



BizLearn
Learning at the
Speed of Change

Improving Business Project Success: Integrating Change Management

CIO Association
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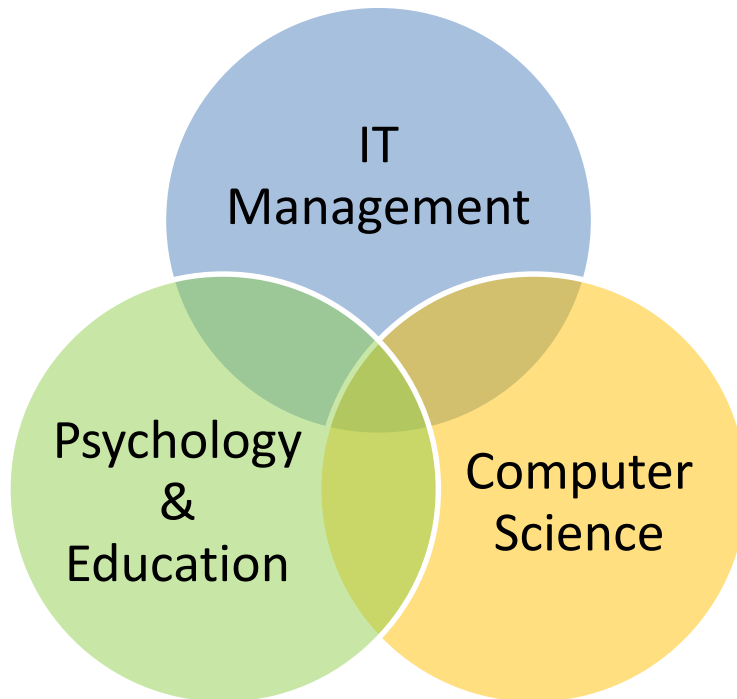


Improving Business Project Success: Integrating Change Management

Objectives for today:

1. Understand what Organizational Change Management (OCM) is and why it is important to business project success.
2. Develop the “elevator speech” for obtaining OCM resources.
3. Obtain three practical pieces of advice from projects.

BizLearn Canada



BizLearn Canada

Who are we?

A group of IT and Education consultants.

What services do we provide?

- eLearning framework
- eLearning development
- Organizational Change Management



Change

[Defining Change](#)

From: Camlin at
<https://www.youtube.com/watch?v=tzIKoYLzdFo>



Defining Project “Success”?

Project was
In Scope
On-time
On-Budget



Project Achieved
Return on
Investment
Quickly



Staff were
prepared and
supported





Defining Project “Success”?

Some may think
that success is
measured here.....

Project was
In Scope
On-time
On-Budget



....but, many projects
are measured here.

Project Achieved
Return on
Investment
Quickly



Staff were
prepared and
supported





The “soft stuff” is the hard stuff.

An Exercise on Change.

"The soft stuff is always harder than the hard stuff."

— Roger Enrico

Vice Chairman, Pepsico



The “soft stuff” is the hard stuff.

Video on human response to change.

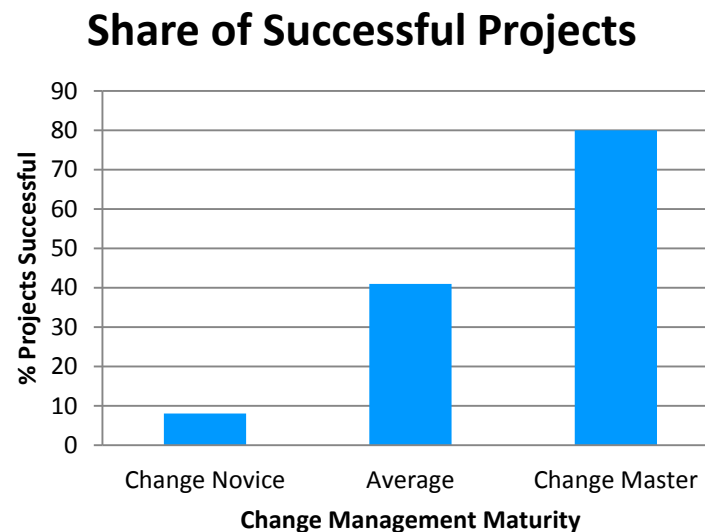
[Bronze Project Initiation](#)

Organizational Change Management (OCM) is the systematic use of best practices for the “soft” or “people” side of change.



Why Incorporate Change Management?

On average, Organizations reported that about 40% of projects were “successful”. Organizations with OCM maturity, reported 80% success rate.



From: “Making Change Work”, IBM, 2008
http://www-07.ibm.com/au/pdf/making_change_work.pdf



Project vs Change Management

Project Management	Change Management
In Scope	Change Impacts
On Time	Benefits
In Budget	Training and Learning
Project Communication	Change Communication

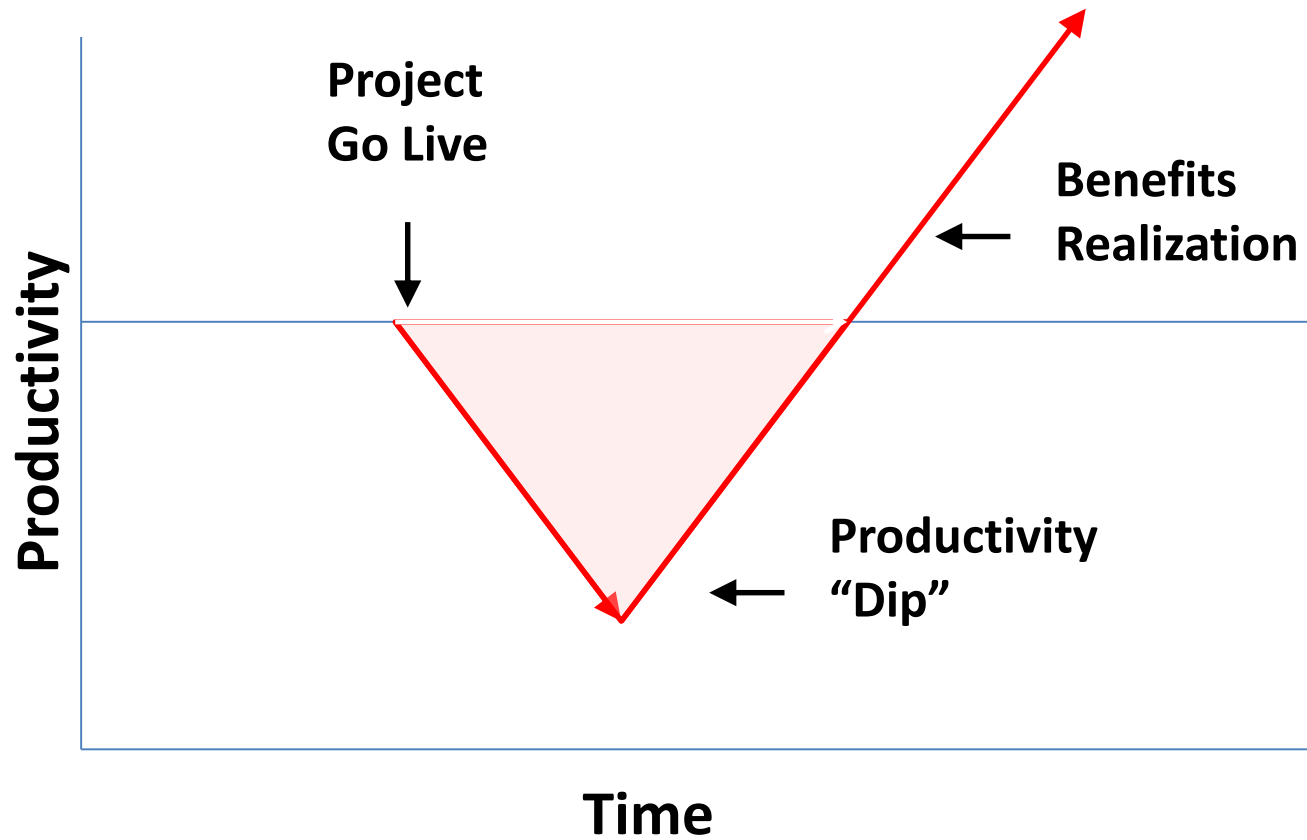


OCM 101: 3 things a CIO needs to know.

1. What is it? Organizational Change Management (OCM) is the set of best practices that supports the “people” side of change.
2. Why OCM? Substantial improvement in business project success.
The Change Curve. Having people prepared for change reduces the productivity “dip” and accelerates business benefits.
3. How is it done?
 - A separate plan. Change Management Plan is most effective as a separate plan integrated with a Project Management Plan
 - Led by a Change PM;
 - With assigned timeline and resources.



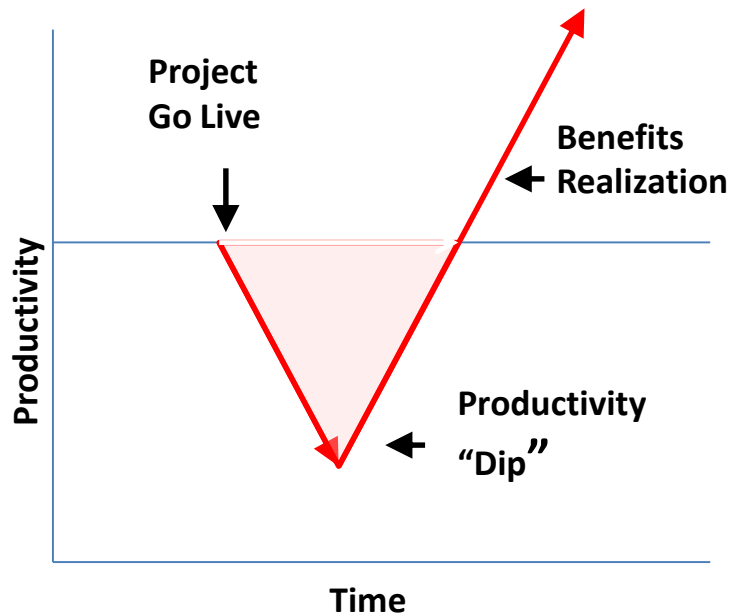
The Change Curve



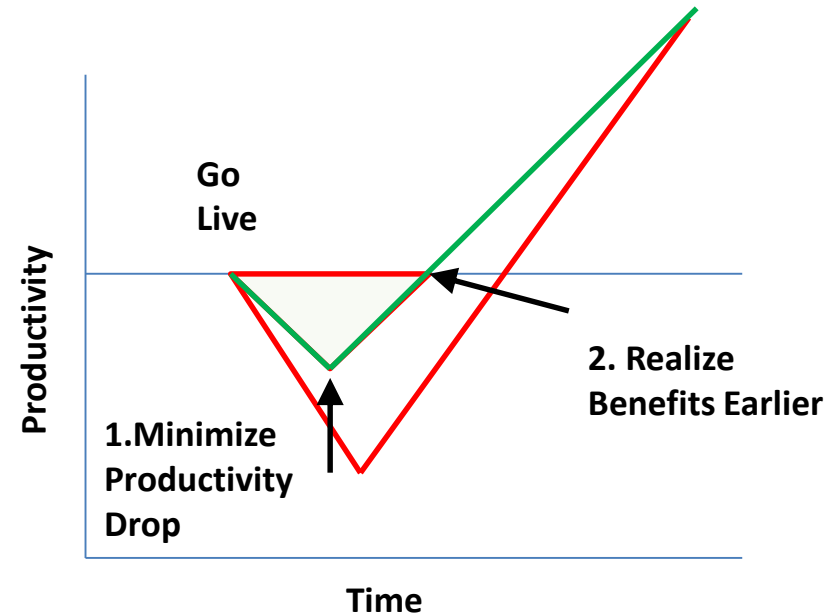
*Adapted from Kubler Ross



The Change Curve



Standard Change Curve



Managed Change Curve



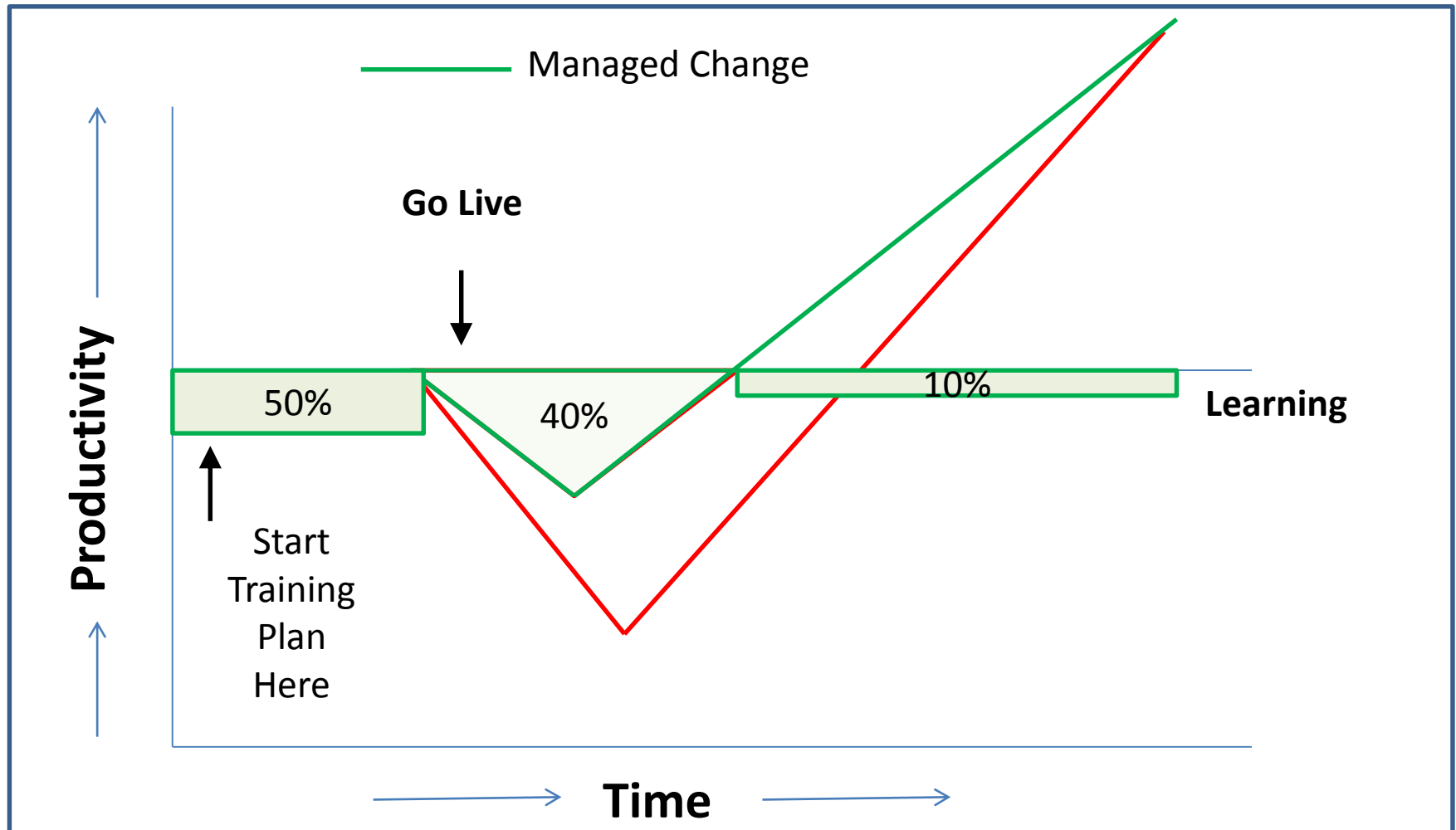
Training vs Learning



Cartoon by Bud Blake



OCM: It's about learning.





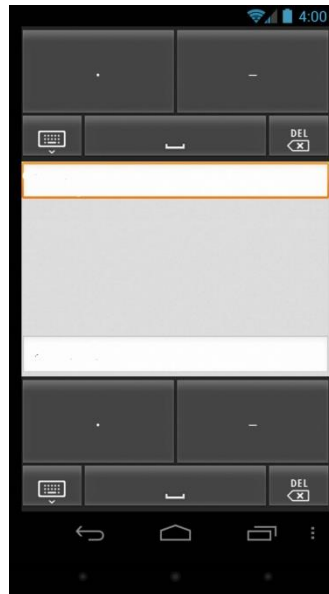
OCM: Ask the right questions

1. When will staff/clients know the reason for change?



“We have an OCM plan, it just doesn’t include benefits communication.”

[GmailTAP](#)

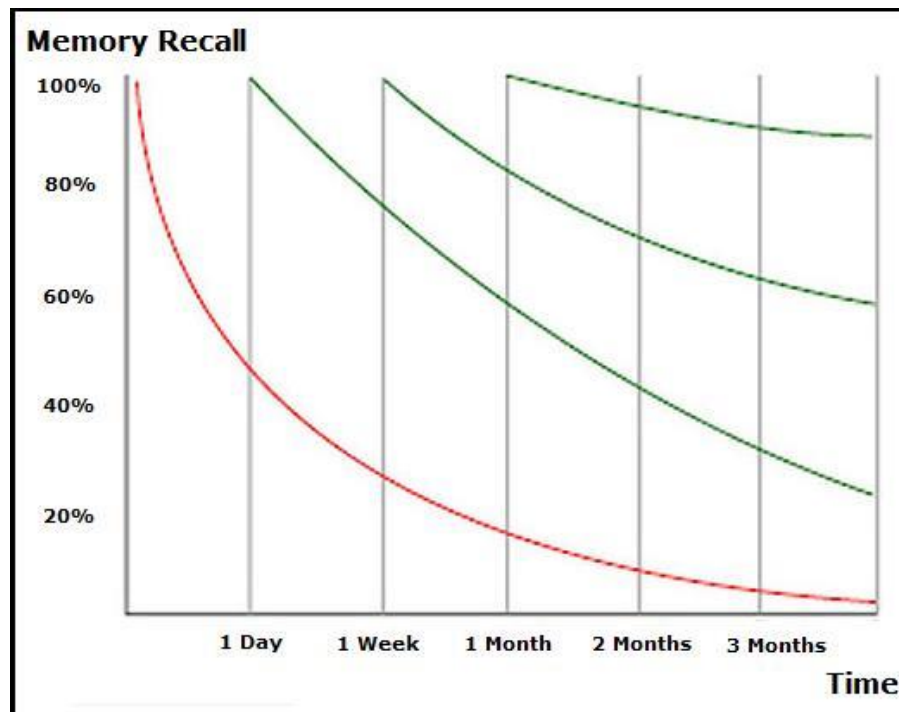




OCM: Ask the right questions

2. When is training happening?

“We will train staff two weeks before Go-Live so that they don't forget.”



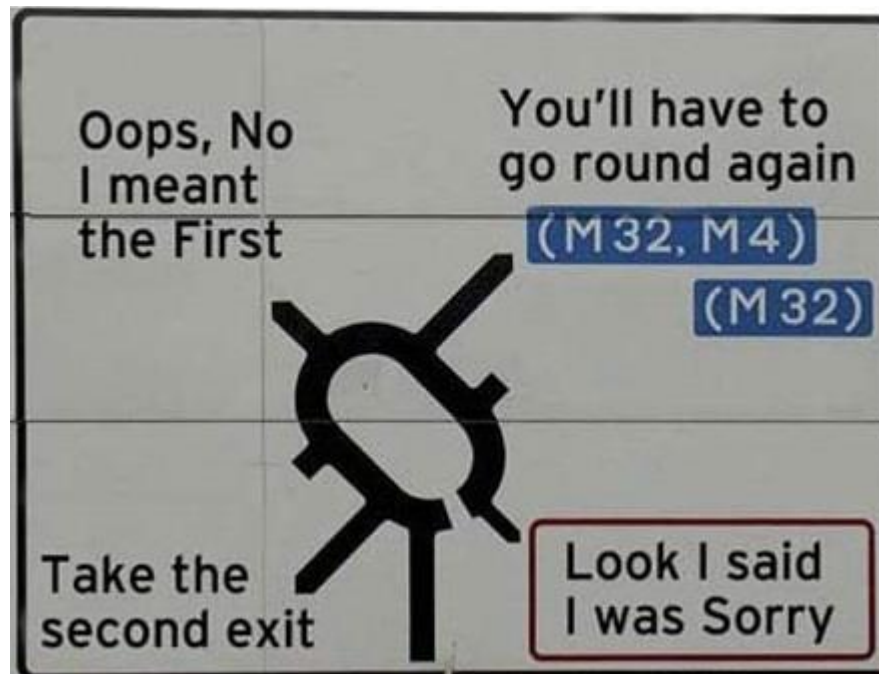
Retrieved from: <http://www.learningspy.co.uk/learning/learning-easy-hard>



OCM: Ask the right questions

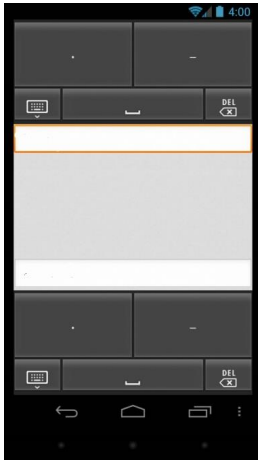
3. What is the training for business process?

“We don’t have process models and we don’t need to do process training;”

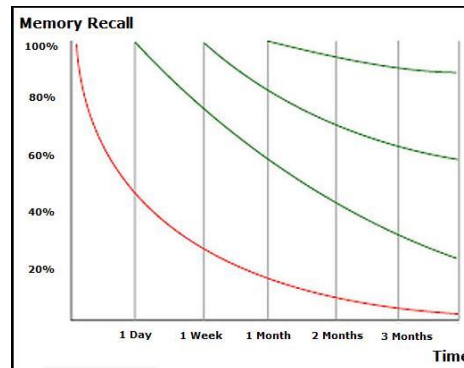




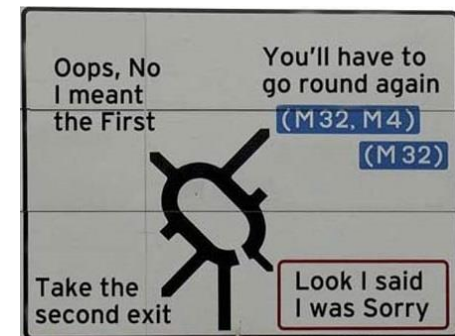
3 Pieces of Advice



**1. Communicate
business benefits.**



**2. Respect the
learning process.**



**3. Have a plan to
train processes.**



Need to know more? Resources:

1. **“Leading Change”, John P. Kotter.** Harvard Business Press, 1996. This is one of the seminal works on Change Management.
2. **“Making Change Work”, IBM, 2008.** Can be found on Slideshare or at: http://www-07.ibm.com/au/pdf/making_change_work.pdf
3. **Prosci** is an organization that has developed a framework for managing change. There are other frameworks but, this is broadly used. Their web site is: Prosci.com.
4. **CMBOK.** Like Project Management, Change Management is an evolving discipline. In 2013, the Change Management Institute published “The Effective Change Manager: The Change Management Body of Knowledge”, www.change-management-institute.com



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