

# PROJECT MANAGEMENT INSTITUTE WESTERN AUSTRALIA CHAPTER

MAKING PROJECT MANAGEMENT INDISPENSABLE FOR BUSINESS RESULTS

## NEXT CHAPTER MEETING

14 Dec 2011 @ 6pm  
City West Function Centre  
45 Plaistowe Mews  
West Perth, WA 6005 [[map](#)]

## IN THIS EDITION

Experts Panel  
Festive Chapter  
Meeting

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What's On  
Dec 2011 &  
Jan 2012

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Behavioural Change  
Tips to help you  
change behaviour

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## GENERAL

### [Webcast](#)

Chapter Meeting  
Will Earn You PDU

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Events, Events, Events  
Read about it [here](#)

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Newsletter Content  
Member contributions are  
most welcomed. Contact the  
Editor!

## Experts Panel Festive Chapter Meeting

The December Chapter Meeting will be a panel format rather than the usual single speaker. We'll get the chance to hear seven experts rise to the challenge of passing on their passion with their "Elevator Speech".

*	Gary Hatfield	Project Governance
*	Graham Colborne	P3M3
*	Herman Veltkamp	Risk Management
*	Marc Diffen	Leading Change
*	Ron Gibson	Relationships and Networks
*	Todd Hutchison	Project Coaching
*	Tracey McGrath	Constructive Conflict

## What's On - Dec 2011 & January 2012

As the Festive period approaches the calendar of events is quieter than usual. Here's a summary of what's happening in December and January:

14 Dec 2011	Chapter Meeting, PMI WA
07 Jan 2012	PMI Lahore Project Management Symposium

## Changing Behaviour: Tips

**Jack S. Duggal MBA PMP** is the managing principal of [Projectize Group LLC](#), which specializes in next generation training, consulting and tools. He is a keynote speaker and [PMI SeminarsWorld®](#) leader for Building a Next Generation PMO and Portfolio Management seminar. In this article he shares some of his experience of influencing and changing entrenched behaviour—something from which we can all learn ([continued page two](#)).

"Any change, even a change for the better, is always accompanied by drawbacks and discomforts".

[Arnold Bennett](#) (1867—1931)

## Tips to Help You Change Behaviour

### **Behavioural change is hard, even if it is a matter of life and death.**

Only one in seven heart patients can change their behaviour, even when doctors tell them that they will die if they don't, according to a study referenced by Robert Kegan and Lisa Laskow Lahey in their book, *Immunity to Change* [Harvard Business School Press, 2009].

You may interview stakeholders, conduct pilots and receive feedback for a project that updates an in-house operational interface, for example, and there is likely to be a lot of resistance.

Here are some tips to help you motivate people to change their behaviour and adopt new processes.

### **Walk in Your Users' Shoes**

Just interviewing and talking to your users is not sufficient to cause behavioural change. This was the case when a hospital hired project management consultants to improve the patient experience.

In this scenario, the consultants didn't interview or survey the patients. Instead, the consultants registered as patients and slept in patient beds for 24 hours before proposing changes to existing procedures.

You have to do the same in any kind of project. Live in your user's shoes. Feel their pain. See things from their perspective. Understand what is really important to them.

### **Attract Stakeholders' Attention**

People often are too busy to pay attention to new processes and procedural changes.

An e-commerce company, for example, sought to update its operational interface. This involved creating new workflows and processes.

The proposed change was important and the project managers knew they had to communicate it to the employees in a relevant way. They needed to grab the users' attention and reach them on an emotional level in order to stimulate behavioural change.

Users were invited to a bonfire to burn all the old process manuals. That successfully caught their attention in a visual and emotional way and motivated their change.

### **Focus on the Four E's**

When planning a process or procedural change, ensure the change is fair and just. In order to help users adopt that change, focus on the four E's:

1. Engage stakeholders in the development of the process;
2. Explain the context and background;
3. Clarify the Expectations of user compliance and the consequences of noncompliance; and
4. Empathise with the user and the changes they will have to endure.

### **Measure What Matters**

Measurements drive behaviour. When you chose relevant measurements and show their effects, you can experience a sustaining impact on behavioural change.

For example, an organization found its employees were spending too much time in too many ineffective meetings. The employees also were in the habit of taking work home at night because they didn't have enough time during the day to complete it.

The project managers were tasked with a project to change that behaviour.

(T)hey measured the time and cost of each employee who attended regular meetings. Then the project managers visually displayed this data and showed how it impacted productivity.

(T)he project managers felt confident that people would change their behaviour to conduct lesser, shorter and more effective meetings based on data and measurements.

Click [here](#) for full article as published on [PMI](#).

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