



## What does Change Management REALLY mean?

Because change management deals with organizational, or soft, issues the definition becomes extremely difficult. For technical organizations the definition becomes even more complex.

**Change Management, Technical View:** Technology organizations deal with the definition, development, and delivery of products or applications. Except in unusual situations, technology development always includes more than one person. In addition, a product goes through different phases of completion and maturity according to a product schedule. In a development environment different people work on different parts of the same products that have different intermediate schedules but the same completion schedule. It is a serious challenge to keep all of the individual components of the design and construction of a new product synchronized.

**A Disciplined Approach:** The discipline of change management in technology organizations is accomplished through a combination of processes and software tools. It is commonly called change control or configuration control; for software development it is also called versioning.

**Change Management, Project View:** For the project manager change management deals with control and changes on his project. The project manager has contracted to deliver a result, or project, with a specified set of resources. For a project manager, change management means changes to or control of scope: budget, schedule, and quality.

**Change Management Debunker:** If a change management consultant or practitioner cannot define change management in less than a minute, you're in trouble. If a practitioner cannot define the term precisely, then what do they plan to deliver?

**Change Management, Organizational View:** Change management is a conscious, deliberate, collaborative effort to increase the performance of human systems. This may sound like a mouthful, but it captures the essential elements of managing organizational change, in my opinion. It is conscious which means that you and a client have established intent. It is deliberate which means it is planned. It is collaborative which means that you and the affected organization are working together to manage change. And increasing the performance of the organization is the intended result.

**Summary:** 1. Change management is a very confusing term, 2. Change management in technology organizations refers to synchronizing and coordinating design and development efforts, 3. Change management for project managers refers to scope control, 4. Organizational change management definitions should be concise and be able to be delivered in under one minute.

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Bill Gage  
ETC  
<[www.changeready.com](http://www.changeready.com)>



Executive Transformations Consulting  
[www.changeready.com](http://www.changeready.com)

(404) 531-0607

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