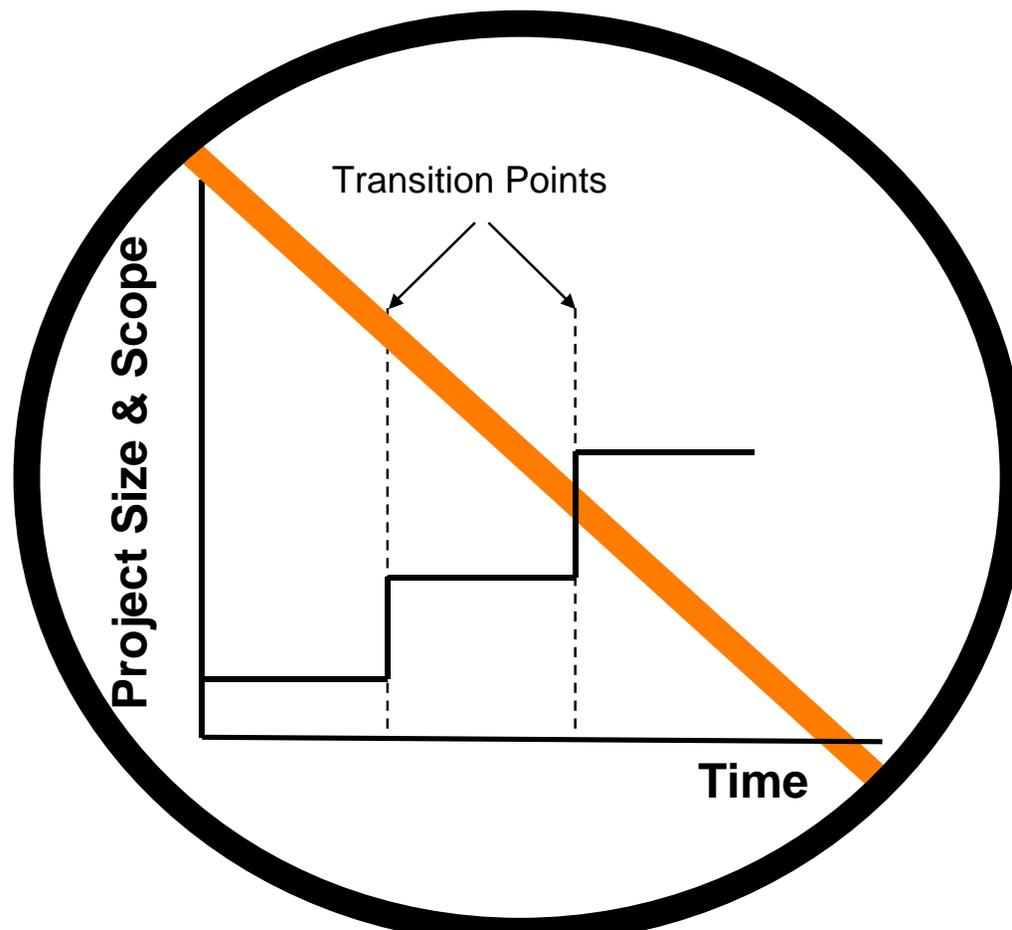


Management of Transitions

- 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.

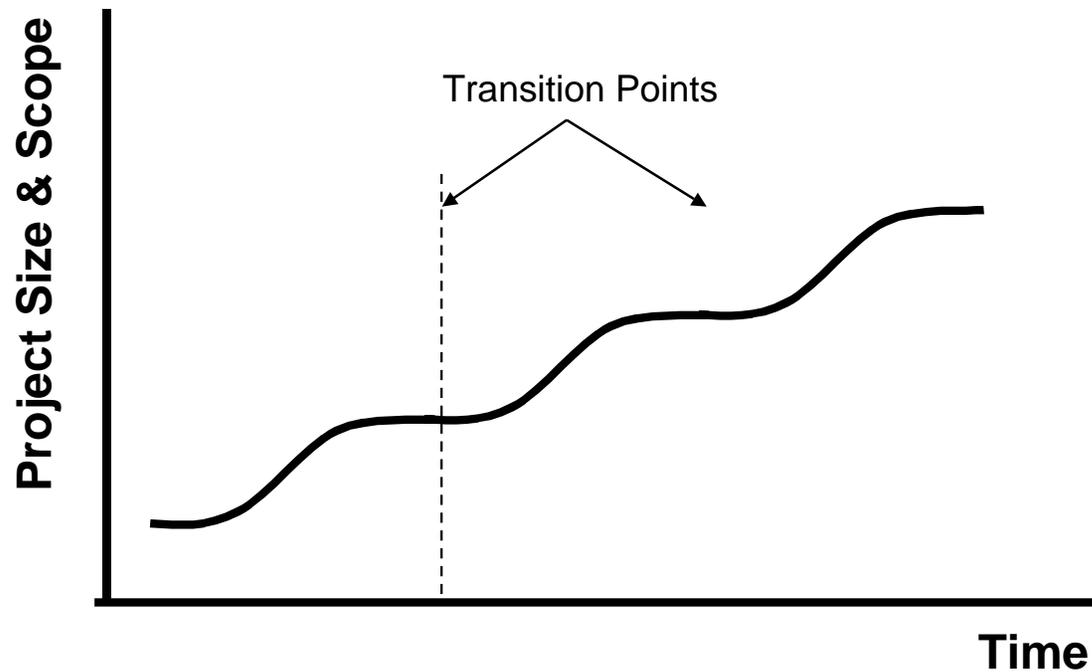
Management of Transitions II



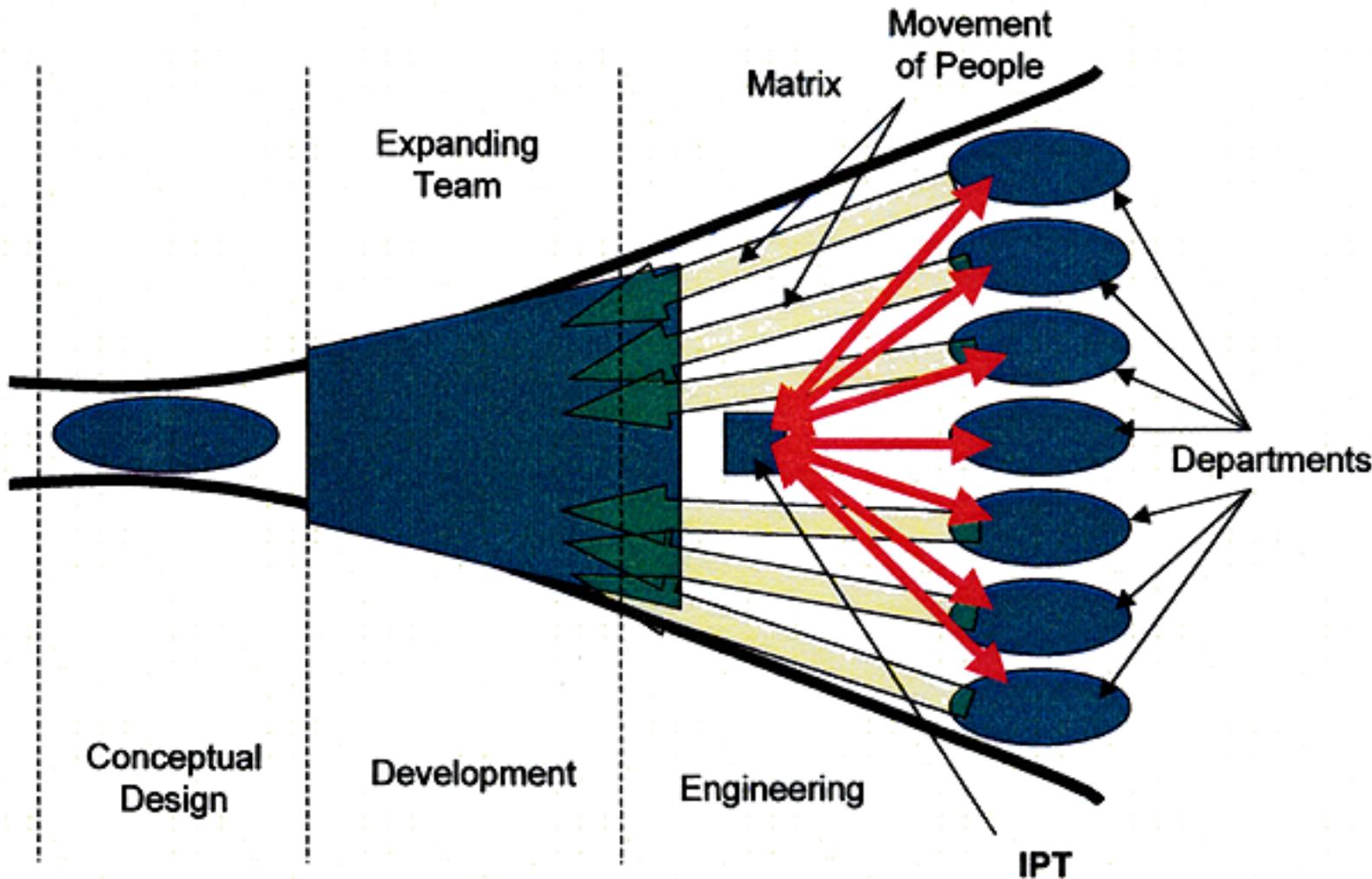
Management of Transitions IV

- 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



social order



spatial order

organizational order

Tom Allen, MIT