

Module 10. Managing Change.

Whose decision was that?

• WHAT STUCK, IN YOUR WORDS

“Methods at the start of the project to handle change.”

“Establish an agreement on changes in scope early on in the project”

“Better to establish a Change process before one becomes necessary.”

“Just being comfortable with having the add services conversation and do it up front with the client gains respect and trust.”

“Tone and delivery create value, and credit does not always come in dollars.”

“Thanking the client for the opportunity to do additional work removes pressure and is a nice way to tell them it will be additional work”

From your survey responses this week.

The CD phase just started.

A repeat client asks to revisit a major layout decision that was made during DD.

“Just start. You know how we work.”

• TWO PATTERNS FROM YOUR SURVEY

A

I am not sure it counts as a change, so I do not raise it.

“if it falls in the scope of work”

“assumed to just be part of the design/review process”

“Determining if a change warrant additional services bill”

B

When it is clearly a change, I would rather absorb it than upset the client.

Fear. “Fear of rubbing the client the wrong way”

Effort. “Its a quick/easy change that is simpler to just do it.”

How do you decide what to ask to
be paid for?
“If it can be done in a day”

How much other fee does Grace have to bill to make back
that day?

• ONE DAY, IN DOLLARS

- 1 A day given away is 8 hours $\times$ \$110 = \$880 not billed.
- 2 Grace keeps about 15 to 20 cents of every dollar it bills.
- 3 To earn back that \$880, Grace has to bill:



\$4,400 to \$5,900
of other work.

Eleven small tweaks at DD 60. 22 hours.
\$2,400 not billed.



**\$12,000 to \$16,000 of
other fee.**

- EDUCATE THE CLIENT

Say it before it is needed.

SITUATION

TRY THIS

At kickoff

“Thank you for trusting us with this. When a request falls outside our agreement, we will bring you the impact, including the proposed time and fee, and give you the opportunity to decide what you would like to do.”

The first small request

“Thanks for raising it. This is a small change that we will take a look at. We will log it for now and keep going. We will bring a running log of changes to the next review to talk through with you and to set a threshold at which we will review an additional services agreement protocol with you.”

An end user asks directly

“Great idea, thank you. That's a change in the program that we previously agreed to. I will take it to your facilities lead with the cost, and if approved, incorporate for our next meeting.”

Rewrite one of these in your own words, in chat.

- ADDRESS IT ON THE SPOT

Keep the relationship. Give the client the decision.

SITUATION

TRY THIS

“Can you just add...” in a meeting

“Happy to look at that. Let me check it against the agreement, and I will have the time and fee impact, if there is one, to you by tomorrow.”

“It is only a small change”

“It may well be. It looks like about a day. Rather than decide for you, I would rather show you the number and let you decide.”

Confirming it is extra

“Thank you for the chance to do more on this. It is an additional service, about \$900. Shall we go ahead? Email confirmation to handle this on a T&M basis will release the work.”

What line has worked for you? One short line in chat.

“This might touch what we agreed on changes. Let me check before we go further.”

FROM 10B

A change rule said at kickoff sounds like policy. Said in week 12, it sounds like an excuse.

On your current project, has the client heard how Grace handles changes?

• TWO MORE REQUESTS

1

The fourth small tweak this month from the same client. Each is under 2 hours. None by itself is a major request.

2

At a walkthrough, a department head asks for a change the facilities contact never agreed to.

• THREE REQUESTS, ANSWERED

SITUATION

TRY THIS

1 · The fourth small tweak this month

“It is small enough to note in our change tracker and move ahead. We will bring a running log of changes to our next meeting to discuss with you.”

Logged where the client can see it. The client decides on the total at DD 60.

2 · A department head at a walkthrough

“Let me check this against the agreement and with your facilities lead.”

Logged as Watched. Facilities decides.

3 · A repeat client: “Just start.”

“Let me confirm the impact before we release the team, and I will have an answer for you by tomorrow.”

Then two paths. The client chooses.

Which line would you change? One short line in chat.

Which change are you absorbing right now, and when will you give the client the decision?

Protect Integrity. When something costs more, the client decides.