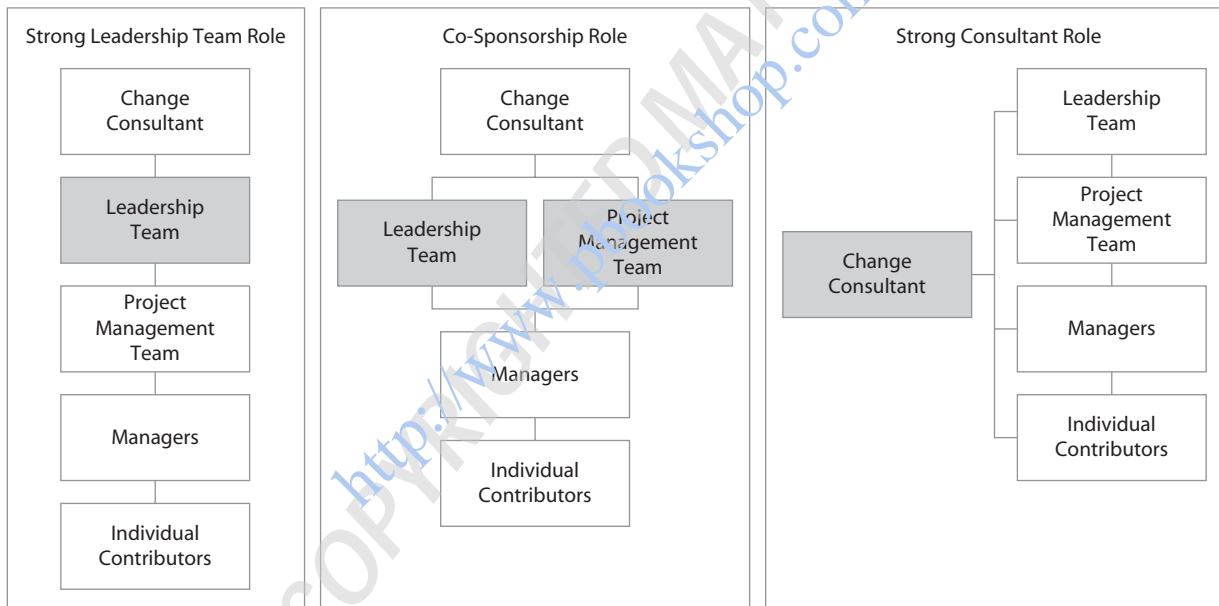


Determine the Project Structure

FOLLOWING ARE THREE typical ways of organizing a change initiative project. Please review each chart and discuss the implications of each structure on the successful execution and outcomes of your change initiative.



If you envision a model that is more suitable to your situation, please diagram it in the space below.

A large empty rectangular box with a thin black border, intended for the user to draw a diagram. A diagonal watermark in blue text, "http://www.pbookshop.com", is visible across the lower half of the box.

Project Structure and Organization Assessment

Referring to the charts on this and the previous page and considering your own situation, environment, and culture, complete the following assessment by reading each statement and checking the column for the role you believe serves the change initiative in the most beneficial way. Space is provided for you to enter and rate four additional criteria you believe should be considered. When you have completed the assessment, please sum each column by counting the number of check marks in each column and entering the totals in the spaces provided. Please check only **one** box for each statement.

Which role will provide the best results to

	Strong Leadership Role	Co-Sponsorship Role	Strong Consultant Role	Other Role
Mobilize people to act				
Make a compelling business case for change				
Keep the change initiative on course				
Ensure the change aligns to key business objectives				
Reinforce the need for change				
Set the priorities for successful execution				
Ensure integration of change initiatives with business goals				
Challenge the status quo				
Measure the progress and effectiveness of change				
Solve problems and make decisions				
Make the connection between the new behaviors and success				
Address chaos and complexity				
Ensure the development and delivery of essential training				
Create a value-based change model and roadmap				
Develop a communication strategy and plan				
Ensure change is localized and internalized				
Develop assessment instruments and evaluation tools				
Add four additional criteria:				
A.				
B.				
C.				
D.				
TOTAL				

Exercise Summary: Project Structure and Organization

As a group, you'll share your scores. When the facilitator has completed this portion of the exercise, enter the sum totals for all participants in the spaces provided below.

Strong Leadership Role

Strong Co-Sponsorship Role

Strong Consultant Role

Other Role

The facilitator will conduct an exercise to help determine the **strengths and weaknesses** of your selected role. Enter the results of the exercise in the appropriate spaces below. The higher scores are strengths and the lower scores weaknesses. Discuss how you will address and deal with the weaknesses.

Mobilize people to act		Solve problems and make decisions	
Make a compelling business case for change		Make the connection between the new behaviors and success	
Keep the change initiative on course		Address chaos and complexity	
Ensure the change aligns to key business objectives		Ensure the development and delivery of essential training	
Reinforce the need for change		Create a value-based change model and roadmap	
Set the priorities for successful execution		Develop a communication strategy and plan	
Ensure integration of change initiatives with business goals		Ensure change is localized and internalized	
Challenge the status quo		Develop assessment instruments and evaluation tools	
Measure the progress and effectiveness of change			

Following the determination of strengths and weaknesses, as a group, you'll discuss the following questions:

- What are the implications?
- How should these opportunities for development be dealt with?
- Who does what and by when?

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