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Introduction to
Managing Change

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Introduction

All projects and programmes are ultimately created to deliver change of one form or another. Whether it be delivery of a new asset, process, structure or system, until it has actually been adopted and is used in the way it was intended, the change is not complete and the full benefits will not be realised. A recent Change Pulse survey (APM, 2016) indicated that over 90 per cent of organisations have had planned and managed change within the last three years. Key drivers of this change include strategic direction, new products and services, technology, regulatory requirements and the need to deliver efficiencies. Yet there are many well-publicised examples where change has not been successfully delivered and similar challenges can be found in almost any organisation. Research findings have not always been consistent but often demonstrate that the majority of projects and programmes do not fully succeed in achieving what they set out to do (see section 7.2). This is illustrated by the following diagram:
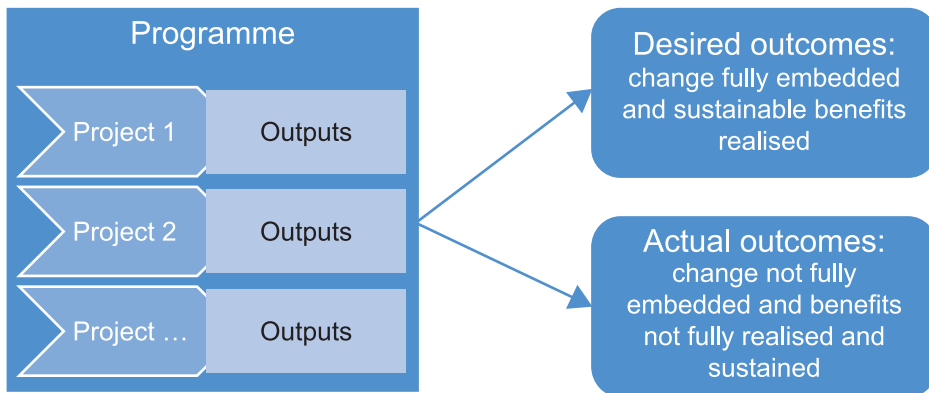
Change management is an evolving discipline which has developed significantly over the last 20 years. It recognises the specific challenges to implementing and embedding change and addresses these through leading, engaging and supporting people through change at both the individual and organisational levels. Managing change well can help address resistance and reduce performance impacts and secure sustainable benefits more rapidly.

Drawing on fields such as HR and psychology and recognising the innate variability and emotional nature of human response, change management does not always sit comfortably with the more formal technical processes of project and programme management. However, at its heart is a series of approaches which when applied appropriately will significantly increase the chances of successful adoption and embedding of change affecting people and culture, processes, organisations or technology. Fundamentally, it is about delivering change in a way which works with the people involved and brings them along on the journey, rather than simply presenting them with a *fait accompli* and expecting them to accept it. It is 'working with' rather than 'doing to'.

Managing change effectively requires much more than the technical P3 disciplines. When approached in a structured yet flexible manner, change management activities can be effectively integrated with other project or programme activities and contribute significantly to success, increasing sustainability and minimising any negative impact on business performance. In fact some programme management methodologies[2] explicitly recognise the importance of change management (or 'business change') in converting installed project outputs into programme outcomes which are fully implemented and embedded with the people involved. It is only then that the benefits can be fully realised. Change management should therefore be seen as a critical requirement for project and programme success.

Depending on the nature and scale of change involved, project professionals may find themselves directly undertaking change management activities where they have the capacity and appropriate skills. Alternatively, they may need to draw on specialist resources to help manage and facilitate change management (much as they call on engineering or technical specialists to fulfil their roles within the project team). Either way it is essential that project professionals have sufficient awareness and understanding of change management to recognise its importance in successfully managing change and be able to plan appropriately to undertake it. This publication is therefore intended to make change management relevant and accessible to project professionals.

It is also important to recognise that however well planned and executed projects or programmes may be, events will always occur which mean change emerges in ways that hadn't been intended or envisaged. Often this is most apparent in organisations which are more innovative or dynamic, or those particularly susceptible to external influences. Yet all organisations need to be

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[2] Such as Managing Successful Programmes® (MSP, 2011).

ready to respond to emergent change. The principles introduced in this guide are equally applicable to change which is unplanned and unexpected, albeit that they may need to be deployed more rapidly and with less formal planning than in a more structured P3 environment.

This publication begins by defining and providing an overview of the change management discipline. It then goes on to explain in more detail the relationship between change management and project, programme and portfolio management and their complementary roles in the overall management of change. There are many different change management methodologies, developed in both academic and commercial environments. Whilst many of these draw on similar principles, it is recognised that this landscape may appear daunting to those new to change management, so the guide includes a section to help understand these and consider which may be most appropriate for different situations. Given that change management is still maturing as a discipline, new research is regularly giving greater insights into the aspects of change management which are most important for success and the next section of the guide covers these. This is followed by consideration of how to measure the success of change – and hence demonstrate the value that change management brings. Finally, the publication summarises further resources and references for additional reading, including the excellent range of material on the APM Enabling Change SIG's webpages.

Given the nature of this guide, it is important to note that whilst the principles and approaches covered provide a good introduction to the subject, the reality of change is often very complex. With a large number of individual perceptions, opinions and reactions to change, the effects can be difficult to predict and there are rarely easy solutions. Yet there is a need to start somewhere and it is envisaged this publication can contribute to building understanding as a step towards improving the 'real world' experience.

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What is change management?

3.1 Context

The context for this publication is organisation and business change. This includes process, IT enabling and other forms of change. Change management in this context does **not** specifically relate to the following:

- IT change management in relation to the Information Technology Infrastructure Library (ITIL), a set of practices for IT service management.
- Change control of scope or milestones in project management.
- Change control within quality management systems (QMS) and information technology (IT) systems, which is a formal process used to ensure that changes to a product or system are introduced in a controlled and co-ordinated manner.

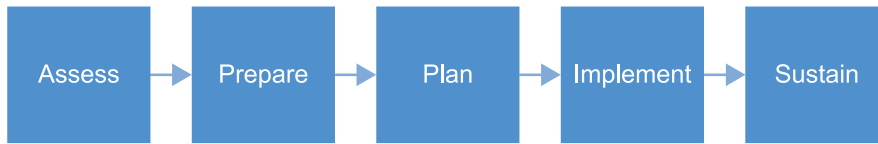## 3.2 *APM Body of Knowledge* definition

The current *APM Body of Knowledge* refers to change management and defines it thus:

> *Change management is a structured approach to moving an organisation from the current state to the desired future state.*
>
> *The conversion of project outputs into outcomes and benefits invariably requires some form of organisational change. Change involves both practical and psychological factors, so managing change in a structured and controlled manner is essential if the benefits in a business case are to be realised.*
>
> *A typical, generic, change management process might include the following steps, each of which resonates with the P3 environment and processes:*

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┌─────────┐   ┌─────────┐   ┌─────────┐   ┌─────────┐   ┌─────────┐
│ Assess  │ → │ Prepare │ → │  Plan   │ → │Implement│ → │ Sustain │
└─────────┘   └─────────┘   └─────────┘   └─────────┘   └─────────┘
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In P3 management the assess step constitutes identifying what is needed to translate desired outputs into clearly articulated outcomes and benefits. The prepare step involves creating a vision and gaining support. This is when stakeholder management is used to gain support for the outline business case, with particular emphasis on changes required for business-as-usual. This would also include establishing governance and roles to support change, such as the appointment of business change managers.

The plan step is a familiar process to both P3 managers and change managers. The various P3 plans and schedules must take change into account, particularly in the communication management plan and the risk management plan. The implement step is the heart of the process. It includes communicating the benefits of the change, removing obstacles and coordinating the activities that transform business-as-usual from the status quo to the new way of working.

For changes to deliver the benefits required by the business case, they have to be stable and become the normal way of working. The sustain step will continue beyond the P3 life cycle to ensure that value is continually realised from the investment in the project, programme or portfolio.

It is important to note that change management is defined differently by other organisations and authors. As a result of completing this *Introduction to Managing Change* the SIG has developed a new definition as a conclusion on page 41.

3.3 Change models and methodologies

There are a wide range of models and methodologies for managing change. The APM Enabling Change SIG webpages fully documents the group's current understanding of these. Although the SIG does not promote or recommend any particular methodology, this section introduces two well-known change models from John Kotter and Kurt Lewin by way of illustration.

3.4 John Kotter

In 1996 John Kotter wrote *Leading Change* (Kotter, 1996), which looked at what people did to transform their organisations. Kotter (1995) introduced an eight-step change model for helping managers deal with transformational change, which fundamentally alters the way the business operates. This is summarised below:

Implementing & sustaining for change

8. Make it stick

7. Build on the change

Engaging & enabling the organisation

6. Create quick wins

5. Empower action

4. Communicate the vision

Creating the climate for change

3. Create a vision for change

2. Form a powerful coalition

1. Create urgency

Kotter's approach has a number of factors in common with other models, like creating a clear vision, conducting good communication regarding the new vision, empowering employees, leading by example and celebrating successes. It is important to consider which change management model suits you best and adopt it in a logical and pragmatic fashion for your circumstances.

In the final analysis, Kotter believes that change sticks when it becomes 'the way we do things around here' when it seeps into the bloodstream of the corporate body. Until new behaviours are rooted in social norms and shared values, they are subject to degradation as soon as the pressure for change is removed. Change management is needed until it becomes intuitive. Ultimately everyone needs to do something differently in order for change to be successful, not change managers alone.

For *The Heart of Change* (2002) Kotter worked with Dan Cohen to look into the core problems people face when leading change. They concluded that the central issue was changing the behaviour of people and that successful change