly

Different people
need **different**
content to
understand
your **change**
intentions



How You See Yourself



Active, fast-paced, dynamic, bold

Thoughtful, calm, methodical, careful



How You See Yourself



**Questioning, logic-
focused, skeptical,
challenging**



**Accepting, people-
focused,
empathizing,
receptive**

How You See Yourself



Active



Questioning

Accepting



Thoughtful



Discovering DiSC[®]



Active



Questioning

Accepting



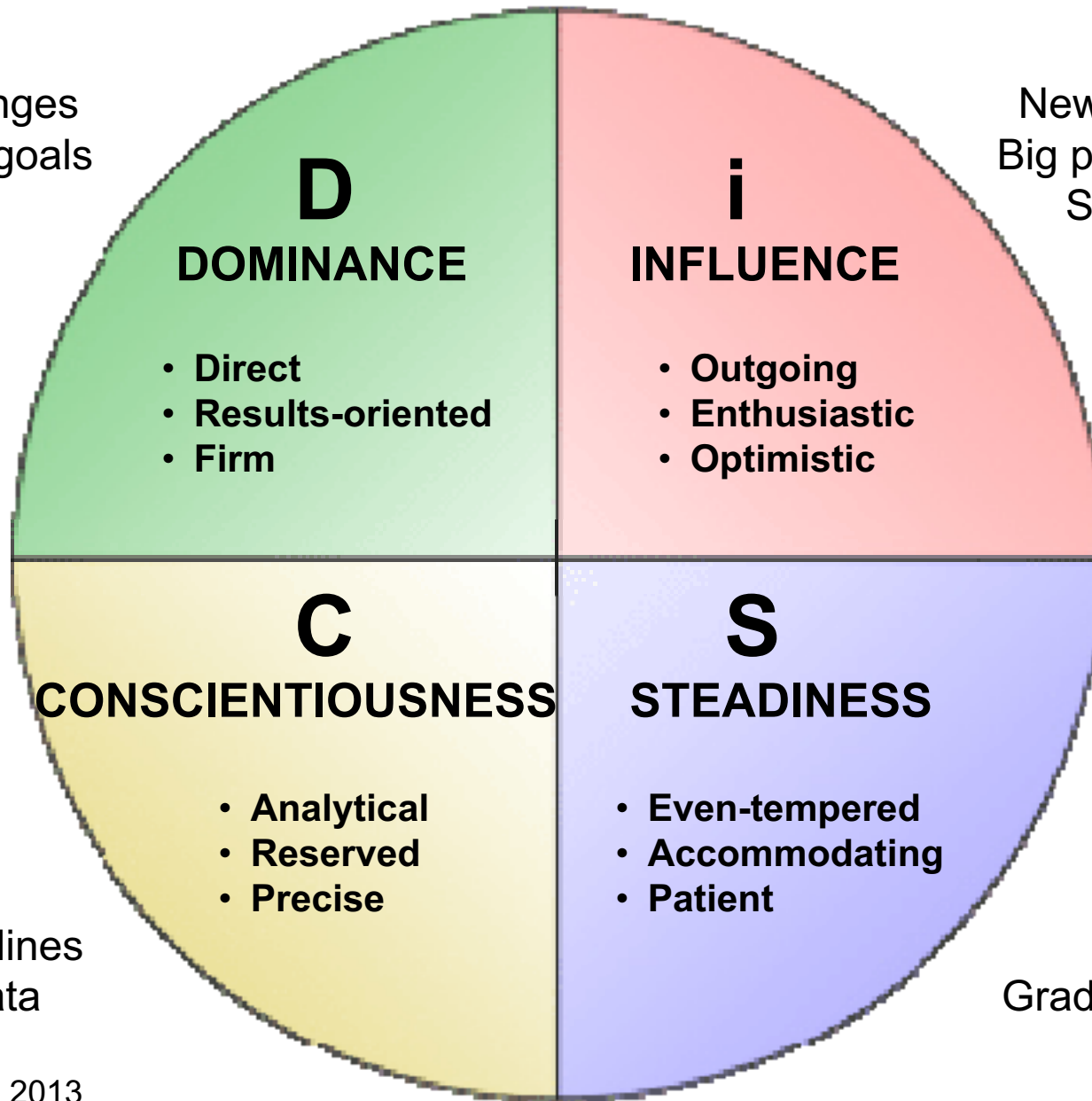
Thoughtful



DiSC® Communication Preferences

Wants:

New challenges
Big picture goals
Bottom line



Wants:

New challenges
Big picture vision
Social impact

Wants:

Security
Clear guidelines
Accurate data

Wants:

Security
Harmony
Gradual change

Action 4:

Learn Change Management Skills



Change ourselves first!

Change Agent Skills

- Relationships
- Business/Organization
- Change itself
- Getting agreement
- Feedback
- Information and assessment
- Targets, strategies & implementation
- Evaluation & learning
- Personal best



Expand Thinking by Reframing:

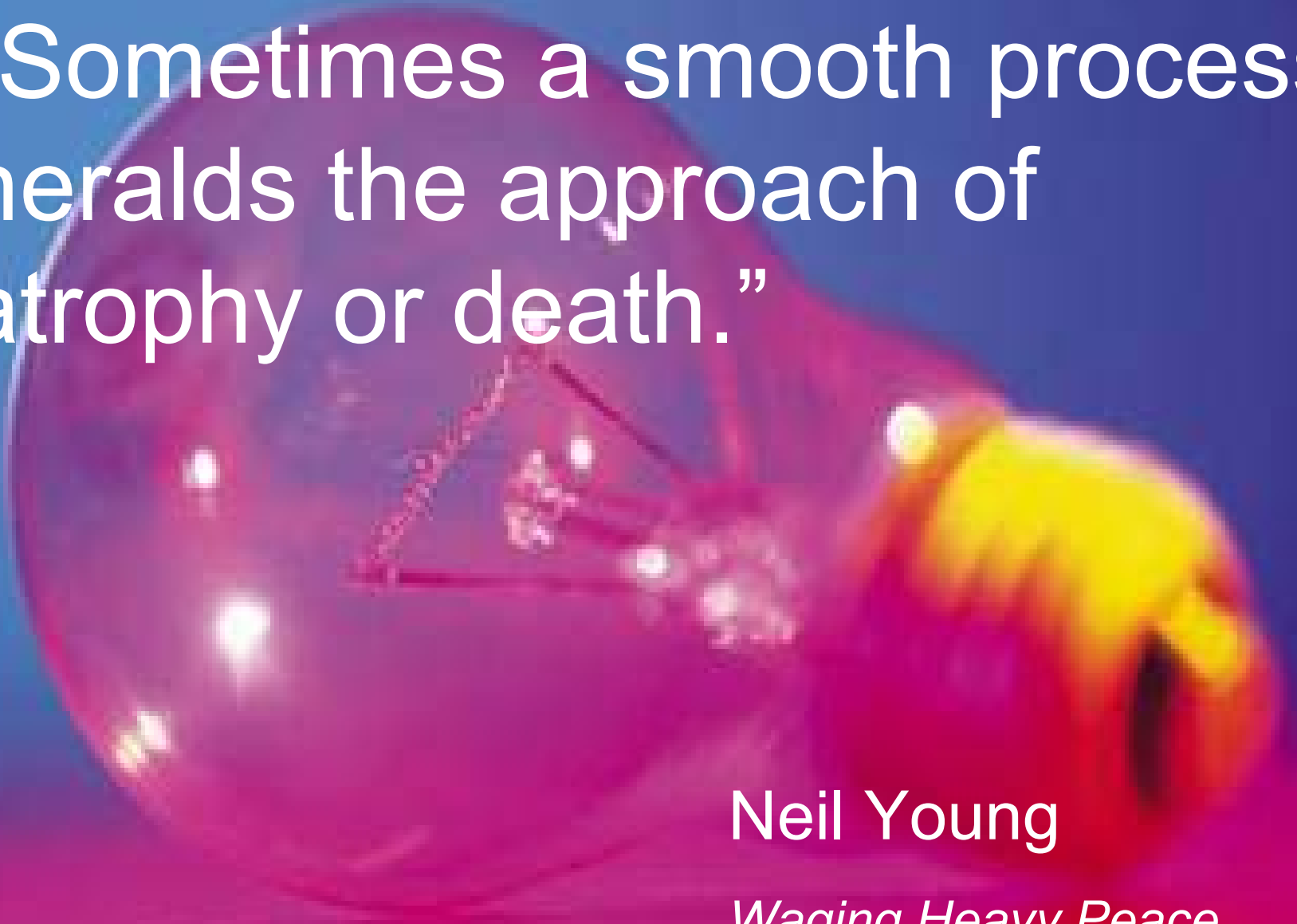
People are not against
change –
They are against BEING
changed!

**Genius means little more than the faculty of perceiving in an
unhabitual way.**

William James, psychologist

**Think of a time
you looked
forward to
change...**

- A birthday you were looking forward to
- Receiving your 1st driver's license
- Getting married
- A new job...



“Sometimes a smooth process
heralds the approach of
atrophy or death.”

Neil Young

Waging Heavy Peace

Personal Challenge

“Every time I learned the most,
I took a risk...

Growth and comfort do not co-
exist.”

Ginni Rometty

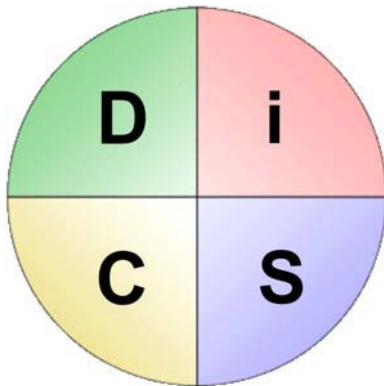
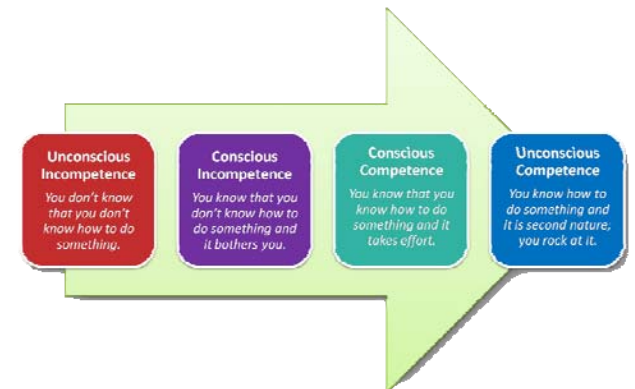
CEO, IBM

4 Actions 4 Success



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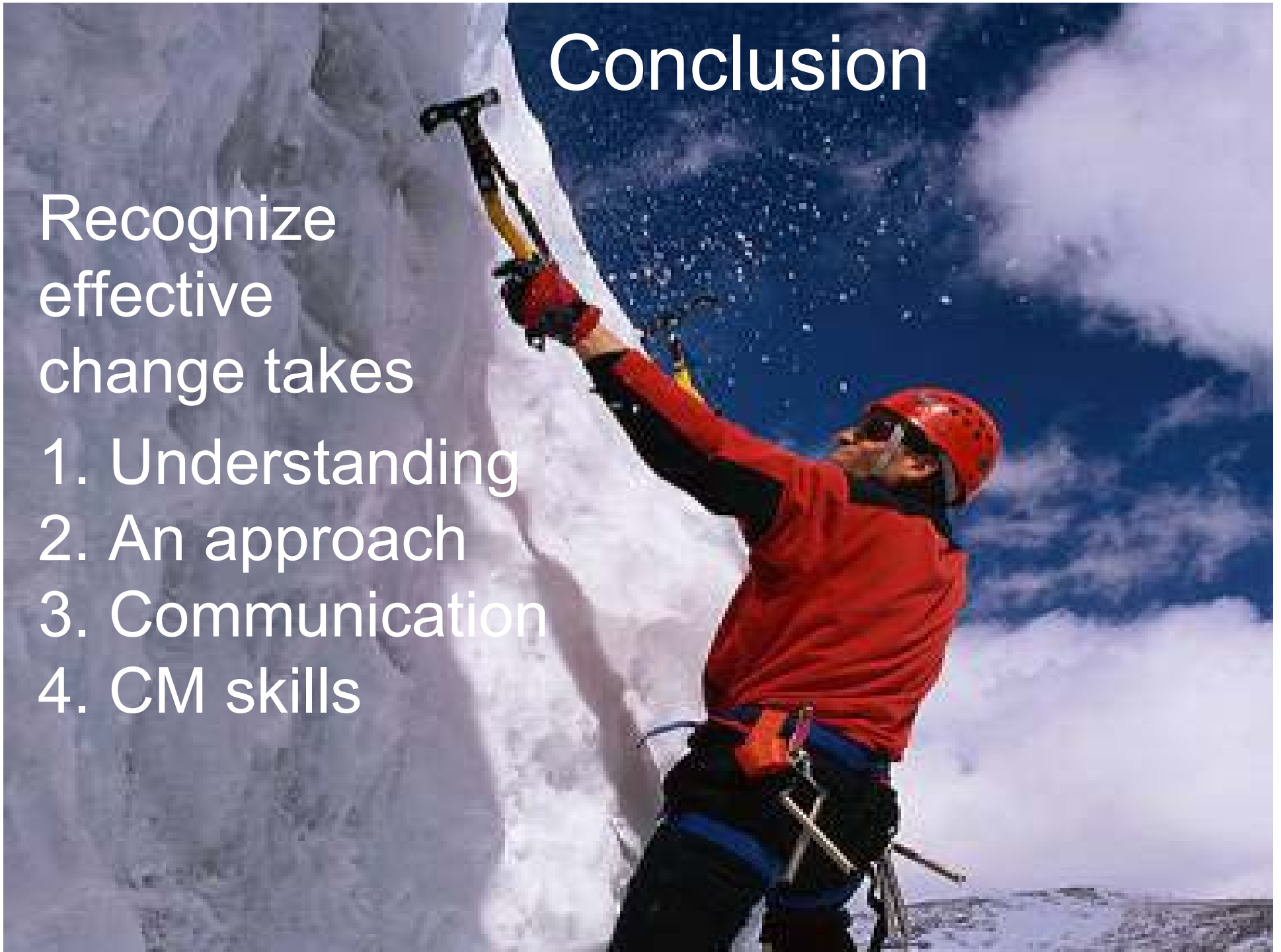
4. Learn Change Management skills



Conclusion

Recognize
effective
change takes

1. Understanding
2. An approach
3. Communication
4. CM skills







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