



IMPLEMENT  
Consulting Group

# Benefitting from change management

PGCS Symposium  
Canberra

23 August 2023



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# Introduction to the speaker

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## Programme

2:20 PM Welcome and introduction

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2:25 PM The importance of change as the key driver behind benefits realisation

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2:35 PM Our approach to change management

- Getting off to a good start – the change workshop
- Leading change throughout the project

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3:00 PM Wrap-up and thank you!

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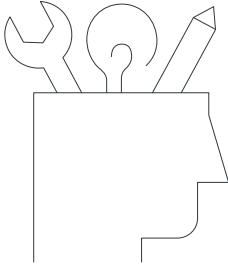
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## Poll

How many of your total project resources do you spend on change?

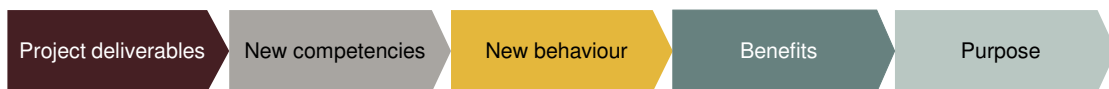
1) > 50%      2) 35-50%      3) 20-35%

4) 10-20%      5) < 10%



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## Change of behaviour is the “weak link”



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## Our approach to change is based on two principles

- 1 Change must be linked directly to the benefits



- 2 It must be easy to work with change



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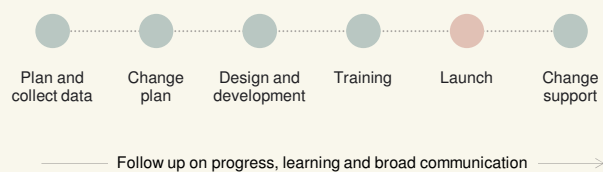
## The change track must be unfolded

To make it easy to work with change, the work must fit in with **the way we lead projects**

### 1 Analysis



### 2 Execution



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Our change model is based on behavioural design and the best of other change management theories and data

### 1 Behavioural design (Kahneman)

### 2 Overcoming resistance to change (Maurer)

### 3 Change via network (Herrero and Gladwell)

### 4 First-line managers as key role in the change (Oxford and Implement)



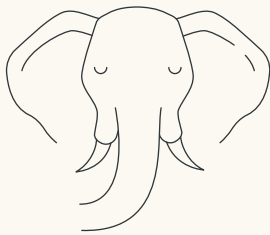
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Behavioural science

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# The elephant



Intuitive

Analytical

Quick

Slow

Automatic

Conscious

Low energy consumption

High energy consumption

Warm

Cool

Online

Offline



# The rider

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**Change** deliverables and objectives of the analysis phase



Deliverables

- > Description of the **expected new behaviour**
- > Overview of **expected change activities**
- > **Estimate** of the change effort
- > **Plan** for the change effort  
... for each employee group or track

Objectives

- Ensuring continued ownership of the change among **benefit owners** <
- Ensuring ownership among **line managers and ambassadors** <
- A credible plan** for how to make the change happen <

## The four parts of the change workshop

**Set a destination – and discuss *WIIFM*** A

- Are these the right benefits?
- Have we missed any benefits?
- And most importantly for the workshop: what are the benefits for our team?

**Describe the behaviour** B

What do we need to:

- Continue doing
- Stop doing
- Start doing ... to reach the destination?

**Reactions to change and individual barriers** C

- What reactions could the change bring?
- How do we best overcome individual (personal) barriers?

**Barriers in the surroundings** D

- What other barriers could the change bring?
- How do we best overcome these barriers?

Overcoming resistance to change (Maurer) Tools: poster Tools: poster Tools: poster

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## Resistance to change (Rick Maurer)

I like it (no resistance – positive to the change)

I don't understand it (logical, rational reaction)

I don't like it (emotional reaction)

I don't like you (reaction to lack of trust)

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# The four parts of the change workshop



## Set a destination – and discuss *WIIFM*

A

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- Have we missed any benefits?
- And most importantly for the workshop: what are the benefits for our team?

## Describe the behaviour

B

- What do we need to:
- Continue doing
  - Stop doing
  - Start doing ... to reach the destination?

## Reactions to change and individual barriers

C

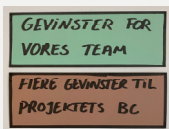
- What reactions could the change bring?
- How do we best overcome individual (personal) barriers?

## Barriers in the surroundings

D

- What other barriers could the change bring?
- How do we best overcome these barriers?

Overcoming resistance to change (Maurer)



Tools: poster



Tools: poster



Tools: poster

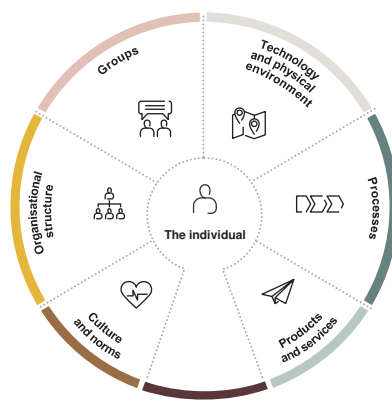


# The barrier wheel



## Organisational barriers

- Groups**  
Is there anything in the group that works against new behaviour? E.g. in language or conversations or in the attitude towards management? Are there groups in the group?
- Organisational structure**  
Are there any factors in the organisation that counteract the desired behaviour? E.g. in rules, values, resources or organisational structure?
- Norms and culture**  
Does the organisational culture enable the desired behaviour, or are there organisational norms that stand in the way of being able to create change?



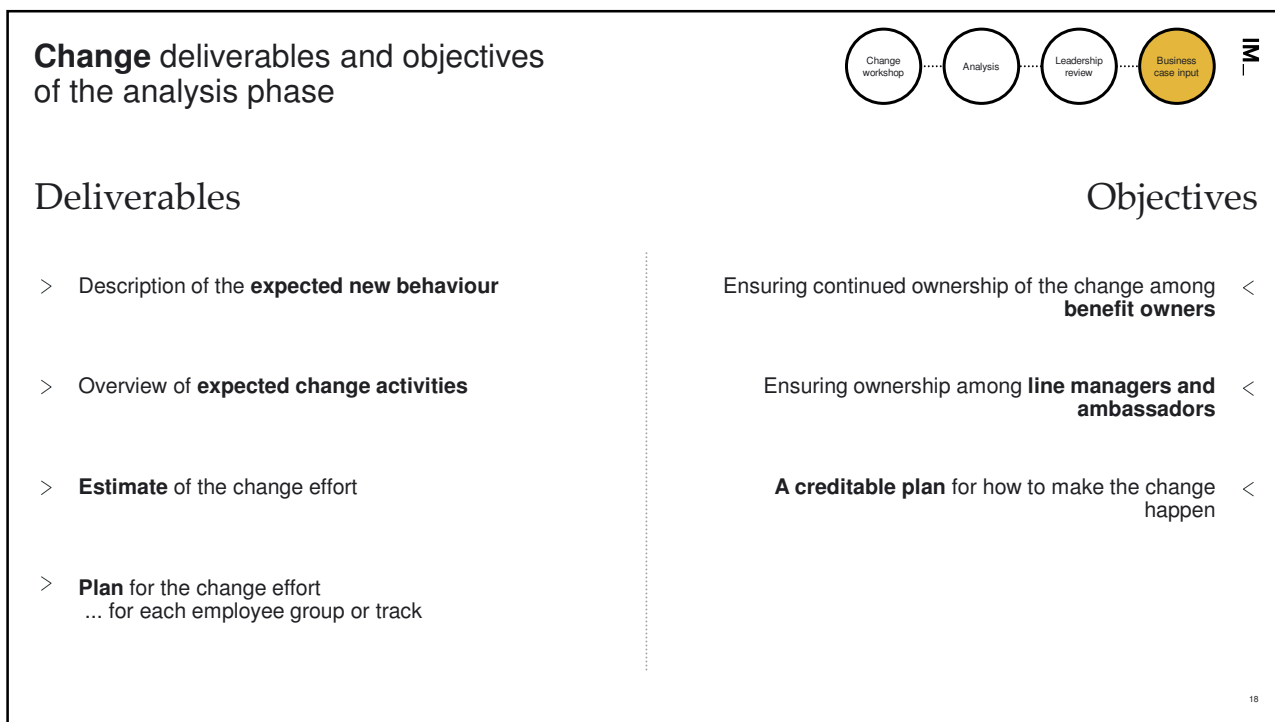
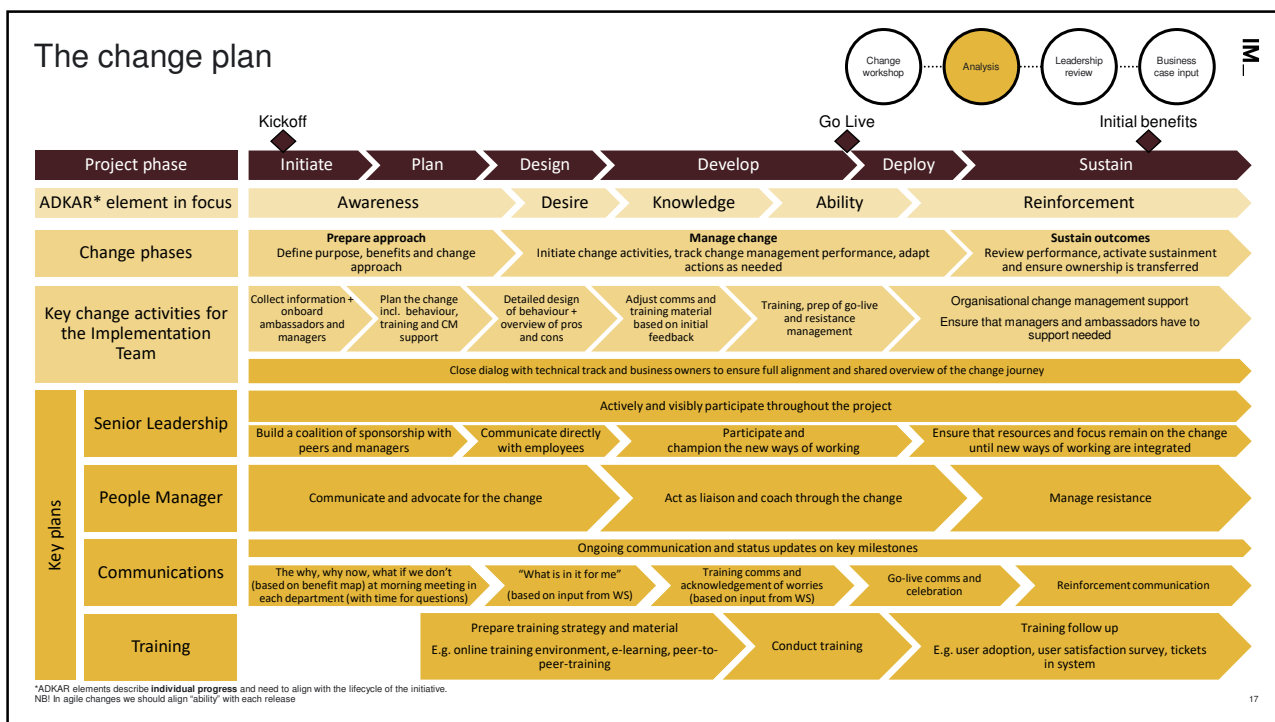
## Technical barriers

- Technology and physical environment**  
Are technological tools, aids or a new physical environment needed to implement the new behaviour?
- Processes**  
Are there parts of the current processes that work against the change of behaviour?
- Products and services**  
What new products or services, if any, are necessary to implement the new behaviour?

## Individual barriers

What reactions to change can we anticipate in each employee, and how should we deal with them? What competences create the conditions for the new behaviour?





# Backstage leadership

The diagram illustrates the concept of backstage leadership. It shows a hierarchy of influence: a single person on the left (Project manager/change specialist) has a bidirectional arrow to a group of two people (First-line managers/ambassadors). This group has bidirectional arrows to three larger groups of people (Employees/groupings/networks). The groups increase in size from left to right, representing the spread of change.

**Project manager/change specialist**  
(practises backstage leadership)

**First-line managers/ambassadors**  
(primary creators of change)

**Employees/groupings/networks**  
(new behaviour creates more new behaviour)

Inspired by Herrero (2011)

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## “Tipping point” for change of behaviour

The graph plots 'Spreading new behaviour (employees)' on the y-axis against 'Time' on the x-axis. The curve starts with a slow, linear increase, then accelerates sharply, and finally levels off. Two points are marked with stars: 'First critical mass achieved' at the start of the sharp increase, and 'New critical mass – conformity achieved' at the end of the sharp increase. Below the x-axis, three phases are identified: 'Relatively quiet period' (before the first critical mass), 'New behaviour is spread' (during the sharp increase), and 'New behaviour is implemented' (after the second critical mass).

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Reflections  
and questions

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Thank you.

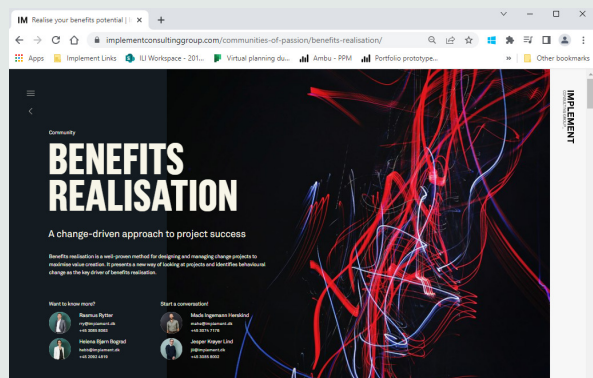
See you at the masterclass tomorrow 😊



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