

# ProjectChat 2026

zerofloat ProjectChat 2026

## Beyond tools and processes



# The human side of transformation



Tuesday, 24 March 2026  
11.45 AM - 12.30 PM AEDT

## Presenter - Sanjiv Parekh

➤ In this 45 minutes session...

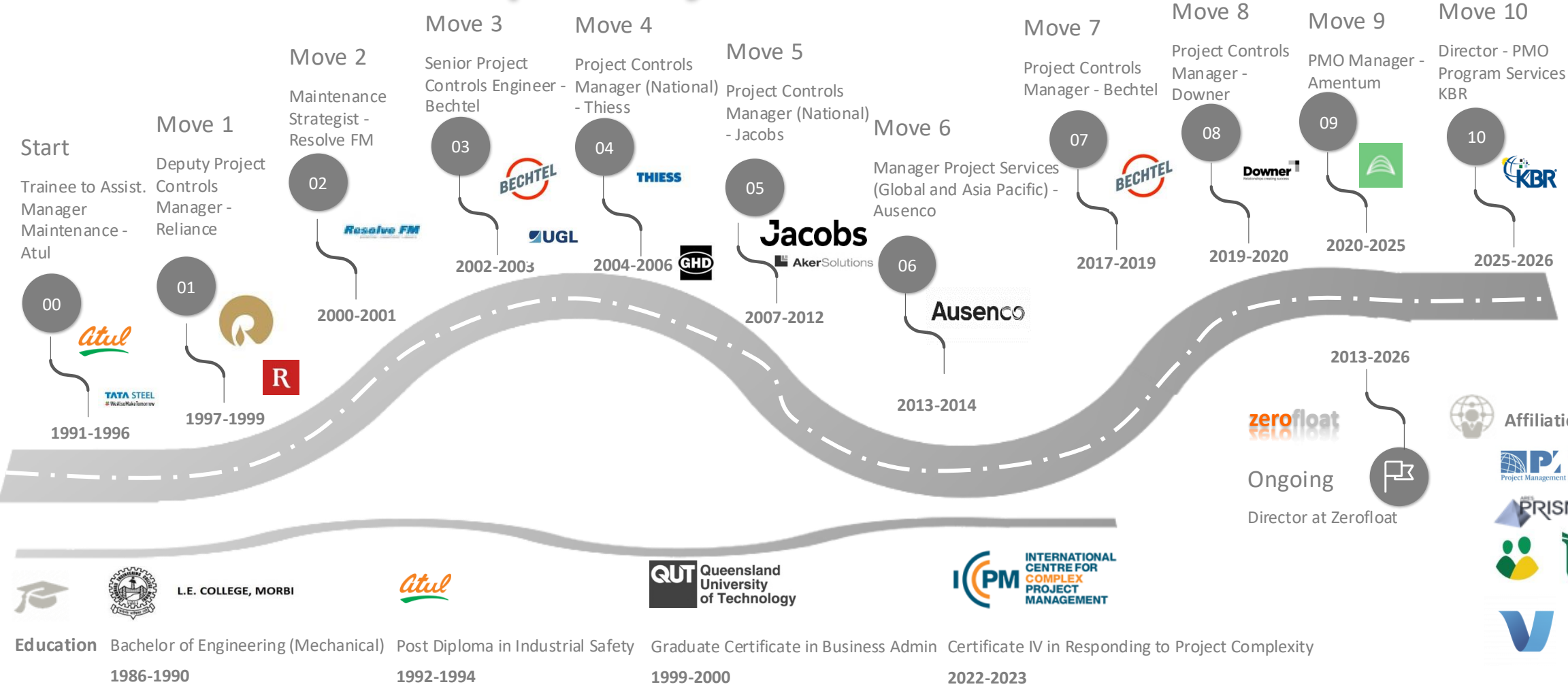


We will explore  
Beyond tools and processes

# The **human side** of transformation

- Intro and Presentation for **30 minutes**
- Questions and Answers for **15 minutes**

# Career road map - Sanjiv Parekh



Senior PMO, program controls and governance leader with more than 30+ years of experience delivering complex programs and transforming project, program and portfolio environments across Defence, infrastructure, mining, energy and government sectors.

\* Click on icons and QR code to find more information

# Global projects profile - Sanjiv Parekh



Defence  
Mining and Metals  
Oil and Gas  
Power and Renewable  
Infrastructure



Projects Managed  
\$20m - \$6b (AUD)

Project Team/Department Managed  
15 - 48 project controllers

Known and respected for core areas of expertise as follows:  
 Leading PMO and project controls excellence in complex program environments | Strengthening governance, assurance and delivery performance | Integrating schedule, cost, risk and change for decision-ready insight | Establishing baselines, recovery strategies and portfolio performance frameworks | Driving transformation, capability uplift and executive confidence.

\* Click on icons and QR code to find more information

# ➤ The human side of transformation

*Why people, not technology determine success*



“We delivered the system on time and on budget, six months later, everyone quietly went back to spreadsheets.”

*Transformation succeeds when people choose  
to move with you.*

# ➤ Why transformation fails

*Technology works  
Processes exist  
Adoption breaks down*



“The platform worked perfectly in testing, but no one actually used it once the project team left.”

*Most transformations fail after go-live,  
not before it.*

# Transformation is a human experience



*Change triggers emotion before logic  
Loss of control, identity, and certainty  
Fear often hides behind “process issues”*

“People weren’t worried about the new tool; they were worried about losing relevance and influence.”

*People don’t resist change,  
they resist uncertainty.*

# ➤ The psychology of change



*Resistance is feedback  
Silence is a warning sign  
Compliance ≠ commitment*

“The loudest critics weren’t blocking change; they were the only ones engaged enough to care.”

*Resistance is effort, not obstruction.*

# ➤ Cognitive biases at play



*Status quo bias*  
*Loss aversion*  
*Sunk-cost thinking*

“We kept funding a failing solution because we’d already spent too much to stop.”

*What feels irrational is  
often psychologically predictable.*

# ➤ Influence without authority

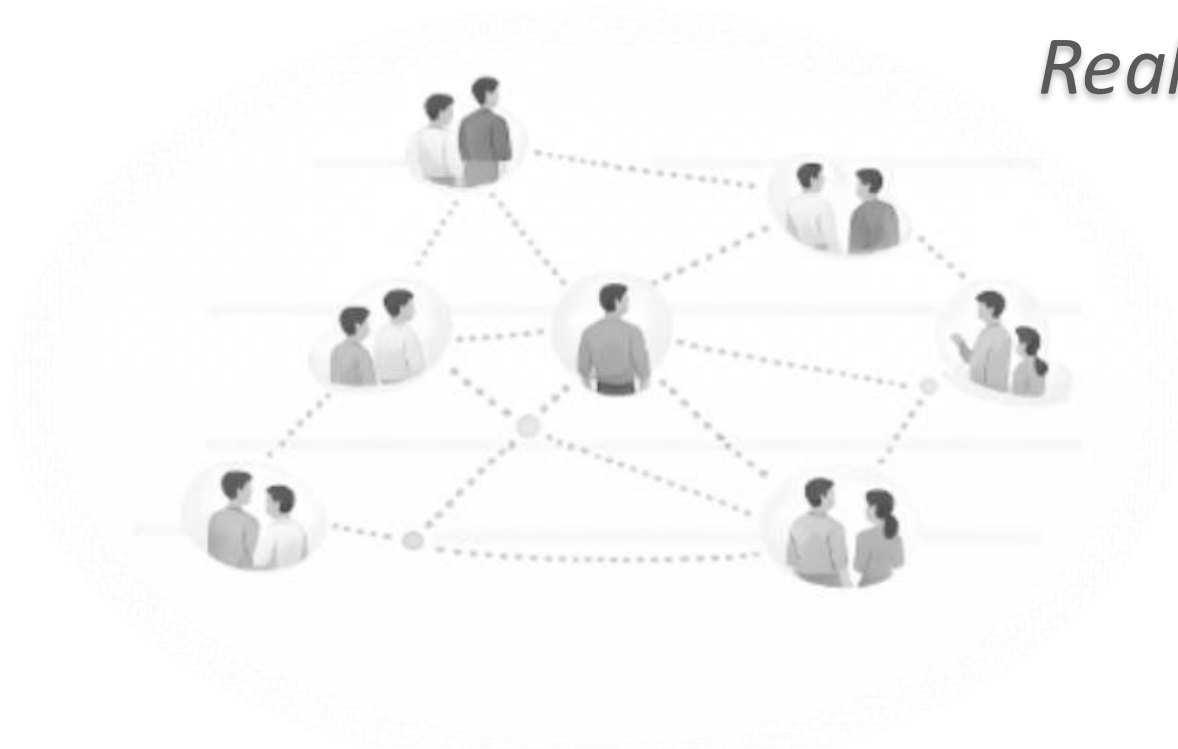


*Most change leaders lack formal power  
Authority does not equal influence  
Trust creates momentum*

“The PM with no authority achieved more than the sponsor because people trusted her judgement.”

*Influence is earned through credibility,  
not title.*

# ➤ The role of informal networks



*Real decisions happen outside org charts*  
*Informal leaders shape adoption*  
*Trust accelerates change*

“If you want to know whether change will stick, ask the team assistant or site supervisor.”

*Map influence, not hierarchy.*

# ➤ The silent killers of transformation



*Fear of failure*  
*Organisational politics*  
*Entrenched silos*

“No one raised the risk, not because it wasn’t there, but because it felt unsafe to say it.”

*The biggest risks are rarely on  
the risk register.*

# Public vs. private sector dynamics

## *Public Sector*

*Scrutiny*

*Rigid governance*

*Risk aversion*

## *Private Sector*

*Speed pressure*

*ROI focus*

*Leadership churns*



“In government, fear of scrutiny delays decisions; in industry, fear of targets rushes them.”

*Different constraints,  
same human behaviour.*

*Safety precedes performance  
Fear suppresses truth  
Honesty enables learning*



“After the first failed pilot, leaders punished mistakes and innovation stopped overnight.”

*How leaders respond to failure  
shapes future behaviour.*

# ➤ Rethinking success metrics

## *Lag Indicators*

*Cost*

*Schedule*

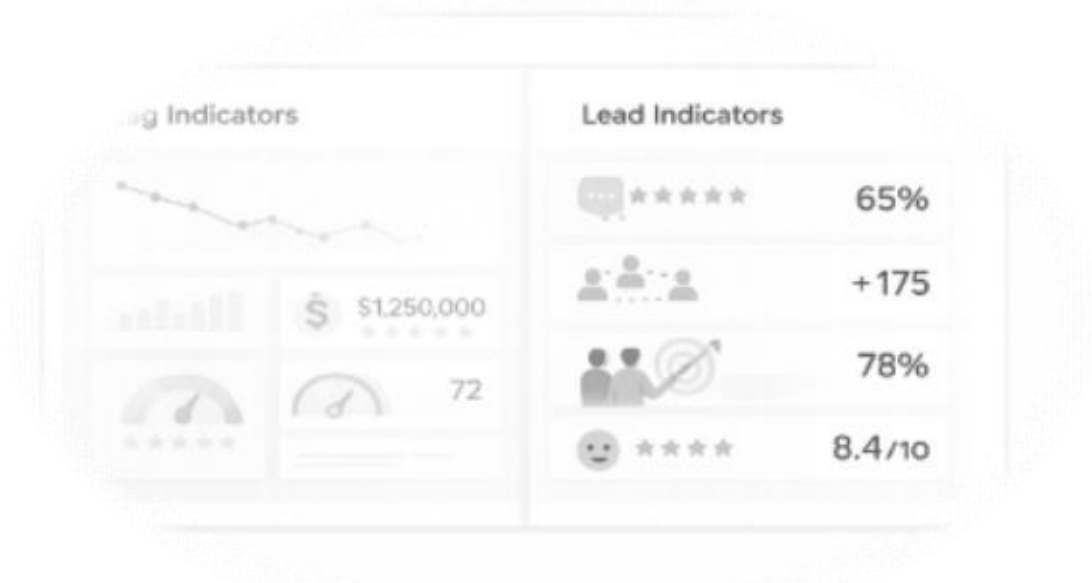
*ROI*

## *Leading Indicators*

*Trust*

*Engagement*

*Adaptability*



“The dashboard was green, but morale was red, and benefits collapsed months later.”

*Culture predicts performance and outcomes.*

*Adoption velocity*  
*Decision cycle time*  
*Cross-silo collaboration*  
*Psychological safety pulses*



“Slowing decisions flagged trouble months before delivery performance slipped.”

*Measure momentum, not just milestones.*

# ➤ Building the narrative



*Data informs  
Stories move  
Meaning drives action*

“Teams could quote the slides but couldn’t explain why the change mattered.”

*If people can’t explain the change,  
they won’t support it.*

# ➤ From compliance to ownership

*Forced change creates resistance*  
*Co-creation builds commitment*  
*Ownership sustains results*



“Once teams helped design the solution, enforcement stopped being necessary.”

*Participation turns resistance into advocacy.*

# ➤ What leaders can do now

*Model the behaviours you expect*  
*Invest in conversations, not just systems*  
*Align incentives to desired behaviours*



“Leaders asked for agility but punished uncertainty and failure.”

*Transformation accelerates when  
leaders change first.*

*Same tools  
Same process  
Very different outcomes*



“Two teams used the same system, only one had leaders people trusted.”

*Tools amplify leadership, good or bad.*

*Successful transformation is not about forcing people through change.*



“You can mandate a system, but not belief, trust, or commitment.”

*It's about creating an environment where they want to go there with you.*

*What human factor in your current transformation is being underestimated?*



“Think of your last transformation, what was obvious in hindsight but ignored at the time?”

*Let's talk about  
the human side of your transformation.*

 Thank you

Sanjiv Parekh

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