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STAGES	UNDERSTANDING	SCOPING	CREATING TEAM	CRAFTING APPROACH	STAGING DELIVERY	EMBEDDING
	1	2	3	4	5	6
PURPOSE	Is the change desirable?	Is the change feasible and viable?	Who is driving, delivering and implementing the change?	What is the approach and the plan?	How will we land the change?	How will we make the new 'normal'?
ACTIVITY	• Explore Case for Change • Clarify Sponsor, Priority and Fit • Explore Dependencies, Insights and Ideas	• Clarify feasibility • Develop Benefits Map • Confirm Project Scope	• Create Project Team Canvas • Ensure Stakeholders understand Scope • Agree and confirm Roles and Responsibilities	• Confirm requirements and benefits • Build the Project Plan • Agree project governance framework	• Continuous change planning & reviews • Managing milestones, risks and deliverables • Close and transition to business teams	• Embed what has been delivered • Benefits monitored and realised • Final Lessons Learned Review
OUTPUT	PROJECT BRIEF	PROJECT SCOPE	TEAM CANVAS	PROJECT CANVAS	CLOSURE REPORT	BENEFITS REVIEW

KILL/KEEP CHECK POINTS — GOVERNANCE AND SUPPORT

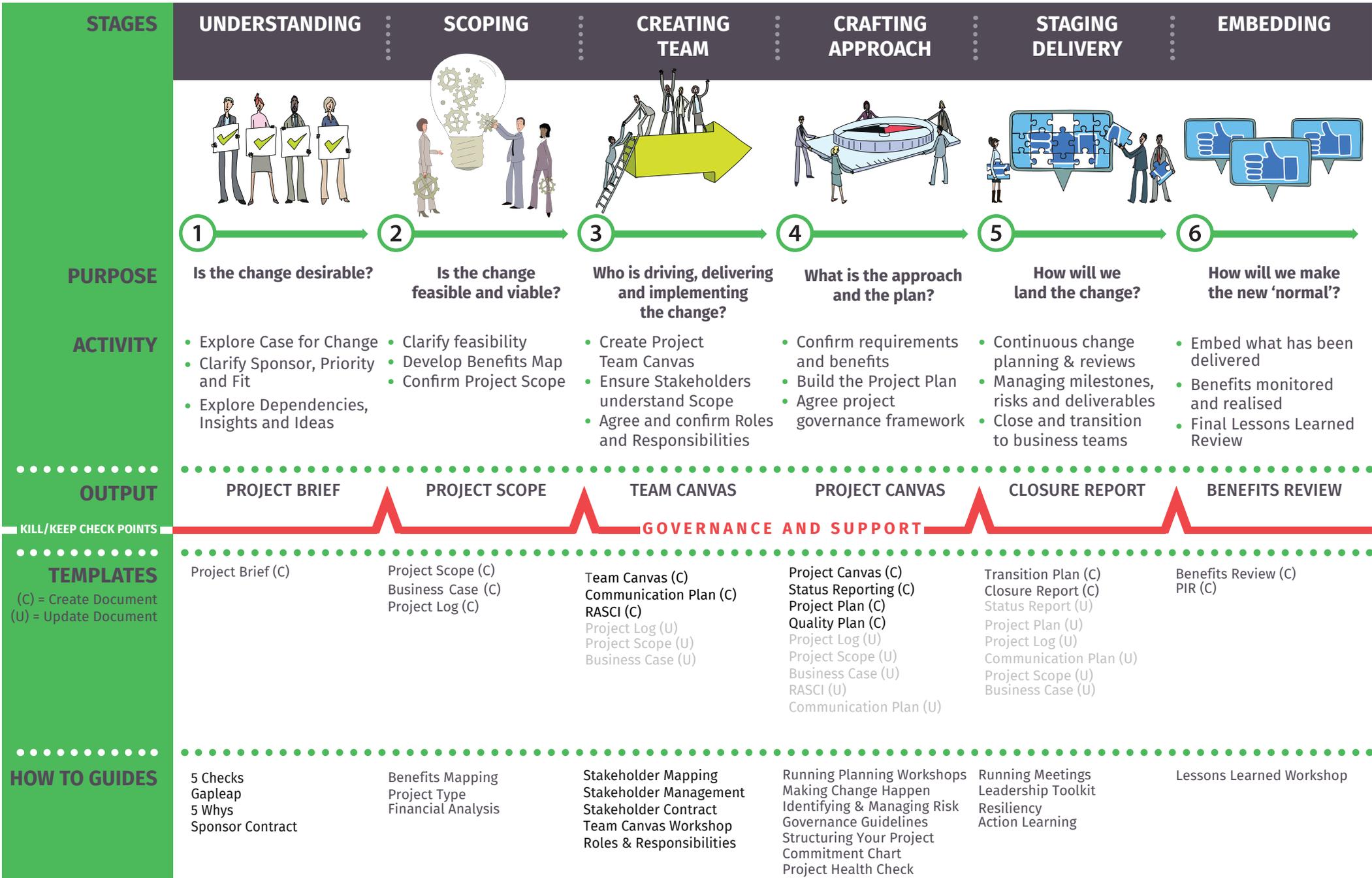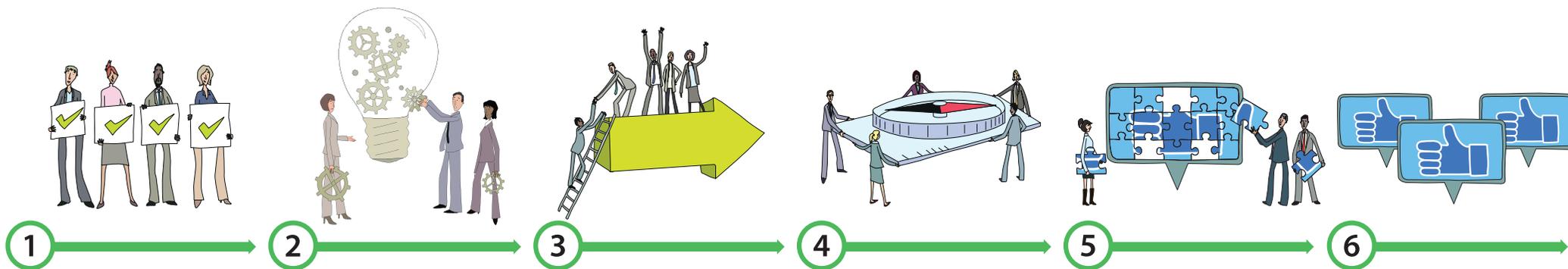| TEMPLATES
(C) = Create Document
(U) = Update Document | Project Brief (C) | Project Scope (C)
Business Case (C)
Project Log (C) | Team Canvas (C)
Communication Plan (C)
RASCI (C)
Project Log (U)
Project Scope (U)
Business Case (U) | Project Canvas (C)
Status Reporting (C)
Project Plan (C)
Quality Plan (C)
Project Log (U)
Project Scope (U)
Business Case (U)
RASCI (U)
Communication Plan (U) | Transition Plan (C)
Closure Report (C)
Status Report (U)
Project Plan (U)
Project Log (U)
Communication Plan (U)
Project Scope (U)
Business Case (U) | Benefits Review (C)
PIR (C) |
| **HOW TO GUIDES** | 5 Checks
Gapleap
5 Whys
Sponsor Contract | Benefits Mapping
Project Type
Financial Analysis | Stakeholder Mapping
Stakeholder Management
Stakeholder Contract
Team Canvas Workshop
Roles & Responsibilities | Running Planning Workshops
Making Change Happen
Identifying & Managing Risk
Governance Guidelines
Structuring Your Project
Commitment Chart
Project Health Check | Running Meetings
Leadership Toolkit
Resiliency
Action Learning | Lessons Learned Workshop |

1 → **2** → **3** → **4** → **5** → **6**

PRO TIPS
Here are a number of powerful tips and hints to ensure you land change through projects effectively.

- Make sure you know how your project aligns to the strategy. Understand what other projects are happening at the same time as yours.
- Explore what type of project it is and use the right methodology for the situation - Agile, Human Centered Design, Waterfall, PRINCE2 are all great methods when used in the right context. One size doesn't fit all.
- Use the ChangePro™ Framework to guide your thinking.
- Remember that the project is owned by a sponsor - find out who that is and make them aware of their role. Build great relationships with them. They are there to enable you to be successful.
- Understand what the governance controls are.
- Before rushing into delivering the project make sure you go through each of the first four stages of understanding, scoping, teaming and planning. Set up your project team for success.
- Never start delivering until you have an agreed Project Canvas or Terms of Reference.
- Make sure the customer is involved early on and stays involved.
- Start with winning the business over early on so they understand why you are doing it and want your solution.
- Educate the business on the implications of not changing and the benefits to them first before hitting them with the solution - the customer/ business should be begging you for a solution.

- Break the project into stages and/or chunks. The methodology may change as the project evolves. Only plan as far as you can see.
- Co-building the plan with stakeholders is vital. The planning process is far more important than the plan. The plan will change!
- Deliver your project through your team to ensure you have time to think. Build relationships and trust in your project team. Make sure the people activities are deliverables.
- Kill any risk early on. Make sure you are constantly anticipating.
- Make sure the technical project plan and the people change plan are on one page.
- Make sure you know who is responsible for benefits delivery and build a relationship with them. Get them involved early on.
- Don't over promise deliverables early on. Manage expectations.
- Review and learn regularly.
- Evolve plans as you go along.
- If you do use swim lanes make sure the swim lane owners talk to each other and operate as a team.
- Have fun and learn lots.
- Celebrate success and remember a project manager is there to deliver the project through people.

TYPICAL ROLES & RESPONSIBILITIES
Every project is different and you have to agree appropriate roles and responsibilities in the teaming and planning stage. Here is a starting point for you to think about...

Project Sponsor
Responsible for Change
- Owns and champions project
- Articulates the business vision
- Owns the business case
- Accountable for delivery of benefits
- Accountable for risks to business
- Removes barriers to project success
- Chairs project steering group

Project Manager
Delivers the Solution
- Builds high performance team
- Defines and plans the project with team
- Manages the project on day to day basis
- Manages time, cost and quality
- Controls and reports progress
- Manages reviews and checkpoints
- Manages resources, including 3rd party suppliers
- Manages issues, risks and learning
- Builds relationships and communicates with stakeholders

Steering Group
Controls the Change
- Controls project scope and direction
- Makes key resources available
- Approves deliverables
- Makes go/no go decisions
- Resolves major issues, conflicts and risks
- Approves change
- Ensure learning is spread across organisation

Business Change Agents
Customers of Change
- Provide business expertise
- Own relationship with 3rd party suppliers
- Review deliverables
- Manage the business case
- Manage business impact and benefit delivery
- Communicate the change and create buy in
- Reinforce and embed the change

Quality Assurance Team
Champions of Efficiency
- Provide process expertise
- Provide feedback on deliverables
- Provide feedback on project methodology
- Ensure effective use of framework

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