



PRO TIPS

Here are a number of powerful tips and hints to ensure you land change through projects effectively.

- Make sure you know how your project aligns to the strategy. Understand what other projects are happening at the same time as yours.
- Explore what type of project it is and use the right methodology for the situation - Agile, Human Centered Design, Waterfall, PRINCE2 are all great methods when used in the right context. One size doesn't fit all.
- Use the ChangePro™ Framework to guide your thinking.
- Remember that the project is owned by a sponsor - find out who that is and make them aware of their role. Build great relationships with them. They are there to enable you to be successful.
- Understand what the governance controls are.
- Before rushing into delivering the project make sure you go through each of the first four stages of understanding, scoping, teaming and planning. Set up your project team for success.
- Never start delivering until you have an agreed Project Canvas or Terms of Reference.
- Make sure the customer is involved early on and stays involved.
- Start with winning the business over early on so they understand why you are doing it and want your solution.
- Educate the business on the implications of not changing and the benefits to them first before hitting them with the solution - the customer/business should be begging you for a solution.
- Break the project into stages and/or chunks. The methodology may change as the project evolves. Only plan as far as you can see.
- Co-building the plan with stakeholders is vital. The planning process is far more important than the plan. The plan will change!
- Deliver your project through your team to ensure you have time to think. Build relationships and trust in your project team. Make sure the people activities are deliverables.
- Kill any risk early on. Make sure you are constantly anticipating.
- Make sure the technical project plan and the people change plan are on one page.
- Make sure you know who is responsible for benefits delivery and build a relationship with them. Get them involved early on.
- Don't over promise deliverables early on. Manage expectations.
- Review and learn regularly.
- Evolve plans as you go along.
- If you do use swim lanes make sure the swim lane owners talk to each other and operate as a team.
- Have fun and learn lots.
- Celebrate success and remember a project manager is there to deliver the project through people.

TYPICAL ROLES & RESPONSIBILITIES

Every project is different and you have to agree appropriate roles and responsibilities in the teaming and planning stage. Here is a starting point for you to think about...

Project Sponsor

Responsible for Change

- Owns and champions project
- Articulates the business vision
- Owns the business case
- Accountable for delivery of benefits
- Accountable for risks to business
- Removes barriers to project success
- Chairs project steering group

Project Manager

Delivers the Solution

- Builds high performance team
- Defines and plans the project with team
- Manages the project on day to day basis
- Manages time, cost and quality
- Controls and reports progress
- Manages reviews and checkpoints
- Manages resources, including 3rd party suppliers
- Manages issues, risks and learning
- Builds relationships and communicates with stakeholders

Steering Group

Controls the Change

- Controls project scope and direction
- Makes key resources available
- Approves deliverables
- Makes go/no go decisions
- Resolves major issues, conflicts and risks
- Approves change
- Ensure learning is spread across organisation

Business Change Agents

Customers of Change

- Provide business expertise
- Own relationship with 3rd party suppliers
- Review deliverables
- Manage the business case
- Manage business impact and benefit delivery
- Communicate the change and create buy in
- Reinforce and embed the change

Quality Assurance Team

Champions of Efficiency

- Provide process expertise
- Provide feedback on deliverables
- Provide feedback on project methodology
- Ensure effective use of framework

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