

dr. sc. JOSIP NAĐ
Konex d.o.o., Varaždin
josip.nad@konex.hr

SUCCESSFUL CHANGE MANAGEMENT FOR MORE SUCCESSFUL PROJECTS

Summary

Change management is a discipline that by structured approach ensures a successful transition between people, business processes and organizations from the initial to the desired future state.

Using the examples of a large corporate business project, three types of business changes have been analyzed: changes in equipment and system functionality, changes in regular business procedures and changes in organizational structure. The changes that are presented in this paper are caused by a strong business requirement, which is then accompanied by new equipment and devices, new rules, new positions and new people.

The main activities from the initial to final state are analyzed: development of change management plan, change impact assessment, communication to all business levels, change implementation monitoring and planning and control of the required training of all project participants and business users.

At the end, three basic ways of change management are compared: “mechanical” with strict follow-up of defined procedures, “experiential” with active actioning and “intuitive” with periodic involvement in leading the project.

Key words: *changes, projects, change management*