

# Programme Management is about more than Project Management.

Transformation programmes begin with the promise of bringing new capabilities into the business, but in the course of the programme, the achievement of the overall goal can easily get lost as teams become fixated on the Project Management of individual deliverables.

Programme Management and Project Management are complementary approaches. Whilst the Project Managers will focus on delivering outputs on time, within scope and within budget, the Programme Manager has a much wider remit: delivering a transformed capability for the business.

A successfully transformed capability needs new processes, roles, structures and systems to come together. Creating coherence between these elements and aligning them with the business strategy is a critical skill in any transformation programme.

Critical, but all too rare.

Which is why clients ask Change Associates to help.

## What we do

Our Programme Management approach is designed to ensure that your transformation programme maintains focus on its true goals, delivering the benefits expected from transformation.

### 1 Programme Initiation

Before any work starts, we clarify what the programme needs to deliver. We ensure all the key stakeholders agree with the objectives and the approach, minimising the likelihood of significant changes in scope later on.

We put governance structures in place, so that the right people can see progress and access forums to direct the programme and make critical decisions along the way.

### 2 Design the future

We will design the changes needed in your operating model to achieve the agreed outcomes. We'll ensure the right people are involved in the design and that the changes have the full support of the key stakeholders.

### 3 Divide into projects

We will work with you to agree the phasing of the changes and then divide the work into individual projects. We'll identify any cross-dependencies right

from the start and ensure the individual projects fit together to deliver a coherent and successful change to your organisation.

### 4 Manage the programme

As Project Managers begin day-to-day management of each project, we ensure that decisions made throughout are consistent with the overall objectives of the programme.

We report progress of the programme to you and manage the resolution of any escalated risks and issues.

So you'll always be up to speed with the project and can be confident that any areas of concern are being addressed.

### Why Change Associates?

- ▶ We have 250 associates with experience of managing programmes of varying complexity across many industries.
- ▶ We combine Programme Management skills with subject matter expertise to give you the greatest chance of success.
- ▶ We don't follow prescriptive Programme Management approaches – we tailor ours so that it's appropriate for the programme and right for your organisation.

*Turn over for a case study*

## Case study

DS Smith has grown its recycling and packaging business organically and through acquisition of business across Europe, resulting in a myriad of systems being used to manage HR matters and with many of the business units having a variety of HR policies, practices and processes in place.

Change Associates was engaged to assist the business to design and implement a programme of change to support the business in addressing the issues in HR and to ensure that the programme was properly integrated into a wider transformation taking place in the business.

The first phase of work was used to identify how the business might deliver the change, the phases of change it would go through, the high-level business case and how the programme would fit with the wider business transformation. We then assisted the business to procure the external vendors and support needed to deliver the programme - this included selection of software vendors – and to mobilise an internal team to deliver the programme.

Once the programme was mobilised, we worked with our client to put in place governance solutions and delivery management methodologies. In addition to providing these Programme Management services, our associates also supported DS Smith in designing some of its solutions and managing vendors.

*“Your approach has helped create the energy, interest and momentum around the project and the final report is a clear illustration of this good work... What I think contributed to making [the project] work well has been your genuine listening skills, true customer focus, candid approach, flexibility and adaptability.”*

Joel Le Goffic

Director of Group HR Operations, DS Smith

## Contact

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