PROJECT MANAGEMENT AND CHANGE MANAGEMENT: WORKING TOGETHER FOR EFFECTIVE ORGANIZATIONAL CHANGE

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Abstract

Successful organizational change can be achieved through the work of both project management and change management. Both practices cover specific components of implementing change, which can be highlighted in various change models. If these practices work together cohesively and communication is strongly emphasized, then the organizational change will be successful and

affected employees will be more likely to have positive reactions to the change.

Keywords: project management, change management, Kotter, organizational change, organization

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INTRODUCTION

Organizations are constantly evolving to keep up with an ever-changing world. These changes include technological innovations, policy advances, new procedures, and the evolution of job roles. Prosci, a change management-consulting firm, argues that organizations should not fear change but embrace it to be “more competitive,” “closer to the customer,” and “more efficient” (Prosci, n.d.). In the era of globalization, rapid advances in technology and communications, matrix structures, and shifting demographics, change is not just a constant but a competitive advantage.

Projects in organizations are one strategy for creating organizational change; in fact, projects are “imperative” for effective and necessary organizational change (Crawford & Nahmias, 2010; Parker et al., 2013). A project has specific objectives and specifications; it consumes money, people and equipment; it deals with funding limits; and it has set start and end dates (Kerzner, 2017). Examples of corporate projects include changing the IT infrastructure in a company, changing the process for building parts in a manufacturing plant, or changing the buying process within a procurement department. Traditionally, projects are undertaken through the lens of project management, an approach that focuses on prescribing the correct processes and technical changes that must occur within a time-limited phase (Turner & Muller, 2005). If big enough, the planning and implementation of the project is managed via a designated project manager (Morris, 2012).

While project management literature takes a mechanistic perspective on moving an organization from point A to point B, change management literature takes a socio-psychological perspective. Change management focuses on the people involved in and impacted by the change, motivations, and resistance. These literatures rarely intersect and the tendency is for organizational change to be viewed by scholars and practitioners via one perspective or the other (Hornstein, 2015; Kolodny, 2004)

This research uses a case study to examine one company's experience implementing a large-scale change to assess the utility of a project management and a change management perspective on organizational change. First, literature on project management and change management is discussed, and a prominent model of each is presented. The importance of communication for change success is also highlighted. Then the case of a large company's implementation of a new Managed Print Services agreement is described, and the article discusses the utility of each approach in relation to this case. Finally, an enhanced model of organizational change is offered that should allow for effective organizational change as well as thorough analysis of change effectiveness.

PROJECT MANAGEMENT

Project management involves the processes of initiating, planning, executing, monitoring/controlling, and closing a change (Kerzner, 2017). This involves "identifying the milestones and activities that must be completed," "outlining the resources needed and how they will work together," and "defining the scope of what will be part of the project and what will not be" (Prosci, n.d.). In particular, it is the "application of knowledge, skills, tools and techniques to project activities to meet the project requirements" (Hornstein, 2015) to ensure that all the pieces necessary for the change are brought together so that the change occurs. The goal is to combine the efforts of the organization's existing resources to implement the change at a technical level (Munns & Bjeirmi, 1996).

The role of project manager emerged along with the advent of the matrix organization, when managers' tasks increasingly involved integrating components of large organizations (Hornstein, 2015). The project manager's task has generally remained one of accomplishing prescribed goals using existing tools and techniques. Given the increasing complexity of organizations and their drive for change, the US Project Management Institute was founded in the US in 1969. It has become a certification body that is the preeminent creator and designator of the core body of knowledge encompassed by project management. The first PMBoK (Project Management Book of Knowledge) was published in 1983; and is currently in its 6th edition. This BoK is comprised of 5 "process groups" and 9 "knowledge areas" that together form the basis for certification modules as well as the most familiar model of what comprises project management (see Figure 1).

As evidenced by the model of project management embraced by the PMBoK, and by research into what leads to successful project management, there is a clear focus on the technical and procedural aspects of change, which reflects the "technical bias" and "worldview" of most researchers (Hornstein, 2015). Kotter noted 25 years ago that organizational change efforts fail because of a lack of attention to the people, and their tendency to resist change (1995). Despite some attempts at inclusion of social system issues by advocating Agile Project Management (Highsmith, 2009), project management literature has generally remained inattentive to this topic.

Change Management and Communication

Many employees, especially older generations, prefer the stability of the known over the uncertainty of the unknown. This mentality can create negative views of change. Those who have had a previously negative experience of change also tend to perceive change negatively, and "become suspicious of the motives of those pushing for transformation; they worry that major change is not possible without carnage" (Kotter, 1996: 17). Furthermore, while change may bring many benefits, it also comes with

costs. According to Elrod and Tippet, "it is crucial to remember that for every change proposed or achieved, someone loses something" (2002: 278). How employees react is impacted in part by individual capacities such as emotional and cognitive regulation, but also by factors that can be controlled by the change agents, such as communication and participative decision-making (Wittig, 2012).

Change management highlights this perspective on organizational change. It takes a different perspective than project management on organizational change efforts, by focusing on how employees are connected to, or disaffected by, the process. Change management ensures that end users have the resources they need, such as information, technology support, training and reassurance, to implement and embrace the change (Aljohani, 2016: 319). Change management "offers current employees an opportunity to acquire the new skills and demonstrate the new behaviors required of the renewed strategy" (Spector, 2007: 112). Comfort with the change allows for greater acceptance and buy-in.

Change management also works to provide employees with a sense of security about a change in the organization. Employees need to understand the purpose of a change and that it will not negatively impact them (Burnes, 2004). Since a major challenge to effective change is employee resistance, addressing psychological barriers to change is key (Choi, 2011; Levasseur, 2010). "The key to effective change management, then, becomes the ability to balance the amount of threat produced by disconfirming data with enough psychological safety to allow the change target to accept the information, feel the survival anxiety, and become motivated to change" (Schein, 1999: 61). Further, while project management leaves a project once it is closed, the change management process continues without limit as issues can arise after implementation. This too provides employees with psychological safety and tends to create an organizational culture more accepting of future changes.

Through this human-centric approach, in which stakeholders are the central focus of the project via communication, training, and ongoing

support, another key aspect of change management emerges, employee buy-in (Morgan & Zaffane, 2003). Buy-in not only occurs implicitly through this inclusive process, but is also an explicit priority. Change management focuses on “working with project sponsors to build strong and active coalitions of senior leaders” and “making the case of why the change is needed to employees throughout the organization, even before the specific details of the solution are complete” (Prosci, n.d.). Thus, the social and psychological needs of stakeholders are foremost in change management, rather than technical and procedural issues.

One of the most enduring models of change management was developed by John Kotter, professor at Harvard Business School (1996) (see Figure 2). The first five steps involve preparation work that focuses on stakeholder engagement and buy-in, before the change even begins. Employees need to understand why the change needs to happen, they need to see that others are willing to make the change happen, that there is an incentive that comes with the change, and that they have the skills needed to implement the change. Change requires creating a compelling story, role modeling, reinforcing mechanisms, and capability modeling (Keller & Aiken, 2009). These all motivate the employee by creating a sense of urgency, building a guiding coalition, and removing barriers. Steps 6 and 7 build to the change, and only in the last step is the change implemented. As Kotter explains, “The first four steps in the transformation process help defrost a hardened status quo... Phases five to seven then introduce many new practices. The last stage grounds the changes in the corporate culture and helps make them stick” (Kotter, 1996: 22).

A key component of change management models is the emphasis on communication with stakeholders (Kavanaugh & Ashkanazy, 2006; Kettinger & Grover, 1995; Kitchen & Daly, 2002). According to Kotter, the more employees are informed of the change, the more they will be comfortable with and likely to accept this goal. This removes barriers and allows employees to see the short-term wins that are created (Kotter, 1996). Communication results in more positive feelings towards the

change. Social accounting, the process of explaining the reasons for a decision to those affected by a decision, is required to get employees on board (Wittig, 2012).

Furthermore, communication is also an opportunity to involve the employee in the decision. Employees value being heard and sharing input. Soliciting an employee's opinion may lead to a more positive reaction. Indeed, cutting-edge change leaders encourage two-way communication with stakeholders. "Do more than pushing your solution, go on a listening tour. It is easy to say 'out with the old and in with the new!' However, for employees throughout the organization this may cause stress and uncertainty. Two-way communication is essential. Spend time listening to concerns, challenges, ideas and suggestions without selling the change. Leaders may assume they know the pain the change will cause but that is not always true" (Pollin, *cited in* Lock, 2017). Such two-way communication gets employees involved and reminds them change is necessary. Gaining employee support throughout the change is crucial for change leaders to achieve as an employees' attitudes towards and judgments of the change play a crucial role in success (Elias, 2009). As well, in a useful feedback loop, if an individual is happy with the change, they are more likely to be committed to the organization. Organizational commitment can lead the individual to be more accepting of future changes (Madsen *et al*, 2005).

Research Questions and Propositions

Based on the distinction between project and change management in the literature, three research questions emerged:

RQ1: How might project management and change management work together to make change happen most effectively in an organization?

RQ2: Is Kotter's 8-Step Process still useful as a guide to organizations when implementing a change?

RQ3: What is the role of communication in an effective change process?

The following propositions were developed, and then explored in the case study:

Project management's role is to gather and use the resources necessary to make change happen. Change management focuses on communicating with and supporting end users with the resources they need to adapt to change. They are similar in that they are both working to make the change happen smoothly. However, the practices differ in focus and time horizon.

P1: Change is implemented more effectively if an organization uses both project management and change management approaches.

Kotter's 8-Step Process for Leading Change includes some project management tasks while also supporting all stakeholders in the change process itself. It is also useful because it focuses on communication, which proves to be key in successful change outcomes.

P2: Kotter's 8-Step Process for Leading Change is a useful guide for organizational change, especially in those organizations relying on a project management approach to change.

Two-way communication allows both the change agent and stakeholders to gather information. It facilitates listening and informing by all.

P3: Two-way communication facilitates smooth change implementation.

CASE STUDY BACKGROUND

The site for this case study was the headquarters of an American-based multinational manufacturing company, Company A. It has 11,000 employees in over 20 countries, with annual sales of over \$US 2.5 billion.

It had recently entered into a new Managed Print Services agreement with a large printing company, PrintCo. Managed Print Services are services by a single external provider to manage all aspects of printers, scanners, copiers and faxes. A Managed Print Services provider installs and maintains all a customer's devices, as well as tracks device use, problems, and user satisfaction. Generally, the goals are to save money and increase efficiency, though a byproduct is often reducing waste. A new agreement requires adding, removing and replacing devices, a process that often creates stress for device users. Virtually all departments in Company A utilized printers for their daily needs, to print blueprints, purchase orders, invoices, and other business documents. With the hope of avoiding workflow interruptions, Company A took a significant amount of time to prepare for the installation and removal of new printers.

A Corporate Supply Chain Buyer for this project described how the process began. Historically, Company A had a national contract with the printer company PrintCo. However, Company A was not enrolled for Managed Print Services and thought it was not receiving adequate services from its supplier. Thus, Company A began considering other printing suppliers. However, as reported by the Project Manager, it realized that to switch suppliers would be "too much of a heavy lift" so Company A opted to negotiate for better pricing via a Managed Print Services agreement with their current supplier PrintCo. This agreement allowed for monitoring device health and supplies, and standardizing devices across sites. The goal was to cover all of Company A's US sites under one coterminous contract for better service and pricing leverage.

RESEARCH METHODS

Case studies allow researchers to collect data to investigate propositions (Eisenhart, 1989; Yin 2014). A qualitative approach to case study data allows the researcher to draw information from multiple viewpoints and triangulate this information to provide evidence for or against propositions. This study emerged from one of the authors' experiences

as an intern at Company A during the transition to a Managed Print Services agreement.

A focused interview method was used for this case study (Merton & Kendall, 1946). A semi-structured interview guide was created for the interviews and closely followed (Kvale, 1996; Weiss, 1994). Questions were determined using information from the literature, knowledge of the company, and knowledge of the project. The purpose of the interviews was to gather relevant information, opinions and motivation of the respondents regarding the change process. Thematic analysis followed Yin's (2014) techniques, in which relevant aspects that allow inferences and interpretation are extracted from the content of the interviews. As well, themes related to the project management and change management models were developed a priori to help elicit relevant information from the interviews (Miles & Huberman, 1994).

Seven employees of different levels of the organization/stakeholders were interviewed face-to-face for approximately one half hour each. Interviewing multiple members allows for perceptual triangulation, which allows for clearer understanding of the evidence (Meredith, 443). Each interview was recorded for accuracy and quality and then transcribed verbatim using HyperResearch software. The employees interviewed include the project manager, the corporate supply chain buyer involved with the project, an IT site manager, three administrative assistants, and an end user. These stakeholders are all based at the company's headquarters, which includes the corporate office and several manufacturing plants. The project manager and buyer are based in the corporate office; while the IT site manager, three administrative assistants, and end user are based in plants.

Case Study: Implementing a Managed Print Services Agreement at Company A

After the contract was signed, the project manager (PM) began the planning and implementation processes. This phase included: negotiating

buy-outs for other sites with different contracts, ensuring that all of IT's needs were met under the new contract, getting IT involved in the installation process, communicating information to administrative assistants and ultimately end users, installing the devices, resolving issues that end users have with the new devices, and then completing a few loose ends within the project such as removing devices and fax machines, removing desktop devices, and promoting secure print.

Outside of Headquarters, site employees took care of most of the change management and implementation from an IT perspective. The PM's roles were to address the concerns of each site, negotiate buy-outs for existing contracts, and act as a liaison between the site and PrintCo. The PM explained, "When it came to the other sites, it was trying to explain to them how we, Corporate, are center-leading this to make it the least amount of pain as possible to make this transition" (Project Manager). Once the contracts were negotiated, old devices needed to be removed, which required the involvement of local IT and facilities. The PM acted as the liaison between these employees and PrintCo to ensure all processes and logistics functioned properly.

Within Corporate IT and at the plants based at Headquarters, much more involvement was needed from the PM. He began the process by working with IT to ensure that the new contract met their concerns. This task was difficult as different IT employees wanted different things. The PM needed to coordinate these diverse needs. Requests included reducing the number Helpdesk calls through better service from the printer company, better security through use of cloud technology, and improved IP addresses during installation.

Once he accomplished most of these requirements, the PM then began to map out the work required by IT in the installation of the new printers. It was difficult for him to gain buy-in from the IT employees because they described being over-burdened with several other projects. The PM said, "There were groups within IT that were never really that excited by the change. It was more the burden of the extra work I was going to throw

onto them...There was not a commitment from IT manpower wise... There was not a strong commitment to give a main person that will help in every step." He explained that without an IT resource committed to the project, "understanding the technical issues and flowing those out to [PrintCo] and having them address these issues was insufficient and difficult." When the project manager approached a senior IT manager about the problem, he was given an IT resource to help with the project. IT was now ultimately doing what they were asked as it pertained to the project and the project manager could map out the process necessary for proper printer installation.

With the process in place, the PM approached administrative assistants and end users to determine printer needs and locations. He used maps of each plant to visualize the current inventory of printer, that included information about color, paper size, usage rates, and spend per machine. The PM described the use of the maps as, "Having people understand all of the devices that they have in an area by using a map that they can look at all at once to see the big picture and then also have pricing available." This information allowed site managers, administrative assistants, and even end users to understand why changes were happening in their area (Project Manager).

Using these maps, the PM began difficult conversations with the administrative assistants and end users. He said, "People feel as though they are entitled to having everything printer-wise." He needed an understanding of the real printing requirements of end users, rather than desires or aspirations. At times employees felt their opinions were not valued. After a conversation, if he was still experiencing pushback, he would find a manager to make the final decision. The IT site manager agreed that these should be the steps when convincing an end user that the change is necessary. He explained, "What I was worried about was the higher-level negotiating. Some folks were very easy... Other folks, once you explained the 'bigger, better, faster, cheaper' portion, people were all about that." He also felt that the master map helped this

conversation. While some employees were pessimistic, not all employees were disappointed by the change. Administrative Assistant C explained, "It was good to know that the copier was faster and we were not going to lose anything with the new copier."

Once the PM gained approval from a manager, he ordered the necessary devices. He then began to think about the best approach to communicate with end users. While PrintCo supplied some change management material such as posters and email templates, the Buyer felt that these needed to be adapted for use by Company A. The Project Manager, Buyer, and Intern created posters that notified end users that a change to their printer was occurring and another that trained end users on how to install the software necessary for the new devices to function properly (Administrative Assistant A). The Buyer, having previously been an Administrative Assistant, knew that it was beneficial to get the administrative assistants involved in the process because the printers in their area became their responsibility. Therefore, they were aware of the needs of the end users in their areas and communicated with these end users when there were issues with the printer.

Administrative Assistant A found the posters to be helpful for her and her end users. She could print copies of the instructions for end users when they had questions. She also commented, "They all looked the same and went up at the same time, so when you walked around the building, people could say, 'Oh look, this printer has that sign, too.'" The posters helped solidify that they knew the change was coming. The IT site manager also felt that the posters were beneficial, noting, "People read them so they were at least prepared for the change mentally. Granted, we did not always have the dates accurate...Ultimately, it's all about getting people prepared for the change and to expect the change." He further described, "You plant the seed of change and then you let that grow over time. And then when there is change, they say, 'I already knew about it'" (IT Site Manager).

Administrative Assistant B commented on the internal webpage that was created by the same team to better communicate with end users and explained that while the website was a wealth of information for end users, it was not utilized. She hoped it would be used in future when the installations were complete and information needed to be referenced down the line. The PM also created an email template for administrative assistants to send out to end users in their areas to notify them that the change was happening in just a few days, which included the training for updating the software for printing. At least some end users felt they had the information needed (End User).

Now that the communication tools had been disseminated, the PM could hold meetings with administrative assistants to discuss the installation process. Some were surprised that many of the decisions had already been made. Administrative Assistant A felt that including “one of the administrative assistants that has an overall picture of the needs of the building” earlier in the process would have been beneficial. She thought the approach by the PM was, “here is what we are doing,” rather than asking for feedback. On the other hand, Administrative Assistants B and C felt that they were adequately involved in the process. Administrative Assistant C explained, “I thought it was a good thing that [the PM] got everybody together and explained the process.” An installation schedule was discussed and posters notifying end users of the change were posted at each printer, to ensure end users were informed.

While the orders were going through, a sample device was brought into IT to test in the corporate offices. Administrative Assistant B also felt that engineers and different types of end users should have been more involved in the testing process to help avoid potential issues that can arise. These employees print different documents than Corporate. It was during this testing that an issue with the margins of blueprints was discovered. Parts of blueprints were being cut off, which is significant in a manufacturing plant. The installation of printers was delayed while the printer company worked out the issue, a software bug.

Administrative Assistant A described that she could communicate the reason for the delay to the end users, to help avoid confusion. These relationships were another reason why it was so important to involve the administrative assistants in the process. End users go to them first with questions. Administrative Assistant B explained that the delays became humorous in her department. End users joked that while a date was provided, the year was not. Administrative Assistant B recommended not telling end users that the change was coming if it is not confirmed because “then it looks like you do not know what you are doing.” She thought it would have been better to wait until the change was confirmed. The End User felt the same way and advised, “sometimes when communicating, vague is better.” The IT site manager had a slightly different view. While the delays were confusing for end users, he was glad that the issue was caught prior to installation. He explained, “I’m glad we took the time to stop, figure out what we needed to do, and then continued forward. That is a much better approach than to just jam it in there and then all of a sudden you have a lot of problems, which gives your project a bad name.”

Once the printer company solved the problem with blueprint margins, installation could begin. The solution was a “patch” to the software, which was downloaded onto the printer by a printer company employee during the implementation process. However, during the first installation, the printers still did not work, which put the remaining installations on hold. PrintCo’s technician had the wrong patch due to internal miscommunication. The PM then needed to work out a process with PrintCo to ensure that the devices were coming to Company A with the correct software. Finally, installations could begin again, but they maintained a slow speed so that remaining issues could be ironed out. The PM now felt the need to double check PrintCo’s work along the way. The plan was to gradually increase the rate in which the devices were installed once the process was more secure (Project Manager).

As more and more devices were installed, issues amongst the administrative assistants and end users arose. For example, because of an existing

lease that did not expire for another year, Administrative Assistant A's device was not replaced. However, a printer nearby was replaced that only serviced seven employees compared to the one hundred fifty employees in her area where the older device was still in place. Administrative Assistant A described the reactions to this lack of change as, "People feel like the little step child." She believed the team should have communicated earlier and switched the replacement device with the leased device so the newer device would be servicing more end users. Administrative Assistant A felt that the team could have been more adaptive to issues like this one to make for a better end user experience at the time of implementation. Despite this disappointment, Administrative Assistant A is looking forward to not having to notify the Helpdesk every time the printer goes down since the new contract requires that PrintCo is automatically notified when the printer is malfunctioning. This notification is one less task for her to complete in her job role so she has more time for other projects.

Now that devices were installed, the project manager needed to tie up loose ends such as reviewing changes in invoices, calculating savings, checking back in with end users on the status of their new devices, and carrying out the next steps of the printer project, which includes removing desktop printers.

Communication During Change Implementation Within Company A

In addition to the posters and email templates, the PM communicated directly with key actors he identified. He explained, "I think we have been successful in going out to the plants and the sites and finding key stakeholders to help us through a lot of the introduction to the people." Once he found the right human resources to work with, he worked towards "finding out what was important to each one of the groups and tailoring the communication to them." This information was gathered through a "listening tour" initiated by the PM. If the stakeholder sees that the change is good for them, they are more likely to work with the

change agent. For example, the IT site manager became involved due to his interest in efficiency. He saw that this standardization project would save the company in support hours, power, supplies, and valuable floor space. Meanwhile, Administrative Assistant B saw the cost savings as a major benefit.

More critically, the IT site manager recommended more direct communication with more employees. He said, "I always think of change as dropping a brick in the water. You get the huge wave and as it ripples out it calms," especially with increased communication. He explained, "You don't always know who all of the stakeholders are for each particular device."

The project manager also wondered if having clearer mandates by upper management would have been beneficial in terms of getting the necessary human resources on board with the project. He wondered, "It would be interesting to have the projects we work on communicated out from the highest level with a sense of importance of the project, so that by the time I get there, they know that this project needs to be a little bit higher on their radar because it matters to the company" (Project Manager). The Buyer agreed that stakeholder engagement from the beginning of the project is crucial and that getting the right support from IT had been difficult.

The Buyer explained that Company A's culture plays a role in getting employees involved and accepting of change. At Company A, there is little traditional top-down communication. While management has the final say in priorities, they rarely mandate them. According to the administrative assistants, notifying supervisors of the change in this case would have been helpful because it would have created buy-in for the supervisors and as a result it would have empowered administrative assistants to take more of a role in the change because they would have had support from their managers. With IT, for example, the PM ultimately had to contact the head of IT to get the attention of someone to work on the project.

The Buyer saw communication as crucial because, "People are more likely to not resist change when they're a part of it" (Buyer). The buyer explained that a change agent needs to try to understand end user's needs and build trust. One also needs to be able to tell the story of why the change is taking place, so end users can envision the benefits of the change. The buyer also believed that the change agent needs to understand that there is a grieving period associated with any change and see the "human factor" within the change. The change agent needs to take the time to understand the stakeholder's frustrations and be cognizant of feelings that are a part of the change (Buyer). The Buyer also explained, revisiting end users and administrative assistants and letting them know that "we're still here for them" is an important piece because "when the next project comes down the line, we will be able to maintain their support."

When asked if installation went smoothly, the IT site manager explained, "I use the noise meter. If I hear a lot of noise and people are complaining about it, then it didn't go well. If I'm not hearing anything, then it must have went fairly well. And I'm not hearing anything, so I think it went pretty well."

RESULTS

At this time, the Managed Print Services agreement has been in operation for several months. Since final numbers with regards to cost savings have not yet been tallied, success with regards to financial considerations is not yet measurable. However, success is visible in that the project is a reality: Company A has installed and is using the new devices. Through the data gathered from stakeholders presented above, we can determine that the steps of both the PMBoK process groups and Kotter's Process for Leading Change were components of the organizational change and discern whether they contributed to project success (see Figure 3).

APPLYING THE PMBoK PROCESS GROUPS

Each of the five project management "process group" steps in the PMBoK was relevant to and completed in the organizational change at Company A (see Figure 1).

Initiated. The project was introduced to increase efficiency and control costs, and after a review of alternative contract options was conducted, Company A decided to continue to use their current provider but change to a Managed Print Services agreement. As well, key stakeholders were identified.

Planned. The scope of the project included all North American sites. The PM determined activities, sequence, communications and projected cost savings were projected.

Executed. The execution of the change began in summer of 2017 and lasted about six months. During this phase the project team was developed and managed, with some challenges related to IT's role. Information was distributed via signage, web portal, and face-to-face conversations, to both share details and manage stakeholder expectations.

Monitored. The project was monitored and controlled as it unfolded. One particular challenge required significant monitoring (a software bug that created faulty margins on blueprints). Stakeholder communication continued as the timeline changed.

Closed. The project closed when the roll out of new device was completed. Costs and savings will be determined soon.

APPLYING KOTTER'S 8-STEP PROCESS FOR LEADING CHANGE

Each of the steps in Kotter's 8-Step Process for Leading Change contributed to the transition to a Managed Print Services agreement at Company A. Steps were used to a greater or lesser extent (see Figure 2).

Step 1: Company A Created a Sense of Urgency

To create a sense of urgency, the PM began a conversation with Corporate IT to understand their needs and motivations. Sharing the benefits of the new devices with administrative assistants and end users also created demand. (Challenge: Due to the workload of IT employees, they did not prioritize the project early on. Urgency developed only when IT continued to receive Helpdesk calls when they expected these to go directly to PrintCo.)

Step 2: Company A Built a Guiding Coalition

Getting IT involved was important in building a guiding coalition. This step also involved getting site managers and administrative assistants together to initiate the change. The project manager needed to let these stakeholders know why the change needed to happen to get them on board. (Challenges: While the PM went on a "listening tour," not all stakeholders believed their opinions had been solicited early enough. Also, corporate did not present a strong message of support during the process.)

Step 3: Company A Formed a Strategic Vision and Initiatives

This involved mapping out a plan to communicate to the stakeholders involved. The PM needed to explain the steps necessary to change out the printers. This explanation involved letting stakeholders know when they would be involved and what exactly they needed to do.

Step 4: Company A Enlisted a Volunteer Army/Communicated the Change Vision

Once a strategy was in place, the project manager then needed to work with end users to help them understand why the change was happening and to create buy-in. At this step, the project manager, the buyer, and the intern went on a listening tour in each plant. During the listening

tour, important questions were asked about the use of each printer to ensure that the correct printer would be installed. This listening tour allowed end users to feel involved in the process. This step also involved letting end users know that the change was coming and posting flyers at each device to communicate the message. Administrative assistants were also enlisted since end users approach them first with questions about the printers.

Step 5: Company A Enabled Action by Removing Barriers/Empowering Broad-Based Action

One of the barriers that the change project faced was the lack of resources provided from IT because of being overloaded. The PM responded by being persistent and keeping them aware of the process so that when they really needed to participate, they would know what needed to be done. The PM also helped this issue by learning about the different IT concepts so that he could communicate issues between IT and PrintCo. This communication was also necessary when the delays were occurring due to the margin and scanning issues. While the delays were a barrier, larger issues were avoided because it was caught early on through testing. At this point, IT was empowered to become involved with the testing.

Step 6: Company A Generated Short-Term Wins

Short term wins were also important to keep everyone involved in the process motivated, included the resolution of IT issues as well as projected savings calculations. These wins let stakeholders know that things were moving forward and that the result would be worth all the work it took to get there.

Step 7: Company A Sustained Acceleration/Consolidated Gains

Due to the commitment of the project manager, the energy throughout the process was sustained.

Step 8: Company A Instituted Change/Anchored New Approaches in the Culture

The PM completed the change. Training were held for downloading the correct software. (Challenges: Whether it becomes engrained in culture remains to be seen.)

RECOMMENDATIONS FOR KOTTER'S MODEL BASED ON COMPANY A'S EXPERIENCE

Based on Company A's experience, improvements could be made to Kotter's 8-Step Process for Leading Change (see Figure 4). For example, while Step 4 focuses on communicating with end users, this group of stakeholders is not represented elsewhere in the model. It would be beneficial to involve them early on as their input is needed from the beginning of the planning process. Their concerns also need to be addressed once the change is complete. The culture of the organization and how it impacts motivation, communication, and engagement, which affects how a change is implemented in an organization, is not addressed sufficiently. While mentioned in Step 8, it needs to be present throughout the change. The Kotter model also does not address reinforcement of a change. It discusses the training involved for end users to institute the change, but it does not include what needs to be done as "follow up." Issues need to be addressed on a periodic basis once the change takes place. Finally, while project management steps are involved with this model, it does not specifically address that these are project management responsibilities. As discussed above, change management and project management are two different roles that need to happen simultaneously for a change to happen in an organization.

Kotter's model could be updated and expanded to improve its utility in organizational change. The model has the following adaptations. First, it foregrounds the project management process, which has an

important focus on technical and procedural steps. These two approaches need to overlap for a project to be accomplished successfully. Second, it emphasizes two-way communication throughout all steps. Third, it adds a Step 9 to highlight as-needed change reinforcement.

The case study was completed to investigate three propositions developed from the literature review. These propositions are stated again below along with evidence that supports them.

P1: Change is implemented more effectively if an organization uses both project management and change management approaches.

Project management involves gathering the resources required to implement change while change management prepares employees for change and involves them in the change decisions by asking for their inputs. Due to the complexity of this project, many resources needed to be coordinated by the project manager. In addition, the project manager in this case also needed to perform the change management function and involve the end users in the decision-making process to ensure that their needs were met, and that they had all of the information and skills necessary to adapt to the change once it was implemented. Thus, the project manager needed to coordinate the needs of employees, IT, and the printer company to make the change successful. In this case, project management and change management worked together on a continuum and required a large amount of communication. The change would not have been successful if one of these did not occur.

P2: Kotter's 8-Step Process for Leading Change is a useful guide for change, especially in those organizations relying on a project management approach to change.

Based on the case above, Kotter's 8-Step Process for Leading Change is an appropriate model for most change implementations. Project management was the dominant concern in this change case as there was a lot to coordinate in terms of IT. The Kotter model addresses several of the project

manager's tasks. The model also highlights the social-psychological focus of change management, including end users' needs, communication and training. This communication occurred in the case study organization and helped avoid future problems in the change implementation.

There are ways to improve the model. This improvement includes involving the end users in other steps throughout the process such as immediately in the beginning and in reinforcement at the end. The culture of the organization, which affects how change should happen in an organization, is not addressed adequately in this model. Kotter might also add a Step 9 to his process that involved the reinforcement phase. While the roles are included, project management also was not specifically called out in the model. Despite these potential improvements, the Kotter model is still the most appropriate change model for most change implementations.

P3: Two-way communication facilitates smooth change implementation.

As mentioned, two-way communication occurred at the case study organization. The Project Manager, Buyer, and Intern went on a listening tour and heard the concerns of several stakeholders. The listening tour helped avoid potential issues. End users voiced their concerns, which could be addressed prior to installation. The project manager also informed the end users that the change was coming. He explained why, how, and when it would take place. Several stakeholders mentioned that the two-way communication that occurred was beneficial. However, stakeholders also stated increased two-way communication would have been advantageous.

LIMITATIONS AND FUTURE RESEARCH

There are some limitations in this case study. The first limitation is a small sample size. Interviewing a broader array of individuals would

provide more data from which to draw conclusions and to create more generalizable findings. As well, data was only collected at Company A's headquarters and in one plant. Data collected from other plants and sites would make the sample more diverse. Another limitation is that only one organizational change was analyzed in this case study. The analysis of comparable organizational changes would help to refine and expand Kotter's model. Future research might analyze the use of project and change management approaches across several cases. As well, further understanding the role of project management and change management's role in the ability to address early versus late adopters of change would be useful. Finally, further research on company culture and how it impacts organizational change would create more understanding of the importance of using both project and change management approaches to organizational change.

CONCLUSION

A successful organizational change is accomplished through the combined practices of change management and project management. These practices must work cohesively and utilize two-way communication for an organization to reach its desired state. Project management is the practice of gathering and coordinating the resources required to implement an organizational change. It focuses on the technical side of the change. Change management focuses on the individual and is the practice of providing end users, or employees, with information, technology, support, training, and in some cases, reassurance, which are required by the end users to implement and embrace change. It focuses on the people side of the change (Prosci, n.d.). Project management and change management must work cohesively to transition an organization from a current state to a future state.

Communication plays a large role in project and change management. Communication is a similarity of the two approaches as well as what binds them. Without effective communication, interrupted productivity and

unhappy employees will occur. Two-way communication can help avoid potential problems with the change. End users often understand the most significant flaws in the current state, and can contribute this knowledge in determining and implementing the change. Meanwhile, change leaders can inform them of the change. Without communication, parties are unable to share this information. Communication and involvement also assist in creating buy-in from all stakeholders.

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WEB APPENDIX

A web appendix for this paper is available at: <https://dx.doi.org/10.15239/j.brcacadjb.2020.10.01.wa04>