

Behavior Really Matters for Selected Power Skills!



RED = Top Four Power Skills per “PMI Pulse of the Profession 2023”

Behavior Really Matters for Ways of Working!



****Culture: the patterns of behavior that get positively reinforced or punished over time by leaders & peers, by work processes, and by management systems**

accomplir® Behavior Management - The Change Initiative Challenge



- According to Prosci, 73 % of organizations are past (20%), at (25%), or nearing (28%) their Change Saturation Point. (Prosci Best Practices in Change Management - 12th Edition 2023)
- According to a 2021 study by Third Stage Consulting Group, the #1 challenge cited by executives and project teams was “Organizational Change and the People Part of the Transformation”
- Prosci estimates that 65% - 90% of change initiative business benefits are based on “behavior change”
- According to the 2019 Process Excellence (PEX) Network Annual Report - The Global State of Process Excellence, 30% of respondents cited “Sustaining Change” as the primary operational excellence challenge (for the 2nd year, this was the 2nd most cited).

Understanding Consequences & Feedback: I-SITSM



What **Impact** does the consequence / feedback have on the performer's behavior?

Does it increase or decrease the behavior?

How **Specific** is the consequence/feedback?

The more specific (pinpointed), the more effective

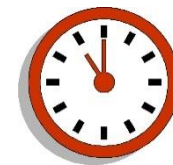
How **Important** is the consequence to the performer?

It is not the Consequence Provider who determines importance



How **Timely** is it when the consequence/feedback occurs?

As soon after the behavior as possible; ideally, immediately



Recommended:

Paul Gibbons - <https://youtube.com/shorts/C7C8YQ9YwbM?si=L-HLQ0zKm94zE8Cx>

“How Effective Feedback Fuels Performance” GALLUP Workplace Jan 1, 2022

“Give Employees the Right Kind of Feedback at the Right Time” GALLUP Workplace Dec 6, 2019

Key Leader One-on-One Stakeholdering



The Project Team identifies and assigns individual team members ownership for conducting periodic 30-minute update meetings with Key Leaders. These meetings are documented and discussed at project team meetings.

Key Leader update meetings are critical to achieving active, committed leadership because they:

- Build an understanding of Behavior Management
- Secure buy-in on accomplir Behavior Management deliverables
- Check and validate Assumptions & Change Criteria
- Build the foundation for Leader Coaching Plans
- Develop trust; a Policy of No Surprises



Emerging Project Management Trends in 2024**

1. Integration of Advanced Technologies (AI, ML, automation, etc.)
2. Emphasis on Sustainability and ESG Practices
3. Resilience and Risk Management
- 4. Prolonged Collaboration and Engaging Leadership Styles**
5. Agile Transformation Beyond ICT
6. Data-Driven Decision Making
- 7. Personalized Success Metrics**
- 8. Enhanced Organization Change Management & Stakeholder Engagement**
9. Inclusive Project Governance
- 10. Wellness and Engagement Initiatives**

RED = High correlation to Behavior Management

**10 Emerging PM Trends in 2024, by Dr. Elissa Farrow & Dr. Harold Kerzner 12.13.2023



KM Capabilities**

1. STRATEGY - Objectives
2. STRATEGY – Business Case
3. STRATEGY – Budget
4. PEOPLE - Resources
- 5. PEOPLE – Governance and Leadership**
- 6. PEOPLE – Change Management**
7. PEOPLE - Communication
- 8. PROCESS – Knowledge Flow Process**
- 9. PROCESS – KM Approaches and Tools**
- 10. PROCESS – Measures**
- 11. CONTENT & IT – Content Management Process**
- 12. CONTENT & IT - Information Technology**

RED = High correlation to Behavior Management

****Knowledge Management Capabilities - APQC 2023**

Next Steps Exercise: Use Behavior Management on Current Projects



What are 1-2 actions you will take as a result of this session?

Questions to think about:

- What is your organization's recent history on success of changing behavior?
- In your current projects, who are the key performers and how challenging will desired behaviors be to achieve?
- What project deliverables can be behaviorally annotated?

I can be contacted at pfjelsta@outlook.com or 702-595-7167 for complimentary assistance in working on this exercise.

Selected “Integrated Methodology” Projects (since 2007)



❑ Process / Operational Excellence

- Offshore Logistics – Fleet Utilization
- Person Leading Work - (EHS)
- Cross Functional Well Review – Meeting Use Case
- Contractor EHS Management
- Champion & Green Belt Mentoring
- Asset Development Plans
- Behavioral Kaizen
- Lean Sigma Program Management
- Compressor Reliability
- Job Safety Analysis (JSA) – (EHS)

❑ SAP Materials Management – ERP

❑ Leadership Coaching

- Major Capital Project Leadership Team
- Business Unit (BU) Leadership Team

❑ Digital Transformation – Information Technology portfolio deployments:

- Operator Routine Duties / Handhelds
- Integrated Planning & Scheduling
- Asset Investment Solution
- Data Governance
- Document Collaboration (SharePoint)
- petroWEB
- Integrated Operations DSC
- Offshore Logistics - Fleet Management (BPM)
- Oracle CPU Quarterly Update
- Bid Management

❑ Other Notable Applications

- Operational Excellence Management System – Behavior Annotated Process
- Major Capital Projects Portfolio Management – Behavior Annotated Process
- Individual Development Process

Business Driven Technology DeploymentSM – Key Tools



Identify	Select	Design	Deploy	Operate & Sustain
<p>Identify People, Process, & Technology Issues Influencing Desired Performance</p>	<p>Analyze Current State Process, Behaviors & Technology Issues Impacting Performance</p>	<p>Incorporate ABC Factors into Future State Process Designs (“Design for Sustainability”)</p>	<p>Build, Test and Plan Deployment Process to Align Leadership Support & Deploy</p>	<p>Operate, Evaluate, Confirm & Reinforce Leader Ownership to Sustain & Scale the Gains</p>
<p>Key Tools:</p> <ul style="list-style-type: none"> • Behavioral Process Relationship Map (Business Process Architecture) • Behavior Process Profile • Behavioral Value Stream Map or SIPOC / IPO • Key Leader Engagement Plan 	<p>Key Tools:</p> <ul style="list-style-type: none"> • Behavioral Profile • Current State Behavior Annotated ProcessSM • Behavioral Gaps, Disconnects or Failure Modes • ABC* Analysis (RCA) • Updated Key Leader Engagement Plan <p>*ABC: Antecedent–Behavior–Consequence (Applied Behavior Science)</p>	<p>Key Tools:</p> <ul style="list-style-type: none"> • Future State Behavior Annotated ProcessSM • Behavioral Role Responsibility Matrix • Behavior Measures Chain • Behavior Change Summary • Updated Key Leader Engagement Plan 	<p>Key Tools:</p> <ul style="list-style-type: none"> • Leader Coaching Plan (Workshop) • Leader Coaching Plan • Updated Key Leader Engagement Plan <p>Note: It may be appropriate to use a tool in an earlier or later phase</p>	<p>Key Tools:</p> <ul style="list-style-type: none"> • Sustainability Review