

# Integrating Change & Project Management

2012 PMI-OC Chapter Annual  
Project Management Conference



# Reality of Change



**You can please some of the people some of the time...**

**But you can't please all of the people all of the time.**



**Commonly quoted statistic:**

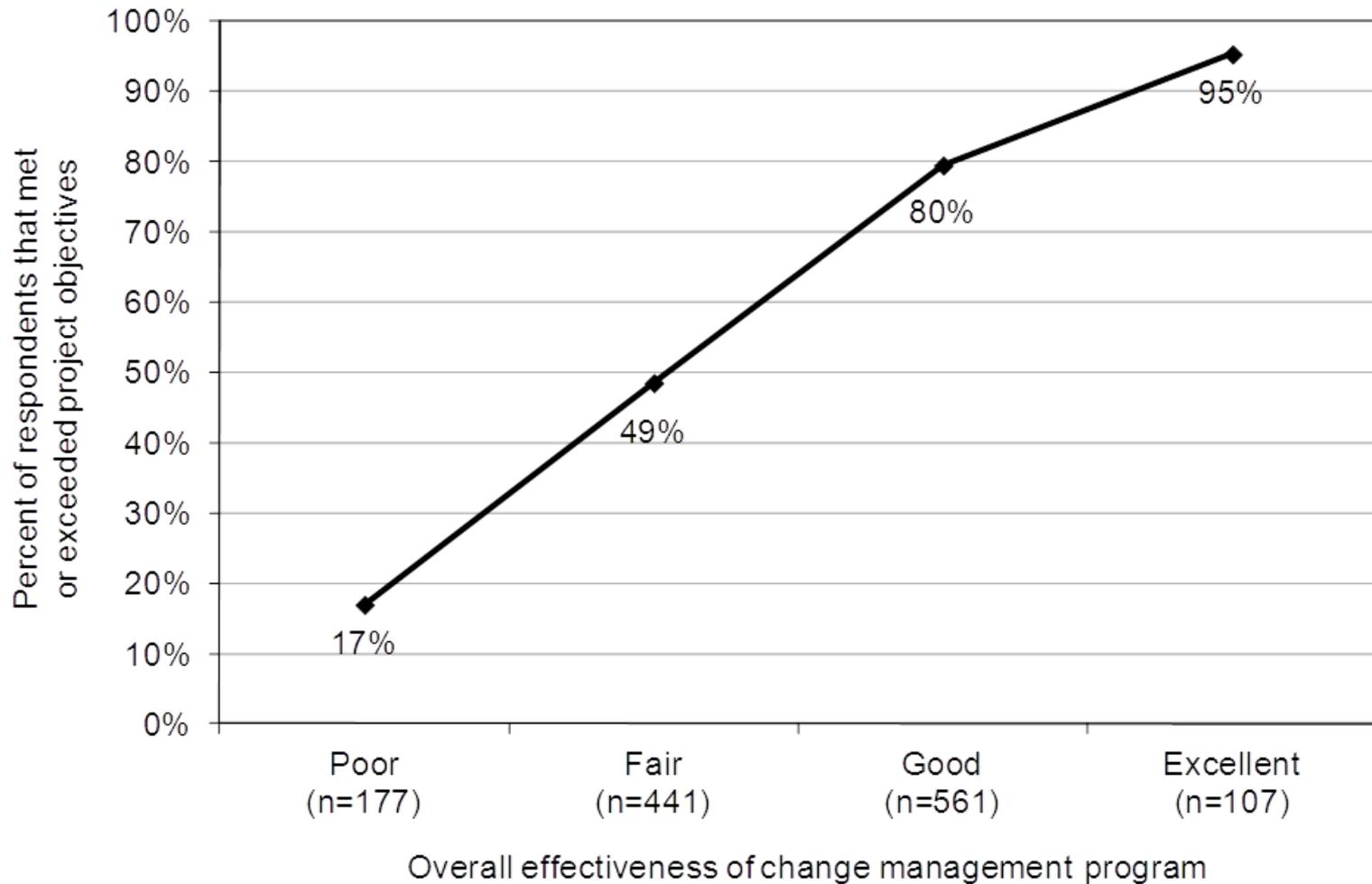
**60 – 70% of all organizational  
changes fail**

**Why?**

# Obstacles To Success

1. Ineffective sponsorship
2. Insufficient change management resourcing
3. Employee resistance
4. Middle management resistance
5. Poor communication

## Correlation of change management effectiveness to meeting project objectives



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*Best Practices in Change Management*

# Integrated Approach to Success



**Leadership**



**Project Management**



**Change Management**

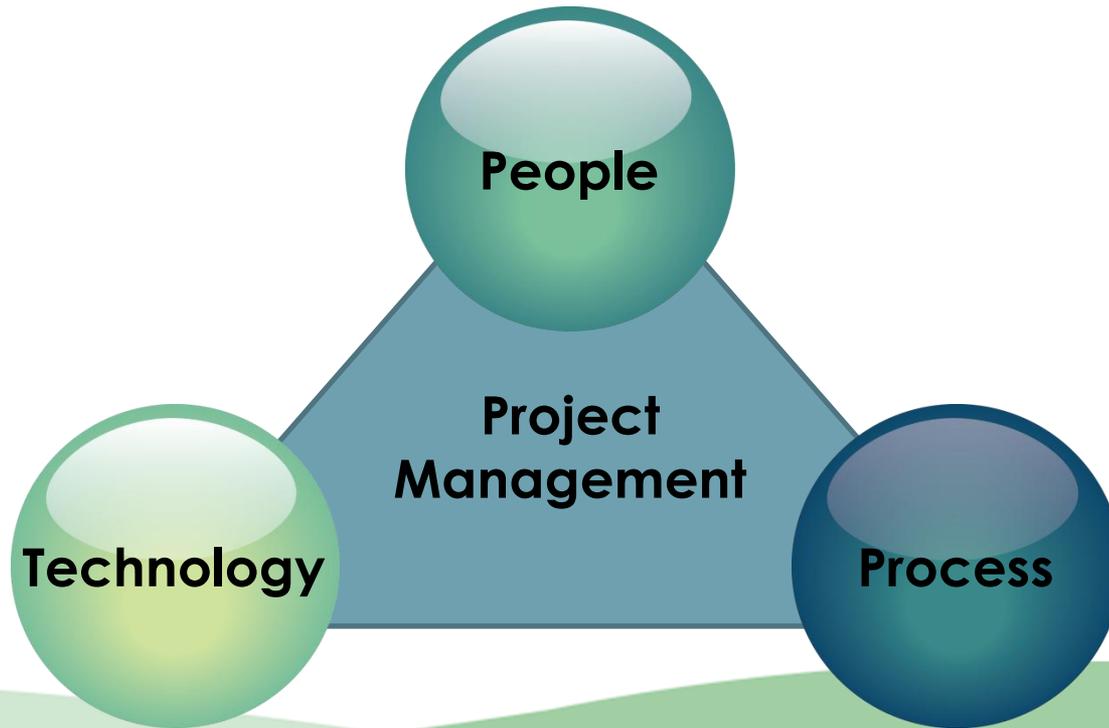
# Change Management

Structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. It includes processes, tools and techniques to manage the “people-side” of change to achieve the desired business results.



# Project Management

The discipline of planning, organizing, securing and managing the resources to successfully complete specific project goals and objectives.



# Commonalities

- Most change and project management efforts don't achieve all their objectives
- Importance of ownership
- Understanding situational and contextual factors
- Understanding different stakeholder's needs & expectations
- Understanding different cultures
- Performance focused

# Differences

## Change Management

- Focus on people
- Impact of products/services delivered
- More flexibility & less formal approach
- On-going
- Practitioners background
- More art than science

## Project Management

- Focus on delivering products/services
- Focus on definitive framework
- Well defined schedule
- Practitioners background
- More science than art

# Leadership Alignment

Prepare and engage leadership, including managers and supervisors

- Do you have the right sponsorship?
- Can a compelling case for undertaking the change be created?
- Can you identify the sponsors for the impacted audience?
- Is there alignment around the project's objectives?

# Business Readiness

Understand the impacts, prepare and transition the organization

- What groups are involved? Who are the influential people?
- What are the impacts to those involved? To what degree?
- Are there areas of resistance? How are you going to address?
- Do you know if the users are ready?
- What needs to be done to transition them to the new desired state?

# Employee Awareness & Education

Inform, educate and train employees about the required skills, new process and systems

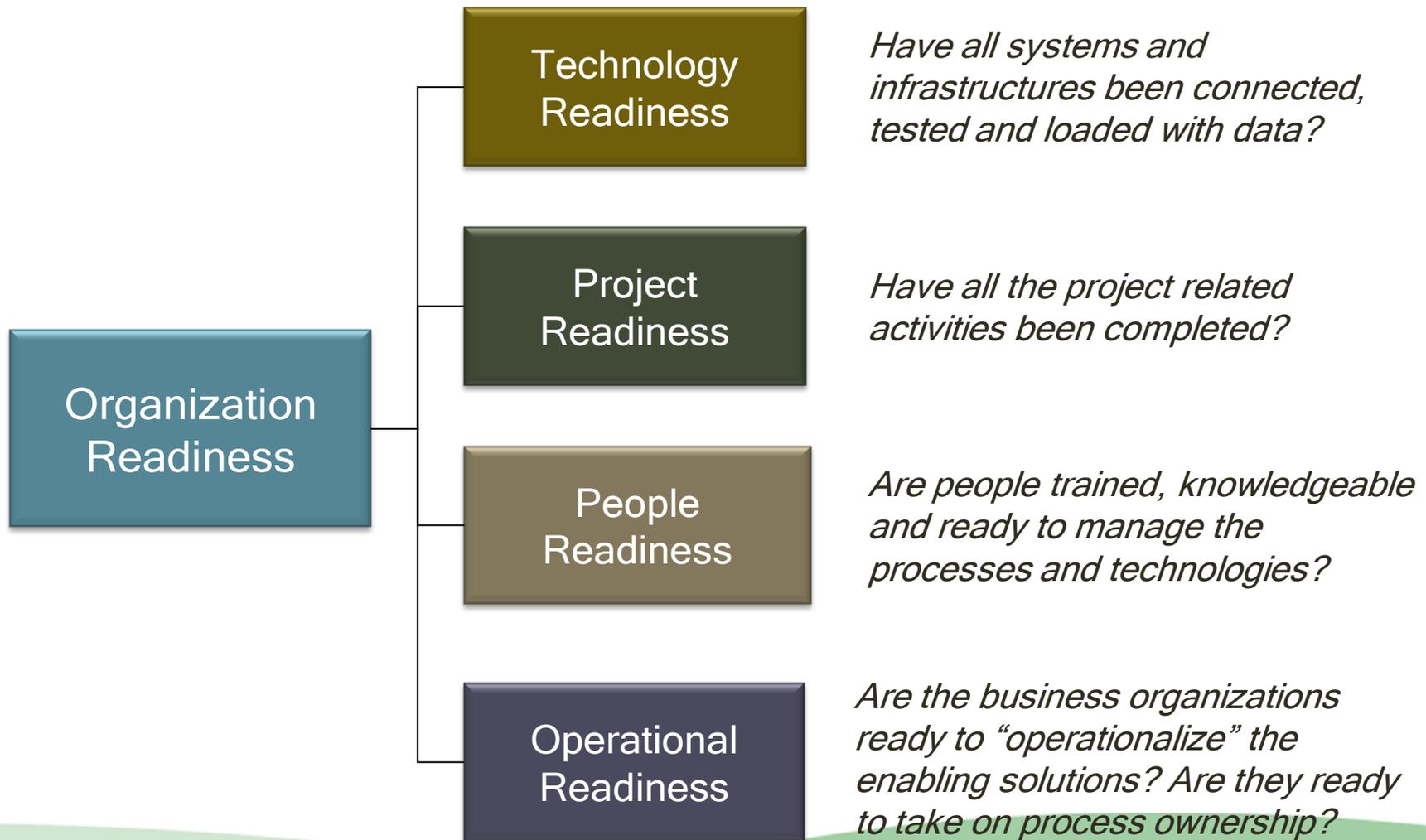
- Do you know to whom you need to communicate? What messages are needed and when?
- Based on the impacts what training is required?
- What's critical for the users to know?
- How will you ensure the employees have the capability to perform their jobs

# Organization Readiness Capability

Sustain progress, ensure adoption & prepare organization for the next change

- How will you know you're successful?
- How will the change be sustained?
- How is the health of the project team?
- How can the organization learn from it's experiences?

# Project Transition Areas



# Value

- Provide a standard structure/approach
- Develop a common understanding of success
- Engage Sponsors & Owners
- Transfer ownership from project to operations
- Scalable
- Evidence based



# Questions

