

# Project Management and Change Management

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The need for managing change during project execution has been long recognized. Not only have change management activities become part of every project methodology, most project managers have also accepted the responsibility for Change Management as part of their scope. The purpose of this paper is to explore the fundamental, and deeply rooted, differences between Project Management and Change Management.

The position taken regarding these two roles on the project is that they are differential to the extent that consolidating them under the single umbrella of the Project Manager is not only an unfair task, but in fact also creates a risk and a barrier to project success. However, it should

be emphasized that Project Management and Change Management must work together in harmony, thus ensuring that people do not perceive a conflict of purpose, which is of course, success.

The assumption made here is that the reader of this paper is familiar with the definitions of Project and Change Management.

The table below compares the functional responsibilities of each role throughout the execution of a conventional waterfall-type project. Project phase names are made as generic as possible as the terminology varies greatly by project and industry.

Project Phase	Project Manager	Change Manager
Pre-project	Develop project cost / benefit estimates, project team skill and effort requirements. Arrange for project facilities and technology. Identify key prospective project team members.	Assess the culture of the organization and personalities of key individuals and develop the change plan and methods to be employed to communicate, engage and address resistance to change.
Initiation	Perform kick-off activities. Activate PMO. Prepare Project Charter. Communicate project progress reporting method and intervals. Activate project team.	Engage business leadership to take responsibility for their role on the project. Engage business participants and ensure that they accept the time commitment and identify any skill gaps that may exist in the performance of their duties on the project. Establish project communication process.
Requirements	Manage project progress and resources. Ensure quality and completeness. Review findings and adjust plan forward based on changes from original concept. Activate issue and change log.	Receive best practice input from project team and work with the business participants to identify potential areas that will require change in policy, organization, job content. Some changes may have impact outside the enterprise. Work with Project Manager to address issues and change orders.
Design	Manage project progress and resources. Ensure quality and completeness. Review findings and adjust plan forward based on changes from original concept.	Work with business leadership to support changes identified in design. Translate business process definition for users and work with the business team to gain understanding and acceptance of planned changes.

Project Phase	Project Manager	Change Manager
Construction	Manage project progress and resources. Ensure quality and completeness. Manage issue resolution and change order process. Direct project team.	Maintain publicity and presence about the project. It's during this stage that the project activities are invisible to the enterprise. Work with the project team to review business process manuals to ensure that they will work for the users.
Testing	Manage project progress and resources. Ensure quality and completeness. Manage issue resolution and change order process. Direct project team.	Work with the users and the project team to differentiate between defects and the unforeseen changes brought about by unexpected or misunderstood consequence of changes.
Implementation	Manage project progress and resources. Ensure quality and completeness. Manage issue resolution and change order process. Direct project team.	Confirm people's readiness to transition from current to new and that training has been successfully delivered.
Go-live / Commissioning	Direct transition from project mode to sustainment mode. Present final project completion report. De-commission legacy system. Stand down project team.	Engage leadership team to support and applaud efforts.
Post-project	No role	Work with user community to address process changes and handle exceptions. At this point the reality of new process is truly visible, whereas up to now it has all been staged.
Sustainment	No role	The users will get more efficient with the new processes through practice. Change Management provides a vehicle for the implementation and rigor of grass-roots improvements to become standard practice.

Another factor to consider is differences in the personalities of successful Project Managers versus Change Managers.

Project Manager	Change Manager
<b>Driver.</b> Completion of task and project paramount. Focus on “technical” milestones, deliverables and allocation of resources.	<b>People-centric.</b> Negotiate, motivate, gain acceptance. Human, cultural and organizational elements.
<b>Control.</b> Maintain cost to budget.	<b>Negotiate.</b> Promote the understanding of cost impact of resistance.
<b>Constrain.</b> Reduce element of change. Installation focus	<b>Openness.</b> Encourage change and buy-in. Implementation focus.
<b>Risk avoidance.</b> Reduce uncertainty through simplification and use of convention. Meeting technical objectives.	<b>Risk mitigation.</b> Seek compromise, alternatives, failure consequence management. Meet human and business objectives.

Also consider a comparison of tools and techniques.

Project Manager	Change Manager
Statement of Work	Individual Change Model
Project Charter	Readiness Assessment
Business Case	Communication Plans
Work Breakdown Structure	Sponsorship Roadmaps
Budget Estimations	Coaching Plans
Resource Allocation	Training Plans
Schedule	Resistance Management
Tracking	Reinforcement

The comparisons presented indicate and support the conclusions:

- It’s unfair to expect that the skills and personality of a successful Project Manager would make them a successful Change Manager.
- The converse is also true.
- The role of a Change Manager continues beyond Commissioning and after the project team has stood down. That’s where change truly impacts the enterprise.

- The behaviour of people and cultures cannot be simplified and broken down into a mechanical approach that is used to manage a technology project.

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