

An aerial photograph of a winding asphalt road through a dense forest. The trees are in various shades of orange and brown, suggesting autumn. A bright, ethereal light source is visible in the upper left quadrant, casting a soft glow over the scene. The road curves from the bottom left towards the top right.

Columbus

# People & Business Change

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How to place value first while keeping a people mindset



# The role of change management in transformation projects

Successful delivery of a transformation or change initiative requires many changes to the business - from processes to the ways of working for people across the business. Sometimes these changes may be significant - for example, majorly changing the roles and responsibilities for some employees. For that reason, people and their motivations for change remain one of the main wildcards in business change and transformation initiatives underpinned by technology<sup>1</sup>.

The change process needs to be managed to allow people to understand and prepare for change. By helping your employees transition through those changes, you can increase adoption and utilisation rates. In short, the people side of change ensures that your new solution(s) and accompanying processes are embraced, adopted and sustained.

“

Projects with excellent change management produce six times better outcomes than those with poor change management. Better project outcomes improve your project investments and your organisation<sup>2</sup>.

”

Organisational Change Management (OCM) is a core capability required in a value-driven and people-centric approach and is part of our Strategy and Change service offerings. We will help you integrate OCM into project delivery, securing value realisation and stakeholder engagement, which is key to ensuring your organisation is ready to onboard the new reality.

**Learn how to:**

- Create a tailored plan for people and business change
- Establish and promote your change vision throughout the programme
- Train your leaders for change
- Create and execute personalised change journeys
- Manage and realise value through the change
- Measure and realise values through clear ownership and detailed planning and appraisal
- Align leadership



# The recommended approach to managing change

A structured change management approach is necessary to stay on track. It ensures time is spent on meaningful activities and allows space to identify and address gaps throughout the initiative.

This formal yet practical approach also ensures processes are integrated into a more holistic business transformation method. Now the steps within your change management process are repeatable - perfect for ensuring they're consistently applied on more initiatives throughout the organisation.





# Plan

**Purpose:** To assess the readiness for change and plan for change and value realisation.

## Activities:

- Meeting with members of project team to identify stakeholders and start to assess readiness for change
- Interviews with management team and identified stakeholders to assess readiness for change, critical success factors and initiate leadership alignment
- Develop a draft tailored plan and organisation for people and business change
- Develop a draft communication plan
- Develop a draft value dependency map and value realisation plan
- Plan, prepare and facilitate workshop with management team and other identified stakeholders to train and align for change

## Outcomes:

- Leadership aligned and prepared for change
- Tailored plan and organisation for people and business change
- Critical success factors identified and actions included in the plan
- Aligned change vision and business objectives and value
- A draft communication plan
- A draft value dependency map and value realisation plan

Change planning can be integrated into other disciplines and approaches in the transformation (strategy management, value and benefits management, risk management, programme and project management, business process management).



# Engage

**Purpose:** To establish and promote your change vision.

## Activities:

- Support/facilitate the creation of communication messages per department
- Define and execute communication plan with message per department
- Define how to measure and follow up awareness and desire (ability/knowledge). Then measure, follow-up and take actions
- Plan, prepare and facilitate workshops for departments to inform, train, prepare and/or plan for change throughout the change. Report input back to project management
- Train leaders and other stakeholders to manage change and realise value
- Provide advisory support to leaders one-to-one or in group(s)

## Outcomes:

- Aligned communication plan
- Knowledge of how to handle and lead through change
- Engagement throughout the change
- An organisation that's well prepared to meet the change and realise value
- Change and value dashboards, meetings and cadence
- Making use of the collective intelligence
- Excellent change management leadership





# Assess

**Purpose:** To understand and define the change, with the aim of analysing its impact on your business.

## Activities:

- Plan, prepare and facilitate workshops with each process team to capture and understand the change impact per role as well as overall organisational change impact per process
- Document change impact per process
- Hold workshops to review documented change impact with each process team and stakeholders from the organisation
- Finalise the approved document describing the change impact per process
- Finalise value realisation plan and dashboards
- Reconfirm change and value ownership

## Outcomes:

- Define, approve and document change impact per role for all processes. This may include new processes, tools, skills, roles and/or new organisation
- Baseline value realisation plan and dashboard
- Reconfirm change and value ownership



# Create

**Purpose:** To create change journeys per role and define training needs, and value benchmarks and measures.

## Activities:

- Plan, prepare and facilitate workshops with process team and stakeholders from the organisation to define change journeys per role, as well as system training needs and other training and support needed during change
- Stakeholders from the organisation to inform concerned colleagues about the change and collect needs of support and training
- Plan, prepare and facilitate workshops with process team and stakeholders from the organisation to finalise and agree on change journeys
- Document, plan and schedule change journeys
- Define how to measure and follow-up value
- Define how to measure and follow-up change journey execution

## Outcomes:

- Defined and document training concept and other needs of training and support during change
- Change plan for all employees including change journeys per role
- Clear definition of how to measure and follow-up change progress and value realisation







# Execute

**Purpose:** To execute change and secure value realisation.

## Activities:

- Execute communication plan. Review and change if needed
- Execute personalised change journeys
- Execute organisational change and value realisation plan
- Measure effects and progress
- Take actions when needed
- Report on progress
- Celebrate wins
- Reward right behaviour and high engagement
- Re-engage when needed

## Outcomes:

- Successful change project
- Value realisation completed
- Business objectives met



# The recommended approach to managing change

It's generally recommended that the Business Change Management team is resourced internally rather than completely outsourced. This is because people are more likely to listen and adopt changes from colleagues rather than external contractors.

Many companies resource such teams with either seconded current business resource into the project to prefill the change management roles. Or, they may develop a permanent change management capability, which is recruited or internally developed.

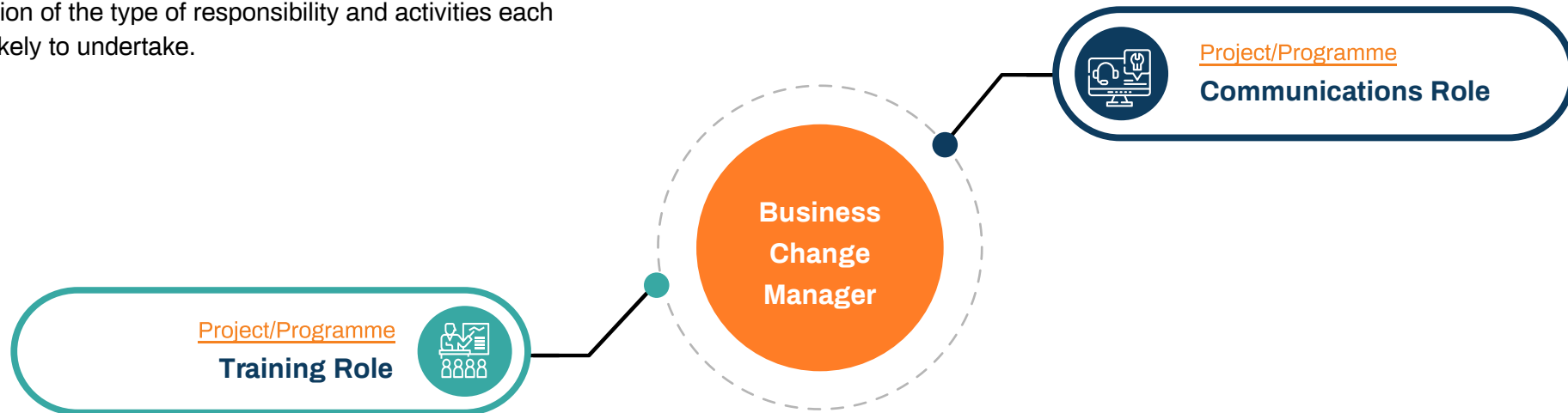
Whichever approach you take, form your change management team as soon as possible - usually during the project's mobilisation stage. This allows your team to plan, engage the stakeholders and assess the changes to prepare ready the business for the change.

**Tip:** We'd also recommend your internal change management team work alongside a consultancy to advise leading practice and mitigate risks and common issues. This is particularly important for less experienced teams.



# Who needs to be involved?

The Change Management Team will need three “full time” roles for the initiative’s duration. Here is a brief description of the type of responsibility and activities each role is likely to undertake.



## Training development and co-ordinator

Responsible for providing a structured approach to the planning, design, and delivery of training to ensure that the right people receive the proper training at the right time in the right way.



## Business change manager

Responsible for managing the overall change workstream, from defining the project and stakeholder management to monitoring the change management team and the project activities.



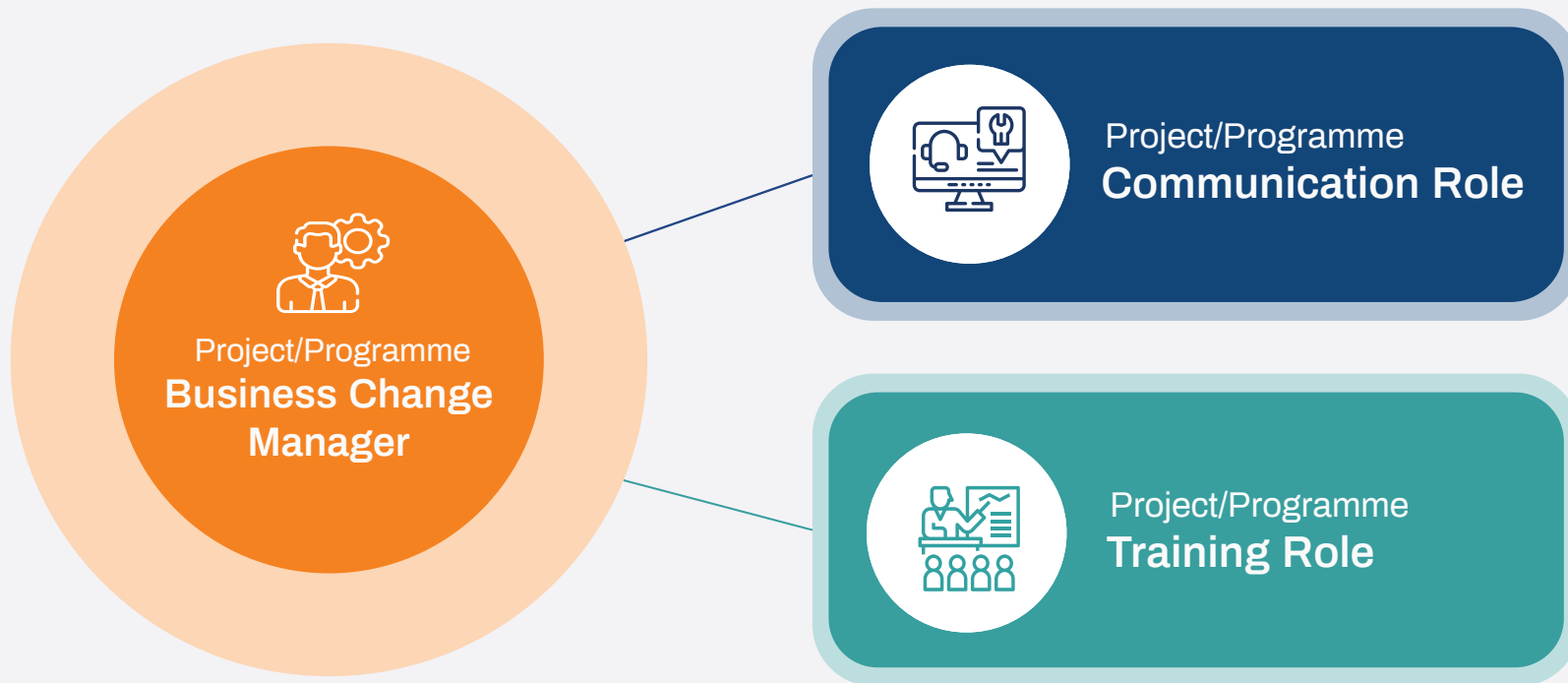
## Communications and supporting media and channels

Responsible for creating awareness for the change initiative and delivering timely, effective messaging to drive stakeholder engagement.

# How we can support you

Your change management partner can be particularly helpful here. For example, Columbus can provide role descriptions and initial advisory support for setting up this team. Let's say you decide to create your change management team by seconding existing capable people from their traditional roles for the project's duration. We can coach and guide you through this.

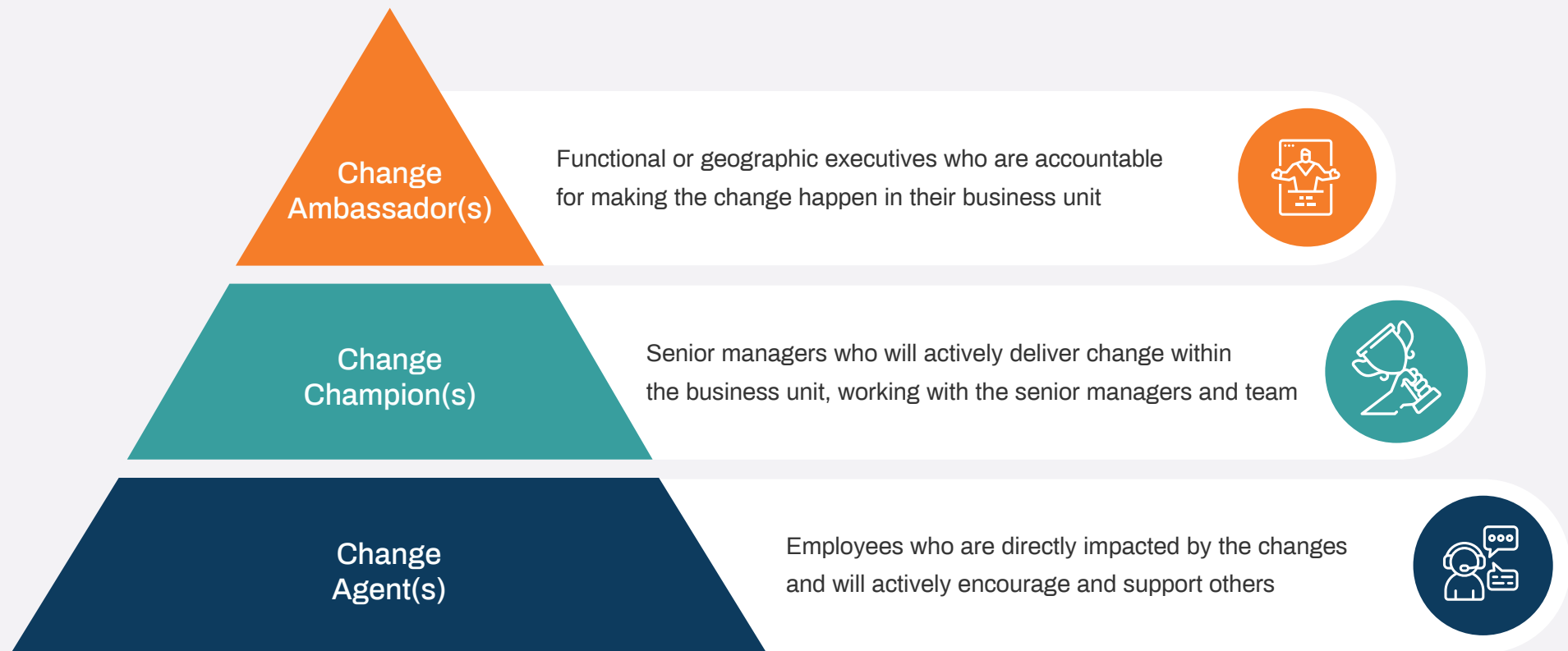
If you require further assistance, a Columbus Change Management Consultant can be assigned. This consultant would initially work full time alongside the internal Project Change Manager, acting as a guide while also undertaking several of the tasks to educate and lead the way for your change management team.



# Part-time roles you may need to consider

You require some employees to form a business change network. This part-time role can help ensure the change sticks. They are responsible for managing the change effort at lower levels of the organisation and providing the project with a two-way communication channel between the project and the end-user.

Here are the three tiers of roles within this change network.



# Key benefits of this change management approach

As a brief reminder, here are some of the main benefits of following a structured change management approach:



# References

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<sup>1</sup>[Business Transformation Management Methodology BTM](#)<sup>2</sup>

<sup>2</sup>[Prosci Best Practices in Change Management](#)



## Contact:

Do you want to know more about how we can help you?

 [www.columbusglobal.com](http://www.columbusglobal.com)

## About Columbus

Columbus is a global IT services and consulting corporation with more than 2,000 employees serving our customers worldwide. We bring digital transformation into your business and position you to thrive far into the future. We are experts in designing, developing, implementing, upgrading and maintaining digital business applications that help your business succeed in the digital transformation. Our consultants have experience in developing businesses in many different industries all over the world.

We offer a comprehensive solution portfolio with deep industry knowledge, extensive technology expertise and profound customer insight. We have proven this through 30 years of experience serving more than 5,000 customers worldwide.

Let us help you realise the full potential of your business.

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