To consider options for constructing a change management operating model for the delivery of change in medium to large size organisations. The emphasis is to build an effective and holistic capability.
About the Author

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Since the late 1970s John built up a reputation for successfully managing and delivering major projects at Barclays, Standard Bank and other financial organisations.

In the late 1980’s and throughout the 1990’s, John was responsible for numerous senior planning roles working with the business and for divisions with their own P&L. His role to define strategies for global organisation reengineering, service propositions, change pipeline management and major change initiatives. Thereafter he was responsible for implementing those change strategies. In the late 1990’s and early 2000, John worked on a number of discrete business mergers and feasibilities within the Business Group using organisation design tools.

Over the last 20 years John has delivered major business projects that have revolved around business reengineering, process outsourcing, process offshoring and delivery of new B2B & B2C solutions.

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- Directing IT and Business Change Organisations
- Programme Deliveries
- Change Health Check Audits and Mentoring
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In addition, John has extensive experience developing “fit for purpose” company methodologies to guide and support projects. In 1978 he produced a “Rapid IT Development” methodology, in 1987 John was co-author with IBM in writing the bank’s first project management methodology. Subsequently in 1989 he wrote the bank’s methodology to define how “Request for Proposals” (RFPs) should be created and managed. John is also accredited in the use of Prince 2.

The author is keen to obtain feedback from the reader so that the guide can be improved over time. Please send comments to Crawford_consulting@yahoo.co.uk

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Operational Excellence

Attaining operational excellence in change management is an often overlooked way to gain competitive advantage over competitors. Change management must become a responsive, efficient, effective and flexible organisation that delivers quality outcomes at optimum cost with fewer defects and maximum returns on investment budget.

The book published is:

1. Operational Excellence for Change Management

Available on Amazon.

Transformation

Starting with defining a strategy for change management based on the business's vision, direction, and needs. With the strategy in place and agreed, transforming the existing change organisation state into the required future state by developing and implementing the new change operating model with all the necessary functions and characteristics.

The Book published is:

1. Transforming Change Management Organisation

This is based on the two whitepapers below and takes the reader to the next level in creating a comprehensive and detailed A to Z guide.

Available on Amazon.

The two Whitepapers published are:

As well as the free PDF download of the whitepapers, bounded copies can also be purchased on Amazon.

1. Strategy for Change Management

2. Building an Effective Change Management Organisation

Further information can be found on my website: http://crawford-consulting.org/Home_Page.php
Preface

Why do change departments fail to cope with delivering change which involved changes to application solutions, business processes, customer channels, business partnership channels and reengineering?

The reason is probably one or more of the following well known causes:

1. The change organisation evolved organically and was never designed to cope with the volume and complexity of the business strategy and the pressures it would create.
2. Lack of a practical change management operating model and tools.
3. Lack of the required business understanding by the change organisation.
4. The gap between the change organisation strategy vision and a successful project portfolio implementation.
5. Deficient change capabilities and change management methodologies.
6. Failure to understand and manage the impact of the changes on those people who are most affected.

This paper places a spotlight on how a business’s organisation could be structured to manage change effectively, thus ensuring the greatest chance of success in meeting business strategic goals through a project portfolio of work.

It will focus on building an effective change management organisation as a multidisciplinary practice to resolve those inherent issues. It suggests an approach to move from the current state to a future state of the organisation together with its products, services and supporting processes.

Benefits for the CEO, COO, Change Director and IT Director

Readers of this paper and subsequent papers would typically be COOs, Change Directors, IT Directors and senior management involved in change management.

A study carried out by IBM in 2009 on “Making Change Work” suggested that “Eight out of Ten CEOs” anticipate substantial or very substantial change over the next three years, yet their ability to deliver successful change project outcomes and benefits to be very low.

Whatever a business is experiencing, whether it is actively extending its products, improving the customer channels, re-aligning its business focus, making acquisitions, or simply wishing to make step improvement changes in its operations, an effective change management organisation is essential within the business.

Mistakenly, change is not looked at holistically nor managed in a homogeneous way, thus the business is unable to maximise competitive advantage, reduce risk or improve performance. Once it is recognised that “change” is continuous and should be linked to its strategy, then the business can move forward and create an effective change model to management ongoing change for improvement, growth and transformation of the business.
The ten strategic benefits for creating an effective change management organisation are:

**Business Alignment**
- Single managed pipeline of change from business strategies
- Consistent high level of achievements for project outcomes and benefits

**Services**
- Refreshed set of services required to manage delivery of change
- Optimum balance between service quality and cost
- Tailored and improved services and business continuity based on needs

**Budgets**
- Single budget with the ability to make improved investment choices
- Single set of expenditure reporting
- Leverage of existing investments

**Management Information**
- Single set of reports for all change programmes and projects
- Single change organisation of desired behaviour and culture
- Improved staff morale

**Functions**
- Cost savings made by streamlining duplicate functions and processes
- Improve productivity by adopting a single set of methodologies and tools

**Accountability**
- Single set of dovetailing accountabilities
- Single functional line of responsibilities for delivering all aspects of change

**Capabilities**
- Aligned change organisation capabilities to the direction of business
- Maximise leverage of existing IT capabilities
- Removal of conflicts of competing departments and teams.
- Optimum balance between service quality and cost
- Transparency of capability gaps for investment and improvement

**Agility**
- Services better tailored to the needs of the business
- Ability to have the right people in the right place at the right time with the right cost, to achieve immediate and long-term delivery of change.
- Improved organisational agility – with scalable, repeatable processes and skills that have been transferred across the team and staff

**Competencies**
- Create single staff competencies as a core value
- Create high performing leadership and teams to improve delivery of the business strategy.
- Alignment of IT competencies within the change management operating model
- Engage and retain the people needed, and harness their talents to drive performance
- Adoption of single set of governance and principles
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1. **Objective**

It is a well-known secret that when organisations fail to reach their full potential it is not due to poor strategy, but through poor execution of change. Surveys have showed that about 70% of change projects didn't achieve the desired outcomes and benefits, or were an outright failure.

There are considerable numbers of articles on why projects fail with piecemeal solutions. But projects still fail to deliver the fully planned benefits to time, cost and quality.

This article avoids the piecemeal approach for managing change, but takes an inclusive view from scratch on approaches to construct an effective change management organisation for executing business strategic plans for a financial services organisation. This has also relevance for other sectors.

The term that will be used over and over again in this document is “Change Management Operating Model” (CMOM). This refers to the collection of capabilities and competencies within the organisation managed as a single department.

For this type of department to be successful, there needs to be meaningful consensus and collaboration from all internal parties and disciplines.

It is time to strip down egos, empires, Spanish customs and do what is right for the organisation in these highly competitive days.

It has to be remembered that a successful organisation continues to employ people and pay their wages.

2. **Observations**

The large number programmes and projects failing to deliver the expected benefits, is typically due to one or more of the following change practices:

i. Poor linkage to business strategic plan
ii. Disconnection between business change and IT change
iii. Been run by IT departments that don't have the business insight of the impact of change on organisational processes.
iv. Focused on project management methodologies for IT department and not for the business department.
v. Struggled to accept lack of capabilities in the organisation and work on a “wish and a prayer”.
vi. Projects have overreached the competencies of the department
vii. Derogation of individual competencies as a result of reduced training budgets
viii. Poor partnership relations with third parties and how they should be integrated into the delivery of change
ix. Employed business and IT architects but not sure how they should be effectively used
x. Change process altered on a piecemeal approach without taking a complete view of how the change department runs.

These are just the tip of the iceberg. There are many more.
3. Context – Management of Change

Management of Change, meaning the execution of business strategic plans and delivery of required change projects, through communication to stakeholders and partners, integration of multidiscipline teams and management of people. However, this tends to be on a fragmented basis as there tends to be no consistent operating model for managing change across organisations and divisions.

Without a doubt, IT departments have significant expertise to manage IT project deliverables and “business as usual” IT service deliverables. They are asked to drive a large number of change projects and have to juggle budgets, priorities and manage outcomes on behalf of the business. If it goes wrong, and there is a high tendency for this to happen, then IT is seen as the “whipping boy” for the organisations failings.

Though IT is normally a major component of most large change projects, change is initiated to support or grow the business to meet the organisation’s strategy. Change is all about modifying, introducing or removing business processes to service evolving set of products to meet customer needs. IT is the automation of some or all of those processes.

Some in IT will say that infrastructure projects are IT owned. Yes they are managed by IT, but there must be a business reason for the infrastructure; such as increased performance for customers, improved service availability for customers – all these are business driven imperatives to managing a successful service to its customers.

In summary all change should have a business imperative, otherwise why would the change be incepted. So when we think of change, we must think of business objectives that have been identified in a forward-looking business strategy and these are being turned into change programmes to meet those objectives and desired outcomes.

Facilitating Change

Often when businesses think about how to deliver successful change, they think about change management methodologies.

This sub-chapter will look at the delivery of change from first principles.

There is an old adage that states “organisations don’t change; people change and then they change the organisation”.

Facilitation is the key to ensuring people understand the change, participate successfully to create the desired future and accept that the real change requires changes in their own thoughts, attitudes and behaviours.

Let us ask the basic question what are the facilitators for successful change.

These facilitators can be found in five categories:

i. Ability
ii. People
iii. Change Framework
iv. Change Desire
v. Inhibitors
These categories then fall into a total of twelve actual facilitators and can be seen in the diagram below:

i. Ability - Capabilities
ii. Ability - Competencies
iii. People - Manager
iv. People - Leader
v. People - Culture
vi. Change Framework - Architectures
vii. Change Framework - Change Principles
viii. Change Framework - Change Methodology
ix. Change Desire - Clear Scope
x. Change Desire - Achievable Outcome
xi. Change Desire - Achievable Benefits
xii. Inhibitors - Understood Risks

All these facilitators plus many more important characteristic will be covered in a new structured approach in transforming the change management organisation
4. Change Definition

In organisations today, we constantly hear of the need for change. For an organisation to survive, change is here to stay - not that it ever really went away.

Change always seems new and to be going faster yet history is full of stories of non-stop change. The Luddites revolved over mechanisation and there were riots in the streets of Paris over Pascal's first calculating machine. The bottom line is that many of us are faced with change and it has a very real effect in our lives. Technology and science continue to revolutionise our work. The global economy means faster communication and lower prices (which translates into squeezed costs and fewer people).

In a highly competitive environment, the company that comes second gets to pick at the crumbs of the dominant player. In some competitions, there is no second place: losers quickly get picked off by their competitors or other predators.

The first place where change happens is in the minds of the organisation’s executives – (i.e. business vision, mission statements and strategic thinking). Beyond this, change implementation depends on the flexible of the organisation and the flexible of its staff. The nimble company can turn on a penny, stopping one thing and starting another in response internal and external events. Supertankers that take five miles to stop and more to turn are more likely to be a liability than an asset.

Change is more than a capability: it is a competitive advantage. In a race without end, there are no winners, only losers. Change ability means survival. It means living to fight another day.

A change initiative will have a measurable outcome in terms of impacts (i.e. changes to what is done, to what is available, or the way things are done) and benefits (increased revenue or cost reduction).

Change can range from relatively small modifications (e.g. new product features) to something far more significant (e.g. new client delivery channels for access to products). These are investment opportunities as opposed to operational, business as usual activities. They consume resources and require funding which will be authorised as part of a strategic plan, part of the annual planning process, or reaction to an unplanned event.

It has to be remembered that all change MUST have a business imperative otherwise there is no justification for carrying out the work. The driver of change must be the business strategic plan (or surrogate plan) which is (or should be) business orientated.

Change typically is considered to be IT solutions; some decades ago this was true such as the automation of transaction processing.

With financial organisations operating in a global environment and delivering complex solutions, today change encompasses both business processes and IT solutions.

Change must consider the desired outcome of a project in business terms and therefore scope and fund holistic solutions to achieve the desired organisation objective.
5. **Business as Usual Comparison vis-a-vis Change**

In organisations there are two types of work. The normal day to day activity of the business to deliver typically products and services to its customer base (i.e. business as usual). Then there is the change activity, whereby required change is made to the business and the way it is done.

Business as usual is the normal execution of standard functional operations within an organisation, particularly in contrast to change activities that would introduce efficiencies or changes to structures, products, delivery mechanism and processes.

‘Business as usual’ activities are recognisable because:

- there are known policies, processes and procedures which are followed
- there is controlled risk (as opposed to the problems which often occur in meeting deadlines etc)
- the activities are not new, but repeatable
- they do not offer change

Change is different from ‘business as usual’ activities because they have a number of distinguishing features, predominantly around business development in essence to increase revenue or reduce cost.

The opportunities or threats that initiate change are:

- Changing client needs
- Exploiting market opportunities
- Reaction to competitors
- Compliance with regulatory and compliance environment
- Improving effectiveness and efficiencies

6. **Business Strategy Driven Change Plan**

An organisation needs a strategic plan to define direction, and make decisions on allocating its resources to pursue this strategy, including capital and people.

The normal business approach to the development of a holistic strategic plan managed in two parts: “top down” and “bottom up”.

Top down approach is the most common by far and captures where the business wants to go. Bottom up tends to capture the current service and product issues and constraints that need to be addressed.

With the merger of the two approaches, the business can draw up a strategic plan for change, normally over a three to five year period. The adopted strategy should focus on outcome and value to the business.

One of the core aims of the business when drafting a strategic plan is to develop it in a way that is easily translatable into action plans. At times the change department needs to support the business achieve that aim.

Once the business strategy is complete, its resultant plan should be executed as a “portfolio of change” by the business to ensure that the correct set of deliverables (what, where and how), benefits and outcomes are achieved. (Of course IT will play a major role in this activity.)
With one change plan, the business chairs the discussions on priorities and authorises the investment cost for each change project from the allocated business budget.

It has to be remembered, the budget referred to above is for investment and not for “business as usual” costs which funds the current provision of services to customers.

7. **Programme and Projects**

An organisation’s change initiatives are delivered through major, large-scale programmes and projects, requiring the investment of significant resource by one or more departments.

The change departments managing programmes and projects are mandated to ensure the overall health of the portfolio of projects and to deliver successfully the outcome of these projects. Obstacles have to be minimised, risks mitigated and competent resources marshalled. Without a doubt, one of the most difficult responsibilities of an organisational is to deliver change, so the right and effective approach is essential.

A good project management method will guide the project through a visible set of activities - from controlled start-up to completion. This includes identifying stakeholders, scoped deliverables, well-managed milestones and dependencies.

The assigned change department will regularly report on the programmes and projects to senior management and summarise to the board.

8. **Building Change Model Capability**

Building Change Management Capability should be a priority for any organisation involved in delivering multiple projects and programmes. Having mature change management will have a direct impact on an organisation’s capability to consistently deliver successful projects and programmes.

The alternative leads to change initiatives going over budget and failing to deliver expected benefits. For some organisations, these failures can have a devastating impact on the success of the entire business. It can lead to products and services being late to market, other initiatives being cancelled or postponed due to tied in resources, and problems due to poor quality outputs.

Many organisations take various decisions to adopt ‘best practice’ models and tools to improve the chance of success. We will look at these in more detail.

9. **Methodologies**

Methodologies are a standard set of rules, guidelines, procedures, processes that enable staff to do the “right things” in the “right way” at the “right time”.

A change department requires a proven methodical approach for planning and delivery processes across the whole lifecycle.

Change Methodologies instruct what has to be done to manage a change project from start to finish. It describes every step in the life cycle in depth and exactly which tasks to complete, when and how. Whether an expert or a novice, it helps the individual complete tasks faster and more accurately than before.
As mentioned before in this guide, the classical project lifecycle for a successful delivery of a change project would look similar to this:

![Diagram of the classical project lifecycle]

Typical action and process centred methodologies would be Champs2 and Prince 2.

Champs2 is a vision led, benefits driven business transformation method which is broad in scope and encompasses the whole business change journey. It helps define your organisation's strategic needs, and then provides a tailored route to ensure that the desired outcomes are achieved.

Its project lifecycle is very similar to classical lifecycle shown above.

![Diagram of Champs2 lifecycle]

(Specific methodologies such as Prince 2 and MSP play an essential part in the running of the CMOM and will be discussed in Chapter 10.)

Change Methodologies instruct what has to be done to manage a change project from start to finish. It describes every step in the life cycle in depth and exactly which tasks to complete, when and how. Whether an expert or a novice, it helps the individual complete tasks faster and more accurately than before.

Prince 2 methodology encompasses the management, control and organisation of a project.

Its project lifecycle takes a different approach, but with the "starting up a project", "Initiating a project" and "closing a project" having similar objectives as the classical lifecycle of "business idea", "initiation" and "deployment". Prince 2's "controlling a stage", "managing stage boundaries" and "managing product delivery" as a group is an iterative set of processes that can be mapped over the remaining classical project lifecycle.
For typical leadership and behaviour lead methodologies these would be Kotter and Prosci.

These methodologies by themselves cannot be successful without assigning competent individuals - they steer the use of the individuals’ competencies in the right way.

Don’t forget “Rules are for the obedience of fools and the guidance of wise men”. Most methodologies tend to be all embracing and if applied fully could well over engineer the project lifecycle activities. So remember to examine the change project for size, complexity and type of deliverables before deciding what elements and to what depth the chosen methodology will be adopted.

10. **Available Models and Methods**

These are numerous promoted methods, tools and models – each with their own strengths and weaknesses, though not the complete answer in themselves.

With consultants promoting so many solutions which way do we go?
Here are some possible answers:

There are so many methodologies and many more new ones being promoted every day.

There no single answer as the needs of the change project will differ.

The aim is to create a toolbox of methodologies so when a project requires a methodology or technique to support a need, there are ones that have been researched and selected.

This section summaries the definitions of the popular and well known methodologies, but will not get pedantic as to whether they are methodologies, tools or techniques. The point is they are all valid when used in the correct circumstances.

In the meantime, there are voluminous books and articles on the subject that can be referenced for more information.

**Operating Model**

An Operating Model is the conceptual representation of how an organisation operates utilising processes, people and technology in order to deliver value.

It is the blueprint describing how things get done where they get done and by whom.

Determining the right choice of operating model and supporting capabilities to support business’s needs are key to productivity, clear accountability, benefit value for every £ spend and better business alignment.

Financial organisations are a complex structure consisting of several different interlinked logical components. An Operating Model breaks “this complex mechanism” down into its logical components and deploys the appropriate analysis and design techniques for each component in order to deliver better value.
An Operating Model can be used as a framework for formulating Operations Strategy – explicit choices about the best deployment of organisation's elements to achieve the business change.

The Operating Model can describe how the organisation does business today. The "as-is" Operating Model. This can be the foundation for an organisation that wants to transform its business. New business drivers can be translated into requirements that can lead to a new "to-be" or "Target" Operating Model. Analysts would be looking at the Operating Model to determine how best to deliver “change” across the organisation.

**ITIL (Information Technology Infrastructure Library)**

Change management is often associated with ITIL and is a set of concepts and practices for Information Technology.

Though ITIL has good concepts for the ongoing service delivery of IT solutions, it is not the complete solution for managing holistic business lead change that consists of business and IT builds through to deployment.

**MSP**

MSP (Managing Successful Programmes) defines a programme as a temporary, flexible structure to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver “change” outcomes and benefits related to the business's strategic objectives. A programme is likely to have a life that spans several years.

A registered trademark of the Office of Government Commerce (OGC), an independent office of HM Treasury of the United Kingdom.

**Prince 2**

**PRojects IN Controlled Environments (PRINCE)** is a de facto process-based method for effective project management and was formally launched in London on 1 October 1996.

"Prince 2" refers to the second major version of this method and is a registered trademark of the Office of Government Commerce (OGC).

Used extensively by the UK Government, PRINCE2 is also widely recognised and used in the private sector, both in the UK and internationally. The PRINCE2 method is in the public domain, and offers non-proprietary best practice guidance on project management. It covers the management, control and organisation of a project.

A Prince 2 project is divided into a number of management stages, each forming a distinct purpose. Like the project, a Stage is driven by a series of process activities which produce a defined set of deliverables (called products). The delivery of these deliverables will meet agreed quality standards. PRINCE2 defines:

1. The organisation of the project and its stages;
2. The processes which drive the undertaking;
3. The structure and content of the project plans;
iv. The basic project management techniques;

v. A set of business, management and quality controls which ensure that the project is proceeding to expectations and plan.

**Kotter**

Identifies an 8-Step process for leading change. The key principle covered by each of these steps relates to establishing strong leadership, people's response, ability and approach to change.

- **Step 1:** Establishing a Sense of Urgency
- **Step 2:** Creating the Guiding Coalition
- **Step 3:** Developing a Change Vision
- **Step 4:** Communicating the Vision for Buy-in
- **Step 5:** Empowering Broad-based Action
- **Step 6:** Generating Short-term Wins
- **Step 7:** Never Letting Up
- **Step 8:** Incorporating Changes into the Culture

**Prosci**

Provides a Prosci Change Management Methodology Maturity Model and a set of tools that can be used for the management of projects. It focuses on the "the people side of change".

Prosci's model reinforces the need for individuals to change and understand change by instilling:

- Awareness: This is recognizing the need for change.
- Desire: Who needs to participate in the change?
- Knowledge: Who has the knowledge to guide the change?
- Ability: Who will implement skill sets and change behaviours?
- Reinforcement: Who will lay the foundation for change initially and for the future?

**ADKAR**

An acronym built on the words "awareness," "desire," "knowledge," "ability" and "reinforcement.

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. This model is used to identify gaps in change management process and to provide effective coaching for employees.

**Kurt Lewin's Change Model**

Lewin's freeze model suggests that change involves a move from one static state via a state of activity to another static status quo -and all this via a three-stage process of managing change: unfreezing, changing and re-freezing.
McKinsey 7-S

Those seven elements are distinguished in so called hard S’s and soft S’s. The hard elements of strategy, structure and systems are feasible and easy to identify. They can be found in strategy statements, corporate plans, organisational charts and other documentations.

The four soft S’s skill, staff, style and shared values are difficult to describe since capabilities, values and elements of corporate culture are continuously developing and changing. Although the soft factors are below the surface, they can have a great impact of the hard Structures, Strategies and Systems of the organization.

Effective organizations achieve a fit between these seven elements. Change one element and this will affect all the others (think “cause and effect”)

TQM

Total Quality Management (or TQM) is a management concept coined by W. Edwards Deming. The basis of TQM is to reduce the errors associated with the design, development, deployment, and maintenance of systems that are required for various business processes.

TQM focuses on:

- Organisational Structure
- Responsibilities
- Methods
- Processes
- Resources
- Continuous Improvement

The U.S. Food and Drug Administration in 1996 identified essential elements that a quality system shall embody for design, production and distribution, without prescribing specific ways to establish these elements. These elements include:

- personnel training and qualification;
- controlling the design;
- controlling documentation;
- controlling procurement;
- product identification and traceability at all stages of production;
- controlling, defining and validating production processes;
- defining "balance and checks" processes
- product acceptance;
- controlling nonconforming product;
- instituting corrective and preventative action when errors occur;

Where there are concerns around experience and competencies of a team of set of teams, a robust TQM will help minimise the downside.
**Capability Maturity Model Integration (CMMi)**

CMMI is a trademark owned by Software Engineering Institute of Carnegie Mellon University.

Capability Maturity Model Integration (CMMi) is a process improvement approach that helps organisations improve their performance including the identification of the organisation’s process strengths and weaknesses. CMMi can be used to guide process improvement across a project, a division, or an entire organisation.

**Business Process Management Maturity (BPMM)**

Business Process Management Maturity is an adaptation of CMMi. Business Process Management (BPM) consolidates objectives, frameworks, methodologies and tools which have been proposed in a number of approaches including Business Process Reengineering. It is widely recognised as a foundation for contemporary management approaches as it goes via the analysis of business processes to the roots of an organisation that are aligned with the wants and needs of clients.

The maturity assessment analyses strategic alignment, culture, people, governance, methods, processes and technology.

An empirical study by Kohlbacher (2009) indicates that BPM helps organisations to gain higher customer satisfaction, product quality, delivery speed and time-to-market speed.

**SWOT Analysis**

SWOT analysis is a technique credited to Albert Humbhery who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies.

This technique is typically used as a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats of a business, product, service or customer segmentation.

**Six Sigma**

A business management strategy originally developed by Motorola.

“Six Sigma” seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimise variability in business processes. A defect is defined as any process output that does not meet business specifications, or that could lead to creating an output that does not meet customer expectations.

**Lean**

The Kaizen methodology has become increasingly popular with private sector companies as a means of engaging and empowering staff to optimise efficiency. Lean looks at ways to do things smarter and eliminate activities that waste time.
11. Varying Organisational Change Models and Processes

Why do organisations have different change models and processes?

There are a number of major factors and the top ten are outlined below:

i. Approach to strategic planning
ii. Organisation change capability
iii. Reliance on partnerships for servicing customers
iv. Competencies located in IT department
v. Change driven by IT solutions
vi. Centralised and decentralised organisational empowerment
vii. Level of global versus local country and divisional autonomy
viii. Costs for staff deployed for initiating and delivering change
ix. Ownership of “As Is” and “To Be” operating models
x. Maturity of organisation to manage change

12. Overview Composition of Change Management Operating Model (CMOM)

The previous chapters have given a taste of what change is and the factors that will drive a successful delivery. This chapter will now structure the thoughts into creating an effective “Change Management Operating Model (CMOM).

This diagram provides a schematic representation of major influential organisational characteristics that must be well understood before considering the composition of the required “Change Management Operating Model”
The four prime characteristics are:

i. **Business Strategic Direction**

Strategic direction is viewed as where an organisation is planning to go over the coming years (typically 3 to 5 years in duration) to position itself in the market and make the desired profit through its products to targeted customers.

As discussed before, the business strategy is the process of specifying the organisation's mission, vision and objectives, developing policies and plans, often in terms of programmes and projects, which are designed to achieve these objectives.

The content of the strategy will cover its current state regarding client segmentation, delivery channels, services and products, followed by where it wishes to position itself in 5 years time against its competitors and exploiting new opportunities due to regulatory or economic events.

The strategy is communicated to the change department for them to execute and implement the plans, programmes and projects. These need to be well articulated for the change department to implement and achieve the desired outcome.

A close and continuous dialogue between the organisation strategists and the change department is maintained throughout the implementation to manage priorities, outcomes, benefits plus the need to react to external events that would modify the plan.

Organisation strategic plans normally focus on mergers & acquisitions, new lines of business and opening of new geographical offices.

Whereas at the Divisional level (e.g. Corporate Division; Wealth Division; Retail Division; Capital Markets Division), the focus is develop the target client segmentation, the services and products required. This is where most of the change activities take place.
Here is a simple but powerful model for examining client segmentation to help drive out needs, products and client interface. These in themselves will highlight the component solutions required for supporting the future direction of the business.

ii. Enterprise Guidelines

The Enterprise Guidelines provides the construction parameters that solutions must comply with.

These parameters have been developed over the years. They ensure the effective reuse of existing business and IT solutions, and the development of new solutions that adhere to an acceptable design framework.

Business Architecture

With constant evolution (competition, new opportunities, regulatory changes, and economic cycle) the Business Architecture helps determine how to optimise operations at all levels (including geographical) via a well-defined set of "building blocks". The business building blocks define how the business works today, with options how to reorder, replace and retire those in the future. They represent pure-business concepts; each has a clearly defined function and is independent of technical considerations.

When defining the business architecture the interlinking components of client primacy should always be taken into consideration.
Applications Architecture

Applications architecture is one of several architectures that form the pillars of an enterprise architecture, also known as a solution architecture.

An application’s architecture describes the structure and behaviour of applications used in a business, focused on how they interact with each other and on a B2B and B2C basis. They are usually mapped to business functions and to application platform technologies.

This involves defining the interaction between application packages, databases, and middleware systems in terms of functional coverage. This helps identify any integration problems or gaps in functional coverage. A migration plan can then be drawn up for systems which are at the end of the software life cycle or which have inherent technological risks.

Applications architecture strategy involves ensuring the applications and the integrations align with the growth strategy of the organisation. Typically Application Architecture will consist of tailored software and bespoke software such as packages.

An applications architect is a master of everything application-specific in an organisation. An applications architect provides strategic guidelines to the applications maintenance teams by understanding all the applications from the following perspectives: interoperability, capability; performance, scalability; reliability, availability, and number of instances.

The above analysis will point out which applications need a range of changes – from change in deployment strategy for fragmented applications, to a total replacement for applications at the end of their technology or functionality lifecycle.

When new change requests are incepted that require application solution or solutions, the applications architecture is consulted along with the business architecture to form an opinion of what needs to be built or modified.
IT Architecture

For completeness of this paper, this section has been included so the reader understands the various “architecture”.

The IT architecture like other architectures is an organised set of consensus decisions on policies, principles, standards and common building blocks. One of the major activities associated with producing any architecture will be the process of achieving consensus decisions.

It is recognised that reaching consensus may constrain purchase and design options, but should enhance the interoperability, increase speed to market and minimise risks of uncertain or risky technical implementations. The IT Architecture should offer a means of stable evolution by identifying technologies that work together to satisfy future needs of change projects.

The architecture assumes the following drivers will affect the strategic design of future systems:

- **Agility**: Design that leads to sustainable success in the midst of constant change is critical to meeting organisational goals within resource limits.
- **Accessibility**: Real-time services and information resources are expected to be accessible from wherever and whenever they are needed.
- **Security**: Making sure only the right people can get to resources is a pervasive challenge which requires central services and distributed controls.

When looking at the building blocks of common solutions these fall into three layers:

- Data (Information) Architecture that must be collected, organised, safeguarded, and distributed.
- Technology Architecture such as servers, operating systems, networks, firewalls and security protocols.
- Integration Architecture such system interconnection, electronic data interchange, product data exchange and cloud computing environments.

There are plenty of academic journals to explain each of the above.

Architecture Benefits

The purpose of the Architectures is to guide the process of planning, acquiring, building, modifying, interfacing and deployment of resources.

With an evolving and hopefully an ambitious organisation, architectures provide a number of unseen as well as the obvious benefits:

- Multi jurisdictional businesses that require a total set of highly efficient solutions
- Ability to focus on “fit for purpose” solutions for demanding product and services
- Flexible solutions to allow changes in product demands
- Create a single set of solutions across the organisation
- Improve productive use of limited staff resource
- Improve productive use of scarce investment funds
- Build intellectual capital and critical mass around fewer solutions
- Financial – TCO (Total Cost of Ownership)
- Support introduction of cost efficient technological solutions
Business Partnerships

In a global competitive environment, it is normal for business partnerships to be formed where the organisation does not have the:

- Presence in a geographical location
- Product expertise to build specific client needs
- Cost effective operations for executing business processes
- Required talent pool of specific expertise

In these circumstances, it is important to determine if and how these partners will be involved in the strategy setting and for the purpose of this document how they will be involved for implementing strategic change. Their roles, responsibilities and cost need to be well understood and articulated.

Business Culture

To operate on a global commercial environment, it is important to manage two business culture strands:

- Corporate culture and how it describes and governs the ways the business and employees think, feel and act. It is noticeable in:
  
  o The ways the organisation conducts its business, treats its employees, customers, and the wider community.
  o The extent to which autonomy and freedom is allowed in decision-making, developing new ideas, and personal expression.
  o The strength of employee commitment towards collective objectives.

  It impacts the organisation's productivity and performance, and provides guidelines on customer service and product quality. Expressed commonly as "It's how we do things here", it is unique for every organisation and one of the hardest thing to change.

An illustration of the type of culture topics that are considered:

i. High standards: Up hold high standards of conduct, professionalism and efficiency.
ii. Commitment to objectives: Build a culture where staff recognise the value of our work and act effectively together to deliver our objectives
iii. Mutual respect, equal opportunity and fair treatment: Build a quality workplace of mutual respect, inclusion, equality of opportunity and fair treatment for all.
iv. Decision support: Decision and resource management procedures are well documented, simple and clear.

v. Decision-taking: Decisions will be taken in a thoughtful and considered way, by the accountable people.
vi. Resource management: Manage staff with integrity and fairness.

vii. Openness and responsible use of information: Aim to be open and transparent about our own actions, giving reasons for our decisions.

viii. Leadership: Promote and support these principles by personal commitment, leadership and accountability. We all recognise the importance of acting as good corporate citizens.
ix. Personal conduct: Avoid conflict between our professional and our personal interests, and where conflict is unavoidable, ensure that it is managed effectively.

x. Adherence to procedures: Adhere firmly to internal procedures, ensuring any what we personally own or create are fit for purpose, understandable and well communicated.

- Country cultural awareness can help companies build international competencies and enable staff to become more globally sensitive to the locality where they operate and how they establish a productive and profitable rapport with partners and customers.

Internal Policies and Principles

i. Policies

Policies are a set of basic principles and associated guidelines, formulated and enforced by the governing body of an organisation, to direct and limit its actions in pursuit of long-term goals.

Within change management there are recurring activities and problem resolution that takes place. In these instances, there needs to be policy directives that ensure uniformity of processes that maximises a successful conclusion and efficiency of staff resources and cost.

In this regard, polices meaning the rules that have to be upheld by all personnel in the Change Management Operating Model, such as the use of methodologies, compliance with architectures, investment decisions, reporting, escalation, etc.

ii. Principles

Principles are essential part of an acceptable conduct for the well-being of the organisation and how work is approached.

They are fundamental values that represent what is desirable and positive for a person, group and organisation to help determine what actions are “right” and what is “wrong”.

External Regulations

Adherence to external regulations is an essence part in managing the organisation’s operations so that there is compliance with country regulators such as the FSA (Financial Services Authority) and Banking Regulators such as the “Bank of England”.

When considering new or functional changes to the way products operate or how services are delivered, there may well be regulations that need to be factored into the project definition stage (e.g. For the UK’s “know your client” when dealing with investment). Compliance expertise should be involved during this stage.
iii. **Organisation Capability**

Capability in this context is the ability to deliver change as directed by the organisation’s strategic plan.

When considering Capability, the organisation has to look at the required capability against the in-house capabilities for executing its business strategy. Where it is considered lacking, then to build those capabilities for the long term, or select capabilities from other sources such as existing or new partners.

This is one of the most important decisions to be made when deciding on the composition of the Change Management Operating Model. If this is wrong, then the impact could be catastrophic in terms of the organisation’s ability to deliver cost effective and timely change in a competitive environment.

This paper will assume the organisation has global reach and capabilities at major locations around the globe. We will look later which capabilities should be kept centrally and those that could be sourced from other jurisdictions.

When considering suitability of a capability or the desire to improve a capability, then maturity improvement methodologies such as CMMI can be of major use.

iv. **Organisation Competencies**

Organisational competencies should lead to competitive advantages. The search for a competitive advantage has become businesses’ version of the quest for the Holy Grail - and understandably so. Identifying and building organisational competencies can help businesses gain competitive advantage within their industries.

Here we are looking to give an organisation competitive advantage in becoming professional change agents.

It is important to understand fully the available competencies when managing change, so that project scope, goals and deliverables DON’T overstretch the ability of the teams and individuals. Better to successfully deliver a small number of projects rather than fail a large scope project with the same set of deliverables.

Good experienced programme managers will ensure that projects are scoped to capabilities and competencies.
13. Change Management Operating Model Components

The following diagram provides more detail of the actual logical components within the Change Management Operating Model and its interactions.
<table>
<thead>
<tr>
<th><strong>CMOM Component</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Strategy</td>
<td>This strategy spells out how the CMOM will execute the business strategy plan.</td>
</tr>
<tr>
<td>Effective Structure</td>
<td>Selected components of the organisation’s capability, together with other external components to make an integrated whole.</td>
</tr>
<tr>
<td>Change Process</td>
<td>Outlines a set of fit for purpose E2E processes for executing the strategic plan and delivering the desired business change. This covers pipeline management, programme management and project management.</td>
</tr>
<tr>
<td>Governance</td>
<td>Good governance oversees the operation of the CMOM via a framework of policies, rules, customs and processes which serve as a set of “check and balances”.</td>
</tr>
<tr>
<td>Pipeline</td>
<td>To manage an aggregated set of project demands based on desired outcome of the business.</td>
</tr>
<tr>
<td>Programme Delivery</td>
<td>Programme management is the process of managing several related projects in support of the business strategy. It is concerned with doing the right projects to achieve the aggregated results or end state.</td>
</tr>
<tr>
<td>Project Delivery</td>
<td>Project management is the discipline of planning, organising, securing and managing resources to bring about the successful completion of specific project goals and objectives.</td>
</tr>
<tr>
<td>Financial Control</td>
<td>Effective and appropriate financial control systems and procedures to manage business cases, budgets and investment decisions. These to be adopted by all members of CMOM and are reported to senior stakeholders.</td>
</tr>
<tr>
<td>Benefits Realisation</td>
<td>Benefits realisation management will clearly show what is expected, together with when, where and who will be responsible for the delivery. A tracking process required to monitor achievement of benefits against expectations and targets. The benefits claimed should be defensible against third party scrutiny.</td>
</tr>
<tr>
<td>Outcome Realisation</td>
<td>Outcomes are quite distinct from the deliverables and are expressed in business terms focusing on the consequences and effect of the change project.</td>
</tr>
</tbody>
</table>
Outcomes show what was achieved and can be measured against the strategic objective and project objectives.

**Management Information**

- Change management information system is a framework and set of processes that provides relevant information to report on current CMOM activities by analysing overall status of work, target dates, milestones, deliverables, risks and obstacles.

**Quality Management**

- Quality management consists of three main components: quality control; quality assurance; and quality improvement. Quality management is focused not only on product/service quality, but also the means to achieve it.

### 14. Functional Change Strategy in More Detail

As the precursor to developing a functional strategic plan for change management, it is desirable to clearly identify the current status, objectives and strategies of existing change capabilities across the division. Correctly defined, these can be used as the basis for a critical examination to probe existing and perceived Strengths, Weaknesses, Threats and Opportunities.

Once the SWOT review is complete, the strategic elements may be readily apparent. Use the analysis to help identify possible strategies as follows:

- Build on strengths
- Resolve weaknesses
- Exploit opportunities
- Avoid threats

The results of the SWOT analysis should be used in each of the following chapters.

As mentioned earlier, the business strategic plan is typically (is) drawn up at divisional level. The change strategy must show how the plan will be executed and will be structured as any other strategic plan starting with a vision and mission statement.

**Typical Illustrations**

**Vision:** Our capabilities will be driven around the need to execute the strategic plan and solutions built around target business and IT architecture, to service existing and future customer needs that contributes consistent high value earnings for the organisation. We will earn our business's trust through continuous improvement driven by integrity, partnership behaviours, teamwork and innovation.

**Mission Statement:** CMOM through deploying people, processes, information technology and other resources and by building strong and focused business relations, will provide a comprehensive set and cost effective provision of products and services, in a timely and efficient manner through a number of diverse delivery channels to external customers.
**CMOM Critical Success Factors**

Critical success factors are those few things that must go well to ensure success for an organisation, and, therefore, must be given special and continual attention to bring about high performance. CSFs include issues vital to an organisation’s current operating activities and to its future success.

The illustration shows the typical top 10 CMOM CSFs.

---

**15. Pipeline**

Strategic direction is the prime input into the CMOM and must create and manage the pipeline with the business senior stakeholders.

It is worth considering for a moment what is involved in managing the strategic pipeline of work.

Firstly is formalising demand, which is achieved by extracted goals from the business strategy. Secondly prioritisation, which factors in a number of considerations such as sequencing of deliverables, constraints on external factors, business capacity to accept change, availability of resources, return on investment, etc.
Classic change projects managed through the pipeline tend to deliver one or more of the following:

- Extended / modified product range
- Modified product features
- Extended / modified delivery channels
- Streamlining / re-engineering of business processes
- IT infrastructure and applications upgrade

16. Business Change Lifecycle

A business change lifecycle is similar to that of a system project life cycle but with equal emphasis of business change and IT change.

To avoid repetition of other chapters, the ethos of constructing a CMOM is to manage the portfolio of projects to a successful conclusion that meets business expectations. It is driven by the prioritised pipeline, with management processes put in place to ensure the expected outcome and benefits are realised.

There is a chronological sequence of throughout the lifecycle that must take place to determine what is to be built and how, necessary quality controls.

The scope and plan being the most important initiation documents to be produced and until acceptable business case and been produced.

Methodologies such as Prince 2 should be adopted to ensure change is managed professional and meets the planned timeline and business case.
17. Organisation Competency Components

Competence is a benchmark requirement for an individual to properly perform a specific job. It is the ability to perform a specific task, action, process or function effectively and accurately.

Organisation competencies will vary according to its maturity: i.e. the recruitment policy, personnel training and “hands on” experience acquired by its staff. It encompasses a combination of behaviour, knowledge and skills.

The following diagram shows the basic components for organisation competency.

So what are organisational competencies?

- Management Competencies

  Focuses on management skills of the individual.

<table>
<thead>
<tr>
<th>Planner</th>
<th>Organisational architect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organiser</td>
<td>Risk mitigator</td>
</tr>
<tr>
<td>Decision maker</td>
<td>Process manager</td>
</tr>
<tr>
<td>Strategic thinker</td>
<td>Resource manager</td>
</tr>
<tr>
<td>Ethical judgement</td>
<td>Relationship manager</td>
</tr>
</tbody>
</table>
• Interpersonal and Personal Competencies

Focuses on the natural attributes of the individual.

<table>
<thead>
<tr>
<th>Gravitas</th>
<th>Networker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader</td>
<td>Team builder</td>
</tr>
<tr>
<td>Motivator</td>
<td>Innovator</td>
</tr>
<tr>
<td>Culture setter</td>
<td>Communicator</td>
</tr>
<tr>
<td>Negotiator</td>
<td>Consulter</td>
</tr>
<tr>
<td>Consensus builder</td>
<td></td>
</tr>
</tbody>
</table>

• Business Competencies

Focuses on the business knowledge of the individual.

<table>
<thead>
<tr>
<th>Banking</th>
<th>Compliance and regulatory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client relations</td>
<td>Processes</td>
</tr>
<tr>
<td>Products</td>
<td>Budgets</td>
</tr>
</tbody>
</table>

• Technical Competencies

Focuses on the technical skills of the individual.

<table>
<thead>
<tr>
<th>Modeller</th>
<th>Shaper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformer</td>
<td>Designer</td>
</tr>
<tr>
<td>Integrator</td>
<td>Developer</td>
</tr>
<tr>
<td>Analyst</td>
<td>Tester</td>
</tr>
</tbody>
</table>

Depending on the job role, the position will require one or more of the competencies at different levels of experience.

Complex positions in the organisation may include a large number of tasks, which are sometimes referred to as functions. Job descriptions are lists of the general tasks, or functions, and responsibilities of a position and are usually developed by conducting a job analysis. This involves examining the tasks and sequencing necessary to perform the job. The analysis looks at the areas of knowledge, skills and the qualifications needed by the job.

When looking at the composition of the CMOM, analysis for each major role will need to be undertaken to identify the competencies so the correct person or persons can be appointed.

Different levels of competence will be required for each role, and we will only consider the following three levels in this paper.

• Experienced: A person has been on the relevant training courses and has acquired a number of years experience.
• Practitioner: A person engaged in the practice of a profession, occupation who generally has professional qualifications or attained the relevant experience through work.
• Expert: A person who has specialist skill or knowledge in a particular field. Has an intuitive understanding of the situation and zooms in on the central aspects.
With regard to recruitment, development, retention and dismissal, these subjects will not be covered in this paper as there are many academic journals on the subject.

One competency worth devoting a few paragraphs to due to its significant importance for ensuring a successful organisation competency model is on leadership (part of interpersonal and personal competencies). Often leadership and management are commonly seen as the same thing, which they are not.

Leadership is more than just directing and instructing people. It should be seen as firstly about setting behaviour, and then secondly applying skills. Management is mostly about processes.

Leaders who can demonstrate integrity, persistence, tenacity, resolve and even-handedness will bring out the same qualities in their team. Leadership has been described as the "process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task" thereby marshal a group of individuals to achieve a common goal.

For the CMOM to achieve its stated goals, it is essential that a strong leader is appointed. One of their key roles is to develop and maintain consensus and collaboration from all internal parties and disciplines, together with external partners.

18. CMOM Capability and Competency Selection

Now that the required building blocks of the change management organisation are understood, the next step is to design an effective structure utilising capabilities in-house and selecting the remaining capabilities externally. Once complete, the physical model can then be constructed.

Varying Organisational Change Models and Processes

Why do organisations have different change models and processes?

There are a number of major factors and the top ten are outlined below:

  xi. Approach to strategic planning
  xii. Organisation change capability
  xiii. Reliance on partnerships for servicing customers
  xiv. Competencies located in IT department
  xv. Change driven by IT solutions
  xvi. Centralised and decentralised organisational empowerment
  xvii. Level of global versus local country and divisional autonomy
  xviii. Costs for staff deployed for initiating and delivering change
  xix. Ownership of "As Is" and "To Be" operating models
  xx. Maturity of organisation to manage change

We will now examine the interrelations between Organisation Capabilities and the composition of the Change Management Operating Model.
To assist with the required thought process for determining whether to build / keep in-house or consider external, 12 functions have been documented. During this design stage all functions will need to be decided upon.

The following diagram is helpful as a checklist when analysing sourcing options to build an effective structure.

The objective is to build the organisation’s capabilities by selecting components in-house and using other sourcing options such as insourcing, outsourcing, offshoring and use of specific suppliers.
Where sourcing external components complementary to the in-house capabilities, it is important to ensure enduring benefits are obtained. Some of these would be:

- **Labour Arbitrage.** Lowering of the overall cost of the business capability normally through offshoring generated by the wage differential. A 1:3 ratio being the norm, but is eroding as the wage demands of the developing countries increases. With the hidden costs of increased management overheads, new balance and checks and other controls, ensure this is not the overriding benefit but a supplementary benefit to one of the benefits below.
- **Splitting Client & Non Client Activities.** Maintaining value added and key business and client related activities in-house and moving non value added and non client contact activities elsewhere.
- **Cost restructuring.** Engineer moving fixed costs to variable costs. Dual sourcing and outsourcing changes the balance of this ratio by offering a move from fixed to variable cost based on volume and usage.
- **Improve quality.** Achieve a step change in quality through contracting out the service with a demanding service level agreement.
- **Knowledge.** Access to specialist knowledge and wider experience where it is not possible to build in house or is too expensive.
- **Operational expertise.** Access to operational best practice that would be too difficult, costly or time consuming to develop in-house.
- **Talent pool.** Access to a large talent pool with capacity to meet varying demands of required competencies to supplement in house resources.
- **Innovation.** Use of external knowledge service providers to supplement limited in-house capacity for product innovation.
- **Efficiencies.** The acceleration of the development or production of a product through the enhanced capability introduced by the supplier.
- **Commodity.** The trend of standardising business processes, IT Services and application services. Allows businesses to buy intelligently at a competitive price with the appropriate quality service.
- **Risk management.** For some types of risks to partner with an outsourcer who specialises in specific risk measurement and mitigation.

Once sourcing for each component is known and agree, management have to knit them together to create an integrated and cohesive whole.

This includes clear engagement and related functional responsibilities between business, IT and their external service providers.

The clear engagement and agreed functional responsibilities between the business and the change management organisation will steer the execution the organisations strategic plan. The culture has to be of one team with agreed views on outcomes and embracing an overarching management style and reporting.
In a global competitive environment, it is normal for business partnerships to be formed where the organisation does not have the:

- Lack or poor capability in house
- Presence in a geographical location
- Product expertise to fulfil a specific client needs
- Cost effective operations elsewhere
- Required talent pool of specific expertise

In these circumstances, it is important to determine if and how these partners will be involved in the strategy setting and for the purpose of this document how they will be involved for implementing strategic change. Their roles, responsibilities and cost need to be well understood and articulated.

Using the BPMM assessment results from the definition stage, the reader will be able to answer the following questions to aim the selection process:

a. Is the organisation lacking any capabilities?

   Consider employing interim staff, outsource to third party or insource to different jurisdiction.

   Once the capabilities have been identified, this process ensures an integrated and holistic set of functions that create the CMOM. Depending on the function, their capability would be monitored and managed through partnership agreements, OLAs, SLAs, KPIs, etc.

b. Are change staff costs acceptable

   Consider offshoring to third party or insource to a low cost jurisdiction.

c. Lacking organisation competencies

   Consider employing interim staff and initiating suitable training programme

d. Is the IT department fit for purpose to accept change project deployment in a controlled manner?

   Change management organisation director and IT director to jointly resolve.

i. **Function: Change Strategy**

   Effective change strategy to ensure the organisation can execute the business strategy plan effectively.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Requires expert competencies, in particular who has gravitas and is a strategic thinker and decision maker. Initially may need to be filled by external practitioner to launch the department.</td>
</tr>
<tr>
<td>Management</td>
<td>All attempts should be made to source or build this capability in-house as this is seen as a business critical process.</td>
</tr>
</tbody>
</table>
Building an Effective Change Management Organisation

### ii. Function: Effective Structure

Effective ongoing structure.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Management</td>
</tr>
<tr>
<td>A close correlation with change strategy, all attempts should be made to source or build this capability in-house.</td>
<td>Requires expert competencies, in particular who is an organisation architect and process manager</td>
</tr>
<tr>
<td>Locations</td>
<td>Personal and Interpersonal</td>
</tr>
<tr>
<td>The analytical and change management functions should reside in the same country and ideally same location as the stakeholders that produced the business strategy.</td>
<td>Requires expert competencies, in particular who is a team builder and negotiator</td>
</tr>
<tr>
<td>Outsource / Offshore</td>
<td>Business</td>
</tr>
<tr>
<td>Not recommended.</td>
<td>Practitioner knowledge</td>
</tr>
<tr>
<td></td>
<td>Technical</td>
</tr>
<tr>
<td></td>
<td>Practitioner knowledge</td>
</tr>
</tbody>
</table>

### iii. Function: Methodologies

Manages a coherent, integrated fit for purpose set of methodologies for executing the strategic plan and delivering the desired business change. This covers pipeline management, programme management and project management.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Management</td>
</tr>
<tr>
<td>A close correlation with management effective structure, all attempts should be made to source or build this capability in-house as this is seen as a business critical process.</td>
<td>Requires expert competencies in process management who can select the required methodologies and ensure they are correctly implemented so they are effective and not bureaucratic. This paper remains neutral in the selection of numerous methodologies for managing change processes. Some mentioned so far are Champs2, Prince 2 and Kotter</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
There are others such as SPRINT, Critical Chain Project Management (CCPM), Event chain methodology, Agile Project Management, Systems Development Life Cycle (SDLC), etc. Some of these are very application build specific.

### Locations

| Locally utilising the capability in the same country and location as the stakeholders that produced the business strategy. | Requires expert competencies, who is a leader with abilities in culture setting and communicator |

### Outsource / Offshore

| Not recommended | Ability to understand business desired deliverables, outcomes and benefits |

### Personal and Interpersonal

| Ideally utilising the capability in the same country and location as the stakeholders that produced the business strategy. | Requires expert competencies, who is a leader with abilities in culture setting and communicator |

| Practitioner ability to understand business desired deliverables, outcomes and benefits |

### Business

| Practitioner ability to understand business desired deliverables, outcomes and benefits |

### Technical

| Expert competency in methodologies and who can resolve conflicts and discrepancies in the use of different methodologies across the team disciplines |

### Pipeline Management

Manage an aggregated set of project demands based on planned strategic outcome of the business and clients.
v. **Financial Control**

Effective, appropriate financial control systems to manage business cases, budgets and investment decisions. These must be adopted by all members of CMOM.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>In-House</strong></td>
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<td></td>
<td>A close correlation with pipeline management, attempts should be made to</td>
</tr>
<tr>
<td></td>
<td>source or build this capability in-house as this is seen as a business</td>
</tr>
<tr>
<td></td>
<td>critical process.</td>
</tr>
<tr>
<td><strong>Locations</strong></td>
<td>• Personal and Interpersonal</td>
</tr>
<tr>
<td></td>
<td>Ideally utilising the capability in the same country and location as the</td>
</tr>
<tr>
<td></td>
<td>stakeholders that produced the business strategy.</td>
</tr>
<tr>
<td><strong>Outsource / Offshore</strong></td>
<td>• Business</td>
</tr>
<tr>
<td></td>
<td>Not recommended</td>
</tr>
</tbody>
</table>

vi. **Programme Delivery**

Programme delivery is a means of organising a range of projects and enables resources to be shared across projects. It provides a framework for senior management engagement and with a focus on benefits, can deliver a sum greater than the outputs of individual projects. A programme should take forward the strategy of the organisation.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-House</strong></td>
<td>• Management</td>
</tr>
<tr>
<td></td>
<td>Ideally programme management should be in the same vicinity as pipeline</td>
</tr>
<tr>
<td></td>
<td>management as there is a very strong interrelationship.</td>
</tr>
<tr>
<td><strong>Locations</strong></td>
<td>• Personal and Interpersonal</td>
</tr>
<tr>
<td></td>
<td>With global reach to international clients with international products,</td>
</tr>
<tr>
<td></td>
<td>there will be instances where it makes sense to utilise a regional hub</td>
</tr>
<tr>
<td></td>
<td>of capabilities to manage a programme of work.</td>
</tr>
<tr>
<td><strong>Outsource / Offshore</strong></td>
<td>• Business</td>
</tr>
<tr>
<td></td>
<td>For groundbreaking and innovative deliverables without the necessary</td>
</tr>
<tr>
<td></td>
<td>expertise in-house, the risk mitigation maybe to outsource to relevant</td>
</tr>
<tr>
<td></td>
<td>external expertise.</td>
</tr>
<tr>
<td></td>
<td>• Technical</td>
</tr>
<tr>
<td></td>
<td>Practitioner understanding</td>
</tr>
</tbody>
</table>
vii. **Project Delivery**

Project delivery is a unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters. Normally this requires changes to business operations and automated solutions.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Requires a rounded practitioner who is a strategic decision maker with expertise in planning, organising with excellent competencies in risk mitigation, process, resource and relationship management</td>
</tr>
<tr>
<td>Management</td>
<td>Idealy project management should be in the same vicinity as programme management.</td>
</tr>
<tr>
<td>Locations</td>
<td>Requires practitioner is an excellent leader with gravitas. They will be setting the culture ethics, who is a team builder, innovator and excellent communicator.</td>
</tr>
<tr>
<td>Personal and Interpersonal</td>
<td>With global reach to international clients with international products, there will be instances where it makes sense to utilise a regional hub of capabilities to manage a project of work.</td>
</tr>
<tr>
<td>Business</td>
<td>Ideally good understanding of the sector, with particular experience delivering similar outcomes and benefits.</td>
</tr>
<tr>
<td>Technical</td>
<td>Depending on the complexity requires either a rounded expert or practitioner with a proven track record of managing multi-disciplined teams.</td>
</tr>
<tr>
<td>Outsource / Offshore</td>
<td>For groundbreaking and innovative deliverables without the necessary expertise in-house, the risk mitigation maybe to outsource to external expertise. In some cases, offshoring will also need to be considered not just for labour arbitrage, but access to talent pool and proven experience for delivery of required outcome.</td>
</tr>
</tbody>
</table>
viii. **Benefits Realisation**

Benefits realisation management will clearly show what is expected to happen, where and when the benefits will occur and who will be responsible for their delivery. The tracking process will monitor the achievement of benefits against expectations and targets. The benefits claimed should be defensible against third party scrutiny.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Management</td>
</tr>
<tr>
<td>As per pipeline management, attempts should be made to source or build this capability in-house as this is seen as a business critical process.</td>
<td>Requires expert competencies with planning, organising and relationship management skills</td>
</tr>
<tr>
<td>Locations</td>
<td>Personal and Interpersonal</td>
</tr>
<tr>
<td>Ideally utilising the capability in the same country and location as the stakeholders that produced the business strategy.</td>
<td>Requires practitioner competencies, with negotiating, innovation and culture setting skills</td>
</tr>
<tr>
<td>Outsource / Offshore</td>
<td>Business</td>
</tr>
<tr>
<td>Not recommended</td>
<td>Sector background with practitioner level budgeting experience</td>
</tr>
<tr>
<td></td>
<td>Technical</td>
</tr>
<tr>
<td></td>
<td>Background understanding</td>
</tr>
</tbody>
</table>

ix. **Function: Outcome Realisation**

Outcomes are quite distinct from the deliverables and are expressed in business terms focusing on the consequences and effect of the change project. Outcomes show what was achieved and can be measured against the strategic objective and project objectives.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Management</td>
</tr>
<tr>
<td>As per the pipeline management, attempts should be made to source or build this capability in-house as this is seen as a business critical process.</td>
<td>Requires practitioner competencies who has gravitas with relationship management skills</td>
</tr>
<tr>
<td>Locations</td>
<td>Personal and Interpersonal</td>
</tr>
<tr>
<td>Ideally utilising the capability in the same country and location as the stakeholders that produced the business strategy.</td>
<td>Requires practitioner competencies, with negotiating, innovation and culture setting skills</td>
</tr>
<tr>
<td>Outsource / Offshore</td>
<td>Business</td>
</tr>
<tr>
<td>Not recommended</td>
<td>Practitioner sector experience</td>
</tr>
<tr>
<td></td>
<td>Technical</td>
</tr>
<tr>
<td></td>
<td>Background understanding</td>
</tr>
</tbody>
</table>
x. **Function: Governance Management**

Good governance oversees the operation of the change management organisation via a framework of policies, rules, customs and processes which serve as a set of “check and balances”. This has a direct affect on the way individuals and teams conduct their work to ensure the delivery of expected benefits. It aims to eliminate undesirable activities, minimises risk and instils behaviour that will contribute to the overall success of CMOM.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• In-House</td>
<td>• Management</td>
</tr>
<tr>
<td>A close correlation with change process management, all attempts should be made to source or build this capability in-house as this is seen as a business critical process.</td>
<td>Requires expert competencies in relationship management with ethical judgement</td>
</tr>
<tr>
<td>• Locations</td>
<td>• Personal and Interpersonal</td>
</tr>
<tr>
<td>Ideally utilising the capability in the same country and location as the role of change process management</td>
<td>Requires expert competencies, who is a motivator leader with abilities in culture setting and communication</td>
</tr>
<tr>
<td>• Outsource / Offshore</td>
<td>• Business</td>
</tr>
<tr>
<td>Not recommended</td>
<td>Sector background</td>
</tr>
<tr>
<td>• Technical</td>
<td>Ability to understand what is produced by the various disciplines to deliver the pipeline of work</td>
</tr>
</tbody>
</table>

xi. **Management Information**

Change management information system is a framework and set of processes that provides information needed to report on current CMOM activities by analysing overall status of work, target dates, milestones, deliverables, risks and obstacles.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• In-House</td>
<td>• Management</td>
</tr>
<tr>
<td>As per the managing effective structure, attempts should be made to source or build this capability in-house as this is seen as a business critical process.</td>
<td>Requires practitioner competencies whom is a planner and organiser with relationship management skills</td>
</tr>
<tr>
<td>• Locations</td>
<td>• Personal and Interpersonal</td>
</tr>
<tr>
<td>Collection of information to be managed where programme and project delivery takes place. Analysis and reporting ideally utilising the capability in the same country and location as the stakeholders that produced the business strategy.</td>
<td>Requires practitioner competencies who has gravitas with culture setting, networking, negotiating, motivating and communicating skills</td>
</tr>
<tr>
<td>• Outsource / Offshore</td>
<td>• Business</td>
</tr>
<tr>
<td>Not recommended</td>
<td>Background understanding</td>
</tr>
<tr>
<td>• Technical</td>
<td>Practitioner understanding</td>
</tr>
</tbody>
</table>
xii. Quality Management

Quality management is focused on product/service quality and also the means to achieve it.

Quality management therefore uses quality assurance and control of processes as well as products to achieve more consistent quality. The International Organisation for Standardisation (ISO) created the Quality Management System (QMS) standards in 1987.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-House</td>
<td>Management</td>
</tr>
<tr>
<td></td>
<td>As per the change process management and governance, all attempts should be made to source or build this capability in-house as this is seen as a business critical process. Requires a pragmatic approach to its application with expert competencies in process management, relationship management and ethical judgement.</td>
</tr>
<tr>
<td>Locations</td>
<td>Personal and Interpersonal</td>
</tr>
<tr>
<td></td>
<td>Where projects are in different locations, quality management responsibilities will need to be set up. Requires expert competencies, with abilities in culture setting, leadership, motivation and communication.</td>
</tr>
<tr>
<td>Outsource / Offshore</td>
<td>Business</td>
</tr>
<tr>
<td></td>
<td>Where projects have been outsourced with an external partner, it will need to be agreed how those responsibilities will be discharged. Sector background</td>
</tr>
<tr>
<td></td>
<td>Technical</td>
</tr>
<tr>
<td></td>
<td>Practitioner level expertise with experience of applying quality methodologies with different disciplines.</td>
</tr>
</tbody>
</table>

19. Physical Functional Model

Now we have completed identifying and agreeing the logical operating model to support the agree service catalogue, the next step is to design the organisation structure for change management.

The following template is a representation between a physical and logical model showing a possible hierarchy of functions together with competency specialism. Though for a specific organisation, the functional groupings may change or reporting lines vary, the structure below is a good illustration showing the 5 major functions.

i. Way of Working: To ensure the change management organisation remains relevant and fit for purpose.
ii. Business Strategy Execution: To manage the pipeline of business demand and the required financial control.
iii. Programme Delivery: Where there is a strong inter linkage between two or more projects, the programme functions will provide the necessary resources to each project and manage the overarching outcome and benefits realisation.
iv. Project Delivery: Managing the change project lifecycle form initiation through to deployment.
v. Oversight: Provide independent governance, controls and transparent management information.
For smaller organisations, it may be sensible for senior appointments to be dual hatted so they have two of the above responsibilities. Such as a head for “ways of Working” and “Oversight” and the other being “Programme Delivery” and “Project Delivery”

**Project Management Office (PMO)**

One function that is worth highlighting is the role of Project Management Office (PMO). This function does vary from organisation to organisation which can and should play a crucial part in the overall governance.

PMO would define and maintain the standards for general oversight relating to pipeline prioritisation through to project delivery. It is the source of documentation, guidance and metrics on the practice of project management and execution.

Organisations around the world are defining, borrowing and collecting best practices in project management and are increasingly assigning the PMO to exert overall influence. A leading consultancy company surveyed over 250 organisations and discovered that: inadequate project management implementation constitutes 32% of project failures; lack of communication constitutes 20%; and unfamiliarity with scope and complexity constitutes 17%. Accordingly 69% of project failures are due to lack and/or improper implementation of project management methodologies. PMO can help to address this.

Establishing a PMO group is no longer seen as a short-term strategy. The Institute (PMI) Program Management Office Significant Interest Working Group (PMOSIG) views the PMO as a strategic driver
for organisational excellence and seeks to enhance the practices of project execution management and organisational governance.

With this in mind, PMOs may take on other functions beyond standards and methodology, and participate in monitoring and reporting on activities and reporting progress to top management for strategic decisions on project direction and major issues. This PMO actively is to be encouraged.

**Information Technology (IT)**

Now that all of change delivery capabilities irrespective of the solution is in a holistic change management organisation, Information Technology's principal role is that is of IT service delivery.

So what does this mean?

Firstly, it is not the responsibility of the change management organisation to define, design or agree the functions of IT. This is the responsibility of the IT director. However, the directors of the two organisations need to work together to ensure deployment solutions are handed over to IT for hosting in a controlled manner.
When examining the Information Technology Infrastructure Library (ITIL), the functions normally required in a refreshed IT department are shown below (minus any change delivery functions that are now within the transformed change management organisation).

20. Operational Excellence

With the CMOM in place, the next step is to looking at running the department effective and efficiently.

The term was made famous by Toyota many decades ago and is based on quality improvement methods adopted.

For change management, it is looked at as a layered structure with the intention to support and guide the department run productively. To put it more succinctly it provides a structure for in the delivery of quality and consistent services to the business by managing the key aspects of the department and working in conjunction with the business together with other organisation functions and external partners.

The aim is to ensure actions, behaviour, authority, processes and decision making are all undertaken in a consistent and cost effective manner that adds value to the overall end to end change management process.
As an integrated set and each individually, the frameworks have to be easily communicated and understand. Management and staff must be able to intuitively see the benefits and be able to adopt them without adding bureaucratic processes.

Each framework should be seen as living documents that will evolve with the functional department. Additional frameworks may need to be developed to keep in line with new business demands or changes in accountability of the change department.

A short synopsis is given for each framework.

i. Strategic

This paper is one of the holistic set of frameworks. As well as setting the strategy, it steers the final shape of the remaining frameworks.

ii. Partnership

A partnership framework will govern a coalition of local and global organisational functions together with external organisations to work together for a common aim and delivery of an integrated solution for programmes and projects.

They will work together in a co-operative and mutually supportive fashion.

A separate paper will explore the purpose of this framework and explain in detail the required governance.
iii. Structural and Change Governance

Structure governance is similar to corporate governance, but with stronger emphasis to ensure the functional structure and ways of working is effectively managed to deliver the end results to the business.

Its prime responsibility is to deliver the functional strategic plan and ensure all the necessary policies, processes, resources and architectures are in place.

Good governance with the business has to build trust, integrity, accountability, mutual respect, and delivery commitment.

Whereas, change governance is the management framework within which change pipeline, programmes and projects decisions are made.

Therefore, the role is to provide a decision making framework that is logical, robust and repeatable to govern an organisation's capital investments.

iv. Pipeline

To interpret the business strategic goals and translate them into change projects that the business can agree to. Thereafter, to manage the aggregated set of project demands based on business priorities and business cases.

v. Change Delivery

The change delivery framework is one of the most important of all the frameworks, as it sets out the modus operandi for delivering business solutions with tens of millions of pounds investment costs.

It starts from business key drivers, through to developing programme roadmaps and delivering actual change projects to achieve desired outcomes and benefits.

vi. Staffing

The first paper “building an effective change management department” focused on examining available competencies in the organisation and utilises where practical resources in-house and supplement them with external resources.

The staffing framework is to focus on the available in-house resources within the change department. It first considers examines what competencies the department wishes to build over the medium term. Thereafter gives attention building up the competencies through a combination of recruitment, development, retention and release.

vii. Financial

The Framework establishes the parameters within which revenue and capital budgets are compiled, investment decisions taken, drawdowns authorised, expenditure analysed and exceptions reported.
viii. PMO

PMO framework defines and maintains the standards for general oversight relating to pipeline prioritisation through to project delivery as described in the change delivery framework above.

It is the source of documentation, guidance, quality assurance and metrics on the practice of project management and execution.

ix. Principles

Principles are an essential part of acceptable conduct for the well-being of the organisation and stipulate how work is approached by teams and individuals.

They are fundamental rules and values that represent what is desirable and positive for the department, team and individual. It helps determine what actions are “right” and what is “wrong”.

x. Continuous Improvement Process

A subject much talked about and recommended, but not always given sufficient funding to make a major difference.

The objective is to seek incremental and step change process improvements within an organisation.

This formal methodology was born in Japan and the approach is known as Kaizen (the translation of kai = change and zen = good). It became famous by the book of Masaaki Imai “Kaizen: The Key to Japan’s Competitive Success.”

In summary the benefits of establishing a CMOM are:

- Ensure consistent delivery of strategy of all projects aligned with business priorities
- Fully exploit organisation capabilities, competencies
- Maximise return on investment
- Constant view of the overall Change Programme and Project Dependencies
- Context for decision making and focus on priority projects
- Provide direction and issue resolution
- Manage the impact of change across the organisation
- Consolidated view of performance against plan
- Provide focal point for inward and outward communication

22. Transition Approach

To summaries the above chapters:

i. Start by benchmarking which functions exist against the models above (Chapter 18 and 19) and rate their capability. All organisations have a change department in existence – quite often being IT.

ii. At the same time examine the strategic plan and assess what change solutions are to be implemented over the medium term and identify the type of change capabilities are required to implement.

iii. With the two assessments, undertake a gap analysis and identify missing or under strength capabilities. With this information follow chapter 17 “CMOM Capability and Competency Selection”.

iv. The fourth analysis is to document the enterprise framework if it doesn’t exist and carry out a gap analysis to identify missing components or methodologies. A separate activity will need to be undertaken put into service the missing components.

v. Finally, the last piece of the jigsaw is to define and implement the functional operating structure as per chapter 18.

These tasks should not be taken lightly and may need a number of months to complete.

To ensure a successful transition, note the following:

i. Treat transition as a separate project

ii. Assign a strong leader, ideally the person who will run the CMOM, as it will be in their vested interest to get it right.

iii. Develop CMOM vision as above and communicate benefits clearly

iv. Establish a powerful alliance of senior strategic and change stakeholders

v. Create the culture required to succeed.

vi. Generate a sense of urgency.

vii. Understand the current state and plan how to move to target end state

viii. Don’t impact change projects in flight

ix. Look for quick wins

x. Recognise that the CMOM will evolve with the shifting types of solutions to be implemented with new strategic plans
23. Conclusions

Though we have not explored in detail the different models adopted by organisations, they have tended to grow and evolve over the years, with IT being the hub.

There is nothing wrong with that, but without over generalising, IT tends to be technology focused and is one-step removed from the business strategy drivers and plans. They have short-term views of projects (12-18 months), but they tend to lack medium term holistic view of required business and IT change projects.

It has to be remembered that when we talk about prioritised change projects they can be: business focused change; IT focused change; or the combination of both business and IT change within a single project.

The purpose of the CMOM is to create a robust and enduring interconnection between business strategy and delivery of business change where IT tends to be a major player. It is important as we have discussed earlier, that there is a formal lifecycle that uses the strategic plan as input into the pipeline for scoping and prioritisation, and then to delivery.

For each of the topics we have discussed above, there is nothing new, a number of these techniques and processes will be found in mature organisations.

The emphasis here is the formalisation of a structured approach to creating a “change management operating model”.

Though not the “Rosetta Stone”, by following the guidance in Chapter 18 “CMOM Capability and Competency Selection”, the organisation will be able to build the most effective CMOM that is best suited to its capabilities and competencies. It is expected that even though the functions will be similar across different organisations, their CMOM will be structured differently.

Remember: “Change is more than a capability: it is a competitive advantage. In a race without end, there are no winners, only losers. Change ability means survival, growth and a future.”

Every organisation wants to be successful and having a formal CMOM will go a long way in achieving that goal.
24. References

The majority of the techniques, tools, philosophies and material in this guide are common knowledge and can be viewed online on numerous websites. The value added aspect of this guide is where to use these techniques and material for transforming the change management organisation.

The guide has a number of illustrations to help explain concepts, ideas and documentation examples. These have largely been created by the author specifically for this guide, or when he worked as a career employee, an interim manager or consultant. The remaining illustrations have been tailored specifically for this guide from visual aids that were freely available for all employees where the author worked.

Where specific new or eminent material has been used or should be read, the author has referenced the source below.

Please accept the author’s apologies, if any important reference has been missed this was purely an oversight. If a piece of work contained here has not been properly credited, please let me know and amends can be made in future editions of this guide.

CHAMPS2 - Birmingham City Council

IBM 2009 study “Making Change Work”


Kaizen - The Key to Japan’s Competitive Success

Kotter – 8 Step process For Leading Change

Motorola University - What is Six Sigma?"

Office of the Secretary of Defence and the National Defence Industrial Association - CMMi

Prosci – People Focus of Change Management

Software Engineering Institute of Carnegie Mellon University - CMMI


The Institute for Operational Excellence

UK Office of Government Commerce (OGC) – MSP, Prince 2 and ITIL

U.S. Food and Drug Administration - Total Quality Management

W. Edwards Deming – Total Quality Management

Wikipedia encyclopaedia
Postscript

At the time of writing, a new white paper will be published soon titled “Strategy for Change Management” written by John Crawford.

The new white paper takes the change director step by step in creating the strategy plan, which has to be realistic to support the business’s strategy and direction.

The created plan will present a formal statement of unambiguous goals and their linkage to the change organisation’s strategic objectives. They will describe what and how it is to be implemented, who is to implement, when it has to be implemented and how to measure if it has been implemented successfully. Most importantly it has to be succinct and credible.

The business process maturity model assessment and SWOT assessment is explained, so that gaps in capabilities and competencies can be identified and remedial actions agreed.

Finally, a list of agreed goals stating the specific actions, measurable performance metrics and required budget will be presented.

To ensure buy in by stakeholders and staff alike, the design of a communications plan is explained to ensure business plan has maximum impact. As well as the regular formal written documents, professional presentations devoid of jargon for executive committees and staff townhalls have to be produced.