2026 SIUE PM Symposium

Dealing with Change Overload

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AACSB ACCREDITED

Overview

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ADKAR

Shelter Command during Katrina

THE PLAN
They had a plan, they tested the plan.
They even executed the plan in prior storms.

THE STORM
The plan fell apart when the storm hit. Known risks became issues—unknown risks became issues.

THE IMPROVISATION
Leadership forced to improvise—bend the rules.

THE OUTCOME
No loss of life.



Military Photos Keesler Meets Katrina

SECTION 01

Change Overload

What happens to teams and people when they are faced with change overload?

Two industry examples + one from Ameren

Boeing 737 MAX Crashes (2018–2019)

INDUSTRY: AVIATION / ENGINEERING

2
Fatal crashes

346
Lives lost

Global
Fleet grounding

SCHEDULE PRESSURE
Racing the A320neo
Speed to market outranked every other priority.

LAYERED DESIGN CHANGE
New on top of old
Changes stacked onto an aging platform instead of a redesign.

OVERSIGHT & TRAINING
Certifying itself
More self-certification; pilot training minimized.

When everything is urgent, nothing gets escalated with clarity.

Challenger (1986)

INDUSTRY: AEROSPACE / GOVERNMENT

1986
Launch failure

7
Astronauts lost

Shuttle
Destroyed on ascent

PRESSURE
Schedule pressure, budget constraints, and workforce changes at once.

NARRATIVE
Leadership pushed “routine flight” while systems were not stabilizing.

SIGNAL LOSS
Engineers experienced decision fatigue and signal loss.

An early canonical example of organizational drift under sustained change — Diane Vaughan’s “normalization of deviance.”

Oracle to the Cloud Transformation

Industry: Energy Sector · Outcome: ERP system replaced

What went right

- Multi-year migration to Oracle's cloud enterprise resource planning (ERP) application that manages Ameren's finance and supply chain business processes.
- All core requirements met at go live—books closed on time every month, quarterly SEC reporting requirements met, purchase orders issued, and invoices were paid.

What didn't go so well

- Ameren built self-serve training support in the new application. It was the first time Ameren had used change management technology in a new application at scale. The project team did not consider that Ameren co-workers were used to classroom or online training for new technologies. The in application self-serve training was not adopted. The self-serve training was sunset within a year and Ameren had to scale up classroom training and online training options.

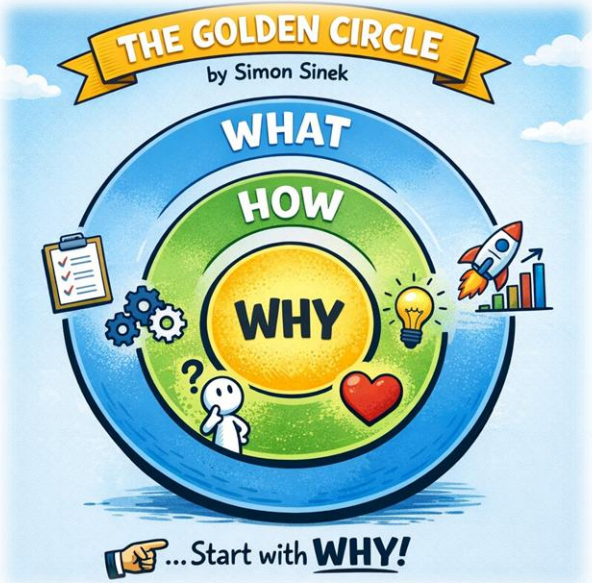
THE LESSON

A more rigorous understanding of how Ameren colleagues prefer to learn would've mitigated the investment in the "in-application training" technology which was minimally adopted by Ameren users.

SECTION 02

Start with Why

Simon Sinek's Golden Circle



DISCUSSION

As a PM, when have you started with why and how did that impact the change?

*As a PM, when have you **not** started with why and how did that impact the change?*

Prioritize your Changes

STEP 01

Start with the business case

Business cases drive prioritization — they tell you what change is most important.

STEP 02

Balance the levers

Weigh $’s, risk, compliance, and more against each other.

STEP 03

Pick a method

Use a repeatable method for ranking multiple competing changes.

DISCUSSION

What are some methods you’ve used to prioritize changes to your project, team, or environment?

Change Freeze

AMEREN

Severe weather events

Change freeze in effect during the event.

ENTERPRISE HOLDINGS

Peak holiday periods

Change freeze in effect across the holidays.

...

Interdependent Projects

....

DISCUSSION

When do you use change freezes and how do you avoid over-using them?

Change Management in My Team

BURNOUT → RECOVERY → SIMPLIFICATION

2018

PMO stood up a Center of Excellence (CoE)

Big consultant drove major changes

2019

PMO hit “change burn out”

Contract terminated, team disbanded

2021

CoE reestablished as a smaller internal team

Feedback: too much change too often, too little communication → 7-step process

2022

Refined change management to a 6-step process

2024

Simplified change management to a 4-step process

7 Step Change Management (2021)

1

Stakeholder analysis

Who is impacted by the change, and how

2

Identify impacted assets

Flowcharts, templates, job aids, PM checklist

3

Identify reinforcement mechanisms

Monitoring, user survey, LT review

4

Deliver “early messaging”

To stakeholder groups or persons

5

Deliver training

To stakeholder groups or persons

6

Update impacted assets

As identified in #2

7

Enable reinforcement mechanisms

As identified in #3

6 Step Change Management (2022)

1

Conduct “Change Review” with PMO Leads

Wed 8:00 am PMO Leads or bi-weekly Fri 10:00 Governance; recap email within 1 business day

2

Complete Change Management Workbook

Full workbook completed before messaging begins

3

Develop & deliver early messaging

At least 1 week, no more than 2 weeks after the Change Review with PMO Leads

4

Develop training for impacted coworkers

Built from the workbook’s impact analysis

5

Deliver training for impacted coworkers

Delivered ahead of go-live to all impacted coworkers

6

Update change management workbook as required

Revised as the change evolves

4 Step Change Management (2024)

1

Change Review with PMO Leads

Generally at the Wednesday 8:00 am PMO Leads meeting. Recap email within 1 business day: the change, comments/questions, steps to address concerns.

2

Early Messaging

Develop & deliver at least 1 week, but no more than 2 weeks, after the Change Review with PMO Leads.

3

Develop Training

Build training for impacted coworkers; can start before step 2 as appropriate.

4

Deliver Training

Deliver the training to impacted coworkers.

Each revision made the process simpler, not bigger: 7 steps, then 6, now 4.

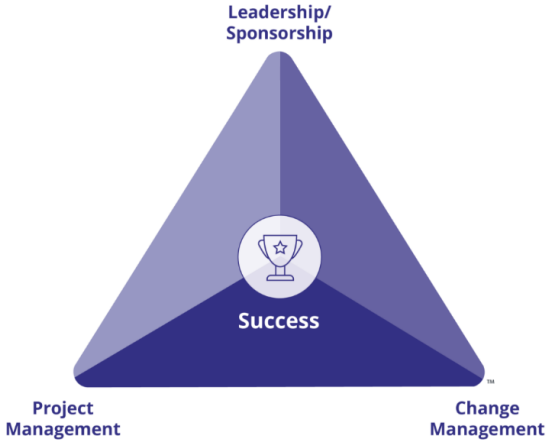
Identify a sound change management process

Identify what works for you, and for your environment.

DISCUSSION

Have you developed an in-house change management process?

Prosci Change Triangle Model



The 4 aspects of the PCT Model

The PCT Model is comprised of four aspects that are critical for a successful change:

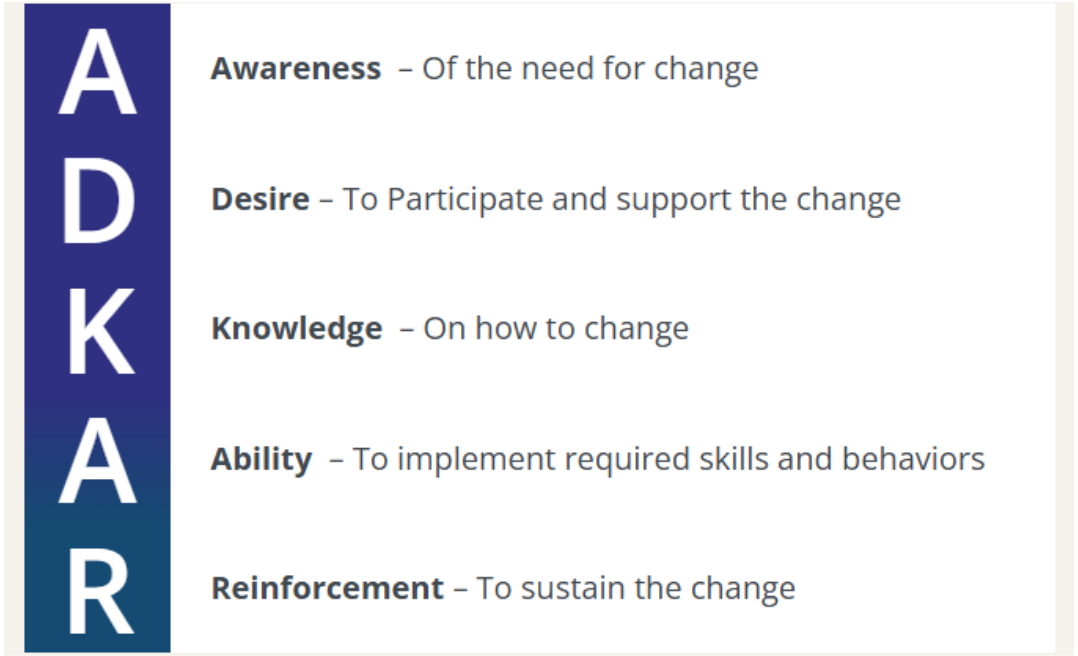
- **Success** – the definition of success for your change, which includes the reason for the change, project objectives, and organizational benefits
- **Leadership/Sponsorship** – the direction and guidance for a project, including who is accountable for defining why a change is happening, how it aligns with the direction of the organization, and why it is a priority
- **Project Management** – the discipline that addresses the technical side of a change, by designing, developing and delivering the solution that solves a problem or addresses an opportunity, within the constraints of time, cost and scope
- **Change Management** – the discipline that addresses the people side of the change, enabling people to engage, adopt and use the solution

Three components of successful change

The PCT Model relates leadership and sponsorship, project management, and change management. Success depends on all three working together, not on any one alone.

Source: https://www.prosci.com/methodology/pct-model

ADKAR Model



Source: https://www.prosci.com/methodology/adkar

From PCT to ADKAR

The Change Management component of the PCT Model is supported by the ADKAR Model.

Final Takeaways

1

Avoid change burnout

Overload is itself a risk — too much change at once quietly erodes delivery.

2

Start with why

People accept change when they understand the reason behind it.

3

Find a process that works for you

The right process is the one your environment will actually sustain.

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