A change management project that did not go well was trying to implement Vista. Our Desktop Management Services technical team (DMS) was in charge of implementing Vista to around 40,000 employees. Their first steps were to build an image for testing in different stages depending on what errors were found or if something needed to be tweaked in the image. The images would be called Beta, Pilot 1, Pilot 2 and Production. Site leads were suppose to do the testing of their software to see if it was compatible with the image. The site leads were given 2 weeks to do their testing; if they failed to do it was pushed out any way with no testing. We made it through Pilot 1 and that was as far as it went; they did not finish implementing it.   
  
Currently they are in the process of trying to implement Windows 7. They have asked me to work on part of the project getting the printers ready for 64 bit drivers. Currently I am at a stand still waiting on that team to make some decisions. They have setup meetings and continuously cancel them.   
  
Kotter (1996) increasing urgency demands that you remove sources of complacency or minimize their impact: for instance, eliminating such signs of excess as a big corporate air force; setting higher standards both formally in the planning process and informally in day-to-day interaction. (p 42)   
  
A change management project that went well was switching to Cisco IP phones. There were continuous meetings with all parties involved. Everyone that had a vested interest attended the meetings to make sure everything ran smoothly. Since we are a Support Center/Help Desk everything had to be coordinated with everyone’s schedule. Depending on a techs schedule some had to use both phone systems during the cutover. One of the key players in the implementation was actually a tech from our Support Center. Daily communication was sent out to the Support Center to keep everyone informed as to what steps were going to be taken.   
  
Reference:  
Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.