

PART 4

MAKING IT HAPPEN

Project and Change Management Skills for Leaders

The Skills You Need Guide to
Leadership

SKILLS YOU NEED
Helping You Develop Life Skills

**The Skills You Need
Guide to Leadership**

MAKING IT HAPPEN: PROJECT AND CHANGE MANAGEMENT SKILLS FOR LEADERS

Skills You Need

This is one of a series of eBooks
by Skills You Need available for sale at:

www.skillsyouneed.com

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law.

ISBN: 978-1-911084-19-8

Published by Skills You Need Ltd

© 2015, 2019 Skills You Need Ltd

This version was published in January 2019

Skills You Need Ltd

“CHANGE IS THE LAW OF LIFE AND THOSE WHO LOOK ONLY TO THE PAST OR PRESENT ARE CERTAIN TO MISS THE FUTURE.”

John F. Kennedy

As a leader, one of your most important responsibilities is to make things happen. Whether that's to support small or large projects, or implement huge organisational changes, there are some key skills that you will need. We're not talking about detailed project management skills, but enough knowledge to understand what is going on, and to make sure that everything is on track.

There is a huge difference between leading a change programme, and acting as a project manager. This eBook is not designed as a project management textbook. Instead, it aims to help leaders to understand about project and change management, and ensure that their overview of change programmes and other projects is effective.

Like the others in the same series, this eBook is designed particularly for new leaders, or those who are preparing for leadership, whether on a temporary or more permanent basis. However, established leaders should also find interesting ideas here.

CONTENTS

CHAPTER 1 - Introduction to Change and Project Leadership	6
CHAPTER 2 - Personal Change	7
Stress: some background.....	8
Dealing with change	8
Managing personal change	10
CHAPTER 3 - Change Management for Leaders	13
What is change?.....	14
Leading and implementing change	18
CHAPTER 4 - Understanding Change	19
Disruptive change.....	20
Understanding organisational culture.....	21
CHAPTER 5 - Implementing Change	24
Why change efforts fail.....	25
Skills and techniques for making change happen.....	27
Creating a compelling vision	30
Communicating the vision.....	35
Resistance to change.....	39
Barriers to problem solving and change	41
Force field analysis	42
Strategies for overcoming resistance to change	44
CHAPTER 6 - Action Planning	46
Breaking down the action plan into steps.....	48
CHAPTER 7 - Project Management for Leaders	51
Basic rules of project management	53
Project planning.....	55
CHAPTER 8- Risk Management	60
Steps for a successful risk management strategy.....	61
Take ownership of risk management.....	64

CHAPTER 9 - Facilitation Skills **65**
Starting the process of facilitation..... **66**
What can you learn from facilitators about leadership?
Some useful tips and techniques..... **68**
CONCLUSION **69**

Introduction to Change and Project Leadership

In this day and age, it's almost impossible to imagine any leadership job or position that does not, at a very fundamental level, involve change. Change is almost constant. But it is also very difficult. We all tend to resist change: we value what we have, and we are concerned about what we might lose.

“CHANGE IS HARD BECAUSE PEOPLE OVERESTIMATE THE VALUE OF WHAT THEY HAVE—AND UNDERESTIMATE THE VALUE OF WHAT THEY MAY GAIN BY GIVING THAT UP.”

James Belasco and Ralph Stayer, *Flight of the Buffalo* (1994)

As a leader, it is part of your job to put away any natural inclination against change and help those that you lead to accept necessary change.

The first step to change, as with leadership, is within yourself. You have to accept and embrace change before you can help and encourage others to do so. People are extremely quick to detect insincerity. You really do have to ‘walk the walk’ when leading change.

This eBook therefore starts with some ideas about personal change. It then moves on to consider change management more generally, and some ideas about implementing change including overcoming resistance. Finally, it turns to the ‘nuts and bolts’: how to achieve change.

The full eBook is available at

www.skillsyouneed.com

The Skills You Need Guide to Leadership

