

# The Messenger

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March/April 2024



## A Letter from Keith



A WOMAN-OWNED  
SMALL BUSINESS

Last month we looked at how change influences every organization. This month we focus on how changes will impact projects. With every project you do, at least one change will inevitably happen - oftentimes it will be multiple changes in a single project.

However, not all changes are negative. There are times when change is necessary to complete the project. Once you are in a project, you may find that there is a new way to improve the project deliverable that wasn't available at the project's inception. There could also be a recognition of a potential failure in the planned approach or a gap in the plan which should be included that you may not have been aware of in earlier stages of the project.

In this Messenger, we will look at how to implement project changes while minimizing the headaches and stress they may cause.

## Changing Your Project without Headaches

You will hear a variety of reasons as to why people are hesitant to embrace change. A few are:

- Lack of time or limited resources
- No penalties for making unrealistic demands and changes
- Little or no skills for implementation
- Lack of planning
- Unclear description of the change
- No sponsor or upper management support
- No buy-in by employees
- Fear of unknown

While these are very real issues, they shouldn't stop the change from happening. Designing a strategy to oversee changes will help everyone be more comfortable with the process and know the exact steps that need to be taken. Use change requests as a means of initiating the change. A change request is a formal way to examine and track proposed project changes and ensure review and approval by the appropriate authorities before further action is taken. When writing your change request, make sure that it is clear and detailed. Have a description of the change, reasons for the change, the importance of the change, implications of not making the change, timing, and urgency of the change, and objectives, scope, and constraints listed as plainly as possible.

Your change request should also include priority and urgency ratings. Priority ratings have three categories: high - must be done, medium - ought to be done, and low - nice to do. Urgency rating's three indicators are:

# Changing Your Project without Headaches

high - immediately, medium - as soon as possible, and low - when time permits. Using these ratings helps the project team know when each change should be implemented.

When dealing with change, you must learn to be resilient. Resiliency is the ability to absorb high levels of disruptive change while displaying minimal dysfunctional behavior. There are five characteristics of resilience.

1. Quickly regain equilibrium after expectations are disrupted
2. Maintain a high level of productivity during a period of ambiguity
3. Remain physically and emotionally healthy while struggling with uncertainty
4. Avoid dysfunctional behaviors that impede the success of a project
5. Rebound from the demands of change even stronger than before

(Project Change Management, Harrington, H., Conner D., Horney, N., p. 30)

When we are resilient, we can motivate other team members to react with the same attitude. Encouraging others to not be distracted by change will allow everyone to be more productive.

Once the change has been approved, implementation will take place. The implementation team will develop a plan that will focus on tasks and activities to be changed, examine issues and concerns that will arise due to the change, and discuss how to manage risk analysis on the new change.

After the change has been implemented, you ought to measure its success. Detail the goals and measurements that will be used to show the change is working. Decide how the measurements will be collected and analyzed. Determine the baseline which is the minimum amount of change to determine success. Establish a test group or small pilot to verify baselines. Implement the tracking system for tracking success. Document who and how the data will be archived for historical information.

When done in a structured format, change can be beneficial to your project. Knowing the proper steps and guidelines to follow will ensure that your project is successful while minimizing the headaches that you face.

## 2024 Boot Camp Dates

April 15-18	Live, Virtual PMP®
June 10-13	Live, Virtual PMP®
August 5-8	Live, Virtual PMP®
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PMP® EXAM PREP CLASSES

*You pass or we pay  
for the 2<sup>nd</sup> and 3<sup>rd</sup> test*

## Truth

Proverbs 4:7

The beginning of wisdom is this:  
Get wisdom, and whatever you get,  
get insight.

Ephesians 5:15-16a

Look carefully then how you walk,  
not as unwise but as wise, making  
the best use of the time,

I do not believe you can do today's  
job with yesterday's methods and  
be in business tomorrow.

Nelson Jackson

We want to recognize students who have successfully passed the PMP® Exam.

**What was the most challenging thing about the Boot Camp?**

The vocabulary tests. Coming into the boot camp I thought I had a pretty good knowledge of terms and meanings. I was wrong, there was so much to be learned and understood.

**What was the best thing about the PMP® Exam Prep Boot Camp?**

I really enjoyed the breakout rooms and the interaction between Keith and the students. I felt like Keith really cared about each individual and wanted them to succeed.

**How do you think the PMP® Certification will help your career?**

This certificate will set me apart from other Project Managers. I feel more confident when managing projects and hope that one day I continue to grow in the project/business realm.

**Please write a recommendation about our class.**

I would absolutely recommend this class to anyone who is thinking about taking the PMP exam! From the lectures/interaction in class, to the vocab and practice exams, it was a great experience and Keith and Kim were very accommodating and willing to go the extra mile to see you succeed.

## Fun - Sudoku

### St. Patrick's Day Trivia



- 1) Saint Patrick's real name is Maewyn Succat.
- 2) Saint Patrick was not even born in Ireland. He was born in Wales, kidnapped by pirates, and taken to Ireland as a slave for 6 years. He escaped, became a priest, and returned to Ireland as a Christian missionary.
- 3) The first Saint Patrick's Day parade was not in Ireland, but in Boston in 1737. The holiday wasn't a national holiday in Ireland until 1903. In Ireland, St. Patrick's Day is a religious holiday similar to Christmas and Easter.
- 4) Chicago dyes their main river green to celebrate the holiday.
- 5) Leprechauns are actually fairies/shoemakers in Irish folklore.
- 6) The Shamrock's 3 leaves are meant to represent the Trinity.
- 7) There are 10,000 three-leaf clovers for every 4-leaf clover.
- 8) There are 33.7 million U.S. residents who are of Irish ancestry. That number is almost nine times the population of Ireland itself.
- 9) 10 percent of all St Patrick's Day cards are sold in New York.

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MAY 6-10  
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This Mastermind Group goes through the PMP® exam content objectives and allows participants to take mockup PMP® exam questions, vocabulary tests, and receive an Exam Memory Chart to assist them in passing the current test.

This five-day course requires a commitment of one hour each day from participants. Each participant receives coaching, counseling, and guidance that helps make better decisions when preparing for the PMP® test. All discussions and suggestions will align with the current test and objectives.

For more information and to register, go to [www.projectcoachingexpert.com](http://www.projectcoachingexpert.com)

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