

Reading: Establish The Implementation Management Structure

Typical Implementation Management Structure: Implementation Team

Implementation teams are usually selected and chartered by the steering committee and made up of a cross section of organizational members. It may also include members of the design team, the implementation manager, and consultants. This team:

- Develops the details of the implementation plan.
- Reviews the progress of implementation, develops strategies, and plans to overcome obstacles.
- Plans communication during implementation.
- Develops support for the design.
- Develops strategies to support employees through the change process.
- Commissions and heads various small task groups to work on selected change implementation issues.

The implementation team must have within it an implementation manager who can make decisions, be accessible, and deal with the day-to-day management responsibilities as large-scale implementation plans unfold. This person can make things happen, and ensures that the implementation stays on schedule.

The change effort may have an overall project manager who has been on board since the beginning of the change process. If this is the case, he or she would assume the role of implementation manager also.

Typical Implementation Management Structure: Task Groups

Task groups are usually appointed by the implementation team. These small groups are made up of experts, consultants, and representatives of functional groups. These task forces:

- Develop in detail specific features of the design, such as training, facility layouts, technical specifications, and job descriptions.
- Develop plans for the implementation of these design features.

For smaller scale changes, an implementation team may suffice to oversee the change, or in some cases, the design team may take care of implementation as well as design.

These task forces often look at impact and alignment issues first since they have the functional expertise needed to design solutions and make detailed plans.

Resource Requirements

Consider the following resource requirements of those who will be planning the change:

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| ✓ Training and development | ✓ Job support |
| ✓ Travel | ✓ Conference rooms |
| ✓ Purchases | ✓ Computer equipment |
| ✓ Overtime | ✓ Electronic messaging capability |
| ✓ Word processing support | ✓ Telephones |