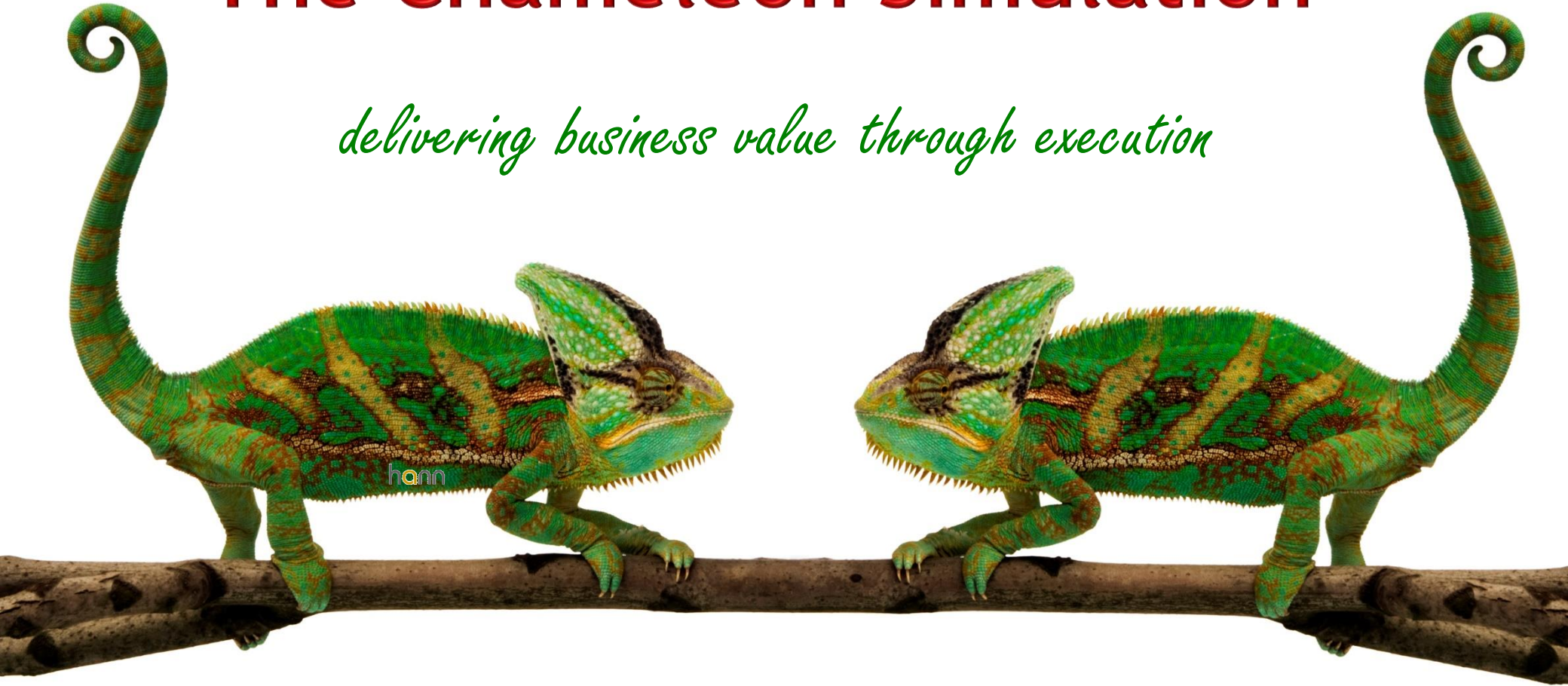
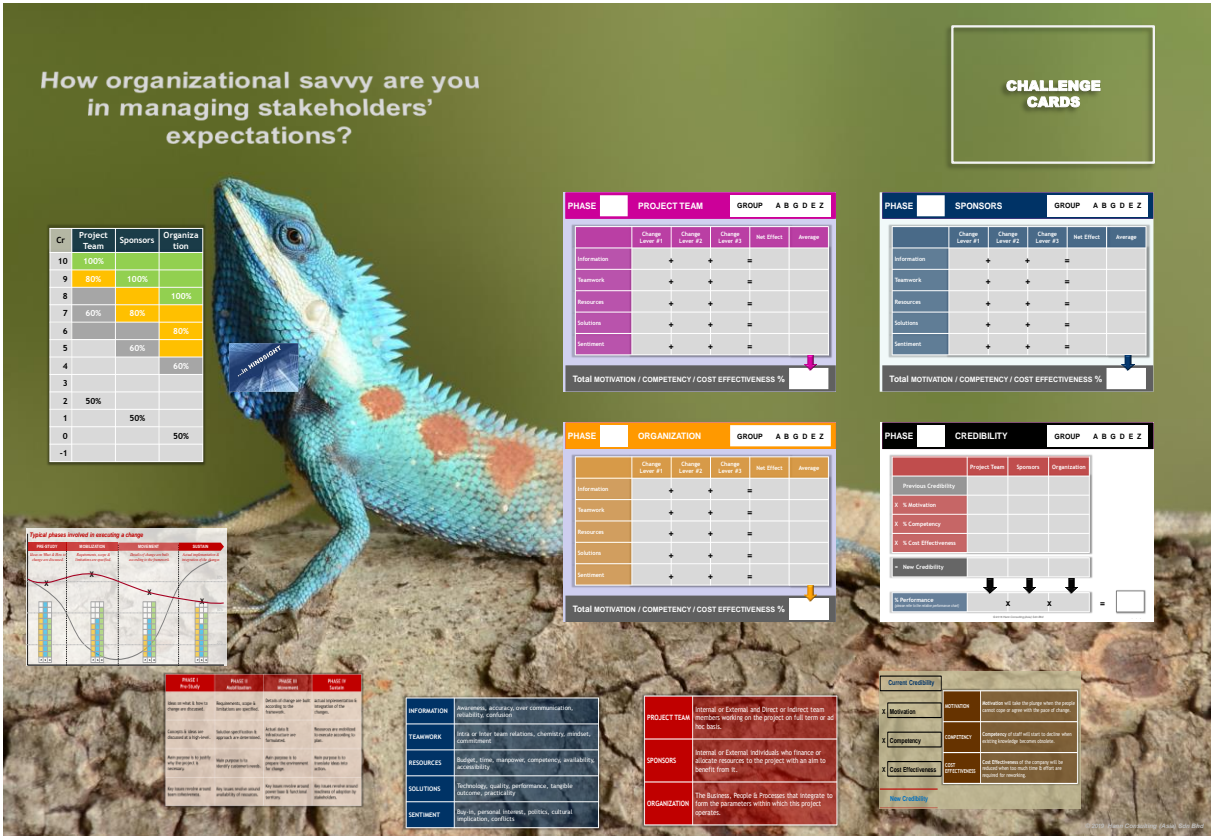


# The Chameleon Simulation

*delivering business value through execution*



# Chameleon: what is it?



In every project execution keeping within timeline & budget are fundamentals. However, what is more essential is the organizational savvy to manage various stakeholders' expectations in delivering the highest business value possible.

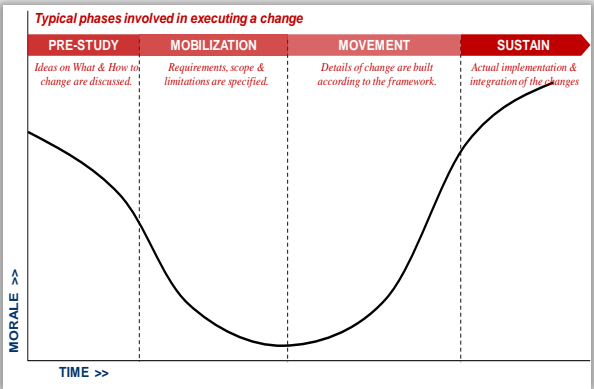
Most project leaders realize that following Gantt chart, meeting timelines & working within budget are simply not enough. They need to gain political savvy in knowing what to do, when to say & to who.

## Key Concepts

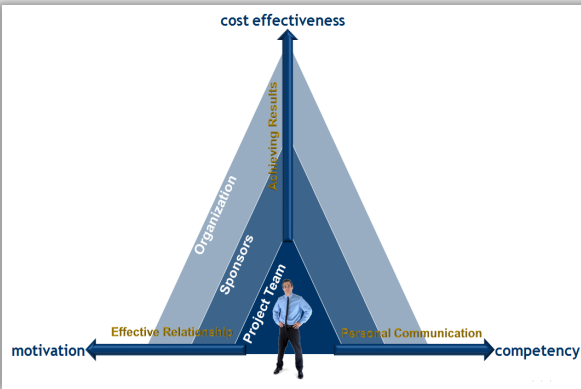
- Maximizing business value within time and budget
- Four phases of change execution and their corresponding challenges & success factors:
  - Pre-Study
  - Mobilization
  - Movement
  - Sustain
- Anticipation of roadblocks in five types of problems:
  - Information
  - Teamwork
  - Resources
  - Solutions
  - Sentiment
- Managing & solicit buy-in from Key Stakeholders:
  - Sponsors
  - Project Team
  - Organisation

# Chameleon: how does it work? 5 steps

## 1. Understanding phases of change



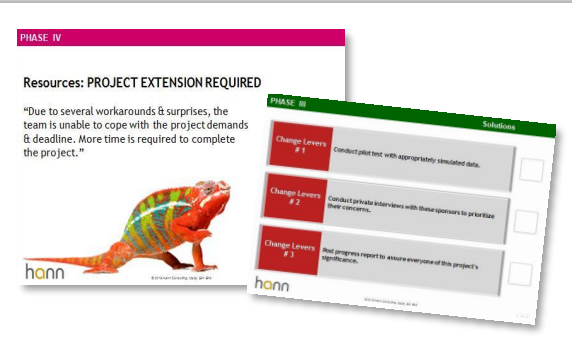
## 2. Managing stakeholders' expectations



## 3. Managing change priorities

**Resources: PROJECT EXTENSION REQUIRED**

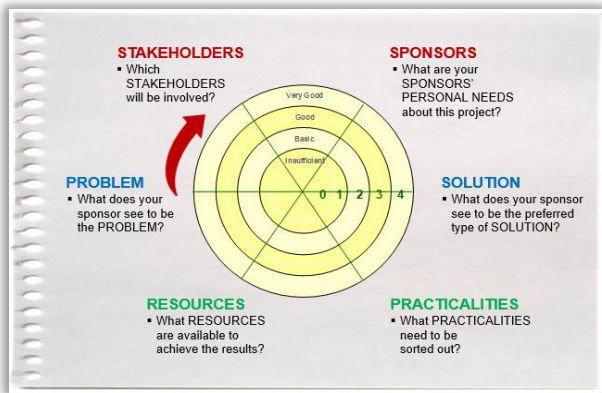
"Due to several workarounds & surprises, the team is unable to cope with the project demands & deadline. More time is required to complete the project."



**PHASE III**

Change Levers	Solutions
Change Levers #1	Conduct pilot test with appropriately simulated data.
Change Levers #2	Conduct parallel interviews with these sponsors to prioritize their concerns.
Change Levers #3	Real progress report to assure everyone of this project's significance.

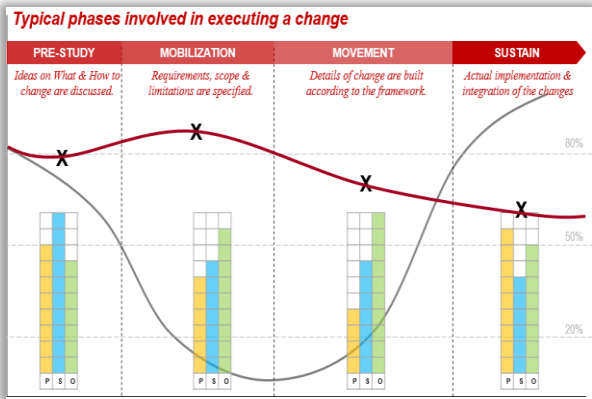
## 5. Application to project execution



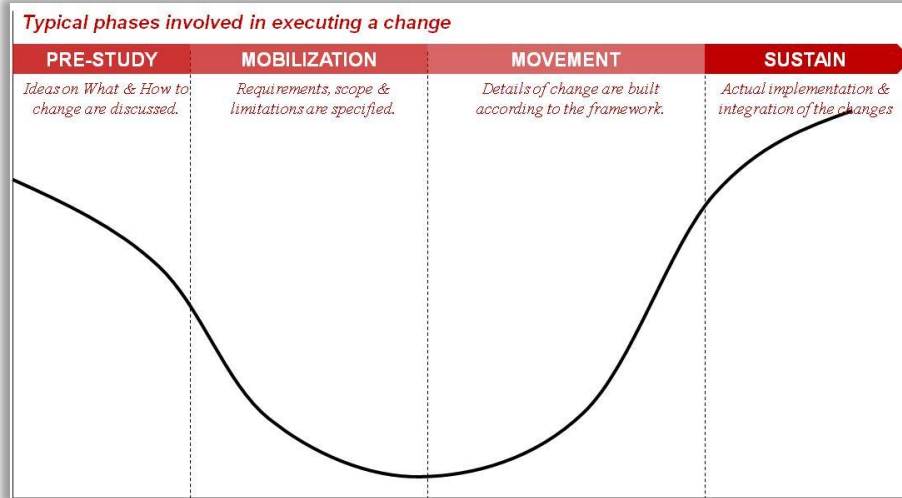
**OBJECTIVE**

Maximizing business value within time & budget

## 4. Measuring impact of change



# Step 1: Understanding Phases of Change

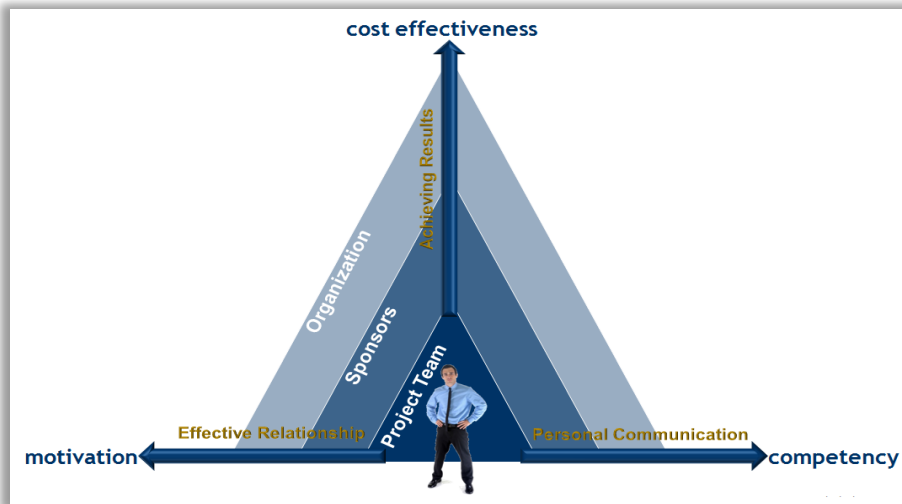


- ☑ Participants begin with understanding 4 phases of an organization-wide project.
- ☑ They will list the corresponding challenges & success factors in each phase.
- ☑ This increases their practicality in understanding the evolving nature of the whole execution process.

PHASE I Pre-Study	PHASE II Mobilization	PHASE III Movement	PHASE IV Sustain
Ideas on what & how to change are discussed.	Requirements, scope & limitations are specified.	Details of change are built according to the framework.	Actual implementation & integration of the changes.
Concepts & ideas are discussed at a high-level.	Solution specification & approach are determined.	Actual data & infrastructure are formulated.	Resources are mobilized to execute according to plan.
Main purpose is to justify why the project is necessary.	Main purpose is to identify customer's needs.	Main purpose is to prepare the environment for change.	Main purpose is to translate ideas into action.
Key issues revolve around team cohesiveness.	Key issues revolve around availability of resources.	Key issues revolve around power base & functional territory.	Key issues revolve around readiness of adoption by stakeholders.



# Step 2: Managing Stakeholders' Expectations



- ☑ Participants will be guided to identify 3 key groups of stakeholders: Sponsors, Project Team & Organisation (Customers).
- ☑ They will need to prioritize the often conflicting requirements of all 3 stakeholders at different stage of execution.
- ☑ This increases their savvy to differentiate what is **technically right** to do from what is **politically acceptable** to accomplish.

PROJECT TEAM	Internal or External and Direct or Indirect team members working on the project on full term or ad hoc basis.
SPONSORS	Internal or External individuals who finance or allocate resources to the project with an aim to benefit from it.
ORGANISATION	The Business, People & Processes that integrate to form the parameters within which this project operates.

# Step 3: Managing Change Priorities


INFORMATION	Awareness, accuracy, over communication, reliability, confusion
TEAMWORK	Intra or Inter team relations, chemistry, mindset, commitment
RESOURCES	Availability, competency, consistency, efficiency, flexibility, productivity, quality, quantity
SOLUTIONS	Availability, competency, consistency, efficiency, flexibility, productivity, quality, quantity
SE	

**PHASE III**

**Solutions: HARD PRESSED FOR RESULTS**

"A few sponsors get impatient and want to see tangible deliverables to justify the ROI of this project. The interim results are simply not impressive at all."


**PHASE III**

**Change Levers**

- # 1** Conduct pilot test with appropriately simulated data.
- # 2** Conduct private interviews with these sponsors to prioritize their concerns.
- # 3** Post progress report to assure everyone of this project's significance.

**EXTENSION REQUIRED**

...ds & surprises, the ...th the project demands & deadline. More ... required to complete the project."

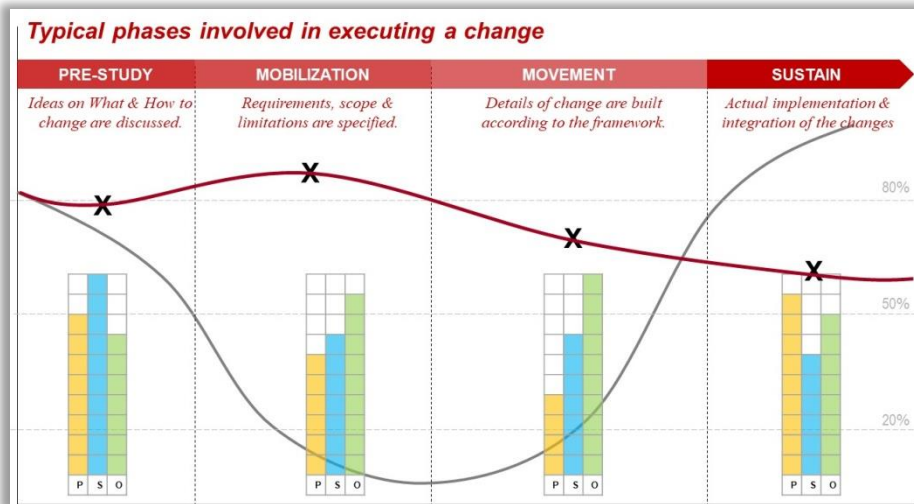
  

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- ☑ Participants will examine 5 types of problems/roadblocks that commonly occur in project executions.
- ☑ At each phase of execution they will face different roadblocks with less-than-ideal resolution options to choose from. They will debate & present the basis of their decisions.
- ☑ This increases the preparedness of participants in managing dilemmas where appropriate or even daring compromise must be made in order to deliver ultimate value.

# Step 4: Measuring Impact of Change



- ☑ Participants will be guided to measure the impact of their decision on motivation, competency (know-how) & cost effectiveness.
- ☑ They will review their basis of decisions and how they can do better in the following phase or next project.
- ☑ This increases the agility of participants to focus on collective impact rather than single-task evaluation.
- ☑ The Team with the highest Business Value will win the competition!

<b>MOTIVATION</b>	Excitement, Commitment, Engagement
<b>COMPETENCY</b>	Knowledge, Problem Solving, Innovation
<b>COST EFFECTIVENESS</b>	Productivity, Resource optimization, Timeliness

# Step 5: Application to Project Execution

Strategic Intent of Project

What is the Business Value to PROTON?

Finance	People
Customer	Process

Project Dateline

Budget

Project sponsor

Team Member (at least 5 pax)

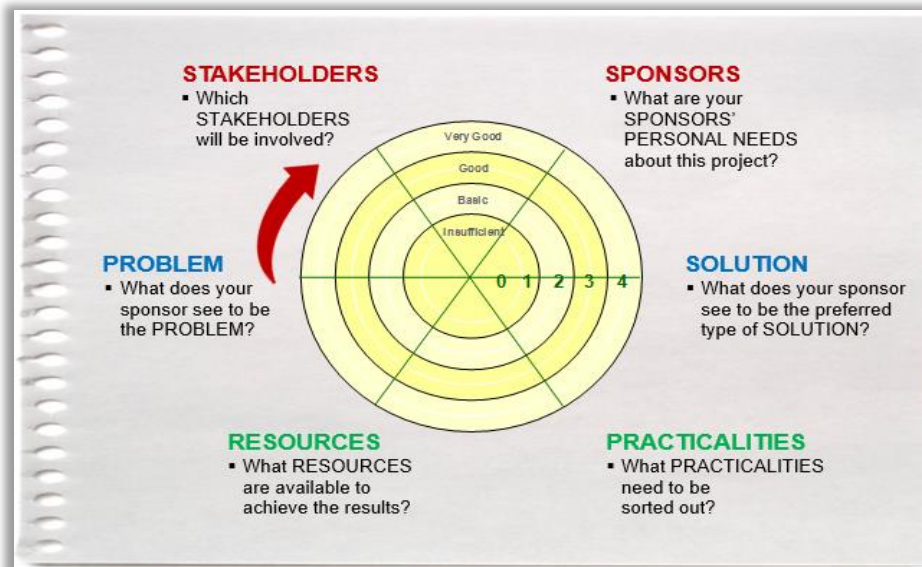
Organization/ Beneficiary

☑ At the end of the simulation, participants will be required to complete an individual project plan for either a new, an ongoing or a recently completed project.

☑ They will apply Step 1 to Step 4 to *proactively* (for new & ongoing projects) or *retrospectively* (for recently completed projects) anticipate roadblocks.

☑ This increases their acumen in presenting a well-thought through execution plan to garner greater buy-in from stakeholders at approval stage.

☑ This also increases their savvy in managing different roadblocks in the execution to deliver the highest possible business value within time & budget.





*bringing life to business*

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