



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

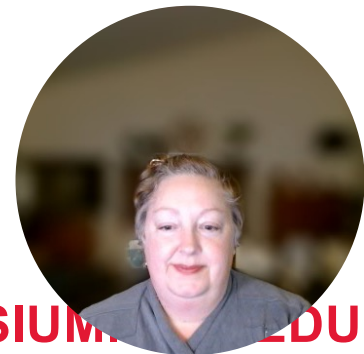
UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

Beyond Delivery:

How Change Management Illuminates the Path to Lasting Impact

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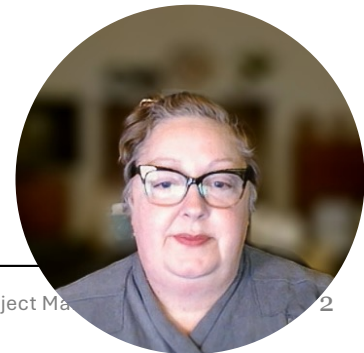
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Welcome!

- Projects succeed or fail on **adoption**, not just delivery
- Change Management: **practical tools** for every PM
- Small practices → **big impact**

Learning Objectives:

- Understand how OCM enhances outcomes
- Spot opportunities to integrate OCM
- Apply practical tools immediately



My Story: Delivery $\neq$ Adoption

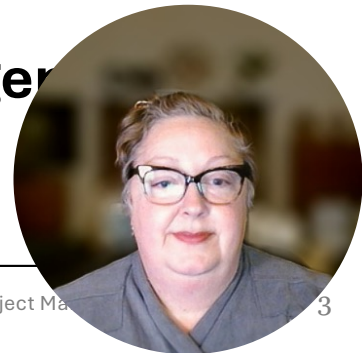


- Project delivery can feel like a finish-line victory

- But delivery $\neq$ results

- Adoption is the *real* finish line

- The missing link? **Change Manager**



Why Change Management Matters

Delivery ≠ Results

- Projects create *something new* — old ways no longer fit
- Project Teams “get it” → but the rest of the org is catching up

Risks of Low Adoption:

- Resistance can slow progress
- Confusion can erode trust
- ROI can be lost

What got us here, won't get us there.



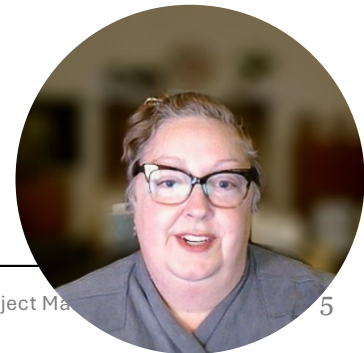
What is Organizational Change Management (OCM)?

► The *people side* of project delivery

- **Structured approach**
 - Help people move from current state → future state
- **Core levers:**
 - Communication
 - Sponsorship
 - Training
 - Reinforcement

In a Nutshell:

- If project management delivers something, OCM makes sure that deliverable is **actually used**.



OCM + PM = Stronger Together

Project Management:

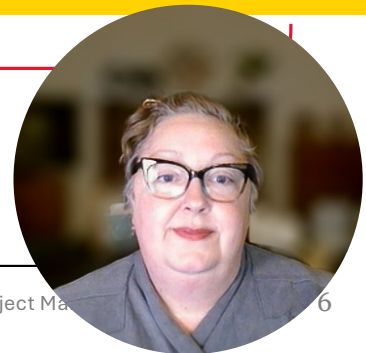
Delivery



Change Management:

Adoption

Outputs become Outcomes



OCM in Action: Success Stories

ELN Risk Factors Take a Dive

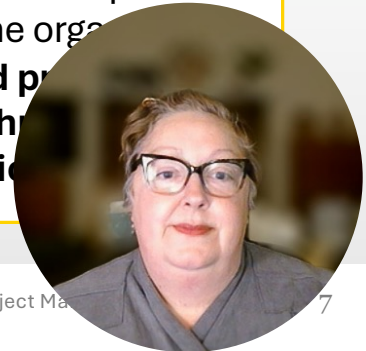
R&D teams were all using their own Lab Notebook systems – a total of 5 in the department – heightening audit and IP risk. We got the teams involved in requirements and decision making, paired rollout with training and sponsor visibility. **Within 3 months of delivery, 90% of staff were using the new ELN.**

Data Lake Finally Delivers

A Data Lake was delivered 6 months ago, but nobody was using it except the project team - reports were still being pulled from the same desktop spreadsheets and scattered tools. We added a few simple change management practices and **within three months, usage jumped 50%.**

Communication Beats Optics

During lean times, a biotech team won a government grant and had to hire quickly while other teams contracted. Staff questioned the imbalance. We applied clear communication, visible sponsorship, and transparent updates to align the organization. **Morale held, and project stayed solid through transition.**



OCM Power Tools

► The 3 Most Powerful OCM Levers for PMs

Stakeholders: *Who's really impacted?*

Communications: *Going beyond leadership*

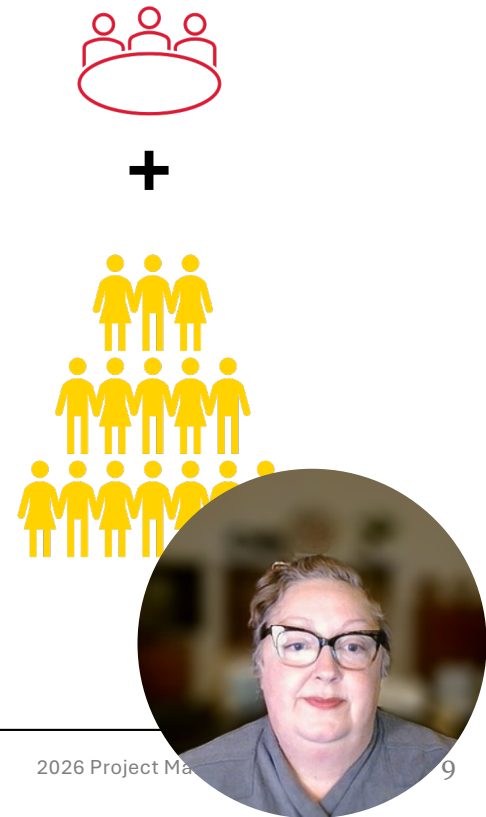
Training: *Plan early, resource smart*



OCM Power-Up 1: Stakeholders

► OCM Tool: Impact Analysis

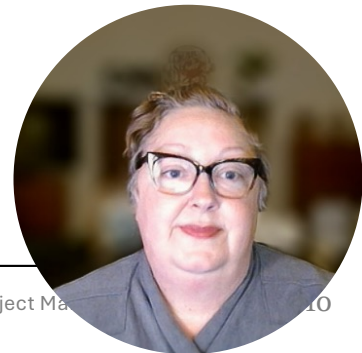
- Look Beyond sponsors
 - Include end users
- Ask: **What's changing for them?**
 - What's in the way of them getting on board?
 - What's the benefit for them?
- Early input = fewer surprises, smoother cutover



OCM Power-Up 2: Communication

► OCM Tool: Adoption Network

- More than a traditional comms plan → include end users
- Representatives from every impacted group
- Two-way channels build buy-in + surface risks
- TIP: When people help shape the change, they adopt it faster



OCM Power-Up 3: Training Plan

► OCM Tool: Robust Training Plan

- Last-minute training = adoption risk
- Resource SMEs + coordinate content
- Map modules to stakeholder needs
- Plan early → rollout success



Training isn't a checkbox. It's the engine of adoption.

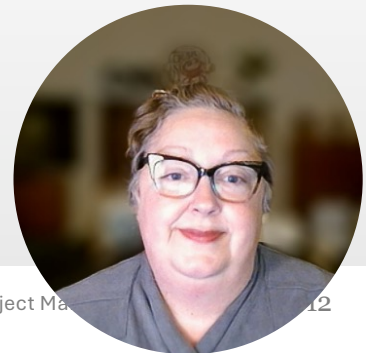


Reflection Activity

► Bridging from theory to your own practice

Take a moment to think about a project you worked on that was delivered, but didn't stick.

- What was missing?
- Where could the OCM tools you learned about today have made a difference?



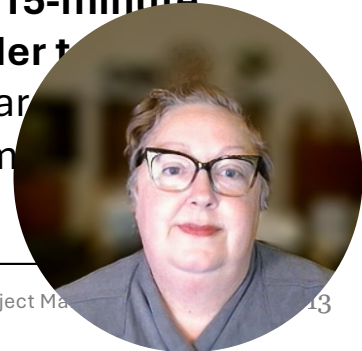
Integrating OCM into Your Projects

► Quick Win Tactics & easy entry points

- ✓ Add ‘adoption’ to your success criteria.
- ✓ Build stakeholder touchpoints into your timeline.
- ✓ Engage sponsors and SMEs visibly — not just in name only.
- ✓ Include stakeholder feedback & reinforcement activities throughout the project.

15-Minute Power-Ups

- **Ask Stakeholders.** Pulse stakeholders for concerns before finalizing the project plan
- **Create a one-pager:** “What’s changing for ME”
- **Build in a 15-minute stakeholder touchpoint** on a regular basis to stay informed



Key Takeaways

**OCM
complements
project
management —
it doesn't
compete**

**Small
adjustments
create
significant ROI**

**You don't need to
be a change
specialist to use
these tools.**

OCM + PM = Stronger Together



Next Steps

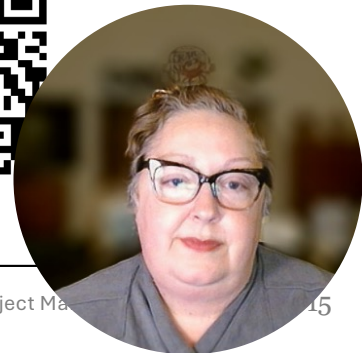
► Even one small tactic can illuminate the path from outputs to outcomes.

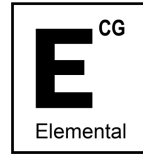
- **Planning:**
 - Know your stakeholders – who will be affected by project outcomes?
 - Look for opportunities to build in activities that lead to Adoption
 - RESOURCE your communication and training activities – if it's everyone's job, it's no-ones
- **Execution:**
 - Provide support, encouragement and accountability for your Sponsors and SMEs – Adoption success depends on them

Keep It Simple:

- Start with one tactic
- Think beyond delivery
- Make space for adoption

Resources:





**Elemental
Consulting
Group**

Thank You!

► I'd love to hear how you're applying this in your projects!



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Questions & Evaluation

Evaluate Session:



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