Does Change Management leave your people behind?

Successful project delivery is about more than the quality of the solution; it's as much about the level of acceptance of the change within the organisation. Even projects that are loaded with expert technical resources and backed with substantial budgets will fail if the new processes, systems and technology are not adopted by the people affected.

Which is why an approach to Change Management that drives adoptions from your people is a key competency on any business transformation project.

At Change Associates, we believe effective Change Management, managing the people side of change, needs to be woven into everything we do.

For larger projects, Change Management becomes the key workstream that underpins all others, ensuring the organisation's willingness and ability to change is considered across the board.

What we do

At the start of any business transformation project we make the *Case for Change*. This redefines the rationale in a way that will resonate with those senior stakeholders whose buy-in will be critical.

We work with you to describe the change in terms of numbers, business drivers, cultural changes and the business benefits.

Whilst the Project Manager works on the hard deliverables, we work with you to build the *Change Roadmap* and the *Change Impact Assessment*.

This provides a greater structure for the project, enabling the scope and the impact to be widely understood, so the team can prioritise the areas requiring the greatest focus.

Throughout the project we also deliver the *Communications Strategy and Plan*. This defines the tone of communications, the channels for delivery, and the feedback mechanisms needed to gauge how they land in the organisation.

Wider *Stakeholder Management* is also essential to the success of many business transformation projects. We will define your key stakeholder groups and individuals, and assess their level of buy-in and influence over the programme. We then define the optimal approach to keep them informed, engaged and on board.
Many projects will depend on the use of new technology and systems. If they are not used, the benefits simply cannot be realised, so where necessary we develop an *Adoption Approach and Strategy* to monitor usage and address any areas of difficulty or resistance.

New processes and systems will also require a *Training and Learning Plan*. As well as giving key people the skills they need to use the new processes and systems, training can be an effective Change Management tool by creating confidence in the solution before going live.

Before the end of the project, it's critical that the organisation is ready to accept the change. We work with you to deliver a *Readiness Assessment*. This is a structured intervention that enables the business to assess its ability to accept the change. It will define the areas of strength and weakness, and provide guidance on how the change can be managed in the organisation.

By using these Change Management tools and techniques you can significantly safeguard the effectiveness of your project delivery. Strong Change Management drives acceptance of the change, and eases the path to implementation, enabling project teams to remain focused.

And the hard work doesn't stop there: it's vital that the Change Management effort continues after going live in order to ensure the expected benefits are delivered. We will work with you to put the right solutions in place to continue to manage the change.

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Case study

Change Associates was engaged to provide Change Management support for a large transformation programme within the retail sector.

The programme involved the introduction of self-service, which would have a significant cultural impact. User acceptance and adoption were absolutely critical to its success.

We began by defining a Change Management strategy that supported the whole programme and, once agreed, developed a clear implementation plan.

The programme included an ongoing review of the risks and issues relating to the business's ability to adopt the change, which ensured that the project team and stakeholders had full visibility of the level of acceptance of the change.

We worked alongside the Internal Communications team to deliver a communications strategy which detailed the approach to be adopted, from Centres of Expertise to Field.

This enabled the Internal Communications team to deliver the communications as well as measuring their effectiveness. The communications approach was regularly reviewed throughout the programme and adjusted as required.

Finally, we identified the optimal training approach, including the implementation of on-line learning software, to facilitate adoption of the new processes and systems.

Throughout the programme we were able to provide clarity on the level of buy-in, highlight areas of resistance to change and put in place actions to reduce this resistance.

Contact

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