



Be the
Change

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Project Management Conference

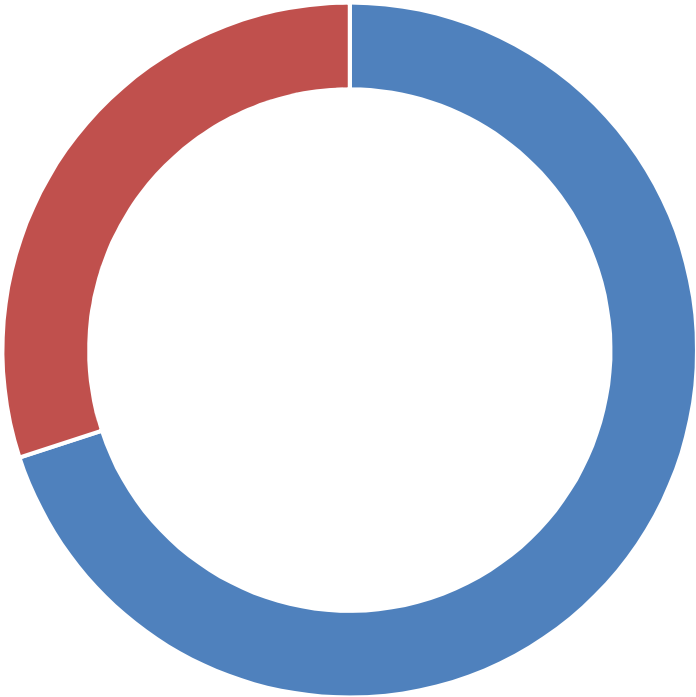
24 - 26 September 2019

Te Papa, Wellington, New Zealand

EMBED Change

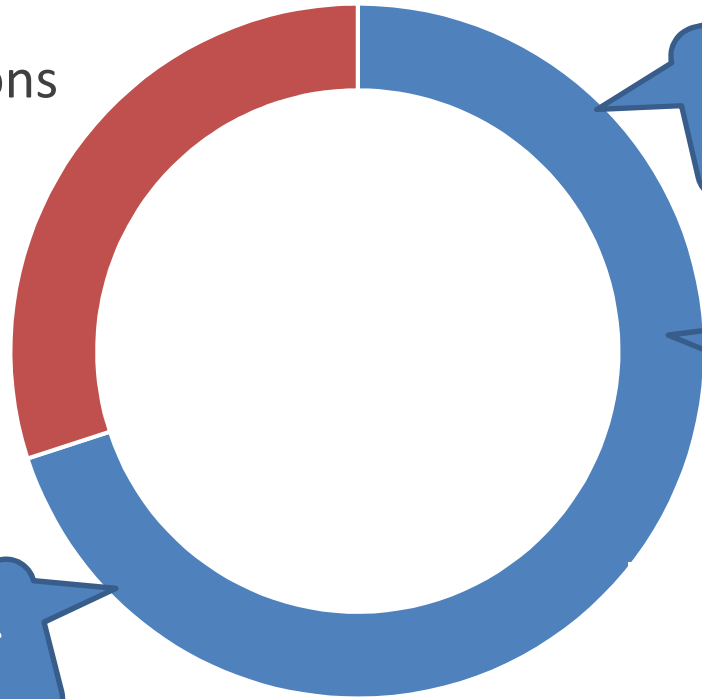
Agenda

1. Why engage
2. Impact and influence heat map
3. Exercise
4. Engagement what works when
5. Recognising engagement



McKinsey Quarterly Transformation Executive Survey, 2008

Successful Transformations
30%



39 % Employee resistant to change

33 % Management behaviour doesn't support change

18 % Other e.g. budgets etc.

Failed Transformations
70%

72%

6 Years later 2014

MCKINSEY Secrets of Successful Implementation

67% of those who were successful

65% of those who were unsuccessful

#1 Clear, organisation-wide ownership of and commitment to change across all levels of organisation

McKinsey Centre for Government Report 2018

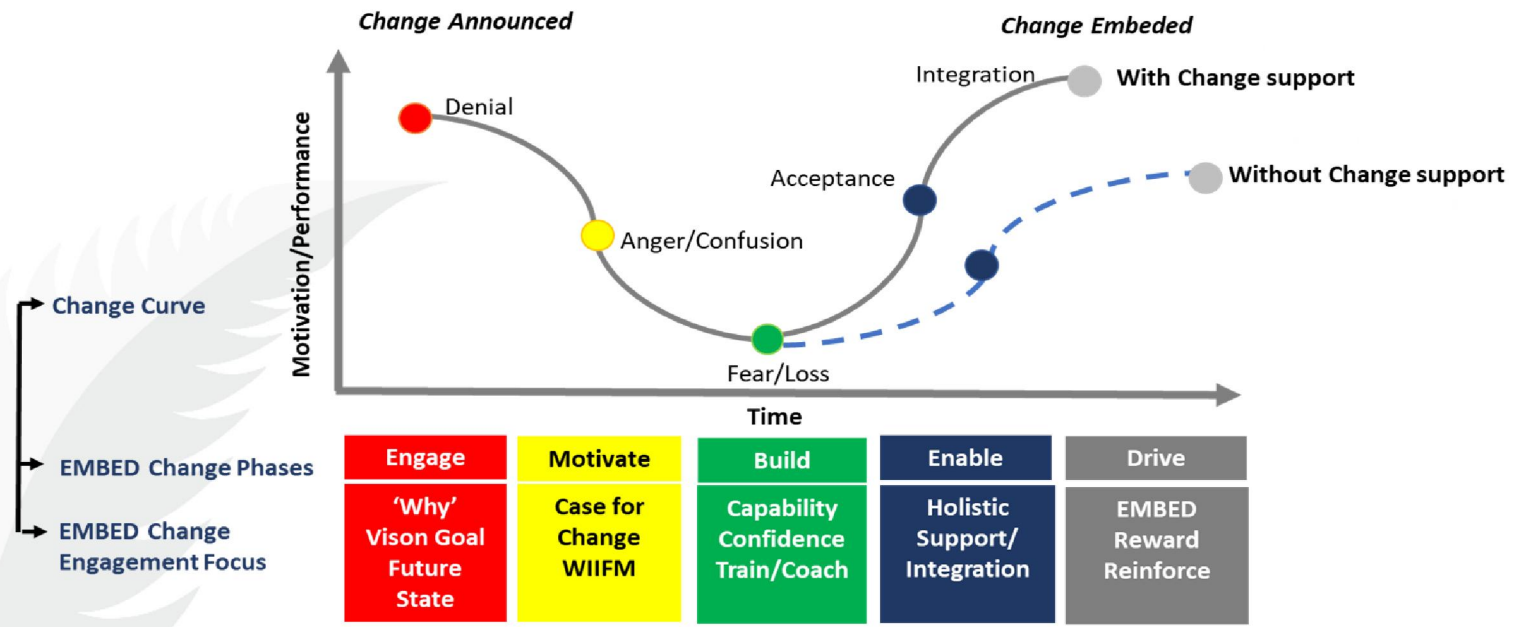
Only 20% of large-scale government change efforts fully succeed in meeting their objectives

– those who did succeed had committed leadership and compelling communication

Why is engagement and embedding change so hard?

Helping people to engage is a process

EMBED Change Phases



Simple example: Child dressing

Transactional
Put right clothes on each morning

Get out of bed

Open drawers and select right clothes for day

Put on clothes and shoes correctly

Put yesterday's clothes are in the laundry

Go to school on time in sport uniform

Engaged
Put right clothes on each morning

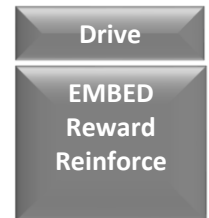
I wake up and think about what's happening at school today... ah! I remember it's sports day. Get out of bed.

I like sports but can only play if I wear the sports uniform – teachers rule. I open drawers and select my sports uniform.

I've learnt and am confident in how to put my clothes on, do up buttons so they line up, zip up my jacket, and tie my shoe laces.

I feel supported knowing if I put my clothes in the laundry they will be cleaned, ready for next time.

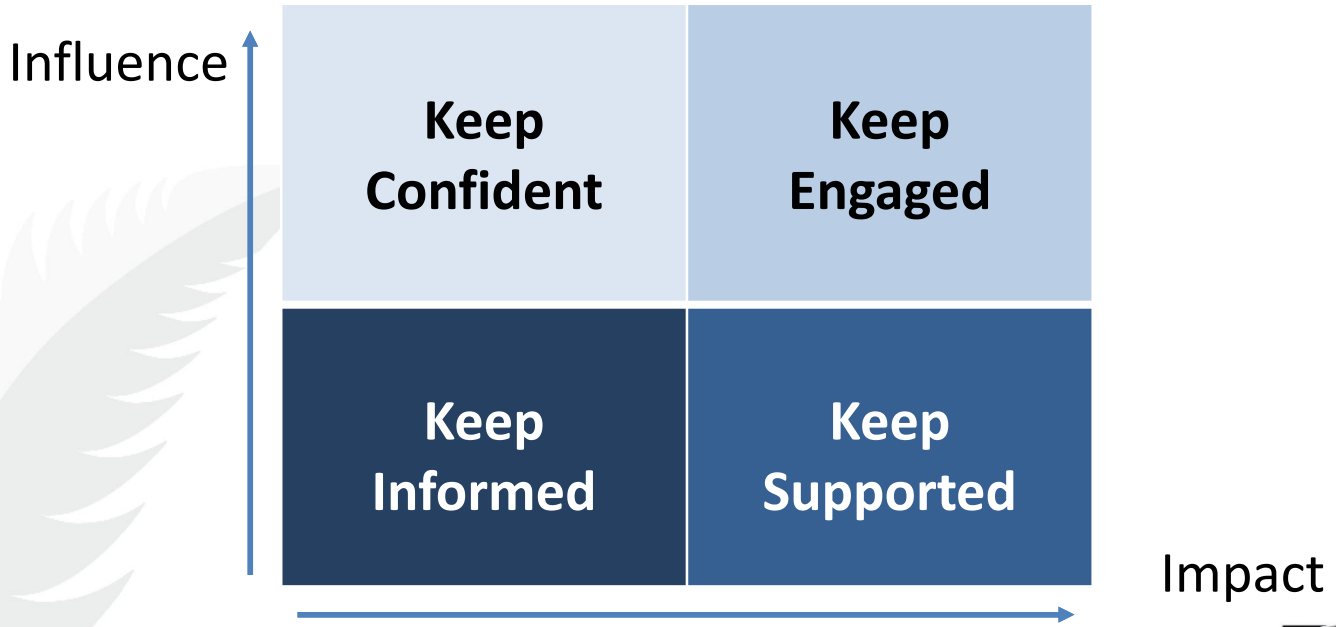
I happily go to school, knowing I have the right clothes on so I can play sports, and the teacher will be happy 😊.



Engaging people - is taking them on
the journey...


but who do you engage with?

Stakeholder Influence Impact Matrix



High Influence Low Impact

Keep Confident	
Executive	Legal
HR	IT
Legal	



High Influence High Impact



Keep Confident		Keep Engaged	
Executive	Legal	Unit Mangers	Team leaders
HR	IT	Training Team	Comms. PR
Legal		Service support	Key people
[Redacted]		[Redacted]	



Low Influence High Impact

Keep Confident		Keep Engaged	
Executive	Legal	Unit Mangers	Team leaders
HR	IT	Training Team	Comms. PR
Legal		Service support	Key people
		Keep Supported	
		Team one	Team two
		Team three	Team four
		Team five	Team six

Low Influence Low Impact

Keep Confident		Keep Engaged	
Executive	Legal	Unit Mangers	Team leaders
HR	IT	Training Team	Comms. PR
Legal		Service support	
Keep Informed		Keep Supported	
Other teams	Customers	Team one	Team two
Unions	Suppliers	Team three	Team four
Press		Team five	

Heat Map

Keep Confident		Keep Engaged	
Executive	Legal	Unit Managers	Team leaders
HR	IT	Training Team	Comms. PR
Legal	Who has Mana	Service support	Who has Mana
Keep Informed		Keep Supported	
Other teams	Customers	Team one	Team two
Unions	Suppliers	Team three	Team four
Press	Who has Mana	Team five	Who has Mana

EMBED Change

So, you have...

identified who your key stakeholders

identified their level of influence or impact

identified if they are warm or cool

identified who has mana

...now its time to go to work

Stakeholder Matrix Exercise 5 mins

- Plot your stakeholders on the matrix
- Identify if they are warm or cool
- Highlight who has mana
- Decide: Partner Collaborate Inform

Case for Change



What do they need from you to be able to become engaged?

Case for Change & Elevator pitch

- Strategic alignment (why we are doing it)
- Benefits to Organisation Staff Customers etc (WIIFM)
- Support from the business (e.g training)
- How it will be integrated (supported)
- What will happen if we don't do it (stick)

Case for Change Exercise

Case for Change

<p>Why does the change need to happen?</p>	<p><i>Deliver a strategic goal?</i> <i>Result of customer feedback?</i> <i>Result of employee feedback?</i> <i>Legislative requirement changed?</i> <i>Sector or industry requirement changed?</i> <i>Financial targets not being met?</i> <i>Process improvement required?</i> <i>Global trends impacting the organisation?</i> <i>Other?</i></p>
<p>What are the benefits for the organisation – what will improve?</p>	<p><i>Customer satisfaction?</i> <i>Employee engagement?</i> <i>Employee satisfaction and wellbeing?</i> <i>Financial benefits?</i> <i>Production benefits?</i> <i>Compliance?</i> <i>Productivity?</i> <i>Other?</i></p>
<p>What are the benefits for employees?</p>	<p><i>What are the benefits for the executive?</i> <i>What are the benefits for senior managers?</i> <i>What are the benefits for frontline managers?</i> <i>What are the benefits for employees?</i></p>

Engagement Activities

Define Change and Engage Explain why, future state – create openness to change	Design Change and Motivate WIIFM and get people on board- create enthusiasm	Develop Change and Build Capability and confidence – create ownership	Deliver Change and Enable Holistic support in BaU – create team environment	Drive Change Embed change in BAU
LEADERSHIP MEETINGS				
Leadership meetings, are the best vehicle for an executive to discuss a change and understand its strategic intent	Even the executive need to understand WIIFM – communicate how this change impact their area of responsibility?		Leadership meetings are a great way to ensure that support functions are on board with the change and ready to enable its success	Leadership meetings are a great place to track benefit realisation in monthly reporting etc.
STAKEHOLDER MEETINGS				
Stakeholder meetings are a great way to launch a change as they provide the opportunity to group like cohorts so the message can be slightly more tailored than a Town Hall meeting	Smaller group stakeholder meetings can provide the opportunity to delve more into the detail		Stakeholder meetings provide the opportunity to share enabling support information specific to a cohort	Stakeholder meetings can be a great way to provide updates that consolidate the change is working to plan



How to get people engaged and keep them there

... focus on WIIFM all the way

Initial	Develop	Design	Implement	Embed
Engage	Motivate	Build	Enable	Drive
WHY	WIIFM	Training	Support	Governance
Communicate Vision Senior Executive Roadshows Townhalls	Communicate Detail Manager Workshops solutions SME Collaborate	Plan develop and deliver training Build confidence Do pulse checks	Coaching Early life support plans Floor walkers	Create ownership Strong governance to achieve benefits

Not Engaged Behaviour

Managers and employees

- act in denial
- don't attend important meetings
- don't make important decisions
- don't release resources to participate or contribute
- talk negatively about the change
- exhibit passive aggressive behaviour
- perform their role with less care
- hinder peers from contributing
- block or sabotage the change process
- revert to old ways of working when a problem or issue arises

Engaged behaviour – your ticket to the 30% group



Managers/teams

- attend important meetings
- make important decisions
- release resources when required
- talk proactively about the change
- don't revert to old ways of working when a problem or issue arises
- want to learn about the change
- want to know how they can help make it a success
- provide constructive input/feedback
- want to understand how the operation will be affected
- seek to find out what skills will needed to be effectively in future

The EMBED Change Toolkit

EMBED Change Practitioners Certification
PMI Professional Development Units (PDU's)

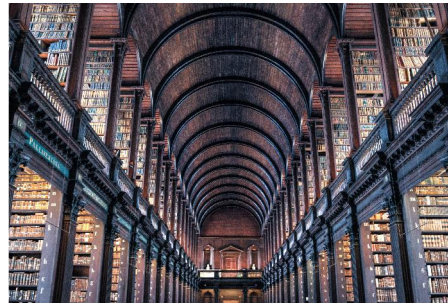
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Thank you for your time – we hope you've had fun



Online Learning Modules



Knowledge Bank



Templates & Examples

www.projectmanagementconference.org.nz

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