

Welcome

From the Editor:

Yes We Can!

Of course we can. Here at Arras People, we can surely devote an entire issue of Tipoffs to the profession of change management. With what's happened already this month, why wouldn't we rip from the headlines and embrace the purest form of change - elections - for our own personal gain?

Don't worry; you'll most certainly gain from this issue, too: We don't write with only ourselves in mind for reading the final product. Yet with all the hope and change that took place stateside this month, upheaval in projects that requires full-bore attention to the management of change is a constant in PM that clearly demands our inspection with our trusty Sherlock Holmes, Jr. magnifying glass.

And why shouldn't we get in on all of that fun? We get a perfect tie-in to one of the most memorable and historic events of the decade, and we also get to delve into an individual branch of project management that, not unlike the aforementioned event, takes on distinctive and identifiable qualities all their own.

With change management as our operative theme, we at Tipoffs get a chance to delve into this odd bird of a project manager. Mick Hides is back this month to give you a glimpse inside the change manager's toolkit. You can learn about the tricks, tasks and techniques that make change management work effectively. Zoe Jones sheds light on change management plans she's heard about through the grapevine, and gives her take on how change can run into some perception issues.

Guest writers abound this month as a bit of foreshadowing for the Tipoffs future (more on that below). From the management side is Trevor Pullen of Hewlett-Packard, whose words seek to disseminate the importance of communication for sanctity of not only project success, but also change project success.

Our man with the last word is our Managing Director, John Thorpe. John takes the time to decide if there is a barrier between the project manager and a change project manager, and decides whether or not it is a role any project manager can be easily suited for. As is his tendency, Thorpe's conclusions will surprise and enlighten readers.

Now about that guest writer's aside I mentioned earlier. We often find here at Tipoffs that seasoned professionals in project management like Trevor Pullen (in Trevor's case, ones who can write) will be in great demand for our December issue, and you are all invited to take provide your take on 2009 in our Practitioner's Forecast Holiday issue. As always, for more information about Tipoffs, I encourage you to drop me a line at dan.strayer@arraspeople.co.uk.

And remember: Hope is another huge mantra of the president-elect, and if project management recruitment is about anything, is about giving hope some availability and putting the right hoper (i.e. qualified practitioner) in charge of their own destiny. When push comes to shove, Arras People always has and always will strive to be emblematic of the opportunities and subsequent possibilities, not proof of another soulless search for a sale.

And, with apologies, that's change you can believe in!

Dan Strayer, Editor

Tools and Techniques: "People don't resist change. They resist being changed!"



In This Issue...

Tools and Techniques:

"People don't resist change. They resist being changed!"

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Change Project Manager? Exactly!

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"Techniques" links

The Change Management Toolbox is one of the best sites you'll find for learning more about the tools and techniques of a change manager. The home page is [here](#).

Here's a link to the [Project Management Institute](#), plus another for the chapter in the [United Kingdom](#).



By Mick Hides

The quote above from Peter Senge underpins the focus of most - if not all - change management tools. Whilst we could look at individual change we will focus on organisational change for this article. When people feel they are in control of their situation they are happy to go along with an idea. Threatening their comfort zone (perhaps in the form of challenging beliefs) causes a fightback whether consciously or unconsciously.

A quick Google search for change management tools brings up a resulting 31.9million results. I have not personally checked all these out...yet, but I am fairly comfortable that the majority of these will be methods to address the human/people elements within a change agenda. After all, if we did not involve people in our projects, we would have no problems.

There is a view that there are only two sources of motivation for change: aspiration or desperation.

The key to successful change seems to come down to inclusion. It may be leaders that instigate change but unless everyone feels involved any change is not going to be sustainable.

Equally management cannot just point everyone in the right direction and leave them to get on with it. I remember working with a manufacturing company on a change programme. During the introduction to the programme, I overheard two employees chatting. "What's this all about?" said the first. "Don't worry", said his mate, "it will only last a couple of weeks and we can go back to what we were doing what we do now".

Do you know they were right, too!

The problem is that change involves everyone and everyone must be involved. Leaders must not only gain the buy-in, but also set the standard and reinforce the change on a daily basis. All change involves loss. Basically you have to give up one way of thinking/working and replace with a better (you hope) way of thinking/working. In a work environment, it takes a great deal of effort to get back to being as efficient and effective as you were before.

A simple example of this is my own learning to touch type. I know if I can master touch typing it will improve my daily productivity. However I could type fairly well even if it was with a couple of fingers. Determined to make the change I practiced with touch typing software, but always reverted to my old method when I had a report that needed completing. In the end I took the decision to be less efficient for a couple of days but painfully persevered with getting my technique right. The belief that eventually I would get quicker was something that I hung on to even though the temptation to revert to my old ways persisted until I eventually succeeded.

Organisational change is very much like this. I have worked in environments where the temptation to abandon any change because it slows us down has killed many change programmes. Simply put, everyone sees that the leaders are not bought in and do not value the change, as it is the first thing to be discarded.

Back to the job in hand: How do we decide which tools to use? The answer to this is not simple. The reasons for this are that we are all different and as such, approach change in a different way.

I recently attended the International Project Management Day held by the [Project Management Institute](#). The tag line for the event was "It's people that Count!" Whilst an excellent event, each speaker had a different model for helping people cope with change...and I could see the benefit of all of them! I have spent

'Communication Pitfall' links

The image at the top of the article refers to a [YouTube video](#) we think you'd be interested in taking a good look at. It is a prime example of the importance what types of communication a business uses.

time looking at many different approaches to managing people and will admit that some methods appeal to me more than others. Equally some approaches work better with some organisations than others. If you are serious about managing change then perhaps your research needs to take into account more than one approach. Take time to look at the different options and perhaps look to combine some of these. From experience I know some work exceptionally well, and yet the same approach falls **flat with a different group**.

Recognising that everyone is different means that I may need to have multiple activities to get the same message across to everyone. The design of most toolkits takes this into account.

The simplest and most effective approach is to listen to what your colleagues/team members/staff are saying. What is it about the change that they like/dislike? What are their concerns? How can they feel part of the process? How can their needs be met?

From the perspective of a project manager, it is important to remember that the desired end point is only a small part of the challenge. To make a sustainable change you need to ensure that everyone is bought in, sees the benefits and continues with the new approach long after the project has been completed.

Mick Hides is a Project Management Consultant for [Arras People](#).

The Biggest Pitfall of Poor Communication: Are You Getting the Message Across?



By Trevor Pullen

Read any project "lessons learnt" report and it will say "We should have had better communication". Read any book on business change and it will say you have to concentrate on "communication, communication, communication". Listen to any politician, and they will always complain that their "message is just not getting across".

The simple fact is that everyone knows that communication is a key element not only in projects, but in our daily lives. Communication is basically "the sharing of information". However, when it comes to actually communicating, very little credence is given to it. It is always something that "someone else does", or "we can send out an e-mail", or "nothing has been agreed yet", or "put it on the SharePoint".

In project terms, it becomes a job, a chore, a nuisance, something that we have not got time for, something that we cannot do yet, or something that can wait. However, whilst waiting, those people impacted by any project or change (stakeholders) will always assume the worst, make their own things up and spread rumour and doubt. Thus, "not communicating" becomes a communication in its own right.

The first communication hurdle to jump, therefore, is to convince your project or change programme that communication is a vital element for success. Ah yes, success! Defining success, measuring success, celebrating success and communicating success is also important, but a topic for another time. To convince your project that communication is vital, you can explain that communication is:

The top lesson learnt from any change programme

- One of the top five challenges to change programmes
- Fundamental to business change success
- Fundamental to winning stakeholder heads, hearts and hands
- Used to inform, involve and influence
- Used to get stakeholders to take action
- Used to reduce resistance to change Used to set expectations

"Memory Lane" links

For more information about the Myers-Briggs Type Indicator® (MBTI) personality inventory, click [here](#).

Derek Stockley, a training, learning and performance management consultant based in Melbourne, writes about his take on enacting [Positive Change Management](#).

Have either you or a work

and prepare stakeholders

OK, so now your project is convinced that communication is vital and they have even appointed a communication manager. We now need to deliver on that expectation, so we need to ensure that we communicate properly and that our project lessons learnt report does not say "We should have had better communication". Communicating properly is easier said than done. There are usually many stakeholders, who all have different desires, different questions and different needs. Osmo Wiio (born 1928), a Finnish Researcher of human communication, held a number of beliefs on communication, including "The more important the communication, the more likely you are to forget an essential piece of information."

So you can see that there are a number of pitfalls waiting for any communication manager out there. All we can do then is to ensure that we carry out a few basic rules to maximise our chances of "successful communication". Firstly, analyse your stakeholders and your communication vehicles and determine who likes information in what format. Then, when planning communications, ask yourself the following questions:

- What is my intended message or outcome?
- Who is my audience?
- How will I communicate? When will I communicate?
- What will I do to check the understanding or to get feedback?

Finally, you now need a "congruent" communication plan. This means that communication will be clear, consistent and concord.

There you have it then. Communication is vital for the success of change programmes addresses stakeholders needs utilises a range of communication vehicles and channels needs a congruent plan and is supported by senior sponsors/management by both words and deeds.

Trevor Pullen works for Hewlett-Packard in the UK and is a member of the IT Service Management Forum (itSMF).

colleague or friend undertaken a change in the workplace that has left a lasting impression on you about change management? Write to [Dan](#) and tell us about it, as we'd love to hear from you.

'So this one time, at my old job...' A Look at Change Through a Trip Down Memory Lane



By Zoe Jones

Throughout this issue of Tipoffs we have looked at the approaches to managing change. A universally acknowledged truth is that success is as much about people's perception of change as opposed to the reality.

To demonstrate this, we collected some of our own experiences of change within a variety of industry sectors. How closely do these match your own?

The first example shows the importance of aligning the values of staff with those of the organisation. The message that is trying to be conveyed is obviously not shared by all.

"A leading UK Service Provider implemented a change programme to instil brand values in their employees in the belief this would enhance commitment, customer service and productivity. Employee's went through an interactive training programme, were issued with polo shirts bearing the slogan 'I've been Valued' to be worn on 'Values Days' where branded sweets were doled out by designated values coordinators.

All very corporate and all very expensive. However, as the lowest payer in one of the lowest paid industries the message

became one of irony - 'I've been Valued - but not on my payslip' may as well have been the slogan.

The change was well planned, perfectly executed but hideously ill-conceived, thus undermining the original requirement."

Reinforcing change is critically important, especially whilst new behaviour is being adopted. Any deviation from the new way of working quickly sends out the message that perhaps this change is not as important as we are being told, as can be seen in our next example.

"A large company had an initiative to introduce lean manufacturing into its production line. It spent a large chunk of the budget on training the operatives on how to achieve 'better results' and cut costs in regard to warehousing. After spending a good few weeks drumming the importance of the new system into the operatives ready for go live - the all important day arrived as the factory floor was rearranged and footprints were carefully positioned around the cells. The shift manager walks onto the shop floor with today's orders in hand and promptly puts operatives on a process promising a switchover once the footprints were filled only to move the completed work out of the footprint once filled to make space for more - completely missing the point of the new process."

The importance of managing expectations cannot be overstated. Anyone who has been involved with a new build will know the significance of 'snagging' and the inevitability that it does occur. The important point from this example is that conveying this message and perhaps some better timing may have left an altogether different perception amongst the workforce.

"At my previous company a major change was undertaken, whereby all 300 staff were moved into a new purpose-built facility over the course of one weekend. The move over the weekend itself was very smooth, assisted by individual welcome packs left on every employee's new desk on the Monday morning. This included gifts, like a company polo shirt and a book called '[Who Moved my Cheese?](#)', aimed at helping people through periods of change. All very well and good. That was until flaws in the building started cropping up just hours later. Broken toilets and faulty electrics are the two most memorable. It left the staff thinking that the company would have been better off investing more time and money in the building itself rather than the promotion work they had undertaken to get everyone on board in the first place."

Reading through the examples so far may have created the impression that change is destined to 'end in tears'. To balance this, our final example shows how change can be positive, although not necessarily painless.

"I facilitated a group of 14 senior managers from an electronics manufacturing company. Part of our approach involved conducting preference assessment ([MBTI](#) for anyone who is interested), the result of which was that 13 of the 14 all had very similar preference - this included the MD. This reinforced an early view that as engineering managers, they tended to think about things in the same way. In essence, we had 12 'yes' men for any ideas the MD had. The 14th guy was totally opposite in thinking to everyone else and what we were able to do was to show that rather than being obstructive, his view actually added significantly to any discussion.

The upshot of this was that when looking at major decisions, the MD would go out of his way to get the views of this lone manager. That is not to say that he would not talk to his other managers but rather valued a view that brought a different perspective. This changed the way decisions were made within the business and the resulting solutions tended to be more easily accepted by the workforce."

Managing change is not an easy task and potentially you are never far away from a negative or cynical response from the user community. If asked about change, many people appear to

"Exactly" links

For more details on Arras People's articles and detailed writings about change management, click [here](#).

You can check out the blog managed by Arras People [here](#).

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have a tendency to reflect on bad experiences. Is that part of our national psyche? Or does it mean we do not have any experiences of good change? Or is it that when change is done well, we hardly notice?

Zoe Jones is a Project Management Consultant for [Arras People](#)

Change Project Manager? Exactly!



By John Thorpe

In many discussions over the years with colleagues and clients, the term "Change Project Manager" has led to some lively debate over what exactly is meant by this title, what they do compared to a "Project Manager" and are they really necessary? So this is a chance to get on my soap box and explore what I believe this means and how, in the right environment, this person can be worth their weight in gold.

Starting at the beginning we have a project which of course means change. Whether we recognise it or not, a project = change as we move from "current state" to "future state".

Having recognised that we have a project, hopefully we also recognise that we need a project manager to manage this process. If so, one of the primary concerns should be what kind of project manager do we need? It could be a technical project manager as we believe that the primary focus is technical; it could be a sector focussed project manager as we believe that the sector knowledge is crucial to delivering success; it could be a business change project manager as we have recognised that we are delivering a change; or, it could be a combination of all of these and others.

Looking at the many job adverts for each of these types of project manager the emphasis is on the "Project Management" skills so even though the word change is included in the title this is not the real emphasis of the job.

It is my belief that whether the project is "small" or "large", the management aspects need to be viewed as two distinct elements - Project Management and Change Management - if we are going to deliver that successful outcome.

Project Management is about the use of skills, knowledge and experience to deliver the activities and products that will facilitate the desired change, for example the new piece of software.

Change Management is about the use of skills, knowledge and experience to deliver the activities and products that will facilitate the desired change in the environment to accept and use this new piece of software.

Do we need both? An argument that I have heard many times and one that will typically centre on two arguments;

- As a Project Managers I have both sets of skills to be able to combine the role into one and deliver the desired outcome.
- Two people! Surely that is an unnecessary overhead in the project?

Yes, both arguments have a case. My point is that at the early stages of a project we should at least consider this proposition and argue it to a logical conclusion.

If the project is at the smaller end we may well be able to find a single Project Manager that has the skills to address both aspects. Great news, but we need to make sure that we are asking for these skill sets and checking that they have the necessary skills, knowledge and experience to deliver.

As a project (programme) gets larger, it is not unreasonable I believe to suggest that the associated risks also increase around the ability to deliver the desired change. Again being cognisant to the differing skill sets allows us to make a decision about how we need to address these demands. Is the change aspect large or complex enough for it to be separated as a stream that needs to be delivered alongside the technical products? You can have the funkiest building or piece of software in the world but if nobody can access or use it, has the desired outcome been delivered successfully?

The argument ultimately is "horses for courses"; my worry is that we don't always have a look at the track to ensure that the right runners are lined up on the starting grid!

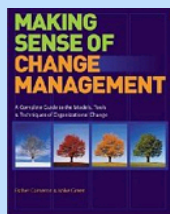
John Thorpe is the Managing Director for [Arras People](#) and blogs at [How to Manage a Camel](#).

Suggested Readings and Links

Edited by Dan Strayer

With each issue of Tipoffs, we endeavour to find some web sites and relevant books for your perusal and study with the month's theme. With change management as this month's theme, we point you to three books and several web sites that can address the issues surrounding the topic.

TIPOFFS' BOOKS OF THE MONTH

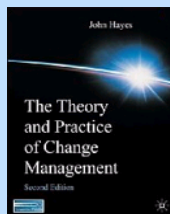


[Making Sense of Change Management](#)
Esther Cameron and Mike Green

Reviews: "I'll definitely be placing copies on a couple of desks at White City..." Nicky Campbell, Presenter, Radio Five Live and BBC1's Watchdog

"Helps leaders and managers in organizations to make sense of change management,

providing insights into different frameworks and describing ways of approaching change at an individual, team, and organizational level." Journal of Economic Literature - Available at [amazon.co.uk](#)



[The Theory and Practice of Change Management](#)
John Hayes

Customer Review: "For those of us who, as consultants, are helping organisations and teams through change this is a more accessible and practical book than many of the alternatives. I have certainly found the

book a beneficial reminder and refresher of the do's and don'ts for success." - Steve Gorton, Amazon customer reviewer - Available at [amazon.co.uk](#)



[Harvard Business Review on Change](#)
Harvard Business Review

Customer Review: "It provides insights into issues of transformation, building visions, why change fails, and much more. Although it is primarily written with the business sector in mind, many of the insights it gives are equally relevant to the UK public sector... The authors are drawn from both academia and professional business and it is well worth

reading." - hugh.barnett@ntlworld.com, Amazon Customer Reviewer - Available at [amazon.co.uk](#)

TIPOFFS' LINKS OF THE MONTH

[Wikipedia definitions of Change Management](#) - There may be few tools on the web more valuable for research than Wikipedia, which takes the time at this link to delve into three different types of change management - [engineering](#), [people](#) and [IT Service Management](#).

tech-faq.com - The ADKAR model is described in detail on this page, which seeks to answer (as you might expect by the URL) frequently asked questions about technology. Look for information related to Buy In and Organisational change.

BusinessBalls.com - It may not be the prettiest web page to look at, but we're not shallow - the amount of information you can take away from this link is plentiful and thorough. The site is geared for change management information seekers from the word 'change'.

Arras People Update

Edited by Dan Strayer

Arras People is now into the tenth week of a new Volunteering programme entitled Arras in the Community: The Groundwork Volunteer Project. More information is available [here](#).

Allow me to bring you up to speed: What we at Arras People have done here is sponsor a recent University graduate, Zoe, on a 13-week volunteer project in conjunction with Groundwork Oldham & Rochdale, that endeavours to teach other like-minded graduates the values and challenges involved in project management work. With weekly updates from Zoe about her project, and clarifications from an Arras People expert (okay, it's Lindsay Scott!) about what project managerial lessons Zoe and her readers can take away, we feel that readers will have a great opportunity to learn more about a great way to become a project manager, plus discover the terminology and vocabulary used in everyday PM life.



The idea for Arras People to sponsor a volunteer project assistant arose out of the constant inquiries from prospective candidates about the best inroads to take in terms of finding a career in project management. The voluntary sector has a consistent demand to fill voluntary roles, and being that it serves as a great way for novices to learn about project management, the sector is often more than welcoming to those interested in such a career.

Although time is definitely winding down, be sure to check in each week as Zoe continues an amazing learning process - one she's all too happy to share with her readers!

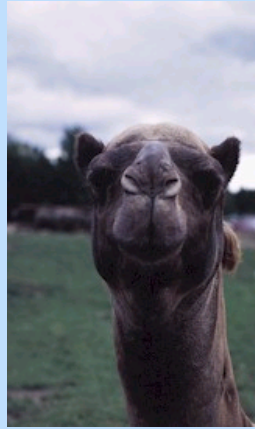
In other news...

- The change motif you are seeing throughout this issue of Tipoffs has no doubt been affected primarily by the US Presidential election (see Welcome). But I had a lot more to say about it [on our blog a few weeks ago](#).
- If you wanted to find project management agencies in the UK on Google, and typed in '[project management agencies](#)', you can't do any better than Arras People. You'd also find us to be quite solid on the search terms '[project management jobs](#)', '[programme office recruitment](#)', and '[IT project management vacancies](#)', among many others.
- If there truly were an economic downturn, you wouldn't know it with Arras People's continually-updated [job board](#). Give it a look, and also [register](#) with us to be informed of new opportunities and to take advantage of our highly popular [Project Management Careers Clinics](#). You might just be our 800th clinic, and win our lucky grand-prize!
- Vacancies on the Arras People job board come from all over Great Britain, especially for those looking to work in London. Have a look at this Programme Office Manager [role in Central London](#). Or this Complex Infrastructure planning PM [vacancy in London SE1](#). And don't forget this [NHS/Clinical Services post that hovers between Essex and Greater London](#).
- It's never too late to brush up on your training, skills, and that rusty old CV! If you need advice on your project management career with the added bonus of contributing to one of four newly selected charities, then [book a slot](#) at one of our clinics today.

Project Management Blog

How to Manage a Camel

The blog we at Arras People created is an online gathering spot for professionals in project management. It is a place for project managers, programme managers and other project-related professionals to address issues in this growing sector. We are raising questions and concerns about the field, and it is our hope to continue that trend. But we need something else - you!



Drop by How to Manage a Camel today, and add your comments to existing posts, or simply let us know about your thoughts on the issues surrounding this month's theme about change management. Or just change in general (as we've said earlier, there seems to be a lot of it going on at the moment!)

We'd love to hear your stories on change management and the issues that surround this unique branch of project management.

As always, you are always welcome at the Camel!

> [Visit the blog](#)