
Expedite Project Change: A Structured approach to managing the people elements important to achieving your project goals

Providing project managers with a repeatable set of tools to manage the human element critical to successful project implementation

Confidential and Private

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Organizational Assessment

Prior to attempting to implement a project, it is critical that the project manager has a clear understanding of the changes the project will introduce to the organization, constraints and a desired end state. Your responses to the below questions will help you in identifying personal or organizational barriers to change and will help you generate tactics to increase readiness and decrease the time and resources required for implementation success. Answers to these questions should be a minimum critical requirement for successfully initiating project change. Please dedicate approximately 30 minutes to answering the below questions:

1. Describe the business drivers and the purpose in initiating your project?

2. Describe what a successful project implementation looks like:

7. Is the project's formal organizational structure conducive to the successful implementation of the project and the changes it will introduce? (i.e., does the project have appropriate sponsors in place? Is the project team structured so that it can most effectively collaborate?)

8. Is the project core team engaged and working effectively together?

Yes	No
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9. Does the project have the right amount of organizational layers to effectively get things done?

Yes	No
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10. Are project lines of responsibility clearly defined?

Yes	No
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If yes, please identify how the project lines of responsibility have been defined. And, have you validated that key stakeholders understand their roles and responsibilities?

15. Historically, what critical barriers have existed in the organization that may affect this project's successful implementation?

16. Describe how the organization's culture will need to change to ensure a successful project reaches its objectives? Examples of projects that required cultural changes include: enterprise security was charged with creating an environment that reduces risk by focusing on physical, cyber and operational security 2) the corporate headquarters project introduced new concepts about open space working environments and recycling.

17. What are the issues of resistance or reasons why project stakeholders may not fully support the project and its objectives?

18. Are the project's stakeholders in multiple locations or for the most part in one location?

19. How will people (the project team and users) be rewarded for achieving the project's goals?

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Internal Stakeholder Management Identification

Please dedicate one hour to identifying stakeholders, support and needed stakeholder outcome. Depending on the nature of your project, you will want to apply the same process for external stakeholders.

Template 2a: Stakeholder Identification & Impact

First, take a few minutes to review the company's most recent organizational chart. Then identify your project's stakeholders with a highlighter and write the individual or stakeholder group in the far left hand column. A stakeholder is an individual, multiple or diverse groups who may exert influence over a project and its results. These are