



# Change Management in large-scale Projects

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# Background

# Background



- Poptown Consulting have been contracted by an insurance company, RockCity Insurers, to deliver a cost reduction programme; aimed at optimising their procurement function.
- The client is paying £800,000 in total for Poptown Consulting's services. The team of 6 will be working on client site for a period of 6 months.
- It is expected that during this project the company will undergo huge amounts of change.
- As a consultant specialising in change management, your boss has called you up and asked you to join the team. He has put you in charge of the change management workstream and asked you to ensure that change is managed efficiently and effectively, minimising the negative impact that change will have on the organisation.

# Change and Impact



- The project will entail a reduce in head-count and many individuals will be asked to leave the company.
- Many other employees will be asked to change their role(s) within the company and take up additional/ new responsibilities
- The project will also result in a change in processes. The most significant change will be the introduction of a new process for contracting suppliers. The existing process has been in place for over 10 years and employees are not used to doing things in any other way.
- Additionally, new systems will be put in place and many of the staff are worried about using new systems and technologies.

# Assignment Tasks

# Task 1



## Stakeholder analysis:

1. Identify at least 6 groups of plausible stakeholders and give a short description of each (1 slide)
2. Develop a stakeholder analysis matrix (*interest on the x axis, power on the y*), categorising each stakeholder accordingly (1 slide)
3. Provide justifications as to why the stakeholder have been categorised as such (1 slide)

# Task 2



## Change Management & Communications:

4. Draft an email (1 slide) which will be sent to the leadership board regarding the project (feel free to make up details based on the background provided to you). Be sure to include a section on:
  - i. Project summary
  - ii. The main changes/ impact
  - iii. Their involvement
  - iv. Upcoming plans
5. Develop a stake holder engagement plan detailing when each group of stakeholders will be engaged, how they will be engaged (e.g. by email, phone, townhall, workshop, update meetings etc.) and the key message that will be delivered to that group (1 slide). [*Tip \* A timeline will be useful*]
6. Draft a high-level change management approach, addressing how key stakeholder groups will be managed and communicated with through any changes brought about by our recommendations (2 slides). Be sure to include information on how you will effectively manage changes to:
  - i. Personnel
  - ii. Processes
  - iii. Systems and technologies



# Task 3



## Training & Awareness:

7. Draft a training & awareness plan (2/3 slides). Be sure to identify:
  - i. the different targets groups/ audiences (giving a description of each group)
  - ii. the types of training that they will receive
  - iii. The aim/ objective of them receiving that training
  - iv. A high-level description of the training
  - v. Key dates (including the frequency of these training e.g. one off training only/ annually)

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# General Tips

