ANITA JASZEWSKA | RUBYCONF THAILAND 2022

DEALING WITH A PROJECT'S COMPLEXITY IN A CHANGING ENVIRONMENT

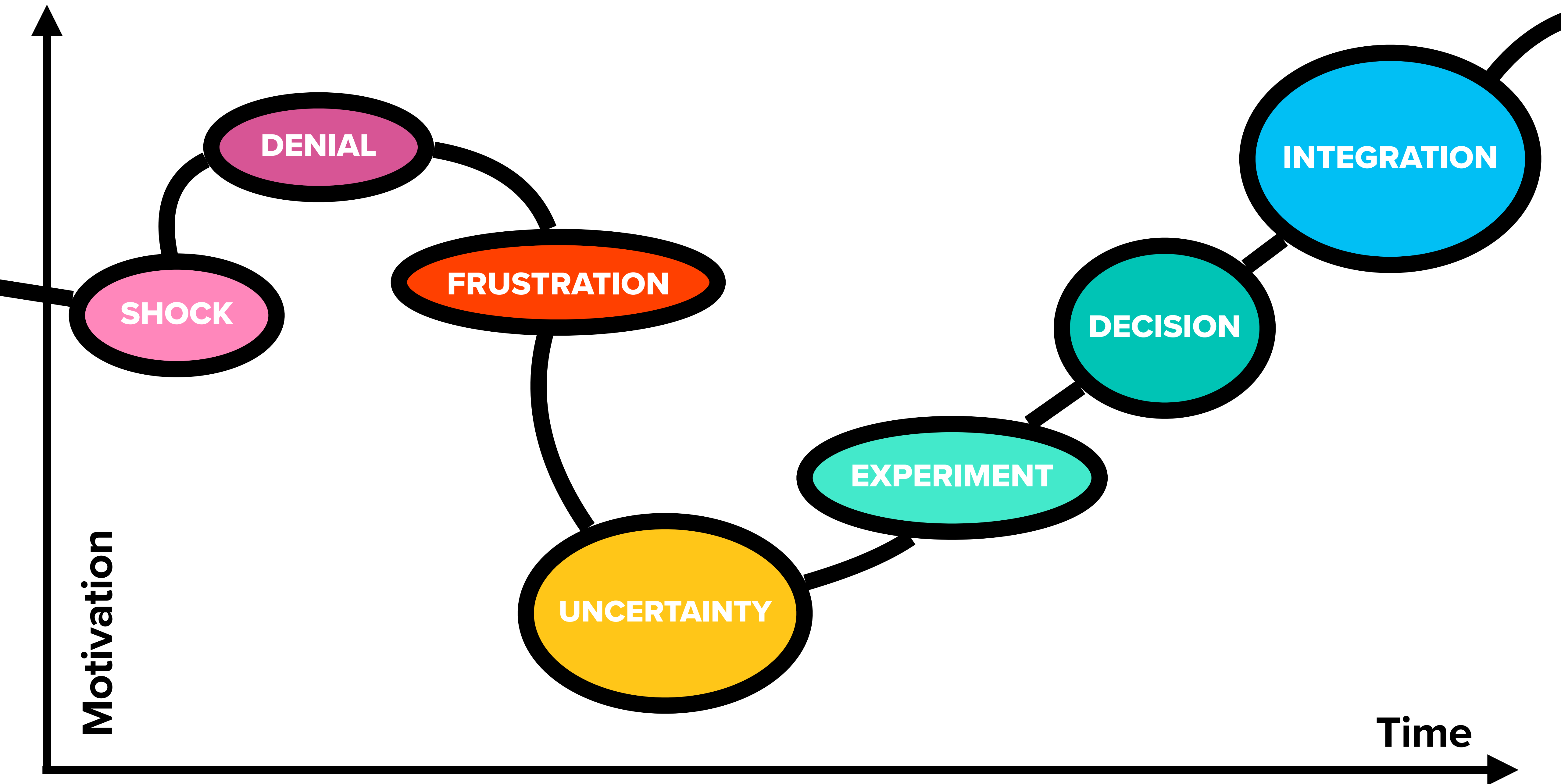DENIAL → ANGER → BARGAINING → DEPRESSION → ACCEPTANCE

Motivation

Time

SHOCK

DENIAL

FRUSTRATION

UNCERTAINTY

EXPERIMENT

DECISION

INTEGRATION

Based on: Kubler-Ross change curve

Managing Complex Change

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	= Change
■	+	Skills	+	Incentives	+	Resources	+	Action Plan	= Confusion
Vision	+	■	+	Incentives	+	Resources	+	Action Plan	= Anxiety
Vision	+	Skills	+	■	+	Resources	+	Action Plan	= Resistance
Vision	+	Skills	+	Incentives	+	■	+	Action Plan	= Frustration
Vision	+	Skills	+	Incentives	+	Resources	+	■	= False Starts

Lippit-Knoster Model for Managing Complex Change (1991)
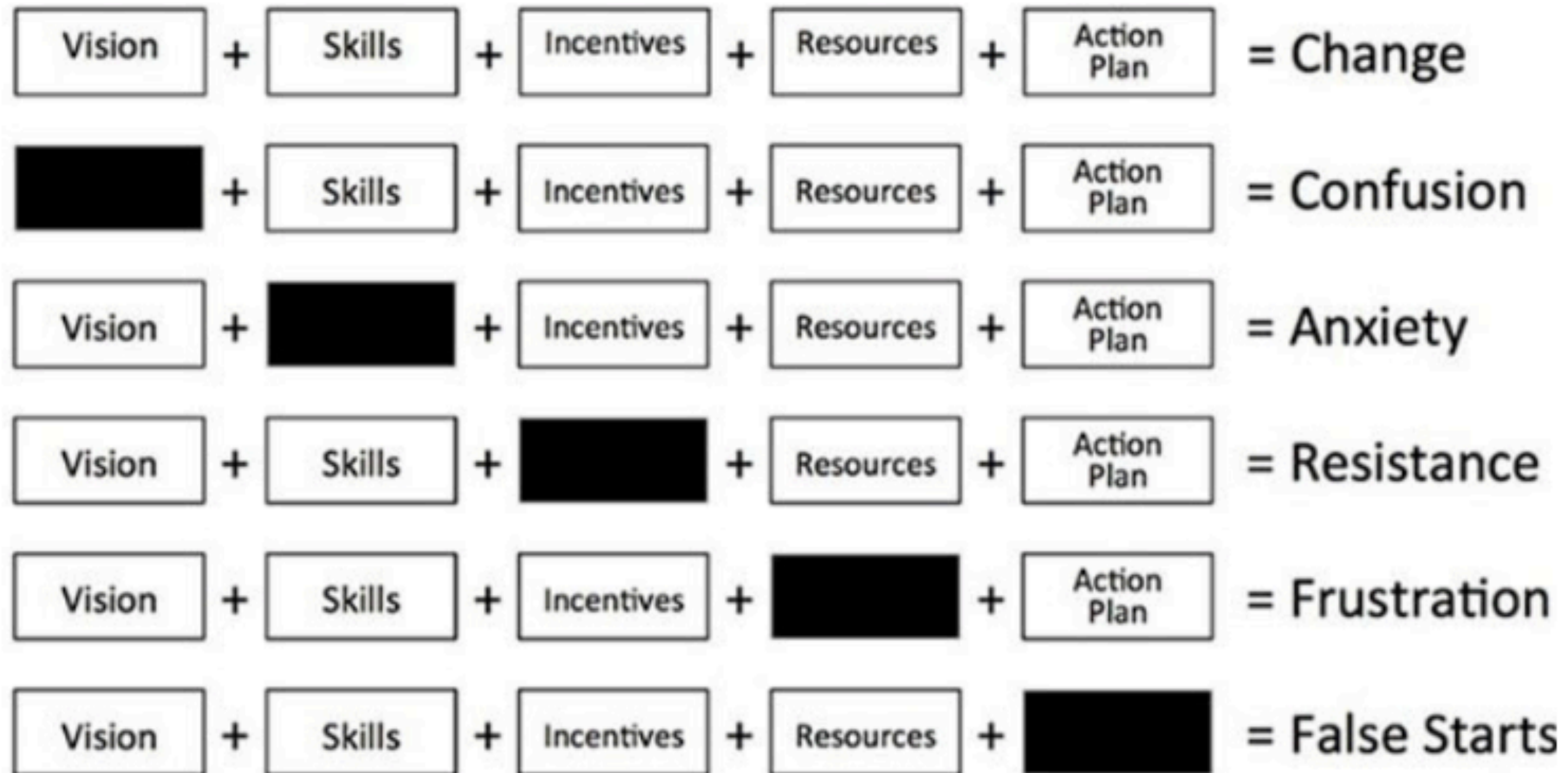
CONFUSION -> VISION

Why?

What is the problem?

What is the approach to solve it?

ANXIETY -> SKILLS

Beware of the impostor syndrome.

ANXIETY -> SKILLS

There is no single person in this world, who knows everything.

ANXIETY -> SKILLS

Done is better than perfect.

RESISTANCE -> MOTIVATION

Make a list of your personal incentives.
Read it every time things get difficult.

FRUSTRATION -> RESOURCES

Estimations, estimations, estimations.

FALSE START -> ACTION PLAN

1. Define your goal
2. List tasks
3. Identify critical tasks
4. Assign tasks
5. Assess and improve

TL;DR

- emotional rollercoaster when facing any type of change is normal

- business is business, deal with it ¯_(ツ)_/¯

- by acknowledging and naming your emotional state, you can identify what is wrong. And fix it ᕦ(ᴼ ᴥ ᴼ)ᕤ

- communicate, communicate, communicate!