

Megan Hills interviews
Rosemarie Risgalla,
Director, Value Network



How to lead projects involving major change

Business couldn't have been better. It was 2006 and Australia was still in its building boom. This success didn't stop a construction company's CEO hiring Rosemarie Risgalla to carry out a client survey. He wanted to gather some honest feedback about how the company was performing for them.

"The employees of the construction company couldn't see the point of the survey at all," Rosemarie said. "They were winning new client after new client. To them it was obvious they were performing well."

However, in the survey one of their key clients had described the construction team as 'environmental vandals'. Unfortunately, this feedback didn't see the employees changing their ways.

"When the next project came up for tender from this client, the construction company lost out - and they lost out on the next one, too."

"So even during the best of times," Rosemarie explained, "we still need to be open to changing the way we work. And, of course, with the current financial crisis it has been vital to adapt to change."

Rosemarie's Top 3 Tips for leading major change projects:

1. Have a clear - but flexible - brief

Be clear with your client about what you can do for the project upfront. But also be aware that the project's direction and priorities can change. So be prepared to adapt your brief to that change.

2. Be clear about your projects goal

Involve the team, and even relevant outsiders, to contribute in identifying what the project's successful outcome will look like. Having a common vision helps to navigate change.

3. Do your project planning

Don't spend all your time working in the project - you need to work on the project as well. Planning throughout the project assists in identifying and embracing necessary change along the way.

What Rosemarie Risgalla says about Think Learn Succeed

"Eleanor is a very good listener and is great at interacting with all kinds of people. When I saw her in action at a training session, I was very impressed."

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