

Integrating Project and Change Management: Survey Results

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Both project management and organisational change management are well established disciplines, with distinct bodies of knowledge and approaches. Historically practitioners of each discipline had limited experience in the other. But increasingly it's recognised that if business change is to succeed, and deliver value, both change and project management are required

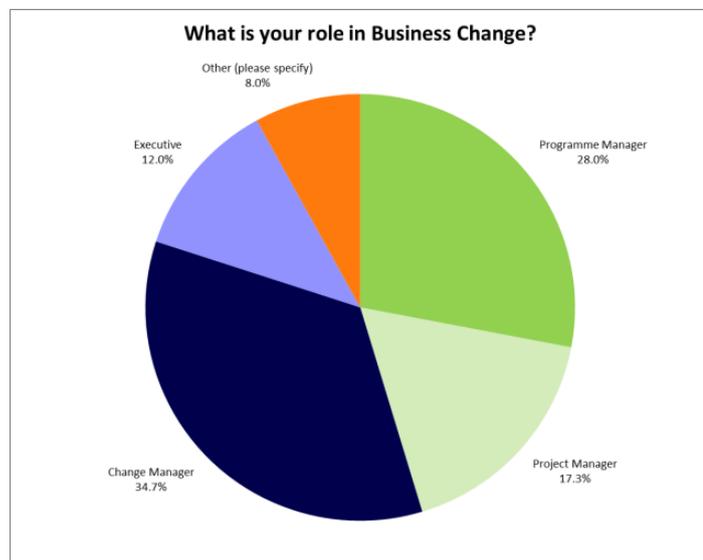
This survey asked project and change management practitioners about their experience when integrating change management and project management.

The Respondents

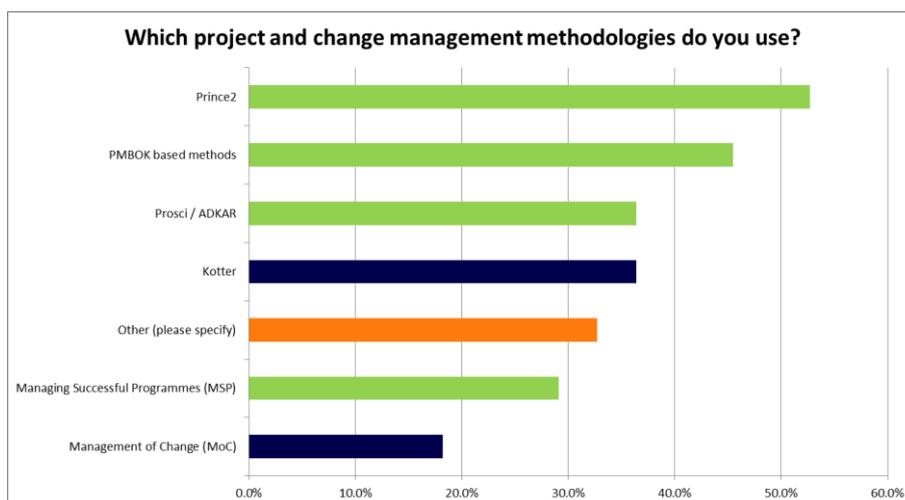
The survey was publicised through LinkedIn groups for Project Managers (PMs) and Change Managers (CMs).

A total of 59 responses were received.

For the purpose of this report Project and Programme Managers were grouped as "PMs".

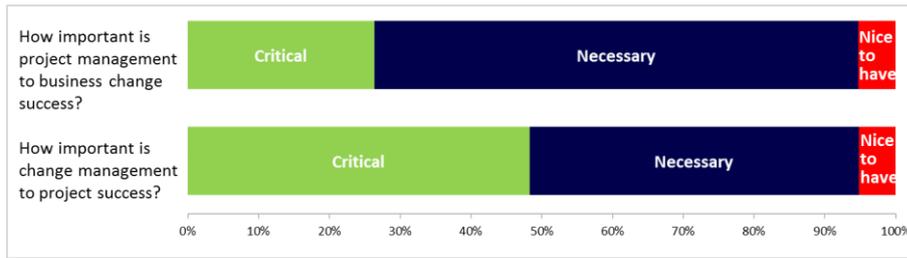


Methodologies



Respondents used a variety of approaches, with Prince2 being slightly more common than PMBok based methods. Both Kotter and Prosci were used for change management. A significant number of respondents used a proprietary method.

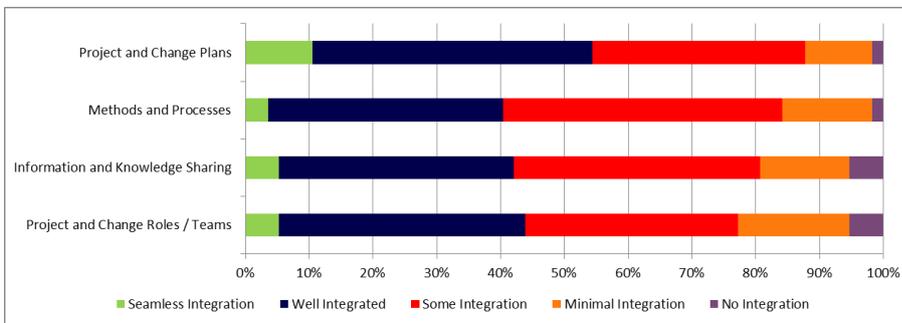
Change and project management are both important



Both change and project management were considered important by respondents; however change management was rated as more critical. Change and project practitioners differed in their responses to these two questions.

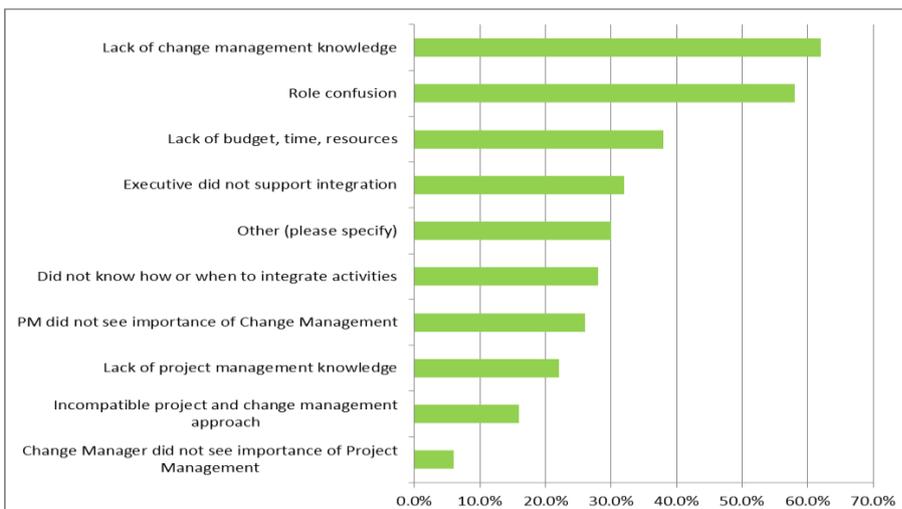
Integration does happen

When asked how well project and change management were integrated by their most recent business change initiative respondents reported at least some integration.



Integration of *Project and Change Plans* was rated as Seamless or Well by 54% of respondents, however, 13% reported Minimal or No integration. Integration of *Project and Change Roles / Teams* was rated Seamless or Well by 44% of respondents and 23% reported Minimal or No integration.

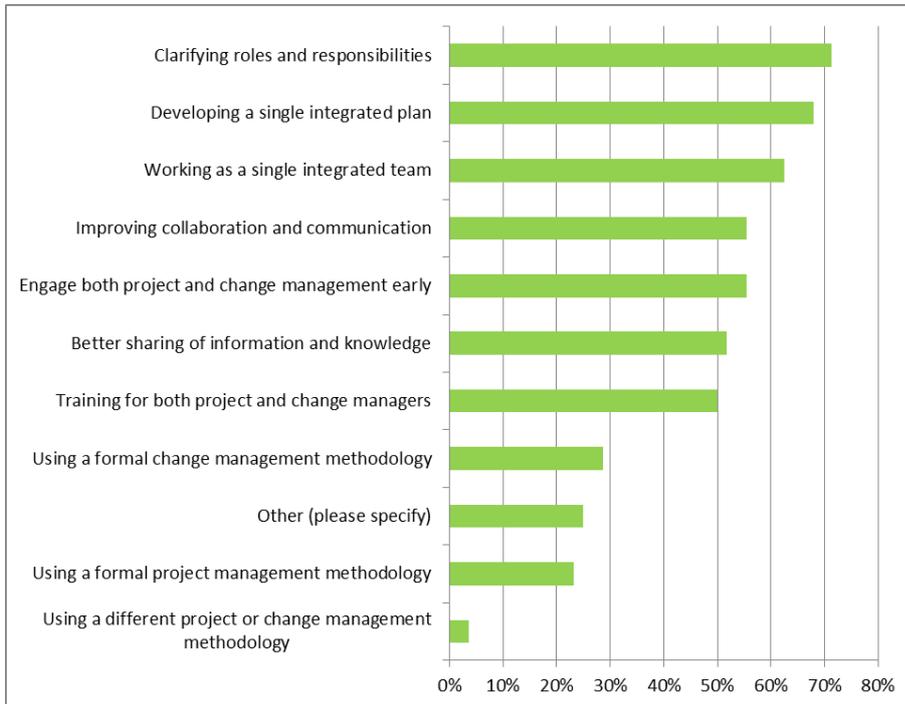
What obstacles are preventing integration?



A *Lack of Change Management Knowledge* (62%) and *Role Confusion* (58%) were the most frequently reported issues hindering integration. There were significant differences between Project and Change practitioners, with PMs reporting *incompatible approaches* and CMs reporting *project managers not seeing the importance of change management*, as significant issues.

Improving Integration

Respondents rated *Clarifying Roles and Responsibilities* as the most important way of improving integration, closely followed by *Developing a Single Integrated Plan*.



Once again there were significant differences between Project and Change practitioners. PMs rated *Developing Integrated Plans* as the most important improvement. CMs rated *Clarifying Roles and Responsibilities* and *Working as a Single Integrated Team* equally important.

In Summary

Recognition of the importance of both Project Management and Change Management is high, despite some project managers failing to see the importance of change management and some change managers believing business change can succeed without project management.

However, when it comes to integrating project and change management there is still work to be done to ensure seamless integration of these disciplines.