


Jeff Oltmann
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transforming your ideas into action


PMI Oregon
Membership Meeting
October 18, 2025


knowledge transfer
strategic facilitation
consulting
training
project coaching
change management

Surfing through chaos: How to thrive during change




Generative AI







Remote Working




Cybersecurity



Merger

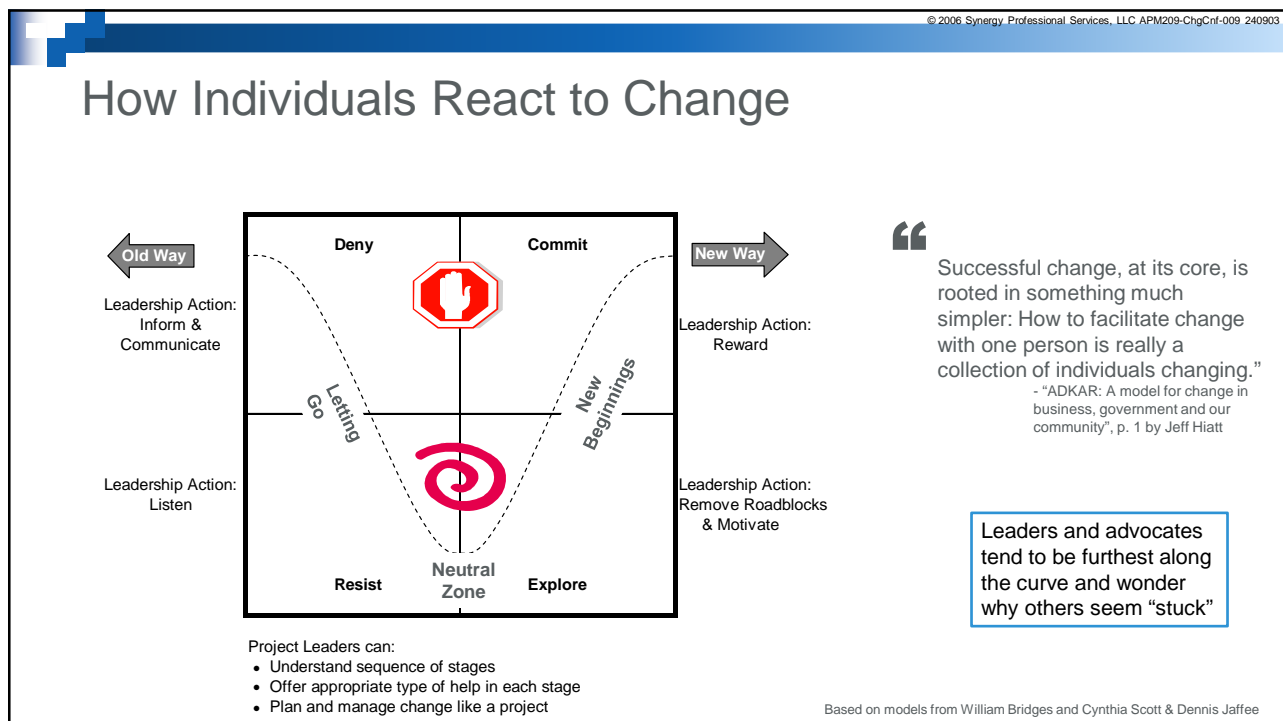




Slides and resources
spspro.com/clients/pmi-or-2025

“ It is not necessary to change. Survival is not mandatory.”
– W. Edwards Deming





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Equip People to Chart Their Own Path (Prosci ADKAR)

Awareness

- Of the need
- Of the nature

Desire

- To support
- To participate

Knowledge

- About change methods
- About new skills and behaviors

Ability

- To handle change itself
- To perform the new skills

Reinforcement

- To sustain change
- To build culture and capability

70% by go-live

Web: PollEv.com/jeffo410
Text to 37607: jeffo410 and your answer

How can you equip your team to take initiative during change?

Nobody has responded yet.
Hang tight! Responses are coming in.

Start the presentation to see live content. For screen share software, share the entire screen. Get help at poll-ev.com/app

ADKAR model adapted from Prosci, www.prosci.com

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Discussion 1 – Helping People

1. How can you work with the change curve?
2. How can you help yourself and others thrive during change?
3. Who should be part of the change discussion?
4. How do you encourage people to take initiative rather than be passive?

6 minutes as small groups

Share tips and experiences about your assigned question

Write three top insights to share

1 minute each

If called on, summarize one insight from your group's list



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Resistance is Not Always Wrong!

“The employees at issue were NOT change resistant in general; they merely resisted some particular changes – and, it turns out for good reason.” – study participant



Listen

Consolidate concerns

Reevaluate path forward

Say thanks to the issue raisers!

Listen before trying to combat resistance

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Quote from Prosci, “Managing Resistance to Change” study, undated

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Solutions for Two Kinds of Resistance

Active: acting out, building barriers, pushback

Passive: disengagement, withdrawal, negativity, avoidance

1. **Address** resistor directly
2. **Listen** and Communicate:
Seek out and counteract FUD
3. **Teach** others to detect and address resistance
4. **Engage** resisters in design
5. Involve people with more **influence**

1. **Communicate** honestly
2. **Empathize**, listen carefully, and dialog
3. Ensure people are **equipped** to succeed
4. Leverage **peer** influence
5. Make resistor part of **solution**
6. Ensure managers are good **examples**


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How to Make Change Stick For Individuals (Prosci)

- Visible**
 - **Recognize** individual achievements and progress
- Meaningful**
 - **Customize rewards** to be meaningful to what the individual values
- Accountable**
 - Use **visible** measures (e.g. scoreboards and reviews)
- Environmental**
 - Remove **negative peer pressure** or social consequences



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How do you make change "stick"?

Nobody has responded yet.
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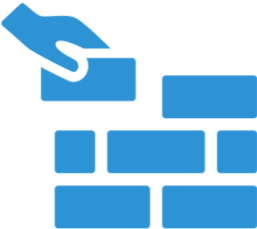
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How to Make Change Stick For the Organization (Kotter)

- Short-term wins (Kotter's Step 6)
 - Intentionally **engineer** frequent wins
 - **Celebrate** accomplishments, small and large
 - Visibly **reward** results
- Persist and accelerate (Kotter's Step 7)
 - **Build** on short term wins with new steps forward
 - Change org structures and policies that are **not aligned** with vision
 - **Develop** employees who see the vision
- Embed the change (Kotter's Step 8)
 - Ensure change leaders don't get **distracted**
 - Connect **organizational success** to the new behaviors
 - Develop future leadership who will **continue** the work



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Discussion 2 – Thriving During the Merger

1. How can we stick with the merger when the changes get tough?


2. How can we listen for and address concerns about the merger?

3. Where is resistance likely to surface and how can we address it?


4. What can the chapter do to thrive through the merger and emerge stronger?

This discussion is specifically about the merger of chapters.

6 minutes as small groups




Share tips and experiences about your assigned question



Write three top insights to share

1 minute each



If called on, summarize one insight from your group's list

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Encourage Growth Mindsets

Static

- All of us use both static and growth mindsets.
- We have the power to choose where we operate from at any moment.

Growth

Primary Mindset – protective

- Judge self and others
- Reactive
- Fearful

Relationships – defend self, attack others

- Win - lose
- Listen for disagreement, differences
- Perceive feedback as rejection

Who's to blame?
What's wrong with the other person?
What's wrong with me?
Why are other people difficult?

Primary Mindset – curious

- Value differences
- Value learning and questioning
- Flexible and adaptable

Relationships – seek to resolve and create

- Listen for facts, understanding, and commonalities
- Feedback perceived as worthwhile

What can I learn?
What is the other person thinking or feeling?
What's possible?
What are my options?

Marilee Adams, PhD



What's Next?



- 1. You have just been hired as change consultants to the boards of the Willamette Valley and Portland chapters.
- 2. Create 3 recommendations on how to manage the upcoming merger changes.



Slides and resources
spspro.com/clients/pmi-or-2025
and spspro.com/category/change/



“ There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”
– Nicolo Machiavelli

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