

Effective Change Projects

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Change Projects

- ◆ Projects can provide
 - Focus
 - Organisation and structure
 - Control (or the illusion of!)
 - Transparency of inputs
 - Certainty of outputs
 - Clear boundaries
 - Progress reporting
 - Activity (and lots of it!)
 - Comfort
 - Engagement
 - Hierarchy
 - Development opportunities
 - Simplicity out of complexity
 - Reference points

Thoughts About Projects

- ◆ Do projects help us to make sense of where we want to go? Are they the right choice of activity?
- ◆ Do they offer a better chance of success if they map onto the current structure and culture or should they be anti those?
- ◆ How can we avoid projects being 'kicked into the long grass' and change being seen as someone else's concern.
- ◆ If the 'day job' has damaged elements of the council's performance down, is there a danger in making projects part of the 'day job'?
- ◆ Are we brave enough to 'kill-off' failing projects?
- ◆ Would we still choose projects as the main means of effecting change if we were aware of other methods?

Practical considerations

- ◆ What's the optimum way to provide time for and to de-prioritise other work to deliver the projects?
- ◆ How far have those involved in projects permission to let go of other things and really commit to project working?
- ◆ Project leaders and participants will benefit from training, facilitation assistance, project management software.
- ◆ What's our experience of the best ways to coordinate, refresh, retain dynamism and the attraction of change projects?
- ◆ What sort of succession planning's in place to ensure the right people are leading/contributing to the projects?



The Paradox of Trying to Systemise Change



- ◆ A change agent population can be cut-off from their peers and seen as a cadre of special people – how can we avoid this?
- ◆ Success can be about stirring unexpected networks and conversations into life
- ◆ What can be viewed as rather subversive activity can become increasingly accepted as a legitimate way to work