

PROJECT ASSESSMENT

DOES YOUR PROJECT HAVE A CHANGE MANAGEMENT STRATEGY?

lamarsh and associates, inc.
consulting services for changing organizations



Reducing the resistance to your project.....

While most project plans track time, resource, and budget issues, most do not include steps to identify and address the risks caused by resistance by those who are expected to change their behavior. Planning for an effective implementation requires deliberate, proactive management of the natural organizational and personal resistance created by virtually every project. The best intentions of the sponsors and a “one-size-fits-all” communication plan are not enough to ensure acceptance and success of your project.

The Managed Change™ Project Assessment is designed to begin the process of identifying sources of the potential resistance to your change initiative and the associated risk to the project from a change management perspective. We will make recommendations about how change management discipline should be integrated into the project plan to support the full lifecycle of the change initiative. Once these recommendations are deployed, the results will improve the quality of the project deliverables, improve the effectiveness of the Learning, Communication, and Reward Systems, reduce project costs, improve on-time and on-budget project management metrics and most importantly – provide input on a change management strategy for addressing resistance in the organization from the beginning to the end of the project.

Reduce your risk! Make the results of the project sustainable! Reduce the stress on the organization! Save money! Finish the project ahead of schedule! Reduce the “pain of the change” for everyone! Make your project a “Win” that everyone will remember and try to emulate.

Purpose: To review and assess the project plan from a change management perspective and provide recommendations for minimizing project risk resulting from organizational resistance.

Objectives:

- Review the history of previous projects (successes and failures) and what the organization remembers.
- Gain awareness of other current initiatives that could affect (positively or negatively) your project plan.
- Identify potential sources of organizational resistance from the perspective of selected project team members.
- Identify potential sources and degree of resistance within the changing organization(s).
- Identify the potential sources and degree of resistance resulting from the activities of change agents and sponsors.
- Assess the capabilities of the change management resources assigned to the project and determine the methods/approach required to manage the changes being implemented.
- Develop a high-level project change management strategy.
- Strengthen project viability by recommending action steps and staffing recommendations.

Results:

- For the Business Unit: Identifies the project risk that may arise if the natural resistance to the change is not effectively addressed.
- For the Project Team: Introduces a comprehensive process, model and supporting tools for identifying and addressing resistance that will maximize the potential for the project team to be successful.
- For the Project Leadership: Begins to identify the sponsorship required for the project within the team leadership, the business unit, the organization, and the target populations.
- General: Introduces a structured approach by which a “road map” will be developed for all to follow during the implementation of the change by which the project team will turn organizational resistance into acceptance.



PROJECT ASSESSMENT OUTLINE

The LaMarsh & Associates Consultant, working with project team leadership and team members, will complete the Managed Change™ Project Assessment to determine the degree of risk to the project from the organizational resistance that will be generated by the change.

- 1. Preparation:** Project orientation and preliminary data gathering to clarify the expectations, process, and logistics required to complete the Project Assessment.
Activities will include:
 - Review project business case, project methodology, roles & responsibilities, status reports, and deliverables to-date
 - Facilitate Kick-off Meeting with project leadership to clarify their expectations of the Project Assessment, provide information about the assessment process, and illustrate an example of a Project Risk Analysis Report. Based on the results of this meeting, the scope of work may be altered, as required
 - Identify appropriate resources to participate in an Organizational Change Interview.
 - Schedule interviews
 - Prepare customized interview questions, as needed
- 2. Interviews and Data Gathering:** Conduct Organizational Change Interviews and/or surveys with selected project team resources and participate in key meetings.
- 3. Data Consolidation and Analysis:** Organize data and perform analysis on unique barriers, issues, trends, and patterns for degree of risk and prioritization. Option: Send interviewees a summary of the notes that were taken during their interview.
- 4. Development of Project Risk Analysis Report:** Integrate findings and recommendations into a report identifying the organizational change management issues and risks associated with the project and the project team.
Report can include:
 - a. Executive Summary highlighting strengths and primary risks
 - b. Specific issues and findings
 - c. Other project specific reporting
 - d. Recommendations
- 5. Present Report:** Provide report to key project leadership for discussion and feedback. Provide Change Management Action Plan Template to begin the process of deciding which recommendations to implement with tasks, owners, and timelines.

PROJECT ASSESSMENT LOGISTICS

The duration of Project Assessments vary with the scope and complexity of the particular project at hand. Factors that will determine the duration and costs of a Managed Change™ Project Assessment are:

- The magnitude of the change (number of Targets affected)
- Complexity of the change (departments/Sponsors affected)
- The planned duration of the project (number of months)
- The type of project (ERP, Re-org, CRM, etc.)
- Number of locations to be visited

Participants: Project Managers, project teams, change agents, team members, selected project sponsors

Prerequisites: None. In order to complete a thorough Project Assessment, it may be necessary to hold several interviews with selected representatives. Therefore, the target dates and schedule are subject to availability of the key individuals and the urgency of the project deliverables.

Timing: Between 5 -15 days. The Scope of Work will be determined by the complexity and magnitude of the project as well as the number of objectives/requirements selected by the project management team.

Location: Client site and virtual

Estimated Cost: \$ 17,600 - \$ 52,800, plus Travel & Living Expenses for projects in the U.S. (contiguous 48 States) and Canada. Quotes are available for Project Assessments conducted at international venues.

WHO IS LAMARSH & ASSOCIATES?

We are a world leader in change management consulting and learning services. We help our clients deliver the results and benefits expected from business change like those driven by technology or a merger/acquisition. Our goal is to help our clients reduce resistance and make it easier for their people to change. Through our commitment to knowledge transfer, we empower our clients to become their own internal change management resources.

Our services include cutting-edge web-based e-learning, a complete step-by-step consulting methodology, a multi-level competency development program, unparalleled project consulting and executive coaching. We invite you to join companies from around the world across a variety of industries and lines of business who already experience the value and power of the Managed Change™ approach.

For more information, contact:

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