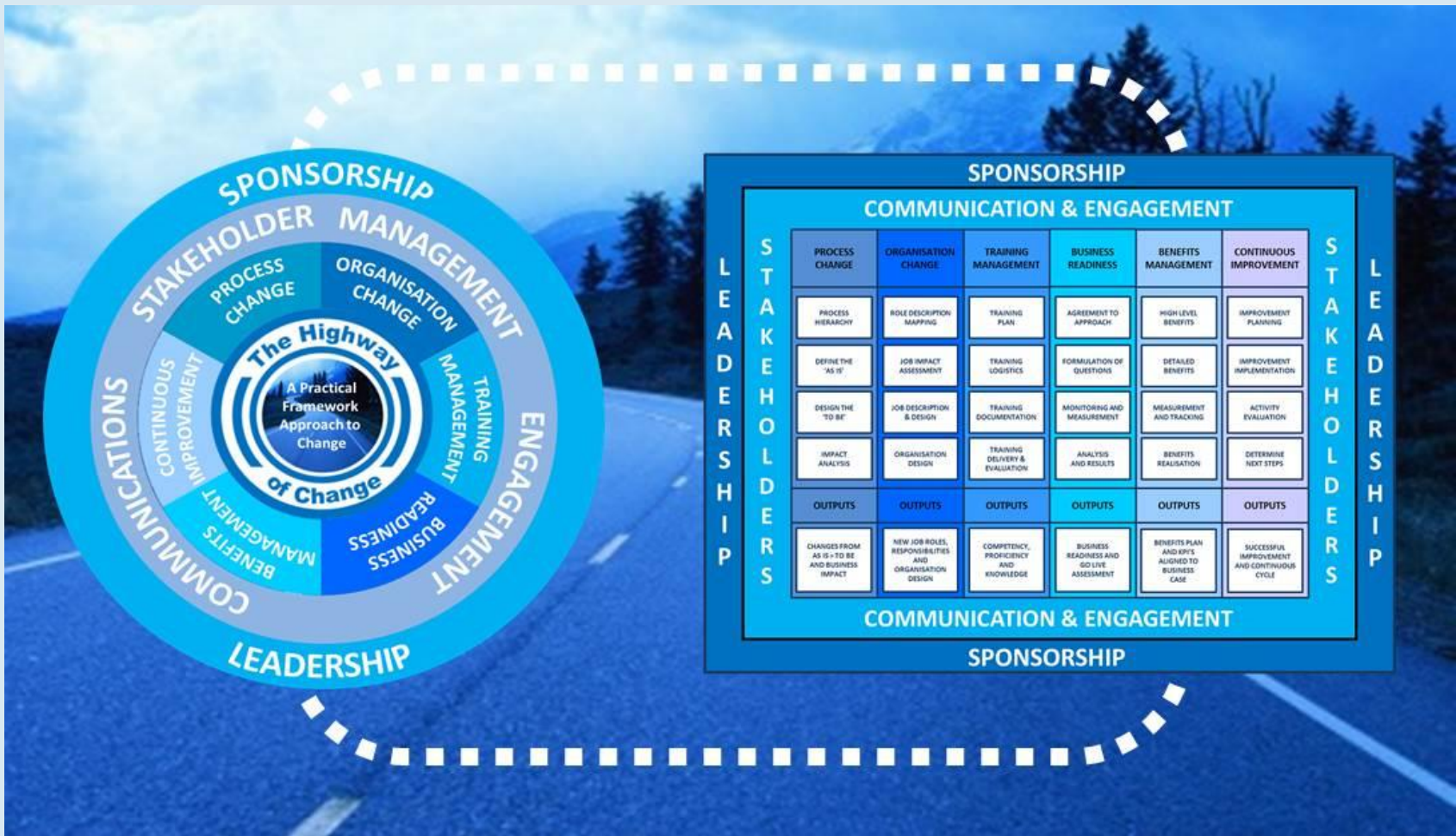


# A Practical Framework Approach to Change



# Introduction ...



Business Change and Transformation approaches & strategies for organisations to enable them to drive through change initiatives/programmes and achieve considerable ROI and business benefit.

These bespoke approaches are designed to give you a flavour of some of the more necessary change components and associated tools & techniques that will require consideration during any change initiative.

# A brief explanation ...



## Modular ...

This means that the framework can be used in its totality or you can “pick and chose” which modules you want to use dependant on the change initiative

## People Side of Change ...

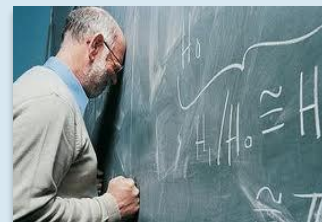
Implicit in the framework are the following aspects:



**CREATING AN  
ENVIRONMENT  
FOR CHANGE**



**MANAGING  
CHANGE  
RESISTANCE**

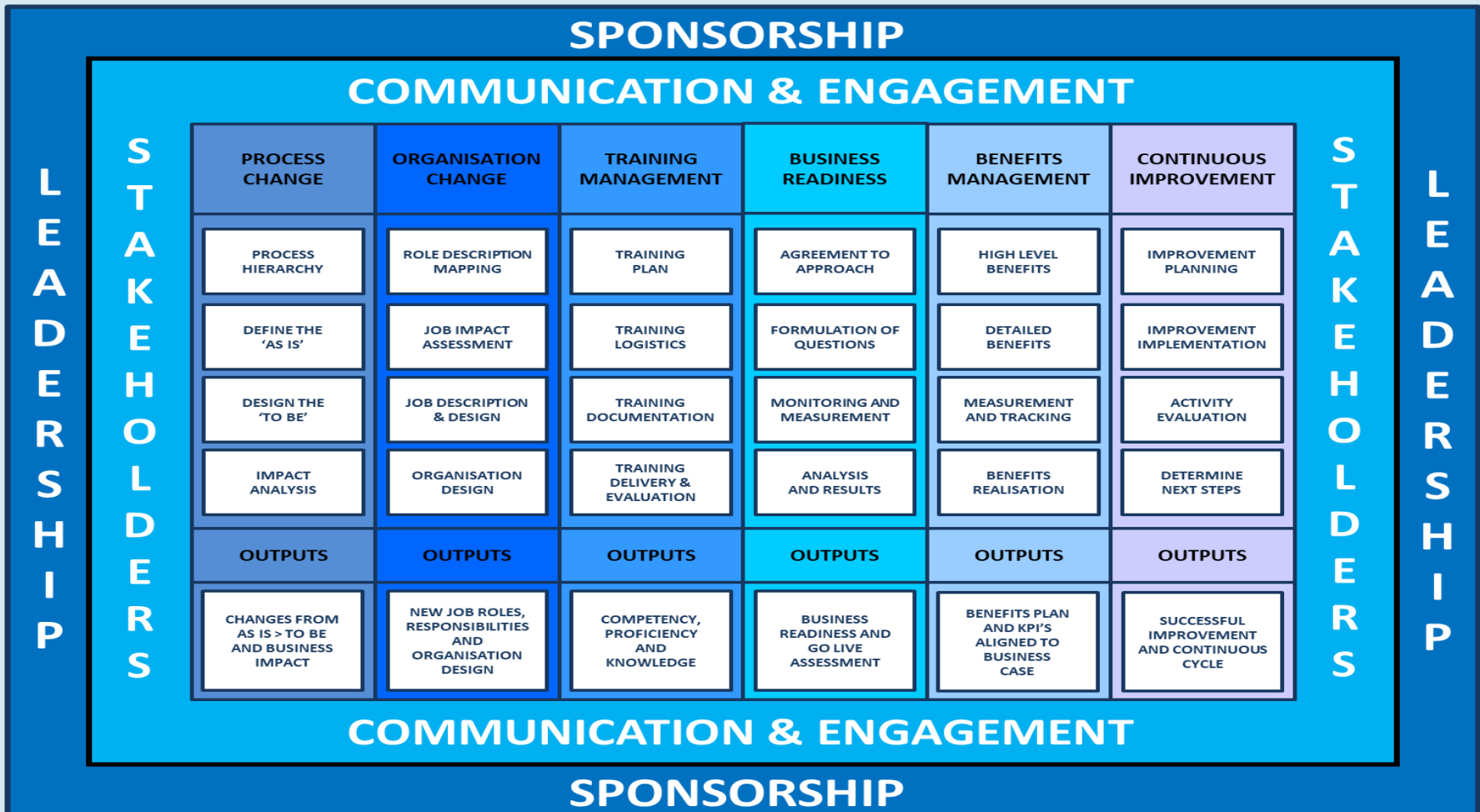


**ENGENDERING  
CHANGE  
BEHAVIOURS**

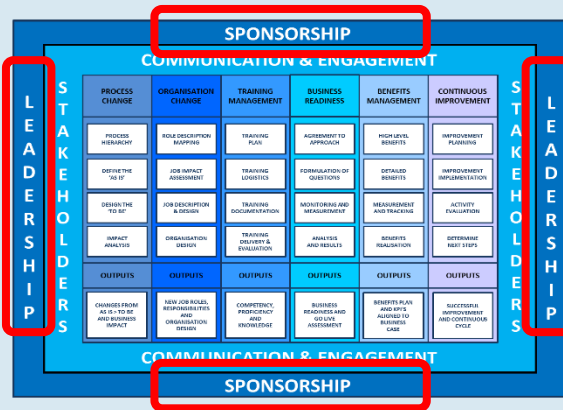


**ADDRESSING  
ORGANISATION  
CULTURE**

# The high-level framework modules ...



# Sponsorship/Leadership ...



Identify and work with a Sponsor and/or Leader to ensure commitment to the change initiative and to regularly engage with them in relation to their key responsibilities, visibility, building support, communication responsibilities, managing resistance, setting priorities and celebrating success.



# Stakeholders ...



		SPONSORSHIP					
		COMMUNICATION & ENGAGEMENT					
S T A K E H O L D E R S	PROCESS CHANGE	ORGANISATION CHANGE	TRAINING MANAGEMENT	BUSINESS READINESS	BENEFITS MANAGEMENT	CONTINUOUS IMPROVEMENT	S T A K E H O L D E R S
	PROCESS HIERARCHY	ROLE DESCRIPTION MAPPING	TRAINING PLAN	AGREEMENT TO APPROACH	HIGH LEVEL BENEFITS	IMPROVEMENT PLANNING	
	DEFINE THE "AS IS"	JOB IMPACT ASSESSMENT	TRAINING LOGISTICS	FORMULATION OF QUESTIONS	DETAILED BENEFITS	IMPROVEMENT IMPLEMENTATION	
	DESIGN THE "TO BE"	JOB DESCRIPTION & DESIGN	TRAINING DOCUMENTATION	MONITORING AND MEASUREMENT	MEASUREMENT AND TRACKING	ACTIVITY EVALUATION	
	IMPACT ANALYSIS	ORGANISATION DESIGN	TRAINING COLLECT & EVALUATION	ANALYSIS AND RESULTS	BENEFITS REALISATION	DETERMINE NEXT STEPS	
	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	
		COMMUNICATION & ENGAGEMENT					
		SPONSORSHIP					

Identify key stakeholders then engage with them to understand their level and type of interest, level of influence, reasons for supporting (or resisting) the change initiative and determining communication activities to win their support and help ensure that project succeeds.





# Communication & Engagement ...



		SPONSORSHIP								
		COMMUNICATION & ENGAGEMENT								
S T A K E H O L D E R S	PROCESS CHANGE	ORGANISATION CHANGE	TRAINING MANAGEMENT	BUSINESS READINESS	BENEFITS MANAGEMENT	CONTINUOUS IMPROVEMENT	S T A K E H O L D E R S			
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	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS				
	CHANGES FROM AS-IS TO BE AND BUSINESS IMPACT	NEW JOB ROLES, RESPONSIBILITIES, NEW ORGANISATION DESIGN	COMPETENCY PROFICIENCY AND KNOWLEDGE	BUSINESS READINESS AND RISK ASSESSMENT	BENEFITS PLAN AND KPIs ACCORDING TO BUSINESS GOALS	SUCCESSFUL IMPROVEMENT AND CONTINUOUS FLOW				
		COMMUNICATION & ENGAGEMENT								
		SPONSORSHIP								

Implement a comprehensive communications plan that includes creating awareness, stakeholders to be communicated to, types of messages to be communicated, channels to be communicated through and frequency of communication.



# Process Change ...



STAKEHOLDERS		SPONSORSHIP						STAKEHOLDERS	
		COMMUNICATION & ENGAGEMENT							
		PROCESS CHANGE	ORGANISATION CHANGE	TRAINING MANAGEMENT	BUSINESS READINESS	BENEFITS MANAGEMENT	CONTINUOUS IMPROVEMENT		
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		OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS		
		CHANGES FROM AS-IS TO BE AND BUSINESS IMPACT	NEW JOB ROLES, REORGANISATION AND ORGANISATION DESIGN	COMPETENCY PROFICIENCY AND KNOWLEDGE	BUSINESS READINESS AND GAPS ASSESSMENT	BENEFITS PLAN AND KPI'S ALIGNED TO BUSINESS CASE	SUCCESSFUL IMPLEMENTATION AND CONTINUOUS IMPROVEMENT		
		COMMUNICATION & ENGAGEMENT							
		SPONSORSHIP							

Identify, understand and analyse the processes impacted by the change, map the "as is" and critically examine each process, devise new "to be" processes, undertake an impact assessment of the changes and gain agreement to the new processes prior to implementation.





# Organisational Change ...

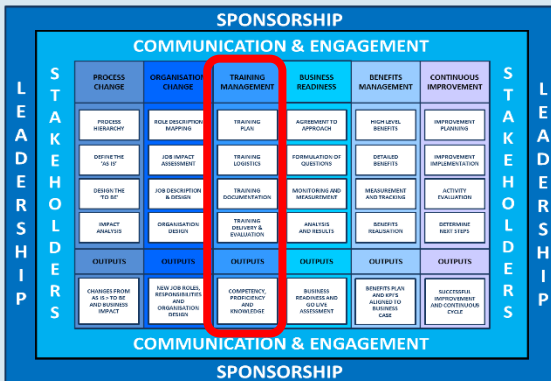


		SPONSORSHIP					COMMUNICATION & ENGAGEMENT					
		PROCESS CHANGE	ORGANISATION CHANGE	TRAINING MANAGEMENT	BUSINESS READINESS	BENEFITS MANAGEMENT	CONTINUOUS IMPROVEMENT					
STAKEHOLDERS	PROCESS RESTRUCTURE											
	DEFINE THE "AS IS"		ROLE DESCRIPTION MAPPING	TRAINING PLAN	AGREEMENT TO APPROACH	HIGH LEVEL BENEFITS	IMPROVEMENT PLANNING					
	DESIGN THE "TO BE"		JOB IMPACT ASSESSMENT	TRAINING LOGISTICS	FORMULATION OF QUESTIONS	DETAILED BENEFITS	IMPROVEMENT IMPLEMENTATION					
	IMPLEMENTATION		JOB DESCRIPTIONS & DESIGN	TRAINING DOCUMENTATION	MONITORING AND MEASUREMENT	MEASUREMENT AND TRACKING	ACTIVITY EVALUATION					
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OUTPUTS			OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS					
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		COMMUNICATION & ENGAGEMENT					SPONSORSHIP					

Evaluate reporting structures, working practices and management systems, review current roles & responsibilities and organisational structures, undertake organisation re-design and update/create and implement new roles and responsibilities and organisation structure.



# Training Management ...



Review current goals and objectives, jobs and tasks, competencies and skills, identify specific training needs and design and implement a comprehensive training strategy to ensure all those impacted by the change receive necessary training in the new ways of working.



# Business Readiness ...

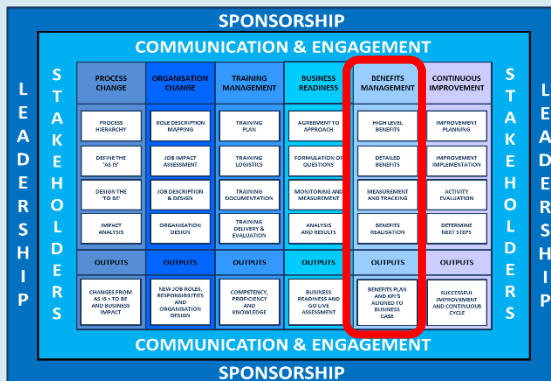


		SPONSORSHIP					COMMUNICATION & ENGAGEMENT					
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		COMMUNICATION & ENGAGEMENT					SPONSORSHIP					
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Design and implement a business readiness/adoption measurement mechanism to determine how those impacted by the change will have made all the preparations necessary to accept the deliverables of a project and begin operating with them.



# Benefits Management ...



Create a benefits plan and profile and define each benefit (and dis-benefit) and track its realisation throughout and after the change initiative to ensure that the original benefits as detailed in the Business Case have been/or are being realised.



# Continuous Improvement ...



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		COMMUNICATION & ENGAGEMENT						
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		COMMUNICATION & ENGAGEMENT						
		SPONSORSHIP						

Design and implement a continuous improvement programme (Plan, Do, Check, Act) to regularly review changes to new ways of working brought about by the change initiative and implement efficiency improvements on a regular cyclical basis.



For more information ...

# Pascal Bérakis

## Change Manager



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Stratégie

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de Performance Durable**