Project Management Institute® Western Michigan

TOOLKIT

PROFESSIONAL DEVELOPMENT
FOR WEST MICHIGAN PROJECT MANAGERS

An enriching, engaging virtual session
to get you through the pandemic and beyond!

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Plenary Session
The World is Changing:
We are Living in a VUCA World

Volatility, uncertainty, complexity and ambiguity

📽 Watch Vuca Transformation

Notes:

How are you Coping?

1-10 RESET! Recovery Check-In Survey

Use this checklist to help others move from reactive to proactive.

1   **I am reacting to the current conditions** and not focused on opportunities and growth possibilities at this time

2   **I am mostly reacting to the current conditions** and not focused on opportunities and growth possibilities

3   **I am reacting to the current conditions and only slightly focused** on opportunities and growth possibilities

4   **I am reacting to the current conditions and somewhat focused** on opportunities and growth possibilities

5   **I am still reacting to the current conditions but also focusing on opportunities** and growth possibilities

6   **I am focusing less on reacting and focused more on opportunities** and growth possibilities some of the time

7   **I am focusing on opportunities and growth possibilities most of the time** and have started to think about what I need to do to move ahead

8   **I am fully focusing on opportunities and growth possibilities all of the time** and am actively planning for the future

9   **I am fully engaged in opportunities and growth possibilities and have acted on plans** I have made to move ahead

10   **I have already actively engaged in successful growth steps** and am monitoring my progress
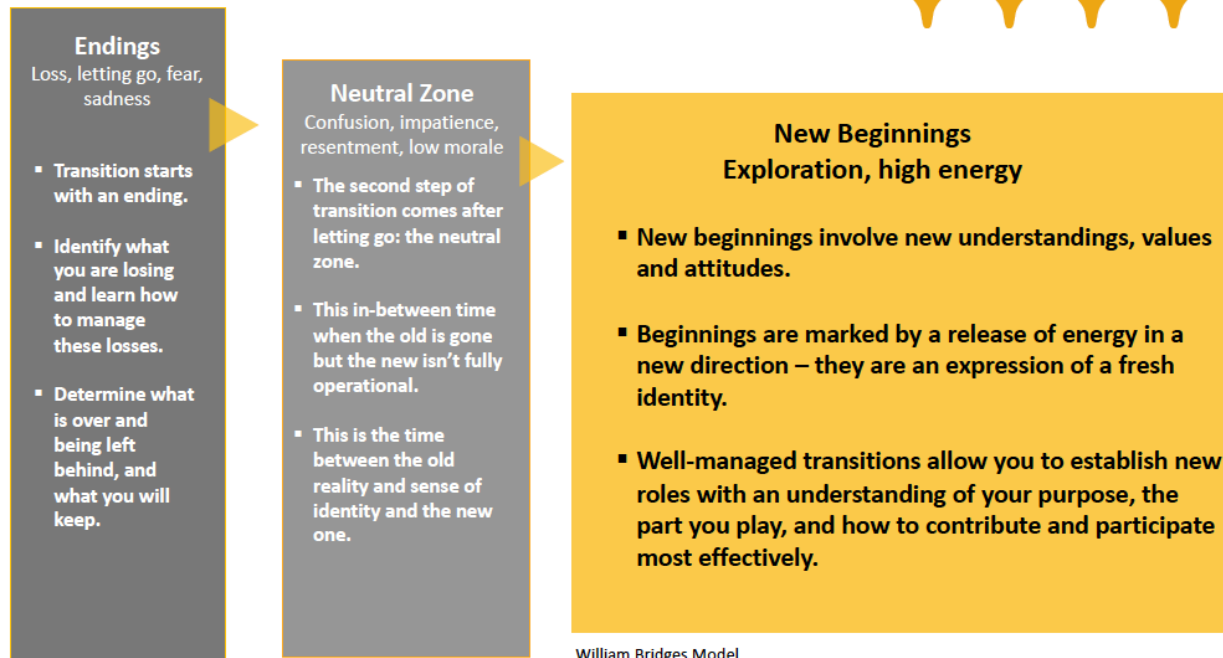
Notes:

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Leverage Your People Skills

Watch Leading Through COVID

Notes:

Session 1
Essential Skills for Managing Change

Bridges Model: WHERE ARE YOU? R E S E T

Endings
Loss, letting go, fear, sadness

- Transition starts with an ending.

- Identify what you are losing and learn how to manage these losses.

- Determine what is over and being left behind, and what you will keep.

Neutral Zone
Confusion, impatience, resentment, low morale

- The second step of transition comes after letting go: the neutral zone.

- This in-between time when the old is gone but the new isn't fully operational.

- This is the time between the old reality and sense of identity and the new one.

New Beginnings
Exploration, high energy

- New beginnings involve new understandings, values and attitudes.

- Beginnings are marked by a release of energy in a new direction – they are an expression of a fresh identity.

- Well-managed transitions allow you to establish new roles with an understanding of your purpose, the part you play, and how to contribute and participate most effectively.

William Bridges Model

Notes:

Skills for Getting Through Change

RESET

Endings	Transition	New Beginnings
■ Reflect on what you are losing ■ Release what you can't control	■ Set short-term goals ■ Look for new opportunities.	■ Commit to a "it's safe-to-fail" personal policy ■ Ask for support from others ■ Celebrate little wins and successes
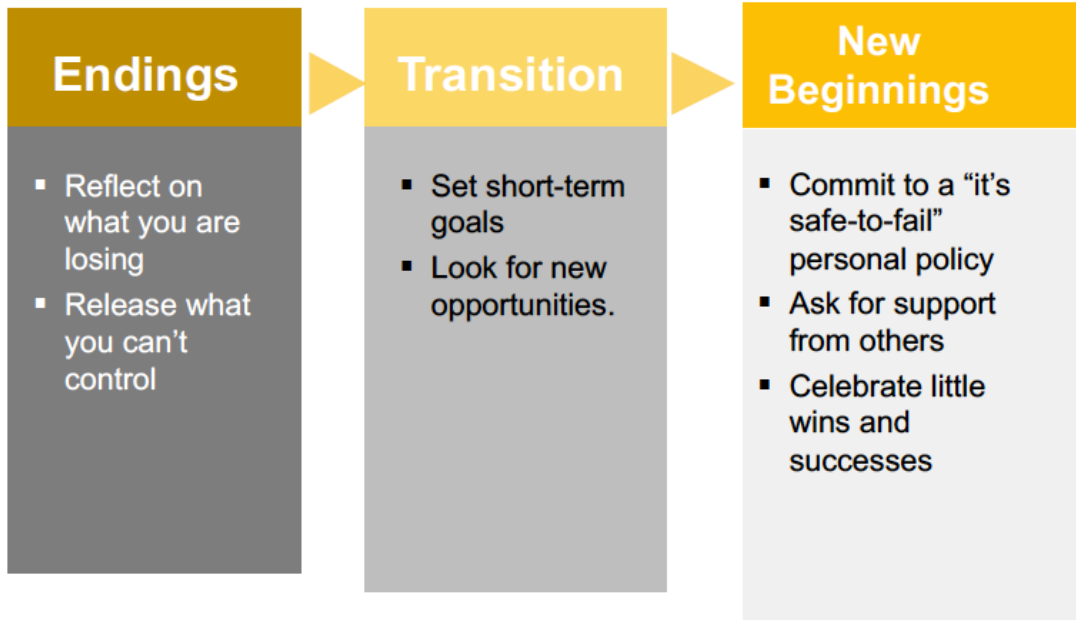
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The ADKAR Model:
Stepping Stones to Change

A	D	K	A	R
Awareness of Change "I understand why…"	**Desire to Change** "I have decided to…"	**Knowledge of the Change** " I know how to…"	**Ability to Change** "I am able to…"	**Reinforcement for Changing** "I will continue to…"
Get in front of the change and find out what is happening and why?	What pain points will be resolved? What direct benefits realized?	List the skills and knowledge needed for the change, both during and after the transition.	Considering your skills and knowledge, evaluate your ability to perform or act in the new way?	List the reinforcement that will help to retain the change. Is support in place to make the change stick?

Are there incentives to not change? |

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ADKAR Skills for Change Scorecard

Step	Score 1-5	Actions needed
Awareness of the need to change		
Desire to participate and support the change		
Knowledge about how to change		
Ability to implement new skills and behaviors		
Reinforcement to keep the change in place		

Notes:

ADKAR Action Plan

A (Awareness)
What needs to change and why?

D (Desire)
 What is driving the change? What are the benefits?

K (Knowledge)
What skills or additional knowledge is needed to accomplish the change?

A (Ability)
What is your current ability to accomplish the needed changes?

R (Reinforcement)
Create a list of reinforcements that will sustain the change.
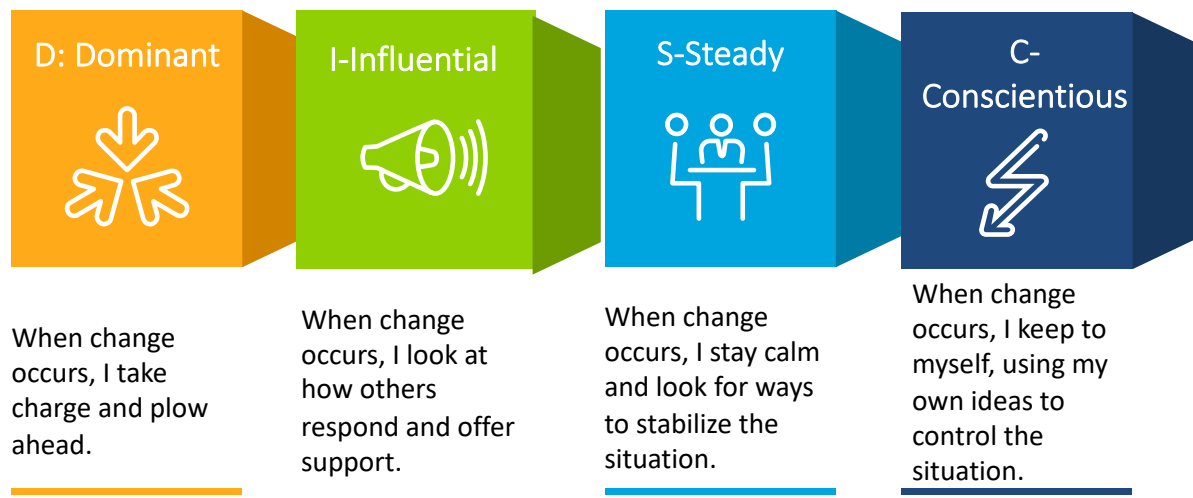
Session 2
Know Your DISC Style

Open your DISC PROFESSIONAL STYE BOOKLET and follow along.

What's Your
DISC Professional Stye?

Dominant
Direct & Confident

Influential
Persuasive & Friendly

Steady
Calm & Consistent

Conscientious
Precise & Detailed

Notes:

How DISC Styles Approach Change

D: Dominant	I-Influential	S-Steady	C-Conscientious
When change occurs, I take charge and plow ahead.	When change occurs, I look at how others respond and offer support.	When change occurs, I stay calm and look for ways to stabilize the situation.	When change occurs, I keep to myself, using my own ideas to control the situation.

Notes:

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Session 3
Collaborating with Others Through Change

The DISC Decoder
Use two tools to manage others: The DISC Decoder and the ADKAR Scorecard.
This decoder to understand how to support others on projects and during times
of change:

Is the person action oriented or more stable?
Are they challenging or more collaborative?
Do they focus on what, who, how or why?
Are they active, accepting, thoughtful or questioning?
Your best guess on DISC Professional Style:

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How DISC Styles Manage Change

D-Dominant: *Bring on the change*

Need	*Results…Getting it done! Movement…Action*
Change Approach.	*Now, if not sooner*
Change Support Needs	*Detail…Planning…Sensitivity… Standards…Caution…Beginnings… Slow them down, focus on steps and detail, don't forget to bring people along*

I-Influential: *Let's not upset anyone*

Need	*Harmony (keeping everyone happy)*
Change Approach	*Erratic. No bottom lines*
Change Support Needs	*Single focus…Task Steps…Standards...* *Help them tolerate conflict; follow-though to achieve real change*

S-Steady: *Wait, I need more information before I can move ahead*

Need	*Predictability...Status Quo…Knowing the steps*
Change Approach	*Methodical…Steady…Hesitant at first*
Change Support Needs	*Risk and innovation...Change...Timing...* *Provide information and urgency, help them to move from planning to action*

C-Conscientious: *Make sure the change is done correctly*

Need	*Conformity to their standard…Correctness*
Change Approach	*Endings…Critiques...Review of Standards*
Change Support Needs	*Align the change to their standards, offer time for questions, create deadlines*

ADKAR Skills for Change Scorecard

Step	Score 1-5	Actions needed
Awareness of the need to change		
Desire to participate and support the change		
Knowledge about how to change		
Ability to implement new skills and behaviors		
Reinforcement to keep the change in place		

Identify a key person you want support better

Use the **DISC DECODER** and **ADKAR SCORECARD**
Create several supportive actions to improve this person's adaptability to change:

1.

2.

3.

Checklist:

Coaching a Growth Mindset on Projects

Avoid Categorizing Others

Sorting team memebers into ability groupings (high performers together, and low performers together) can reinforce a fixed mindset and signal to others that you have different expectations of individuals based on their past performance.. Instead, try to:

- ❏ Integrate mixed ability groupings on projects
- ❏ Emphasize high expectations for all
- ❏ Avoid use of "person labels" such as "smart," or being a "high potential"
- ❏ Acknowledge different team members publicly for effort (much easier when focus is on learning strategies and process rather than summative performance)

Set a Growth Mindset Norm

Teach teams about the malleability of the brain helps them understand the scientific evidence for why it is true that the we can all grow our abilities. It is especially important to:

- ❏ Teach team members that our brains gets stronger when we're challenged
- ❏ Emphasize the goal of learning above (but not necessarily to the exclusion of) specific outcomes
- ❏ Create environments where intellectual struggle is embraced
- ❏ Create opportunities to celebrate and publicly introspect about mistakes

Give Feedback & Assess

Opportunities to receive performance feedback are an essential part of improving our abilities and reinforcing a growth mindset. Try to incorporate these strategies:

- ❏ Provide praise that focuses on the process rather than correctness or speed
- ❏ Ensure praise for trying hard (effort praise) is authentic and warranted
  If the team member didn't try hard, they may conclude their success is due to innate ability
- ❏ When teams members are struggling, affirm high standards and provide reassurance that you believe in their ability to succeed
- ❏ Provide descriptive feedback that focuses team members on improvement opportunities
- ❏ Structure tasks so that revisions are allowed (or required)
- ❏ Encourage help-seeking and collaboration, but not as a shortcut around struggle

Session 4

Create an Action Plan to RESET Your Future

It is one year from now.
The pandemic has passed yet some changes have remained.

You have successfully adapted as a project manager and professional.

Use the RESET Roadmap to plan a way forward.

RESET ROADMAP
Backwards from Perfect

(R) **Review** your desired end goal -what does it look, feel, or sound like? How will you know when you have arrived? Step back. Where you are in relationship to your goal? Looking backwards from the goal to your location, assign a tentative completion date for the goal.

(E) **Establish** the critical steps that will move you toward achieving your goal. Assign tentative timelines for each step.

(S) **Select** the resources needed (human or otherwise) that will move you toward your goal. Create micro-actions needed to obtain these resources.

(E) **Enter** the steps and actions into the visual roadmap. Share with others to get feedback and make your intentions public.

(T) **Track** progress, make necessary adaptations and changes, react quickly to fix problems to keep moving ahead.

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RESET WORKSHEET
Backwards from Perfect

Actions Needed

R

E

S

E

T

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Additional Resources

1. Four Project Management Trends
https://www.forbes.com/sites/danabrownlee/2019/07/21/4-project-management-trends-on-the-horizonare-you-ready/

2. What do you Need do to be an Effective Pm in Turbulent Times
https://www.pm-partners.com.au/what-do-you-need-to-be-an-effective-pm-in-turbulent-times

3. What COVID 19 can Teach us About Project Management?
https://www.sciforma.com/blog/what-covid-19-crisis-can-teach-us-about-project-management

4. **https://www.projectmanagement.com/blog-post/64131/The-Project-Manager-s-Survival-Guide-to-Leading-Teams-During-a-Global-Pandemic**

5. Read about career advice for a changing world:
https://www.strategy-business.com/article/Career-advice-for-a-changing-world?gko=55da1&utm_source=itw&utm_medium=itw20200721&utm_campaign=resp

6. Read about new world/new skills
https://www.strategy-business.com/blog/The-case-for-change-New-world-new-skills

7. Read about career advice for a changing world:
https://www.strategy-business.com/article/Career-advice-for-a-changing-world?gko=55da1&utm_source=itw&utm_medium=itw20200721&utm_campaign=resp

8. There Is No Going Back to Normal (video) - Simon Sinek
https://www.youtube.com/watch?v=ThJdlJD-foY

9. Bain: Leading Through COVID-19
https://www.bain.com/insights/leading-through-covid19-video/

10. Growth Mindset Self-Assessment
https://www.londonacademyofit.co.uk/blog/interactive-quiz-fixed-vs-growth-mindset

11. *What Employees Need to Hear From Leaders in Times Of Crisis*
https://sloanreview.mit.edu/article/what-employees-need-to-hear-from-leaders-in-times-of-crisis/

12. DISC Professional Styles
http://www.discprofessionalstyles.com

13. Josh Bersin – Insights on Work, Talent, Learning, Leadership and HR Technology

http://joshbersin.com

Learning with CLI

CLI specializes in leadership & team development in additon to...

COACHING SERVICES

Create a coaching culture with our coaching services.

LEARNING SOLUTIONS

Customized learning experiences designed to grab the attention of your employees and allow them to apply gains immediately.

PERFORMANCE ASSESSMENTS

Our "best-in-class" assessments provide you with an affordable, valid and reliable tool as an option to commercial assessments. Let CLI show you how to leverage our custom-branded assessments to fit your needs.

STRATEGIC SOLUTIONS

Build a powerful and forward-looking strategy with our help.

MOTIVATIONAL EVENTS

CLI provides exciting hands-on experiential team events that build enthusiasm and collaboration. Choose from a variety of events that leave your team inspired and prepared to tackle challenges as never before.

CULTURAL CHANGE & CULTURE ASSESSMENT FACILITATION

Your corporate culture has a significant impact on whether or not your company accomplishes its most significant goals.

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