Project Management Institute

# MANAGING CHANGE IN ORGANIZATIONS: A PRACTICE GUIDE

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# PREFACE

*Managing Change in Organizations: A Practice Guide* is a complementary document to PMI's foundational standards. This practice guide provides guidance on implementing change management across the Knowledge Areas and associated processes in the foundational standards. This practice guide exemplifies PMI's continuing commitment to support the project management profession with a defined body of knowledge.

PMI views change management as an essential capability that cascades across and throughout portfolio, program, and project management. PMI believes that all strategic change in organizations is delivered through programs and projects. Successful organizations lead change by managing their projects and programs effectively.

Change management is addressed in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide); The Standard for Program Management; The Standard for Portfolio Management;* and *Organizational Project Management Maturity Model (OPM3®)*. From stakeholder management to communications to human resources management, elements of change management appear throughout PMI's foundational standards but are not specifically identified as the phrase "change management."

A practice guide is a new category in the PMI library of standards, which is intended to encourage discussion related to areas of practice where there may not yet be consensus about what constitutes good practice. Innovation combined with a dynamic external environment drives organizations and practitioners to act more quickly and become more adaptive to manage uncertainty; therefore, PMI introduced this practice guide to identify how adaptive approaches integrate with PMI's foundational standards.

Practice guides are developed by leading experts in the field using a new process that provides reliable information and reduces the time required for development and distribution. PMI defines a practice guide as a standards product that provides supporting supplemental information and instructions for the application of PMI standards. Practice guides are not consensus-based standards and do not go through the full exposure draft process. However, the resulting work may be introduced later as a potential standard and, if so, will then be subjected to PMI's documented process for the development of full consensus standards.


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