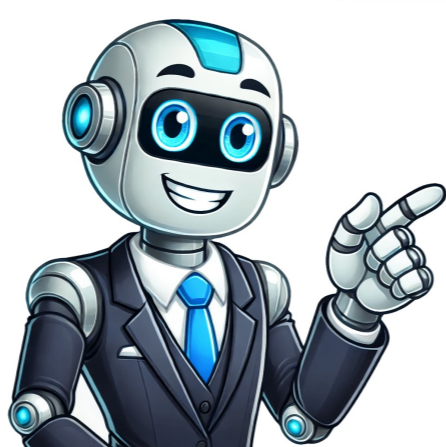


[Click Here](#)































Join the #1 community of L&D professionals Sign up to receive new research and insights every other Tuesday. Big ideas in 10 minutes or less Explore our library of more than 2,000 interviews with the world's biggest thinkers. Learn from the world's biggest thinkers Get insights from thought leaders across all fields and industries. Explore the world's biggest questions Dive in and think big with us. Original video series from the biggest thinkers in the world. The illusion of self and the illusion of free will, explained Why does it feel like the world is falling apart? The science of menopause in 13 minutes Yuval Noah Harari: An AI scenario you should not ignore Why Texas and Florida are America's NEW economic powerhouses The data on dating—and the golden rule for better "luck" The truth about supplements, from a doctor The "unethical" myth about having children Nature's "perfect balance" is a mystery scientists are trying to decode How your brain works in an emergency, in 9 minutes Our information pipelines have shifted. They're fueling conspiracy theories People say altruism is selfish. They're not wrong Get Smarter, Faster. Sign up for free. Get Big Think+ for Business Enable transformation at your company with Big Think+. In an increasingly remote world, it's more important than ever that you have a scalable, digital resource to build culture and enable transformation. Unlock potential across your organization by building the capabilities that are relevant today and will continue to be relevant in the future with Big Think+.From leadership with Simon Sinek to design thinking with Sara Blakely, our learning content features expert insights from the world's biggest thinkers. That's why brands like Ford, PwC, and BMO trust Big Think to help employees learn and grow. Share — copy and redistribute the material in any medium or format for any purpose, even commercially. Adapt — remix, transform, and build upon the material for any purpose, even commercially. The licensor cannot revoke these freedoms as long as you follow the license terms. Attribution — You must give appropriate credit , provide a link to the license, and indicate if changes were made . You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original. No additional restrictions — You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits. You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable exception or limitation . No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. ADVISORY SERVICES AND CONSULTING Our experts are committed to listening, understanding, and guiding you to change success. They're in this with you. Change management is about understanding and supporting people through change, and being able to do this successfully allows organisations to more easily deliver new initiatives, embrace evolving technology and adapt to new environments. The Change Management Toolkit provides guidance and resources to assist organisations manage people through a process of change - complementing the use of robust project management to deliver the core elements of the project. Most people exhibit some level of anxiety during periods of change. Managing this well will have a positive impact on the project being delivered. Consider the information and context people require to understand and make sense of the change.What is happening?Why is it happening?How is this happening?Who is doing this?When is it happening?2. Identifying stakeholdersKnowing who is involved and affected by the change - the stakeholders - and understanding their needs throughout the life of a project and its implementation is crucial to managing the change successfully. Initial stakeholder identification will provide a sound starting point to understanding the current environment. Understanding the operating environment and the organisation's experience with change will assist in determining the level of engagement and leadership support required. Consider all the people who have a stake in the project and the level of engagement they require. This will help to prepare the ground for the change. Be honest about the influence stakeholders could have within the change process; understanding stakeholder experience with change and assessing their readiness for change are important factors to consider. Depending on the size of your project, developing a Stakeholder Engagement Plan will make sure adequate preparation has been done to successfully make initial contact and maintain effective engagement with a variety of stakeholders.Planning your communicationsThinking about what needs to be said, to who, when and how will help manage the change. Providing people with consistent and relevant information will limit rumours and suspicion within the population experiencing the change.Getting people ready for the changeConsider what people may need in order to be prepared for the implementation of the change. Does the current mindset or culture need to change? Is training required to address a skills gap? For example, an IT project is likely to require some form of staff skill development or training, a change in HR process may require a cultural adjustment; whilst a change in leadership may require a mindset change.A Change Management PlanDepending of the size of your project, it may be helpful to bring the activities from the Stakeholder Engagement Plan and the Communications Plan into a consolidated Change Management Plan. This plan should dovetail with the Project Management Plan that would be overseeing project deliverables. Implementation of a change project is not the end of the process. Ensuring the project is implemented successfully requires the change to be embedded, evaluated and monitored. To deliver lasting change reinforcement of the change after it is delivered is essential. In order to understand the change and how it is being experienced a range of feedback loops to gather details about the roll out of the change is also important. Maintaining a focus on continuous improvement will help ensure that the change matures with the organisation and the benefits of the change are realised. The Public Sector Innovation Lab program aims to improve the lives of South Australians by using innovation to make government more efficient and effective for citizens and business.For more information visit the Innovation Lab or contact InnovationLab@sa.gov.au Change management's purpose is clear: to ensure that changes deliver intended results and outcomes by addressing one of the most critical elements of successful change, the people side of change. Employee adoption and usage are the bridge between a great solution and ultimate results. In practice, change management plays out on several different levels within the organization. Enterprise level - an organizational capability and competency Project level - a benefit-realization and value-creation measure applied on particular initiatives Individual level - an approach for enabling one person to change successfully Change management at the project level is about ensuring that a project achieves its intended results and outcomes by supporting the individual transitions required by that project. When you install a new technology, employees must adopt and use it to deliver value. When you implement a new process, employees must adopt and use it to deliver value. Project-level change management provides the specific strategies, plans, actions and steps that focus on impacted employees and work in alignment with a project deployment. Change management, at the project level, can be applied on any project or initiative that impacts how employees do their jobs. Some changes impact hundreds of employees while others impact thousands. Changes can be driven by external factors, internal factors or some combination of both. Changes can impact processes, systems, tools, organization structures or job roles (or any combination thereof). But if a change requires employees to do their jobs differently (by exhibiting new behaviors, following new processes, using new tools), then there is a role for project-level change management. From the project perspective, change management is the set of activities (the processes and the tools) applied to a particular project or initiative to drive adoption and usage. But, is that how you would tell a project team what change management is? As change management practitioners, it is important that we understand what change management is and, more importantly, how we present what change management is to the project teams we work with. We could begin with a technical definition: Change management is the application of a structured process and set of tools to manage the people side of change to achieve a desired outcome. —Prosci's definition of change management While this is accurate, it may not be the most effective way to describe change management if our goal is to build commitment and support for change management. Think about the definition above compared to these: Change management is a... Benefit-realization tool Way to ensure achievement of results and outcomes Approach for driving greater ROI Vehicle for optimizing adoption and usage Tool for avoiding excessive project cost Approach for mitigating project risk While these statements don't tell you exactly what change management is, each conveys what change management is in the context of what our audiences (project managers and senior leaders) care about and what concerns them: benefit realization, results, outcomes, ROI, adoption, usage, cost and risk So, to answer the question, "What is change management at the project level?" we need to know who we are speaking to. To the project managers and senior leaders we are working to engage, change management is a solution to a problem they are experiencing (such as projects not delivering intended results and outcomes). When defining change management to a change management practitioner, change management is the structured approach for creating a strategy to drive employee adoption and usage, so projects achieve intended results and outcomes. While the best definition of change management might vary depending on the audience, benchmarking research indicates some fairly straightforward steps for applying change management at the project level. Here are four tips for getting started on applying change management: Over the last decade, the discipline of change management has evolved and matured. The "soft and fuzzy" side of change is now addressed with rigor, structure, process and tools. Using a structured methodology helps you be direct and targeted and helps you avoid missing key considerations. In change management, one size does not fit all. The change management strategy and plans for an incremental change impacting 50 employees will look very different than the plans for a radical transformation impacting 5,000 employees. You can follow a similar change management process, but the resulting outputs must be scaled and customized based on the change itself and those being impacted. If no one is assigned to change management, chances are it won't get done. Prosci's research shows a direct correlation between having a dedicated resource and change management effectiveness. A dedicated resource provides focus and a single point of contact. The resource can be someone on the team or someone supporting the team, but there needs to be someone focusing on change management. Change management cannot be applied at the project level in a vacuum without engagement from the project team. Clearly articulate the relationship between the project team and change management resources. Define the roles and responsibilities. Work deliberately to create a partnership with a singular goal in mind—delivering the intended results and outcomes of the project. At the project level, change management is a benefit-realization and value-creation measure applied to particular initiatives. It is a structured approach to creating customized and scaled strategies and plans to drive employee adoption and usage. Change management ensures that a project achieves its intended benefits and outcomes, realizes ROI, mitigates costs and risks, and creates value. It is a way to ensure that projects and initiatives are more successful.