

CHANGE REQUEST MANAGEMENT IN MEGA-PROJECTS USING THE PROSCI MODEL

Writer: -
Khaled Aljuhany

Change Request Management in Mega-projects using the Prosci Model

A change is a request that an individual or a group of people in an organization submit to a change control board or a decision-making group. Change requests can either be minor or significant (Tokuç, 2022). People who need change have the alternative of making such submissions either directly or indirectly. Besides, they can initiate the procedures either internally or externally. Nevertheless, whether minor or significant, the change application should be formal (Sataić, 2021). People who seek change in the project can use the traditional approach of filling out a form or a written proposal.

In mega-projects, the submission of change requests is high and not all are reasonable or accepted. Consequently, project managers bear significant burdens and tasks — capable of distracting managers from delivering the project with respect to schedule, cost and quality. Therefore, having a unified and solid process to ease the pre-change requests submission review is a must. Accordingly, the Prosci Change Management model (ADKAR) was capitalized on to establish a process that aims to minimize the load on the project manager, and enhances the change request process, in addition to improving the stakeholders' engagement, which is key to the successful delivery of the project.

The article discusses the adoption of a similar approach to the Prosci model, which is a simple form set as a pre-request for any change request raised for project manager review, prior to submission to the approval authority. The form is called the Management of Change Request.

Change Request Critical Factors

Understanding why projects fail helps the project team to establish a system to manage the change requests. as This approach is one where the project manager must evaluate the additional budget required, and the application's overall impact on the schedule caused by the requested change.

There exist some critical aspects that need the attention of the project manager prior to initiating the change:

- i. A project manager must obtain and then retain alignment among key stakeholders to realize the business benefits a project anticipates. Alignment is critical because it helps define the project's business benefits and ensures that the benefits tightly entwine and support in project associated objectives and strategy (Sataić, 2021)
- ii. The project manager must also ensure team commitment. Commitment to the requested change gives the project team a strong focus on success and increases ownership.
- iii. The project team should confirm the availability of adequate resources to deliver the change to completion. Resources enable project managers to focus on the project and reduce oversights and overstretching.

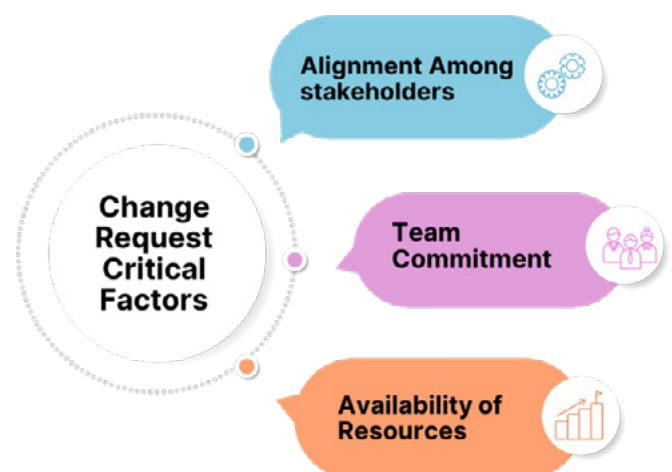


Figure 1. Change Request Critical Factors

Change request execution risks failing if project managers do not observe the three factors.

CHANGE REQUEST MANAGEMENT IN MEGA-PROJECTS USING THE PROSCI MODEL

What is the Prosci Model?

The Prosci (ADKAR) Model helps people to understand and realize their change. The five elements of the model are the basis of all initiatives for creating change (Sataić, 2021). The first element is awareness. It allows people to understand and communicate their reason for wanting change (Galli, 2018). Without a precise rationale for a change, people may not be involved in the change process. Therefore, project managers should communicate the basis of a change to the stakeholders. The second element is desire. Change management is complex because of the difficulty of determining how the stakeholders react to the proposed change request (Sataić, 2021).

The third element is knowledge. It involves how people contribute to the change request. The model emphasizes that employees and managers need to be aware of the change and its implications on budget and the project.

The fourth element is ability. It involves how the initiators of change encourage people to take their responsibilities seriously and also identifies what resources are needed to implement the change. The fifth element is reinforcement. It involves ensuring no regress in every milestone that a project makes, and this also gives the green light to the team to execute the change.

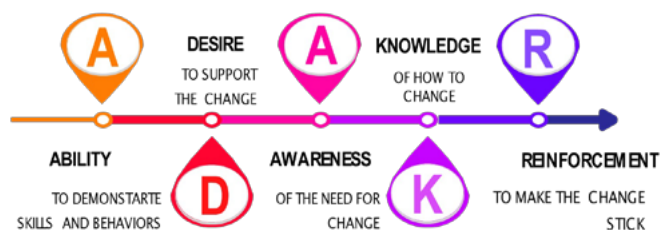


Figure 2. Prosci Model

How was the Prosci Model utilized in the change request process?

The model was translated into a simple form that is required to be filled out by the project team for a project manager decision, then the request will be submitted to the approval authority.

The form includes the following, which is derived from the same element of the Prosci Model with a slight resequencing.

- Description of the change
- Justification for the change
- Resources required for the change
- Alignment of the stakeholders
- Endorsement to proceed

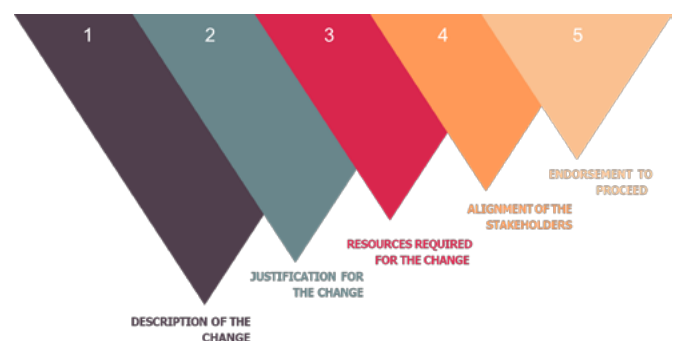


Figure 3. Change Request Management Form

How the new process helps the Project Manager to Manage the Change Request effectively:

The Management of Change Request process shares the definition of success with the project manager. This process focuses on planning, developing, and delivering solutions to the project team's challenges. Besides, the process addresses every possible opportunity that can lead to the project's success. In essence, it provides the project manager with the structure, process, and tools for easier evaluation of the change requests raised during the project. Moreover, the enhancement to the change request

CHANGE REQUEST MANAGEMENT IN MEGA-PROJECTS USING THE PROSCI MODEL

procedures supports the project manager and the team in keeping track of all the change requests, along with their supporting documents and references.

At this early stage of the change request, how is stakeholder engagement beneficial?

Engagement of stakeholders increases trust and confidence levels. Effective engagement of stakeholders improves communication channels between the stakeholders and the project team (Bassi, 2017). Good communication involves keeping stakeholders aware of the changes that potentially will take place during the execution of the project and the fine details of the project. With effective communication, stakeholders increase support for the project in various ways. They help the project team in collecting crucial information about the change request. Besides, the engagement of stakeholders also smoothens the product acceptance, as they are aware and involved in any change requests or modifications that may impact the final product at the initiation stage of the change. Moreover, it speeds up the decision-making process for any potential change.



Figure 4. Impact On The Stakeholders

Conclusion

Utilizing the Prosci Model to create the new pre-change request process helps an organization manage the change request better. It drives a more successful change process because of its capacity to evaluate the project team's capabilities and competencies (Galli, 2018) effectively. Besides, the model can handle every amount of change that occurs. Many changes happen all the time in projects, which they need to consistently manage. Also, the new process addresses the costs of poor management of change outcomes. It ensures that all players in the change process clearly understand the need for change and endorse its execution.

The process creates a shared objective whereby both stakeholders and the project team support one another. The proactive approach enables stakeholders and the project team to achieve alignment and smoothen the final product acceptance. The improved information exchange and opportunity for participation build trust between the two groups and relieve some of the load from the project manager.