



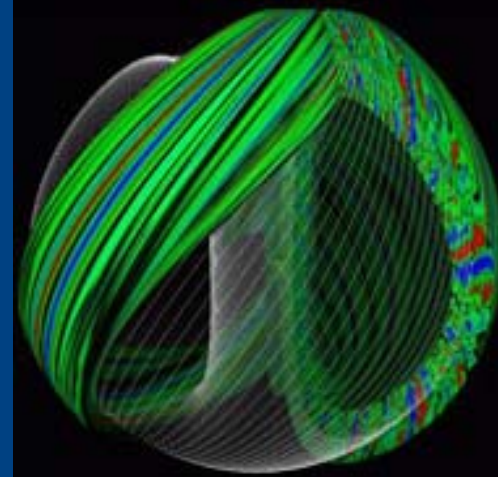
# Improving performance thru project management

## The brain and change management

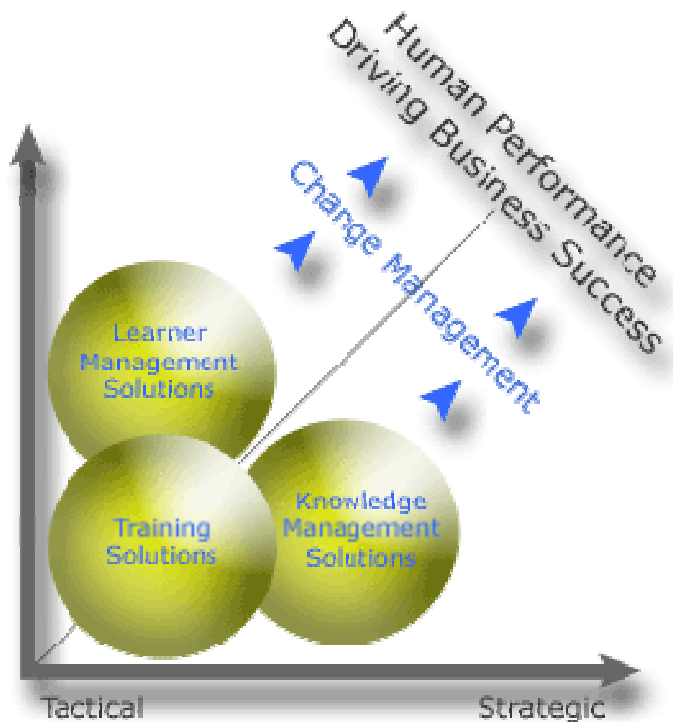


Olivier Girardin – October 2004 ©

PMI Switzerland chapter  
Autumn event 2004  
Hôtel des Alpes - Nyon



# First thought



The single most important message is very simple.

People change less because they are given analysis that shifts their thinking than because **they are shown a truth that influences their feelings**

*John P. Kotter*



- **Jeder hört nur, was er hören will :**
- **“Was dem Herzen widerstrebt, lässt der Kopf nicht ein”**

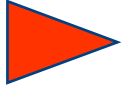
***Schopenhauer***

# Objectives of this presentation

- Soft skills are probably as important as technical skills
- Learn from the Palo Alto school and the particularities of our brain
- When is change management required
- Presentation of the key phases of the process
- War stories and lessons to be learned

# Agenda

08h50



**Introduction and initial thoughts regarding projects and change management**

**Brain – a huge untouched potential**

**A propos change management**

**What you should know about the brain**

**The “4 steps” engine framework**

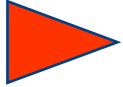
09h30



**Practical example – the sopra Ceneri hospital network**

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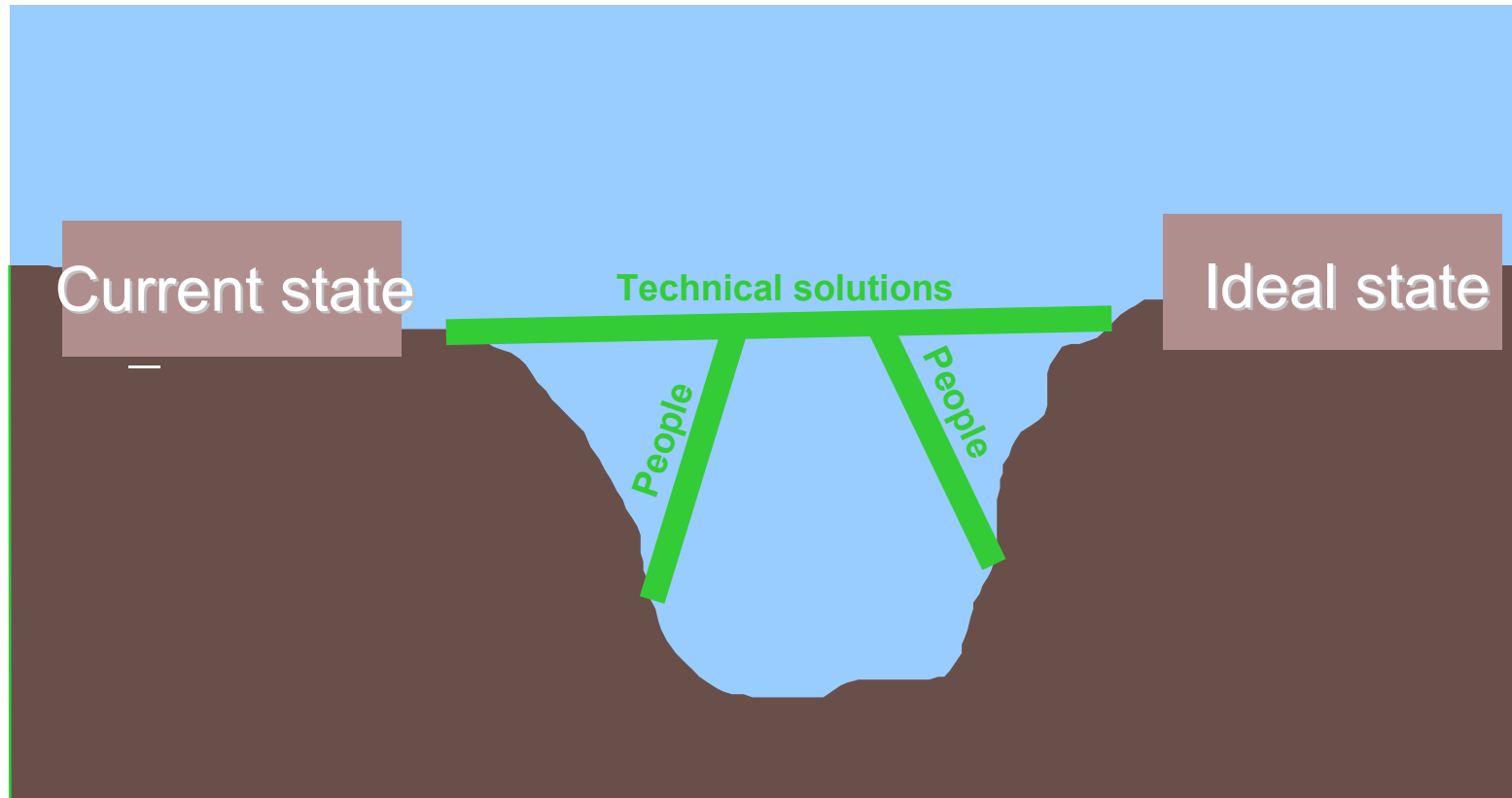
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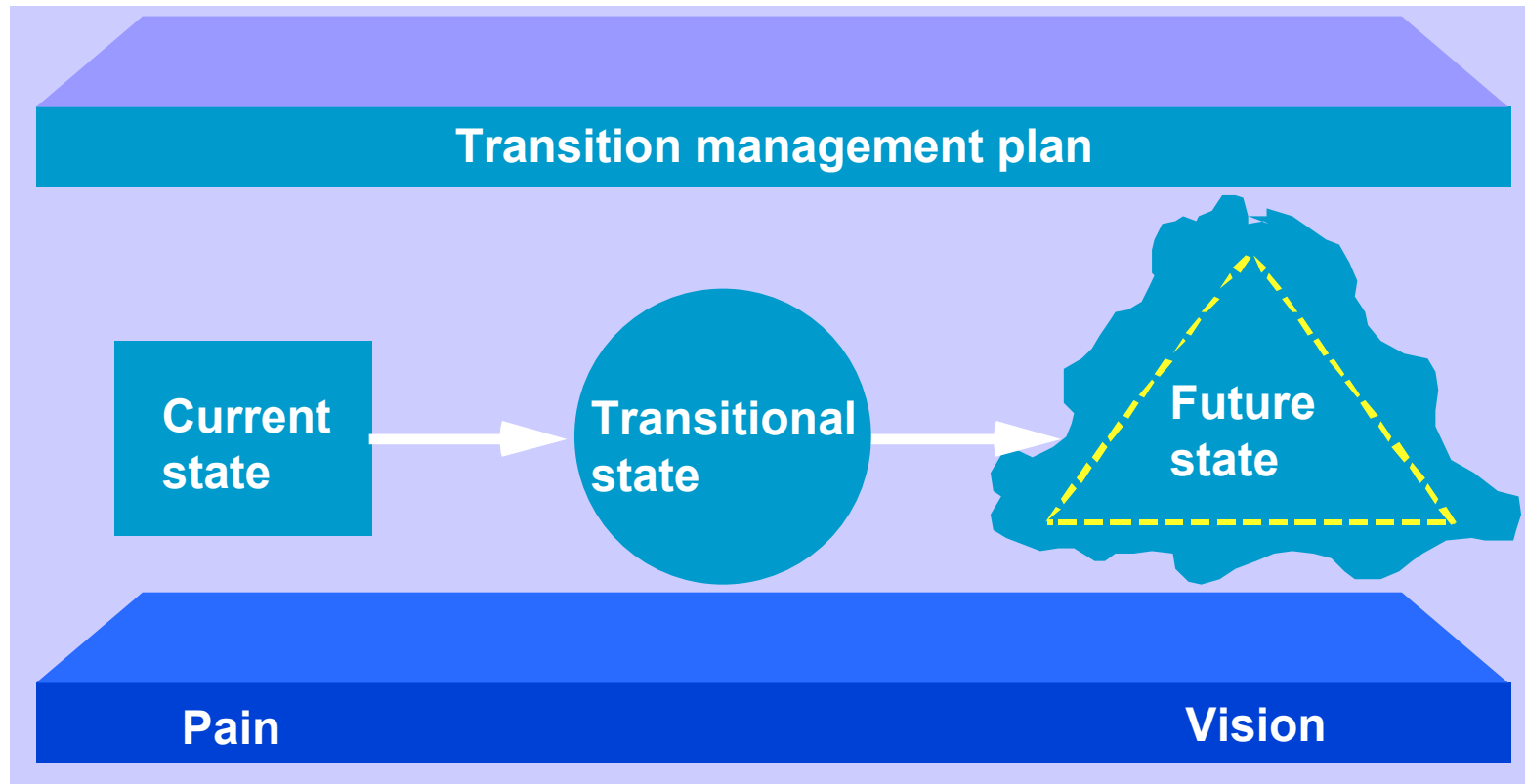


**Practical example – the sopra Ceneri hospital network**

# Using change management *technics*

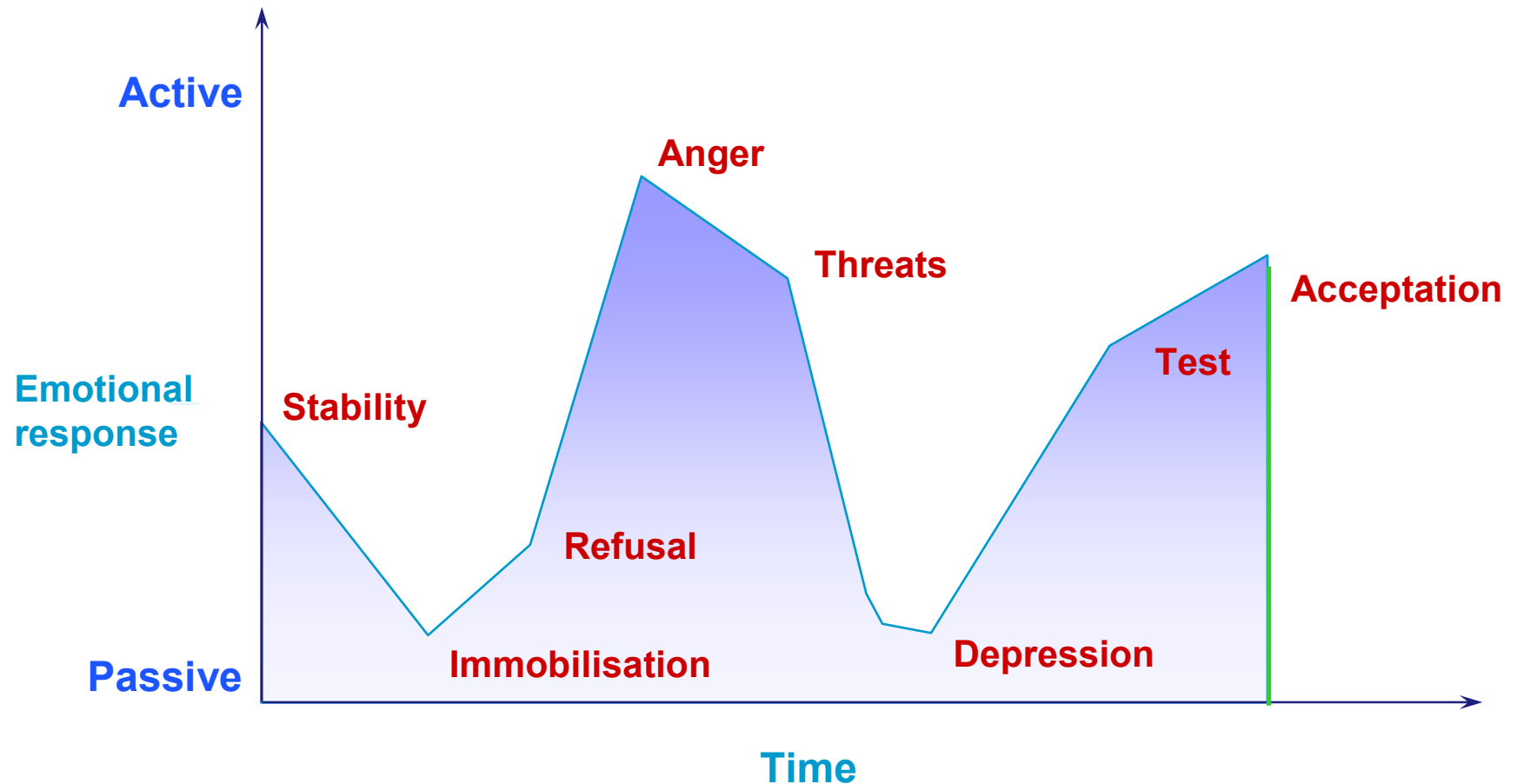


# Change *is a process*

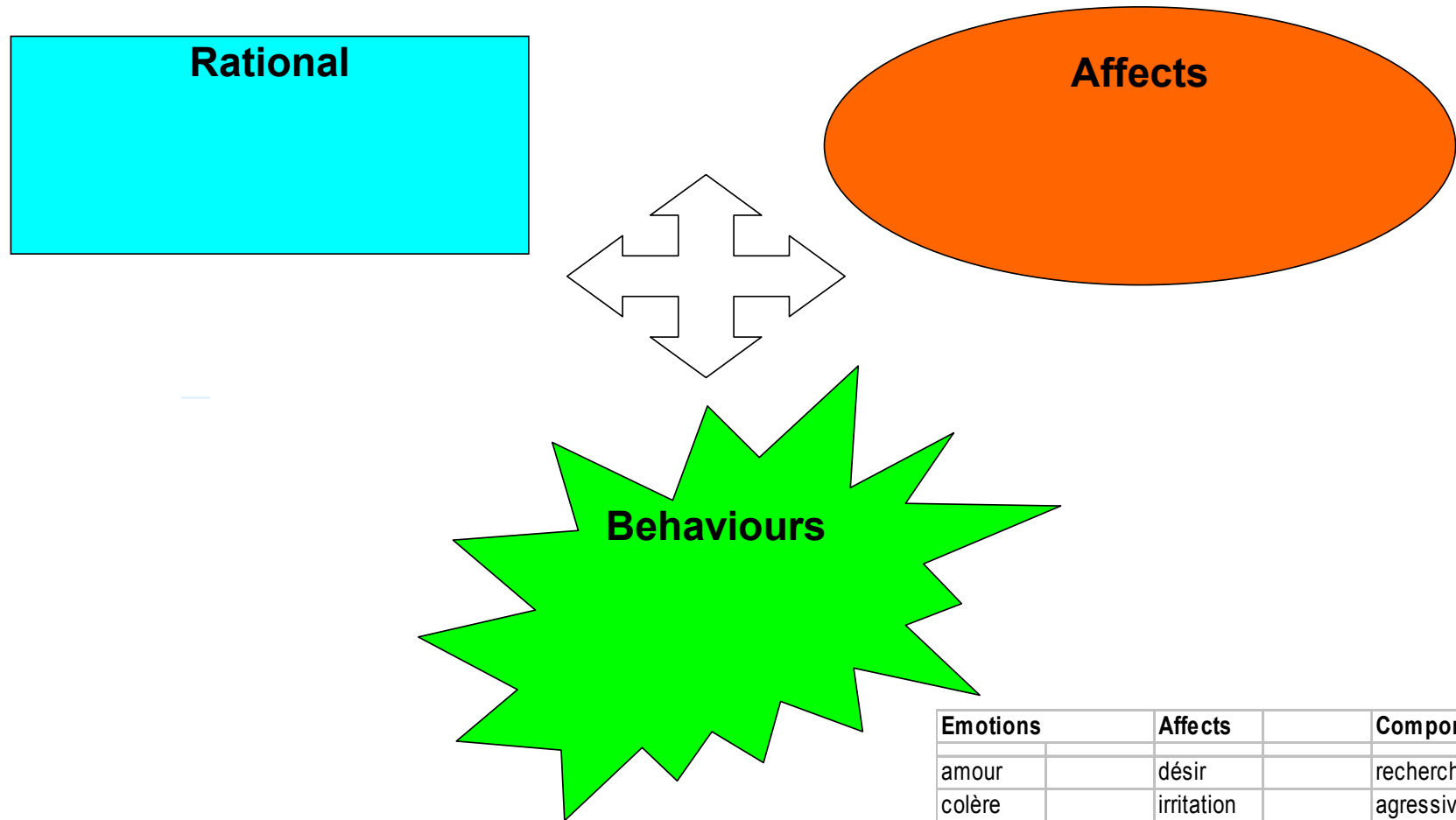


**Manage the implementation of a major change isn't magic;  
*it's a manageable process.***

# *Emotional responses towards negatively-perceived change*



# As a leader.....



Emotions	Affects	Comportements
amour	désir	recherche
colère	irritation	agressivité
peur	crainte	protection
désespoir	chagrin	rejet, refus

# Psychology is the essence...

## 3 levels to consider : the company, the team and the individuals

Unclear

**Goals**

clear

Not challenging

Challenging

Too difficult

**Feelings**

Can be done (mastered)

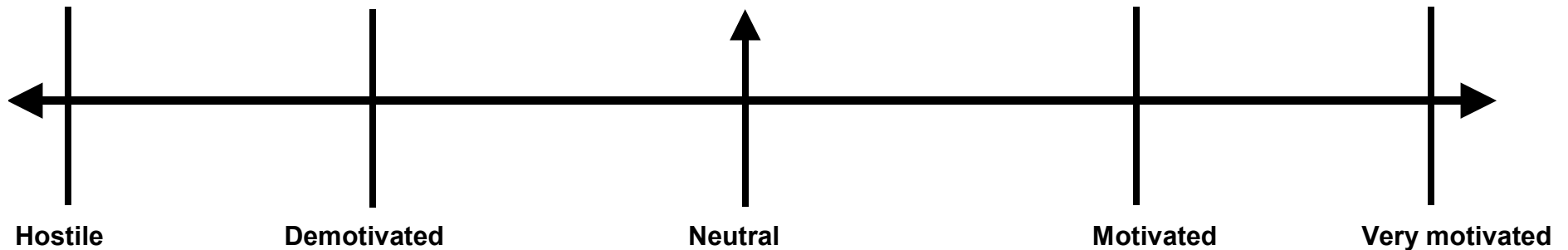
Non OK

OK

Autocratic

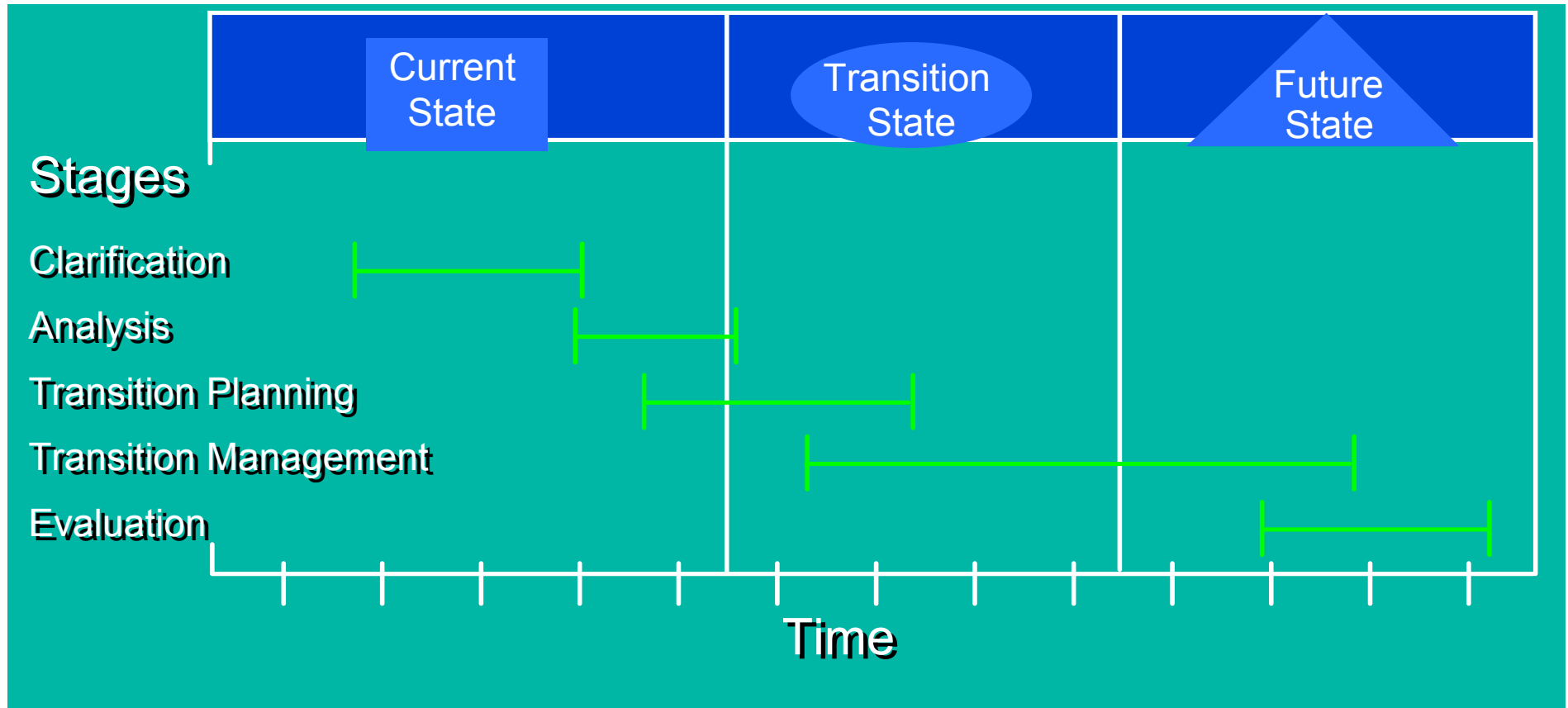
**Management styles**

Democratic



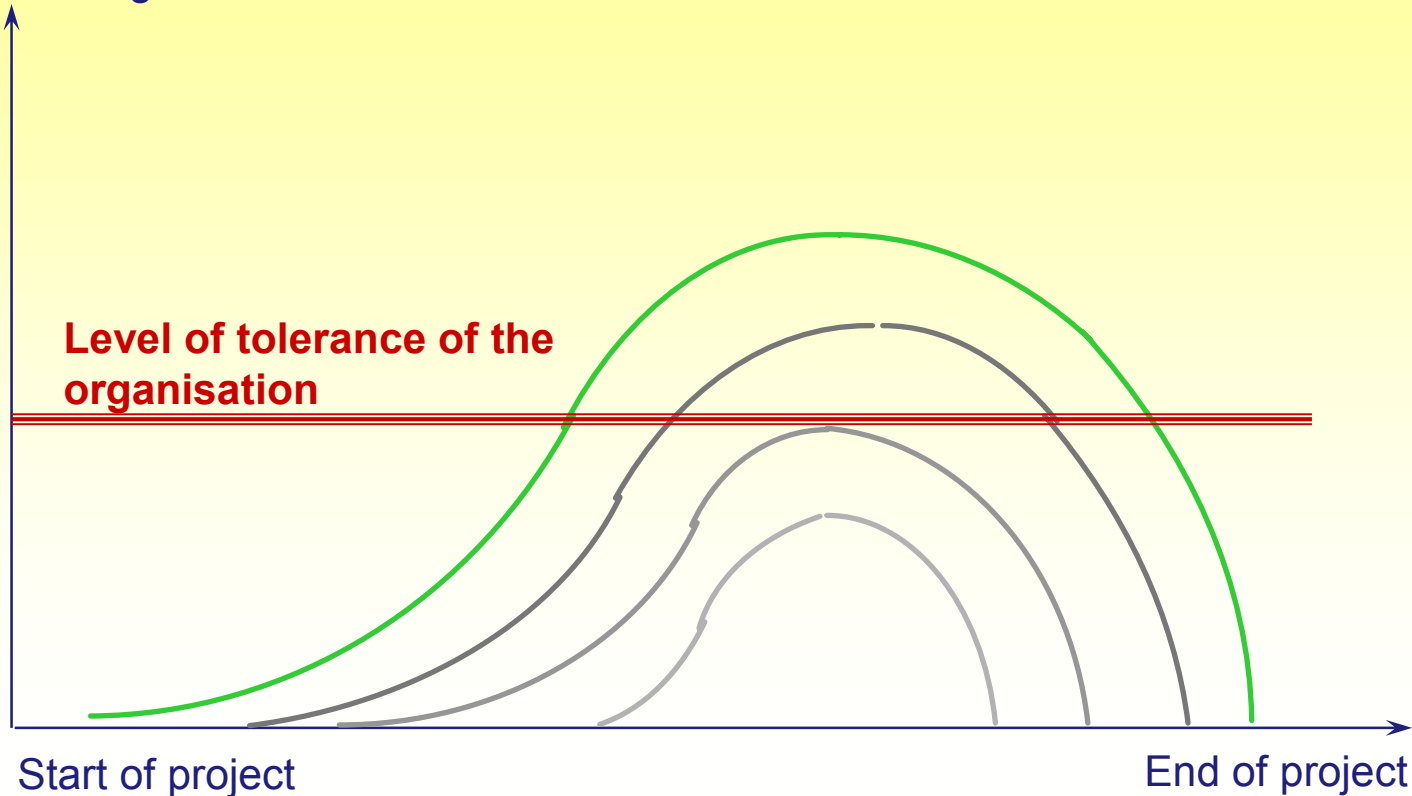
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# Ernst & Young's Approach to Organizational Change Management



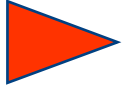
# Do not overload *the organisation*

Load for the organisation



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# What is radical change

*(for the individual) ?*

- v **Man has a very strong need to control a given situation. We feel competent, confident and at ease when our needs of stability and control of the future are satisfied**

**Status Quo = Needs satisfied**

- v **Change is radical when it brings about a disruption in our expectations (immediate future) that give rise to an impression of incompetence, discomfort, loss of confidence or loss of control**

**Change = "What will happen to me?"**

# **The projects affected the most** *are those that transform the company*

- v **By “*transformation project*”, we mean a major project that fundamentally questions the current operating structure of the company and that generates profound changes in behaviour. A “*transformation project*” cuts through all areas of the company and involves the entire staff and all the different management systems**
- ↪ **Technology** (*implementation of new information systems*)
- ↪ **Organisation** (*process reengineering , reorganisation*)
- ↪ **People** (*culture change*)

# When is a CM approach necessary ?

## Decision criteria

1. Does the project incur a major change?



The change objectives are easily assimilated. The complete BCI approach is perhaps not necessary.

2. In case of failure, will the cost be high?



The project may not be considered a priority. The complete BCI approach is perhaps not necessary.

3. Is there a reasonable risk that people factors could cause the project to fail?



The project has a low risk of failure. The complete BCI approach is perhaps not necessary.

4. Does the project have strategic implications?



The project has a low risk of failure. The complete BCI approach is perhaps not necessary.

Apply the overall approach to develop an implementation structure for this project. Determine in which phase is your project. Check that you have laid a solid foundation in the earlier stages to ensure a successful change management program.



Select the aspects of the BCI implementation structure that apply to the project.

# Some principles

*that are always present*



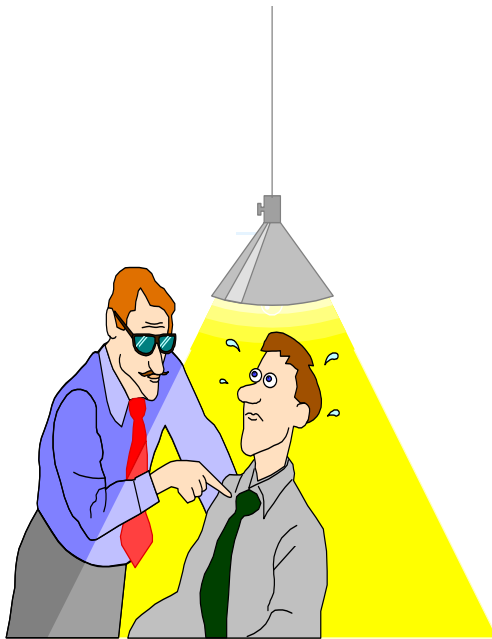
- ✓ ***The collective challenge must precede individual “buy-in”***
- ✓ ***If people don’t “buy in” they react negatively***
- ✓ ***The rules of the game should be decided by those who will apply them***
- ✓ ***A project that is not shared is a dead project***

# **The eight rules**

## *to facilitate attitude changes (Michel Crozier)*

- v **People change only that which belongs to them**
- v **People change only if they have a vested interest in doing so**
- v **People change only if they really buy-in to change and realise what is at stake**
- v **People change only when change is realistic and the level required is within their reach**
- v **People change only when priorities are clear and coherent**
- v **People change only when encouraged and stimulated to do so by their superiors**
- v **Day-to-day behaviour of superiors represents the first and best pretext not to change**
- v **People are willing to engage change in the area in which they feel likely to at least partially succeed**

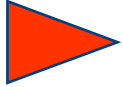
# Consequences of *implementation failure*



- ✓ **Confidence is lost in management that doesn't keep its promises**
- ✓ **Staff learn to ignore management instructions**
- ✓ **Problems are not resolved or the chance to change has been missed**
- ✓ **Time, money and energy have been wasted**
- ✓ **The top management isn't satisfied**
- ✓ **The competition may have won**

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**What you should know about the brain**

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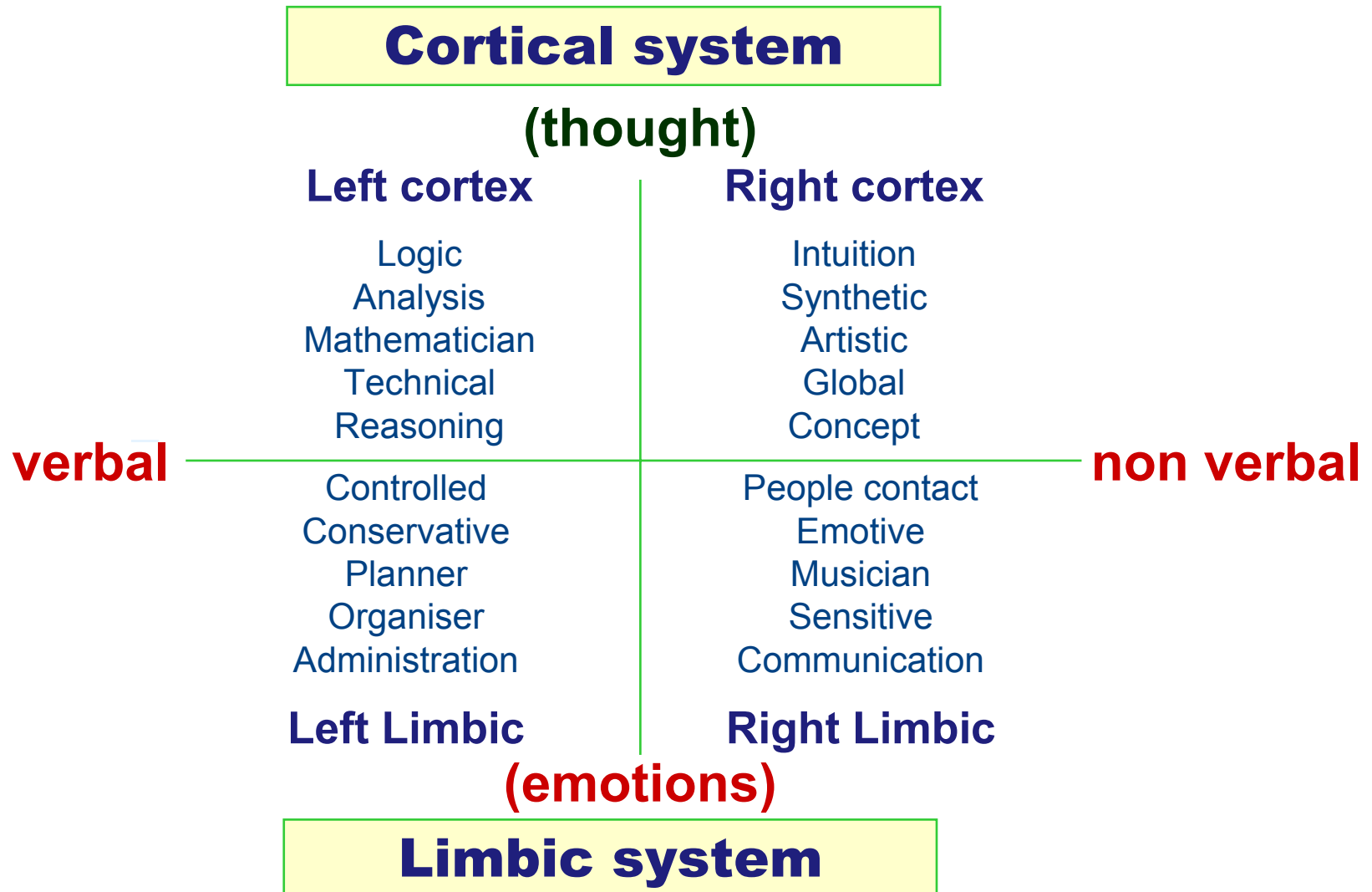
**Practical example – the sopra Ceneri hospital network**

## The 3 parts of our brain (Paul Maclean)

- **The neocortex : intellectual, cognitive**
- **The limbic : emotional (le sentir, le ressenti)**
- **The “reptilien” : instincts (les pulsions)**

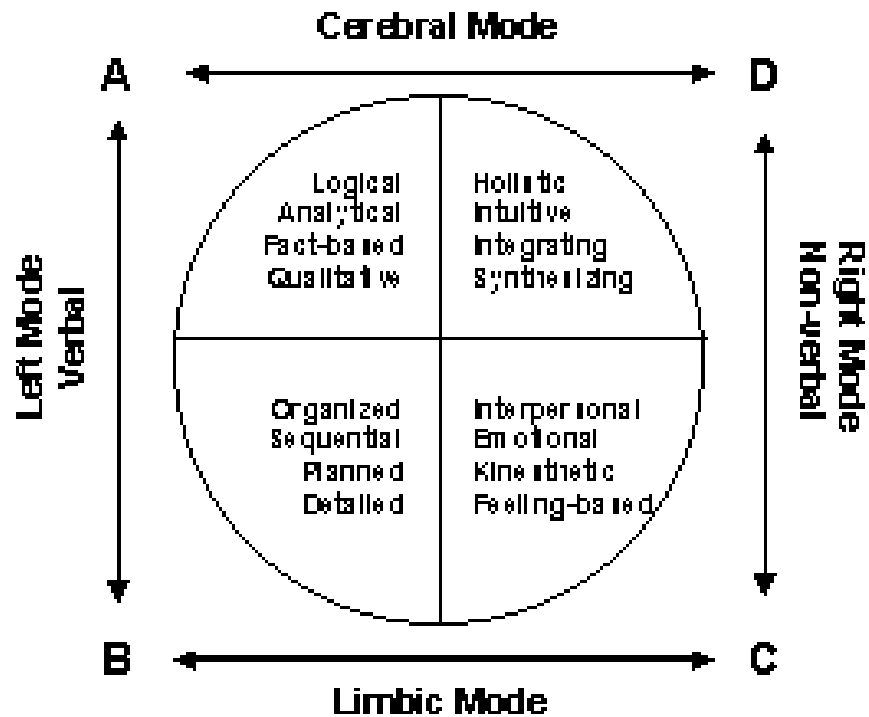
# Cerebral *reactivity*

From the studies by  
Ned Herrmann



# Ned Hermann approach

## Whole Brain Model



# Change 1

# Change 2

## Context

- ∨ *The rules of the game haven't changed*

- ∨ *The rules of the game are questioned*

## Objectives

- ∨ *Consolidate / optimise / rationalise*

- ∨ *Develop / innovate (out of the box) / transform*

## Action levers

- ∨ *The organisation / structures / tools*

- ∨ *People/culture /challenges*

- ∨ *Confidence / team approach*

## Criteria

- ∨ *Efficiency*

## Energy

- ∨ *Reflection => directive*

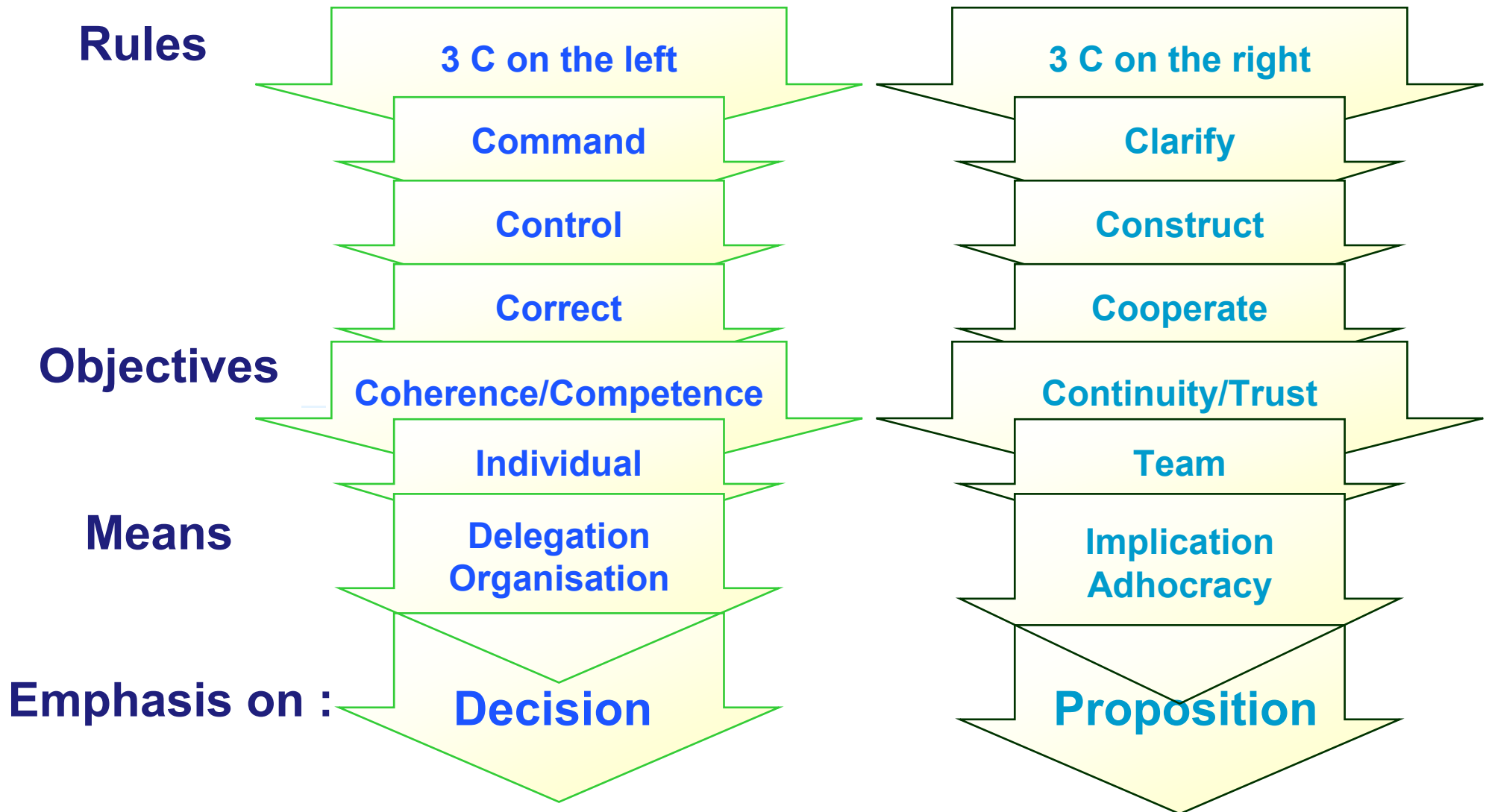
- ∨ *Implication - persuasion - trust*

## Animation

- ∨ *Same hierarchy*

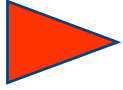
- ∨ *No hierarchy - the team*

# The new rules *of management*



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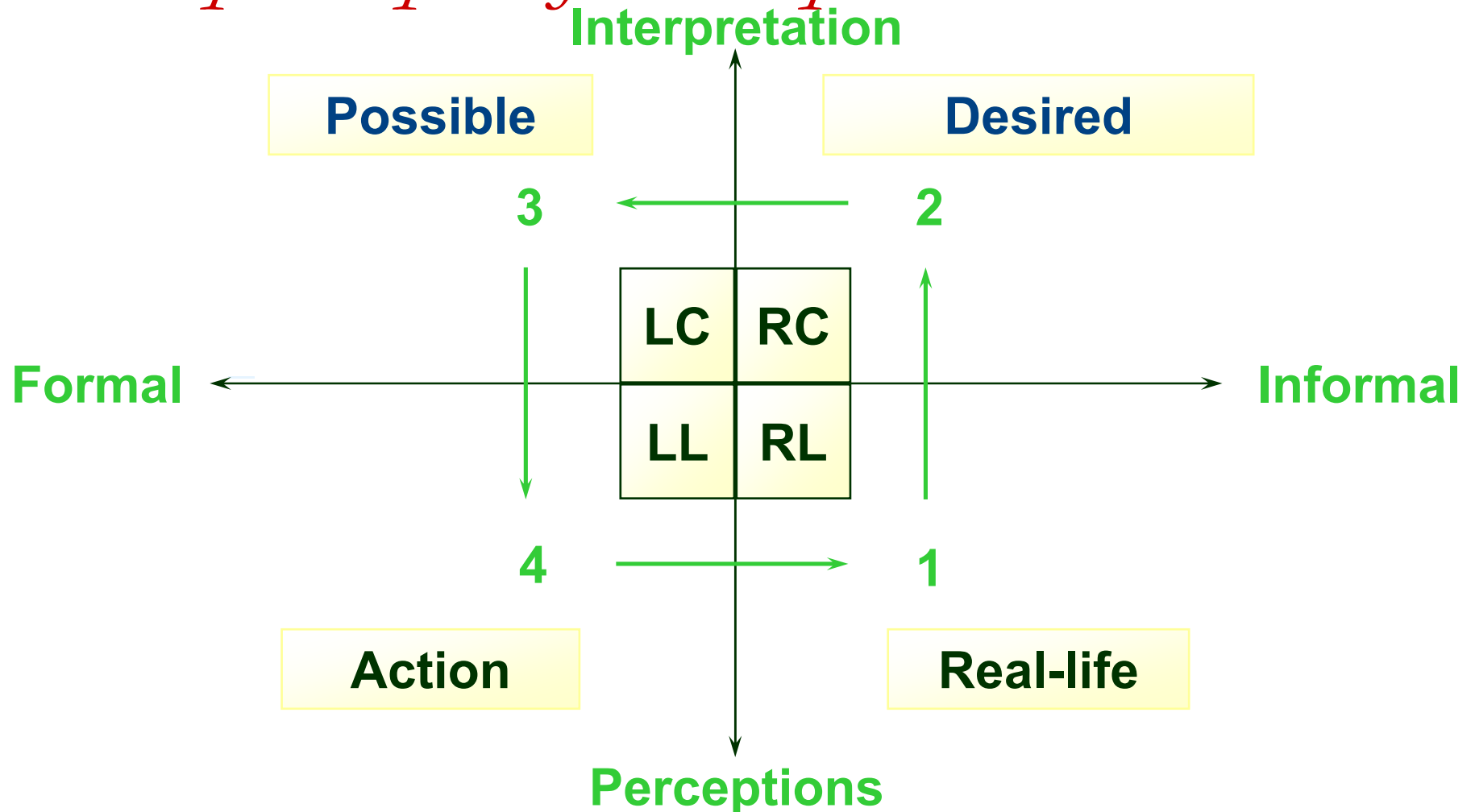
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**Practical example – the sopra Ceneri hospital network**

# Problem-solving and cerebral

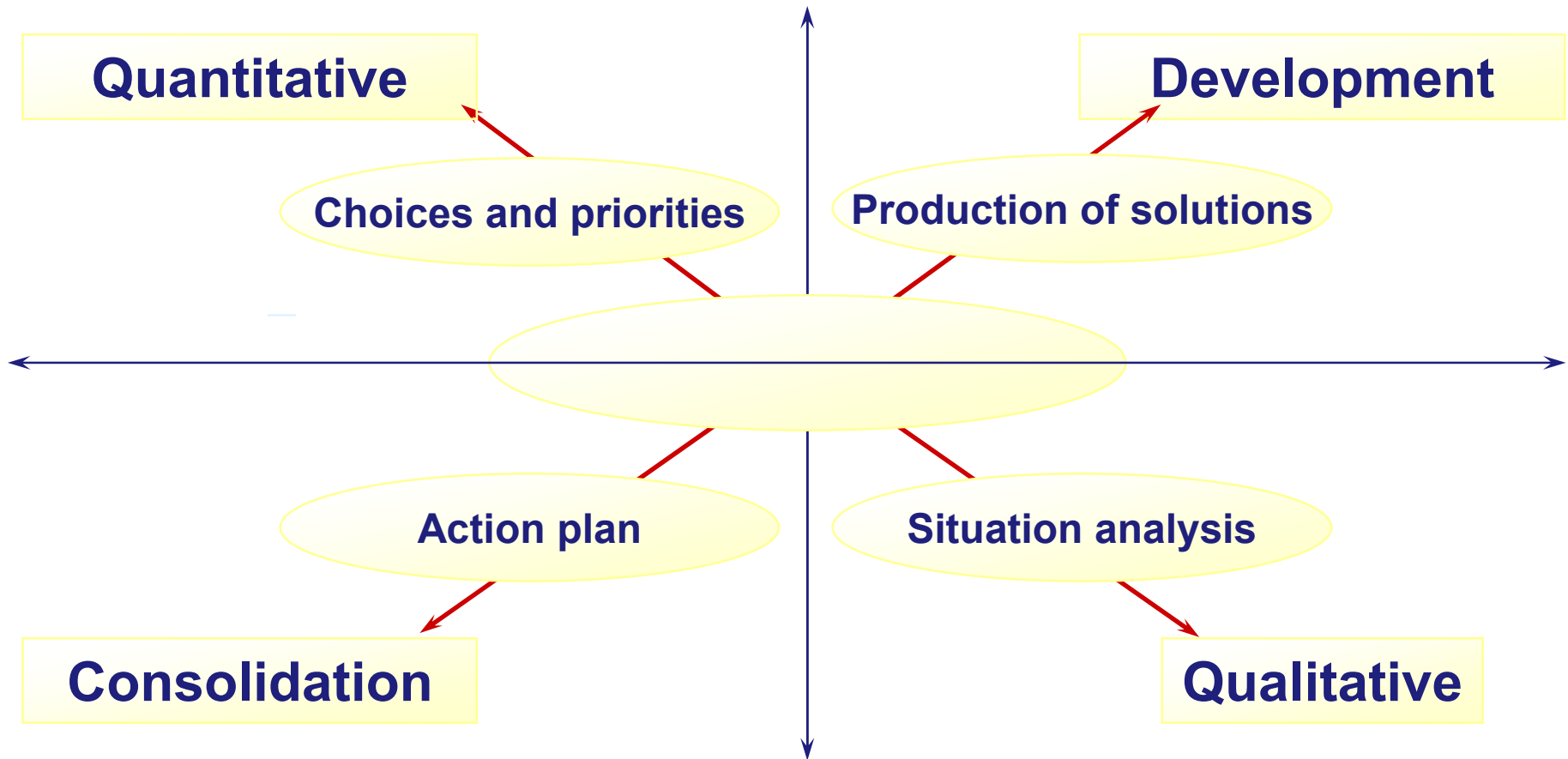
*activity: the principle of the 4-phase motor model*



# The problem-solving

*method*

## The 4-phase motor model



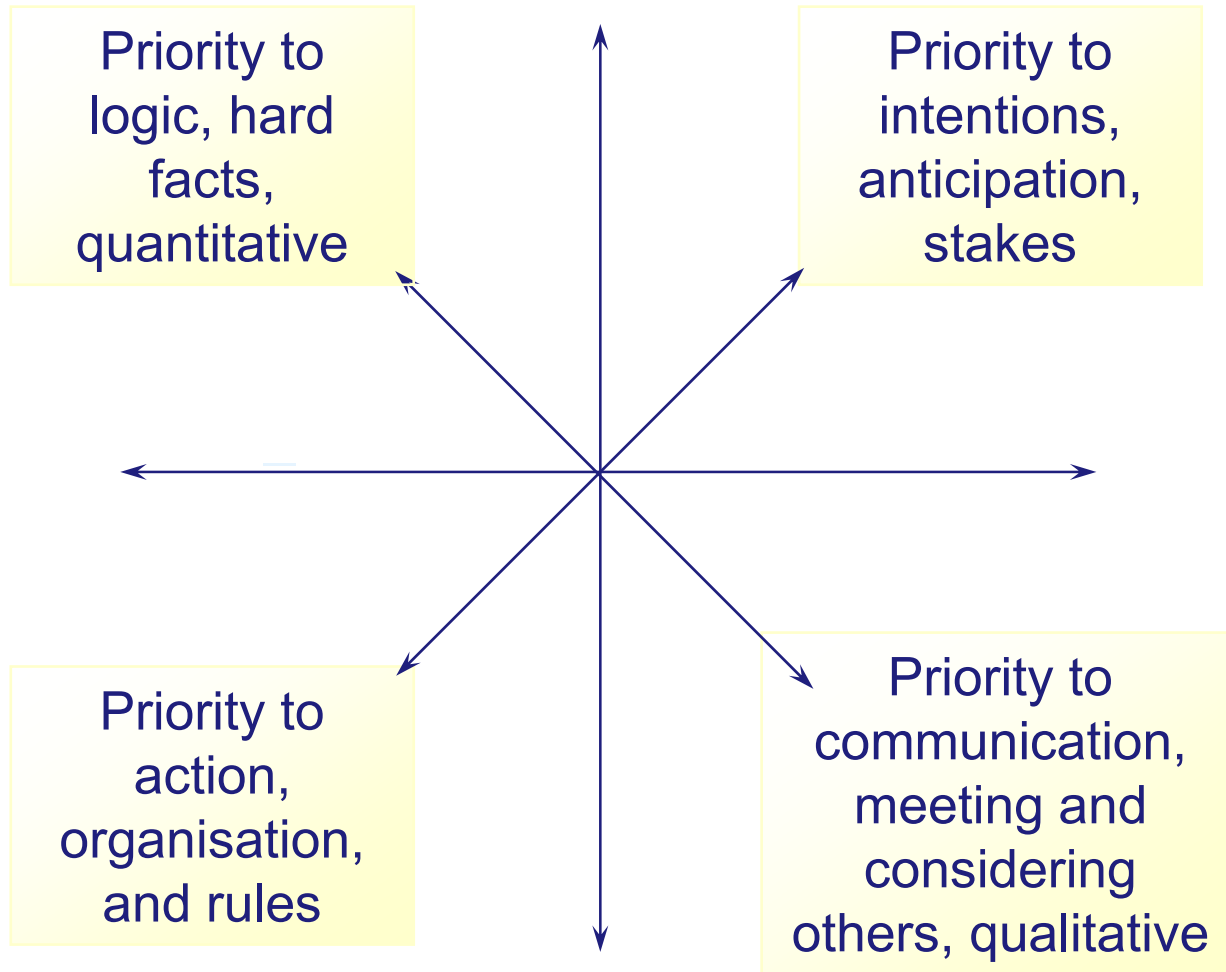
# A 4-phase motor model

*coherence and continuity*

<p>Rational / logical / facts Thoughtful energy DIRECTIVE Management DECISION <i>WRITTEN</i> KNOWLEDGE</p>	<p>Irrational / intuition / imagination Creative energy PARTICIPATIVE Management STRATEGY ORAL “SAVOIR ETRE”</p>
<p>Organisation / control / action Realisation energy DELEGATING Management FOLLOW-UP <i>MASS MEDIA</i> <i>repetition / power</i> KNOW-HOW</p>	<p>Individual / relation / communication Involving energy PERSUASIVE Management INTER RELATION <i>MEDIA INTERACTIVE</i> <i>small groups</i> “FAIRE SAVOIR”</p>

# Fields

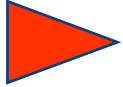
## *of tension*



- v the diagonals in the brain are our contradictions
- v Managing is putting oneself in the centre

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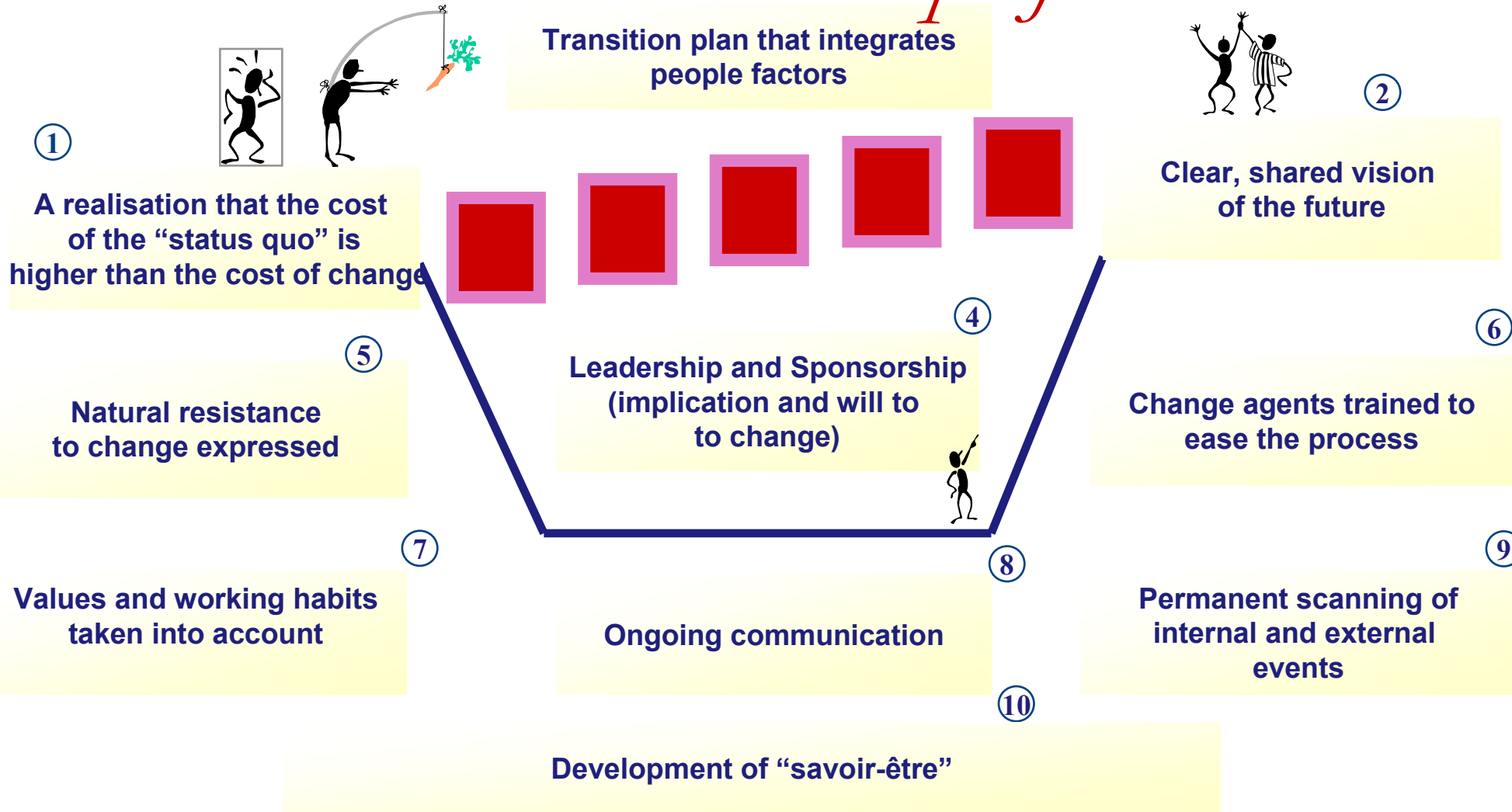
**Practical example – the sopra Ceneri hospital network**

# The example of the Sopra Ceneri hospital Network

- **Was created in 1999**
- **Goal was to merge 3 hospitals in one – and redesign their activities → close activities, reduce staff and beds**
- **There were strong political issues**
- **The population was strongly against this reorganisation**
- **Insurance companies as well as Bern were making pressure on the Ente to close beds**

# The 10 critical factors

③ *to ensure project success*





Pour vos questions / suggestions :

Olivier Girardin

Société Hpartner

En Jillet 22

CH – 1277 Borex

Phone : +41 79 429 84 20

[olivier.girardin@hpartner.com](mailto:olivier.girardin@hpartner.com)

