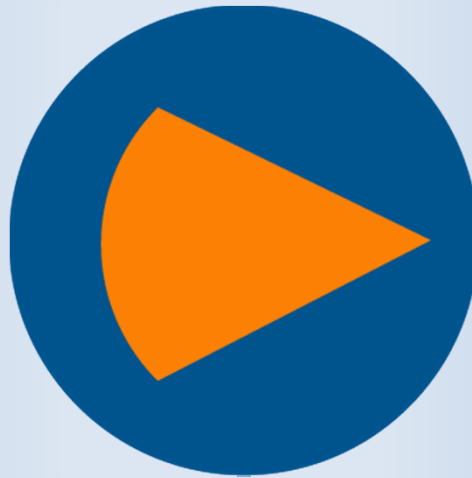


# Advanced Project Management Series



## Transform Resistance into Support During Organizational Change

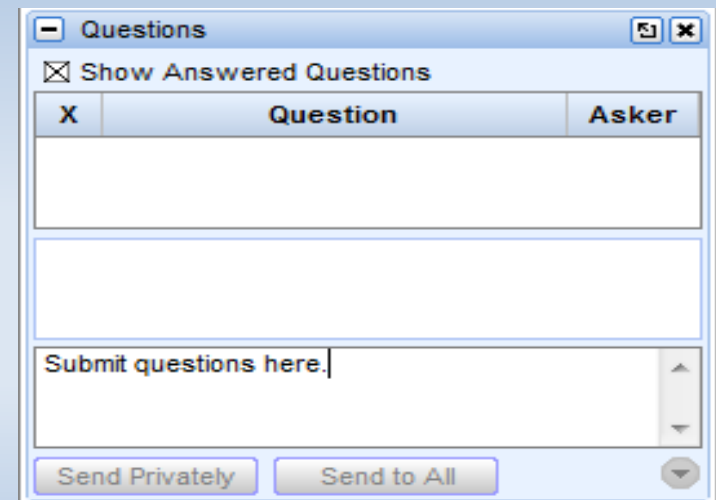
**PROJECT**insight®

Project & Portfolio Management Software

Initiate Project Intelligence®

## Things to Know...

- ▶ All participants will be on mute.
- ▶ Questions are welcome.
- ▶ Use the question box to ask questions.
- ▶ PM training is valid for 1 PDU
- ▶ Must be in attendance
- ▶ PDU certificate sent by the end of the week



A screenshot of a web-based 'Questions' window. The window has a title bar with a minus sign, the word 'Questions', and maximize and close buttons. Below the title bar is a checkbox labeled 'Show Answered Questions' which is checked. Underneath is a table with three columns: 'X', 'Question', and 'Asker'. The table is currently empty. Below the table is a large text input area. At the bottom of the input area is a label 'Submit questions here.' followed by a vertical scrollbar. At the very bottom of the window are two buttons: 'Send Privately' and 'Send to All', and a small downward-pointing arrow on the right.

X	Question	Asker
---	----------	-------

# Moderator

**Denise Rodriguez**

Project Insight

*Marketing*

[Denise.Rodriguez@projectinsight.com](mailto:Denise.Rodriguez@projectinsight.com)

[www.projectinsight.net](http://www.projectinsight.net)



## Presenter



### Dr. Patty Malone, Ph. D.

- *Speaker/Trainer*
- *Professor/Author*
- *Masters/Ph.D.*
- *TV News*

[info@drpattymalone.com](mailto:info@drpattymalone.com)

[www.drpattymalone.com](http://www.drpattymalone.com)

+1 (949) 200-9064

“Communicate Better. Get Results.”

© 2014 Core Performance Concepts Inc.

**PROJECT**insight®  
Initiate Project Intelligence®

# Goals of the Advanced Series



- ▶ Expand your knowledge of more complex tools and techniques
- ▶ Build leadership skills to manage people more effectively
- ▶ Identify practical ways to begin using advanced techniques
- ▶ Explore other methodologies or techniques that enhance project management competency

## ***Poll: Resistance to Change***

- ▶ What is the biggest issue you have faced when implementing changes in your organization?
  - Failure to get employee input
  - Failure to describe the benefits of the change
  - Misunderstanding the change or its impact
  - Inadequate communication



## Objectives of the Webinar

- ▶ At the end of this webinar, you will be able to:
  - Identify poor practices when communicating about change
  - Address employee concerns
  - Use clear communication to turn resistance into support

# **Transform Resistance into Support During Organizational Change**

Clear Communication

Creates a

Smooth Transition

## Organizational Change & Miscommunication

- ▶ 70 % organizational change efforts fail
- ▶ \$37 billion wasted
- ▶ The only certainty is continuing uncertainty
- ▶ Need change to stay competitive & profitable

# Why Organizational Change Efforts Fail

1. Poor communication practices
2. Not addressing employee concerns
3. Resistance



## Poor Communication Practice #1: *Not Listening*

- ▶ Employees don't feel heard
- ▶ Listen to employees
  - To their fears, concerns
  - They need to feel heard



## Poor Communication Practice #2: *Don't Express Value*

- ▶ People leave managers
- ▶ Include others in decision-making
- ▶ Need appreciation and recognition
- ▶ Need to feel valued



## Poor Communication Practice #3: *Misperceptions*

*Ever explained something to someone, thought they understood, and they didn't?*

- ▶ Check understanding (ours & theirs)
  - Ask questions
  - Responsible for both sides
- ▶ Avoid ambiguous & technical words
  - Communicate complex information clearly



## More Poor Communication Practices That Lead to Failure

- ▶ Lack of communication
- ▶ Information is withheld
- ▶ Information passed down & distorted



# Employee Concerns

- ▶ Fear & uncertainty
- ▶ Want to know impact on them & their jobs
  - Will they still have one?
  - Will it be substantially changed?
  - Easier or more difficult
  - WIIFM
  - Employees less concerned about financials, targets, etc.



# Cycle of Resistance

- ▶ Fear & uncertainty
- ▶ Perceptions of personal threat
- ▶ Triggers defensiveness & resentment
- ▶ Mistrust: toxic environment
- ▶ Fight or flight
- ▶ Overwhelm, lower productivity
- ▶ When in doubt, we don't act



# Why People Resist Change

- ▶ Concerns aren't addressed
- ▶ Cost outweighs benefit
- ▶ Previous experience with failure
- ▶ Complacency
- ▶ Decisions handed down



## Question for You



- ▶ How do we eliminate poor communication practices, address employee concerns, and turn resistance into support?

*Please submit your ideas  
through the question box*

## Gain Support: *Address Their Concerns*

- ▶ Honest direct response to impact on their jobs
- ▶ Give clear explanations: what, why, when, how & who
- ▶ Determine how, when, and who change is communicated to
- ▶ Communicate continually & directly



## **Gain Support:** *Listen, Value & Include Employees' Input*

- ▶ Involve them in decision-making process early on
- ▶ Listen to their feedback, input, recommendations
- ▶ Use their input
- ▶ Encourage participation at all levels



## Gain Support: *Communicate Clearly*

### ► Use 2-way communication

- Match message to medium: appropriate channel
- Face-to-Face
- Don't use memos, emails, etc.
- Be present to answer questions



### ► Ongoing training (especially in communication)

## Gain Support: *Communicate Benefits of Change*

### ► Benefits of selling benefits

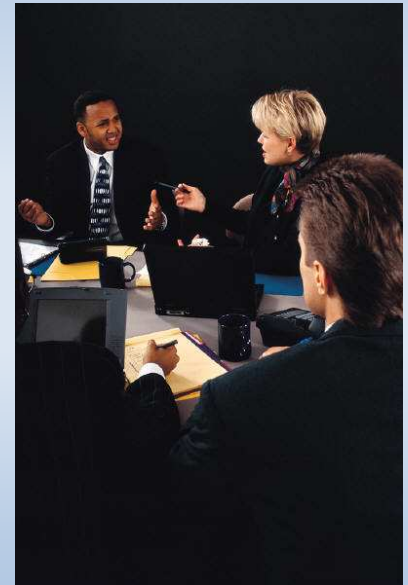
- Increase enthusiasm
- Overcome resistance



### ► Communicate: How change will improve things

# Communication & Reactions

- ▶ Anticipate communication issues
- ▶ Prepare for full range of reactions
- ▶ Plan for arguments from those who “lose”
  - Be proactive and ready to respond
  - No response is never a good response



# Organizational Culture

- Bring organizational culture into alignment with change
  - Transform how organization and employees view change
  - Ensure management supports change & models behavior
  - Change needs to be incorporated into culture
  - Reward people for alignment
  - Succession decisions are key to maintaining change

# Danger Zones for Miscommunication

- ▶ Organizational Change
- ▶ Conflict & Difficult people
- ▶ Building Teams
- ▶ Business Presentations
- ▶ Communication across teams, departments,  
all levels, generations



Clear Communication Institute, Inc.

© 2014 Core Performance Concepts Inc.

**PROJECT**insight®  
Initiate Project Intelligence®

## Review

- ▶ What are poor practices when communicating about change?
- ▶ How can you address employee concerns?
- ▶ What are communication techniques to turn resistance into support
- ▶ *Questions & Answers ???*

## More Questions? Contact Me!



**Dr. Patty Malone, Ph. D.**

[info@drpattymalone.com](mailto:info@drpattymalone.com)

[www.drpattymalone.com](http://www.drpattymalone.com)

**+1 (949) 200-9064**

**“Communicate Better. Get Results.”**

© 2014 Core Performance Concepts Inc.

**PROJECT**insight®  
Initiate Project Intelligence®

## Next Steps

Follow Core Performance Concepts on  
Linkedin and Twitter @cpcperformance



### Keep Learning

Audio series starting this fall on the

### *10 Differentiating Skills*

for project managers and project team  
members.



**PROJECT**insight®  
Initiate Project Intelligence®

## Compare Yourself to Your Peers



► *Want to know how you measure up to others in project management?*

- Use the link distributed to all participants on Monday following the session to **answer 10 questions** about today's topic.
- Receive a **summary of responses** so that you can compare yourself to your peers.

## Special Promotion

Continue improving your project management skills. Core Performance Concepts offers a 10% discount on their online courses for anyone attending the webinar.

► Check them out today!

<http://clicky.me/cpc-pm>

# 2014 Advanced Webinar Series

## ► The 4<sup>th</sup> Wednesday of Every Month

- 8:00 am Pacific Time

## ► Topics

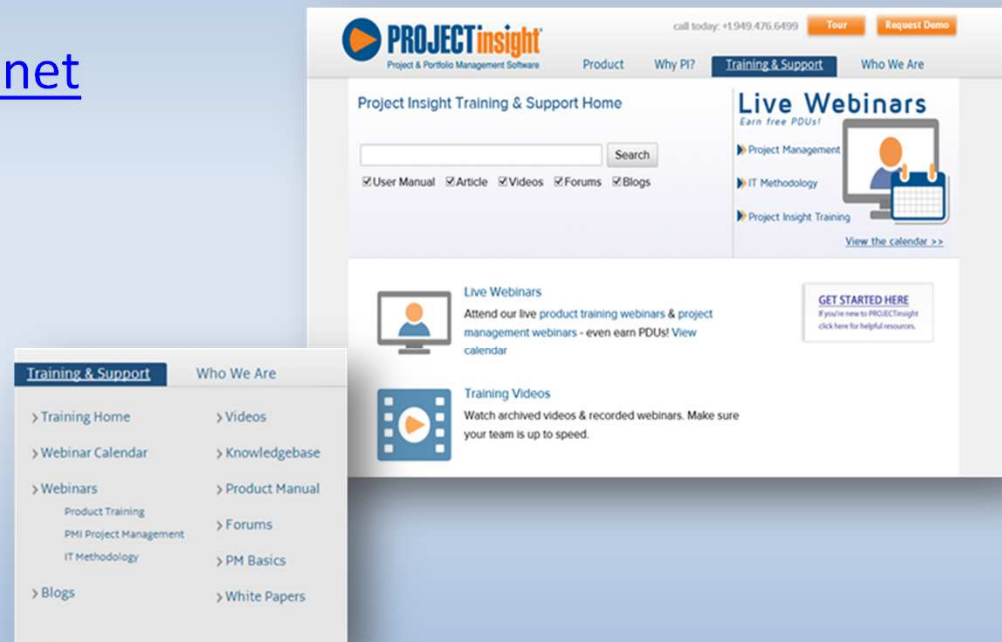
- **Sept** – Transforming Resistance into Support (NEW!)
- **Oct** – Cultural Diversity Skills for PMs (NEW!)
- **Nov** – Developing Risk Response Strategies
- **Dec** – no webinar; enjoy the holidays!

# Register Ahead of Time

▶ Go to [www.projectinsight.net](http://www.projectinsight.net)

▶ 2 ways to register:

- Training & Support
- Project Insight Calendar



## Earn PDUs

- ▶ You will automatically receive your PDUs certificate via email after the webinar
- ▶ For further questions: [Denise.Rodriguez@projectinsight.com](mailto:Denise.Rodriguez@projectinsight.com)
- ▶ Earn 1 PDU for each webinar session attended
- ▶ To register your PDUs go to [www.pmi.org](http://www.pmi.org) and login as a member of PMI to record continuing education
- ▶ Select **Category B – Continuing Education**
  - Input start and end dates
  - Hours completed: 1
  - Provider name: Core Performance Concepts Inc.
  - Phone number: 949-859-7004
  - URL: [www.coreperformanceconcepts.com](http://www.coreperformanceconcepts.com)
  - Email address: [info@cpconcepts.net](mailto:info@cpconcepts.net)

# Join Us!

## ► Follow us



Twitter @projectinsight



LinkedIn

## ► Like us



Facebook

[www.facebook.com/projectinsightpmsw](http://www.facebook.com/projectinsightpmsw)

## Learn More...

### Core Performance Concepts

► Contact us

- +1 (800) 655-0733
- [info@coreperformanceconcepts.com](mailto:info@coreperformanceconcepts.com)

► Request info:

[www.coreperformanceconcepts.com](http://www.coreperformanceconcepts.com)

### Project Insight

► Schedule a customized demo today!

- +1 (949) 476-6499 x3
- [info@projectinsight.net](mailto:info@projectinsight.net)

► Request info

- [www.projectinsight.net](http://www.projectinsight.net)

# Project Insight Community

- ▶ Sign up for more!
- ▶ Read the blogs
- ▶ Check out the videos
- ▶ PM training
- ▶ IT Methodology
- ▶ Product training

