

Change Management

The critical link in the successful pursuit of process excellence

BUSINESS

PROCESS

PROJECT

IT

PEOPLE

Key Benefits

- Facilitate the creation of a shared vision of and commitment to the proposed business transformation.
- Ensure that required changes to operating model are fully and properly implemented.
- Ensure that all the key stakeholders fully support and are committed to the proposed changes.
- Eliminate the risk associated with sustaining the changes to the business operating model into the future.
- Realise the expected tangible benefits from the business transformation in particular reduced operational costs, improved efficiency. (e.g. increased throughput).

Managing change is critical to the success of all business transformation programs and is central to the pursuit of process excellence. The scope and scale of change may vary depending on a number of factors. However, strong business leadership, clear management commitment, employee engagement underpinned by effective communications are essential characteristics of **successful** change management.

At Clarion Consulting, we recognise that the rate of change is not constant. It can range from incremental change to more radical "deep structure" change that impacts on the fundamental domains of the organisation (e.g. culture, structure). The nature of the change is dictated by the key drivers and the organisation's response to these drivers.

We appreciate that process-based business transformation, whether it is highly focused and limited as in the case of Lean workout or more extensive as in the case of BPI, will always incorporate a level of change management.

We also understand that all process improvement initiatives require a level of change management so they have both a technical dimension (e.g. procedural and technology change) and people dimension (e.g. roles and responsibilities) that are equally important and must be proactively addressed to ensure the successful transformation of the business.

Our Services

We incorporate our approach to the management of change into process excellence initiatives (e.g. BPI, Lean) by including key change management activities (e.g. communicating the need to change, readiness assessment, communications tasks) in the overall implementation plan. Key individuals are assigned clear responsibility for ensuring these tasks are properly completed. There is also explicit recognition of the need to manage the change associated with process improvements recognising that employee engagement and support will significantly increase the likelihood of success.

We have significant experience in working with clients to manage change on process improvement initiatives. We have also deployed this experience on a broader range of business transformation initiatives.

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Communicate, communicate, and communicate

Identify what needs to change

Communicate what And why of change

Mobilise all key stakeholders

Develop change strategy and plan

Implement change

Sustain change

Manage People Issues

Our Approach

This consists of the following six steps:

- 1. Identify what needs to change** - which will typically emerge from an assessment of the current business processes and definition of a new "To Be" model. This will include setting out the scope and scale of the proposed changes and the key driver(s).
- 2. Communicate the 'what' and 'why' of change** – which involves engaging with all the key stakeholders to explain what needs to change and why.
- 3. Mobilise all key stakeholders** – it is critical to ensure that all the key stakeholders (e.g. employees, management) are fully engaged in and committed to the change program. Building on the "what" and "why", how the change will be implemented and the roles and responsibilities that each will have taking into account stakeholder input.

- 4. Develop change strategy and plan** – which will be used to manage and monitor the implementation of the change programme while also facilitating the communication of progress. We recognise the symbiotic relationship between change management and project management. The project teams(s) that will have primary responsibility for the implementation will be established. A detailed plan setting out a schedule of tasks to be completed, the key milestones, governance and reporting structures will be developed.

- 5. Implement change** – this core stage involves completing those tasks and actions that will give effect to the required changes. These will usually involve changes to processes, ICT, structure/ roles and responsibilities. The scope and scale of the interventions in these areas will depend of the depth and the breadth of the change

- 6. Sustain change** – this involves embedding the change into the organisation while also promoting a culture of continuous improvement. Communicating the success of the change program and the resulting benefits is important in this context. Factors that affect sustainability include – how the change is perceived and how it is implemented.

Continuous meaningful communication and the proactive management of people issues are key to implementing and sustaining business change.

Why Clarion Consulting

We have extensive experience working with clients in business transformation programs. Consequently, we understand the importance of managing change as integral activity within these programs if they are to be successful.

Clarion Consulting is a business and information technology consultancy specialising in program and project management, IT and business consulting, process excellence and resourcing.

With offices in Ireland and the UK, Clarion Consulting helps blue chip organisations and public sector bodies to improve organisational agility and build sustainable competitive advantage. Its portfolio of consulting services focuses on creating organisational agility through information technology, human resource development and best practice approaches to project management and process excellence.

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