

Why a White Paper?

Companies evolve in a context of international and economic change (globalization, off-shoring, speed of execution, respect for the customers' requirements, etc.) where the achievement of specified objectives is essential for their survival.

In order to remain competitive and to assure an optimization of costs, companies undertake transformational projects while having to deal with a particularity: the human factor, and its irrational character. In this context, is it easy to apply a PMBOK approach to the management of projects?

What are the Challenges for a Successful Transformation?

The response to this question is manifold:

- Identify the needs of changes introduced by the transformation
- Take into account the human factor, both in the objective and in the method of the transformation project
- Manage the uncertainty of behaviours from a HR perspective
- Adapt the project, i.e. define phases and achievement according to these constraints

These issues serve to guide the transformational project, with specific concerns:

- Create a project framework: identify a management approach
- Develop the plan: establish how to apply the change
- Deploy: arrest the resistance to change

Implement a Transformational Plan

The approach outlined in this White Paper allows sponsors and actors of a project of transformation, to put together the optimal conditions to succeed, while staying aligned with the strategic imperatives, operational and economic.

Issues Considered in the White Paper

The Changes	<i>Type -behaviour - uncertainty- impact</i>
The Conditions	<i>Confidence - management - decision-making - culture - communication</i>
The Actors and Project Leaders	<i>project roles – coordination structures and practices – human relations skills</i>
HR and Worker Representation	<i>Social representativeness - HR component and social ambitions – training--support</i>
Framework	<i>cycle – management – needs – feasibility – charter</i>
Analysis Processes	<i>culture according to Mintzberg – model of Wilber – questions of Kipling</i>
Transformation Plan	<i>Scenario - impact analysis – terms and conditions -indicators</i>
Deployment	<i>Resistance to Change – Control – Key performance indicators</i>

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