



# Unified Library Management System

Project and Change Management Basics

October 6, 2015

# Facilitator

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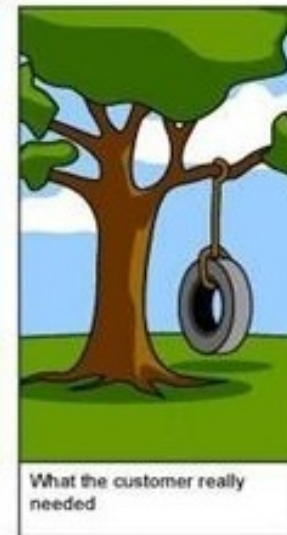
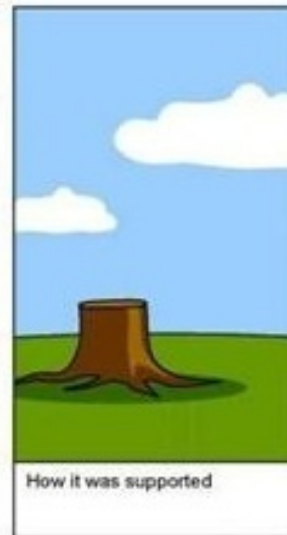
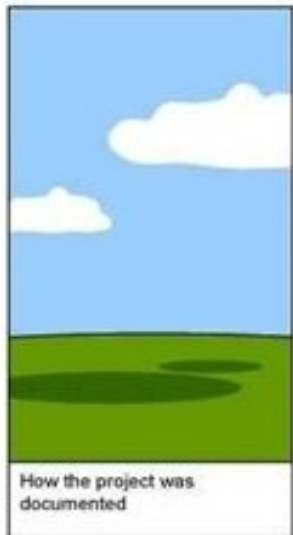
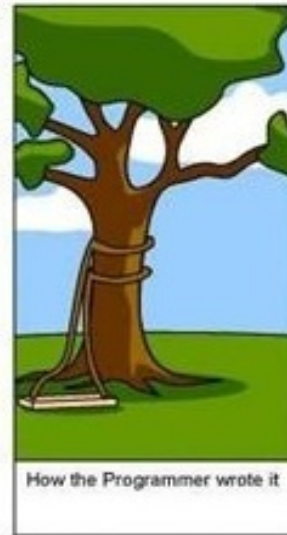
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# Agenda

- Introductions
- Project Management Basics
- Change Management, “the people side of change”
- Resources
- Q&A

# Project Management

## A bit of context ---



- Late delivery
- Over budget
- Wrong thing delivered

# Definition of a Project

“A project is a temporary endeavor undertaken to create a unique product or service”

*PMI (Project Management Institute) Body of Knowledge*

Every project has a definite beginning and a definite end

# What is the ULMS?

## Unified Library Management System

“It’s a next generation digital platform for providing library services across the California State University”



**Alma/Primo**

Implementation Timeline: Now - May 2017

# Why the ULMS?

## Strategically/ Fiscally:

- Individual contracts with multiple disparate vendors cost more
- Some campuses face cost/staffing barriers to implement new systems
- Productivity costs are higher in separate systems from duplication of effort
- Our current systems are now “legacy systems”

## Benefits for end users:

- One search tool across resources, including digital archives and other assets
- Ready access to CSU-wide holdings
- Potential for additional indexed content in discovery
- Potential for new services



# Why the ULMS?

## Benefits for library staff & librarians:

- More efficiencies and collaboration among CSUs
- Consortium-wide functionality
- Improved analytics and data access
- Data-driven decision making
- Improved integration with third-party systems (e.g., PeopleSoft)
- Less fragmented systems and approaches
- No downtime for software updates; more frequent updates with new features

# Key Reasons

## *Why Projects Fail*

- Lack of sponsorship
- Vision and goals not defined
- Customer/end users not engaged
- Lack of accountability
- Insufficient team skills
- Failure to manage risk
- Uncertain dependencies
- Resource competition
- Scope changes
- Lack of good communication
- Unrealistic deadlines

## *Why Projects Succeed*

- Active and visible sponsorship throughout the project
- Vision, objectives and scope well defined and approved
- Strong sponsorship
- Risk is managed
- Project plan is realistic, achievable and approved
- Scope (change) is managed
- Good stakeholder communication
- Competent Project Manager
- Project management methodology

# Terms and Definitions

Assumption	Progressive Elaboration	Project Management	Resources
Baseline	PMO	Methodology	Risk Management
Constraint	Program	Project Manager	Project Schedule
Critical Path	Program Management	Project Plan	Scope Document
Deliverable	Project	Project Planning	SDLC
Duration	Charter	Project Request	Stakeholder
Gantt Chart	Project Close	Project Scope	Task
Implementation	Project Execution	Project Sponsor	Task Dependency
Issues Escalation	Initiation	Project Status	Triple Constraint
Milestone	Project Life Cycle	Requirements	WBS



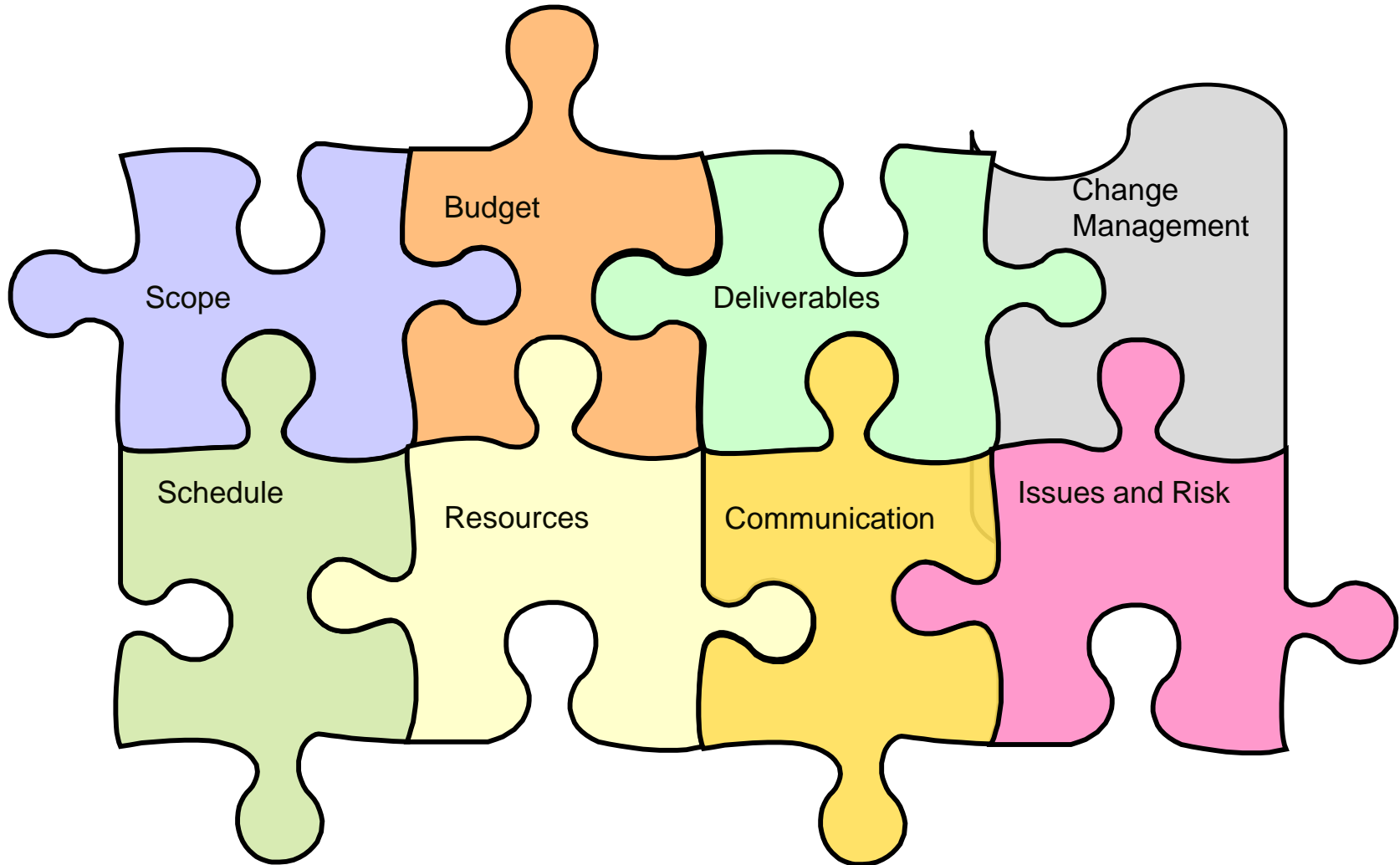
# Project Management Lifecycle



# PM Lifecycle Tasks/Deliverables

Initiation	Planning	Execution and Control	Close
Project request submitted	Project team is formed	PM manages to the schedule	Final project acceptance
Project Charter	Scope document	Project status meetings	Post implementation review
Project objectives, benefits identified	Work breakdown structure (WBS) and project schedule	Issues tracking and escalation	Lessons learned and process improvements
Feasibility Study Report (FSR)	Communications plan	Status tracking and reporting	Procurement closed out
Preliminary budget	Roles and responsibilities	Risk managed	Resources released
Project request approved	Risk assessment	Lessons learned captured	
	Budget approved	Deliverables acceptance	
	Kick off meeting	Charge requests issued	

# Components of a Project



# Project Governance



## Five Key Characteristics

1. Sponsorship and accountability
2. Transparent and well-defined communication channels
3. Responsive, effective and efficient
4. Participatory, equitable and inclusive
5. Follow a rule of law

# Roles

Governance group

Advisory group

Working groups

Project Managers

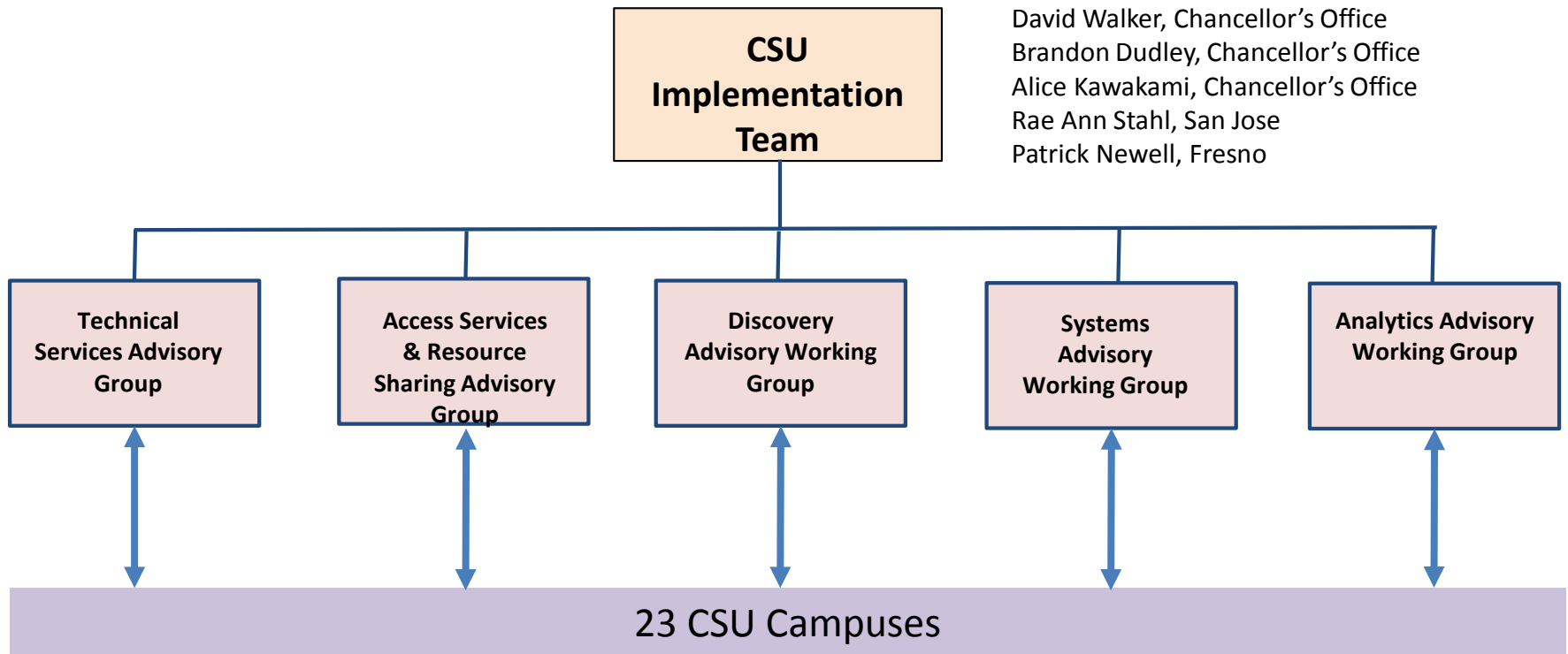




# ULMS Decision Making Philosophy

- During project implementation decisions regarding use of the system will be made
  - **Governance - Strategic decisions** regarding long-term direction of the ULMS made by deans (policy)
  - **Advisory - Operational decisions** regarding daily use of the ULMS made by Implementation Team (procedure)
  - **Working groups** - Focus on system-level decisions
  - **Project Managers** - Local decisions are made at the campus level

# CSU-Wide Working Group Structure



# Who is going to make decisions?

## CSU-Wide:

**CSU ULMS Implementation Team  
and working groups**

*Governance structure for some  
CSU-wide decisions involving shared  
functionality*

## Campus Locally:

**Campus ULMS Project Team and  
function groups**

*Will consult with and communicate  
with all library staff and faculty, as  
well as consult with the CSU-wide  
Implementation Team.*



# Project Manager Role

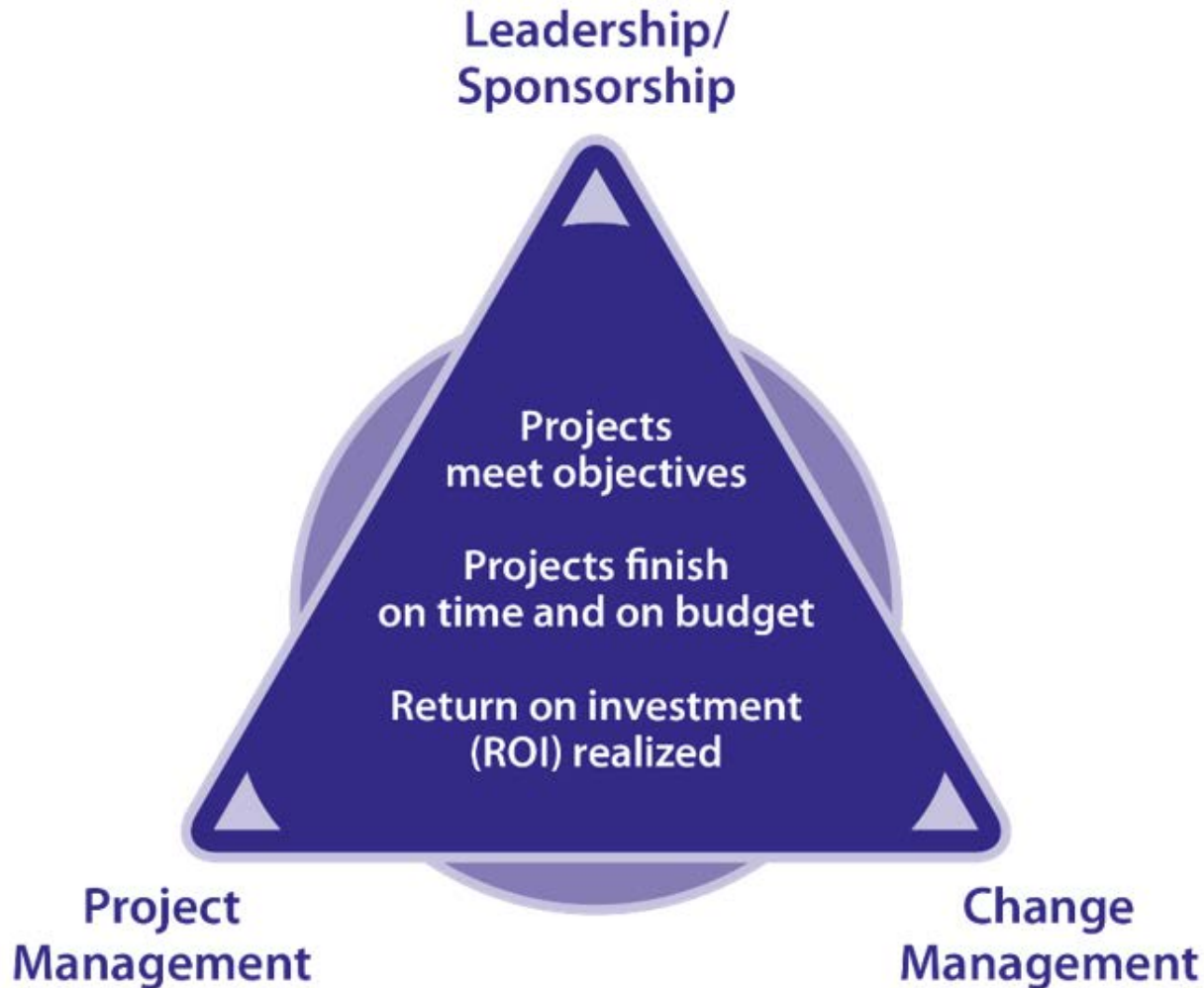
- Leads & coordinates implementation activities for your library
- Ensures staff resources are available as necessary
- Manages internal & external communications regarding your implementation
- Keeps the project on track
- Mitigates project risks
- Acts as primary point of contact with Ex Libris for migration tasks



# ULMS Chancellor's Office Staff

- David Walker
- Brandon Dudley
- Alice Kawakami
- Jessica Hartwigsen
- Ying Liu
- Data Migration Specialist
- Workflow Redesign Specialist
- Role: Project Support & Leadership

# Three key components of successful projects



# Project Initiation

## *Project Request*

- Preliminary information
- Project objectives
- Business reason
- Project deliverables
- Constraints and assumptions
- Resource needs
- Known impacts



***Project Initiation begins with a project request and ends when the Project Charter is approved by the Project Sponsor authorizing the project to move into the planning phase.***

 Project Charter Template

# Project Planning

*Utilize planning checklists so important activities and tasks do not get overlooked ...*



- Clearly define the project scope and obtain approval
- Identify project resource requirements
- Establish leadership and project structure
- Define roles and responsibilities
- Develop project org chart & contact list
- Communicate with project team, functional managers & stakeholders
- Develop the communication plan
- Develop other plans (quality, change, acceptance)
- Identify high level risks and cross functional impacts
- Identify any hidden obstacles
- Assemble a project team; ensure all areas are represented
- With your team, develop estimates and build a project schedule
- Ensure that the project schedule is realistic and approved
- Determine the project constraints. What are the hard deadlines? Are they really hard dates? What if you miss them?
- Conduct Project Kick-Off Meeting



Planning Checklist



Kick-Off Checklist



# Define the Project in Detail = Scope

*The scope document defines ---*

- Who
- What
- When
- Where
- Why
- and .. How Much ???



Project Scope Document Template



Scope Lite Template

# Project Scope

## Components of the Project Scope Document



# Triple Constraint

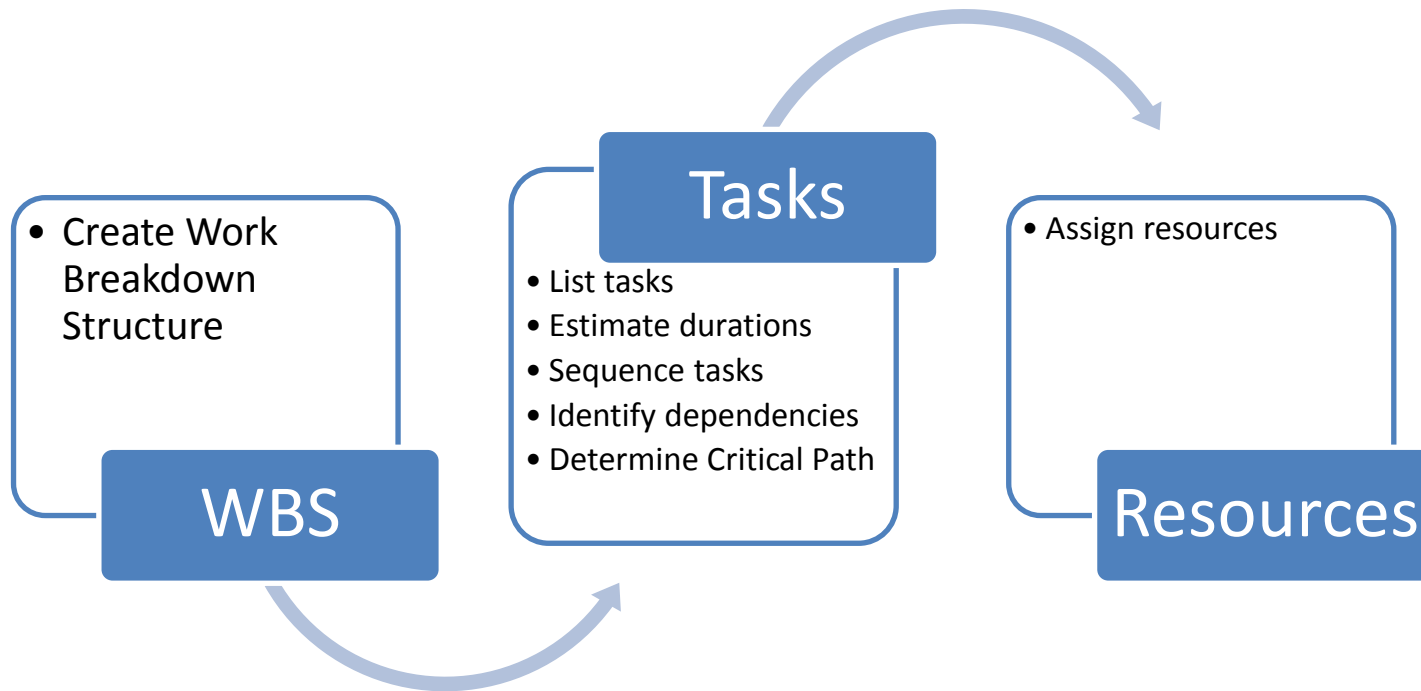


*Every project is affected by the triple constraint of time, scope and cost. Changes to one constraint impacts the other constraints. Any time a project changes, the project manager needs to analyze the impact to the other constraints and submit a change request if the impact is significant.*



*"This isn't the triple constraint I learned."*

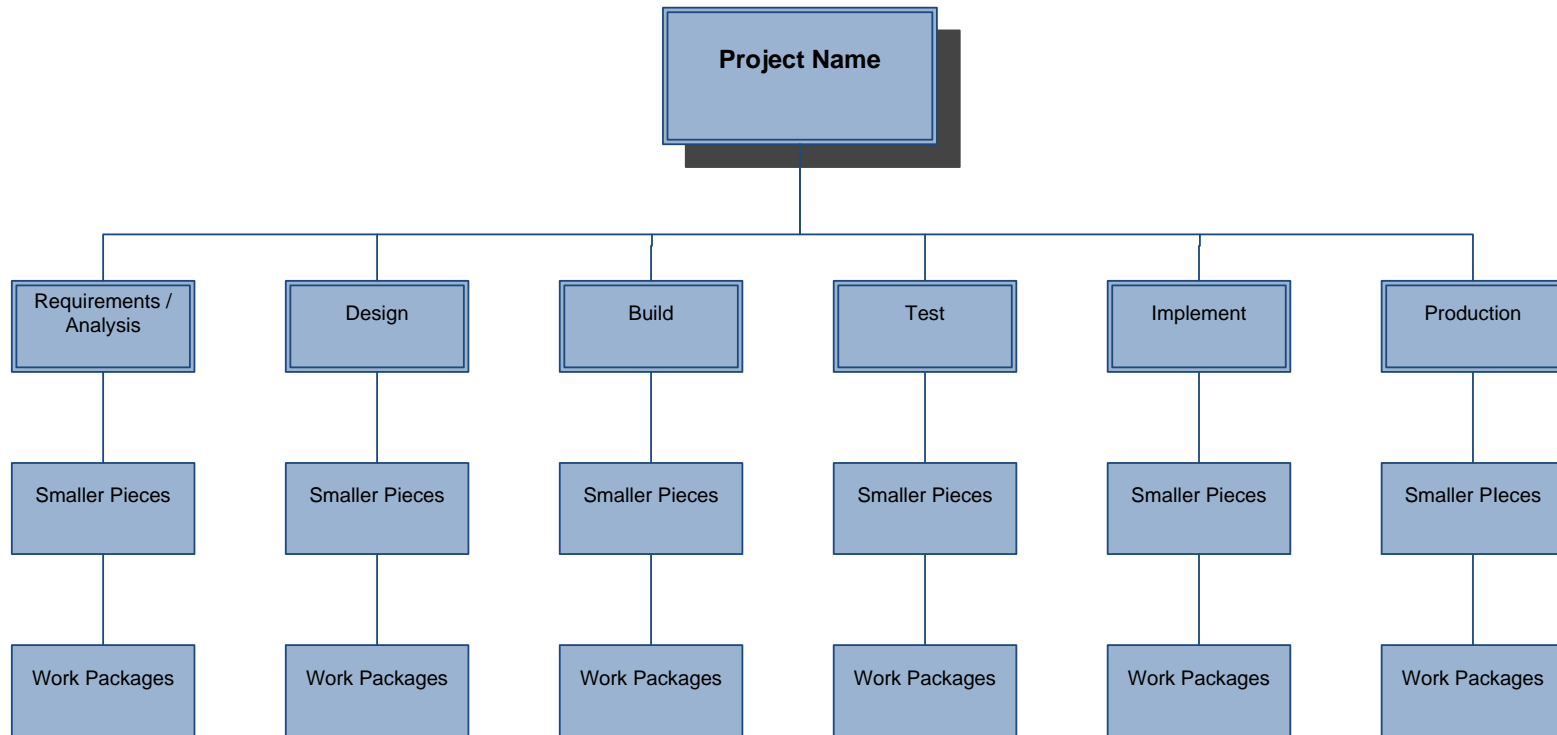
# Project Schedule Development



## Recommended Tools:

- WBS use Visio or Excel
- Task list use Excel or MS Project
- Gantt Chart use MS Project

# Work Breakdown Structure (WBS)

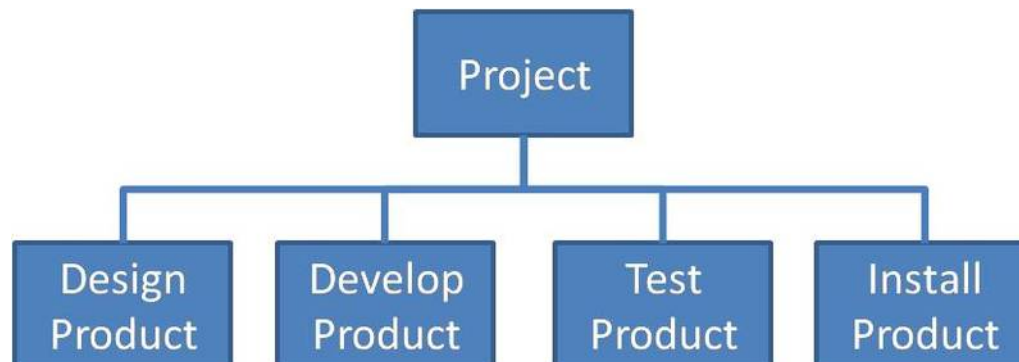


 WBS Model

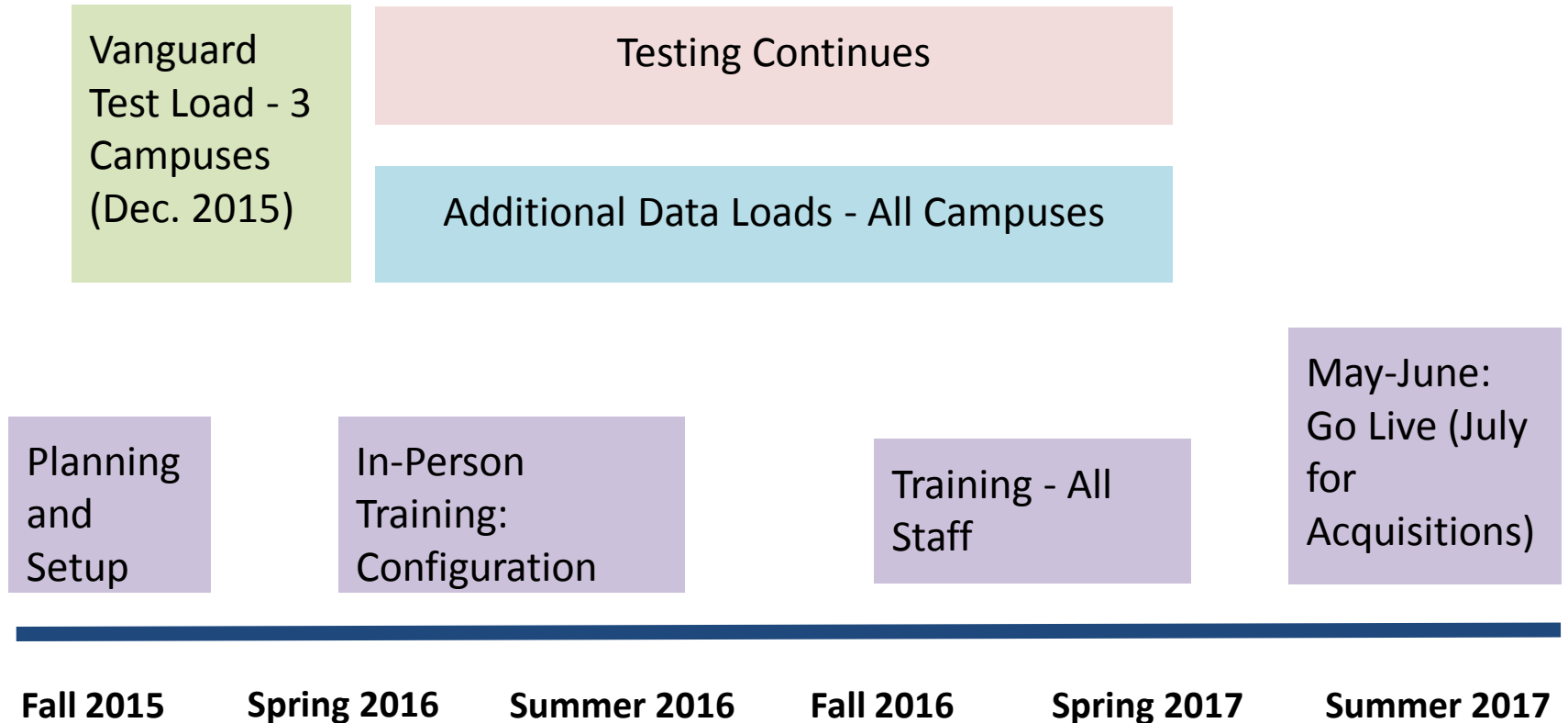
 WBS Template

# How to Build a WBS

1. Determine the major deliverables or products to be produced
2. Divide each of these major deliverables into its component deliverables in the same manner
3. Divide each of these work pieces into its component parts



# ULMS Schedule (high level)



## The “Single Cohort Model”:

all 23 campuses migrate together.

# Project Management Tools

Tool	Purpose
Customizable Templates	Create project management deliverables
Microsoft Project	Build and manage project schedule
Microsoft Excel	Build simple task lists and schedules
Visio	Build the WBS; create the project organization chart; workflow diagrams, etc.
SharePoint	Project collaboration sites and document repository
PowerPoint/Prezi	Develop presentations for updates and overviews
Zoom/Web Ex/Adobe	Web based meetings and document sharing



# Project Kick Off Meeting

- Typically conducted after scope, schedule and budget are approved and baselined. *But not always ---*
- Attendees
  - Project Manager, Project Team, Project Sponsor, Key Partners and/or Vendors
- Agenda
  - Introductions, Welcome Statements from Project Sponsor, Project Overview, Project Management Approach, Next Steps



Kick Off Meeting Template

# Project Execution



Execute  
the Project

- Use the project schedule to manage the project
- Conduct regular status meetings
- Create & distribute regular status reports
- Track planned vs actual and update project plan
- Keep the project plan current
- Track and escalate issues and risks
- Quality assurance
- Track Lessons Learned



Project Plan Template



Status Report Template



Issues Log



Executive Status Update

# Managing Risk



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- Risk is a concept that denotes a *potential negative impact to an asset or some characteristic* of value that may arise from some present process or future event. In everyday usage, "risk" is often used synonymously with the probability of a known loss.
- Risk is the uncertainty of an event occurring that could have an impact on the achievement of objectives.
- A risk is not an issue but can become an issue.

# Risk Management

## Risk Management Process



# Risk Identification Worksheet

Risk Category	Risk	Risk Trigger	Risk Response	Risk Owner	Probability low-med-high	Impact low-med-high	Risk Rating	Risk Quantification
Schedule								
Cost								
Quality								
Performance/Scope								
Customer Satisfaction								

# Issues Management Framework

- Responsibility for resolving the issue
- Issues escalation path
- Criteria for priority status
- Determining the target resolution date
- Communication of issues
- Juggling and tracking multiple issues
- Issues resolution

# Issues Management Tracking

Tracking #	Issue Description	Status (Open Escalated Closed)	Current Status Date	Current Status Comment	Issue Reported Date	Issue Reported by	Issue Owner (Resource Name)	Assigned Team	Date Assigned	Issue # X-ref (related issue)	Escalated To	Escalation Date	Resolution Due Date	Impact to Project (if not resolved by resolution due date)	Change Request # X-Ref (if applicable)	Resolution (document reference)	Actual Resolution Date

# Project Status Meeting

- Schedule at regular intervals
- Have a clear meeting objective
- Distribute agenda and document ahead of time
- Capture key discussion, decisions, issues, risks, and action items
- Facilitate discussion – keep to agenda; take off-line where appropriate
- Parking lot
- Brainstorm



Meeting Agenda and Summary Template



Successful Meeting Checklist



# Ten Tips for Effective Project Meetings

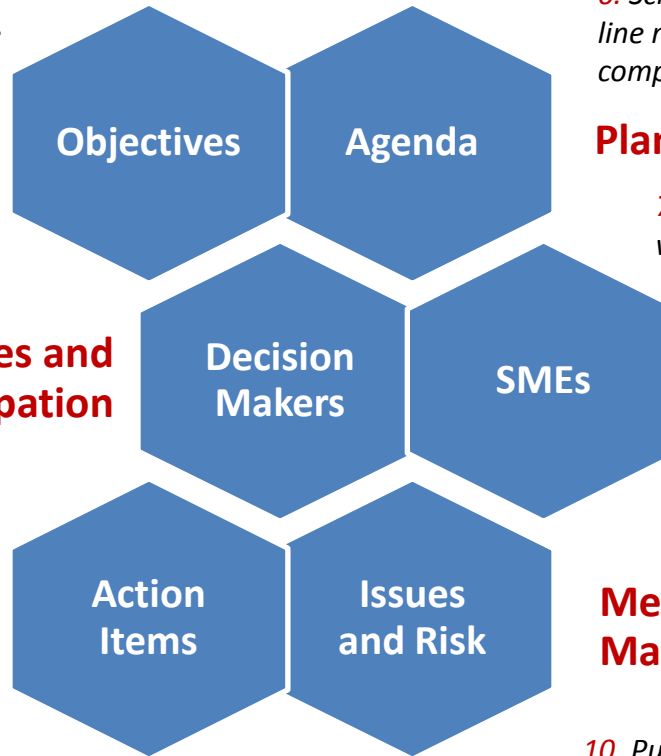
1. Plan meeting in advance. Define objectives and create agenda.

2. Distribute agenda and meeting materials to attendees in advance

3. Know who your key participants are. Contact them in advance to confirm attendance and prep if necessary.

4. Are all key participants present? If not, follow up

5. Use Brainstorm, Parking Lot techniques



6. Schedule and facilitate off-line meetings to resolve complex issues

## Planning

7. Facilitate discussion. Know when to take off-line

8. Capture and track issues

9. Recap "next steps". Confirm owners and due dates

## Meeting Management

10. Publish minutes and Action Items quickly

# Project Control



Control  
the Project

- Ensure appropriate approvals of deliverables occur
- Conduct performance review checkpoints (quality, time, budget, lessons learned)
- Take required corrective action
- Issue change requests
- Make changes and adjust the baseline
- Implement contingency plans



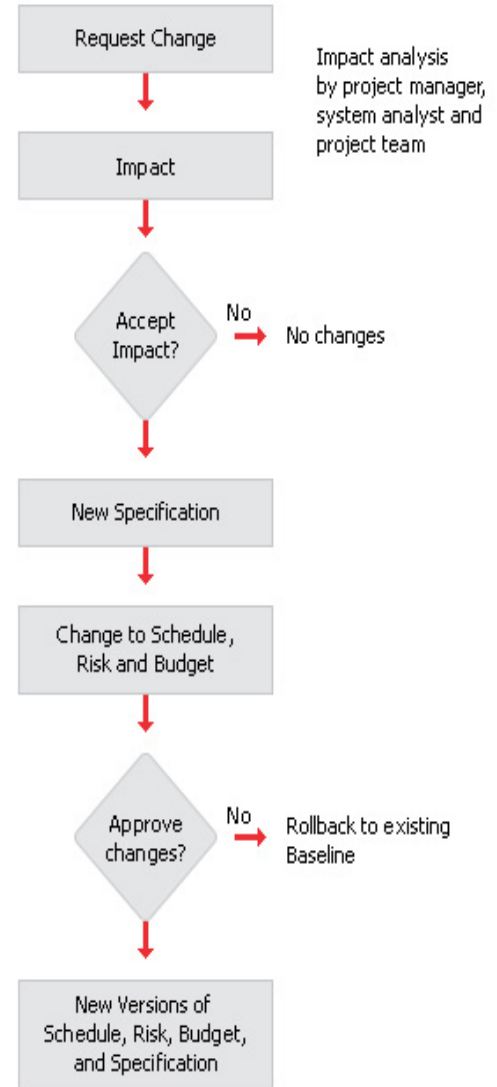
Deliverable Acceptance



Project Checkpoint Review

# Project Change Process

- Submit Change Request
- Project manager assess the impact to scope, schedule, timeline, budget
- Escalate to project sponsor
- Sponsor approves/disapproves
- Changes logged in scope document
- Scope, schedule, timeline and budget updated and approved
- Impacts communicated to stakeholders



# Project Close



Close  
the Project

- Distribute final status report
- Collect and compile lessons learned from team
- Facilitate a Post Project Review Meeting
- Ensure appropriate final acceptance approvals occur
- Finalize project documentation and file in project archives
- Celebrate success



Lessons Learned Log



Project Completion Report



Final Project Acceptance

# Change Management

# What is change management?

## *On a project level:*

“Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.”

## *On an organizational level:*

- A leadership competency for enabling change within an organization
- A strategic capability designed to increase change capacity and responsiveness

# What do you see?



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# Why change management?

## *Primary reasons for applying change management*

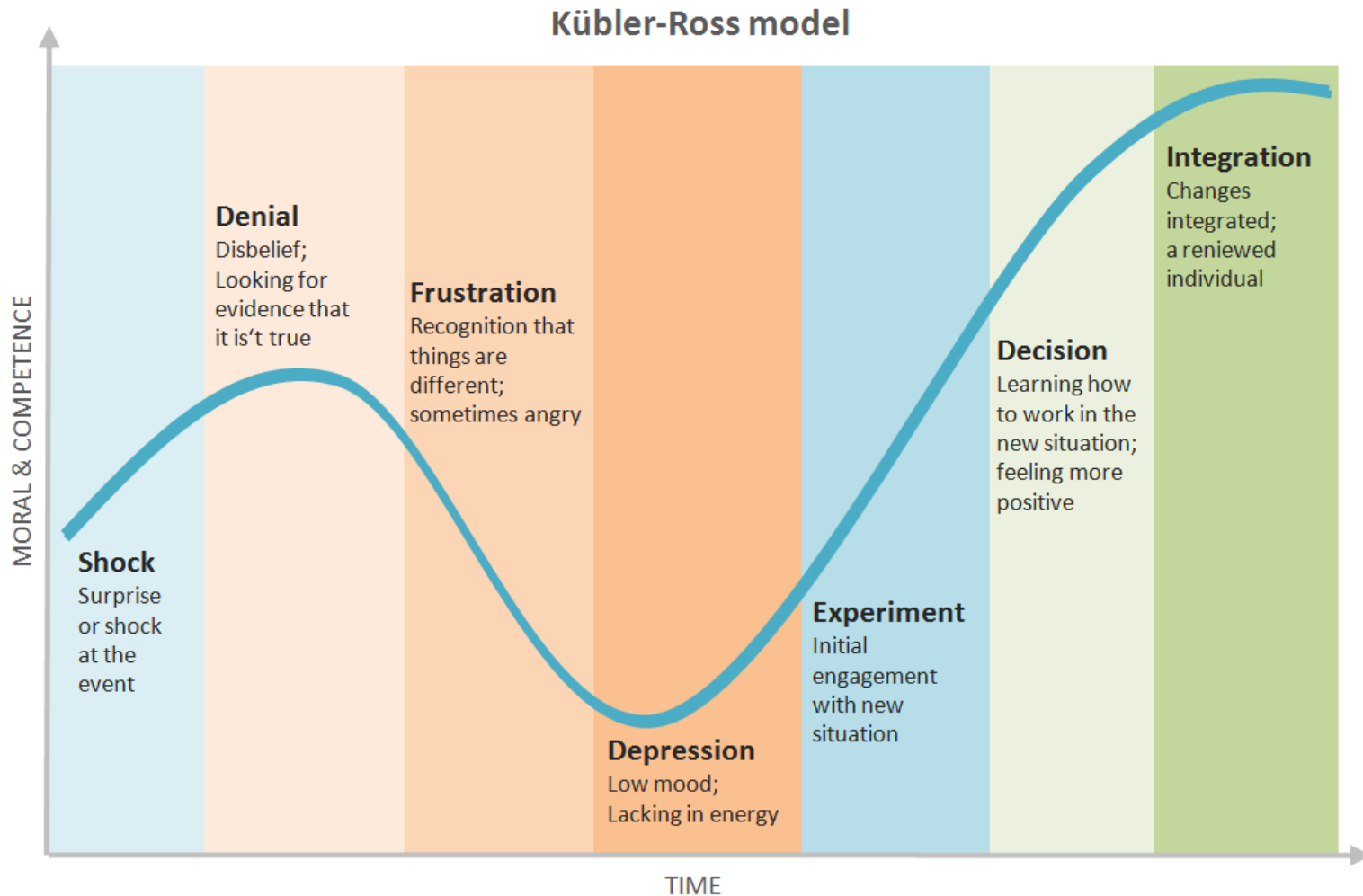
- Increase probability of project success
- Manage employee resistance to change
- Build change competency into the organization



# Change Management Pioneers

- Kubler-Ross – famous author “Death and Dying”, 1969; 5 stages “1-denial, 2-anger, 3-bargaining, 4-depression and 5-acceptance”
- Kurt Lewin – German-American psychologist; pioneer of social, organizational, and applied psychology; early change model 3-step process “1-unfreezing, 2-transition, 3-refreezing”
- John Kotter – professor Harvard Business school; renowned author; 8 step CM model
- Jeff Hiatt & Tim Creasy – co-authors of book Change Management: The People Side of Change”; focus on strategic planning for change; founders of Prosci
- William Bridges – internationally known speaker, author, and consultant who advises individuals and organizations in how to deal productively with change. His ten books include best-seller, Managing Transition (2009), Transitions (2004), The Way of Transition (2000)
- Brent Ruben – Distinguished professor of Communications at Rutgers University; Executive Director Center for Organizational Development and Leadership; renowned author
  - [http://www.nacubo.org/Documents/EventsandPrograms/2013HEAF/Change\\_Management\\_and\\_Organizational\\_Cooperation\[1\].pdf](http://www.nacubo.org/Documents/EventsandPrograms/2013HEAF/Change_Management_and_Organizational_Cooperation[1].pdf)

# Kubler-Ross Change Curve



<http://www.entrepreneurial-insights.com/understanding-kubler-ross-change-curve/>

# Lean Change Management Process

	DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
Change Management Activities	<ul style="list-style-type: none"> <li>Assess change</li> <li>Assess impacted group</li> <li>Assess group sponsors</li> <li>Define the change as part of the charter</li> </ul>	<ul style="list-style-type: none"> <li>Assess sampling of impacted individuals</li> <li>Assess communications</li> <li>Design the communications feedback processes/tools</li> </ul>	<ul style="list-style-type: none"> <li>Assess sampling of impacted individuals</li> <li>Assess impacted group</li> <li>Identify the sources of resistance</li> </ul>	<ul style="list-style-type: none"> <li>Assess sampling of impacted individuals</li> <li>Assess communications</li> <li>Identify new roles, tasks, tools</li> </ul>	<ul style="list-style-type: none"> <li>Assess behavior change</li> <li>Identify implementation issues</li> </ul>
Change Management Deliverables	<ul style="list-style-type: none"> <li>Assessment results</li> <li>Change definition</li> <li>Change management strategy</li> <li>Risk management plan</li> <li>Communications plan</li> </ul>	<ul style="list-style-type: none"> <li>Assessment results</li> <li>Sponsor plan</li> <li>Updated Communications plan</li> </ul>	<ul style="list-style-type: none"> <li>Assessment results</li> <li>Resistance Plan</li> <li>Updated Communications plan</li> </ul>	<ul style="list-style-type: none"> <li>Assessment results</li> <li>Training plan</li> </ul>	<ul style="list-style-type: none"> <li>Training plan and tools</li> <li>Recognition and rewards program</li> <li>Integrate into performance management system</li> </ul>

*A Lean Approach to Change Management*

<https://www.atkearney.com/documents/10192/318246/Lean Approach to Change Management.pdf/2eecfa98-89c2-42b5-bec2-4ea4fbef2289>

# Kotter 8-step Change Model

1. Create a state of urgency
2. Build a strong team
3. Create the vision for the change
4. Make sure everyone understands the vision through communication
5. Remove any obstacles in the way of implementing the change
6. Make sure that the company experiences a sense of success
7. Don't declare victory too early – keep building
8. Make sure the changes become a core part of your company

<http://www.kotterinternational.com/the-8-step-process-for-leading-change/>

# Prosci Change Management Model combines individual and organizational change

## The Prosci® ADKAR® Model

*Prosci's change management process integrates individual and organizational change management*

## Prosci® 3-Phase Change Management Process

### Phase 1 - Preparing for change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

### Phase 2 - Managing change

Develop change management plans

Take action and implement plans

### Phase 3 - Reinforcing change™

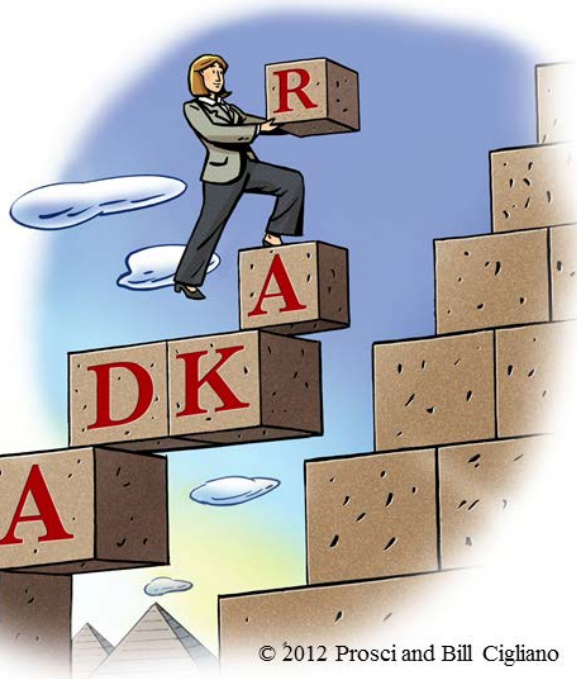
Collect and analyze feedback

Diagnose gaps and manage resistance

Implement corrective actions and celebrate successes



Awareness  
Desire  
Knowledge  
Ability  
Reinforcement®

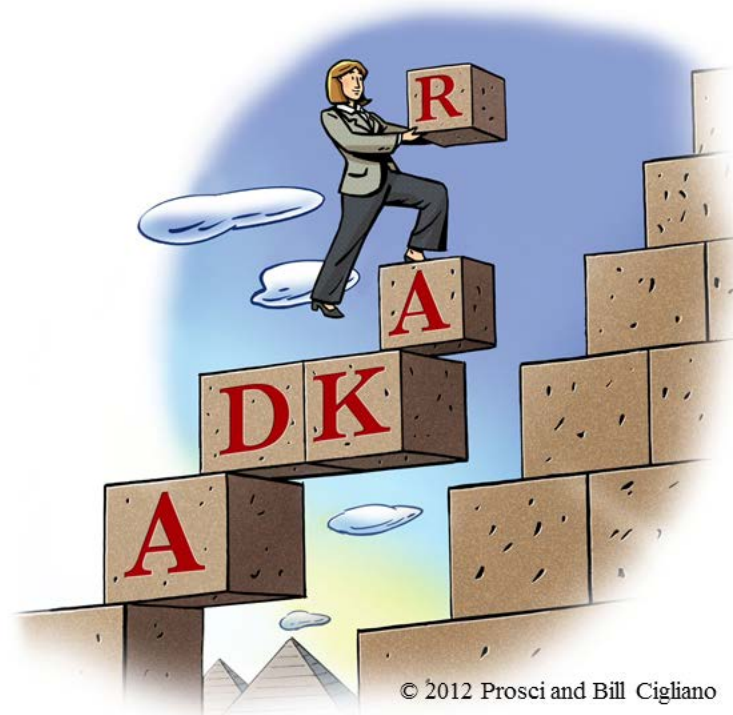


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# Prosci<sup>®</sup> ADKAR<sup>®</sup> Model

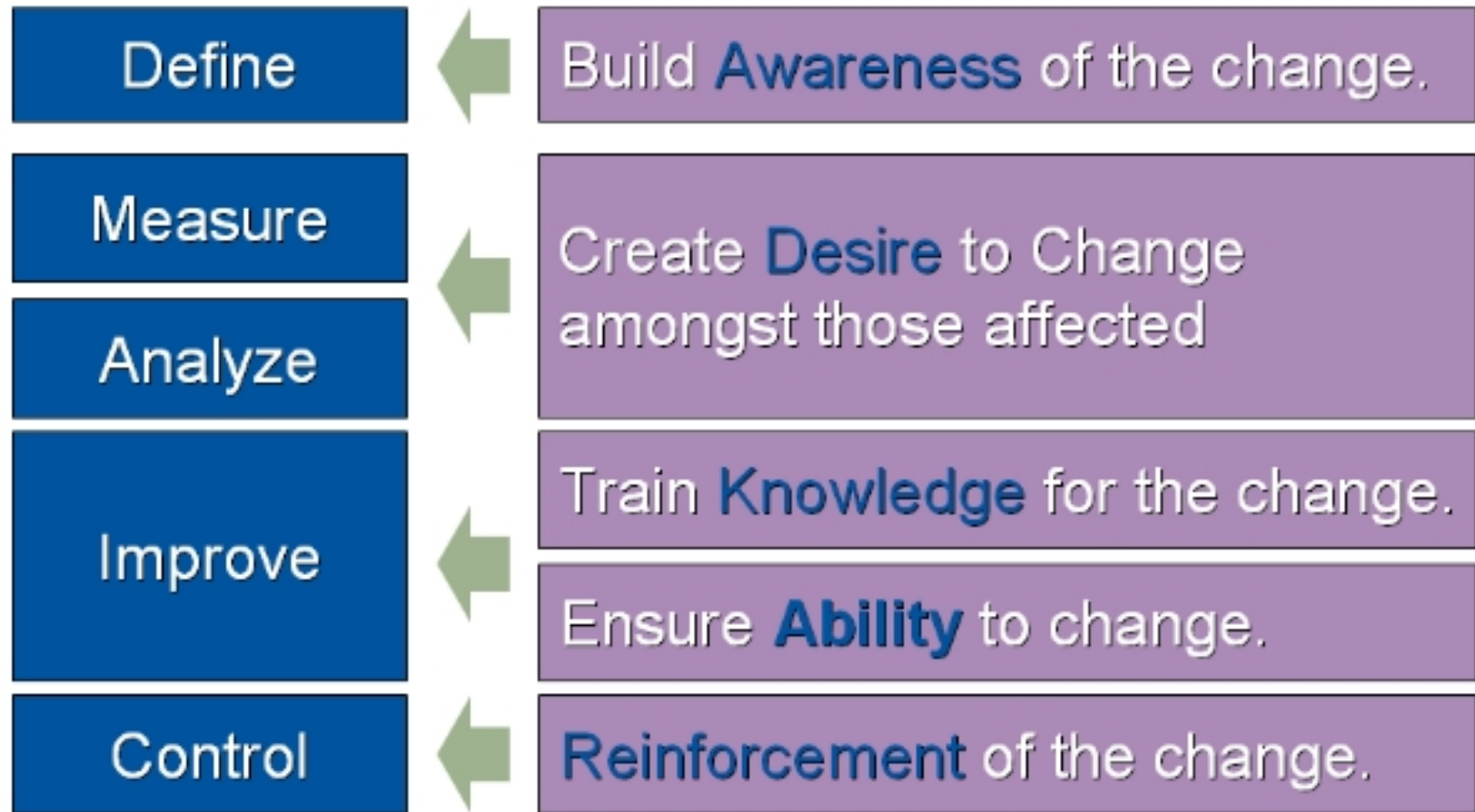
*The five building blocks for successful individual change*

Awareness  
Desire  
Knowledge  
Ability  
Reinforcement<sup>®</sup>

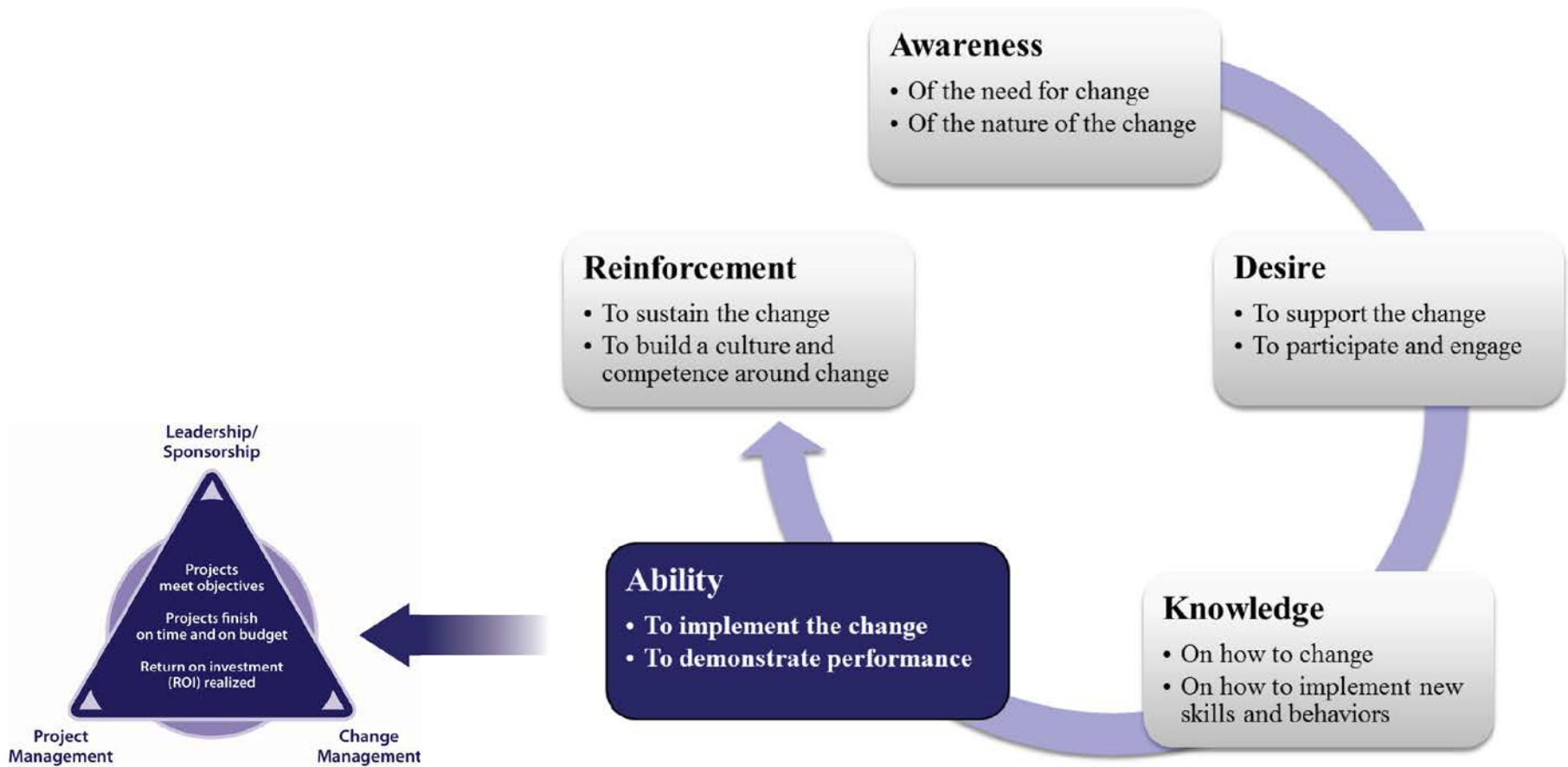


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# Lean DMAIC and ADKAR



# Prosci<sup>®</sup> ADKAR<sup>®</sup> Model





# Change is a process

Process of change

Where you  
are today



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Where you  
want to be

**Current  
state**

**Transition  
state**

**Future  
state**

# Understanding Change

*Never underestimate the power of the current state*

The current state defines **who we are**.

The current state is where we have been **successful**.

The current state is **comfortable**.



# Understanding Change

*The transition state is:*

Messy

**Disorganized**

Less productive

**Emotionally  
charged**



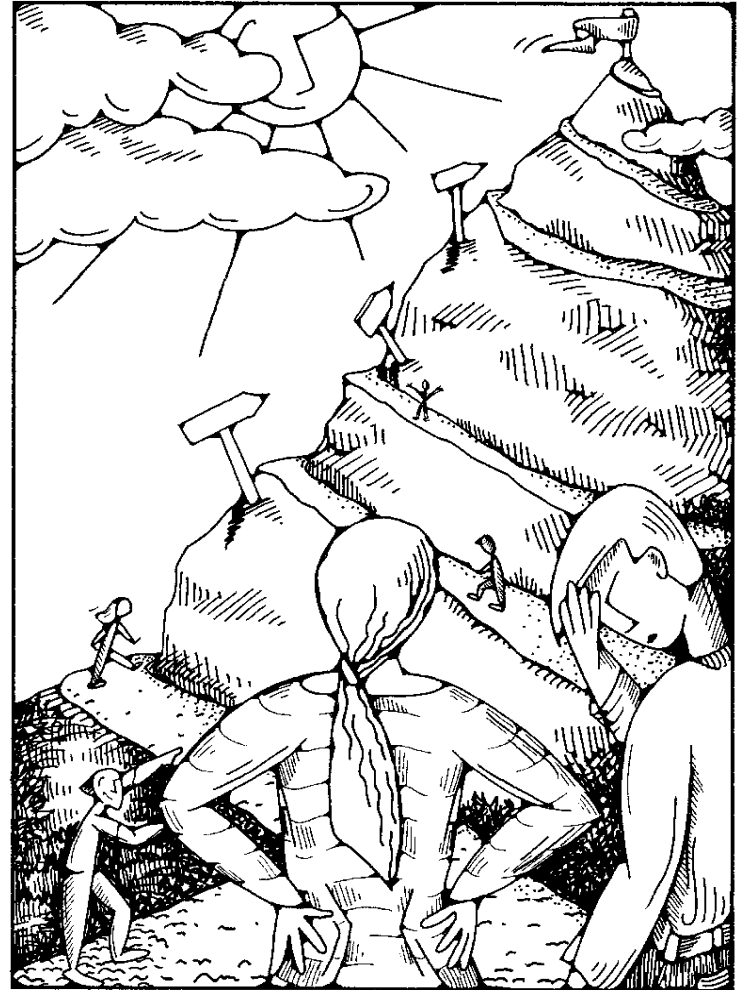
# Understanding Change

## *The uncertainty of the future state*

The future state is **not fully defined**.

The future state is **worrisome**.

The future state **may not match my personal and professional goals**.



# Resistance and Comfort

*Many change agents are surprised by resistance to change, when in fact they should expect it and plan for it.*

- Do not underestimate the power of “comfort” with how things are today
- The natural reaction to change is resistance
- Your goal is not to eliminate resistance



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# ADKAR Analysis: A Personal Change

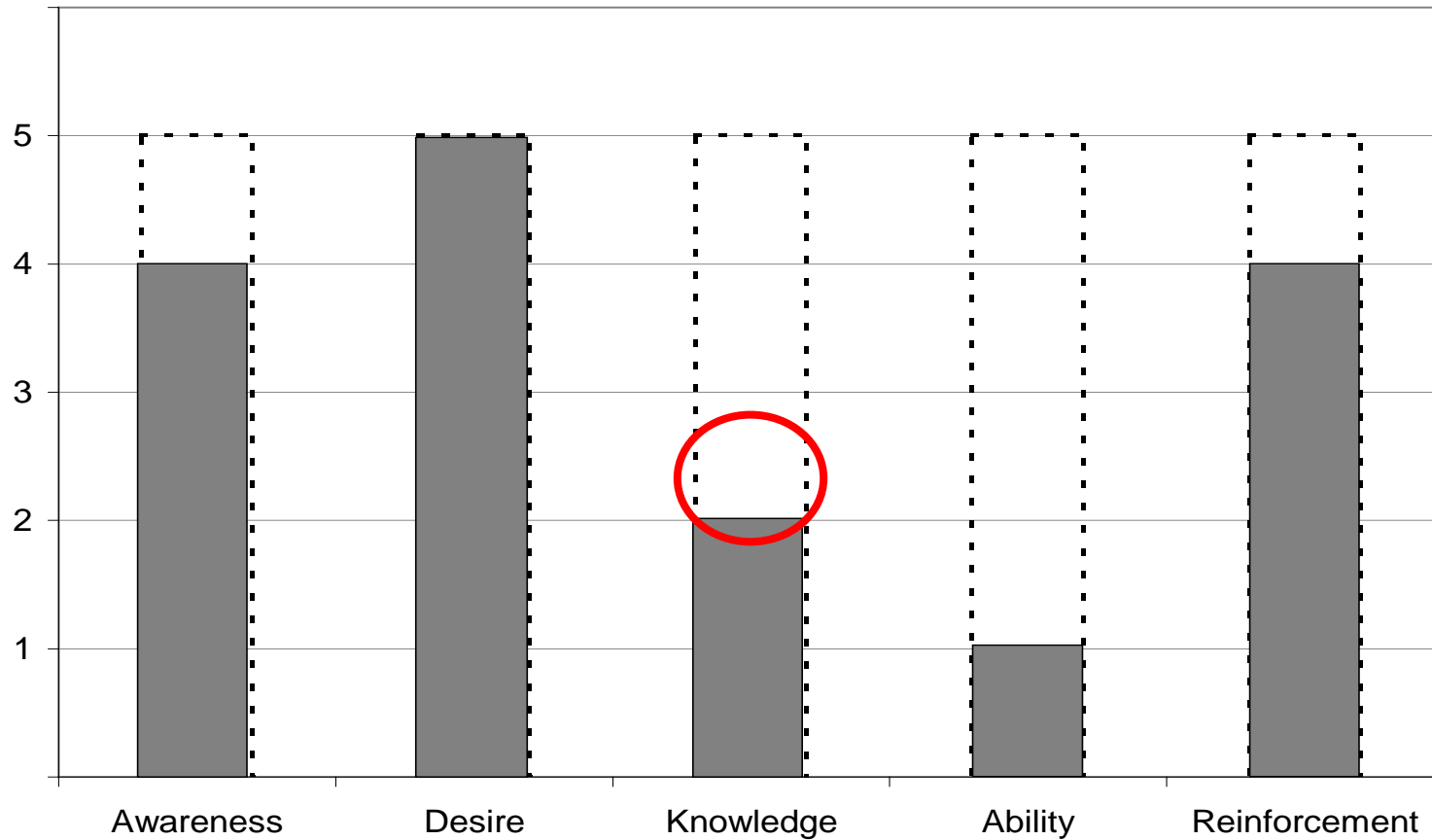
Activity

Brief description of the change:		Score for each element (1 to 5 scale)
A	Awareness notes:	
D	Desire notes:	
K	Knowledge notes:	
A	Ability notes:	
R	Reinforcement notes:	

# Barrier point to change

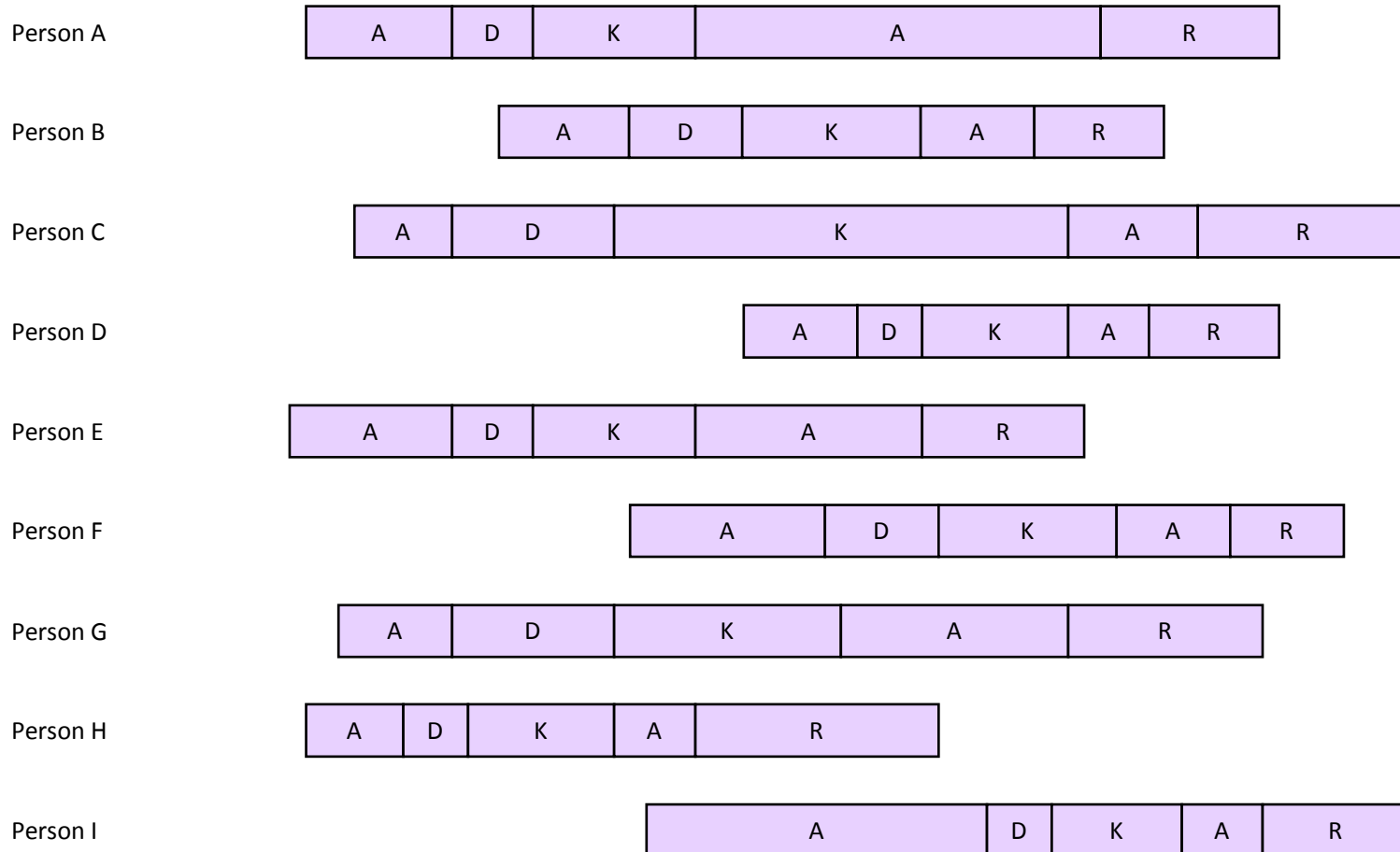
Activity

## *Flipchart debrief*



# Taking control of change

*Not everyone changes at the same pace*





# Individual Change Management

# Defines Success

Change with one person



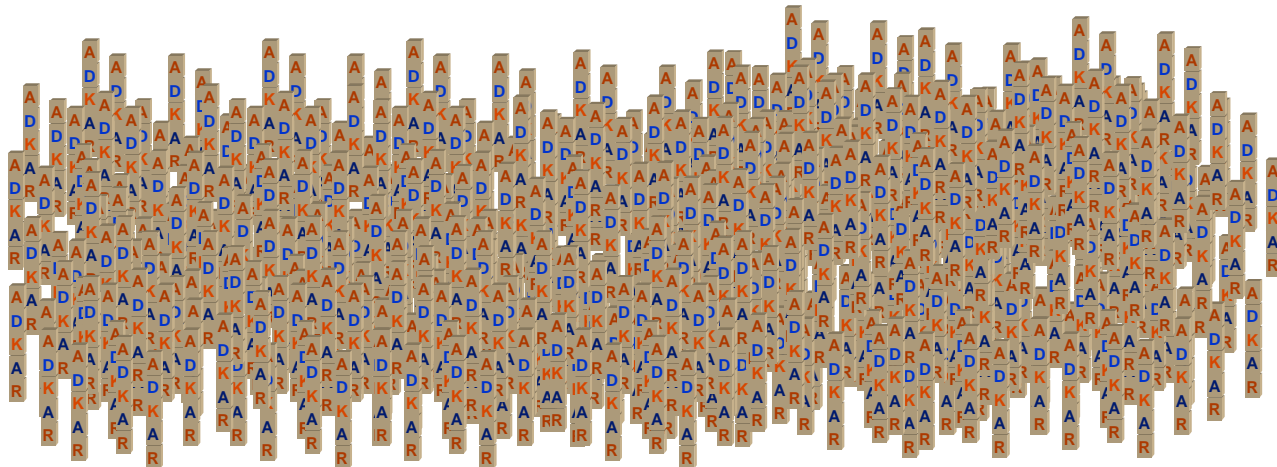
Or five people...



Or twenty people...



Or 1000 people...

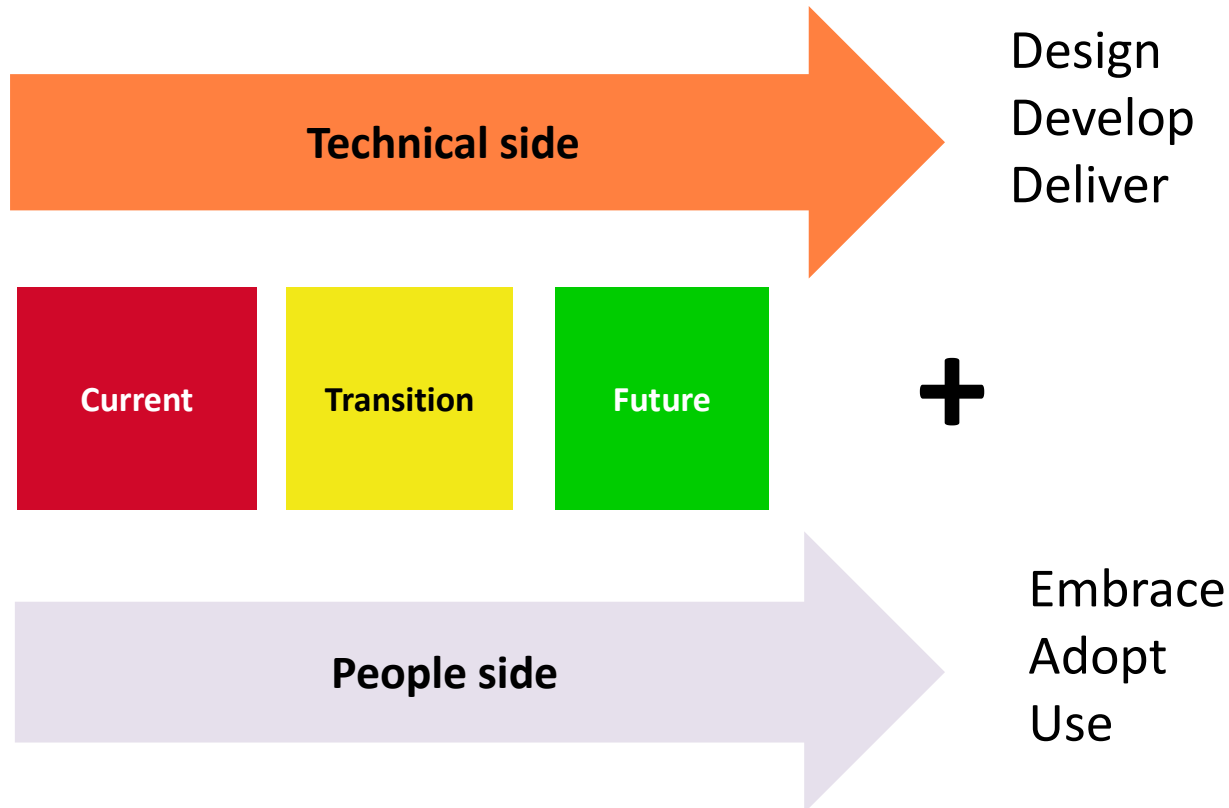


# Signs to watch for during change

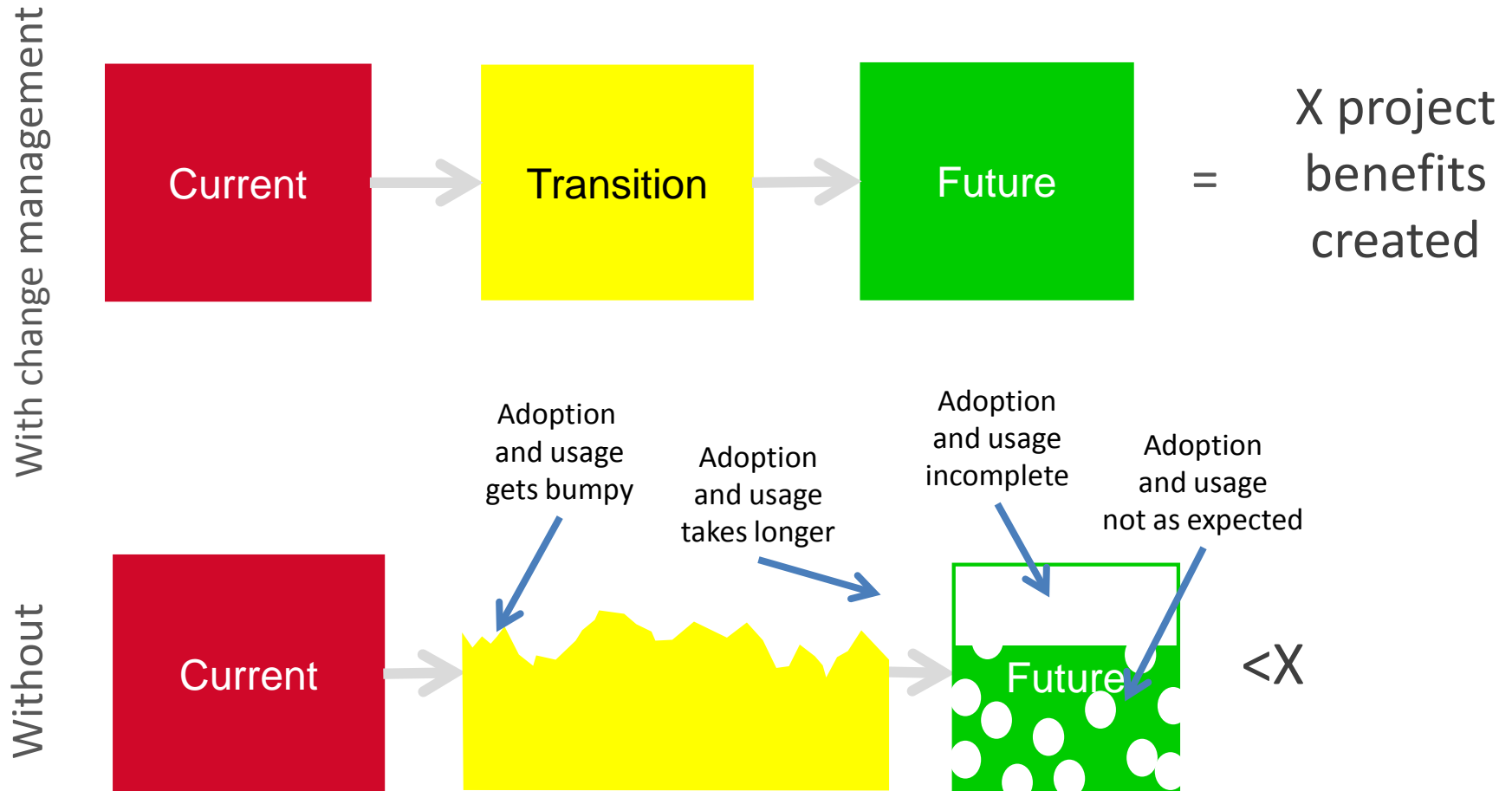
ADKAR®

In the absence of:	You will see:
Awareness and Desire	<ul style="list-style-type: none"><li>• More <b>resistance</b> from employees.</li><li>• Lower <b>productivity</b>.</li><li>• Higher <b>turnover</b>.</li><li>• <b>Delays</b> in implementation.</li></ul>
Knowledge and Ability	<ul style="list-style-type: none"><li>• Lower <b>utilization</b> or <b>incorrect usage</b> of new processes and tools.</li><li>• Greater impact on <b>customers</b> and partners.</li><li>• <b>Sustained</b> reduction in productivity.</li></ul>
Reinforcement	<ul style="list-style-type: none"><li>• Employees will <b>revert</b> back to old ways of doing work.</li><li>• The organization creates a <b>history</b> of poorly managed change.</li></ul>

# Successful change requires both the technical and people sides

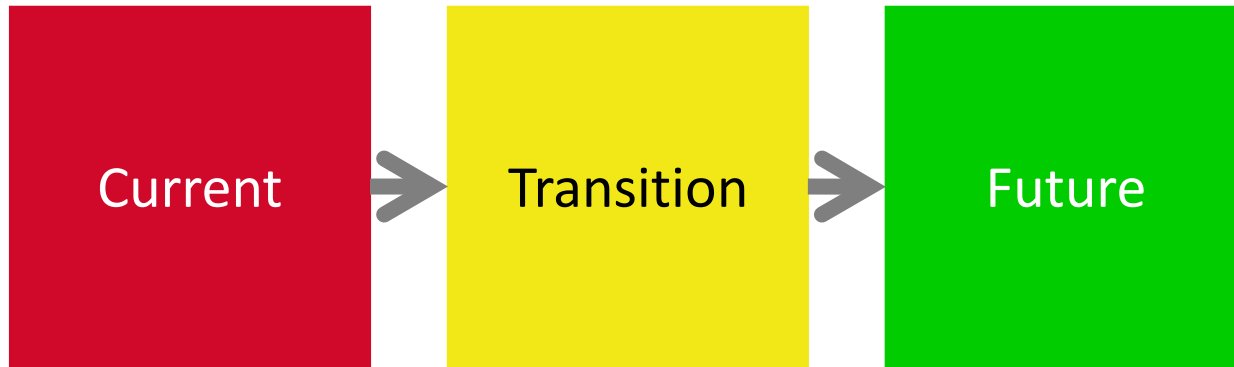


# Results and Outcomes Depend on Employee Adoption and Usage

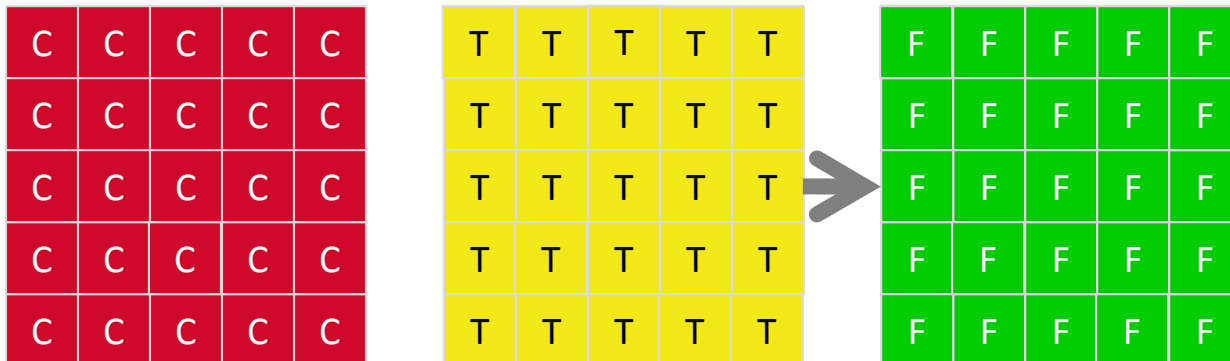


# Organizational change requires individual change

An organizational move from the current to the future



Ultimately requires individuals to move from their own current to their own future



The achievements of an organization are the results of the combined effort of each individual.

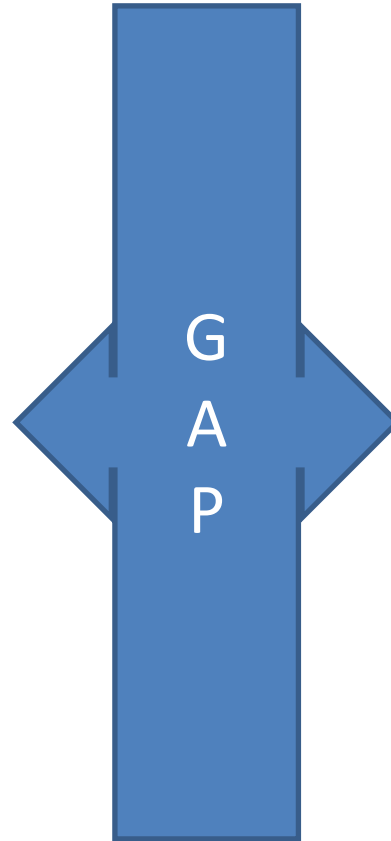
Vince Lombardi

# The Gap

A **BOLD** idea

A perfectly  
optimized process

An effectively  
managed project

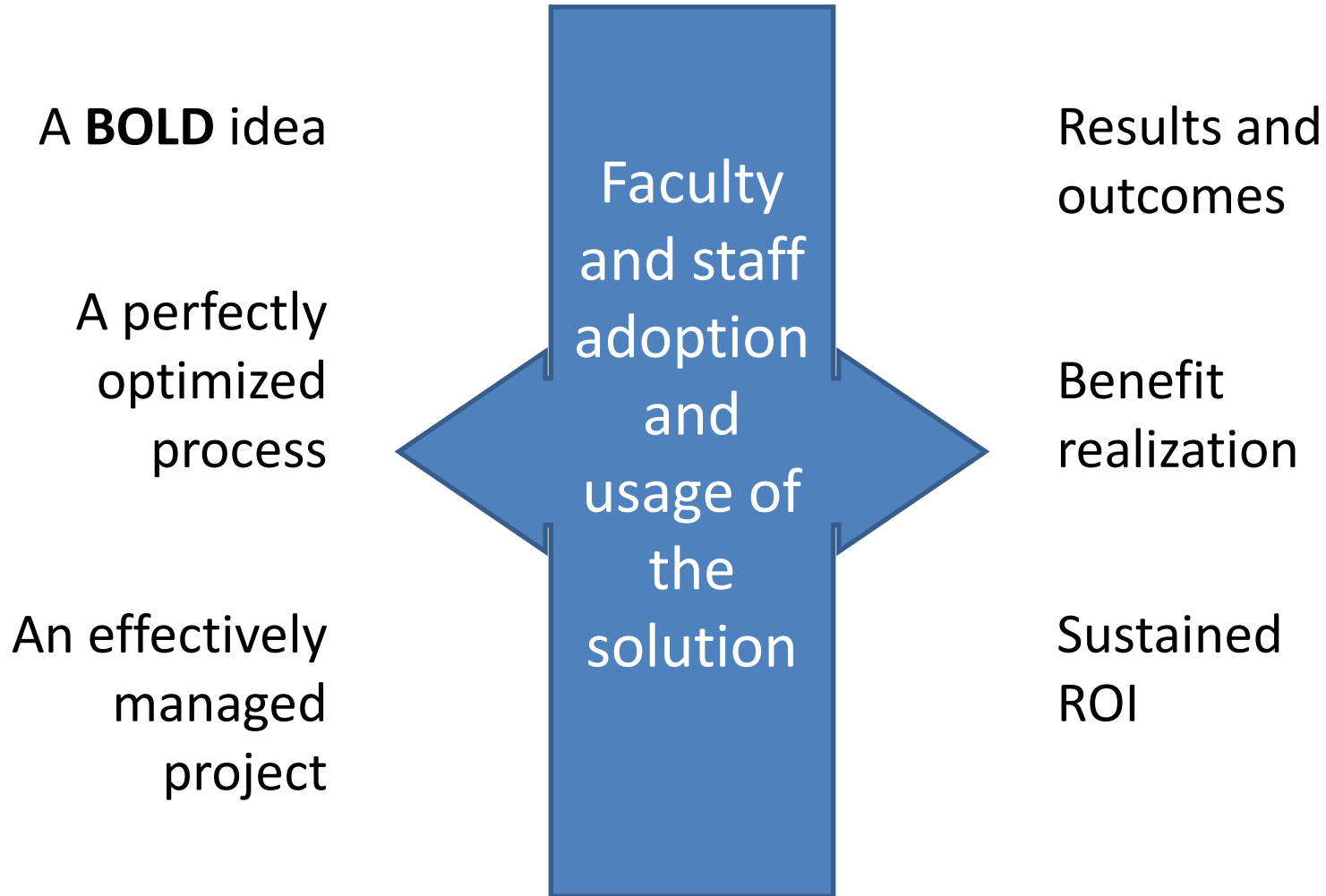


Results and  
outcomes

Benefit  
realization

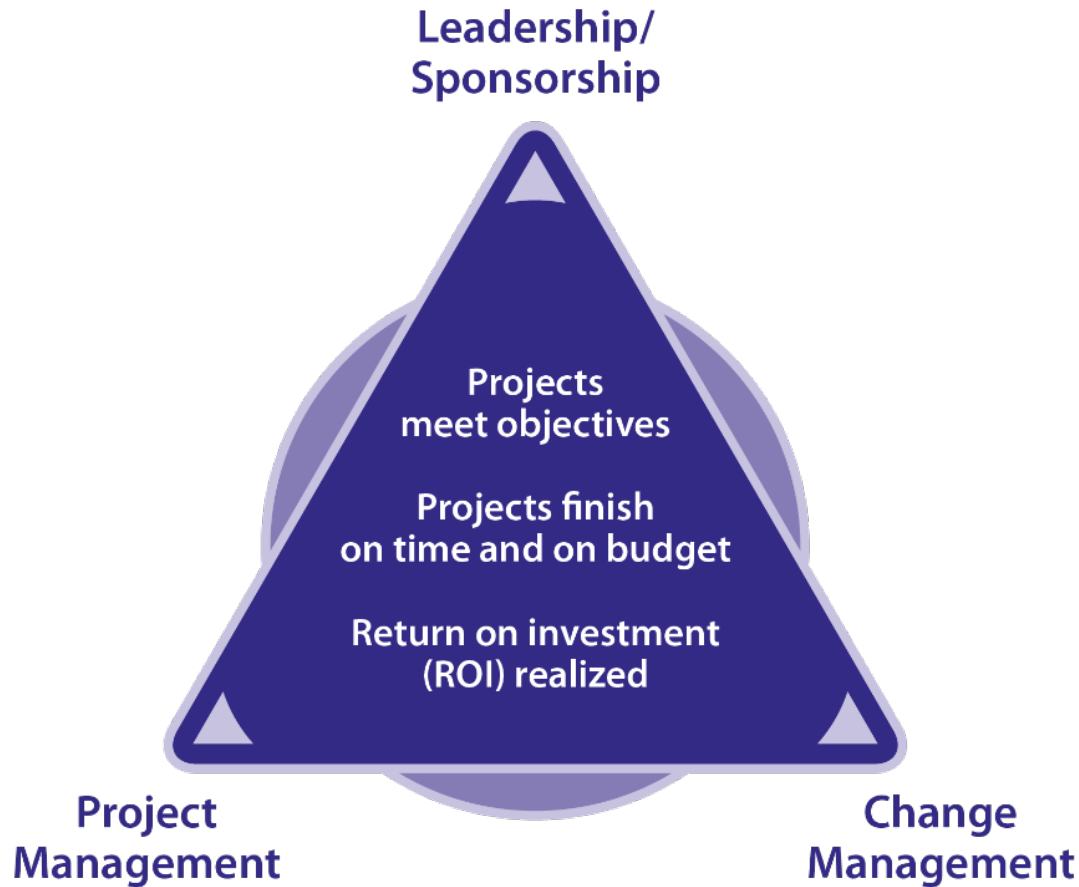
Sustained ROI

# Filling the Gap for success!





# Successful projects require all three corners of the Prosci® PCT™ Model



Prosci® PCT™ Model

# Sponsorship

- #1 success factor is active and visible executive sponsorship
- Some employees will distrust the change sponsor if:
  - They observe examples of incompetence
  - They know of a history of failed changes
- The credibility of the leading sponsor for change will be judged



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***Lack of a strong senior sponsor is a good indicator of failure.***

# Understanding Senders and Receivers

Personal  
implications  
and risk

Business issues  
and the need to  
change



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What a sender says and what a receiver  
hears can be two very different messages.  
Receivers have preferred senders.

# Change concepts summary

1. Change agents must be conscious of both a senders' mentality and the receivers' orientation.
2. Employee resistance is the norm, not the exception. Expect some to never support the change.
3. Visible and active sponsorship is not only desirable but necessary for success.
4. Value systems have a direct impact on how employees react to change.
5. The size of the change determines how much and what kind of change management is needed.
6. The "right" answer is not enough to successfully implement change.
7. Employees go through the change process in stages and go through these stages as individuals.

# Change Management Process

Prosci 3-Phase Process for organizational change and change projects

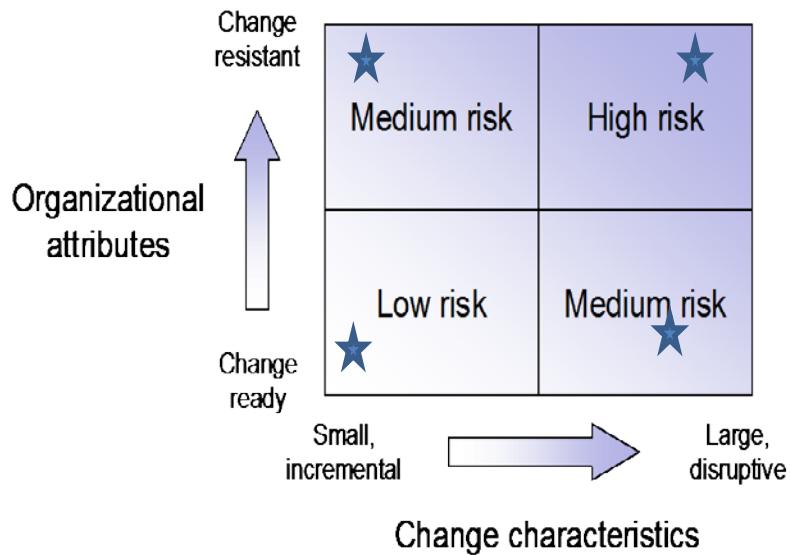


Phase 1:  
Preparing  
for Change

Phase 2:  
Managing  
Change

Phase 3:  
Reinforcing Change

# Situational Awareness



What:  
Change  
Characteristics

Who:  
Org  
Attributes

**Change characteristics assessment**

Mark your location on the following spectrum. If you fall on the right of the spectrum, your project will require more change management resources and activities than if you fall on the left of the spectrum. This assessment result will be used to customize your change management strategy as it evolves. Record your assessment score.

Scope of change	1	2	3	4	5
Voluntary	1	2	3	4	5
Department	1	2	3	4	5
Division	1	2	3	4	5
Enterprise	1	2	3	4	5
Number of impacted staff roles	1	2	3	4	5
Less than 10	1	2	3	4	5
Over 1000	1	2	3	4	5
Number of groups that are impacted	1	2	3	4	5
All groups impacted the same	1	2	3	4	5
Multiple engineering	1	2	3	4	5
the change adversely	1	2	3	4	5
Type of change	1	2	3	4	5
Single aspect	1	2	3	4	5
Multiple aspects	1	2	3	4	5
Simple change	1	2	3	4	5
Many aspects, complex change	1	2	3	4	5
Degree of process change	1	2	3	4	5
Not change	1	2	3	4	5
100% change	1	2	3	4	5

**Organizational attributes assessment**

Record your change project attributes and responses.

Company's organizational structure	1	2	3	4	5
Employees do not resist change	1	2	3	4	5
Employees are motivated to embrace change	1	2	3	4	5
Employees are well-trained for the current role	1	2	3	4	5
Employees embrace past change projects	1	2	3	4	5
Employees perceive past change as positive	1	2	3	4	5
Employees perceive past change as negative	1	2	3	4	5
Change history	1	2	3	4	5
Only few changes	1	2	3	4	5
Endlessly changing	1	2	3	4	5
Change frequency	1	2	3	4	5
Very few changes	1	2	3	4	5
Endlessly changing	1	2	3	4	5
Change volume	1	2	3	4	5
Changes were successful and well managed	1	2	3	4	5
Many failed projects and changes were poorly managed	1	2	3	4	5
Change success	1	2	3	4	5
Many successful projects and positive results	1	2	3	4	5
Many failed projects and negative results	1	2	3	4	5
Resources and funding availability	1	2	3	4	5
Resources are available	1	2	3	4	5
Resources are limited	1	2	3	4	5

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Activity

Complete the Change Characteristics  
and Organizational Attributes  
Assessments as a group

Capture your scores

Which did you agree on?  
Which did you see differently?

Phase 1:  
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## Situational Awareness

Anticipated resistance:

Special tactics:



# What is meant by sponsorship?

- Actively and visibly participate throughout the project
- Build a coalition of sponsorship with peers and managers
- Communicate directly with faculty and staff



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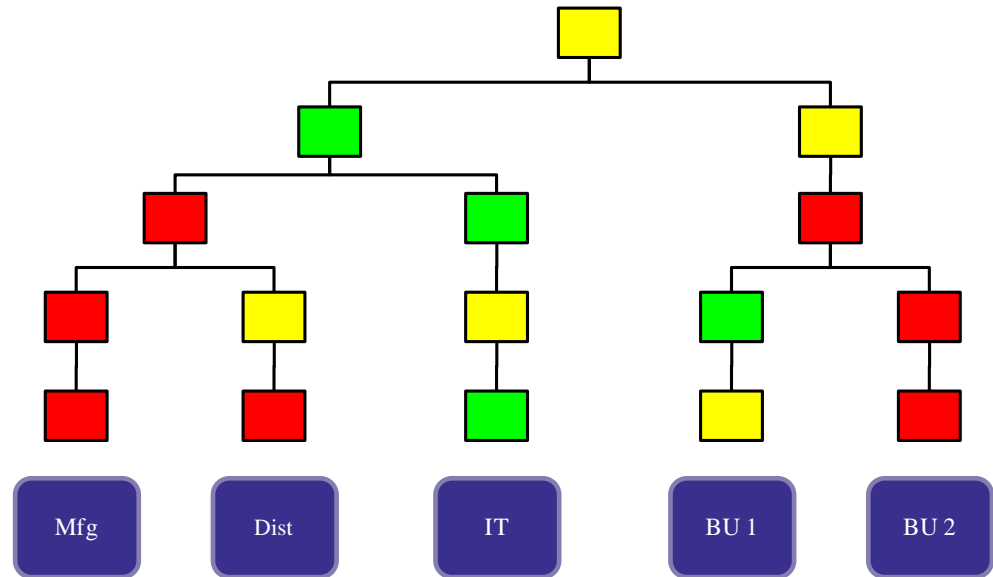
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## Supporting Structures: Sponsorship

Sponsor  
Assessment  
Diagram



*Bottoms Up Approach – Start with key areas impacted by the change (bottom boxes)*

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# Sponsor Assessment Diagram Activity

Activity

- Create a Sponsor Assessment Diagram for your project
  - Use the template or flip chart
  - Report out



Sponsor Interview Template



Sponsor Planning and Start Up Checklist



Sponsor Roadmap Template



Sponsor Implementation Checklist

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## Change Management Strategy

Readiness Assessments  
Risk Profile  
Special Tactics  
Anticipated Resistance



Change Management Strategy Outline



Change Management Plan Template

Phase 1:  
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## Five Plans

Communications Plan

Sponsor Roadmap

Coaching Plan

Training Plan

Resistance Management Plan



Phase 1:  
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# Communications Plan



Sends the **right message**

To the **right audience**

At the **right time**

From the **right sender**

Through the **right channel**

# Project Communication Plan

Key Success Factors

Assumptions

Communication Approach

Stakeholder Categories

Communication Tools

Project Team Communications

Key Stakeholder Groups

Public / Community at Large



Communication Plan Example

# Communication Matrix

ulms project site: [ulms.calstate.edu](http://ulms.calstate.edu)



Communication Matrix Example



Phase 1:  
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## Sponsor Roadmap

- Behind-the-scenes assistance
- Direction
- Coaching



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Fulfill three roles:

1. Active and visible participation
2. Build and maintain coalition
3. Communicate directly



Sponsor Roadmap Template

Phase 1:  
Preparing  
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Change

Phase 3:  
Reinforcing Change

## Coaching Plan

Fulfill five roles:

1. Communicator
2. Advocate
3. Coach
4. Resistance Manager
5. Liaison



### Individual coaching

One-on-one<sup>®</sup>  
Using ADKAR<sup>®</sup>  
as a guide

### Group coaching

With entire team  
Includes key  
communications

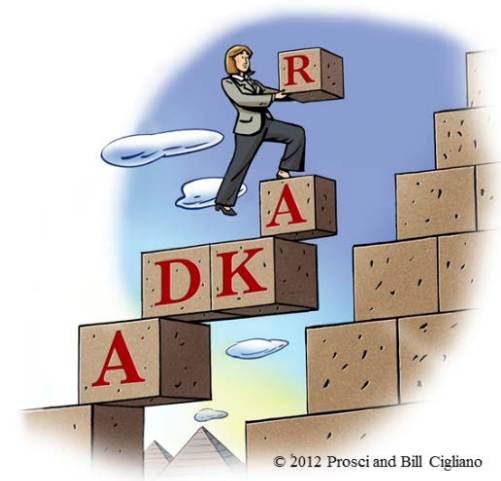
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## Training Plan

1. Document the requirements for individuals during the transition and future state
2. Ensure training occurs with proper context
3. Typically NOT designing and delivering the training (we have training departments for that)
4. Just in time training



K after A&D  
ADKAR

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## Resistance Management Plan

- 1 Resistance prevention
- 2 Proactive resistance management
- 3 Reactive resistance management

# Understanding Change

## Resistance

Resistance is a natural human reaction to change

Resistance to change is normal.



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# The top reasons for employee resistance

1. Lack of awareness of why a change is needed
2. Impact on current job role
3. Organization's past performance with change
4. Lack of visible support and commitment from managers
5. Fear of job loss



# Top ten reasons for manager resistance

1. Lack of awareness about and involvement in the change
2. Loss of control or negative impact on job role
3. Increased work load (lack of time)
4. Culture of change resistance and past failures



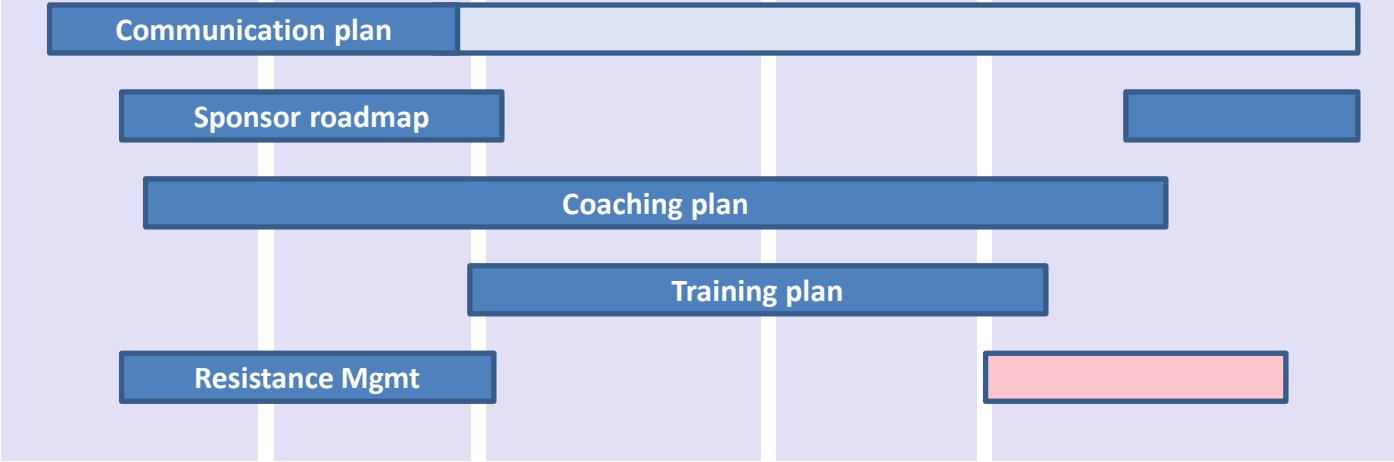


**ADKAR and “Five Plans” Intersections**

Individual:

Awareness ♦ Desire ♦ Knowledge ♦ Ability ♦ Reinforcement

Organizational:





Phase 1:  
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Compliance audits

Gap identification

Success celebration

Reinforcement mechanisms

Transfer of ownership



# Objectives of change management

- Improve employee **adoption and usage** of the solution to drive **project results and outcomes**
- Create a **customized and scaled approach** that aligns with the project lifecycle and milestones
- Create **deliverables** (strategy and five plans) that support individual attainment of the key **milestones** of successful transition (ADKAR<sup>®</sup> )

# Comparing change management and project management

## Focus:

**Technical side** of moving from current state to future state



## Focus:

**People side** of moving from current state to future state

## Process:

- Initiation
- Planning
- Executing
- Monitoring/controlling
- Closing

## Process:

### Organizational:

- Preparing for change
- Managing change
- Reinforcing change

### Individual:<sup>®</sup>

- ADKAR

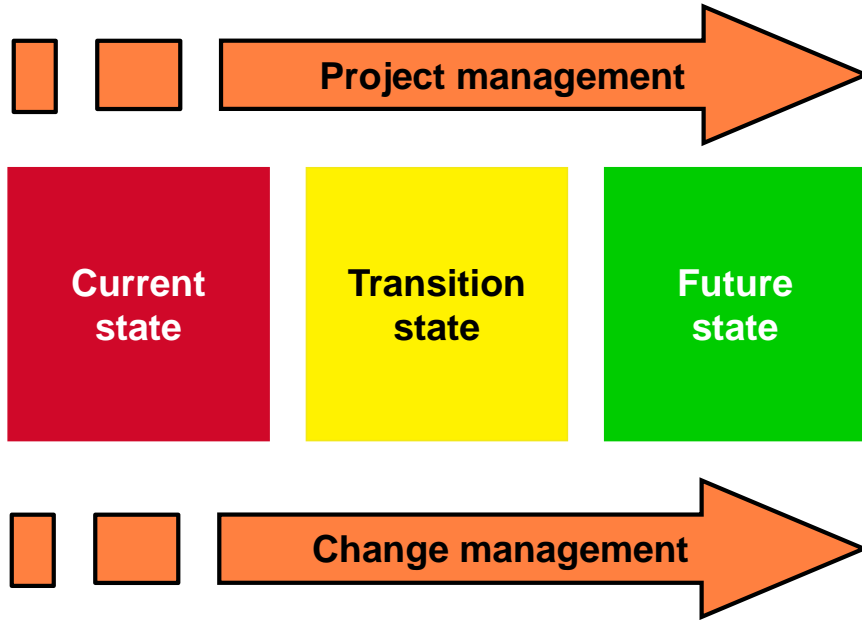
## Tools:

- Statement of work
- Project charter
- Business case
- Work breakdown structure
- Budget estimations
- Resource allocation
- Schedule
- Tracking

## Tools:

- Individual change model
- Readiness assessment
- Communication plans
- Sponsorship roadmaps
- Coaching plans
- Training plans
- Resistance management
- Reinforcement

# Integration of project management and change management



Solution is designed, developed and delivered effectively  
(Technical side)

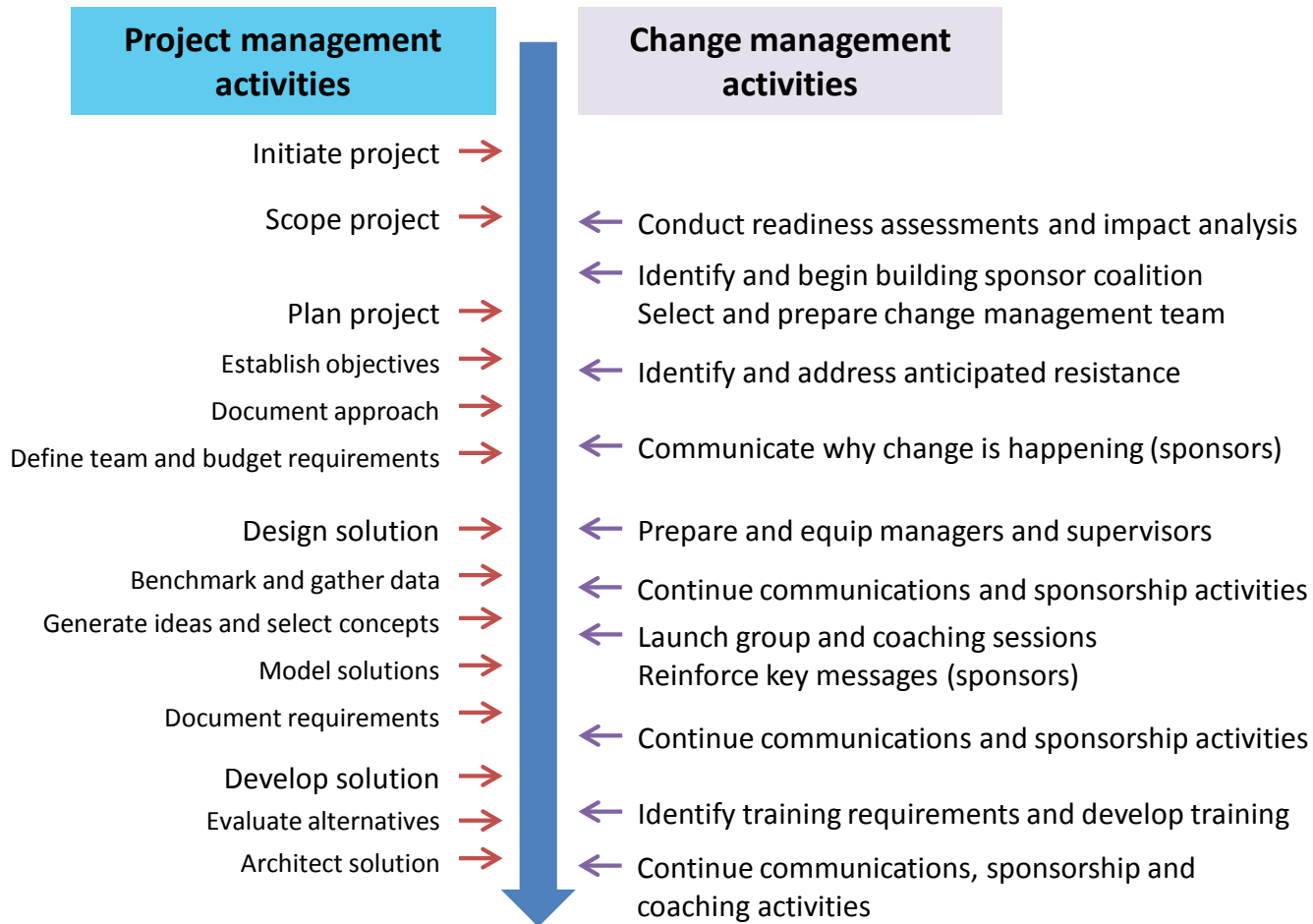
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Solution is embraced, adopted and utilized effectively  
(People side)

= Success

*Project management and change management have a joint value proposition oriented toward business results.*

# Integration of project management and change management activities = SUCCESS



# Additional Resources

- Unified Library Management System Project Site  
<http://ulms.calstate.edu>
- CSU Libraries Network  
<http://libraries.calstate.edu/>
- PMI - Project Management Institute  
<http://www.pmi.org/>
- NCCI - Network for Change and Continuous Innovation: Higher Education's Network for Change Leadership  
[http://www.ncci-cu.org/pages/page\\_content/Primary\\_home.aspx](http://www.ncci-cu.org/pages/page_content/Primary_home.aspx)  
[http://www.ncci-cu.org/pages/page\\_content/primary\\_home.aspx](http://www.ncci-cu.org/pages/page_content/primary_home.aspx)
- ACMP – Association of Change Management Professionals  
<http://www.acmpglobal.org/>
- Change Management in Higher Ed LinkedIn Group  
<https://www.linkedin.com/grp/home?gid=8404703>
- Prosci Change Management - <http://www.prosci.com/>



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