02 - Understanding change management

Where is this course?

- Google Career Certificates - Project Management

My Notes

> My notes for this overall course will be laid out by module in the course, and have subheadings in order to differentiate between different topics/videos that are presented in the courses. I'll add in any extra notes/resources that I use where necessary, and hope it will be helpful for anyone looking!

Introduction to change management

> ⓘ **Change Management - Definition**
>
> The process of delivering your completed project and getting people to adopt it

- Change management
    - Deliverable may be a new tool or process
    - This makes sure the the company accepts, and implements changes made within your project
    - General Concepts
        - Create a sense of ownership and urgency
            - Getting others to feel that they are empowered to complete their part of their task
            - Getting them to understand that the project is important
            - Increases interest and motivation
        - Figure out the right combination of skills and personalities
            - Find people who's skills and knowledge compliment each other
            - Assign appropriate tasks to appropriate people
            - Find ways to connect with your team
            - Motivate by communicating your goals, and how you will get there
            - Share how you can see everyone work together to make that happen
        - Effective communication

- Having effective communication with your team means being transparent, upfront with your plans and ideas, and making information available

A project manager's role in change management

- Role in change management
  - Integrating project management and change management
    - May not be responsible for leading and planning the entire process, but you may have to help
    - Necessary for the successful outcome of the project
    - Integrate project management and change management
    - **Ask some questions
      - How will the organisation react to change?
      - Which influencers can affect change?
      - What are the best means of communication?
      - What change management practices will lead to the successful implementation of my project?
  - Be proactive
    - Keep everyone in the loop about what is happening
    - Schedule time into meetings to create a feedback document to make sure that team members know there is a time to voice their suggestions and concerns
    - Plan to introduce the project in the form of demonstrations, questions and answer forums and marketing videos
    - Make sure to implement these into the timeline, so they don't take up too much time
  - Communicate about upcoming changes
    - Regularly with impacted stakeholders, change management team, and project team
    - How it iwll provide a better experience for end users of the project deliverables
  - Follow a consistent process
    - Clear change management process
    - Maintain consistency each time there is a change
    - Established and documented early on
    - May be able to adopt a company wide change management plan
  - Practice empathy
    - Empathetic to challenges and anxiety that change can bring

- Use tools
  - Incorporate tools to assist the adoption of change
  - Example
    - Feedback mechanisms
      - Surveys, can capture inputs
    - Flowcharts
      - What is a Flowchart | Lucidchart
      - Visualise the project's development process
    - Culture mapping
      - Culture Mapping | Stargyzer
      - Illustrate culture and how the company's norms, values and employee behaviours can be influenced by change
- More resources
  - Change Management at the Project Level (prosci.com)
  - 5-steps-to-successful-end-user-adoption.pdf (citrix.com)
  - Change Management Framework - Google Slides

Participating in change management

- Change management
  - You may not have the authority to implement the system
  - You can and still collaborate and help stay involved
  - Communicate with employees about how the system can help their work
  - Questions to ask
    - How will the organisation react to change?
    - Which influencers can affect change?
    - What are the best means of communication?
    - What change management practices will lead to the successful implementation of my project?
- Pharmacy Check in Project
  - Classic Organisational Structure/Informal Corporate culture
    - Need to change name from Speedycare to Speedycheckin
    - Participate in the change management process by communicating the project needs through the appropriate channels
    - CEO sends email to C-Suite (All the "chief" level professionals in an organisation), and lets them know the name is to be changed, and to let their teams know
   - As this is a classic organisation, budgets are managed seperately

- Therefore the marketing department has to request $10,000 extra to change all printed posters for stores
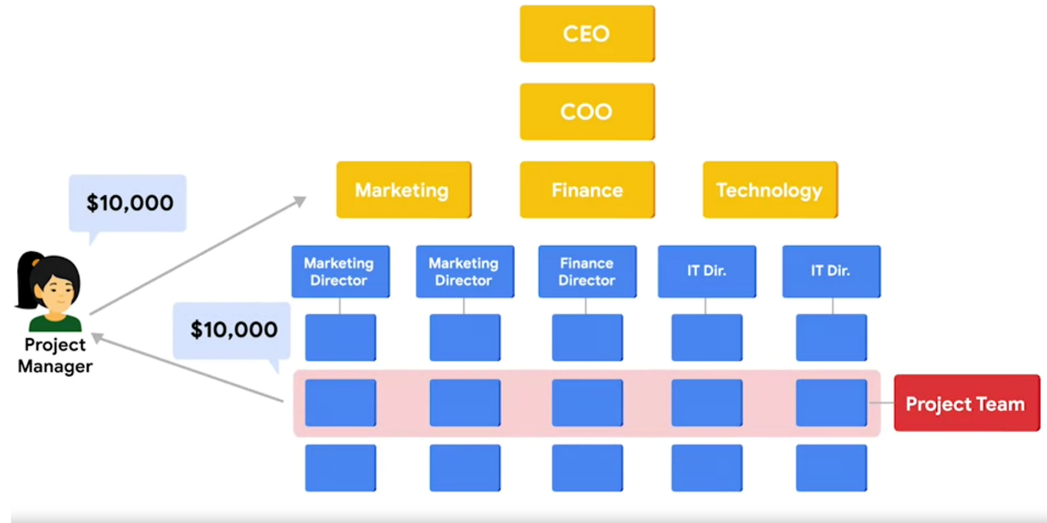
  -
- Request then goes back up to the Chief Financial Officer
- Other cost adjustment and process adjustments may have to occur to ensure that it all works out
  - May have to have multiple meetings to make sure everyone understands what is changing, and why
- Matrix Organisational Structure/Formal Corporate Culture
  - Need to change name from Speedycare to Speedycheckin
  - Meet with representatives from marketing, and technology to explain overall budget impact
  - Write a document which describes all budget, timeline and training impacted by the name change
  - Circulate the document to get feedback and alignment from all the stakeholders, then share it with the CEO

  -
  - Make sure to document any feedback, and how much resistance there was to the change
  - May draft a memo, which will then be distributed to all the team leads, to then be distributed to all the staff
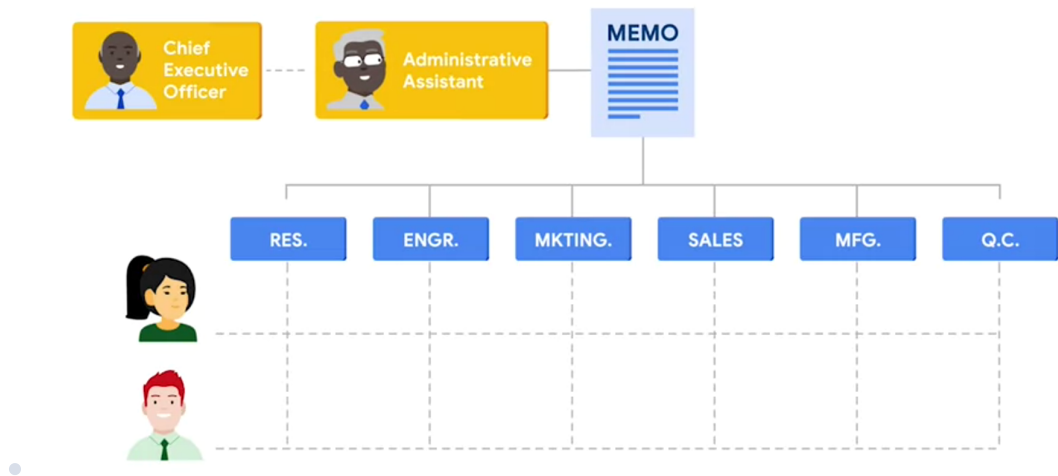
Corporate and Project Governance

- Corporate and Project governance
  - Corporate Governance (who is in charge in the company)
    - Framework in which an organisation achieves its goals and objectives
    - Way to balance the requirements of various corporate entities, such as stakeholders, management and customers
    - Controls every part of an organisation, including action plans, internal and external controls and performance measurements
    - Essential that you understand the structure and culture of an organisation to be most effective
    - Effective governance in change management provides clearly defined roles and responsibilities during change
    - Enables for people within the organisation to have a precise understanding of everyone that makes decisions and the relationship they have to the project
    - Steering committees
      - Decide on priorities of an organisation, and manage the general course of it's operations
      - Acts as an advisory board and helps the project manager and company make and approve strategic decisions that affect the company and projct
  - Project Governance (who is in charge in the project)
    - Framework for how project decisions are made
    - Keeps projects running smoothly, on time and within budget
    - Informs you on what activities and organisation does and who is responsible for those activities
    - Covers policies, regulations, functions, processes, procedures and responsibilities
  - How Project Governance and Corporate Governance intersect

- Effective project governance ensures that an organisation's projects are aligned to the organisation's larger objectives
- Includes
  - Considering long and short term interests of your organisation
  - Making thoughtful decisions about which projects to take on and avoiding projects if you do not have sufficient resources
  - Providing timely, relevant, and reliable information to the board of directors and other major stakeholders
  - Eliciting the input and buy-in of senior managers since they are the decision makers
  - During the initiation phase, prioritising clear, reachable and sustainable goals in order to reduce confusion and conflict
  - During the planning phase, assigning ownership and accountability to an experiences team to deliver, monitor, and control the process
  - During the execution phase, learning from mistakes and adapting to new or improved knowledge