



# Project Management vs. Change Management: Which Should Lead?

**Presented by Jon Weinstein,  
President of Line of Sight  
to the PMI Washington DC Chapter**

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# The Question...



*Which discipline should lead –  
Change Management or  
Project Management?*

# Related but different...

## **Project Management is...**

- *Effecting change through a disciplined approach to identify the **scope, tasks, activities, and deliverables** to achieve the new “state”.*

## **Change Management is...**

- *Achieving change through a disciplined approach to **empower people to change behavior and process** to success in the new “state”.*

# ASK THE **CHANGE MANAGER**...

## BENEFITS

- Focus on why, who, where, how
- Head, heart & hands
- Skills and ability
- Think, feel and do

## CHALLENGES

- None!



# ASK THE **PROJECT MANAGER**...

## BENEFITS

- Focus on what, when, how much
- Activities
- Functions
- Content

## CHALLENGES

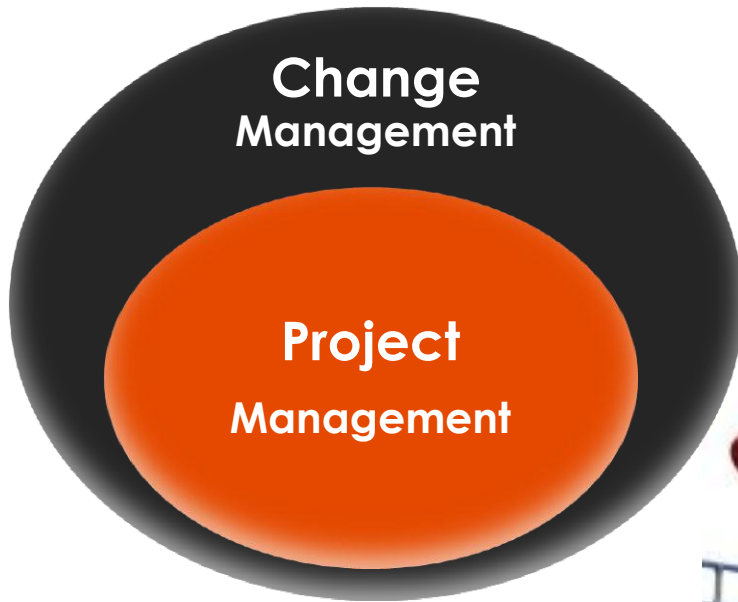
- None!



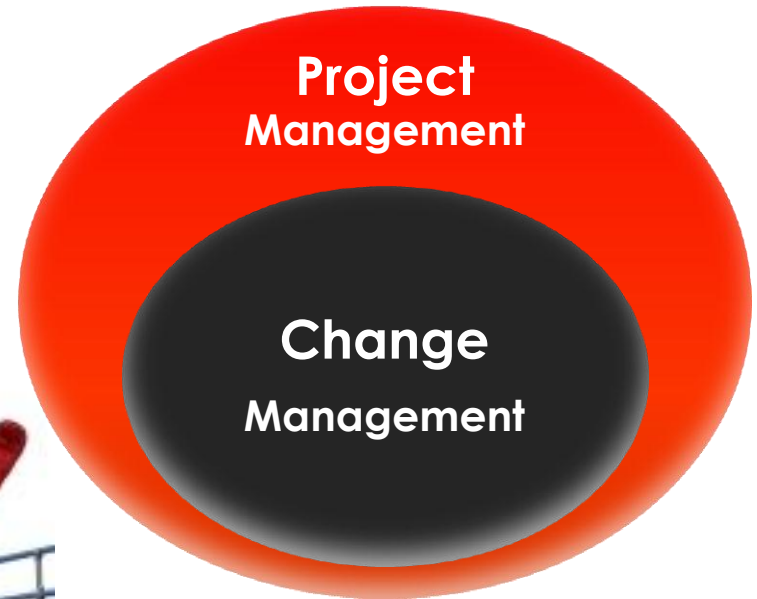
AND THE WINNER IS...



# THE CONSULTANTS!



OR



# BENEFITS TO INTEGRATING

## Practical

- Change Leaders and PMs understand the others' discipline
- The disciplines already share critical common elements
- Both disciplines have defined roles within organizations

## Potential

- Highest level of professionalism for both include mastery of key elements of the other
- Integration of PMO and CMO activities as a business function
- Strategic/Executive level position to integrate CM/PM role

# INTEGRATING THE DISCIPLINES: LIFECYCLE PHASES



## PROJECT MANAGEMENT LIFECYCLE



## CHANGE MANAGEMENT LIFECYCLE

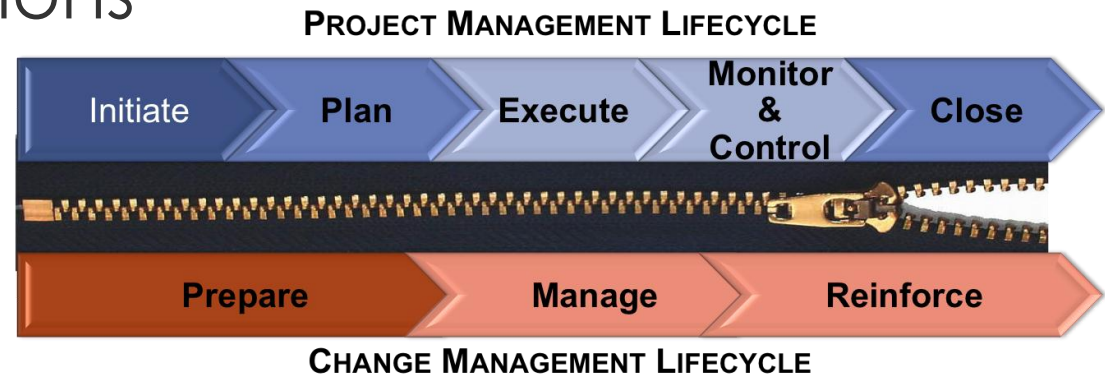






# INTEGRATION: A LOOK AT HOW...

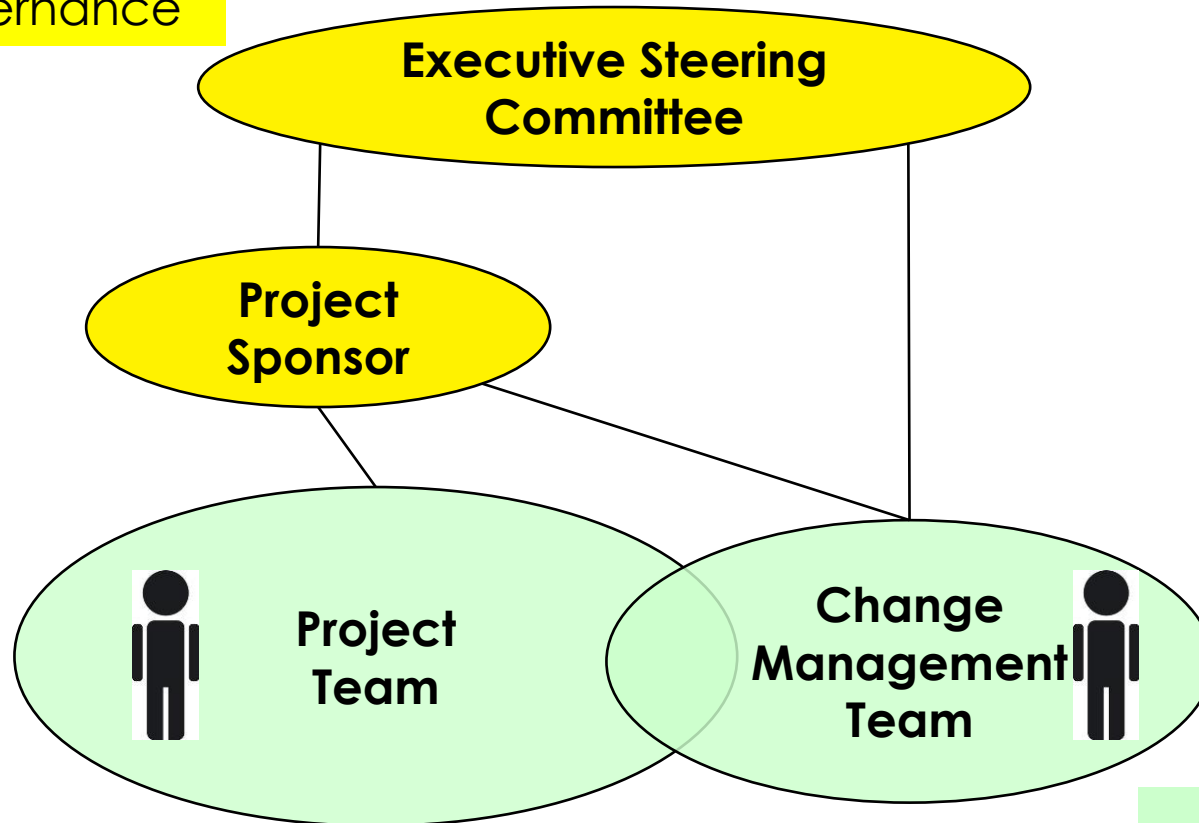
- Governance & Structure
- Activities
  - Sponsor Engagement
  - Coaching
  - Resistance Management
  - Communications
  - Training



# INTEGRATION: GOVERNANCE & STRUCTURE



Governance



Structure

# INTEGRATION: ACTIVITY LEVEL

- Your thoughts...
- Sponsor Engagement
- Communications
- Coaching & Training
- Resistance Management





# INTEGRATION: ACTIVITY LEVEL

Change management Case study activities	Project management Case study activities
<b>Similar activities</b>	
Communicating and managing stakeholders and their expectations	Communicating—organizes presentations, represents the project at team meetings and reports to sponsors
	Stakeholder management and management of teams with interface to the project
Change management planning	Planning
<b>Different activities</b>	
Changing behaviors and organizational culture to achieve the goals	Coordination and management of meetings
Preparation of users	Strategic decisions
Organizational structure	Team development
Political diffusion	Reporting to board and business
Impact analysis	
Selling the change	<i>Nahmias, A.H., &amp; Crawford, L. (2008). Project Manager or Change Manager? Who Should be Managing Organizational Change?. Project Management Institute.</i>
Champion schemes	
Involvement in process analysis work	
Training and education to affected staff	

# INTEGRATION/ACTIVITY: SPONSOR ENGAGEMENT



## **Change Management**

- Prepares sponsors for their role in the change process
- Provides content for their activities and interactions
- Checks “bad” behavior

## **Project Management**

- Codifies sponsors’ roles and responsibilities
- Establishes framework for their engagement
- Informs on progress and engages in decision-making

# INTEGRATION/ACTIVITY: COMMUNICATION



## **Change Management**

- Emphasizes the “why” and the “personal”
- Addresses and elicits/encourages behavior
- Provides conduit for participations in change

## **Project Management**

- Emphasizes the “facts” – who, what, when, and how
- Addresses action, deliverables, and outcomes
- Provides conduit for information sharing



# INTEGRATION/ACTIVITY: COMMUNICATION

- Two methods for planning; an opportunity for Integrated Communication Planning approach

<b>Milestone</b>	<b>Project Message</b>	<b>Change Message</b>	<b>Audience</b>	<b>Objectives</b>
Integrated Service Complete				

# INTEGRATION/ACTIVITY: COACHING & TRAINING

## Change Management

- Builds change management competency across key stakeholder groups
- Identifies and trains “change agents”
- Coaches and guides sponsors and affected people through the change

## Project Management

- Directs Task Managers and team members in executing project management processes
- Identifies gaps to train on what has changed in the process
- Provides structure (e.g., events and methods) for developing new “technical” skills to adopt change



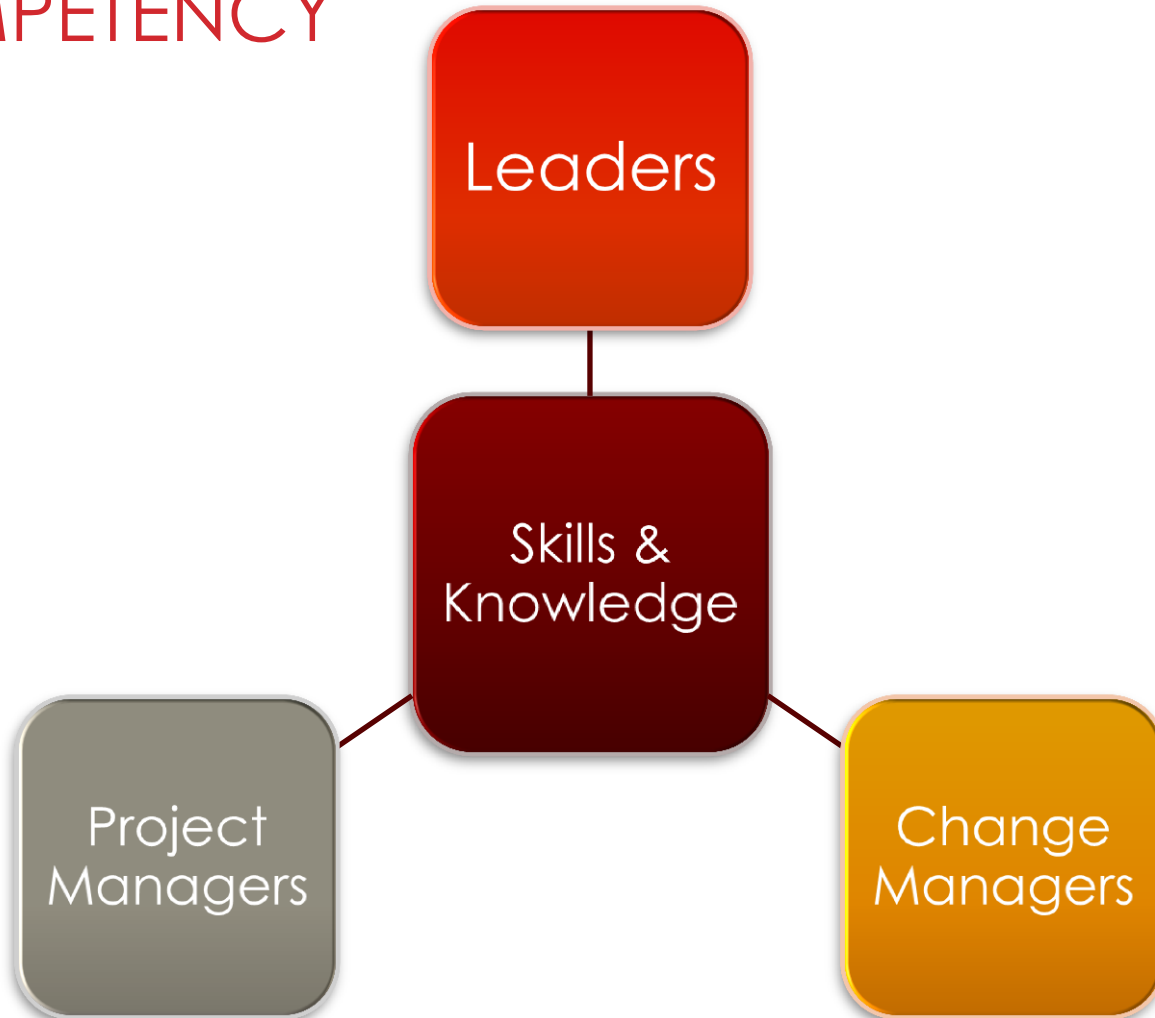
# INTEGRATION/ACTIVITY: RESISTANCE MANAGEMENT



■ Three ways to deal with resistance management:

1. Prevent it...
  - Build Change Management competency in the organization's leaders
2. Proactively manage it...
  - Predict and plan for it using Risk Management tools and techniques
3. React to it...
  - Build coping processes and competencies of Sponsors, Project Managers, and key team members

# ALIGNING THE DISCIPLINES: COMPETENCY



# ALIGNING THE DISCIPLINES: COMPETENCIES



What project managers do	What change managers do	What program managers do
<b>Similar Competencies</b>		
Leadership	Leadership	Project/program organization and management (leadership)
Stakeholder management	Stakeholder management	Understanding clients objectives/managing client interface
Planning	Planning	Approach and strategy for the project/program (planning)
Team selection/ team development	Team development	People and resource management/ team selection
Communication	Communication	
Decision-making and problem-solving/Strategic decisions	Decision making and problem solving	
	Cultural skills	Cultural awareness
<b>Different competencies</b>		
Administration	Analysis and assessment	Risk management
Monitoring and controlling	Training and education	Scope management
Closing	Creative and challenging	Commercial awareness
Technical performance	Initiative	<i>Nahmias, A.H., &amp; Crawford, L. (2008). Project Manager or Change Manager? Who Should be Managing Organizational Change?. Project Management Institute.</i>
Organization structure	Facilitation and presentation	
Project definition	Action orientation	
	Process design	

# ALIGNING THE DISCIPLINES: ROLES & RESPONSIBILITIES



Fulfilling the role of  
sponsors of change



Coaching their  
direct reports

**Employee-Facing**

**Enablers**

Structured approach  
to enable others

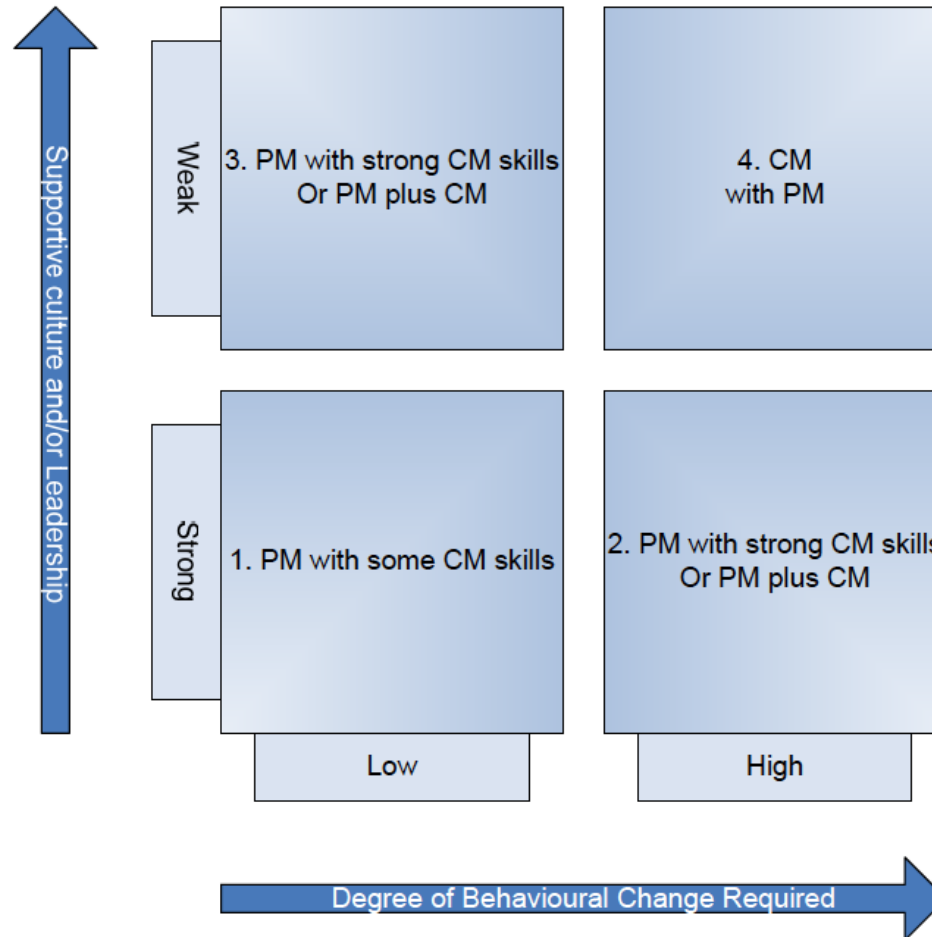


Integrating the  
“technical” and  
“people side”



Providing  
expertise

# Selecting The Right Structure

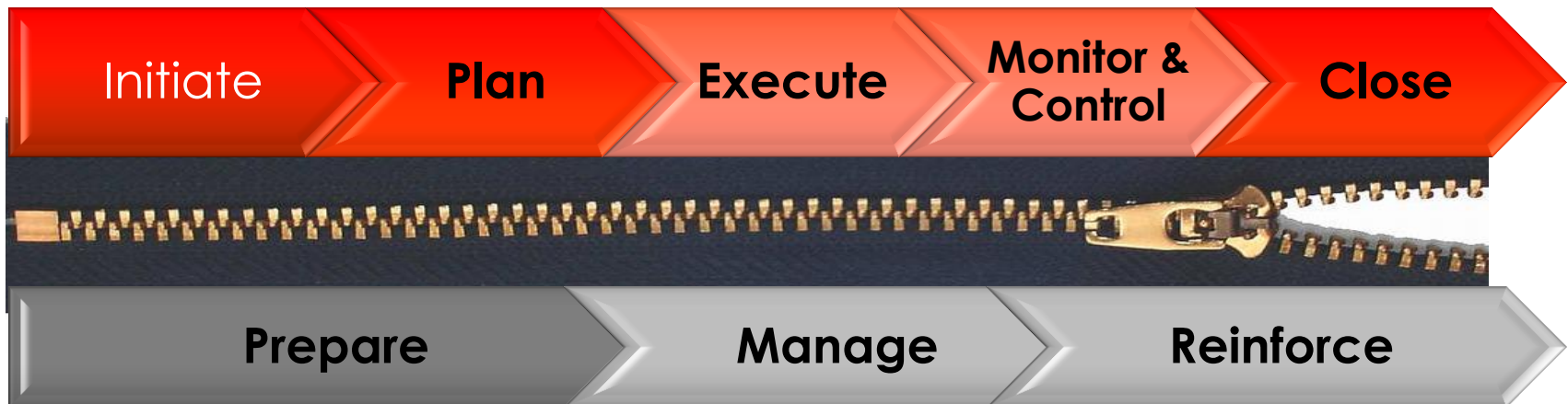


# RESISTANCE IS FUTILE; YOU MUST ASSIMILATE



- Shift in paradigm from the disciplines as separate and distinct, to the integration of the core concepts, objectives, tools and techniques
- Change Management provides the *people substance*, project management the *technical substance*

## PROJECT MANAGEMENT LIFECYCLE



## CHANGE MANAGEMENT LIFECYCLE

# WHAT CAN YOU DO?

- Pick one and focus; start with CM or PM to drive the integration
- Promote and improve both disciplines in parallel, while integrating them
- Seek opportunities to alternate
- Perform one while educating yourself on the other



Pursue Excellence Because...

***“Mediocrity is expensive!”***

**Congressman Elijah Cummings**

Maryland 7<sup>th</sup> District  
Senior member of the  
Committee on Oversight  
and Government Reform





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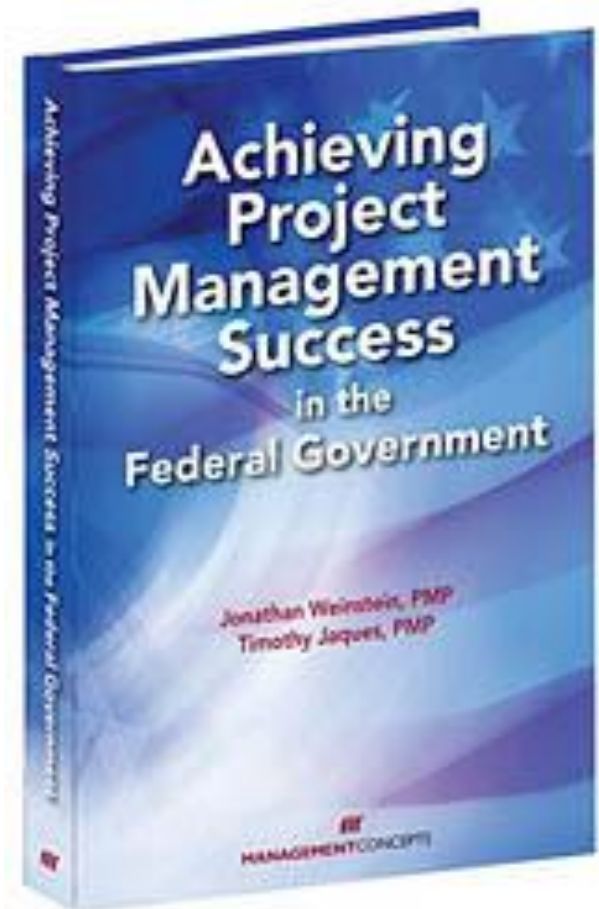
Available to order on Amazon.com or download on:

[Books.Google.com/ebooks](http://Books.Google.com/ebooks)

*Look out for our next book...*

***“Government Manager's Guide to Project Management”***

(Management Concepts: 2013)





# Contact Information

**Jonathan Weinstein, President**

[jweinstein@line-of-sight.com](mailto:jweinstein@line-of-sight.com)

Local: 410.696.2610

[www.line-of-sight.com](http://www.line-of-sight.com)



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