Be the
Change

25 ANNIVERSARY PMI NEW ZEALAND CHAPTER   50 ANNIVERSARY PMI Project Management Institute

Project Management Conference

24 - 26 September 2019
Te Papa, Wellington, New Zealand

www.projectmanagementconference.org.nz   #NZPMC19

PMI
NEW ZEALAND CHAPTER

Spray and Walk Away? No Way!

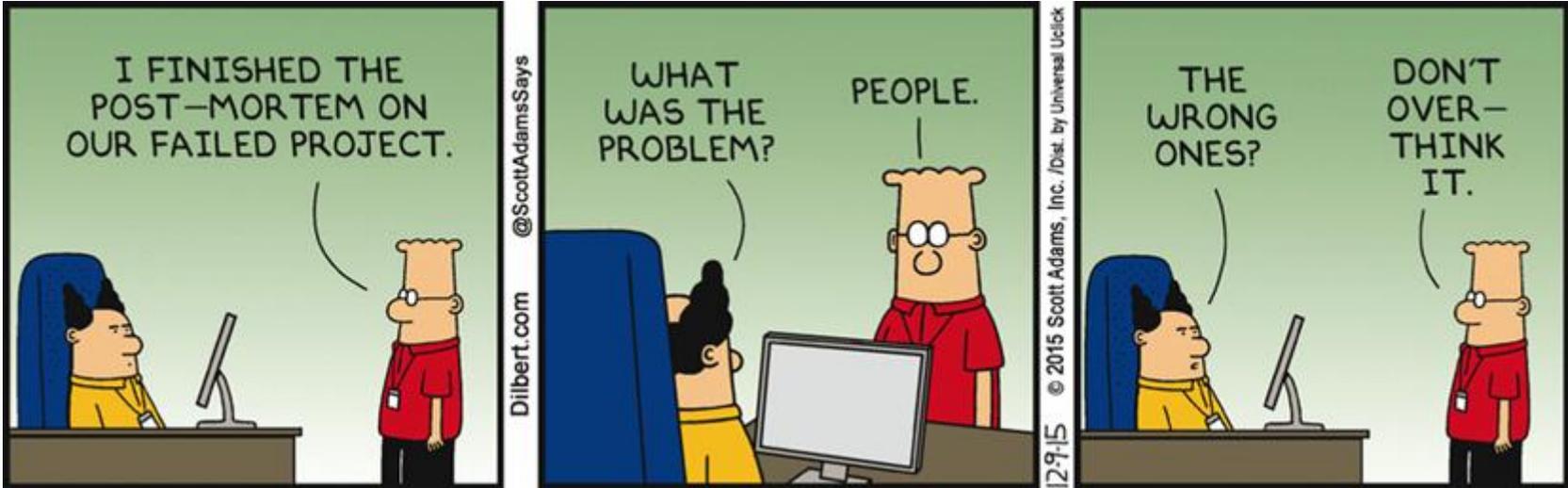## Practical change approaches to help realise benefits

Lydia Harris and Christy Law

Actor Ming-Jen Huang, playing 'The Professor' in the Spray & Walk Away advertisements

www.projectmanagementconference.org.nz   #NZPMC19

Spray and walk away: the analogy

Why are we here?

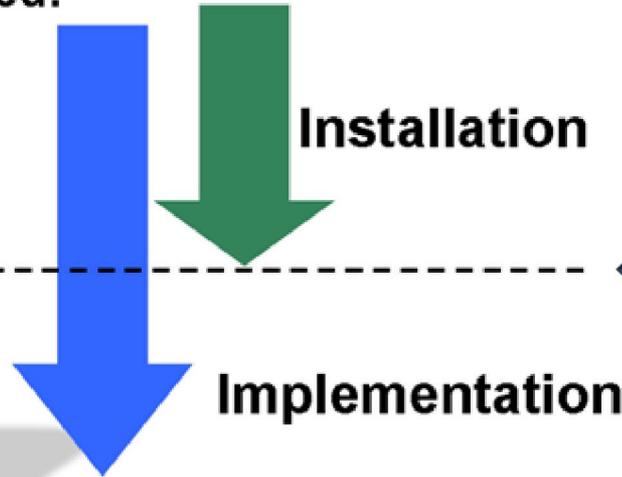**Planned Benefits**

Actual Benefits

The end goal is full implementation

Implementation Success Defined:

- On Time
- On Budget
- Technical Objectives met

- Business Objectives met
- Human Objectives met

Installation

Implementation

The Spray and Walk Away line

Installation *does not* equal Implementation

www.projectmanagementconference.org.nz   #NZPMC19

PMI
NEW ZEALAND CHAPTER

Garden Analogy

Implementation Success Defined:

- Procure seeds
- Put the seed in the ground
- Water
- Wait for it to grow

- -

- Ensure soil is optimal (pH)
- Plant for the conditions
- Continue to feed and water
- Pest/weed/weather control
- Consider other plants and animals in environment
- Talk to plants (optional)
- Monitor, evaluate and correct
- Harvest – reap the benefits
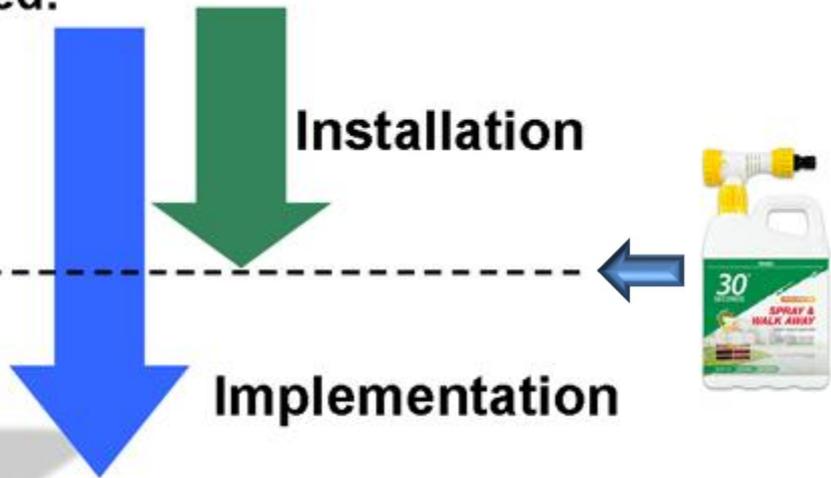
Installation

Implementation

The Spray and Walk Away line

Installation *does not* equal Implementation

©2019 IMA   www.imaworldwide.com

PMI NEW ZEALAND CHAPTER

Christy's 'three leaf clover' installation

Lydia's harvest implementation

www.projectmanagementconference.org.nz   #NZPMC19

The Value Gap

Implementation
Planned Benefits

VALUE GAP

Installation
Actual Benefits

Investment case achievement

Spray and Walk away

Adapted from Changefirst Ltd: Reducing the Value Gap **Time**

PMI
NEW ZEALAND CHAPTER
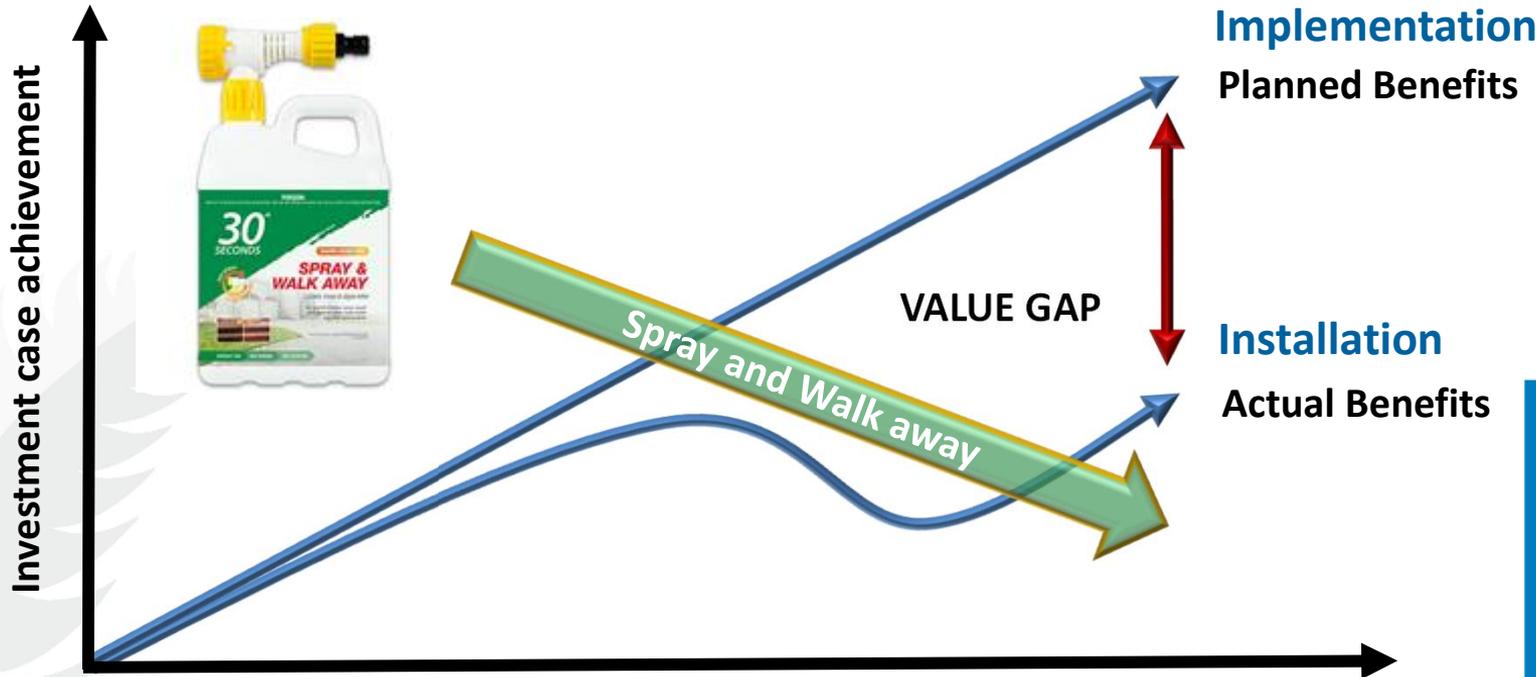
Question

Thinking about a project you've recently been involved in, would you say it took an installation or implementation approach?
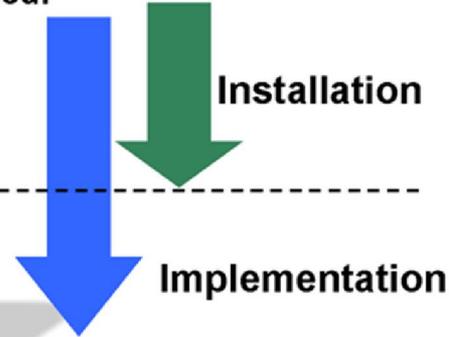
Installation =

Implementation =

Implementation Success Defined:

- On Time
- On Budget
- Technical Objectives met

- Business Objectives met
- Human Objectives met

Installation

Implementation

Installation *does not* equal Implementation

©2019 IMA   www.imaworldwide.com

Lay of the land

The numbers are telling…

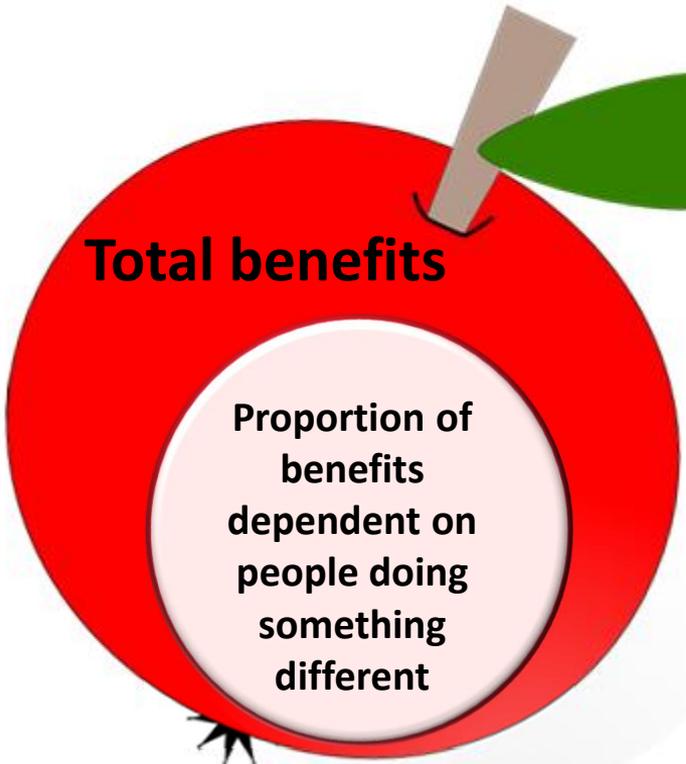|			
21% of projects consistently delivering on benefits	**33%** of organisations deliver projects likely to meet original business objectives	**34%** of organisations likely to achieve stakeholder satisfaction	**29%** of projects do not undertake CM activities

Source: KPMG 2017 NZ Project Management report, Driving Business Performance

www.projectmanagementconference.org.nz   #NZPMC19

PMI
NEW ZEALAND CHAPTER

Let's shift the (sun) dial

Total benefits

Proportion of benefits dependent on people doing something different

THIS!

#NZPMC19

If we don't get this right – i.e. we 'spray and walk away' – will we realise our benefits?

The Granny Smith Scale (GSS)

Proportion of benefits dependent on people doing something different
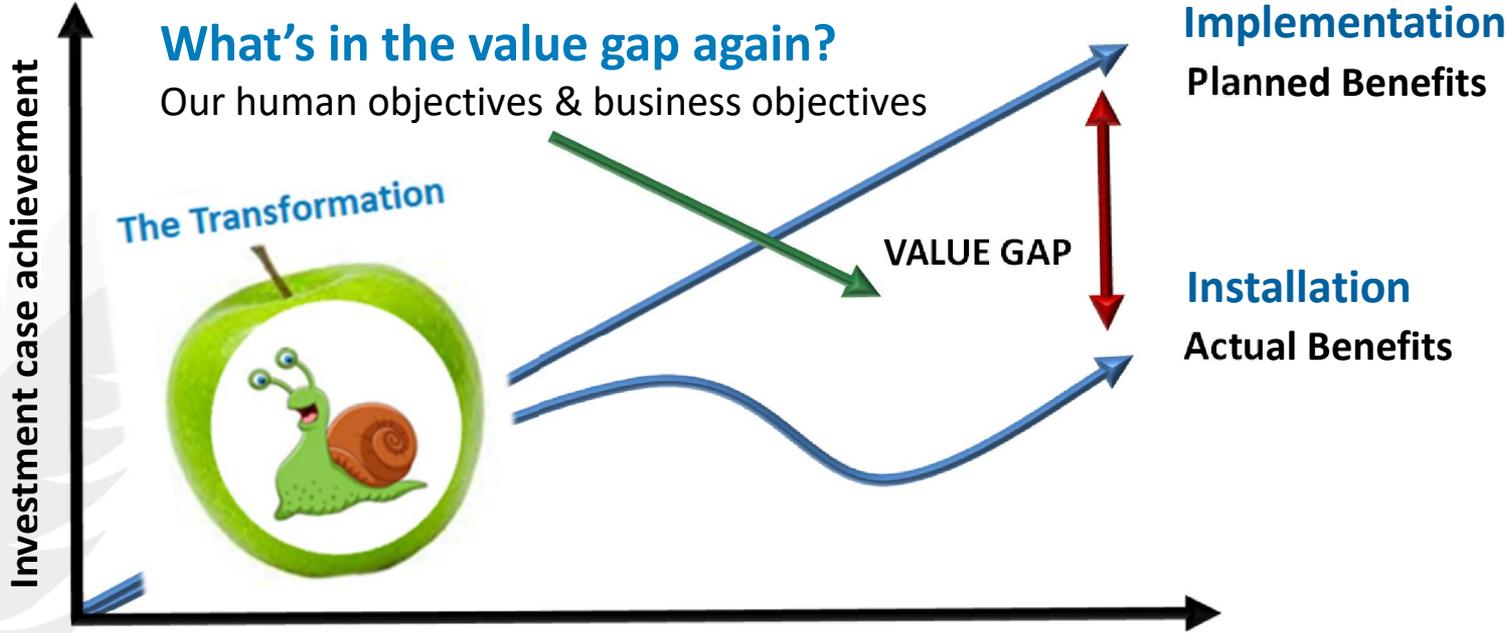
The Server Upgrade

The Transformation

The ERP/FMIS

Seriously, how do we close the value gap?

What's in the value gap again?
Our human objectives & business objectives

The Transformation

Implementation
Planned Benefits

VALUE GAP

Installation
Actual Benefits

Investment case achievement

Adapted from Changefirst Ltd: Reducing the Value Gap   **Time**

PMI
NEW ZEALAND CHAPTER

Let's add some flavour – saffron anyone?

Myth-busting and practical tips to help close the value gap

PMI
NEW ZEALAND CHAPTER

~~Moth~~ Myth #1:
"This just feels like comms and some training doesn't it?"

PMI
NEW ZEALAND CHAPTER

Lawn clipping - Just communications and training

Collaborative Agency / Ministry driven imperative

- Process and behavior driven change

- *"Communications plan please"*

A large Enterprise Resource Planning (ERP) PeopleSoft implementation

- Training customer facing roles on an online purchasing system

- Had never ever used a mouse

PMI
NEW ZEALAND CHAPTER

Tips – Just communications and training

- Know your why

- Understand the true impact

- Communications and training does not equal change

- Recognise the skills gap

- Telling busy people multiple times…

- Acknowledge the productivity dip

- Success or failure – it takes a village

PMI
NEW ZEALAND CHAPTER

~~Moth~~ Myth #2:
Build it and they will come…

PMI
NEW ZEALAND CHAPTER

Lawn clipping - Build it and they will come

An enterprise-wide rollout of new devices and a new operating system

- The need for training on the new device was challenged

  - *"Surely we can just hand them out and that's it, right?"*

- Desire to move at pace and release all features at once

  - *"They'll just learn how to use it"*

PMI
NEW ZEALAND CHAPTER

Tips – Build it and they will come

- Acknowledge that what brings the best can sometimes bring the bad…
- Bring it back to outcomes
- Showcase the true impact of change
- Anchor change approach to benefits
- Bringing benefits into pre-launch assessments

Question

Have you ever had to help 'clean up' a
project that failed to implement?

Yes =

No =

Lawn clipping - Accelerating world of change

- Section of a large organisation undergoing significant transformation

- Plus enterprise wide system upgrade

- Plus client system upgrade

- Plus normal operational activities

- Plus life stuff

- All at the same time

Accelerating world of change

More and more stuff in the watering can

- More projects / initiatives
- Same BAU resources to support
- Shifting priorities
- Siloed pipeline view
- Squeakiest wheel
- Political agenda

BUT: **Still poured on the same people**

Tips - Accelerating world of change

- Know your pipeline and help executives prioritise
- Identify impacts early
- Create historical 'good' change
- Know when to stop / say no: recognise the human risk factors
- Equip leaders and people
- Get change to the table
- Acknowledge support functions / resource needs

Having purposeful direction

Ecosystem (generally) - A complex network or interconnected system

Lawn clipping - Leadership and Governance

- Steering Committees that only focus on the Status Report (oversight only)
- 'It's just making decisions for others to implement...'
- Running from board to board to board
- Active discouragement of the change or challenging the rationale, even at go-live
- Detached from what's happening 'on the floor'
- Leadership gap: between the levels

PMI
NEW ZEALAND CHAPTER

Tips – Leadership & Governance

- Right people, right level, right decisions
- Get the hook right, not the right hook: board members who want to be there
- Clear roles and responsibilities, including time commitment
- Robust review processes
- Look beyond the report: not just installation
- Voice of the people… all the people

PMI®
NEW ZEALAND CHAPTER

Chat with your neighbour

What is the main leadership and / or governance challenge you have faced on a project?

Two minute discussion

PMI
NEW ZEALAND CHAPTER

~~Moth~~ Myth #5:
Transition and handover will set them up – that'll close the gap.

PMI
NEW ZEALAND CHAPTER

Lawn clipping - Transition and handover will set them up

- Technology and process project
- Project said that they should be doing it for the business
- Business (inexperienced) let them
- Expected at go live (and project team exit), that the business would be fully productive
- Mitigation? Handover – towards the end of the project

PMI
NEW ZEALAND CHAPTER

The Transition Gap
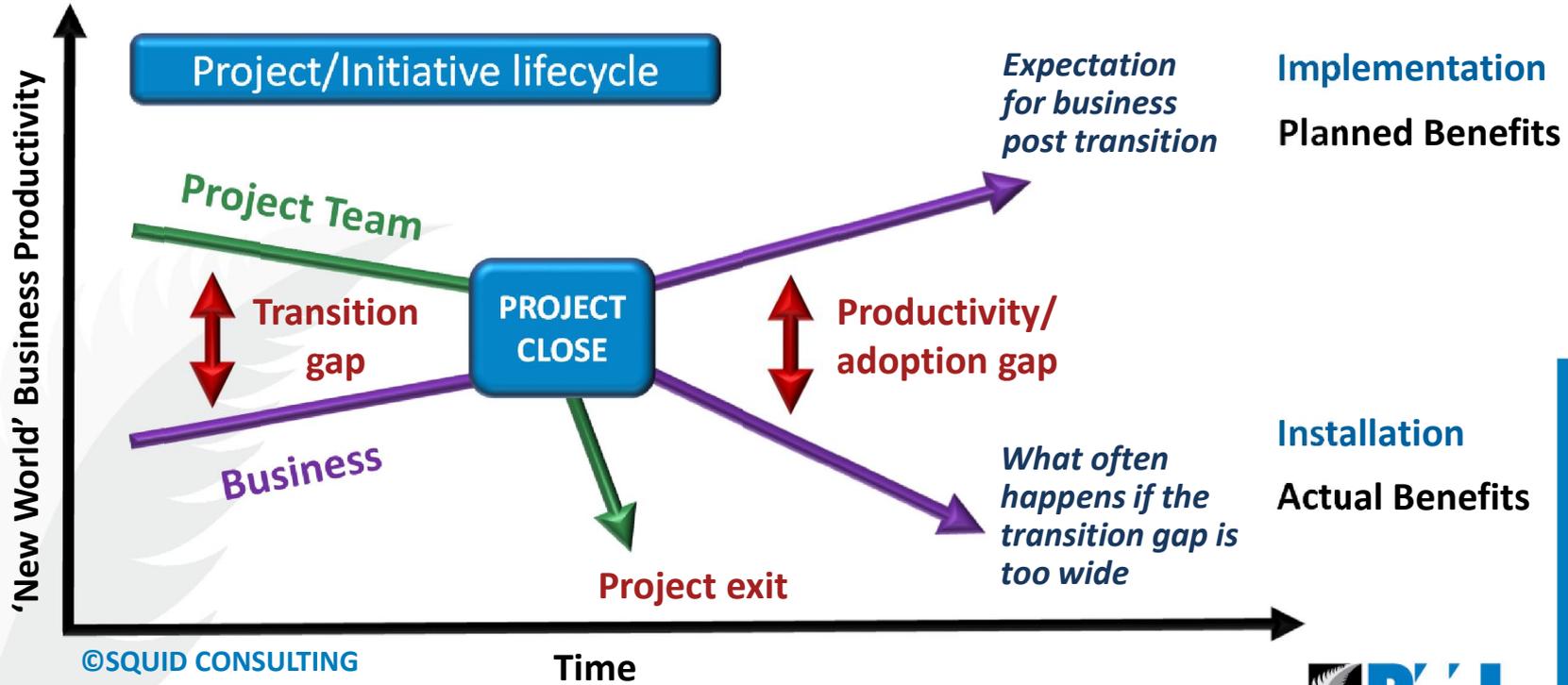
Tips – Transition and handover will set them up

- Business takes ownership from the beginning and is responsible for the ongoing success
- Clear understanding of our roles to support the business to deliver the change
- Clear acceptance criteria: being ready, willing and able
- Catch the one ball, not twenty

CLOSE THE GAP

PMI
NEW ZEALAND CHAPTER

Be the Change | Project Management Conference 2019

~~Moth~~ Myth #6:
No-one will manage the benefits after go live...

www.projectmanagementconference.org.nz   #NZPMC19

Lawn clipping - No-one will manage the benefits

Multi-phase project: case development

- Detailed benefits mapping and realisation planning completed in earlier phase; designed and agreed by the board to be carried into future phases

- Project removed agreed benefits and created new benefit statements without measures or baselines

But what are we rewarding?

Implementation
Planned Benefits

Often this!

Installation
Actual Benefits

PMI
NEW ZEALAND CHAPTER

Tips – No-one will manage the benefits

- Communicate benefits early and often
- Benefits owners joined up with the project
- Build financial benefits into budgets
- Consequences that reinforce realisation

"Reinforce what you want to see repeated. What gets rewarded gets done." – Brian Tracy

PMI
NEW ZEALAND CHAPTER

Question

Does the organisation you work for (or have) consistently go back and check that planned benefits have been realised?

Yes =

No =

What else impacts realisation?

- Maturity of the organisation to own and lead the change

- Changing priorities: internal, legislative, opinion

- Market disruption: shiny, game-changing things

- If you want everything to be 100% perfect you need 100% control… it ain't gonna happen!

- Some initiatives will be hard and 'hurt', no matter what you do

- Culture, values and behaviours are a long game: no quick fixes

- Internal politics of an organisation

- Budget, baby!

- And don't forget Mother Nature…

www.projectmanagementconference.org.nz   #NZPMC19
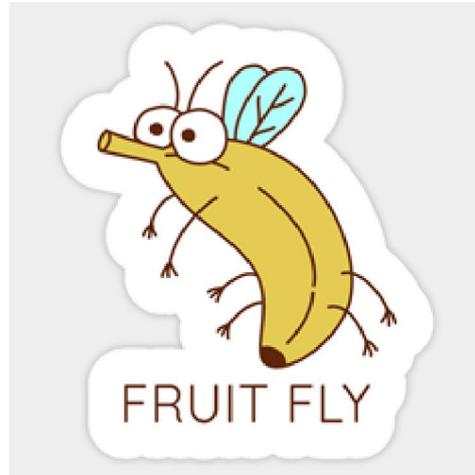
Who wants takeaways?

- Installation vs. implementation and the value gap

- Granny Smith Scale: understanding the level of people change required

- Clear roles and responsibilities, and connection into the wider ecosystem

- What gets rewarded gets repeated

- Spray and walk away does not set an organisation up for success

This guy - he sooo realised his planned benefits!

Have you ever been invited to a benefits realisation party?

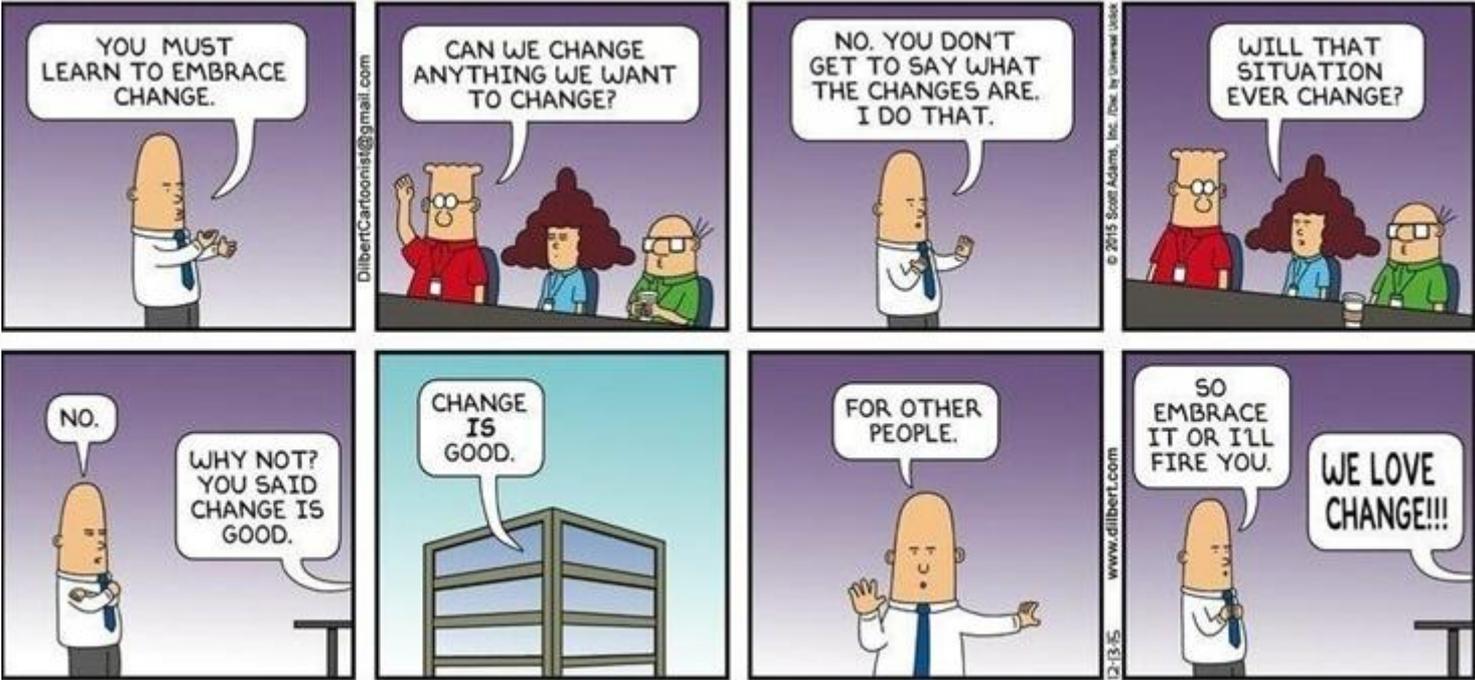www.projectmanagementconference.org.nz   #NZPMC19

Final thoughts

"A garden requires patient labour and attention. Plants do not grow merely to satisfy ambitions or to fulfil good intentions. They thrive because someone expended effort on them."

- Liberty Hyde Bailey

Thanks!

Bonus read: Other useful tips

- **Tip #1:** If you are pulling a group of people together to help understand the impact of your change, find the people who can be perceived as 'naughty' in the organisation (i.e. those who find the shortcuts or don't always follow process…) as they will find the gaps and the work arounds.

- **Tip #2:** Find your influencers and your informal leaders: they may not be in leadership roles, but they help to shape those who are and the way leaders respond to and support change.

- **Tip #3:** If leaders are not willing to reprioritise and drop off 'low hanging fruit' to allow for the new thing, point out that what they're saying is the new thing is of less importance than their lowest priority.

PMI
NEW ZEALAND CHAPTER

References

Implementation Management Associates (IMA):

- *IMA Mini Guide to Installation vs. Implementation eBook*

Miller, D. (2011):

- *Successful change: How to implement change through people.* West Sussex, UK

Changefirst Ltd:

- White paper, *Reducing the Value Gap of Organizational Change*

KPMG:

- 2017 NZ Project Management report, *Driving Business Performance*

Prosci:

- *What amount of the project benefits (ROI) depends on employee adoption and usage?"*