



# Leading Your Team Through Business Change Impacts

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# MAJOR CHANGE CREATES ANXIETY

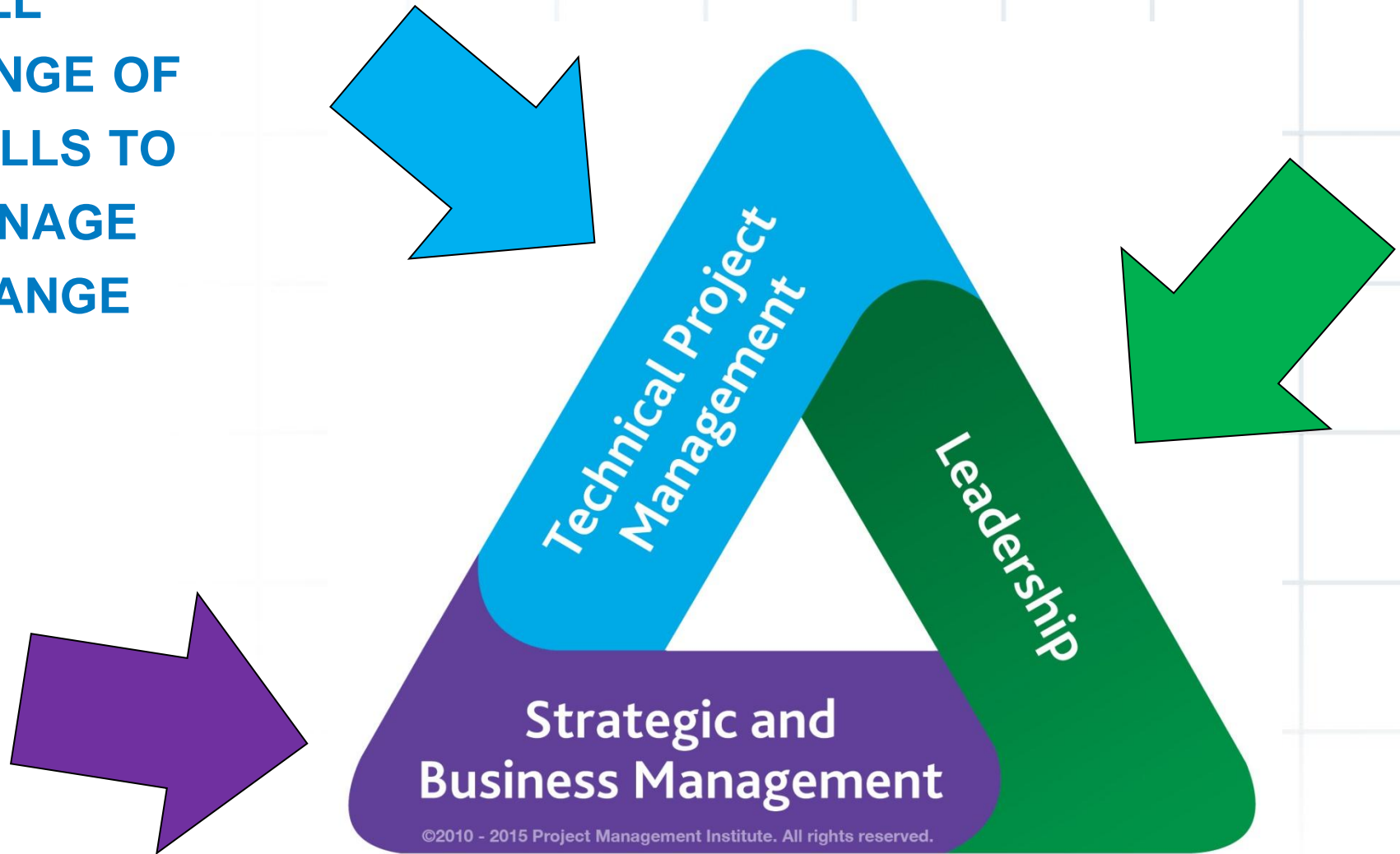
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TRUST

**USE YOUR  
FULL  
RANGE OF  
SKILLS TO  
MANAGE  
CHANGE**



# USE YOUR INSTINCTS TO LEAD



# Critical Skills & Behaviours **for Change Management**

## **I. Strategic Vision**

- I. Establish Vision
- II. Align Team to Vision
- III. Design Adaptable Structures

## **II. Superior Communications**

- I. Seek Diverse Perspectives
- II. Tailor Communication
- III. Communicate Multi-Dimensionally
- IV. Promote Project
- V. Influence Stakeholders

## **III. Exceptional Leadership**

- I. Manage Emotions
- II. Act Courageously
- III. Maintain Presence
- IV. Inspire the Team
- V. Build Culture

## **IV. Conflict Resolution**

- I. Analyze Situations
- II. Think Innovatively
- III. Negotiate Successfully

## **V. Integrated Thinking**

- I. Identify Root Cause
- II. Keep Broad Perspective
- III. Maintain Pulse
- IV. Understand Ripple Effects
- V. Connect Stakeholders

## **VI. Personal Differentiators**

- I. Be Curious
- II. Exemplify Integrity
- III. Maintain Focus
- IV. Improve Self
- V. Build Diverse Network

**Source: PMI Global Executive Council  
Research Findings, 2011.**

## CHANGE MANAGEMENT CORRELATES WITH AGILITY

	Total	Highly Effective Change Management	Minimally Effective Change Management
High Agility	12%	34%	5%
Moderate Agility	54%	58%	27%
Low Agility	34%	9%	67%

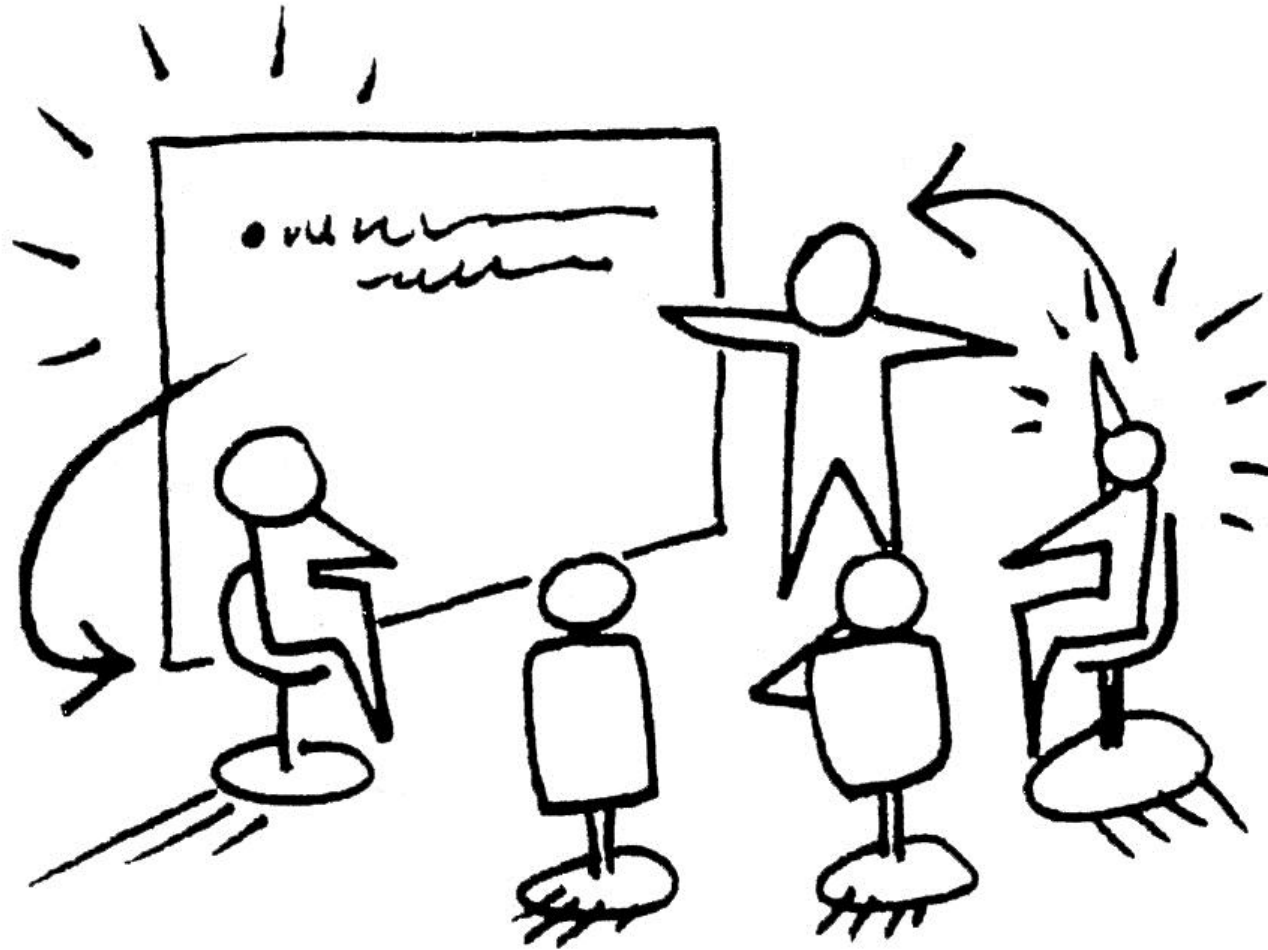
PMI® *Pulse of the Profession*™ - In-Depth Report on Organizational Agility, 2012.



# NEW STRATEGIC PRIORITIES



# RE-PLAN & ADAPT WITH YOUR TEAM





# CASE STUDY #1: ROCKY FLATS PLANT, U.S.

## Innovation & Engagement

- Engaged workforce in plant closure
- Encouraged innovation from team members “in the trenches”
  - Leveraged cost savings to provide incentives
- “Safety first” focus created trust, empowerment and credibility by letting workers know their safety was most critical factor
- As much as possible, attempted to relieve stress associated with job loss

# CASE STUDY #2: CODERE APUESTAS, SPAIN

## Advancing Leadership

- Project team experienced a staff reduction but no change in workload
- New leader under major pressure to produce results
- Culture was “to work,” not “to plan then work the plan”
- The new leader:
  - Focused the team on effective planning, risk management and forecasting
  - Provided a buffer between the team and executive leadership so team could do what it had to do
  - Negotiated with executive leaders
  - Communicated results to team and leadership

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## Alternatives to downsizing

Companies often react to pressure by **downsizing** without thoroughly considering all the other alternatives. These alternatives have in common the principles of sharing the pain **and** taking strong human resource initiatives. This article lists **and** discusses thirteen alternatives to consider before **downsizing**: 1) linking hiring to organizational vision; 2) cross-training; 3) planning for personnel succession  
<http://www.pmi.org/learning/react-pressure-alternatives-downsizing-3575>



## Downsizing

When the economy begins to slump, the first line of defense for many companies is corporate **downsizing**. Although the experience of being laid off is not a pleasant one, it can offer individuals many opportunities that they wouldn't have otherwise had **and** allow them to end one chapter in their lives **and** began another. This article describes the normal processes **and** stages that people go through after being  
<http://www.pmi.org/learning/downsizing-doorway-opportunity-redefining-career-5095>

## September 2015 : Talent Management

[Past Issues](#)

### The Challenge of High-Value Technical Talent

by Michael Wood

We're always on the lookout for tech superstars, but few organizations are able to cope with this kind of talent. For along with what high-value technical talent (HVTT) brings to the table also comes a set of challenges. They can require special handling, a different set of rules and a will to forge through the disruptive influence they can have on a project team and the organization.

### The Return of the General(ist)

by Al Taylor

One approach to overcome talent shortages involves the return of the IT generalist --the resource that can execute several of the core activities of the IT project delivery model: talk to business stakeholders to identify requirements, as well as design and implement technical solutions.

### Team Health: The Pulse of Team Management (Part 1)

by Dr. Deepa Bhide, PMP

The team health framework can be a vital asset to help project managers deliver consistently good results regardless of risks. This is the first of a five-part series on the applicability of physical exam techniques to team management. In subsequent parts, we will discuss each of the four techniques (inspection, palpation, percussion and auscultation) in detail.

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