



## THE VALUE OF INTEGRATING CHANGE MANAGEMENT AND PROJECT MANAGEMENT

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The disciplines of change management and project management cross paths throughout the execution of a project or initiative. When an organization introduces a change with a project or initiative, that change needs to be effectively managed on both the technical side and the people side:

- A technical side focus ensures that the change is developed, designed and delivered effectively. The discipline of project management provides the structure, processes and tools to make this happen.
- A people side focus ensures that the change is embraced, adopted and utilized by the employees who have to do their jobs differently as a result of the project. The discipline of change management provides the structure, processes and tools to make this happen.

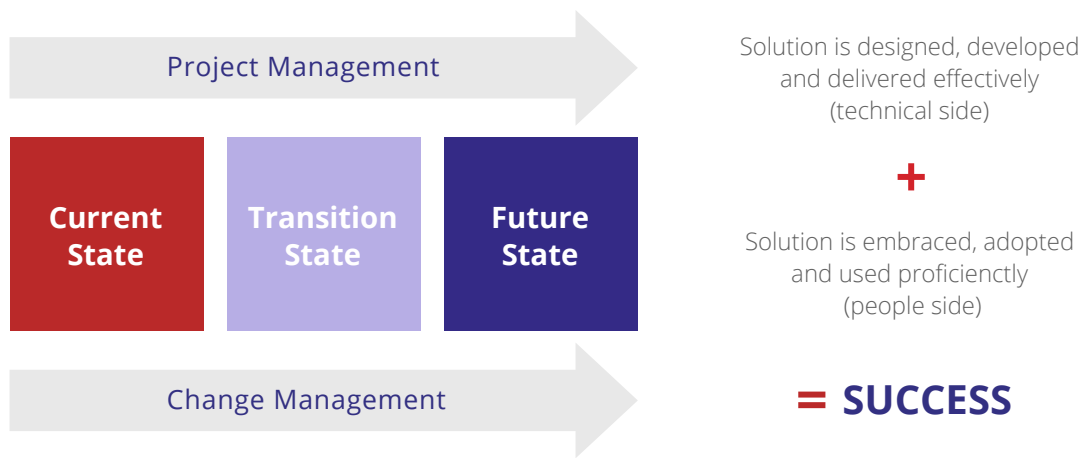
Project management and change management both aim to increase the likelihood that projects or initiatives deliver its intended results and outcomes. Although each discipline can function independently, the most effective approach is to integrate change management and project management to create a unified approach to implementing change on both fronts.

Here, Prosci provides an overview of integrating change management and project management, including recent data on the effectiveness of integration.

### FOUNDATION OF INTEGRATION

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Change, at its most basic level, is about moving from a current state through a transition state to arrive at a future state. The goal of change is to improve performance in some meaningful way so that performance levels of the future state are better than what was the current state. Organizations both in the public and private sectors introduce projects or initiatives as ways to add structure to change.



The movement from the current to the future state occurs on two dimensions:

1. From a technical perspective: a solution that will address the issue or opportunity must be designed, developed and delivered into the organization.
2. From a people side perspective: a solution that will truly deliver results must be embraced, adopted and used by those groups impacted by the solution.

## COMPLEMENTARY DISCIPLINES WITH A COMMON OBJECTIVE

Project management and change management are complementary disciplines because they each provide focus, processes and tools for moving through the transition toward the future state. The common objective, in times of change, is to improve the performance of the organization with a project or initiative — to reach a desired future state.

Without an approach for both the technical side and people side of change, organizations are unable to deliver sustainable results through change. The unified value proposition of applying both project management and change management is actually quite simple: delivering intended improvement through successfully implemented change programs.

## INTEGRATION VALUE

Integrating change management and project management creates value on a given project or initiative for a number of reasons:

### **Shared objective**

When project management and change management are integrated, the efforts of both can be focused toward

a singular objective—improving the performance of the organization by successfully implementing a change that delivers the intended results and outcomes.

### **Proactive steps**

When change management is integrated into the project management steps, the efforts to manage the people side of change can identify and mitigate risks in a more proactive manner, address anticipated obstacles and resistance and build commitment and buy-in for the change.

### **Sequencing and alignment**

When technical activities and people activities are integrated, the right steps can be taken at the right time in the project lifecycle to help employees embrace the change and produce the right outcomes for the project.

### **Exchange of information**

Integrating change management and project management activities improves the flow of information. On the front end, the integrated approach helps ensure that impacted employees are receiving the appropriate messages. On the back end, it helps ensure that the project team receives effective feedback on adoption, usage and reaction to the change.

## **DIMENSIONS OF INTEGRATION**

Integrating change management and project management can take place across [numerous dimensions](#). Four common dimensions of integration are:

### **People dimension**

Architect the relationship between the project team and the resource or resources dedicated to change management — integrating at the “who is doing the work” level. In the simplest terms, the change management resources either sit on the project team or sit outside of, but in support of, the team.

### **Process dimension**

Sequence and align the technical side activities with people side activities—integrating at the “what work is being done” level. The process dimension has a key role in determining when change management begins during the project lifecycle.

### **Tool dimension**

Identify particular tools that can be extended to include both a technical side and people side component—

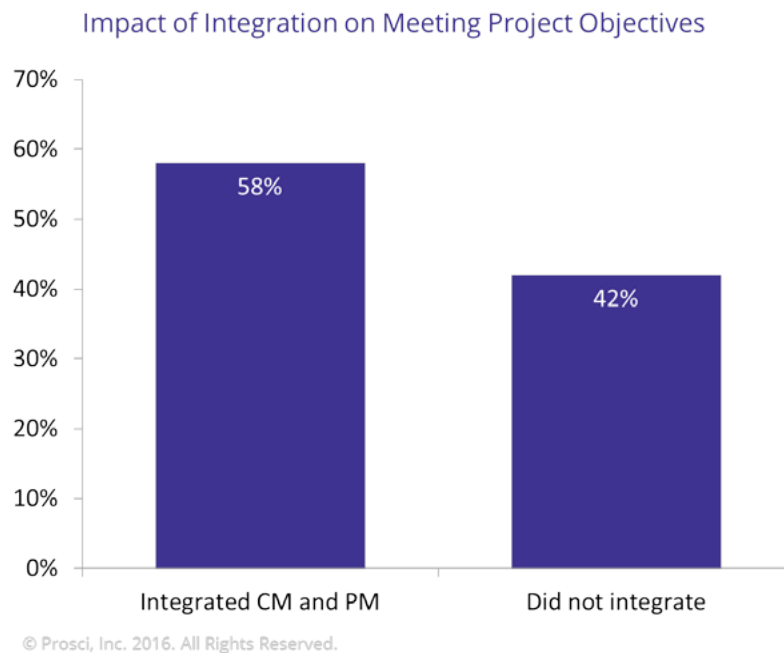
integrating at the “what tools are being used to do the work” level. Risk assessments and communications plans are two common tools that can be effectively integrated.

## Methodology dimension

Create a common set of steps applied by any project that addresses both the technical side and the people side of the change. There is value to an integrated project delivery approach that addresses both the technical and people elements, but hard wiring a “one-size-fits-all” methodology also has potential risks.

## DATA ON INTEGRATION

With the value of integrating change management and project management and the dimensions of integration established, the question remains: what impact does integrating these two disciplines have on meeting a project’s objectives? In Prosci’s *Best Practices in Change Management - 2016 Edition*, 58% of the participants who integrated change management and project management in their project met or exceeded their project objectives.



## UNIFIED VALUE PROPOSITION

Change management and project management, in a combined effort, present a unified value proposition for achieving successful change by providing a foundation for the tactical integration at the people, process and tool dimensions.

In addition to the value of integrating the disciplines, there is further value to change management practitioners in sharing this unified value proposition. How does presenting a joint value proposition help your efforts at change management?

Presenting a joint value proposition:

### **1. Strengthens your case for change management**

With the joint value proposition, you are better able to get a seat at the table and be involved in early discussions, focusing your conversation on what your audience really cares about: meeting objectives, staying on budget and finishing on time.

### **2. Contributes positively to the perception of change management by project teams**

Prosci's benchmarking research indicates that many change management practitioners are working with project teams that perceive change management as extraneous, which is a major obstacle to project team engagement. With a concrete unified value proposition, you have a foundation for shifting the conversation and overcoming this negative perception.

### **3. Appeals to the desire of project teams for structure and process**

By demonstrating that change management is not just soft and fluffy but in fact is the application of a structured process and set of tools aimed at delivering project results, you can begin speaking the same language as the project teams you are engaging.

### **4. Identifies a problem while proposing a solution**

The problem, in this case, is that projects are consistently failing to realize their full benefits, despite having a well-developed and planned technical solution. A perfectly designed technical solution with low adoption and engagement by end users does not deliver value. The solution presented by the joint value proposition is a holistic approach to benefit realization resulting from an integration of project management and change management. Research and experience shows that meeting objectives on time and on budget results from a solution that is designed, developed and delivered effectively and embraced, adopted and used by impacted employees. By integrating change management and project management in a seamless application, you solve the problem of projects failing to deliver results even when meeting technical requirements.

Project management and change management each contribute a critical ingredient to successful change. Although they vary in terms of focus and approach, each are essential in order to navigate the transition state to reach a future state. Successful change ultimately depends on a solution that is effectively designed, developed and delivered and in turn is also embraced, adopted and used proficiently by employees impacted by the change.

# BUILD YOUR ORGANIZATIONAL CHANGE CAPABILITY WITH PROSCI

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Over 80% of Fortune 100 companies have worked with Prosci to build their change capability. Our research-based, results-driven methodology is easy to apply. We can equip your organization with the tools to out-change others, remain agile and thrive during bigger, faster and more complex change.

## SCHEDULE A CONSULTATION WITH A PROSCI SOLUTION ARCHITECT

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### Your no-cost consultation will:

- Define your organization's goals
- Assess your current state of change management maturity
- Review your change capability development strategy
- Provide actionable insights to drive your organization forward

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