



# Project Management Training: Organizational Change Management

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# AGENDA

## Section 1

### Organizational Change Management (OCM) – Defined

- Why Organizational Change Management (OCM)
- OCM & Project Management
- OCM & Agile Project Management
- Why Change can be Challenging
- Purpose of COV OCM Plan

## Section 2

- **OCM Leadership Roles and Responsibilities**

## Section 3

### Guiding Principles

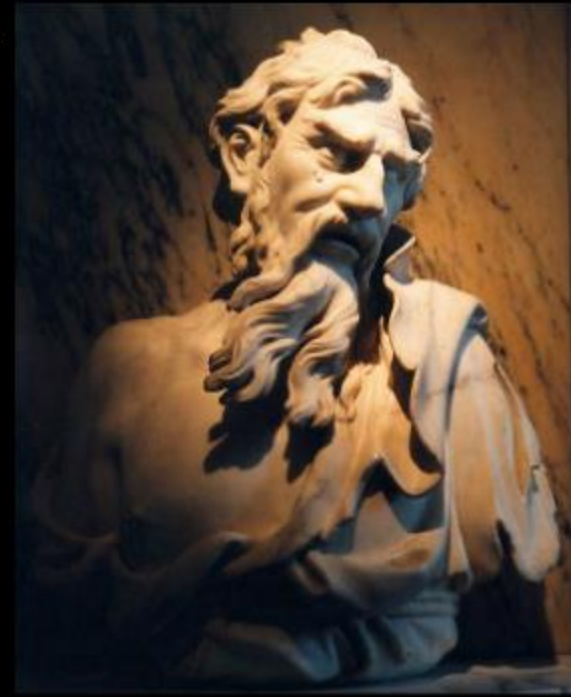
- Current State
- Future State
- Potential Impacts and/or Assumptions





# CHANGE IS CONSTANT

The only thing that  
is constant is change.  
~ Heraclitus





# CHANGE IS CONSTANT



In life, change is inevitable.  
In business, change is vital.

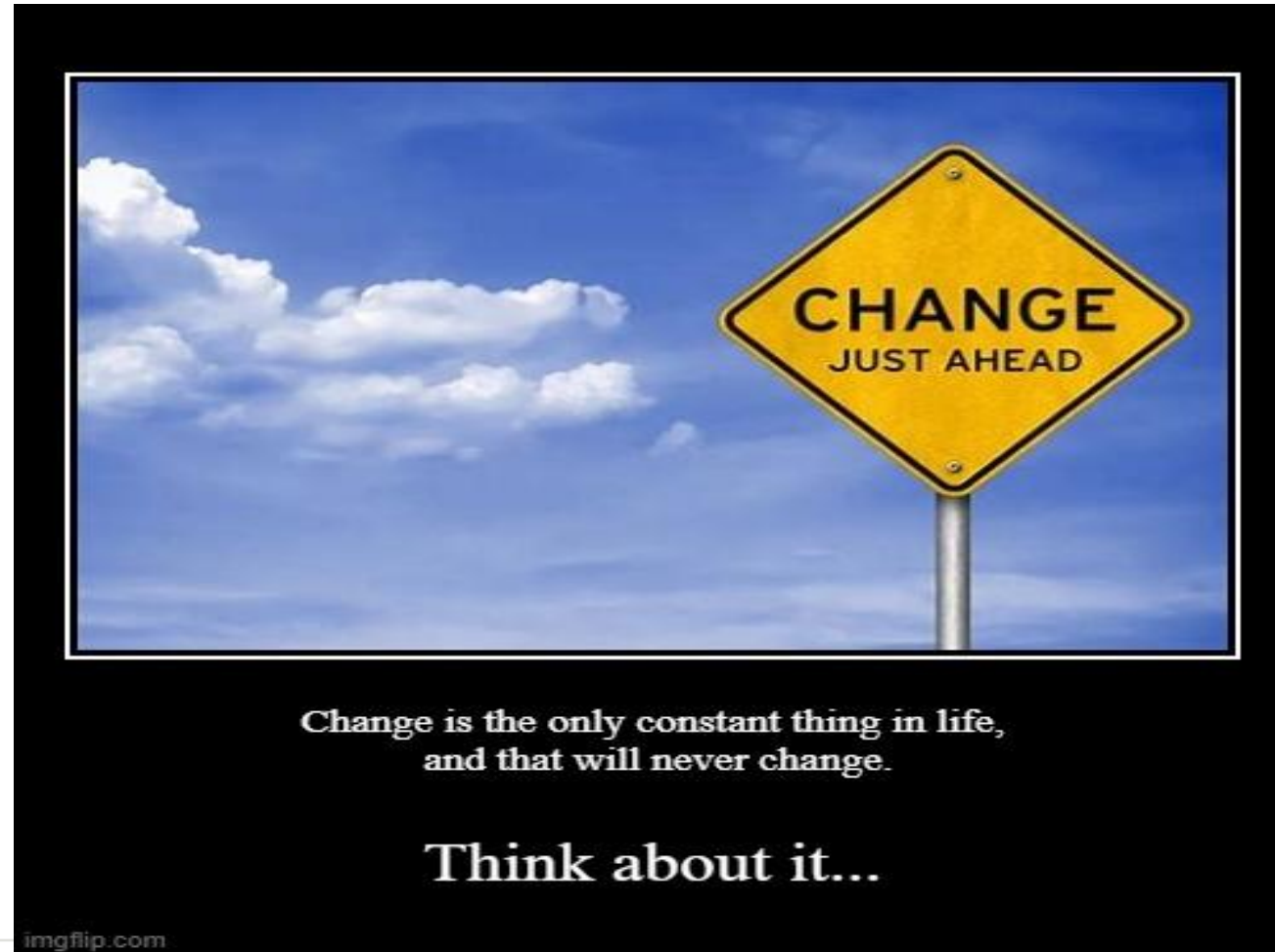
Warren G. Bennis

quotation

# CHANGE IS CONSTANT



# CHANGE IS CONSTANT





# CHANGE IS CONSTANT

## BENEFITS OF EMBRACING CHANGE AS THE ONLY CONSTANT

You don't let life overwhelm you anymore

You become more authentic & true to yourself

You don't force things anymore & accept them as they are

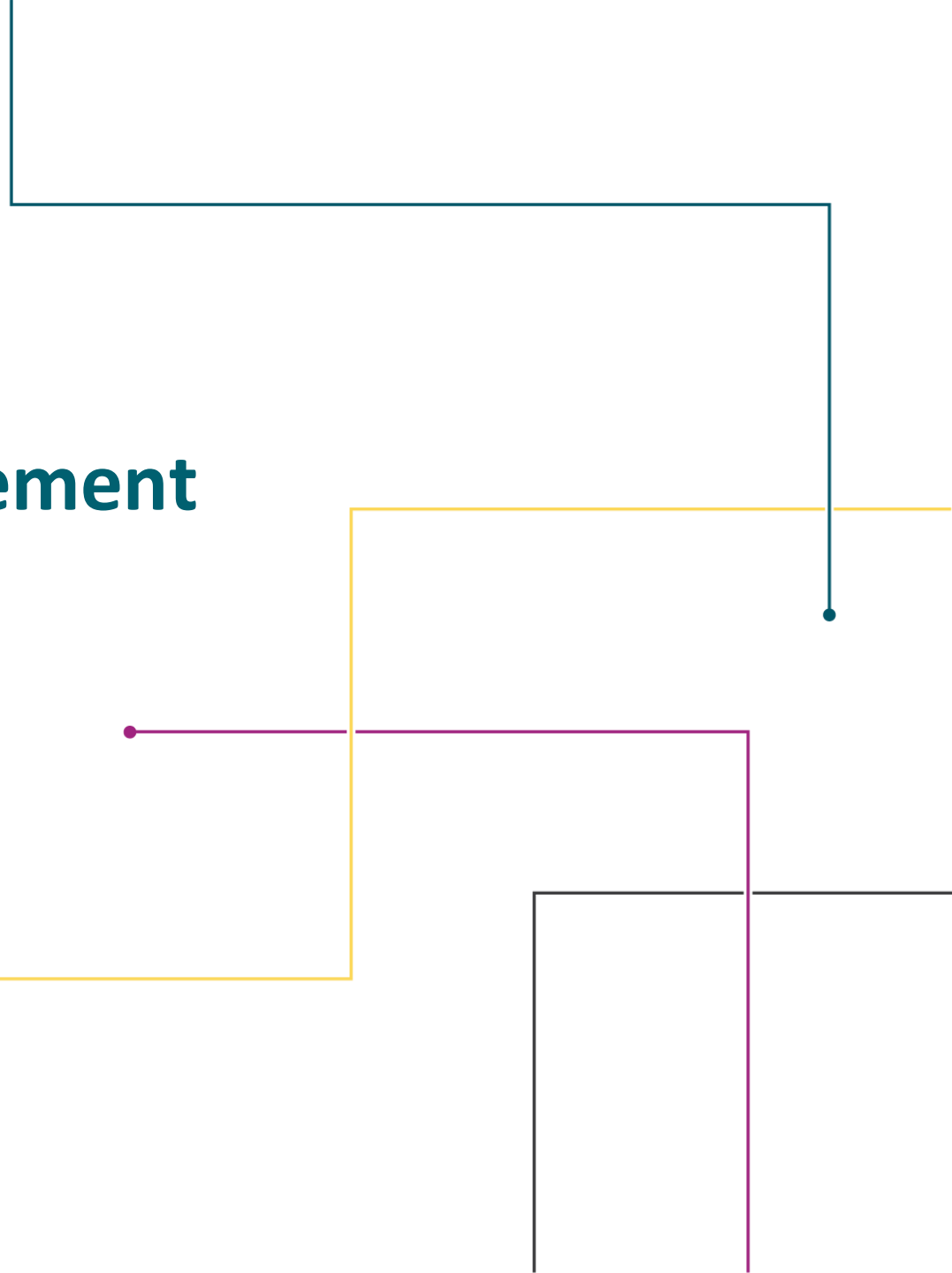
You develop a sense of balance

You become more grateful for all that you have

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# Section 1: Organizational Change Management (OCM)- Defined

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) - DEFINED

Organizational Change Management is a framework structured approach to shifting individuals, teams and cultures from a current state to a desired future state.



# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) - DEFINED

- Organizational Change Management (OCM) is a framework for managing the effect of new business processes, new technology, shifting economic landscapes, or changes in organizational structure and culture within an enterprise. Simply put, OCM addresses the people side of change.
- Agencies cannot survive and thrive unless there are disciplined approaches to the management of:
  - People
  - Processes (Portfolios, Programs, Projects)
  - Tools and Templates (integrated frameworks such as Lean IT, Agile and DevOps)

*These approaches need to be responsive and flexible for effective change management.*

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) - DEFINED

The process of change entails creating the perception that a change is needed, then moving toward the new, desired level of behavior and, finally, solidifying that new behavior as the norm.

**Here are the six most common types of organizational change:**

1. Strategic change ...
2. People-centric organizational change...cultural...
3. Structural change...
4. Technological change...
5. Unplanned change...
6. Remedial change...

# Why Don't People Speak-Up?

Do you need people to share more ideas, challenge the status quo, point out opportunities and generally speak up more? People don't speak up because they have a fear of being viewed as difficult, or they feel that speaking up is futile, or that it will have a negative impact on themselves or others.





# Technology Is Change



# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) -

OCM is focused on the “people” component of change  
**DEFINED**

## INCREMENTAL

Gradual and continuous steps

### Evolutionary:

- Bottom-up change
- Employing small steps, e.g. continuous improvement
- Adaptive:
- Embrace constant change, e.g. Six Sigma, Agile, Jira, etc.

## TRANSFORMATIONAL

More dramatic and larger in scope

### Revolutionary:

- Sudden, dramatic, and radical, usually top-down in anticipation of larger changes to come
- Reconstructive:
- Large scale change in response to an event and usually reactive mode

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM)

## Why Organizational Change Management (OCM)?

Commonwealth of Virginia Project Management Standard requires all projects assessed as Category 1, 2, 3 to create an OCM plan during the Detailed Planning phase of a project within 6 months.

(Note: Category 4 projects – optional)



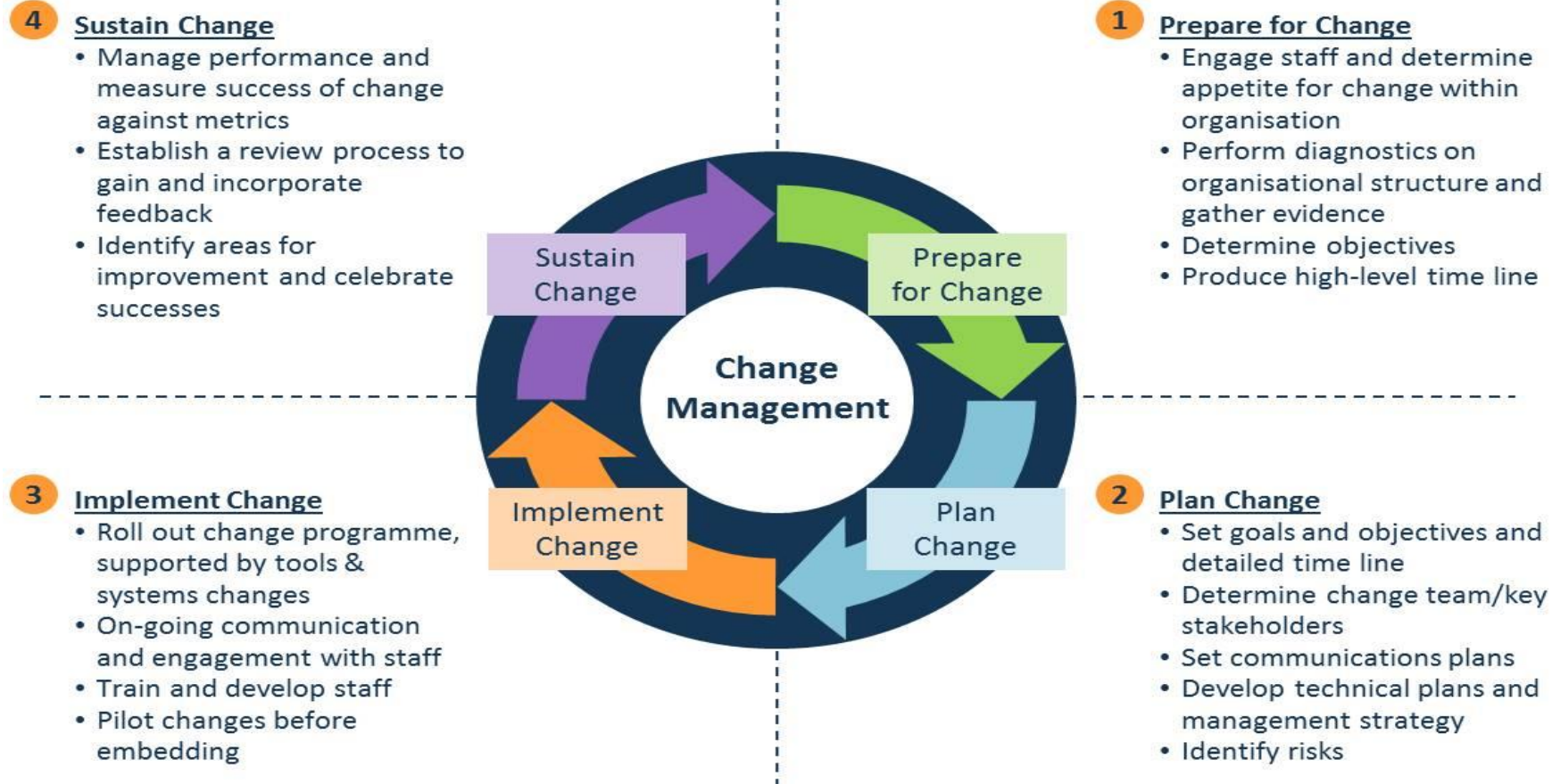
# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) - DEFINED

## Purpose of COV OCM Plan



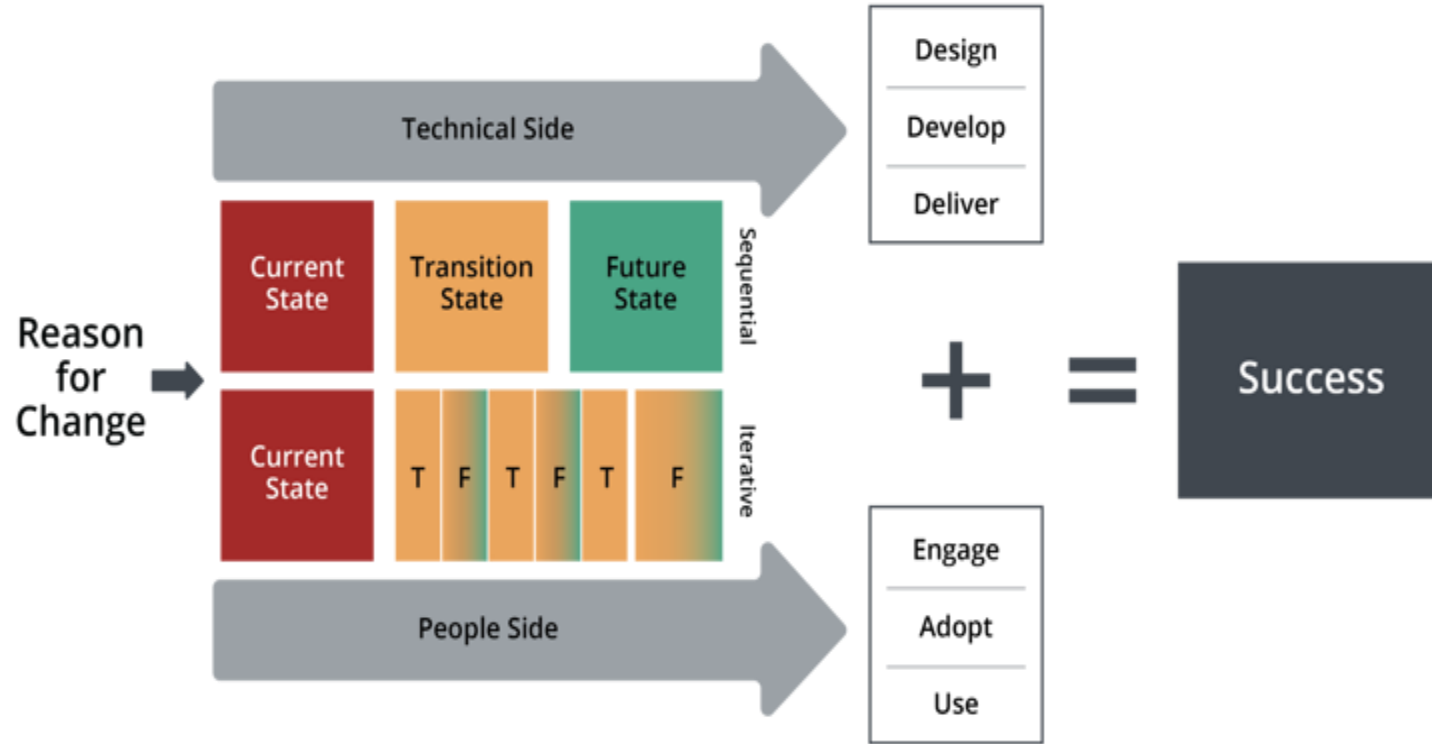
- . Prepare the organization for change...
- . Craft a vision and plan for change...
- . Implement the changes...
- . Sustain and embed changes within agency culture and practices...
- . Review progress and analyze results...

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) - DEFINED





# OCM & Project Management



<https://www.prosci.com/resources/articles/integrating-change-management-and-project-management>



# OCM & Agile Project Management

How do agencies keep up when it comes to [designing](#), [building](#), and [delivering a product/service](#) or [capability](#) faster to their customers and stakeholders?

Enter Agile. Agile frameworks and methodologies have become famous for welcoming change and enabling agencies an opportunity to realize a faster return on investment (ROI) through iterative delivery cycles. Engaging Product Owners, backlog, iterative testing, Sprints, etc.

Agile teams work with internal and external stakeholders to prioritize the agencies highest-value items first.

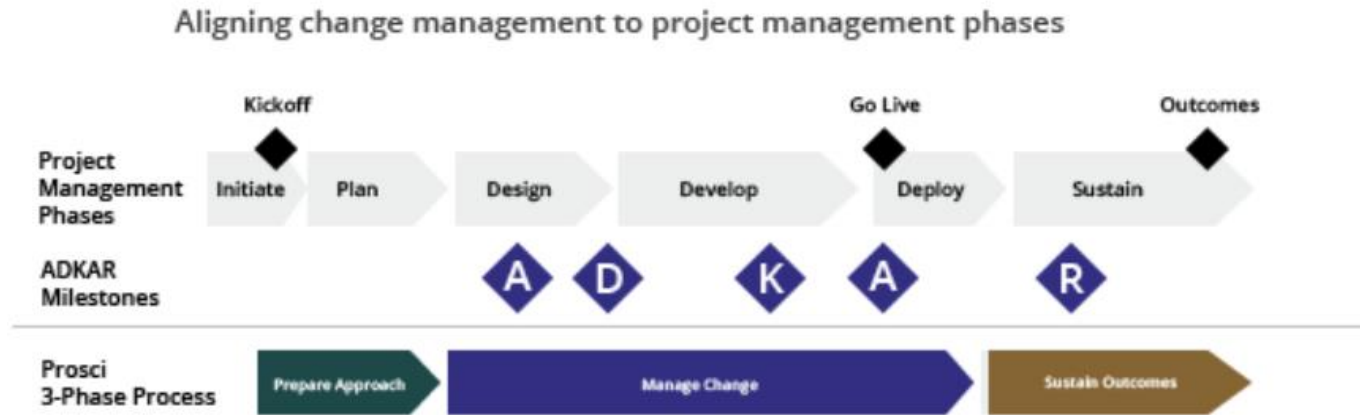
The comfort and the ability for your agency to adapt and go at “Agile” speed does require a dedicated and deliberate change management framework.

*Agile and OCM are very harmonizing of each other.* historically, OCM has been applied in traditional “waterfall” environments, when it comes to technology, the need to break away has brought OCM and Agile even closer with software development initiatives.

## AGILE SPRINT



# OCM Link to Project Management



ADKAR - Awareness/Desire/Knowledge/Ability/Reinforcement)

<https://www.prosci.com/resources/articles/integrating-change-management-and-project-management>

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) -

## Why Change Management Strategies Often Fail:

<input type="checkbox"/> Adapting to Change	Human nature to resist change. Adapt and overcome resistance
<input type="checkbox"/> Controlling change	Focus on the “end” goal
<input type="checkbox"/> Implementing the change vision	Setting wrong expectations
<input type="checkbox"/> Change management <b>cannot be an after thought</b> - Need an agile workforce	

“Begin with the end in mind. Focus on the expected outcome”. - **Steven Covey’s habit #2**

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.” – **Barack Obama**



# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) -

## DEFINED

## STAGES (Change Matrix Example)

		Denial	Resistance	Adaptation	Involvement
LEVELS	Personal e.g. move to new office building	"No big deal. I've moved lots of times"	"How can I possibly do my work in a building with bad lighting!"	"If I move my desk over 3 feet and rearrange the file cabinet, I'll be much more efficient."	"My new office is really a boost to my morale. Adding plants and pictures make it a great place to work." (Participant)
	Group e.g. new boss	"Our new boss is perfect. She's not going to change a thing."	"We've been here longer. Our new boss doesn't know how our department operates. In time, she'll come around. Wait."	"Maybe the boss's new idea is a good one. How can we make it work here?" (Passenger)	"Wow! This new procedure is fantastic. We really know how to do our job well!"
	Organizational e.g. budget cuts	"R&D is critical; they'll never change our funding"	"If they think they can expect any great products out of here after this, forget it." (Protestor)	"Dividing into individual tasks and meeting weekly might get the project out on schedule."	"This department-based plan for meeting the product deadline is right on target. What teamwork in developing it."
	Environmental e.g. tax law revision	"They'll never change the tax laws on real estate. The lobby is too powerful." (Prisoner)	"This is hopeless. Forget about all real estate investments."	"Let's look and see if we can come up with any new angles."	"We're making our 3 <sup>rd</sup> offering on rehab properties for low income housing. What a great investment opportunity this is!"

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) - DEFINED

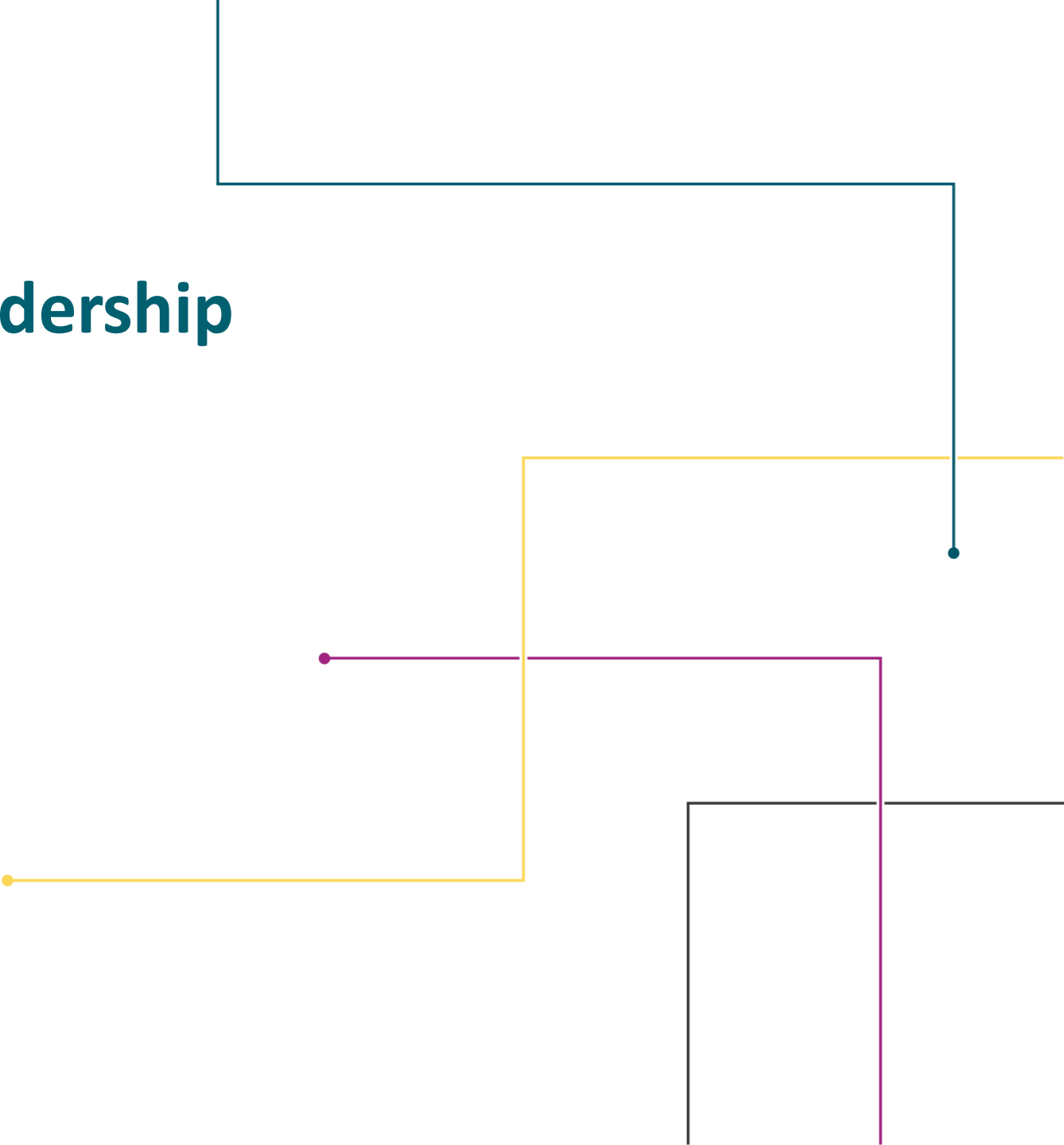
Change can be challenging:

Change is not always negative, it can be positive. Change often carries a negative persona

- Some people **innately resist change** or pushback. Change can bring on discomfort. People need to be able to absorb change. **Question: Why change? WIIFM concept.**
- Human needs** that impact the reaction to any change: need for control...need for inclusion...need for openness
- Change is **constant**. We live in a world of constant change
- When **adaptation** to change exceeds resources to do a job.
- Put **too much emphasis on what's changing** and not on the people who must implement the change. Introduce change in phases or increments.
- Follow a consistent process**. Changes to process is communicated.
- Oversimplifying change**. Keep it simple but do not underestimate.



# Section 2: OCM Leadership



# OCM ROLES AND RESPONSIBILITIES



## Change Champion

Project Sponsor/Product Owner /Agency Head (not the PM)

- Communicating the change (Vision)
- Sponsorship-Stakeholders (Sponsors)
- Coaching
- Training
- Managing resistance to change

# OCM ROLES AND RESPONSIBILITIES



## Change Team

(Business process owners, product owners, end-users, HR-development, communications strategy)

**Simplicity:** Reduce amount of information being distributed so that important messages are actually read – clear and simple.

- Why this is important - What's in it for me ? (**WIIFM**)
- HR Impact
- Training impact
- Policy, guideline and procedure changes – Workflow changes

# OCM ROLES AND RESPONSIBILITIES



## Change Team-Communication

(Business process owners, end-users, HR-develop communications strategy)

COMMUNICATE	Only meaningful information
CONSISTENCY	Remain consistent in language style, communication channel and timing. Create a Standard Template for all messages.
▪ AUDIENCE	SOC, IAOC, CIOs, AITRs, Project Executive Sponsors, Project Team, Change Control Board etc.
▪ KEY MESSAGE	
▪ DELIVERY METHOD	
▪ FREQUENCY	
▪ SENDER (CHANGE TEAM IS RESPONSIBLE)	



# OCM ROLES AND RESPONSIBILITIES



## Change Team

(Business process owners, product owners, end-users, HR-develop communications strategy)

<u>CONTINUOUS IMPROVEMENT</u>	<u>STAKEHOLDER ANALYSIS</u>
<input type="checkbox"/> Evaluate and assess the effectiveness by asking for feedback. Share this feedback with key stakeholders.	<input type="checkbox"/> Maintain positive attitude
<input type="checkbox"/> Develop metrics	<input type="checkbox"/> Demonstrate commitment to the change
<input type="checkbox"/> Conduct surveys	<input type="checkbox"/> Provide reinforcement required for success of the change

# OCM ROLES AND RESPONSIBILITIES

## Change Team- Communication Activities

(Business process owners, product owners, end-users, HR-development, communications strategy)

- Project Newsletter
- Project Website
- Change Agent Network
- Training Campaign (Pilot training, UAT, Train-the-trainer)
- Knowledge transfer
- User Community Groups (End-user and Process Owner groups)

Note: Change teams may change as the project progresses. Plan to expand the change team as the project moves toward implementation



# Section 3: Guiding Principles for OCM Plan



# Getting Started - Introduction



Briefly state the mission of the OCM Plan for communicating the change strategy, include overall goal of the implementation and/or changes to the organizational structure.

- Adding new organizational units
  - Staffing
  - Reporting/supervision
- Changing roles & responsibilities for organizational units that will continue into the future state
- Dissolving organizational units
  - Ceasing action on discontinued roles and responsibilities
  - Reallocating roles and responsibilities to continuing entities (if appropriate)
  - Staffing reductions
  - Realigning organizational structures and reporting relationships

# OCM Plan, Instructions, and Guideline



- Identify Change Champion and Change Team
- Mutually communicate vision:
  - Current State – “As Is”
  - Future State – “To Be”
- Assess Potential Impacts /Assumptions /Training
- Document required tasks to implement change and assign responsibility
- Communicate Impending Change – Keep it simple – don’t overcomplicate
- Implement Change – Track progress

# COMPARING PROCESSES

## Project Management

- Initiation
- Detailed Planning
- Execute and Control
- Monitoring and controlling
- Closing
- Process groups defined in the Project Management Institute's PMBOK®

## Change Management

### Organizational:

- Preparing for change
- Managing change
- Reinforcing change

### Individual:

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement®

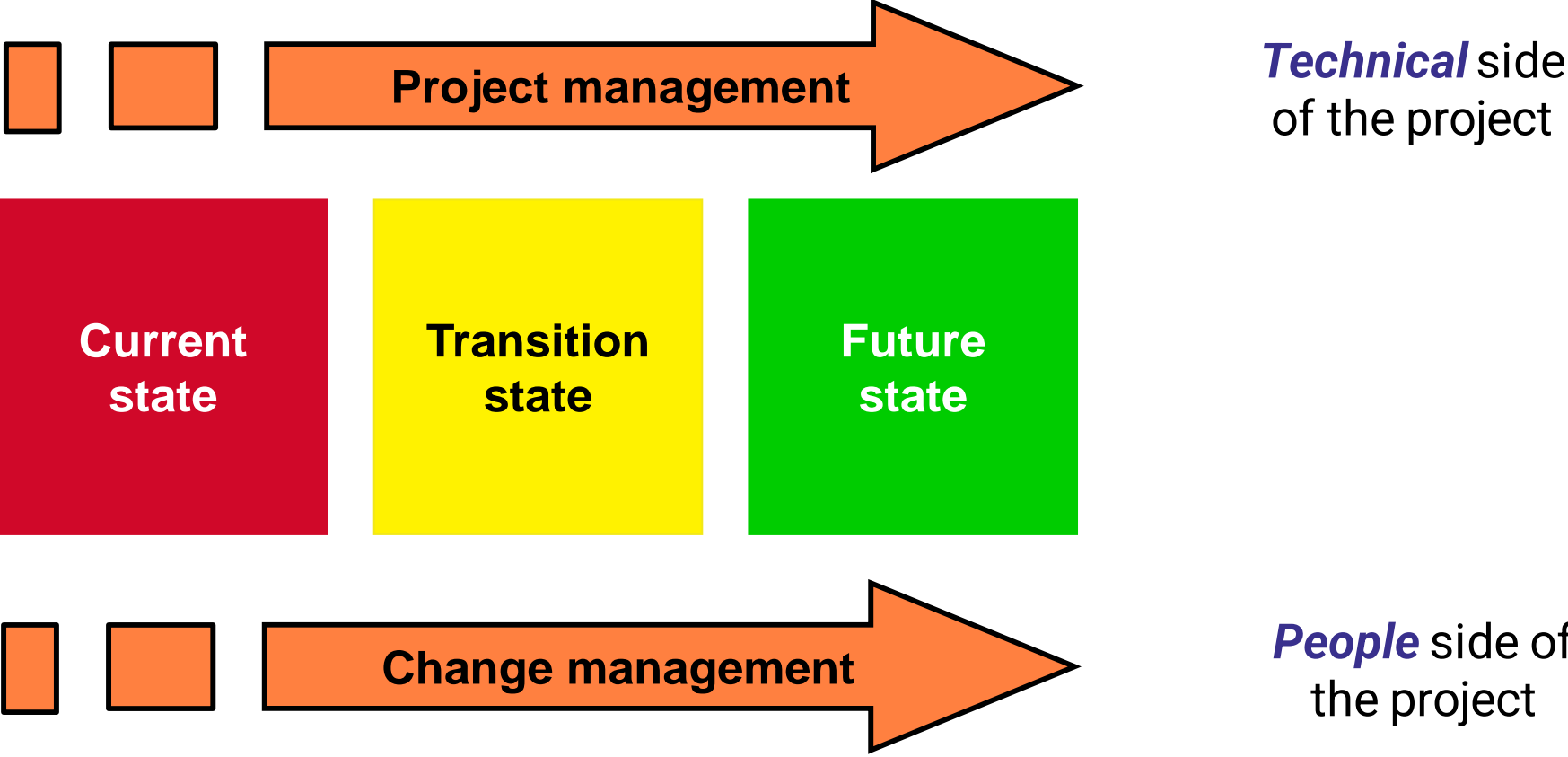
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# CHANGE MANAGEMENT AND PROJECT MANAGEMENT



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# STATES OF CHANGE



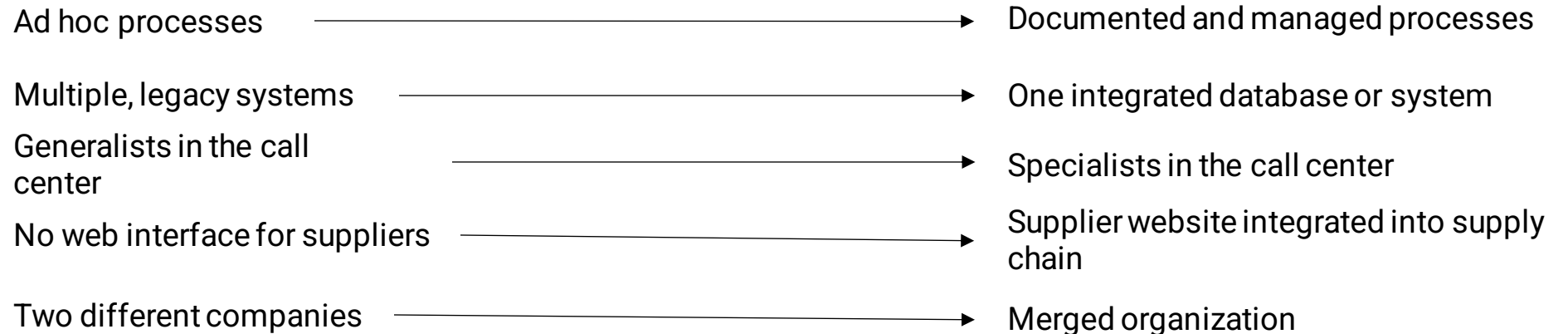
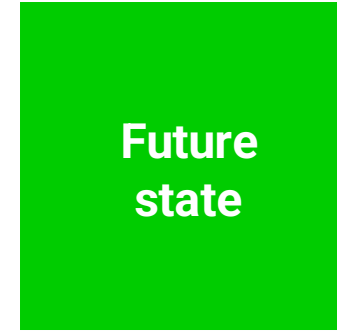
How things  
are done today

How to move  
from current  
to future

How things will  
be done  
tomorrow

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# EXAMPLES OF CHANGES



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# Current State



- 1) Identify the business and operational processes impacted by the project
  
- 2) Detail those processes
  - Include the processes that are directly impacted (primary processes), as well as those that provide input to the primary processes (supplier processes) or receive input from those primary processes (customer processes)
  
  - Identify controlling Code of Virginia sections, policies, standards, guidelines, regulations, procedures

# Current State (Cont.)



## 3) Documentation

- Flow Charts
- Data Flow Diagrams
- Code of Virginia sections
- Policies
- Standards
- Guidelines
- Regulations
- Procedures

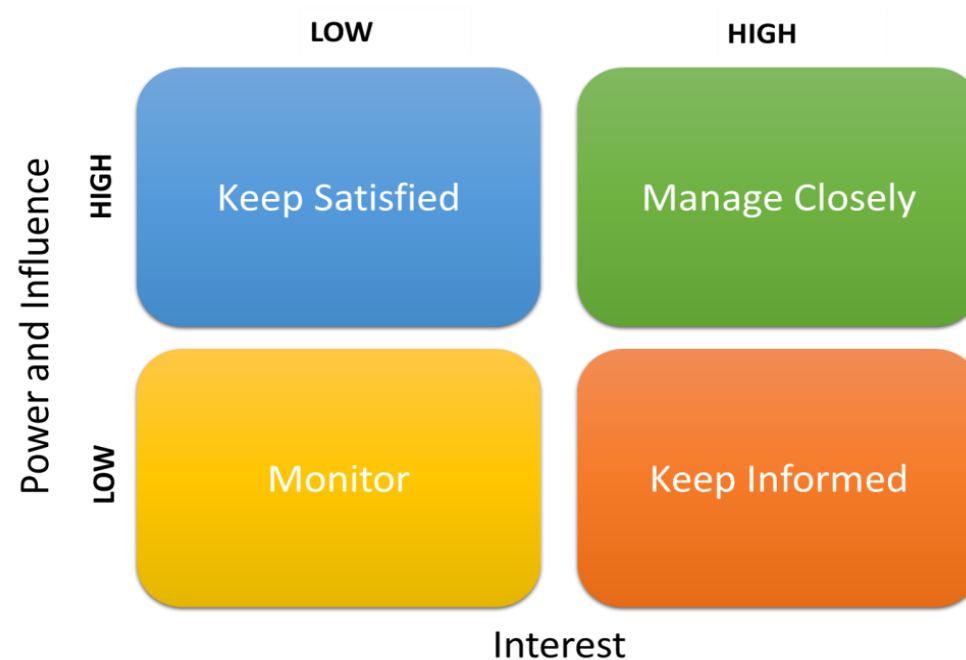




# Current State (Cont.)

## 4) Identify critical stakeholders - process owners

- Describe the stakeholder's interests/roles – power and influence  
Staffing
- Identify the knowledge, skills and abilities required to perform the current business processes



# Current State (Cont.)

## 5) Documentation

- Organizational Charters & Mission Statements
- Position Descriptions
- RACI Diagrams

	Mobile Manager	Web Designer	Content Administrator	Web Administrator	Sales Manager
Project Planning	R	A	C	C	C
Content Management	R	A	C	C	C
Article Writing	I	C	R	I	I
Content Review	I	R	C	A	I
Content Approval	I	R	C	A	I
Content Publishing	I	R	C	A	I
Content Archiving	I	R	C	A	I
Content Monitoring	I	R	C	A	I
Content Following	I	R	C	A	I
Content Archiving	I	R	C	A	I

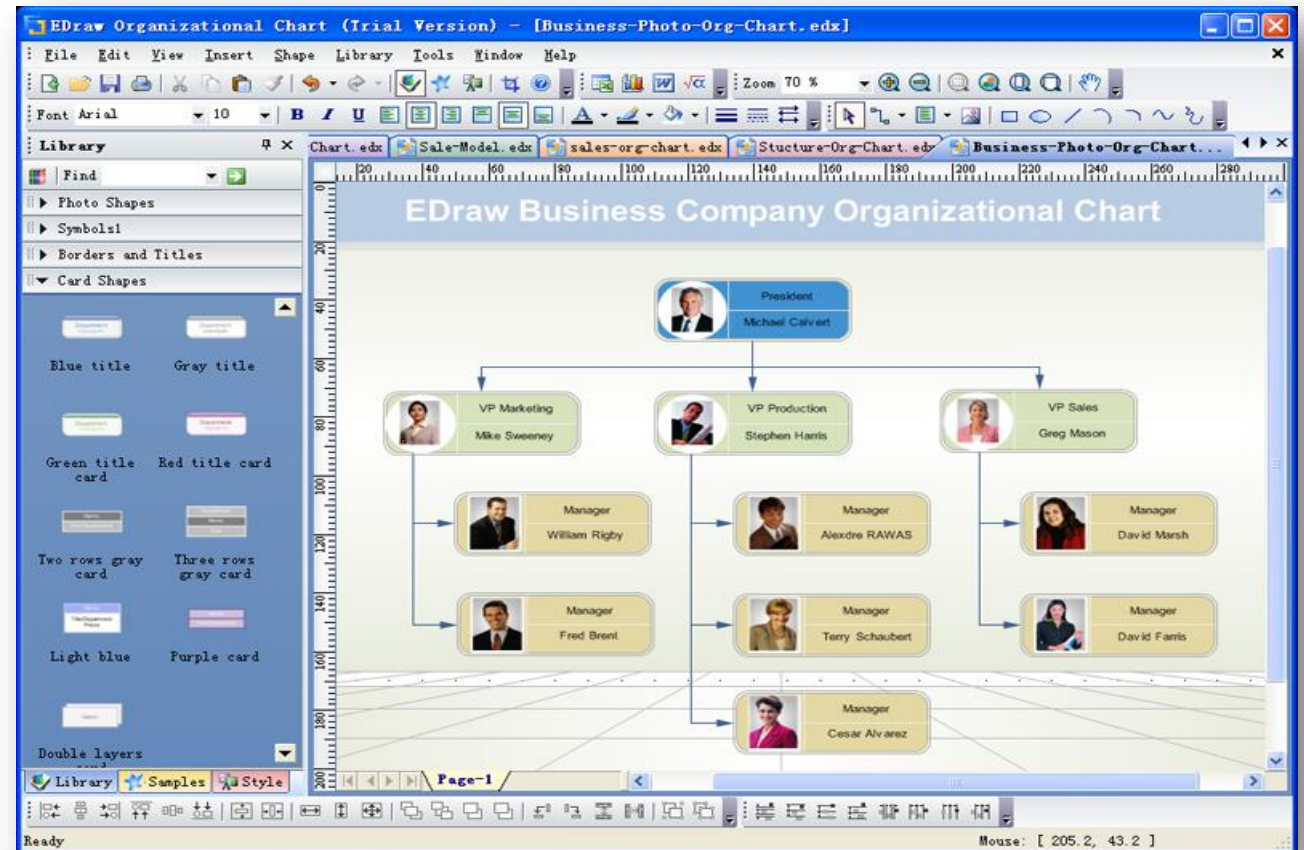
	Web Designer	Web Administrator	Content Administrator	Sales Manager
Select for next week inspection	R	A	C	C
Schedule inspection	R	A	C	C
Confirm inspection time with client	R	A	C	C
Perform inspection	R	A	C	C
Submit inspection report to PCA	R	A	C	C
Submit inspection report	R	A	C	C
Verify inspection	R	A	C	C
Sign off inspection report	R	A	C	C

<b>R</b>	Responsible – Person working on activity
<b>A</b>	Accountable – Person with decision authority
<b>C</b>	Consult – Key stakeholder who should be included in decision or work activity
<b>I</b>	Inform – Needs to know of decision or action

# Current State (Cont.)

6) Identify and describe the organizational structures that have been established to perform, manage and oversee the primary processes

- Documentation
- Organizational Charts



# OCM Leaders and Managers

Leader	Manager
<ul style="list-style-type: none"><li>• Copes with change</li></ul>	<ul style="list-style-type: none"><li>• Cope with the complexity</li></ul>
<ul style="list-style-type: none"><li>• Challenges the status quo</li></ul>	<ul style="list-style-type: none"><li>• Works within the status quo</li></ul>
<ul style="list-style-type: none"><li>• Asks why</li></ul>	<ul style="list-style-type: none"><li>• Asks what</li></ul>
<ul style="list-style-type: none"><li>• Plans long term</li></ul>	<ul style="list-style-type: none"><li>• Plans short term</li></ul>
<ul style="list-style-type: none"><li>• Aligns people</li></ul>	<ul style="list-style-type: none"><li>• Organizes people</li></ul>
<ul style="list-style-type: none"><li>• Motivates and inspires</li></ul>	<ul style="list-style-type: none"><li>• Administrates and control</li></ul>
<ul style="list-style-type: none"><li>• Focuses on people</li></ul>	<ul style="list-style-type: none"><li>• Focuses on systems and infrastructure</li></ul>
<ul style="list-style-type: none"><li>• Communicates and delivers vision</li></ul>	<ul style="list-style-type: none"><li>• Follows the vision</li></ul>
<ul style="list-style-type: none"><li>• Looks into the future</li></ul>	<ul style="list-style-type: none"><li>• Works in the present</li></ul>

# FUTURE-STATE CULTURE “WORDS THAT MAY DESCRIBE THE PREFERRED FUTURE CULTURE AT YOUR AGENCY.”



# Future State (Vision)

- ❑ Identify the business processes/operational processes that will be performed using the new system. (To the greatest extent possible, avoid comparisons with the Current State.)
- ❑ Detail those processes
  - Include end-state primary, customer and supplier processes
- ❑ Identify the stakeholders of those end-state processes
- ❑ Describe the stakeholder's interests/roles
- ❑ Identify the knowledge, skills and abilities required to perform the current business processes
- ❑ Identify the organizational structures that will be required to perform, manage and oversee the end-state processes

# Future State (Vision)

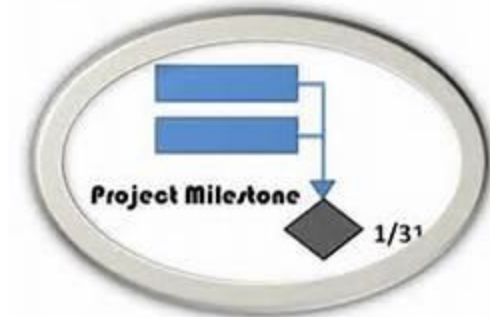


- ❑ Depicts executive management strategic plan(s) for the agency to move forward with:
  - Newer technology
  - Process improvements
  - Job enrichment and
  - Increase profitability (ROI)
  - Effective communications
  - Addressing potential resistance
  - Team collaboration
  - Increased customer service to and for the agency



# Potential Impacts and/or Assumptions

1. Changes to business processes such as process re-engineering
2. Critical milestones that must be met for success
3. Changes to the Code of Virginia, polices, standards, regulations
4. Stakeholder interests and changes of stakeholders
5. Staffing – adding permanent staff, contractors, job description changes, organizational assignments, new skill-sets
6. Organizational structures, e.g. changes in supervision
7. Estimated costs and funding



# Section 3 Wrap-up



## Training Objectives

Link OCM plan to project communications plan documentation. Below are suggestions on required or expected training that may result from the change:



<input type="checkbox"/> Upcoming Changes	➤ Provide the organization with information necessary to prepare for upcoming changes, such as <i>new policy and/or procedures relative to the change</i> .
<input type="checkbox"/> Develop Training	➤ Consider training based on business requirements and/or processes because of the change. Consider different ways to deliver training, such as <i>document process steps, hands-on training classes, train-the-trainer or CBTs</i> .
<input type="checkbox"/> Training Documentation Requirements	➤ Identify all required necessary training documents. Identify who is responsible for the training and who reviewed/approved the training
<input type="checkbox"/> Training Facility Requirements and Budget	➤ As applicable. If formal training is required, please note location, groups to be trained, type of training and the date. Is there a cost for training or free?
<input type="checkbox"/> Post Implementation Steps – User Groups	➤ As applicable. Used to ensure that all individuals were aware of the change and impact and system/process working as designed.



# ORGANIZATIONAL CHANGE MANAGEMENT (OCM)



## Organizational Change Management has been proven to support projects by:

1. Increase project overall success based on scope, schedule and budget
2. Send clear messages about the change and improve communications with all stakeholders and project teams
3. Make changes easier and more cost-effective based on feasibility
4. Prioritize resource availability
5. Empower employees to embrace and get comfortable with the change. Step out the comfort zone
6. Managers and team members can talk through challenges that become opportunities via a feedback loop
7. Provide a system or matrix for change readiness



# BEST PRACTICES

**Having a Change Champion and a Change Team had great benefits for the acceptance of our new system.**

## Description

Implementation of a major legacy system using newer technology.

## Discussion

Implementing a legacy system that is at end of life with new technology that requires new process definition, new role definition, security measures and a mission critical application upgrade.

## Comments

A major legacy system replacement using newer technology can be frightening to the user staff who use it. Having a Change Team engaged to listen to and acknowledge how difficult it is to accept change and to encourage and reassure them is critical. This let the staff know that they are valued as employees. Fun events and activities were planned on a monthly basis (at a minimum) to keep the idea fresh and positive.

# ORGANIZATIONAL CHANGE MANAGEMENT (OCM) -

OCM proactively seeks ways to reduce misinformation that causes resistance to change.

## DEFINED

Common reactions and responses to organizational change:

<input type="checkbox"/> <b><u>POSITIONING</u></b> Once announced, the content drives initial collective emotional response
<input type="checkbox"/> <b><u>UNCERTAINTY</u></b> Organization accepts change will happen, impact unknown
<input type="checkbox"/> <b><u>CLARIFICATION</u></b> Consistent messages improve understanding of why change
<input type="checkbox"/> <b><u>FOCUS</u></b> Aligned with clarification, new direction, roles and expectations can become clear
<input type="checkbox"/> <b><u>ACCEPTANCE</u></b> Assess the new direction versus personal needs and respond accordingly; some will choose to stay, some will choose to exit

ESI – Taking Charge of Organizational Change, January 2011

NEXT.....



To change your life, all you have to do is...CHANGE YOUR LIFE!

Go ahead... become the best version of YOU!

One day at a time... one change at a time...



# A New Thought

**VITA Slogan: *Connecting – Protecting - Innovating***

**OCM Slogan: *To embrace technology, one MUST embrace change***



# THANK YOU!

QUESTIONS?