CHANGE MANAGEMENT AS A KEY SUCCESS FACTOR TO IMPROVING PROJECT EFFICIENCY AND PRODUCTIVITY

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ABSTRACT

The content of this paper will focus on change management in ERP implementation project which change management will be described in 2 perspectives, 1) change in consulting team to push team to move forward in term of productivity and efficiency improvement for the team working and 2) change in customer side to let them aware of change that will happened when the new software has been launched to replace the existing software. Communication is also an important key success factor towards success of the project.

In every ERP implementation project, the key success is neither because there is an experienced consulting team nor the software is perfect but it's because how we can build awareness to project team, how we can align the project goal among several party and work as one single team. It is also depending on how effectively and efficiency we can communicate the change to all the stakeholder to let them understand on the reason why we have to change and prepare to adapt on change.

Therefore, the objective of this paper is to analyze on the key issue, which affect to the project schedule, team productivity and efficiency and try to find out on what is the root cause of project delay. Then try to apply key change management concept such as PDCA technique and/or some other specific change control and communication technique to mitigate on delay and risk that may happen along the way of project implementation. In conclusion, this paper also provides short recommendation on how to change and improve on any issues which encounter throughout the project and also include the sample situation which is the result after change to show on why I realized that change management is a key factor to improve project productivity and efficiency.

KEY WORDS: CHANGE MANAGEMENT / PROJECT MANAGEMENT / COMMITMENT / COMMUNICATION / ATTITUDE

46 pages

CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

This research topic describes about "Change Management as a Key Success Factor to Improving Project Efficiency and Productivity" in order to find out the problem which happen during project implementation which impact to the project's timeline and team efficiency. I planned to use the research's result of this paper to improve on my management skill, to be able to deal with people with different kind of personality. I also would like to use the result to improve on my project productivity and increase efficiency of team working.

Productivity and work efficiency are the common words in the consulting business. Productivity means each project members can utilize their effort to complete an assignment within a specific resource, budget and timeline. Productivity is not considering on individual but also consider as a team or group of work. Great teamwork also increases the productivity for implementation project. In the other word, efficiency means how we can utilize on current resource to complete the project on plan or faster than schedule. In case there is any issue raise or scope change, the current resource can cope, control and find out the proper solution within limited budget and fit with the current project milestone. If any project can booth up on both team productivity and efficiency, we can ensure and guarantee that the project can success within its timeline.

Rational for selecting this topic because of now I'm working at ABeam consulting (Thailand) as the role of project management member to support on project management activity. TIPCO F&B is my existing client when I conduct this research. As my role in the project, I have to monitor the progress of activity in this project and also find the proper way to understand on people behavior for example how to approach them, how to work with them etc. And from my experience, I thought that every project requires the change in every dimension to make the project success. So change management is the main topic that I'd like to study and understand more on how it can be used as a tools to drive the project towards success.

Currently, the problem that my project encountered are non-realistic project schedule, vague project organization, incapable human resource and team negative attitude. Unappropriated project communication, unclear on role and responsibility of each team member are also the key issue.

How to apply change management to improve on my project efficiency is still a challenge. I start gathering the information from my target group. There are several components which important to project success. Some data can be gathered and measured in quantitative by using questionnaire for example time spent for each activity. Anyway, there are still some data which cannot be measured in term of quantitative for example the opinion of each person towards project success, each person attitude etc. To acquire these qualitative data, I select some sample of personality and interview people in various level about this personality for example question about strength, weakness, if we would like to make change, how it will be improving.

I decide to use on both questionnaire and interview method for data gathering because I would like to get the information on both quantitative and qualitative. I would like to know on what's the real issue that cause the delay in my project from the idea of 3 sample groups. I believe that my selected research methodology can lead me to realize on the root cause of the project delay and come up with the appropriated way to resolve the issue.

For example: as illustrate below, I will interview one interviewee about 3 personalities.

3 personalities   7 Interviewees
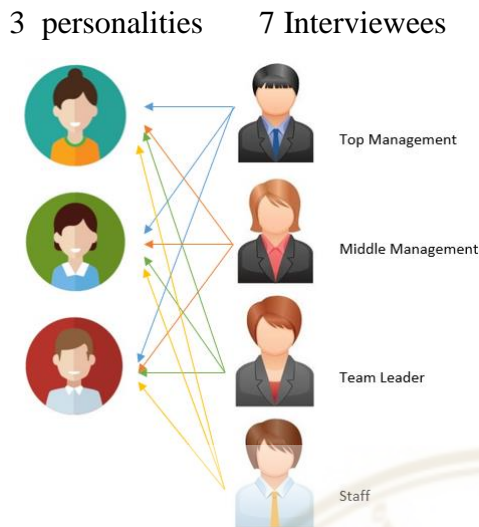
Figure1.1: Illustrate of how to collect information from interview

After I get the result of interview from my interviewees, I analyze and find the gap or blind spot of each personality and then apply the project management and change management theory to close these gap such as PDCA, Kotter's 8-Step Change Model etc. and find how to apply these theories to improve productivity and increase efficiency of each project members.

After understanding on both the root cause and the applied solution, I do further analysis on how to use project management or change management tools to solve or mitigate these issue. As I mention earlier that human resource is the key success factor in project implementation. Therefore, I decide to use change management theory as the important tool to resolve on the issue, which we encounter. I strongly believed that the productivity of project team would increase after change management has applied.

In every project implementation, process and people have to form in the appropriated way otherwise; it will affect to project scope, cost and timeline. In my project, human resource is the key success factor in both my team and my client. Team formation, team attitude towards their role and responsible is the issue towards project success. I make a research on what's the main obstacle to block on team efficiency and what's the real problem which cause the project cannot achieve their target.

CHAPTER II
LITERATURE REVIEW

Good project management is difficult to justify but it's a necessity to execute and drive the project towards success and bring change into an organization. Is project management a key to decide between success and failure of any project? I believe it is a mandatory baseline that all company must have in order to successfully implement a fantastic solution. So I expect all our member to deeply understand the standard methodology and tools of project management and change management. In the meanwhile, change management is the subset of project management.

Towards successful of project implementation, effective and efficient project management was expecting to be the key instrument to lead the project towards success (Goff, 2013).

Project management is one of five keys to transform current process to future operation. There are five keys of transformation cycle (ABeam Consulting Ltd., 2013) as per below:

1. Visioning the transformation – this is to identify the whys and what's of transformation. This is also assist the decision making of transformation.

2. Executing the project – this is used to cover various tasks such as business process/organization, system and change management involved in a transformation. It's covering knowledge of system engineers regarding system implementation.

3. Gaining successful result – this is the methodizing service and operation management to be successful with the transformation.

4. Maneuvering the project – this is amassing the knowledge of project management to lead all tasks to success.

5. Building awareness and action – this is related to change management, it leads the transformation to be successful and sustainable by managing people side of change and transformation.

Here I will focus in project management threads (ABeam Consulting Ltd., 2014). Thread is a structure to have comprehensive understanding of the tasks needed for corporate transformation. Project management threads help lead a project to its successful completion within the constraints imposed on it, which include scope, duration, budget and quality targets (Binder, 2016).

Disproportionate importance of technical aspects, such as Gantt charts and metrics management, is often given to project management, but its essence lies in a project manager devising a project plan, detecting deviation from the plan as a problem, identifying root cause to address, and keeping the project on track. This is from the baseline of PDCA (Plan/Do/Check/Act) concept (Bulsuk K. G., 2009).

Experience from many projects show that there are seven critical dimensions from ERP project management (Roman, 2005) as following:

- Project Planning and Tracking
- Risk Management & Contingency Planning
- Scope Control
- Communication
- Change Management
- Capability
- Quality

All of these dimensions all project need to incorporate and address in order to achieve its objectives and realize the benefit from each project.

Refer to ERP project management (ABeam Consulting Ltd., 2014) above, there are a detailed template for implement projects which contains key milestones, key activities, and other critical information. The methodology build from a strong foundation of project planning and tracking. It is critical to do planning thoroughly and from the beginning. If this step is not planned thoroughly, then all the additional project activities will be based on an inaccurate and shaky foundation.

The most important role of project management is devising a project plan, detecting deviation from the plan as a problem, identifying and handling the root causes, and keeping the project on track (Hobbs, 2007). The prerequisite of project management method is its combined usage with other methods. As per classic project management methodology, we insist on a formal planning phase for all projects in order to establish

this foundation for success (Ryszard Barnat, 1996). During the planning phase, the project manager and team leaders create a detailed work plan that is "check in" to the documentation library. The good detail planning brings the strong foundation. Later I interview sample group to understand more on how they perform project planning.

This planning activity must be thorough and detailed. It forms the foundation for all the remaining activities in the project. Project manager and team leader will update the plan on regular basic. These processes are integrated into our quality assurance and risk management process (Institute of Medicine, 1992). The project management methodology recognize that risk and issue arise in the project. Either reduce the probability of risk occurring and/or reduce impact of risks on the success of the overall project.

After the project planning phase, this is the next area that is managed, experience shows that risks have the largest potential to delay a project or prevent the project to achieving its objectives. Normally in ERP project, major risk is consider on the new change request which impact to project cost, resource and timeline (ERM Initiative Faculty, 2013).

Risk management is the activities concerning identification of risks inherent in the project, evaluation on the seriousness/influence of the risks, investigation/ implementation management of countermeasures, and monitoring of risk occurrence. On a weekly basis, the project team should review the potential risk occurrence and trigger to ensure project still under control (Landau, 2016).

The other dimension of project management is scope control. The purpose of change control is to retention the schedule and expense, keep the consistency within deliverables and ensure quality of project by managing change of project's deliverables (baseline) determined in milestone using a consistent method (Phillips, 2013). It can be considering as a series of management activities regarding requests for additions/changes to the agreed scope of the project (coverage of project, work activities, deliverables, sharing of roles and responsibilities, etc.), from their receipt, to decision making as to whether to approve change implementation, and to closure (Haughey, 2011).

As part of the project charter, which is one of the first deliverables during the project start-up step (planning phase), we define the communication strategy that will be used on this project. The intent is to develop a customized communication plan that ensures the appropriate information and messages are exchanged with relevant stakeholders in a timely manner (Frost, 2017).

The key communication activities in the project are described as below:

- Identify key stakeholders and their motivations, influencing powers and information needs
- Identify what information will need to be communicated and to whom
- Determine the time scales for delivery of key information
- Develop project and project kick-off communications
- Identify appropriate mechanisms for communication
- Prepare template report formats
- Communicate with internal and external stakeholders
- Monitor success of on-going communications through periodic informal effectiveness surveys

The important dimension for project management is change management (Tata Consultancy Servies Ltd., 2013). Change management is methodology to minimize the resistance from people in an organization who impact from change. To cope with change, training and motivation are very important.

Change management method consist of 2 portions are planning stage of change management and execution stage of change management.

Planning stage consist of 2 step as below:

1. Transformation visioning phase
2. Planning/High level design phase

Execution stage of change management is to repeat on the process of PDCA (Plan/Do/Check/Act) (Bulsuk K. , 2011).

Change management consist of 2 portions are change in structure and change in people. Change management is the technique to manage impact of change to each people.

Normally people will resist to change due to 5 following factors (ABeam Consulting Ltd., 2015):

1. Obstacle to awareness
2. Obstacle to understanding
3. Obstacle to consent
4. Obstacle to action
5. Obstacle to continuance

In order to overcome the above obstacle, 3 main components are involved 1) Communication 2) Training and 3) Motivation and 2 sub-components are 1) Leadership and 2) Ownership required.

Change management should be able to control of fear and resistance towards change and will also support each people to overcome on five obstacles. PDCA cycle will be used during planning stage of change management and executing stage of change management (Hayes, 2014).

After change management, we are able to collect on capability and skill of each person which lead to analysis of productivity towards new business operation to ensure that organization can move forward with high effectiveness and efficiency. In order to sustain staff capability, we have to keep focus on both communication and training along the way of project implementation.

The important of project management is to bring good quality to project. Quality of management is the most important thread for project implementation. It's an activities concerning formulation of quality policies, quality targets and quality assurance to meet the client's needs, accurate acquisition of quality status, and correction of problems.

Popular technique to ensure the project quality is V-Model (Federal Highway Administration (FHWA), 2005). Prevention costs and appraisal costs are those for ensuring compliance with specified requirements and are generally smaller than failure costs associated with dealing with and correcting incompliance with requirements. By appropriately allocating a greater budget to the former, the latter can be controlled.

Therefore, the failure costs that arise after the deliverables are created must be reduced through the planning and performance of the process to build quality into a product.

Actually our company project management methodology is based on PMBOK® (Project Management Institute (PMI), 2004), which stands for Project Management Body of Knowledge. Guide, which is one of the most widely used project management standards in the world. And guide on the following points, to be practical on common project management skills, such as budgeting and managing inputs and outputs. (*PMBOK*® is a registered trade mark of the Project Management Institute (PMI®) in the United States and other countries.)

- Have task structure which reflects the difference of tasks in each phase, leading project management to be conducted by phases as defined in our method.
- Provide a "preparation for next phase" as a part of the project management process, to define planning and preparation for the next phase.
- Define specific project management standards in each management area, such as progress, quality, issue, change, and risk.
- Include many terms and definitions often used in system development projects, in order to increase usefulness in projects.

If we are able to proper apply the project management and change management technique, I believe that both productivity – which a measure of the efficiency of a person, process, system etc., in converting inputs into useful outputs (Productivity. BusinessDictionary.com, 2017) – and team efficiency – efficient is defined as being able to accomplish all of the necessary tasks for a job in the appropriate amount of time and with the right tools available (Team Efficiency VS Effectiveness, 2017) – has dramatically improved.

In the next chapter, I explain on what is the material and method, which I use to collect the data from the sample group towards success or failure of project implementation and the idea of sample group towards our project management methodology. Then find out on how to apply change management to improve the effectiveness of project management to bring the project towards success.

CHAPTER III
MATERIALS AND METHODS

The methodology or data gathering technique that I use to collect the data for this research are both questionnaire and face-to-face interview.

Data collecting methodology for this research separate into two parts are quantitative by using questionnaire to collect the data and qualitative by interviewing people from various level e.g. top management, middle management, team leader, staff and also customer (Totally from 2 companies, ABeam consulting (Thailand) and TIPCO F&B).

The reason that I use questionnaire to get the quantitative data because not all project team members have available time slot to interview with me and these data can be gathered by just using a questionnaire and able to interpret the result later. But the important point is that I would like to gather on the root cause of the problem before step down in detail by using interview method. Moreover, I still need the qualitative data since some information have to gather only by interview since I can notice on an interviewee's behavior and the way they answer my question. Moreover, some data hard to get only by questionnaire for example attitude and perception.

For questionnaire, I plan to collect the information which can be measurable in term of operation process for example time spend to complete the design workshop, the duration and the way to communicate between each party etc. I plan to launch questionnaire to 70 team members, all of the questionnaire will be multiple choice with measureable answer.

For interview, I plan to use this method to collect the information which cannot be measure out as numeric but come from each person opinion e.g. Attitude towards each person in project team, working style and environment etc. The sample size of interviewee are 4 persons from my team and 3 persons from my client. The selected sample from my team will include 2 project management members, 1 team leader, and 1 team member. The selected sample from my client will include 1 from

steering committee member, 1 from project management team, and 1 from business process owner or key user.

The reason I select interviewee from both client and team because each party may have different opinion towards problem in the project since we are in the position of vendor and customer. I also select interviewee from different person in different project organization structure because each person has different role in the project. Project management is the project driver, team leader and BPO are the leader and role model and each team member is the key component of the project success.

The first sample personality which I choose is one of PMO member, she is the fast learning person who responsible for several activities in the project from planning till monitoring. Her role is to support project manager in some key project activities. She willing to work hard and quite concentrate in her responsible assignment. In this project, she is one of the key member who bridge between our team and our client.

The second sample personality is one of our project team member, she looks like the experienced consultant but in fact, she is not so strong in her responsible area. She always misunderstands on client business requirement and always blame that any mistake that caused from her fault is other person's fault. In this project, her responsible area is bringing a lot of issue to the project.

The third sample personality is our warehouse key user, she responsible for material and warehouse management area. Actually, she is very senior in term of age but she is a bit slow. Our team have to spend longer time to explain or discuss with her. Sometimes we mention something, which she is not understand or misinterpret so we have to repeat several time. She is also not familiar with information technology so look like she's not be able to guide her subordinate on what's the different between as-is and to-be business process.

The questionnaire content itself is separated into several sessions. The session has been group based on foreseen issue, which may encounter during ERP project implementation. The detail question will also breakdown to issue, which may encounter on each phase of ERP project. Anyway, this questionnaire will focus mainly on issue, which related to human resource for example attitude towards project goal and project plan, team working environment and communication. Since I believe that human

resource is the most critical problem towards the success of ERP implementation project.

As mentioned, I have planned to launch the questionnaire to both my team members both consultant team and my client. Once I get the questionnaire back, I use statistical program to analyze on the result. Then I can see what the important issue that influence to the project timeline. After I got the analysis result, I develop detail interview guideline and then use this guideline to interview with the interviewee.

As mentioned earlier that the objective of questionnaire is to gathering on the root cause of the problem. Several issues can cause the delay in the project implementation. I use the questionnaire to analyze and prioritize on the root cause of the problem. Then pick up top three of the issue to be analyze further by using interview technique.
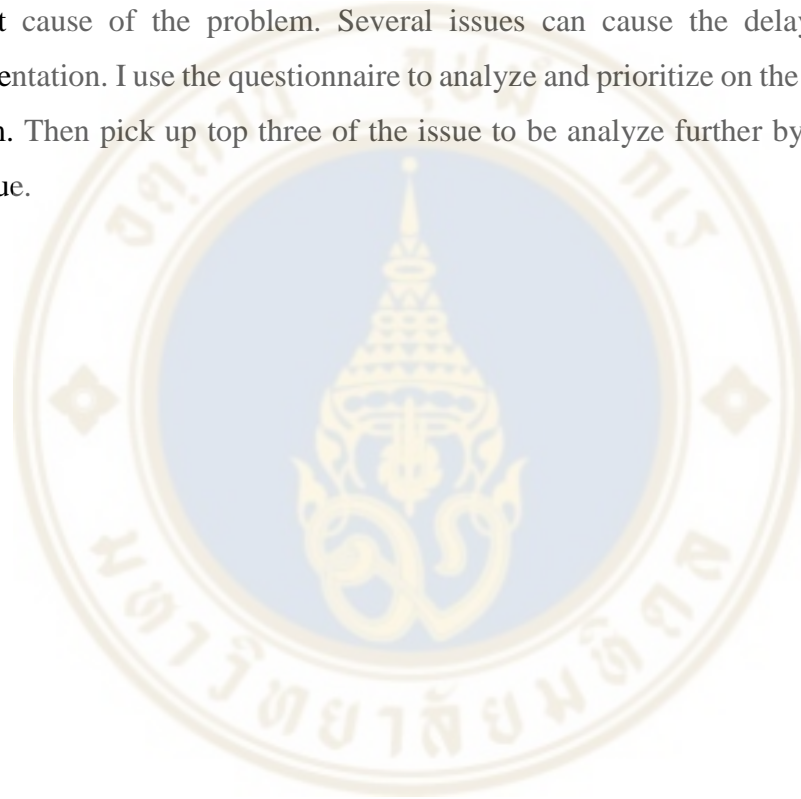
CHAPTER IV
RESULT

According to research methodology which I use to gathering information for this paper can be separate into two techniques and here is the result of each by begin with questionnaire result and follow with interview result.

4.1 Questionnaire Result

This questionnaire use for collect data from whole team members both my side and my clients, totally 70 respondents form various position as show in table below:

Table 4.1: Descriptive Statistics of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Member of steering committee	4	5.7	5.7	5.7
	2. PMO	7	10.0	10.0	15.7
	3. Functional team leader / BPO	9	12.9	12.9	28.6
	4. Project team / KU	26	37.1	37.1	65.7
	5. End user	11	15.7	15.7	81.4
	6. Developer	6	8.6	8.6	90.0
	7. IT Specialist	7	10.0	10.0	100.0
	Total	**70**	**100.0**	**100.0**	

From Table 4.1 my respondents are 4 people from member of steering committee, 7 people from project management team, 9 people form functional team leader / Business process owner, 26 people from project team / key user, 11 people from end user, 6 people from developer and 7 people from IT specialist.

Table 4.2 Relationship between project role and year of experience

			2. How long have you worked in this job?				Total
			1. < 1 year	2. 1 – 4 years	3. 5 – 10 years	4. > 10 years	
1. Please identify your role in project	1. Member of steering committee	Count	0	0	0	4	4
		%	.0%	.0%	.0%	100.0%	100.0%
	2. PMO	Count	1	2	3	1	7
		%	14.3%	28.6%	42.9%	14.3%	100.0%
	3. Functional team leader / BPO	Count	0	1	8	0	9
		%	.0%	11.1%	88.9%	.0%	100.0%
	4. Project team / KU	Count	3	17	6	0	26
		%	11.5%	65.4%	23.1%	.0%	100.0%
	5. End user	Count	1	8	2	0	11
		%	9.1%	72.7%	18.2%	.0%	100.0%
	6. Developer	Count	1	3	2	0	6
		%	16.7%	50.0%	33.3%	.0%	100.0%
	7. IT Specialist	Count	1	3	3	0	7
		%	14.3%	42.9%	42.9%	.0%	100.0%
Total		**Count**	**7**	**34**	**24**	**5**	**70**
		%	**10.0%**	**48.6%**	**34.3%**	**7.1%**	**100.0%**

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	74.182[a]	18	.000
Likelihood Ratio	47.050	18	.000
N of Valid Cases	70		

a. 25 cells (89.3%) have expected count less than 5. The minimum expected count is .29.

Table 4.2 described the relationship between project role member and year of wok in this field. The percentage show that most of the members who start to work in this field will start as project team member and decrease dramatically when year of experience increase. The result also illustrate that the member of steering committee supposed to have more than 10 years of experience but project management team consist of project manager, assist project manager and PMO members so the year of experience

are varying. Therefore, the result is obvious that the higher position in the project is depends on the increase in year of experience.

Table 4.3 Relationship between project role and experience in ERP implementation

			3. Do you have work experience in ERP implementation project?		Total
			1. Yes	2. No	
1. Please identify your role in project	1. Member of steering committee	Count	3	1	4
		%	75.0%	25.0%	100.0%
	2. PMO	Count	4	3	7
		%	57.1%	42.9%	100.0%
	3. Functional team leader / BPO	Count	8	1	9
		%	88.9%	11.1%	100.0%
	4. Project team / KU	Count	19	7	26
		%	73.1%	26.9%	100.0%
	5. End user	Count	0	11	11
		%	.0%	100.0%	100.0%
	6. Developer	Count	6	0	6
		%	100.0%	.0%	100.0%
	7. IT Specialist	Count	3	4	7
		%	42.9%	57.1%	100.0%
Total		**Count**	**43**	**27**	**70**
		%	**61.4%**	**38.6%**	**100.0%**

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	27.023[a]	6	.000
Likelihood Ratio	33.162	6	.000
N of Valid Cases	70		

a. 10 cells (71.4%) have expected count less than 5. The minimum expected count is 1.54.

Table 4.3 illustrate that the person who work in team leader, functional team and developer have to experience in ERP project implementation otherwise, he or she cannot be able to provide suggestion to the client or design the new business process to increase the productivity and efficiency for client business. The information show that

the person who work in project management or steering committee role is not necessary to have experience in ERP project but he or she should possess the extensive skill in project management. Actually, most of key user and end user also not experience in ERP project since this maybe the first project he or she experience with.

Table 4.4 Relationship between project role and level of competency

			4. Do you have enough knowledge to carry out your assignment?		Total
			1. Yes	2. No	
1. Please identify your role in project	1. Member of steering committee	Count	4	0	4
		%	100.0%	.0%	100.0%
	2. PMO	Count	3	4	7
		%	42.9%	57.1%	100.0%
	3. Functional team leader / BPO	Count	7	2	9
		%	77.8%	22.2%	100.0%
	4. Project team / KU	Count	11	15	26
		%	42.3%	57.7%	100.0%
	5. End user	Count	0	11	11
		%	.0%	100.0%	100.0%
	6. Developer	Count	6	0	6
		%	100.0%	.0%	100.0%
	7. IT Specialist	Count	5	2	7
		%	71.4%	28.6%	100.0%
Total		**Count**	**36**	**34**	**70**
		%	**51.4%**	**48.6%**	**100.0%**

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	25.786[a]	6	.000
Likelihood Ratio	34.086	6	.000
N of Valid Cases	70		

a. 10 cells (71.4%) have expected count less than 5. The minimum expected count is 1.94.

Table 4.4 illustrated that most of the members in the project except project team members or end users should confident that their knowledge or experience can support them to carry out the current assignment. This is true in ERP project

implementation, without the competency or business experience, the project team cannot carry out their task. For end user, they are not necessary to experience in ERP project because they are just the user of the new system.

Table 4.5: The correlation between position and attitude of personal goal

| | | | 5. Do you think that your personal goal aligns with your current project assignment? | | Total |
			1. Yes	2. No	
1. Please identify your role in project	1. Member of steering committee	Count	4	0	4
		%	100.0%	.0%	100.0%
	2. PMO	Count	7	0	7
		%	100.0%	.0%	100.0%
	3. Functional team leader / BPO	Count	7	2	9
		%	77.8%	22.2%	100.0%
	4. Project team / KU	Count	17	9	26
		%	65.4%	34.6%	100.0%
	5. End user	Count	0	11	11
		%	.0%	100.0%	100.0%
	6. Developer	Count	1	5	6
		%	16.7%	83.3%	100.0%
	7. IT Specialist	Count	2	5	7
		%	28.6%	71.4%	100.0%
Total		**Count**	**38**	**32**	**70**
		%	**54.3%**	**45.7%**	**100.0%**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.904[a]	6	.000
Likelihood Ratio	39.667	6	.000
N of Valid Cases	70		

a. 10 cells (71.4%) have expected count less than 5. The minimum expected count is 1.83.

Table 4.5 illustrate that normally the personal goal of steering committee and project management member is to manage or drive the project to be success. That why they try to drive the project to success. If the project success, it means that his or her personal goal also achieve. It looks like both the steering committee and project

management member in my current project has good attitude and well understanding in current project schedule. However, the other project role is mix between several types of personality. The analysis result show that some of project team member think that his or her personal goal cannot achieve in this current project. The result also shows that some members who has negative attitude towards the project implementation. They believe that his or her personal goal cannot achieve.

Table 4.6: Relationship between project assignment and personal goal

| | | | 6. Do you think your personal goal has been achieved during this project? | | Total |
			1. Yes	2. No	
5. Do you think that your personal goal aligns with your current project assignment?	1. Yes	Count	27	11	38
		% of Total	38.6%	15.7%	54.3%
	2. No	Count	10	22	32
		% of Total	14.3%	31.4%	45.7%
Total		**Count**	**37**	**33**	**70**
		% of Total	**52.9%**	**47.1%**	**100.0%**

Chi-Square Tests					
	Value	**df**	**Asymp. Sig. (2-sided)**	**Exact Sig. (2-sided)**	**Exact Sig. (1-sided)**
Pearson Chi-Square	11.044 a	1	.001		
Continuity Correction b	9.505	1	.002		
Likelihood Ratio	11.335	1	.001		
Fisher's Exact Test				.002	.001
N of Valid Cases	70				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.09.

b. Computed only for a 2x2 table

Table 4.6 illustrate the relationship between current project assignment and project team member personal goal. Anyway, the analysis result show that the proportional between alignment between project assignment & personal goal and non-alignment between project assignment and personal goal is 50/50. The research show that the member in the project mixed up between members with positive attitude and

negative attitude. If the personal goal cannot achieve in current project assignment, this can demotivate on his or her inspiration and will drop on his or her personal moral. It will negatively affect to the project milestone.

Table 4.7: Root cause of project delay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. Misunderstanding on your business process	28	40.0	40.0	40.0
	2. Stakeholders' technical knowledge	21	30.0	30.0	70.0
	3. Misinterpretation on business requirement	14	20.0	20.0	90.0
	4. Complicated business process	7	10.0	10.0	100.0
	Total	**70**	**100.0**	**100.0**	

Table 4.7 illustrate on the analyzed root cause of the project delay. The table show that the top root cause of project delay come from misunderstanding on current business process. Actually, this can cause from inappropriate communication between each members in the project team. The second root cause based on our analysis is stakeholder technical knowledge; lack of technical knowhow can also bring the delay in topic discussion. The third root causes that cause the project delay is misinterpretation on business requirement by responsible consultant. The last issue is complicated business process which make both consultant and business process owner find difficulty when discuss and design of new business operation in the system.

Table 4.8: Relationship between project role and time to perform requirement analysis

			20. How long it took for the requirement analysis?				Total
			1. ≤ 1 month	2. 1-3 Months	3. 3-6 Months	4. > 6 months	
1. Please identify your role in project	1. Member of steering committee	Count	1	2	1	0	4
		%	25.0%	50.0%	25.0%	.0%	100.0%
	2. PMO	Count	1	4	2	0	7
		%	14.3%	57.1%	28.6%	.0%	100.0%
	3. Functional team leader / BPO	Count	2	5	2	0	9
		%	22.2%	55.6%	22.2%	.0%	100.0%
	4. Project team / KU	Count	5	2	19	0	26
		%	19.2%	7.7%	73.1%	.0%	100.0%
	5. End user	Count	0	6	1	4	11
		%	.0%	54.5%	9.1%	36.4%	100.0%
	6. Developer	Count	0	4	2	0	6
		%	.0%	66.7%	33.3%	.0%	100.0%
	7. IT Specialist	Count	0	4	3	0	7
		%	.0%	57.1%	42.9%	.0%	100.0%
Total		**Count**	**9**	**27**	**30**	**4**	**70**
		%	**12.9%**	**38.6%**	**42.9%**	**5.7%**	**100.0%**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.008[a]	18	.000
Likelihood Ratio	46.467	18	.000
N of Valid Cases	70		

a. 26 cells (92.9%) have expected count less than 5. The minimum expected count is .23.

Table 4.8 illustrate the relationship between project role and time spent to analyze on business requirement. The result show that steering committee, project management and project team leader spend less time to analyze on business requirement but in the meanwhile, the project team member take longer hours to analyze on the issue. But the analysis result is obviously show that the end users take longest hours to analyze

on the business requirement. This is because he or she does not understand clearly on both ERP system and their own business process.

Table 4.9 How to manage and control scope of change requirement

			28. Did you use any change management theory (e.g. PDCA - Plan/Do/Check/Act) to manage and control on requirement changes?		Total
			1. Yes	2. No	
26. Is there any judgment criteria which will use to identify any change in business requirements?	1. Yes	Count	13	17	30
		% of Total	18.6%	24.3%	42.9%
	2. No	Count	0	40	40
		% of Total	.0%	57.1%	57.1%
Total		**Count**	**13**	**57**	**70**
		% of Total	**18.6%**	**81.4%**	**100.0%**

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	21.287[a]	1	.000		
Continuity Correction[b]	18.517	1	.000		
Likelihood Ratio	26.139	1	.000		
Fisher's Exact Test				.000	.000
N of Valid Cases	70				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.57.

b. Computed only for a 2x2 table

Table 4.9 shown that more than half of project team members didn't use any judgement to identify any change and didn't use any change management theory to scope down and control on any changes. It's can be say that almost project team members didn't aware and control the scope of change which happen during the project and also didn't adapt any change management theory to manage in any change. This effect to the project timeline due to there are additional tasks which come from change requirement and team members have to do all of tasks. Until it cannot be managed in time as project plan.

Table 4.10 Relationship between use judgment and methods plan to be use

			29. What are the methods planned to be used to communicate about any change in the requirements to all stakeholders?				Total
			1. Written document e.g. change request impact analysis or minute of meeting	2. Emails and other internet based methods	3. Official meetings	4. Informally talk	
28. Did you use any change management theory (e.g. PDCA - Plan/Do/Check/Act) to manage and control on requirement changes?	1. Yes	Count	8	0	2	3	13
		% of Total	11.4%	.0%	2.9%	4.3%	18.6%
	2. No	Count	11	13	11	22	57
		% of Total	15.7%	18.6%	15.7%	31.4%	81.4%
Total		Count	19	13	13	25	70
		% of Total	27.1%	18.6%	18.6%	35.7%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.725[a]	3	.013
Likelihood Ratio	11.820	3	.008
N of Valid Cases	70		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 2.41.

The way to communicate which isn't formal communication will impact to judgement change request and also impact when communicate the result of that change request to team such as misunderstand the details and scope of process change. From table 4.10 it's seem that team members who have no any judgement criteria to identify any change requirement almost use informal talk is the way to communicate any change requirement to stakeholders. So it's not effective to manage and control when change request happen.

Table 4.11 The way to communicate business requirement to stakeholders which is formal and informal way

			34. What are the informal way you used to communicate on business requirement list?			Total
			1. E-mail	2. Group talk	3. Informal meeting	
33. Did you use any formal business requirement documents to summarize and communicate on business requirements?	1. Yes	Count	14	5	9	28
		% of Total	20.0%	7.1%	12.9%	40.0%
	2. No	Count	4	7	31	42
		% of Total	5.7%	10.0%	44.3%	60.0%
Total		**Count**	**18**	**12**	**40**	**70**
		% of Total	**25.7%**	**17.1%**	**57.1%**	**100.0%**

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	15.822[a]	2	.000
Likelihood Ratio	16.198	2	.000
N of Valid Cases	70		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.80.

Table 4.11 show that the main communicate way which almost team members used to communicate the business requirement to stakeholders is informal meeting which is not the official method and probably it's the root cause why the result isn't clear enough and no evidence to support any change so each communication is not as effective as it should be.

Table 4.12: Relationship between formal business requirement document and level of understanding on client's need

			37. In what level of understanding does the client have on what they need?				Total
			1. Very low	2. Moderate	3. Good under-standing	4. Clear and deeply understanding	
33. Did you use any formal business requirement documents to summarize and communicate on business requirements?	1. Yes	Count	4	15	6	3	28
		% of Total	5.7%	21.4%	8.6%	4.3%	40.0%
	2. No	Count	17	24	1	0	42
		% of Total	24.3%	34.3%	1.4%	.0%	60.0%
Total		**Count**	**21**	**39**	**7**	**3**	**70**
		% of Total	**30.0%**	**55.7%**	**10.0%**	**4.3%**	**100.0%**

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.475[a]	3	.002
Likelihood Ratio	16.060	3	.001
N of Valid Cases	70		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.20.

Table 4.12 illustrate if there is no any formal business requirement document to communicate on business requirement among the project team. It will also affect to level of understanding on client's need that significantly affect to the project milestone. Based on the analysis result, we can say that appropriated project communication is very important to the success of any project. If the message cannot effectively communicate, it can also cause the delay in project milestone since some members may not fully aware.

As per result from questionnaire analysis, we found that most of the steering committee member and project management member are quite understand well on project goal and its schedule. They try to control the entire project milestone to complete as original plan since this is also their personal goal to drive the project towards

successful go-live. So all of steering and project management's member way of thinking is quite positive and always align with project goal and schedule.

Anyway, the analysis result also demonstrates at least three factors that can cause the project delay which can mentioned below:

      1) Project goal and team member personal goal is not aligning with project assignment; this can bring the negative attitude towards the project from each team members' point of view since they always feel that his or her personal goal may not be able to fulfill within this project. This can demotivate on his or her moral and bring up on unawareness towards project milestone.

      2) Commitment is also another issue, it also related to the personal goal of each team member. Lack of commitment may cause from the team members perceived that his or her own personal goal cannot be fulfilling so why they have to put more commitment to the project.

      3) Communication is the most critical issue. There are many informal communication methods in the project that can lead to the incorrect direction. This can affect to the project schedule. Lack of communication also can cause lack of awareness towards project timeline in some team member point of view. If they do not understand clearly on the project schedule, he or she may not understand clearly on why they have to make a commitment otherwise the project will always delay.

      I will focus on the main issue that cause from human resource such as attitude, behavior and also communication way which impact to their performance and productivity. And below is the list of interview question that I use to interview with the interviewee:

      1) What's your role in this project and do you understand on your responsibility?

      2) Do you feel that the current project plan is realistic? If no, why?

      3) In your opinion, what is the key factor that can drive the project to achieve its goal?

      4) In your opinion, what is the main issue, which cause the delay of the project?

      5) What's the resolution if we need the project to be change?

4.2 Interview Result

The sample size of interviewee are 4 persons from my team and 3 persons from my client. The selected sample from my team will include 2 project management members, 1 team leader, and 1 team member. The selected sample from my client will include 1 from steering committee member, 1 from project management team, and 1 from business process owner or key users.

1) The first person I interview is my project manager, he is one of my organization management team and he is the most experience in both technical skill and management skill. The interview result with him has described as below:

1st sample personality – she is a fast learner person and would like to study on new things. She is very flexible and willing to work on any assignment that far beyond her responsibility. She is the good project coordinator; she is able to complete on every assignment which project manager assigned to her. She clearly understands on her role and realize that her role is also very important to the project success. She always thinks in positive way towards the project plan and try to align her activity and follow up the project member activity to align with overall project plan. She also understands that the key project success factor are commitment and awareness of all project team member.

She understands that the main obstacle towards project success is team member attitude and insufficient project communication. She understands if the project would like to achieve its goal, the project management team should strictly focus on closely project monitoring and find out on how to change team member attitude.

2nd sample personality – she is the one of financial accounting team members, she is not so good in technical skill. Moreover, she is quite negative thinking and blame on the other fault if there is any issue happen. She understands only on her responsibility but she does not understand on how important of her role towards project success. If there is any delay, she always blames the project management team. She always thinks in negative way towards the project plan and always blame that the delay in ay project activity caused from the unfeasible project plan. She understands that the key project success factor are commitment and awareness of all project team member but she never commits to her word. She always blames that the main point for project delay come from unfeasible project plan and not enough resource to support her. She

understands if the project would like to achieve its goal, the project master plan has to be revised to fit with the current resource.

3rd sample personality – she is the one of warehouse key user. She is a slow learning person but she understands well on their current business practice. She is familiar with information technology and still stick on current operation. She may not know that she also a one of key success factor towards project go-live since she still has to focus on her routine operation. Anyway, she always thinks that the current project plan is not feasible and cannot balance with her routine operation. She may not understand what the key project success factor is. She may not realize how the impact from the project delay to her working life. She understands if the project would like to achieve its goal, on-time communication should be conduct from PMO to end users.

2) The second person I interview is my project manager support, her role has to support project manager to communicate with all stake holder both internal and external. She also supports project manager to plan the project activity and monitoring the progress of each tasks. The interview result with him has described as below

1st sample personality – mainly her idea is quite the same as my project manager. She clearly understands on her role and realize that her role is also very important to the project success. Only one thing that the 1st sample personality still not achieve is she still lack of technical knowhow. She always tries to follow on current project master plan as much as she can. She understands if we cannot follow the project plan, it will affect to project cost.

She also understands that the key project success factor are commitment and awareness towards task prioritization and issue management. She understands that the main obstacle towards project success is team member skill, attitude and insufficient project communication. She understands if the project would like to achieve its goal, the project management team should better communicate the message to all team level in real time based so everyone will understand on their focused activities and can proper prioritize their work.

2nd sample personality – she is the one of financial accounting team members, she is not so good in technical skill. She also lacks of advance technical skill. She understands only on her responsibility but she do not understand on how important of her role towards project success. If there is any delay, she always blames to PMO or

client. She always thinks in negative way towards the project plan and always blame that the delay in any project activity caused from the unfeasible project plan. She always says that she understands on the project success factor are commitment and awareness of all project team member. Anyway, she always makes the commitment but never commit to her word. She always blames that the main point for project delay come from unfeasible project plan and not enough resource to support her. She understands if the project would like to achieve its goal, the project management team should support project team member as much as they can.

3rd sample personality – she is the one of warehouse key user. Actually, she always tries to provide information to support the process design even though she is not familiar with information technology. She is not understanding clearly on her role in the project. She has been assigned as key users but she never acts as the role model to end users due to her current workload. She may not understand clearly on what is the key project success factor due to her workload. She may not realize what the impact from the project delay is since it's not impact to her working life. She understands if the project would like to achieve its goal, on-time communication should be conduct from PMO to end users.

3) The 3rd person that I interviewed with is one of consultant team leader, he is quite conservative and would like to work only for technical portion but do not prefer to work on any project management activity. He is very slow and be able to focus only one single task as one time. He feels that the 1st sample personality is very supportive to project management activity and try to follow up all team leader and team members to fix issue on time. In his opinion, she is doing well as project management member and she understand her role clearly. Even though she is not so familiar with IT but she still be able to support functional team to develop some technical assignment. Actually, she is very outstanding and can do more than just a project management member can. In interviewee's opinion, she quite understands on project plan and try to complete all mandatory activity according to the project plan. She always thinks positive towards project plan and always try to achieve it. She feels that if everyone understands on his or her role and think whether their tasks will impact to the other person so he or she must try to do their best. She always thinks that commitment and responsibility to each person own task is very important. In her opinion, she feels that this project is delay

due to most of our team are lack of commitment and do not care if their result will cause the difficulty to the other. She thinks if everyone understands on his or her own role and willing to change or make some improvement. The project can go-live on time.

The idea that this team leader feels towards the 2nd sample personality is she is also a skilled consultant even though in fact she's not. This may because he knows this person before. He thought that she understands on her role in the project and try to do her best but she cannot achieve her target that because we have to deal with another Japanese party who has different culture with Thai. She thinks that project management team do not support her enough. She always sees that the current project plan is not realistic.

In his opinion, the 2nd sample personality feel that to achieve the project time line, the project management team have to provide fully support to each team member and try to put the Japanese party to follow on our idea. In the other word, she feels that this project was delay because the project management team do not provide enough support to the team if they have to fight or debate with other party. She feels that if the project would like to keep the milestone, the company and project management should add more resource to support her task.

The interviewee idea towards 3rd sample personality is quite negative, he feels that the 3rd sample personality is very slow and cannot do anything by herself. She is not familiar with IT and not willing to learn new things. He mentioned that the 3rd sample personality should not be assigned as key user and look like she cannot work as a role model to the other end users. He thinks that she is totally do not understand the project activities and do not care enough on each project milestone. This may because of lack of communication between PMO and project team. In his opinion, he feels that the 3rd sample personality think that consultant can support her or can work alone to achieve the project milestone

He thinks that she feels that the major obstacle to keep the original go-live date is because she did not have enough time to attend the project activities and she know very little of project information. He mentioned she feel that project communication and user availability is the key success factor towards project go-live.

4)   The 4th person that I interviewed with is the project team member, she is one of the financial accounting team members. She is the junior team member and never work in any project implementation before.

Her idea towards my 1st sample personality is that she is close relationship with project manager so she can do anything she want. Several time, she tries to follow on the project document without consider that the functional team are very busy. Seems that she uses the personal relationship with PM to force the team. She thinks that the 1st sample personality try to follow the plan because our project manager would like to keep everything on schedule. Nevertheless, in fact she may also understand that the project plan is not realistic. She thinks that the 1st sample personality think on the same way as project manager that commitment can bring the project to success and also blame that the project team were lack of commitment. She thinks that the 1st sample personality always think that this project team is not so skill and look unprofessional. If the project has to keep the current schedule. We may have to change on some project resource. Her idea towards 2nd sample personality is quite positive since she is her first coacher and she always follow on her suggestion. She believes the 2nd sample personality is a skillful consultant and always try to provide the good consultancy to the client.

She believes that the 2nd sample personality understand on the project schedule and try to do her best but the delay was caused from the unrealistic project plan.

She thinks that the 2nd sample personality see that the Japanese partner is the major obstacle, they did not so skillful and always ask some stupid question that quite waste time to the project team. The 2nd sample personality always think that lack of project management support and on-time communication is the key bottleneck towards project go-live. To achieve the project schedule, she feels that project management should provide enough support to team and has to be on time communicate to project team in case there is any important key message.

Her idea towards the 3rd sample personality is not much because she deals with her very little. Anyway, she also feels that the 3rd sample personality is quite slow and not familiar with new system. She may not fully understand on project plan so cannot make any judgment whether the plan is valid or realistic. She thinks that the 3rd sample personality has to involve more in the project as key users. She feels that user

availability also one of the key factor that cause the delay of our project. To align with project schedule, project management team should find the way to increase user availability.

5) The 5th person who I interview with is the client project manager. She is the very detail person who would like to understand on every detail of the project. She ever worked as business user before joining the client firm as the project manager.

Her idea towards 1st sample personality is very positive. She quite surprise that the 1st sample personality is able to work like this. In her opinion, she is very outstanding and very flexible to environment change. She possesses a good charismatic as a project coordinator and far beyond. She believes that the 1st sample personality understand clearly on her role and can do very well. Moreover, she is able to do several activities beyond her current assignment. She thinks the 1st sample personality's performance is very good as a project management team member. She understands clearly on project timeline and know what's task is priority. She always mentioned that the 1st sample personality is a fast learner and think positive. She full of commitment to the project and try to do her best to keep on the project schedule. She understands that the 1st sample personality think that project management team has to do more closely monitoring and sharing information on timely basis. Commitment is always her key success factor. She feels that user availability is also cause the delay in the project, the same as lack of commitment from project team members. To achieve the new project, go-live schedule, change management has been required for every dimension from project management until project team members.

Her idea towards the 2nd sample personality is quite positive at first, she thinks that the 2nd sample personality is quite professional but after working with her in deep, she feels that the 2nd sample personality is not so good in both technical and attitude. She may understand clearly on her assignment but in case there is any issue happened, the 2nd sample personality will always blame to the client and keep saying that this should be change request. The 2nd sample personality always blame that the project plan is not realistic. That why the project has to delay for a few months. Nevertheless, she never realizes that some factor caused from her own performance. To achieve the project milestone, she thinks that the client has to follow on what is consultant design without any deviation otherwise the project cannot keep on the current

schedule. The reason that the project delay is because the requirement from the client is complicated and not follow standard function. Moreover, the user always keeps changing. Nevertheless, she never mentioned that one key factor that cause the delay is because the 2nd sample personality also misunderstanding on the client requirement.

Her idea towards 3rd sample personality is quite similar to the other person. She also feels that she is the conservative person with slow learning curve. The 3rd sample personality may not understand clearly on her role and responsibility in the project so they may not understand clearly on the project milestone. Lack of communication from project management to key user is also a key factor. User availability is still the key obstacle for the 3rd sample personality and also one of the reason that cause the project delay. Since the business user do not clearly understand on the design, so they have to take time to apply the new concept and can come up with lot of change request. Sometimes the business user still strict on the current as-is process and resist changing. So good planning and monitoring on the project situation should be the key project success factor.

6) The 6th person who I interview with is client PMO member, she is the factory manager and work in the client firm for long period of time. She is quite strong in business process but may not so familiar with new system implementation.

Her idea towards 1st sample personality is that she is very initiative and can rely on. She can suggest the good idea to the client even though she just work in the field for a few months. She understands on how to develop the detail activity plan and try to monitor and control the project schedule as much as she can. Nevertheless, sometimes she still need support from her superior. She always thinks positive and believe that if everyone has commitment in his or her own responsible area, the project can keep current schedule. She also provides very initiative idea to the client but due to her technical knowledge, she cannot apply much to client business operation. She feels that the major reason for project delay is because lack of communication between each consultant and between consultant and business user. She also thinks that project management team is focus on the incorrect activity. It looks like project management has never prioritized the work.

Her idea towards 2nd sample personality is she is the normal consultant who support the manufacturing for product costing. In her opinion, she thinks that the 2nd

sample personality working style is not initiative, she always blames the client in case there is any delay in project activity. She always blames that it is the client fault in case project delay. It is because user is not available to discuss or test with consultant. She mentioned that user should be more available to attend the project activity otherwise there are always requirement missing and change request has been raise.

Her idea towards 3rd sample personality is quite positive because she is her direct subordinate. She feels that the 3rd sample personality understand the project plan clearly and try to follow as much as she can. But she also points out that the delay that happen is because she lacks of understanding on project key activity since the project has never communicated the plan in advance that cause the business user cannot clear their available time slot. This is because the business user at factory side's workload is quite high.

7) The 7th interviewee with I interview with is client business process owner. She takes care the area of warehouse and distribution center. She quite familiar with the new system that we are under implementing. Probably she is the one from the client side who think positively towards the new system implementation.

Her idea towards the first sample personality is quite positive. She mention that the 1st sample personality clearly understand on her role and quite understand on project plan and try to achieve every task based on current project plan. She is the good supporter in project management team. She thinks if everyone can commit to his or her own tasks, the project can move on as planned. She believes that the attitude of each team members and user availability to involve in project activities are the key factor which cause the project delay. She believes if project management can change the attitude of some members and client management can support to ensure on user availability, the remaining project milestone can achieve.

Her idea towards the 2nd sample personality is that she is the good consultant who can provide suggestion to her client, responsible to her own tasks and commit to the project schedule. Anyway, she thinks that the 2nd sample personality has just focused on her tasks without willing to support the other task. Her attitude that related to teamwork is quite negative. The interviewee believed if she can change 2nd sample personality attitude, she can become a good consultant.

Her idea towards the last sample personality is not so good even though the 3ʳᵈ sample personality is her colleague but she thinks that the 3rd sample personality is quite slow to apply on new system concept. She also feels that the 3rd sample personality is not so much involving in weekly project team meeting which cause she loss in some important information. If project management can let her to participate more in weekly team meeting, so she can understand more in project situation and can communicate to her team effectively.

4.3 Data Analysis

In the paragraph following this paragraph, I would like to explain on what the analysis result is and what the root cause of the problem. Then, I will explain on how change management can solve the issue and bring success to the project. As of interview result, the root cause of our project delay caused from our internal issue between Thai and Japanese consultant and external issue cause from our client.

The interview analysis show that normally the software implementation project cannot success by just only one person. Teamwork and commitment from the project members are very important. The result analysis show that our project was delay because our project team members are lack of commitment and do not work closely as one team. Internal communication is also a big problem in our project. Several issues happen because our consultant from different team do not talk or communicate to each other. They try to design and solve the issue only in their own area of responsibility without thinking on further impact to the other team. Different working culture between Thai and Japanese member is also key issue. Thai member always blame that most of the delay come from Japan side because they did not allow Thai team to implement on what we would like to do. This is just for example.

As per the result, I acknowledge that the issue for each project team members is different. The problem for each level can stated as below:

The project management team's issue is that they cannot provide support on timely manner to our project team. Moreover, they are lack of up-to-date information to monitor project issues. The project management team always were complaining from team member that our plan is not so feasible and not realistic. Nevertheless, in fact, for

project management perspective, plan should be challenge otherwise; the team will lose their energy. The project management team also cannot monitor the project progress on real time basis. We always cannot manage meeting time effectively, several time we spend more than three hours without any proper conclusion, just to repeat the discussion without any solution come out. Communication between project management member, team leader and team members is still a classic problem. Project management team cannot efficient communicate to all team member. Sometimes key message cannot clearly send from project manager to all team members due to each person attitude and vague communication channel. To overcome this communication issue, change management theory such as PDCA can be used for more efficient project monitoring.

Project management team also fail to apply change management to booth up team productivity so some of our project team member still not understand on current project situation.

Let move to the team leader and business process owner key issue. The result illustrates that business process owner (BPO) always lack of important information from the project. Team leader and BPO cannot foresee to raise the resource issue under their team to PMO on real time based. Team leader has never monitor the team progress closely. Therefore, they do not understand clearly on what is the real issue under their responsible area and cannot communicate on timely basic and cannot answer project management question clearly. They also never follow up to team to close all pending issue as per their commitment. Team leader always miss out some team issue which cause delay in issue resolution. BPO and team leader also has never built awareness to team member of scope change will affect to project quality and timeline.

For team members, the major issue, which cause the overall project delay, is their unavailability to focus on the project work. User availability is one of the key factor for project delay. Team member also not fully aware on their responsibility. The project role and responsibility of each member have never emphasized to the entire project team member. Another key issue in this area is that key users always raise on new requirement, which aim to ease their own operation, but not benefit to the whole organization in overall.

CHAPTER V
CONCLUSION

First of all, I would like to say that nothing or no one is perfect. Everybody has some weakness. This paper analyze on how to understand each person's weakness and change him or her to bring his or her strength to increase the productivity and work efficiency as individual or team. As stated above, my company is a global consulting firm, which consist of multicultural consultant. Therefore, there is a mix up or blend of different country culture and their norm. This also influence to their working style and personality. Moreover, in my current project, I have to work closely with Japanese member, which their culture is very different from Thai person. Japanese member is quite punctual and rational thinking while Thai staff is more relax and more creative. My role in the project as project management member also has to think on how to align both Japanese working style and Thai culture together. I also have to think on how to utilize each person capability towards successful of the project.

Human is the key success factor of the consulting world. Put the right man to the right job is the key word to improve on human productivity. If you assign the incorrect person to some specific role, it is not efficient and the project is difficult to be success. Anyway as mentioned above, change management is play an important role towards my project. Actually, we face the situation on the project delay from the original schedule. The problem can discover in every area, from project member to top management. The problem also happens in both side, our consultant and our client.

Lack of commitment is also another key factor that cause on the delay. Our consultant just say that they will close the issue within this and this duration but no one can keep on their promise and aware about project timeline. Not only commitment, the team also lack on sense of awareness. They have never aware on which task is important and cannot prioritize on their own task if they have to do parallel assignment. All of these decrease on the team productivity.

Based on my analysis, there is a problem in every level in the project organization. Problem happen in project management, business process owner and also team members. Anyway the problem in each project structure is on different dimension and need to apply different change management concept to mitigate them.

To overcome the above issue, change management is very important. Even though we extend the project for one month, the same situation may still happen. We cannot ensure or secure on our project milestone and may face the project delay again if we still work in the same way. Therefore, our project need change to come up with high productivity and work more efficient to secure on project go-live.

Let me explain one by one on the key issue, which cause our project delay from our original plan. Based on the above analysis result, I can say that the below issues are the key which cause the delay in our project timeline. Then I also state on how to change or improve to ensure that the project goal will achieve.

1. Sense of awareness – most of our team leader and team members do not understand clearly on their role. They do not aware on project milestone and timeline. They have never aware if they favor the client, it may affect to the project scope, project cost and project timeline. Sometimes our consultant would like to favor the client so they offer something or just do something based on client request without consider on the impact to the overall project.

- To build on the sense of awareness, project management team have to change project member attitude to let them understand more that change of requirement without proper change control process will seriously impact to project schedule and project cost. Project management also has to educate team members if project cost increase, of course it also impacts to their own benefit. Project management team also have to guide team members to improve the awareness on priority and urgency of tasks and try to minimize on the scope change.

2. Attitude of each project member – attitude of each project members is also important. There is some person who has quite negative attitude towards my project. The reason is that she cannot defend to the global team on the solution that she provides to the client. Therefore, she just thinks that Japan team has always reject her request without proper reason. Nevertheless, in fact she cannot tell Japan team on the killing point why she designs the process like this. Since my current project has to deal

with several Japanese members so the attitude and working style has to be tuned, otherwise it will bring a negative impact to the project.

- To change each team members' attitude, this is the challenge of management team. Change theory has to be applied. Top management and/or project management team have to work as a role model. Management has to conduct ice breaking session to build awareness, change their perception and educate them what will happen if their attitude is not change. The regular meeting has to be arranged as the communication channel to keep the sustainability of positive attitude.

3. Communication issue – there are 2 examples on the communication issue. One is language barrier. Since we have to work with several oversea members including Japanese and Chinese. As you might know that, we have to communicate to each party via English and English is not our mother tongue language. Sometimes we try to explain them one story but they understand on the other way around. The other example is that Chinese consultant say something to our consultant but we found that they use the impolite word but in fact, their intention is not like that. This language barrier can bring up the conflict between Thai consultant and oversea consultant. Another issue, which related to communication, is that our consultant focus only in their responsible area without caring on the impact to the other. Sometimes our consultant design something which conflict with the current design of the other team. They still do not want to communicate the impact to the others.

- Refer to my company project management method, bilateral communication should be used as the key communication method. Both top down and bottom up communication are allowing in our project. More formal communication channel has to be used such as regular meeting, official minute of meeting. Good communication establish on same understandings on project schedule, approach and status. PDCA concept has to educate to our project team leader and members that they have to do the daily follow up and monitor the progress by person and immediately communicate delay situation to project management team. Team member also has to responsible to report daily issue to team leader in case there is any potential risk or project issue. If team can follow the above, we believe that the team will work on more effective and efficient ways.

4.   Lack of teamwork – the fact is that our project team care only themselves. They try to finish only their job on time but do not willing to support on the other members. Some of our member prefer to work independent rather than working as a single team. They always conduct the workshop alone without informing the result to the other member or just conduct the workshop in the way that he or she fulfill his or her team result without caring on the impact to the other team or the overall project.

- All ERP implementation project cannot be success just only by one person, teamwork is very important. Change not only increase the productivity of individual but also build the synergy among team. Project management and team leader has to provide the clear picture on what to do together with resource situation and limited timeline. Project management should change local team attitude to understand more on our oversea colleague and have to understand that we are the same team and we also have the same goal. Local team have to work seamlessly with oversea team and try to keep on both side timelines. Management also has to give more empowerment for decision making at the team level.

5.   Alignment between personal and project goal – there are also some gap on the alignment of the project team member personal goal and the overall project goal. Some of our team member always think on their own benefit that should get from the project without considering on what they should contribute to the project. Look like they would like to take or to gain knowhow or new technique from someone in the project but never give or provide anything back to the project. Someone just need to get more benefit from the project for example new idea or future technology but they never contribute or share anything to the other project members.

- Project management has to provide enough information to each team member if the project goal has achieved how it affect to each member's productivity and key performance index. Management team have to educate on what the team member will be get when the project can go live on schedule and within approved budget e.g. Their salary may increase or they may get more year-end bonus. The objective of this is to motivate the team member to increase their own productivity and tune on their personal goal to align with project goal.

6.   Lack of commitment – this is the important thing towards our successful go-live. As mentioned above, most of our team member is no commitment to the project

schedule. They have never keep on their promise and keep delay week by week. Even though PMO try to follow up with them on every week but they just say that they will finish within this week but in fact, it has never happened. They cannot keep on their promise and we can say that they are no commitment at all.

- To improve the commitment of project member, PDCA concept also play the main role. Stringent task monitoring and quick action to delay recovery is project management required action. Project management also have to build same understanding on project schedule and approach. If everyone has the same understanding on these, more commitment we can get and more efficiency the working environment. Team leader also have to increase their commitment to the project timeline and find out appropriate countermeasure if delay encounter. Team member also has to commit on what he or she promise, try to follow and commit to project schedule and on-time update status of each issue.

As per analysis result, I believe that if the above guideline has been carefully implement to every project team member, the project goal can be ensured and new project schedule can be secured. Anyway I also believe that everyone in the project has to change otherwise the new project schedule may not be able to achieve. This is like the automobile, every parts have to work seamlessly otherwise the vehicle cannot drive as fast, the same as every project implementation if every member can work effectively and efficiency, the team productivity will dramatically increase. It is obvious if everyone can work seamlessly, the project milestone can achieve as planned.

To follow up on the result after change, let me summarize the change result as below. There are both positive and negative results.

1. Sense of awareness

After we apply change management to the project team, BPO/team leader and team member has more awareness on their role and responsibility. BPO and team leader has more aware on project timeline and each team member activity. Team leader has more understanding on each project milestone. Strictly, project change control also applies and team member has much more understanding that increasing of project scope will affect to project timeline and budget. In fact, sense of awareness can be increase if the project has appropriated communication channel. In short, if we can increase sense

of awareness and everyone share on the same goal, the team productivity can increase a lot since everyone will focus on the same thing.

2. Attitude of each project member

After change, management has applied and project set better channel of communication. Most of the project member has more understanding on project objective and try to reach it. Unfortunately, the person attitude is the most difficult thing if we have to change. Because this is also depending on individual personality of each project team member. Some team member still works on their own way and refuse to change and not willing to follow on the overall project guideline. However, the project management team try to seek for the efficient way to handle on attitude of each member. Project management also try to focus only on the critical issue, scope down the number of involved person and prioritize the project activity to minimize the impact to the project timeline.

3. Communication

After change, the project has clearer communication channel, regular meeting has been set and key member has been encouraged to attend this meeting. To do this, the important information has been effectively and efficient communicating from project management team to all team member. Improve of project communication is the trigger point to increase the awareness of each project team member. Finally, it come up with increasing of overall project team's productivity. Better communication also increases the commitment to the project since each member is much more understanding that the success of the project is also his or her success. He or she willing to work efficiently to reach on the project goal.

4. Teamwork

The teamwork atmosphere also improves after we apply change management to the project. Since each person has much more understand that, the implementation project cannot success just only for one person. He or she has more understand that each team has to do their best and has to work collaborative with the other team to achieve the overall project goal. Change management that we apply is not effect on any individual but the target is also increase the individual productivity to come up with the team synergy. Synergy bring effective and efficient working environment to the project team and project team productivity has dramatically

increased. Of course, teamwork is also one of the key success factor of ERP implementation project.

5.   Alignment between personal and project goal

This also related to communication process improvement. After change, each member understands more on how he or she important to the project. Without any member, the project cannot achieve its goal. Once the project team has properly communicated to be more understanding and align on their own goal and overall project objective, most of the project team try to align his or her personal goal by input their effort and performance to drive the project to be success. Since they understand that if the project success, they also a part of that success. If the project fail, they also fail. Therefore, every member tries to push his or her effort to be more productive to drive the project to be success.

6.   Commitment

Even though team has more clear understanding on project goal and way of communication has improve. Some of project member still lack of commitment because they perceive that the project is quite difficult to success within project timeline. This is the negative attitude. Only BPO and team leader level has more understand on an important of project timeline and try to commit against it. Sometimes the project manager has to force some member to complete their tasks within project timeline. I can say that commitment of project team member cannot be fully recovered by only change management methodology since this also related to the attitude of some project member which also hard to change. Anyway, project management try to mitigate this risk by push more project monitoring and control of specific person. The target is also to increase their performance and individual productivity.

In conclusion, all change management concept above which we apply to ERP project implementation can improve or solve the project issue more or less only in some certain level. We can build more understanding, effectively communicate about project goal to each team members and let them has more awareness, and work towards the same goal. However, we cannot change on some members' attitude that related to his or her personality. Anyway, we believe that we still have to keep changing even though it is the challenging task since we realized that every time we change, it would increase individual effectiveness and efficiency. If there is something change in the

project team attitude and working style, the productivity of the overall project team will dramatically increase. These can ensure that we can keep on each project milestone and overall project schedule. Based on this study, I also believe that change can bring improvement and successful to every activity. The word no change, no improvement and no future is always true.

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