Breaking Boundaries
Bold Ideas and Fresh Perspectives
Good, Better, Best...
How integrating Organizational Change Management into Project Management discipline can reap big rewards

Moira Bell & Marta Rzeszowska Chavent
May 16th 2016
Learning objective

How to advance Change Management (or OCM) within your company by integrating it within the Project Management discipline
Today’s Agenda

1. Presentation - sharing Bank of Montreal’s (BMO) Change Management journey

2. Interactive – discussing ways to integrate Change Management into Project Management

3. Debrief – summarizing insights on how to move from good, to better, to BEST
Interactive approach

- Take notes on your devices
- Post messages in the app
- Share your comments on social media
Our story
Bank of Montreal (BMO)
www.bmo.com

Established in 1817

Operations across Canada, US, Europe, Asia

12 million personal, commercial, corporate & institutional customers

Over 1,500 branches

Close to 47,000 employees
Internal & external drivers

Productivity

Mature PM discipline

Regulators

Better

Consistent Approach

Best Practices

Best

ROI

Frameworks

Audits

Tools & Templates

Good
BMO’s starting point...  
Turning Challenges into Opportunities

- Limited Change Resources
- Inconsistent Application of Change Management
- Projects not achieving full value
Rewards of **Good, Better, Best**

- Dedicated home and support to grow Organizational Change Management (OCM) discipline
- Leads to improved project outcomes and benefits realization
- “Change Agents” embedding OCM into corporate culture
BMO’s journey
Four key strategies

1. Leverage existing platforms
2. Embed into ‘rulebook’
3. Role model good behavior
4. Drive sustainment
Step 1: Leverage existing platforms

- Recognize Project Managers as champions of Change Management
- Position OCM resources as a strategic enabler
- Build relationships with the PMO’s
Step 2: Embed into ‘rulebook’

- Add OCM to Enterprise PM standards & practices
- Develop a “how to” OCM Framework
- Identify Change Management deliverables to integrate into existing framework

1. Leverage existing platforms
2. Embed into ‘rulebook’
3. Role model good behavior
4. Drive sustainment
Step 3: Role model good behaviour

1. Leverage existing platforms
2. Embed into ‘rulebook’
3. Role model good behavior
4. Drive sustainment

- Add OCM Competencies to PM role
- Hire PMs with OCM competency
- Showcase pockets of good, better, best practices through Success Story Forums
Step 4: Drive sustainment

- Expand and engage Community of Practice
- Simplify framework, tools and templates
- Provide a comprehensive set of Learning and Development options
- Integrate OCM benefits into performance goals
Small group discussion

What is your Good, Better, Best...

Instructions:
At your table groups, or with a partner, write your answers to the following on the available flipcharts

1. What practices have you leveraged on your journey towards
   - Good,
   - Better,
   - Best

2. How would you ‘rate’ where you are on your journey (scale of 1-10)
Next steps

- We will compile and share back the examples you have provided during this session.

- On your way out please ‘rate’ where you are on your change journey; we will share back the cumulative ‘map’.
Wrap-up

Our Starting Point ....
× Limited Change Resources
× Inconsistent Application of Change Management
× Projects not achieving full value

Our strategies ....
1. Leverage existing platforms
2. Embed Change into the “rulebook”
3. Role model good behavior
4. Drive sustainment

Our Rewards ....
✓ Dedicated home to grow OCM discipline
✓ Improved project outcomes and benefits realization
✓ Embedding OCM into Corporate Culture
Thank you

for your attention
&
for championing
Change Management
within your organization!