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Managing Secondary Impacts of Project Changes

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Secondary Impact of Change Challenge

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- Large construction projects are hard to manage and control for reasons including multiple dimensions of performance and the variety of participants, materials, and operations
- Project changes from original plans can destroy project performance with direct and secondary impacts, resulting in financial performance and project failure
- Certain characteristics and features of large development projects can cause large performance failures

Quo Vadis

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- Current change management methods do not adequately address the secondary impacts of change
- Project change can destroy the attainment of project objectives
- Secondary changes are changes to the unchanged work

Change Management

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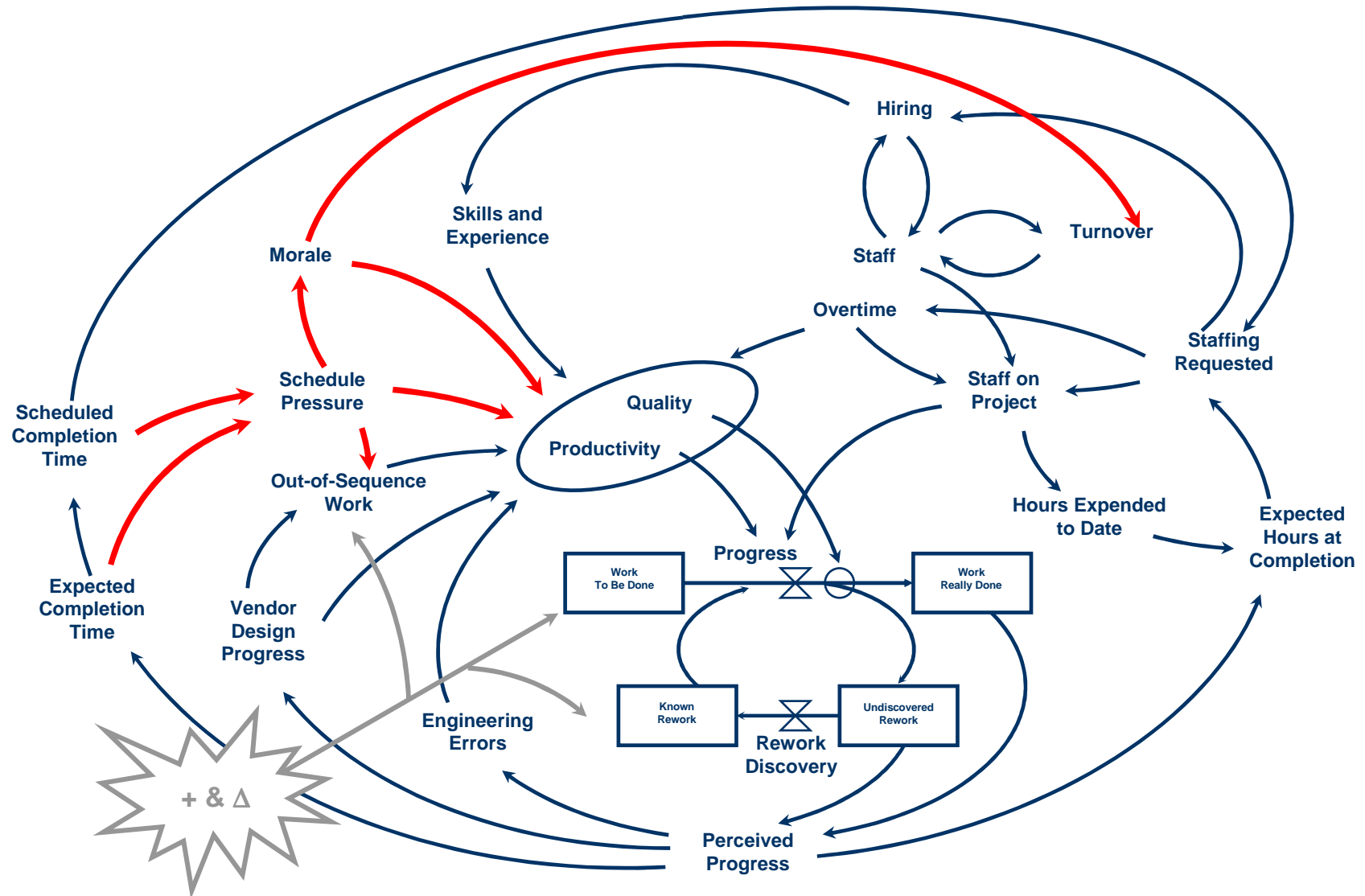
- In June it was agreed that the Change Management process be expanded to include a new deliverable that would encompass;
 - ➔ Awareness and understanding of the secondary impacts of change on a project
 - ➔ Best practices methodology to effectively outline the impact of and methods of dealing with the secondary impacts of change on a project, and
 - ➔ A tool to simply and easily articulate what are secondary impacts of change on a project and enable this to be communicated to the team in a coherent and consistent manner.

Aim of the best practices document

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- The best practices document will cover the following areas;
 - ➔ The barriers to managing secondary impacts on the project
 - ➔ Casual maps to explain the secondary impacts of change on the project by identifying the impacts of change, inter relationships, productivity impacts etc
 - ➔ Framework for explaining the secondary impacts and the challenges in building the casual maps
 - ➔ Improved management of the secondary impacts of project change using processes, tools and methods to achieve management goals
 - ➔ Methods for implementing improved management of the secondary impacts on project changes, including phases of implementation, process characteristics to implement improvements etc
 - ➔ Sensitising the firm's workforce to the importance and challenges of this part of project management, and the
 - ➔ Requirements for an effective management tool

Typical causal map



Way forward

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- The current deliverable - Managing the secondary impacts of project changes in the form of a best practices document
 - ➔ To be complete by February 2009
- An additional deliverable has been included in the change management deliverables to assist ECRI members in easily articulating the concept and understanding of what constitutes the secondary impacts of change on a project to their staff in a simple and coherent manner, in the form of a PowerPoint presentation
 - ➔ This last deliverable will be completed by the end of March 2009

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