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**APPENDICES**

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### 7.1    APPENDIX A:    QUESTIONNAIRE (PHASE 1)

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# CHANGE DYNAMICS WITHIN PROJECT MANAGEMENT:

### QUESTIONNAIRE ON CHANGE DYNAMICS CONSTRUCT RELEVANCE

Dear respondent

The purpose of this questionnaire is to establish the relevance of certain constructs around change dynamics in the domain of project management.  This questionnaire forms part of the PhD study of Riana Smith at the University of Pretoria under the supervision of Dr Yvonne du Plessis.

**The purpose of this study** is to contribute to the existing body of knowledge around change dynamics in the context of managing projects.

**The very nature of project management, i.e. the rigorous and structured management of the project performance framework, timelines, deliverables, quality criteria, costs and the temporary nature of the project configuration, does not always allow sufficient time in the process to apply sound change management philosophy, principles and methodology to manage and entrench the change effected by the project.**

**Therefore, more often than not, the management of the change dynamics imperative within the context of the project management methodology is overlooked, neglected or expedited to such an extent that it is rendered worthless.**

By completing this questionnaire, you will contribute hugely to determining which of the dimensions mentioned below are applicable to reflect change dynamics in the context of project management.  The relevance of the proposed change dynamics dimensions will be determined.

Completion of this questionnaire should take **no longer than 20 minutes** of your valuable time. Your responses and other detail will be considered highly confidential.  Responses will be analysed and only consolidated results will be made available.

In order to ensure the integrity of the conclusions drawn from this survey, it is important that all questions are answered and returned to Riana Smith (PhD student in Organisational Behaviour) who can be reached at rianasmith@telkomsa.net or on tel. 083 444 0094 by no later than ……………………………...

There is no right or wrong answer.  Please consider each item individually based on your past experience.  Indicate your answer with an 'X' in either the 'Essential', 'Useful but not essential' or 'Not necessary' box.

**DEFINITIONS:**

**Project Management**

A project has a single, definable purpose and result, and is usually specified in terms of cost, schedule and performance requirements. Every project is unique, is temporary in nature, cuts across organisational lines, involves unfamiliarity and is considered a process with distinct phases called the project life cycle.

**Change dynamics**

Change dynamics refers to change management aspects that form part of the effective implementation of planned change through a sequence of activities, processes and leadership that produce organisational improvements to enhance economic potential and the creation of competitive advantage.

**DEMOGRAPHIC DETAIL**

**Name:** _____

| **Years of project management experience:** | 0 – 2 years | |
| --- | --- | --- |
| | 3 – 5 years | |
| | 6 – 10 years | |
| | 11 – 15 years | |
| | 16 years and more | |

**Industry**:
Agriculture, hunting, forestry and fishing
Mining and quarrying
Manufacturing
Electricity, gas and water supply
Construction
Wholesale and retail trade
Transport, storage and communication
Financial intermediation, insurance, real estate and business services
Community, social and personal services
Other (please specify)

**Project management involvement**:
❖ project leader
❖ member of team

**Functional area:** _____

**Highest qualification**
❖ Matric
❖ National Higher Certificate
❖ Diploma
❖ 3-year undergraduate degree
❖ Post graduate degree

**Qualification in project management (if any):**
**How do you view your proficiency level in change management theories and dynamics?**
❖ I have vast experience
❖ I have moderate experience
❖ I have limited experience
❖ I have no experience

**Please qualify your response:**

_____
_____
_____
_____

**Do you wish to receive the results of the survey?**

| | |
|---|---|
| Yes | |
| No | |

The purpose of this questionnaire is for you to indicate whether you consider the listed dimensions to be relevant to change dynamics.  You therefore have to mark **one** of the 3 (three) boxes listed below.  This information obtained will serve as input into an assessment tool for change dynamics,

If you mark 'Essential', you will indicate that you agree that the aspect is related to change dynamics within the project management context.  Should you mark 'Useful, but not essential', you will indicate that you do consider the aspect to be advantageous to change dynamics within the project management context, but not essential.  Should you mark 'Not necessary' you will indicate that you do not consider the construct to be related to change dynamics within project management.

| **Example of response options:** | **Essential** | **Useful, but not essential** | **Not Essential** |
|---|---|---|---|
| The price of gold impacts on staff morale | | | X |
| Visible leadership is essential for a successful change interventions | X | | |
| Audio equipment in boardrooms | | X | |

## DIMENSIONS OF CHANGE DYNAMICS WITHIN PROJECT MANAGEMENT

What is the relevance (if any) of the following dimensions and elements with regard to change dynamics within the context of project management?

**A.    CONCEPTUAL/INITIATION PHASE**
        (i.e. the pre-feasibility assessment of the project and its parameters/scope)

| | **CREATING THE NEED FOR CHANGE** | **Essential** | **Useful, but not essential** | **Not Essential** |
|---|---|---|---|---|
| 1 | An awareness of the need to change should be created | | | |
| 2 | A compelling case for change should be made by leadership | | | |
| 3 | A burning platform should exist for the need to change | | | |
| 4 | Energy should be created around the need for change, i.e. role players should internalise the need for change. | | | |
| 5 | Comprehension by management of the complex nature of managing change dynamics within projects | | | |
| 6 | Communication of the new strategic issues, vision and corporate objectives is essential to ensure buy-in | | | |
| 7 | A sense of urgency needs to be created | | | |
| 8 | A guiding coalition of stakeholders should be formed | | | |
| 9 | Employee motivation for change needs to be encouraged | | | |
| 10 | A critical mass in support of the change should be developed | | | |

| | ASSESSING READINESS FOR CHANGE | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| | **Please add any more dimension(s) you deem relevant:** | | | |

| | ASSESSING READINESS FOR CHANGE | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| 11 | Management competence and experience of change dynamics within a project management context should be assessed | | | |
| 12 | The organisational environment (internal and external) should be assessed, i.e. a comprehensive diagnosis should be conducted | | | |
| 13 | Problems and priorities should be identified | | | |
| 14 | The readiness for change should be assessed | | | |
| 15 | The barriers and resistance to change should be identified and planned for | | | |
| 16 | Level of change fatigue should be assessed. | | | |
| 17 | Change readiness / resilience should be developed. | | | |
| 18 | Criteria for success and performance indicators should be developed. | | | |
| 19 | Risk propensity should be assessed | | | |
| 20 | The potential implications of the change, such as costs, impact on morale, etc. should be assessed. | | | |
| 21 | The change intervention should be aligned with the overall business strategy | | | |
| 22 | Top management should have an adequate understanding of change management. | | | |
| | **Please add any other dimension(s) you deem relevant:** | | | |

## B. PLANNING PHASE
(i.e. planning the execution of the project scope, deliverables, timeframe and resource requirements)

| | COMMUNICATION AND ENGAGEMENT | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| 1 | Visible commitment and presence from leadership structures is essential | | | |
| 2 | Top management should champion and sponsor the change project | | | |
| 3 | Leadership should be aligned to potential project outcomes | | | |
| 4 | Appropriate and aligned leadership behaviour should be developed | | | |
| 5 | Leadership behaviour should be sustained | | | |
| 6 | Candid communication by leadership to staff around the project scope and potential changes | | | |
| 7 | Openly discuss planned changes and potential problems | | | |
| 8 | Synergy and open communication between project team and line management essential | | | |
| 9 | Encourage the use of an adequate variety of communication channels | | | |
| 10 | Messages around the vision from leadership should be consistent | | | |
| 11 | Staff should be aligned to potential project outcomes | | | |

| # | | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| 12 | Engaging two-way communication should be a priority | | | |
| 13 | Stakeholders should be identified and focused engagement plans should be developed | | | |
| 14 | All employees are relevant and stakeholders such as line management and labour should be involved | | | |
| 15 | Meaningful participation is managed as an integral part of the process | | | |
| 16 | Decision-making processes should be transparent | | | |
| 17 | Consensus and shared vision should be developed | | | |
| 18 | Career expectations of project members should be managed | | | |
| 19 | Changes in business procedures due to project implementation should be communicated to ensure that people and infrastructure support it | | | |
| 20 | A dedicated team for change management and communication should be established | | | |
| 21 | The project team should ensure that they understand the company culture and conduct themselves in such a way not to alienate the organisation | | | |
| 22 | Project team members should be orientated with regard to change management and change dynamics | | | |
| 23 | 'Quick wins' should be communicated and celebrated throughout the process | | | |
| | **Please add any other dimension(s) you deem relevant:** | | | |

| | CREATION OF AN ENABLING ENVIRONMENT | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| 23 | Leadership should be inspiring | | | |
| 24 | Organisational power and political dynamics should be addressed | | | |
| 25 | An enabling environment and project structures should be created | | | |
| 26 | The right people with the necessary credibility should be chosen for the project organisation | | | |
| 27 | It should be ensured that everyone involved in the change effort should understand his/her role | | | |
| 28 | A comprehensive risk analysis should be conducted to inform a strategy to mitigate these risks | | | |
| 29 | The business should be redefined | | | |
| 30 | Necessary tools and know-how required in the change project should be identified early | | | |
| 31 | Training needs concerning the use of new tools and technology should be evaluated | | | |
| 32 | Project members should be transitioned from a functional role to a project role through an on-boarding process | | | |
| 33 | Workload of project members should be managed, i.e. balance between functional and project duties should be facilitated | | | |
| 34 | Continuous stakeholder involvement should take place to ensure alignment to both organisational and political agendas | | | |
| 35 | A systems engineering approach is advisable, i.e. people, systems and processes affected by the project should be included in the design and planning of the project | | | |
| 36 | Training on new requirements should happen early in the | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | process to ensure that capacity is built and fear is reduced | | | | | | |
| 37 | A learning project environment should be created | | | | | | |
| 38 | Difference(s) in organisational cultures between contractors, suppliers, project team and operations should be managed | | | | | | |
| 39 | Capacity should be built for the changes through both generic and job-specific training | | | | | | |
| 40 | A learning environment should be promoted and facilitated | | | | | | |
| 41 | Credible change agents should be identified and oriented | | | | | | |
| 42 | There should be alignment between corporate strategy and the project outcomes | | | | | | |
| 43 | Adequate budget and resources determination and allocation by leadership is important | | | | | | |
| 44 | An internal team comprising of senior executives should be set up to manage and monitor progress at a strategic level | | | | | | |
| 45 | Multi-disciplinary teams comprising of all stakeholders should be formed. | | | | | | |
| 46 | A change management expert should be part of the project team | | | | | | |
| 47 | Measurement of project success should include both quantitative and qualitative measures | | | | | | |
| 48 | Co-operation across function areas is essential | | | | | | |
| 49 | Potential competing issues should be removed through a process of prioritisation | | | | | | |
| 50 | A supportive infrastructure around the change agents should be built | | | | | | |
| 51 | A clear migration plan should be developed | | | | | | |
| 52 | Capacity building – including "softer" skills should be a focus area | | | | | | |
| 53 | Organisational values, e.g. collaboration, openness, trust, supportiveness & involvement, should be harnessed | | | | | | |
| 54 | An environment supportive of innovation should be created | | | | | | |
| 55 | Quick remedial action should be taken to solve emerging problems | | | | | | |
| 56 | Continuous co-operation between line and project management should be fostered | | | | | | |
| 57 | Maintaining enthusiasm and comprehension for the project | | | | | | |
| 58 | Managed risk taking, i.e. a degree to risk propensity should be allowed | | | | | | |
| 59 | Resistance to change should be identified and managed | | | | | | |
| 60 | The understanding of project objectives and quality of communication during the change project should receive attention | | | | | | |
| 61 | Alternatives and establishing action plans should be investigated | | | | | | |
| 62 | Data collection and data feedback are important | | | | | | |
| 63 | The future state should be determined | | | | | | |
| 64 | Top management should have a medium to long term focus and not have a 'quick-fix' mentality | | | | | | |
| 65 | Unreasonable expectations attributed to the project as a solution to all organisational problems should be avoided | | | | | | |
| 66 | Appropriate change management methodology should be used | | | | | | |

| | | | | |
|---|---|---|---|---|
| 67 | Fears around potential job losses should be addressed to minimise resistance to change | | | |
| 68 | The project needs to be considered within the context of the organisational system, i.e. the impact on systems, structures and processes | | | |
| | **Please add any other dimension(s) you deem relevant:** | | | |

### C.  IMPLEMENTATION
(i.e. executing the stated outcome and objectives)

| | | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| 69 | Silo mentality and fragmented departmental interests should be identified and dealt with | | | |
| 70 | Organisational integration should be fostered | | | |
| 71 | A transparent decision-making process should be instituted | | | |
| 72 | Proper management of change should be done throughout | | | |
| 73 | New values should be promoted | | | |
| 74 | Striving for 'quick wins' as tangible short-term results | | | |
| 75 | Perception management should receive adequate focus | | | |
| 76 | Continuous staff motivation should be a priority | | | |
| 77 | Communication should focus on mindset and cultural shift of all involved | | | |
| 78 | Anxiety around potential and/or perceived job loss, loss of autonomy and/or authority should be identified and managed | | | |
| 79 | Behaviour patterns and feelings should be closely monitored | | | |
| 80 | Employees should be empowered to act on the new vision | | | |
| 81 | New symbols should be created to further embed the change | | | |
| 82 | Multiple interventions to entrench new organisational culture and values should be undertaken | | | |
| 83 | Continuous measurement and feedback on progress should be done rigorously | | | |
| 84 | Changes effected during the project should be consolidated | | | |
| 85 | Continuously emphasise the systems nature of the organization | | | |
| 86 | The necessary changes in HR and other policies should be made to sustain the change | | | |
| 87 | Rigid hierarchical structures should be replaced by more appropriate organisational structures | | | |
| 88 | Line managers should be receptive to change and innovation | | | |

| | Please add any other dimension(s) you deem relevant: | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | |

### D. POST IMPLEMENTATION
(i.e. embedding and institutionalising the changes effected through the project)

| | | Essential | Useful, but not essential | Not Essential |
|---|---|---|---|---|
| 1 | Change(s) should be institutionalised through structures, systems and procedures | | | |
| 2 | New culture and behaviour should be reinforced through appropriate incentive schemes | | | |
| 3 | Performance management should be designed to reward new required behaviour and organisational outputs | | | |
| 4 | The impact of change should be measured | | | |
| 5 | Continuous training and refreshers in the newly required behaviour/outputs should be done | | | |
| 6 | The organization should be stabilised | | | |
| 7 | The new state should be formalised | | | |
| 8 | Monitoring to adherence of the new state should be ongoing | | | |
| 9 | Attempts to revert to old practices should be discouraged | | | |
| | **Please add any other dimension(s) you deem relevant:** | | | |

## THANK YOU - YOUR PARTICIPATION IN THIS SURVEY IS HIGHLY VALUED

# CHANGE MANAGEMENT WITHIN THE GENERAL CONTEXT OF PROJECT MANAGEMENT

Dear participant

You have been selected to participate in this study due to your specialisation in project management.

**The purpose of the study** is to contribute to the existing body of knowledge on change dynamics within the general context of managing projects.

**The very nature of project management, i.e. the rigorous and structured management of the project performance framework, timelines, deliverables, quality criteria and costs, and the temporary nature of the project configuration, do not always allow sufficient time in the process to apply sound change management philosophy, principles and methodology in managing and entrenching the change effected by the project.**

**Therefore, more often than not, the management of the change dynamics imperative within the context of the project management methodology is overlooked, neglected or expedited to such an extent that it is rendered worthless.**

This study forms part of a PhD thesis in Organisational Behaviour conducted by Riana Smith under the supervision of Dr Yvonne du Plessis at the University of Pretoria.

You are kindly requested to complete the following questionnaire, which should not take longer than 20 minutes.  Your responses and other detail will be considered as highly confidential. Responses will be analysed, and only consolidated results will be made available. Please forward the completed questionnaire electronically to Riana Smith by **10 June 2006** at the following e-mail address**: vanessabezuidenhout@flysaa.com**

Should you have any questions, please contact me at 083 254 1754 or on my e-mail (RSmith@etihad.ae).

Thank you very much for your support.

Kind regards

Riana Smith

# QUESTIONNAIRE:

This questionnaire contains statements relating to the characteristics of "change management within the context of project management", i.e. "the way change management/dynamics are managed in project environments to facilitate project success and sustainability". Please complete the questionnaire, indicating to which extent you agree with each statement. **Each item must be rated, based on your personal experience and perception as member or manager of a project team.** Use the following five-point rating scale.

|   |   |   |
|---|---|---|
| **1** | **=** | **strongly disagree** |
| **2** | **=** | **disagree** |
| **3** | **=** | **neither disagree nor agree** |
| **4** | **=** | **agree** |
| **5** | **=** | **strongly agree** |

|  |  | *For office use only* | | | |
|---|---|---|---|---|---|
| | *Respondent number* | | | | |

***Please rate each of the following statements as per rating scale:***

| | **Section A:** <br><br> **During the conceptual / initiation phase of the project……………** | | |
|---|---|---|---|
| 1 | Each project team member is aware of the theory/principles of change management. | | **A1** |
| 2 | Each project team member is aware of the importance of the management of change within the project management domain. | | **A2** |
| 3 | Top management initiates a business case for change. | | **A3** |
| 4 | Relevant stakeholders have internalised the need for change. | | **A4** |
| 5 | The complex nature of change is acknowledged and understood by top management. | | **A5** |
| 6 | Communication of the new strategy and objectives ensures buy-in by all relevant stakeholders. | | **A6** |
| 7 | A sense of urgency is communicated, and understood by each stakeholder. | | **A7** |
| 8 | The importance of stakeholder coalition is established. | | **A8** |
| 9 | All key stakeholders are motivated throughout the project. | | **A9** |
| 10 | All stakeholders support the need for change. | | **A10** |
| 11 | Management is competent to manage change dynamics during projects. | | **A11** |
| 12 | Management has experience in dealing with change. | | **A12** |
| 13 | A comprehensive diagnosis of the organisational environment, both internal and external, has been conducted. | | **A13** |
| 14 | Potential problems are identified and discussed by all stakeholders and the project team. | | **A14** |
| 15 | Priorities are identified and discussed by all stakeholders and the project team. | | **A15** |
| 16 | The readiness for change in the organisation has been assessed. | | **A16** |
| 17 | The project team has identified possible barriers and resistance to change. | | **A17** |
| 18 | The project team has put corrective action plans in place for all the identified barriers and resistance to change. | | **A18** |
| 19 | The project team has developed change-readiness capacity and resilience within the organisation. | | **A19** |
| 20 | Criteria for project success and related performance indicators have been developed. | | **A20** |
| 21 | Project team members have identified and assessed potential project risk factors. | | **A21** |
| 22 | The project team has assessed the potential implications of change, such | | **A22** |

| | | | |
|---|---|---|---|
| | as costs, impact on morale, etc. | | |
| 23 | Commitment from top management is visible. | | **A23** |
| 24 | Top management aligns the change intervention with the overall business strategy. | | **A24** |
| 25 | Top management has an adequate understanding of change management. | | **A25** |
| | **Section B:**<br><br>**During the planning phase of the project…………….** | | |
| 26 | Top management supports the project team members. | | **B26** |
| 27 | Top management's presence is experienced by the project team. | | **B27** |
| 28 | The project outcome is sponsored and championed by top management. | | **B28** |
| 29 | Top management is held accountable for the project outcome. | | **B29** |
| 30 | Top management is aligned to potential project outcomes. | | **B30** |
| 31 | Top management's behaviour is aligned and appropriate to the goals of the project. | | **B31** |
| 32 | Top management candidly communicates the project scope to the organisation. | | **B32** |
| 33 | Top management communicates all potential changes to the organisation. | | **B33** |
| 34 | There is a synergy between top management and the project team. | | **B34** |
| 35 | There is open communication between top management and the project team. | | **B35** |
| 36 | Top management encourages the use of an adequate variety of communication channels between the project team and the organisation. | | **B36** |
| 37 | The messages around the vision of top management are consistent. | | **B37** |
| 38 | The messages around the vision of the top management are reliable. | | **B38** |
| 39 | Stakeholders, including labour unions, have been identified. | | **B39** |
| 40 | Focused engagement plans have been developed for all stakeholders (including labour unions). | | **B40** |
| 41 | Stakeholders, together with all in the project team, are involved in bringing about change management. | | **B41** |
| 42 | All project members enjoy meaningful participation. | | **B42** |
| 43 | The project manager manages the participation of all project team members and stakeholders as an integral part of the project plan. | | **B43** |
| 44 | The decision-making processes are transparent to all team members. | | **B44** |
| 45 | Team members all reach consensus on the vision of the project. | | **B45** |
| 46 | Project team members understand the company culture. | | **B46** |
| 47 | Project team members conduct themselves in such a way as not to alienate the organisation. | | **B47** |
| 48 | Project team members are orientated with regards to change management and change dynamics. | | **B48** |
| 49 | Project teams communicate and celebrate early gains ("quick wins") | | **B49** |
| 50 | Project team members positively identify the organisational power and political dynamics. | | **B50** |
| 51 | Project team members create an enabling environment. | | **B51** |
| 52 | Project team members create an appropriate project structure. | | **B52** |
| 53 | The project manager selects competent people to become part of the project team. | | **B53** |
| 54 | Each project team member clearly understands his/her role. | | **B54** |
| 55 | Project team conducts a comprehensive risk analysis, which informs a strategy to mitigate these risks. | | **B55** |
| 56 | Project team timeously identifies the necessary tools and know-how required for the project. | | **B56** |
| 57 | Project team assesses training needs with regard to the use of new tools and technology, envisaged for the success of the project. | | **B57** |
| 58 | Project team members are transitioned from a functional role to a project role through a structured orientation process. | | **B58** |
| 59 | Project managers with dual roles and responsibilities, i.e. functional and project duties, manage their workload. | | **B59** |
| 60 | Stakeholders are continuously involved to ensure that the project is aligned | | **B60** |

| | | | |
|---|---|---|---|
| | to both organisational and political agendas | | |
| 61 | Training of all affected employees on new requirements takes place, ensuring that capacity is built. | | **B61** |
| 62 | A project environment conducive to exploring and making mistakes is fostered. | | **B62** |
| 63 | Organisational culture differences between contractors, suppliers, project team and operations are managed appropriately. | | **B63** |
| 64 | Capacity building of affected employees takes place through customised training. | | **B64** |
| 65 | A learning environment for project team members is promoted. | | **B65** |
| 66 | A learning environment for project team members is facilitated accordingly. | | **B66** |
| 67 | Credible change agents within the project team are identified. | | **B67** |
| 68 | Orientation of identified change agents within the project team takes place. | | **B68** |
| 69 | Project outcomes are aligned to corporate strategy. | | **B69** |
| 70 | Top management ensures that an adequate budget is made available to the project team. | | **B70** |
| 71 | Top management ensures that sufficient resources are made available to the project team. | | **B71** |
| 72 | Project success factors for change are identified and measured. | | **B72** |
| 73 | A multi-disciplinary team comprising all stakeholders is put together for the project. | | **B73** |
| 74 | The project success is measured quantitatively. | | **B74** |
| 75 | The project success is measured qualitatively. | | **B75** |
| 76 | There is co-operation across all functional areas. | | **B76** |
| 77 | Competing issues within the project are prioritised and dealt with accordingly. | | **B77** |
| 78 | A supportive infrastructure around the change agents is carefully considered and initiated. | | **B78** |
| 79 | A clear migration plan is in place. | | **B79** |
| 80 | A key focus area of the project is capacity building, which includes "softer" skills such as change resilience. | | **B80** |
| 81 | Organisational values such as collaboration, openness, trust, supportiveness and involvement between key role players are fostered. | | **B81** |
| 82 | The environment supports innovation. | | **B82** |
| 83 | Emerging problems are resolved by quick remedial action. | | **B83** |
| 84 | There is continuous co-operation between line and project management. | | **B84** |
| 85 | Enthusiasm and comprehension for the project is maintained at all times by all project team members. | | **B85** |
| 86 | Risk factors are continually identified. | | **B86** |
| 87 | Risk taking is managed accordingly. | | **B87** |
| 88 | Resistance to change is identified and managed at all times. | | **B88** |
| 89 | Project team members understand the project objectives. | | **B89** |
| 90 | Project team members understand importance of the quality of communication during the change project. | | **B90** |
| 91 | Responsible project team members take ownership of data collection and data feedback. | | **B91** |
| 92 | The future state of the project is determined on a continuous basis. | | **B92** |
| 93 | Top management has a medium- to long-term focus. | | **B93** |
| 94 | Top management does not place emphasis on a "quick-fix" mentality. | | **B94** |
| 95 | There are no unreasonable expectations of the project as a medium to solve all organisational problems. | | **B95** |
| 96 | An appropriate change management methodology is used and maintained. | | **B96** |
| 97 | Fears around potential job losses are addressed appropriately to minimise the resistance to change. | | **B97** |
| 98 | Project needs, i.e. the impact on systems, structures and process, are considered within the context of the organisational system. | | **B98** |

| | | | |
|---|---|---|---|
| | **Section C:**<br><br>**During the implementation of the project………………** | | |
| 99 | There is no silo mentality, and fragmented departmental interests are not entertained. | | **C99** |
| 100 | Team members and top management ensure that organisational integration is fostered. | | **C100** |
| 101 | Top management involves the project team members in the decision-making process to ensure that the process is transparent. | | **C101** |
| 102 | Top management ensures that change is properly managed throughout the process. | | **C102** |
| 103 | Top management and project team members promote new values continuously. | | **C103** |
| 104 | Adequate focus is placed on perception management. | | **C104** |
| 105 | Staff is continuously motivated according to their needs. | | **C105** |
| 106 | Communication is focused on mindset and culture of all relevant stakeholders. | | **C106** |
| 107 | Top management identifies and manages anxiety around potential and/or perceived job losses, loss of autonomy and/or authority. | | **C107** |
| 108 | Top management closely monitors behaviour patterns and feelings of all relevant stakeholders. | | **C108** |
| 109 | Employees are empowered to act on the new vision. | | **C109** |
| | **Section D:**<br><br>**During the post-implementation phase of the project** | | |
| 110 | Changes are institutionalised through structures, systems and procedures. | | **D110** |
| 111 | Appropriate incentive schemes ensure that the new culture and behaviour is reinforced throughout the organisation. | | **D111** |
| 112 | Performance management systems are designed to reward new required behaviour and organisational outputs. | | **D112** |
| 113 | The impact of the change on the organisational culture is measured and monitored on a continual basis. | | **D113** |
| 114 | Provision is made for continuous training and refreshers for the newly acquired behaviour, and outputs are monitored accordingly. | | **D114** |
| 115 | The organisation is sensitised continuously about the change. | | **D115** |
| 116 | The new state is formalised, implemented and monitored on a continuous basis. | | **D116** |
| 117 | Employees are discouraged to revert to old practices. | | **D117** |
| 118 | Employees are encouraged and facilitated to accept and comply with the new change environment. | | **D118** |
| | **Section E:**<br><br>**General** | | |
| | **Please mention any other aspects that you consider to be relevant to the measurement of change dynamics within the project management domain THAT RUNS CONTINUOUSLY THROUGHOUT ALL THE PROJECT PHASES, e.g. communication, risk management, etc. :** | | **E119** |

## BIOGRAPHICAL INFORMATION

| *Please provide the following information about yourself by marking the relevant number or block* | | For office use only |
|---|---|---|
| **1. Age** ……………………………….. years | | **E1** |
| **2. Gender** Male *1* Female 2 | | **E2** |
| **3. Work history** | | **E3** |
| How long have you worked in this sector? ……………… years | | |
| **4. The economic sector in which you are working:** *(Mark one sector only)* | | **E4** |

| | | |
|---|---|---|
| Agriculture, forestry and fishing | 01 | |
| Mining and quarrying | 02 | |
| Manufacturing | 03 | |
| Electricity, gas and water | 04 | |
| Construction (contractors) | 05 | |
| Wholesale and retail trade, catering and accommodation | 06 | |
| Transport, storage and communication | 07 | |
| Financial intermediation, insurance, real estate and business services | 08 | |
| Community, social and personal services | 09 | |
| General government services | 10 | |
| Others (please name) | 11 | |
| Other producers (please name) | 12 | |

| **5. Qualifications (*highest qualification only*)** | | | | **E5** |
|---|---|---|---|---|
| Secondary school | 1 | Std. 10 or equivalent | 2 | |
| Post-school certificate/diploma | 3 | National Diploma/National Higher Diploma | 4 | |
| Bachelor's degree or equivalent | 5 | Honours degree or equivalent | 6 | |
| Master's degree or equivalent | 7 | Doctoral degree or equivalent | 8 | |

| *6. Organisational Level* | | | | | | **E6** |
|---|---|---|---|---|---|---|
| Senior management | 1 | Middle management | 2 | Supervisory | 3 | |

| Other | 4 | **Please specify:** | …………………………… | | |
|---|---|---|---|---|---|

| 7. **Home language**: *(Mark one language only)* | | | | | **E7** |
|---|---|---|---|---|---|

| Afrikaans | 01 | IsiZulu | 05 | Xitsonga | 09 | | |
|---|---|---|---|---|---|---|---|
| English | 02 | IsiNdebele | 06 | Setswana | 10 | | |
| IsiXhosa | 03 | Southern Sotho | 07 | Siswati | 11 | | |
| Tshivenda | 04 | Northern Sotho | 08 | *Sign Language* | 12 | | |
| Others: | 13 | **Please specify………………………** | | | | | |

| 8. How many years of project management experience do you have as a **team member**? _____ | | **E8** |
|---|---|---|
| 9. How many years of project management experience do you have as a **project manager**? _____ | | **E9** |

### PLEASE SAVE YOUR INPUTS IF YOU ARE COMPLETING THIS ELECTRONICALLY

Thank you for taking the time to complete this questionnaire.

All information will be treated as confidential.
Please e-mail completed questionnaire to:

**vanessabezuidenhout@flysaa.com**

## 7.3 APPENDIX C: ITEMAN™ (Conventional Item and Test Analysis Program) STATISTICS FOR THE COMBINED GROUP (South African and international responses)

| Section A question number (items) | Percentage endorsements | | | | | Mean | Variance | Item to section correl-ation |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Strongly disagree | Disagree | Neither disagree nor agree | Agree | Strongly agree | | | |
| A1 | 2.3% | 22.7% | 21.5% | 41.3% | 12.2% | 3.384 | 1.074 | 0.63 |
| A2 | 1.2% | 17.4% | 22.1% | 43.6% | 15.7% | 3.552 | 0.980 | 0.66 |
| A3 | 1.7% | 8.7% | 22.7% | 48.8% | 18.0% | 3.727 | 0.838 | 0.55 |
| A4 | 3.6% | 7.7% | 21.9% | 42.0% | 24.9% | 3.769 | 1.041 | 0.63 |
| A5 | 0.6% | 10.5% | 23.8% | 45.9% | 19.2% | 3.727 | 0.826 | 0.65 |
| A6 | 1.7% | 10.5% | 9.9% | 45.9% | 32.0% | 3.959 | 0.993 | 0.58 |
| A7 | 2.3% | 26.2% | 34.3% | 27.9% | 9.3% | 3.157 | 0.981 | 0.58 |
| A8 | 1.7% | 9.9% | 21.5% | 48.3% | 18.6% | 3.721 | 0.876 | 0.56 |
| A9 | 4.1% | 15.7% | 36.6% | 34.9% | 8.7% | 3.285 | 0.936 | 0.73 |
| A10 | 1.2% | 24.4% | 22.1% | 33.1% | 19.2% | 3.448 | 1.189 | 0.67 |
| A11 | 3.5% | 11.0% | 29.1% | 43.6% | 12.8% | 3.512 | 0.936 | 0.69 |
| A12 | 1.7% | 16.3% | 32.6% | 42.4% | 7.0% | 3.366 | 0.802 | 0.51 |
| A13 | 4.1% | 17.4% | 31.4% | 34.3% | 12.8% | 3.343 | 1.074 | 0.73 |
| A14 | 0.6% | 16.9% | 19.2% | 49.4% | 14.0% | 3.593 | 0.893 | 0.60 |
| A15 | 0.6% | 7.6% | 24.4% | 52.9% | 14.5% | 3.733 | 0.673 | 0.52 |
| A16 | 9.3% | 19.8% | 22.1% | 37.8% | 11.0% | 3.215 | 1.343 | 0.74 |
| A17 | 0.6% | 20.9% | 21.5% | 47.1% | 9.9% | 3.448 | 0.898 | 0.63 |
| A18 | 2.9% | 22.1% | 24.4% | 40.7% | 9.9% | 3.326 | 1.034 | 0.79 |
| A19 | 2.9% | 18.6% | 24.4% | 38.4% | 15.7% | 3.453 | 1.108 | 0.73 |
| A20 | 0.6% | 4.1% | 9.3% | 52.3% | 33.7% | 4.145 | 0.624 | 0.51 |
| A21 | 0.0% | 5.2% | 20.3% | 59.3% | 15.1% | 3.843 | 0.539 | 0.52 |
| A22 | 0.0% | 10.5% | 25.0% | 47.1% | 17.4% | 3.715 | 0.762 | 0.62 |
| A23 | 3.5% | 3.5% | 18.0% | 32.0% | 43.0% | 4.076 | 1.058 | 0.68 |
| A24 | 4.1% | 11.6% | 12.2% | 43.6% | 28.5% | 3.808 | 1.202 | 0.69 |
| A25 | 3.5% | 10.5% | 28.5% | 41.3% | 16.3% | 3.564 | 0.990 | 0.70 |
| **Section A Averages** | **2.33%** | **13.98%** | **23.15%** | **42.96%** | **17.58%** | **3.594** | **0.386** | **0.64** |

| Section B question number (items) | Percentage endorsements | | | | | Mean | Variance | Item to section correl-ation |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Strongly disagree | Disagree | Neither disagree nor agree | Agree | Strongly agree | | | |
| B26 | 0.0% | 4.1% | 10.5% | 50.0% | 35.5% | 4.169 | 0.594 | 0.55 |
| B27 | 0.6% | 12.8% | 50.0% | 33.7% | 2.9% | 3.256 | 0.539 | 0.55 |
| B28 | 1.7% | 8.1% | 12.8% | 38.4% | 39.0% | 4.047 | 0.998 | 0.54 |
| B29 | 2.3% | 7.6% | 24.4% | 43.6% | 22.1% | 3.756 | 0.917 | 0.55 |
| B30 | 0.6% | 9.3% | 21.5% | 55.8% | 12.8% | 3.709 | 0.683 | 0.63 |
| B31 | 1.2% | 12.2% | 25.6% | 50.6% | 10.5% | 3.570 | 0.768 | 0.63 |
| B32 | 2.3% | 11.6% | 12.8% | 50.6% | 22.7% | 3.797 | 0.988 | 0.62 |
| B33 | 4.1% | 16.3% | 19.8% | 33.1% | 26.7% | 3.622 | 1.340 | 0.74 |

| B34 | 3.5% | 9.9% | 30.2% | 44.2% | 12.2% | 3.517 | 0.901 | 0.64 |
|-----|------|------|-------|-------|-------|-------|-------|------|
| B35 | 0.0% | 14.5% | 25.0% | 47.1% | 13.4% | 3.593 | 0.799 | 0.67 |
| B36 | 0.6% | 7.6% | 28.5% | 35.5% | 27.9% | 3.826 | 0.888 | 0.68 |
| B37 | 0.6% | 7.0% | 20.9% | 45.9% | 25.6% | 3.890 | 0.784 | 0.72 |
| B38 | 2.3% | 8.7% | 25.0% | 44.8% | 19.2% | 3.698 | 0.909 | 0.75 |
| B39 | 1.7% | 8.7% | 20.9% | 41.3% | 27.3% | 3.837 | 0.962 | 0.57 |
| B40 | 4.7% | 15.1% | 15.1% | 43.0% | 22.1% | 3.628 | 1.257 | 0.62 |
| B41 | 6.4% | 24.4% | 41.3% | 22.1% | 5.8% | 2.965 | 0.952 | 0.45 |
| B42 | 1.7% | 13.4% | 39.0% | 39.5% | 6.4% | 3.355 | 0.729 | 0.59 |
| B43 | 0.6% | 6.4% | 26.7% | 59.3% | 7.0% | 3.657 | 0.528 | 0.37 |
| B44 | 0.0% | 12.2% | 37.2% | 41.3% | 9.3% | 3.477 | 0.680 | 0.49 |
| B45 | 1.2% | 20.6% | 15.3% | 42.9% | 20.0% | 3.600 | 1.122 | 0.54 |
| B46 | 1.8% | 5.9% | 27.6% | 56.5% | 8.2% | 3.635 | 0.620 | 0.40 |
| B47 | 0.0% | 10.5% | 35.5% | 47.1% | 7.0% | 3.506 | 0.599 | 0.44 |
| B48 | 2.9% | 7.6% | 21.6% | 50.9% | 17.0% | 3.713 | 0.871 | 0.55 |
| B49 | 4.1% | 17.4% | 42.4% | 30.2% | 5.8% | 3.163 | 0.846 | 0.26 |
| B50 | 2.9% | 10.5% | 31.4% | 48.8% | 6.4% | 3.453 | 0.759 | 0.62 |
| B51 | 1.2% | 8.1% | 34.9% | 48.8% | 7.0% | 3.523 | 0.622 | 0.54 |
| B52 | 1.7% | 4.1% | 16.9% | 53.5% | 23.8% | 3.936 | 0.723 | 0.61 |
| B53 | 1.7% | 7.6% | 14.0% | 54.1% | 22.7% | 3.884 | 0.812 | 0.46 |
| B54 | 0.6% | 7.6% | 13.4% | 34.9% | 43.6% | 4.134 | 0.907 | 0.62 |
| B55 | 1.2% | 14.0% | 24.4% | 50.6% | 9.9% | 3.541 | 0.795 | 0.67 |
| B56 | 0.0% | 8.1% | 21.5% | 49.4% | 20.9% | 3.831 | 0.722 | 0.63 |
| B57 | 0.6% | 12.8% | 23.3% | 45.3% | 18.0% | 3.674 | 0.871 | 0.66 |
| B58 | 2.9% | 20.3% | 43.0% | 32.0% | 1.7% | 3.093 | 0.701 | 0.49 |
| B59 | 4.7% | 26.2% | 29.1% | 31.4% | 8.7% | 3.134 | 1.093 | 0.53 |
| B60 | 1.7% | 16.9% | 36.0% | 35.5% | 9.9% | 3.349 | 0.867 | 0.47 |
| B61 | 2.9% | 11.6% | 27.3% | 47.7% | 10.5% | 3.512 | 0.866 | 0.65 |
| B62 | 5.2% | 32.6% | 30.2% | 28.5% | 3.5% | 2.924 | 0.954 | 0.54 |
| B63 | 7.6% | 23.8% | 37.8% | 26.2% | 4.7% | 2.965 | 0.987 | 0.54 |
| B64 | 2.3% | 14.5% | 24.4% | 48.8% | 9.9% | 3.494 | 0.878 | 0.62 |
| B65 | 1.2% | 16.3% | 29.7% | 44.2% | 8.7% | 3.430 | 0.815 | 0.53 |
| B66 | 1.7% | 16.9% | 35.5% | 40.1% | 5.8% | 3.314 | 0.774 | 0.61 |
| B67 | 4.1% | 18.6% | 35.5% | 37.8% | 4.1% | 3.192 | 0.853 | 0.61 |
| B68 | 1.2% | 25.0% | 27.3% | 40.7% | 5.8% | 3.250 | 0.874 | 0.62 |
| B69 | 0.6% | 5.2% | 8.7% | 50.6% | 34.9% | 4.140 | 0.678 | 0.56 |
| B70 | 1.7% | 9.9% | 11.6% | 51.2% | 25.6% | 3.890 | 0.912 | 0.62 |
| B71 | 2.9% | 11.0% | 15.7% | 38.4% | 32.0% | 3.855 | 1.159 | 0.63 |
| B72 | 0.6% | 12.8% | 18.0% | 39.5% | 29.1% | 3.837 | 1.008 | 0.57 |
| B73 | 1.2% | 10.5% | 37.8% | 43.6% | 7.0% | 3.448 | 0.666 | 0.25 |
| B74 | 1.2% | 11.6% | 3.5% | 55.2% | 28.5% | 3.983 | 0.889 | 0.42 |
| B75 | 0.0% | 11.0% | 23.8% | 48.3% | 16.9% | 3.709 | 0.764 | 0.45 |
| B76 | 1.2% | 11.6% | 34.3% | 44.2% | 8.7% | 3.477 | 0.726 | 0.67 |
| B77 | 0.0% | 3.5% | 29.7% | 54.7% | 12.2% | 3.756 | 0.499 | 0.72 |
| B78 | 1.7% | 23.8% | 25.6% | 44.2% | 4.7% | 3.262 | 0.868 | 0.69 |
| B79 | 1.2% | 14.0% | 15.2% | 43.3% | 26.3% | 3.795 | 1.040 | 0.67 |
| B80 | 1.8% | 13.1% | 40.5% | 33.9% | 10.7% | 3.387 | 0.821 | 0.54 |
| B81 | 2.9% | 9.9% | 39.0% | 35.5% | 12.8% | 3.453 | 0.876 | 0.68 |
| B82 | 0.6% | 15.7% | 28.5% | 45.3% | 9.9% | 3.483 | 0.796 | 0.54 |
| B83 | 0.0% | 13.4% | 18.0% | 52.9% | 15.7% | 3.709 | 0.788 | 0.67 |
| B84 | 1.7% | 14.5% | 29.7% | 35.5% | 18.6% | 3.547 | 1.015 | 0.67 |
| B85 | 1.2% | 9.3% | 29.1% | 44.2% | 16.3% | 3.651 | 0.809 | 0.71 |
| B86 | 0.6% | 15.7% | 26.2% | 47.7% | 9.9% | 3.506 | 0.796 | 0.65 |
| B87 | 2.9% | 20.9% | 20.3% | 44.2% | 11.6% | 3.407 | 1.067 | 0.74 |

| B88 | 4.1% | 17.5% | 39.2% | 33.3% | 5.8% | 3.193 | 0.869 | 0.66 |
|---|---|---|---|---|---|---|---|---|
| B89 | 0.0% | 2.9% | 9.3% | 41.9% | 45.9% | 4.308 | 0.574 | 0.60 |
| B90 | 0.0% | 5.8% | 16.3% | 50.6% | 27.3% | 3.994 | 0.669 | 0.61 |
| B91 | 0.6% | 5.2% | 44.2% | 44.2% | 5.8% | 3.494 | 0.506 | 0.21 |
| B92 | 0.0% | 12.8% | 22.7% | 58.1% | 6.4% | 3.581 | 0.627 | 0.55 |
| B93 | 1.2% | 9.3% | 22.1% | 51.2% | 16.3% | 3.721 | 0.783 | 0.45 |
| B94 | 4.1% | 19.8% | 28.5% | 34.9% | 12.8% | 3.326 | 1.115 | 0.48 |
| B95 | 2.3% | 18.6% | 32.0% | 36.6% | 10.5% | 3.343 | 0.946 | 0.46 |
| B96 | 2.9% | 15.7% | 17.4% | 48.3% | 15.7% | 3.581 | 1.046 | 0.66 |
| B97 | 4.7% | 15.7% | 25.0% | 44.2% | 10.5% | 3.401 | 1.043 | 0.66 |
| B98 | 0.0% | 7.6% | 18.6% | 55.2% | 18.6% | 3.849 | 0.652 | 0.60 |
| **Section B Averages** | **1.83%** | **12.82%** | **25.97%** | **43.78%** | **15.60%** | **3.585** | **0.278** | **0.59** |

| Section C question number (items) | Percentage endorsements | | | | | Mean | Variance | Item to section correl-ation |
|---|---|---|---|---|---|---|---|---|
| | Strongly disagree | Disagree | Neither disagree nor agree | Agree | Strongly agree | | | |
| C99 | 7.6% | 13.4% | 18.6% | 49.4% | 11.0% | 3.430 | 1.187 | 0.79 |
| C100 | 1.8% | 8.8% | 19.9% | 52.0% | 17.5% | 3.749 | 0.820 | 0.83 |
| C101 | 2.3% | 20.9% | 43.0% | 27.9% | 5.8% | 3.140 | 0.794 | 0.68 |
| C102 | 3.5% | 11.6% | 25.6% | 43.0% | 16.3% | 3.570 | 1.013 | 0.86 |
| C103 | 3.5% | 10.5% | 37.8% | 40.7% | 7.6% | 3.384 | 0.806 | 0.73 |
| C104 | 4.1% | 17.4% | 20.9% | 42.4% | 15.1% | 3.471 | 1.145 | 0.81 |
| C105 | 4.7% | 16.6% | 40.8% | 34.3% | 3.6% | 3.154 | 0.817 | 0.76 |
| C106 | 3.5% | 6.4% | 22.7% | 50.6% | 16.9% | 3.709 | 0.881 | 0.78 |
| C107 | 3.5% | 17.4% | 34.3% | 38.4% | 6.4% | 3.267 | 0.882 | 0.83 |
| C108 | 7.6% | 25.0% | 36.0% | 27.9% | 3.5% | 2.948 | 0.968 | 0.73 |
| C109 | 0.6% | 12.3% | 25.7% | 48.5% | 12.9% | 3.608 | 0.776 | 0.64 |
| **Section C averages** | **3.87%** | **14.57%** | **29.58%** | **41.39%** | **10.59%** | **3.399** | **0.547** | **0.66** |

| Section D question number (items) | Percentage endorsements | | | | | Mean | Variance | Item to section correl-ation |
|---|---|---|---|---|---|---|---|---|
| | Strongly disagree | Disagree | Neither disagree nor agree | Agree | Strongly agree | | | |
| D110 | 0.0% | 4.7% | 11.0% | 51.7% | 32.6% | 4.122 | 0.607 | 0.65 |
| D111 | 4.1% | 14.0% | 18.0% | 47.7% | 16.3% | 3.581 | 1.092 | 0.78 |
| D112 | 2.3% | 13.4% | 25.6% | 47.7% | 11.0% | 3.517 | 0.878 | 0.71 |
| D113 | 3.5% | 19.8% | 48.3% | 25.0% | 3.5% | 3.052 | 0.724 | 0.77 |
| D114 | 2.9% | 11.6% | 34.9% | 40.7% | 9.9% | 3.430 | 0.850 | 0.77 |
| D115 | 2.9% | 10.5% | 55.8% | 27.3% | 3.5% | 3.180 | 0.601 | 0.68 |
| D116 | 0.6% | 10.5% | 23.3% | 44.8% | 20.9% | 3.750 | 0.850 | 0.75 |
| D117 | 2.9% | 9.4% | 37.4% | 44.4% | 5.8% | 3.409 | 0.721 | 0.57 |
| D118 | 0.6% | 5.2% | 15.7% | 57.6% | 20.9% | 3.930 | 0.623 | 0.69 |
| **Section D averages** | **2.20%** | **10.99%** | **30.00%** | **42.99%** | **13.83%** | **3.552** | **0.386** | **0.72** |

**Overall scale statistics (n = 172)**:

|  | Section | | | |
|---|---|---|---|---|
|  | **A** | **B** | **C** | **D** |
| Number of items | 25 | 69 | 11 | 9 |
| Number of examinees | 172 | 172 | 172 | 172 |
| Mean | 3.594 | 3.585 | 3.399 | 3.552 |
| Variance | 0.386 | 0.278 | 0.547 | 0.386 |
| Standard deviation | 0.622 | 0.527 | 0.739 | 0.622 |
| Skewness | -0.290 | -0.046 | -0.695 | -0.598 |
| Kurtosis | -0.619 | -0.495 | 0.224 | 0.105 |
| Minimum | 2.000 | 2.397 | 1.200 | 1.667 |
| Maximum | 5.000 | 4.959 | 5.000 | 5.000 |
| Median | 3.600 | 3.630 | 3.500 | 3.667 |

**Scale intercorrelation statistics (n = 172):**

|  |  | Section | | | |
|---|---|---|---|---|---|
|  |  | **A** | **B** | **C** | **D** |
| **Section** | **A** | 1.000 | 0.904 | 0.790 | 0.730 |
|  | **B** | 0.904 | 1.000 | 0.775 | 0.704 |
|  | **C** | 0.790 | 0.775 | 1.000 | 0.831 |
|  | **D** | 0.730 | 0.704 | 0.831 | 1.000 |

## 7.4   APPENDIX D:  ASSESSMENT TOOL FOR CHANGE MANAGEMENT IN PROJECT MANAGEMENT

In the course of the study, the items included in the initial draft change management measurement instrument were subjected to several rounds of validation.  Furthermore, the reliability of the instrument was tested and has been confirmed by means of rigorous statistical analysis.  Various changes were effected as a result of this process.  This process culminated in the final assessment tool set out in this Appendix D.

The four tables below set out the measurement items included in the final change management assessment tool for the four phases of a project life cycle.  The assessment items for each phase have been arranged primarily according to their respective factor loadings, in descending order.  This criterion was used as a proxy to rank items in terms of their level of importance, but the criterion has been modified in minor instances in order to group items that are related or that reflect a similar theme, or to group items that reflect a chronological sequence in the project management process.

**Section A of the final assessment tool – the conceptual or initiation phase of the project**

| Item No. | Original Question No. | Assessment Item Description |
|---|---|---|
| A1 | A13 | A comprehensive diagnosis of the organisational environment, both internal and external, has been conducted |
| A2 | A16 | The readiness for change in the organisation has been assessed |
| A3 | A3 | Top management initiates a business case for change |
| A4 | A19 | The project team has developed change-readiness capacity and resilience within the organisation |
| A5 | A17 | The project team has identified possible barriers and resistance to change |
| A6 | A18 | The project team has put corrective action plans in place for all the identified barriers and resistance to change |
| A7 | A9 | All key stakeholders are motivated throughout the project |
| A8 | A25 | Top management has an adequate understanding of change management |
| A9 | A24 | Top management aligns the change intervention with the overall business strategy |
| A10 | A11 | Management is competent to manage change dynamics during projects |
| A11 | A23 | Commitment from top management is visible |
| A12 | A8 | The importance of stakeholder coalition is established |
| A13 | A6 | Communication of the new strategy and objectives ensures buy-in by all relevant stakeholders |

| A14 | A4 | The relevant stakeholders have internalized the need for change |
|-----|-----|-----|
| A15 | A10 | All stakeholders support the need for change |
| A16 | A2 | Each project team member is aware of the importance of the management of change in the project management domain |
| A17 | A5 | The complex nature of change is acknowledged and understood by top management |
| A18 | A1 | Each project team member is aware of the theory / principles of change management |
| A19 | A22 | The project team has assessed the potential implications of change, such as costs, impact on morale, etc. |
| A20 | A14 | Potential problems are identified and discussed by all the stakeholders and the project team |
| A21 | A21 | Project team members have identified and assessed potential project risk factors |
| A22 | A20 | Criteria for project success and related performance indicators have been developed |
| A23 | A12 | Management has experience in dealing with change |

## Section B of the final assessment tool – the planning phase of the project

| Item No. | Original Question No. | Assessment Item Description |
|-----|-----|-----|
| B24 | B38 | The messages around the vision of the top management are reliable |
| B25 | B37 | The messages around the vision of top management are consistent |
| B26 | B33 | Top management communicates all potential changes to the organisation |
| B27 | B86 | Risk factors are continually identified |
| B28 | B55 | The project team conducts a comprehensive risk analysis which informs a strategy to mitigate these risks |
| B29 | B87 | Risk-taking is managed according to the risk mitigation strategy |
| B30 | B77 | Competing issues within the project are prioritized and dealt with according to their relative importance |
| B31 | B85 | Enthusiasm and comprehension for the project is maintained by all project team members at all times |
| B32 | B36 | Top management encourages the use of an adequate variety of communication channels between the project team and the organisation |
| B33 | B35 | There is open communication between top management and the project team |
| B34 | B32 | Top management candidly communicates the project scope to the organisation |
| B35 | B84 | There is continuous co-operation between line management and project management |
| B36 | B96 | An appropriate change management methodology is utilized and maintained |
| B37 | B76 | There is co-operation across all functional areas |
| B38 | B78 | A supportive infrastructure around the change agents has been carefully considered and initiated |
| B39 | B83 | Emerging problems are resolved by quick remedial action |
| B40 | B61 | All affected employees are trained on new requirements ensuring that capacity is built |
| B41 | B81 | Organisational values such as collaboration, openness, trust, supportiveness and involvement between key role players are fostered |

| B42 | B97 | Fears around potential job losses are addressed appropriately to minimize resistance to change |
|---|---|---|
| B43 | B79 | A clear migration plan is in place |
| B44 | B88 | Resistance to change is identified and managed at all times |
| B45 | B57 | The project team assesses training needs with regard to the use of any new tools and technology envisaged for the success of the project |
| B46 | B30 | Top management is aligned to potential project outcomes |
| B47 | B31 | Top management's behaviour is aligned and appropriate to the goals of the project |
| B48 | B34 | There is synergy between top management and the project team |
| B49 | B54 | Each project team member clearly understands his/her role |
| B50 | B64 | Capacity building of affected employees takes place through customized training |
| B51 | B71 | Top management ensures that sufficient resources are made available to the project team |
| B52 | B70 | Top management ensures that an adequate budget is made available to the project team |
| B53 | B56 | The project team identifies the necessary tools and know-how required for the project timeously |
| B54 | B90 | Project team members understand the importance of the quality of communication during the change project |
| B55 | B40 | Focused engagement plans have been developed for all stakeholders (including labour unions) |
| B56 | B68 | Orientation of identified change agents within the project team takes place |
| B57 | B89 | Project team members understand the project objectives |
| B58 | B52 | Project team members create an appropriate project structure |
| B59 | B50 | Project team members proactively identify the organisational power and political dynamics |
| B60 | B67 | Credible change agents within the project team are identified |
| B61 | B98 | Project deliverable requirements, such as the impact on systems, structures and processes, are considered within the context of the organisational system |
| B62 | B42 | All project members enjoy meaningful participation |
| B63 | B72 | Project success factors for change are identified and measured |
| B64 | B69 | Project outcomes are aligned to corporate strategy |
| B65 | B82 | The environment supports innovation |
| B66 | B65 | A learning environment for project team members is promoted |
| B67 | B66 | A learning environment for project team members is facilitated accordingly |
| B68 | B62 | A project environment conducive to exploring and making mistakes is fostered |
| B69 | B39 | Stakeholders, including labour unions, have been identified |
| B70 | B26 | Top management supports the project team members |
| B71 | B48 | Project team members are oriented with regard to change management and change dynamics |
| B72 | B29 | Top management is held accountable for the project outcome |
| B73 | B80 | A key focus area of the project is capacity building, which includes "softer" skills such as change resilience |
| B74 | B92 | The future state of the project is determined on a continuous basis |
| B75 | B28 | The project outcome is sponsored and championed by top management |
| B76 | B45 | Team members all reach consensus on the vision of the project |

| B77 | B59 | Project managers with dual roles and responsibilities, i.e. functional and project duties, manage their workload |
| B78 | B63 | Organisational culture differences between contractors, suppliers, project team and operations are managed appropriately |
| B79 | B27 | Top management's presence is experienced by the project team |
| B80 | B51 | Project team members create an enabling environment |
| B81 | B44 | The decision-making processes are transparent to all team members |
| B82 | B58 | Project team members are guided through the transition from a functional role to a project role through a structured orientation process |
| B83 | B95 | There are no unreasonable expectations that the project as a medium will solve all the organisation's problems |

## Section C of the final assessment tool – the implementation phase of the project

| Item No. | Original Question No. | Assessment Item Description |
| --- | --- | --- |
| C84 | C102 | Top management ensures that change is properly managed throughout the process |
| C85 | C100 | Team members and top management ensure that organisational integration is fostered |
| C86 | C99 | There is no silo mentality; and fragmented departmental interests are not entertained |
| C87 | C107 | Top management identifies and manages anxiety around potential and/or perceived job losses, loss of autonomy and/or authority |
| C88 | C104 | Adequate focus is placed on perception management |
| C89 | C106 | Communication is focused on the mindset(s) and culture(s) of all the relevant stakeholders |
| C90 | C105 | Staff is continuously motivated according to their needs |
| C91 | C103 | Top management and project team members continuously promote new values |
| C92 | C108 | Top management monitors closely the behavioural patterns and feelings of all the relevant stakeholders |
| C93 | C101 | Top management involves the project team members in the decision-making process to ensure that the process is transparent |
| C94 | C109 | Employees are empowered to act on the new vision |

## Section D of the final assessment tool – the post-implementation phase of the project

| Item No. | Original Question No. | Assessment Item Description |
| --- | --- | --- |
| D95 | D113 | The impact of the change on the organisational culture is measured and monitored on a continual basis |
| D96 | D116 | The new state is formalised, implemented and monitored on a continuous basis |
| D97 | D110 | Changes are institutionalised through structures, systems and procedures |
| D98 | D114 | Provision is made for continuous training and refresher courses to reinforce the newly acquired behaviour, and outputs are monitored accordingly |
| D99 | D118 | Employees are encouraged to accept and comply with the new changed environment and such acceptance and compliance is facilitated |

| D100 | D111 | Appropriate incentive schemes ensure that the new culture and behaviour are reinforced throughout the organisation |
| D101 | D112 | Performance management systems are designed to reward the newly acquired behaviour and new organisational outputs |
| D102 | D117 | Employees are discouraged from reverting to old practices |
| D103 | D115 | The organisation is sensitised continuously to the change |

The final assessment tool measuring change management within the project management domain consists out of a total of 103 elements.