

Welcome to PMI UAE Chapter !

“Good Things happen when you join [PMI UAE Khaleeji Chapter](#)”

Transformational Change Management: A Human Tale

May 25, 2017

Our sponsors



Bottom Line.

Business is a machine made of
people. - Duane

And I'm one of them..

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BC Liberals Nomination to Legislative Assembly 2009

Women as Peace Maker Award (Canadian Women Counseling Center) 2008

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Transformation

If you're not renewing, you're already dying.

What are you reinventing today?

- Re-engineering
- Re-invention
- Re-building
- Re-making
- Re-organization
- Re-designing

Change Management

Organizational Change Management is taking a planned and structured approach to align an organization with the change.-

Managing Change in Organizations, PMI



Academic definition of an Organization



Invention is only the very first step.



Driving Change in Context

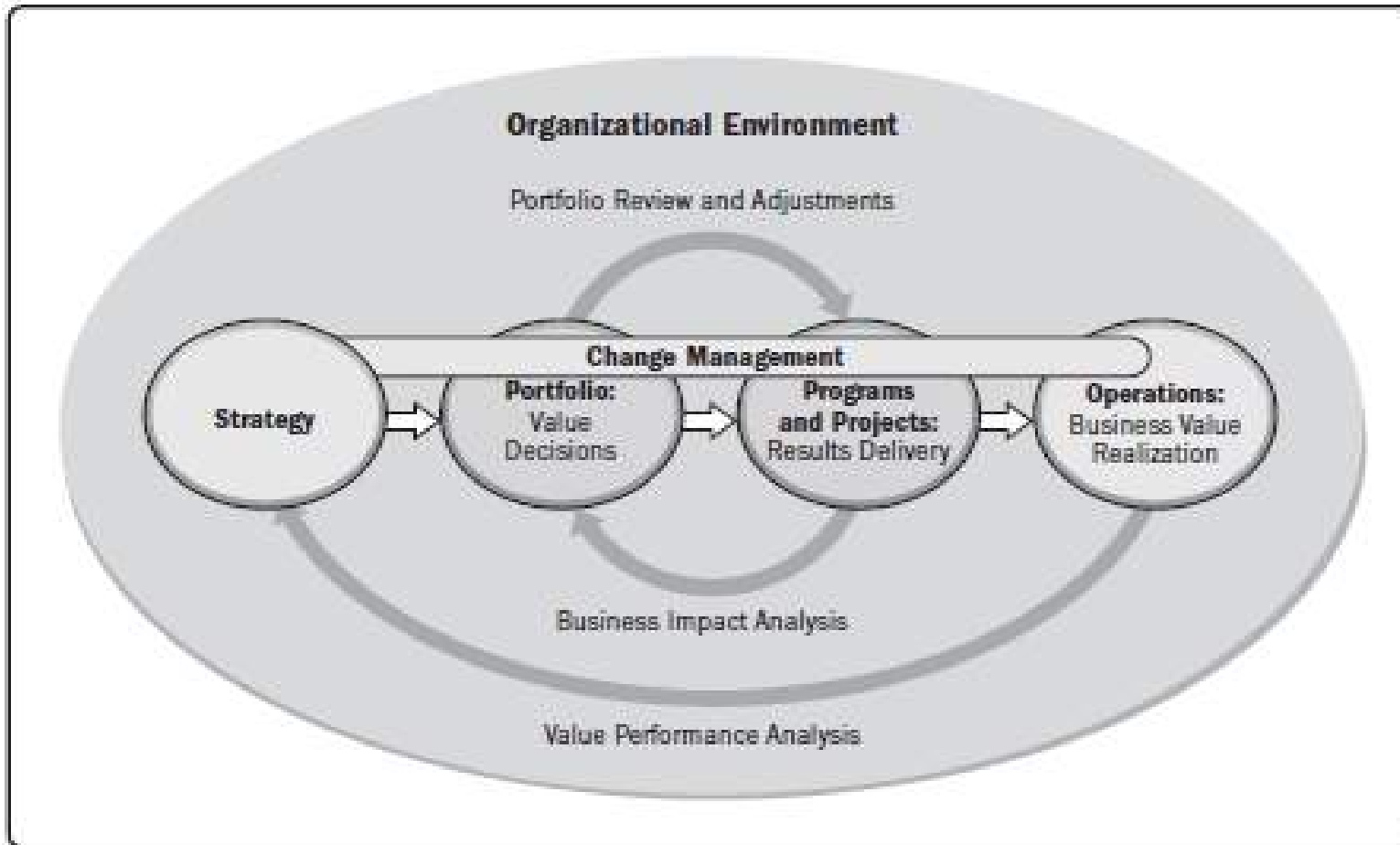


Figure 3-3. Driving Achievement with Change Management and OPM

Project Management Institute, *Managing Change in Organizations*, Project Management Institute, Inc., 2013.

YET. Seductive Pitfalls are everywhere.



Passion takes over logic.

- Confirmation Bias fallacy
- Poor Risk Identification
- Potential impacts not investigated
- Culture not taken into account

Resistance is misread..

- Resistance is not always negative.
- Your change strategy should not be static.
- Change should be a dynamic process that includes peoples' feedback.

Listen, already!

We Lack a Persuasive Speech.

- Leading change includes a persuasive exercise. Prepare your elevator pitch.
- It should be a genuine pitch that speaks to needs and also include a response to the counter-arguments.

We overestimate.

- Project Management Abilities
- Too many changes?
- Too much on your plate?

Some More Pitfalls

- Misalign with Strategy:
 - » Does the change make sense?
 - » Is the alignment well conveyed?
- Think in terms of delivery.
- Celebrate too early.
- Keeping a business as usual attitude

Managing Complex Change Projects

Competencies to Manage Complex Projects



So, in a world with not enough time or resources, focusing on these areas improves the delivery of complex projects.

PMI, *Navigating Complexity: A Practice Guide*, 1st Edition, 2014

This is what you need.

Most Important Skills to Successfully Manage Highly Complex Projects

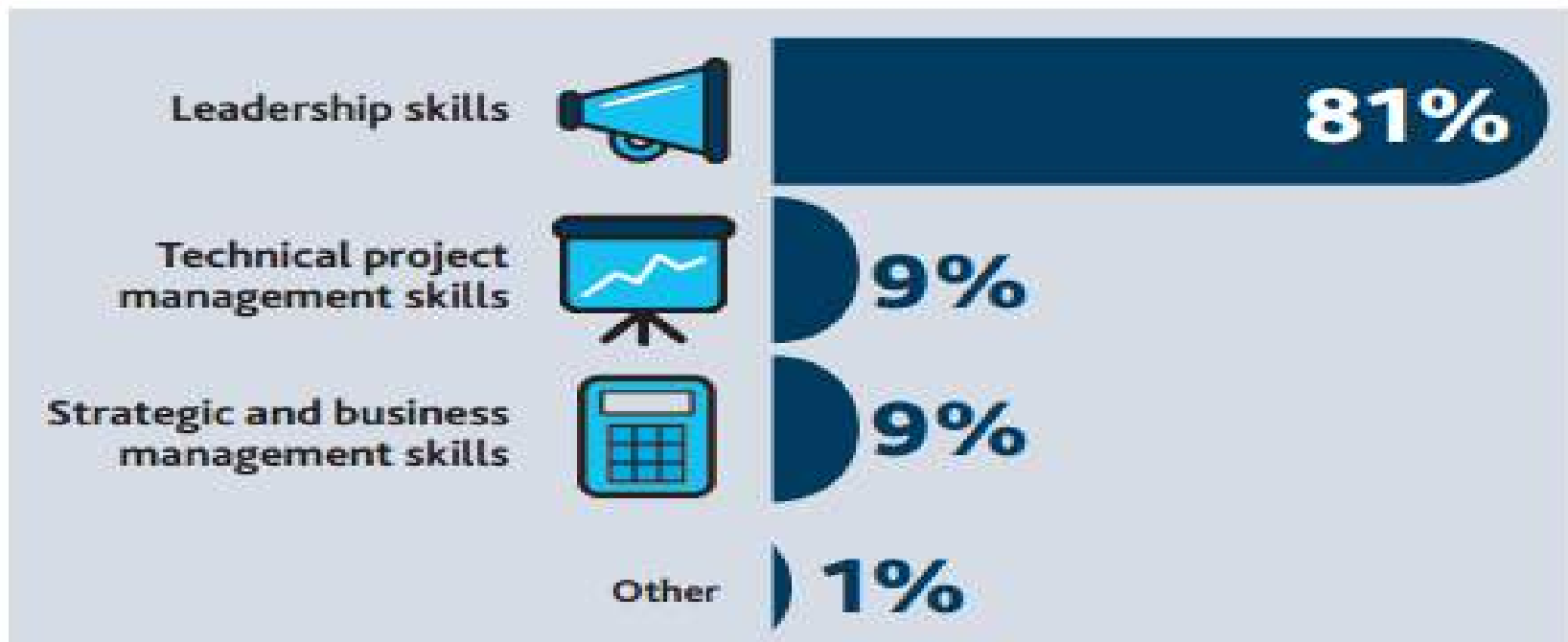


Figure 8: Skills most important for successfully managing highly complex projects.

On Transformational Leadership

4 I's of Transformational Leadership

Idealized Influence

Leader serves as an ideal role model for followers and is admired for this

Inspirational Motivation

Transformational leaders have the ability to inspire and motivate followers

Individualized Consideration

Transformational leaders demonstrate genuine concern for the needs and feelings of followers which brings out the best efforts from each individual

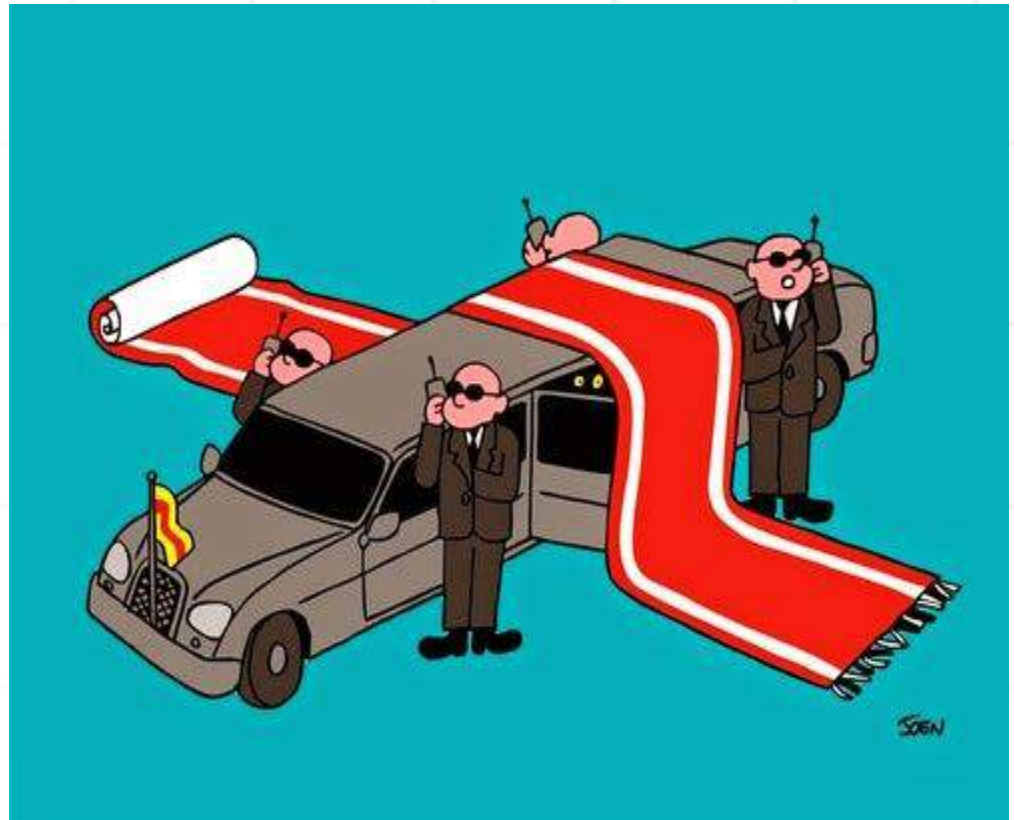
Intellectual Stimulation

Transformational leaders challenges followers to be innovative and creative

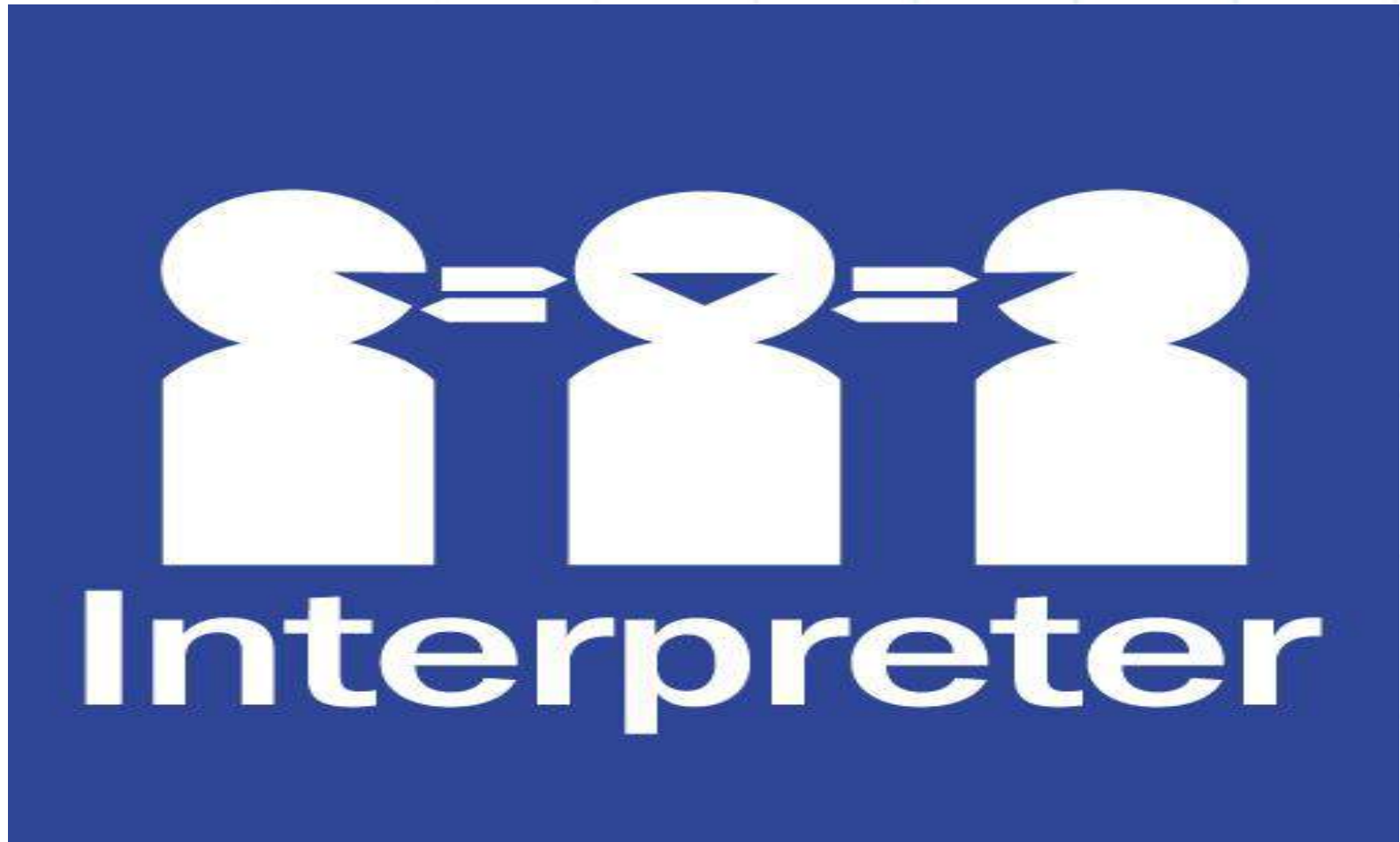
What should Good Leaders of Change do?

Be

I-M-P-ORT-ANT



Interpreters



Interpreters

- Convey the vision clearly. Make it tangible and accessible.
- Interpret the gaps in the current state and open a dialogue on future state.
- Interpret to the executives the changes and progress within the project.
- Tell the project team the top management requirements.

Motivators

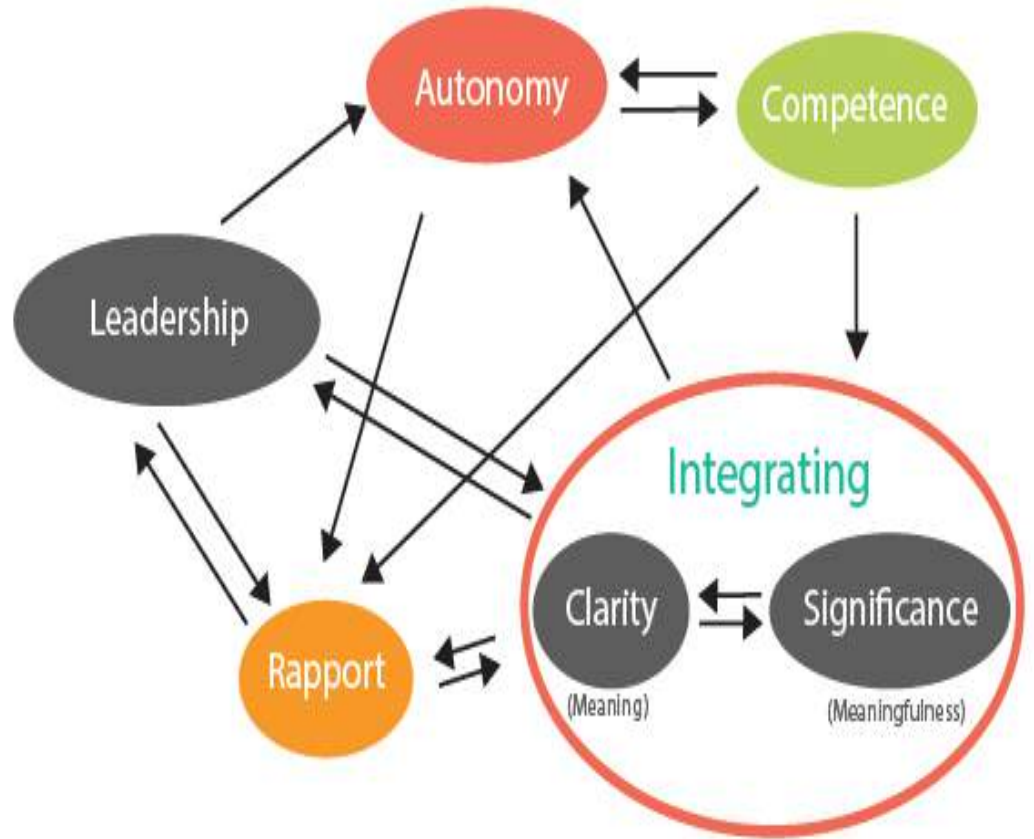


“Just the same, it’s nice to get an award.”

Motivating

- Tell them why it is important
- Convey a sense of urgency
- Understand your team member's characters and abilities
- Reward Enablers
- At Closing, ensure to recognize those who adapted change.

MOTIVATING



Motivating through Job Enrichment

Job Dimension	Description	Enrichment Action
Skill variety	The degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents	Enlarging task requirements to involve multiple and varied skills
Task identity	The degree to which the job requires completion of a “whole” and identifiable piece of work; that is, doing a job from beginning to a tangible outcome	Combining individuals into a team with shared responsibility for the final product
Task significance	The degree to which the performance of the task has a substantial impact on outcomes that are deemed to be important to employees, to the organization, and/or to society as a whole	Communicating regularly and clearly how individual and group effort contributes to overall performance of company
Autonomy	The degree to which the job provides substantial discretion to the individual in scheduling work and determining procedures for carrying it out	Allowing individuals or groups to schedule work and assign specific tasks consistent with achieving performance goal
Feedback	The degree to which carrying out work activities required by the job results in the individual acquiring direct and clear information about the effectiveness of his or her performance	Communicating frequently concerning progress toward work goals

Source: Spector (2013)
 2013 Pearson Education, Ltd.

Engagement through Delegation: ARE YOU A CONTROL FREAK?

- Levels of Delegation:*
- Assess the situation and get back to me. We'll assess and decide together.
- Take action. Let me know what you did.
- Stick strictly to my instructions.
- Assess the situation and get back to me. We'll make a decision.
- Decide and wait for my green light.
- Assess the situation and convey it to me. I'll decide.

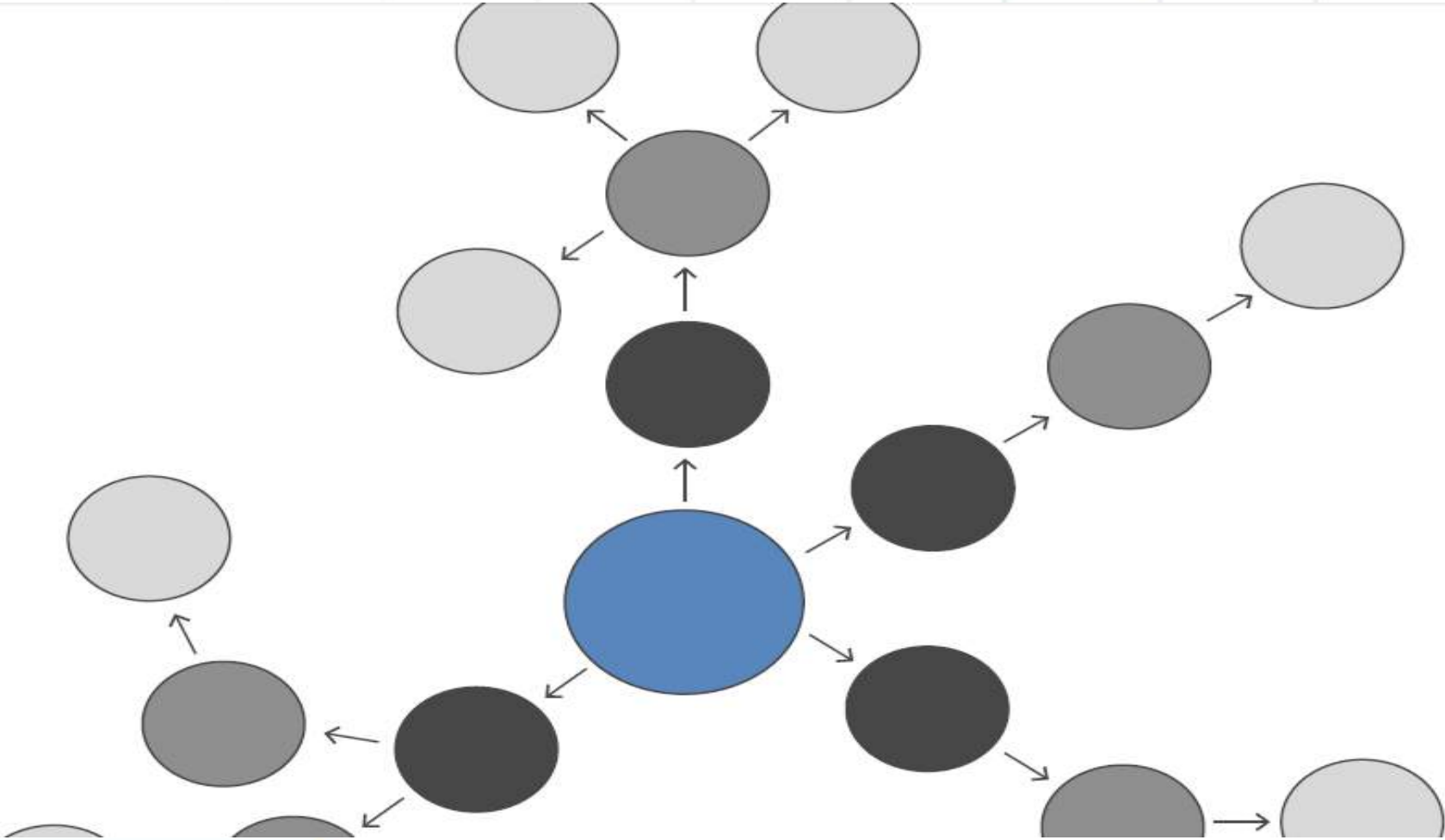
- ❑ Assess the situation and get back to me. We'll assess and decide together. 4
- ❑ Take action. Let me know what you did. 6
- ❑ Stick strictly to my instructions. 1
- ❑ Assess the situation and get back to me. We'll make a decision. 3
- ❑ Decide and wait for my green light. 5
- ❑ Assess the situation and convey it to me. I'll decide. 2

Adapted from businessballs.com

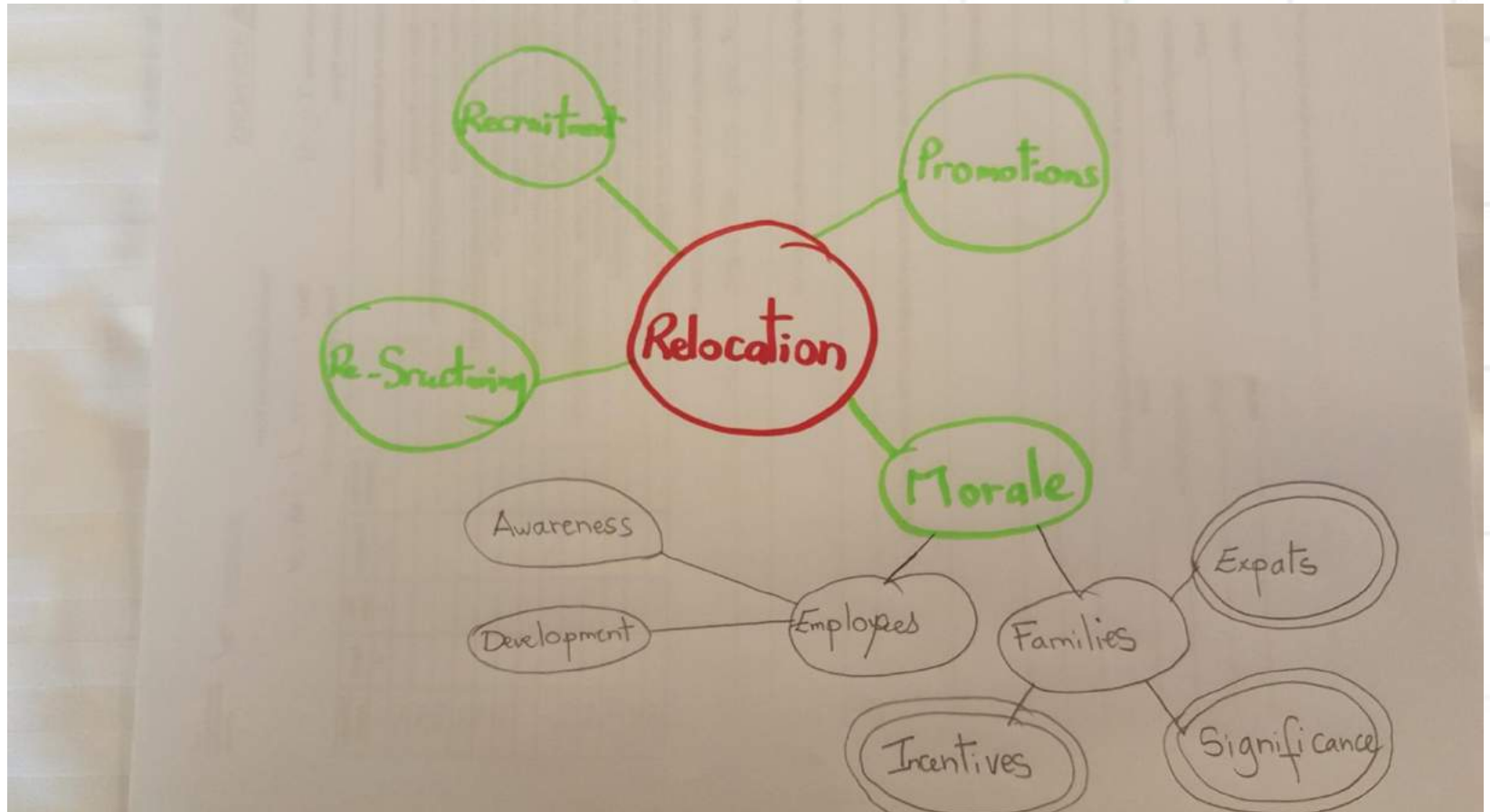
Planners? Really?



Impact or Future Wheel



Relocation: Future Wheel



Common Risks in Change

What are common risks you can already think of and how would you mitigate them?

Planning Elements

- Does the plan support change objectives?
- Does the plan include a training plan?
- Does it include a planned response to cultural and organizational risks?
- Does the plan support transition to operations and sustainability?

Organizational Restructuring

1 Define roles

- Identify roles
- Ensure tasks are defined and organized in a logical way
- Conduct impact analysis

2 Define jobs

- Identify jobs that need to be performed
- Define required competencies
- Describe required activities
- Redesign any impacted jobs

3 Perform gap analysis

- Compare job definition roles to as-is jobs
- Identify gaps in competencies and responsibilities
- Identify the impact of the gaps

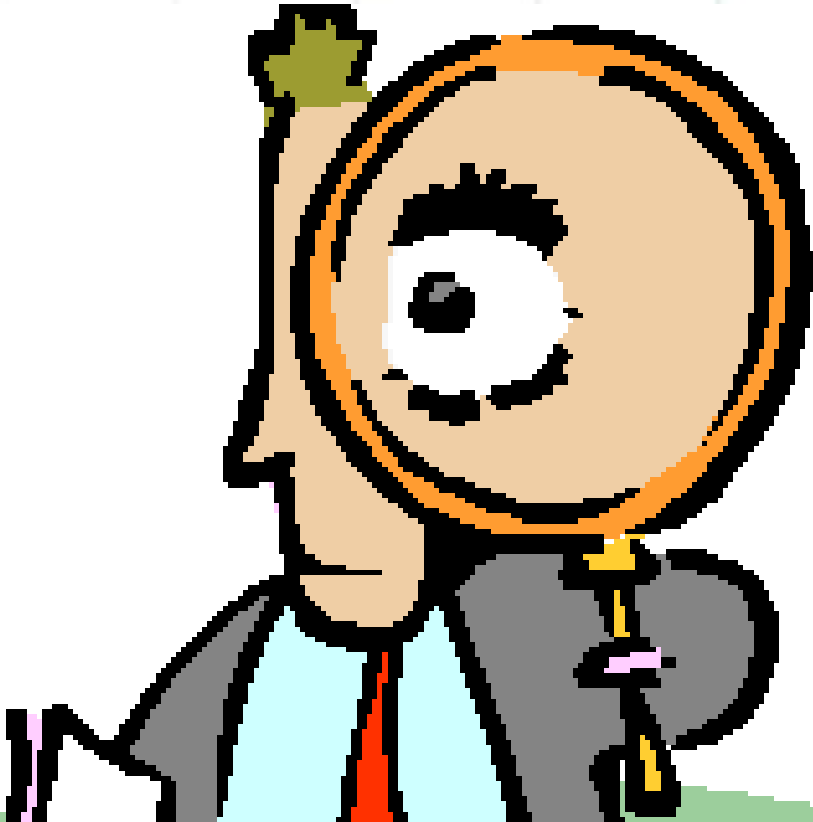
4 Describe jobs

- Document detail information about jobs (purpose, reporting relationships, roles and responsibilities, expected results, required competencies, performance metrics and job requirements)
- Determine impact on the jobs that need to work with a new system

4 Define teams

- Define how jobs are interrelated
- Determine the right organizational structure for the jobs
- Identify impact on the jobs and teams that need to work with the new system

Observers and Reviewers



Trackers

Big Tracker is watching you.

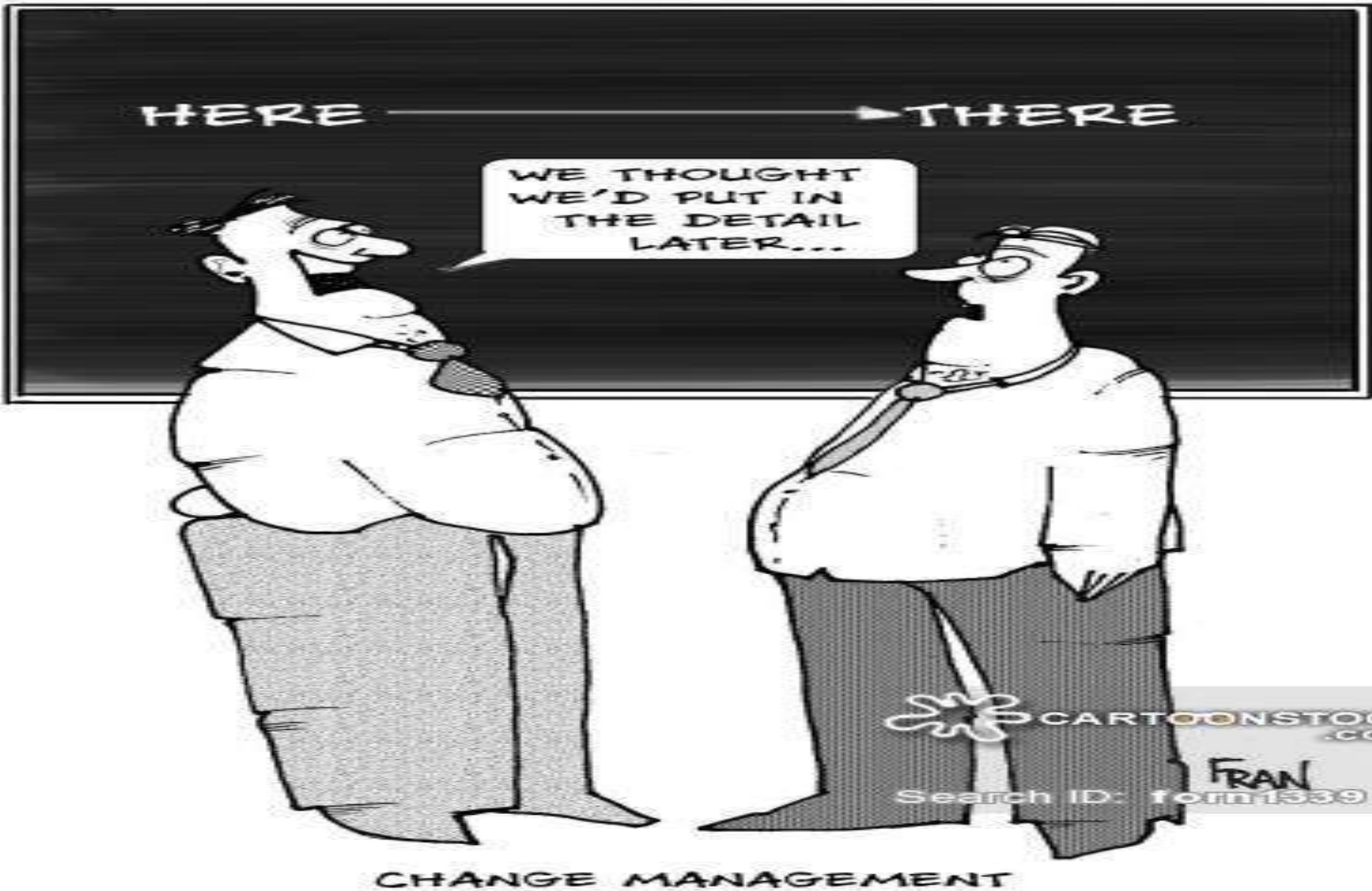


- Change results as project moves
- Is communication effectiveness well measured?
- Are recipients receiving sufficient support?
- Is there synergy between Project Team and Ops for transition?
- Is a sufficient sample taken?

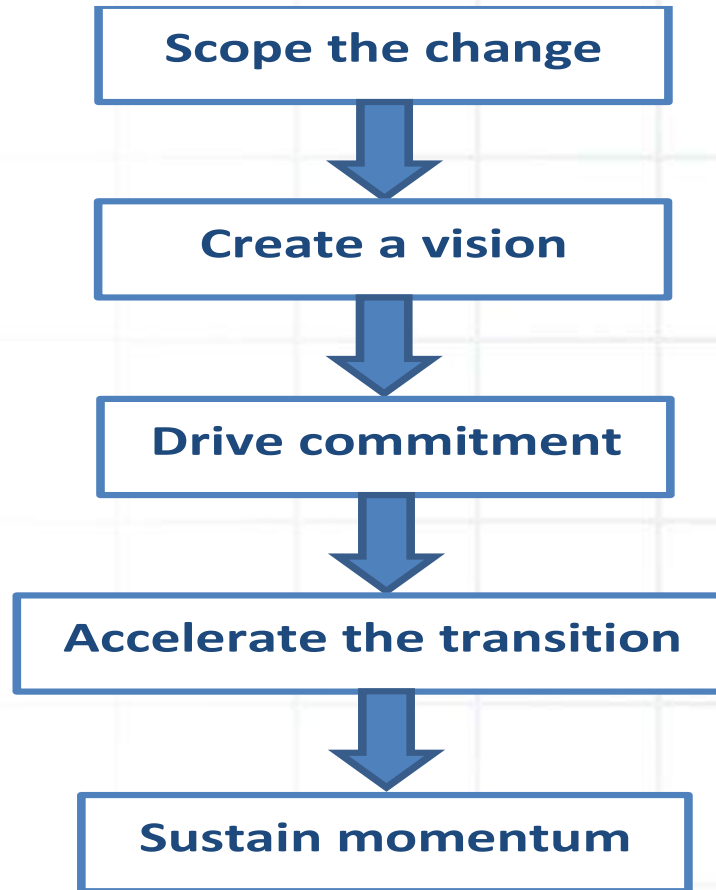
Long Live the Recaps!

Initiation	<ul style="list-style-type: none"> Moi The Organization Finding Gaps in Current State Consult Historical Data
Planning	<ul style="list-style-type: none"> Review Stakeholder Register and Matrix Identifying agents of change Cultural Assessment (Reflected in Risk Plan) Review the WBS Implementation Assessment + Mitigation
Executing	<ul style="list-style-type: none"> See Tracking
Monitoring & Controlling	<ul style="list-style-type: none"> Status Reports Adaptation Results Training Results- Change Acceptance Results
Closing	<ul style="list-style-type: none"> Transition Plan

ANT-ICIPATORY

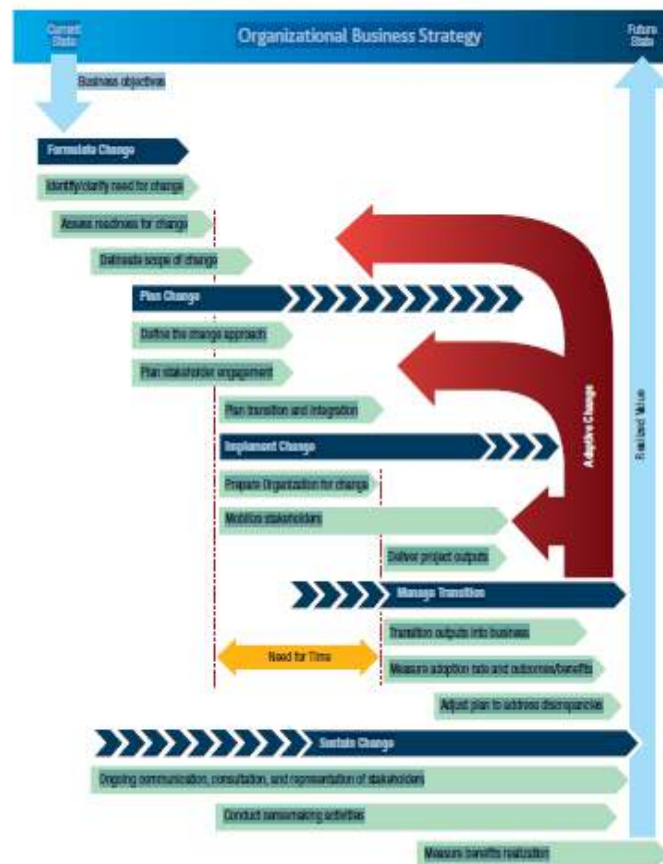


Inspiration



Adapted from American Express
Management Model

PMI Change Management Framework



Harrison & Nelson, The Sponsor as the Face of Organizational Change, Project Management Institute, Inc., 2013.

Success Factors

- Engage Stakeholders
- Involve people in the process: Buy-in is not “forced” on people. Is it?
- Include Acceptance Time in your Plan: Ignoring the human factor goes against all fundamentals of sound management.
- Ensure All Levels *are* Involved
- Scale Change Management Activities

Success Factors - 2

- Provide Focus:
- Provide Strong Sponsorship, Leadership
- Build Sustainable Communication Methods: People WANT information.
- Identify, Select, and Develop Talent: Think competency program, training curriculum, and sharing of Lessons Learned.
- Build Policies and a Change Vocabulary
- MEASURE AND MAKE IT STICK. Have you planned for sustainability?

WHAT'S IT GOING TO BE?



YOUR QUESTIONS SHOULD MAKE ME LOOK GOOD.



YOUR JOB WILL BE TO MAKE ME LOOK GOOD.
AGAINST ALL ODDS."



Radhia Benalia, PhD, PMP

Leadership, Success Factors, Change Management

SKEMA Business School Previously École Supérieure de ...

Lebanon • 500+ 



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THANK YOU !