Managing in the
NextNormal

Strategies for Leading Change in the Post Coronavirus World

Pragmatic Concepts for Resiliency During Change

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Webinar Welcome and Agenda

1. The new world
2. The challenge
3. The change process
4. Connecting change and projects
5. So what's next?

1. The New World

A paradigm shift

Focus and value creation

Breaking silos

We Are Waking Up to a New World

- A paradigm shift
  - Changing priorities
- Focus and value creation
  - Less methodologies, more practical
- Breaking silos
  - Way overdue
 - How? Build in collaboration (cross initiative / cross boundary)

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Time To Reflect, Time to Reset

- Taking the time to reflect and the modify and possibly change your priorities can make all the difference for you, personally.

- For example:

  - Make helping others a priority

  - Trying new things, new challenges

  - Learning new skills

  - Becoming a more balanced individual

It's Time to Simplify

- We make things way too complicated

- There are so many methodologies, schools of thought, and tools and techniques to choose from

- Making the complex simple is the key

- Focusing on practical application should always be the goal.   How?
    - User-friendly templates
    - Shorter workshops – interesting and fun
    - Provide examples
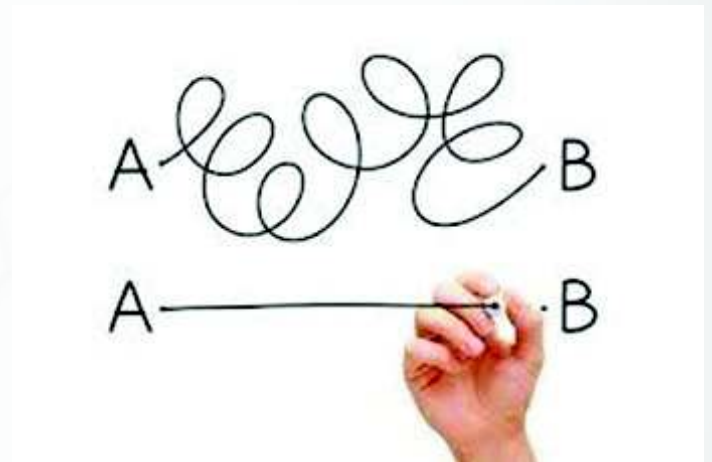
A Process Focus

- A "silo mentality" results in:
  - Less successful projects
  - Difficulty in improving results
  - Bureaucracy and frustration

Department A	Department B	Department C

- Remember, processes cut across silos

- Consider:
  - Sponsorship support before starting
  - Cross-functional teams
  - Overarching & department metrics

2. The Challenge

Existing initiatives

New initiatives

Forced initiatives

Distributed teams and Virtual skills

Striking a New Type of Balance

- Existing initiatives
  - Keep them going
  - Prioritize
- New initiatives
  - Same as above
- Forced initiatives
  - Social, economic, and cultural shock
  - Must deal with
- Distributed teams and Virtual skills
 - Leadership
  - Communication
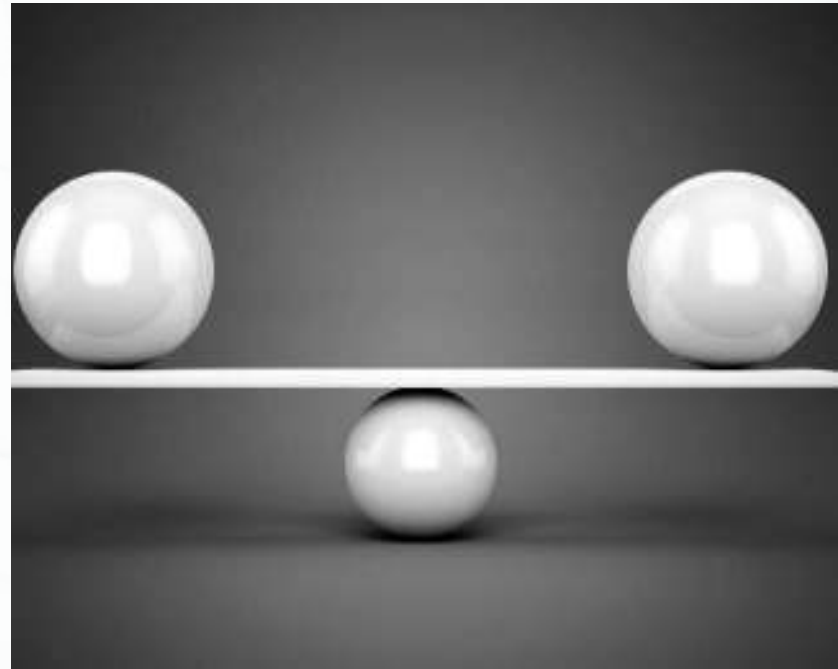
Existing and New Initiatives

- How do we ensure our projects are:
  - A priority?
  - Important to leaders?
  - Important to team members?

- There should be strategic linkage of projects through measurement

- Every project should be tied to a key metric of the business

Personal Preparation is Vital

- Are you prepared for your meetings?

- Are you ready to lead by example?

- What does it take make your projects and your meetings exceptional?

Empathy

Confidence

Energy

Charisma

Personal Preparation

Anticipate

Rest

Patience
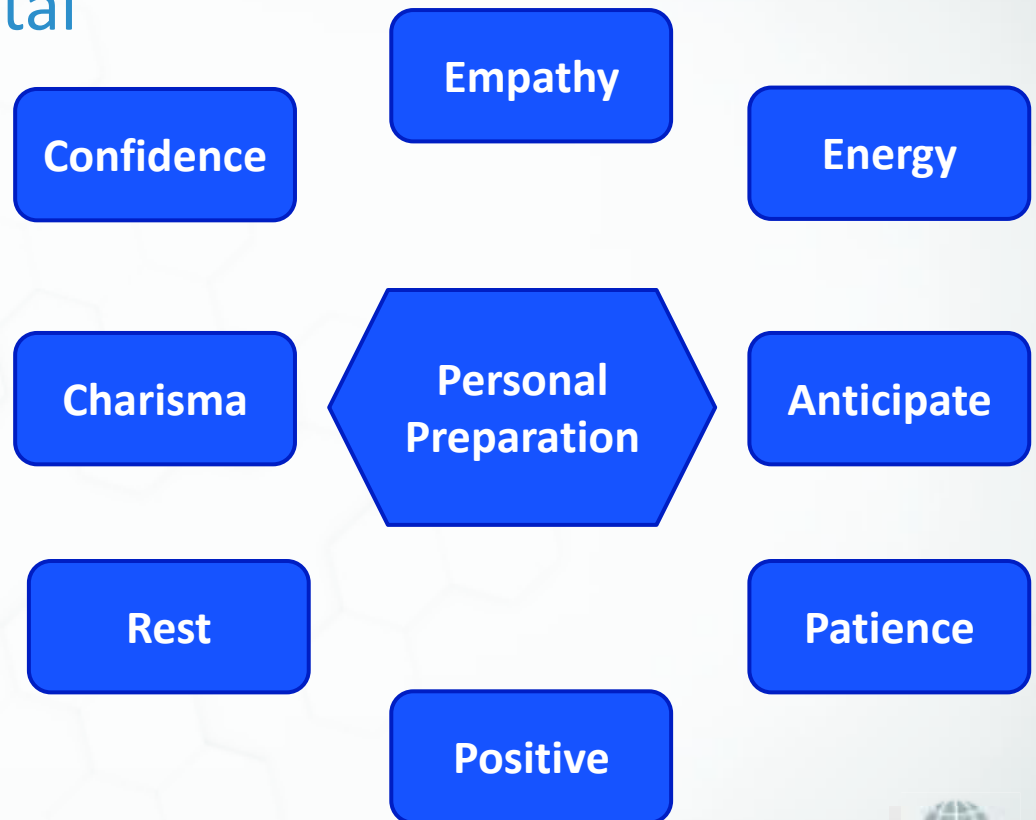
Positive

Virtual Meetings Can Be Awesome
10 Tips for Successful Virtual Meetings

1. Call, e-mail, IM each attendee before the meeting

2. Have visuals prepared in advance

3. Start the meeting with important essentials

4. Make a positive initial statement

5. Explain where the team is on the project road map

6. Take a proactive approach to participation

7. Remind people the reason for the tool or technique

8. Watch out for poor behavior

9. Invite others to present or speak

10. Acknowledge and thank people for participation and contributions

"People may hear your words, but they feel your attitude."

John C. Maxwell

3. The Change Process

Change readiness

Resilience elements

The new beginning and readiness for the next change

Change sponsorship and leadership

Engaging others

Change Realities (1 of 2)

- Truths about change:
  - Change is hard to manage, lead, and execute
  - Change is expensive
  - Change takes time
  - People don't resist change, they resist pain

- Barriers to Change:
  - Failure to see or blinded by the light
  - Failing to do the right thing or deny doing the right thing (ego)
  - Focus internally and externally, look at the entire marketplace, not just direct competitors
  - Failing to finish

Change Realities (2 of 2)

- Challenges to Change:

  - Not properly framing the change

  - Not having a vision

  - Failing to establish a cost of not changing

Poll: Change in Your Organization

What is your experience with managing change?

A. We are very good at managing change and achieving our goals

B. So and so. Some are good, others – less. There is some change saturation.

C. You know… not so much

Change Readiness

- Personal

- Organizational

- Do not confuse need, intent, and urgency with readiness

- Vision

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A Few Hints on Getting Buy-In for Change

- Know your audience
- Why should they listen to you?
- What's in it for them?
- Deliver your message
- Be succinct
- Make it interesting
- Tell a story
- Solve their problem

Change Sponsorship and Leadership

- The fish rots from its head

- Who is the sponsor?

- Change and project sponsorship

- Resistance

Refuse

Unable

Unaware
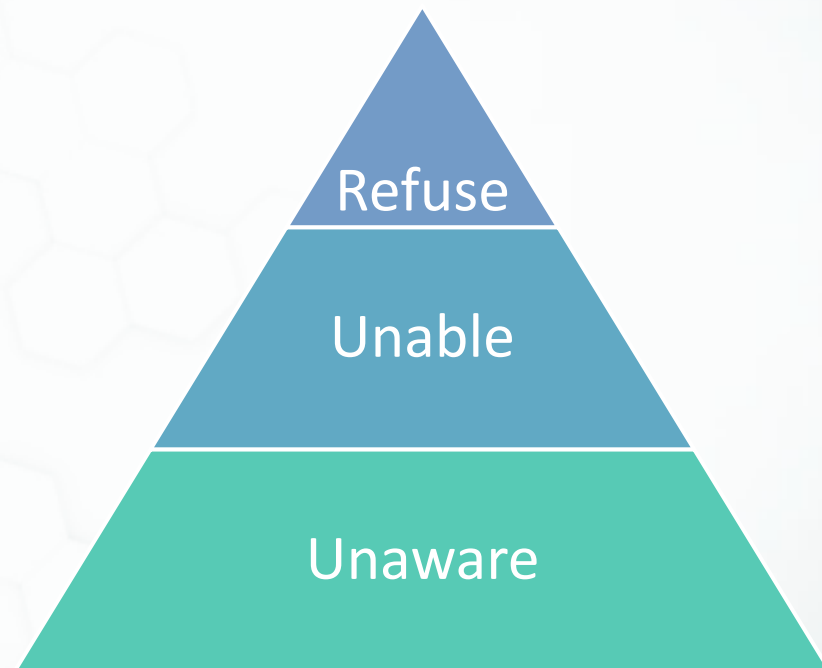
The Project Sponsor – an A#1 Priority

- Ensure you have a **GOOD** Project Sponsor:
    - Supportive
    - Involved
    - Helpful

- If you do not have a GOOD Sponsor, that is a **MAJOR Red Flag**:
    - Put the project on hold
    - Deal with this issue immediately

- A project Sponsor has a crucial role in project success:
    - Meeting with your Sponsor
    - Discuss Roles and Responsibilities
    - Give the Sponsor a checklist
    - Give the Sponsor questions to ask

Resilience

Focus on resilience components

- Attitude

- Big picture and context

- Capacity and prioritization

- Initiative and organization

- Innovation and creativity

- Communications and collaboration

Extreme Goals to the Rescue

- How do you become more resilient?

- Is there a way to get better at perseverance?

- What will help me be more thoughtful and innovative?

- *Extreme goals may be the answer to these questions*
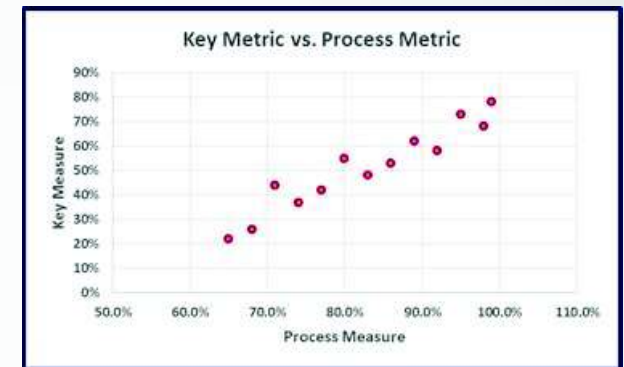
Engaging Others

- Know yourself

- Know others

- DiSC® inspired

  - Bottom line

  - People

  - Process

  - Facts and data
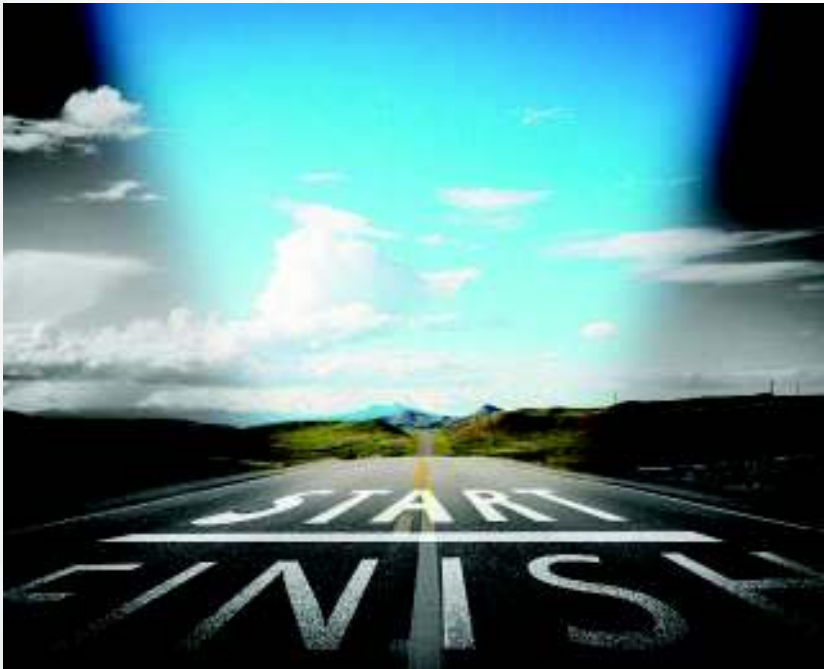
Let's Talk about Facts and Data

Key Metric vs. Process Metric

- Facts and data:
    - Add to your credibility
    - Make change easier
    - Allow for better decisions
    - Improve project buy-in

- It's very important to:
    - Use the correct charts
    - Analyze data correctly

Error Types
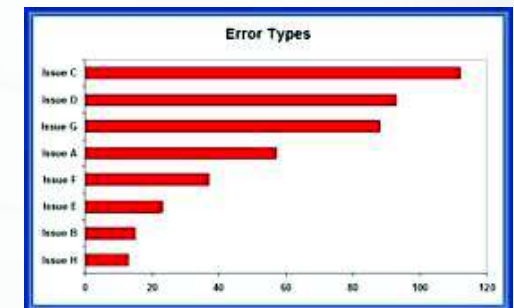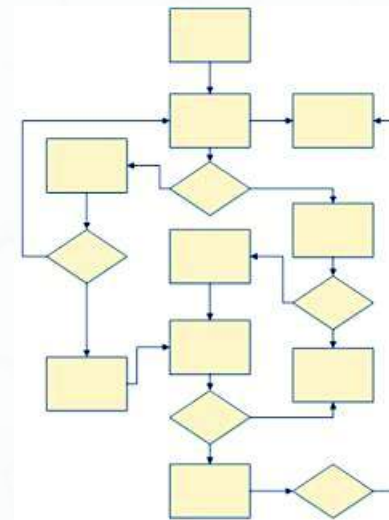
The New Beginning

- At the end of the change

- How are we positioned toward the new challenge?

    - Exhausted? Drained?

    - Intertwined with other initiatives?

    - Lessons learned (x3)

4. Connecting Change to Projects

Where most organizations fail

Poll: Assumptions

Do you like assumptions?

A. Yes, they are very important, and I manage them properly

B. A necessary evil, but annoying

C. No! Making assumptions is making a… something out of you and me

Where Most Organizations Fail

Where do the change initiatives and projects meet? How?

- Portfolio management
- Sponsorship
- Alignment and focus
- Context and direction
- "On" the business, or "In" the business?
- Charter
- Focus on what matters: the Ori Manifesto
- Assumptions
- Communication
- Success criteria
- Trade-offs
- Simple, complicated, and complex

Poll: Change and Projects

How well does your organization connect the change initiatives and the projects?

A. Strong alignment and results

B. There are some challenges

C. What? Do these things connect? Not here.

Avoid the Common Project Mistakes

- Projects are boring

- Projects take too long

- The project leader is not very good

- The project sponsor is checking the box

- The team is not too interested, too busy

- Decisions are based on opinions, not facts and data

- There is no measureable improvement

5. So What's Next?

Tomorrow is here

Tomorrow is Here

- The need for changing our approach is overdue
- Change, agile, project management, and business analysis
- Value creation
- It is not a choice anymore

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

- W. Edwards Deming

Strategies for Leading Change

- Develop a "Continuous Improvement" mindset:
    - For yourself
    - For your organization
- Understand what Deming called "Profound Knowledge"
    - Process thinking
    - Variation
    - Basing decisions on facts and data
- Ensure every project adds value:
    - Measureable and sustainable improvement
    - A financial return for the business