Change Management and its Role In Resources of The Project

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ABSTRACT:

In this article, we will explore why OCM needs to be considered in every project and how effectively identify, plan and manage those changes to support project success. Change Management methods and tools applied in local and foreign companies operating. The research focused on the definition of importance of Change Management methodology in project work, as well as identifying the most popular Change Management tools to date. It also allowed assessing the trends in Change Management development as a project work stream and an organisation's management process. Therefore, proper management is required to ensure the effectiveness of the projects implementation plus felicitous change management is much demanded since it focuses on the enhancement of the projects after being implemented to cope with the current massive change aspect to ensure the productivity and sustainability of any organizations.

Keywords: Change Management, Enterprise Resource Planning (ERP) Organisation's Management.

INTRODUCTION:

Everything in this planet turn to change and nothing stays constant forever. Change is inevitable issue that it must be faced and adopts it. As being witnessed the advancement and rapid evolution in every aspect of life and how our daily life gets affected with accelerated change around us, it becomes so hard to ignore and keep living and doing the same things in the same way. Market pressures, competition among rivals become very brutal in the contemporary time. To survive in the market place, an effective new technique must be followed. One way to survive is practicing the concept of change and creates a dynamic organization that is willing and flexible to apply any necessary changes. Some individuals see change as an opportunity or obligatory to survive where others conceive it as a threat or disruption. Therefore, change is very critical that requires a proper change management to monitor and ensure the effectiveness of the change. Change means how to alter organization's work to obtain improvement, while the boundaries of project management are limited on knowledge, skills, tools and techniques to project activities to meet project requirements. Therefore, the impact of change will ultimately affect the organization's assets such as people, systems, processes, structure and business. "The change" is happened when an organization wants to move from current state to the desired new state with higher performance. Thus, a change management plan is potentially required to describe how well the changes will be monitored and controlled. Change management and project management incorporate together to achieve project move from current state to the future state through transition state.

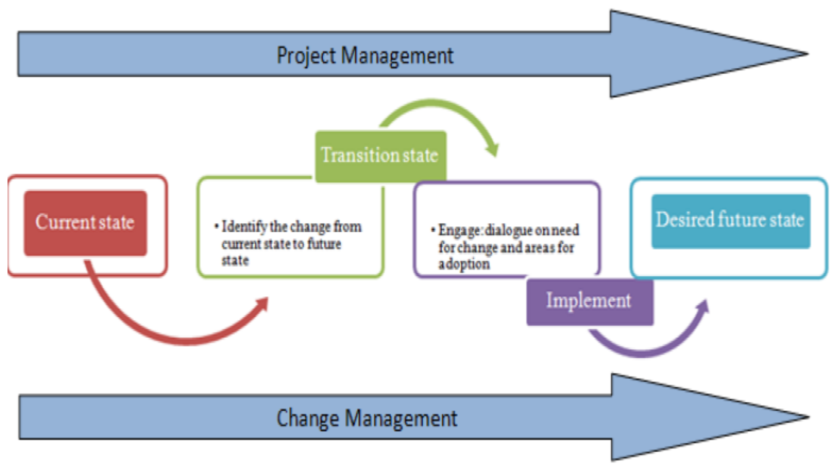

Figure 1: Incorporation of Change Management and Project management

In its most fundamental form change management is what we do to control and manage the impact of a change. For example, Project Change Management provides us with a mechanism for controlling and managing changes that left unchecked could prevent a project from accomplishing its objectives. System/Configuration Change Management is how we ensure that changes to computer systems and applications have been adequately tested and controlled so as to minimize the risk that a change will cause an error or interruption in service. But how are we managing the impact of changes on people in the organization? Are we deliberately taking action to control the impact of change and encourage adoption or the change or are we assuming that everyone will joyfully embrace change and adopt whatever is being introduced without question, resistance or complaint. Experience shows that the most successful change efforts, whether they involve the introduction of a new product, business processes, or a business model, include a conscious effort to understand and manage the impact to people and affected organizations. Indeed, Organizational Change Management (OCM) is quickly becoming one of the disciplines or practice areas recognized as essential to project success and we will frequently see specialists and consulting firms specializing in OCM either involved in major projects or in helping organizations implement OCM processes. But in organizations or projects that don't have formalized processes or resources to dedicate to OCM activities, the responsibility for identifying, planning and executing OCM-related activities falls to the manager and the project team. Change management involves processes such as planning for change, managing change and reinforcing change. Change management provides tools to realize change for example, Individual change model, Communications, coaching, Sponsorship, Training, Resistance management. Each tool is trying to achieve its goal. All these tools should be integrated in project change and any altering in process in system, in organization's structure or job role need structure to manage technical side and people side.

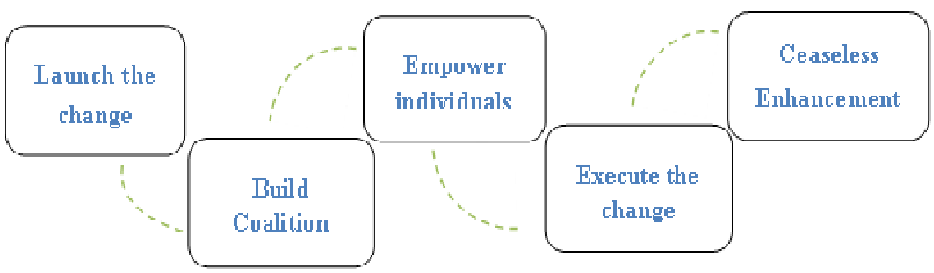

Figure 2: Change Management Framework

The enterprise resource planning (ERP) project about the most important factors for success, and odds are good that change management will be among the first items mentioned. Most project sponsors, project managers, steering committee members, and staff members understand that change management is a crucial component of any large project, but especially so for technology-based initiatives such as ERP. Change management can be described as the people side of a technology project. It's widely understood that a planned approach to guiding staff through a business transformation is at least as important as technology deployment or process change itself. Communications, training, user engagement, and post-implementation support are often what separate a successful project from one that is on time and on budget, but fails to meet other business objectives. Yet ERP project teams frequently miss the mark in implementing solid and effective change management programs. Their efforts are often too narrow, focusing on communications, or training, or process change, but failing to consider all three areas in tandem. Others strive for a broad approach but do not allocate sufficient time or resources to reach their goals.

In many cases, user training is thought to be enough for good change management; however, this fails to address critical communication needs across the organization. When further investigating change management issues, finance officers in the role of ERP project sponsor or steering committee member often discover several important issues: The resources available for change management (including communications and training) are insufficient to meet organizational needs. Staff appetite for change is greatly exaggerated. Expectations about the impact of change, especially anticipated timeframes for realizing cost savings, are virtually impossible to meet. Attacking these issues early in a project can help mitigate risks that your change management program will fail to deliver on project objectives.

Organizational Change Management as a Project Component

Organizational change is generally defined as making changes within an organization that will affect the way the way individuals and groups operate and interact. Introducing new processes or technologies may change the way jobs are performed, redefine roles and responsibilities, or change reporting structures. More often than not organizational changes involve new expectations, new processes and tools, new partnerships and relationships. In some cases changes to the organization are intentional and the role of Organizational Change Management in the project is obvious. Organizational transformation initiatives and projects are undertaken with the primary objective of consciously introducing specific and often sweeping changes designed to improve organizational performance. These projects focus on the changing the way the entire organization or a large part of it operates. Transformation projects involve radical restructuring of job responsibilities, operating processes, and reporting relationships, major changes to how employees are evaluated and compensated and, in some cases, attempts to change the underlying organizational cultures and behaviors. While these projects and their parent initiatives introduce significant organizational change, these are fairly well documented and the literature is filled with case studies and strategies for managing the changes resulting from kind of endeavor.

In other projects however, organizational change is not the primary project objective but instead a by-product or a component of the project: something that impacts the organization in such a way that the organization and its people must change to adapt to or absorb that impact. Much like a rock hitting a pile of sand, organization changes form as a result of the impact whether or not it was intended or accidental. For example, consider a project to move a department from one office space into another – while the project team might be focused on the move itself, the people being moved are focusing on things like is the new space comparable to their old space. Organizational impacts may also result from the deliverables of the project or from how the project is organized and how it operates. In other cases the impact is to the project itself; internally or externally introduced organizational impacts that force some organizational elements within the project to change. Whether internal or external, caused by the project or affecting it, all of these impacts have the potential to significantly change the schedule, cost or scope of a project or program and, as such, require mindful and effective management.

Identifying Organizational Change Impacts

Like managing anything else, the first step in managing organization change is to identify what kinds of organizational impacts may result from the project effort. Like in risk management there are organizational changes that we can anticipate and others that may appear from nowhere. Needless to say, we want to anticipate and plan for as many as possible. Identifying organizational impacts and changes can be difficult even when they are the primary objective of a project and expert resources are deployed to carry them out. In fact, a large number of transformation projects are challenged or fail outright. If the success rate is that low in initiatives where organizational change is directly linked to the project objectives and, hopefully, have been considered and planned for, it's not surprising that organizational impacts resulting from other types of projects are not addressed in the project planning or execution processes and remain invisible until they become significant barriers to project success. Why are organizational impacts and their attendant risks so often overlooked in projects? Project management texts frequently identify and describe organizational risks, numerous published case studies on project failures cite organizational change issues as major contributors to project failure, and most experienced project managers have sat through at least one risk brainstorming sessions where someone on the team has brought up an issue or risk relating to organizational change. In fact, most project managers and teams recognize the potential for risks associated with organizational change, but tend to dismiss them as unmanageable, indefinable or inconsequential. So the first challenge is simply recognizing that organizational change will be needed for the project to accomplish its objectives. While sometimes obvious, there are often projects where the need for change is more subtle or where the agreed upon deliverables may be in conflict or inconsistent with the beliefs or values of the organization. For example, an effort to implement a heavyweight, detailed control process in an organization that prides itself in its speed and agility will require much more attention to organizational change than the same effort might take in an organization that highly values structure, discipline and rules. In other words, for the project to succeed the mismatch must be recognized and the appropriate changes to the project and/or the target organization must be made.

Even when we recognize that our project will require some level of organizational change management, we encounter a second challenge; clearly identifying and defining the specific impacts that may result from or be created by any given project or effort so that efforts to mitigate or manage them can be included in the plans for the project. This difficulty stems in part from the fact that the reaction to, and much of the impact of organizational change is emotional. Rather than facing a straightforward issue or risk like '*part x doesn't perform to specifications*', the project manager is faced with concerns about changing behavior and beliefs, impacting morale and job satisfaction, and anticipating a myriad of emotional reactions which may not respond to a fact-based rational response. In short, while many of us intuitively know that there will be an impact, we may be hard-pressed to define that impact and come up with effective approaches to dealing with them. Recognizing the need for organizational change management as a component of an effort and establishing strategies and plans for meeting that need are critical first steps but much more is needed to ensure at organizational impacts are understood and effectively managed in a project.

Planning for Organizational Change impacts

Once we've identified where organizational change is likely, we can plan for it. Obviously planning for organizational change is more proactive than dealing with it as an issue during the project. Planning can include identifying organization change management activities as part of the project scope and schedule or addressing it as part of the Risk Management Plan. Needless to say, your approach should be driven by the scope and impact of the change. The more extreme the change and the more people effective, the greater the need for proactive organizational change management.

Any effort to plan for organizational change must consider: 1) A single project may introduce a number of different organizational impacts, 2) changes may impact different individuals and groups in a variety of ways and 3) organizations are made up of people will not all perceive or react to the change(s) in the same way. Likewise, teams planning for organizational change need to be mindful that the sources of organizational changes are not always obvious. While most of us are fairly sensitive to how the outcome of our project might require changes in the way individuals and groups operate and interact, we may not recognize that the execution of the project itself may introduce major organizational impacts. Take for example the major project that requires significant participation of people normally assigned to operating groups. Whether the assignment is full time or in addition to their 'real jobs', these people and the people who are not assigned to the project are being asked to change the way they operate and interact.

As another example, in the early 1980's I was involved in a project to convert a loan collections operation from a paper-based system for keeping records and notes on collection calls to an on-line system. The new system required collectors to type their notes using a keyboard. While quite a bit of planning was done around implementing the new system and training the collectors to use it, and we had not considered the possibility that some of the collectors might not have keyboard skills (the majority did not). As soon as this came to light, we arranged for training and practice sessions in touch-typing. Fortunately we caught the issue early enough to minimize any cost or schedule impact. Unfortunately the lack of keyboard skills was just the beginning of our problems. It turns out that no one had considered the impact of the transition on productivity: Forced to use a new technology with newly acquired, beginner-level skills, collections the first month after implementation dropped by 40%. While some productivity drop had been anticipated by the organization's management, what was not anticipated was the huge turnover in the collection staff that occurred shortly after the implementation. It turns out that the collectors' compensation plan was heavily based on commissions and bonuses for dollars collected and a number of them were aggressively recruited by a competitor and left for compensation packages that would enable them to recover the income they had lost during the initial implementation.

Here was a case where we recognized the potential impact of using a keyboard, but we didn't think beyond the objectives of the project to the individuals within the organization. The moral of the story is that we need to consider a broad set of possibilities in order to really plan for organizational change. This means looking at how we might be disrupting both individuals and the organization as a whole. Change is by nature disruptive. The introduction of new systems, processes, products, tools and methods all have the potential to upset the normal operation of the organization and how individuals see themselves in that organization. If t we are unable to effectively manage the level of disruption, the backlash will prevent a fully successful realization of the desired project outcomes. Likewise, if the project team is effective in managing and minimizing the disruption the effected organizations will be more likely to accept and readily adopt the changes being implemented.

CHANGEMANAGEMENT RESOURCES

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Here is a scenario that is all too familiar to ERP project sponsors. As limited hours are allocated to basic project activities such as design, validation, and testing, an upper boundary of available hours is quickly reached. At the initial planning stage, and then throughout the project, achieving milestones winds up requiring more staff time than originally thought. Where do those hours come from? Given that the project has a fixed budget, they must come from another task — and that task is often change management. Specifically, hours that were allocated to training (often woefully inadequate to begin with) are repurposed to those core functions, allowing the organization to achieve more visible project objectives. The impact of that scenario is predictable and frustrating. Users are asked to assimilate new technology, new business processes, and sometimes even entirely new ways of thinking based on one or two short training sessions.

Uninformed as to why the project is happening in the first place, or what the jurisdiction is hoping to achieve, users are wary of the impact of the project on their jobs. As the organization gets closer to going live with the new system, those same users become frustrated with the lack of adequate training. Unsurprisingly, the result is a high degree of resistance to change. Unmanaged, and with little or no follow up training, the new software or process does not produce efficiency gains or meet other project objectives. Sometimes a jurisdiction does not have individuals with the specialized skills needed for conducting change management tasks. The list of characteristics and skills a good change manager or change agent needs can be daunting. They include: Excellent communication, both in providing information and receiving feedback. A degree of authority and responsibility that command respect from staff and project leaders alike. The ability to translate project objectives into operational goal statements for a wide variety of audiences. Unabashed enthusiasm for the project and a positive, can-do attitude, regardless of issues or concerns. The ability to mitigate user resistance by constantly communicating the project's benefits and demonstrating empathy for staff concerns. The ability to develop a training plan, curriculum, materials, and schedule for training, and to manage project training logistics as well. An understanding of user support needs and the ability to craft a support plan for after the project goes live. Based on this list of requirements, it isn't surprising that staffing the change manager role can be challenging for many organizations. Management and technology consulting firms are often willing to assist, but the price can be steep, and eventually, someone from inside the organization still has to take on the change manager role. All this means that sometimes the change manager role is staffed by someone who is ill-suited to it, and the change management effort is abandoned altogether or is completely outsourced. None of those solutions has proven to be particularly effective.

HANDLING RESOURCE ISSUES

The finance officer can address several areas to help mitigate the negative effects of resource issues related to change management.

Integrate Change Management into the Plan

Make sure the project manager recognizes that change management is an integral part of the project, and not something that can be added on afterward. Communication and training tasks should be woven into the project plan, not attached as a catch-all at the end. This will help remove the temptation to "borrow hours" in pursuit of other aspects of the project.

Recognize the Effort Required

In establishing goals and allocating resources, recognize that change management activities take time. Establishing a project website, gathering feedback, meeting with department heads, leading user group discussions, and other change management activities are inherently time consuming. Change management is rarely effective for enterprise-wide projects without a full-time change manager. Similarly, by virtue of their exposure to software design and process change, all members of the ERP project team need to recognize that they too act as change agents for the organization.

Identify a Resource, Even If It's Not Ideal

Change management is best led by someone inside the organization who understands the business drivers and goals of the project and will have to live with the results, along with all the other users. If you are having difficulty identifying a change manager or change management team, consider finding one or more staff members who exhibit the enthusiasm, degree of responsibility, and communication skills required. Then retain an outside consulting firm to build the initial change management strategy and plan, working with that person along the way. Over time, the consulting firm transfers crucial change management skills to that individual or team, and the responsibility for change management is gradually shifted to the internal change manager or change management team.

Spread the Responsibility

Ensure that all project team members understand that they are change agents, and they can play a role in mitigating resistance. From design meetings to validation and testing, documentation, and preparation of user training materials, project team members need to play an important role in change management.

Build and Execute your Plan.

Two constructs in change management are especially important. First is the communication plan, which describes what messages will be taken to which audiences, by whom, and how often. This plan must also consider ways of gathering feedback from users as the implementation progresses. The second critical construct is the training plan. It is no exaggeration to suggest that you should take your initial estimate for user training hours, double that number, and then rebuild your training plan accordingly. Adult learning typically requires that a new skill be communicated several times, with additional non-classroom time for individual exploration of new processes, forms, software, etc. Few projects allocate enough dollars or hours to conduct such a training plan, yet that is often the difference between widespread acceptance and achievement of objectives versus widespread fear, resistance, and poor results. Resource issues related to change management can be vexing, but addressing them early will make it far more likely that adequate resources will be available. It is ideal to have a detailed communication and training plan that is fully integrated with the design, configuration, testing, and deployment steps of the software itself.

CRITICAL SUCCESS FACTORS TO CHANGE MANAGEMENT

To successful change management, there are numbers of critical factors that should be considered in change management below starting with pressure of change at the top of the pyramid to the action at the base.

Pressure of change:

The call for ‘Pressure for change’ could be from senior management from the beginning, but it may have come from customers or clients in a supply chain. Both senior management commitment and drive for change is substantial for effective and successful implementation. The role of senior management is so prominent in change management. In fact, senior management supporting reflects by what they do and say. Consequently, the power of change can be lost when the senior management fails to remain fully supportive of project. According to Duncan in 2011 he said in his paper that the leaders and corporate sponsors round up to develop the corporate vision. On the other hand, the team members concentrate on developing policies.

Clear shared vision:

For effective change, it is necessary to be implemented in all levels associated with the culture of an organization. In order to achieve this goal you should understand how to motivate your teamwork and you should not forget that change is the major cause of stress amongst the workforce. Here are some tips that can be used to motivate your team:

1. Pride: The performance of your staff can shrink significantly if they feel unappreciated or taken for granted. “Follow where your enthusiasm takes you”

2. Happiness: A caring approach with your staff can earn many benefits; because naturally when people feel with a lot of cares about them as individuals then that will reflect directly to their work and the same thing goes with employees. “A happy team is an effective team”

3. Responsibility: “It is amazing what you can accomplish if you do not care who gets the credits" - Harry Truman

Giving responsibility to people means giving them trust. To illustrate, when people is trusted by others conversely they will care more on their work.

4. Success: “Success in your life is not a single achievement. It’s all that you do with others and for others”. There are different views regarding success concept but there are common pointers of success as an example market profile, corporate reputation and product quality.

5. Recognition:

When the leader’s work is done, the people say ‘We did it ourselves’ – Lau Tzu

One of the effective ways that employers can use it is to treat his employees as his most important and valuable customers. The employer provides activity of employment and wages as well, while the employees purchase these with their effort.

6. Security:

“You do not lead people by hitting them over the head– that’s assault, not leadership”- Eisenhower

A lot of fear set in whenever change implemented. For example, losing of job security or losing of control. Similarity, honesty and opened communication are crucial here. Security is one of the best practices in the market and also become rigorous.

7. Money: “I am not interested in money I just want to be wonderful”-Marilyn Monroe

Another superior motivator is money. A staff that is under paid is less likely to respond positively to change because it needs more efforts with little or no increase in pay or recognition or both. Consequently, financial rewards for employees are considered one of the motivated means to gain employee satisfactions. “It is not the employer who pays wages; he only handles the money. It is the product that pays wages”- Henry Ford

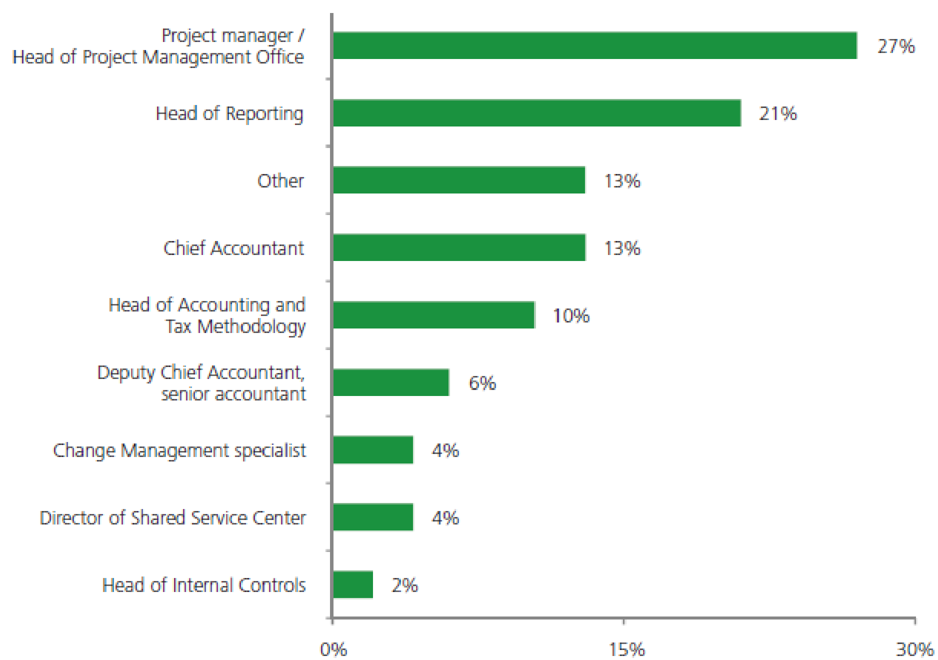
Capacity for change(resources):

“More business is lost every year through neglect than through any other cause”- Jim Cathcart. This is staff responsibility to identify all resources that will be required before they proceed and make sure these are provided.

Action:

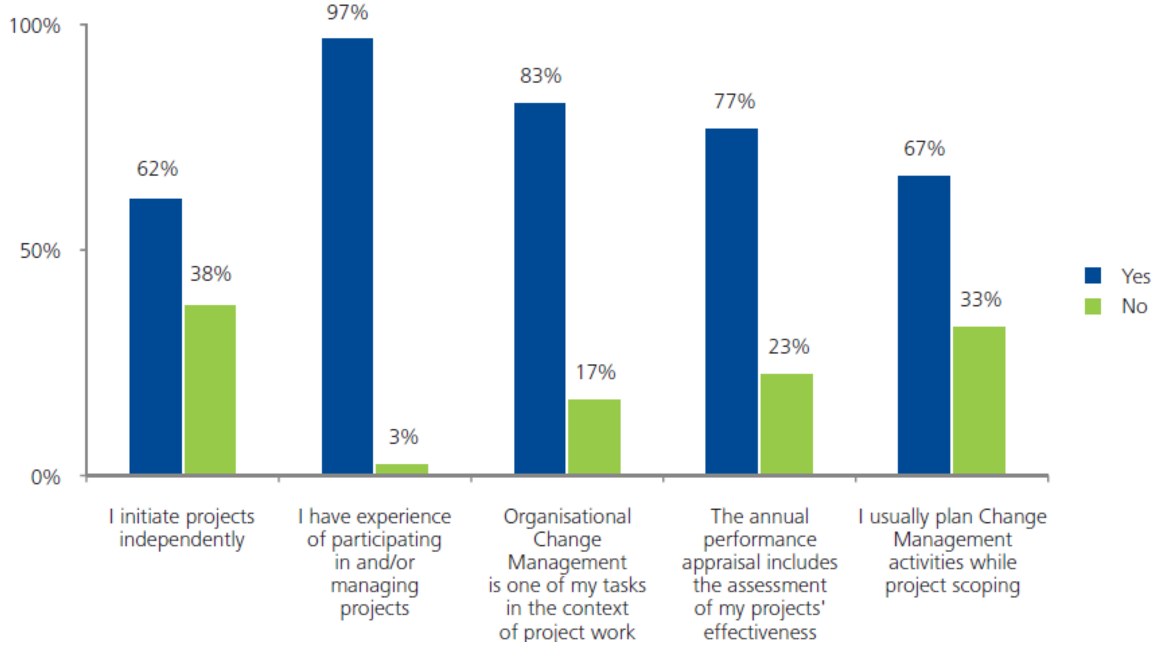
It means the implementation on the change. “We are what we repeatedly do. Excellence then, is not an act, but a habit” – Aristotle

The survey participants represent a diverse selection of companies in terms of industry, number of employees and annual revenues. 27% of the participants are project managers handling transformation in their organisations.



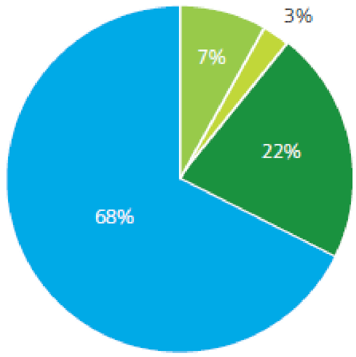
Graph 1: Breakdown of survey participants by role

Our first Change Management survey attracted the attention of a number of managers in charge of planning and implementing project activities: 97% of them either lead or participate in projects, 62% take project kick-off decisions, and 83% name Change Management as one of their regular project tasks. However, only 67% of the participants are planning Change Management activities at project preparation stage.

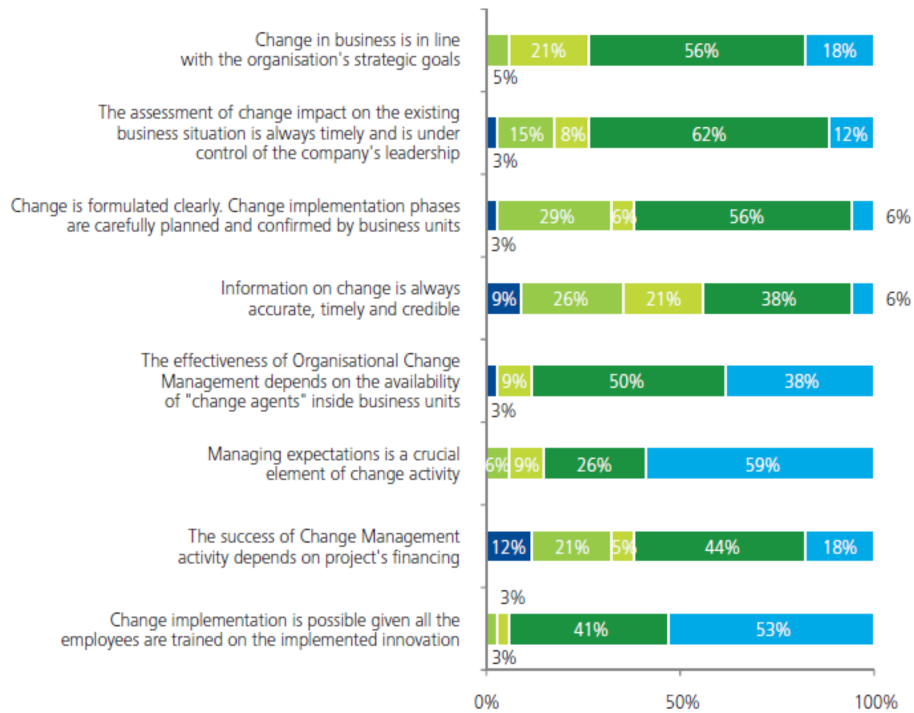


Graph 2: Level of involvement in Change Management

Change Management is a project workstream meant to support transformation. Change Management makes it possible to raise the efficiency of project work by preparing the staff and the organisational environment for upcoming changes to be implemented in the context of the project. Change Management implies close interaction with employees, which helps to adjust the perception of change within the organisation, maintain a positive attitude toward change, and increase the willingness and readiness of staff to obtain and apply new knowledge and skills. The vast majority of survey participants stick to the idea of continuous change embracing all types of activities (90% of participants fully or partially agree with this assumption).



Graph 3: Change is a transition from one state to another.



Graph 4: Level of utilisation of Change Management tools in project management

74% of survey participants confirmed that change in their organisations corresponds with business strategy. Still, some 21% of participants stated that they "do not know" whether this statement is true to their organisations. Another 5% of participants disagreed with the statement, which may refer to projects pursuing tactical, rather than strategic, goals, and aimed at supporting the ongoing business tasks of organisations. The effectiveness of business transformation projects directly depends on the ability of the project team to give a comprehensible description of change and explain to managers and leaders what needs to be changed in the current business practice in order to reach the target state. The Change Impact Assessment works across the following segments: changes in business processes, policies and procedures, employee knowledge and skills, IT and technology, corporate culture. 18% of the survey participants indicated the lack of change impact assessment activities in their organisations. Overall, 74% of participants confirmed that the impact of change is assessed and managed by their companies' leadership in a timely manner.

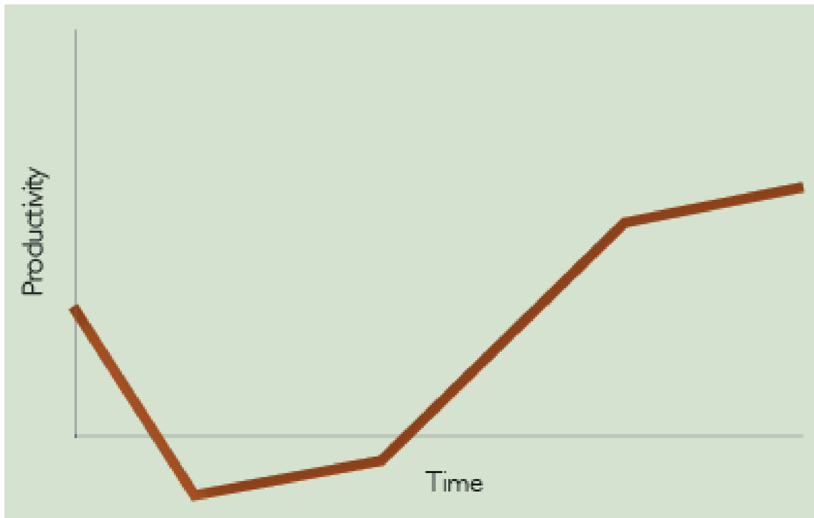
With this in mind, it is quite obvious that the Change Impact Assessment has strong potential to be used as an important project tool. Change implementation planning logically follows the Change Impact Assessment. The lack of impact assessment activities may lead to difficulties with planning and confirming the steps of change implementation in business divisions: 32% of participants confirmed the need for more intensive work in this area. At the same time, 62% of participants indicated that change is usually accompanied by detailed description and implementation phases conducted by their management. The comparative data analysis shows that, on the one hand, managers/project leaders do not pay enough attention to managing change (32% of participants do not carry out any such planning), while on the other hand, they have a hands-on understanding of the limitations of project work preceded by a lack of planning. 35% of participants perceive a lack of timely and valid project information, and 21% found it difficult to answer whether or not the level of project communication in their organisations is satisfactory. 44% of participants stated that they are provided with projet information on time. Communication is one of the key elements of Change Management required to maintain the required level of change awareness and influence on day-to-day work. Therefore, the development of a communications tools is a primary task for change managers and project leaders.

At the same time, the survey participants emphasised the importance of Change Agents, i.e. role models for the rest of the employees in terms of behaviour, knowledge and skills. 88% of the participants confirmed the need to create networks of Change Agents. Some survey participants also feel that the success of change management activities can be independent from project financing (33%). However, at the same time, 62% of participants do consider project financing to be an important component influencing change management efficiency. Therefore, we can confidently say that project resource planning and allocation still remain key tasks for project managers and leaders.

MANAGING EXPECTATIONS:

Projects are often sold to the organization based on a series of promised benefits such as faster transaction approvals, more and better access to data, elimination of duplicate data entry, integration of functions, and a single source of information. Additionally, efficiency and productivity gains should produce cost savings, or at least future cost avoidance, providing a hard dollar justification for the project. This is a promising scenario, and it has led many organizations to enthusiastically pursue an ERP project. What many project sponsors and project managers fail to communicate, however, is that those benefits do not accrue the moment the new technology, software, tools, or processes are implemented. Staff members need time to acclimate themselves to the new way of doing things, resulting in what is known as a productivity curve. Staff productivity actually tends to drop for some time after the project goes live and then recovers slowly before picking up steam some months later. Eventually, productivity begins to level out at some point higher than when the project started. One of the goals of change management is to shorten the amount of time it takes to achieve productivity gains. One way to do that is to ensure that all stakeholders understand that the efficiencies and cost savings of ERP happen only after some months of working with the new system. It can take 18 months or more to reach that level if there's no change management program in place, but effective change management can reduce that period to six months. (In fact, productivity gains at some organizations are the result of better technology and not process improvement at all.)

So as an ERP project sponsor, what can the finance officer do to confront unrealistic expectations? First and foremost, ensure that stakeholder communications are included in the change management strategy. This often takes the form of a monthly department head meeting, where the finance officer as project sponsor has an opportunity to report status and set appropriate expectations. By working with the change manager on the content and delivery of such a message, the finance officer can help set reasonable expectations. Of course, expectations need to be communicated to the project team as well. Team leaders and subject matter experts need to understand that organizations do expect the project to produce benefits, and that efficiency gains and cost savings are important goals. It can help to post a list of project goals on the project website, on the wall in the project team work space, or as part of a newsletter. Keeping those goals highly visible sends a clear message that the organization will not accept the status quo with new technology and is instead looking for demonstrable efficiencies and productivity gains.



Graph 5: The ERP Productivity Curve

CONCLUSIONS

Despite knowing just how critical change management is to an ERP project, many jurisdictions fail to staff the effort appropriately, overestimate their ability and capacity for change, and set unrealistic expectations. These roadblocks can be difficult to overcome, if the organization is striving for real transformation. By working with other sponsors and ERP project leaders, however, the finance officer can take a lead role in removing those roadblocks and paving the way for a successful implementation. This report we processed all responses confidentially and used consolidated results with no reference to specific organisations or individuals. Change management and project management are two main core appealed in our contemporary time where the competition is very brutal. Rapid advancement, globalization, customer demands complexity, survival needs all these critical issues have made the living with the usage of old ways clearly impossible. Therefore, to cope with these challenges, change should be conducted. Thus, an effective change management with proper project management is critically required to implement the change. There are

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essential elements should be taken care to produce an optimal change process which are effective communication, empowering individual with skills, top management and stakeholders agreement and commitment, organization culture support, effective risk management to eliminate or mitigate the risk level may involve, and continuous improvement for the change. Success factors must be dealt with and taken in to account to avoid any unexpected unfavorable consequences.

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