



# Introduction to IT project management

KRYSTIAN WOJTKIEWICZ, PHD



If you want to make enemies,  
try to change something

WOODROW WILSON

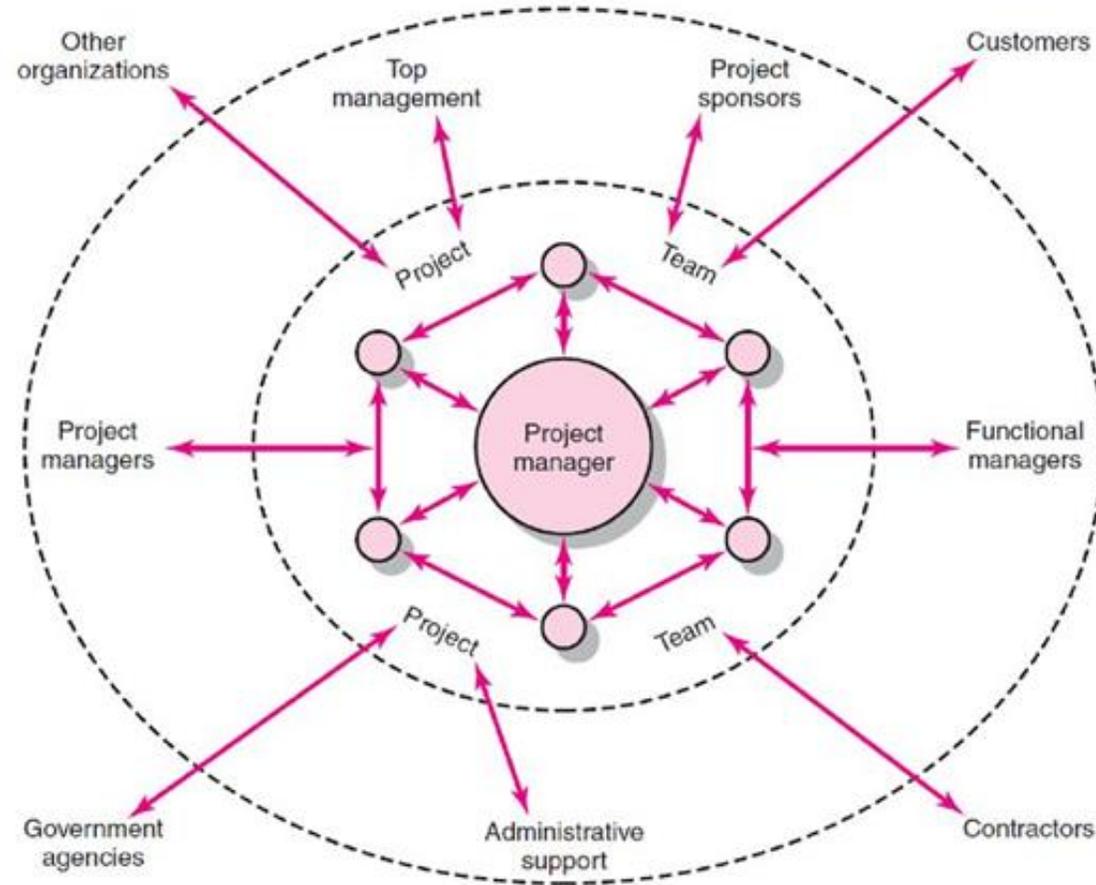
# 2020 does matter in IT project management?

*Massive change CAN happen  
FAST*

*Massive Change Comes at a Cost*

*It's Often the Small Changes that  
Hurt*

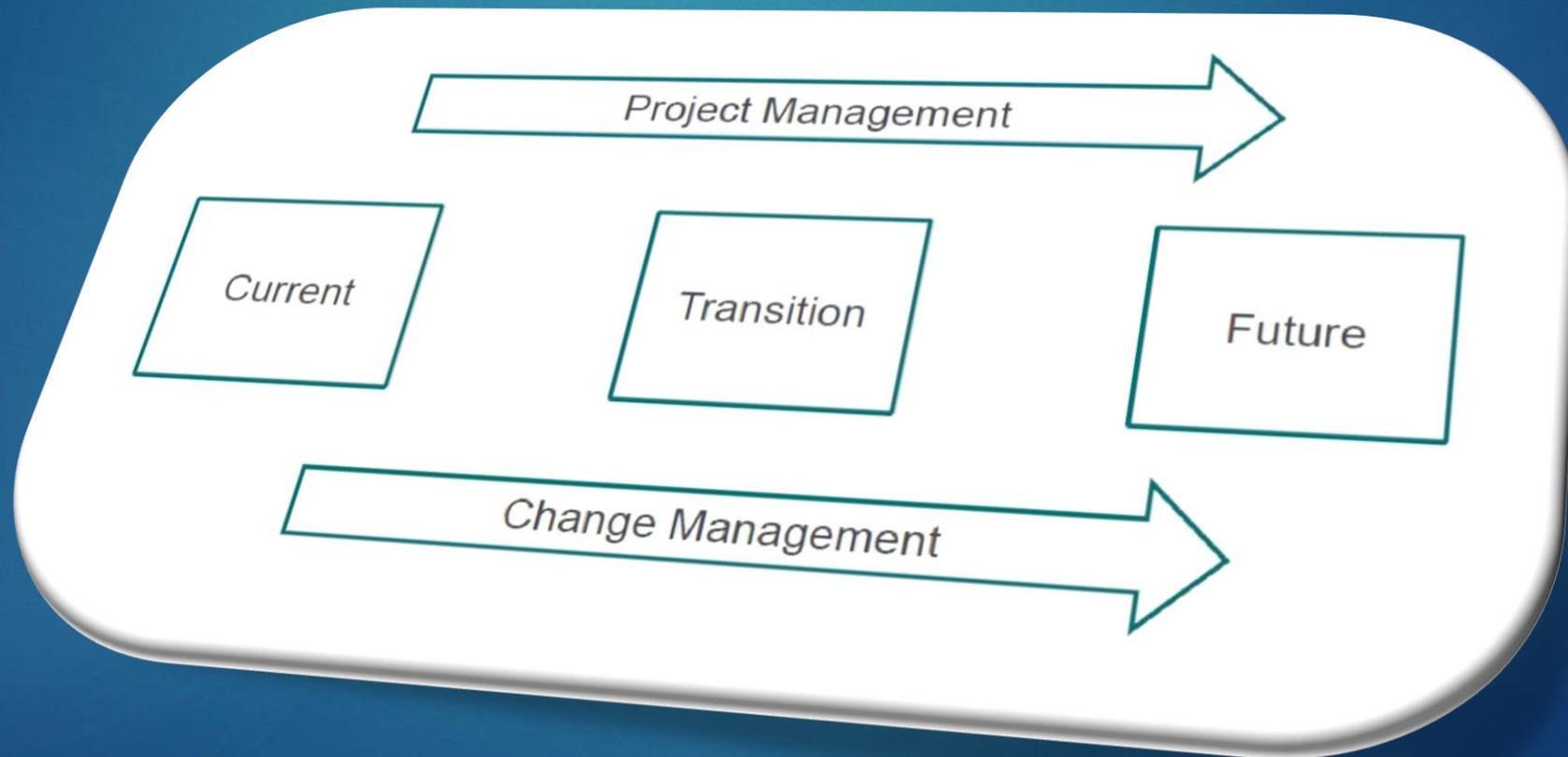
# The Universe of Stakeholders



# Characteristics of Effective Project Managers

- 1. Initiate contact with key players.
- 2. Anticipate potential problems.
- 3. Provide encouragement.
- 4. Reinforce the objectives and vision of the project.
- 5. Intervene to resolve conflicts and prevent stalemates.

# Project management and Change management



# Integrated Change Control (ICC)

ICC is the process necessary for controlling factors that create changes to make sure those changes are beneficial, determining whether a change has occurred, and managing the approved changes, including when they occur.

ICC process is performed throughout the project, from project initiation through project closure.

# Activities

**Identify** that a change needs to occur or has occurred

Influence the factors that circumvent integrated change control so that **only approved changes are implemented.**

Review and **approve/reject** requested changes.

Manage the approved changes when and as they occur, by **regulating the flow of requested changes.**

Maintain the integrity of baselines by **releasing only approved changes** for incorporation into project products or services, and maintain their related configuration and planning documentation.

Review and **approve recommended** corrective and preventive **actions.**

Control and update the scope, cost, budget, schedule and quality requirements based upon approved changes, by **coordinating changes** across the entire project.

**Document and complete impact** of requested change  
Validate defect repair.  
Control project quality to standards based on quality reports.

# Inputs

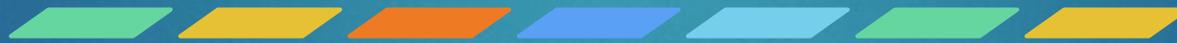
Project Management Plan Requested Changes



Work Performance Information



Recommended Preventive Actions



Recommended Corrective Actions



Recommended Defect Repair



Deliverables



# Tools and Techniques



# Outputs

Approved Change Requests

Rejected Change Requests

Project Management Plan (Updates)

Project Scope Statement (Updates)

Approved Corrective Actions

Approved Preventive Actions

Approved Defect Repair

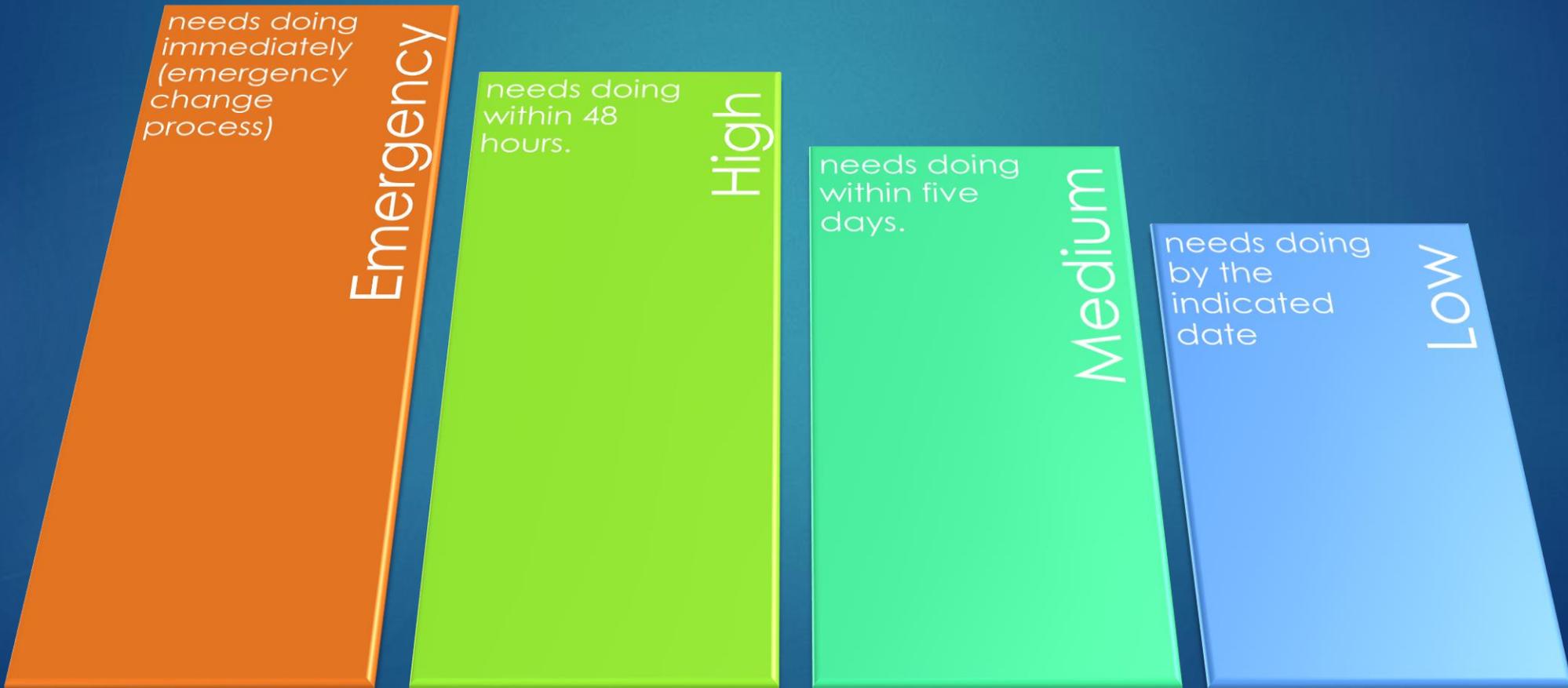
Deliverables

# Example



“What if we don’t change at all ...  
and something magical just happens?”

# Change attributes Priority



# Change attributes Category

Standard change

using a procedure – pre-authorized

IT change model

using a procedure – may need some level of authorization

Minor change

authorized by Change Manager alone (low risk and low impact to the business)

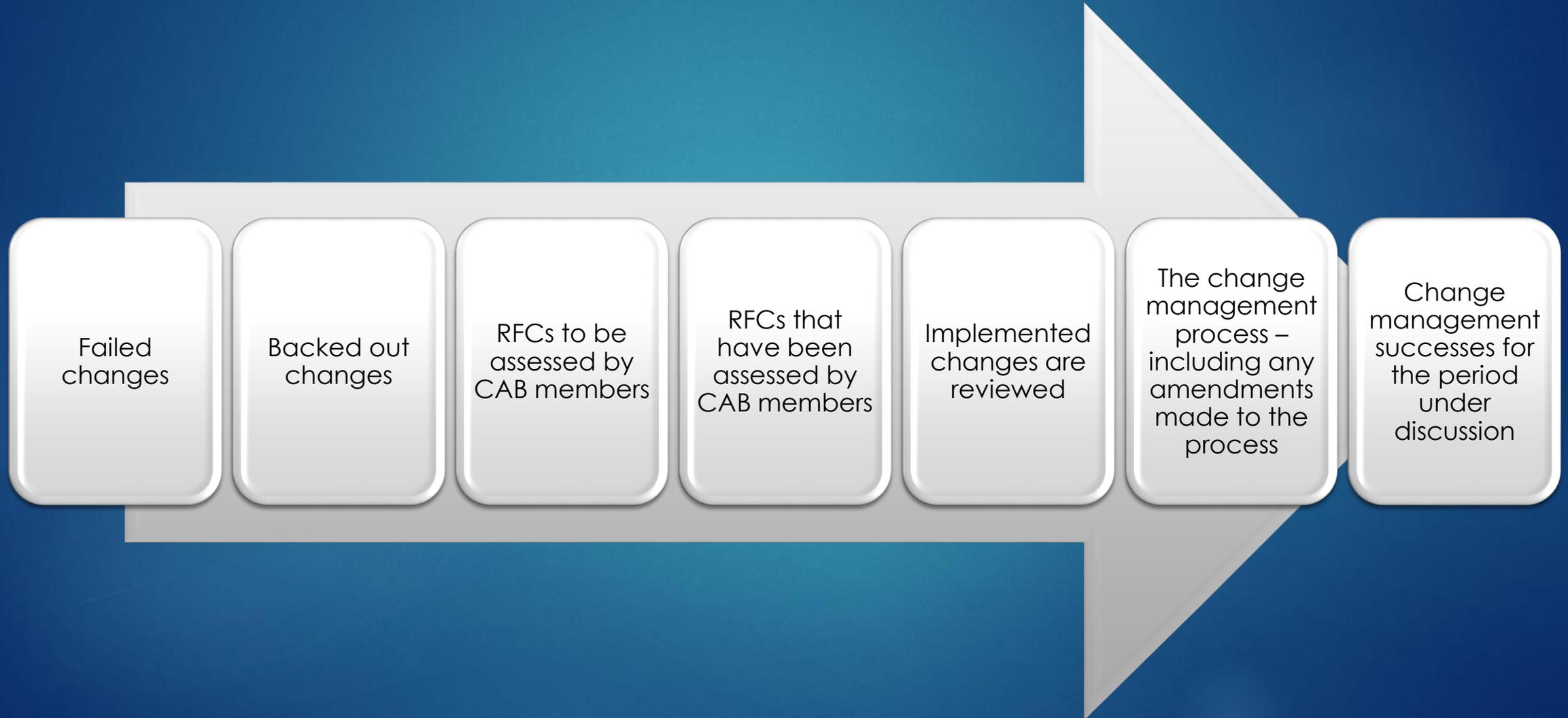
Significant change

authorized by a CAB (medium risk and/or medium impact to the business)

Major change

authorized by a CAB (senior level) (high risk and/or high impact to the business)

# CAB



# CAB considerations for each change



---

**Impact assessment** (on the business)

---

**Risk assessment** (on the business)

---

**Effect upon the infrastructure and customer service**, as defined in the SLA, and upon the capacity and performance, reliability and resilience, contingency plans, and security

---

**Impact on other services** that run on the same infrastructure (or on software development projects)

---

**Resource assessment** – the IT, business and other resources required to implement the change, covering the likely costs, the number and availability of people required, the elapsed time, and any new infrastructure elements required

# CAB considerations for each change



---

The impact on non-IT infrastructures within the organization

---

Effect/risk/impact of not implementing the change

---

Technical capability and technical approval

---

Financial approval (if required)

---

Third party/supplier involvement in the implementation of the change

---

Business approval (if required)

---

Review/assessment of the change priority

# Activities of change building



building a new production module



creating a new version of one or more software modules



purchasing equipment or services externally



preparing a hardware modification



producing new or amended documentation showing the components of the change build



devising a back-out plan



devising testing requirements, as appropriate



documenting required resources for the change implementation

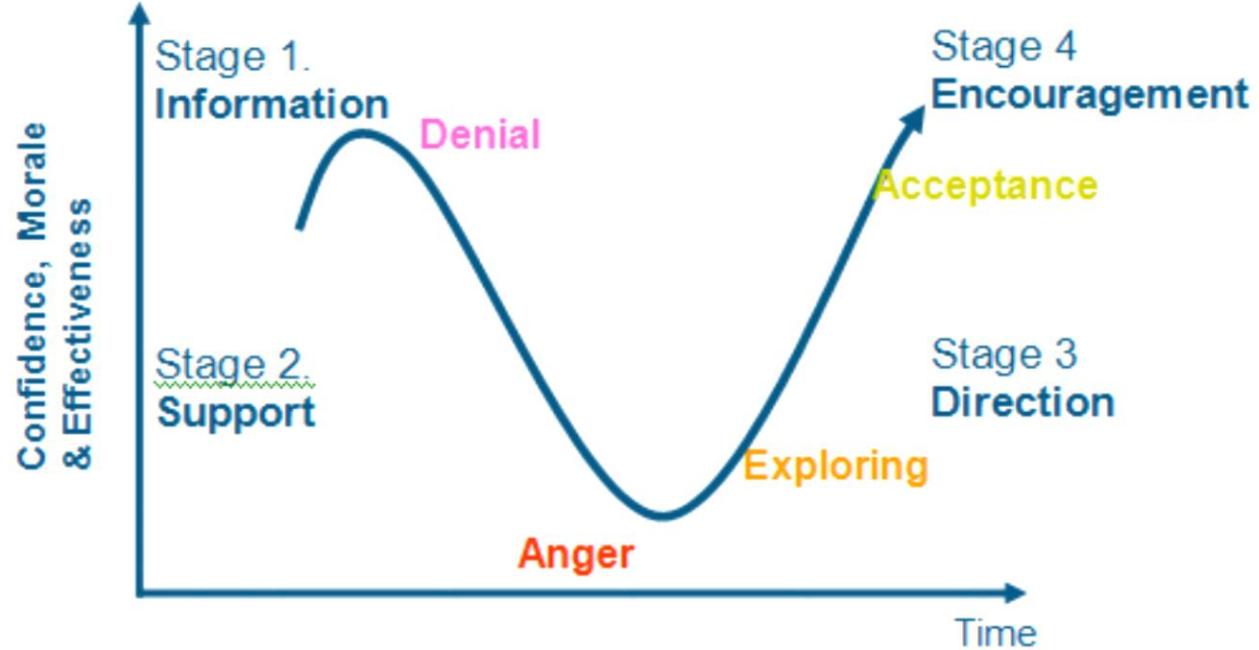
# Change review



- The change has had the desired effect and met its objectives
- Users and customers are content with the results, or to identify any shortcomings
- There have been no unexpected or undesirable side effects to functionality, availability, capacity/performance, security, maintainability etc.
- The resources used to implement the change were as planned
- The implementation plan worked correctly (so include comments from the implementers)
- The change was implemented on time and to cost
- The back-out plan functioned correctly, if the backout plan was implemented

# Project change curve

## The Change Curve



*Looking to the past*

*Looking to the future*

*Looking to the past*

*Looking to the future*

# What can go wrong?

Lower  
productivity

Passive  
resistance

Active  
resistance

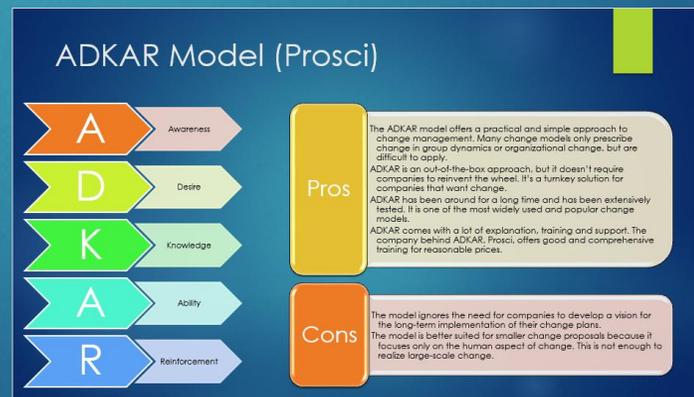
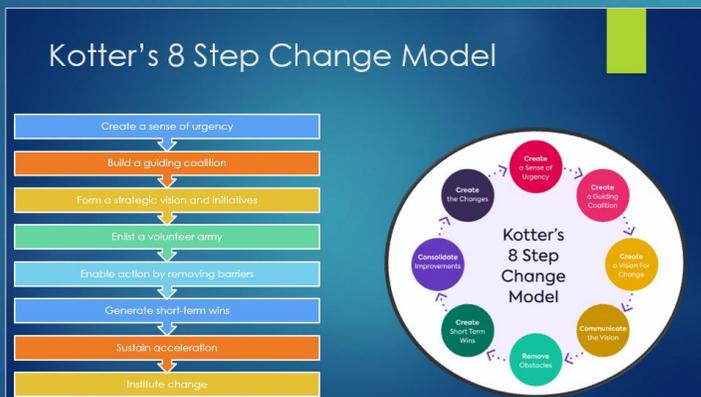
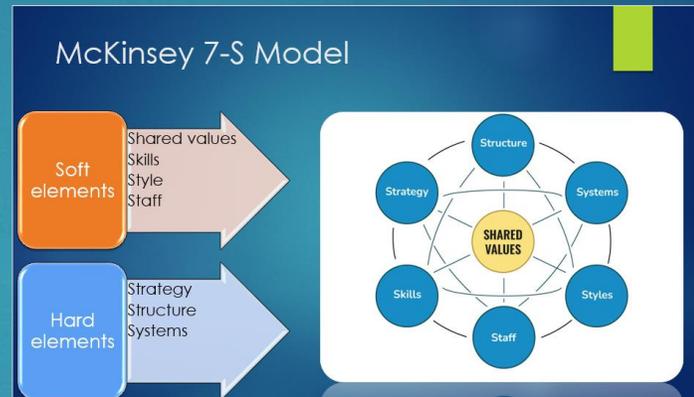
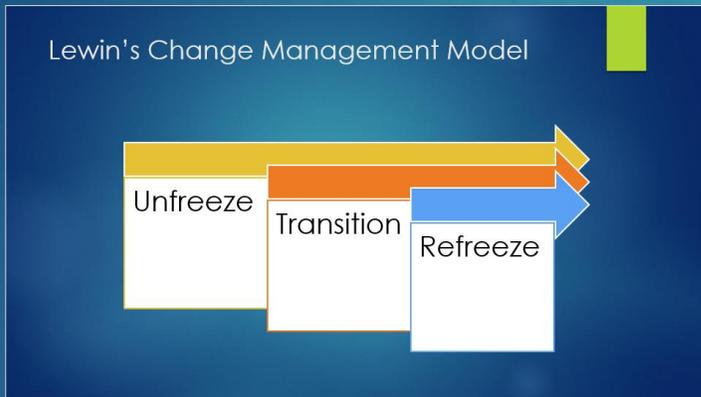
Turnover of  
valued  
employees

Disinterest in the  
current or future  
state

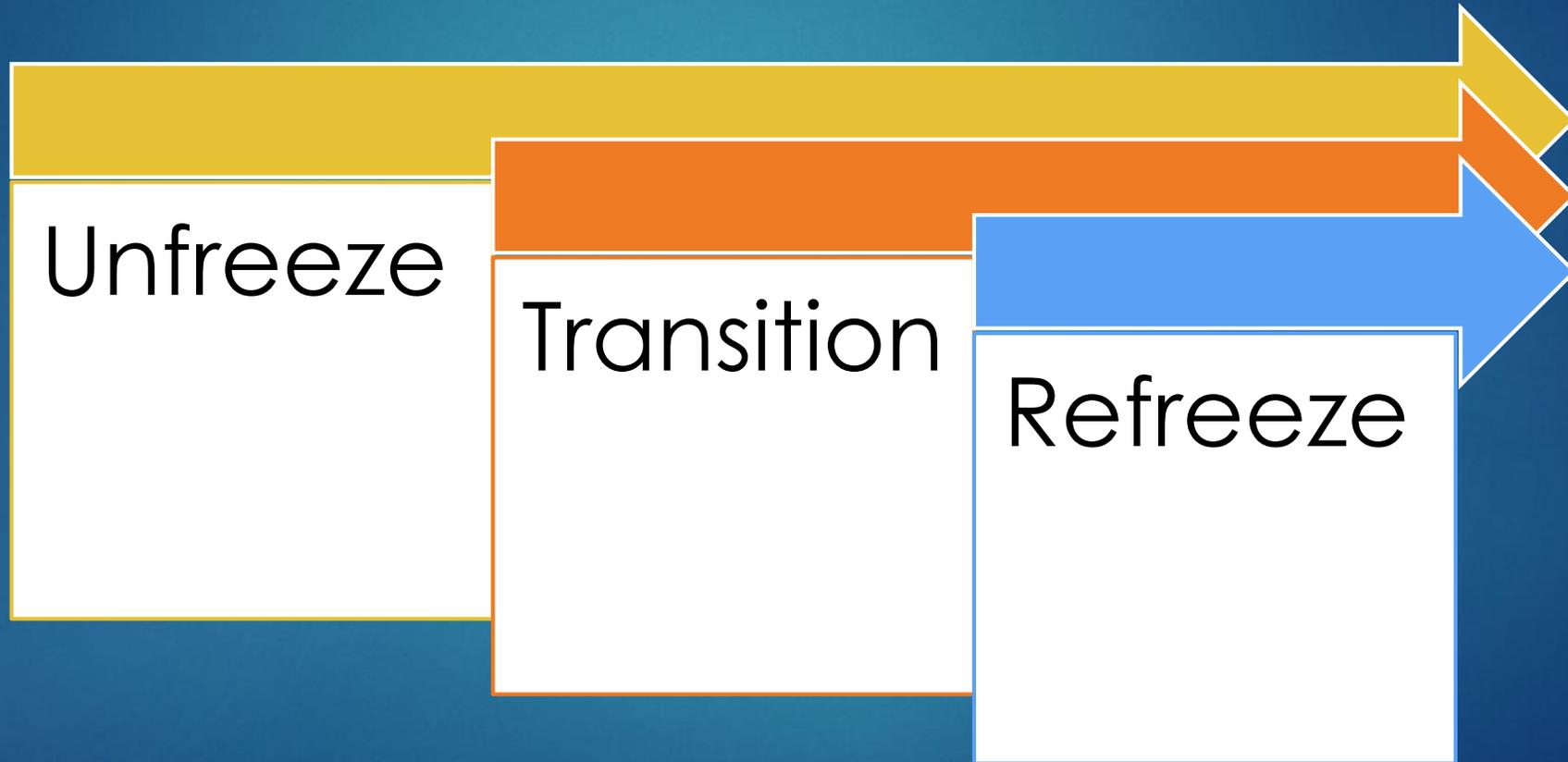
Arguing about  
the need for  
change

More people  
taking sick days  
or not showing  
up

# Change Management Models



# Lewin's Change Management Model



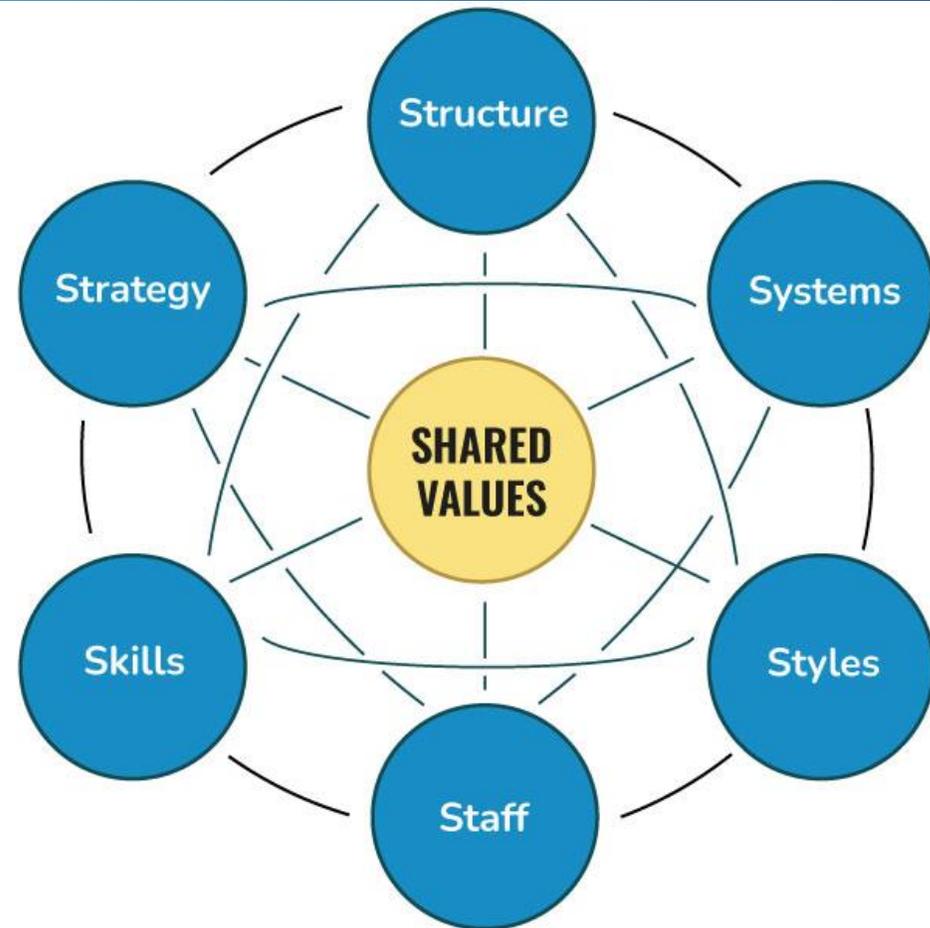
# McKinsey 7-S Model

Soft  
elements

Shared values  
Skills  
Style  
Staff

Hard  
elements

Strategy  
Structure  
Systems



# Kotter's 8 Step Change Model

Create a sense of urgency

Build a guiding coalition

Form a strategic vision and initiatives

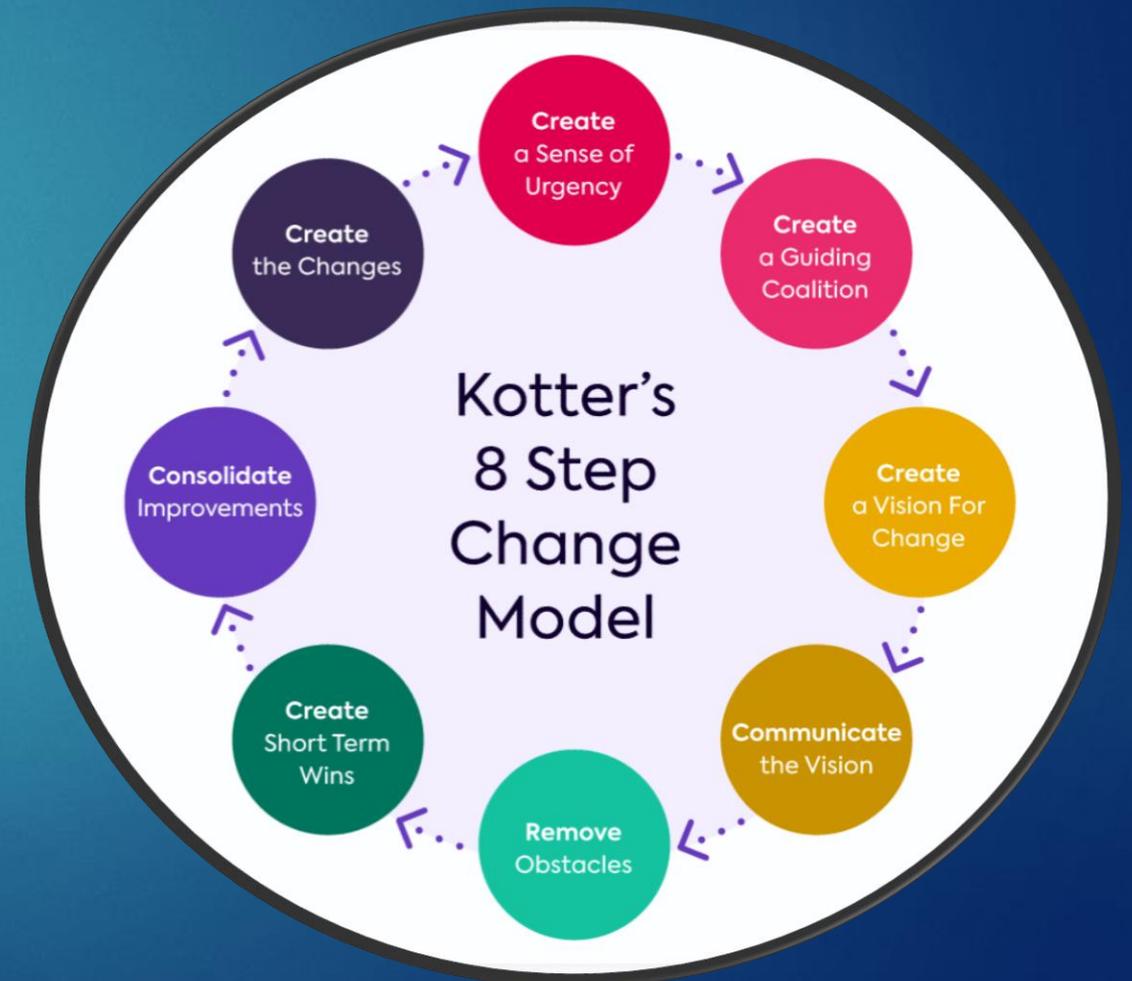
Enlist a volunteer army

Enable action by removing barriers

Generate short-term wins

Sustain acceleration

Institute change



# ADKAR Model (Prosci)



## Pros

The ADKAR model offers a practical and simple approach to change management. Many change models only prescribe change in group dynamics or organizational change, but are difficult to apply.

ADKAR is an out-of-the-box approach, but it doesn't require companies to reinvent the wheel. It's a turnkey solution for companies that want change.

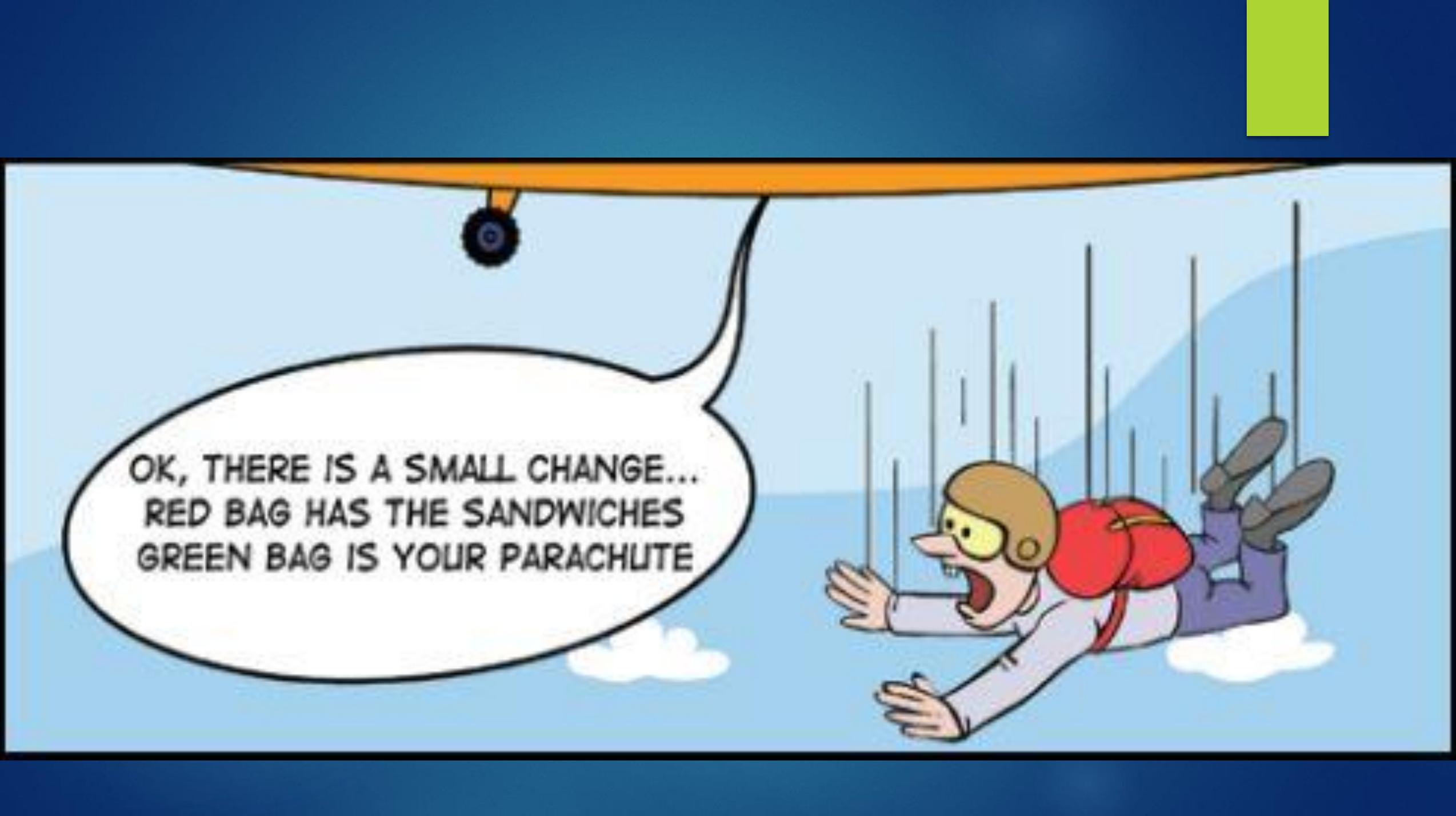
ADKAR has been around for a long time and has been extensively tested. It is one of the most widely used and popular change models.

ADKAR comes with a lot of explanation, training and support. The company behind ADKAR, Prosci, offers good and comprehensive training for reasonable prices.

## Cons

The model ignores the need for companies to develop a vision for the long-term implementation of their change plans.

The model is better suited for smaller change proposals because it focuses only on the human aspect of change. This is not enough to realize large-scale change.



OK, THERE IS A SMALL CHANGE...  
RED BAG HAS THE SANDWICHES  
GREEN BAG IS YOUR PARACHUTE

