

THE TRANSFORMATION PARADOX



Project
Management
Institute.
Indonesia



BREAKING THE TRANSFORMATION PARADOX

HARNESSING POWER SKILLS TO OVERCOME CHANGE
RESISTANCE AND ACHIEVE LASTING ADOPTION

ACHMAD FUAD BAY, MPM, PMP®, PMI-ACP®, PMI-RMP®, PMI-PMOCP™

PRESIDENT OF PMI INDONESIA CHAPTER



- **Education:** Bachelor of Civil Engineering (UNPAR), Master of Project Management (QUT)
- **Experience:** More than 28 Years (Telco, Construction, Oil & Gas, Mining, Banking & Insurance)
- **Leadership Roles:** PMI Indonesia Chapter President
- **Certifications:** PMP®, PMI-ACP®, PMI-RMP®, PMI-PMOCP™
- **Lecturer / Speaker:** Active lecturer & guest speaker in Telkom University, UII, Multimatics
- **Expertise:** Telco Infrastructure, Project, Program and Portfolio
- **Passion:** Lean Management, Project, Program and Portfolio

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PMI-RMP®, PMI-PMOCP™**

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Agenda

Understanding the Transformation Paradox

The Role of Power Skill

Overcoming Resistance to Change

Enabling True Adoption



Understanding the Transformation Paradox



PROPERTY OF PT LIFELONG LEARNING

Common Barriers To Effective Change Implementation

[Source](<https://www.pmi.org/learning/thought-leadership/pulse/power-skills-redefining-project-success>))



**MISALIGNED
LEADERSHIP PRIORITIES**



**INADEQUATE TEAM
ALIGNMENT**



CULTURAL INERTIA

(<https://www.pwc.com/m1/en/blogs/pdf/who-is-the-modern-project-manager.pdf>)

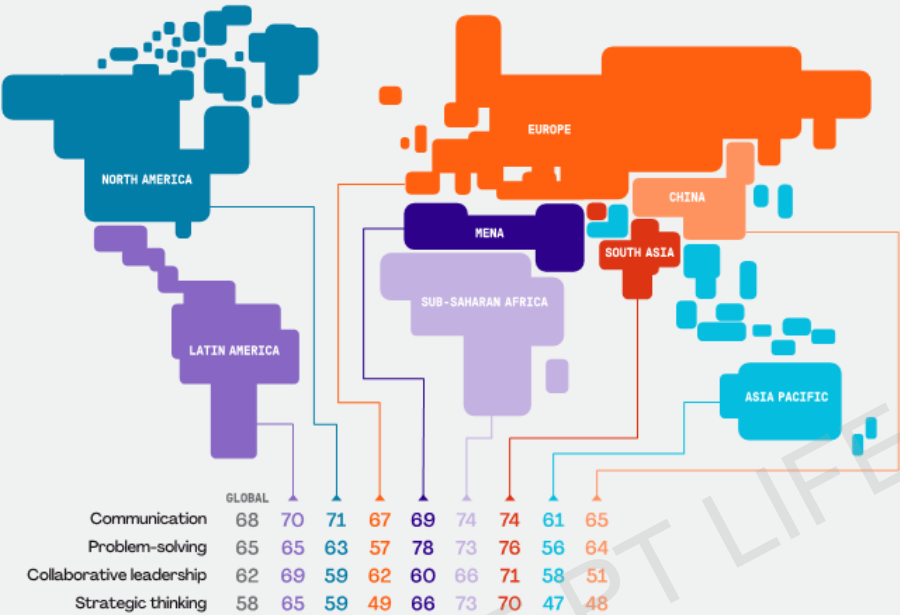
The Role of Power Skills



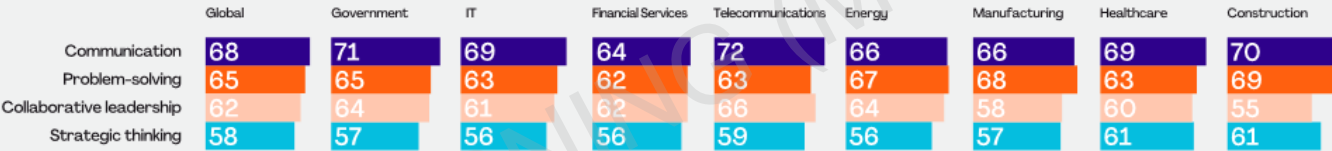
Figure 4: Individual Power Skills Ranked per Region; Industry; Years in Project, Program and Portfolio Management (PPPM); and Project Management Professional (PMP)® Certification

Percentage of respondents who indicate each power skill is critical to helping them fulfill organizational objectives. For the full data, see About This Research.

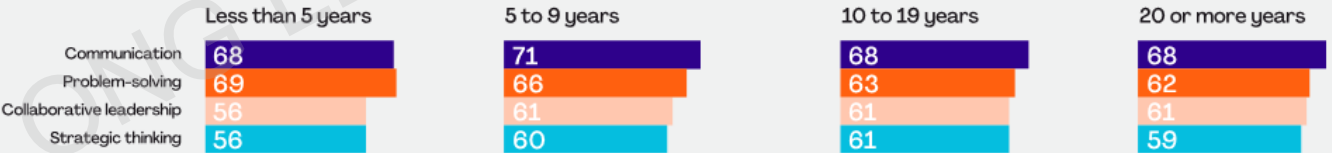
Most critical power skills by region



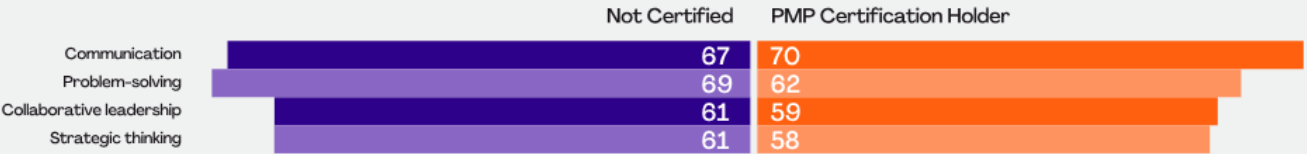
Most critical power skills by industry



Most critical power skills by years worked in PPPM



Most critical power skills by PMP® status



Power Skills Report](<https://www.pmi.org/learning/thought-leadership/pulse/power-skills-redefining-project-success>)

Source: Annual PMI Global Survey on Project Management

Four Important Power Skills



COMMUNICATION

Four Important Power Skills



PROBLEM SOLVING

Four Important Power Skills



COLLABORATIVE
LEADERSHIP

Four Important Power Skills



STRATEGIC THINKING

Do Explore:

[PMI's Power Skills Resource Hub](<https://www.pmi.org/learning/thought-leadership/pulse/power-skills-redefining-project-success>).

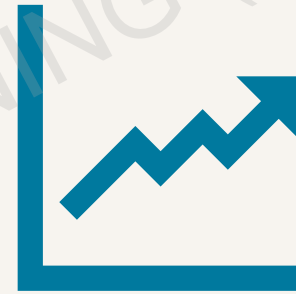
Overcoming Resistance to Change



Strategy #1: Building a Compelling 'Why' for Change



Alignment of Change initiative with the organization's culture and mission



Highlight potential benefits

Strategy #2: Effective Stakeholder Engagement Using Collaborative Leadership



Collaborative Leadership



Co-create Solutions

Do Explore: <https://www.pmi.org/learning/library/using-servant-leadership-empower-team-12055>

Strategy #3: Fostering Transparency Through Targeted Communication Tools and Techniques



**ROBUST
COMMUNICATION PLAN**



**LEVERAGE
COMMUNICATION TOOLS**

Integrating These Strategies for Maximum Effect



**CLEAR DEFINE
CORE REASONS**



**STAKEHOLDERS
INVOLVEMENT**



**CLEAR AND OPEN
COMMUNICATION**

Enabling True Adoption



Pilar #1: Systematic Reinforcement



**DESIGN TARGETED
TRAINING PROGRAM**



ONGOING TRAINING

PMI Power Skills Self-Assessment Template](<https://www.pmi.org/learning/thought-leadership/power-skills/power-skills-assessment>)

Pillar #2: Integrating Tools to Measure and Recognize Progress



IDENTIFY KPI

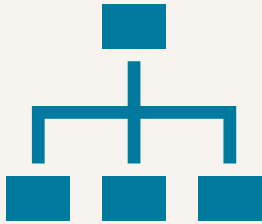


**USE TRACKING
TOOLS**



**CELEBRATE
MILESTONE**

Pilar #3: Embedding Change



Develop Policies, Structures
and Cultural Practices

Integrating Change Practices

Create Cultural of Continuity
and Commitment

Do Explore: [PMI's BRM Strategy Resource](<https://www.pmi.org/learning/thought-leadership/pulse/benefit-realization-strategy>)

Key Takeaways

Key Takeaways

1. Transformation Paradox
2. Power Skills
3. Actionable Strategies
4. Do Explore:
 - a. <https://www.pmi.org/learning/thought-leadership/pulse/power-skills-redefining-project-success>
 - b. <https://www.pmi.org/learning/thought-leadership/pulse/power-skills-redefining-project-success>
 - c. <https://www.pmi.org/learning/thought-leadership/power-skills/power-skills-assessment>
 - d. <https://www.pmi.org/learning/thought-leadership/pulse/benefit-realization-strategy>

“

If you hear a voice within you, say ‘you cannot paint’, then by all means paint, and that voice will be silenced.”

- Vincent van Gogh