

# Change Management Rollout: The Importance of Change Management When Driving Internal Projects

## The Client

The client is a large supply chain software manufacturer with more than 6,000 customers located throughout the world. The company was undergoing significant change and recognized the need for organizational change management.

## The MSS Advantage

**By building relationships with stakeholders**, MSS was naturally the go to solution when the client recognized the need for a PMO initiative. As demonstrated here, the ability of our consultants to work side-by-side with the client to effect change and improve performance is what sets MSS apart.

Initially MSS was tasked with facilitating the client's organizational change management efforts, but when the client also needed help rolling out their PMO initiative our **Do Whatever It Takes** mentality and experience helped pave the way for a successful PMO roll-out.

## The Result

Working with the client both pre- and post-rollout, MSS:

- Communicated with team members and key stakeholders to ensure project objectives were met

- Facilitated change management pilot for two internal projects

- Develop change management training material and training for client's project team

- Defined and created forms, guides, process flows required for the new PMO processes

## The Challenges

"The main challenge with this project was getting client buy-in, it's a common challenge most projects face making it difficult to roll-out change management," Carolyn explained. Having a detailed communication plan explaining the benefits of the changes resulting from the project helped to get client buy-in and increased participation.

## The Project

MSS was engaged to help bring change management to the organization through a pilot of change management on two major projects. Gradually the project grew to include a development of Project Management Office (PMO processes, training, guidance and governance) in addition to the existing change management development.

The change management initiative involved interviewing key stakeholders, conducting change readiness assessments of team members, developing a detailed communication and resistance management plan and training managers to handle potential resistance brought on by the project changes.

MSS Consulting Manager Carolyn Reid managed the training and the roll-out for the change management pilot. "If the project was going to be successful it was vital to understand and handle stakeholder resistance, provide change management training and keep stakeholders informed on the benefits of the changes resulting from the project," explained Carolyn.

In the middle of the change management project, an urgent PMO initiative arose with the client requesting MSS assistance. The company needed help developing project lifecycle processes to bring governance and best practices to the PMO to increase their project success rate. "I was proud of the way our team quickly changed gears to accommodate the client's needs," explained Carolyn Reid.

From this point, MSS worked to develop processes, templates, guidance and training for best practice project management and change management to establish their PMO going forward, in addition to working on the pilot change management project.

In the end, the client had a clear understanding of benefits of having a change management initiative drive internal projects. "We were successful in growing the organizations acceptance of organizational change management across the company," says Carolyn. The client was satisfied and going forward has plans to roll-out change management company wide using the tools and materials MSS created. In addition, the PMO roll-out was also a huge success; the client is further developing the PMO with a full-time dedicated resource.

