

The Next Evolution –

***Enhancing and Unifying* Project and Change Management**

The Emergence One Method for Total Project Success

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Chapter 4

The Next Evolution

Introduction

In Chapter 1, we saw how both traditional project management and change management practices are required to achieve total project success. Chapters 2 and 3 provided us with an overview of the history, evolution, and current trends within each discipline. At the conclusion of Chapter 3, we explored the numerous reasons why change management has typically fallen short when it came to facilitating project success.

Insights and techniques of both project disciplines should be judiciously applied if the organization is serious about achieving *total* project success (that is, on time, within budget, according to customer specifications, adopted by the organization, and providing value to the business). However, trying to incorporate two project disciplines on one initiative has proven time and time again to be challenging at best.

When two project disciplines are employed on the same initiative, they often either wind up subtly competing against one another, or one marginalizes the work (and potential value) of the other. As a result, the initiative becomes divided and disjointed.

Some of the issues which occur when attempting to integrate these two disciplines include:

- Confusion over roles and responsibilities
- Questions over the timing of certain activities and deliverables
- Challenges over methods and perceived value

- Issues around access to key project decision makers and funding streams

Overlaps Between Project and Change Management

Project management and change management are two sides of the same coin. While some may argue that the two disciplines complement each other, to say change management is “all about people” (i.e., “soft skills”) and project management “is all about tasks” (i.e., “hard skills”) is to take a rather unsophisticated view.

Good project managers need to understand and apply soft skills just as often as change management practitioners need to understand and apply hard skills. Project managers do not simply sit around writing project plans and tracking expenditures to progress. They typically interact with a wide variety of stakeholders – from project sponsors, to executive decision makers, to project team members, and so on. Because of this, they too need to have “soft skills,” including in the areas of communication, team building and motivation, conflict resolution, and performance management.

Conversely, most change management practitioners must possess a certain degree of “hard” project execution skills. Especially on large, complex change initiatives, many change management practitioners are not just called in to talk about what constitutes good change management practices, but are asked to draw up detailed plans and execute them as well. It is one thing to know the principles behind good communication or training. It is another thing to be able to create a detailed execution plan and actively manage a complex communication or training initiative – especially if the project calls for reaching out to hundreds if not thousands of geographically dispersed stakeholders who have diverse information or competency development needs. Having the right amount of “hard skills” will definitely be needed in order to keep an initiative like that on time and within budget.

From Flirting to Overlapping?

If one studies many of the project management and change management practices in place today, one will see that the two disciplines not only flirt with each other but downright overlap in most areas.

Take, for example, the PMI *PMBOK® Guide, 4th Edition* (the definitive standard for project management as of this printing). *PMBOK®* clearly states that project management “can enhance and accelerate organizational change.” And to support this statement, *PMBOK®* is full of project management processes that would make any change management consultant stand up and say, “Hey, that’s my role!”

A few examples:

- “Identifying Stakeholders – *identifying all people or organizations impacted by the project and documenting relevant information regarding their interests, involvement and impact on project success*” (PMBOK® Guide, pg 46).
- “Plan Communications – *the process of determining the project stakeholder information needs and defining a communication approach*” (PMBOK® Guide, pg 251).
- “Manage Stakeholder Expectations – *actively managing the expectations of stakeholders to increase the likelihood of project acceptance*” (PMBOK® Guide, pg 261).

The above examples sounds a lot like what any change management consultant would also propose. While PMI is starting to incorporate many change management tasks into its *project management* standards, the organization has not yet been as bold as its UK counterpart, the APM. The APM states: “*Projects bring about change and project management is recognised [sic] as the most efficient way of managing such change.*”

The PMBOK® Guide contains many other examples which have a decidedly “change management flavor.” Some of these sound like they were pulled directly from change management role descriptions:

- Develop Project Team
- Identify Stakeholders
- Plan Communications
- Distribute Information
- Manage Stakeholder Expectations
- Report Performance
- Identify Risks (including organizational and user adoption risks)
- Plan Risk Responses (including an organizational change plan if necessary)

So if the two fields really overlap, why even bother with change management? Because, despite the efforts PMI is making in this direction, it still falls far short of providing the necessary depth and breadth needed in terms of managing human, political, and organizational change. As discussed in previous chapters, the discipline of change management emerged to fill a void in what project management was offering. *It wasn't that project management was ignoring change-related activities, it was that project management wasn't doing them well enough.*

PART ONE – THE NEXT EVOLUTION

Table 4.1. *How Change Management Can Enhance Traditional Project Management Activities*

| Project Activity or Objective | What a Project Manager Typically Does | How Change Management Can Enhance the Activity |
|---|---|--|
| Team building | Invites the team out to dinner so they can “get to know one another” on a personal level | Maps out an ongoing team development plan with short, focused activities around the team’s professional interactions and needs so that a high-performance team can be quickly realized |
| Solution design | Designs a solution given to the project manager by the project sponsor or some other stakeholder | Tests what the human and/or organizational impact of the design will be and provides that feedback to the design team for consideration and possible modifications |
| User acceptance testing (UAT) and conference room pilots (CRP) | Has the technical team members conduct the UAT and CRP sessions | Utilizes some of the UAT or CRP session to gather more insights into end-user communication needs, solicits input for what the “word on the street” might be regarding the initiative, and identifies particularly enthusiastic participants for possible inclusion in a “change champion” network |
| Understanding project direction | If mixed directions are received from project decision makers, follows the directions of the executive the PM feels most comfortable with | Periodically tests for executive alignment and clear direction. If misalignment or mixed messages are discovered, facilitates an executive stakeholder session to create better alignment and more consistent messaging |
| Clarifying roles and responsibilities | Verbally explains roles and responsibilities or presents a high-level outline | Documents roles and responsibilities with enough detail that a verbal explanation is not necessary; augments roles and responsibilities by outlining behavioral expectations. |

The Need for Change Management to Adopt Greater Rigor

To be fair, it is not just that project management seems to be incorporating classic change management concepts and activities. In fact, *most change management activities should be anchored by project management tasks*. Any good change management program should incorporate many of the following standard project management processes:

- Direct and Manage Project (or Change) Execution
- Monitor and Control Project Work
- Define Scope
- Define Activities
- Sequence Activities
- Estimate Activity Durations
- Determine Budget
- Manage Project Team
- When applicable, Plan and Conduct Procurements (e.g., training development resources)

Unfortunately, most change management training programs or methodologies never address these critical project management processes. Unlike project management, which grew in part out of the field of engineering, change management developed primarily out of the field of psychology and other social sciences. Thus, the latter attracted a large number of practitioners who were very people-centric but eschewed areas of work that were very technical or detailed. This disconnect has resulted in a legacy effect on the field of change management, in which the shrewd use of tools, technology, and financial metrics are often overlooked in favor of more touchy-feely face-to-face approaches.

PART ONE – THE NEXT EVOLUTION

Table 4.2. *How Project Management Can Enhance Traditional Change Management Activities*

| Project Activity or Objective | What a Change Professional Typically Does | How More Rigorous “Project Management” Techniques Can Enhance the Activity |
|--|---|--|
| Create alignment amongst executive stakeholders | Facilitates a discussion session amongst the executives | Calculates what the project “burn rate” (costs) are for each day a critical project decision is delayed; relays that to participants; and then introduces appropriate decision-alignment tools (e.g., “forced choice,” “value driver rankings”). Crunches the numbers in real time; displays results on the conference room screen |
| Plan a change project | Develops a change model using high-level models and concepts | Creates one or two alternative plans and does a comparative cost/benefit analysis of each plan. Chooses the most optimal plan and creates a work breakdown structure that accurately tracks each activity, the expected duration, the resources required, and the associated costs |
| Promote an enterprise-wide change initiative | Creates a “change champion” network, providing them with key talking points and other supporting materials | Creates an issues database where change champions can input pertinent feedback and areas of concern; configures a work flow so that alerts can be instantaneously pushed to others in the network |
| Ensure good project sponsorship | Coaches or provides a workshop on the “soft skills” of leading change: how to be sensitive to employee needs, portray confidence, display a sense of importance and urgency, etc. | Provides the project sponsor with solid numbers and reliable cost estimates so that the project can be successfully defended from those who might try to reduce or eliminate funding |

Two Project Disciplines, One Initiative... Multiple Problems

Despite the obvious overlap between the two disciplines, project management and change management have been, and in most case still are, sold, practiced, and managed as two almost mutually exclusive project disciplines. Instead of taking a unified approach toward project success, the project is divided between the project management and change management camps instead.

The execution of any worthwhile change management program involves competently executing numerous project tasks. Likewise, project managers need to involve people for the accurate and timely completion of project tasks.

Unfortunately, while many change practitioners say their approaches and activities “integrate” well with project management, this is rarely true.

Project managers do not do the “people” side of projects very well, and that change practitioners, lacking the requisite project rigor, don’t do a very good job of managing the nuts and bolts of their change initiatives.

Rather than complementing each other on projects, what happens in many cases is that:

- There is competition over project funding allocation or scope responsibilities
- Critical activities fall between the cracks due to role confusion
- Redundant activities, especially as they pertain to stakeholder management, often occur
- Joint opportunities are never realized
- Access to project decision makers becomes guarded
- Different political alliances begin to form
- There is poor coordinated use of resources
- There is increased finger pointing and blame
- The two teams do not leverage the insights, perspectives, or solutions the other team can offer

Although there are some situations in which a change management practitioner takes charge of an initiative or project, this is rare. In a majority of cases, the project manager is the one driving the project. Sometimes the project manager chooses to let change management ride along in the back seat. Worse than that, there are still some project managers who won’t even allow change management in the vehicle.

This situation can best be characterized by the band of desperados’ reply to the offering of badges by State Attorney General Hedley Lamarr in the classic Mel Brooks’ movie *Blazing Saddles*:

“Badges? We don’t need no stinking badges!”

Many project managers have been, or still are, uttering a similar phrase: *“Change management? We don’t need no stinking change management! Ha, ha, ha.”*

However, when project managers do not completely dismiss change management, they often (either intentionally or unintentionally) limit its scope and influence. This will be explored in the next section.

Common Project Management/Change Management Work Structures

Though some may think that project management and change management “complement” each other, the reality is that this idea often does not last for long. Good intentions aside, applying project management and change management to the same initiative is usually fraught with ongoing challenges. These challenges cause the two work streams to limit their interconnectedness, and the relationship usually devolves into one of the following work structures:

- 1 The “Go Sell It” Approach
- 2 The “Project Support” Approach
- 3 The Silo Approach
- 4 The Parallel Approach

Since “projects are the vehicles of change” we will use a road trip as an analogy to describe the various project manager/change practitioner working relationships.

A. The “Go Sell It” Approach

With this approach, a project sponsor urges a project manager take a road trip. The project manager decides the route, picks out and tunes up his vehicle, and does most of the driving. It is only when the project manager is finished with the trip that he decides to use a change management person when it comes time to sell the car to someone else. It might not be the type of car the person wants or needs, but the project manager assumes that if the change professional can develop the right selling points and provides the hesitate buyer with a well designed driver’s manual, than everything will work out fine.

Unfortunately this is one of the most common approaches to how project managers utilize change management resources. And even more unfortunate

is the number of popular change management approaches and change management certification programs promoting this approach.

In this approach, change management plays a role only later in the project life cycle, usually during or immediately prior to the deployment phase. In this work structure, the primary and perhaps only role for change management is to prepare the organization (meaning the end-users/employees only, not the executive decision makers or the heads of critical support organizations) for the impending change. Change management appears too late in the project life cycle to address critical executive buy-in and alignment needs or to build momentum and dedicated cooperation with other project contributors such as project team members, human resources, procurement, etc.

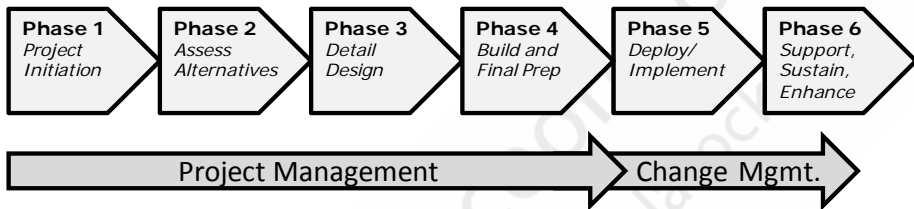


Figure 4.1. The “Go Sell It” Approach

Limitations and Disadvantages of the “Go Sell It” Approach

With this model, change management insights and expertise are not utilized in earlier project phases, when numerous issues arise that a good change management practitioner can help mitigate. As Chapter 1 highlighted, organizational adoption is actually a three-stage process. Unless the decision makers in the organization first adopt the solution or opportunity, and other project influencers OK the subsequent project plans, focusing on end-users and other impacted employees is a moot point. By focusing only on deployment/end-user-related issues, myriad other issues are ineffectively managed: executive alignment, effective sponsorship, maintaining project team momentum, organizational impact of different design decisions, stakeholder engagement during testing and review sessions, etc.

Unless change management is involved throughout the entire project life cycle, more likely than not, the project management goals of staying on time, within budget, and within scope (or according to spec) will go awry due to poor stakeholder management and other human/political issues that arise in earlier project phases.

In addition to the above pitfalls, strong change management practitioners are keenly aware of how various components of a project or initiative may have unintended consequences when introduced to the workforce. Therefore,

they are a tremendous asset to have on hand when it comes to project scoping or reviewing potential design alternatives that could have varying degrees of organizational impact. After all, the goal of any project is not simply to create change for change's sake but to introduce the *right* kind of change.

Lastly, with the “Go Sell It” approach, change managers are often times put in the difficult, if not exasperating, position of trying to “sell” a poorly scoped or ineffectually designed change to the organization. Thus, when the organization resists the change for purely justifiable reasons (because the employees have legitimately determined that this is an imprudent change, and not because they possess a natural resistance to change), the change is never adopted. In a case such as this, that is probably not a bad thing. However, the change team may be blamed for not having an effective program instead of blame resting with the design team, who created something off-target because they didn't do a proper job of engaging stakeholders.

As the old adage goes: “It's hard to sell a bad idea.” And without change management expertise to help with scoping and design, there is a much greater chance that the change will not meet the true needs of the recipients.

B. The Project Support Approach

In the Project Support approach, the project manager will allow a change practitioner to sit in the back seat of the car. He or she will occasionally take directions from the change practitioner, but doesn't really allow change management to be a full-fledged participant in driving toward project success.

I recently read a job description for a change management position within one of the major “Big Four” consulting firms. I was surprised to read that one of the change management job responsibilities was “taking notes.”

“Taking notes?” Excuse me?

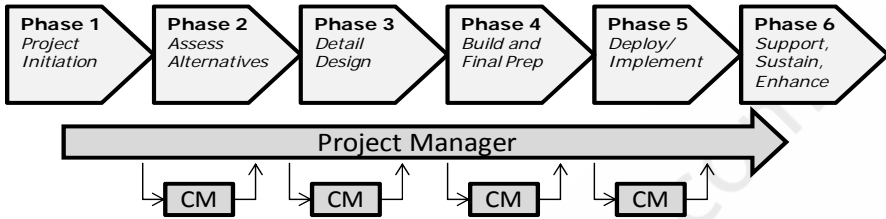
Project managers, who often have a limited understanding of the role and value of change management as a project resource, often create a docile, subservient role for their change managers.

Within this structure, change managers are denied a “seat at the table” with key project stakeholders. They have limited, if any, access to project decision makers and contributors to hear firsthand of any stakeholder-related or change-related issues or concerns. Instead, the change practitioner works under the thumb of the project manager in a very limited, administrative-like support role.

Junior-level change practitioners, who have limited change management experience, often fall into this position, as do project resource managers who have more of a background in communications than in the much broader

field of change management.

Most of their duties consist of putting together slide decks for the project manager to present, or writing and distributing memos to other project stakeholders. They have limited direct access to stakeholders and virtually no role in project planning or decision making.



Change management plays an occasional “support only” role to the project manager.

Figure 4.2. *The Project Support Approach*

Limitations and Disadvantages of the Project Support Approach

Although the change practitioner is more in tune with the pace and needs of the project, he or she generally lacks the insights, expertise, and/or authority to play a more substantial role. Instead, he or she winds up boxed in to a shallow support role to a project manager, who limits the former’s activities and potential value as well.

C. The Silo Approach

The Silo Approach find the project manager driving along a beautiful stretch of road. Driving somewhere else, usually on another road but in the same general direction as the project manager, is change management. Their roads never intersect, and each only has a vague idea of what the other is doing.

The Silo Approach occurs when there are concurrent project management and change management activities occurring on the same project, but because both teams rarely interact or coordinate with each other, they work in a “silo,” away from one another.

Many times, the Silo Approach is results from procuring change professionals who take more of a clichéd or generic approach to change. Since many people on the change management side may not have a strong technical or business background, they are usually quite comfortable with the separation. Most of them “don’t quite get” what the project team is doing (and vice versa), so interactions are minimized.

This is a common occurrence when employing psychotherapeutic or other “personal change” models.

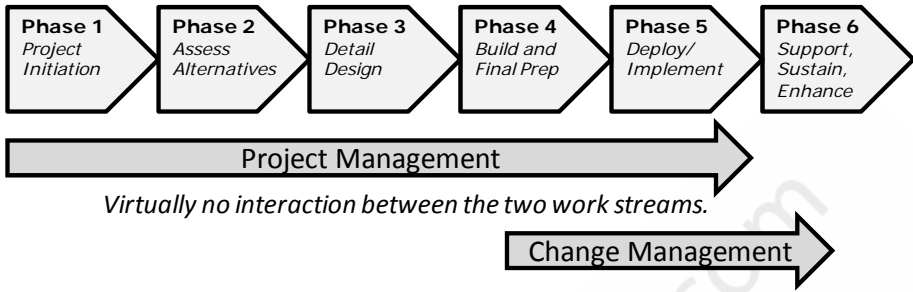


Figure 4.3. *The Silo Approach*

Limitations and Disadvantages of the Silo Approach

The disadvantages and limitations of the Silo Approach are similar to those of the “Go Sell It” approach, but perhaps even worse.

Silos create an “us versus them” mentality, with little sense of having a shared purpose or common vision of success. With the Silo Approach, the managers of each respective half see themselves as mutually exclusive, and there is never any synergy created that would enhance the creation of deliverables or drive the project forward. For the client, to separately source and oversee two separate project teams (the core project team and the adjunct change management team) is burdensome. Also, subtle or overt competition may develop between the two teams for access to additional funding or to senior-level decision makers.

Because the two teams have limited communication, similar or redundant activities are more likely to occur, especially around managing stakeholder needs and expectations. Also, critical project activities may fall between the cracks owing to one team thinking that it was the other team’s responsibility.

D. The Parallel Approach

As a somewhat improved variation of the Silo Approach, the Parallel Approach finds both project management and change management, in separate vehicles, driving along the same road. Sometimes they are driving parallel to one another, other times, one or the other may be off in the distance. They occasionally meet up and exchange a few ideas at gas stations and road stops, but their interactions are limited.

Many project professionals mistake the Parallel Approach with an inte-

grated approach; however, there are key differences. The main difference is that the Parallel Approach is characterized more by the *occasional synchronization of activities* than by the joint execution of activities, as found within a truly integrated model.

The Parallel Approach still has an “us versus them” flavor, similar to what is found in the Silo Approach, but because there are occasional touch points between the two teams, activities are somewhat better coordinated. Even so, “project management” tasks and “change management” tasks are still separate from one another, and both the execution of activities and the creation of deliverables are independently managed.

Touch points usually occur around major milestone events. For example, the project team informs the change team that the change designs have been finalized so that the change team can begin crafting the training material. (A better approach would be to have both teams working together designing the change so that critical organizational impacts, stakeholder inputs, and potential end-user reactions are all part of design considerations.)

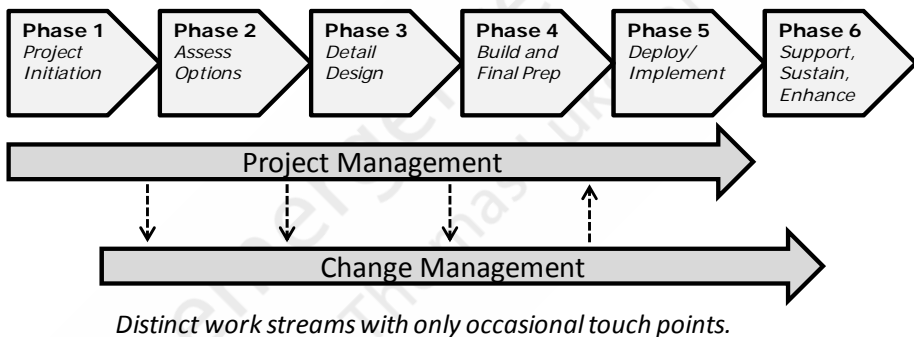


Figure 4.4. The Parallel Approach

Limitations and Disadvantages of the Parallel Approach

In the Parallel Approach, the two teams still maintain distinct areas of independence from one another. While there may be some handoffs between the teams, there is little synergy created that will result in higher quality, more comprehensive, complete, and accurate deliverables.

Though the Parallel Approach is becoming more and more common (and quite often is falsely characterized as being “integrated”), its disadvantages and limitations are numerous:

- Two sets of project methodologies, plans, and project resources (a functional/technical project team and a change management team) are created instead of one truly integrated team.

- There is a high risk that the project team and the change team might develop different political alliances or different interpretations regarding project direction.
- Since deliverables are created by one team or the other, they have a distinctly one-sided perspective and do not possess the insights the other team can offer.
- Opportunities are missed to jointly create and enhance core deliverables which incorporate both project management *and* change management expertise.
- Limits are placed on change management support to help the project team achieve peak performance.
- Change management plans run the risk of being executed without the same level of rigor as the core project team plan (since there is typically less project management expertise and acumen within the change team).
- Wasting time, resources and frustrating participants by interviewing/engaging the same stakeholders for different purposes instead of holding joint engagement sessions

The Best Laid Plans of Mice and Men...

It is important to remember that many of the above work structures may have started out with the best intentions of fully integrating both the project management track and the change management track, but the best laid plans of mice and men often go awry.

There are two primary reasons this happens. One is that, often times, one side does not fully understand or appreciate what the other side can bring to the table. The other reason is that there is no unifying methodology for the two fields. *Because there is nothing concrete holding them together, they gradually drift or are forcefully pushed apart.*

There is a need for a unifying methodology between project management and change management: a methodology that is not characterized by handing back and forth different project tasks but rather by the *joint execution* of project tasks.

The Emergence One Method

With the Emergence One Method, both project management and change management are both driving in the front seat together. They regularly engage each other, share ideas on what the best route to take might be, have a wider skill set between them to navigate road blocks or address vehicle maintenance needs, support each other through long stretches of road, can jointly fight off

bands of desperados, and have a shared commitment to reaching their final destination together. And when it comes time to sell the vehicle to the buyer, one is adept at configuring the mechanical specifications to buyer specifications; the other is adept at understanding and promoting the total driving experience to the buyer.

The Emergence One Method recognizes that, because of the many overlaps between project management and change management, there is little to gain by perpetuating a “this is project management, that is change management” mindset. Whether something is labeled a “project management activity” or a “change management activity” is less important than having both perspectives and approaches embedded within most project activities and deliverables.

With the Emergence One Method, task execution is accomplished by utilizing an optimal combination of both project management and change management inputs. It is no longer necessary to separate project management from change management activities and deliverables. Now one set of project activities and deliverables is available to incorporate the tools, technique, and insights from both project management and change management. Both elements are judiciously applied to most projects tasks throughout the complete project life cycle.

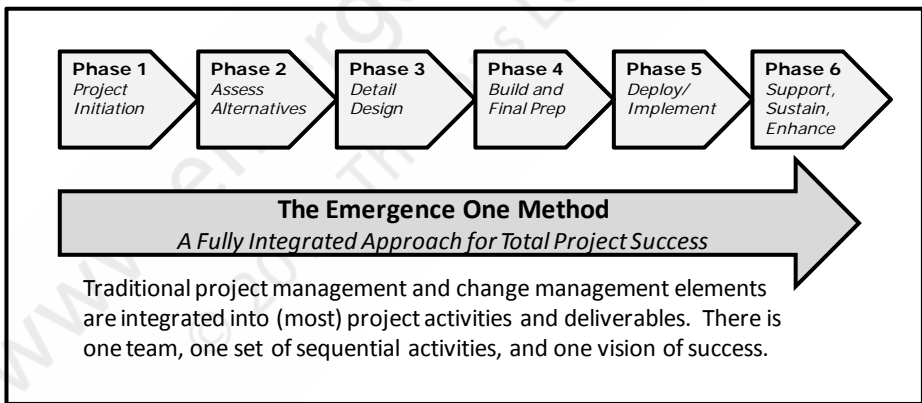


Figure 4.5. *The Emergence One Method, a Fully Integrated Approach for Total Project Success*

This integrated approach allows traditional “change management” tasks to be executed in a more rigorous manner owing to the appropriate application of proven project management techniques. And, by thoroughly accounting for the human variables which may affect task completion and quality, project tasks can be executed with a higher level of assurance.

Since the tools, techniques, and insights of both project management and change management are considered for each task, teams can do away with the labels supporting a “project management versus change management” mindset and simply focus on achieving project success.

NOTE: In the Emergence One Method, there is less emphasis on project management versus change management activities, but there is still an emphasis on project management and change management roles. That is, a project management lead applies project management know-how and expertise to tasks, while a change lead applies change management know-how and expertise to the same set of tasks.

One Set of Activities with Two Sets of Inputs

Project momentum, quality, and ultimately, success, depend upon both the deft execution of project tasks and well as the proactive management of stakeholder needs and expectations. These two goals are not mutually exclusive – in fact, they are mutually interdependent. Therefore, on *most* (not necessarily all) project activities, both the project manager and the change lead will offer the appropriate thoughts, insights, perspectives, as well as some of their traditional tools and techniques to holistically address the myriad of needs and potential variables that accompany each activity.

The Emergence One Method is based on the viewpoint that there are two experienced project professionals: a project manager and a change management practitioner, and that rarely can the same person play the same role. There are two reasons for this:

- 1 **Matter of expertise** – Change management, like project management, is not something that can be learned overnight or by taking a two-day workshop. Because so many people have a narrow definition of change management, they think it is fairly easy to learn. It is not. Anyone who tells you differently probably has a very limited understanding of the depth and breadth of the field.
- 2 **Matter of bandwidth** – In the rare instances where a project professional has strong expertise in both project management and change management, in most cases, there is simply not enough time to execute both roles adequately. With all the demands that come with being either a project manager or a change lead, at least one, if not both, of those two areas would suffer. There just aren't enough hours in the day to effectively play both roles. (Note: An exception to this rule is a small initiative that has a limited set of stakeholders.)

Building a Collaborative Approach

Peter Block, in his classic book *Flawless Consulting*, expanded upon three

types of consulting relationships that were originally introduced by organizational development theorist Edgar Schein. Emergence One has adopted their thinking in defining how the relationship between the project manager and change lead should work.

The three types of consulting relationships are:

- 1 ***The expert role*** – The project lead (who is usually the project manager) sees the other as an “expert” and thus allows him- or herself to play an inactive role. This attitude helps to promote a Silo Approach or parallel work structure, as described earlier.
- 2 ***The “pair-of-hands” role*** – The project lead sees the other as someone who is there merely to carry out his directions or decisions. This role in effect nullifies the expertise, contributions, and potential value of the other. This relationship often leads to the establishment of the Limited Support Role structure, also described earlier.
- 3 ***The collaborative approach*** – In this more integrated system, both parties become interdependent. There is a mutual exchange of ideas, perspectives, and respect for the tools and techniques each party brings to the table.

It is the collaborative approach that exemplifies the desired working relationship between the project manager and the change lead when employing the Emergence One Method. Broadly speaking, the project manager can help add rigor and structure to managing the human, political, and organizational change needed on a project. In turn, the change lead can help the project manager become more aware of how workforce behaviors, stakeholder attitudes, and other organizational elements (e.g., HR policies or corporate culture) can affect project execution and the achievement of project objectives.

Advantages of the Emergence One Method

To recap the advantages of the Emergence One Method, outlined in the preface, the Emergence One Method offers the following:

- An integrated, unified approach to addressing and executing all essential project management as well as change management activities and tasks, thereby eliminating the need to procure and manage two sets of project resources (e.g., a core project team and an adjunct change management team).
- Clearly defined roles and responsibilities for both project managers and change practitioners so that they can eliminate overlapping activities, optimize joint opportunities, and form a more productive, collaborative relationship.

- A tangible, rigorous, yet practical approach to addressing the numerous human, political, and organizational changes that can impede project momentum, ROI, and business value.
- Clear guidance, including real-world insights and helpful caveats, on how to complete all the necessary activities, tasks, and deliverables within each project phase.
- A step-by-step approach on how to satisfy end-user adoption and other stakeholder management goals well before deployment so that operational disruptions are minimized and business value can be realized much sooner.

The result is a business change initiative, strategy implementation, or IT project that is:

- Properly scoped, managed, and supported;
- Efficiently designed and built;
- Conscientiously deployed; and
- Eagerly adopted and sustained by the organization so that business value can be decisively realized.

In the next chapter...

Chapter 5 will present many of the fundamentals and key elements of the Emergence One Method. These include the required project structure, which enables the Emergence One model to succeed, as well as details on Emergence One's Three Stage Organizational Adoption model.