

Topic: Human Factors in Project Management

Paper Title: “Congratulations, You’ve Implemented! Now What?”

The operation was successful, but the patient died. Was the operation really successful?

Organizations often focus on just getting a project completed as opposed to realizing the benefits. This is due to lack of differentiation between IMPLEMENTATION and ADOPTION.

Implementation is focused on delivery of a product or service. Organizations hold a fanfare when a new product or process is released, or when the next big thing is implemented. Soon they realize that it did not bring the promised value.

On the contrary... **Adoption** is focused on benefits realization from the implemented product or service.

Change Management bridges the gap between Implementation and Adoption. It is a systematic approach to alter the behaviour of intended users of a product or service to realize the stated benefits.

A successful change happens when the time between Current State and Future State is reduced and the loss of efficiency (call it the “pain” factor) is minimized during that time.

So, when does Change Management really begin? If we begin to manage change after implementation, we may have missed the boat already. The right approach is to involve the users from the start of a project to manage changes down the road – a User Centred Design approach.

The following are the key factors to ensure Change Management happens effectively to realize the benefits of a new product or process that is implemented:

- Leadership & Management Commitment
- Communications
- Learning
- Coaching
- Metrics
- Adoption

Let us move towards conducting successful operations and having healthy patients!

About the Speaker.



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Farzad Khan is a Consultant and Instructor at StrategicFront, an Advisory & Learning firm that he founded. He is also an Instructor at the University of Toronto, School of Continuing Studies.

Farzad has attained 15 years of management consulting experience at global consulting firms and the industry. He is passionate about providing practical advisory services in the areas of Process Management, Technology Management and Change Management. His clients include firms in the financial services and retail industries, and he also partners with major consulting firms to deliver his services.

Farzad has an Industrial Engineering degree from the University of Toronto and an MBA from the University of Texas, Dallas. He also obtained the Prosci Change Management Certificate, and is a Professional Engineer (P.Eng.), Project Management Professional (PMP) and a Certified Information Systems Auditor (CISA).