How To Manage Your Triple Constraint With Change Principles

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Agenda

Project Management Challenge: Managing the Triple Constraint					
Change Management Challenge: Driving Adoption and Usage					
Unified Value Proposition: Why Integrate					
Mapping Top Contributors to Triple Constraint Challenges					
Active and visible sponsorship					
Communicate frequently and openly					
Engage with and support middle managers					
Integrate change management and project management					

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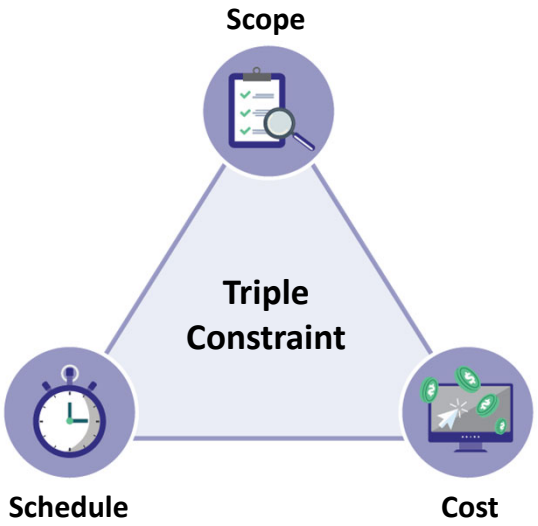
Project Management Challenge: Managing Triple Constraint

- **Scope** – The work that needs to be accomplished to deliver a product, service, or result with the specified features and functions.
- **Schedule** – The time by which the product, service or result needs to be delivered.
- **Cost** – The allocated budget within which to deliver the product, service or result.



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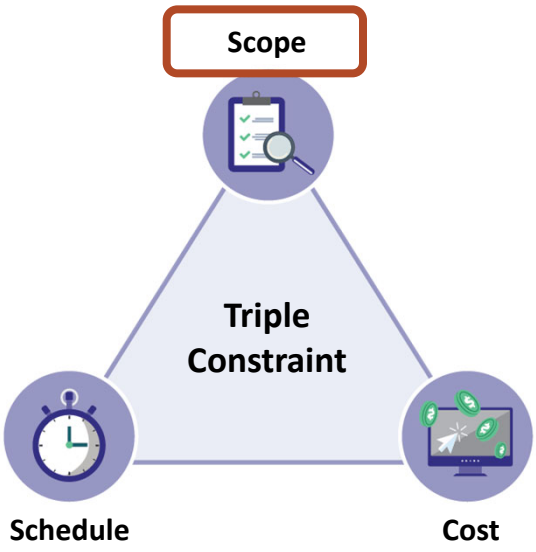
What It Sounds Like When Scope is at Risk



"We're not going to get the functionality we need from the new tool."

"If they don't do this project right, it's just going to make our jobs harder."

"This is just like the last time they tried to do this project and it failed."

"No one asked for this change."

"I don't know what the project is for or why we are doing it."

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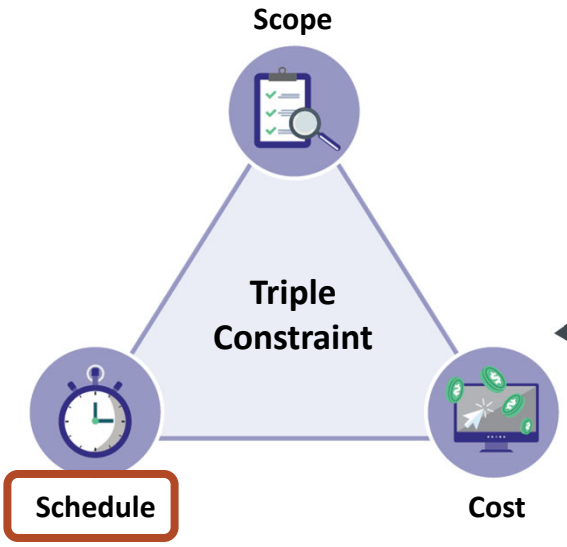
What It Sounds Like When Schedule is at Risk



"This project is being delayed – again!"

"We haven't heard from the project team in months – no idea how things are going."

"We've been waiting for this solution forever."

"Why is this phase taking so long?"

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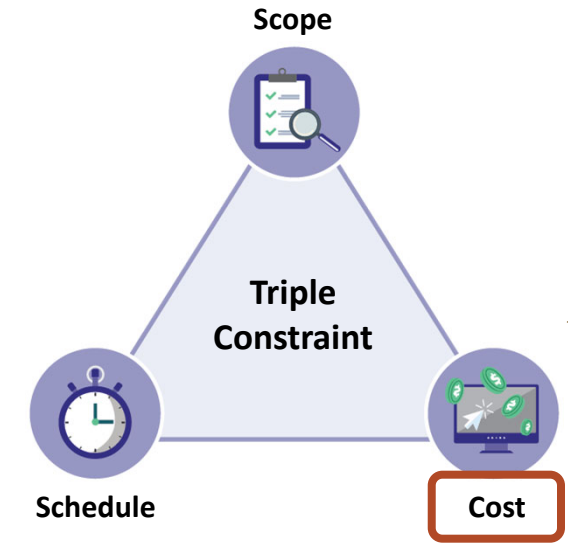
What It Sounds Like When Budget is at Risk



"We're running through resources much faster than projected."

"We're reporting red for status on budget – we'll need to ask for more resources."

"We only have these contractors until [date] and the project won't be done."

"We're going to have to keep these contractors on longer."

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Change Management Challenge: The People Side of the Coin

Documented and optimized a critical process	People did not follow and adhere to the process
Announced a new mindset for growth	People did not demonstrate the necessary behaviors
Developed a new enabling technology	People did not adopt and use said technology

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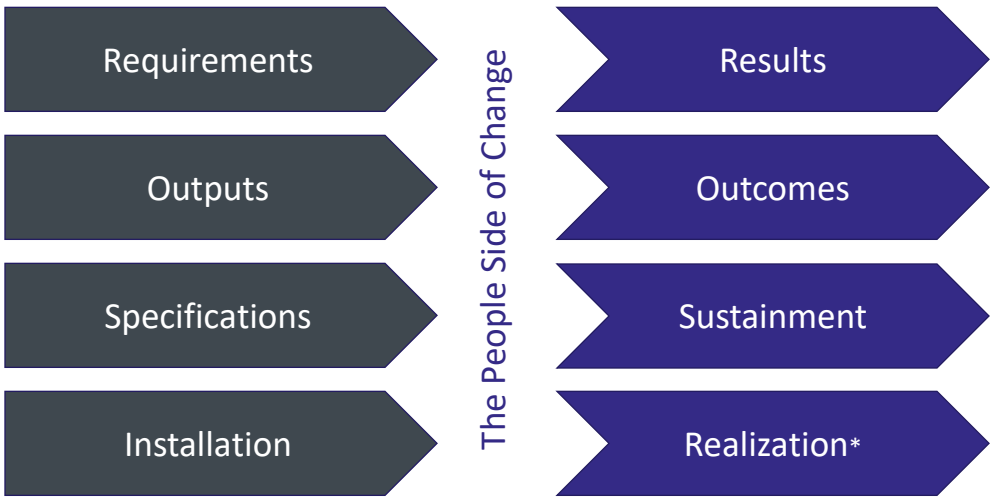
Results and Outcomes Are Achieved Through People



**The Leader's Challenge: Installation or Realization*, Conner Partners, 2004

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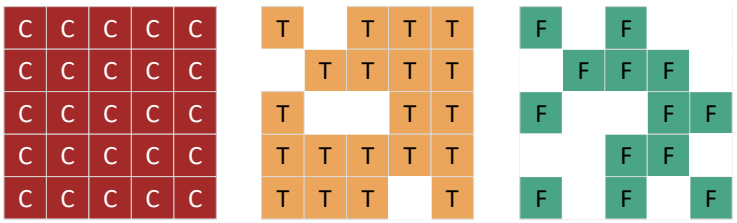
An organizational move to a future state

Current | Transition | Future

Ultimately requires individuals to move from their current to their future state



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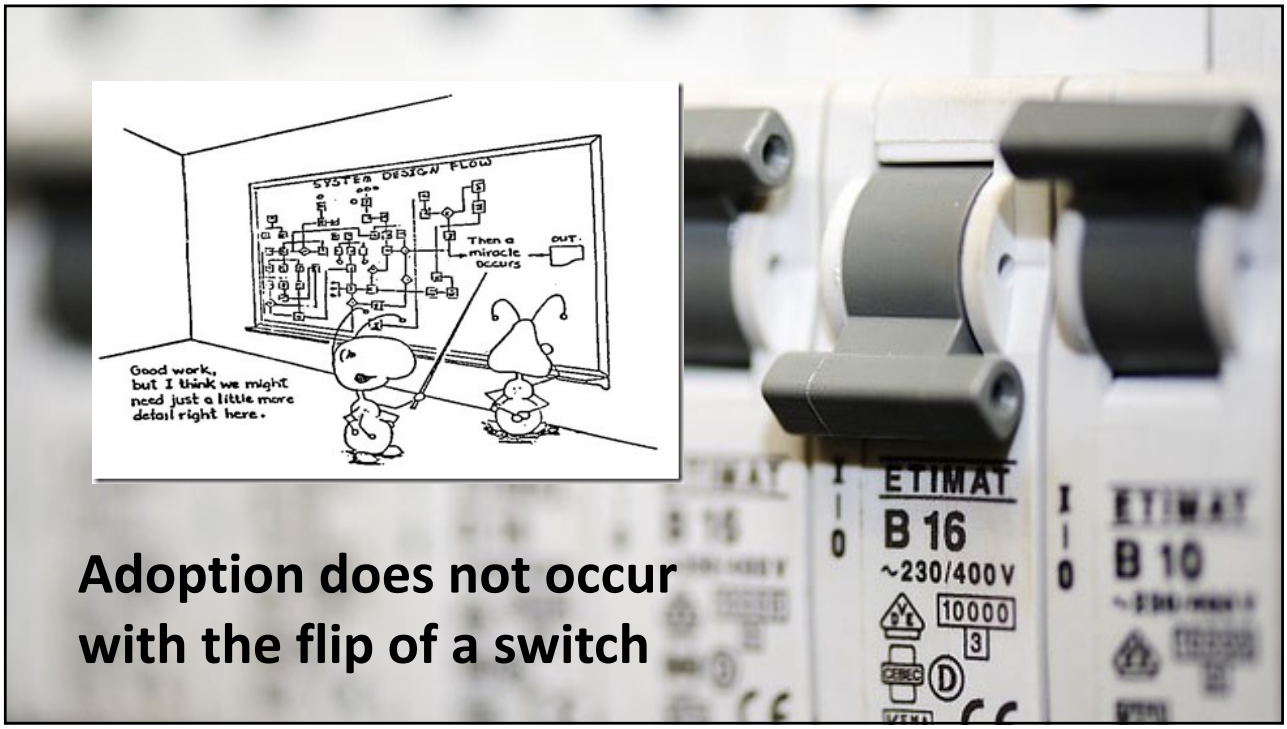

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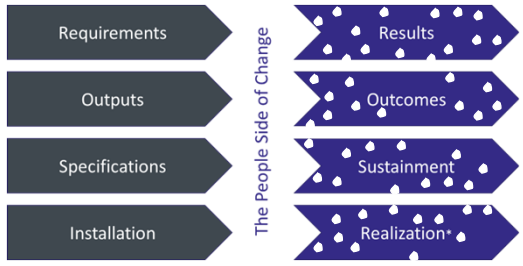
What It Sounds Like When Adoption and Usage is at Risk

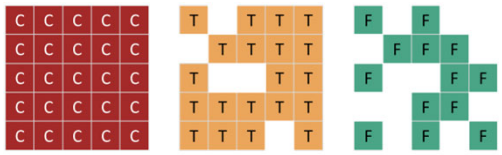


"Just so you know, no one is going to use this when it's finished."

"That team is *never* going to stop using their [legacy way of doing things]. Good luck."

"Yes, we understand the change. But will we still have access to [other software tool]?"

"No one ever told us what this particular [field/function/process] was for – so we just don't use it."



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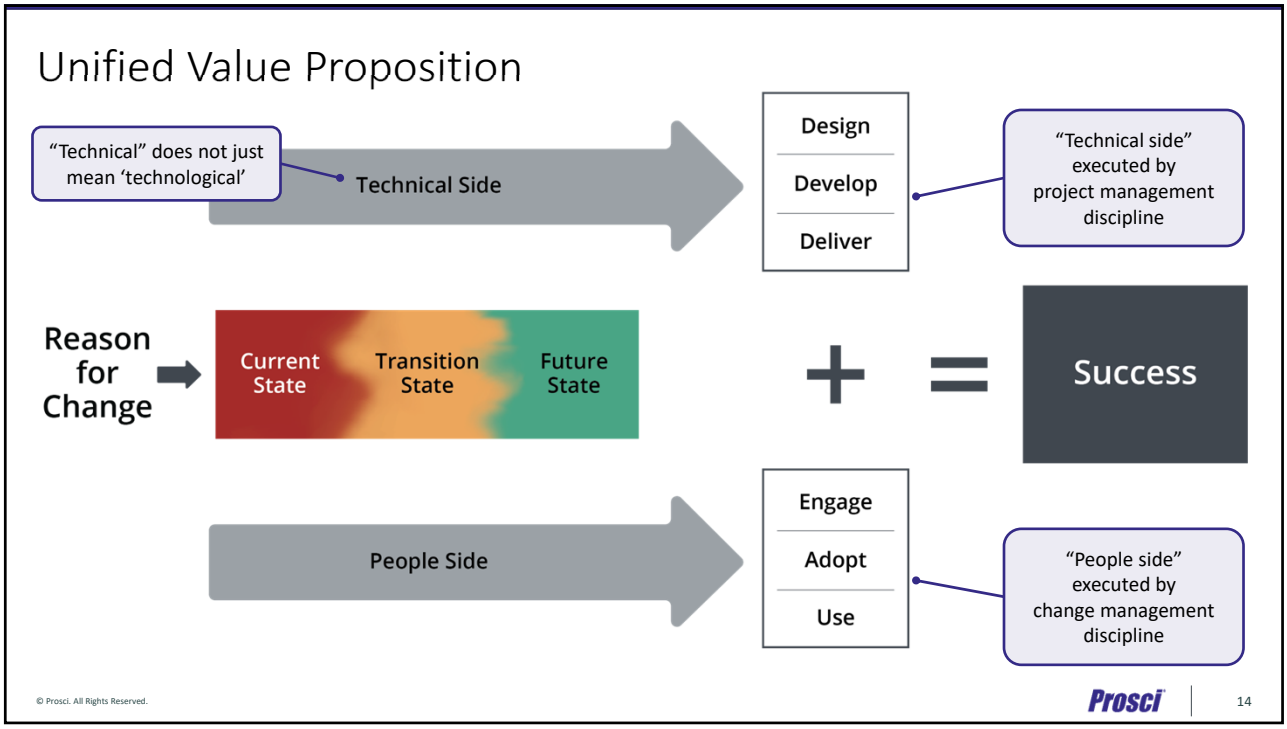

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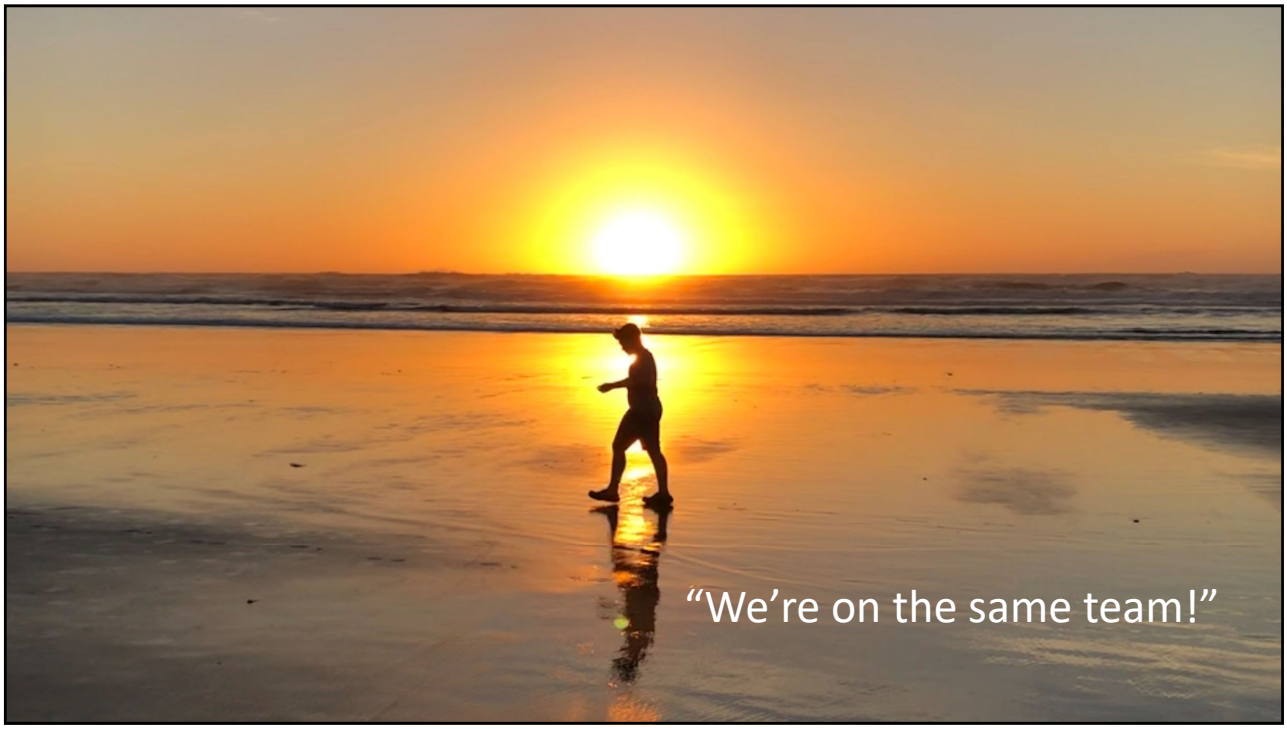

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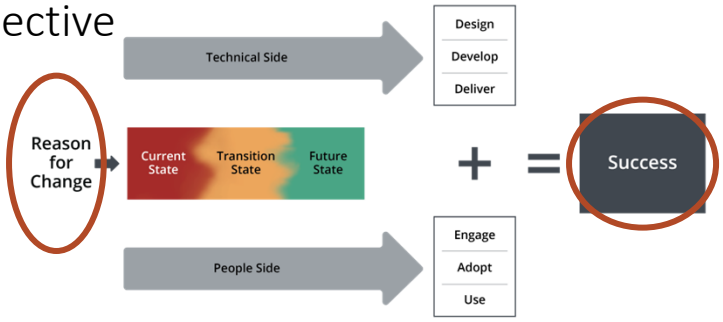
Common Objective



PROJECT OBJECTIVES

What the project **achieves**

- What will the project produce or enable? How will the project contribute to the gain?

ORGANIZATIONAL BENEFITS

What the organization **gains**

- What is the problem or opportunity for the organization, and the benefit to be realized?

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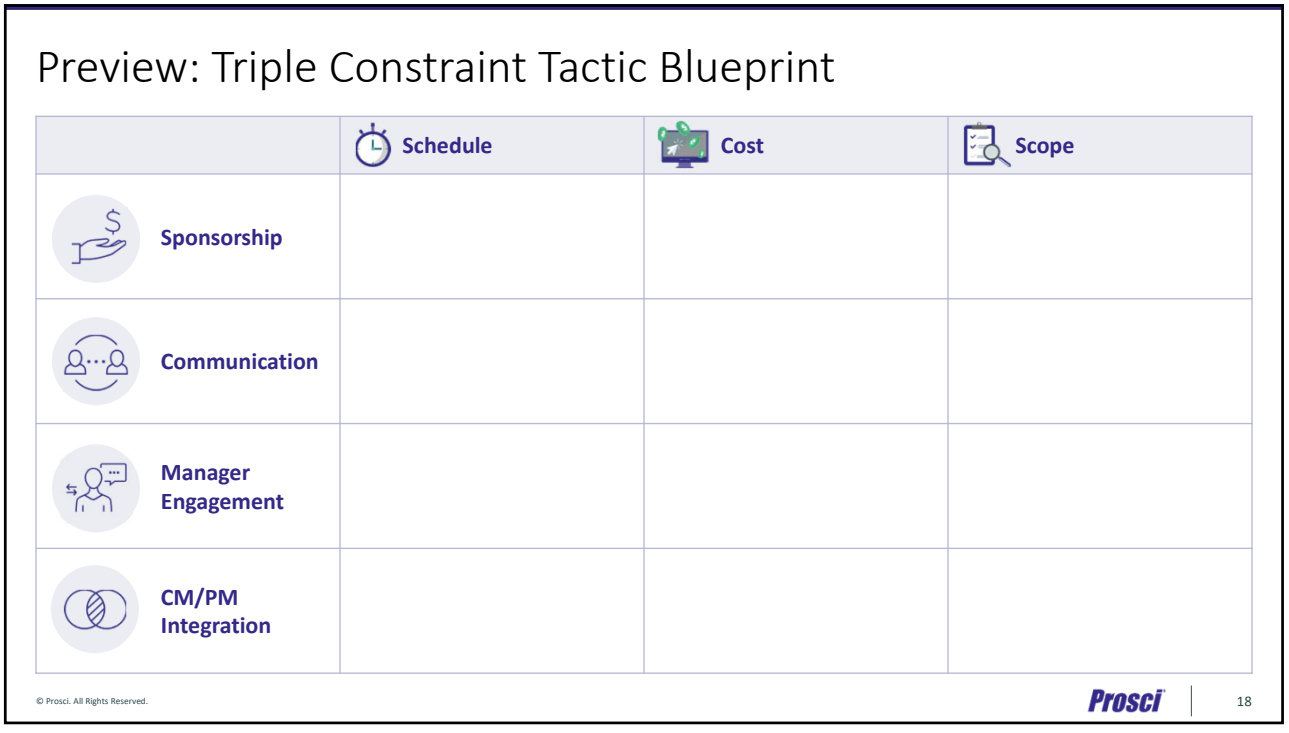

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Greatest Contributors to Success

1. Active and visible executive sponsorship
2. Structured change management approach
3. Frequent and open communication
4. Employee engagement and participation
5. Dedicated change management resources
6. Integration and engagement with project management
7. Engagement with middle managers

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Sponsor Engagement Techniques

1	**Define the role and ask for support.**	• Explain what you need and make an appeal for support.
2	**Lean on the people-dependent ROI to engage them.**	• Remind the sponsor how much the project's success depends on individual behavioral change.
3	**Make it easy on your sponsor.**	• Do the heavy lifting – craft emails, set calendar reminders, provide talking points.
4	**Reinforce the role.**	• Remind your sponsor of the value they are adding.

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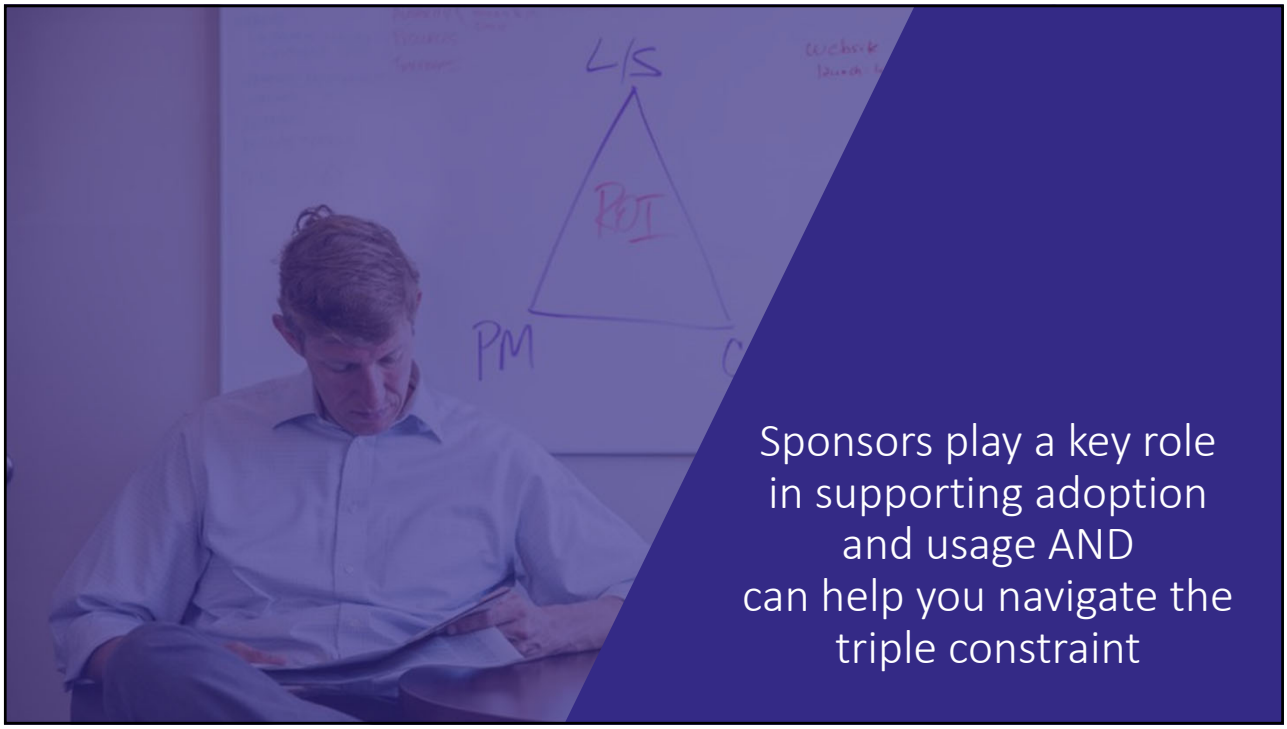

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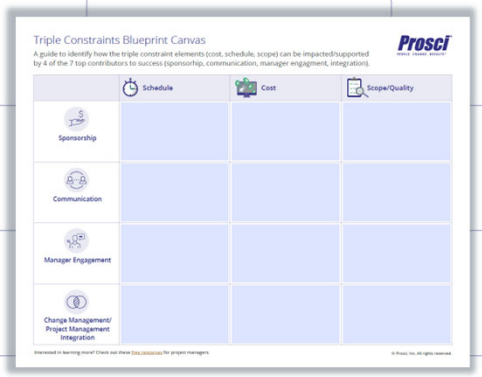
Preview: Triple Constraint Tactic Blueprint

	Schedule	Cost	Scope
Sponsorship	Ask the sponsor to communicate the why of a schedule change and the value of the shift for the organization	Deliver options to the sponsor with pros and cons for each one in order to support them in making cost choices	Ask the sponsor to communicate what's in scope and what's out of scope – and if it's out of scope for now or forever
Communication			
Manager Engagement			
CM/PM Integration			



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Frequent and Open Communication Practices

1	**Explain the case for change.**	• Why this change, why now, what's the risk of not changing, what's in it for me/us?
2	**Remember the Rule of 7.**	• Individuals need to hear messages as often as seven times in order for them to fully absorb the information.
3	**Communicate using different communication channels.**	• If you're going to communicate seven times, don't forget to add some variety.
4	**Test your hypotheses about where people are and what they know.**	• You're close to the project and may overestimate how far along others are in their understanding of the work.

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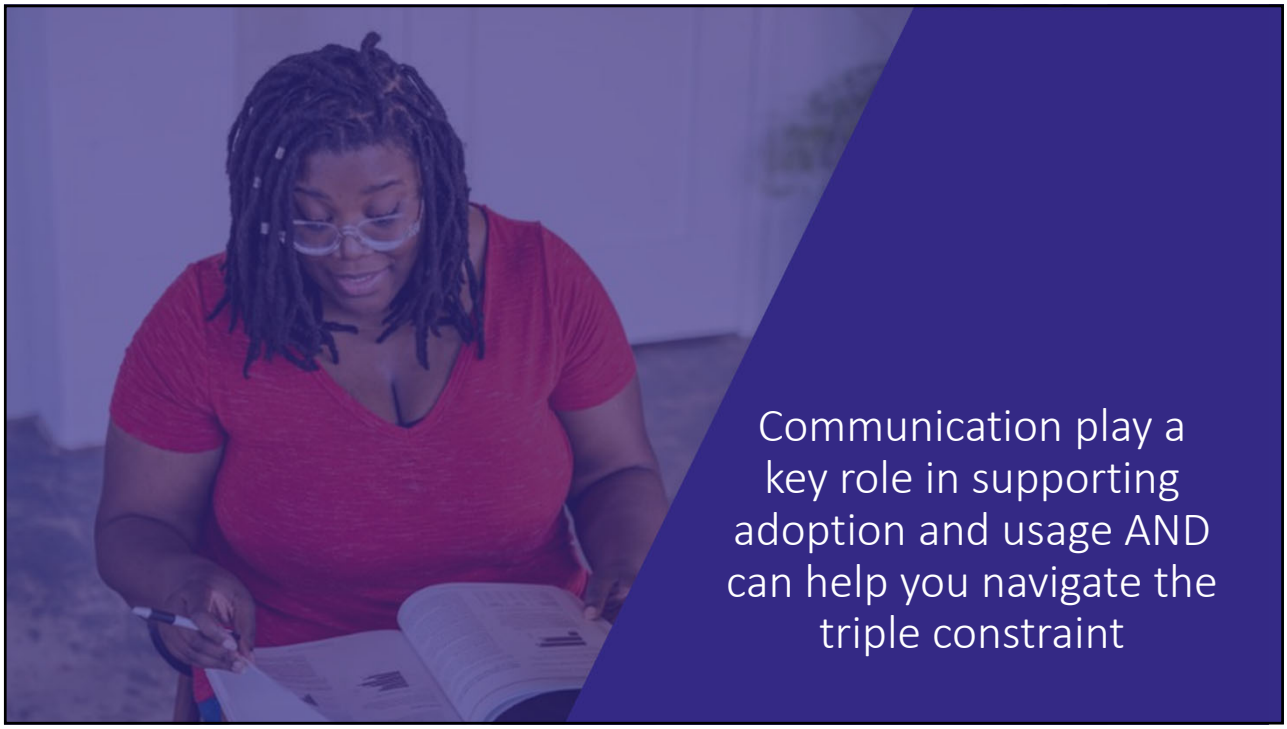

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Manager Engagement			
CM/PM Integration			

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Middle Manager Engagement Best Practices

1	**Keep things simple.**	• Eliminate jargon and technical speak.
2	**Don't reuse deliverables that are not the right fit.**	• A status update is not a comms plan!
3	**Do the heavy lifting – provide scripts, slides, and talking points.**	• Some managers may even appreciate you offering to drop into a meeting and take the lead driving the conversation.
4	**Plan to build managers' confidence.**	• Managers who have the right tools to drive change are more likely to be effective.

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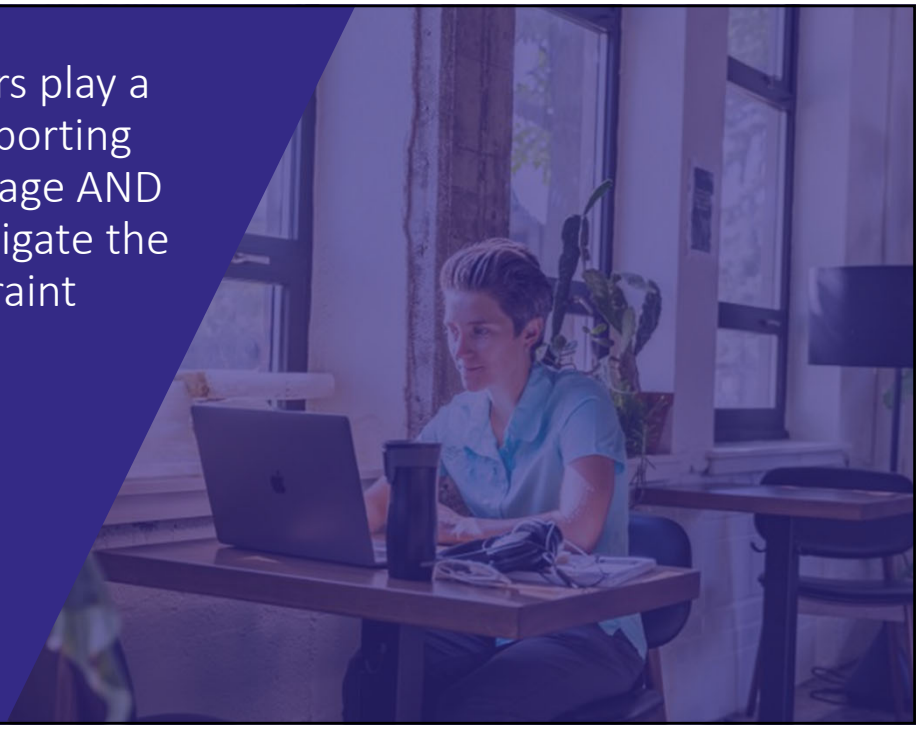
People managers play a key role in supporting adoption and usage AND can help you navigate the triple constraint



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	Schedule	Cost	Scope
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Communication			
Manager Engagement	Leverage extra time from schedule changes to prepare this group to lead their teams through change	Reiterate the case for change and why the cost changes are worthwhile to deliver value for the organization	Leverage managers as feedback loops from their teams to the project teams – what are the team members expecting? Are they going to get that delivered?
CM/PM Integration			

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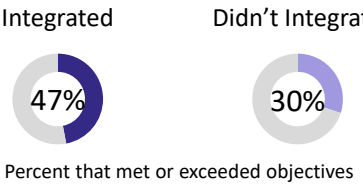
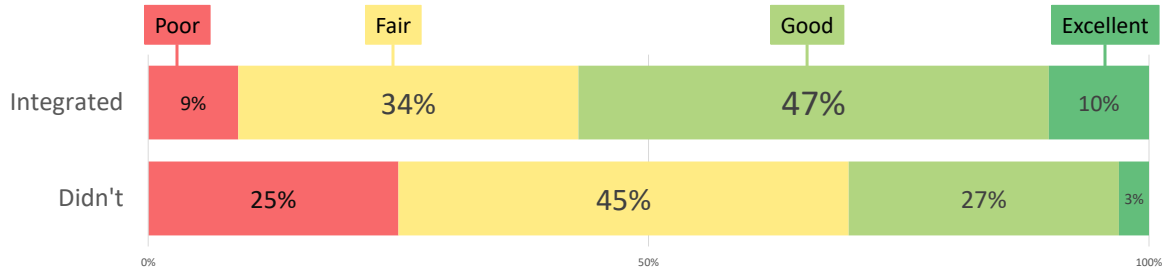
Impact of Integrating CM and PM

Prosci Research 11th Edition

Projects that integrated had higher success rates



Projects that integrated had higher CM effectiveness



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Project and Change Management Integration Best Practices

1	**Leverage the team structure to ensure PM/CM integration**	• You may not get to choose who or how CM is being done – but you can make the best of the situation
2	**Use CM tools to drive the conversation about project status and health**	• Collecting data as a group and evaluating it together keeps the space safe for raising red flags and for celebrating wins
3	**Plan for ADKAR milestones from the onset**	• Don't let the notion of bringing people along for the change surprise you – plan for their ADKAR journeys and be intentional.
4	**A little is better than none!**	• Even a light CM touch has been shown by research to be 3x more effective in delivering project results.

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Project Management Activities	Change Management Activities
Initiate Project →	
Scope Project →	← Conduct readiness assessments and impact analysis
	← Identify and begin building sponsor coalition Select and prepare change management team
Plan Project →	
Establish objectives →	← Identify and address anticipated resistance
Document approach →	
Define team and budget requirements →	← Communicate why change is happening (sponsors)
Design Solution →	← Prepare and equip managers and supervisors
Benchmark and gather data →	← Continue communications and sponsorship activities
Generate ideas and select concepts →	← Launch group and coaching sessions Reinforce key messages (sponsors)
Model solutions →	
Document requirements →	← Continue communications and sponsorship activities
Develop Solution →	
Evaluate alternatives →	← Identify training requirements and develop training
Architect solution →	← Continue communications, sponsorship and coaching activities

Integrate plans

Align timelines

Sequence tasks

Add deliverables

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How Might We Effectively Integrate?

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Results	55%	How might we align on the common objective: improving change outcomes?
People	89%	How might we create an effective partnership with clear roles and responsibilities?
Processes	77%	How might we sequence our milestones, tasks and activities to work together?
Tools	51%	How might we be more efficient and effective by combining the tools we us?

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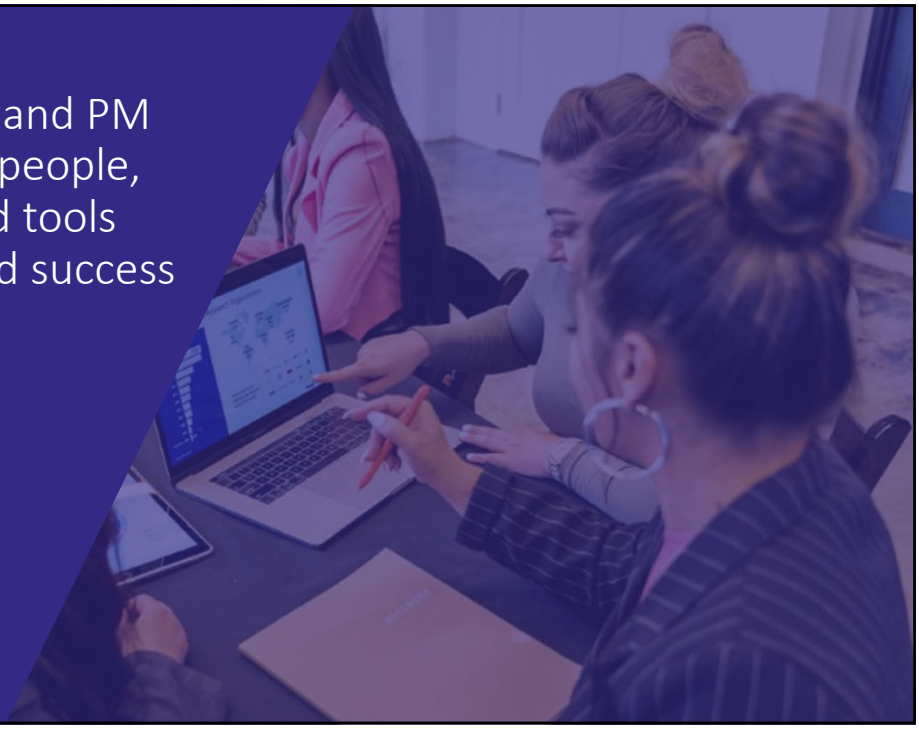
Integrating CM and PM across results, people, processes and tools improves ROI and success



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	Schedule	Cost	Scope
Sponsorship			
Communication			
Manager Engagement			
CM/PM Integration	Adjust ADKAR milestones and use the extra time to continue to focus on building Awareness & Desire	Adjust change management milestones and consider if additional resistance will result from the change in cost.	Validate scope throughout project delivery to amend stakeholder expectations if needed

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