Chapter 7: Monitoring & Controlling

You've launched. The system is live. The process has changed. But here's the question you need to ask: Is it working for the people it was built for?

This chapter is about keeping your eyes on both the tech and the people after go-live. Monitoring and controlling is where the data tells the truth, and where you decide if you need to course-correct or just reinforce.

What Monitoring & Controlling Means in Plain Terms

In project management, this phase is about tracking progress against the plan. Are we hitting our milestones? Are we staying on budget? Are issues getting resolved?

In OCM, this phase is about tracking adoption and behavior change. Are people using the new system? Are they following the new process? Are they getting stuck or going around it altogether?

Because just launching something doesn't mean it's working. A good dashboard might say "green," but hallway conversations and feedback forms might be flashing "red."

What OCM Brings to This Phase

This is where OCM shows its value loud and clear. Here's how change management supports Monitoring & Controlling:

- Track adoption metrics: Logins, usage rates, engagement with new tools, participation in training all tell you whether the change is being adopted.
- Adjust communications and training: If usage is low, it might not be resistance. It might just be confusion. Update the messaging and re-educate.
- Collect real feedback: Hold short feedback sessions, pulse surveys, or even casual floor walks. Listen to what people say when no one's watching.
- Manage resistance actively: People might be testing the waters or holding on to old habits. Don't wait for them to drift, go have the conversation.

Why This Phase Matters

This is the moment where success is either locked in or lost. If you only track the system, you miss the people. And if the people aren't adopting the change, the system might as well not exist.

So, as the project cruises into open waters, don't just steer by the instruments.

Listen to the crew.

The Rework Spiral

A global logistics team rolled out a new request intake form. It looked great. Tech signoff was complete. But three weeks after launch, the rework rate on service tickets doubled.

Why? Because field reps didn't understand how to complete the form correctly, and no one followed up after training. They just started skipping fields. The support team had to redo everything manually.

When the team added weekly check-ins and quick refresher videos, rework dropped fast.

The takeaway? You can't fix what you don't measure, and adoption needs maintenance, not just launch.

Pro Tips

Track both system and human performance. Dashboards should show both usage and outcomes.

Spot-check the front lines. Ask real users how it's going. Don't rely only on formal reports.

Don't wait for resistance to escalate. If something feels off, it probably is. Address it early.

Make mid-course corrections visible. If you adjust training, messaging, or workflows let people know why. Transparency builds trust.