

## **Change Management - how to turn adversity into opportunity and create new value in projects**

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The use of Project Management competence is increasingly common in organizations. Many companies have incorporated this management discipline as a way to innovate their business processes, products and Leadership models. Although notable progress has happened about technical tools, such as schedules and budgets, most projects still ends late and costing more than the initial budget. According to a research from Stevens Institute, 85% of projects fail to meet the deadline, 70% outweigh the expected cost, and rates of 200 to 300% are not uncommon.

How do projects still show many flaws given the existence of so many technical and managerial tools? The question already brings part of the answer: we all know that projects are made by people and for people, then it's expected that human factors are the main lever or offender about managing a project. According to another research by the Brazilian Project Management Institute, the main cause of problems in projects is the lack of communication, reaching 76% of the projects analyzed. Given the importance of the human factor (known as soft aspects), it is important that it is managed as well as the technical issues (the hard aspects) in the projects.

In order to balance hard and soft factors in Project Management, Change Management appears as the competence (knowledge, attitudes, practices and tools) to achieve and exceed project objectives, and turning adversity into opportunity. Among these "balanced management practices", there are: mapping people affected by the change (stakeholders), identify and prepare the leading supporter most appropriate to engage these stakeholders, beyond communication, training and alignment activities, constant in all phases of the project.

A tip to start incorporating this skill in everyday life is recognizing change as a process, understanding that the implementation of it is just the final part of the transition. Before it, there are two other fundamental phases: the recognition of the need for change, and its diagnosis. This analysis is given in relation to aspects such as people involved, degree of resistance, required speed of evolution, among other topics. Just like a plane needs fuel (positive force) and against wind (negative force) to take off, it's only in this "field forces" that organizational changes will be sustained. Another recommendation is to assess whether the positive forces override the negative forces.



The results of the investment in Change Management efforts are notorious. According to the British consultancy Changefirst, for every \$ 1 invested, there is an average return of \$ 6.50. The research *Best Practices in Change Management* revealed that 95% of the projects surveyed claim to have achieved or exceeded the goals when held a well-structured change management, compared to 16% of project success without this care. What about you, are you still resisting to count on the power of Change Management in your projects? I ensure it will be one of your most important management investments you have ever done. Transform your story!

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