Agenda

- Change
- Organizational change
- Change management
- Level of change management
- Change management in project management
- Motivation for change management

Agenda

- Building block of successful change
- Change management strategy
- ITIL change management
- Change management Roles
- Change management process
- Change management process flow

Change

- Move from current state to future state through transition

- Can be motivated internally or externally

- Can be anticipated or unexpected

- Inevitable and accelerating

Organizational Change

- Linked to business and performance goals
- Change in
  - Structure
  - Strategy
  - Operational method
  - Technology
  - Organizational culture
- Continuous or for distinct periods of time

Change Management

- Systematic approach to manage change effectively for transition and transformation of organizational goals, processes or technologies

- Management of change through body of knowledge, including processes and procedures

- For management of people side of business change to achieve desired results

Levels of Change Management

- Individual Change Management

- Organizational Change Management

- Enterprise Change Management

Communication needs based on different levels:

- Kind of communication

- Time of communication

- Mode of communication

Change Management in Project Management

- Scope
- Schedule
- Cost
- Quality
- Human resources
- Communications
- Risk
- Procurement
- Stakeholders

Motivation for Change Management

- Productivity decline
- Resistance from employees
- Employee turnover
- Unsuccessful implementation of full change
- Lack of change competency in the organization for future changes
- Communication gaps
- Increase in cost

Change Management Strategy

- Based on impact on processes, systems and employees
- Processes are required for
  - Planning and testing change
  - Communication change
  - Schedule and implementation change
  - Document change
  - Evaluation of impacts from change

Change Management Strategy

- Documentation is required for
  - Audit trail
  - Rollback
  - Compliance with internal and external controls including regulatory compliance
- Needs accurate accounting and impacts of change on
  - Systems
  - Applications
  - Employees

ITIL Change Management

- Change

  The addition, modification or removal of any authorized, planned or supported service or component that could have effect on IT services.

- Standard changes
  - Pre-approved changes
  - Considered relatively low risk
  - Performed frequently
  - Follow documented (change management approved) process
  - Changes in production environment
  - Not tracked as RFC but as service request

- Non-standard changes – need RFC

ITIL, an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management that focuses on aligning IT services with the needs of business. ITIL describes processes, procedures, tasks, and checklists which are neither organization-specific nor technology-specific, but can be applied by an organization toward strategy, delivering value, and maintaining a minimum level of competency. ITIL underpins ISO/IEC 20000 (previously BS 15000).

ITIL Change Management

- Types of changes
  1. Standard Change – Don't require RFC
  2. Normal Change – Subject to full change management review process
     - Application Changes
     - Hardware Changes
     - Software Changes
     - Network Changes
     - Documentation Changes
     - Environmental Changes

ITIL Change Management

3. Major Change -

   - Requires in-depth change proposal with financial justification and approval process from different levels of management

   - Environmental

4. Emergency/Urgent

   - Require assessment and implementation as quickly as possible

   - High failure rate

   - Should be kept minimum

Change Management Roles

1. Change Requester/Initiator
2. Change Manager
   – Owner of change management process
   – Reviews, sends back RFC for insufficient information or forwards RFC for approval process
   – Leads CAB meetings
3. Service Manager
   – Representative for clients (teams/departments)
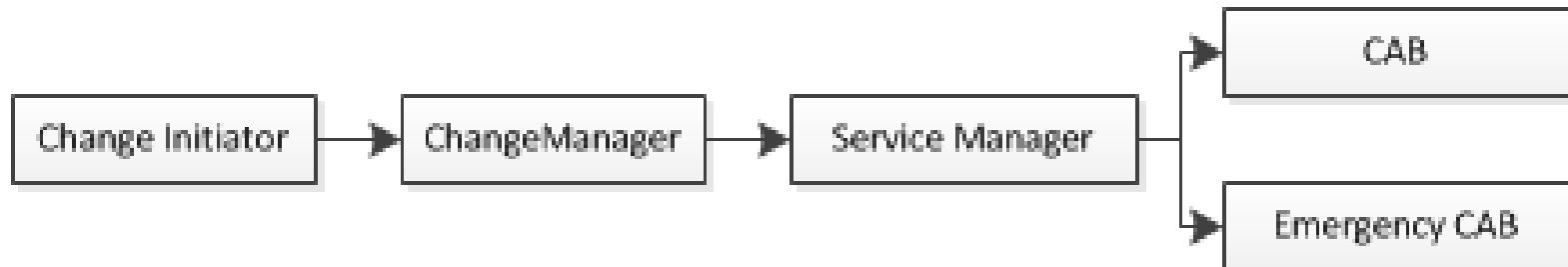   – Approve/reject RFC for CAB

Change Management Roles

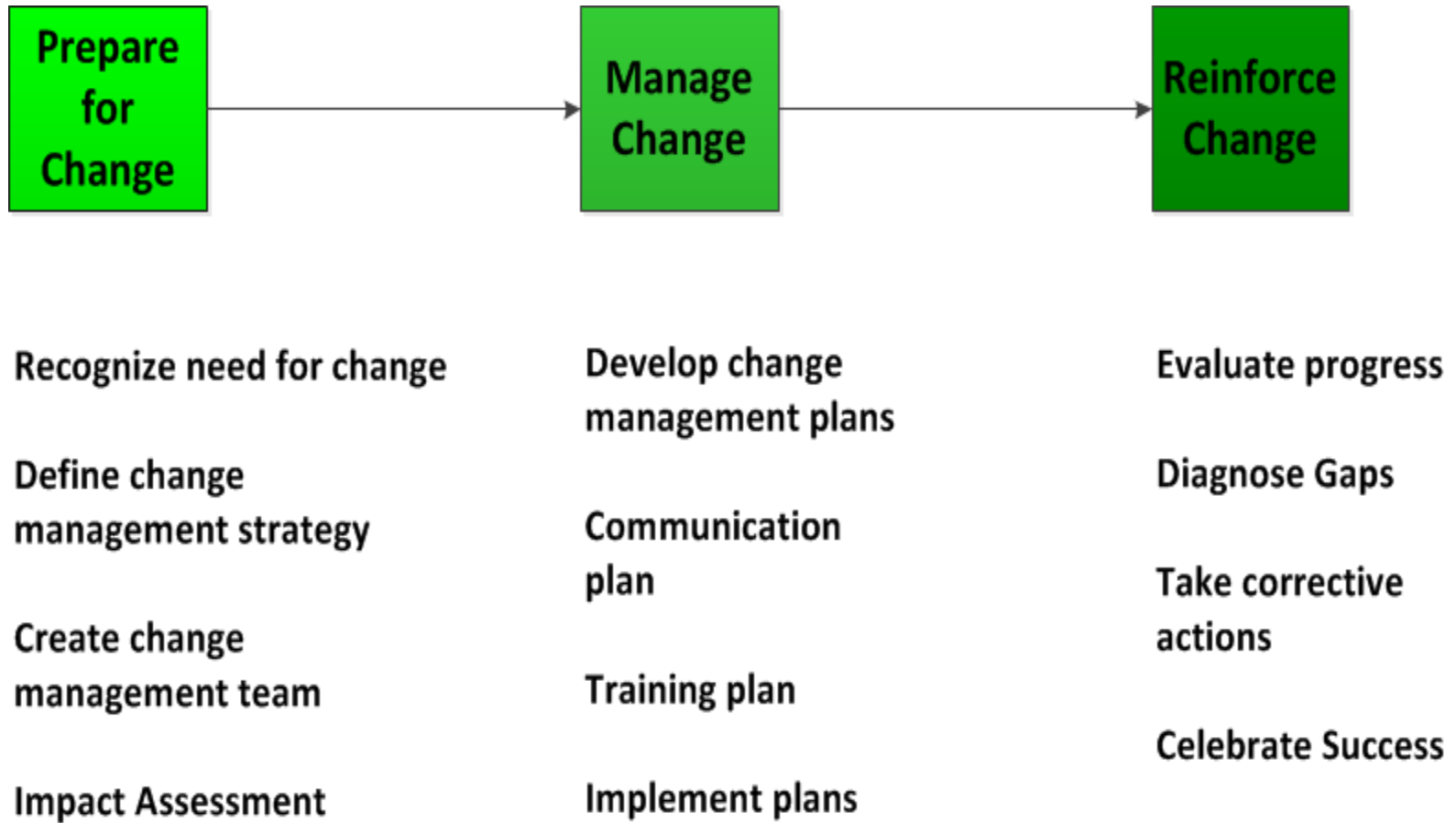4. Change Advisory Board (CAB)
   - Represented by different teams including business, financial and technical
   - Perform change assessments
   - Chaired by change manager

5. Emergency CAB
   - CAB for emergency RFC

Change Management Process

Prepare for Change	→	Manage Change	→	Reinforce Change

Recognize need for change	Develop change management plans	Evaluate progress
Define change management strategy	Communication plan	Diagnose Gaps
Create change management team	Training plan	Take corrective actions
Impact Assessment	Implement plans	Celebrate Success

Change Management Process Flow