Module 7: Change Management
Module 7: Change Management

Integrating Project Management with Change Management

... They think by installing this system they will end my services ... let us see if they will ever manage to get it done ...

... What is the purpose of introducing a new safety inspection process .... for me, I will continue using the process I know ....

... I don’t know how to apply the new processes as I am not sure about my role and the tools to use .... Does anyone know ...
Integrating Project Management with Change Management

Project management is the application of knowledge, skills and techniques to *execute projects* effectively and efficiently.

It is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing.

Change management is the process, tools and techniques to manage the *people-side* of change to achieve the required business outcome. It incorporates the organizational tools that can be utilized to help individuals make *successful personal transitions* resulting in the *adoption and realization of change*. 
Integrating Project Management with Change Management

<table>
<thead>
<tr>
<th>Process</th>
<th>Tools</th>
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</thead>
<tbody>
<tr>
<td><strong>Project Management</strong></td>
<td>• Project charter, Statement of work, Business case</td>
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<tr>
<td></td>
<td>• WBS, Budget, Resource allocation, Schedule</td>
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<td></td>
<td>• Tracking, Risk identification and mitigation, Reports on performance and compliance</td>
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<td></td>
<td>• Etc....</td>
</tr>
<tr>
<td><strong>Change Management</strong></td>
<td>• Individual change model</td>
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<td></td>
<td>• Communications</td>
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<td></td>
<td>• Sponsorship</td>
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<td></td>
<td>• Coaching</td>
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<td>• Training</td>
</tr>
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<td></td>
<td>• Resistance management</td>
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</tbody>
</table>

- Initiating
- Planning
- Executing
- Monitoring and controlling
- Closing

- Planning for change
- Managing change
- Reinforcing change
Module 7: Change Management

Integrating Project Management with Change Management

Processes
Systems
Org Structure
Job role

Person 1
Person 2
Person 3
Person X

Module 7: Change Management

Processes
Systems
Org Structure
Job role

Person 1
Person 2
Person 3
Person X

Current
Transition
Future

Project management
Change management
Integrating Project Management with Change Management

Summary

- Each initiative or project you undertake requires some level of project management and change management.

- Change management and project management are tools that need to be applied independent of the actual change that you are undertaking. Anytime you alter processes, systems, organization structures or job roles, you need a structured approach to manage both the 'technical' side and the 'people' side of the pending change.

- Project management and change management do not look the same for every initiative and the right amount of project management and change management depends on the project.

- Project management and change management tools are at their best when they are customized for the unique situation that you are facing and are fully integrated.
Integrating Project Management with Change Management

**Summary**

<table>
<thead>
<tr>
<th>How much <em>Project Management</em> is needed?</th>
<th>How much <em>Change Management</em> is needed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Depends on the complexity and degree of change to processes, systems, organization structure and job roles</td>
<td>• Depends on the amount of disruption created in individual employee's day-to-day work and the organization attributes like culture, value system and history with past changes</td>
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Module 7: Change Management

Integrating Project Management with Change Management

- Develop and implement Fair Competition policies
- Expansion of aviation facilities
- Project to reduce emissions
- ERP solution across the entire aviation authority
- Reengineering the safety inspection processes

Sample Aviation Projects
Extra Activities
# Sample Project – From Initiation to Implementation

<table>
<thead>
<tr>
<th><strong>Project Name</strong></th>
<th>Voluntary Reporting of Aviation Incidents by Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Description</strong></td>
<td>Establish a safer and more secure aviation environment by encouraging the public to voluntarily and confidentially communicate concerns, abnormalities, issues, incidents or accidents to the civil aviation authority</td>
</tr>
<tr>
<td><strong>Trigger</strong></td>
<td>Need to enhance aviation safety and security</td>
</tr>
<tr>
<td><strong>Sponsor</strong></td>
<td>Head of Safety Sector</td>
</tr>
<tr>
<td><strong>Expected project duration</strong></td>
<td>3 to 6 months</td>
</tr>
<tr>
<td><strong>Rational and benefits</strong></td>
<td>Give an easy means to enable the public to provide feedback and observations on aviation services, staff and facilities Use technology to give fast and readily available gateway Introduce an internal process to handle voluntary feedback</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>No more than 500,000 AED</td>
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</tbody>
</table>
Team Activity 1 – Project initiation

To Do:
Provide a summary definition of the project by covering the key aspects in project initiation.

Outcome:
- Project charter
Team Activity 2 – Project Planning 1

**To Do:**
Plan the project implementation. Key items to focus on are scope definition, team structure, WBS, Bar chart, etc...

**Key Outcomes:**
- Team structure
- WBS
- Activities, durations, sequencing
- Project network diagram, CP
- Bar chart
Team Activity 3 – Project Planning 2

To Do:
Plan the project implementation. Key items to focus on are stakeholders and communication plan, risks, dependencies, etc...

Key Outcomes:
- Risk register
- Dependency register
- Communication plan
Team Activity 4 – Project Planning 3

**To Do:**
Plan the project implementation. Key items to focus on estimating the project costs

**Key Outcomes:**
- Project cost estimate
Team Activity 5 – Project Control

**To Do:**
Assess the status of the project, document it and report it

**Key Outcomes:**
- Project status report
Team Activity 6 – Project Closure

**To Do:**
Make sure the project is closed and all procurements closed.

**Key Outcomes:**
- Project closure and acceptance form
- Lessons learnt form
Course Completed
Thank you for attending