

“Pivotal” Change Management Guide – Storyboard PM (Chad Parker)

Make Organizational Strategic Change Successes Commonplace, Improvement Natural, and Building a Change Culture Exciting! (rather than Exhausting!)

Ever wonder why even important organizational projects fail at 70% or higher? Ever realize the root cause? As your projects go, so goes...your organization! your teams! and your individual careers!

If you want to progress organizational change, then your leaders must learn how to best integrate formal project management tailored to your operational model.

If you want to inspire transformation at all levels, then you desire to go well beyond status quo. Only proper change project management practices will get you there!

If you want your employees to become “Change Champions”, then you will encourage opportunities that not only benefit you, but their future too.

Get project scope (quality, resources, and time) and organizational support right from the start. Give yourself your best chance for success. Getting it wrong will sabotage you. Just “winging it” will cost you way more than it’s worth...

The Secret to Success!

The secret to change success is organization, buy-in, and adoption (early and often), for the greater good. That’s no small feat, but our programs will guide you!

In stark contrast to the normal failure rate, organizational change projects led by solid change management strategies, not only succeed at a rate of 70-80%, but better sustain change for long-term business maturity.

No matter how many opportunities come along for your organization to chart a new course and conduct transformational changes, be prepared as an organization to make the most of those opportunities and multiply everyone's success.

Change Preparation + Change Opportunity = Change Success

It isn't about business administration and "higher learning" as much as it is about being "in touch", and leading change awareness with "emotional intelligence". Organizational leaders, Change Managers, and Project Managers need to focus on:

- ✓ People (Empathy) – Be people-oriented and respect impact to everyone.
- ✓ Policies (Fluidity) – Be progressive. Always improve projects & SOPs.
- ✓ Tools (Efficiency) – Be proficient. Balance working smarter with harder.

Get ahead of change fears! Your teams are okay if you don't know-it-all. They might be afraid to "rock the boat" with truthful concerns. Frustrations might not be valid. Yet, it might reveal unintended consequences. Consider alleviating any pains!

You should be sure they know that all feedback (anonymous or not) is appreciated, not held against them in anyway, and that you will be regularly checking on how it is going and if the expected benefits are being realized. Make change good for all!

Become a thriving change culture. Align and unite in your organizational goals in ways that bless individuals too. Be willing to compromise. Succeed together!

The good news is that our change, project, knowledge/improvement management programs connect everything in a way that guides you through "pivotal" changes.

Solving the Catch 22 (Balancing Operations & Transformations)!

The more disorganized your change project management's form and function takes the more likely things get stressful and people get tired of change. Get ahead of it!

- × Most changes are imposed on people. They feel “**dictated to**” rather than “collaborated with”. Those impacted most (“doers”) often have least input.

Most organizations don’t like to resort to the help of change experts and project professionals. They rationalize that outsiders don’t know the company as well as insiders who have worked for the organization for years. They have a point! Unfortunately, this often leads to more chaos, friction, and frustration than not. It’s better if functional experts don’t have to be change and project managers too!

You don’t need to lead out with a professional project team, if your team employs purposeful change project management best practices, but regular functional teams don’t usually know change and project management. They must learn!

The less business change and project management knowledge in your organization the more your teams will need to devote time and money to training. But it is worth the investment, if you keep it within reason! And the sooner the better!

If the Organization doesn’t take responsibility to train its’ staff up in organizational project professional development, then project managers (who often already fulfill other middle manager duties) are tasked with doing so “on-the-fly”.

Note: It’s not a realistic obligation in the middle of a project (Especially if said project manager has to teach sponsors and superiors their supporting roles as well.)

- × Most organizations temporarily hire and/or fire project managers when project management work is done, supposing others will sustain new work.
- × Most organizations think when they hire a project manager full-time that they can function in a vacuum the same as some functional silos do.
- × Most organizations think that even big organizational projects don’t require separate change management activities (preferably a full-time dedicated Change Manager professional) aside from Project Managers.

**“Being Caught in the Middle
Will Stretch You Too Far!”**

One of the largest business transformations I worked on, I thought the organization knew what they were doing and I would just assist and coordinate projects. I ended up scrambling to manage all sorts of “Special” projects. Overall, it did not go well!

A few main reasons for our failures:

- × Too many competing interests, jockeying for position or fading out of favor.
- × Too much blame and pressure to meet unreal and unclear expectations.
- × Too little credit, no sign-off, and no middle management (project/process).

I entered the organization with a few months to spare before we expected to launch an offshore BPO. We were half a year in before we realized we needed KPI’s that could sensibly measure performance “we didn’t know...we didn’t know” needed to meet bottom-line OKR’s (\$\$\$’s). I left with all my “lightbulb” realizations.

“Being A Change Agent Makes You Vulnerable!”

At the beginning, I was to consult with and gather knowledge, from 8 different stateside offices merged/acquired at different times, translate that knowledge into succinct documentation, and then train and onboard new employees and teams.

I thought fears of not wanting to share knowledge for “job security” purposes were overblown. I soon discovered these were legitimate realities.

The owner and CEO of the company had fired 6 assistants in the last 8 months. He made big promises to everyone, but especially to me considering my risks:

- Moving my family from one state to another to play a big part in moving the organization forward. Uprooting them from everything they knew.
- Putting myself well out of my comfort zone and into a steep learning curve.
- Leaving a stable position that had gotten me through the downturn of 2008.
- Selling our home, which incidentally went up in value by \$100,000 in the next couple of years.

We did manage to ramp up Business Process Outsourcer (BPO) operations from 0-500 in just one year’s time, but the people who worked hardest didn’t benefit most.

“Getting A Crash Course in Organizational Behavior!”

The problem is we were told that low-level work would be sent offshore, and that our loyalty and trust would be rewarded with higher-level work that would not be outsourced. We would need more mid-level support after all, right? Wrong!

Our worst fears were realized. Most of us were let go when the project was done, just a couple years before Covid-19. Our work went offshore. Our careers were setback. The CEO was setup to retire.

We had trusted him and we were loyal to the cause. But he also ruled with an “iron fist” and we followed out of fear not belief in him. We still felt betrayed.

Admittedly, the project work didn’t work out quite as well as he hoped, but that was not our fault. We delivered projects as expected, but the projects were not drawn up organizationally to achieve the success criteria he desired in his head.

I learned more from things being handled incorrectly than anyone could learn from things going well, and I have included every crucial element in my self-contained programs so you, your teams, and your organization do not have to do it all wrong.

As an organization you can remove a lot of red flags by showing your employees that at the end of the day you care most about doing things the right way so that the people who got you where you are can feel safe in going all-in on changing things that get all of you to where you want to be next.

Many more horrible things occurred that I won’t go into here. I have as much reason to be upset as anyone. But I realize that corporate leaders ultimately do want things to work out and it is just as hard on them as anyone when they don’t.

Scaling Down Your Organization Before Scaling Up is Sometimes a Necessary Evil to Reach Your Organization’s True Potential!

One problem you will find, due to its very nature, is your organization, and even people at high levels cannot control forces of nature!”

Getting Worse, Before It Gets Better!

Organizational Leaders also have fears that are all-too-often realized. They want to form and develop teams that can take the organization to new heights. Their intent is not usually to hire anyone they must fire (or just let go of) in the near future.

A few main fears of good managers:

- × It takes too much time to train new employees.
- × It costs too much money to replace good talent.
- × It is too emotionally draining to work with challenging employees.

One of the best cultures, with the best departments, and some of the best people I have worked with still seems stuck. This is where I learned that it takes more than knowledgeable subject expertise, more than teams with high skills, and even more than great project management execution. It takes a full organizational approach!

And it starts with the organizational structure, authority, and governance to make, support, and sustain effective changes in what we do and how we operate...

Dealing with Project Cutbacks Just to Survive!

I naïvely thought that once I got my project management certification, I would never lack for work again. Organizations are naïve to think that when trouble hits, they can just “tighten their belts” and “ride out the storm”. We all went through Covid-19. Are we better off on the other side? Did we change for the better!

- ✓ Are we taking opportunities to improve our work in Lean and Kaizen times?
- ✓ Are we working to retain good workers, cultivating teams and good work?
- ✓ Are we making opportunities to advance careers that align with company goals?

Do we realize that things are always changing and that improvement projects are always needed? Do we act on opportunities or always acted upon by challenges?

Coming Full Circle To Make Project's Work Out!

An organization I was a part of got complacent! We focused on our strengths in sales and marketing to make money, but we neglected the other side of the coin where we could save money in improving our ways of work. I felt demotivated!

Motivated individuals work hard when the work is fulfilling, when their company properly values them, and when their hard work pays off with opportunities to make a difference. Demotivated individuals have usually given their companies their all without receiving as much value in return and don't see that changing.

Our company made a call to action for greater “efficiencies”. And I answered that call with a few proposals to better integrate formal project management alongside our operational model. A project unit, in whatever form that took, would then be able to improve processes and knowledge management cross-functionally.

They didn't take me up on my ideas, but now I run my own business and I have created a 3-in-1 system that will take you to the next-level, if you're interested...

Minimal Pain to Achieve Greater Gains: You're So Close to Ongoing Organizational Success and a Culture of Continual Progress!

Here are some real-life examples that show the kind of change, project, knowledge improvement initiatives success you should expect from programs like ours...

Success, Realizing Long-term Results!

Campbell's Soup Changed its Culture and that Changed its Profits...

When Doug Conant, former CEO of Campbells Soup, inherited the role, the company was in trouble, but he listened to and engaged with his employees and together they changed the culture around, and that made all the difference...

- In 2001, Campbells had just lost half its market value, sales were declining, and the organization was reeling from a series of layoffs.
- A Gallup manager described employee engagement as “among the worst [he had] ever seen among the Fortune 500.” To address the dysfunctional, low-performance environment Conant visibly set expectations about his intent to create a more civil culture built on respect, with a 3-part “civility initiative”.
 - **Setting Expectations** – With the executive team they created the “Campbell’s Promise” for customers and employees alike: “Campbell valuing people. People valuing Campbell.”
 - **Identify Practices** – “Inspire Trust” became their #1 Leadership Competency. They identified practices and process to support people-first reciprocal relationships (sharing philosophy/thoughts on leading/following, beliefs/values, industry, ways of work, and communication styles.
 - **Measure & Reinforce** – Continually build respect by surveying and asking leaders in performance reviews how they are increasing engagement. (Letting go of persons or changing positions of 100s of the 350 Senior Leaders who could not, or would not, show willingness to adapt their approach.)
- Turned things around both culturally and financially...
 - For the six years preceding July 2010, Campbell's cumulative total shareholder return was 64 percent, nearly five times the 13 percent return of the S&P 500.
 - And by 2010, the Gallup Employee Engagement Index showed that for every 17 engaged employees, only one was disengaged, a ratio that exceeded Gallup's "world-class" benchmark of 12:1. More impressively, the engagement ratio for the top 350 leaders was an amazing 77:1.

Google skyrocketed in the early 2000’s not just for its great business ideas, but for its unique approach to creating innovation and managing growth...

Google turned to Bill Campbell’s (“The Coach”) playbook, a consultant who helped to build some of Silicon Valley’s greatest companies—including Google, Apple, and Intuit—and to create over a trillion dollars in market value, when growing pains inevitably threatened Googles thriving culture...

- Googles rapid pace of growth led to silos within the organization, and there were increasing tensions among the top executives. They were slow to make decisions, and there was a lack of cohesion in how the team operated.
- Google introduced Objective Key Results (OKRs) to methodically pursue Organizational Strategic Goals through Portfolio, Program, and Project Management. Google also

encouraged employees to spend 20% of their work hours, or one day a week, working on projects of their choice, unrelated to their regular job responsibilities. This employee initiative program has generated more collaboration, camaraderie, and innovation of some of Google's most successful products: Gmail, Google News, and Google Maps.

- Google changed at every level, with a focus on collaboration, alignment, and effective communication. They built trust one with another to understand, value, and support their work together. Google became one of the most highly sought after places to work even amidst periods of high growth and/or turbulent economic times.

Toyota is the gold standard for systemizing its business, pioneering models for Kanban, Kaizen (Good for the better”), and Lean practices...

Toyota revolutionized manufacturing (mostly process) methodologies...

Storyboard PM (program management) methodologies revolutionize business offices with such tried and true principles in today's computer automated world.

- Toyota was struggling to survive when Taiichi Ohno and a handful of innovators began experimenting with methods that ultimately became the Toyota Production System.
- Toyota formalized “The Toyota Way,” in 2001, with a set of principles that define its organizational culture and two main pillars (Jidoka and Just-In-Time) of respect for people and continuous improvement, which led to Kanban, Kaizen, and Lean.
- Toyota fared better than most of its competitors and passed General Motors to become the top seller in North America in 2021. Despite the Covid-19 crisis and fears that Lean and Just-In-Time inventory (only enough supply) were obsolete concepts during that time, Toyota did not resort to “Just-In-Case” (backup supply) strategies, but rather even better pull communications and relying on their optimized processes to get ahead of it.

We revolutionize change, project, and knowledge work in similar ways with the same people-centric, team-oriented, professional and business development-minded approach as these 3 case studies.

People run businesses and people are consumers after all. We run automation; it doesn't run us...at least not yet. We improve systems and processes for people!

Check Out More Thoughts on These Subjects!

"To win in the marketplace you must first win in the workplace." – Doug Conant (Former CEO of Campbell's Soup)

“A culture is strong when people work with each other, for each other. A culture is weak when people work against each other, for themselves.” - Simon Sinek

“As we look ahead into the next century, leaders will be those who empower others.” - Bill Gates

“A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better.” - Jim Rome

“A leader is someone who holds her – or himself accountable for finding the potential in people and processes.” - Brené Brown

"Progress cannot be generated when we are satisfied with existing situations." - Taiichi Ohno (Father of Toyota Production System)

“Standards should not be forced down from above but rather set by the production workers themselves - Taiichi Ohno

“Continuous improvement is better than delayed perfection” - Mark Twain

We Guarantee Your Satisfaction!

Sounds great, right? But what if you're not satisfied with your purchase? Check this out!

We expect our product will deliver on your expectations so we are confident in meeting every reasonable expectation with our guarantee...

Low-Risk Money Back Guarantee!!

We provide a 100% money back guarantee within 15 days of purchase, contingent upon sincere and fair explanation within that timeframe (of how the ongoing benefit is not expected to exceed the cost to you), to which we will then process a return of funds within 30 days of reasonable complaint.

We want to make sure we have done everything we can do to give you as much value, and as little risk, as possible from our offering.

What do you have to lose with a one-time investment that lasts forever? It's almost too good to be true!

We Offer You the Essentials at the Lowest Price!

So, how much does it cost already? Buy today and get the "Pivotal" Change Management Essential Program at its low introductory price, circled below.

Compare our offer with other offerings...

~~Certification in ADKAR through Prosci is \$4,260 (This is the most valuable change certification, but may only be needed for the top change management leaders AND while our models do not go into as much depth on managing change concepts it better connects the breadth of integrating change work, project work, and knowledge work to effect successful strategic initiatives and continue improvements indefinitely.).~~

~~You can expect other online or virtual change management courses and certifications to cost between \$700-\$1700, never mind the average cost of an MBA being anywhere from \$7,000-\$117,000 if your organization feels a Change Manager might as well have an MBA too (which is totally not necessary should you use~~

We are offering a 3-in-1 system of “pivotal”, “practical”, and “perpetual” programs at this time. You not only get the most cohesive change instruction for your work narrative...

But for a limited time, we are providing this package deal with the other complementary programs all included in our special price...

We are offering it well below market value, so that we can spark the market and get early feedback and testimonials.

The “Pivotal” Program Guide is just \$250 when you buy now...

PRICING OPTIONS

Storyboard PM offers a few Essential Professional Programs

*** Exclusive 3-in-1 System only AVAILABLE now here! Experience more project success! Take your career/teams/business to its next level! ***

Storyboard PM
"Pivotal"
Change Management
Essentials Guide

Learn "how to" setup high level organizational change project management that translates through the ranks.

\$250 (3-in-1 Option)

- ✓ Change Management Essentials
- ✓ Project & Knowledge Management Essentials
- ✓ 3-Act Training Videos
- ✓ Program Guides
- ✓ Quick Start Guides
- ✓ Org Charts & Maturity Models

Buy Now

Storyboard PM
"Practical"
Project Management
Essentials Guide

Learn "how to" tailor professional project management for your teams and your organization.

\$200 (2-in-1 Option)

- ✓ Project Management Essentials
- ✓ Knowledge Management Essentials
- ✓ 3-Act Training Videos
- ✓ Program Guides
- ✓ Quick Start Guides
- ✓ Project Management Templates

Buy Now

Storyboard PM
"Perpetual"
Knowledge Management
Essentials Guide

Learn "how to" work as a project team member organizing and managing knowledge and improvement projects.

\$150 (1-in-itself Option)

- ✓ Knowledge Management Essentials
- ✓ 3-Act Training Videos
- ✓ Program Guide
- ✓ Quick Start Guide
- ✓ Continuous Improvement Aids

Buy Now

Once the market is aware of the value in this amazing offer, we expect to raise the price so that we can support our solution and further efforts to fix problems with broken educational programs and business systems.

**You Will Receive All
Program Features as Follows!**

Here's what you get when you buy the "Pivotal" Guide today...

- **Change Management Guide Tutorials**

- **5 Video Presentations** (Approx. 2 Hours) & **QSG**

- **62 Pages of Instruction Material** (17,813 words)

- Transcript
- Process Maps
- Charts
- Procedural Lists
- Explanations and more to connect the dots...

(Essentially, all the illustrative solutions you will need to the greatest problems to progressing knowledge and managing your career along your path.)

- **9 Change Management Templates**

- **1 “ADKAR” Worksheet**

- **1 “DMAIC” Worksheet**

- **1 “Stakeholder Assessment”**

- **1 Business Case Template**

- **1 Business Needs Analysis Research**

- **1 Change Impact Assessments**

- **3 Change Surveys** (pre, middle, post)

You Will Receive Added Features as Follows!

Here are some extras where we went above and beyond for you...

- **2 Supplemental Change Program Materials**

- **1 Prosci “ADKAR” Explanation**
(12 pages)

- **1 Prosci “PCT” Explanation**
(12 pages)

- **3 Change Management Document Samples**
 - 1 Communications Plan Chart
 - 1 Company Assessment Example
 - 1 Company Evaluation Example
- **Free Updates (as available)**
- **100% Low-Risk Money Back Guarantee**

You Will Receive All Benefits as Follows (AND MORE)!

Here is a list of benefits you, your teams, and your organization can expect as a result of employing our program in your work...

- **Integrates Project Management Prowess into Organizational Models**
- **Aligns Strategy of Business & Projects with Shared Purpose**
- **Realizes Cultural Change & Fosters Continual Improvement**
- **Benefits Customer with Better Value Emphasis and Creation**
- **Improves Organizational Capabilities to Pivot (when needed)**
- **Develops & Enables Change Champions & Change Adoption**
- **Creates Supportive Environment to Progress Business**
- **Focuses on the People Side of Change Projects and Development**
- **Overcomes Concerns of Change Resistors/Reactors**

- **Builds a Better Unified Company (One We All Want to Work for!)**

Project Management Program

- **Project Management Guide Tutorials**
 - **6 Video Presentations** (Approx. 2 ½ Hours) & **QSG**
 - **77 Pages of Instruction Material** (21,592 words)
 - Transcript
 - Process Maps
 - Charts
 - Procedural Lists
 - Explanations and more to connect the dots...
(Essentially, all the illustrative solutions you will need to the greatest problems to progressing knowledge and managing your career along your path.)
- **7 Project Management Templates**
 - **1 SWOT & Ishikawa Diagrams**
 - **1 “Stakeholder Assessment” Worksheet**
 - **1 “Stakeholder Engagement Plan” Template**
 - **1 “Stakeholders Charts” Template**
 - **1 “Project Charter” Template**
 - **1 “Gantt Chart” Template**
 - **1 “Communications Plan” Chart**

**You Will Receive
Added Features as Follows!**

Here are some extras where we went above and beyond for you...

- **8 Supplemental Project Program Materials**
 - **5 Scaled Agile Framework (SAFe) Explanation Documents**
 - “Core Values”
 - “Implementation Roadmap”
 - “Lean-Agile Principles”
 - “SAFe Lean-Agile Principles”
 - Value Management Office (VMO)”
 - **1 Scrum Guide “2020”** (10 pages)
 - **1 Agile Manifesto** (1 page)
 - **1 Process Group and Knowledge Area Chart** (1 page)
- **1 Project Management Document Sample**
 - **1 Communications Plan Chart**
- **Free Updates (as available)**
- **100% Low-Risk Money Back Guarantee**

You Will Receive All Benefits as Follows (AND MORE)!

Here is a list of benefits you, your teams, and your organization can expect as a result of employing our program in your work...

- **Improves organizational efficiency**
- **Better Collaboration**
- **Better Coordination**
- **Better Communication**
- **Better Teamwork**
- **Better People Skills**

- **Better Processes**
- **Better Project Management**
- **Better Use of Tools**

Knowledge Management Program

- **Knowledge Management Guide Tutorials**
 - **5 Video Presentations** (Approx. 1 ½ Hours) & **QSG**
 - **52 Pages of Instruction Material** (14,874 words)
 - Transcript
 - Process Maps
 - Charts
 - Procedural Lists
 - Explanations and more to connect the dots...
(Essentially, all the illustrative solutions you will need to the greatest problems to progressing knowledge and managing your career along your path.)
- **7 Knowledge & Improvement Templates**
 - **1 “Work In Progress” Spreadsheet**
 - **1 “PDP” Template**
 - **1 “PIP” Template**
 - **1 “EDGE” Template**
 - **1 “Policy” Template**
 - **1 “Process” Template**
 - **1 “Procedure” Template**

You Will Receive

Added Features as Follows!

Here are some extras where we went above and beyond for you...

- **4 Supplemental Knowledge Program Materials**
 - **1 Kaizen Continuous Improvement Explanation**
(12 pages)
 - **1 Knowledge Management Explanation**
 - **1 Professional Development Plan (PDP) Guide**
 - **1 Performance Improvement Plan (PIP) Guide**
- **4 Knowledge Base Document Samples**
 - **1 Policy Sample**
 - **1 Process Sample**
 - **2 Procedure Sample**
- **Free Updates (as available)**
- **100% Low-Risk Money Back Guarantee**

You Will Receive All Benefits as Follows (AND MORE)!

Here is a list of benefits you, your teams, and your organization can expect as a result of employing our program in your work...

- **Improves organizational efficiency**
- **Increases productivity**
- **Fosters innovation**
- **Streamlines operations**
- **Facilitates decision making**

- **Enhances customer support (knowledge at your fingertips)**
- **Backs up primary roles and critical duties**
- **Supports employee growth and development**
- **Enables better training and fluid workflows**
- **Standardizes processes and procedures**
- **Quickens problem-solving**
- **Reduces duplication of work**
- **Creates more consistency**
- **Limits mistakes**
- **Improves quality**
- **Decreases rework**