

Change Management in International Projects – IAPP Changehabitats2

How to deal with continuous and discontinuous changes Example of Changehabitats2 – Marie Curie Industry Academia Partnerships and Pathways (IAPP) Project in FP7

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Objectives of the Presentation

1. Theoretical approach – Definition and types of changes
2. Transfer of knowledge to the life of an IAPP project
3. Lessons learned for future projects

1. Theoretical approach - Definition of change

Change Management is the continuous adaptation of strategies and structures to changing frame conditions.

www.changehabitats.eu

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1. Theoretical approach – Types of changes

Change Type	Characteristics	Example	Other Names
Predictability-driven			
Planned	consciously, adapts to actual frame conditions	new recruitments, new subcontractor, new legal directive to be followed	Reorganisation, Institutional Development
Unplanned	not consciously, during daily work	new experiences in handling software, little process improvements, development new templates	Organisational Learning, Life Cycle Adaptation
Impact-driven			
First Order Change	Continuous and small	new experiences in handling software, little process improvements, development new templates	Continuous Improvement Process (CIP)
Second Order Change	discontinuous and radical, incremental	Organisation breaks apart, partner falls out of consortium	Discontinuity

Table 1: Different Types of Changes (Gourmelon 2011*)

* Gourmelon, Andreas (2011): Management im öffentlichen Sektor, Heidelberg

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2. Transfer of Knowledge to Marie Curie IAPP Changehabitats2

Network for Habitat Modelling and Monitoring by Airborne supported Field work – an innovative and effective process in implementation of the Habitat Directive (1.1.2011 – 31.12.2014)

Objectives:

- Intersectoral and international network between industry and academia in the field of environmental monitoring
- Developing operable, time and cost effective procedures and tools for monitoring habitats using advanced airborne data acquisition techniques
- Complementary data acquisition methods: Field habitat survey on ground & Airborne data acquisition by laser scanning and hyperspectral imagery



Picture 1: Field habitat survey



Picture 2: Midterm review at TU BAF

Picture 3 & 4: Airborne monitoring

Table 2: Change Categories in Changehabitats2

Change Items	Change Type	Change Order	Responsible / caused by	Affected Players	Impact to project as a whole	Severity of damage
Beneficiary terminated	unplanned	second order	Public owner	all	large	large
Money frozen	unplanned	second order	EU	all	large	large
Planned dates change	planned	first order	single participants and groups	single participants and groups	small	none
Field work and flight dates change due to weather	unplanned	first order	Weather	single participants and groups	small	none
Field work and flight dates change due to WP life cycles	unplanned	first order	Life cycles	single participants and groups	small	medium
Field work and flight dates change due to competing projects	unplanned	first order	competing projects	single participants and groups	medium	large
Staff person falls out	unplanned	first order	competing projects	teams or partners	medium	none

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2. Transfer of Knowledge

Unplanned changes	Field work and flights change due to - weather - life cycles - competing projects - staff person falls out	Beneficiary terminated -guarantee fund activated Money frozen - delay of interims payment
Planned changes	Operational dates change	

First order changes

Second order changes

Diagramm 1: Types of Changes in Changehabitats2

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2. Transfer of Knowledge

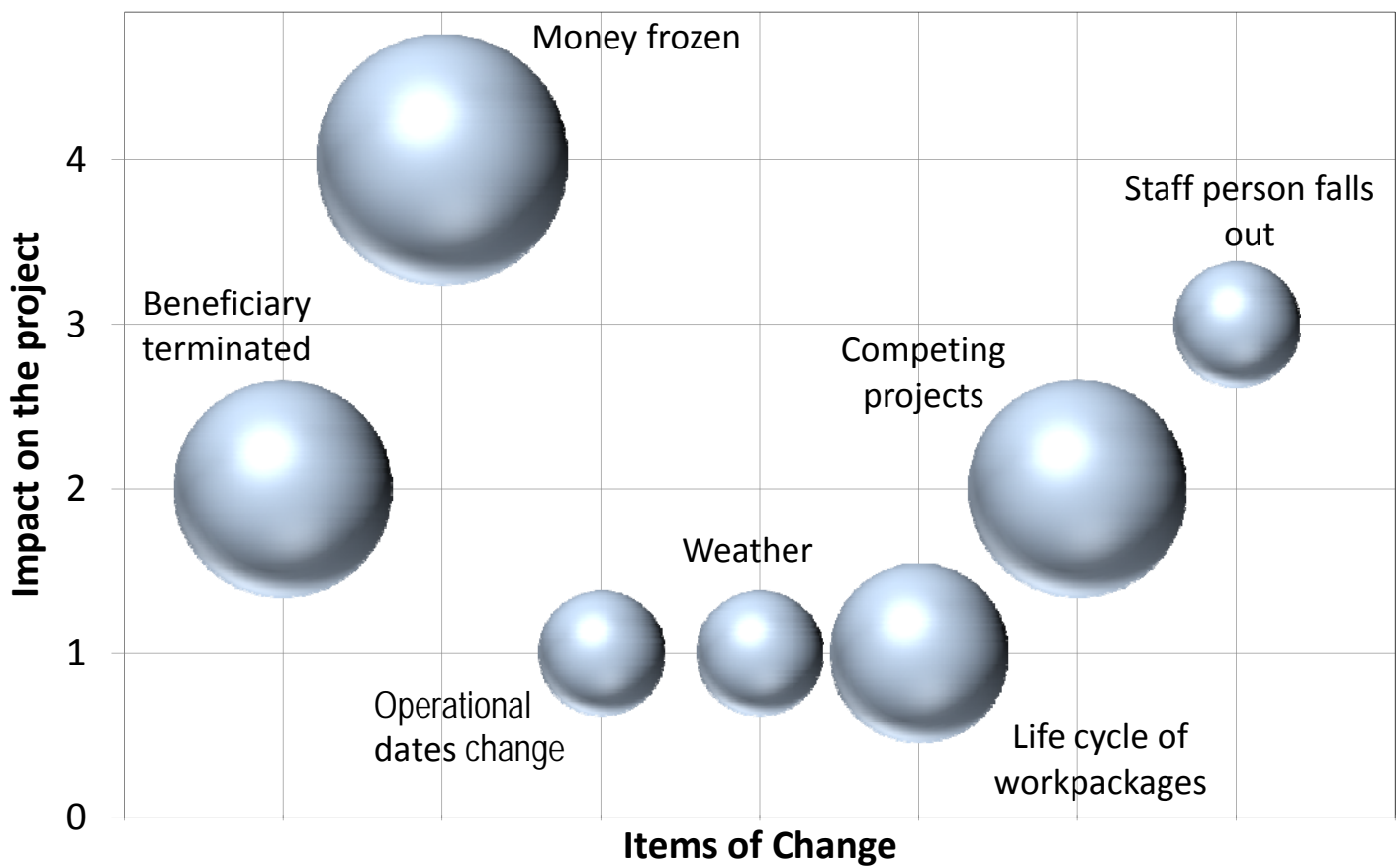


Diagramm 2: Impact and severity of Changes in Changehabitats2

EARMA Annual Conference in Tallinn 2014

Change Management in International Projects

3. Lessons learned

Change	How to predict?	In which phase	What to improve / design	Who is responsible to act
Partner leaves / falls out due to bankruptcy	check references prior to contract, Risk Management techniques, Historical Projects Comparison, Scenario checks	Project design and project plan	shared workpackages between at least 2 partners	Project Management, PMO, WP-Leader(s)
Partner leaves / falls out due to politics	not predictable	operational phase	shared workpackages between at least 2 partners	Project Management, PMO, WP-Leader(s)
Money not paid according to plan	Historical projects comparison, Scenario check, check reliability of Sponsor, check own deliverables and deadline and quality	project design, project plan, operational phase	have reserve money in budget, have contingency plan for less workpackages / lower quality ready	Project Management together with WP Leaders, PMO, Financial department
Dates change (operational change)	close observation while under way, close and efficient communication	operational phase	close project follow and monitoring and early communication	Team(s) + WP-Leader(s)
Weather causes changes	weather forecast, dates	operational phase	close observation and fast, efficient communication	Team(s) + WP-Leader(s)
Life Cycle causes changes	constant monitoring	operational phase	close observation and fast, efficient communication	Team(s) + WP-Leader(s)
Competing projects cause change	monitoring of bids, external customers, project portfolio strategy	project plan / operational phase	strategic observation	Project Management, PMO
Personnel falls out / changes	Trustful communication	project plan / operational phase	operational, trustful leadership and teamwork	Leadership, Team Leader(s)

Table 3: Lessons learned – what can be done to recognize, prevent and mitigate risk of changes in the future ? www.changehabitats.eu