



Engaging the Business to Ensure Project Success

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Objectives and Agenda

- Objectives. At the end of this session you will:
 - Be aware of stakeholder classification models you can use for your projects
 - Be able to define the important difference between an initiating and sustaining sponsor
 - Know how to use role mapping to identify your project's sustaining sponsors
 - Understand of the role of change agents
 - Know when you should engage change agents outside your project's formal structure
- Agenda
 - Introduction
 - Stakeholder classification models
 - Role mapping
 - Change networks
 - Wrap-up

“Intuitive” Change Management

- Some people are naturally great at managing change
- They “practice without a license” and it usually works






<p><i>Conscious Incompetent</i></p> <p><i>Can see the need for change management but executes poorly</i></p>	<p><i>Conscious Competent</i></p> <p><i>Adept at both the art and science of managing change!</i></p>
<p><i>Unconscious Incompetent</i></p> <p><i>Don't know that they don't know</i></p>	<p><i>Unconscious Competent</i></p> <p><i>Do the right things but don't know how they do it</i></p>

Organizational Change Management Approach



These areas of focus integrate Risk Management, Organizational Change Management, Communications, and Training into a comprehensive Change Solution.

Organizational Change Deliverables Framework

Change Management Strategies	Deliverables	
 <p>Assess Risk</p>	<ul style="list-style-type: none"> • Stakeholder Analysis • Organizational Risk Assessment • Business Readiness Pre-Implementation Audit 	
 <p>Mobilize & Align Leaders</p>	<ul style="list-style-type: none"> • Articulated Case for Change • Leadership Strategy • Leadership Action Plans • Lessons Learned 	
 <p>Engage & Communicate with Stakeholders</p>	<ul style="list-style-type: none"> • Start-Up Communications • Promotional Campaign • Awareness Events • Internal Communications 	<ul style="list-style-type: none"> • Awareness, Validation, and Go-Live Prep Events • Ongoing Communications Plan • Workshop Management Approach
 <p>Prepare & Equip the Workforce</p>	<ul style="list-style-type: none"> • Training Strategy & Plan • Training Curriculum • Training Delivery 	<ul style="list-style-type: none"> • Workforce Transition Strategy • Workforce Transition Plan • Ongoing Training Plan
 <p>Align the organizational infrastructure</p>	<ul style="list-style-type: none"> • Organization & HR Assessment • Future Organization & HR Models • Organization Design • Performance Management Model 	

Change Management Risk Factors





STAKEHOLDER CLASSIFICATION MODELS



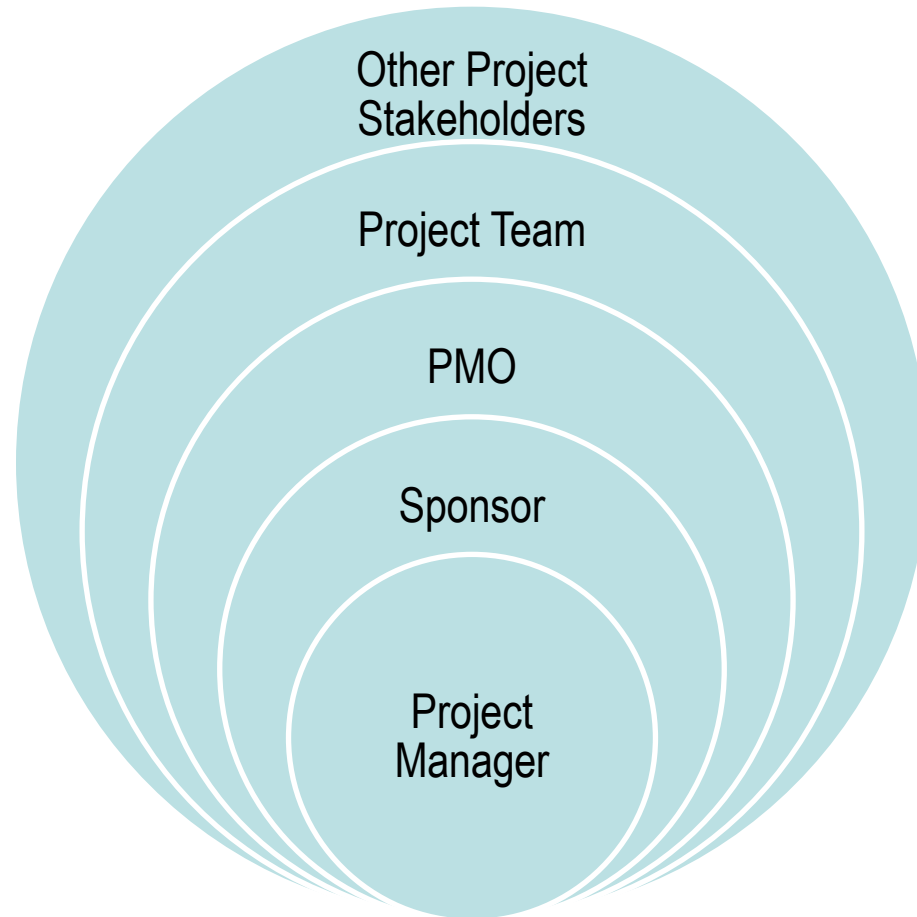
Stakeholders

- Project stakeholders are individuals, groups or organizations who may affect, be affected by or perceive themselves to be affected by a decision, activity or outcome of a project. – PMBOK® Guide – Fifth Edition
- May have positive or negative influence on project
 - Positive stakeholders are those who would normally benefit from a successful outcome from the project.
 - Negative stakeholders are those who see negative outcomes from the project's success.
 - They may also be people who could exert influence over the project.

Stakeholder Analysis

- Initiate phase
 - Typically focused on establishing the project governance structure
 - Engage the initiating sponsor and process owners
 - Ensure awareness a project has been initiated

Project Stakeholders - Initiate



Stakeholder Analysis Tool

Current Engagement Level

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

Figure 13-7. Stakeholders Engagement Assessment Matrix

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition.

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C = Current engagement

D = Desired engagement

***Leading – Actively engaged in ensuring the project is successful**

Example - Sponsor Engagement in Initiate

Executive Steering Team

- **Approach:** Executive Steering Team meeting
- **Attendees:** Chief HR Officer, HR VPs, Project Exec. Sponsors
- **Meeting Purpose:** Discuss decisions for approval, issues for resolution and change impacts; provide key updates regarding integration
- **Frequency:** Bimonthly
- **Meeting Leader:** Functional and Technical Project Directors

COE Leadership Team

- **Approach:** HR Executive Leadership Team meeting
- **Attendees:** HR VPs
- **Meeting Purpose:** Discuss decisions for approval, issues for resolution and change impacts; provide key updates regarding integration
- **Frequency:** Monthly
- **Meeting Leader:** Functional and Technical Project Directors

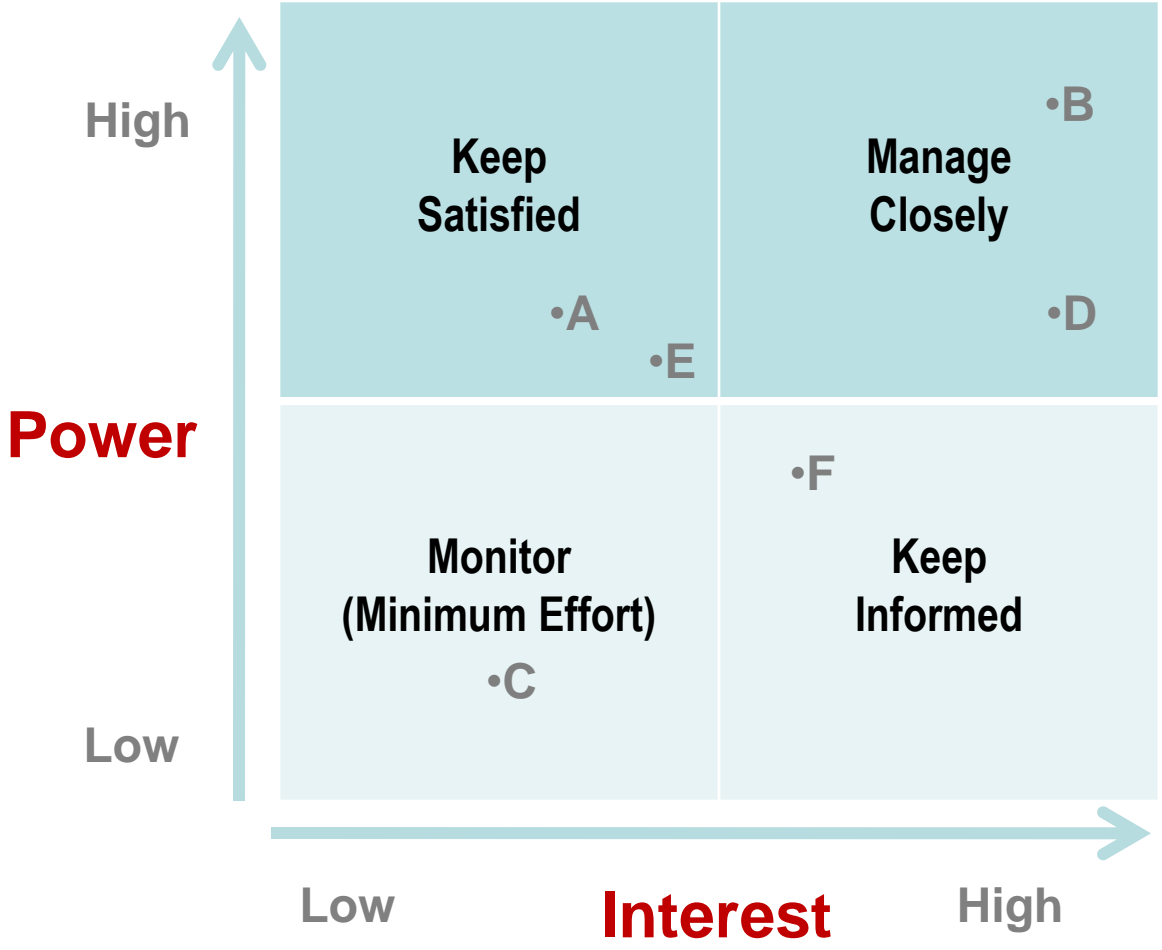
HR Business Process Owners

- **Approach:** One-on-one meetings
- **Attendees:** Business Process Owner, COE Representative and Workstream Lead assigned to the project
- **Meeting Purpose:** Discuss decisions for approval and issues for resolution; provide key updates regarding integration for a specific workstream
- **Frequency:** Biweekly
- **Meeting Leader:** COE project resource

Stakeholder Analysis – Two phases

- **Initiate phase**
 - Typically focused on establishing the project governance structure
 - Engage the initiating sponsor and process owners
 - Ensure awareness a project has been initiated
- **Plan phase**
 - Analyze impacts and stakeholders outside the project governance structure

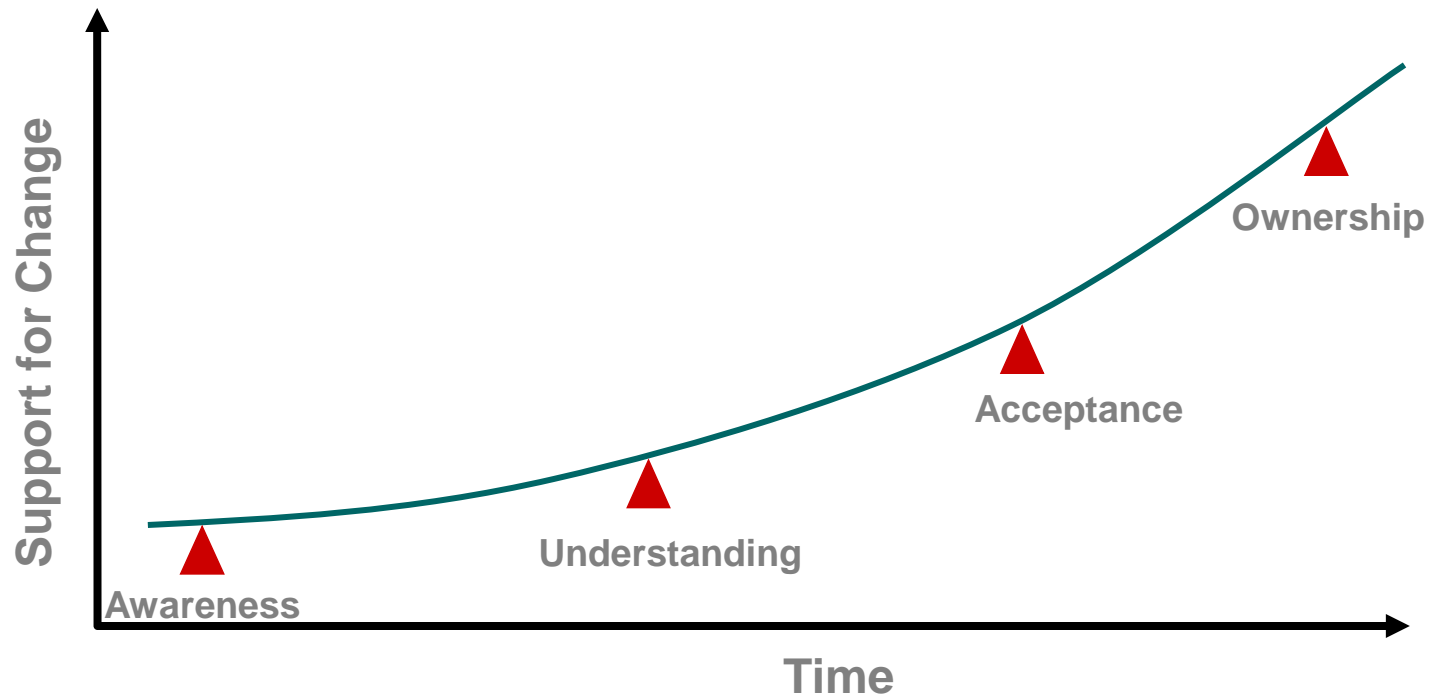
Stakeholder Classification Models



- Sample Classification Models:**
- Power/interest
 - Power/influence
 - Influence/impact

Stakeholder Alignment Targets

- Useful if:
 - You do not currently know what level of engagement stakeholders currently have with the project
 - Different stakeholders will need significantly different levels of communication and training



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ROLE MAPPING

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Sponsorship

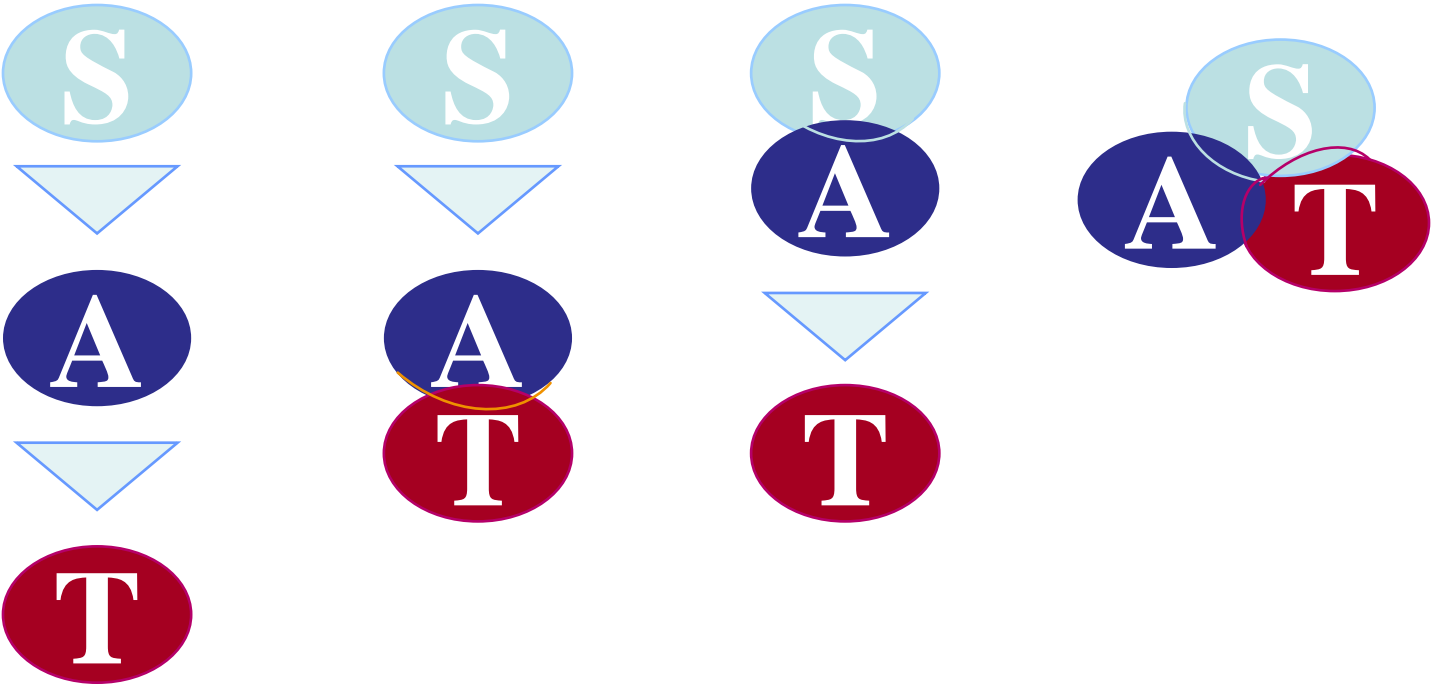
**The greatest contributor to success is
active and visible executive sponsorship**

**Best Practices in Change Management
Prosci Benchmarking Report
1998, 2000, 2003, 2005, 2007, 2009, 2011**

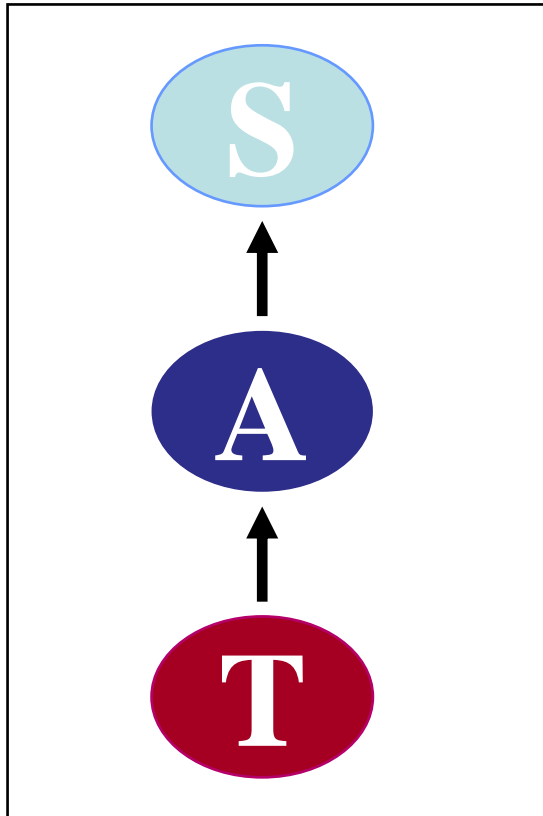
Key Roles

- Initiating Sponsor
 - The people in the organization who can “legitimize” the change
 - The voice of pain and vision messages (why we are making the change)
 - **Has the power and money to start the project**
- Sustaining Sponsor
 - The people in the organization with visibility and authority over the targets
 - **They have the authority to apply and manage consequences**
 - This role cascades through the organization
- Advocates and Agents
 - Advocates support the change but lack the power to sponsor it
 - Agents are responsible for facilitating implementation of the change
- Target Audience(s)
 - Must change how they currently do things to accommodate the new

Role Mapping



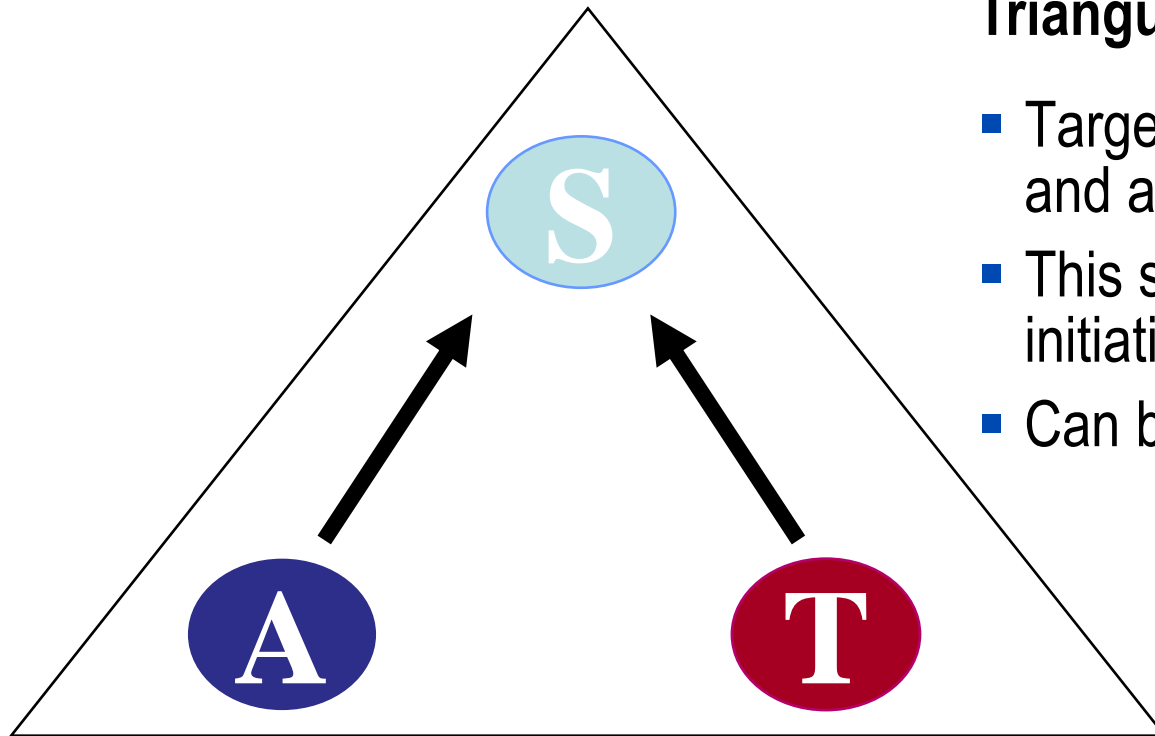
Role Mapping



Linear Structure

- Targets report to agents who report to the sponsor
- This sponsor would be both the initiating and sustaining sponsor
- High probability for success

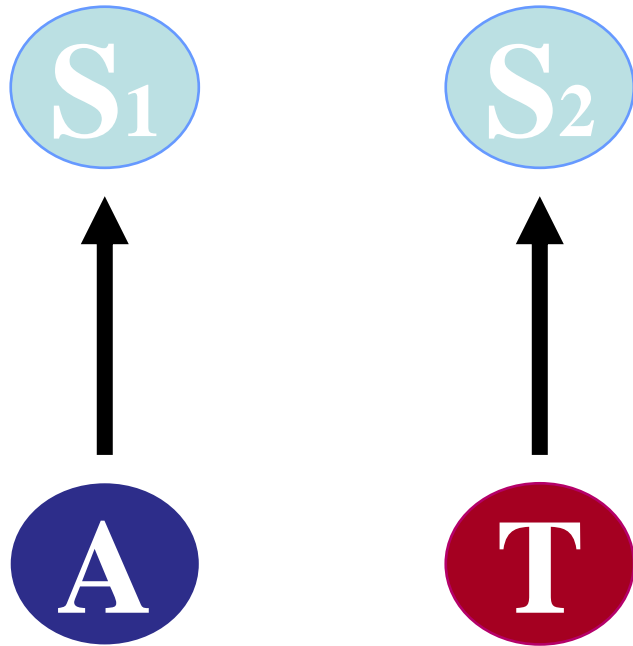
Role Mapping



Triangular Structure

- Targets report to the sponsor and agents report to the sponsor
- This sponsor would be both the initiating and sustaining sponsor
- Can be successful

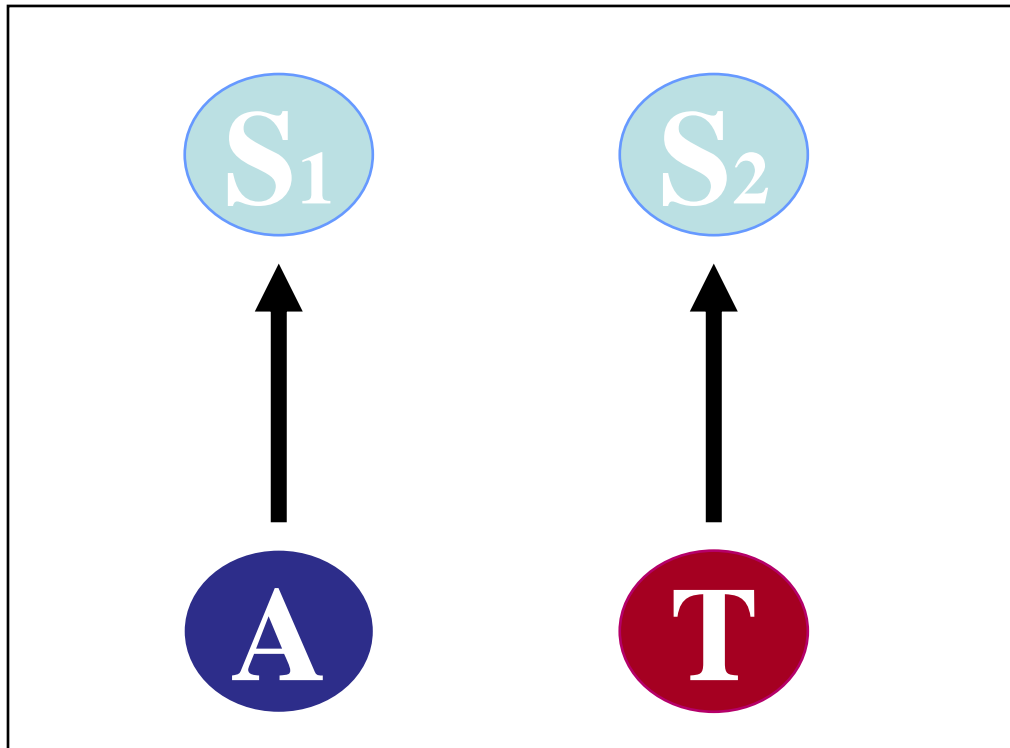
Role Mapping



- **Square Structure**
- Targets report to a sustaining sponsor
- Agents report to the initiating sponsor
- Typical structure for corporate initiatives
- High probability of failure if risk not mitigated

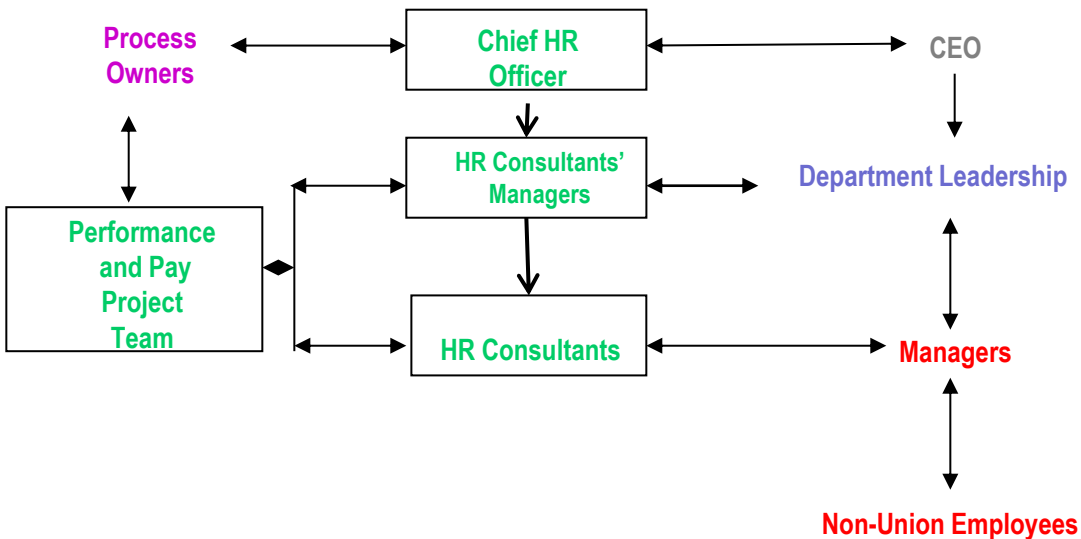
Role Mapping

- Think backwards – Start with who is impacted
- Then determine how to strengthen the structure by creating triangular and linear structures



Performance and Pay Role Map

- ❑ Person who must change
- ❑ Supervisor who can apply consequences to support the change
- ❑ Lead Sponsor
- ❑ Advocate and Agents



Champions the use of integrated tools, processes and compensation plans

Use Talent Manager and CompLink for non-leadership direct reports
Decision maker

New job title and salary range
New on-line tools
Communicate job titles and market ranges to direct reports
Common review and merit increase dates

New job title and salary range
New performance management tool
Common review and merit increase dates

Implementation Strategy:

Engage CEO to champion the changes

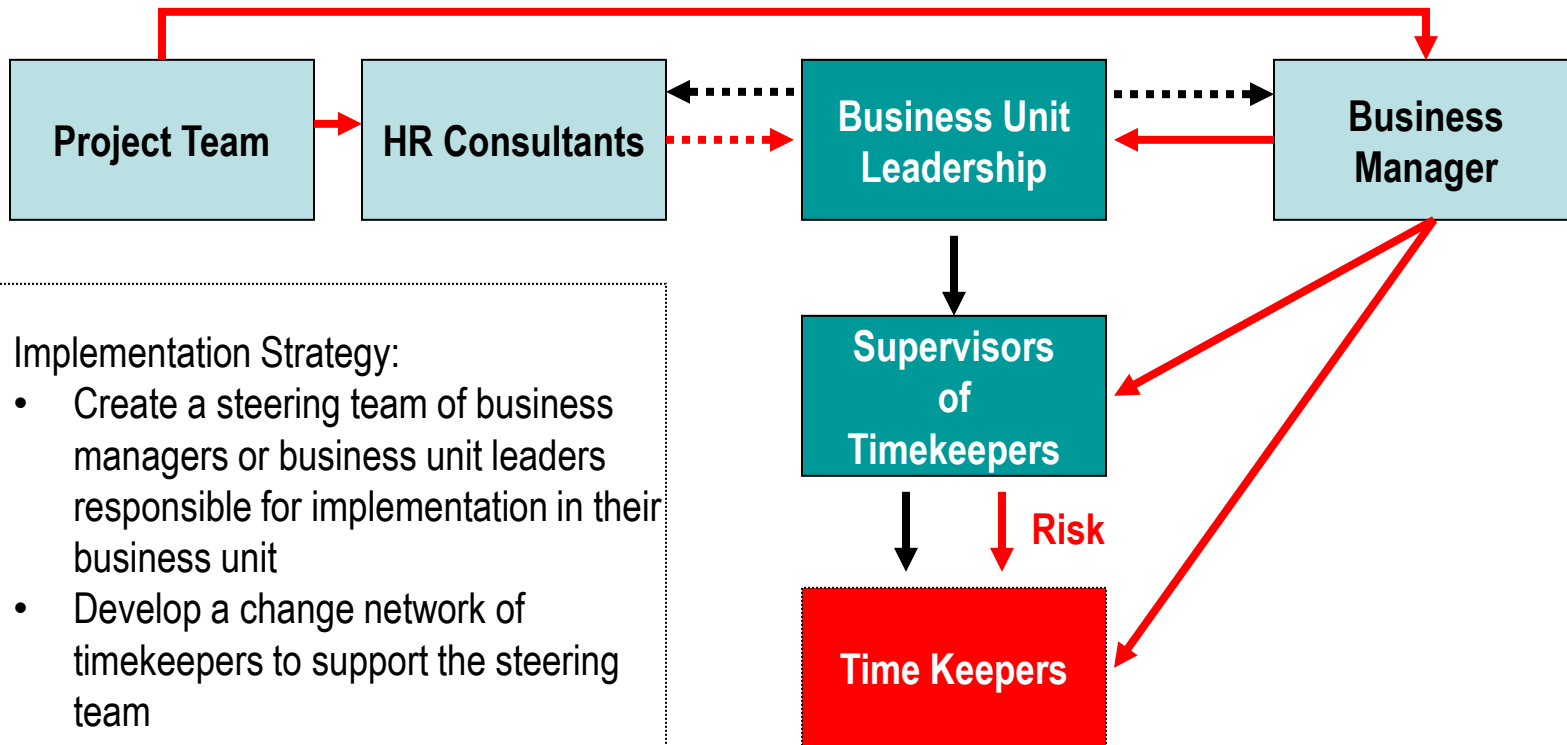
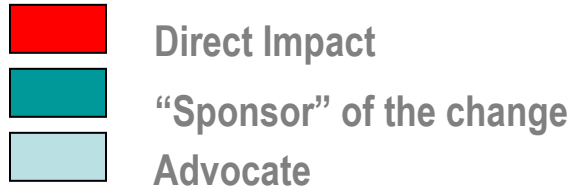
Provide opportunities for department-level decision making

Educational sessions should be held at the department level and lead by department leadership

HR Consultant Managers should communicate frequently to and engage executives and HR Consultants should serve as the primary communication resource for managers and supervisor

No consequence management avenue available so provide incentive through messages regarding impacts to pay

Time Reporting Role Map



Implementation Strategy:

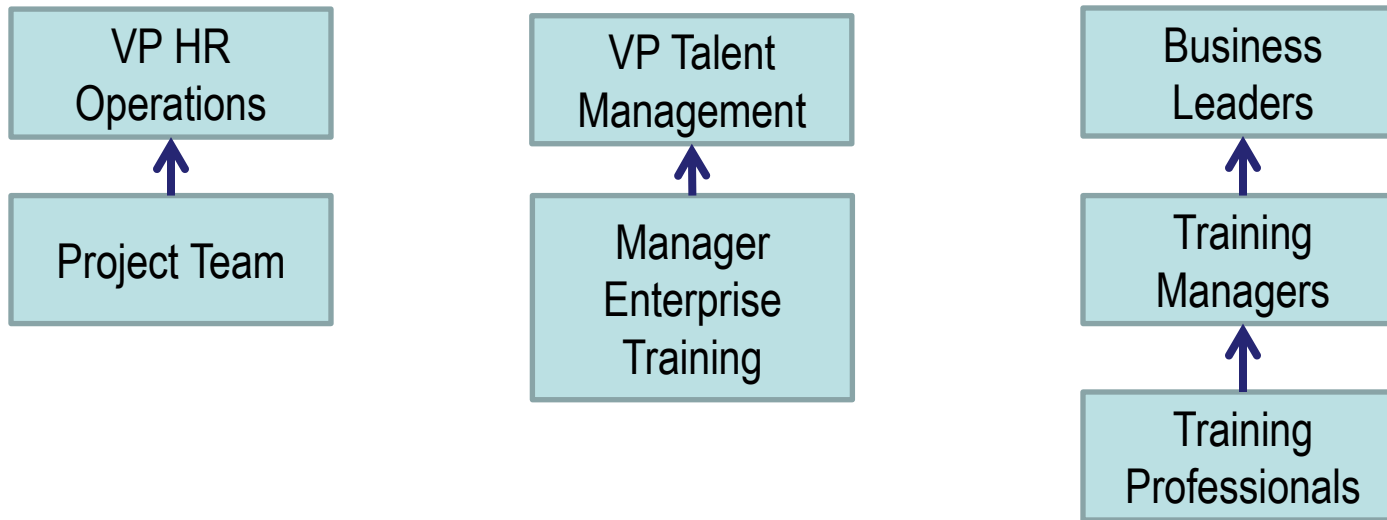
- Create a steering team of business managers or business unit leaders responsible for implementation in their business unit
- Develop a change network of timekeepers to support the steering team

Example: Time Reporting Project Leads' Responsibilities

- Define Business Requirements
 - Document current state requirements and deficiencies, including use of work management systems
 - Define future state requirements
 - Document gaps between department requirements and project deliverables and develop solutions to close gaps
 - Provide input in the selection of the new time reporting tool
- Coordinate testing and sign-off on test results
- Coordinate Department-level Decisions
 - Assist with department decisions such as paper vs. self-service entry
 - Identify, organize and manage the department Timekeeper Network
 - Identify participants for user acceptance testing and other events as needed
 - Determine if/how other scheduling/time entry tools interact with the new time reporting tool
 - Determine security roles for implementation
- Communicate
 - Cascade communication to department leadership and impacted employees
 - Identify stakeholders and present time reporting information, (e.g., managers and supervisors at existing staff meetings)
 - Provide feedback to the project team
- Lead
 - Manage department sub-teams if appropriate, (e.g., Station business managers)
 - Manage or appropriately escalate issues during implementation

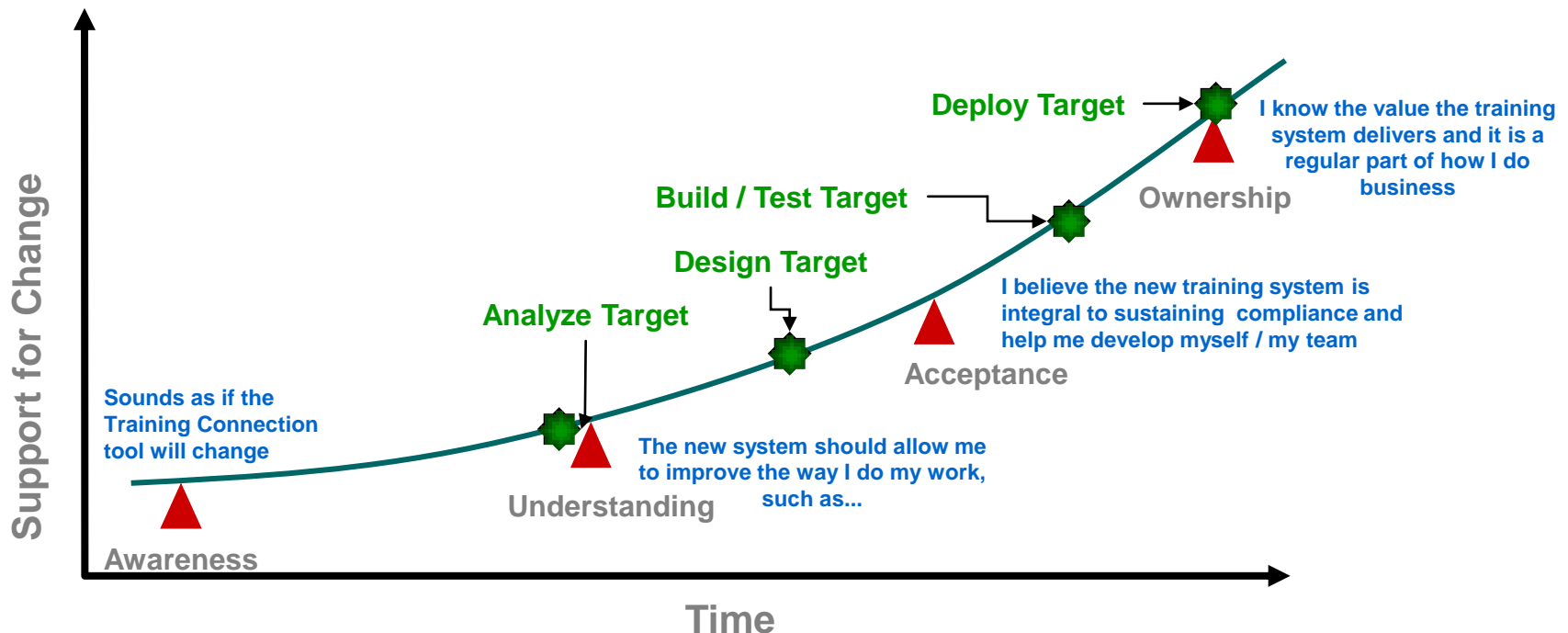
Role Mapping – Practice Exercise

- You are implementing an enterprise training tool
 - The project has been initiated by HR Operations (not HR Training)
 - Training professionals are located throughout the organization, reporting to training managers
 - You implemented a different tool several years ago and training professionals continued using spreadsheets and other processes instead of using the tool as it was designed.
- How can you increase your chances of success?



Stakeholder Alignment Targets

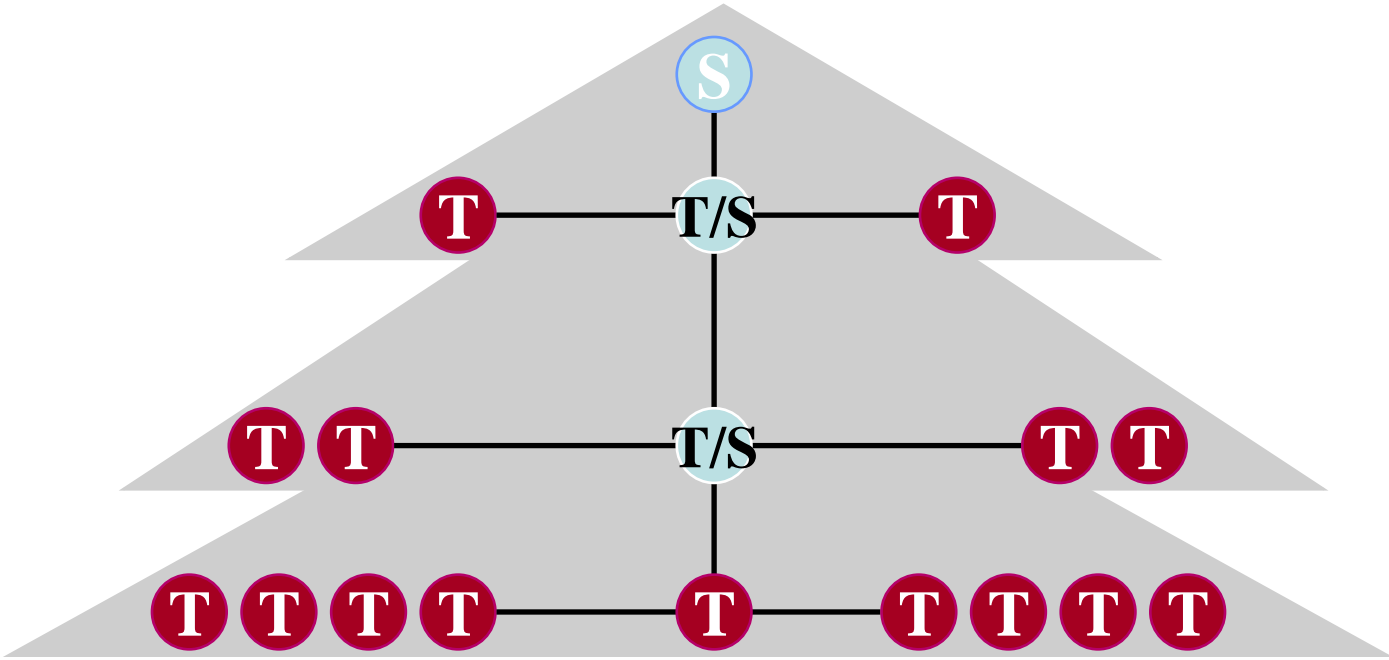
- The targets for supporting change throughout the project life cycle are shown below.
- Different types of communication interventions such as interviews, surveys, presentations, newsletters, etc. will be utilized to ensure the stakeholder analysis (including goals and expectations) information is refreshed and the stakeholders move along the change curve to meet the predefined targets below.



Training Project – What We Did

- Formed a Training Advisory Council, led by the Manager of Enterprise Training
 - Act as listening post to local sponsors; share feedback with local sponsors openly and honestly
 - Send the key message to employees about the changes
 - Uncover resistance and work to reframe negative perceptions
 - Build commitment of supervisors by providing regular, informal updates
 - Be a positive role model of the behaviors required of the performance culture
 - Be accessible to individual employees to help them understand the change
 - Escalate issues and concerns to the project team
- The Training Advisory Council continues meeting regularly
 - Review and understand the upgrade/maintenance schedule
 - Prioritize system enhancements
 - Currently engaged in understanding the impacts of the integration of legacy Progress Energy's training system with the legacy Duke Energy training system

Cascading Sponsorship



Steering Team Lessons Learned

- I don't always call them steering teams
 - Steering teams are sometimes passive groups
 - Project Leads, Implementation Leads, Training Advisory Council
- They should have an active role associated with the project
 - System or process design decisions
 - Implementation tasks
 - Business readiness sign-off
- If they are the wrong person, they are a risk

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CHANGE NETWORKS

Change Networks

- Some projects need a change network to engage additional key stakeholders
 - Formal team responsible for training or implementation
 - Communication Network
 - “Influencers”
- Change Agent General Characteristics
 - Respected by the organization
 - Works towards solutions when problems arise
 - Excellent communicator – Both verbal and written
 - Strong presentation skills – Comfortable in front of an audience
 - Comfortable under pressure and stress. “Does what it takes” to get the job done
 - Understands the culture of the organization. Can recognize and avoid “snake pits”
 - Previous project experience desirable

Roles in a Change Network

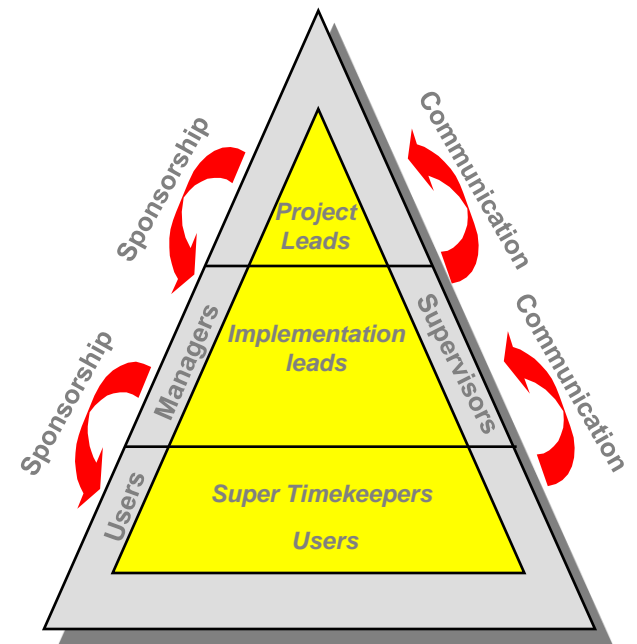
The Change Network is part of an overall communications network. Change agents at every level build sponsorship and ownership of new Time Reporting system and processes.

The Change Network raises the visibility of anticipated changes and builds support ahead of the actual change. Personnel from all levels within the sponsoring organization comprise the Change Network.

Project Leads: Individuals responsible for the implementation within their departments.

Implementation Leads (Change Agents): Form the essential link between the Project Leads and employees. Change agents' success depends on their ability to help you communicate and collect feedback. Change agent skills and characteristics are critical to the successful implementation of a change program.

Super Timekeepers: Change targets who may be involved with the system design, testing and training delivery activities. With Super Timekeeper involvement in the solution design and delivery, ownership of the change is strengthened.



Change Networks Lessons Learned

- If they are the wrong person, they are a risk
 - Act quickly if you have the wrong change agents
- Change networks are a lot of work
 - Although the network leader is responsible for training and educating their networks, they need support from the project team
 - Train-the-trainer is effective but more work than doing it yourself
- For large efforts, managing the overall change network is a full-time job
 - During mergers, having someone from the company that was acquired lead the change network is the most effective approach
 - They know the people, culture and language of the acquired company
- Establish and manage the process for escalating issues



How's Your Sponsorship and Change Network?

- Thinking of the sponsorship and change networks you've established, are there actions that need to be taken to improve support for your change initiatives?



WRAP-UP

Stakeholder Analysis Trap – The Missed Stakeholder

- Other functions
 - HR
 - Public Affairs/External Relations (corporate and BU)
 - Planning
 - IT
 - Legal
- Other company projects or initiatives
- Key thought leaders

And what about...?

- Policy/regulatory arena
- Industry current events
- Headline news

- *Think about implications for each and brief them sooner rather than later if appropriate.*

TRAP





Project Communications Network

Project Manager

Sponsor

Project Team

Top Execs

Functional
Managers

Customers

Other Stakeholders

Communication Ownership Matrix

O = Owner. Primary contact for this stakeholder. "Face and name" for the project.

A = Final approver of communications.

S = Secondary contact. May attend meetings or send e-mails to this stakeholder.

Project Stakeholder	HR Sponsor	IT Sponsor	Executive Sponsor	IT Project Team Lead	HR Project Team Lead	Change Agents BU Team Reps.
HR Advisory Council	S		O			
Chief HR Officer (CHRO)	S		O – A		S	
CHRO-Staff			O – A		S	
HR Consultants	O – A				S	
Sr. VP IT		O – A		S		
Director IT		O - A		S		
HR PMO	S				O	
Business Leaders (Walk-around list)					S	O
Time Reporting Executive Steering Team	S				O	

Summary - Roles

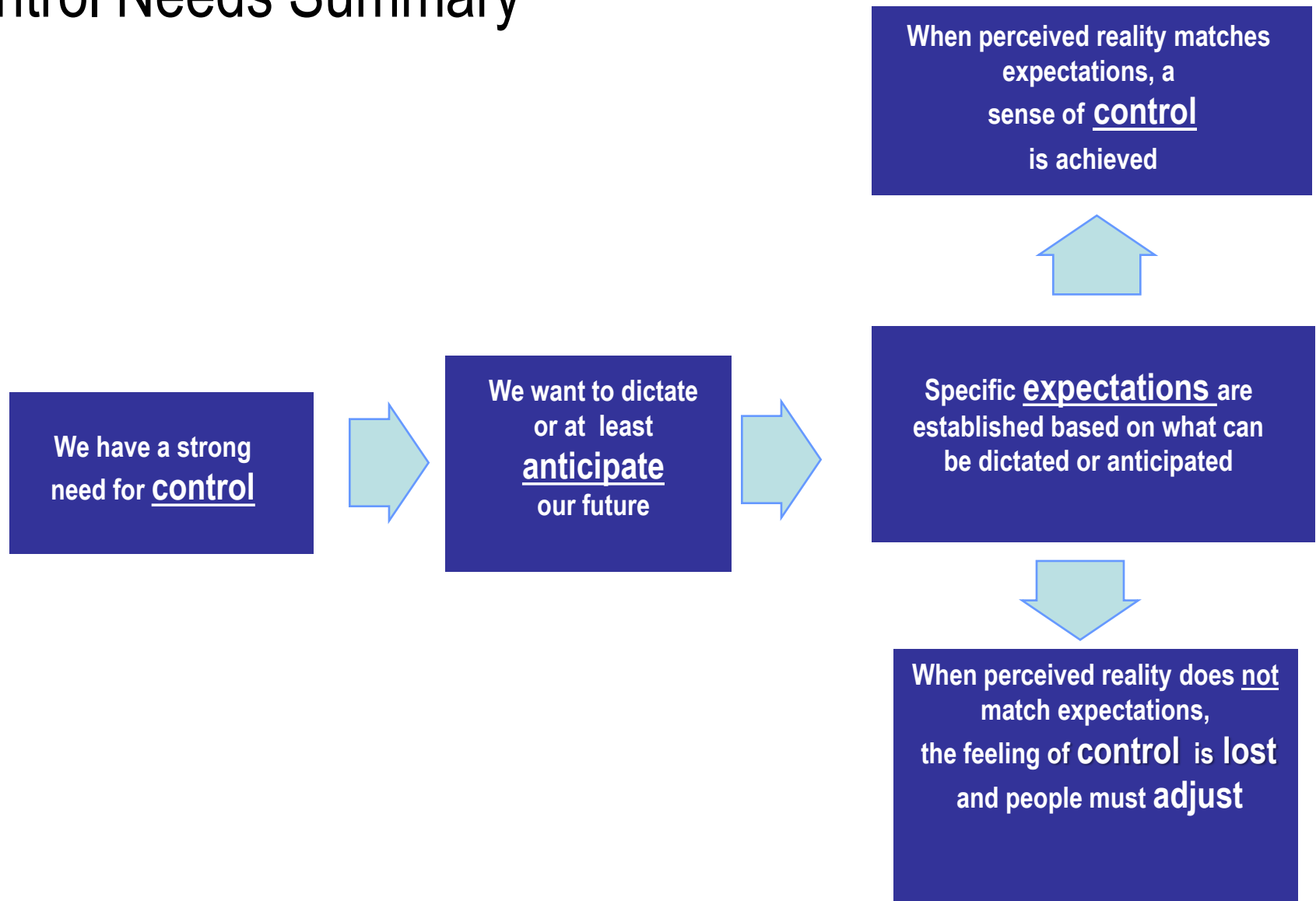
■ Change Agents

- Identify, train and support change agents needed to implement your projects
- Weak change agents are a risk to the project's success and should be replaced

■ Sponsorship

- Sponsorship is critical to successful change
- Weak sponsors must be educated or replaced or failure is inevitable
- Sponsorship can not be delegated to agents
- Initiating and sustaining sponsors must never attempt to fulfill each other's functions
- Cascading sponsorship should be established and maintained for critical initiatives requiring a change in behavior

Control Needs Summary



The Purple House

