CHANGE AND TRANSFORMATION

INFORMATION SYSTEMS PROJECT MANAGEMENT

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Introduction

Definitions:

Change - Improvement of a current situation, keeping the past in mind.

Transformation - The emerging development of new situations, based on a vision of the future

Purpose:

To help organizations and individuals improving their organizations.

Change and Transformation

- People do not like being changed
- Transformation is vision-led
- The level of change and transformation management depends on the disruptions cause on individuals lives
- Projects usually deliver new capabilities

Change and Transformation

Knowledge:
- Organizational change management theories;
- Impact of change on individuals;
- Group dynamics;
- Impact analysis;
- Motivation theory;
- Theory of change.

Related people competence elements:
- Personal communication;
- Leadership;
- Resourcefulness.

Skills and Abilities:
- Assessing an individual's or organization's change capacity and capability;
- Interventions on behavior of individuals and groups;
- Dealing with resistance to change.

Assess the adaptability to change of the organizations

Organizations and people have limited capacity capability and willingness to change.

Measure:

► Analyses the adaptability to the required change, based on previous successful and unsuccessful changes in the organization;

► Assesses possible areas for resistance to the change;

► Recognizes and influences circumstances which can improve the adaptability;

► Takes action when the required or expected change or transformation is not within the capabilities of the organizations.

Identify change requirements and transformation opportunities

Organizational requirements and the project's context are analyzed to determine which transformation or business changes needs to occur and when, and determine which societal groups can and should be influenced by the project

Measures:

- Identifies groups and individuals affected by change;

- Maps group interests;

- Identifies change requirements and opportunities regularly;

- Adapts to changing interests and situations.

Develop change and transformation strategy

A change strategy is developed by the individual to address the envisioned changes or transformations. Learning, monitoring and assessing what works and what doesn't and in which situations. Change plans can sometimes be planned and structured, but can also be focused on group behaviors, on power, on learning, on emergence.

Measures:

- Identifies societal, organizational and personal change or transformation strategies, recognizing, for example, innovators, early adopters, the majority and laggards;
- Collaborates with others to validate strategies;
- Documents strategies into a comprehensive change plan;
- Develops a step-by-step approach if this is required;
- Regularly adapts the change or transformation plan to incorporate lessons learned and changes in the project's environment, or in society;
- Regularly adapts the strategy because the change has succeeded and benefits have been achieved

Implement change or transformation management strategy

Based on the change strategy, a set of possible interventions is planned. Once a change is made, measures should be taken to sustain the change and to help organizations and individuals to avoid falling back into old behavior.

Measures:

▶ Designs a coherent intervention plan;

▶ Implements selected interventions;

▶ Leads or organizes workshops and training;

▶ Addresses resistance to change;

▶ Organizes and implements mass media interventions;

▶ Uses reinforcement techniques to ensure new behavior is sustainable.