



Change Management

MDA402 Project Management

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Lecture Overview

1. Change Management

- Introduction

- Definition

- Objectives

- Types of change

2. Change management in Agile

3. Change management in Predictive

Change Management

Introduction

- proper and thorough planning of every project does not mean that it will be executed without disruptions
- every project must expect **changes** (due to any possible reasons) along the way
- **change** is inherent part of every project and obstacle that needs to be dealt with on the fly
- every project needs to have defined process how to manage change → **change management**

Change Management

Definition

Main context of change management is about managing **corporate** or **organizational** change.

Definition 10.1

Change management is:

- achieving an **optimal** design of the path from the starting point to the goal
- is to **internally** implement the **optimal** adaptation to external changes [6]

Change Management

Definition

Change management in IT is about managing a **change** throughout its **entire** life cycle, from start to closure. [1]

The main focus of change management in IT is managing **change of requirements** during delivery lifecycle according to the methodology used (agile vs. predictive)

Change can be:

- **ADDITION** → something starting completely new in addition to something existing
- **MODIFICATION** → enhancement of something existing
- **REMOVAL** → getting rid of something existing to start something new

Change Management

Definition

Difference between incident, problem and change [1]:

Incident

Restoring normal service operations after an unplanned disruption **as soon as possible**.

Problem

Identifying the root cause of disruptions to normal service operations (incidents).

Change

Implementing a change that addresses the root cause to prevent **further disruptions** to normal service operations.

Change Management

Objectives

- manage each change request from **initiation** through to **closure**
- process change requests based upon direction from the appropriate authority
- **communicate the impact** of changes to appropriate personnel
- allow small changes to be managed with a **minimum of overhead** [2]

Change Management

Types of change

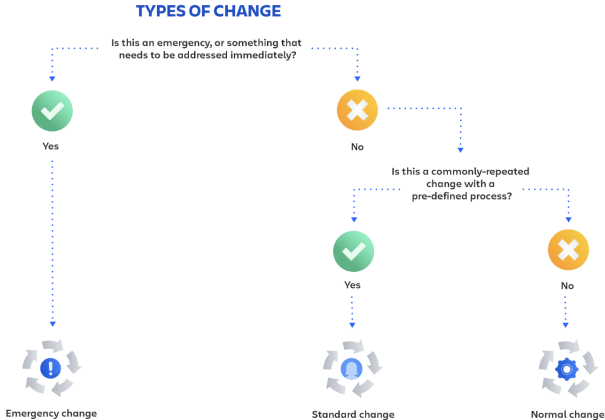


Figure: Types of change [3]

Change Management

Types of change

1. Standard changes

- low-risk, commonly repeated and usually pre-approved
- examples: adding memory to the storage, creating new instance of a database, replacing failing router with a working one

2. Normal changes

- non-emergency changes without defined and pre-approved processes
- these changes can be high-risk that require separate risk assessment, but also low-risk
- examples: migration from legacy to new platform, updating or enhancing existing system, performance improvements

3. Emergency changes

- urgent, emergency changes arising from unexpected incident
- examples: resolving security data breach, implementing hot-fix to major functionality

Change management in Agile

It is clearly defined that **change** is expected part of agile methodology. From the definition of agile:

- vision is established at the start, but initial requirements are refined, **CHANGED** or replaced during project lifecycle

It is assumed that each of the requested **changes** creates an **acceptable amount** of change to agreed plan. The **frequency** of change in Agile creates mini waves of change to take place **alongside** delivery. [4]

Responding to the change over following a plan.

Change management in Agile

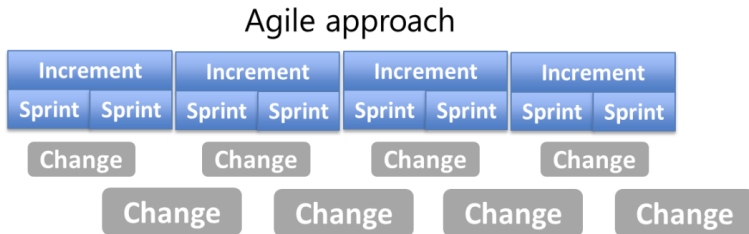


Figure: Illustration of change in agile [4]

Change management in Agile

Tips

- utilize regular meetings to **discuss** any possible changes to the requirements
 - **Sprint Review** → use to refine and update Product Backlog and facilitate identified changes
- include customers / clients to the delivery **early** enough → changes can be identified **in advance** with adequate time to respond
- embrace **change** → **proactively** respond to any change requests

Change management in Agile

Example from agile approach SCRUM:

1. Who is responsible for actions following a change?

- **Product Owner** → responsible for initial analysis and assessment of change request
- **SCRUM Master = Project Manager** → responsible for communication towards the team, updating goals and priorities based on the outcome of change request's assessment

2. What happens after a change?

- based on the PO assessment, there are two possible ways forwards:
 - a) Current sprint is terminated
 - b) Team continues current sprint

3. What needs to be updated after a change?

- change is added to **Product Backlog** and goals and priorities are updated

Change management in Agile

Summary

- change management is a **natural** part of agile
- changes are **processed** and **added** to the Product Backlog without any major impact on the project
- there is no formal agenda or documentation regarding changes defined in agile
- only implication of requested change is if the current sprint will be terminated or finished according to the plan

Change management in Predictive

Change brings uncertainty. And uncertainty is not welcomed when we are talking about predictive methodology. From its definition:

- high level of **CERTAINTY** regarding what project should deliver is expected from the start

Therefore, the **changes** are not embraced in predictive projects. As the requirements are analyzed **at the start** and project plan is created **upfront**, every requested change can **massively** influence any of the triple constraint in project triangle → creates **uncertainty** which is unwelcome.

Change management in Predictive

Tips

- clear communication and detailed discussion with customer / client is **crucial** → after change is assessed both parties needs to **agree** on next steps and how to proceed
- usually the best way how to process the change and deliver it is to deal with it as separate **mini project**
 - follows its own delivery **lifecycle**
 - has its own separate **project triangle** that needs to be managed

Change management in Predictive

Definition 10.2

Change request is an official document addressing in details **specifics** of the change.

- every project needs to define a process how to **respond** to the change request:
 - Who is responsible for actions following a Change requests?
 - Where do we document Change request?
 - What happens after a Change request?
 - What needs to be updated after a Change request?

Change management in Predictive

IT CHANGE REQUEST FORM TEMPLATE EXAMPLE

Organization	Panel Power	Request Number	1012
Department	Customer Service	Date Requested	02/28/20XX
Attachments	N/A	Date Needed	03/15/20XX
Requester's Name and Title	Steve Proder, Customer Service Manager	Requester's Email	
Manager's Name	Michael Schwartz	Manager's Email	

REQUEST DETAILS

Change Description	I am requesting the implementation of a new customer relationship management system.		
Change Reason	The current system lacks the ability to track customer interactions efficiently.		
Associated Incidences	N/A		
Location	N/A	Priority	Medium
Attachments	N/A	Change Type	Normal

IMPACTS

Service	The system will improve customer interactions and enhance data management.
CI	A CI analyst will need to manage, track, and document the software's data.
Budget	We must increase the budget in order to license and maintain the software and train users.
Scope	The scope must increase to include system implementation and user training.
Timeline	We must extend the timeline in accordance with the complexity of the system to allow for in-depth testing and user training.
Resources	Implementing the new system will impact the following resources: IT personnel, training, budget, quality assurance, and testing.

RISK

Risk Analysis	Potential problems concern user adoption, integration with existing systems, and budget overruns.
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Change Advisory Board (CAB) / Emergency Change Advisory Board (ECAB) Decision

CAB Decision	
CAB Comments	
ECAB Decision	
ECAB Comments	

DECISION

Name		Date	00/00/0000
Title		Decision	APPROVED

Figure: Change request form example [5]

Change management in Predictive

Summary

- change management in predictive approach is **very formal process**
- change is **analyzed** and **documented** in detail
- the decision needs to be made based on the **estimated effort** of change and how it will affect the **price** of the product
- the result of this change management process can be also **signature** of **new addendum** to the contract

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Thank You for Your Attention!