

PROJECT LEADERSHIP AND CHANGE MANAGEMENT

SUMMIT MANAGEMENT CONSULTANTS

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Key learning points

- **#1: Project Leadership**
- **#2: Project Change Management**

When I Talk to **Managers**
I get the feeling that
They are Important.

When I Talk to **Leaders**
I get the feeling that
I am Important.

INTRODUCTORY ACTIVITY

Complete



Complete the statement by inserting one (1) word only. In order to be an effective project leader, I need to/to be.....

Find



Now find other learners with the same word as you.

Jot



Jot these words down on the flip-chart.

Have

Each learner will have the opportunity to elaborate on their chosen word.



LEADERSHIP DEVELOPMENT CONTINUUM



PROJECT LEADERSHIP COMPONENTS



PROJECT LEADERSHIP PROCESS

- Creating a project **Vision**
- **Articulating** that project vision in a **Compelling** and **Inspirational** manner
- **Guiding** and **Supporting** project team members in the pursuit of achievement of the project vision
 - Being a **Driver** and **Agent of project Change**
- **Nurturing, Developing** and **Empowering** project team members
 - Serving as a **Role Model** to project team members

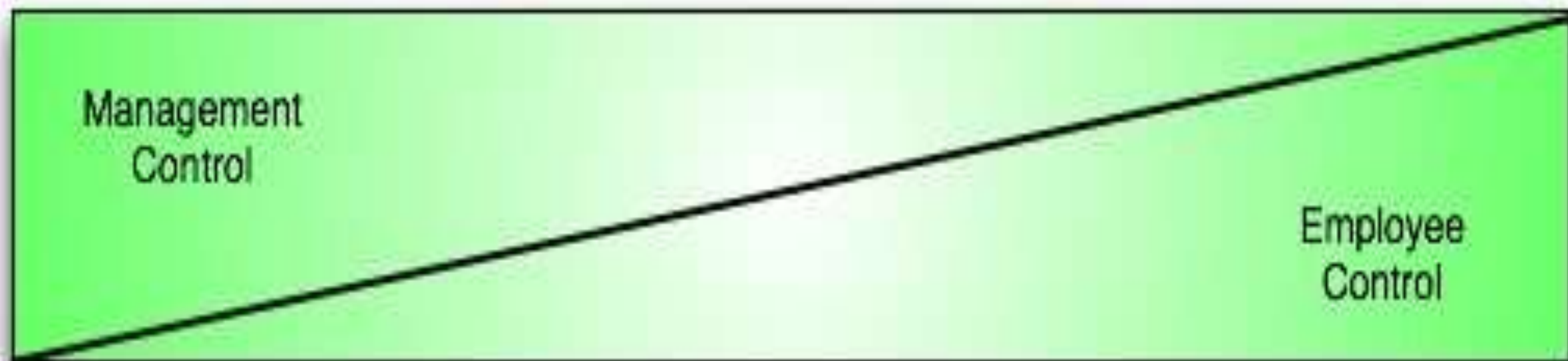
Which of These *Leadership Styles*
is Right for You?



Leadership Styles

Management has most
of the Knowledge &
Skills

Employees have the
needed Knowledge &
Skills



Autocratic
Style

Paternalistic
Style

Participative
Style

Delegative
Style

Free Reign
Style

A group of people are gathered around a wooden table in a meeting. A laptop is open on the table, and a person is pointing at the screen. There are several glasses of drinks, including one with a drink and ice. The scene is lit with warm, yellowish light. The text "Leadership 101:" is written in a white, cursive font across the top of the image.

Leadership 101:

Participative Leadership

DEFINING PARTICIPATIVE LEADERSHIP

- Participative leadership is a managerial style that **invites input from employees on all company decisions.**
- The staff is given **pertinent information** regarding company issues, and a **majority vote determines the course of action** the company will take.



6. COMMUNICATING THE
DECISION TO OTHERS

5. MAKING THE RIGHT
DECISION

1. FACILITATING
CONVERSATIONS

**How
participative
leaders
operate**

4. SYNTHESIZING THE
AVAILABLE
INFORMATION

2. SHARING
INFORMATION AND
KNOWLEDGE

3. ENCOURAGING
IDEA
COLLABORATION

ADVANTAGES OF PARTICIPATIVE LEADERSHIP

- Acceptance
- Morale
- Creativity
- Retention
- Team work



Lead by example and set the expectations

Encourage learning and growth

Idealised Influence

Intellectual Stimulation

Individualised Consideration

Inspirational Motivation

Coaching and empowering to success

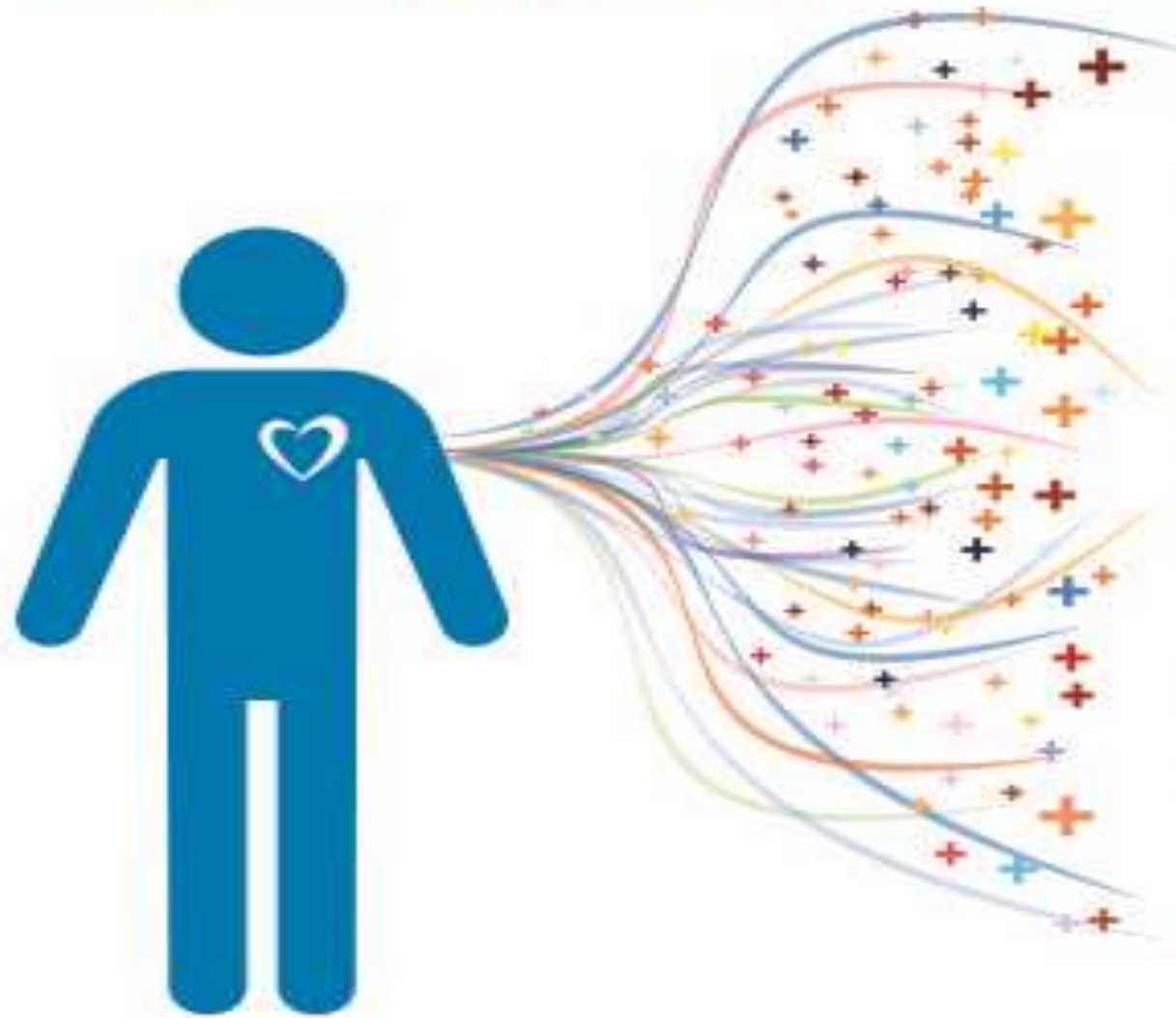
Inspiring to go to new heights

CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP

BENEFITS OF TRANSFORMATIONAL LEADERSHIP

- Transformational leadership enhances the **motivation, morale** and **performance** of project members through a variety of mechanisms:
 - ❑ *Connecting the project member's sense of identity and self to the project and the collective identity of the organization*
 - ❑ *Being a role model for project members that inspires them and makes them interested*
 - ❑ *Challenging project members to take greater ownership for their project work*
 - ❑ *Understanding the strengths and weaknesses of project member's, so the project leader can align project members with tasks that enhance their performance*

The Catalyst Leader



- + Asks and listens
- + Fosters innovation
- + Provides balanced feedback
- + Builds trust
- + Focuses on people's potential
- + Collaborates and networks
- + Empowers others
- + Encourages development
- + Energizes and mobilizes
- + Aligns actions with strategy

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LEVEL FIVE LEADERSHIP (COLLINS)



LEARNING ACTIVITY 1

- **Syndicate group discussion:**
- **Describe which leadership approach/style is likely to yield the best results in State Education Program Investment Project (SEPIP).**
- **Identify a set of best practice project leadership principles.**





THE NATURE OF THE BUSINESS ENVIRONMENT – *V-U-C-A*



Aren't project
and change
management the
same thing?

PROJECT CHANGE

- Project change is **inevitable**.
- These project changes cannot always be avoided, but their **impact** can be **predicted** and **controlled**.
- The **impact** of these changes must be considered and factored in terms:
 - *time;*
 - *cost;*
 - *quality and*
 - *customer satisfaction*



THE LEADERSHIP OF

DISRUPTION

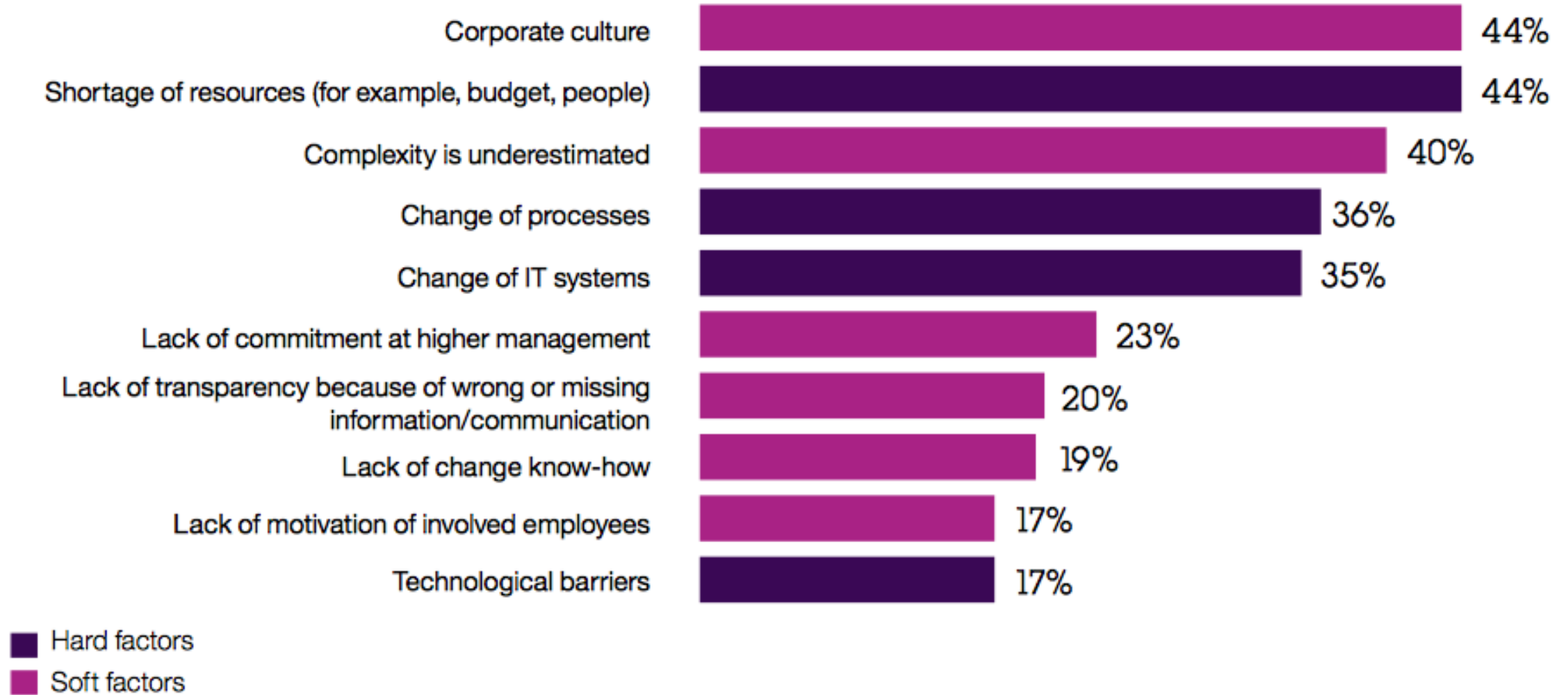
Create Agile and Effective Leaders



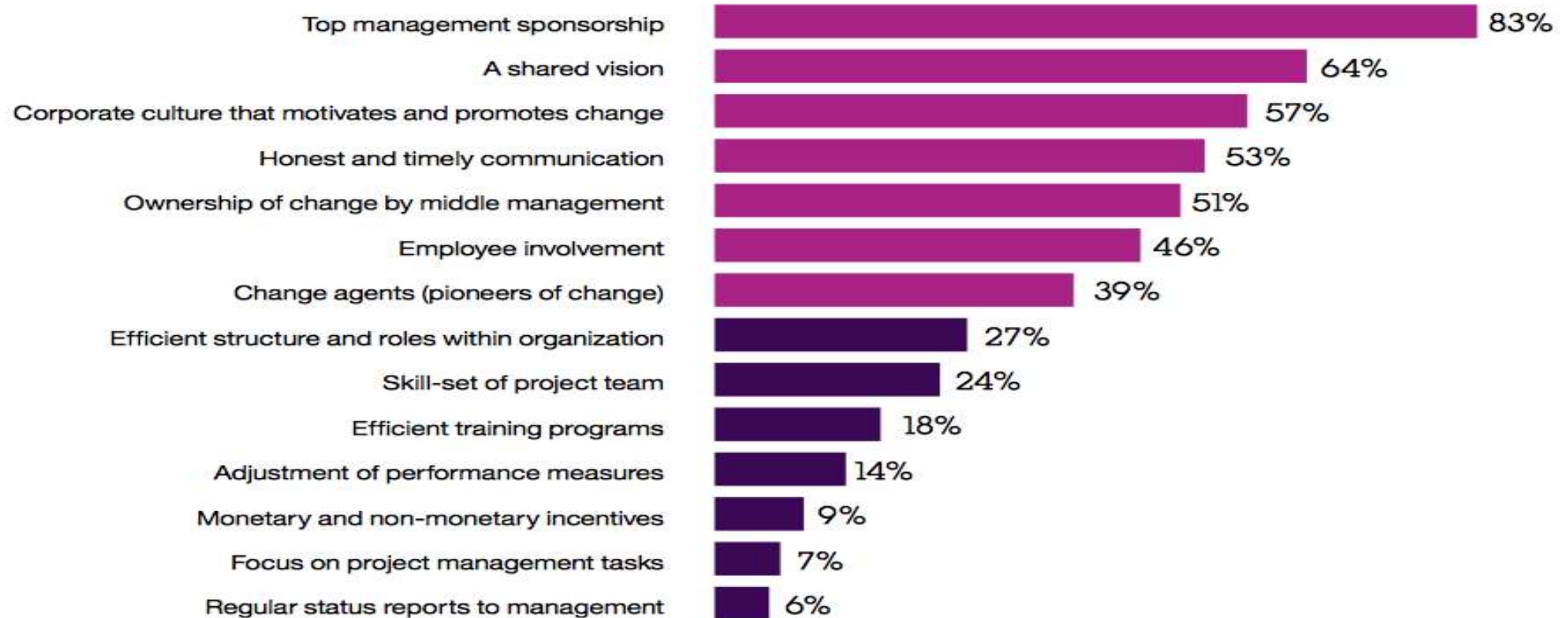
A close-up photograph of a person's hand, wearing a dark suit jacket and a white shirt cuff, carefully placing a light-colored wooden block onto a line of other similar blocks. The blocks are arranged in a slightly curved path, receding into the background. The lighting is bright, creating soft shadows on the surface.

DON'T JUST SET A NEW DIRECTION...
*BECOME A CHANGE LEADER &
BUILD SUCCESS*

Challenges of implementing change



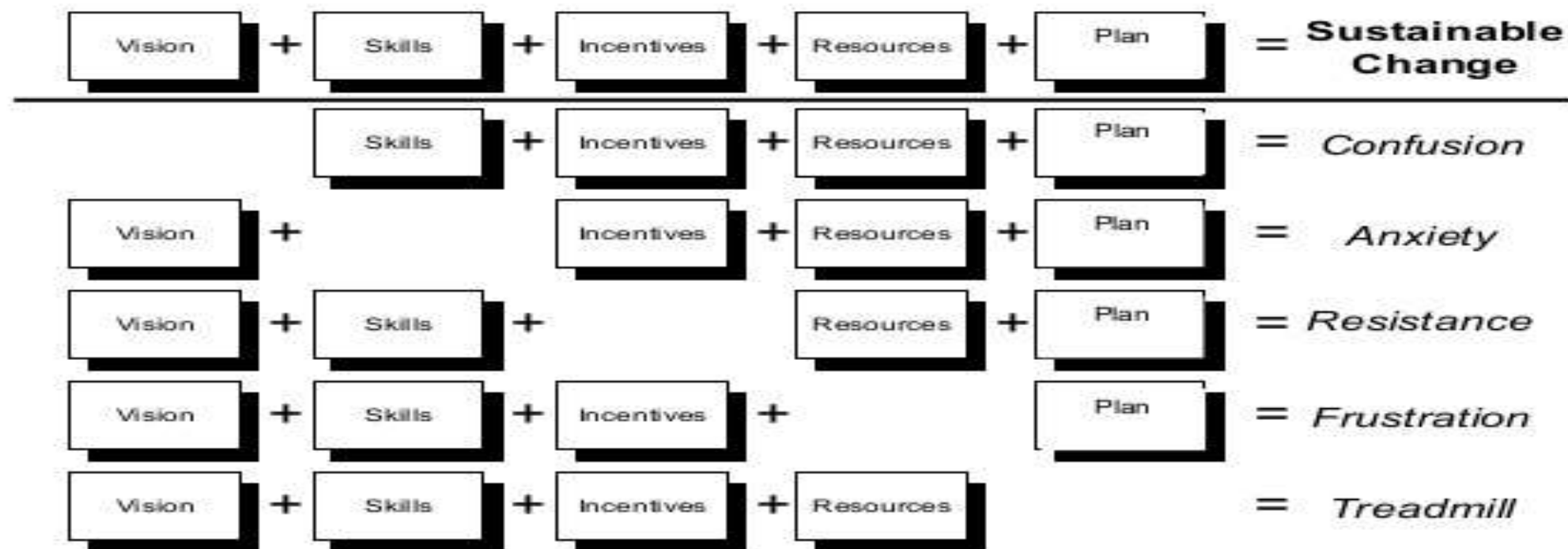
Most important aspects of successful change



■ Hard factors
■ Soft factors



Conditions for Successful Implementation



Vision: The "Why are we doing this?" to combat confusion.
Skills: The skill sets needed to combat anxiety.
Incentives: Reasons, perks, advantages to combat resistance
Resources: Tools and time needed to combat frustration.

Plan: Provides the direction to eliminate the treadmill effect.

CHARACTERISTICS OF CHANGE-CAPABLE PROJECT TEAMS

- **#1: Linking the present and the future**
- **#2: Make learning a way of life** (learning organization)
- **#3: Actively supporting and encouraging day-to-day improvements and changes** (continuous improvement processes)
 - **#4: Ensuring diverse teams**
- **#5: Encourage out-of-the-box thinking** (innovation)

CHARACTERISTICS OF CHANGE-CAPABLE PROJECT TEAMS

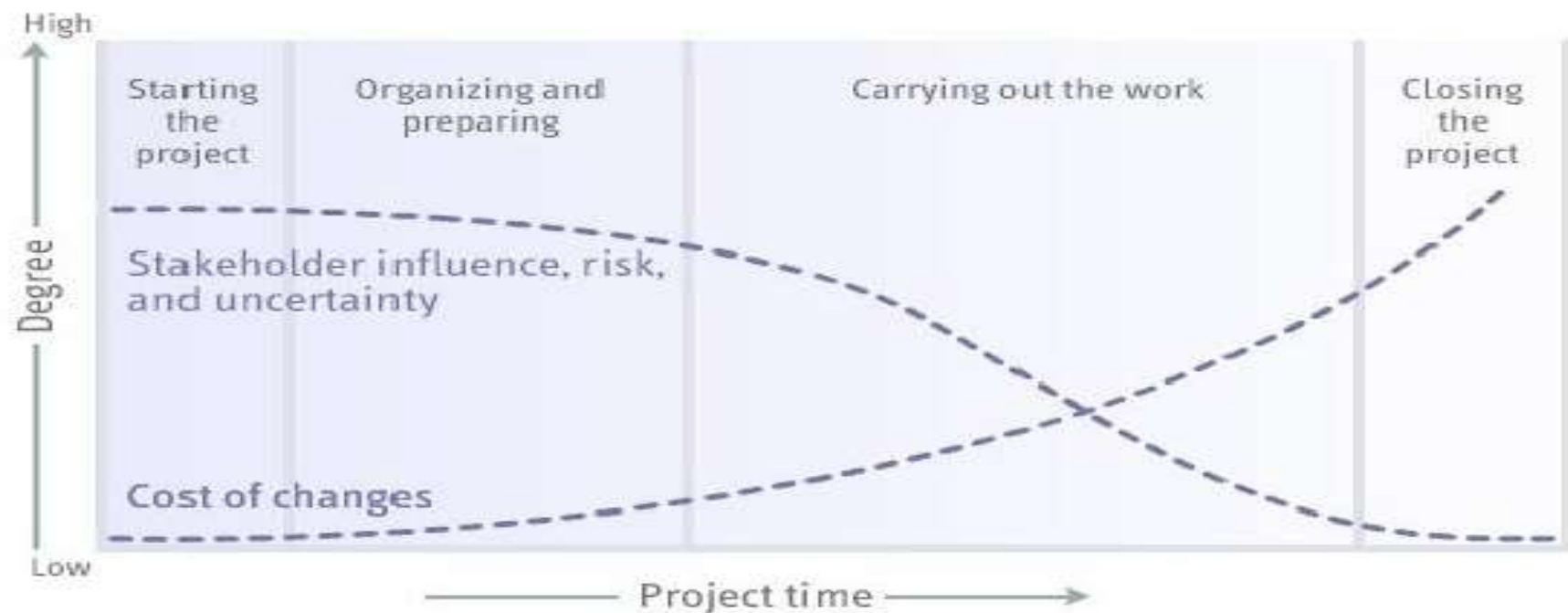
- **#6: Protect and shelter breakthrough ideas** (intellectual property)
 - **#7: Integrate technology to implement changes**
- **#8: Build and deepen trust** (creating an organizational culture of management credibility and integrity)
 - **#9: Streamline and align processes, systems and structures**
 - **#10: Leadership have the will and conviction to change**

LEARNING ACTIVITY 2

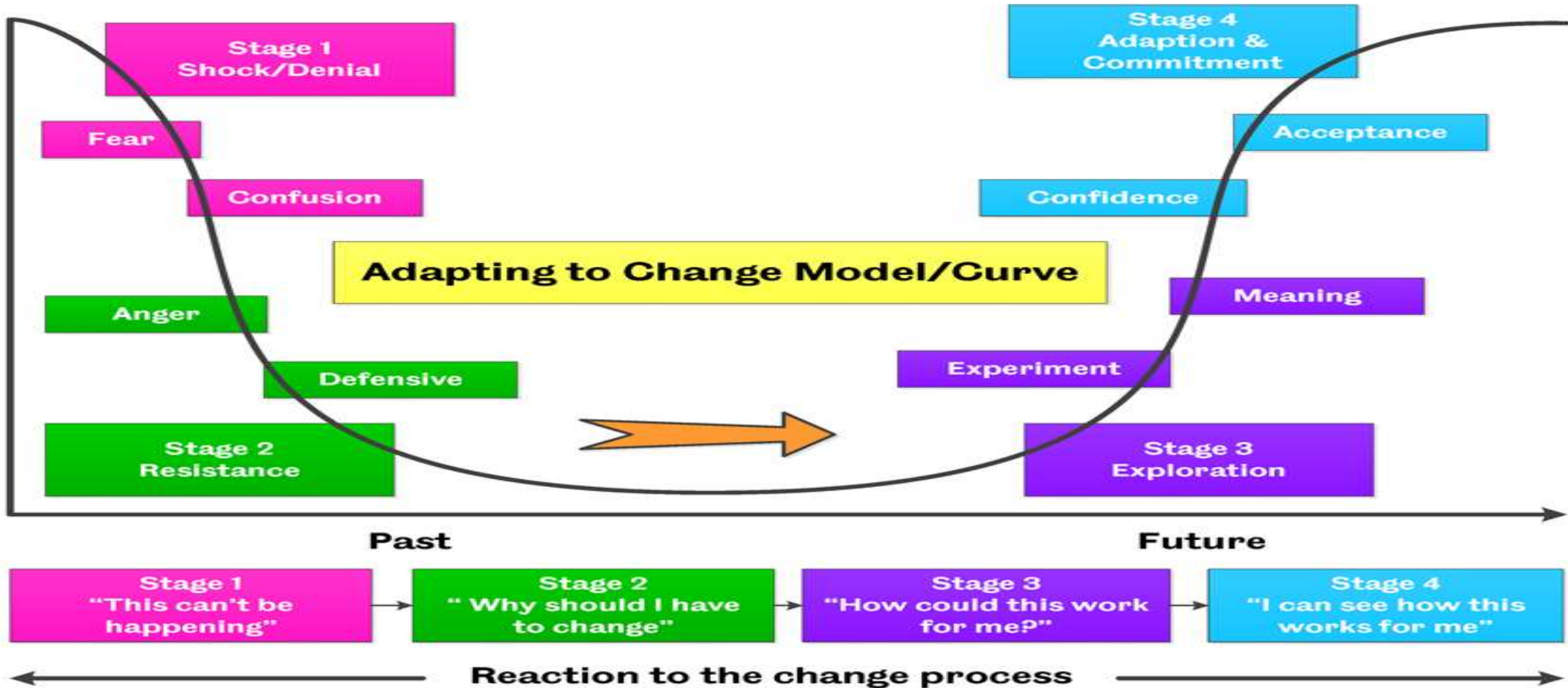
- **Syndicate group discussion:**
- **Diagnosis:** By referring to each of the characteristics of change capable/friendly projects, measure the degree of the State Education Program Investment Project (SEPIP) readiness to change.
- **Analysis:** Identify those areas which need to be improved and recommend strategies to close these gaps.
- Present a summary of group discussion



Changes over the life of a project



PROJECT CHANGE TRANSITION CURVE



THE ROLE OF PROJECT LEADERSHIP IN CHANGE MANAGEMENT

- *“Leaders should not only administer and manage change, but pioneer, pilot and drive change towards barrier-busting heights of performance improvement.” (Cotter, 2005)*

- Managerial Roles and Actions**

- Change Agents** (internal and external)

- Building resilience and change-hardiness**

- Develop Employee engagement strategies**

- Scaling the Hierarchy of Commitment**

- Transformational Leadership**

CHANGE LEADERSHIP ROLES AND ACTIONS

- Provide a **future vision** for change
- Leaders should possess diagnostic ability to read, scan and respond to the **changing environment** in the perpetual quest for business growth and expansion opportunities
- **Guide, support and lead people** through the change transition cycle
 - Be a **change agent**
- **Lead by example** during change i.e. be a role model/ambassador and advocate for change
 - Be a **transformational leader**
 - **Break down resistance to change**
 - To build **resilience and change hardiness** amongst the workforce
 - Be a **catalytic driver of change**

THE FORMULA FOR CHANGE

$$D \times V \times F > R$$

D = Dissatisfaction with how things
are now

V = Vision of what is possible

F = First, concrete steps

R = Resistance

**ALL CHANGE
MEETS
RESISTANCE...**

IF THERE IS NO
RESISTANCE,
THERE IS NO CHANGE.



**CHANGE
AHEAD**



Crippling Reasons Why Employees Will Resist Change

- **Uncertainty** (i.e. fear of the unknown)
 - **People's self-interest is threatened**
 - **A lack of trust and misunderstanding**
- Belief that change is **incompatible** with the goals and the interest of the organization
 - **A low tolerance for change** is also a barrier to organizational change
- **Other general reasons** (e.g. include inertia where people do not want to change the status quo, poor timing, and unexpected, extreme or sudden change and peer pressure)

PROJECT LEADERSHIP TECHNIQUES TO REDUCE RESISTANCE TO CHANGE

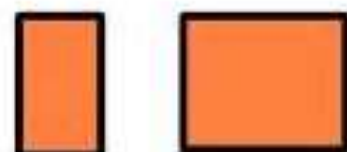


REASONS FOR RESISTANCE

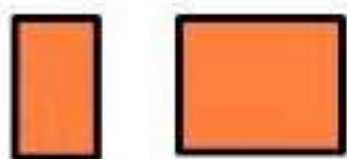
REASON	DESCRIPTION
Fear of losing something of value	<ul style="list-style-type: none">• Focus on best interests for self rather than total organization• May result in "political" behavior, power struggles
Misunderstanding and lack of trust	<ul style="list-style-type: none">• Perception that change may result in more personal losses than gains• Stems from mistrust between managers and employees
Different assessments	<ul style="list-style-type: none">• Different groups have different information
Low tolerance for change	<ul style="list-style-type: none">• Fear of new requirements/expectations• Change may be asking too much, too quickly

DEALING WITH RESISTANCE

STRATEGY	DESCRIPTION
Education and communication	<ul style="list-style-type: none">• Explain in advance the need for and logic of a change
Participation and involvement	<ul style="list-style-type: none">• Garner input from the people involved in the change
Facilitation and support	<ul style="list-style-type: none">• Provide support (education, training, listening, etc.)
Negotiation and agreement	<ul style="list-style-type: none">• Offer incentives, negotiated agreements
Manipulation and co-optation	<ul style="list-style-type: none">• Selective use of information and conscious structuring of events—use with caution
Explicit and implicit coercion	<ul style="list-style-type: none">• Force acceptance of change by offering threats—risky but sometimes necessary

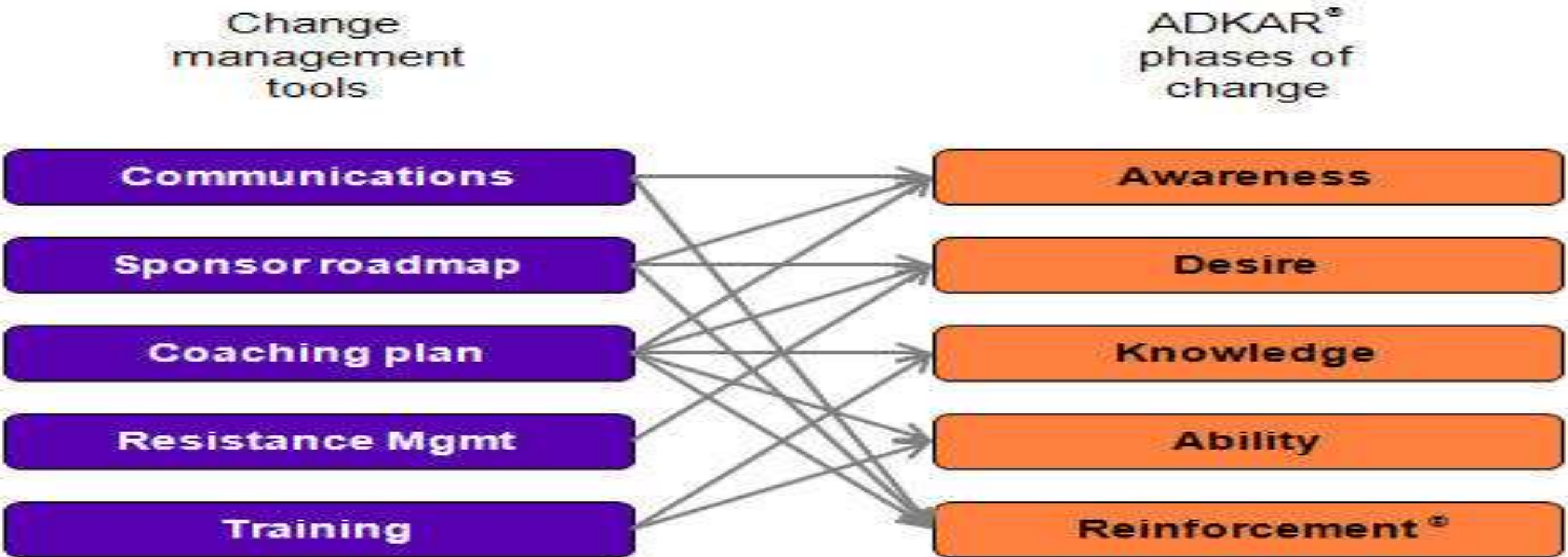


Technical
side of the
project



People
side of the
project

PROSCI'S CHANGE MANAGEMENT METHODOLOGY



A-D-K-A-R

Awareness

Desire

Knowledge

Ability

Reinforcement

- Of the need for change

- To support and participate in the change

- On how to change

- To implement the right skills and behaviours

- To sustain the change

- "Why do I have to do things differently?"

- "Why would I want to do things differently?"

- "What additional skills do I need to do things differently?"

- "Can I actually do things differently?"

- "How do I get the support to maintain a different way of doing things?"

PROJECT CHANGE REQUESTS

- **Change requests** to the project scope or functionality may come from a variety of sources, but they will require **Project Board sponsorship** to be processed.
- The originator will describe the change request and provide a **justification**.
- **Alternative solutions** and their respective impacts on the project will be identified and a **recommendation** made.
- The recommendation will be presented to the **Project Board** who will decide whether to **accept it** or make an alternative recommendation.
- These change requests are formalized through the completion of a Project **Change Request Form (CRF)**.

Change Request Process

Change is identified

Complete CR form

Change is assessed
& evaluated

Estimations of
inclusion are
calculated

Priority is assigned

CCB Decision is
made

Approved changes
are incorporated in
Project Plan

CHANGE-REQUEST FORM

Project Name:

Project Sponsor:

The top part of the form is completed by the person requesting the change. The bottom half is completed by the project team. The change requested must be approved before it can be incorporated into the project plan.

Urgency: How urgently is the change needed? High, medium, or low.

Change Request #:	Originator:	Change requested by:	Date requested:
Assign a unique number to each change request.	Who completed the change-request form?	Who is requesting the change?	What is the date that the change-request form was completed?

Description of Change Request #:

What is the change that is being requested? Describe what needs to change.

Reason for Change:

What is the reason for the change? Why does the customer or the team need the change? What is the problem that the change request is supposed to address?

Proposed Approach to Resolve:

Is there a proposed approach to how to make the change? Explain that here.

PROJECT PLAN AREA

IMPACT OF PROPOSED CHANGE(S)

Impact on Scope	What changes will need to be made to the scope of the project? Are there new features or functions? Are the customer requirements changing? Are there new customer acceptance criteria?
Impact on Risk	What impact will there be on the risk? If there are new potential problems, indicate what the team would do to reduce the risks or their consequences.
Impact on Schedule	What change will need to be made to the schedule? What impact will there be on the deadline dates?
Impact on Spending	How much more money will be needed?
Other	Indicate any other impacts of the proposed change, i.e., changes needed to team composition, issues that could arise.

APPROVALS TO PROCEED:

Originator/Date	Project Leader/Date	Sponsor/Date	Customer/Date
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FORM-10

1

JUSTIFICATION

FORM-10

2

IMPACT

FORM-10

3

LEARNING ACTIVITY 3

- **Syndicate group discussion:**
- **List the 5 reasons why stakeholders resist change in SEPIP.**
- **As a project manager, describe how you can accelerate and guide team members through the change transition cycle to the most sophisticated/mature stage, i.e. commitment.**
- **Discuss how change leadership principles can be effectively applied during the State Education Program Investment Project (SEPIP).**
- **Describe the project change management process in the context of SEPIP.**
- **Present a summary of group discussion**



CONCLUSION

- Key points
- Summary
- Questions



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