



**Management  
Solutions**

# **Change Management**

**integration with Project Management**

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**I joined Management Solutions in November 2014 to launch Management Consulting Division, especially focus on “Organizational Change Management”**

**Before joining, I worked for IBM Japan.co.ltd and was working for Global Transformation project of Corporate Head Quarters (CHQ) as Japan leader for a long time.**

**Organizational Change Management, Transformation, Globalization, Software Engineering are my professional area.**

**～ Message for today’s speech ～**  
**“Transformation” has increased its speed and its frequency. In any change, people’s motivation goes down and their resistance increases which in turn lessens the projects’ expected value. The appropriate “Change Management ” approach the “people” who are affected by the “Change” should be integrated with Project Management to maximize the projects’ expected value.**

# **Organizational Change Management or Enterprise Change Management**

- 1. What's Change Management?**
- 2. MSOL approach to Change Management**
- 3. Change Management w/ Project Management**

- 1. What's Change Management?**
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**Have you heard of  
Change Management ?**

**Do you know  
Change Management ?**

**Experienced  
Change Management?**

# Change Management is... (1/5)



so many definitions...



Change  
Management  
Institute



company I



company A

## Definition examples

### PMI

A comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business benefits. It helps organizations to integrate and align people, processes, structures, culture, and strategy.

Successful organizations do not evolve randomly, but through purposeful and dynamic strategies that anticipate, influence, and respond effectively to emerged and shifting external trends, patterns, and events.



the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.



A deliberate set of activities that facilitate and support the success of individual and organizational change and the realization of its intended business results.



Approach to transition individuals, teams, and organizations to a desired future state.

In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced and approved



# Change Management is... (3/5)



## Common used words ...

organization, change, people (individuals),  
intended business results, structured approach



Change  
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company I



company A

# Change Management is... (4/5)

**“Change Management” is the structured approach (people side)  
for Organizational Change  
to realize the intended business result!!**



**From the second half of the 20<sup>th</sup> Century  
~to the present**

**But ...  
How to approach?  
What to do?**

**The Fail rate of the Change**  
**60~70%**



But I know “Change Management”  
is the structured approach (people side)  
for Organizational Change  
to realize the intended business result...

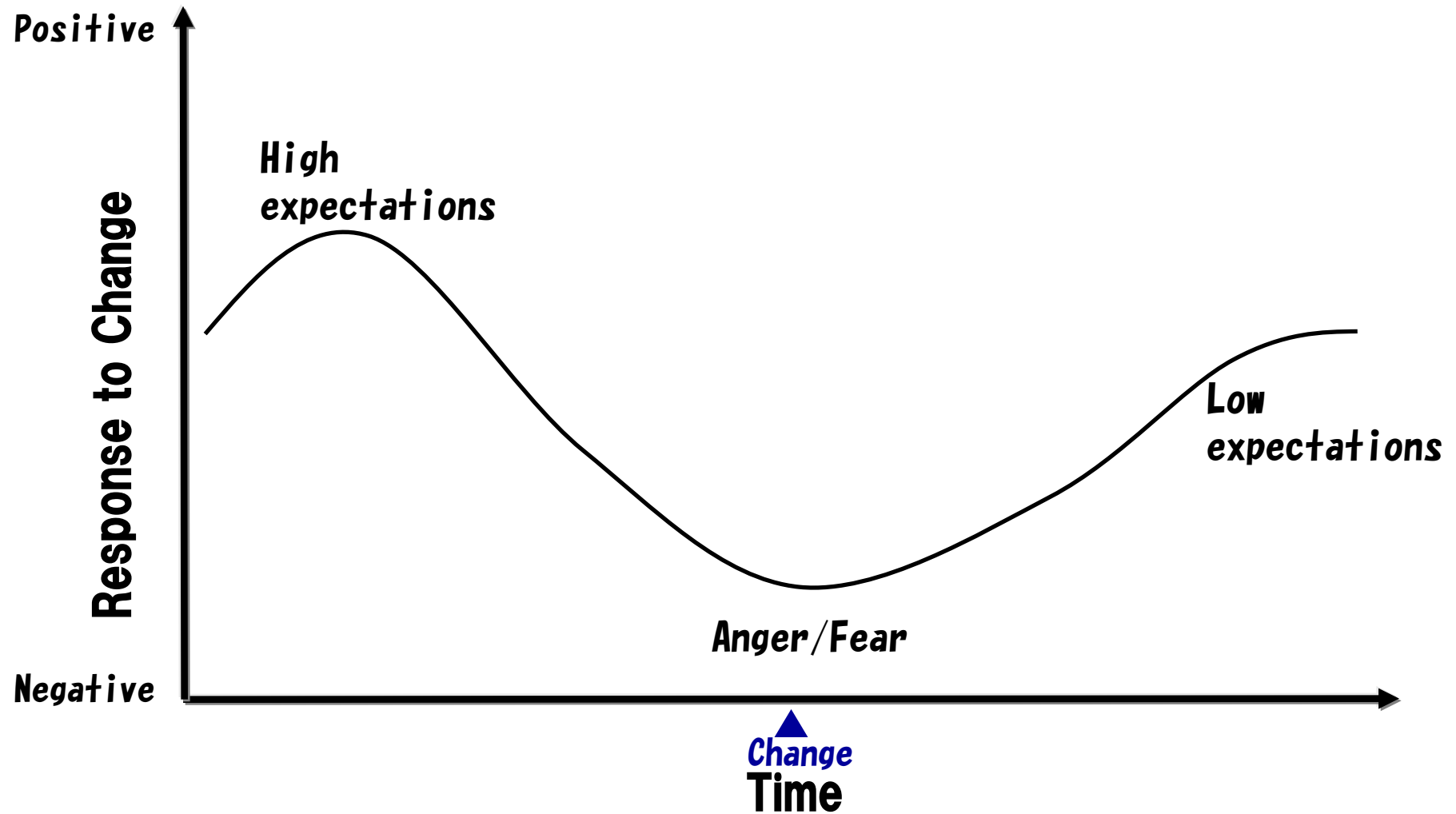
# What is Organizational Change ?

- 1. A disruption to the current way of doing things**
- 2. Increase the “amount” and the “frequency”**
- 3. Occurs simultaneously in the organization**
- 4. Affect employees at all levels in the organization**
- 5. Generate the RESISTANCE over the life cycle of a project**

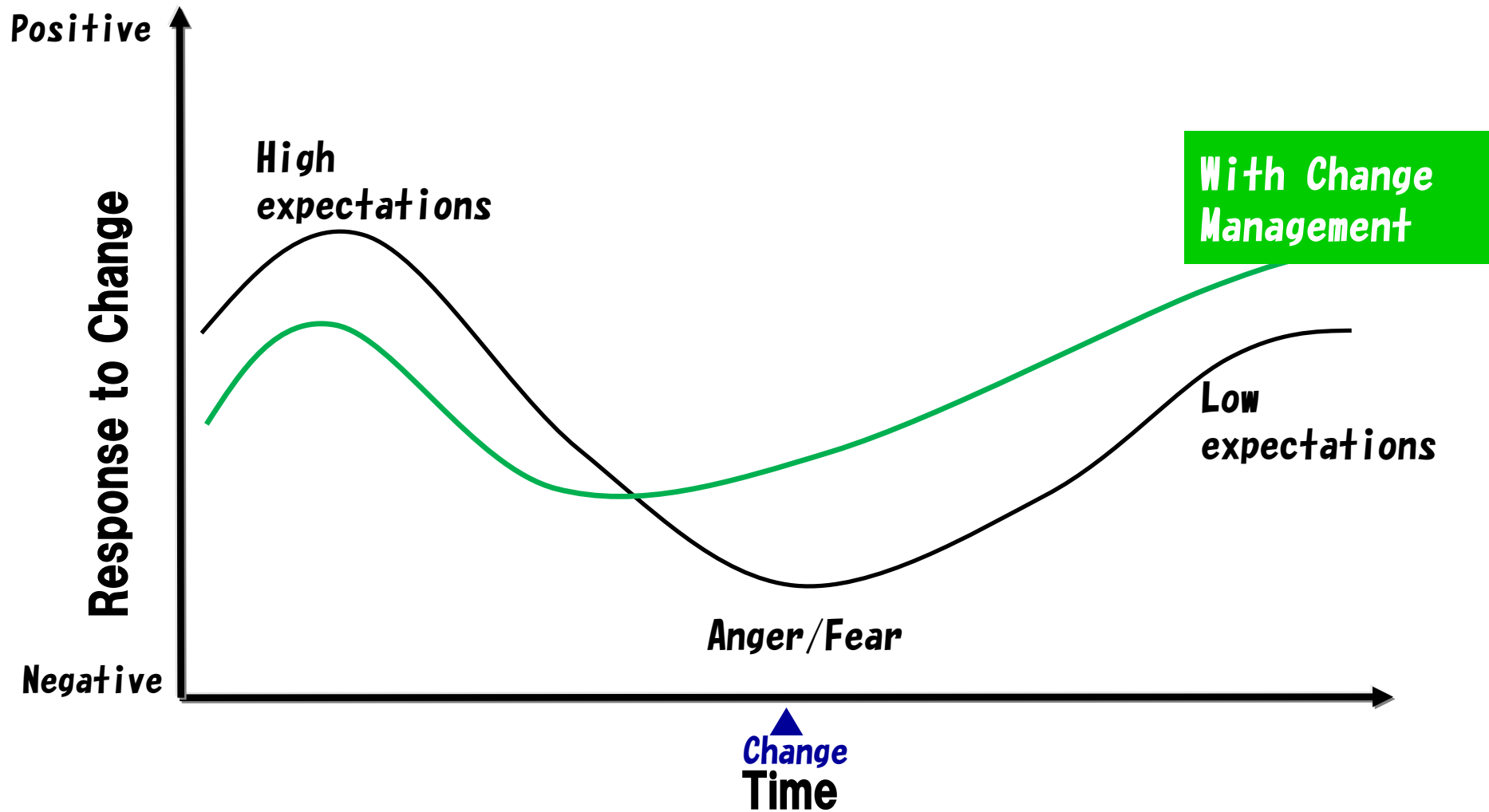
# The RESISTANCE for Organizational Change



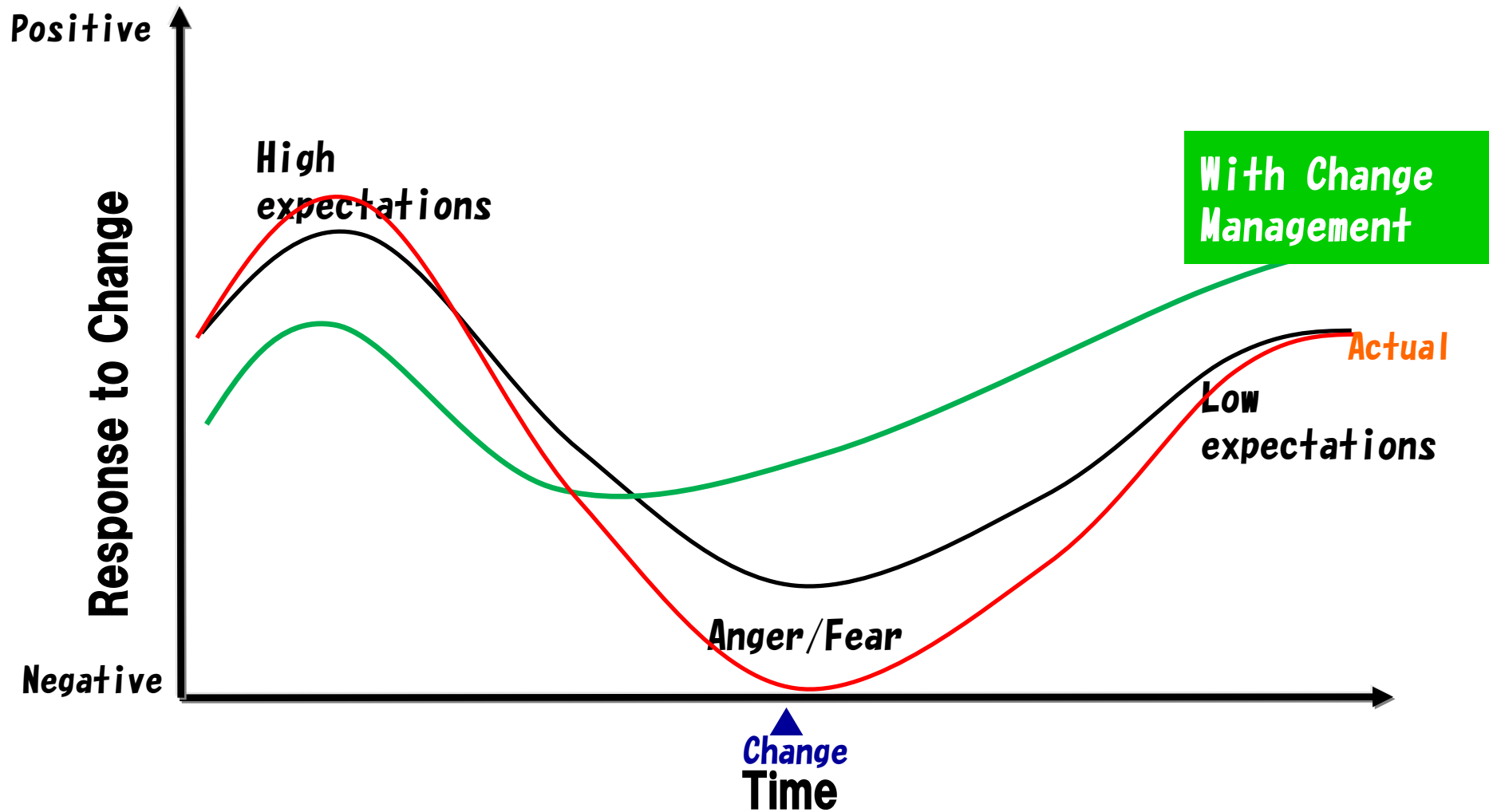
# Change Curve (resistance curve)



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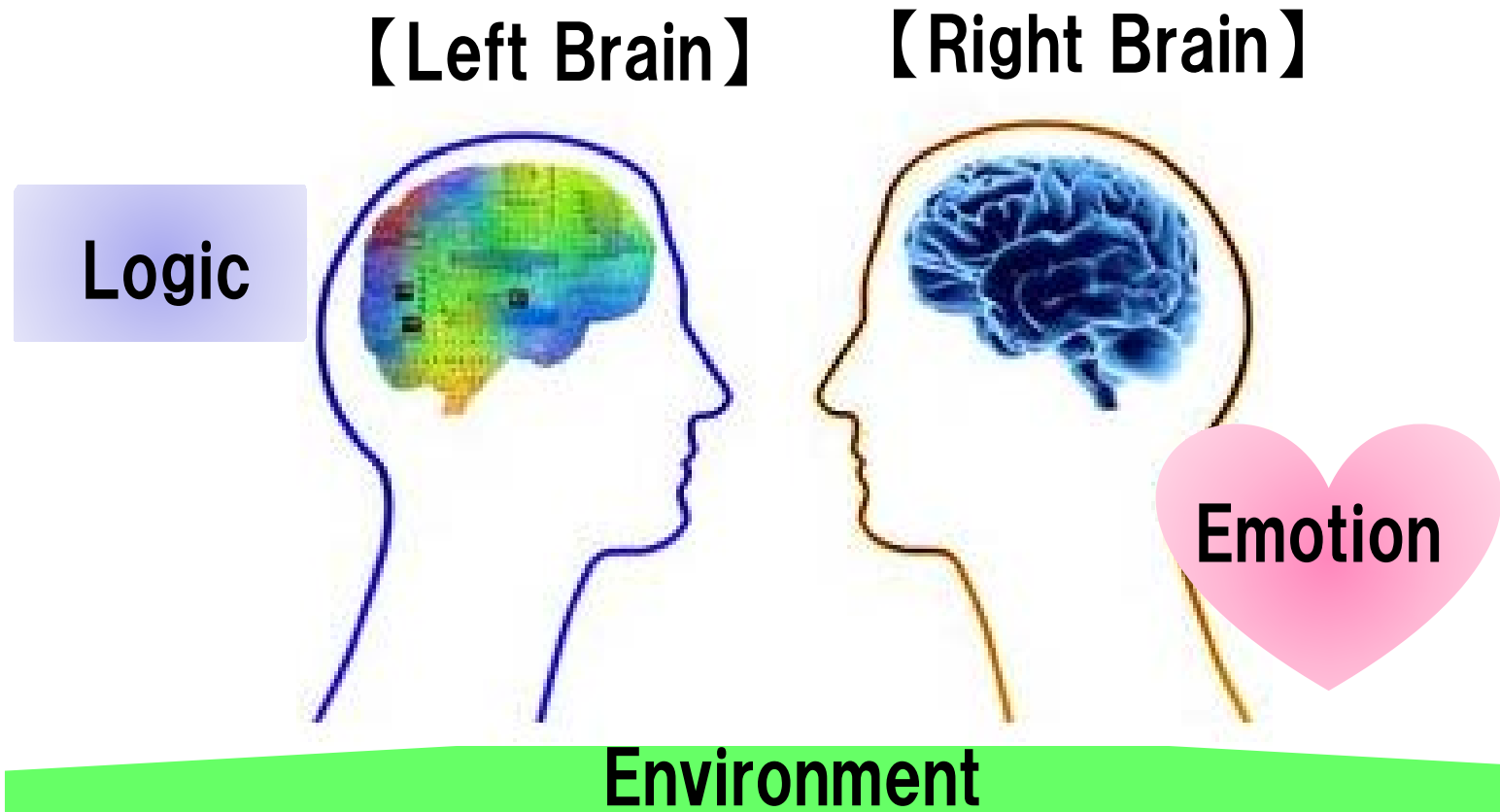
# Change Curve (resistance curve)





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- 3. Change Management w/ Project Management**

## Understand Logic, Emotion, Environment to Realize the Change

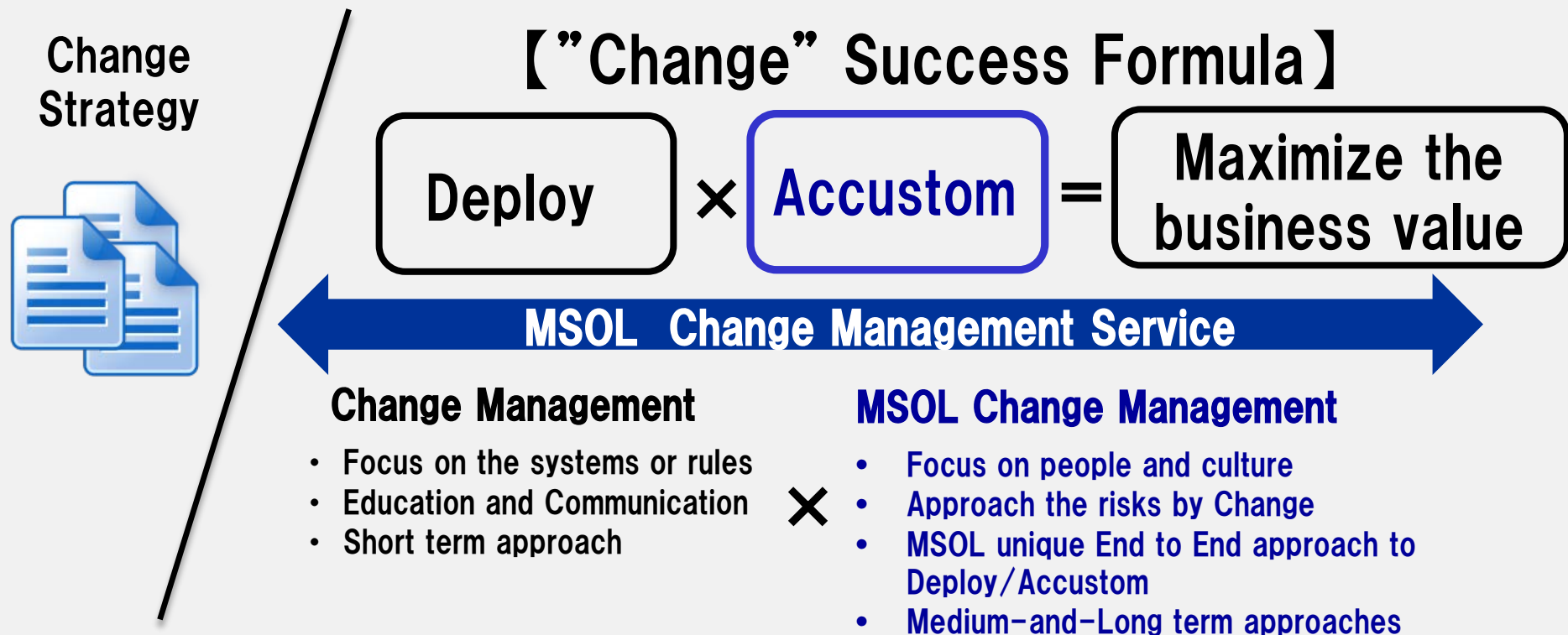


# Change Management (1 / 3)

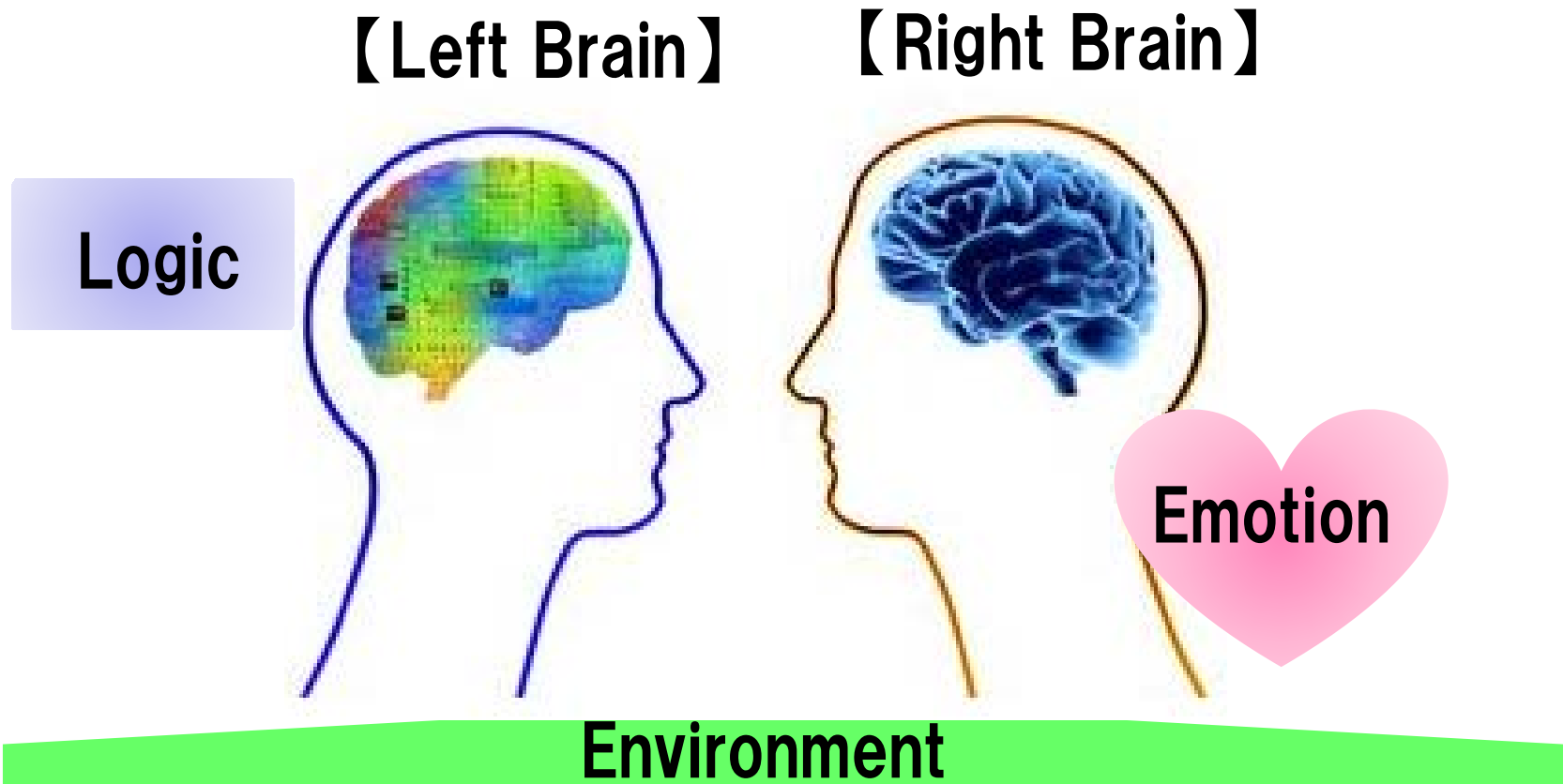
– the approach to achieve the continuous development of the people–

**MSOL Change Management = Definition& Concept =**

To execute the change strategy, approach the risks (obstacles) that prevent the people from adapting to change ; to maximize the expected business value by the project



**Understand Logic, Emotion, Environment to Realize the Change**

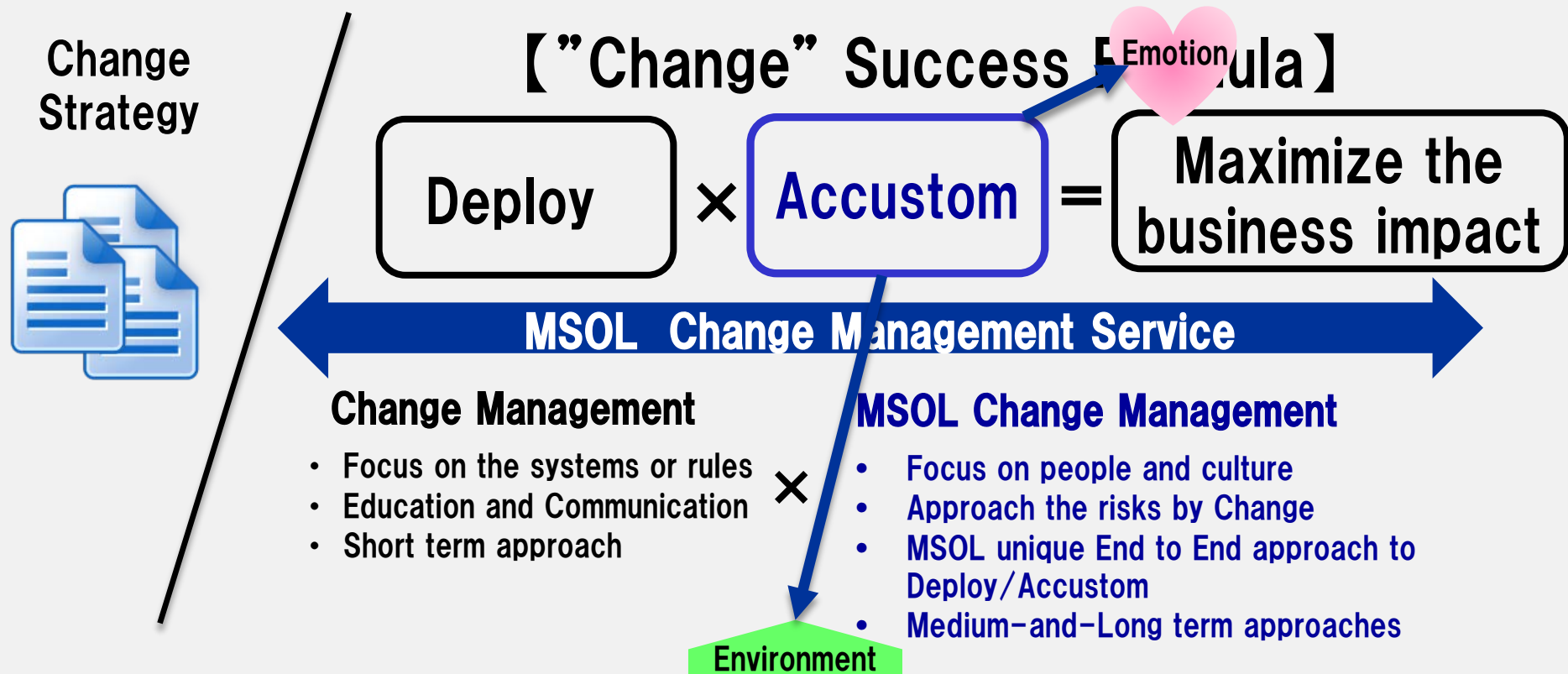


# Change Management (1 / 3)

– the approach to achieve the continuous development of the people–

**MSOL Change Management = Definition& Concept =**

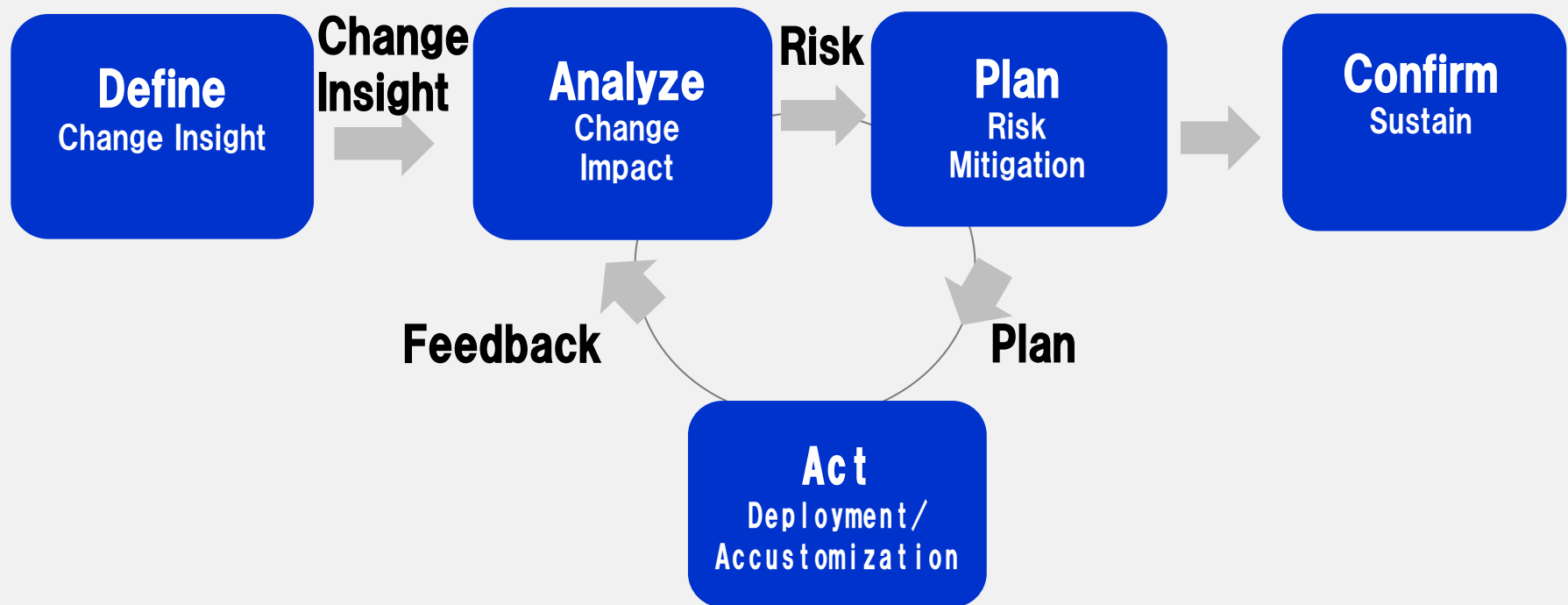
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# Change Management (2/3)

– the approach to achieve the continuous development of the people–

**MSOL Change Management = approach image =**

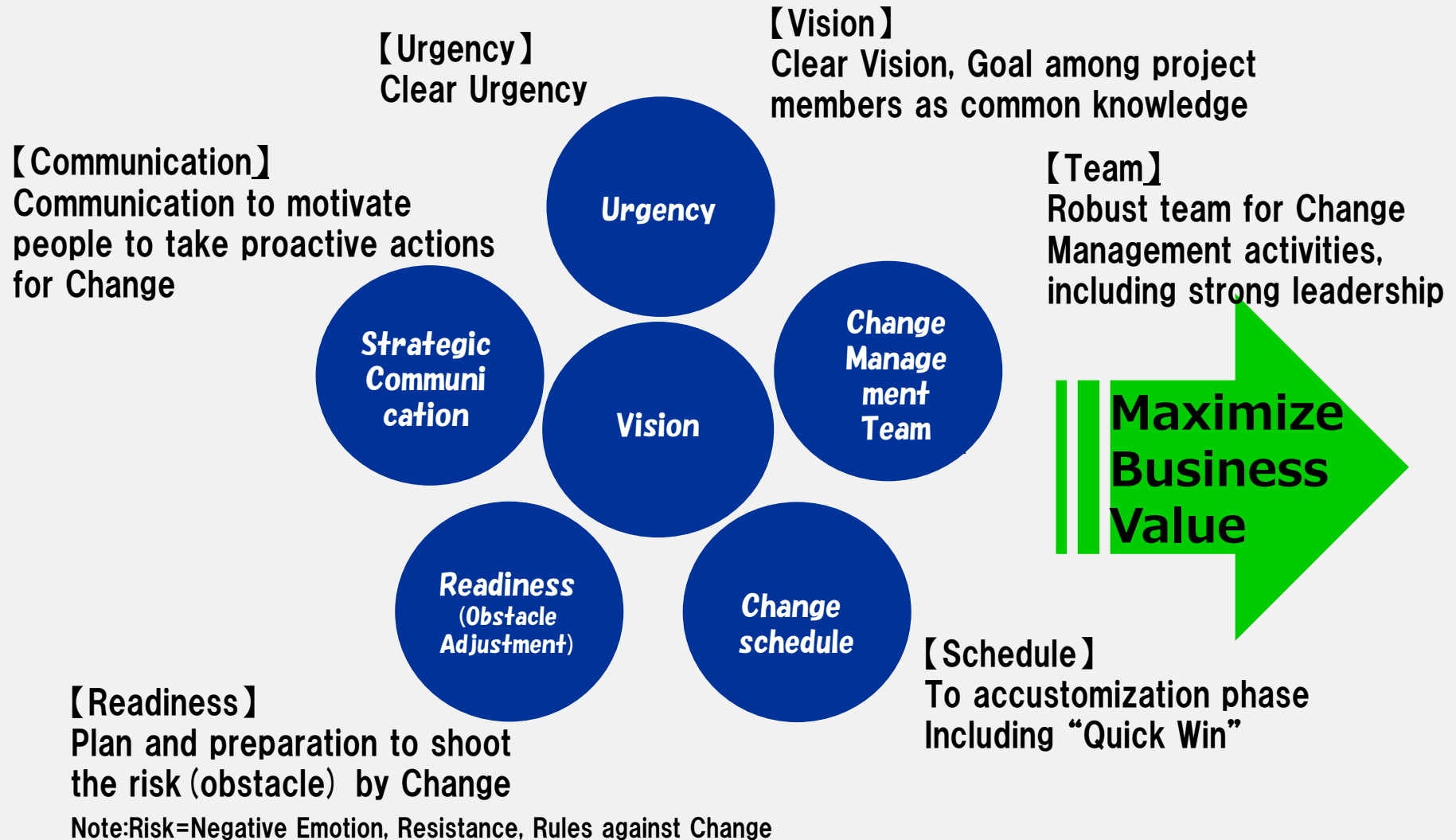


**MSOL Change Management Process Group**

# Change Management (3/3)

– the approach to achieve the continuous development of the people–

## MSOL Change Management –Framework–



- 1. What's Change Management?**
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w/ Project Management**



**All strategic change happens through programs and projects.**

**Projects and programs by their very nature create change.** How you manage the impact of change is a key component to realizing of the strategic benefits of your project

**This is why we launched Managing Change in Organizations: A Practice Guide, a complementary document to our foundational standards.**

# Change and Project Management are both important

**Must work together!**

success ?

- Critical = 49%
- Necessary = 46%
- Nice to Have = 5%

How important is project management to business change success ?

- Critical = 27%
- Necessary = 68%
- Nice to Have = 5%



**PM & CM**

- ✓ Recognition of the importance of Change Management and Project Management. Managers failing to see the importance of both disciplines.
- ✓ When it comes to business change, there is still work to be done to ensure seamless integration of the two disciplines.

management and project managers failing to see the importance of both disciplines.

management, there is still work to be done to ensure seamless integration of the two disciplines.

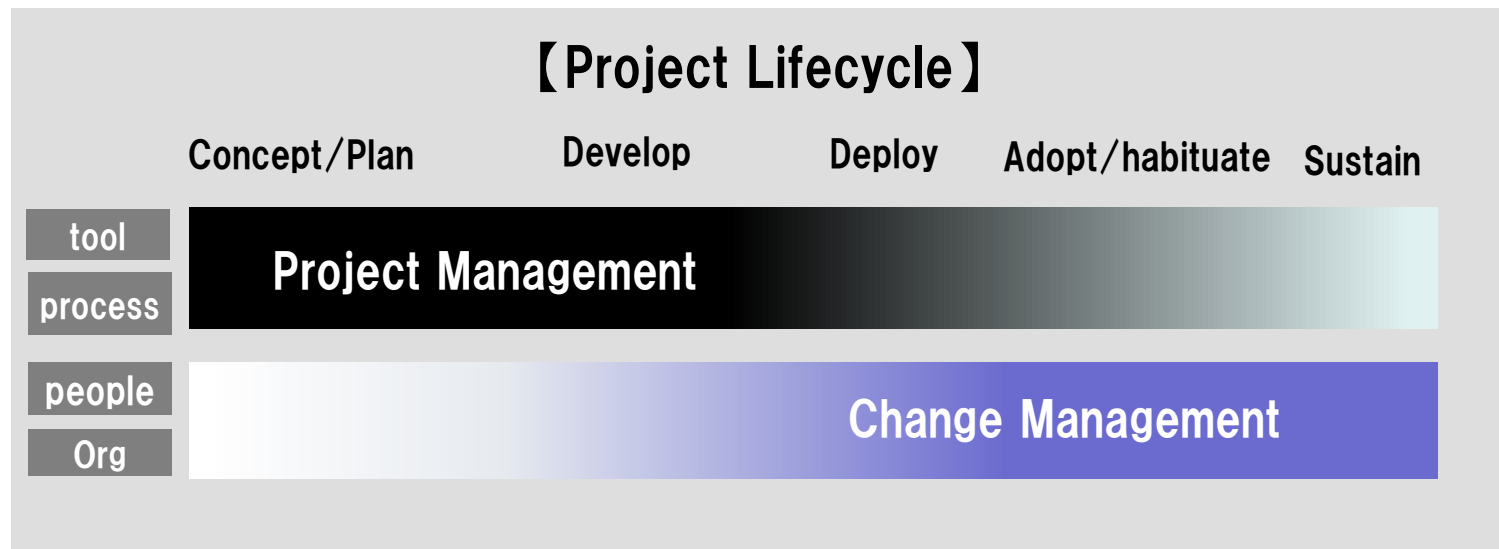
**Know each other!**

# Change Management cf. Project Management

## 【Project Management】

Focus on the **technical side** of a project

Goal=Deliver the planned change (implementing the system) on time (QCD)

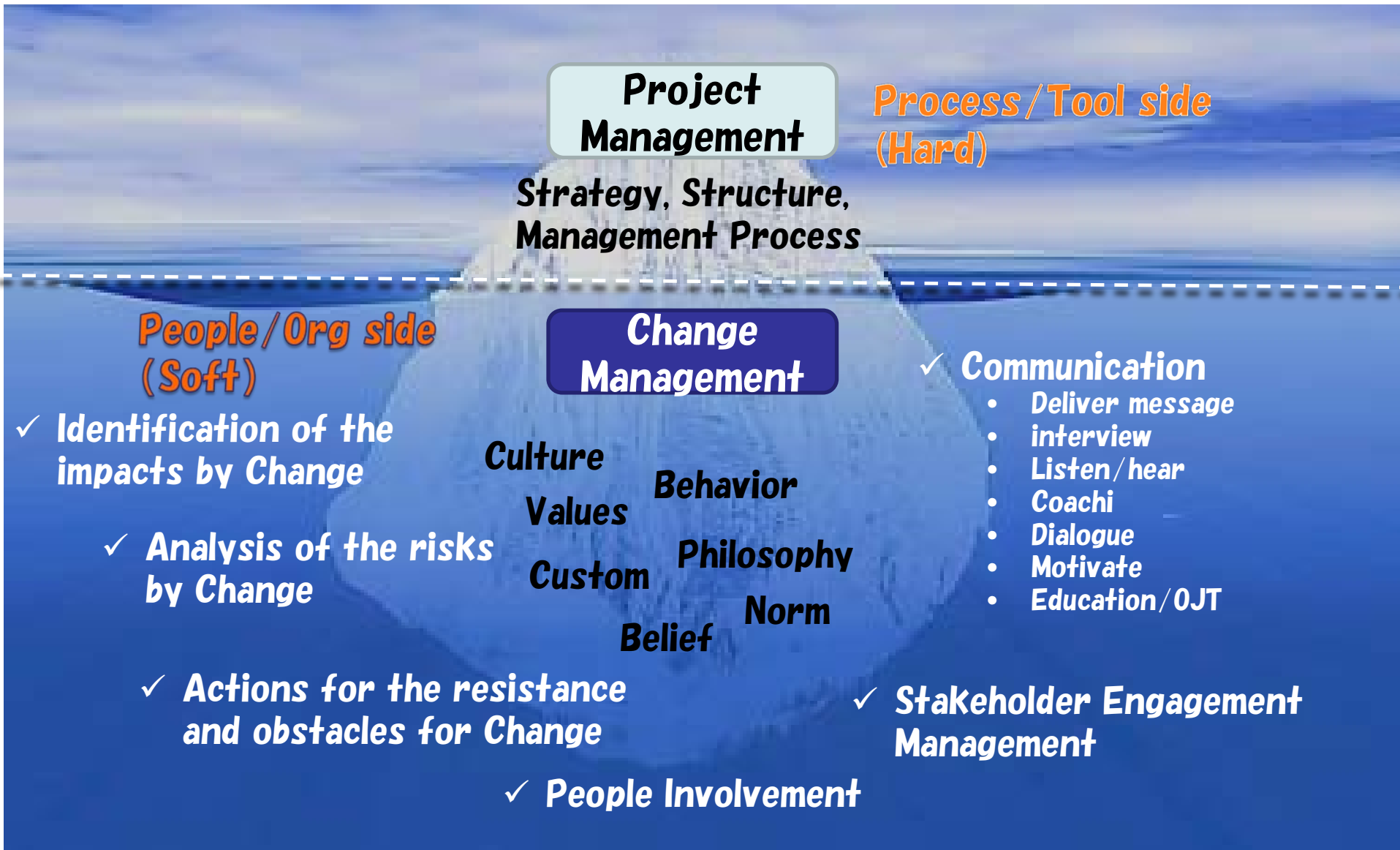


## 【Change Management】

Focus on the **people side** of the project

Goal=Ensure the delivered change is adopted/bought  
to enable the realization of the expected benefits(ROI)

# Change Management Iceberg



	<b>Project Management</b>	<b>Change Management</b>
<b>Definition</b>	Structured approach for <u>the technical side of</u> the project	Structured approach for <u>the people side of</u> the project
<b>Focus</b>	<u>Tasks and activities</u> required to create and implement the technical solution associated with a change	<u>Employees</u> impacted by a project or initiative (those who must adopt and use the change)
<b>Objectives</b>	To ensure that the solution is <u>designed, developed and delivered effectively</u> (Implement the system on time )  For QCD!	To ensure that the solution is <u>embraced, adopted and habituated by employees</u> impacted by the change (Motivate people to adopt and habituate to the new systems) to maximize the ROI of the projects.  For ROI!

# Project Management

## cf. Change Management (2/2)

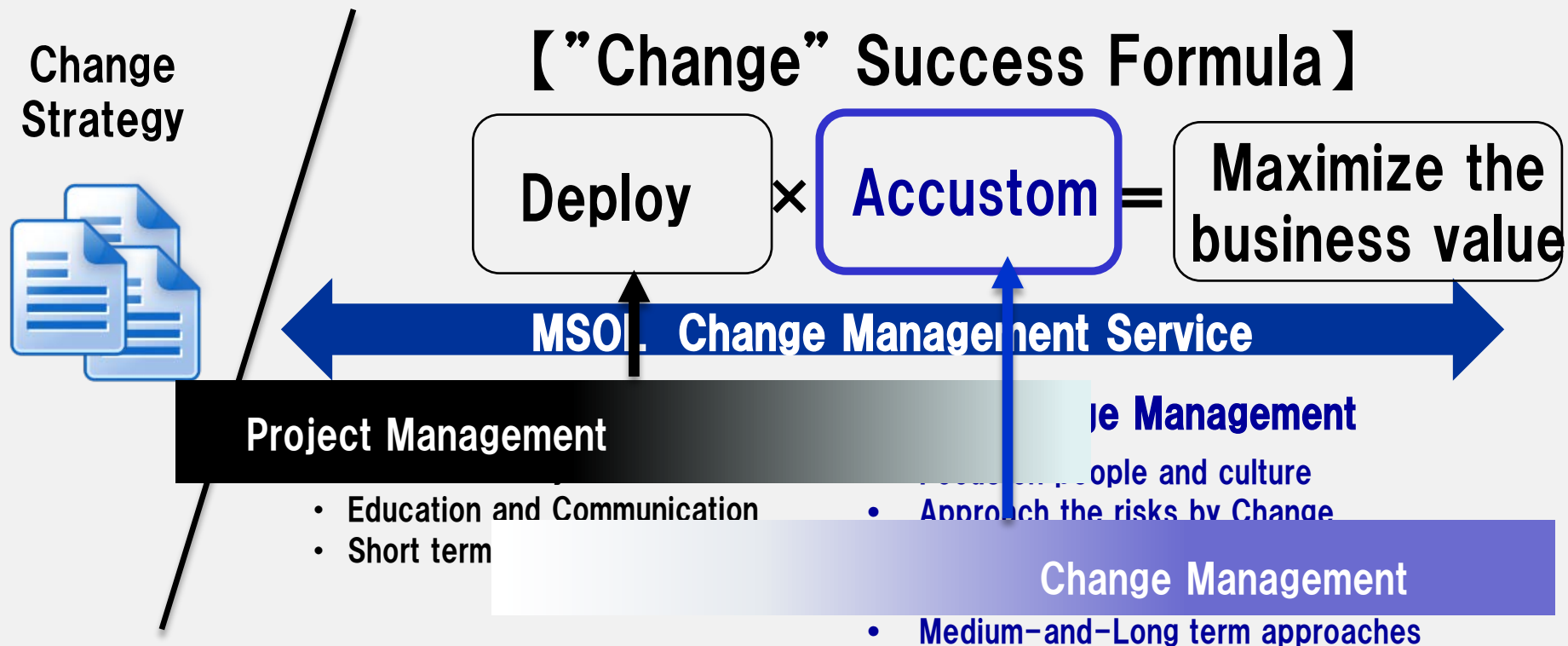
	<b>Project Management</b>	<b>Change Management</b>
<b>Stakeholder Engagement Management</b>	Focus on <u>Executives</u> (sponsor, owner, leadership team member) , managers etc	Focus on <u>all employees</u> impacted by Change
<b>Communication</b>	<u>Share</u> project information among <u>project related members</u>	<u>Motivate all employees</u> to take proactive actions for Change (Approach logic, Emotion, Environment of the people)
<b>Risk</b>	[Implementation and technical risk management] Manage <u>risks impacting on project activities</u>	[People-side risk management] Manage <u>Resistance, Negative emotion, existing opposite rules</u> impacted by Change

# Change Management (1 / 3)

– the approach to achieve the continuous development of the people–

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# Seamless Integration Points – Governance

Effective integration of Project Management and Change Management is required to create value on a given project or initiative for a number of reasons

Seamless Integration Point	Why needed?
Objectives and Outcome	Improve the project performance with one integrated objectives
Activity Plan (WBS)	Manage the balance of activities, that enables us to take the right actions at the right time
Project Team Formation	Make the most of the role <ul style="list-style-type: none"> <li>• without similar role</li> <li>• with complementary role each other</li> </ul>
Information and Knowledge	Share the information for better actions



# Seamless Integration Points – Activity

**Integrate activities of Change Management into Project Management is required to create value on a given project or initiative for a number of reasons**

Seamless Integration Point	Why needed?
Case for Change	Need some definition to motivate people, (That's powerful tool to identify Why? What? of Change etc)
Stakeholder Engagement Management	Need to expand the scope to the end of the employees
Communication	Need to execute more powerful communication to motivate employees for Change
Risk Management	Need to focus on risks for the adoption/accustomization of the change by the people (Negative motivation, Resistance, opposite rules etc)

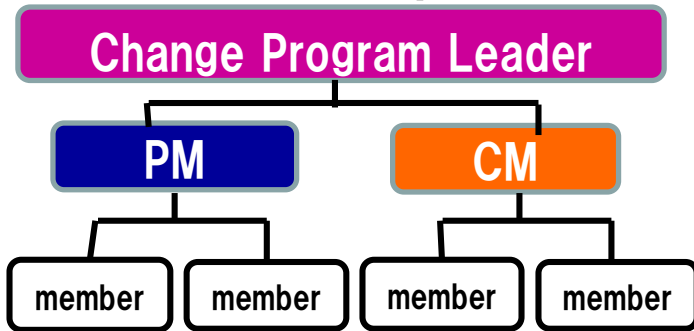
# Ref) Lessons Learned for successful Change

- ✓ Focus on business results by Change,  
not focus on the progress of activities in the projects
- ✓ Repeat, Repeat, Repeat.....  
“Vision”, “Why?” and “What’s in for you? (WIFFY) ”
- ✓ Can’t have too much communications
- ✓ Listen to the “heart” of the people
- ✓ Don’t underestimate the risks by Change
- ✓ Be sticky to shoot the obstacles for Change realization!

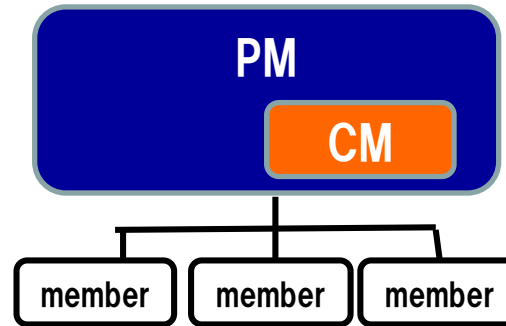
***Break Through !***

# Project Team Formation

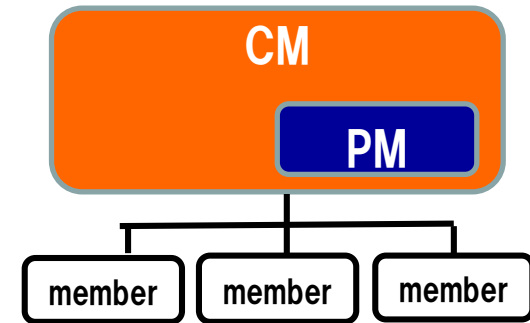
## Change Program Lead Type



## PM Lead Type



## CM Lead Type



1. Change Program Leader, Project Manager in PM Lead Type and Change Manager in CH Lead Type must have the knowledge both of Project Management and Change Management or have experiences both of them
2. Change Program Leader and Change Manager need to monitor the adoption/accustomization status and take actions if needed after the implementation

PM...Project Manager  
CM...Change Manager

# Change Management with Project Management

The integration of Change Management and Project Management on your project will give the great chances to succeed it



Current

Future

**PM  
Success**

×

**CM  
Success**

=

**Project  
Success**

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# Embrace Change!

*It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.'*



*—Charles Darwin—*

**多謝!**  
**Thank you very much!**  
**ありがとうございました!**

