
The Secret Ingredient to Project Success? Don't Forget the CM!

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Agenda

1. CM: What is it? Why is it important?
 2. Past, Present, Future
 3. Friends or Enemies? PM and CM
 4. Techniques and Tips
- ❖ BONUS: Everybody's doing it!

Preheating...

What percent of your expected project value depends on people *changing their behaviors, or how they do their job?*



What are you doing to ensure that this *people-dependent* value is realized?

CHANGE MANAGEMENT OVERVIEW

Organizational Change Management is:

**The process, tools and techniques to manage the
people-side of change events,

to achieve the **required outcomes**,

and to **sustain** the change within individuals,
teams, and the organization**

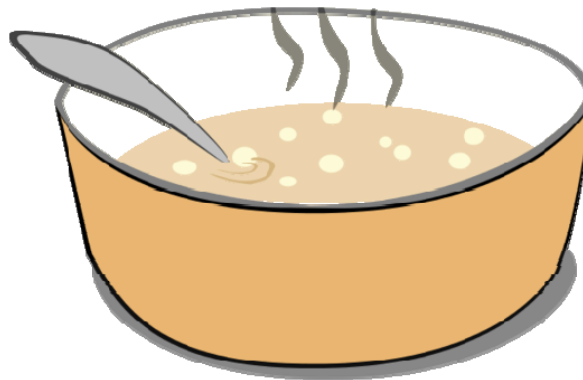
OCM helps employees **Embrace, Adopt, Use** the change

Three Flavors of Change

INDIVIDUAL

TEAM

ORGANIZATIONAL



In My Kitchen

FOR PROJECTS

For large-scale **enterprise** initiatives, we apply a **structured set of CM processes** to help employees **Embrace, Adopt, and Use** the change.

We do this to help the organization **achieve project results and ROI**.

FOR the ORGANIZATION

We provide **strategic guidance** to improve change **competency**.

We do this to create an organizational **culture** fueled by leaders and employees who are **change-agile** and able to apply best practices to **meet strategic objectives**.

The Blue Ribbon Results

Better Adoption = Better ROI

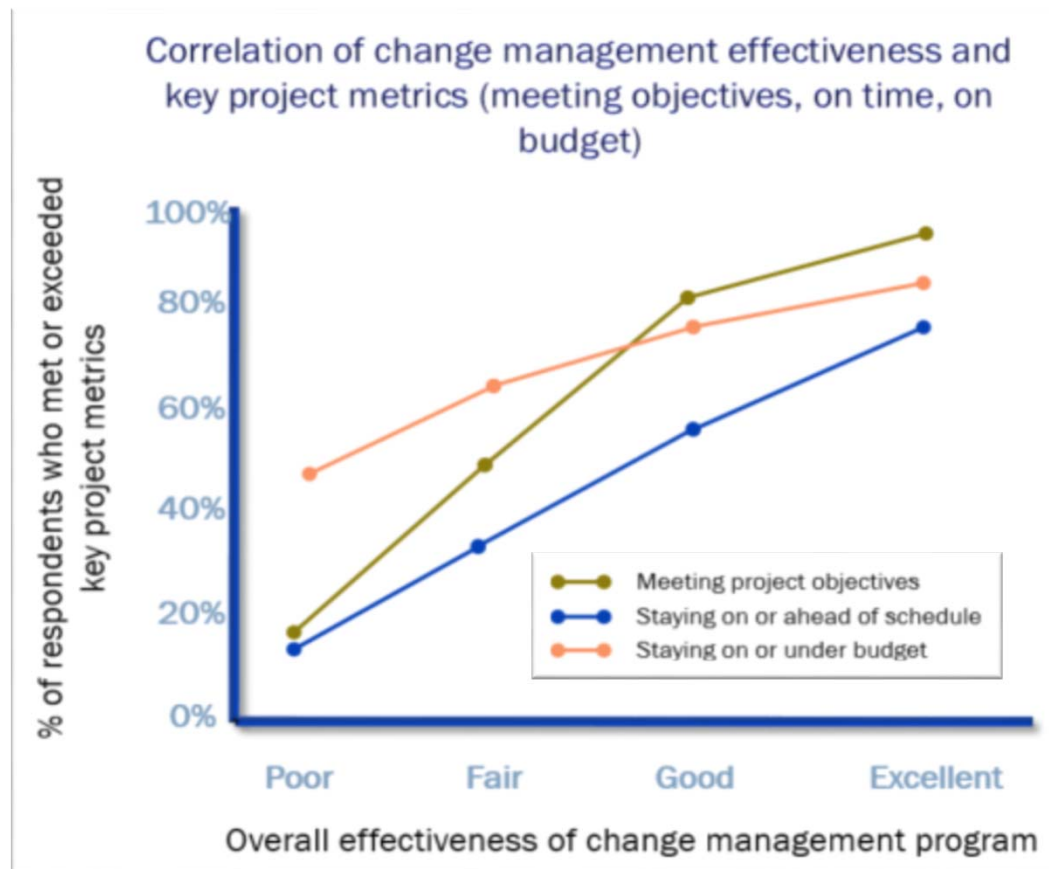
- 76% of CEOs say change ability is a key competitive advantage
- 70% of major changes fail to achieve targeted benefits
- 44% of companies fail at change initiatives

143% ROI when **robust CM** methodologies & tools are applied

35 % ROI with **poor CM** program or no program 😞

Sources: HBR, McKinsey, PriceWaterhouseCoopers

Good, Fast, or Cheap



Sources: Prosci

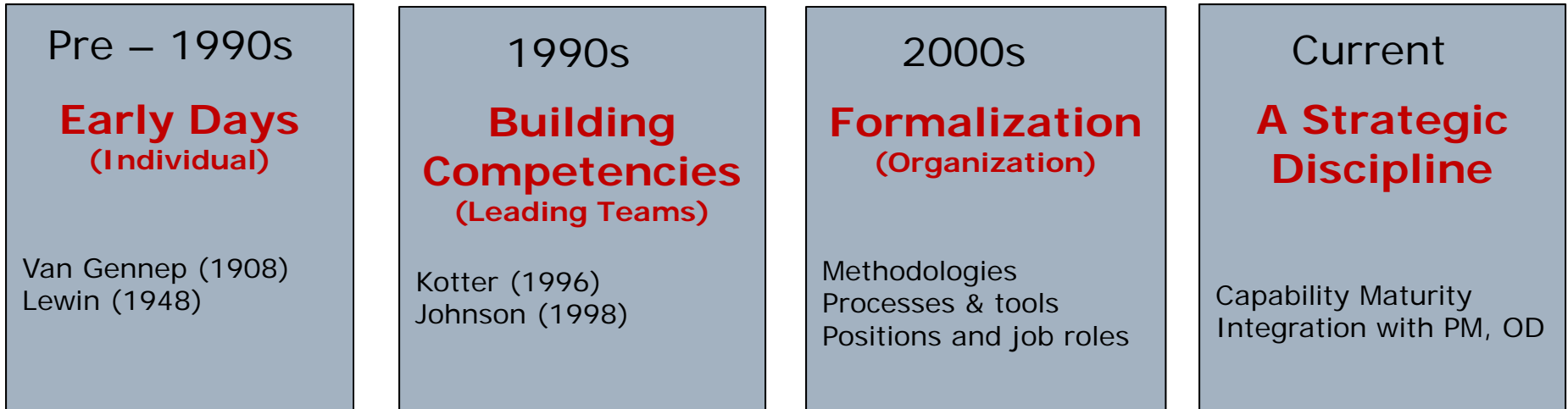
Does your company have a formal approach to CM?

1. Yes
2. No
3. Kinda-sorta
4. Not sure



PAST, PRESENT, FUTURE

Been baking for a while...



Kotter's methodology



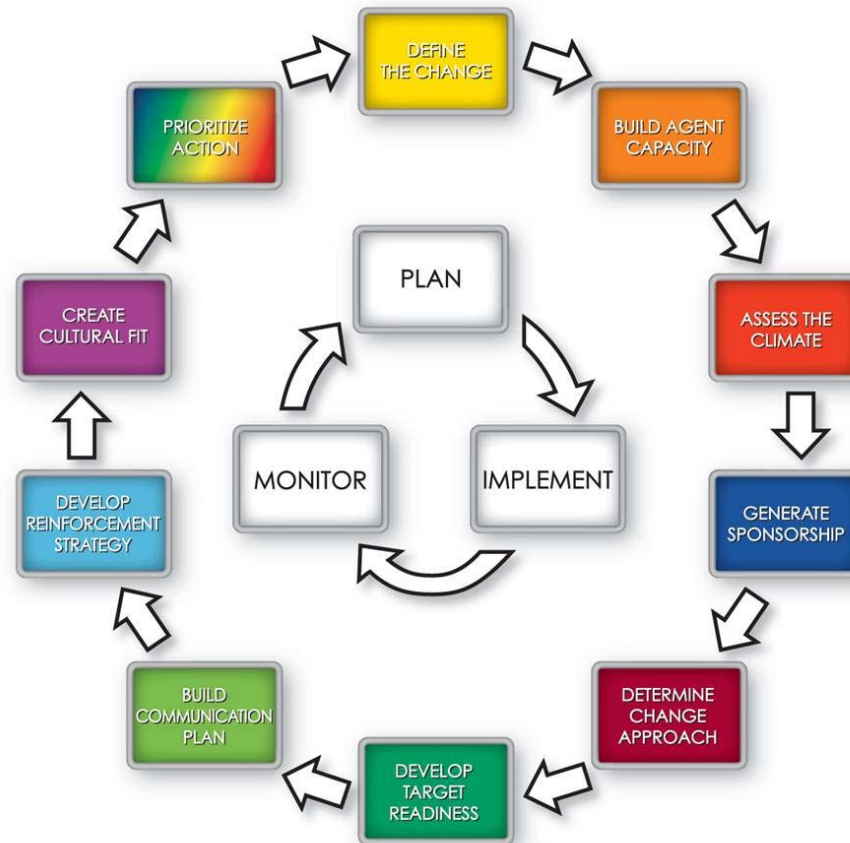
John Kotter
Holger Rathgeber
BESTSELLING AUTHORS OF *OUR ICEBERG IS MELTING*

**That's Not
How We
Do It Here!**

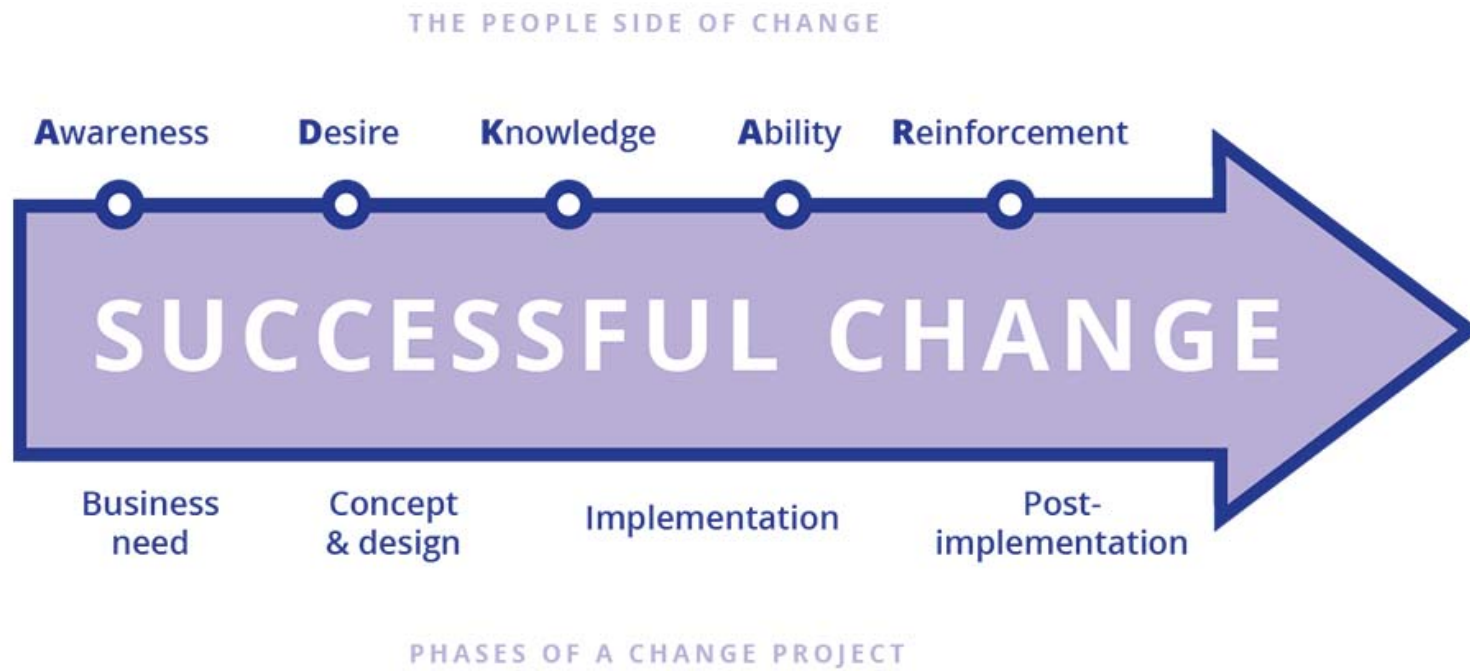
A Story about How Organizations Rise
and Fall—and Can Rise Again



Accelerating Implementation Methodology (AIM)



Prosci's ADKAR methodology



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Where does your CM team live?

1. PMO

2. HR

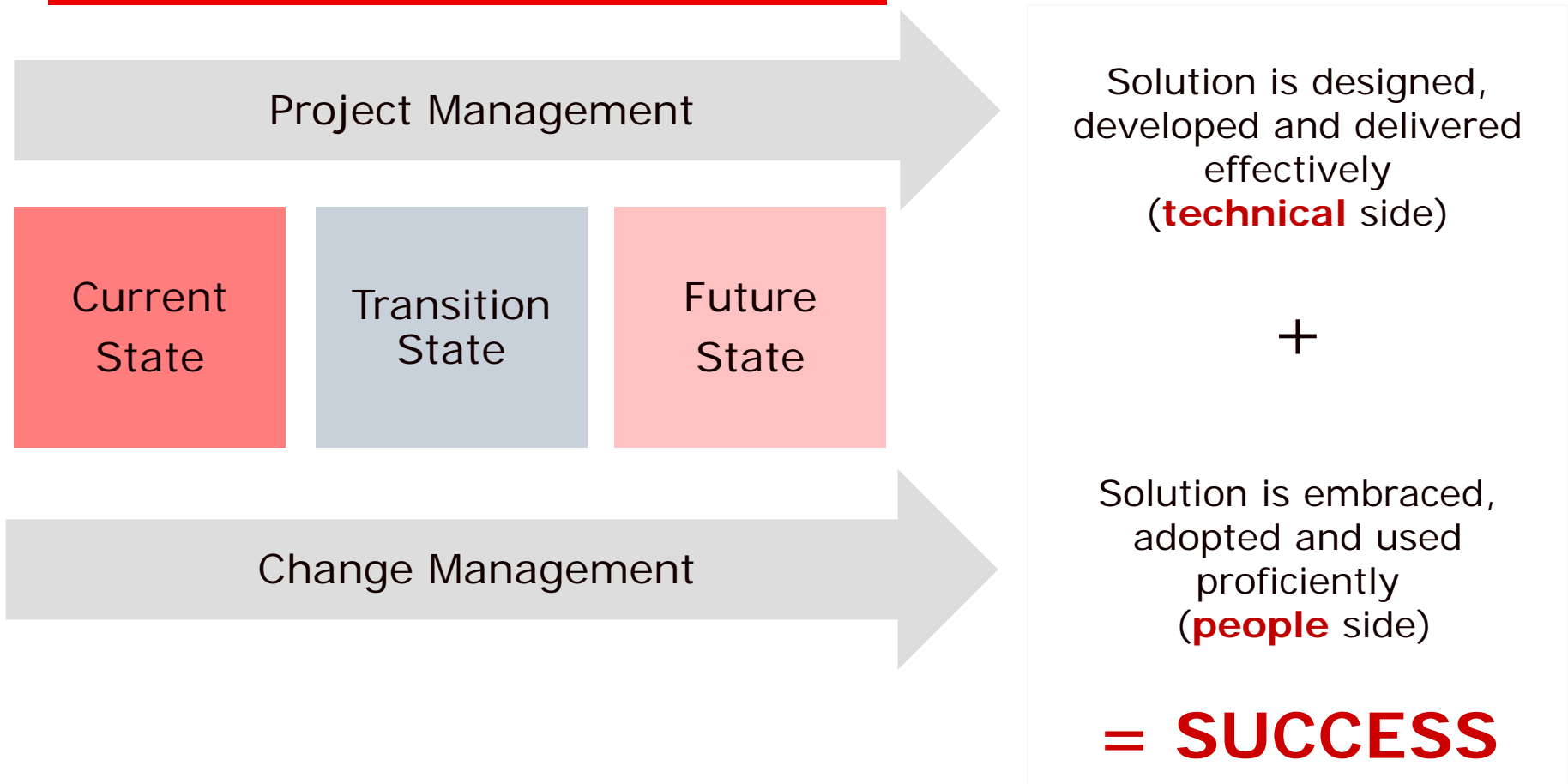
3. Technology

4. Other or N/A



FRIENDS OR ENEMIES? PM AND CM

Two cooks in the kitchen



Emergence One model

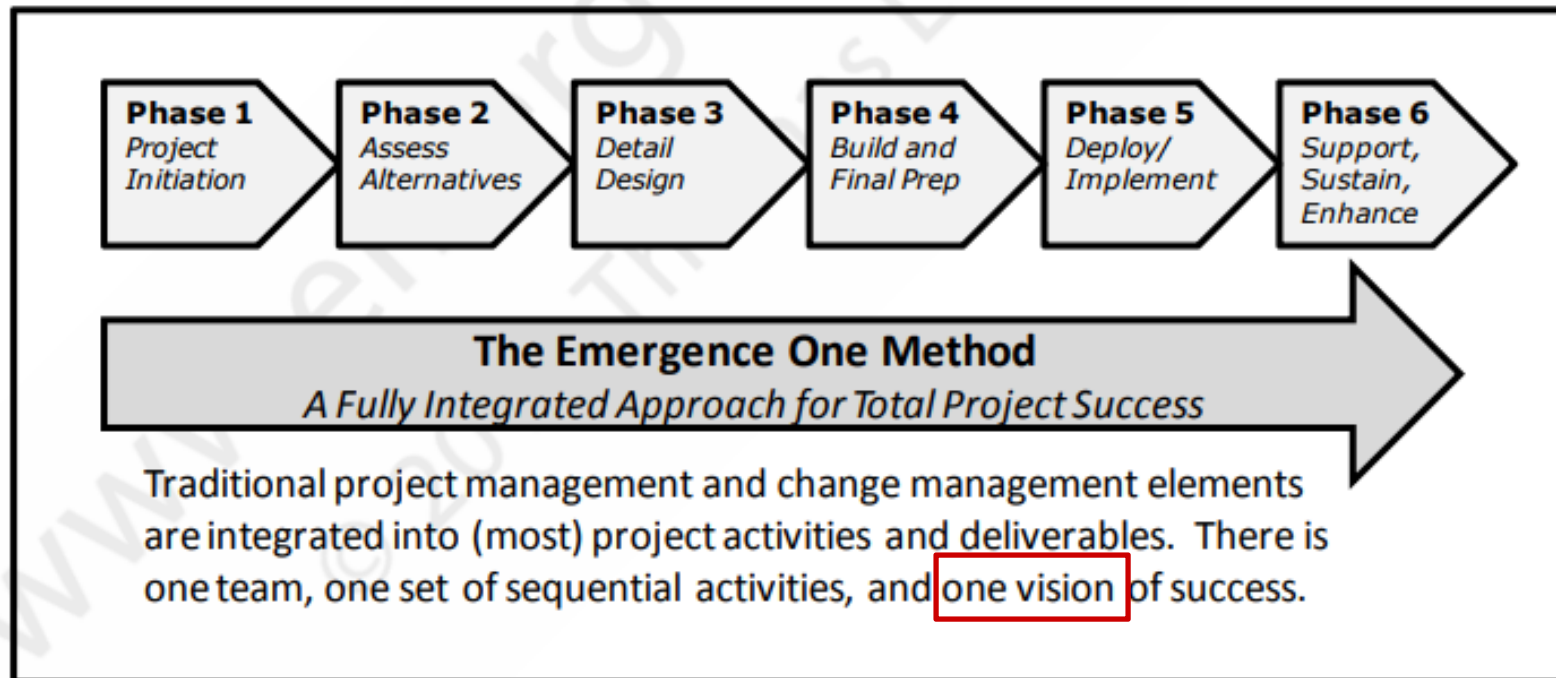
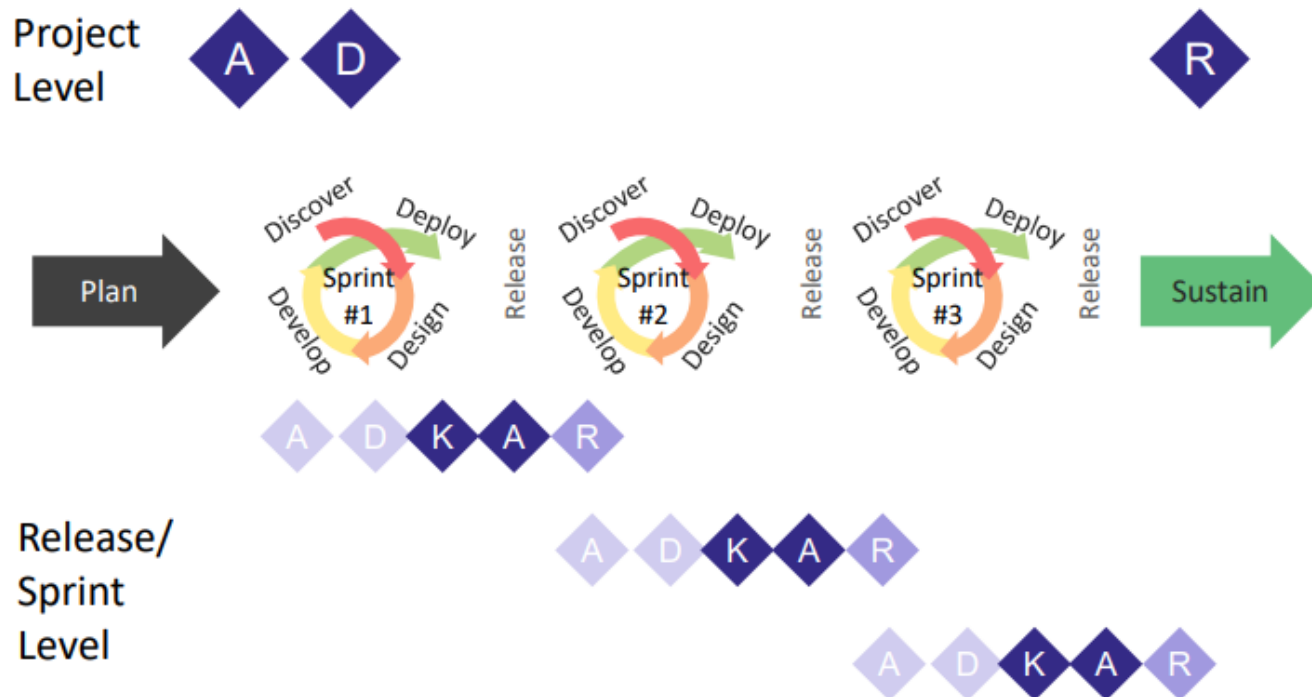


Figure 4.5. *The Emergence One Method, a Fully Integrated Approach for Total Project Success*

Source: Enhancing and Unifying Project and Change Management, 2011

Agile, ADKAR model

ADKAR Milestones in Agile



Agile, AIM model



Which best describes the environment in your current position?

1. CM and PM live in harmony
2. CM is an afterthought
3. There's no time for CM
4. Other or N/A

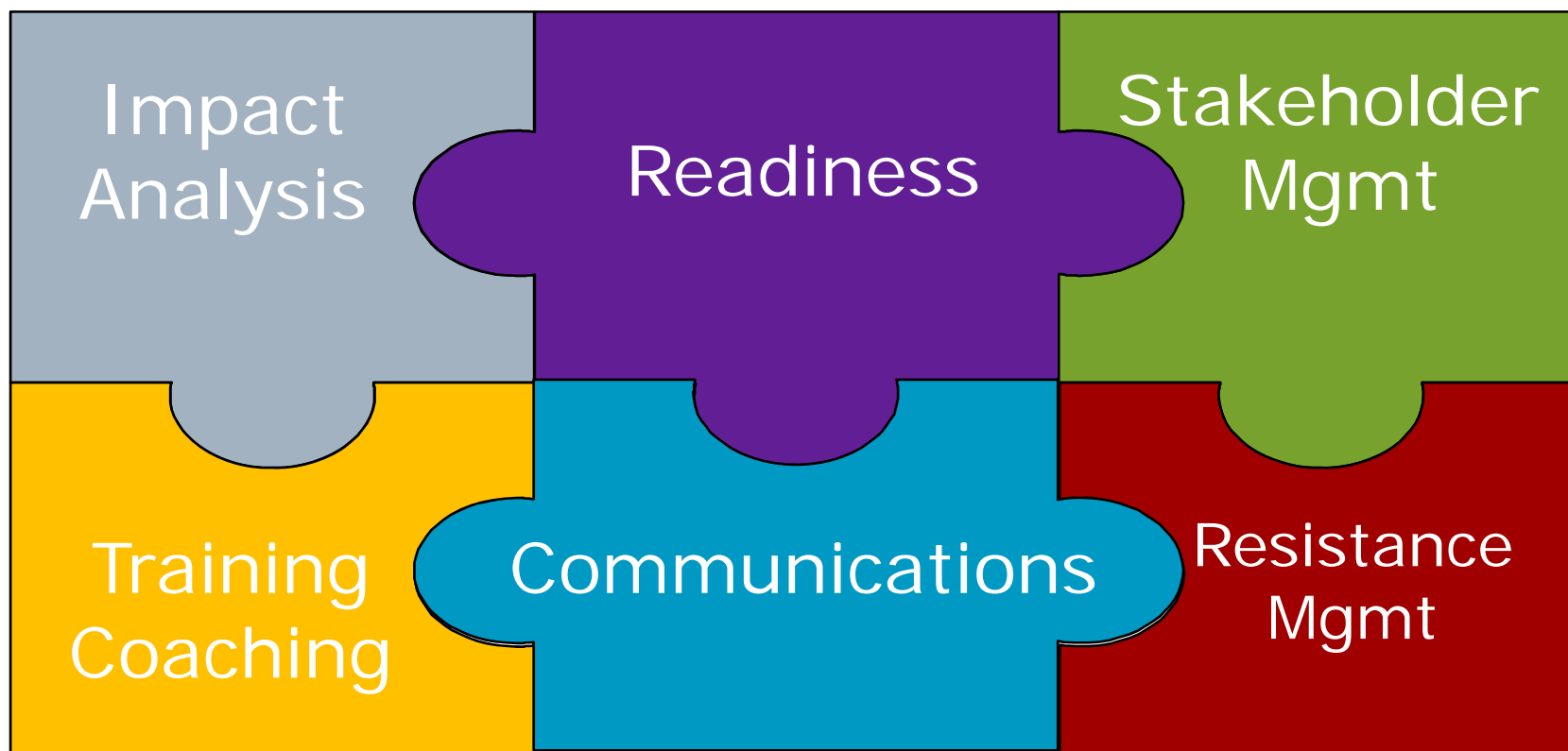


TECHNIQUES AND TIPS





More than salt and pepper (aka Comms and Training)



Favorite CM Tool – The Impact Assessment



Change Impact - Pilot assessment	Process	Systems	Skills	Behavior	Overall Impact
Change Impact Assessment					
Stakeholder Groups					
<input type="checkbox"/> KS Customer Support					
Technical Support	●	●	●	●	●
Customer Service	●	●	●	●	●
Product Usage	●	●	●	●	●
RSST (Regional Sales Support Team)	●	●	●	●	●
Hyderabad Operations/SSHD	●	●	●	●	●

Gaining Support for OCM

1. Make it about the metrics (read: How to Measure Anything by Douglas Hubbard)
2. Customize your pitch (remember: WIIFM)
3. Seize the opportunity, timing is critical
4. Enlist critical business functions. (Surprise! – Finance is a critical ally)



Pièce de résistance

- If you can only do one new thing: Discuss CM earlier
 - Repeat the benefit message: **better adoption = better ROI**
 - Maybe call it “Business Readiness” or “Business Adoption”

- The Impact Analysis can be helpful in an Agile environment
 - Refer back to it often
 - Post it on the wall, along with CX or UI or other guiding lights

- CM can be applied to customers too, not just internal employees
 - Great opportunity to partner with your Product Management teams
 - It’s often rolled into Communication planning

**BONUS:
EVERYBODY'S DOING IT!**

How many “Transformation” initiatives are under way in your company?

1. None
2. 1-4
3. 5-9
4. > 10



Change vs. Transformation

CHANGE	TRANSFORMATION
Finite	Experimental
Future state is usually known	Future state is often unknown
Lower risk	Higher risk
Can be small or large	Large and significant
Managed one change at a time	One Transformation: Many change efforts
Improve the past, -ers	New vision, no comparisons
Uses external influences to generate results	Modifies beliefs so that natural actions generate results
Often process or technology focused	Often focused on culture and behavior

Challenges

Prioritization



KTLO/BAU vs. Transform



Sources: CIO Insight

Transformation Top Five Tips

1. Tireless Leader
2. Ringmaster
3. Prioritize
4. Elevator speech
5. Branding: phrase, object, graphics

Q&A

A photograph showing four hands holding up large, red, three-dimensional letters that spell out "Q&A". The hands are positioned below each character, with the first hand holding the "Q", the second holding the "&", the third holding the first "A", and the fourth holding the second "A". The background is plain white.

APPENDIX

OCM Certifications

- Standards: CCMP (Certified Change Management Professional)



- Method: ADKAR-certified (Prosci Certification Program)

- Method: AIM-certified (IMA Worldwide Certification Program)



Podcasts

- Conversations of Change
- Change Management Review
- Modern Change Management
- Lean Change Management

Recipe No. 1 – May The Force Be With You



$$D * V * F > R$$

The forces on the left must be greater than the Resistance.

And....none of them can be zero.

Dissatisfaction

Vision

First, concrete step to be taken

Resistance



(Source: Gleicher's Formula Dennemiller refinement)

Recipe No. 2 – Probability of Change



$$p(C) = f(D, V, E)$$

Probability of Change is a function of Dissatisfaction x Vision X Energy

(Source: Bose Corp.)