



Organisational v Project Change Management

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Successful projects consider the people side of the solution being implemented, and bring together project management and change management to achieve the business objectives of the change.

If the people impacted by a project do not support and engage in the change, then the planned benefits of the project may not be delivered, or the objective of the project may not be achieved.

Situation

Projects typically identify that they need support in change management based on either the type of project, the scale of change being delivered, or the level of risk of the change.

A change management practitioner can be assigned to a project to help manage the successful implementation of the project by addressing the people-based aspects of the change.

Complication

There is a challenge for change management practitioners engaged on a project to share their focus between *organisational change management* and *project change management* activities.

Organisational change management activities tend to focus on **creating the conditions for change to occur** by addressing the organisational culture and looking at levels of employee engagement, the use of language, symbols, and signals in the organisation, and building change management capabilities in leadership groups.

Project change management activities tend to focus on **implementing a specific change** by helping an organisation prepare for the change, manage the implementation of the change, and reinforcing the change.

Scenario:

A well-established organisation has noticed a rapid decline in the market for their core product offering, and has an opportunity to diversify their business into an emerging market for a different type of service.

This means moving from a product-based company that relies on good supply chain processes, to a service-based company that would rely more on customer-centricity, with new infrastructure and systems needed to meet the requirements of new clients

In this scenario:

Organisational change management may focus on maintaining employee engagement throughout the change, assisting leaders to understand and manage the reactions of staff during the change.

Project change management may focus on the implementation of the new systems and processes, and provide a structured change management plan to ensure staff accept and adopt the new way of working.



Question

How can change practitioners provide a structured approach, and set of activities for project change management to:

- **Identify the need** for change management on projects
- **Define the scope** of project change management activities
- **Identify the deliverables** that project change management will produce
- **Provide ROI criteria** for project change management

Answer

You need to define what specific outcomes are to be achieved from project change management on your project to determine whether it is needed, and what it will deliver.

This 10-step process can be used to implement project change management on a project:

1. **Assess the need** for project change management based on project type
2. **Determine initial scope** for project change management activities
3. **Agree on the approach** to project change management
4. **Define the characteristics of the change** (why, what, how, who, when, where)
5. **Analyse the impact of change required** to achieve the vision
6. **Identify and map stakeholders** to develop stakeholder engagement and communication plans
7. **Define the quality measures** of the change management/business readiness activities
8. **Develop a detailed plan** of change management activities and deliverables
9. **Assess stakeholder readiness** – determine where your stakeholders are in the change journey
10. **Reinforce the change** after implementation

Step 1 - Assess the Need

Make a basic assessment of your project to determine whether you need project change management based on:

- **Type of project** (Delivering a change to assets, systems/technology, processes, or people)
- **Risk of change** not being delivered successfully
- **Scale of change** being delivered
- **Scope of change** management activities to be undertaken

This step can be a precursor to developing a brief for your project by identifying what level of change management resource and activity is required for the project to be successful.

This can also provide guidance on whether change management activity could be incorporated into normal project or business activity, or whether the project will require additional support from an experienced change management resource.



Step 2 - Determine initial scope

The impact on people from re-organisation and restructure activity, changes to systems/technology or processes, policies, and practices need to be managed.

The initial scope of activity will be guided by the scale of change being delivered by the project:

- What is changing – systems, processes, jobs, environment, etc.?
- How much of the organisation will be affected by the change?
- Will the change be experienced differently by different people?
- Will the change be implemented quickly or over a longer period?
- Is it a small, incremental change that would be noticed but easily accepted?
- Is it a large, disruptive change that will require acceptance and adoption to be successful?

Based on your assessment of the scale of change you can develop an initial scope for change management activities and deliverables.

Table: Sample project change management activities and deliverables

Small, Incremental Change	Large, Disruptive Change
<ul style="list-style-type: none">• Awareness communications• Opportunities for stakeholder engagement – presentation, discussion forum, survey, etc.	<ul style="list-style-type: none">• Change impact analysis• Stakeholder mapping and analysis• Communications and engagement strategy• Formal consultation processes• Capability identification, assessment, and development• Training needs analysis and training delivery plan• Business readiness assessments• Resistance management plan• Change reinforcement plan

Step 3 - Agree on the approach

The approach to project change management can be aligned within the overall project delivery methodology by structuring project change management activities into stages:

- **Planning for a New Way of Working** – plan and manage activities that will build understanding of the scale and scope of the new way of working that will be delivered by the project to stakeholders within the organisation and the project team
- **Getting the Business Ready for a New Way of Working** – plan and manage activities that will ensure stakeholders are informed, engaged, ready, and able to operate in the new way
- **Embedding the New Way of Working** – plan and manage activities to integrate the new way of working into normal business routines to ensure benefits are delivered

Click here for the remaining 7 steps

This is a preview document. For the full white paper and remaining 7 steps, please click on the link below.

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