



How Change Management Makes Your Projects Stronger

June 2009

Today's Focus: Where IT & Business Come Together

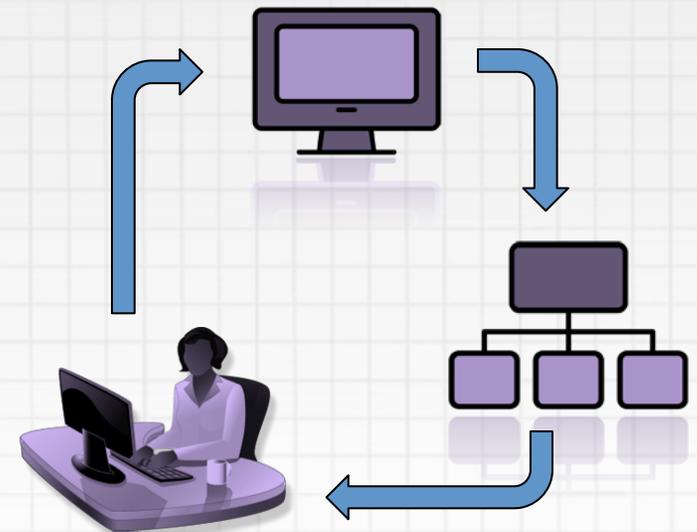
- What is Change Management (CM)
- How CM enables project success
- The Skills, Knowledge, Resources needed to do CM right
- How CM integrates into project plans
- The value of a Change Readiness Assessment

A CM story



IT Projects Include 3 Types of Changes

- Technology
- Business Processes
- People & Organizations



Which is the most challenging to manage?

Change Management is: Where Business and IT come together *for Users*

- The development and execution of a plan in which all *impacted Users* fully understand:
 - What the project is about
 - Why the company is doing it
 - What will be different
 - How their jobs will change
 - What training will they need
 - When this will happen
 - Who will communicate all of this and how
 - How Users will be supported to a successful outcome



CM Skills, Knowledge and Resources to ...

- Plan and execute
- Skillfully manage preparation of Users impacted by change
- Interact with, engage leaders
- Manage communications
- Share lessons-learned
- Engage others, **as a team**, who have a strong knowledge of their business disciplines



CM Enables Project Success by...

- Managing User preparation as a **project**
- Engaging leadership at each organizational level so that CM activities are **emphasized and consistent** across business user groups
- Including specific change management activities **sequenced and aligned** with the overall project plan and implementation milestones



CM Integrates into IT Project Phases

Project Phase	Change Management Activities
Initiation	<ul style="list-style-type: none"> Organizational Strategy/Business Case Stakeholder Analysis Organizational Impact Assessment Leadership Support Plan
Design and Planning	<ul style="list-style-type: none"> Change Readiness Assessment User/Stakeholder Engagement Plan Design Communication Plan Design Training Plan Design
Execution (Build and Deploy)	<ul style="list-style-type: none"> Execute User/Stakeholder Engagement Plan Execute Communication Plan Execute Training Plan
Monitor and Control	<ul style="list-style-type: none"> Continue Post-deployment Communications Continue and Update Training Transfer Responsibilities to Operations/Business Deploy Decommission Plan
Close	<ul style="list-style-type: none"> Wrap up Transfer of Responsibilities Wrap up Decommission Plan

Value of a Change Readiness Assessment

Project: Date:	SAMPLE – SEE FULL VERSION					
Bus. Group I	What is the Business Group's current understanding of the project?	What does the Business Group consider to be "wins"?	What behaviors does this group exhibit - show/not show support of the project?	How will we engage them to increase their support?	What actions do we need to ensure project support from this Business Group?	...
Bus. Group II

- Identify User understanding
- Identify resistance issues
- Identify impact of change for individual business groups
- Identify communication and training needs
- Identify leadership buy-in and support

CM is the Car's Transmission... Transformation is the Completed Trip

Transformation Leadership
Implementation Planning and Execution
Project Management, Support and Administration
Training Design, Development and Delivery
Program Management
Change Management
Process Evaluation
System Development
Strategic Planning
Operational Planning
Manpower Assessments
Business Performance Analytics
Teaching, Coaching, and Getting People to Work Together

