Definition of Change Management

The 2009 Prosci benchmark report identifies that projects with excellent change management are six times more likely to meet their objectives. Change management is an organizational process to help stakeholders accept and embrace changes as they happen in their work environment. Change management is the application of tools, processes, skills and principles for managing the people side of change. Successful change management allows us to further achieve the outcomes outlined by programs and projects. Projects are only successful if individuals within an organization embrace the change and learn a new way to do their job.

Employees adopt change to drive organizational success and outcomes. Change management links the people in the organization to the new business performance. Leveraging a structured approach to change management allows employees to transition from a current to a future desired state. Change management can be defined as a planned, managed, systematic process to change the culture, systems, and/ or behavior of an organization.

There are three kinds of change management that we normally refer to within the information technology space. Below is a brief description of those types of change.

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<tr>
<th>Project Change Management</th>
<th>Technology Change Management</th>
<th>Organizational Change Management</th>
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<td>Process and procedures by which changes to project scope are formally introduced and approved</td>
<td>Standardized methods and procedures for efficient handling of all changes to the IT environment to minimize the impact on service quality</td>
<td>Processes, tools and techniques to manage the people-side of change to ensure realization of change in order to achieve the business outcome</td>
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<tr>
<td>Governance</td>
<td>ITIL</td>
<td>Leading Change</td>
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HUIT has implemented ITIL to manage changes to the technical environments. The ITIL definition of change management is “the controlled identification and implementation of required changes within a computer system”. This Change Management Playbook will not focus on technology change management.

Purpose of Playbook

The Change Management Playbook seeks to provide guidance on the practice of change management, describe the change management framework, identify industry and Harvard best practices, and supported by tools and templates. The Change Management Playbook seeks to educate users across the Harvard community about how to effectively deliver change management for projects of all sizes. The playbook highlights key change management terms and key activities for each component. The playbook is a tool to disseminate change management standards for HUIT based on common Harvard experiences.

This playbook is beneficial to anyone within HUIT (or other departments) that is working on a project and need to understand how to account for the changes that will happen to the people affected by the change. This playbook can assist Project/ Program Directors, Project/ Program Managers, Change Managers, Change Leads or anyone acting in that role, Communications Owners, Product Owners or Agile Facilitators. There are many situations that would cause any of the roles above to leverage the change management playbook but here is a brief representation:

- Project Manager in planning phase of a project needs to assess the stakeholders impacted by a new HUIT system.
- Change Management Lead wants to determine how to train users impacted by a new tool using Harvard standard methods.
- Program Director needs to build a program value proposition and figure out how to consistently talk about their program.
- Business Analyst in a part-time communication role desires to engage with the schools by attending existing school meetings to provide project updates.

Using the Change Management Playbook

Investing in change management increases the success of a project and program though executing change management successfully is a challenge for many in practice. No matter the role you’re playing in an organization, this playbook can help you make the most of change management. You’ll find resources for the change management activities required for projects.

The Change Management Playbook is designed around the HUIT Change Management Framework which includes 7 key components. Each component has its own section within the playbook with more information on that component, its importance to the change management framework, best practices, and key tools and templates to move the component forward on projects and programs.

The Change Management Executive Summary has also been developed to provide an overview of key topics for each component as well as key activities for those components.