Managing Change

Chapter 16
What is “scope creep” compared to “scope management”?

Manage scope.

Use judgment and experience to decide
1. eat the cost/time or
2. need to get approval to adjust your baseline.
What is a “change request”?
What is a “change management system”?

Can be as simple as a spreadsheet...can be more complex.

Tool for recording and tracking change requests through the change management process.
What is the role of the “change review board”?

Body that reviews change requests and can approve changes, especially those that alter the schedule, cost, or scope.

Usually the “right hand man”, “deputies”, “trusted underlings” of sponsor, steering team members, influential decision makers.

Sponsor/steering team delegate spending authority to a point. An approved change resets the baseline!
What happens to your baseline when changes are approved?

You have a new baseline
Does every change need to go through the change review board?

Requests can be denied...favor to your sponsor to include a change that they want to see that is well under your reserves and fits in your buffer. Use your judgment.

Changes that are too large for their approval must be escalated to sponsor/steering team.
What do you do if you need to make a change quickly but the change review board doesn’t meet for another two weeks?

Limits vary from project to project but as an example...

I don’t have to ask <= $25,000.

I can move ahead but must get board approval for <= $75,000

Have to wait for approval for > $75,000
Conflicts are a problem and should be avoided at all costs...right?

Conflict is a part of some communication. You need to understand the differences and where possible (not always possible) leverage diversity to create value.

Expensive, visible projects. Reputations at stake (at least they think). Passionate people. Lots of hard work involved. It happens, plan on it.

Conflict often produces important results, such as new ideas, better alternatives, and motivation to work harder and more
collaboratively
### Question

Which of the following conflict handling modes works the best?

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**Confrontation**: directly face a conflict using a problem-solving approach

**Compromise**: use a give-and-take approach

**Smoothing**: emphasize areas of agreement – hold hands and sing Kumbia

**Forcing**: the win-lose approach

**Withdrawal**: retreat or withdraw from an actual or potential disagreement – bury head in sand

**Collaborating**: decision makers incorporate different viewpoints and insights to develop consensus and commitment