



**Libyan International Medical University
Faculty of Business Administration**



The Impact of Change Management on Project Performance

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Module: Contemporary Issues in Project Management

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Table of Contents

Introduction
Definitions
The Aim Of The Study
Change Management Related To Project Management
Theoretical Framework
Linked To Libyan Context
Material And Methods
Summary Of Previous Studies
Reflection
Implications
Recommendations
Conclusion

01

Introduction

Definitions

Project Management :

- Harold Kerzner (2017) States That "Project management is a series of activities that includes planning, organizing, securing, directing, and controlling resources to achieve specific goals" (p. 4).

Change Management :

- John Kotter (1996) Defined Change Management as "The process of planning and implementing change in organizations in a systematic and controlled manner."

The Aim Of The Study



The aim of your study is to investigate the relationship between change management and project performance. The study seeks to identify how change management practices affect project performance, The findings of this study are expected to contribute to the existing body of knowledge on change management and project performance. The study's results can help organizations understand the importance of effective change management in achieving successful project outcomes. Additionally, the research can provide insights into the best practices for implementing change management in projects and overcoming common challenges.

Change Management Related To Project Management


- Project management and change management are complementary disciplines that work together to ensure that projects are delivered successfully and that the change that comes with the project is embraced and integrated into the organization, effective project management requires effective change management, and vice versa (Kirsi Aaltola, 2017).
- Change is an inevitable part of any project, and managing change can be a challenging task, especially if it is not well-planned and executed, the success of a project often depends on how well change is managed (Chin, 2019).



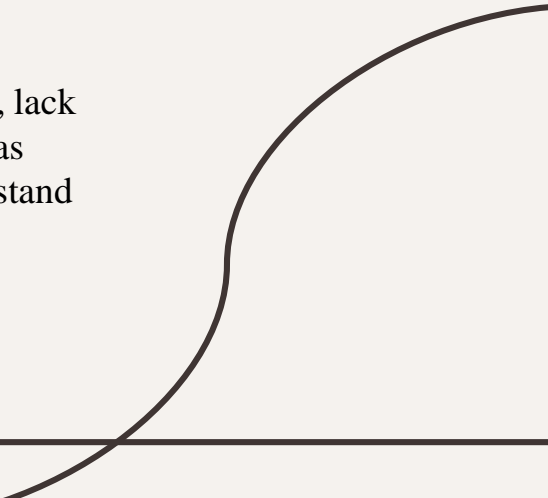
The Impact of Change Management on Project Performance

- Change management can have a significant impact on project performance. Effective change management can help to minimize the negative impacts of a change and ensure that the project remains on track, while poor change management can lead to delays, cost overruns, and even project failure (Biesenthal ,C. & Wilderom , C. 2014)

Change management can help project teams to:

- - Identify potential changes and assess their impact on the project.
 - - Develop a plan to implement the changes while minimizing the impact on project timelines and budgets.
 - - Communicate the change to stakeholders and ensure that they are engaged and supportive of the change.
 - - Monitor and measure the outcomes of the change to ensure that the project remains on track.
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How Change Management Strategies Effect on Project Success

- As it involves the process of preparing, supporting, and helping individuals, teams, and organizations to make successful transitions from the current state to the desired future state. Effective change management strategies can have a significant impact on project success by ensuring that changes are implemented smoothly and with minimal disruption to the project's objectives, budget, and schedule (Kotter, 2012)
 - One of the change management strategies can impact project success is by minimizing resistance to change. Resistance to change is a common issue in organizations and can arise from various factors, including fear of the unknown, lack of trust, and a perception of loss. By using change management strategies such as communication and engagement, project managers can help stakeholders understand the need for change and the benefits it will bring, thus reducing resistance and increasing the likelihood of successful implementation (Kotter, 2012) .
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Critical Elements For Successful Change Management

- Leadership engagement: Change management initiatives require strong leadership engagement to ensure that the organization is aligned and committed to the change.
- Communication: Effective communication is crucial to ensure that everyone in the organization understands the change, its purpose, and the impact it will have on their roles and responsibilities.
- Employee engagement: Employee engagement is vital to ensure that the change is embraced and adopted by those who will be affected by it.
- Training and development: Change often requires new skills, knowledge, and behaviors. Training and development programs must be designed and delivered to ensure that employees have the necessary skills to operate effectively in the new environment

(Prosci, n.d.)



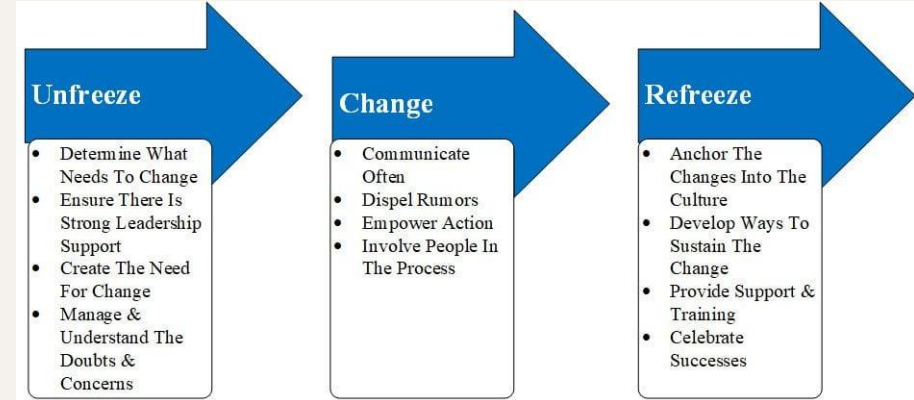
Change Management Linked to Libyan Context

- In the Libyan context, the use of change management in project management can be particularly important due to the country's political, economic, and social challenges. Since the overthrow of former dictator Muammar Gaddafi in 2011, Libya has faced significant political instability, conflict, and economic challenges. These challenges have impacted the ability of organizations and the government to effectively manage projects and implement change (Chami et al., 2012)

Change Models Applied in Project Management

- Lewin's Change Management Model: This model is based on Lewin's theory that change occurs in three stages: unfreezing, changing, and refreezing. The model involves identifying the current state, identifying the desired state, and then implementing the change. Once the change is implemented, the organization is then refrozen in the new state (Lewin, 1947)

Figure 1: Lewin Change Model (1947)

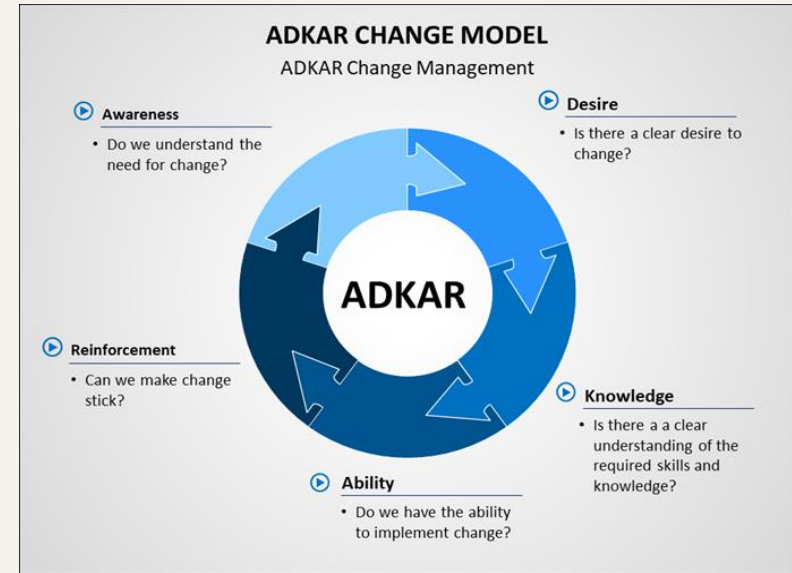


Source: https://www.researchgate.net/figure/Lewins-change-model_fig1_348911739

Change Models Applied in Project Management

- ADKAR Model: This model focuses on the individual's response to change, and its acronym stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. The model helps individuals understand the need for change, develop a desire to change, gain the knowledge and ability to change, and provides reinforcement to ensure the change is sustained (Prosci, n.d.)

Figure 2: ADKAR Change Model



Source: (<https://www.techno-pm.com/2020/11/adkar-model-change-competency-assessment.html>)

Change Management Trends

Change management is a constantly evolving field, and there are several new trends emerging in the way organizations approach change initiatives.



Employee-centric



Agile Methodologies in
Change Management



Digital Change Management

02

Theoretical
Framework

Materials And Methods

The Material of this paper was collected through qualitative method, the data was collected from selected journal articles , data obtained from various articles that were relevant to the topic of interest. The articles were obtained through a systematic search of various academic databases such as Google scholar, Research gate , and Web of Science , The search was conducted using specific keywords related to the research question , it also obtained from other reliable sources such as books.

Summary Of Previous Studies :

A study by Shafie and Santhanamery (2022) Found That change management and training have a significant positive impact on employee productivity in Malaysian SMEs. Specifically, the study found that the implementation of effective change management practices and training programs can lead to improved employee motivation, job satisfaction, and overall productivity. The study highlights the importance of change management and training programs.

Summary Of Previous Studies :

a study by Jiang et al. (2017) found that change management is a critical success factor in project management, and that effective change management practices can help organizations to achieve better project outcomes. The study identified that project managers need to have a comprehensive understanding of the change management process, and that they need to be able to manage change effectively to minimize its impact on project performance.

Summary Of Previous Studies :

Dr. Revenio C. Jalagat, Jr. (2018) found that change management is a critical factor in achieving corporate goals and objectives, and that effective change management can help organizations to adapt to changes in their environment and achieve sustainable growth. The paper also identifies several factors that contribute to effective change management, including leadership, communication, and employee involvement


Summary Of Previous Studies :

A Study By by Norlia, Nurul, and Nurmazilah, (2017) found that The paper finds that change management has a significant positive impact on project performance in information systems in Malaysia. Specifically, the study finds that change management practices such as communication, stakeholder management, and risk management have a significant positive impact on project performance.

Reflection

Based on the literature review that has been conducted, change management plays a critical role in the success of any project. The paper highlights the importance of managing change effectively to ensure that it is implemented in a way that maximizes the benefits to the organization (Salmela, H., & Abrahamsson, P. 2017).

The literature review provides evidence of the impact that change management can have on project success. For example, it discusses how effective change management can help to reduce resistance to change, ensure stakeholder engagement, and improve project outcomes. These findings are supported by a range of studies and reports, which demonstrate the importance of managing change effectively (Salmela, H., & Abrahamsson, P. 2017).



Implications

The implications of using change management in organizations are numerous and can have both positive and negative effects. (Kotter, 2012)

Positive implications



- Competitive advantage
- Increased efficiency
- Reduced resistance

Negative implications



- Resistance to change
 - Loss of talent
 - Disruption to operations
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Recommendations

One key recommendation for managers using change management is to ensure that they have a clear understanding of the scope and objectives of the project or initiative. This includes identifying the specific changes that will be required, as well as the potential impacts on stakeholders such as employees, customers, and suppliers. By having a comprehensive understanding of the project goals and objectives, managers can develop an effective change management plan that addresses the unique needs of each stakeholder group.

Recommendations

Another important recommendation for managers is to involve stakeholders in the change management process from the beginning. This includes communicating with employees, customers, and suppliers about the planned changes and soliciting their feedback and input. By involving stakeholders in the process, managers can build support for the changes and increase engagement and buy-in from those who will be impacted by the project.

Conclusion

In conclusion, effective change management is a crucial factor in the success of any project. The ability to manage and adapt to change is essential for a project team to achieve its goals and objectives. By implementing a well-structured change management process, project managers can minimize resistance to change, increase stakeholder involvement, and improve communication and collaboration within the project team. Additionally, change management can help to mitigate risks and ensure that project deliverables meet the needs and expectations of stakeholders. Therefore, project managers should prioritize change management as a core component of their project management strategy.



THANKS

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