National College of Ireland

An exploratory study into the relationship and level of integration between project management and change management in a public utility

Masters of Science in Management

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Abstract

The focus of this study is to look at the relationship and level of integration between project management and change management. Organisations in the last 30 years have begun to discard the traditional organisation structure in favour for a more flexible and adaptable project based structure (Svejvig & Anderson, 2015). This has been in reaction to increased turbulence in the overall environment and increased complexity of organisations. The importance and perception of project management has dramatically expedited over the past number of years. Whilst many organisations are still predominantly formed and organised by the traditional 19th/20th century control based models (Thiry, 2011), many organisations have partially/fully integrated project management into their organisational structures. Organisations have recognised that they have must have the ability to adapt to change to survive.

Most projects involve some component of change whether it's changing work habits, cultural re-alignment and/or ensuring user uptake of a new system (Pollack & Algeo, 2014). As evident in the forthcoming literature review, there are a number of authors that make links between project management and change management. One such author Pollack (2016), suggests there is a need to integrate organisational project management and change management. Referring to them as separate disciplines, he recognises that both can work separately to deliver organisational change but when combined, they would possess a substantially greater chance of efficient and effective project delivery.

This research paper focuses on this relationship between project management and change management and the potential integration of these disciplines. As identified by Prosci (2018), there are four core dimensions of integration, which are; people, process/methodology, tools and results/outcomes. These areas are recognised as the fundamental aspects of integration and will also provide structure to this study. Using a phenomenological philosophy, the purpose of this study is to understand the experiences of practitioners from both perspectives. Utilising purposive sampling, six semi structured interviews were conducted as the data collection mechanism. Ultimately, the findings were analysed

and re-contextualized with the current literature resulting in a number of key recommendations for potential practitioners to around amalgamating both disciplines.

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Glossary

PMI: Project Management Institute

PMBOK: Project Management Body of Knowledge

PRINCE: Projects in a Controlled Environment

PERT: Planning

CPM: Critical Path Method

IS: Information Systems

CMI: Change Management Institute

OD: Organisational Development

HR: Human Relations

RACI: Responsible, Accountable, Consulted, Informed

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1.0 Introduction

This research topic is “An exploratory study into the relationship and level of integration between project management and change management in a public utility”. Throughout the research conducted on project management and change management integration, all related academic journals reviewed seem to unanimously advocate for the integration of both project management and change management. The overriding rationale is that both disciplines could be viewed as complementary. The core argument set out is that while both disciplines have different approaches, methodologies and diverging intellectual heritage. They share a common objective, which is to ensure the successful transition from one state to another. Ultimately, an integrated approach would likely be more effective and efficient when delivering change initiatives then either discipline working in isolation.

Both disciplines aid in the transformational process of transitioning from one state to another. This process typically transpires across two core perspectives, technical and people. A successful transition from a technical perspective would be exemplified by a solution that is well planned, controlled and delivered. This would best describe the discipline of Project Management. Subsequently, that well designed solution would be welcomed, adopted and utilised by the impacted employees, which best describes the discipline of Change Management. The aforementioned examples show that despite blatant disparities in their primary focus, both disciplines aim to achieve the same outcome.

Whilst there are copious authors addressing why project management and change management should integrate, there is little to no consensus on how. Therefore, there is a need to extend our comprehension on this aspect. As emphasised above, a superior understanding of this relationship and how these two fields integrate would aid both practitioners and researchers. This dissertation hopes to contribute to the growing knowledge in this area and assist practitioners who may wish to undertake this complex endeavour.

2.0 Literature Review

This chapter will cover all pertinent topics required to provide a robust rationale for the further integration of project management and change management. Both project management and change management have been extensively researched as individual disciplines (Pollack, 2016) (Hornstein, 2015) (Pollack & Adler, 2015) (Svejvig & Anderson, 2015) (Pollack & Algeo, 2014) (Parker, et al., 2013) (Lehmann, 2010). Hornstein (2015) suggests that throughout organisations and within the literature, both disciplines are viewed as mutually exclusive. However, over the past decade, there has been stark increase of authors recommending that these disciplines should work in a cooperative manner. Therefore, in order to provide a comprehensive picture, the first section of this chapter will provide a brief theoretical overview of both disciplines in isolation. This will enable the reader to appreciate the foundation of each discipline, focusing on aspects such as their origins, definitions and reasons for success and failure of initiatives.

The second section will review all available literature around integrating both disciplines, while exploring the relationship and interrelated dimensions, ultimately surmising the potential benefits and drawbacks of this potential collaboration.

2.1 Project Management

In today's environment, change and management of said change has become increasingly more important for organisations, especially when it comes to remaining competitive (Stummer & Zuchi, 2010). A required change for an organisation is typically executed through a project, or if large enough a number of projects known as a program (Crawford, 2011) (Gareis, 2010) (Biedenbach & Söderholm, 2008). Project management is a formalised and disciplined framework concerning how to manage projects efficiently. It involves processes, methodology and people aiming to meet an organisations project goals and ultimately their strategic objectives. Some of the main characteristics of project management are a clear start and end date with well-defined tasks, processes and deliverables (Thiry, 2011).

The Project Management Institute (PMI) defines project management as "the disciplined application of knowledge, skills, tools, and techniques to project activities

to meet the project requirements " (Project Management Institute, 2018). Similarly, Kerzner (2013) states that a project is any series of activities and tasks that have a specific objective to be completed within certain specifications; has a defined start and end date; has funding limits; consumes money; utilises people and is multifunctional. Both definitions essentially state the same thing, that the core of project management is applying the relevant toolkit with the purpose of accomplishing a certain outcome.

Project management practice has grown exponentially over the past number of years and is now thought to be of significant importance across numerous sectors and industries. As noted in a study performed by Pollack & Adler (2015), research into project management continues to advance not only from the development of various institutions but also from its expansion into new domains and its multi-disciplinary nature. Also noted by the authors was the difficulty of one to develop a holistic perspective of all project management research as the discipline is so vast and spans so many different domains. That being said, this chapter will endeavor to provide an overview of project management with a particular focus on the organisation change aspects of project management.

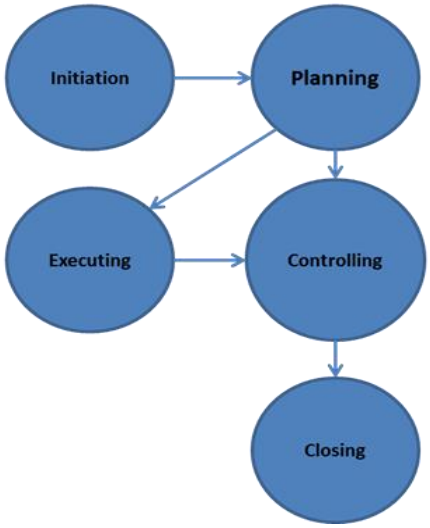
2.2 Project Management Origins

As a term, project management is believed to have first appeared in the US defence aerospace industry in the 1950's (Johnson, 2002). PERT (Planning and Evaluation Research Techniques) and CPM (Critical Path Method) originated from here, both core components of managing projects today. The term project manager was first used by Gaddis (1959), who saw project management as a middle management function based in project integration. However it wasn't until the late 1960's and early 1970's that project management and organisational integration began to receive academic attention. The core studies that lead to the development of project management and the project based organisation structures we have today are; Lawrence and Lorsch's (1967) study on integration and differentiation, Galbraith's (1973) study on forms of integration and Davis and Lawrence's (1977)study on matrix organisations. These studies primarily focused on the integration element and the traditional roles of managers such as planning,

organizing, leading and controlling. There was little to no reference to social/psychological aspects with the aforementioned traditional roles of a manager still largely defining the present day project manager.

Since project managements inception, there has been many standards or models designed for managing projects. The main institutions formed were the Project Management Institute (PMI), the IPMA (International Management Systems Association and host of others based in Europe, all of which formed around the same time period (Morris, et al., 2012). The Project Management Institute (PMI) was founded in 1969 and developed PMBOK (Project Management Body of Knowledge) which is a set of standards, established by a consensus and approved by a recognised body. It is essentially a framework on how to succeed with project management. The core driver for its creation was to develop some form of certification for the profession (Cook, 1977). The adoption of PMBOK is primarily based on the utilisation of five process groups that integrate with nine knowledge areas that ultimately aim to facilitate successful project implementation (Parker, et al., 2013). The aforementioned groups and knowledge areas can be viewed below:

The Five Phases



The 10 Knowledge Areas

(Project Management Institute, 2013a)

These process groups and knowledge areas are not wholly agreed across the institutions, with slight varying differences, but the core idea remains the same.

As previously mentioned, project management as a discipline has been practiced for approximately 70 years. However in terms of its development and adaptation to the current environment, the literature seems split. A study performed by Svejvig & Anderson (2015) found that despite its long development, project management has not adapted to its current climate and is somewhat inadequate to manage projects successfully. The authors also observed that project management was first influenced by engineering in its early development. This fact seems to be a major contributing factor as to how project management has developed into the process and task orientated management tool it is today.

However, contrary to that, a study performed in the same year by Pollack & Adler (2015), concluded that project management has adapted and continues to adapt itself to its environment. Although the core principles/aspects of project management has remained virtually unchanged for many years, through scientometric analysis, Pollack & Adler (2015) found that more recently, project management has expanded into new fields such as knowledge management, strategic planning and environmental issue management. The authors conclude that project management has evolved away from the more technical aspects to a heavier emphasis on the interpersonal aspects and the role of the discipline in a broader organisational context (Pollack & Adler, 2015).

2.3 Project Management Success/Failure

The increasingly popular topic of project success is covered more and more throughout the literature (Pollack & Algeo, 2016). A study performed by the Standish Group (2013) on Information System (IS) project failure rates found that while project success rates have improved from 2004's historical low of 24 percent. They remain low at approximately 39 percent, meaning well over half of all IS project are not delivered successfully. The end result is huge losses to both private companies and governments and the solution to this issue is far from clear. The issue of IS failure is multi-dimensional and the literature demonstrates an assorted lack of unanimity on what constitutes failure (Simintiras, et al., 2015).

Many authors suggest that some of the key factors in project failure are technical bias, a lack of an evaluation and/or lack of consideration for the human

factors (Hornstein, 2015). Hornstein (2015) identified that there is a lack of literature to date around the contribution of human factors in project management. However he stated that Kotter made brief reference to the issue stating that organisational transformation efforts will fail and be associated with “inattention to social system issues” as opposed to technical or process/procedural issues (Kotter, 1995).

A more recent study performed by Hughes, Rana & Simintiras (2017) suggests that project success rates are improving but failure rates are still unacceptably high, especially when cost to the company is considered. The study goes on to reference and discuss the key factors for failure which are poor change management, poor requirements management, poor project management, poor risk/budget management, project too large/complex, lack of executive support, poor stakeholder relationship management and an inadequate post-mortem and evaluation process (Hughes, et al., 2017). Interestingly half of the aforementioned factors are key components of change management, although the discipline is referenced in the study on its own.

2.4 Change Management

Whilst the environment radically shifts with changing work standards, an ever- more knowledgeable workforce and fast developing technology, change is becoming more and more important in daily organisational life (Barnard & Stoll, 2010). Many authors stress the importance of “sensitiveness” when it comes to managers making alterations to the organisation. Change can be involved in virtually any aspect of the organisation, from small innovative technological changes that are barely noticed to large scale transformational projects affecting thousands of people. There can be serious repercussions for any organisation, if change is not introduced correctly, the reasons for change are not fully explained and the overall process is not managed effectively (Gill, 2003). Hence the growing importance of change management which essentially focuses on understanding and managing the ways organisations adapt and change (Pollack, 2015).

Change management is quite similar to project management, it too involves processes and methodology, but change management places a particular emphasis on people. Although change management is an increasingly popular topic, a

formalised framework or set of guidelines has yet to be established. Unlike project management, it can have no clear start and end date, no prescribed tangible tasks/milestones and its overall goal is to manage the impact of the change that has resulted from project management activities (Mento, et al., 2002).

2.5 Change Management Origins

In contrast with project management, change management is quite new, eliciting much of its literature from topics such as communications, strategy, human relations (HR) and organisational development (OD) (Crawford & Hassner-Nahmias, 2010). Recognised as a subset of OD, change management seems to have been first coined by a Mc Kinsey & Company consultant Philips (1983), where he detailed his perspective on how to increase organisational change effectiveness. A multi-disciplinary practice, recognised nearly two decades ago by Senior (2002) as a highly sought after skill by management. In terms of definition, there is little consensus, but the below is often referenced within the literature.

As described by Kanter (1992, p. 279), "Change involves the crystallisation of new possibilities (new policies, new behaviours, new patterns, new methodologies, new products or new market ideas) based on the reconceptualised patterns in the institution. The architecture of change involves the design and construction of new patterns, or the reconceptualisation of old ones, to make new, and hopefully more productive actions possible." In addition to the aforementioned, Dunphy (1996)adds that changes are numerous and should be planned with consultation of the employees affected. As changes are numerous and the types of changes encountered can be multi-faceted, it is paramount that organisations consider the type, depth and complexity before implementing any changes (Dervitsiotis, 2003).

The Change Management Institute (CMI) was founded in 2005 to aid in the professional development of change managers (Change Management Institute, 2018). Originating in Austrailia, this institute aims to promote change management and support education, networking and accreditation. They have also begun developing a body of knowledge known as "CMBOK", similar to project management version of PMBOK. However, unlike project management, change management is not that well established with little literature available on certain fundamental aspects

such as specific roles and responsibilities of the change manager (Crawford & Hassner-Nahmias, 2010). The literature instead focuses primarily on theories and processes of change, whilst only recognising that there are many actors involved in the management of change.

Lewin (1947) is arguably the most influential in terms of planned approaches to change. He described a three stage process whereby, one unfreezes the behavior, then moves to a new behavior and finally refreezes that new behavior. This was the dominant framework for a number of decades with several adaptations generated but the approach was later heavily criticised for requiring a large number of assumptions to be considered for it to be effective (Todnem, 2005). Since then, a number of new models have been developed, known as the “emergent approaches”. There are three main models associated with change management, which are Kanter’s (1992) ten commandments for executing change, Kotter’s (1995) eight stage process and Luecke’s (2003) seven steps. Without going into any major detail regarding these models, they are all said to be mainly focused on the softer issues (people) of change to achieve business outcomes (Parker, et al., 2013). The below table shows the three models referenced above, with the core stages of each model segmented, compared and contrasted to show both similarities and the differences between them. This shows the multi-faceted nature of change management and how different authors interpret the core aspects of the discipline (Parker, et al., 2013).

Kanters 10 Commandments	Kotters 8 Step Model	Luecke 7 steps for change
Analyze the organization and its need for change		Mobilize energy and commitment through joint identification
Create a shared vision and a common direction	Create a vision for change	Develop a shard vision
Separate from the past		
Create a sense of urgency	Create a sense of urgency	
Support a strong leader role		Identifiy the leadership
Line up political sponsorship	Create a guiding coalition	
Craft an implementation plan		Communicate the change vision
Develop enabling structures	Empoering broad-based action	
Communicate, involve people and be honest	Communicate the vision	
Reinforce and institutional change	Anchor the changes	
	Create short terms wins	
	Consoldiate improvements	
		Focus on results, not activities
		Institutionalise success through formal policies, systems and structures
		Monitor and adjust strategies in response to problems
Kanter et al (1992)	*Kotter(1995)*	*Luecke (2003)*

2.6 Change Management Success/Failure

Similar to project management, it is often expressed in the change management literature that there is a 70% failure rate in change initiatives. However, Hughes (2011) performed an investigation into the validity of this statement. The author concluded that the polarizing statement was not founded in any empirical evidence and made reference to his study on change managers, who stated the overall evaluation of the change process cannot be performed effectively, as there are too many variables. Although this study does conclude that the 70% failure is false, the author states that change initiatives do fail at a high rate, but there is no method of measure available (Hughes, 2011).

Authors such as (Parker, et al., 2013) (Lehmann, 2010) (Levasseur, 2010) (Fernandez & Rainey, 2006) (Todnem, 2005) all make reference to the fact that the literature around the topic of change management is awash with complexities and

with many contradictory research findings and theories. This ultimately makes it increasingly difficult to develop some form of framework, guidelines or recommendations in regards to change management as there is no consensus on any of the key factors. Many of the aforementioned authors have made the same point that the main drawback of change management is the lack of structure and lack of clarity around the disciplines boundary and relationship with other related disciplines.

2.7 Dimensions of Project Management and Change Management Integration

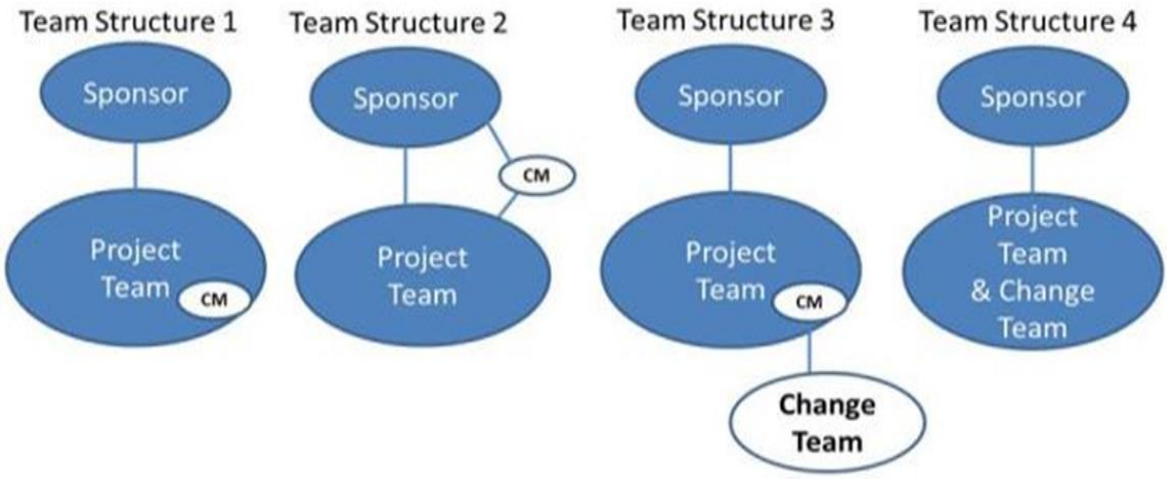
Projects by their very nature involve some element of change. Whilst there are a host of various different fields interconnected with project management, like portfolio management for instance, change management is a field that will require increased reliance and understanding going into the future (Crawford, 2011). Ultimately, change is an inexorable ramification of project implementation and the management of said change, is one of the major determinants as to whether or not the project will be a success (Hornstein, 2015).

The previous sections demonstrated briefly the two key disciplines involved in this research project. These sections viewed both disciplines separately, drawing on the origins and reasons for success or failure, with the overall objective of creating an argument for integration. The next section will discuss the literature around the relationship between the disciplines and the potential for integration. As recognised by Creasey (2018) of Prosci.com who provides research on this subject, there are four core dimensions when it comes to the integration of project management and change management. The four dimensions of people, process/methodology, tools and results/outcomes will serve as the basis for this forth coming section.

2.7.1 People

The people dimension is a complex conundrum with many components. The main components outlined here are in relation to where change sits within a given project, the project manger/change manager relationship and roles and responsibilities. In

term of where change sits, there seems to be the following potential for four different scenarios which are outlined in the following diagram:



Prosci.com

As stated by Prosci.com (2018), latest research suggests that 76% of projects have a dedicated change resource assigned to the project team. As the above diagram demonstrates, the level of integration can vary depending on the norms of the organisation or the nature of the project. There are clear advantages and challenges with each structure, for instance, when a change resource is closer to the team, there is a superior level of knowledge, making it easier to integrate. However, when a change resource is external to the project team, the resource can remain more objective and concentrate exclusively on change management elements.

The nature of the project manager and change manager relationship is intriguing as there are numerous elements at play. One such element is power, which as identified by O'Donovan (2018), the project manager would typically win any power apportioning agreement over the change manager. This is also clearly evident in the diagram above, where the change manager is nearly always a secondary/supportive role. This could potentially be an area of conflict with the alternative of working interdependent of one another, potentially lending to lost synergies. An additional element is the cultural difference between both disciplines. Project management has been identified as innately masculine with its task orientation, while change management is inherently feminine focusing more on the people aspects of change (O'Donovan, 2018). Whilst Thomas & Buckle-Henning (2007) assert that neither masculine or feminine traits or methods of reasoning are

greater than one another, they did find that PMBOK, which is primarily based on masculine logic, is viewed in the industry as “best practice”. Ultimately, indirectly renouncing the softer feminine logic as less significant and most probably less valued.

These differentiating factors can be understood more clearly when the disciplines theoretical backgrounds are considered together. Project management was influenced by engineering, with hard systems thinking and a heavy emphasis on quantitative techniques such as budgeting and scheduling (Pollack, 2016). Change management’s theoretical background according to (Crawford & Hassner-Nahmias, 2010) was established in literature around communications, human relations (HR), strategy and organisation development (OD). This could be one of the contributing factors to why these disciplines have remained separated until recently, coupled by the fact that most change management functions within an organisations have been based within the HR department (Pollack, 2016).

As stated at the outset of this section, the people dimension is complex, especially when distinguishing roles and responsibilities. Pollack & Algeo (2014) conducted a study on what project managers and change managers considered the critical success factors of their disciplines. Their findings are interesting, in that, the authors additionally identified the different perceptions each discipline held of each other. Conducted through a questionnaire, both disciplines answered nearly half the answers differently especially in terms of project implementation. One key difference was that both disciplines scored their role in communication and feedback significantly higher than the other. This could potentially be an area of conflict and is especially concerning for change managers given the prominence of both these topics in their discipline. The authors concluded by suggesting that there is need for clear boundaries between the disciplines and that project managers need to be conscious of the role change managers are there to perform.

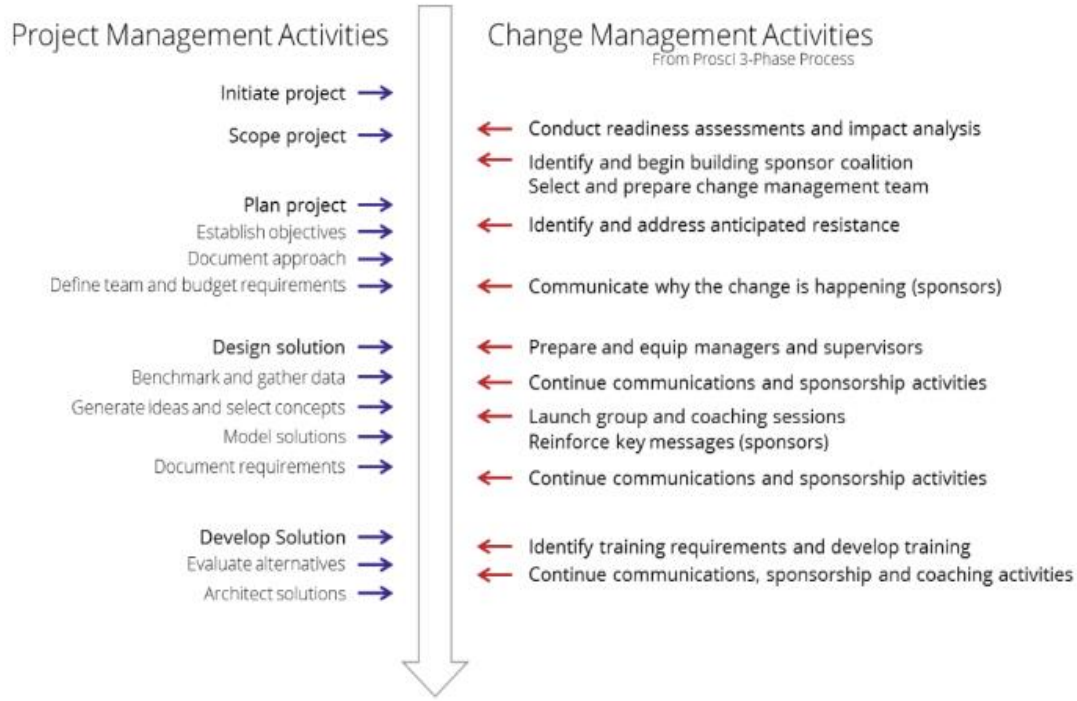
The findings in the above study and the suggested potential for conflict is further compounded in the study by Stummer & Zuchi (2010). This study involved reviewing the key literature around the roles and relationships between change, program and project teams. It was identified that project and program roles were clearly defined in the literature. Change management roles in contrast varied in

terms of definitions, tasks, responsibilities and objectives. This is an issue, especially when it was identified that project managers are often referred to as change agents in project management literature. The paper concluded suggesting a need for clear differentiation and integration of the change roles.

Crawford & Hassner-Nahmias (2010) completed a study looking at the competencies required in both disciplines. Their conclusions where that although there is high potential for competition between the disciplines, there is "opportunity for a fruitful partnership" (Crawford & Hassner-Nahmias, 2010, p. 410). They recognised that from a theorectical perspective project management was typically considered theory poor but well supported by a professional standards/bodies and certification process. Whilst change management was generally weaker on the professional formation side but theory rich in comparion. The authors make the suggestion that a potential partnership could be formed not only from a organisational change project perspective but from a professional development and theorectical perspective aswell.

2.7.2 Process/Methodology

This dimension focuses on how the activities of both disciplines could be brought together during the lifecycle of a project. Integration of the process dimension should allow these two complementary disciplines to work more effectively together, in terms of exchanging information and sequencing work (Prosci, 2018). Below is a table demonstrating the key activities of both disciplines at a high level:



(Prosci, 2018)

The key aspects to this dimension are the phases and the activities within said phases. Firstly, the phases of traditional project management phases are initiation, planning, executing, monitoring and controlling and closing (Project Management Institute, 2013a). These phases each have decision gate between each phase which affords practitioners the ability to strategise for the next phase (Gareis, 2010). In terms of change management, the phases are less defined and remain quite general despite many authors attempting to elaborate on the various frameworks. Lewin's (1947) three phases' model still remains the foundation of a great deal of the existing change structure and processes.

However as identified in research by Gareis (2010) unlike project management, change processes have no clear delineation between boundaries, types of change or measurable objectives of the change processes. While this evidence could potentially hinder the integration of both disciplines, the author does make a light suggestion that the change models are purposely generic/vague, so the potential change scenario can first be considered, and then the model can be applied and molded as appropriate (Gareis, 2010).

Contrary to that point, Parker, et al (2013), states that implementing a staged approach would potentially strengthen the change management process. This argument is further backed up by Kotter & Rathgeber (2006) who state that all successful change initiatives seem to go through a series of phases. This point is further supported by Leucke's (2003) "7 Steps of Change Management" which details the need to monitor and adjust strategies in response to issues with the change process. The impression provided here is that the project management processes have already been identified by change management theorists as beneficial, without directing articulating that point in the literature (Parker, et al., 2013).

In summary, the process of integrating both disciplines involves distinguishing the intersections in the project lifecycle. One of the core difficulties with this is the fact that by nature, change isn't very process driven and project management is all about process/steps. Amalgamating a task/process orientated discipline with a highly adaptable flexible approach may prove challenging from a practical sense when it comes to integration.

2.7.3 Tools

This dimension focuses on the key deliverables produced by both disciplines. At present in many organisations and in the literature, project management and change management are treated as two mutually exclusive disciplines (Hornstein, 2015). Project management is mainly about the end to end process and delivery of a change outcome and change management is concerned with managing the stakeholders, assuring change needs are met and that the planned change outcome is embedded (O'Donovan, 2018). While each discipline has its own toolkit, it is typically the project management tools that dominate when both are assimilated. Communications plan and risk assessments are noted as two common tools across both disciplines (Prosci, 2018). Below is a diagram of some of the tools that reside solely within their own discipline:

Project Management Tools	Change Management Tools

Statement of work	Individual change model
Project Charter	Readiness assessment
Business Case	Communication plan
Work Breakdown Structure	Sponsor roadmaps
Gantt Chart	Coaching plans
Budget Estimations	Training plans
Resource allocation	Impact Assessment
Schedule/Tracking	Reinforcement mechanisms

In terms of tools common across both disciplines, one such tool is the stakeholder analysis and plan. A study performed by Parker, et al (2013) found that while both disciplines identify this activity as necessary, change management complete it more comprehensively in terms of techniques and strategy. The authors' later note the potential difficulty of integrating both disciplines tools but suggest that they are complementary in nature and integration would yield operational improvement.

Lehmann (2010)conducted a study attempting to minimise the gap that exists conceptually between both disciplines. In order to close this gap, noting that both disciplines have commonality across tools, the author analysed the tool of communication. The overall findings were that there could be three approaches taken, one from the perspective of the project management side, two from the change management side or finally a mix approach. The mixed approach suggests taking the good aspects of each approach and combining without adding any complexity to the whole process. However the core consideration when making a decision was the change complexity.

A study performed by Crawford (2011) compared both disciplines from a project implementation viewpoint. One key aspect recognised by the author is the fact project management standards have previously focused mainly on the change control elements but little research to date had been performed on change implementation elements. The study found that while there was evidence that project managers do utilise planning, monitoring and control capabilities more so

than change managers. An obvious conclusion but the study also found that project managers have begun embracing change practices even though all the main project management standards don't address it in any major way. Another significant finding was that there was a higher degree of organisational/behavioral change positively correlated with an increased involvement in change related practices (Crawford, 2011).

When reviewing the toolkit of both disciplines, there is often a demarcation line drawn with both the technical (hard) side and the people (soft) side. A study performed by Gustavsson & Hallin (2014) highlights the dichotomization between the terms "hard" when referring to the "technical" aspects of projects and "soft" when referring to the "human-side" of projects. The study emphasies the need for both practitioners and researchers to refrain from using these terms as the meaning of both terms seems to have been lost. An example of this is when some literature refers to traditional project management as "hard" and new methodology such as agile as "soft". The authors attempt to problematise this distinction rationalizing that individuals may feel that the "hard" approach of project management is more domineering then the "soft" approach. The authors recommend that both practitioners and researchers become more aware of how they describe the various dimensions, skills or tools, which could useful to those looking to combine these tools.

2.7.4 Results and Outcomes

The final dimension to be reviewed is the results and outcomes aspect. This aspect spawns from the fact that project management and change management are potentially harmonizing disciplines with a shared objective. With everything considered, project management and change management are two separate approaches utilised by organisations to improve performance by transitioning from a current state to another. The focus of this dimension is on understanding the shared view of what success is and how can each discipline play a part in project success (Prosci, 2018).

When analysing this dimension, one realises that the results and outcomes element, is actually where integration should start. Once a collective viewpoint and

distinct definition of what success looks like has been established, all other dimensions of integration should take shape. The ultimate goal here is to remove any potential for a “us versus them” mentality and allow the integration of results and outcomes to foster and direct a team approach (O'Donovan, 2018).

Throughout this review, there has been countless studies recommending that project management and change management when integrated will yield greater success then either discipline working in isolation (Pollack, 2016). Ultimately, an integrated approach has the potential to increase the effectiveness of project delivery and enhance the probability of sustaining change. Practitioners on both sides will be better aligned, tools utilised will be robust and activities will be more efficiently sequenced (Prosci, 2018). Irrespective of one’s approach to integrating people, tools and processes/methodologies, integration of both disciplines delivers a more comprehensive approach and solution to creating long lasting and consequential change within an organisation.

2.8 Rational for Project management and Change Management Integration

With the four dimensions considered, this section will detail all rationale and arguments for the integration of both disciplines. It has been suggested by a number of authors that project management and change management would see significant benefits, if the disciplines came together or developed some form of integration (O'Donovan, 2018); (Pollack & Algeo, 2016); (Hornstein, 2015) (Parker, et al., 2013) (Project Mangement Institute (PMI), 2013b); (Winch, et al., 2012); (Padar, et al., 2011) (Levasseur, 2010) (Leybourne, 2006). However, it has yet to be identified within the literature or at least, to date there is little to no consensus on how this partnership would work (Pollack & Algeo, 2016) (Crawford & Hassner-Nahmias, 2010).

Both disciplines have different viewpoints when it comes managing organisational activities. Project management and change management have alternate educational backgrounds and traditionally arise from different areas of the organisation. In terms of competencies and skill sets required for practitioners, there is some likeness but also dissimilarity (Crawford & Hassner-Nahmias, 2010). Finally,

both disciplines use different methodology and terminology to achieve success, but ultimately both disciplines can be viewed as complementary and mutually supportive (Hornstein, 2015).

Griffith-Cooper and King (2007) stated that "The nature of project management is change" (p. 14). These authors make a forceful point here but their research mainly focuses on the fact that no area of PMBOK addresses the human aspects or change in any meaningful way. Even though, there seems to have been acknowledgment of organisational change within the project management literature as early as 1996 (Partington, 1996), not much has changed in this time. To date, there seems to be little to no effort within the project management literature to integrate both disciplines.

There has been attempts as already mentioned by a small number of organisations to integrate both disciplines as early as 2004 (Kolodny, 2004). There seems to be a building appreciation for the discipline of change management within project management as managers become more aware that creating ownership and meaning is more important then following a strict process. Furthermore, the project management literature is full of examples of project failure which can be directly correlated back to a lack attention to organisational change issues (Hughes, et al., 2017) (Hornstein, 2015) (Simintiras, et al., 2015). Although, measuring project success may have traditionally been black and white but in its present state, it has to be multi-dimensional. Crawford et al, (2010) addresses this issue stating that traditional measurement of projects has to be adapted and extended to the other associated fields such as change management.

Cognisance of the potential impact of change management on project success has only been identified recently in a study performed by Parker et al, (2013). The research conducted by the authors' centers around bridging the gap between project management and change management. The authors' recognise that project management has a number of key strengths, like task management but also a number of weaknesses, namely the human aspects. Change managements inherent flaws are identified as a lack of structure or framework, which is a debatable deficiency as change management is often revered for its adaptability. Nevertheless,

the authors recommend that as the goals and objectives are virtually the same, both disciplines should be aligned to the organisational strategy. Bridging the gaps and working collectively, whether integrated or separated would in all probability lead to an increase in change initiative and project-based interventions (Parker, et al., 2013).

Partington et al. (2005) make reference to the lack of recognition from project management regarding change elements, stating it's problematic. The authors believe more should be done by the associations such as PMI and IPMA to advocate the utilisation of change resources on the project team. The authors don't necessarily advocate for the integration of the disciplines but recommend that all project managers should be educated in change management.

In closing, as previously stated, project management and change management are both interdependent disciplines that execute and embed change (O'Donovan, 2018). It has been identified by various different authors that there would be significant benefit of some form of integration between the two disciplines (O'Donovan, 2018) (Hughes, et al., 2017) (Pollack & Algeo, 2016) (Hornstein, 2015) (Parker, et al., 2013) (Lehmann, 2010) (Levasseur, 2010). An integrated methodology of both disciplines could generate considerable synergies and potentially aid in decreasing failure rates for both disciplines.

3.0 Methodology

This chapter covers the research question in detail and outlines the methodology that was applied. The overall goal of this dissertation is to explore the validity of integrating project management with change management using a phenomenology method of study. This chapter will also detail the philosophy, approach taken, provide information on the participants chosen and explain the data collection methods and analysis.

3.1 Research Aims and Objectives

Worthy research should typically starts off with a description of the given area of interest and the paradigm (Mason, 1996) (Creswell, 1994). That being said, the study is entitled "An exploratory study into the relationship and level of integration in project management and change management within in a public utility". The construct being measured here, is the level of assimilation and how a joint relationship could potentially function between the aforementioned disciplines. As previously outlined, the academic literature notes why integration of these disciplines would be potentially beneficial but does not address how integration would work in any meaningful way. This dissertation aspires to develop an understanding of how these disciplines could integrate and produce recommendations about how best to approach such a conundrum.

The five objectives that I wish to address are as follows:

(1) **-** How best can an organisation integrate project management and change management?

(2) **-** What are the drivers to successfully integrate project management with change management?

(3) **-** What are the challenges around integrating project management with change management?

(4) **-** How does project management perceive change management and vice versa?

(5) **-** Could potential integration of both disciplines improve project success rates?

With the above in mind, I decided to conduct a phenomenological study, as Hammersley (2000) stated that researchers cannot separate themselves from their preconceived opinions on a given topic and nor should they pretend to. The intention of this study, is to gather data from the experiences and perspectives of the research participants regarding how one might go about amalgamating two similar disciplines. It was suggested by Sim & Wright (2000) that the research questions identified often determine the resulting methodology approaches and data collection techniques. Contrary to that point, Silverman (1993) expressed the view that there is no strict right or wrong methodology, just a range of more or less appropriate methods.

3.2 Research Philosophy

Expanding ones knowledge is regarded as the primary reason to conduct research on a given topic. Authors such as Saunders et al., (2009) believe that the research philosophy indicates key assumptions about the way one perceives the world. This study will adhere to a phenomenological philosophy which should aid the researcher in "understanding social and psychological phenomena from the perspective of people involved" (Welman & Kruger, 1999, p. 189). Conducted through qualitative methods of study, phenomenology describes how humans understand their environment (Saunders, et al., 2012). This methodology's overarching curiosity is with a participants subjective experience (Englander, 2012) and a description of said observation (Goulding, 2005). Noted as the first step to identifying scientific meaning to a given phenomena (Englander, 2012), when data can't affectively identify a solution, many researchers use phenomenology to understand multifaceted ideas. Ultimately as a research philosophy, phenomenology permits a comprehensive interpretation of a participant's experience, while at the same time minimising researchers bias (Fischer, 2009) (Goulding, 2005).

3.3 Sampling

Purposive sampling is typically used when conducting phenomenological studies (Goulding, 2005). In accordance with Welman and Kruger (2001), this particular sampling technique is deemed most appropriate, as it allows one to choose the most relevant participants. The participants for this study have been selected from a host

of volunteers. The focal criterion is that participants have at least three years experience in either discipline. In order to bring as much depth to the study as possible, an assortment of participants were chosen with different ranges of experience. This technique allows one to capture newer and older perspectives on the topic whilst attaining an accurate representation of the field.

Kvale (2008) noted that representativeness should spawn from the overall depth of analysis and information gathered. Therefore the number of participants in the study is not relevant, if the lions share of aspects have been covered. A phenomenological study does not require a large sample size, as one is not trying to construct statistical conclusions. Larger sample sizes would only subsidise what's already been put forward and potentially not add further value. Throughout the research on phenomenological studies, there seems to be no consensus on the numbers of participants required. Authors such as Creswell (2012) suggest a maximum of ten participants whilst Boyd (2001) proposes that there needs to be a minimum of two and a maximum of ten. For the purposes of this study, 6 interviews will be conducted based on the above mentioned literature. The goal is to reach data saturation, which will be monitored throughout the process.

3.4 Research Site and Participant Selection

As mentioned above, this study will focus on the aspects of how project management and change management could integrate. The main criterion for participants within a phenomenological study is that they have experienced the phenomenon that is being researched. There is no strict distinction in the literature between competent and less competent practitioners. However, the Project Management Institute (2018) state that in order to complete their certified associate of project management course and the project management professional course, one must have accumulated a total of three and five years' experience respectively. So, for the purposes of this study, participants must have over 3 years' experience in either field as these individuals would be regarded as having a high level of knowledge (Project Management Institute, 2018).

All participants will be employees from a water utility company based in Ireland. The rationale for this is two fold: one in terms of access to experienced

project management and change management professionals and two, this organisation currently use a mixed methodology approach when it comes to managing projects. This organisation have designed a manual for managing projects through adopting best practice project, change and process methodologies whilst maintaining a strong focus on benefits realization. Whilst process management and benefits realization management are out of scope for this study, best practice project and change management should lead to some unique findings.

3.5 Protocol for Data Collection

Data collection was based on past phenomenological studies that were according to Goulding (2005) acclaimed for the quality of their research methods. The collection method used was semi-structured interviews and the questionnaire utilised can be viewed in Appendix A. There was alternative options such as getting participants to write or record their responses but in order to be more concise, interviews were selected in order to further delve into a participants account if details are unsatisfying (Welman & Kruger, 2001). Saunders et al, (2012) assert that the collecting data in this manner should lead to deeper and more refined analysis.

Interviews were conducted face to face and lasted approximately 30 minutes. As this study is phenomenological, there needs to be a focus on descriptions (Englander, 2012) which is reflected in the phrasing of the questions. The questions were constructed to be neutral and not direct the participants. There was a distinct structure used for each interview. Firstly, the interviewee's were briefed on the nature of the study and procedure around confidentiality. Participants were then requested to confirm that they understood the aforementioned aspects and wished to continue. They then signed a consent form which can be viewed in Appendix B. It was made abundantly clear that participants could halt the interview at any time and/or potentially retract the interview after the fact.

3.6 Trustworthiness

Eisner (1997) recognised that within qualitative studies, trustworthiness is denoted as the validity of the connection between the research design/analysis and the research questions. The core principles most applicable to this study are authenticity

and credibility. Sandelowski (1986) defines authenticity as how precise the explanation of the phenomenon being studied is and credibility concerns the analysis of the data gathered, specifically its conceivability. In order to ensure the authenticity, the findings sections will encompass copious quotes from the interviews conducted.

In additional to the aforementioned, bracketing will be implemented throughout the study. This concept refers to not questioning the validity of what the participants assert (Mouton & Marais, 1990). Phenomenology is not concerned about the reality of experience. The hope here is that once the interviews and analysis have concluded, there should a limited amount of internal bias exhibited by the researcher. The core aspect is that the researcher heeds the participants account judgement free and being cautious not to make any assumptions. Upon completing the transcription of the audio recordings, a soft copy transcription was passed to the participants to review. The purpose of this was to allow participants to further validate their perspectives.

3.7 Data Collection Methods and Storage

A communication detailing the synopsis of the study and its requirements was issued to a specific function with the public utility. This function is solely responsible for managing and embedding change and transformational projects and would therefore have a wealth of knowledge on the topic. The communication was sent to approximately forty people with fifteen individuals willing to take part. These individuals were further screened to ensure that they met the core requirement, over 3 years experience within one of the disciplines.

Due to relatively small sample size, the most practical method of data collection was through semi structured interviews. All interviews were recorded to allow future analysis and ensure accuracy, accountability and efficiency (Saunders, et al., 2012). The duration of the interviews varied from one participant to another.

On top of performing interviews, “memoing” was utilised as an alternative source of data, recognised by Miles & Huberman (1984) in qualitative research. The purpose of this is to record anything related to the study that the researcher may

hear, see or experience. The rationale for this is that researchers may get tunnel vision when conducting research, so it's important to reflect on things now and again, using simple reflective or even descriptive notes. All notes were dated as recommended by Miles & Huberman (1984), so they can be correlated later with the gathered data.

All interviews were audio recorded, with the permission of the research participants. The interviews were recorded using a app called "Voice Recorder" which comes as standard on the Samsumg S9, which is a mobile phone. Each recording was given a assigned a code based on the participants name and the date the interview was conducted. Immediately after each interview was conducted, the recording was played back and notes were recorded, specifically key phrases/statements. All interviews were conducted in an enclosed room, with little to no backround noise or interuptions. All hard copy documentation was stored in a folder stored within a locked pedestal and all soft copy information was stored on a computer/phone and occasionally backed up to an additional computer.

3.8 Data Analysis

The data collection methods of the semi structured interviews and memo taking were explained the previous section. This penultimate section describes how that collected data will be analysed. In terms of the audio recordings, all recordings were listened to several times to ensure a better understanding of the participant's experience (Holloway, 1997). The transcription process was completed the same day that the interview were held and subsequently reviewed on a daily basis. It took a total of seven days to complete all interviews from participant one to six. Once interviews were transcribed and all relevant data was placed into predetermined categories. Where data did not fit a certain category, a new category was created, to be intermixed later on.

The principles of thematic analysis were used to identify patterns and recurring themes in the data that was captured and examined (Aronson, 1995). The data, once transcribed was reviewed a minimum of four times throughout the whole process. Interviews were purposely analysed shortly after they were conducted to ensure greater understanding of the participant's experience. If an aspect wasn't

fully understood and explained well enough, probing questions were asked of the participants after the fact. The process was generally iterative involving continuous movement between memo's, interview recording and transcripts.

3.9 Ethical Considerations

Ethics and the consideration of ethics refer to the conduct of the researcher in relation to the rights of those who have participated in the study (Saunders, et al., 2009). It is paramount that attention is paid to how data is acquired and acted upon. A number of the ethics considerations were outlined in the above sections but there is one aspect that needs to be outlined distinctly, namely participants anonymity. For the purposes of anonymity, pseudonyms will be utilised to mask all participants. Please see below table of pseudonyms:

Participant	1	2	3	4	5	6
Pseudonyms	Lisa	John	David	Aisling	Sarah	Thomas

3.10 Conclusion

This chapter provided all required information, with the intentions of reinforcing this dissertation on a secure methodological foundation. The topic of this research is how companies can successfully integrate the two disciplines of project management and change management. The four main categories for integration are people, process/methodology, tools and results/outcomes. This study was conducted using a phenomenological method, data was collected through six semi structured interviews, all of which will be used to support the next chapter, findings.

4.0 Findings

The objective of this section is to specify the key findings that arose throughout the interviews and subsequent analysis. The participants generally had different educational backgrounds and varying degree of experience, both in terms of work and with phenomenon in question. For the purposes of cohesion, the section will maintain a similar structure to that of the questionnaire, implementing the four recognised dimensions of integration. All findings were coordinated into thematic groups, with many concepts and experiences interconnecting. In order to accurately denote the participant's experiences and opinions, there will be a number of direct quotes employed. Additionally to assist the reader, the next section will introduce the participants involved and provide some insight into the group selected. Thereafter, the sections proceeding will convey all findings against the four outlined dimensions of integration.

4.1 Demographics:

The study consisted of six participants, three from the project management perspective and three from the change management perspective. The major determinant as to which perspective a participant held, was through their current job description and which discipline they felt most aligned to. It was felt that no additional participants were required to attain data saturation. The mean age bracket of the participants was 35-50, with outliers on either end of the spectrum to ensure the inclusion of different viewpoints. Participants all work for a water utility company based in Ireland, with two participants contracted in from management consultant companies.

The participants had varying degrees of experience and educational backgrounds. All participants had completed some form of project management education, some less formal then others. Four of the participants had professional qualifications, two in project management and two in change management. These same participants were also members their corresponding accredited associations (PMI and CMI). Overall experience working with projects was diverse, averaging at 15 years, with the majority of the participants recognised as being more experienced in project management.

Finally, at the outset, participants were asked if they currently worked for a company that was integrated. The unanimous response was that the company was integrated but the level of integration differed from participant to participant. A table of details was not included in order to ensure anonymity of the participants as stated in the ethical considerations section.

4.2 Research Objective Theme 1 – People

The people dimension looked at two key areas which were identified as gaps within the literature. The first gap was concerned with where change management should sit, within the project team, or external to the project team. The second is on the topic of roles and responsibilities, with a particular focus on the change management discipline. The researcher believes that gaining the views of experienced practitioners would help close these gaps, or at least assist in making informed decisions. The project manager and changer manager relationship could be viewed under the people dimension, but will be discussed under the process/methodology dimension instead.

4.2.1 Where Change Management Should Sit

The first element is about where change management should sit, which requires a key assumption to be made. That assumption refers to project management being utilised as the primary discipline to manage a given project. This is perhaps obvious, but needed to be established at the outset. There were three core themes recognised here, which will now be discussed. The first and probably most significant finding was that all participants believed that change management should sit on the project team. There were a number of key rationales for embedding change management within the project deliver team like building strong working relationships, the disciplines different focuses, efficiency, which will be discussed further below.

The first rationale was about relationship building, many participants cited the importance of having a strong working relationship with the project manager. Two participants cited that “it should be a partnership in an ideal world” which signifies their belief in the importance of this aspect. Thomas acknowledged the fact that if the change management resource worked outside the project or was only

partially committed to the project, this could affect the relationship and the potential success of integration.

The second rationale which lends itself to the aforementioned, was regarding the different focuses both disciplines held. Each discipline has a different focus and requires a different skill set to achieve objectives. As noted by the majority of participants, a project manager's role is to ensure that a solution is delivered, within the scope, timeframe and budget agreed. The change managers role is to ensure the successful transition of the people affected, from one state to another. Lisa stated that "the project manager will tend to focus on the technical aspects and may not be conscious of the softer issues". The majority of the participants recognised this point and cited an understanding of each other's roles as paramount. Lisa, Aisling and Sarah all recognised that change management was commonly misunderstood and undervalued.

The last rationale for embedding the change management discipline with the project team is around efficiency. Many participants recognised that both disciplines would work better when combined. The project manager could focus on their key deliverables and change management could do the same. Ultimately, this could enable integration and avoid people working in silos. Although, the above-mentioned points are all positively reinforcing the combination of the disciplines, both Aisling and Sarah caveated that one of the core aspects of change management is oversight, "looking at the bigger picture". That being said, they both recognise that its all "balancing act" and at the core its about having the right people in the right job. One further caveat, made by the majority of participants and a point that was brought up at numerous stages of the interviews was that change management involvement will depend on the type of project. For instance, if the project doesn't involve people, then the change management resource would be underutilised.

4.2.2 Roles and Responsibilities

The second gap was around roles and responsibilities. The questions posed in the interview were mainly focussed on the aspect of conflict. As stated within the literature, project management is well defined both in the literature and by the professional bodies. However, there doesn't seem to be any agreement on the role

and responsibilities of change management. There were three keys themes that emerged from this question, which were around ownership, healthy conflict and lack of education about the value of change management. The first aspect was ownership and the potential for conflict if ownership is not established or agreed at the early stages. All participants mentioned ownership as a core aspect here with the majority of uncertainty coming from the change management perspective. The consensus seems to be that the roles and responsibilities each party will play, throughout the duration of the project, will have to be agreed at the outset of the project. Participants Aisling, Sarah and Thomas all stated that the roles and responsibilities within their current role were clearly defined through a document known as the "Business Change Handbook".

This document sets out a clear guideline using industry best practice around what, how and who is involved in managing projects. Divided into a number of core sections, the document set out the delivery framework, all control processes and roles and responsibilities of each key stakeholder. The delivery framework sets out how a project should be managed which is normally through a phases and gates approach, detailing what each phase and subsequent gate entails. The control process section details the governance structure, reporting structure and all aspects of risk, budget and dependency management. The final component details who is involved through an in-depth description of the different roles and responsibilities. According to those participants who referenced the handbook, they have found success with this approach with the book being adhered to the majority of the time, unless abnormal circumstances warrant something different.

The second aspect is around conflict and the fact that both disciplines have diverging objectives. As previously mentioned above, both disciplines have differing objectives/skillsets, but may participants view this as a positive. Participants stated that while both disciplines have differing objectives, there overall goal is the same which is critical. As stated by David, "the overall goal is the same, but both disciplines have different mechanisms of getting there". This reinforces the view that this relationship has a healthy conflict, two disciplines working together to achieve a common goal, realised through different avenues.

The third aspect was around education and the value of change management. This observation was made by all participants with particular emphasis on the importance of this aspect coming from the change practitioners. This sentiment was perfectly summed up by John, who stated," there needs to be better education about change management and the value it can bring". All but one of the participants from the change perspective referenced past experiences of having to justify their role on a project team to their direct line manager.

4.3 Research Objective Theme 2 – Process/Methodology

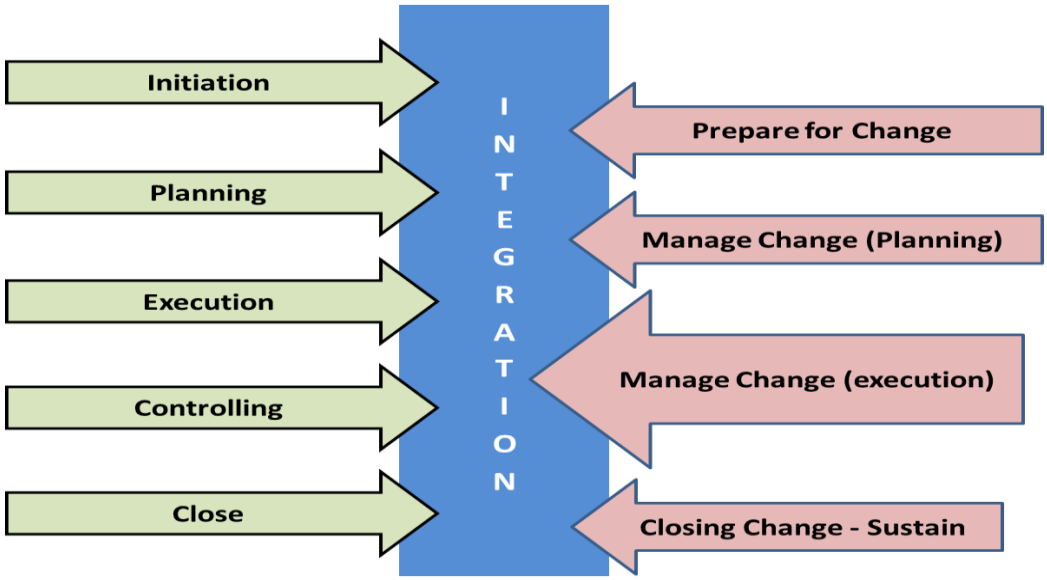
The second dimension details all aspects relating to process and methodology, which is essentially the scheduling and structure used to manage a project. The gaps identified throughout the literature that fostered the interview questions mainly focused around the potential for conflict when combining the disciplines and the start and end point of change management's involvement. Ultimately, the questions posed during the interview process were mainly focussed on attaining information on how best could this amalgamation of process and methodology take place.

4.3.1 How to Integrate Process/Methodology

The first aspect discussed was integration of the two disciplines processes and methodology with participants having mixed views. The main consensus here was that there is no "one size fits all" solution. The participants stated that the methodology or frameworks chosen will very depending on the "culture of the company", "the project manager" and "the type of change involved". When asked about forming a combined structure/framework, important considerations were put forward by Aisling. She stated that, "project management is the domineering force, no project would happen with change management only, projects can happen with project management only, but with mixed degrees of success". This statement would suggest that project management would perhaps be viewed as the primary discipline within this relationship and change management should act as a secondary/supportive role.

When questioned about combining the disciplines, John stated that "this is the first company I have worked for where project management and change

management have been called out as specific sub functions", relating to the business change handbook. John went on to describe how project management and change management are integrated within the water utility. He stated that the project management processes run in parallel against the change management processes. John proceeded to describe the following diagram:



Lisa also affirmed that, "project management is the dominant discipline", following up that statement adding; "project management would likely provide the foundation, if these disciplines are integrated". This point was acknowledged by the majority of participants with Aisling adding "it should be a hand and glove relationship, but there needs to be mutual respect on both sides".

4.3.2 Project Manager and Change Manager Hierarchy

This question was met with a bewildered look across the majority of participant's faces. Many recognised this conundrum to be the most difficult to get correct or to get both side to agree to. All participants had a multitude of opinion on this aspect. The main three themes here were; it depends on the project; the project manager should have overall responsibility and accountability and finally; they should have equal status. Addressing these themes in order, firstly it depends on the project. Half of the participants opened with this remark. The consensus here was that if the project is technical, with little to no people element, then the project manager should be ultimately responsible. However, if the project has a large people orientation, the change manager should ultimately be responsible. However, when asked about both

elements being equal, John noted that, “there will be a potential power struggle between both sides”. The culture of the company was another aspect that contributed to these decisions, but the majority of the participants experienced the project manager in the higher position.

John, David, Sarah and Aisling all noted that, in their experience, the project manager was always regarded as the superior role. John added that “its perceived that the project manager is higher then the change manager”. David agreed but submitted that “I don’t believe this works”. Aisling had similar thoughts but additionally expressed that “having both disciplines mutually accountable, could lead to finger pointing”. As mentioned at the outset, opinions varied on this aspect, with half of the participants stating that they should have shared/equal responsibility.

With Aisling’s point in mind, I believe Thomas provides a solid rational stating “the only way having mutual responsibility would work, is if they were responsible for their own aspects”. Thomas provided a large detailed example of how this scenario worked in his previous employment. The synopsis of the scenario is that, the project manager wants to complete some aspect of the project within a week, but the change manager believes that a week is too soon and believes it should be 3 weeks. Ultimately, arriving at an amicable decision and meeting in the middle will more than likely garner superior results in the long term, then one discipline overruling the other, especially if the chosen solution ends up being incorrect.

4.3.3 When Should Change Management Involvement Begin

Unanimous outlook on this issue, all participants believe that change management should start as soon as the project begins. The core rational here is essentially, “two brains are better then one”. As already alluded to numerous times, both these disciplines have diverging skills and different perspectives. Therefore, from the outset, it would be valuable having a change resource involved. Some of the reasons provided by the participants were; “understanding the challenge”, “assessing the potential impact as soon as possible”, “lessening the burden on the project manager”, “starting the dialogue early with the key stakeholders” and finally from an integration viewpoint, “starting off equal”.

Lisa acknowledges that as things currently stand within the utility, change management "joins the party too late" and is subsequently on the back foot from the start. While she admits that change management wouldn't have a large role to play at the beginning, as a fundamental part of the project delivery team, the change manager should be involved, adding their experience and knowledge to the discussion. One caveat, that Aisling and Sarah both shared is that all projects are different and the change resources involvement will vary project to project.

4.3.4 When Should Change Management Involvement End

There was less harmony on this aspect, with various different opinions ranging from when the project closes to when the change is embedded, regardless of timeframe. There was no real consensus here, but one theme that could be loosely identified was the importance of change adoption. Participants acknowledged that there should be a strong change adoption model in place to ensure that the people involved in the change have successfully transitioned. The majority noted that the utility currently did not have a change adoption model in place, with Sarah noting that "this is a big issue". John backed up this point by stating, "failed adoption could have untold consequences, especially in financial terms".

The change adoption element was mentioned with varying levels of detail by each participant. Aisling made a strong point that "the success of the project is not determined by the technology being delivered". Sarah added to this point, remarking that from experience, sometimes what may seem like a small change will actually end up having the largest impact. So to summarise the aforementioned, change adoption is not fully implemented within the utility being studied, but there is recognition of its importance and potential impact.

4.3.5 Conflict between the Disciplines

The mutual respect element is a key theme and has been brought up by all participants at some stage through the interview process. Many participants believe that there needs to be further push by change management associations to educate project related practitioners on the benefits of change management. Thomas recognised that, "I think change management is relatively new and not a lot of people have heard of it or understand it". John had similar connotations stating, "it all comes

down to education, people don't know much about change management and have never experienced it. Typically in organisations, it's not identified as a discipline in its own right. In my experience, the project manager would just perform the change elements themselves". This is an important recognition and a point that the majority of participants made.

There was mixed views on the potential for conflict between the disciplines. Two participants mentioned that they had experienced a power struggle, when each respective manager was not on the same level and started at the same time on the project. This has the potential to cause issues, but one participant affirmed that any potential conflict would lie between the business rather than the project team. Regardless of where the conflict may arise, the core advice here was to give structure to change management, that way, you can eliminate the ambiguity, and it would be easier to mix and ensure any plan is well thought out.

4.4 Research Objective Theme 3 - Tools

The tools dimension looked at two key aspects, firstly, how ownership is established and secondly, is there a potential for conflict when combining the disciplines as some tools overlap.

4.4.1 How is Ownership Established

The first aspect is how ownership should be established when it comes to tools on a project. The overriding theme here from participants was referencing the "Business Change Handbook" and the RACI models that have been established for each tool. The RACI matrix details who is responsible, accountable, who should be consulted and who needs to be informed. Please see below diagram of how a RACI matrix would work for a tool like the communication plan. Essentially, the purpose of the tool, the key inputs and outputs and the RACI matrix is displayed all on a single page. This table then acts as a reference point throughout the lifecycle project.

Communications Plan

Purpose:	**Key Inputs:**
To ensure that communication messages, methods and delivery channel are planned for /to support the activities outlined in the detailed project plan To build commitment by developing consistent and clear messages to appropriate aduience groups - to deliver the right message to the right peope abd the right time.	Detailed Project Plan Business Impact Assessment Stakeholder Management Plan **Key Outputs:** Communication approach and plan supporting the project plan

RACI Matrix

Activity/Deliverable	Governance			Project team			Change Team		SME's		
	Leadership Team	Portfolio Review Board	Approval Board	Project Manger	Project Support	PMO Specialist	Change Manager	Change Support	Business Lead	Project Sponsor	IT Manager
Complete Comms Plan & Approach	I	I	I	C	C	I	A	R	C	C	C

As one can see from the above diagram, ownership is clearly laid out from this matrix. All participants recommended that this should be agreed at the outset, with John, Sarah, David and Thomas stating that exceptions can be made to the RACI matrix, where it is warranted. In summary, ownership is crucial, but can be adapted when warranted and needs to be agreed at the outset in order to avoid any potential conflict.

4.4.2 Conflict with Tools

The second aspect denoted in this section is around the potential for conflict around tools. As noted previously, there are some tools common across both disciplines. All but one participant agreed that this is an area rife with conflict but interestingly enough, no participant when prompted for an example of a tool that has the potential to cause conflict, used the same tool. All participants had experienced issues with different tools for varied reasons, demonstrating that conflict can potentially arise from anywhere. The main difficulties seem to arise from ownership, specifically when it's not clear, when the tools have a large amount of inputs and could be potentially viewed as both a project management or change management responsibility. The more complex the tool and the more multi-layered it is, the higher

the chance of conflict. As stated by Lisa, “stakeholder management is crucial especially in public jobs”, she later went on to emphasise the complexity and wide-ranging stakeholders that need to be managed through the life cycle of projects especially in the public environment.

The participants all recognised that conflict arises when there is ambiguity around accountability and responsibility. As change management aspects seep into the project management domain, there will always be potential for conflict. However, a number of participants offered methods of combating these issues. Firstly, establishing ownership as early as possible, having strong working relationships, providing refreshers on people’s roles and responsibilities throughout the project and ensuring knowledge of the various governance structures.

4.5 Research Objective Theme 4 - Results and outcomes

The results and outcomes section focuses on whether or not the two disciplines in question could successfully integrate. Additionally, it also looks at what success looks like and how to achieve success from the two different perspectives. Firstly, it was unanimously agreed that project management and change management should integrate. The best arguments put forward were the fact they both have “different objectives but the same overall goal”, “a lot of overlap in ways of working”, “view things through different lenses” and “the conflict between the disciplines can be regarded as healthy”.

4.5.1 Can Both Disciplines be Integrated

The first question put forward was in regards to how each participant viewed both disciplines and the potential for integration. Within the question, it was suggested that the literature identified strengths of project management and the literature identified weaknesses of change management and vice versa. There was mixed feelings about this from both perspectives. Sarah agreed completely with the statement, stating that this is the current situation she finds herself in. Whilst Aisling wholeheartedly disagreed with the statement stating, “I don’t accept the literature view that change management doesn’t have those strengths. She later finished her response with the following; “the notion that change is allowed drift by time, quality

and by budget is an anathema to me". Aisling later qualified this stating that while change management isn't as process driven as project management, that doesn't mean change management has no structure whatsoever.

The main points made were that the practitioners of the disciplines need to want to integrate and comprehend the potential benefits. This can only be done, as acknowledged by John, David and Sarah, by improving each other's understanding of what the other discipline is about. David went further to add, "I feel that there is little understanding of each other, but I also feel that they are equally important". This point is vital and nicely sums up the other participants closing comments on this topic. Both disciplines are important to the overall management of projects and to each other, but there needs to be a stronger push to educate practitioners on the benefits of integration.

4.5.2 What Does Success Look Like

The second component of this section attempted to identify what success looks like from both perspectives. Once compiled, it is hoped to have a better understanding of what's required to make this relationship work. There were a lot of variables mentioned here, but the two core themes were communication and business lead/sponsor support. There were many conflicting points on this but the overall theme was that all participants saw communication as the crucial element. Lisa stated," In order for project management and change management to have a healthy relationship, communication is key". Sarah started off her answer stating "communication at all level is crucial". Some also recognised that as a pre requisite to this, the requirement for "mutual respect" and that a level of trust needed to be attained.

The second core theme was around sponsorship through either the business lead or the project sponsor or both. Through the interview, the relationships here were described as follows: The business lead works directly with the project, "owning and driving the change and "assisting with resourcing and getting over hurdles". The project sponsor has a "less involved role" but it still paramount for support and representation at high level meetings. Both these roles provide support to the project

and “act as the link back to the business”. Ultimately, as put by Aisling, “projects without proper sponsorship are doomed to fail”, qualified at a later stage by Aisling, “this element must be prioritised and not be seen as a side line activity”. Sarah summarised this aspect best, “A good project manager with the aforementioned will get anything across the line in combination with time, quality and budget”.

This chapter presented a thematic overview of the finding within this study. It covered all findings within the four core dimensions of project management and change management integration. The next chapter aims to re-contextualise these finding with the literature reviewed in the previous section.

5.0 Discussion

This chapter endeavors to re-contextualise the findings in the preceding section and evaluate it against the current knowledge. The overall rationale for this study was to review the level of integration and relationship between project management and change management within a public utility. This was accomplished through examination of the current literature and semi structured interviews with experienced participants within the phenomena. The sections will be structured as follows: key findings, limitations of study and further research.

5.1 Key Findings

The key findings section will utilise the dimensions structure that has been utilised throughout this paper. Each dimension will be evaluated separately reviewing the results from the findings section with the literature examined throughout this process.

5.1.1 People Dimension

There were two core aspects to the people dimension, which were; where change management sits and roles and responsibilities. Upon conducting the interviews, it was identified that the utility operates with both disciplines separated on a team basis but part of the same overall section of the business. Therefore, the project team would have an allotted change resource assigned to each project. This was one of the four suggested set up's outlined by Prosci (2018). Respondents in the interview stated that this was a good starting position when integrating but recognised that there was a potential drawback with any given position selected. This was a noted issue by Prosci (2018) when attempting to combine the disciplines. There was no other literature found throughout this process to contrast these finding to.

In contrast to the above, the literature is awash with opinions on the following topic of roles and responsibilities. The core findings identified through the interview process were around the importance of ownership, healthy conflict and the need to educate practitioners on the value of project management. Addressing each theme separately, the first is ownership. It was described throughout the literature that change management's role and responsibilities were not very well defined, when

compared with project management (Stummer & Zuchi, 2010). Ultimately, authors remarked that this would potentially be an issue when combining both disciplines. When questioned on this, interviewees pointed to the creation of a guidebook for managing projects known as “The Business Change Handbook”. A detailed explanation of this book can be viewed in the previous section, but this book essentially outlines every aspect of managing project to include all stakeholders’ roles and responsibilities. This guidebook is an excellent concept, especially if both sides can agree to its content and terms. Ultimately, organisations can generate their own specific roles and responsibilities to suit their needs (Pollack & Algeo, 2014). Generation of some form of agreed guidelines could address a lot of the issues and gaps within the literature.

The second theme found was around the benefit of both disciplines having different viewpoints and approaches, when attempting to combine. This element was portrayed for the most part, throughout the literature as a neutral/negative aspect of integration. O’Donovan (2018) expressed the potential for a power struggle between the disciplines and Thomas, Buckle & Henning (2007) found that the different cultures of both disciplines could inhibit integration. However, contrary to this, Crawford & Hassner-Nahmias (2010) found that this aspect could create an opportunity for a fruitful relationship. The findings of Crawford & Hassner-Nahmias (2010) echoed the findings of this study, that the different approaches and perspectives would ultimately work as positives when integrating both disciplines. That above-menthioned study performed by Crawford & Hassner-Nahmias (2010), concluded by suggesting that a partnership should be formed between project and change institutions in order to create further awareness and educate both perspectives practitioners.

Leading nicely into the third theme which was regarding edcuation, more specfically education from the change perspective. It was found throughout the study, that change management as a discipline is relatively unknown to the masses. Many participants made reference to that fact that in Ireland, project managers would perform both the traditionally project related activities and the change activities simultaneously and make no delineation between the disciplines. It was

recommended by participants that change management associations generate awareness through campaigns or other mediums, as there is simply a lack of knowledge about change management. In terms of the literature, there was naumber of authors who referenced the fact that change management ws less well known. Authors such as (Pollack & Algeo, 2014); (Lehmann, 2010); Partington, et al., (2005) made these observations and recommended that all project managers should be educated on the value of change management making reference to the fact that the project management field doesn't recoginise change manegment in any meaningful manner. The findings and literature seem to match on this instance.

The main components of successfully integrating the people dimension, identified through the findings, focused on the importance of relationship building, clear ownership, education and the benefits of having disciplines with different primary focuses. Ultimately, it is perceived that with these elements addressed, project manager and change manager relationship should function more efficiently.

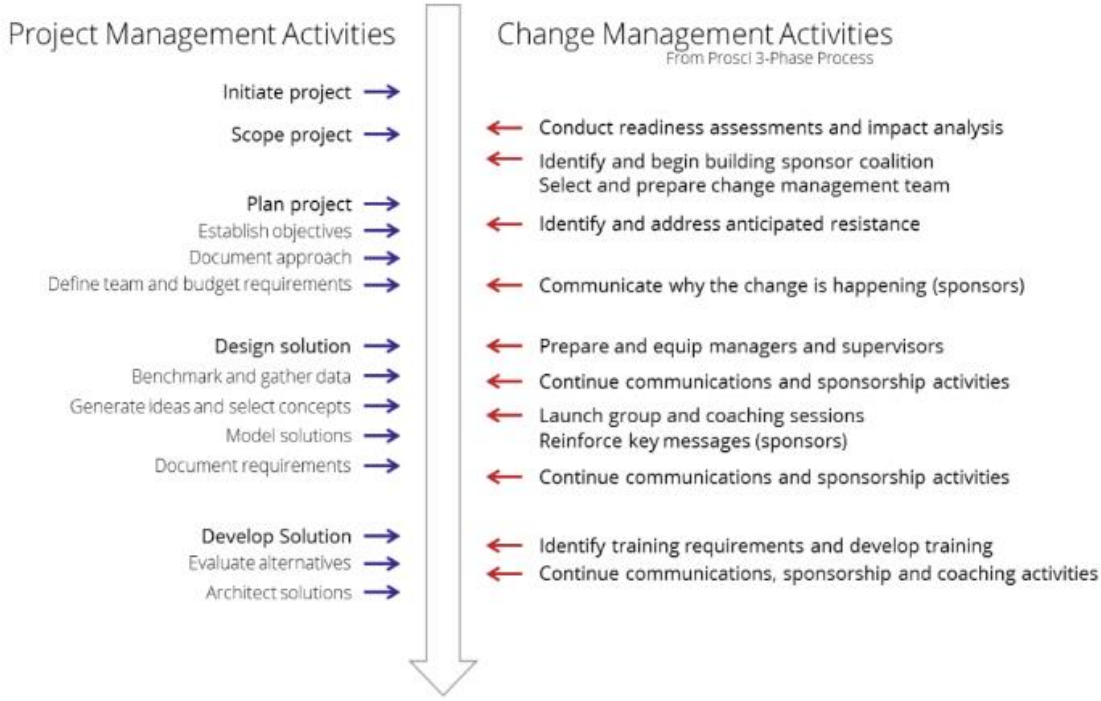
5.1.2 Process Dimension

The process dimension is probably the most complex after the people dimension. The preferred process implemented will vary from organisation to organisation, but ultimately the core philosophies will remain the same. There were three core aspects that arose from reviewing the literature and conducting the interviews. The first was around the structure of change management, the second was around the scheduling of change management and the third was the project manager and change manager relationship.

As mentioned in previous sections, one of the core difficulties of integrating these disciplines throughout the literature would be that project management is highly structured and change management doesn't have a clear structure (Parker, et al., 2013) (Gareis, 2010) (Mento, et al., 2002). The core viewpoint that participants took was that there is no "one six fits all" solution, every project/ organisation will have different requirements. Which is a similar belief of Gareis (2010), who found that the change scenario needs to be examined before an appropriate model could be applied. Hence the suggestion by some authors, such as by Parker et al. (2013)

that change management requires some form of structure in order for integration to work.

Lending itself to the previous point, the superseding suggestion made was to provide structure change management then allocate the processes of both disciplines opposite one another. This was agreed by the participants, referencing the requirement to generate a form of the "Business Change Handbook" which address all gaps within the literature with regards to process. The sequencing of activities would look similar to what Prosci (2018) have outlined with the below diagram:



(Prosci, 2018)

This may be difficult to design as change management is not very process orientated and project management by its nature is diligently process orientated. However, this may be an endevour worth attempting as both Parker, et al (2013) and Kotter & Rathgeber (2006) noted that adding structure or implementing a staged approach could greatly strengthen the change management process.

The second core aspect for discussion was around the timing of change management, more specifically the start and end date. When a project initiates, project management will always be the foundational discipline governing the project

(Pollack & Algeo, 2014). As change management would be viewed as the secondary or supportive discipline, when should change management commence with regards to project integration? Participants of this study were unimaously in favour of both disciplines starting at the same time, stating that the change practitioner would be at a disadvantage, if change management started later in the project.

The literature doesn't directly address this issue in any significant way. While Mento, et al., (2002), alluded to the fact that change management typically doesn't have a clear start or end time. Gareis (2010), points out that change management as a discipline has no real delineation between boundaries on purpose, as by its nature, the discipline needs to remain adaptable. This point is further back up in the literature by Leucke (2003) who specified the requirement for practitioners to monitor and adjust the change process as required. Although, contradictory, the overarching argument here is that change management needs to generate a structure/foundation in order to successfully integrate with project management.

The third and final component of this dimension was concerning the relationship between the project manager and the change manager. The findings of this study and the literature were quite similar here, with project manager viewed as the most important and thus ultiamtely accountable for the project. In terms of literature, Pollack & Algeo (2014) and Prosci (2018) maintain that the project manager is held in higher regard then change manager. Whilst Prosci (2018) doesn't express this point distinctly, Pollack & Algeo (2014) did, conducting a study on how both dicsiplines percieve one another. The findings of that study found that each discipline held itself in higher regard, which was a point raised by one of the participants. The participant backed up the findings of the study stating that there was a clear divide between how each discipline percieved one another.

5.1.3 Tools Dimension

The tools dimension had two main themes, the importance of ownership and the potential for conflict.

Parker, et al, (2013) noted in their study concerning both disciplines tools, that integration could potentially lead to significant operational improvement as the tools could be viewed as complementary in nature. However, as observed by Gustavsson

& Hallin (2014), Crawford (2011) and Lehmann (2010), there is a high probability for conflict at this juncture. The most common theme throughout the findings was the importance of establishing ownership. The findings of the research focused primarily on the ownership aspect and potential conflict that could arise here. In terms of ownership, the participants all unanimously agreed that ownership of the tools should be clearly emphasised and done so, from the outset of the project. The facet of when and how ownership is to be established was not discussed throughout the literature in any direct manner.

However, one can draw on the importance of ownership indirectly from the work of Crawford (2011). This author recognised that while there are a host of similarities between the disciplines tools, there were qualitative differences. In other words, the structure and purpose was the same, but the roadmap to completing said tool, varied between the disciplines. Although, not spelt out by the author, managing two sets of distinct people with similar tools, will require clear demarcation lines between who is performing what.

The second aspect discussed was around the general potential for conflict around the integration of tools. Ownership was a key enabler here, but there was other attributes called out as well. The other main attribute was complexity, namely that the complexity of a tool directly correlates with the potential for conflict. In other words, the higher the complexity, the higher the potential for conflict. One participant raised a significant point regarding complexity when working on public facing jobs especially with the tool stakeholder analysis and planning. The participant raised the point stating that stakeholder management is crucial and extremely complex with the wide ranging stakeholders all with different needs and requirements.

This point was reverberated in the literature by Gasik (2016) and Parker et al., (2013) who stated that stakeholder analysis is the most complicated tool to manage. Gasik's (2016) study compared projects in private and public settings, concluding that public projects are more complex with stakeholder management identified as the most difficult area to manage. The overriding rational was that the stakeholder management plan had an auxiliary role with a host of other deliverables. Ultimately,

if the stakeholder plan was incorrect, there a high potential for other aspects such as the communications plan could be amiss as well.

5.1.4 Results and Outcomes Dimension

The results and outcomes component aims to identify what success looks like and how to actually achieve success through integration. There was unanimous agreement that project management and change management should integrate from all participants. This sentiment is shared throughout the literature by numerous authors (O'Donovan, 2018); (Pollack & Algeo, 2016); (Hornstein, 2015) (Parker, et al., 2013) (Project Mangement Institute (PMI), 2013b); (Winch, et al., 2012); (Padar, et al., 2011) (Levasseur, 2010) (Leybourne, 2006).

The second component relates to how to actually achieve success through integration. The statement is probably too broad but the researcher believes that success through integration could potentially be achieved through careful consideration and implementation of the aforementioned four dimensions. As mentioned at the outset, there has be little literature to date discussing how practitioners should go about this undertaking. Prosci (2018) was the only source found who addressed this issue and provided advice on how to go about this endeavor.

There was no literature found that suggested that integration was a bad idea or had the potential to yield negative results. However, Nutt (2002) recognised almost two decades ago, that any partial or half committed attempts to fully integrate project management and change management would ultimately lead to weakened effectiveness and fail to deliver any organisational performance improvements. With that point considered, its crucial that all protagonists involved in any integration initiative are fully committed.

5.2 Limitation of Study

As part of conducting studies of this nature and no matter how well crafted a study appears, conclusions are always subject to a number of reservations. Firstly, the choice of participants for the study was diverse and had many differing viewpoints but it would have been beneficial to get more senior participants involved.

Unfortunately, due to the time of the year and activities within the utility involved in the study, these participants could not be involved. Secondly, the scope of this research was limited due to time constraints and maximal word afforded for submissions. In order to better understand how best to integrate two disciplines, a larger scale study should be conducted to optimise our knowledge. This topic, while receiving attention from the associated institutions, has received limited academic attention. A study with a broader scope and larger more diverse participants would be of significant benefit.

Lastly, trustworthiness of this work is somewhat contingent on the researcher ability to bracket effectively, which can never be perfect according to academics (Fischer, 2009). More specifically, the researcher is employed by the utility involved in the study and currently works in their project environment. Therefore, all the aforementioned precautions to avoid bias and potential for self-generated expectation may not be sufficient. There are certain techniques that improve the trustworthiness of studies using a qualitative approach but were not available to the researcher. This study could have potentially benefited from a structure resonance, data triangulation and peer critique.

5.3 Further Research

Project management can be viewed a comprehensive practice that could provide structure to change and change management can be seen as complementary to project managers supplementing and supporting with the human elements of projects (Parker, et al., 2013). However, as noted throughout this paper, there are limitations and there could be potential integration difficulties across all dimensions. Many authors have recognised that while there is existing project management and change management integration literature, there is a huge amount of scope for further research.

More specifically, a continuation of what this study has attempted to highlight, the benefits and challenges of integration, but on a larger scale across multiple organisations. There would also be a potential opportunity to develop a form of industry best practice integrated model for managing project, utilising

project managements structure and reinforcing with change management philosophies.

6.0 Conclusions and Recommendations

The purpose of this research was to investigate the relationship and level of integration between project management and change management within a public utility. As alluded to from the beginning, both disciplines have copious amounts of literature when examined in isolation. It is argued that both disciplines can deliver change outcomes but together they could have a significantly higher success rate. If both disciplines are to work together a middle ground must be found, that allows the strengths of the approaches without hindering the others approach (Pollack, 2016) (Parker, et al., 2013).

The topic of combining both disciplines has seen a growing amount of attention over the past decade (O'Donovan, 2018) (Hughes, et al., 2017) (Pollack & Algeo, 2016) (Hornstein, 2015) (Parker, et al., 2013) (Lehmann, 2010) (Levasseur, 2010). Many authors primarily focus on the rationale for why one would amalgamate these disciplines but little has been presented on how to successfully completing this transition. With the exception of a handful of institutions, this topic has been scantly addressed to date. This study hopes to close some gaps on the subject and provide some recommendations for practitioners considering this endeavor.

As noted by Boddy & Macbeth (2000), managers have no shortage of information and guidance on how to manage change projects. However the authors caveat this statement by stating that change can only be successfully managed by adapting to the unique or particular scenario where it's taking place. This study attempts to appraise a utility company's effort to amalgamate two disciplines in order to achieve superior results. This dissertation primarily focused on the four core dimensions of integration identified by Prosci (2018). Whilst all four are paramount to accomplish successful integration, the core dimension to consider is the people dimension. Whilst specified as its own dimension, the people aspect is also fundamental to all other dimensions.

In terms of recommendations, it is difficult to provide advice on this topic as every organisation is different. Culture, company norms, company strategy, organisational structure, amongst a host of other elements, all play a large role in

the success or failure of attempting to amalgamate these two disciplines. Therefore, the researcher will keep the recommendations as general as possible.

Recommendation 1: Create a project handbook

Ownership was a leading theme across all dimensions both within the literature and throughout the findings. As created by the utility, a handbook detailing all elements of managing projects, from both the project management and change management perspective should be created. Utilising best practice, this should be a collective effort, that way one can simultaneously garner support from those affected whilst producing a handbook that could ultimately enhance the success of projects.

Recommendation 2: Harness their differences to yield superior results

Throughout the literature and indeed from the findings, the notion of conflict, featured across most of the dimensions. As stated previously, conflict typically had negative connotations but a suggestion from one of the study's participants was to exploit this conflict for positive reasons. Whilst these disciplines have different viewpoints and ways of working, this could potentially garner greater decision making across different elements of the project.

Recommendation 3: Reinforcing change management

Throughout the literature and noted in the findings, project management is the dominant discipline. There is a recognition that change management is relatively unknown to the masses and that this disconnect could cause problems with any integration attempt. It is vital that support and awareness of the value of change management is apparent to the project team. The means of generating support will depend on the project team's current knowledge but a good place to start would be; providing change management with a structure and ensuring that well defined, tangible deliverables/results are evident.

It is argued that both disciplines can deliver change outcomes separately, but together they have a significantly higher success rate (Pollack, 2016) (Hornstein, 2015). If both disciplines are to work together, commonality must be found and acknowledged, that allows the strengths of the approaches to flourish without hindering the others approach (Pollack, 2016) (Parker, et al., 2013).

In summary, the findings directly correlated with the literature on the topic of project management and change management integration. All participants unanimously agreed that both disciplines should integrate with the literature concurring, with some authors suggesting that not integrating is a wasted opportunity (Pollack, 2016) (Hornstein, 2015) (Parker, et al., 2013). Project management and change management are not poles apart, quite the opposite, they organically share a common goal of achieving success through delivering change.

7.0 Appendices

Appendix A: Questionnaire

Buffer/Starter questions:

1. Do you have any Project management specific education?
2. Do you have any Change Management specific education?
3. Are you a member of any relevant associations?
4. If you had to chose, would you be more experienced in; Project management or Change Management?
5. Do you believe that Project Management and Change Management are integrated in the company you work for? If so, to what degree?
6. Have you worked in a project related role, where these disciplines were separate?
7. Do you feel both disciplines have the potential to successfully integrated?

As noted previously, Procsi (2018) identified four core dimensions that integrate these disciplines. Each dimension brings a vital and necessary structure for effectively realising change and results. The questions used in the interviews will be based on the core dimensions that are noted below and have been discussed in the literature review in detail:

Dimension 1: People

Dimension 2: Process/ Methodology

Dimension 3: Tools

Dimension 4: Results and Outcomes

These four dimensions will ultimately assist in providing a deeper comprehension of this complicated notion of combining both these disciplines.

Dimension 1: Results and outcomes

Question 1:

The recognised strengths of project management (meticulous, process oriented, milestone driven) are the literature identified weaknesses of change management. Vice versa, the strengths of change management (adaptability, people orientated) are the literature identified weaknesses of project management.

- How do you feel about the aforementioned statement?

- In your experience, do you feel that these disciplines complement each other well?

Question 2:

In your experience, what do you recognise as the keys to successfully delivering a project?

- From the perspective of the Project manager?
- From the perspective of the Change manager?

Dimension 2: Tools

Question 3:

There are tools/deliverables common across both disciplines such as the communication plan and/or stakeholder plan.

- In your experience, how is ownership of tools established?
- Is there potential for conflict here?

Dimension 3: People

Question 4:

Latest research identified that 76% of contributors had a dedicated change management resource assigned to the project. However, what is not clear is where the change management role sits, is it within the project delivery team or outside the project delivery team. Both aspects have their advantages and challenges.

- Where do you believe change management should sit? On the project team or external to the project team?

Question 5:

Identified through the literature, the roles and responsibilities of the project manager and associated jobs are clearly defined, both in the academic literature and by the professional bodies. However, the opposite can be said from a Change perspective. Whilst many authors have attempted to define the roles and responsibilities from the change perspective, there doesn't seem to be any agreement. One of the suggested causes of this is change management's adaptability/flexibility.

- Have you experienced conflict with regards to the aforementioned?

- When combining the disciplines, do you believe this to be an area of potential conflict?

Dimension 4: Process/ Methodology

Question 6:

Project management has a clearly defined framework with a clear beginning and ending, defined though its phases and gates methodology. Change management some frameworks, but there is no real consensus throughout the literature and has no clear beginning or ending as it often continues to manage change once a project may have closed.

- When combining disciplines, do you believe this to be an area of potential conflict?
- In your experience, when do you believe change management should get involved with a project?
- When do you believe that change management should end its involvement in a given change?

Question 7: Throughout the literature, project management seems to be the dominant discipline, especially in terms of process/methodology.

- Would you agree with this statement?
- How should the relationship between Project manager and changer manager be managed?
- Is there an “us” versus “them” mentality?

Appendix B: Participant Consent Form

Dissertation Study Consent for:

Study title: An exploratory study into the relationship and level of integration between project management and change management in a public utility

I…… voluntarily agree to participate in this research study.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves one 30 minute interview.
- I understand that I will not benefit directly from participating in this research.
- I agree to my interview being audio-recorded.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that signed consent forms and original audio recordings will be retained in a secure location, until the exam board confirms my dissertation result. Once the result has been awarded, all related recordings and consent forms will be deleted/destroyed.
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Researcher: Shane Gleeson
Contact details: 1shanegleeson@gmail.com

Academic Supervisor: Fiona Murphy
Contact details: fionaeileenmurphy@gmail.com

Signature of research participant	*Signature of researcher*
---------- ---------- Signature of participant Date :	---------- ---------- Signature of researcher Date:

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