

A monthly newsletter of the Energy Facility Contractors Group's Project Delivery Working Group

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The Times They Are A-Changin'

Greetings practitioners! When Bob Dylan wrote those words more than a half century ago, he wasn't thinking about project management, procedures or processes. But as we all know, change is a constant and continuous part of all aspects of life. Project managers can help lead and manage change by understanding six predictive stages that we will explore in depth. Changes are also on the horizon for a NDIA guiding document, and we'll look at seven reasons why projects fail in the "It is not one World" feature.

Change Management and Leadership Using The Change Cycle™

By Anu Ganesh

Change has always been a necessary and constant aspect of life and work, and our world is changing more rapidly than ever. As a project manager, it is likely that you will have to cope with a variety of changes in the near future, and your success depends on how you adapt to change. However, it is important to remember that not everyone reacts to change in the same way because change creates an emotional response. That being said, people do react, respond and adjust to change in a sequence of six predictable stages.



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Change Management and Leadership Using The Change Cycle™

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The Change Cycle™ (shown on the previous page) is a model that identifies the thoughts, feelings and behaviors associated with each stage of change. There is no better map to assist you in navigating through the changes in your life.

Let's examine each stage of change using a general, hypothetical situation. You are presented with a significant change in your life. It could be in your work life or your home life.

Stage 1 – LOSS

Since loss deals with your personal safety, you have feelings of fear (fear of the unknown), and your thoughts are cautious – if you are losing something familiar, you proceed with caution – and your behavior is paralyzed; worry or concern can impact our ability to function at our normal pace.

In the initial stage of change, you admit to yourself that regardless of whether or not you perceive the change to be good or bad, there will be a sense of loss of what "was." This may be accompanied by the question, "They're going to do what?" This results in you being quiet, self-focused, and cautious as you ponder, "What does this mean for me?"

A person struggling with change during this phase most likely views the change pessimistically and skeptically. Thoughts may include: "This really won't impact my department;" or "This can't be happening!" or "They said this before . . . we'll see!"

But the person who successfully navigates through the "loss" phase of change desires more information about the impacts, confronts the fear by communicating it with someone they trust, and takes the time to mentally process the change.

What can change leaders do to help those affected by the change be successful in adapting to the sense of loss? First of all, over communicate the change. Once the change is announced, allow people about a day to process it, and then communicate it again and again. Create a sense of safety by facilitating a forum to find out what are everyone's concerns. You can do this by attending staff meetings or conducting independent briefings. Expect some silence and blank stares initially, but after a "quiet" stage when people are absorbing the change, they will begin to open up.

When communicating the change, use straight talk from the heart and consider the "rule of seven," which postulates that it takes a person hearing a message seven times before they accept it. Communication is also about listening, not just speaking, so listen to everyone's concerns and write them down on a flip chart for later reference. Also, respond to concerns where it is appropriate.

Stage 2 – DOUBT

After the initial feeling of loss due to change, the next stage we experience is doubt. Doubt deals with your need for information

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because you only know that the significant change in your life will cause you to make adjustments. You doubt the facts and struggle to find information about the change that you believe is valid. Your thinking becomes clouded by resentment, skepticism, and blame. Most of the doubt comes from incomplete information, like trying to put together a jigsaw puzzle without the box lid for reference.

The person who struggles during this stage generally reacts similarly to the Loss stage – they become defensive, skeptical and cynical. Thoughts could include ones like, “There’s no way this will work,” or “This doesn’t make any sense,” or “Have they even thought this through?” But the successful person has the same reaction as they did in the Loss stage – wanting more information, discussing their doubts and taking time to mentally process the change.

Since more skepticism, or even conflict, is expected from people noting why the change doesn’t make sense and won’t work, it is important for change leaders to clarify expectations, continue to communicate what has changed and what has not, and stick with any deadlines related to change implementation. Keep holding open forums at staff or other meetings to find out what people need, because what is obvious to may not be to others. Ask them what information they still want and let them know who has it, and advertise any upcoming training and available resources that will help them with the change. This will help provide focus and facilitate work getting done.

Stage 3 – DISCOMFORT

You will recognize the discomfort because your motivation level decreases. The change and all it means has now become clear and starts to settle in, and frustration and lethargy rule until possibility begins to take over. This mainly because the change effort doesn’t seem to be working, and those affected by suffer from low morale, low productivity and high confusion.

Those who struggle during this stage typically exhibit a “don’t care” attitude. They often think, “I’m working so hard, but I don’t even know if I should still be working on this project given all the change.” They feel completely overwhelmed and think they’ve come to the end of their rope; they just want to throw up their hands and say, “Whatever!” and walk away.

In contrast, those who succeed during the Discomfort stage recognize that they need help in prioritizing tasks so they know what to do and whether the project is still viable, given all the change. They know that they must take small steps and work on things that have better clarity and more information, and allow themselves some leeway when things aren’t going the way they seem they should.

During this stage, change leaders must stay the course and not give up, even though things typically go awry! If your metrics are going in the wrong direction, so are morale and confusion. Help people get refocused on the work that need to get done, not just on the change. This is where the art of micromanaging can come in handy; not in the sense of how people do their work, but rather in what they do (or don’t do) in this stage. Watch for illnesses or other reasons to miss work, including accidents. These are indicators that people are not managing themselves tightly enough, so you must manage them tighter. Insist people get the right things done and to get rest. Continue to hold facilitated forums and ask people what glitches they see. After all, they are the ones with the best knowledge to help solve some of the glitches.

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THE DANGER ZONE

The Danger Zone represents the pivotal place where you make the choice to either move on to the next stage and unveil the opportunities the change has presented, or to choose fear and return to Stage 1 (Loss). If you choose to forge ahead, you will begin to realize that the change is actually positive!

Stage 4 – DISCOVERY

This stage is where you can start to see the “light at the end of the tunnel.” Your perspective begins to change, you have a feeling of anticipation, and you are willing to make decisions that give a new sense of control and hope. You are optimistic about a good outcome because you have choices. You will also notice energy returning to the organization and the creative juices start flowing again.

Those who struggle during the Discovery stage are still hesitant about making decisions because they want to please everyone. They want more time to think or to explore “better” ideas, or they might still be pessimistic and find problems with any idea.

The one who is successful during this stage becomes energized, optimistic and more creative. They think, “This has real possibility! I’m excited! This is going to be fun! Let’s go!”

In this stage, change leaders can generate momentum, forward movement and solve problems by bringing people together to brainstorm about the ‘glitches’ identified in Stage 3. Because people feel more empowered and included in the change, this is where you can ease up on the micromanaging that was necessary previously and adopt a more hands-off supervision style. Assign teams to propose solutions to key glitches and implement some of the solutions right away to create momentum. Most importantly, become a “cheerleader” who applauds new thinking and creative solutions.

Stage 5 – UNDERSTANDING

Now that you have been involved in solving some of the problems that the change generated, you have a much better understanding about it. You are more confident, you think pragmatically, and your behavior is more productive. The metrics tell you that the return on investment is worth it.

Those who struggle during this stage actually can be a bit over-enthusiastic and critical of those who are taking things more slowly. They might even still be somewhat reluctant to see the change as being positive, viewing it as not being any better than the way things used to be. The successful individual, though, exercises patience with both themselves and others. They understand that there is much more to learn and do, and they celebrate accomplishments along the way.

Change leaders can continue to improve morale and buy-in by continuing to keep the change effort on meeting agendas, and formally celebrating achievements and sharing metrics that indicate things are moving in the right direction. Stay engaged with the organization by asking people what results and any personal benefits they might be seeing from the change. The new way is still uncomfortable, and people are still less confident in the new ways of operating, so you must help them find the benefits to them personally so they embrace the change and can move to the next stage.

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This stage is dangerous; even management thinks the change is complete and the metrics 'prove it'... but it's not just yet.

Stage 6 – INTEGRATION

This is the final stage where you have regained your ability and willingness to be flexible, where you feel satisfied and are generous toward others with your experiences. You have focused insight into the ramifications, consequences, and rewards of the change - past, present, and future. The change is no longer "change" – it's just the way we do it now. The former changes are now integrated into the processes, systems, and behaviors.

Despite reaching the last stage and change acceptance seems to be going well, there are still those who struggle at this point. They can become complacent, failing to be responsive to the new business environment, or believing that that things will go back to normal and there will be no more changes. They can also become arrogant and not share credit with others for successes, or be willing to share their experiences with others. The person who is successful in this final stage is eager to help others by sharing the lessons they've learned and what they would do differently the next time change comes about. They accept change as a part of growth, are open to what the future holds (including more change), and are quick to perceive the next change that will help create more success.

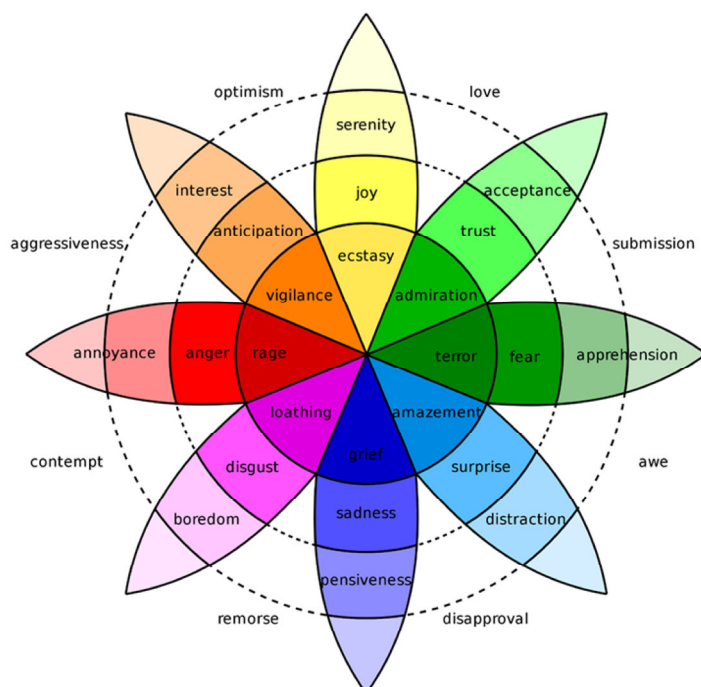
Just because the Integration stage seems like the end of the change and those who led the charge can relax, this isn't so. You must keep acknowledging and celebrating the successes. Find out what people have learned and what they would do differently next time (because there will be a next time) and make sure they also know what they did well to help achieve the change successfully. Stay vigilant and start planning for the future and its changes. People will be more skilled the next time a change is implemented, particularly if you underscore their successes, but you should still create a plan to close any skill gaps for future change.

What helps you to be mindful and productive?

If you only have 30 seconds, use the image at right to see what emotions you are feeling in the moment and then decide which you want to amplify and which you want to note, acknowledge and let go. Your success and fulfillment (emotional, mental, spiritual, and physical well-being) depend on how well you adapt to change.



— Anu is the Strategies and Enterprise Architectures Lead in the Information Resources organization at Washington River Protection Solutions, a prime contractor to DOE at the Hanford Site.



It is Not One World — What We Do and How We Do It Matters

Seven Causes of Project Failure

Why Projects Fail

Project failure can happen in any organization and to any project. There are an infinite number of reasons for failure. Sometimes it's out of the control of a project manager and/or the team members. Sometimes failure is controllable. Failed projects and people involved with the failure have some things in common. In both cases they are given prescriptions for "quick fixes" which typically prove to be ineffective and can sometimes produce disastrous side effects.

Using a medical metaphor, flu's are viral and are unresponsive to antibiotic drugs. For projects, technology is the antibiotic often prescribed. Suggestions like, upgrade your software for tracking the project, use the critical chain instead of the critical path, or use a Monte Carlo simulation to compute the project risks. In many cases, these powerful interventions fail because they are inappropriately applied.

The goal of project management is to produce a successful product or service. Often this goal is hindered by the errors of omission as well as commission by management, project managers, team members and others associated with the projects. The purpose of this paper is to enable the identification of the common causes of project failures through the use of surveys and questionnaires to provide information which can be used to mitigate their occurrence and in many cases repair the damage caused and hopefully, recover the projects.

Projects most commonly fail because there is a lack of attention and efforts being applied to seven project performance factors:

Focus on business value, not technical detail. This involves establishing a clear link between the project and the organizations key strategic practices. The project plan needs to cover the planned delivery, the business change required and the means of benefits realization.

Establish clear accountability for measured results. There must be clear view of the interdependencies between the projects, the benefits, and the criteria against which success will be judged. It is necessary to establish a reasonably stable requirement baseline before any other work goes forward. Requirements may still continue to creep. In virtually all projects there will be some degree of "learning what the requirements really are" while building the project product.

Have consistent processes for managing unambiguous checkpoints. Successful large projects typically have software measurement programs for capturing productivity and quality historical data that can be used to compare it against similar projects in order to judge the validity of schedules, costs, quality, and other project related factors. The lack of effective quality centered mechanisms can be a major contributor to both cost and schedule overruns.

Have a consistent methodology for planning and executing projects. There should be a detailed plan developed before any release date of a project is announced. Inadequate planning is one of the major reasons why projects spin out of control.

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Include the customer at the beginning of the project and continually involve the customer as things change so that the required adjustments can be made together. It has been observed that successful projects occur when end users (customers) and the project members work as teams in the same cubicle, although this is not always possible. Projects are less likely to fail if there are informed customers giving meaningful input during every phase of requirements elicitation, product description and implementation. The customer needs to be asking, "how are the project result used over time and what do I get out of the results?"

Manage and motivate people so that project efforts will experience a zone of optimal performance throughout its life. This involves managing and retaining the most highly skilled and productive people. Knowledge is money. A project team made up of higher paid people with the right specialized skills is worth more per dollar than a group of lower cost people who need weeks or months of training before they can start to be productive.

Provide the project team members the tools and techniques the need to produce consistently successful projects. The project team must be skilled and experienced with clear defined roles and responsibilities. If not, there must be access to expertise which can benefit those fulfilling the requisite roles.

— Excerpted from Discenza, R. & Forman, J. B. (2007).

[Seven causes of project failure: how to recognize them and how to initiate project recovery.](#)

Paper presented at PMI® Global Congress 2007—North America, Atlanta, GA. Newtown Square, PA: Project Management Institute.

PASEG v5 Update Under Way, Call for Changes Sent

The National Defense Industrial Association's Planning and Scheduling Excellence Guide (PASEG) is in the early stages of its regular update. The guide is updated periodically in an effort to keep it current and relevant. The current version of the PASEG was updated in September 2019.

As part of the update process, a request for changes has been sent to NDIA Integrated Program Management Division members. Proposed changes will be accepted through August, with the document update to follow.

You can view the current PASEG Version 4 [here](#). For further details about this process or the PASEG in general, or to submit a comment for consideration in the Version 5 update, contact Derek Lehman, EFCOG Project Delivery Working Group Scheduling Lead, by [e-mail](#). You can also contact your contractor's Planning/Scheduling lead for additional information.



Just for Fun: May's Notable Events and Famous Birthdays

1 — Cheerios were first sold (1941), and Mr. Potato Head was introduced (1952), and singer Tim McGraw was born (1967).

2 — Pediatrician Dr. Spock (1903) and singer Bing Crosby (1904) were born.

3 — Boxing champ Sugar Ray Robinson (1921), and singers Frankie Valli (1937) and Jewel (1974) were born.

4 — Native Americans sold Manhattan Island for goods worth \$24 (1626), the record player was first demonstrated (1878), and actress Audrey Hepburn (1929) and singer Randy Travis (1959) were born.

5 — Socialist Karl Marx was born (1818), the first train robbery occurred (1865), singer Tammy Wynette was born (1942), and **Alan Shepard became the first American in space** (1961).



6 — Psychiatrist Sigmund Freud (1856) was born, the Eiffel Tower was completed (1889), baseball star Willie Mays was born (1931), the Hindenburg exploded (1937), actor George Clooney was born (1961), and the English Channel tunnel opened (1994).

7 — Composers Johannes Brahms (1833) and Peter Tchaikovsky (1840), actor Gary Cooper (1901) and football star Johnny Unitas (1933) were born, and the Beatles released their final album (1970).

8 — The U.S. Post Office was established (1794), President Harry Truman was born (1884), Germany surrendered to the Allies (1945), and **Mad Magazine debuted** (1952).



9 — The first transcontinental railroad was completed (1869), Coca-Cola was invented (1886), the lawnmower was patented (1899), and singer Billy Joel was born (1949).

10 — Dancer Fred Astaire (1899) and singer Bono (1960) were born.

11 — Einstein presented his Theory of Relativity (1916), Muslim leader Louis Farrakhan was born (1933), and the first tubeless tires were manufactured (1947).

12 — The flush toilet was patented (1792), and actress Katherine Hepburn (1907), baseball star Yogi Berra (1925), and comedian George Carlin (1937) were born.

13 — Boxing champ Joe Louis (1914), singer Stevie Wonder (1950), and basketball star Dennis Rodman (1961) were born.

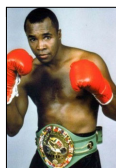
14 — The first permanent English settlement in the New World was established at Jamestown, Virginia (1607), **Vaseline was first sold** (1878), filmmaker George Lucas was born (1944), and Seinfeld aired for the last time (1998).



15 — The U.S. Department of Ag was established (1862), nylons were first sold (1940), and baseball star George Brett (1953) and football star Emmitt Smith (1969) were born.

16 — Root beer was invented (1866), and singer Janet Jackson was born (1966).

17 — The first Kentucky Derby was held (1875), and **boxing great Sugar Ray Leonard was born** (1956).



18 — Baseball stars Brooks Robinson (1937) and Reggie Jackson (1946), singer George Strait (1952), and actress Tina Fey (1970) were born.

19 — The first Ringling Brothers circus was held (1884), and civil rights activist Malcolm X was born (1925).

20 — Actor Jimmy Stewart (1908) and singer Cher (1946) were born, and the Hubble Space Telescope transmitted its first photos (1990).

21 — The American Red Cross was formed (1881), and actor Mr. T was born (1952).

22 — The Great Train Robbery occurred (1868), baseball star Tommy John was born (1943), and **Mr. Rogers' Neighborhood debuted** (1967).



23 — Outlaws Bonnie and Clyde met their demise (1934), and actor Drew Carey was born (1958).

24 — Queen Victoria (1819) and singer Bob Dylan (1941) were born.

25 — The last Ford Model T was built (1927), and the first Star Wars movie was released (1978).

26 — Sportscaster Brent Musburger (1939), and singers Stevie Nicks (1948) and Hank Williams Jr. (1949) were born.

27 — The first "witch trial" execution was held (1647), and the pop-up toaster was patented (1919), and **the Golden Gate Bridge opened** (1937).



28 — Athlete Jim Thorpe was born (1888).

29 — President John F. Kennedy was born (1917), and Sir Edmund Hillary became the first person to reach the top of Mount Everest (1953).

30 — The bra was invented (1889), and bandleader Benny Goodman (1909), football star Gale Sayers (1943) and singer Wynonna Judd (1964) were born.

31 — Actor Clint Eastwood (1930), football star Joe Namath (1943) and model Brooke Shields (1965) were born, and the trans-Alaska oil pipeline was completed (1977).

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