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Managing Organizational Change

Practical Strategies for Leading During Turbulent and
Challenging Times

The Main Objective – Maximizing Value to Your Community

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North America LIM



Frank P. Saladis PMP

Background

- AT&T Long Lines
- AT&T BCS and Corp. ITS
- Cisco Systems Professional Services
- International Institute for Learning
- Past President PMI® NYC Chapter
- Author – 10 books
- Community Involvement Lead – IT & Telecom CoP
- Founder International PM Day
- PMI Person of the Year, 2006
- PMI Fellow





At PMI, We Believe In:

Community

Bringing members of the global project management community together is the best way to advance the project management profession and facilitate steady and positive growth.

Engagement

Listening to and building on diverse viewpoints enables creativity and generates new possibilities and opportunities.



Session Objectives

- Provide a foundation for developing strategies to manage organizational change effectively.
- Provide techniques that will improve the community leader's ability to create value-adding change.
- Improve the capability to create a change ready team.
- Apply tools and techniques that will enhance personal leadership effectiveness.



Indicators That Life is About to Change

- Merger, acquisition, divestiture
- New product or service
- A new leader, boss, manager
- New technology
- New project
- New requirement
- New customer
- _____





Organizational Change Within a PMI Community

Significant changes

- Planned
- Unplanned (surprise)

Impact of the change

- Short term (immediate)
- Long term
- Consider brand, member perception, relationships, teamwork, attitude,
- Positive or negative (damage, opportunity)

Lessons learned



Personal Assessment: Consider Your Current Capabilities and Your Future Opportunities

7

1. To do all aspects of my leadership duties well, I need to improve _____.
2. If I were better at _____, I would excel relative to my peers.
3. If I improved _____, I would resolve an ongoing problem.
4. Feedback from several sources indicate I should improve _____.
5. In the future, my organization will need more people who are effective at _____.
6. To advance to the next level of leadership within my organization, I should learn more about _____.
7. The reasons why I should continue my personal development include: _____.



Thoughts About Change

- People don't resist change. They resist being changed! [Peter Senge]
- If you want to make enemies, try to change something. [Woodrow Wilson]
- Change is the law of life and those who look only to the past or present are certain to miss the future. [John F. Kennedy]



It is not necessary to change.
Survival is not mandatory.

~W. Edwards Deming



Change is inevitable – except from
a vending machine.

~Robert C. Gallagher



Prepare yourself and your team to become change ready.

When you are through changing, you are through. ~Bruce Barton



Predictions – What's Coming?

Look ahead

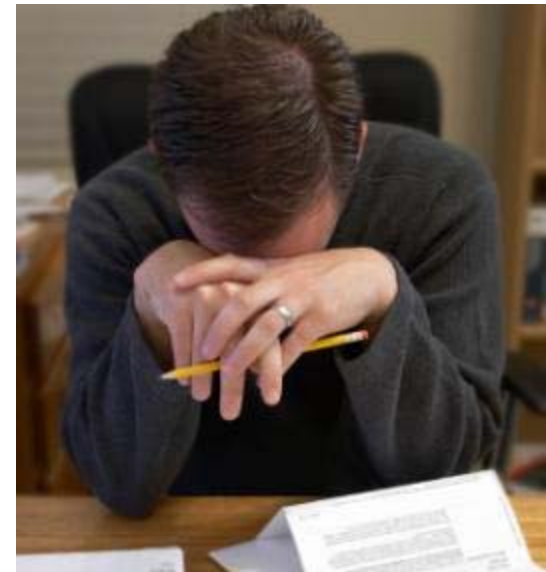
- ✓ Your career
- ✓ Project management methods
- ✓ The next *PMBOK® Guide* – 900 pages?
- ✓ New credentials – ACP? PgMP?
- ✓ Technology
- ✓ PMI® – What is changing? In your chapter. Globally.
- ✓ The economy
- ✓ New forms of energy





Dealing With Change

- Change is almost always disruptive.
- It can be traumatic.
- People often avoid it if they can.
- It is part of organizational life.





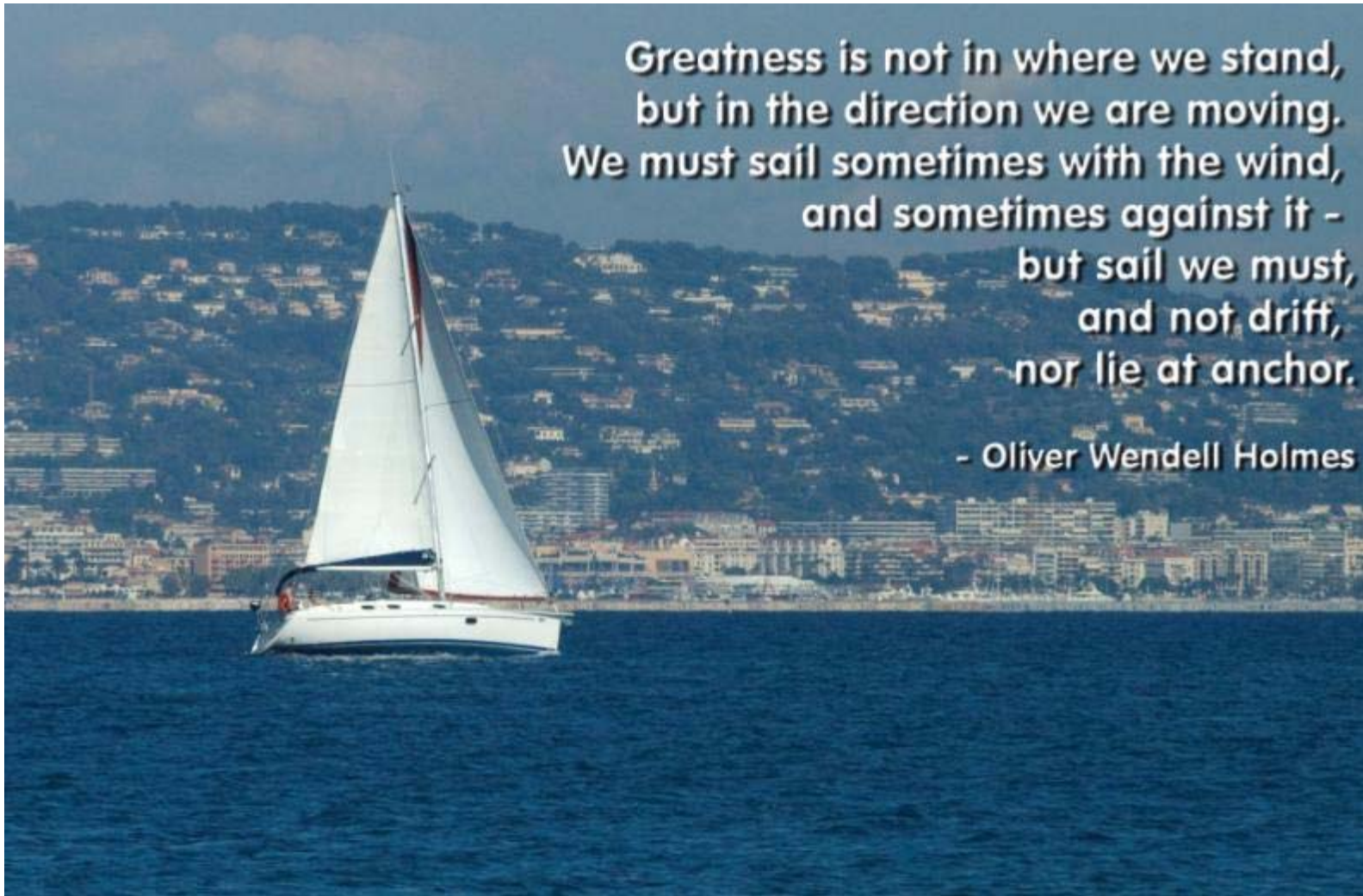


Change occurs through vision...



And bold ideas!





Greatness is not in where we stand,
but in the direction we are moving.
We must sail sometimes with the wind,
and sometimes against it -
but sail we must,
and not drift,
nor lie at anchor.

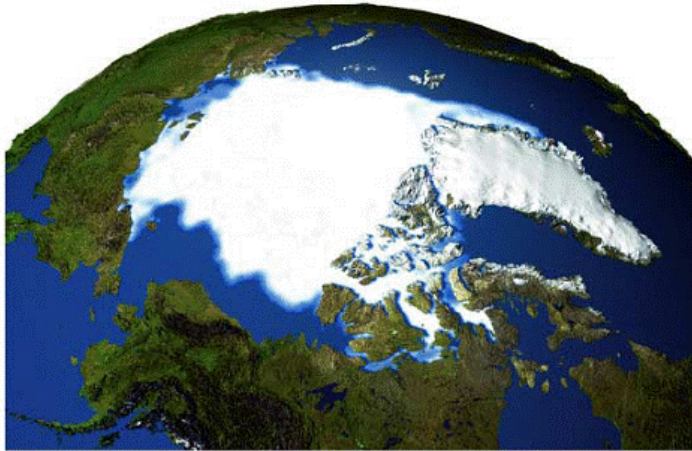
- Oliver Wendell Holmes

Leaders should offer positive and optimistic predictions
that the dream will be realized



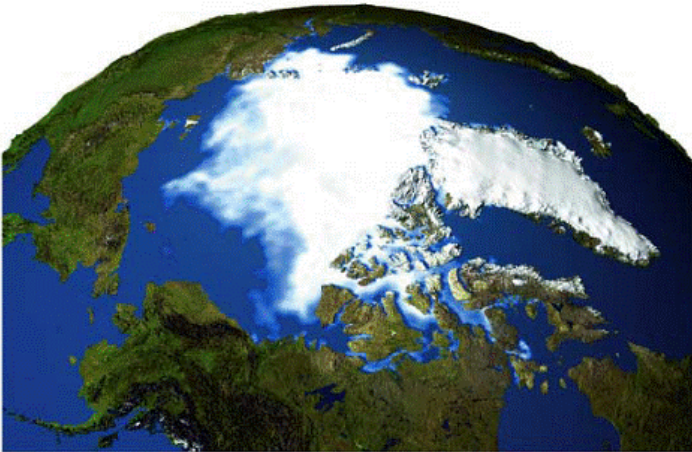


Observed sea ice September 1979



©NASA

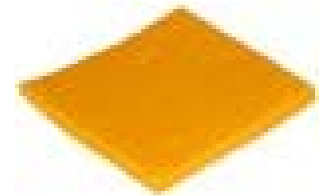
Observed sea ice September 2003



***Noticing Small Changes
Early Helps You Adapt To
Bigger Changes That Are
To Come***



Who Moved My Cheese?





Cheese Philosophy

The quicker you let go of old cheese,
the sooner you find new cheese.

Movement in a new direction helps
you find new cheese.

Old beliefs do not lead you to new
cheese.



“Imagining Myself Enjoying New Cheese Even Before I Find It Leads Me To It” – Haw

Are you creating the picture you want to see?

Business Plan Support

Operations Strategies

Transfer to Manufacturing

Product Requirements





Lessons Learned About Change

If you were assigned as a “change mentor”

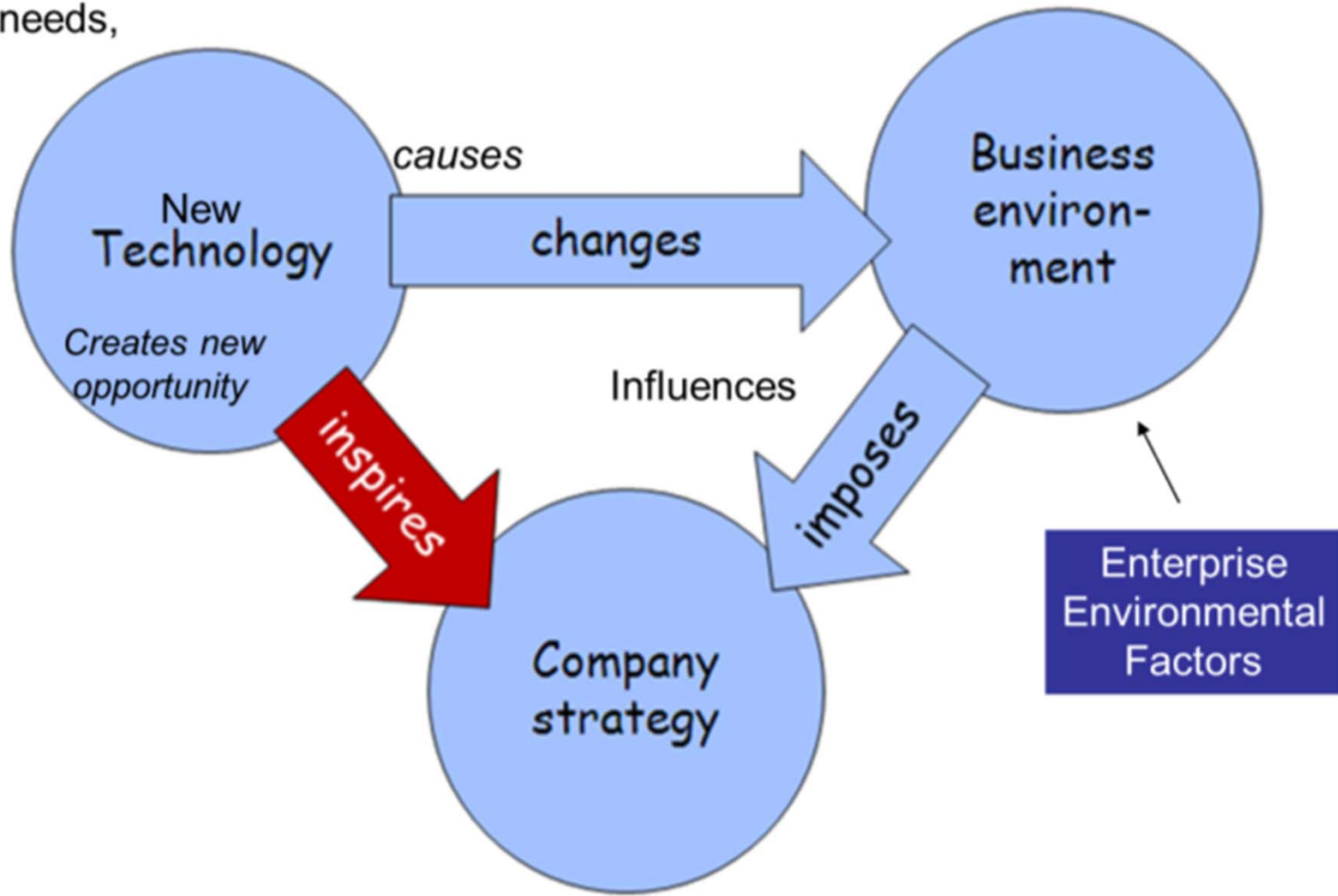
Reflecting on your personal experiences with change (organizational change, change that affected people you know, leaving a job, starting a new business, other significant change events) what lessons would you pass on?





Sources of Change

Wants, needs,





Change Can Be Destructive

- Change can kill the spirit of an organization.
- Change often leaves job commitment lying wounded and weak.
- Change puts heavy demands on the organization.
- People tend to avoid change.

Managing Change and Transition, Harvard Business Essentials



Stages of Reaction to Change

- Shock
- Defensive retreat
- Acknowledgement
- Acceptance and adaptation



Managing Change and Transition, Harvard Business Essentials,
Harvard Business School Press



Lessons Learned About Change

1. Change involves numerous phases.
2. Skipping steps only creates an illusion of speed.
3. Critical mistakes in any phase can be devastating, slow momentum, and negate previous gains.
4. Even the most capable leaders often make at least one big error.

Harvard Business Review on Change, Leading Change, John P. Kotter



Lessons Learned About Change

Most successful change efforts begin when:

- You look very closely at your company's competitive situation, market position, technology, and financial performance.
- You observe trends, declining margins, and emerging markets.
- You communicate this information broadly and dramatically.
- You motivate people to engage in aggressive cooperation.

Harvard Business Review on Change, Leading Change, John P. Kotter

Paving the Way for Successful Change

How Do You Become Change Ready?



*Think
Differently*

Instead of repairing something to get it back to the way it was before,
we need to ask ourselves: How can we fix things and make them
better than before?



Change Can Charge Up an Organization

- Change is part of organizational life.
- Change is essential for progress.
- Change opens doors.
- Change encourages creativity and innovation.
- Change can create the momentum to reinvent an organization.





A Basic Enterprise Change Model

- Define/Understand company culture, values, and behavior
- Establish a vision and state business imperatives
- Communicate
- Demonstrate leadership (to drive change)
- Promote excellence in execution
- Follow-up



A Project / Program Change Model

- Strategic objectives and business imperatives
- Clearly defined project objectives
- Leadership
- Enforced change control process
- Regular communication
- Observe and provide feedback during execution
- Follow-up



The Handwriting on the Wall

- Change happens
- Anticipate change
- Monitor change
- Adapt quickly to change
- Change
- Enjoy change
- Be ready to change quickly and enjoy it again and again



Who Moved My Cheese? Spencer Johnson, M.D.
G.P. Putnam's Sons, New York



Conclusions and Summary:

The Main Objective of Change –

Maximizing Value to the Business



***Stop focusing on what you can't
control and address what is
important –
Your business and your projects***



Taking Action

Three main areas of leverage

1. Improve processes
2. Improve the effectiveness of human resources (human capital)
 - ✓ Working smarter through positive leadership
 - ✓ Cross training – greater flexibility
 - ✓ Promote an adaptive attitude
3. Utilize technology
 - ✓ Increased efficiency





Lead the Way

- Build a multi-year productivity improvement plan
- More efficient and faster methods
- Training – leadership, influencing, innovation
- Replacement of old technology
- Business justification for new projects, products, and services focused on customer benefits and value to the organization



A Plan of Action (1 of 2)

Determine how exposed your business is (risk).

Review and update your business plan.

- 🌐 Planning is continuous.
- 🌐 If you are not planning, you are planning to fail.

Review your cash flow situation.



Prioritize your financial obligations.

Obtain payments and collect unpaid bills.

Take appropriate cost-cutting measures.

Control inventory.

Review staffing requirements.

Provide essential training.

Maintain a positive outlook.



A Plan of Action (2 of 2)

- Invest in your employees through performance reviews, coaching, mentoring, communicating, training.
- Acknowledge excellent work.
- Examine your leadership style and adjust to create a committed and change ready organization.



Summing Up

- Enlist the support and involvement of key people (influencers).
- Develop a realistic implementation plan.
- Support the plan with consistent behavior.
- Develop an “enabling structure”.
- Celebrate milestones.
- Communicate relentlessly.





Acknowledgment

The value of the PMI Leadership Communities:

- 🌐 This group creates an environment where everyone can be totally comfortable in sharing and talking through difficult and challenging situations.
- 🌐 There is genuine support, empathy, and honest feedback.
- 🌐 These encounters provide the opportunity to look closer at ourselves, understand issues more clearly, and help us develop solutions that will make our community experiences richer.



International Project Management Day

6 November 2014

www.internationalpmday.org

We are attempting to plan an official IPM Day team event.

What are you planning?



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References and Source Material

- *Managing Change and Transition* – Harvard Business Essentials
- *Conquering Adversity* – Christopher Novak
- *A Survival Guide to The Stress of Organizational Change* – Price Pritchett and Ron Pound
- *Firing Up Commitment During Organizational Change*, Price Pritchett
- *Who Moved My Cheese?* Spencer Johnson M.D. G.P. Putnam's Sons, New York
- *Harvard Business Review on Change*, Harvard Business School Press