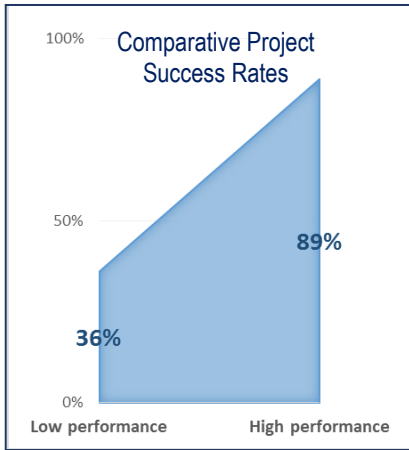


Business Need

Project failure rates are notoriously high with only one-third of all projects successfully closed while meeting time and budget targets (Standish Group).

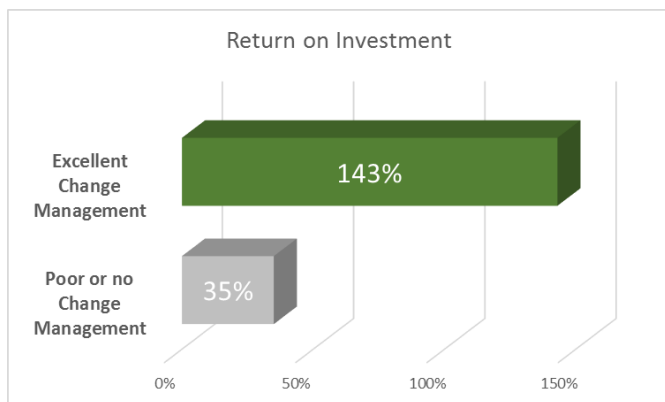


When examined more closely, project success and failure are directly related project management discipline. The relative difference in performance is dramatic. High performing organizations are able to successfully

close 89% of their projects whereas low performing organizations complete only 36%. (Project Management Institute).

Change Management Drives Success

Change management has been one of the critical factors required for successful project implementation for many years. Deployment of technology, process changes, training and communication are all important foundational elements of a project. More importantly, driving change and fostering adoption to capture targeted gains is essential to measurable success. Change management directly impacts the realization of project benefits.



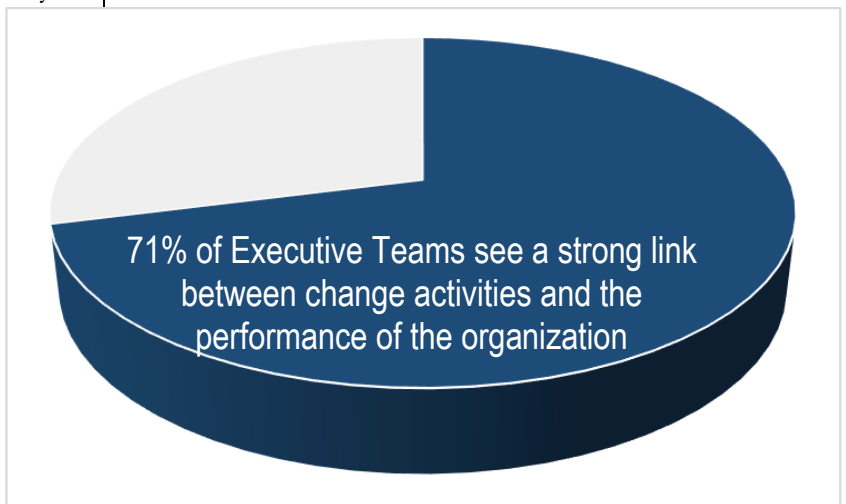
When measuring returns, widely divergent ROI results were directly attributable to change management practices. Excellent Change

Management can improve ROI by a factor of 4 compared to poor Change Management. (McKinsey)

The dramatic improvement in project success and realization of ROI attributable to Change Management creates a management imperative to proactively employ effective practices.

Organizational Best Practice

According to a majority of senior executives, Change Management is an organizational best practice. They directly link organizational performance to the adoption of change. (PWC 4th Global Portfolio and Programme Management Survey) With numerous senior executives reporting visibility into demonstrably large benefits from Change Management, establishing a clear business case is obvious.



Findings and Pitfalls

Experience from our client engagements confirms research on Change Management:

- Organizations with effective change and communication are 3.5 times as likely to significantly outperform their peers (Towers Watson Change and Communication ROI Survey)
- 78% of managers found training in projects ineffective (Towers Watson)
- “The content of change management is reasonably correct, but the managerial capacity to implement it has been woefully underdeveloped” (Harvard Business Review)
- An outside consultant is best suited to develop a change management plan (Quality Beyond Six Sigma, ISBN 978 0 7506 5561 3, 2003)