
CHANGE SUCCESS: DRIVING OUTCOMES THAT MATTER

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OBJECTIVES

1. Define project success & why people outcomes matter
2. Understand and be able to incorporate critical concepts for planning & positioning success
3. Walk away with tools to put it into practice

Engage in the session – We need your expertise!

PMI TALENT TRIANGLE FIT





SUCCESS DEFINED



YOUR TURN

How does your organization define project success?



HOW WE DEFINE PROJECT SUCCESS

Standard Project Measures

Scope

On Time

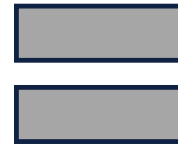
On Budget



People Measures

Demonstrate understanding, belief & commitment

Demonstrate ability to execute



Outcomes Realized/
Overall Project Success

WHY THIS MATTERS

40% of projects meet schedule, budget and quality goals.
Biggest barriers to success are people factors.

Most studies show a 60 to 70% failure rate for organizational change projects — a statistic that has stayed constant from the 1970's to the present.

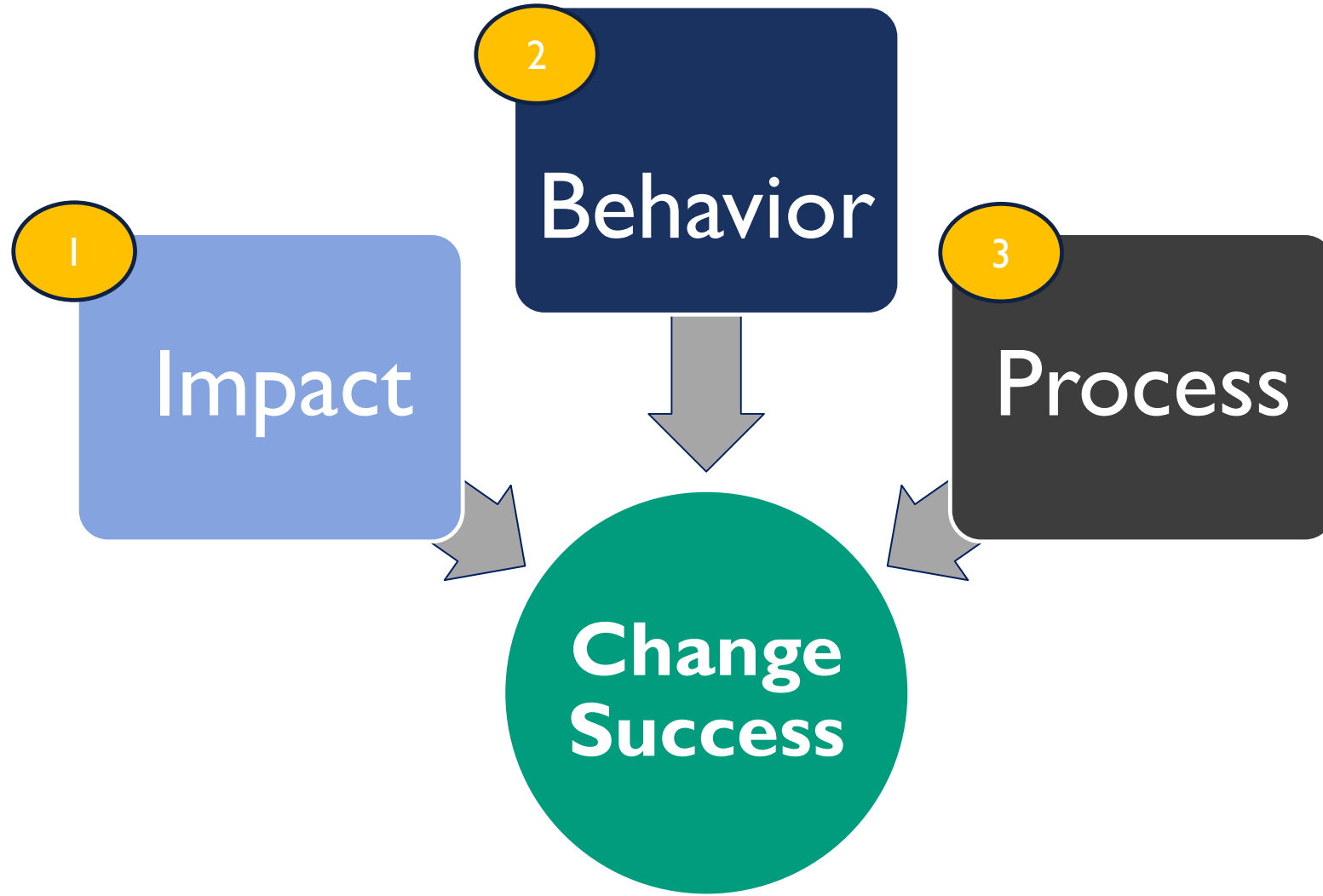
8 out of 10 CEOs anticipate substantial or very substantial change over the next three years, yet they rate their ability to manage change 22 percent lower than their expected need for it.



CHANGE SUCCESS FACTORS



CRITICAL CHANGE (PROJECT) SUCCESS FACTORS



CRITICAL SUCCESS FACTOR #1: UNDERSTAND CHANGE IMPACT

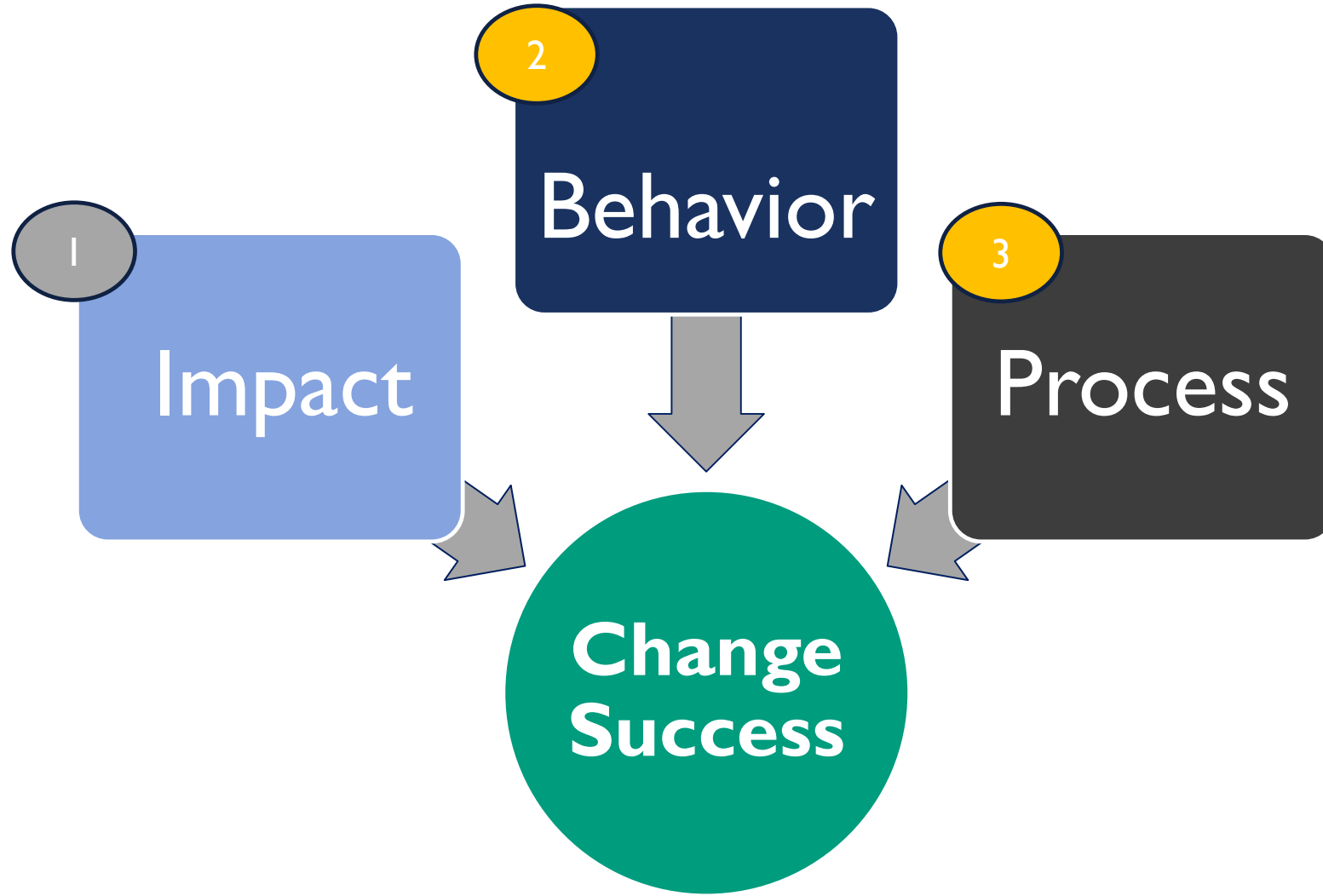
1. Identify project considerations & score
2. Consider considerations at project & stakeholder levels

Let's Try It Out Now!



Complete for portfolio

CRITICAL CHANGE SUCCESS FACTORS

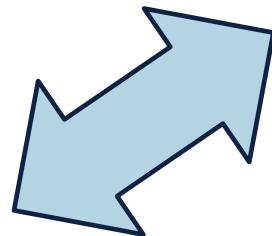
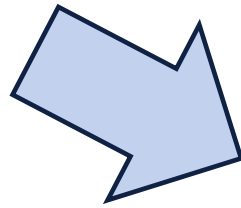


THE WHAT, WHY AND HOW OF BEHAVIOR

- UAT & Pilot
- Communication
- Readiness Assessments
- Training
- Procedures & Process Maps
- Job Aids & Guides



- Feedback
- Coaching
- Tangible rewards: Gift cards, day off, etc.
- Pay Raise, Bonus, Promotion
- Performance Plan
- Pay Cut



CAN YOU PINPOINT THE CRITICAL BEHAVIOR(S)?

Goal: Increase sales 10% in Q1 2018 from last quarter

Log into system

Inactivate a customer

Record sale of 1000 new widgets
for existing customer

Schedule monthly order for
existing customer for widgets
starting in January 2018

Save new customer contact
information

Interview sales people

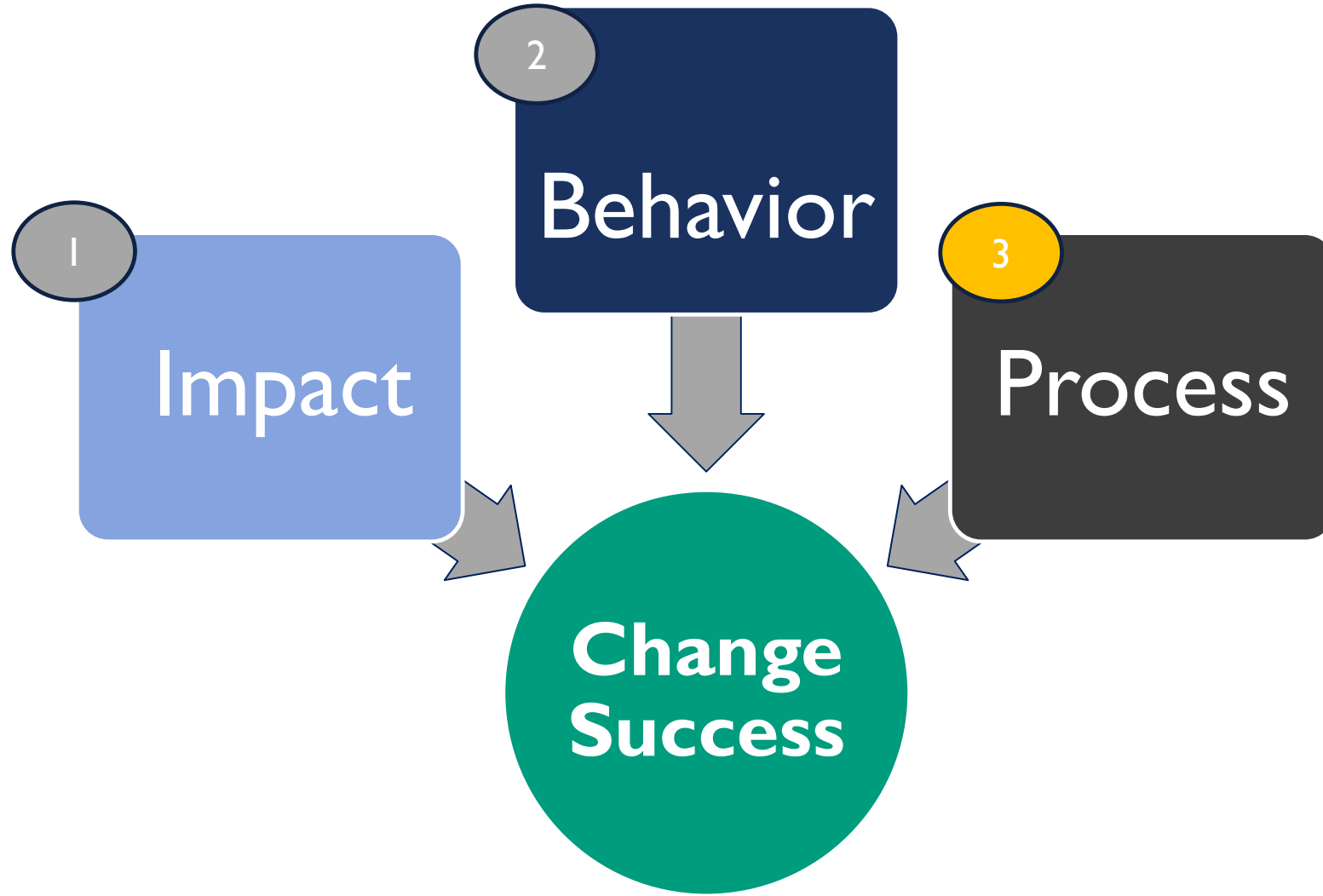
PINPOINT CRITICAL BEHAVIOR(S)

1. Identify critical behavior(s) that deliver business benefits/ROI
2. Consider behavior differences amongst stakeholder groups
3. Start with what they know (when possible)



Not all behaviors are created equal!

CRITICAL CHANGE SUCCESS FACTORS



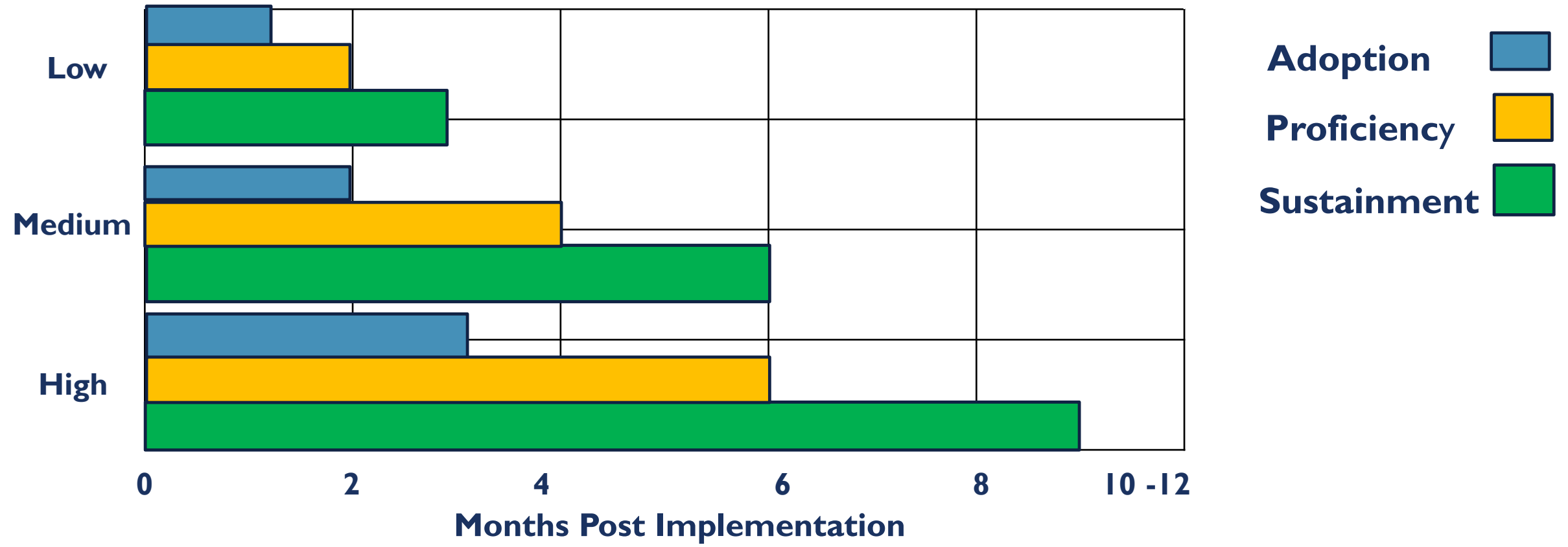
CRITICAL SUCCESS FACTOR #3: UNDERSTAND CHANGE SUSTAINMENT PROCESS

1. **ADOPTION:** Doing behavior(s)
2. **PROFICIENCY:** Adoption + **Quality and Timeliness**
3. **SUSTAINMENT:** Adoption + Proficiency + **Business as Usual**



Use Change Impact to identify sustainment timing

*CRITICAL SUCCESS FACTOR #3:
UNDERSTAND HOW CHANGE IS SUSTAINED*



*CRITICAL SUCCESS FACTOR#3:
UNDERSTAND HOW CHANGE IS SUSTAINED*

Let's Try It Out Now!

1. Key Themes For Success
2. Watch Out for the “Gotcha’s”

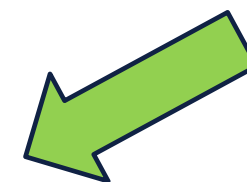
IN SUMMARY

1. Understand the **impact of change**
2. Identify, pinpoint & measure critical **behavior(s) that support project goals**
3. Understand sustainment process

Plan for and position your project for success!

CHANGE IMPACT TEMPLATE

Considerations	Score	Weighting	Total
Individuals	5	0.5	2.5
Process			0
Systems			0
Data			
Market			0
Product			
Culture	5	0.5	2.5
<i>Optionally answer the following questions:</i>			
Do the Change Targets have a positive history with change?	No	0.1	0.1
Are there other changes being implemented around the same time to the Change Targets?	Yes	0.1	0.1
Will the Change Targets be in process of sustaining other changes when the change is being implemented ?	Yes	0.1	0.1
Total Impact			2.8



Medium Impact

CHANGE TIMING TEMPLATE

<i>Process Timing</i>	Definition	<i>Months from Implementation</i>		
		Low	Medium	High
Adoption*	Defined as how quickly people are up and running on new process, new system and/or new behavior resulting in improved benefit realization . Adhering to new processes, using new systems	1*	2	3
Proficiency*	Defined as how individuals are performing compared to the level expected such as reduction in errors, reduction in time, or increase in productivity. As people become more proficient with the change, the benefits and objectives should be realized	2*	4	6
Sustainment*	Defined by the number of impacted employees who demonstrate “buy in” and are using the solution.	3	6	9

Implementation Date	Aug-17		
<i>Process Timing</i>	Low	Medium	High
Adoption Timing	Sep-17	Oct-17	Nov-17
Proficiency Timing	Oct-17	Dec-17	Feb-18
Sustainment Timing	Dec-17	Mar-18	Jun-18