

There are many myths about what change management means and how it is applied on projects. In March 2006 Prosci released a tutorial on dispelling change management myths – the tutorial was the updated and rereleased in September 2009. This webinar looks at five of the main myths about change management, addresses the source of those myths and provides steps and approaches for addressing each myth. Read the full tutorial on change management myths at: <http://www.change-management.com/tutorial-myths-2009.htm>

Change management myths webinar handout

Dispelling change management myths:	
<p>Myth 1: <i>I'm responsible for the "hard" side of the project, not the "soft" stuff.</i></p>	<p>Source: Missing the connection between the soft and hard sides of change – the people side and delivering value</p> <p>Addressing the myth:</p> <ul style="list-style-type: none"> • Without the “soft” side, there is no success on the “hard” side – a process that no one follows delivers 0 value • Use the P-P-P-P exercise: Project – Purpose – Particulars – People • Show that “hard” returns depend on people doing work differently • Correlation data says that the more effectively the “soft” side is managed, the more likely you are to meet objectives, stay on schedule and stay on budget <p><i>Caveat: this myth may be true</i> – If a project team is only accountable for “flipping the switch” on the technical side then this myth may be true</p>
<p>Myth 2: <i>We are introducing change and managing the project, so aren't we managing change?</i></p>	<p>Source: Missing the context of the different elements required for successful change</p> <p>Addressing the myth:</p> <ul style="list-style-type: none"> • Successful change requires Leadership/Sponsorship, Project Management and Change Management (Prosci PCT Model) • Managing the technical side and managing the people side of a change are two different challenges and require different approaches
<p>Myth 3: <i>I have a communication plan already, isn't that enough?</i></p>	<p>Source: Missing a complete view of the process and tools that constitute change management</p> <p>Addressing the myth:</p> <ul style="list-style-type: none"> • Communication is just one of many tools available to manage change and must take place within a structured process • Successful communications need context (ADKAR), focus (behavior vs information) and are delivered by preferred senders
<p>Myth 4: <i>We assigned a change management resource for the project, isn't that enough?</i></p>	<p>Source: Missing an understanding of the roles in change management – who is actually involved</p> <p>Addressing the myth:</p> <ul style="list-style-type: none"> • Change management is done by more than just the change management resource, there is a whole system at work • Executives, senior leaders, managers and supervisors are the “employee facing” roles in times of change
<p>Myth 5: <i>Our project is struggling, change management is the silver bullet.</i></p>	<p>Source: Missing context for what change management can do, and what it does not do – change management is not a panacea</p> <p>Addressing the myth:</p> <ul style="list-style-type: none"> • The root cause of struggling projects can be the people side of change, but can also be from other sources • A poorly defined change or solution cannot be addressed by simply applying change management