

Change Management – Project Management in its Context

Ian Pretty
ITAPA, October 2012

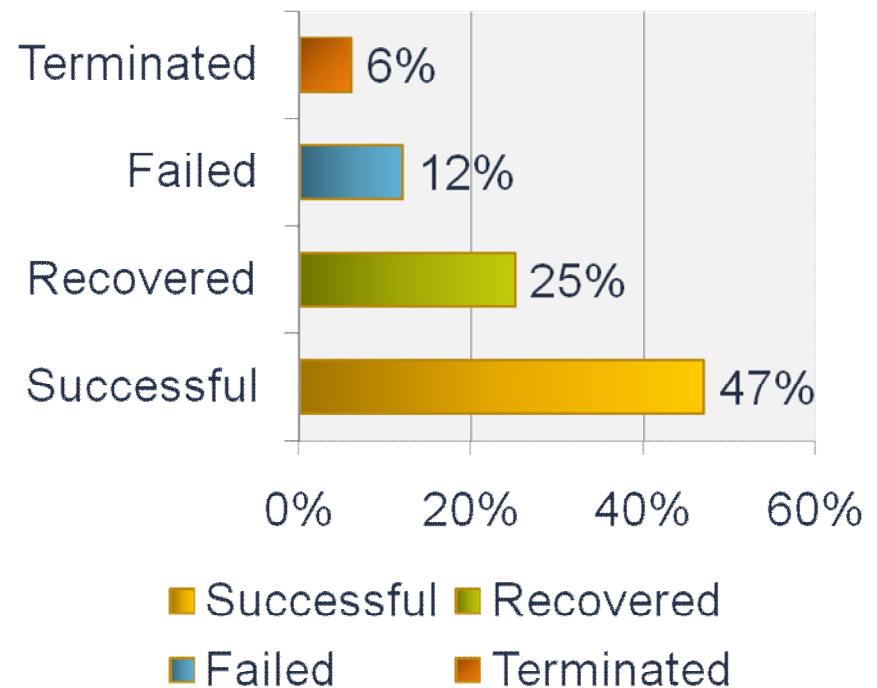
People matter, results count.

Based on the recent survey, on average 37% of IT projects are at risk of failure

Key Findings

- More than a third (37%) of projects were troubled and at risk of failure representing on average **€56m at risk per company**
- Firms without a standard **methodology** saw a significantly higher percentage of project failures than those with (21% vs. 9%).

Statistics of IT project success rate



Source: PM Solutions Research: *Strategies for Project Recovery*, A PM solutions research report, 2011

Why implementing change often fails?

Research undertaken by leading change management research company *Prosci** determines the top 5 obstacles:

Employee and staff resistance – employees were fearful of moving outside of their comfort zone.

Limited time, budget and resources

Poor executive sponsorship
sponsors not visibly supporting the project or shifted support after initiation

People will take it or they brake it

Middle management resistance – loss of power and/or limited input in the project.

Corporate inertia and politics
organisational culture pushed back against the change initiative.

*Prosci is the recognized leader in change management research and the world's largest provider of change management products and training

Why implementing change often fails? (cont'd)

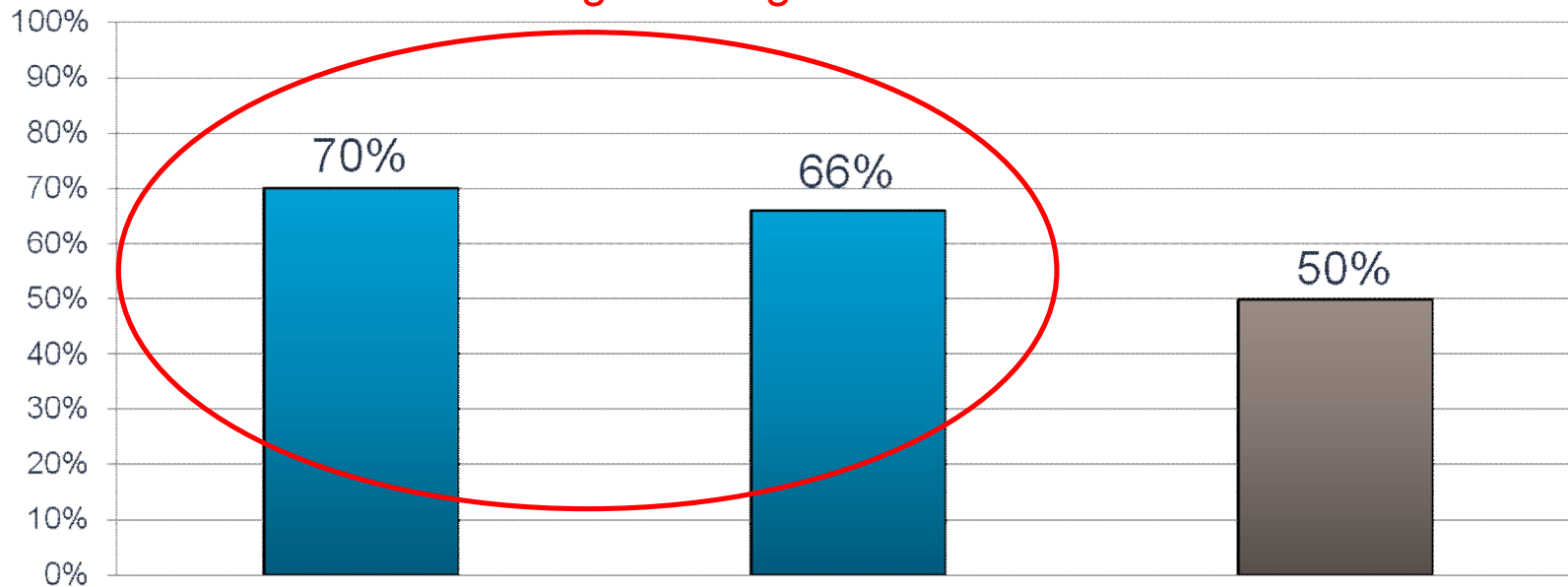
*“Surprisingly the effectiveness or correctness of the actual business solution process or system change was cited only 5 times in 200 responses. **In other words having the “right answer” to the problem was not enough.**”*

- Best Practices in Change Management (Prosci)

What, on the other hand, makes projects succeed?

Factors of successful projects

Focus of Change Management



Link between the project portfolio management strategy and high quality project management

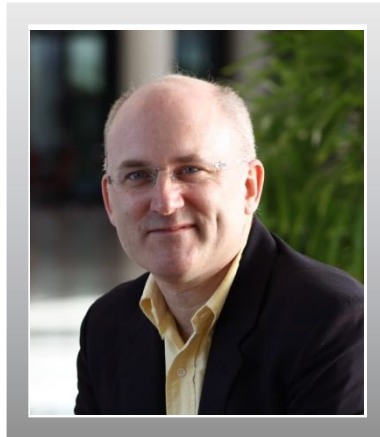
Source: Capgemini: *Project and Portfolio Management*, 2010

Change Management provides set of tools to ensures that the link between project and strategy is shared, stakeholders are onboarded, and organization is ready for outcomes of the project



Change Wheel

Thank you!



Ian Pretty

Global Tax & Welfare Leader
ian.pretty@capgemini.com

Capgemini UK
London
Tel: +44 (0) 870 366 0688
Mob: + 44 7891 150 688

People matter, results count.

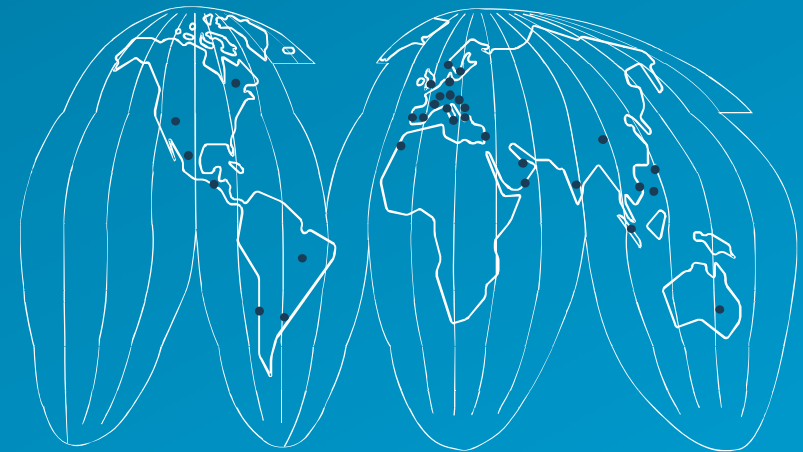


About Capgemini

With more than 120,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2011 global revenues of EUR 9.7 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Rightshore® is a trademark belonging to Capgemini



www.capgemini.com

