Management of Transitions

- The critical points of vulnerability in the life of a project are the points of transition.
  - Transitions can involve many parameters, for example:
    - People
    - Management
    - Leadership & leadership style.
    - Primary organizational responsibility and reporting relationships.
    - Nature of the work.
    - Types of knowledge required.
    - Physical location.

- To change all of these simultaneously is to court disaster.
Management of Transitions II

Transition Points

Project Size & Scope

Time
Management of Transitions IV

- Projects must be protected through transitions.
  - There must be areas of continuity to offset the areas of change.
  - Team size must grow in a gradual fashion.
    - This has implications for both organizational structure and physical architecture.
    - Both must be very flexible to allow this to happen along with a gradual transition in reporting relationship.
  - There should be an extra effort to retain a sense of ‘ownership’ among team members.
    - Avoid ‘runway management’.
Management of Transitions III

![Graph showing project size and scope over time with transition points indicated.](image-url)