

# GETTING IT DONE

E-domec 15-16 June 2017



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# Course programme

- Introduction
- Course structure
- DMO specifics

# GETTING IT DONE:

## course structure

### **1. KNOW WHAT TO DO**

- Objective setting
- Project definition

### **2. DO IT: project execution**

- Project management
- Project monitoring
- Dealing with changes

### **3. MAKE IT HAPPEN**

- (People) change management
- Change management specific project planning
- Key enablers

# Specific DMO challenges

- Importance not always well understood
- Responsible but not accountable
- Limited support (inside + structural)
- Perception

# Specific DMO strenghts

- Competence and expertise
- High level of motivation
- High sense of commitment
- Persistence
- Initiative taking
- A good degree of resilience

# 1. KNOW WHAT TO DO

- Objective setting
- Project definition

- People and their managers are working so hard to be sure things are done right

that they hardly have time to decide if they are doing the right things

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# Objective setting: SMART

- **S**pecific
- **M**easurable
- **A**mbitious
- **R**ealistic
- **T**imescale

# The project definition

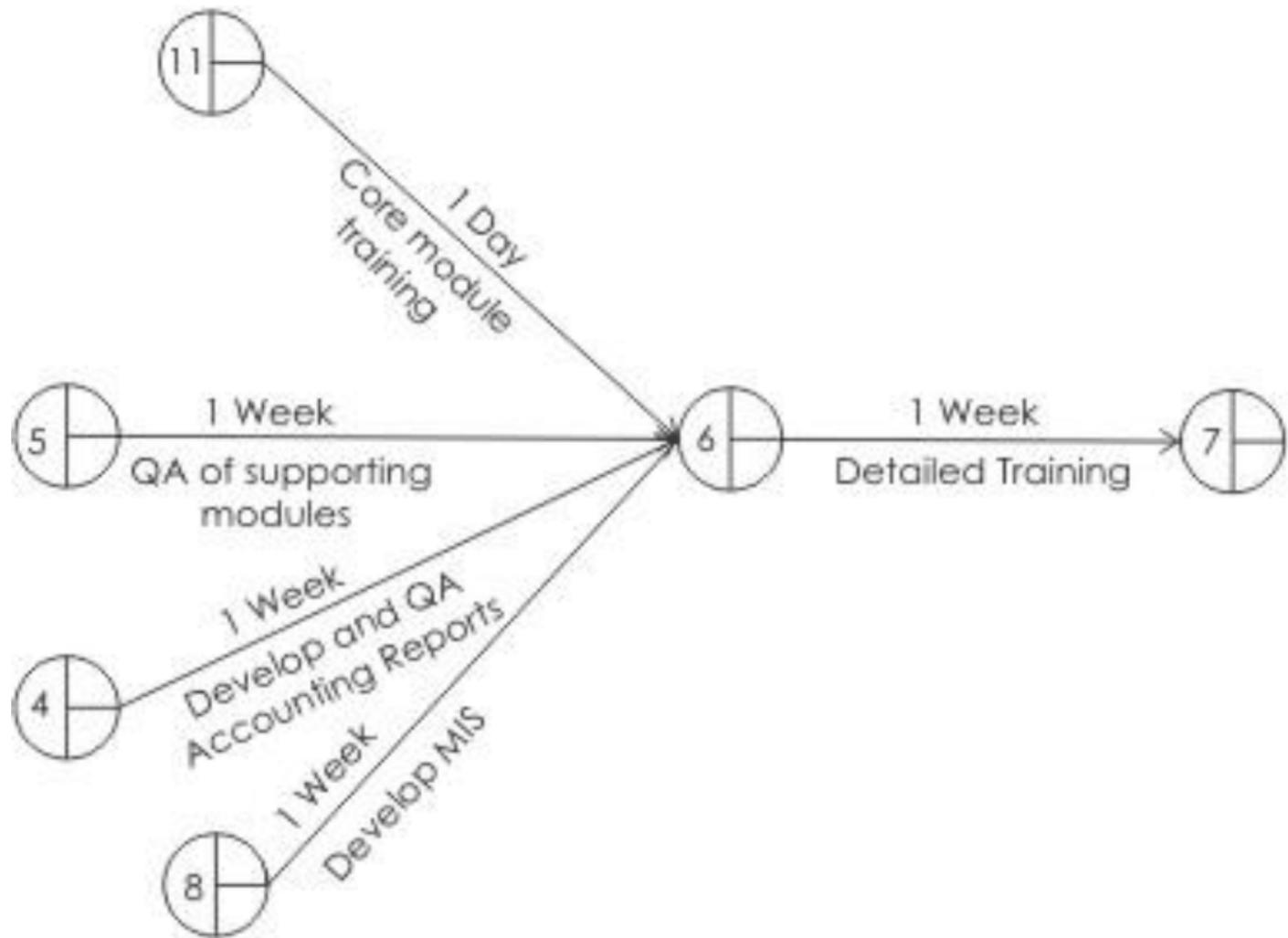
- Objectives
- Scope
- Business case and risks
- Deliverables and Timeline
- Approach
- Project organisation / Steering
- CSF + Assumptions
- Related projects
- Scope control methodology

# 2. DO IT: project execution

- **Project management**
  - Project planning
    - Estimating
    - WBS
  - Quality management
  - Risk management
- **Project monitoring**
- **Dealing with changes**
  - Scope management
  - Issue resolution
  - Impact assessment

# PLANNING

- Planning essentials
- Follow-up of planned activities
- Task decomposition
- Planning tools
- Project management basics:  
three key dimensions + project definition +  
impact assessment





# Project monitoring: Following-up of planned activities

<b>Task</b>	<b>deadline</b>	<b>est.effort</b>	<b>est. time</b>	<b>% completed</b>	<b>effort spent</b>	<b>est. effort TC</b>	<b>est. time TC</b>

# GETTING IT DONE: structure

## 1. KNOW WHAT TO DO

- Objective setting
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## 2. DO IT: project execution

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## 3. MAKING IT HAPPEN

- (People) change management
- Key enablers
- Change management specific project planning

# Why Do Individuals Resist Change?

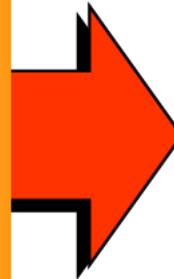
- Lack of understanding - why do we need this?
- Lack of preparation-springing surprises
- Potential or real loss of status
- Power paranoia-I will lose control
- Lack of self esteem-personal fear
- Work load-the never ending demand for more from less



# Typical issues encountered

## Organisational

- Lack of vision
- Poor implementation history
- Lack of middle management support
- Low risk-taking
- Poor management of resistance
- Poor communication
- Poor follow-through
- Lack of synergy
- No consequence management



## Individual

- Loss of control
- More work
- Loss of face / power
- Competence concerns
- Ripple effects
- Past resentments
- Threat
- Surprise
- Excess uncertainty

# Key principles of change management

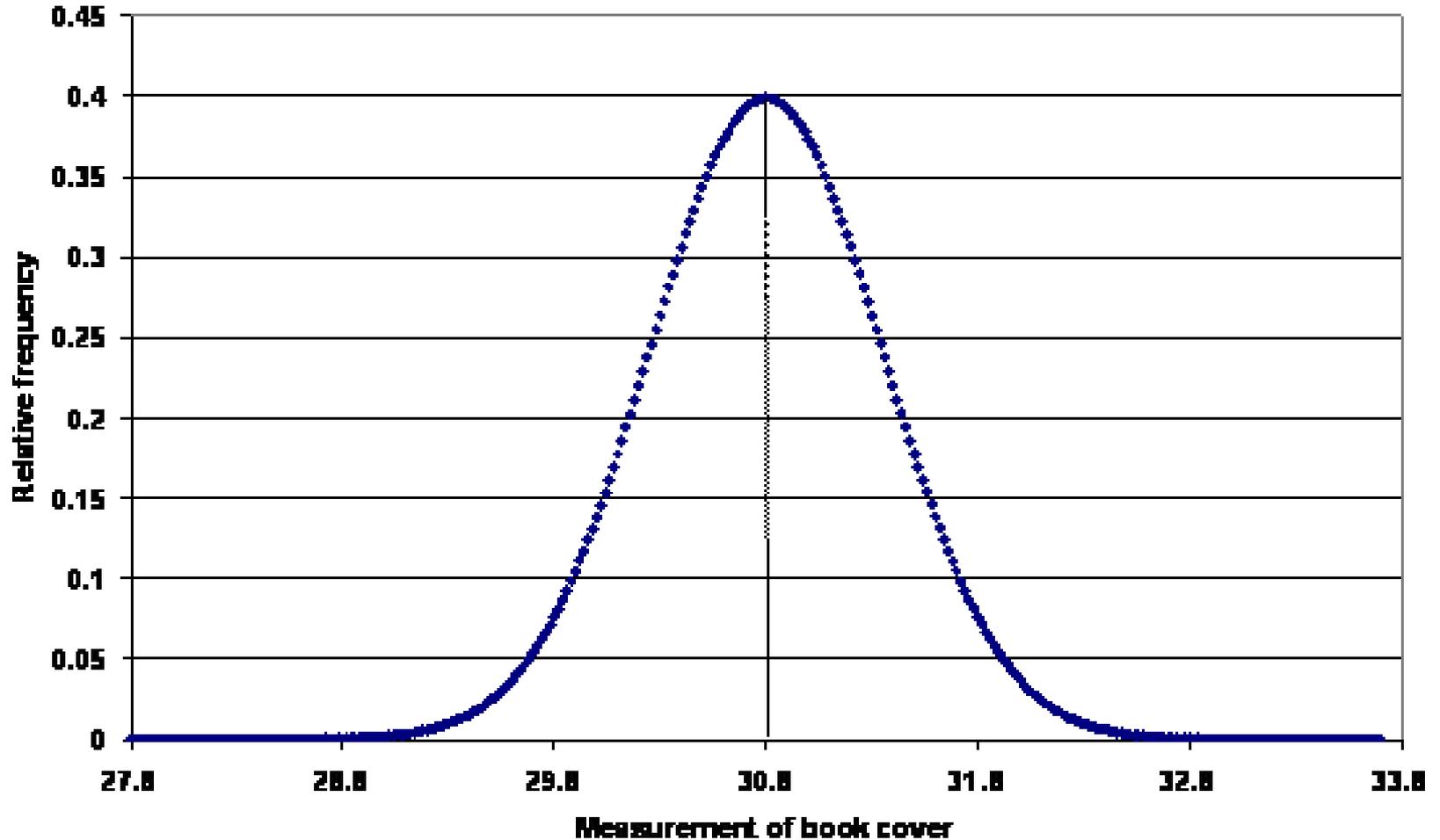
- Clear vision, elevator speech
- « What is in it for me? »
- Burning platform, CRA
- Strong leadership
- Stakeholder mapping and involvement
- Change agent identification and mobilisation



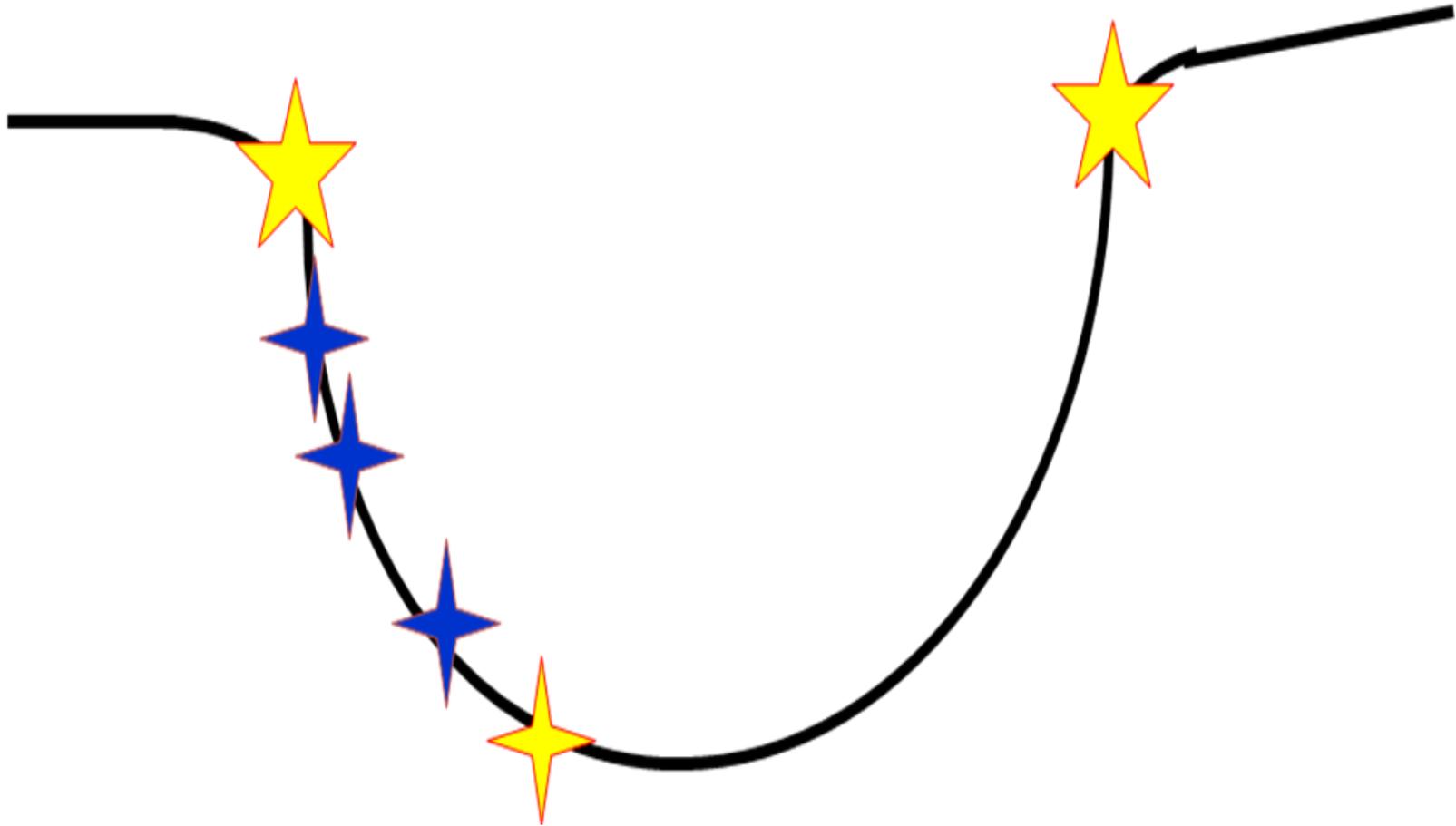
# Change management: key tools

<b>I cannot</b>		
<b>I can</b>		
	<b>I want to</b>	<b>I do not want to</b>

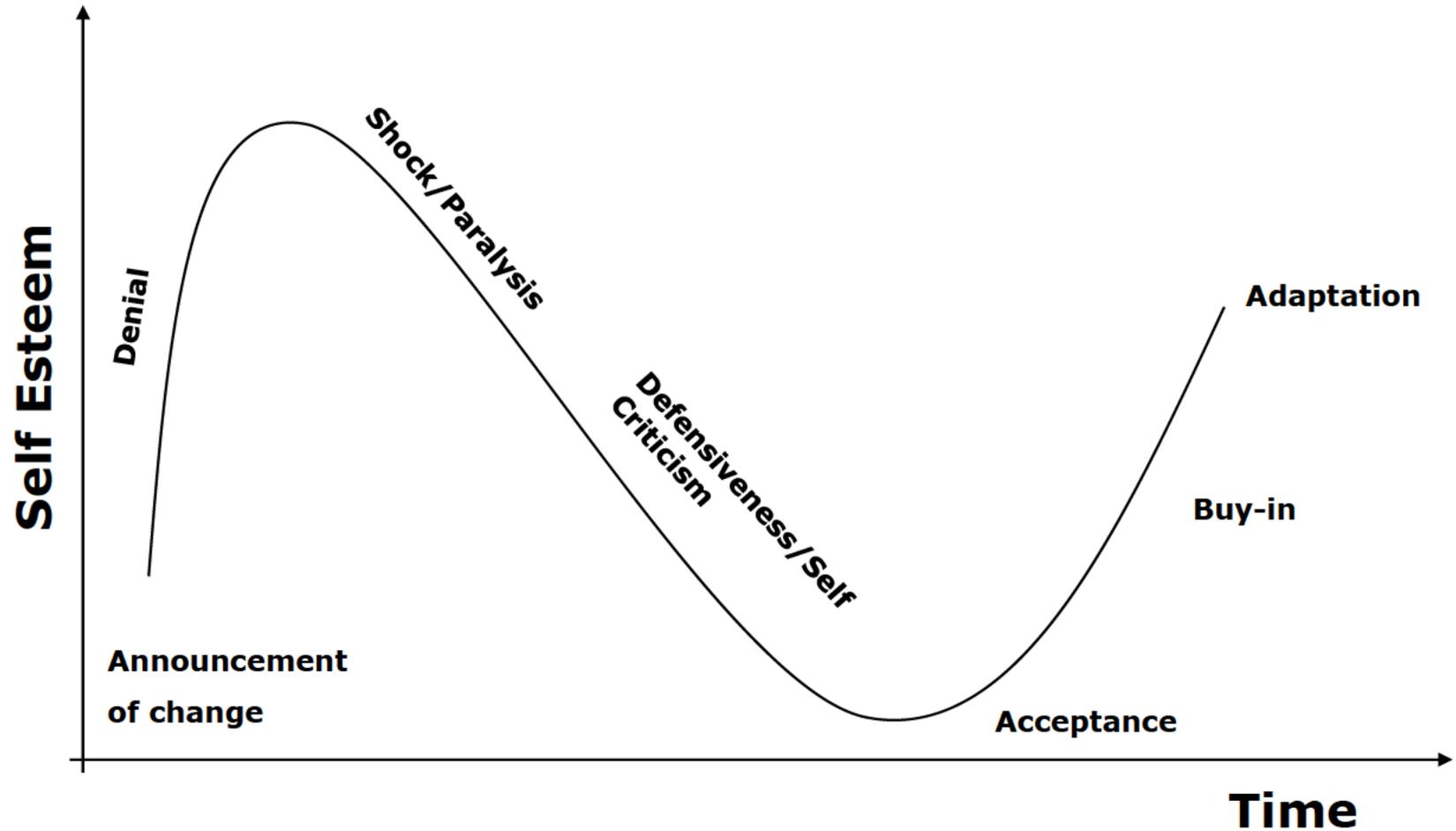
# Change management: key tools



# Change management: key tools



# The Personal Process of Change



# Creating A Communication Strategy

Four Key Tenets To Successful Communication of Change:

1. What is the NATURE of the change?
2. What will be the ADVANTAGE of the change?
3. Over what TIMESCALES will the change take place?
4. What are the likely implications for PEOPLE in the business?

# Communication plan

Message

Audience


- Message
- Timing
- Medium
- Messenger

# Creating a Successful Communication Plan

- Does it reach all the affected people?
- Is it flexible enough to pick up people who might come into the change scenario later?
- Is the change message distilled down to its simplest form?
- Is the plan giving a consistent message throughout its course?
- Does the plan re-emphasise key themes throughout the change period?



**Powerful Business Case**



**Stakeholder Commitment**



**Vision Clarity**



**Increased Change Capability**



**Change Leadership  
Accountability**



**Integrated Planning &  
Teams**



**Change Specific  
Communication**



**Aligned Performance &  
Culture**

Getting through to people



Workaholic	Responsible, Logical, Organized
Persister	Dedicated, Observant, Conscientious
Reactor	Compassionate, Sensitive, Warm
Dreamer	Reflective, Imaginative, Calm
Workaholic	Responsible, Logical, Organized
Promoter	Resourceful, Adaptable, Charming
Rebel	Spontaneous, Creative, Playful

Workaholic	Recognition for work Time structuring
Persister	Recognition for values and opinions
Reactor	Being appreciated as a person Input through senses
Dreamer	Solitude
Promoter	Adrenalin, Challenges
Rebel	Playful contacts, incidents