The Need for Change Manager in Grant Management

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About Me

• I am a project manager (www.linkedin.com/in/yly)
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The Drive

• How to better assist researchers

• How to get better results / impact

• How many projects deliver significant results?

• Not to be confused with financials

• Why is that so?
What is Change Management

• What it is: a Management Discipline
• What it is NOT: ...
• Managing the people’s side of change
• History: late 60’s
• In the 21\textsuperscript{st} century: in the front line
• Recognised profession
• ACMP
• ProSci
In a nutshell

- ProSci PCT ® Model
- Three-leg stool
ACMP Method

- ACMP’s Standard
- Organisation’s view
The Prosci ADKAR® Model

- **Individual’s view**

- **AWARENESS** of the need for change
- **DESIRE** to support the change
- **KNOWLEDGE** of how to change
- **ABILITY** to demonstrate skills & behaviors
- **REINFORCEMENT** to make the change stick
Impact of CM

Change Management Impact on Your Organization

WITHOUT CHANGE MANAGEMENT

Employees feel surprised and besieged by change

- Failed project results
- Extended project schedules
- Additional project costs
- Low adoption and usage

WITH CHANGE MANAGEMENT

Employees feel prepared, equipped and supported

- Likely to meet objective
- Likely to stay on schedule
- Likely to stay on budget
- Capture people-dependent ROI
How Change “Behaves”

While this diagram depicts a change event, a typical transition is not a one-directional, linear, or smooth process.

Effective change management results in higher likelihood of change adoption and benefits realization.

Without change management, there is no guarantee of successful change adoption or benefits realization.
The Effect Of Change

**Figure 5** – Prosci® Flight-Risk Model showing multiple changes
Observations

• Successful projects have successful project management

• Improving management -> improving results?

• Impact: contributing to better scientific results
What if we apply CM

- Is project consist of a change?

[Diagram showing the relationship between Leadership/Sponsorship, Projects meet objectives, Projects finish on time and on budget, Return on investment (ROI) realized, Coordinator, Project Management, Change Management, European Commission, RMA]
Methodologies “Stack”

- Agile
- Lean
- PMBOK
- PRINCE2
- PM²
- Kanban
- Scrum

- Leadership/Sponsorship
  - European Commission

- Projects meet objectives
- Projects finish on time and on budget
- Return on investment (ROI) realized

- Coordinator
  - Project Management
  - Change Management

- CM
- RMA
Why CM fit RMA

• Not esoteric
• Plugs in, modular
• Doesn’t interfere or collide with others
• Assists the researchers
• Unique, quantifiable, evidence-based
• Commonly used
• Can be short-term or long-term
• Can be performed by external expert
A Take-Home Message

• Be aware of the role of CM (PCT)

• Consider using CM for the benefit of the research

• Consider adding CM as a skill in the toolbox
Thank you for listening

Additional reading:
- ProSci
- ACMP

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