

PROJECT PLANNING SERVICES

BUILDING A PROJECT-SPECIFIC STRATEGY AND ACTION PLANS



Project teams carry a heavy burden

Today's change initiatives are complex and difficult transitions that will determine the level of success the organization will experience in the future. Experts agree that, to reduce the risk to the project and to maximize the opportunity to be successful, project implementation teams must build effective change management strategies and supporting action steps into their project plans in order to *reduce the organizational resistance that will be generated by the changes and accelerate the acceptance* of the changes being implemented.

Project Planning Services begin the process of creating the appropriate change management strategy for the project at hand. Following an initial change readiness or situational assessment, an overview of the project plan and a review of the communications to-date, the change management resources assigned to the project team will attend a project-specific organizational change management (OCM) learning event. Then, the LaMarsh Global Consultant will schedule a series of consultative Project Planning Sessions, designed to leverage the work begun during the learning event.

The *Consultant* will help the team identify the potential target populations, create and finalize the Change Management Strategy for the project and develop the first iteration of the supporting action plans. With the assistance of the *Consultant*, the project team will align the change management strategy, the supporting action plans and other change management deliverables with the project plan. Thereafter, the team will execute the plan in support of the project plan. During these planning sessions and the *Consultant's* project work, the project team will also have the opportunity to shadow the LaMarsh Global *Consultant* and can schedule individual coaching from the *Consultant* as they apply the concepts, principles, tools and tactics of the OCM methodology being deployed to their assignment ("Doctor's Hours").

Purpose: To integrate the discipline and process of effective change management into the project plan

Objectives: To help the project team:

- Complete the definition of the current state and the desired state – create the business case for the Targets *in their terms* so that they can more readily accept the change.
- Review the history of previous projects (successes and failures) and what the organization *remembers*.
- Review and estimate the risk of other current initiatives that could affect (positively or negatively) the project plan.
- Identify potential sources of organizational resistance to the changes being implemented.
- Identify levels of sponsorship (or lack thereof) for the change within the leadership cascade.
- Create and finalize the Change Management Strategy to support the change initiative.
- Develop the supporting action plans (Communication, Learning, and Rewards/Reinforcement Systems) to address and minimize the organizational resistance to the change.
- Align the Change Management Strategy and action plans with the project implementation plans.
- Create initial plans for helping the organizational leaders become better Sponsors of the change.
- Begin developing metrics for measuring Return on Investment (ROI) for the investment in OCM.

Results:

- For the Business Unit: Identifies and measures the project risk that may arise if the natural resistance to the change is not effectively addressed.
- For the Project Team: Initializes the deployment of a comprehensive, proactive process designed for identifying and addressing resistance that will maximize the potential for the project team to be successful.
- For the Project Leadership: Identifies the levels of sponsorship required for project success 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 PLANNING SERVICES

Project Planning focuses on the practical, in-depth application of the strategy and tactics of change management on a specific change project/implementation. The LaMarsh Global Consultant will lead the project team as they initially apply the client's OCM tools and templates on their project at hand. Project Planning consists of 15-30 days of project consulting, planning sessions with the team as well as coaching and mentoring services. At the close of the Consultant's work, the project team will assume responsibility for executing the Change Management Strategy and action plans that have been developed. The Consultant will return later for a one day "Check-Up Session" to review the success of the project plan, offer recommendations for modifying the Change Management Strategy and action plans (course corrections) and provide additional coaching and mentoring for the Change Agents.

The participants in the planning sessions will be guided in creating the first draft of each of the following deliverables:

- **Project Governance:** Establish the role of change management as an integral component of the project implementation governance structure.
 - **Current State:** Assess the business case for change.
 - **Desired State:** Determine where you want to go and plan to get there.
 - **Fishbone Analysis:** Align preliminary change integration strategies with other change projects.
 - **Key Role Map:** Identify and design roles and responsibilities and their relationship to each other.
 - **Culture Audit:** Identify the potential for behaviors, beliefs, written and unwritten rules that affect the change project.
- **History Assessment:** Determine the impact of previous changes.
 - **Resistance InfoMatrix:** Identify and analyze the source and degree of resistance by the various target populations.
 - **Change Plans:** Build communication, learning and reward & reinforcement plans for target groups.
 - **Project Timeline:** Align and integrate the change strategy into an overall implementation plan.
 - **Change Headquarters:** Organize all change management deliverables for project planning and communication.
 - **Return on Investment Metrics:** Develop initial project ROI methodology and metrics for measuring the return on the investment in OCM.

PROJECT PLANNING LOGISTICS

Timing: 15-30 days.

Dates: Will schedule around project and project team requirements. The one-day Check-Up Session to be scheduled 2-4 weeks after the conclusion of the Project Planning activities.

Location: Client Site

Pricing: \$52,800USD – \$99,000USD per project, plus travel expenses (for clients within the contiguous 48 United States and Canada). Quotes are available for Project Planning Services conducted at international venues.

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WHO IS LAMARSH GLOBAL ?

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 that 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 that already experience the value of strategic and tactical consultative support services provided by LaMarsh Global.