

How do we Integrate Disciplines and What Happens When Projects End?

Presented by Charice Pidcock

October 28, 2020

Zoom Basics for this Session

- Questions
- Polling
- Chat

Transforming
Lives

Learning Objectives

- ADKAR Gap model
- Difference between continuous improvement and projects
- How Lean, Change Management, and Project Management are connected for effective implementation

Change Management – ADKAR Gap Model

Awareness +	Desire +	Knowledge +	Ability +	Reinforcement =	Change
	Desire +	Knowledge +	Ability +	Reinforcement =	Confusion
Awareness +		Knowledge +	Ability +	Reinforcement =	Resistance
Awareness +	Desire +		Ability +	Reinforcement =	Anxiety
Awareness +	Desire +	Knowledge +		Reinforcement =	Frustration
Awareness +	Desire +	Knowledge +	Ability		Backsliding

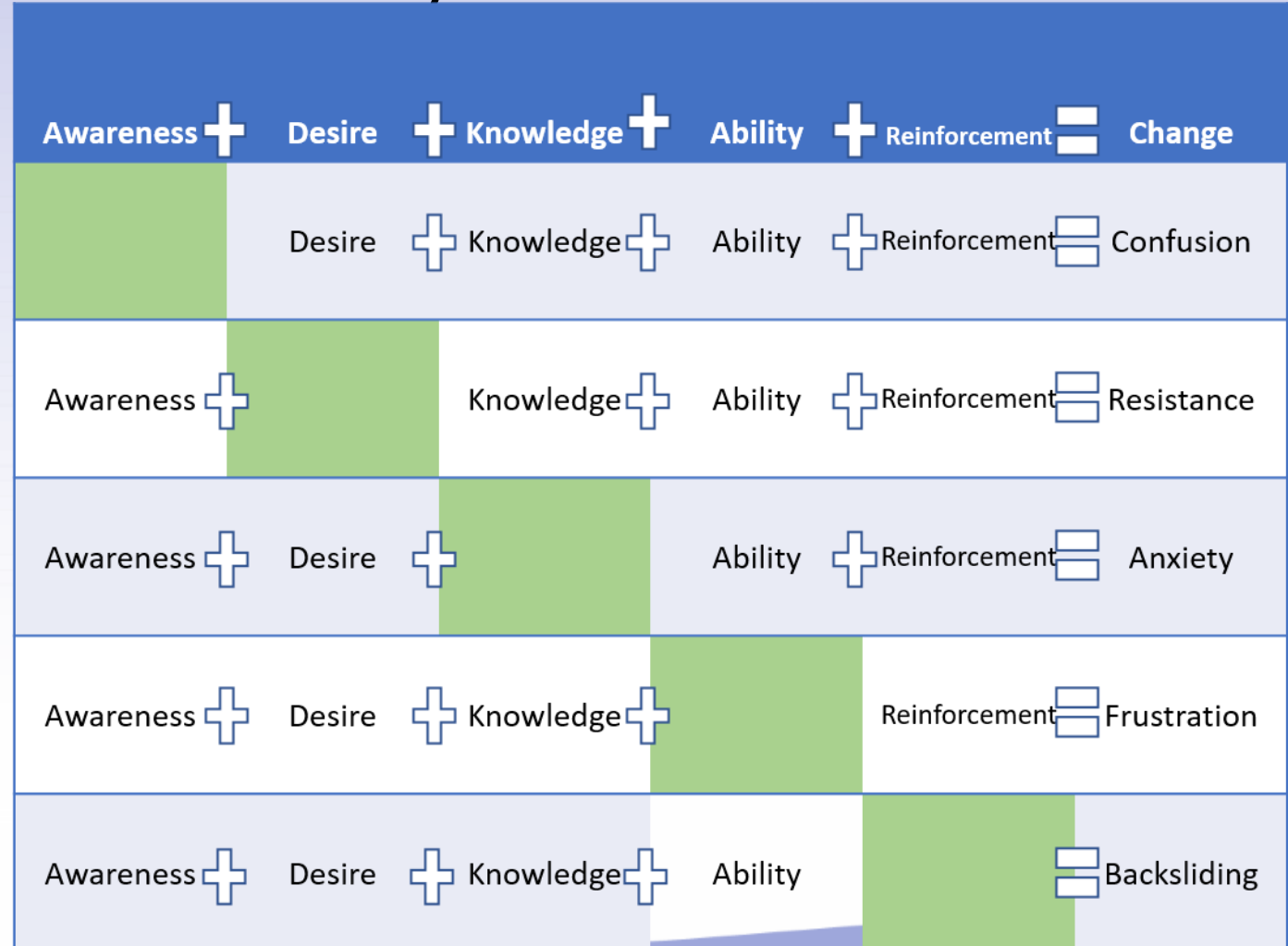
ADKAR Gap Model Case Study 1

- Coffee has been provided free for years
- An email is sent announcing due to new fire codes, coffee pots will be removed and replaced with a vending machine

Awareness +	Desire +	Knowledge +	Ability +	Reinforcement =	Change
	Desire +	Knowledge +	Ability +	Reinforcement =	Confusion
Awareness +		Knowledge +	Ability +	Reinforcement =	Resistance
Awareness +	Desire +		Ability +	Reinforcement =	Anxiety
Awareness +	Desire +	Knowledge +		Reinforcement =	Frustration
Awareness +	Desire +	Knowledge +	Ability +		Backsliding

ADKAR Gap Model Case Study 2

- I attended the training session for the new system.
- When I logged in, the screens looked nothing like we were shown and taught.



ADKAR Gap Model Case Study 3

- No one is monitoring the time it takes to close out the cases.
- The old way was faster for me.

Awareness +	Desire +	Knowledge +	Ability +	Reinforcement =	Change
	Desire +	Knowledge +	Ability +	Reinforcement =	Confusion
Awareness +		Knowledge +	Ability +	Reinforcement =	Resistance
Awareness +	Desire +		Ability +	Reinforcement =	Anxiety
Awareness +	Desire +	Knowledge +		Reinforcement =	Frustration
Awareness +	Desire +	Knowledge +	Ability +		Backsliding

ADKAR Gap Model Case Study 4

- Day like any other
- I go to the kitchen to make a cup of coffee
- The Keurig has been moved

Awareness +	Desire +	Knowledge +	Ability +	Reinforcement =	Change
	Desire +	Knowledge +	Ability +	Reinforcement =	Confusion
Awareness +		Knowledge +	Ability +	Reinforcement =	Resistance
Awareness +	Desire +		Ability +	Reinforcement =	Anxiety
Awareness +	Desire +	Knowledge +		Reinforcement =	Frustration
Awareness +	Desire +	Knowledge +	Ability +		Backsliding

ADKAR Gap Model Case Study 5

- My supervisor announced a system enhancement will rolled out next week.
- I don't know what is changing or how this might impact my performance for the upcoming annual evaluation.

Awareness +	Desire +	Knowledge +	Ability +	Reinforcement =	Change
	Desire +	Knowledge +	Ability +	Reinforcement =	Confusion
Awareness +		Knowledge +	Ability +	Reinforcement =	Resistance
Awareness +	Desire +		Ability +	Reinforcement =	Anxiety
Awareness +	Desire +	Knowledge +		Reinforcement =	Frustration
Awareness +	Desire +	Knowledge +	Ability		Backsliding

Questions?



Transforming
Lives

Washington State Department of Social and Health Services



Washington State
Department of Social
& Health Services

Transforming lives

Traditional Thinking about PM & CI

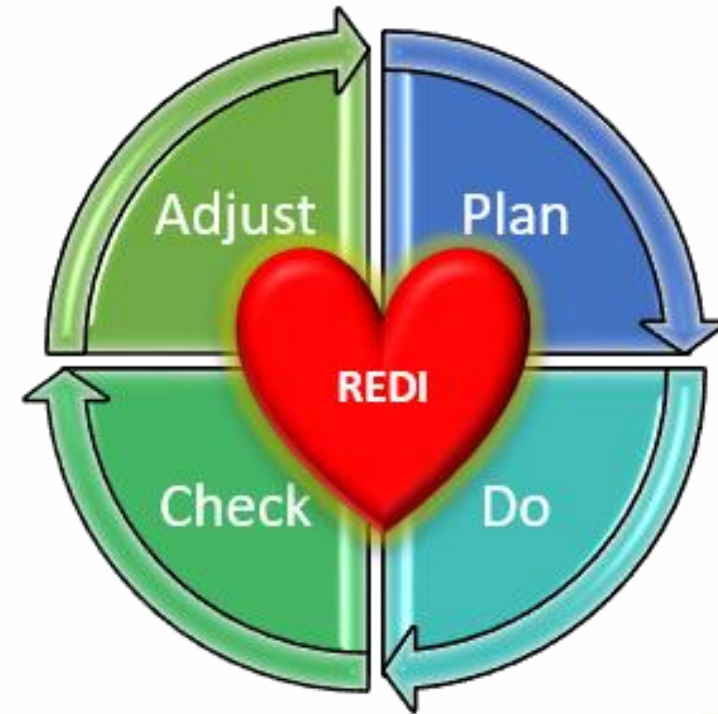
Project Management

Start



End

Continuous Improvement



Different, or not... That IS the question!

Initiation

- ✓ Project Charter
- ✓ Project Initiation

Planning

- ✓ Scope & Budget
- ✓ Work Breakdown Schedule
- ✓ Gantt Chart
- ✓ Communication Plan
- ✓ Risk Management

Execution

- ✓ Status & Tracking
- ✓ Key Performance Indicators (KPIs)
- ✓ Quality
- ✓ Forecasts

Monitor & Control

- ✓ Objectives
- ✓ Quality Deliverables
- ✓ Effort & Cost Tracking
- ✓ Performance

Different, or not... That IS the question!

Closing

- ✓ Declared complete
- ✓ Budget confirmed
- ✓ Procurements finalized
- ✓ Document work
- ✓ Warranties, insurance coverage
- ✓ Release of resources
- ✓ Lessons Learned



CHANGE



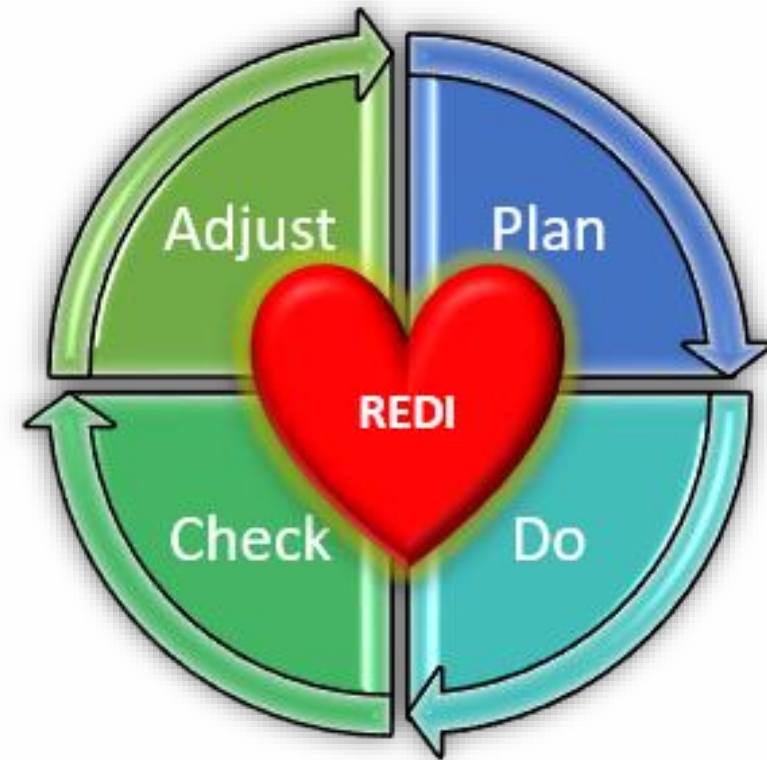
CHANGE

Alternative Thinking about PM

Project Management



Continuous Improvement

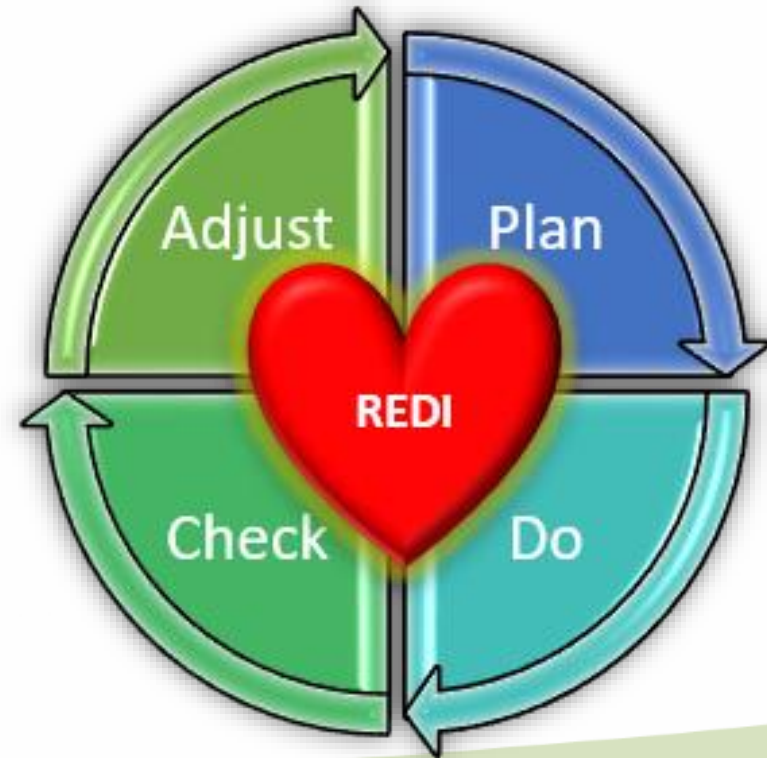


Lean & PM – not so different after all!

Project Management



Continuous Improvement



Questions?



Transforming
Lives


Washington State Department of Social and Health Services



Washington State
Department of Social
& Health Services

Transforming lives

CI, CM, & PM – RELATED...WHAT???



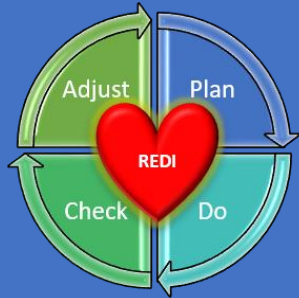
Everything is connected.

Everything changes.

Pay attention!



CI, CM, & PM – RELATED...WHAT???



People, Process,
Tools, Tasks



People, Process,
Communication



Tasks, Tools,
Resource
Management

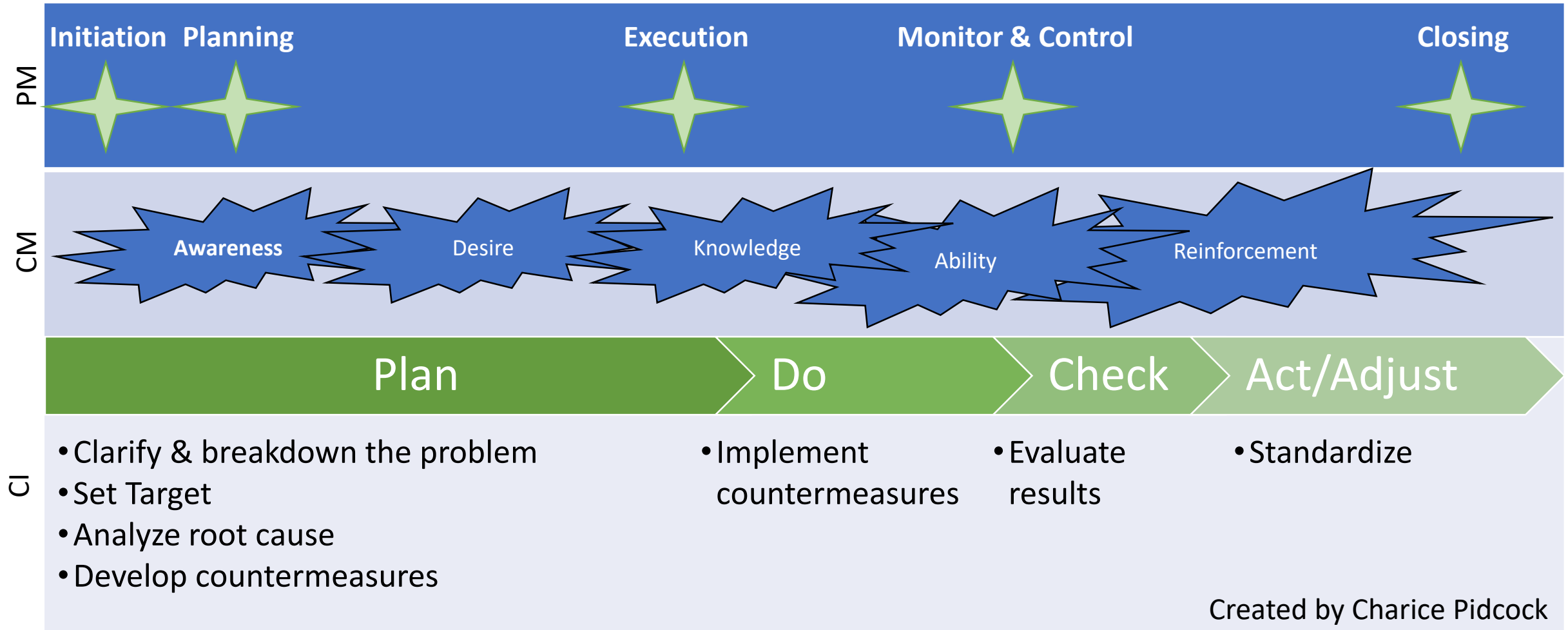
Outcomes & Managing Expectations to Change Something

Effective Implementation Requires:

- Planning & strategy
- Organization
- Decision making
- Knowing audience
- Leverage strengths
- Respect
- Equity
- Diversity
- Inclusion



Integrating CI, CM, & PM for Success




Where does CONTINUOUS fit in?



- Parking lot
- New variation
- Defects
- Unanticipated impacts
- Obsolescent

- New requirements or programs
- VOC
- Updated legislation & policy
- Other Lean efforts

CI, CM, & PM ARE RELATED!!!



Everything is connected.

Everything changes.

Pay attention!



Questions?



Transforming
Lives

Washington State Department of Social and Health Services




Washington State
Department of Social
& Health Services

Transforming lives

Learning Objectives

- ADKAR Gap model
- Difference between continuous improvement and projects
- How Lean, Change Management, and Project Management are connected for effective implementation

CI, CM, & PM ARE RELATED!!!



Everything is connected.

Everything changes.

Pay attention!



Thank you!

Charice Pidcock, CPM, LSSGB

pidcoc@dshs.wa.gov

360.764.3009

[Linkedin.com/in/charice-pidcock](https://www.linkedin.com/in/charice-pidcock)