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**Exemplar for Activity: Managing change and transformation within PMOs**

## Step 1: Applying the phases of change management

TechInnovate's PMO endeavors to use change management to ensure their transformation is a success.

There are five phases in the change management process—Awareness, Planning, Implementation, Monitoring, and Sustainability. For each phase, briefly describe its purpose and how TechInnovate can apply it to their transformation.

| **Phase** | **Purpose** | **Application** |
| --- | --- | --- |
| Awareness | To create awareness across the organization about the need for this transformation. | * TechInnovate must communicate the reasons for the PMO shift, such as market pressures and the need for agility and innovation. * Leadership should outline the benefits, explain how the transformation aligns with strategic goals, and secure stakeholder buy-in to reduce resistance. |
| Planning | To develop a comprehensive plan. | * Defining the scope of the transformation * Setting timelines * Identifying required resources * Establishing clear goals for the new agile PMO * Developing a detailed risk management plan. |
| Implementation | To execute the transformation plan. | * Coordinating efforts, ensuring cross-functional collaboration * Addressing any obstacles that arise * Restructuring teams, * Adopting new project management methodologies (such as Agile) * Rolling out new tools or systems to enhance project management efficiency. |
| Monitoring | Continuous monitoring to track progress and ensure that the transformation stays on course. | * Regularly review project milestones * Regularly review resource allocation and team performance. * Adjustments should be made as needed to address any deviations from the plan or unforeseen challenges. |
| Sustainability | To ensure the transformation is sustained long-term. | TechInnovate must embed the new PMO processes into its organizational culture. This includes:   * Providing ongoing training * Reinforcing the benefits of the new structure * Maintaining open lines of communication with stakeholders.   Regular assessments should be conducted to ensure that the PMO continues to align with business strategy and remains flexible to future changes. |

## Step 2: Comparing change and transformation

Using your answer template, complete a comparison table that outlines the key differences between change and transformation with a focus on scope and impact. Then, using the scenario, list an example of change and transformation.

| **Aspect** | **Change** | **Transformation** |
| --- | --- | --- |
| Scope | Incremental adjustments to existing operations | Fundamental shifts in how the organization functions. |
| Impact | Short-term, operational focus | Long-term, strategic, and cultural rethinking |
| Example at TechInnovate | Upgrading project management software | Transitioning the PMO to an Agile framework across the company. |

## Step 3: Strategies for building resilience and flexibility

TechInnovate’s Program Manager must build resilience and flexibility into the PMO to manage uncertainty during the transformation.

Begin by outlining the resilience strategies, each with a description, that TechInnovate’s PMO can use to build resilience (contingency planning, risk mitigation, supportive culture). Then, outline the flexibility strategies (adaptive planning, cross-functional collaboration, change control mechanisms), also giving each a description.

### Strategies to build resilience

In order to build resilience and flexibility into the PMO during TechInnovate's transformation, the Program Manager can implement the following strategies:

| **Strategy** | **Description** |
| --- | --- |
| Contingency planning | A robust contingency plan prepares the PMO to recover quickly from unexpected disruptions. The Program Manager can outline alternative pathways to achieving project goals in case key milestones are delayed or resources become unavailable. This could include identifying backup vendors, alternative timelines, or secondary project paths to keep the transformation on track. |
| Risk mitigation strategies | Regular risk assessments should be conducted to identify potential issues before they occur. The Program Manager must monitor risks related to budget overruns, resource shortages, or resistance from key stakeholders. Mitigation strategies could include setting aside buffer budgets, hiring additional resources in advance, and conducting stakeholder engagement workshops to reduce resistance. |
| Fostering a supportive culture | Creating an environment where team members are encouraged to take initiative and recover from setbacks without fear of failure is crucial. The Program Manager should promote a growth mindset and emphasize learning from challenges, helping teams bounce back from disruptions quickly. |

### Strategies to build flexibility

| **Strategy** | **Description** |
| --- | --- |
| Adaptive planning | The Program Manager should implement adaptive planning methods, such as rolling-wave planning, where only immediate tasks are planned in detail while future tasks are adjusted as more information becomes available. This ensures that the PMO can pivot based on changing requirements without disrupting the transformation. |
| Cross-functional collaboration | Flexibility requires seamless collaboration between teams from different departments. The Program Manager should facilitate collaboration, ensuring that teams can share resources, knowledge, and solutions. This will allow the organization to reallocate resources or shift project priorities in response to new market demands or internal changes. |
| Change control mechanisms | Integrated change control processes should be established to manage any necessary alterations to the PMO's scope, timelines, or resources. This process allows the Program Manager to ensure that changes are evaluated, documented, and approved in a controlled manner, preserving the overall objectives while accommodating necessary adjustments. |