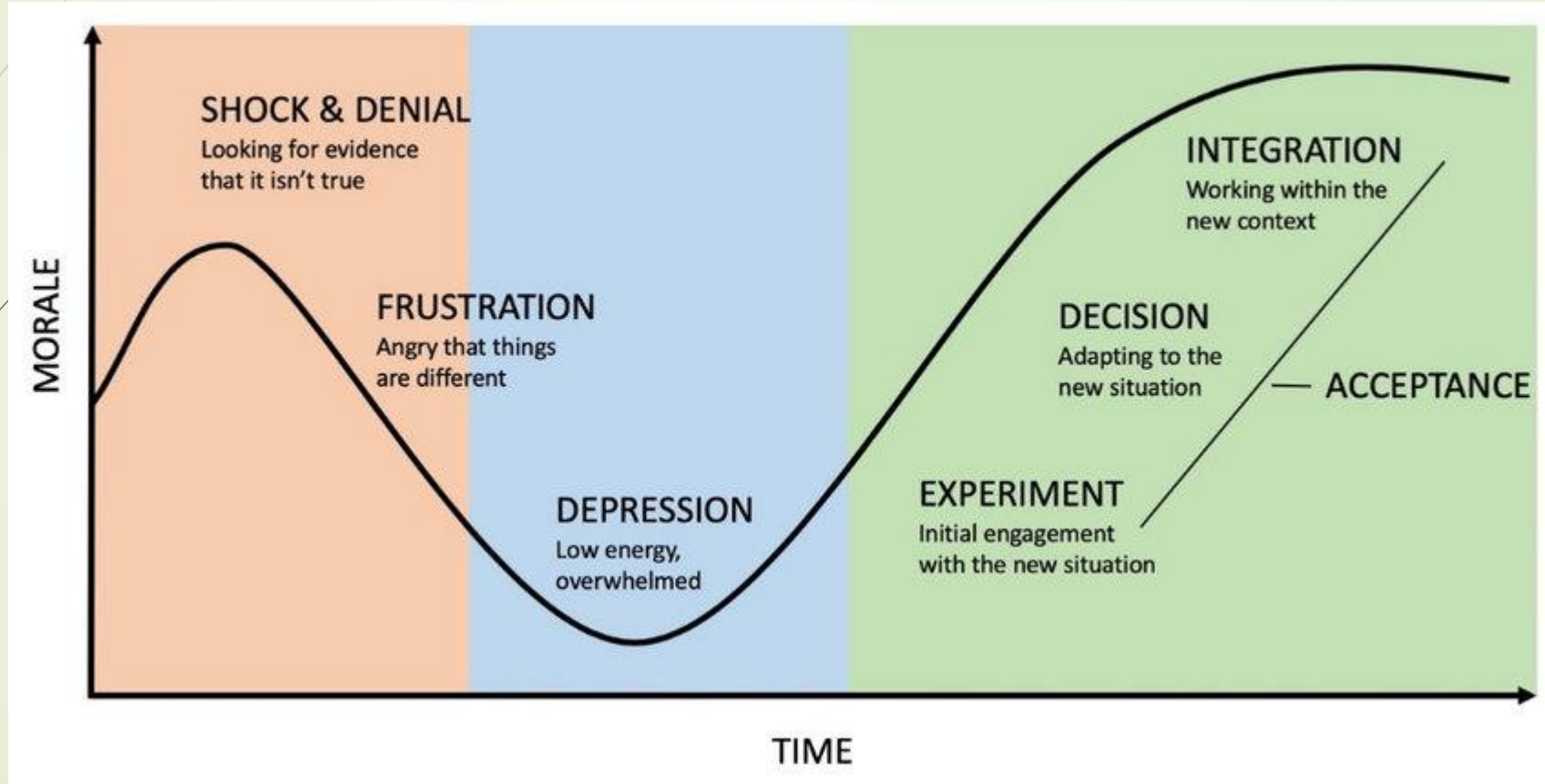




ISYS90050 IT Project and Change Management


Tutorial 9

Activity 1 Task 1: Emotions





Activity 1 Task 1: Emotions

- This person has just graduated and has moved from a distant city to work for your firm. You are not only providing a decent salary and a benefits package, but you have also paid for this new employee's relocation and moving expenses. In addition, you have also arranged for a 4 week IT boot camp training for the new employee in your organization.
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Activity 1 Task 1: Emotions

The employee ...

is likely to feel

might feel

is unlikely to feel

Nothing

Anger

Acceptance

Denial

Excitement

Bargaining

Depression / Anxiety

Why?



Activity 1 Task 2: Emotions

- Give some examples to illustrate what you could do, to help the new graduate employee adjust and become a valuable member of your team?

Activity 1 Task 2: Emotions

Nature of change

We have to understand the impact of change to be able to 'help' people manage change - an **Impact analysis** is necessary (people/processes/productivity/efficiency/

- What are the positive impacts of this change?
- What are the negative impacts of this change?
- Who does it affect?
- Why and how does it affect them?

And,

Anxiety + hope = anticipation

Anxiety + apprehension = dread

Fear and hope - the balance!!!!

Activity 2 Task 1: Change Management

- We have two employees who have voiced several concerns with the new system that you will be implementing. One of the employees is Betty, who has been with the company for many years. Betty is close to retirement, but she knows more about the internal operations of this company than anyone else on my staff. In fact, most people around here say that if you have a question, go ask Betty. She's also well-liked and respected by just about everyone. Some of the pilots and mechanics even call her Mom because she tends to look out for their best interests.
- The problem is that Betty does not like change. As a matter of fact, she came into my office yesterday and told me that the idea of learning how to use a computer system frightens her. She's thinking of taking an early retirement before the system is implemented so that she won't have to deal with all the stress. I was counting on her being here for a few more years, or at least until I could find someone to replace her. Her leaving before someone could transition into her job would have a major impact on company operations. Moreover, she is so popular that I think we would have a morale problem around here for a while. If at all possible, I would like to have Betty stay on and get someone up to speed to take over her job in the next couple of years.

Activity 2 Task 1: Change Management

- After a pause and taking a deep breath – Trisha Continues the conversation.
- And then there's Junior. Junior has been with Husky Air for about three years. He has an uncle who is on the airport's planning and control commission. Quite frankly, Junior is not one of our favorite employees, but every time we've tried to get rid of him, he threatens that he will sue for wrongful termination or use his uncle's connections to create all kinds of problems for us. Even though we have nothing to hide, the time and money to fight these little problems are a disruption we can do without. Although he can be a trouble maker, it's been easier for us to keep him around and let him do things that won't impact safety or quality.
- However, Junior has been spreading rumors about the new system to just about anyone who will listen. The latest rumor is that the new system will allow the company to lay off half of our employees. That's totally untrue, as you know. In fact, our management team is predicting significant growth and planning on adding more planes, pilots, instructors, mechanics, and staff to support that growth.
- Trisha's secretary knocks / enters the conference room. "Trisha, your presence is urgently required in the hangar to discuss some issues with the chief mechanic. Could you please come over now?"
- Trisha – "Well, please make yourselves comfortable. I will be back to answer any questions that you may have in this regard. See you soon!"



Activity 2 Task 1: Change Management

- Identify the project's Change Sponsors and Change Targets.
- 



Activity 2 Task 1: Change Management

- Change sponsors
 - Individual or group having the willingness & power to initiate/support the change
- Change agents
 - Project and the Change Management team that help **make** and **manage** change
- Change targets
 - Individual or group that must change



Activity 2 Task 2: Change Management

- Betty's and Junior's willingness, readiness, and ability to change?
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Activity 2 Task 3: Change Management

As a part of your Change Management Strategy, which of the following options do you feel will be suitable to help you in this process, managing Betty and Junior?

☐ Fire Betty.

☐ Fire Junior

☐ Rational-empirical

☐ Do nothing. Betty will retire soon.

☐ Normative Re-education

☐ Do nothing. Junior will change over time

☐ Power Coercive

☐ Environmental Adaptive

☐ None of these options. Change is difficult.

Activity 2 Task 3: Change Management

Strategies for addressing change

Rational-Empirical strategy

Rationalize with the individual

- Focus on people's self interest! **How?**
- Convince, persuade, demonstrate the benefits
- Consistent, accurate & timely information! **How and when?**
- Avoid fear of the unknown! **How?**
- Include the purpose or reason for the change - involves the person in the change process

Normative-Re-education strategy

- Re-educate the group
 - Work on group dynamics/psychology – **how!**
 - Focus on core behaviour and beliefs of the group
 - What are the core benefits for the group? – **how!**
 - Redefine social norms around change
 - Biases and prejudice will influence
 - Identify leaders (change champions/early adopters) – **why**

Activity 2 Task 3: Change Management

Power-coercive strategy

- Power/coercive
 - Use power, authority
 - Use rewards, threats, incentives
 - Beware short term effect!
 - Beware people being seen to comply!
 - Like with children, need to be seen to be consistent and fair

Environmental-Adaptive strategy

- Adapt the environment
 - Remove the old way as an option
 - Remove the choice



Activity 2 Task 4: Change Management

- What happens if Betty is still unhappy (even after having applied the change management strategies discussed in Question 3)? What would you do as a Project Manager in the change management team?



Activity 2 Task 4: Change Management

➡ What then?

Use the resolution strategies

- Avoidance
- Accommodation or smoothing
- Forcing through authority
- Compromise (win some lose some)
- Collaboration (works well with early adopters/champions)



Tutorial Quiz!

- ➡ You have 5 mins to complete the quiz