



## Does your project have a change management strategy?

Effective change implementation requires deliberate, proactive management of the personal and organisational resistance that is an inevitable part of virtually every change. While most project plans track time, resource and budget, most do not include steps to systematically identify and address the risks caused by resistance to change. The good intentions of those sponsoring change and a one-size-fits-all communication plan are not sufficient to ensure understanding and acceptance of the change, or success of your project.

The Managed Change™ Project Assessment is designed to assess the strength of your change management strategy. Whatever stage of change you're at, we will recommend enhancements to your current approach to enable you to build effective change management practices into your project plan.

The benefits include reduced risk, better quality project deliverables, more effective support systems for those being required to change, reduced stress (for individuals and for the organisation) and better-sustained change. Strengthening change management practices through the life of your current change will also bring benefits for the future; targets of the change will be more ready to engage with change next time around, and those responsible for implementing change will feel stronger and more able.

**Purpose** To assess the project plan from a change management perspective and provide recommendations for minimising project risk resulting from resistance.

**Objectives**

- To assess the history of previous projects (successes and failures) and what the organisation remembers
- To review other current projects and initiatives that could affect (positively or negatively) your project plan
- To determine potential sources of resistance from the perspective of selected project team members
- To determine potential sources and degree of resistance within the changing organisation(s)
- To determine potential sources and degree of resistance resulting from the activities of change agents and sponsors
- To assess capabilities within the change management team and determine the methods/approaches required to manage the changes being implemented
- To develop a high-level project change management strategy
- To strengthen the viability of your project by recommending specific steps and project actions.

**Results**

- For the business unit / organisation: Identifies the risk that may arise if resistance to change is not effectively addressed.
- For the project team: Introduces a robust framework and process, with practical supporting tools, to systematically identify and address resistance to change so that the potential for project success is maximised.
- For the project leadership: Identifies the level and type of sponsorship required for successful change implementation.
- General: Introduces a structured change management approach, working with and through people, to enable the organisation to build a road map for success.

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## Project Assessment Outline

One or more of our consultants will work with project leaders and team members to complete the Managed Change™ Project Assessment. The duration of the assessment will be determined by the scope and complexity of the change project.

### Stage 1: Preparation

Project orientation and preliminary data gathering to clarify expectations, process, and logistics. Activities will include:

- Review of project business case, project methodology, roles & responsibilities, status reports, and deliverables to date.
- Facilitated meeting with project leaders to clarify expectations of the Project Assessment, provide information about the assessment process, and present a sample Project Risk Analysis Report. The scope of work may be altered as a result of this meeting, according to specific requirements.
- Identifying who will participate in an Organisational Change interview.
- Scheduling interviews and Irving Allan involvement in key meetings, as agreed.
- Preparing customised interview questions, as appropriate.

### Stage 2: Interviews & Data Gathering

Conduct Organisational Change interviews and/or surveys with nominated project members. Participate in key meetings, as agreed.

### Stage 3: Data Consolidation & Analysis

Organise data, identify and prioritise key risks and main opportunities.

### Stage 4: Produce Project Risk Analysis Report

Integrate findings and recommendations into a report, highlighting change management concerns and risks together with strengths and opportunities.

### Stage 5: Present Report

Present to key project leaders for discussion. Provide Change Management Action Planning Template to begin the process of deciding which recommendations to implement, with tasks, owners and timelines identified.

## Logistics

Factors that will determine the duration and cost of the Project Assessment are:

- Size and scope of the change (number of people impacted)
- Complexity of the change (departments / leaders involved)
- Planned duration of the project (number of months)
- Type of project (re-org, technology implementation, merger/acquisition)
- Number of locations to be visited

**Participants:** Project managers, team members, change agents, selected project sponsors.

**Timing:** Between 5 and 15 consultant days, depending on agreed scope of work. Overall timescales will depend among other things on availability of key participants.

## Cost

On application.

## About Irving Allan

We equip people and organisations to be great at change through:

- A powerful, proven change management framework and methodology
- Psychological expertise
- Going the extra mile

We work with you to change the way change happens in your organisation. Clients tell us that previous changes have been too slow, too costly, too painful, and for all this have not delivered the expected benefits. Clients also tell us that, through working with us, all this changes - now and into the future. They develop strength and capability to change, which gives their organisations an edge.



### For more information

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