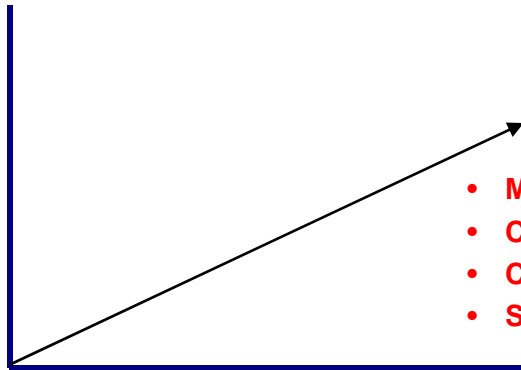


# Example Material - Change Management

## Assessing Size and Complexity of Change - Overview

Complex

P  
R  
O  
C  
E  
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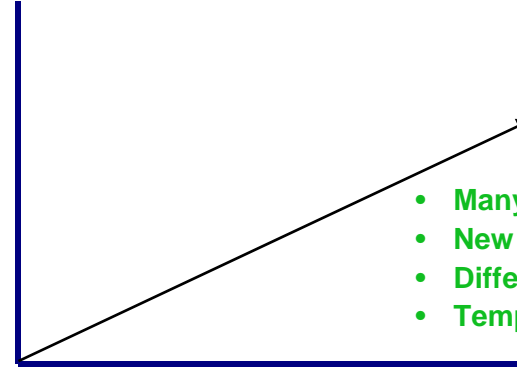


- Many processes
- Cross functional
- Critical processes
- Significant change

Difficulty

Complex

P  
E  
O  
P  
L  
E

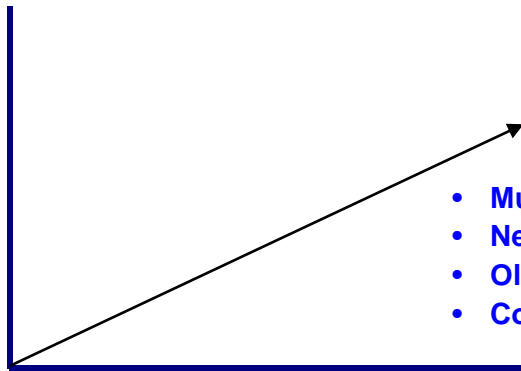


- Many people
- New way of work
- Different locations
- Temp/long term work force

Difficulty

Complex

S  
Y  
S  
T  
E  
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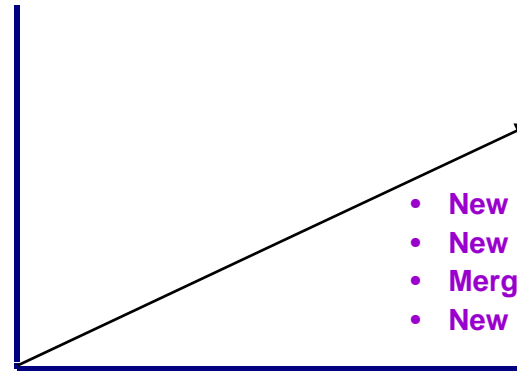


- Multiple systems
- New automation
- Old / new systems
- Complex data issues

Difficulty

O  
R  
G  
A  
N  
I  
S  
A  
T  
I  
O  
N

Complex



- New jobs / jobs loss
- New business areas
- Merged / lost business areas
- New performance levels

Difficulty

MIRAGROUP

# Example Material – Change Management

## Change Agents – Who are Change Agents?

***A Change Agent is anyone who is responsible for making  
the change successful,***

***and***

***A person who is able to manage change so well they can help others  
make the needed changes***

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- In theory everyone needs to be a Change Agent
- A good Change Agent has attributes that promote change in others

# Example Material – Change Management

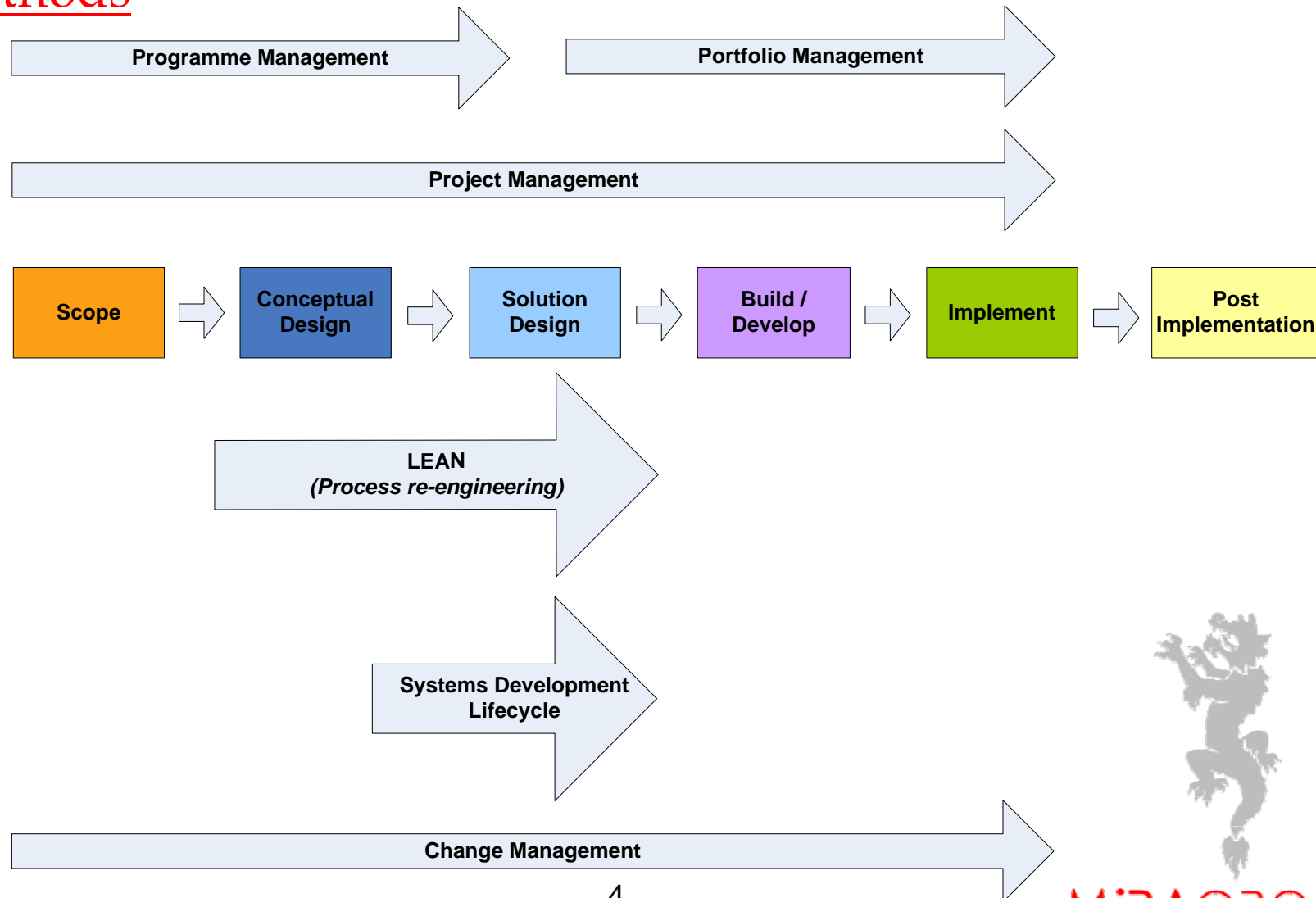
## What do you need from the Stakeholder?

- Their *time* to:
  - Attend Stakeholder meetings
  - Review key information about the Project
  - Communicate with their staff
- Their *commitment* to:
  - Provide resources to the Project
  - Work through issues to agree the best way forward for design & delivery
- Their *authority* to:
  - Make decisions for the Project
  - To assign people, resources and budget (if necessary) to the Project
- Their *cooperation* to:
  - Support the Project and the change in all ways
  - Be willing to, at times, compromise the needs of their area for the best design & delivery of the business

When Stakeholders do not give their time, commitment, authority & cooperation then a Project is always at high risk of failing to deliver a successful change.

# Example Material - Change Management

## Methods



# Example Material – Change Management

## Initiating the Project – Exploring the Problem

Questions to ask...

- What is wrong with the current policy/operations?
- How do you anticipate this will improve the policy/operations?
- What type of risk will this reduce for the organisation?
- Do you consider this to be a significant change to the organisation?
- How difficult do you think this will be to implement?
- Do you think this change will affect/benefit other areas or customers of the organisation?
- What would happen if this change was not made?
- How much effort is this change worth?
- Why is this change a priority for the organisation?
- Do you think there is any conflict between this and any other proposed changes?
- How quickly/slowly should this change be made?
- Is there a quick win or is a long-term solution required?

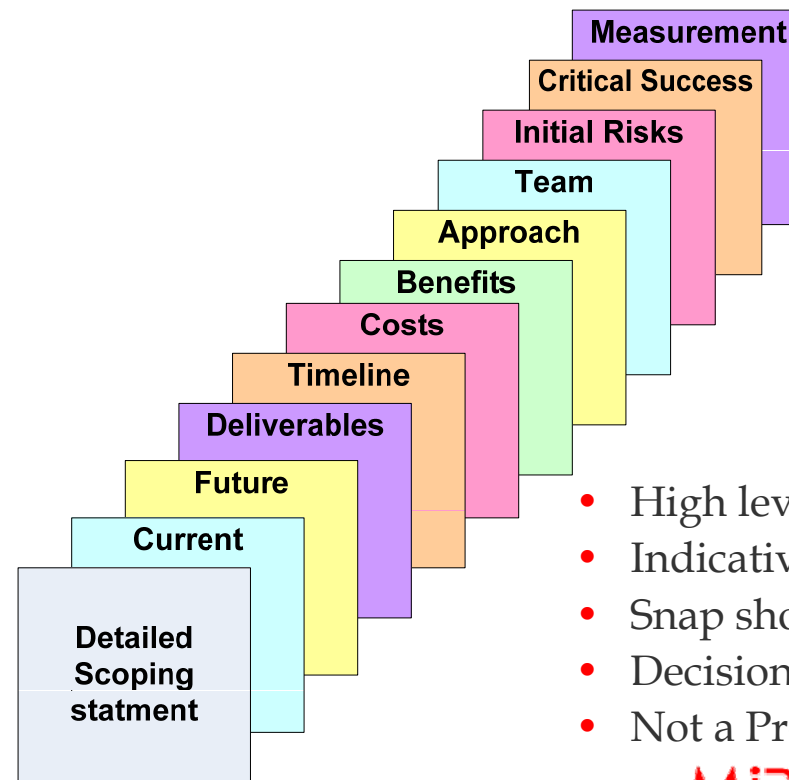
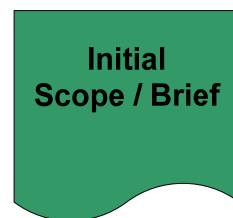


MIRAGROUP

# Example Material – Change Management

## Project Set Up – Detailed Scope Statement

- The detailed scope is a statement of:
  - Current & Future Design (process, systems, organisation, people)
  - Timing and Delivery
  - Costs & Benefits
  - Approach & Methods
  - Team & Resources
  - Critical Success factors
  - Measurements

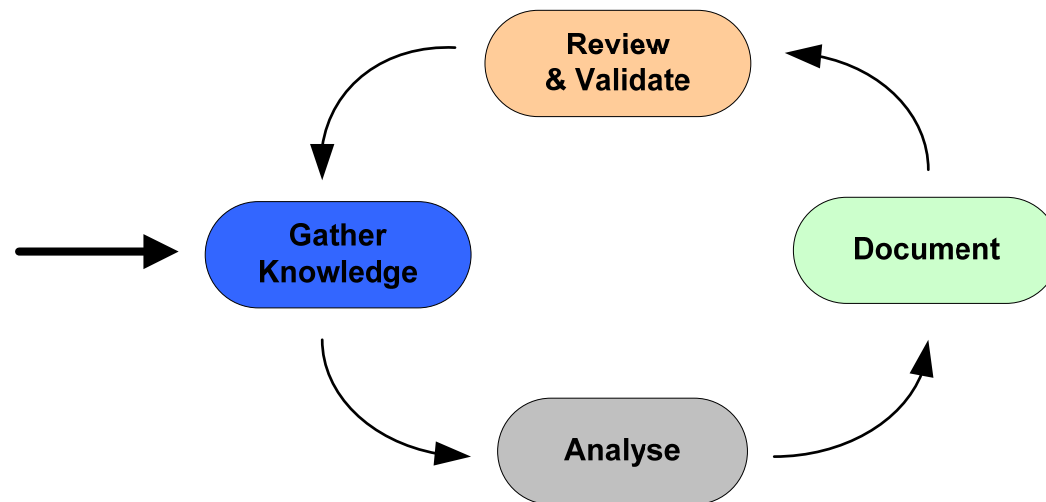


- High level
- Indicative
- Snap shot
- Decision to proceed
- Not a Project plan

# Example Material – Change Management

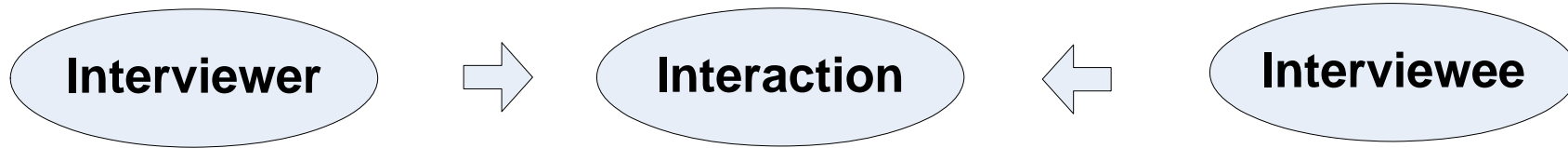
## Project Set Up – Iterative Development

- Meet with all representatives (Sponsors, Stakeholders, Managers, Team Leaders, Experts, Customers, etc.)
- Identifying all representatives is a ‘discovery’ process
- Each representative will have a different view of the current and future view
- The representatives should develop the scope through the analysts
- It relies on effective interviewing, facilitation, documentation, validation
- The scope is developed iteratively as it is validated by all representatives



# Example Material – Change Management

## Initiating the Project – Effective Interviewing



- Know your objectives
- Pre-read any materials
- Book a reasonable amount of time
- Take structured notes
- Confirm appointment
- Explain purpose and objectives

- Be interactive
- Don't just ask questions
- Practice positive listening
- Take regular breaks
- Be relaxed
- Good eye contact
- Thank person for their time
- Be open & receptive
- Ask for any clarifications
- Always be respectful

- Right person
- Right knowledge
- Right authority
- Know purpose & objectives
- Has time to focus on the interview



# Example Material – Change Management

## Initiating the Project – Other Initial Considerations

- Is the overall timing realistic?
- Will the systems be ready in time?
- Is the commercial timeline achievable?
- Can we get access to the resources we need?
- What is the cost of failure (reputation, cost, benefits, confidence)?
- What can we do to remove / reduce risks?
- If necessary, can we stage the delivery?
- What would happen if we didn't do this?
- Is there another way of achieving the same outcome?
- Can we 'piggy back' off a related change?
- Is there a less robust solution?
- Do you (and your peers) think this will work?
- Is the commercial timeline achievable?

Answers to these questions will form the basis of any recommendations for this project prior to commencing any further work



# Example Material – Change Management

## Initiating the Project – Common Early Errors

- Identifying and engaging all Stakeholders
- Assuming the Sponsor and Stakeholder views are the only views
- Not appreciating the full nature of the change (more than process and systems)
- Insufficient contingency in the targets & timings
- Underestimating complexity
- Failing to identify related changes
- Focussing on the business case and not the change
- Double claiming benefits and cost savings
- Not looking at previous Projects and Lessons Learned

# Example Material – Change Management

## Initiating the Project – Common Early Errors cont.

- Thinking success is doing what we're told
- De-scoping to fit with budget and time but losing track of the real need
- Committing to delivery without a detailed scope
- Underestimating the time comprehension and agreement takes
- Identifying a solution before the problem has been explored

# Example Material – Change Management

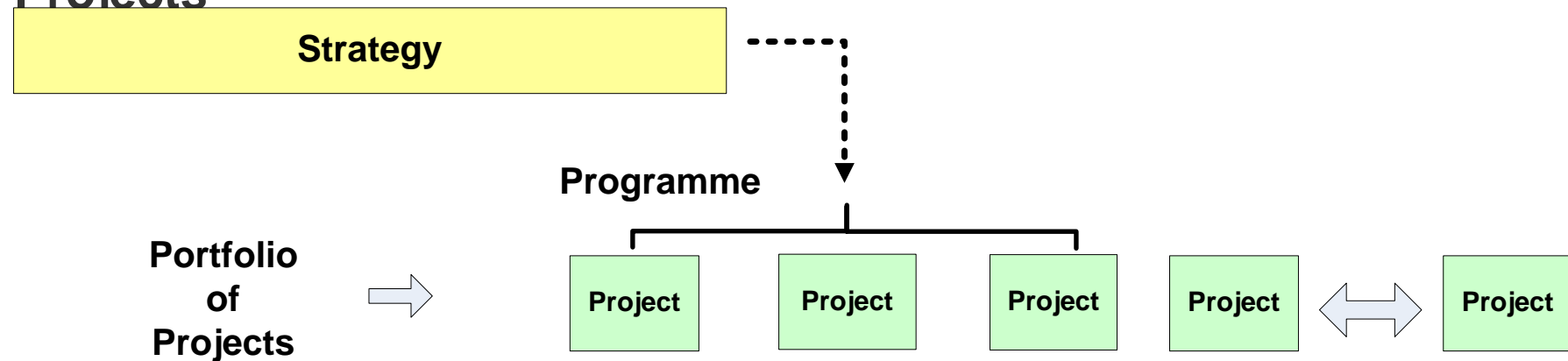
## Initiating the Project – Presenting Recommendations



# Example Material - Change Management

## Project Set Up - Context Setting the Change cont.

### Fit to Other Projects



- Because Projects are delivering the organisation strategy Projects are often inter-related
- This means that Projects can:
  - Overlap - work on same areas/systems
  - Be dependant – have conflicting designs

# Example Material – Change Management

## Project Set Up – Interview vs. Facilitate

Why Interview?	Why Facilitate?
<ul style="list-style-type: none"><li>• Can't get all the people together at the same time</li><li>• There are obvious conflicts or agendas that need to be aired</li><li>• There are known personality conflicts</li><li>• People will not be 'open' with others</li><li>• The solution design has serious sensitivities</li><li>• The scope is quite unclear</li></ul>	<ul style="list-style-type: none"><li>• Everyone understands the problem but need to agree the fine scope</li><li>• Knowledge is spread across many people</li><li>• Business areas need to start teaming early</li><li>• There are many competing demands between business areas</li><li>• It can be faster to facilitate</li><li>• People can get together at the same time</li></ul>



# Example Material – Change Management

## Project Set Up – ‘Soft’ Risk Mitigation

- Concerns about individual impacts:
  - Usually the concerns about impact are valid
  - Can be addressed using good business analysis design techniques
- Resistance/disinterest in the change
  - Bottom out the resistance by asking
  - If it's a bad experience then understand why & explain why this is different
  - Include these different approaches in the plan
- Change fatigue
  - Do not dismiss fatigue, it is real
  - May need to slow the implementation through staging
  - Also, consider when the change will occur & what other changes are in progress
- Lack of capacity for change
  - There is real work to be done as changes happen
  - The needs of the change and the business always need to be balanced
  - Again, may need to slow the implementation through staging



# Example Material – Change Management

## Impact Analysis – Business Experience of Change

- The business areas are measured on their delivery
- Any changes to how they do their work will often worry them
- *'If it aint broke, don't fix it'* is often the motto and, from their perspective, it's probably not broken
- They may have bad experiences with change:
  - Systems don't do what they expected
  - Processes and procedures have been designed in isolation and don't really work
  - They lost access to key data/information
  - The change didn't make their job any better or worse, it was just different
  - The change was a trivial aspect of their job and therefore they paid very little attention
  - They didn't have time to deal with the change so they coped rather than improved
  - To them it was a lot of additional work for minimal gain
- Business can be either worried or frustrated by change

# Example Material – Change Management

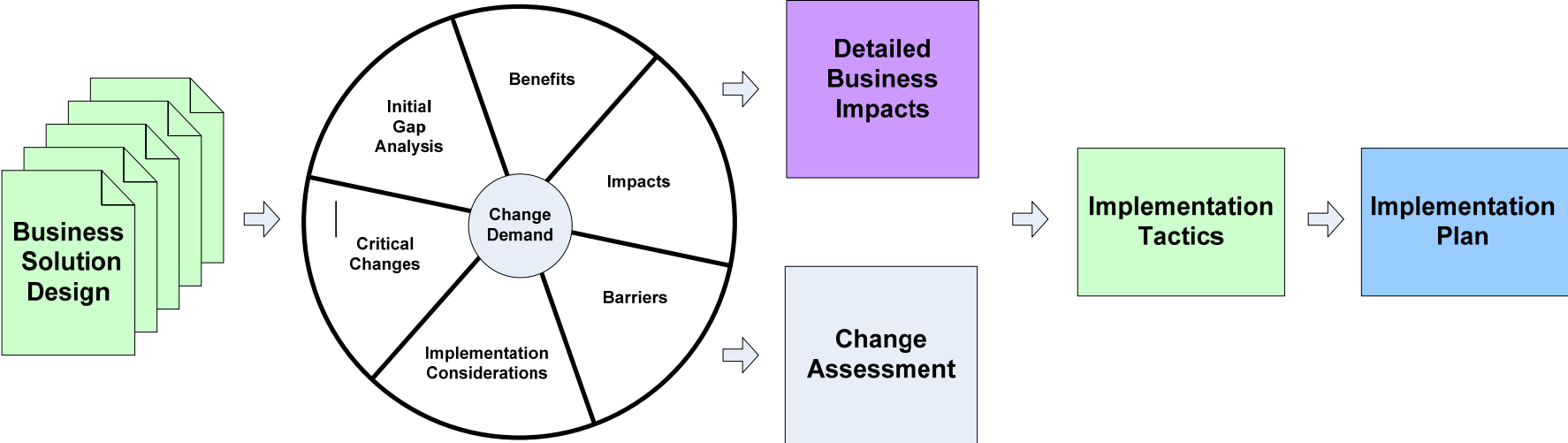
## Impact Analysis – Importance of Change Assessment

- The change assessment of a business area is beyond the practical realities of training, processes and any data migration
- Change assessment is how ready the people are to make the required changes to how they work
- If they are not ready, the end result is changes that fail to entrench:
  - People cope with the change rather than benefit from it
  - Workaround the intended change
  - Modifications to Processes and Systems but not behaviours
  - Failure to expand on the basics of the original change
  - Resistance & disinterest in future changes
  - A belief that change is done to them not something they embrace
  - A deep cynicism when confronted with future change
- When we fail to make realistic assessments of change we can do deep damage to people's attitudes towards change



# Example Material – Change Management

## Preparing the Business – Path to the Plan

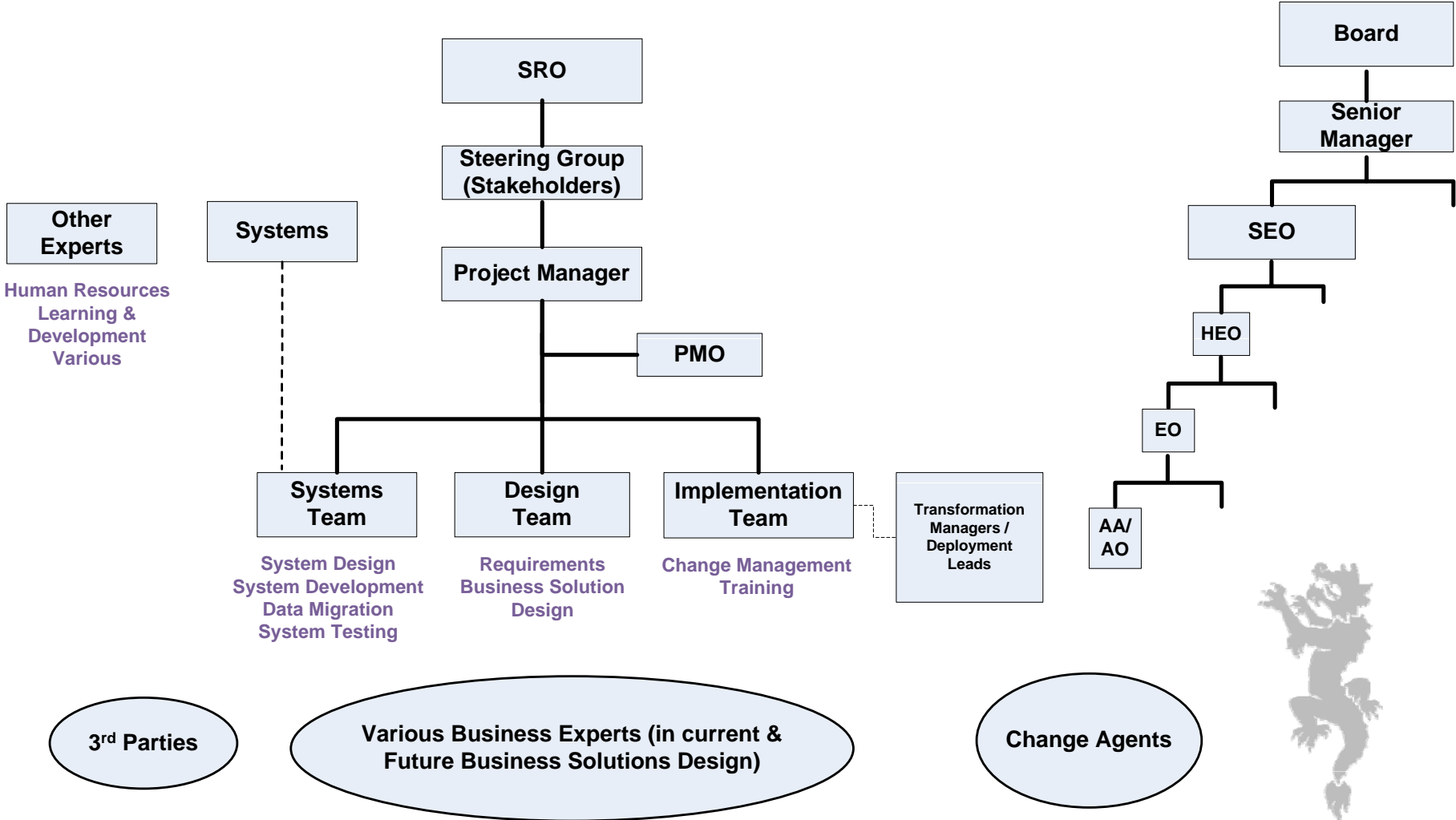


We need to work with the business to agree & implement the plan



# Example Material - Change Management

## Gaining Critical Momentum - Key Roles



# Example Material – Change Management

## Gaining Critical Momentum – Dealing with Different Characters

- There are many characters involved in change

Character	Typical Behaviour
Worrier	<ul style="list-style-type: none"><li>• Worries about everything, only sees risk</li></ul>
Detailed thinker	<ul style="list-style-type: none"><li>• Studies the detail and nit picks everything</li></ul>
Eternal Optimist	<ul style="list-style-type: none"><li>• Sees no risks and assumes best case scenario every time</li></ul>
Evangelist	<ul style="list-style-type: none"><li>• Claims to 'love' change and is insanely enthusiastic</li></ul>
Joker	<ul style="list-style-type: none"><li>• Takes nothing seriously, doesn't care</li></ul>
Cynic	<ul style="list-style-type: none"><li>• Thinks it will fail, seen it all before</li></ul>
Blocker	<ul style="list-style-type: none"><li>• Will block every idea, may seem reasonable</li></ul>
Predictor of Gloom	<ul style="list-style-type: none"><li>• Doesn't believe anything ever works</li></ul>
Red Herring	<ul style="list-style-type: none"><li>• Throws curve balls at the last moment</li></ul>
Underminer	<ul style="list-style-type: none"><li>• Undermines the change discretely</li></ul>
Controller	<ul style="list-style-type: none"><li>• Won't play unless they are the boss and can withhold information</li></ul>
Angry	<ul style="list-style-type: none"><li>• Too angry over other issues to listen to anyone</li></ul>
Withholder	<ul style="list-style-type: none"><li>• Won't commit until they know it will succeed</li></ul>

- We need to listen to all of them and deal with them calmly & logically
- Listen, analyse, articulate & be assertive

# Example Material – Change Management

## Preparing the Business – Feedback versus Resistance

- There is a tendency to think people are resisting when they raise issues
- This is not usually the case, if they raise issues they are interested & paying attention
- Usually resistance comes in the form of avoidance, disinterest or deep cynicism
- If you think you are dealing with resistance
  - Try and understand why they are resisting
  - Perhaps they are busy, cynical, doubtful, fatigued
  - Work with individuals to find a shared path forward
- It is human nature to:
  - Want to be helpful
  - Be successful in life
  - Be part of a team
  - Be heard and respected
- Often once a person has aired their resistance they will commit to the change
- But it takes time to work people through their resistance

# Example Material – Change Management

## Preparing the Business – Serious Change Sensitivities

- Most changes, with a bit of effort, can be well managed
- But there are a few types of changes that can truly upset people

Serious Issues	Managing the Issue
Job Loss	<ul style="list-style-type: none"><li>• Any time jobs may be lost there is always a period when people know it will happen but don't know who will lose their job</li><li>• This creates an enormous amount of stress and often people 'wind' one another up</li><li>• Be sensitive to their concerns and fears and, if possible, reach an early conclusion about who will be affected</li></ul>
Reorganisation / Redeployment	<ul style="list-style-type: none"><li>• This is where people must reapply for their jobs</li><li>• People can resent this process as they feel they are having to apply for a job they already have</li><li>• Be sensitive to their concerns and fears and, if possible, accelerate the process</li></ul>

# Example Material – Change Management

## Gaining Critical Momentum – Shifting Entrenched Thinking

- The problem with entrenched thinking is that people can't see they are entrenched
- We are hearing entrenched thinking when people say:
  - *That's not how we do it*
  - *There is no other way of doing this*
  - *We tried it before and it failed so it will fail now*
  - *Nothing will ever change*
  - *Management think they make changes but nothing ever really changes*
- What we are really hearing is:
  - *I don't want to think about this*
  - *I don't want anything to change*
  - *I don't care enough to make anything change*