

Contents

Foreword	ix
Acknowledgments	x
Introduction	xi
CHAPTER 1: Managing Project Change	1
Change Management Defined	1
Why Bother with Change Management?	2
Let's Set Some Context	4
Case Study	10
CHAPTER 2: Setting Up for Success	15
The Roles of Change Management	15
What Do We Control?	21
Timing Is Everything	23
Case Study	28
CHAPTER 3: The Process of Change Management	33
Designing Your System	33
A Few More "To Dos"	40
Case Study	43
CHAPTER 4: The Output of Change Management	47
Now What?	47
Yes, the Triple Constraints Are Impacted	49
The Board Denies the Change	51
The Board Approves the Change	52

The Triple Constraints Are Not Impacted	54
The Project Manager Denies the Change Request	56
The Project Manager Approves the Change Request . . .	57
Process Review	59
Exceptions	62
Escalations	63
Case Study	65
CHAPTER 5: The Incremental Effect	71
The Theory of Disruptions	72
The Theory of Timing	81
The Theory of Estimating Change Requests	83
Case Study	85
CHAPTER 6: Change Tracking	89
Documenting a Change Request	89
Logistics	98
Making a Change Request Log	100
Finishing Up	103
Case Study	105
APPENDIX A: Nine Knowledge Areas Refresher	111
APPENDIX B: Change Management Templates	123
APPENDIX C: Calculating the Critical Path	129
GLOSSARY	135
Index	141