



# Driving Strategic Transformational Change

A Program Manager's Guide

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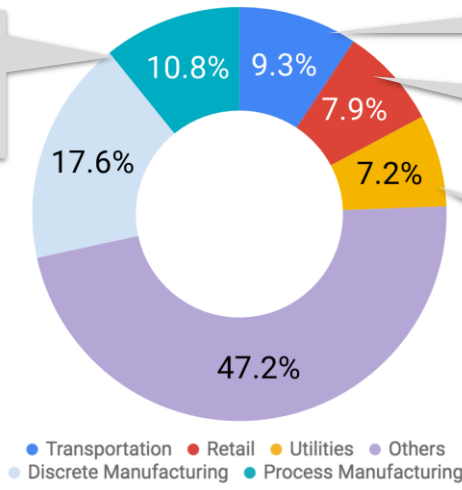
## Track Record of Failure?

In the last 5 years, **1521** businesses that attempted a digital transformation were surveyed

**>70% Failed**

(Source: McKinsey Global Survey)

# Digital Transformation - \$1.25 Trillion in 2019



Smart manufacturing  
Supply chain optimization  
Robotic manufacturing  
Inventory management

Freight management  
Intelligent scheduling

Omni-channel commerce  
Virtual experience  
Nextgen payments

Predictive grid management  
Automated maintenance

Applying digital solutions in new ways to solve business problems

● Transportation ● Retail ● Utilities ● Others  
● Discrete Manufacturing ● Process Manufacturing

(Source: IDC Worldwide Spending Report)

## Today's Focus

- Program Manager's Role
- Program Setup
- Common Pitfalls



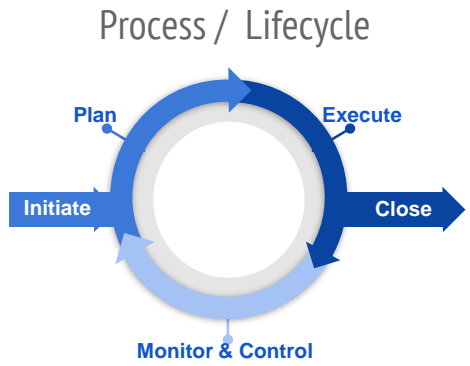
- ✓ Choose the right tools/methodology for your org
- ✓ Key to transformational change is **adoption**

# About Me

- 20+ years in Engineering, Program Management, Product Marketing, Business Management, Operations & Strategy
- Engineering focus in semiconductors and cloud infrastructure
- Specialization in Business Development & Strategy



# Refresh: PMI Program Management Framework



## Knowledge Areas

Integration	Resources
Scope	Communication
Schedule	Risk
Cost	Procurement
Quality	Stakeholders

High-Risk, High-Impact Programs: special focus on **Stakeholders & Communication**

# Program Manager's Role

## PgM Is Not...

Business owner

Functional authority

Program authorizer

## PgM Is...

Planner

Communicator

Orchestrator

## PgM Must...

Drive change story

Understand resistance

Establish trust

Evangelize

# Program Manager's Role



Drive change story

- Understand business value
- Clearly define benefits and end-state

Understand resistance

- How does end-state impact teams?
- Who stands to gain? Lose? Why?

Establish trust

- Understand incentives
- Define shared goals and mutual win-win

Evangelize

- Enable a cultural shift
- Encourage failures & celebrate wins

# Program Setup

Leverage standard Program Management tools and techniques to:

**Drive Adoption & Embrace Change**

## Initiation & Scope

- **Before jumping in, ask:**
  - Is the business value clear?*
  - Are the right teams involved?*
  - Does the program have the right sponsor?*
- **Scale scope to match the sponsor's ability to provide air cover and/or key business teams' support**
  - Breakdown program into achievable phases and meaningful outcomes*
  - If necessary, identify umbrella initiatives that may offer leverage/support*

### Project Charter



Large, high-risk programs need the right sponsor and business support

## Requirements & Deliverables

- **Engage most impacted teams to define requirements and use cases**

*Use a bottom's up approach to demonstrate empathy  
Facilitate non-threatening ways to uncover fears around adoption*



- **Strategically assign tasks/deliverables to the most influential critics**

*Intercept negative feedback by facilitating meaningful engagement  
Empower others to act while adhering to program goals*

Requirements & task ownership are strategic ways to encourage adoption

## Milestones & Metrics

- **Leverage/create forums with audiences that matter**

*Drive accountability through business-led reviews  
Manage critical feedback by bringing it into the open  
Openly encourage failure & align with incentives*

- **Measure what matters**

*Buy-in and adoption more critical than schedule accuracy  
Celebrate small wins and early adopters  
KPIs around changing processes/tools and/or finding errors*



Define milestones that increase risk tolerance and reward desired behavior

## Common Pitfalls #1 (besides understaffing, underfunding, scope creep...)

Failure to articulate business value & end-state

- Inspire with the “why” and map out the “how”
- If a body of work disappears - what happens to those impacted?

Failure to re-train, support, or revamp operations

- New skills/talent need to operate new technology
- Need an onboarding plan

Treating all stakeholders the same

- Spend your time wisely!
- Develop a thoughtful engagement strategy while keeping all informed

## Common Pitfalls #2 (besides understaffing, underfunding, scope creep...)

Public vs private support

- If it's not public, it may not be real
- Check for adoption & process change

Not celebrating the small (and big) wins

- Celebrating wins is critical, especially in the beginning
- Keep them relevant and meaningful

## Case Study: Stakeholder Engagement



### Situation

- Customer faces obscure, intermittent bug
- Director responsible for debug undermines program and calls business case into question



### Impact

- Customer in crisis
- Negativity erodes program support
- Exec leadership questions business case



### Solution

- Engage right stakeholder to align incentive
  1. Customer meeting with VP
  2. Escalation status report with accurate program info
- Director takes renewed responsibility to resolve issue

## Case Study: Converting the Critic



### Situation

- Org-wide initiative to automate operations / business processes
- Lead ops specialist refuses to try new software
- Junior team members follow his lead



### Impact

- Spiral of negativity creates friction between teams
- Engineering effort wasted due to lack of adoption
- Ops team suffers under piling workload



### Solution

- Get buy-in!
  1. Fear: unreliable software will create more workload
  2. Assign critic to draft requirements and use cases
- Critic feels ownership and becomes fervent supporter



## Summary

- **Transformation programs should follow the same PMI best practices**  
*Choose whatever tools/methodologies best suit your team/project*
- **Program Manager must**  
*Understand and evangelize business value*  
*Pre-empt resistance and build trust*  
*Increase tolerance for risk*
- **Strategically setup program to drive adoption and buy-in**

Transformations are meant to look different. Keep evolving!

## Q & A