



# Change Management & Adoption

Prepared for CCXP Study Group

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# Agenda

- Why Change Management
- What is Change Management
  - How Does Change Happen?
- Change for Organizations
- Methodologies
- Planned change process
- Organizational culture & change
- Suggested reading list
- Sample Questions

# Have you ever heard ...

*“I’m not getting these new steps right.”*

*“I eventually get there but it takes me twice as long.”*

*“I understand the manual, but when I have to do it, I freeze.”*

*“This is a waste of time.”*

*“It was working just fine before.”*

*“They never tell us what’s going on!”*

*“How soon will this happen?”*

*“How will this impact me?”*

*“Will I receive new training?”*

*“I’m not interested in changing.”*

*“What’s in it for me?”*

*“I doubt they are really serious about this.”*

*“The new way just takes too long; I’m going to keep doing it my way.”*

*“I keep forgetting to include the new department.”*

Have you ever heard ...

**Good Change  
Management addresses or  
prevents all of these  
concerns**

*"I'm not getting these new steps right."*

*"I eventually get there but it takes me twice as long."*

*"I understand the manual but when I have to do it, I freeze."*

*"This is a waste of time!"*

*"It was working just fine before."*

*"They never tell us what's going on!"*

*"How soon will this happen?"*

*"How will this impact me?"*

*"Will I receive new training?"*

*"I'm not interested in changing."*

*"What's in it for me?"*

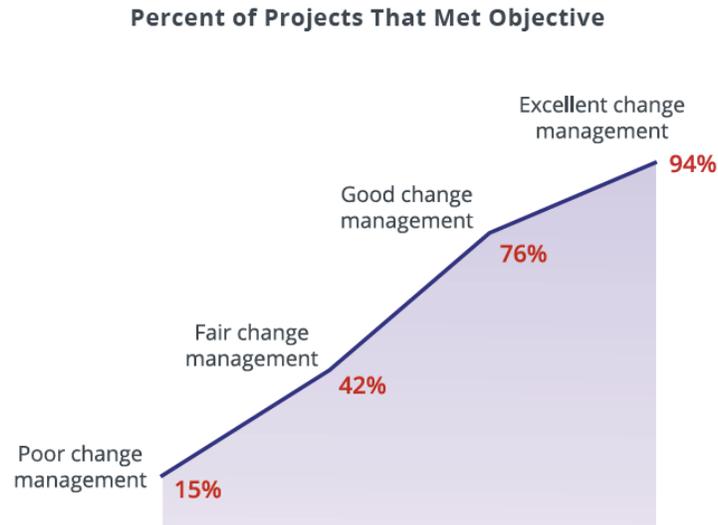
*"I doubt they are really serious about this."*

*"The new way just takes too long; I'm going to keep doing it my way."*

*"I keep forgetting to include the new department."*

# Why Change Management?

- **Increases** the likelihood of success
- 76% of **CEOs** say their ability to adapt to change will be a key competitive advantage<sup>2</sup>



INITIATIVES WITH EXCELLENT CHANGE MANAGEMENT ARE **6 TIMES** MORE LIKELY TO MEET OBJECTIVES THAN THOSE WITH POOR CHANGE MANAGEMENT.<sup>1</sup>

- The application of a structured process and set of tools for leading the people side of change to achieve a desired business outcome
- It is both a Process and a Competency

Process: effective change management follows a repeatable process & uses a holistic set of tools to drive successful change

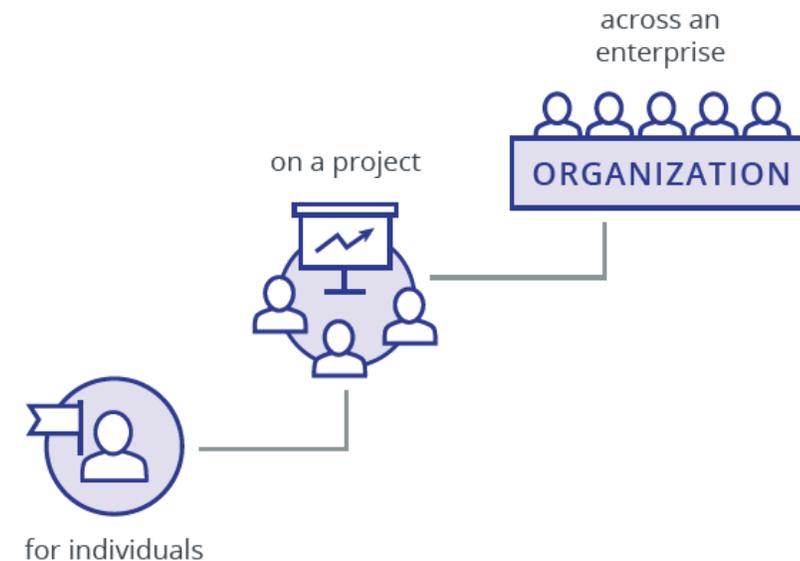
As a competency for leaders, change management is a set of skills that enables change and creates a strategic capability for increasing organizational effectiveness

# What is Change Management?

# How does Change Happen?

- **For individuals:** to enable people's success by supporting them through their personal change journey
- **On a project:** to improve outcomes and return on investment by driving adoption and usage
- **Across an enterprise:** to deliver strategic intent, mitigate saturation and improve agility by embedding change management

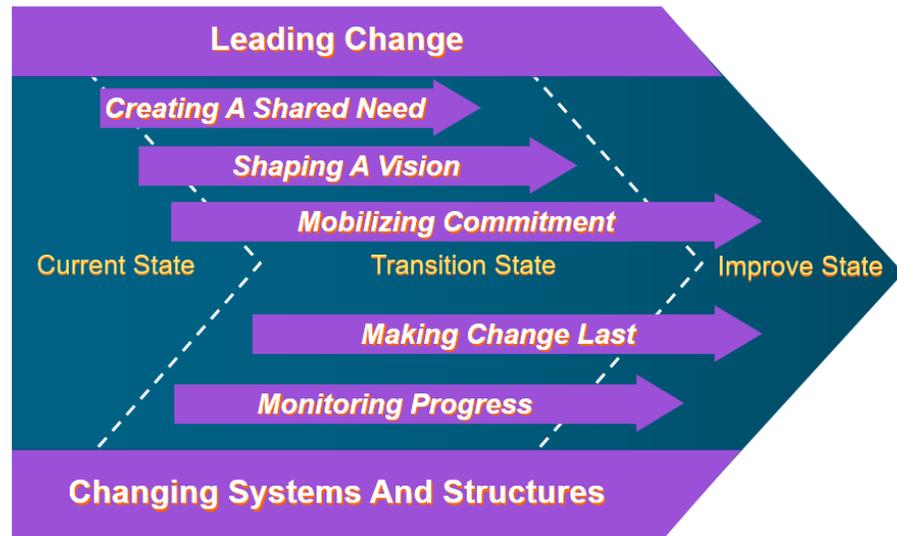
## Change Management Happens at Three Levels



# Several methodologies exist for Change

I was “steeped” in the GE Change Acceleration Process model

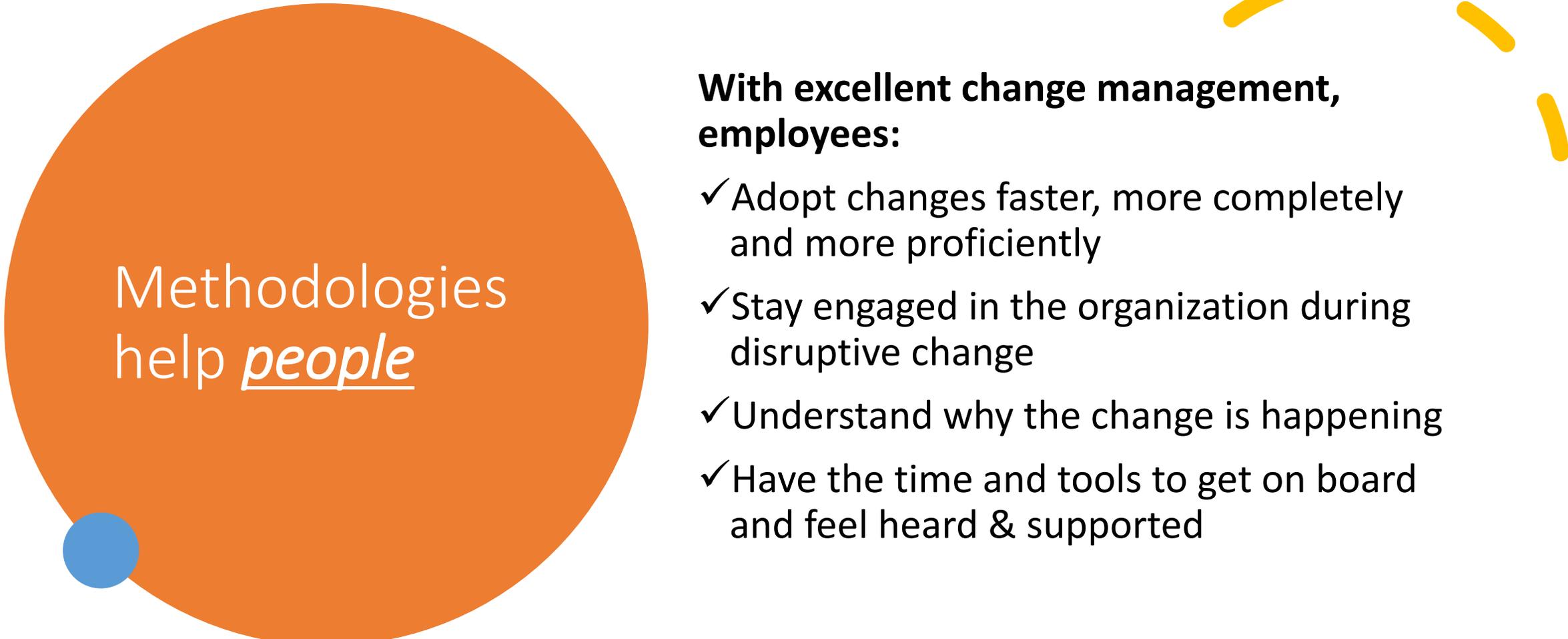
CAP – A Model for Change



Prosci has the ADKAR model

<b>A</b>	<b>Awareness</b> of the need for change
<b>D</b>	<b>Desire</b> to participate and support the change
<b>K</b>	<b>Knowledge</b> on how to change
<b>A</b>	<b>Ability</b> to demonstrate new skills and behaviors
<b>R</b>	<b>Reinforcement</b> to sustain the change

*Which model you use matters less than having a clear structure & plan for action*



Methodologies  
help *people*

**With excellent change management,  
employees:**

- ✓ Adopt changes faster, more completely and more proficiently
- ✓ Stay engaged in the organization during disruptive change
- ✓ Understand why the change is happening
- ✓ Have the time and tools to get on board and feel heard & supported

# Methodologies help organizations

Organizations with mature change management capability:

- Expect that change management is the norm for projects/ initiatives
- Have a common set of processes & tools that are consistently applied
- People from the very top to the front line know & fulfill their roles in leading change

Mature organizations have less “change fatigue” from constant or iterative change, because people expect change to happen & have tools to cope

**6x**

MORE LIKELY TO  
ACHIEVE PROJECT  
OBJECTIVES

**5x**

MORE LIKELY TO  
STAY ON OR AHEAD  
OF SCHEDULE

**2x**

MORE LIKELY  
TO STAY ON OR  
UNDER BUDGET

- Why: a **common language & framework** makes change efforts more efficient (because people come with a base level of knowledge)
- Stakeholders and anyone else involved will feel **empowered**
- When people understand **WHY** something is important, they are more likely to support the change
- When people understand **WHO** is impacted & who is sponsoring the change (assuming the sponsor is well-placed in the org), they will more likely support the change

Communication underpins successful Change

Methodologies  
help efficiency

# The planned change process





# Organizational Culture and Change

The culture of the organization plays at least as big a role as change methodology, even when carefully applied

**What is Culture?** Shared norms, beliefs, and values that form from the founders of the business. It is an embodied mantra of the way they have always done things.

Some cultures embrace change, while others are highly resistant to change

**Changes to Culture come in 2 forms:**

- 1. Internal:** changes within the organization's control, like processes and systems, HR, policies & procedures
  - 2. External:** political, technological, social, and market changes that are outside of the organization's scope of control
- 

# Suggested Reading List

These are both  
HUGE topics, each  
with years-worth of  
reading material

## Driving Change

- <https://www.prosci.com/> (free)
  - Get their Intro to change mgmt.
- Generating Buy-In, Mark S. Walton
- The Change Monster, J. D. Duck
- *Get the Boss to Buy In*, HBR 2015
- How to Change Anyone's Mind: Jonah Berger on Marketing Smarts [[Podcast](#) – free subscription required]
- How Change Happens, Duncan Green
- Lean Change Mgmt, Jason Little
- Switch, Heath & Heath
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx>
- Changing the Change Rules at Google (not canonical for CX)
- This is a good place to explore: HBR's [Change Management](#)

## Organizational Culture

- Switch for Organizations (Handbook)
- [What Is Organizational Culture? And Why Should We Care?](#) HBR
- Preparing for Successful Organizational Culture Change, [Forbes](#)
- Strategic Transformation, Hensman, Johnson & Yip
- Culture.com, Neuhauser, Bender & Stromberg
- (Case Study/ Example) *Creating a Culture of Quality*, HBR 2014
- Leading with Noble Purpose, L.E. McLeod
- [Organizational culture](#), APA.org (1986, 1990, etc.)
- [Understanding Organizational Culture](#), Alvesson
- [Linking organizational culture and customer satisfaction: Results from two companies in different industries](#), Denison et al
- [Understanding and Developing Organizational Culture](#), SHRM

**1. Which of the following team development stages includes the task of increasing productivity to the team's goals, and an evaluation of the team processes?**

- ⑩ Forming
- ⑩ Norming
- ⑩ Storming
- ⑩ Performing

**2. Why is it desirable to appoint a change agent who is outside of the company?**

- ⑩ Because change agents are more charismatic.
- ⑩ Because of the complex educational requirements that a change agent needs to possess.
- ⑩ Because of the more available time that the change agent has to implement a change.
- ⑩ Because of the expertise and unique abilities that the change agent possesses to drive change.

Sample Questions

# Sample Questions (continued)

## 3. Which of these steps in the planned change process puts the change plan into action?

- ⑩ Select the change agent.
- ⑩ Recognize the need for change.
- ⑩ Implement the change.
- ⑩ Develop the change plan.

## 4. How is the effectiveness of a change plan evaluated?

- ⑩ By comparing the actual results against change goals to determine if the goals were achieved.
- ⑩ By comparing the initial profit before and after implementing the change goals to determine if there has been an increase in profit.
- ⑩ By knowing how many employees have adhered to the changed plan.
- ⑩ By comparing the number of managers before and after the change has been implemented.

# Sample Questions (continued)

5. Which of the following is MOST problematic when building a culture within a company?

- Ⓐ A company that invests in its employees find positive results.
- Ⓑ An employee's belief in the company culture is optimal business practice.
- Ⓒ Employees and customers have a different idea of what a company's culture is.
- Ⓓ Redefining and reintroducing company culture can improve a company.

6. An advisory board of a multinational company is trying to assess the main challenges that the company will have to overcome in the next 5 years. Amongst them, they have listed these: dismissing fears regarding globalization, trying to predict the fluctuations of the stock market, and keeping up with the technological requirements of the industry. What do all of these goals have in common?

- Ⓐ They are all examples of external changes.
- Ⓑ These are not changes a multinational company should be worried about.
- Ⓒ The organization has complete control over them.
- Ⓓ They are all examples of political changes.

# Sample Questions (continued)

7. Amy works in a company that has had a very casual environment for years. Now she has to sign her name both electronically and on paper prior to submitting any work and she feels that this change is completely unnecessary. Identify which of the following factors motivates her resistance to change:

- Lack of understanding what the future of these changes could bring
- Lack of trust
- Lack of understanding why an additional process was needed
- Self-interest

8. Which of the following is a useful tactic after deciding on a change?

- Assessing the needs of the staff
- Firing those who are resistant
- Involve staff in every step of decision-making
- Taking charge and creating a hierarchy where you are responsible for all of the decisions

# Sample Questions (continued)

9. Approximately 70 workers are employed at an IT firm called Johnson Incorporated. All of these workers are used to checking in with their supervisors 5 minutes before starting to work. In case an employee has a good idea, he doesn't have to worry about channels but can go straight to the CEO. The environment is very casual here.

Why are these things examples of organizational culture?

- Ⓐ Because they reflect the day-to-day operation of a business.
- Ⓑ Because they highlight the exact procedure of how people work at Johnson Incorporated.
- Ⓒ Because in any closed organization, such as an IT company, all of the employees have a common ideological perspective which is a phenomenon known as groupthink.
- Ⓓ Because they reflect basic shared norms, beliefs and values of Johnson Incorporated.

10. Which of the following does an organization have full control over?

- Ⓐ The number of customers that will regularly purchase their goods and services
- Ⓑ Congressional regulatory actions
- Ⓒ The oscillations of the market
- Ⓓ The way a production process of a particular product is conducted

# Answer Key (Questions 1-10)

1. Norming (see slide 29)
2. The *best* answer is “Because of the expertise and unique abilities that the change agent possesses to drive change.”
3. Implement (*key phrase: “puts the change plan into action”*)
4. By comparing the **actual** results against change **goals** to determine if the goals were achieved.
5. Employees and customers have a different idea of what a company's culture is.
6. They are all examples of **external** changes.
7. Lack of understanding **why** an additional process was needed
8. Involve staff in every step of decision-making
9. Because they reflect basic shared **norms, beliefs** and **values** of Johnson Incorporated.
10. The way a production process of a particular product is conducted (all other choices are external to the organization and therefore cannot be controlled)

**Identify the business situation that will require an urgent change plan.**

- ⑩ The number of employees of Dull Company Ltd has decreased from 50 to 40.
- ⑩ Sterling Company Ltd received a certificate for Quality Assurance.
- ⑩ The profit for HS company Ltd has decreased by 75% over the last 2 years.
- ⑩ Redock Company Ltd has had an increase in its customer base.

**Which of these steps in the planned change process provides the objective or expectation of how a change will respond to whatever forces are driving the need for change?**

- ⑩ Develop the change plan.
- ⑩ Evaluate the plan.
- ⑩ Develop change goals.
- ⑩ Select the change agent.

Additional Sample Questions (answers in Notes)

# Sample Questions (continued)

Understanding culture and bringing it to the surface of conversations in a company is important for which of the following reasons?

- ⑩ Culture is latent and subconscious and could undermine an attempt to direct a company's efforts if not openly planned for
- ⑩ Culture is subconscious within a company and is enacted in the same way for everybody
- ⑩ Culture is the backbone of a company and employees will ignore it
- ⑩ Multicultural environments could clash within a company

Organizational change is a planned effort and is about which of the following?

- ⑩ Process
- ⑩ Technology
- ⑩ People
- ⑩ Accountability

# Sample Questions (continued)

One of the primary approaches to change is coercion and is exemplified by which of the following?

- ⑩ Demanding support or experience loss of rewards and resources
- ⑩ Having others participate in the planning and implementation of the change
- ⑩ Assigning resistors to the desired position in the change process
- ⑩ A slow introduction of the change process and provision of support for those affected

One of the primary approaches to change is negotiation and agreement and is exemplified by which of the following?

- ⑩ Negotiating or bargaining to win acceptance
- ⑩ Having others participate in the planning and implementation of the change
- ⑩ Demanding support or experience loss of rewards and resources
- ⑩ A slow introduction of the change process and provision of support for those affected

# Sample Questions (continued)

It is vital to ensure that you provide data to reinforce and sell your strategies internally to your Board and to which of the following?

- Employees
- Senior executives
- Shareholders
- All the above

Which of the following could be adopted to systemically counter resistance from executives related to a customer experience strategy?

- A robust and emotional process
- A compelling and straight-forward process
- A unique and individual process
- An iterative and inclusive process

# Sample Questions (continued)

Which of the following components of a culture of employee delight will BEST exemplify teaching employees skills to resolve problems?

- ⑩ Education
- ⑩ Evaluation
- ⑩ Rewards
- ⑩ Tools

One of the primary approaches to change is facilitation and support and is exemplified by which of the following?

- ⑩ Explaining the need and logic for change
- ⑩ Having others participate in the planning and implementation of the change
- ⑩ Assigning resistors to the desired position in the change process
- ⑩ A slow introduction of the change process and provision of support for those affected

# Sample Questions (continued)

One of the primary approaches to change is education and communication. It is exemplified by which of the following?

- ⑩ Negotiating or bargaining to win acceptance
- ⑩ Explaining the need and logic for change
- ⑩ Having others participate in the planning and implementation of the change
- ⑩ Assigning resisters to the desired position in the change process

Which of the following is the first step required for successful change?

- ⑩ Taking steps to bring about the change
- ⑩ Identifying a situation in which change is seen as necessary and desirable
- ⑩ Ensuring that conditions are appropriate to reinforce the change
- ⑩ Understanding the resistance to change

# Sample Questions (continued)

Which of the following stages may be the most critical in terms of deciding whether or not a change process will happen?

- ⑩ Objective setting and strategic execution
- ⑩ Coordinating surveys
- ⑩ Undertaking customer research.
- ⑩ Defining the measurement tools

In order to introduce large-scale infrastructure and operation changes to an organization, a strong business case is required. This business case must address which of the following?

- ⑩ Revenue distribution
- ⑩ Costs and Returns on Investment
- ⑩ Contracts
- ⑩ Materials

## Sample Questions (continued)

Achieving alignment across the top levels of an organization is which of the following?

- Ⓐ Crucial and easy to accomplish
- Ⓑ Crucial and not always easy to do
- Ⓒ Crucial and never done
- Ⓓ Crucial and never attempted

Which of the following BEST defines "organizational culture"?

- Ⓐ A pattern of shared basic assumptions.
- Ⓑ The multicultural languages shared among people working within a company.
- Ⓒ The practice of creating a project within a company.
- Ⓓ The way culture is clearly defined and orchestrated in certain regions of the world.

# Appendix

# Team Development Stages (Tuckman)

**Forming:** most team members are positive & polite, some may be anxious, while others are excited by the task ahead. Leader/ facilitator is dominant role at this stage, because GRPI has not yet been done.

**Storming:** people push boundaries; many teams fail at this stage. Conflict between natural working styles, lack of process clarity (HOW things are being done), or disagreement over approach can derail.

**Norming:** people begin to resolve differences, appreciate strengths of others, and respect leader's authority. Constructive feedback may happen; people commit to the team goal. Can be prolonged overlap between Storming & Norming.

**Performing:** work leads, without friction, to achievement of team goals. Leader may delegate much of the work. Easy to be part of the team now.

# Change Acceleration

Monday, October 5, 2020





Increase understanding of the best tools & techniques to help drive change



Understand what it takes to drive change



Be aware that not all projects require this level of preparation & forethought. It is mainly for larger projects which involve a high degree of change in people/ culture, process, and/or tools. Good candidates include:

Cycle Time Reduction/ Workforce Utilization

Integrating Business Strategies

Risk Management

New Product Introduction

Technology Effectiveness

Re-organization

Re-engineering



Articulate the value in clearly defining Scope, Goals, & Roles

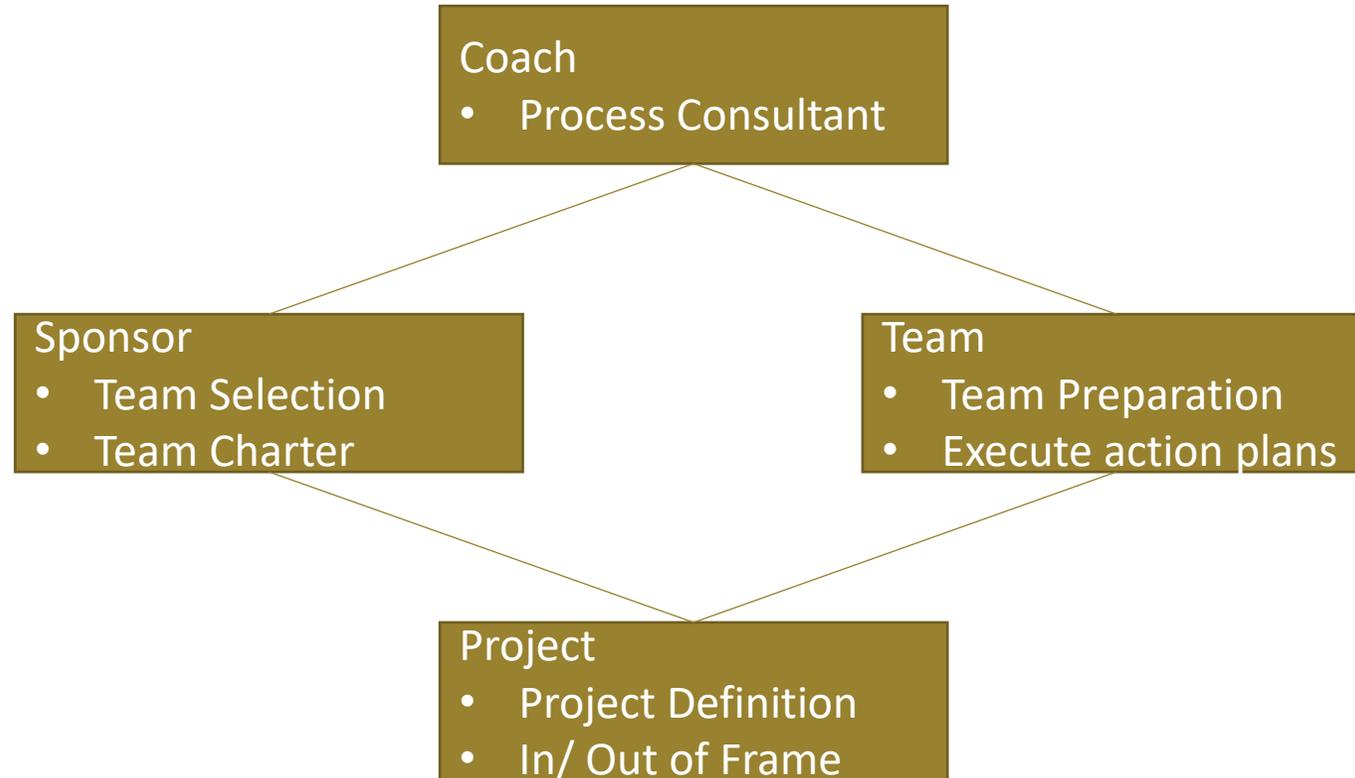
Technical Strategy  
(Quality)

Cultural Strategy  
(Acceptance)



Change initiative  
focused on  
Customer Needs  
(Target)

The Challenge: Do It With Speed



### Coach/ Process Consultant

- Provide help
- Diagnose/ better understand what is happening
- Build an intervention team to work on the problem

### Team

- Key stakeholders + individual contributors critical to completing the projects
- Avoid silos: be process, not function, based
- “Slice” the org: plant manager, supervisors, shop floor
- Complementary skills & expertise, not availability
- People willing to make investment necessary to participate fully
- Knows the “hidden leaders” & how to obtain their support

### Sponsor

- Identify in-scope processes/ problems
- Explain why they matter to the organization
- Requirements & boundaries
- Reporting relationship to the Sponsor
- Define authority & decision making carried by the team
- On what issues is team expected to consult Sponsor/ Steering Committee?
- Agree on deliverables; milestones; timelines
- Accountability: how is team measured?

Tools:  
GRPI →  
Team  
Formation



	Project Phase		
Key Stakeholders	Startup/ Planning	Implementation	Evaluation

List people on the left  
Then assign them to:

- A: Approval
- R: Resource
- M: Member
- I: Interested party

- A: Approval of team decisions outside their charter/ authority (sponsor, business leader)
- R: Resource to team; expertise, skills, “clout” needed on ad hoc basis
- M: Member of team with authority & boundary of charter in mind
- I: Interested party, who needs to be kept informed of direction, findings; support may be needed at a later time

RACI is another model,  
equally useful to ARMI

### Scope

- Timing
- Organizations involved
- Processes involved
- Levels involved

### Goals

- Results/ Target for project
- Measurements of success

### Roles

- Who should be on project team?
- What is each person's role?

## Project Definition Process Check

Given our team goals & charter ...

- Are we the RIGHT GROUP for this project?
- If NOT:
  - **Who** do we involve?
  - **How** do we involve?

## Project Definition Tools

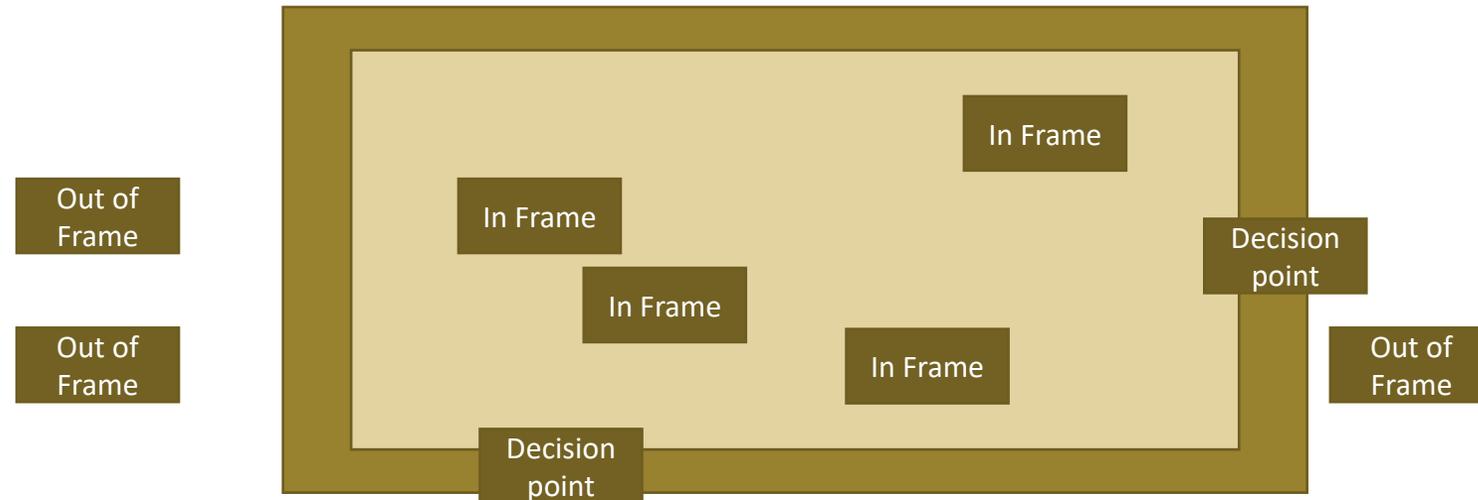
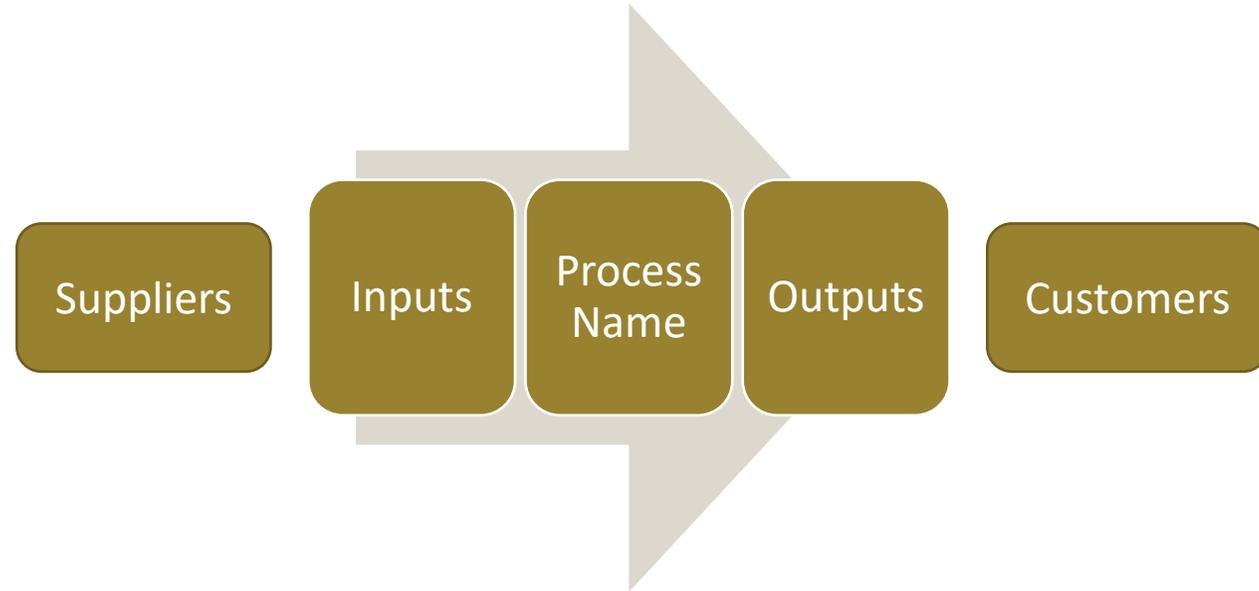
1. Bounding Tools
  - Includes/ Excludes
  - Process (SIPOC)
  - In/ Out of Frame
2. Alignment Test: do we all have the same meaning?
  - 15 words
  - Critical success factors
3. Significance Tests
  - On the screen

# Bounding Tools: 3 options

Includes	Excludes
	What
	Who
	Where

## Brainstorming

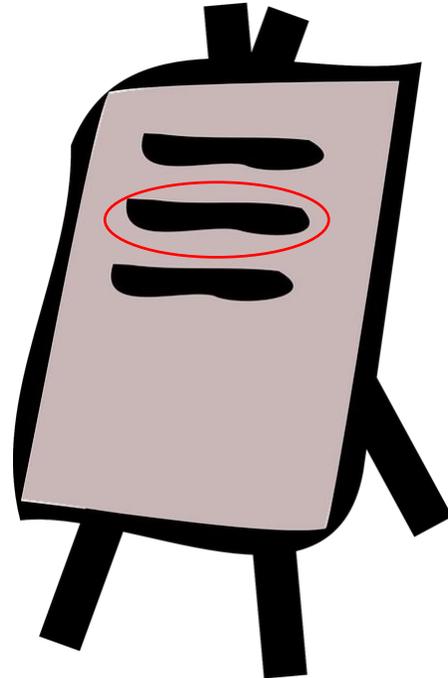
- Do 1 “side” first
- Do them separately
- Do this with the experts
- Builds alignment



## 15 Words Flip Chart

Each team member is given a flip chart page & marker.

- Write, in 15 words or less, the project definition
- Post all & check for agreement
- Double check fuzzy words by circling them & asking “What does it look like?” or “How will we know when we have it?”



## Critical Success Factors (CSF), Milestones, or End Results

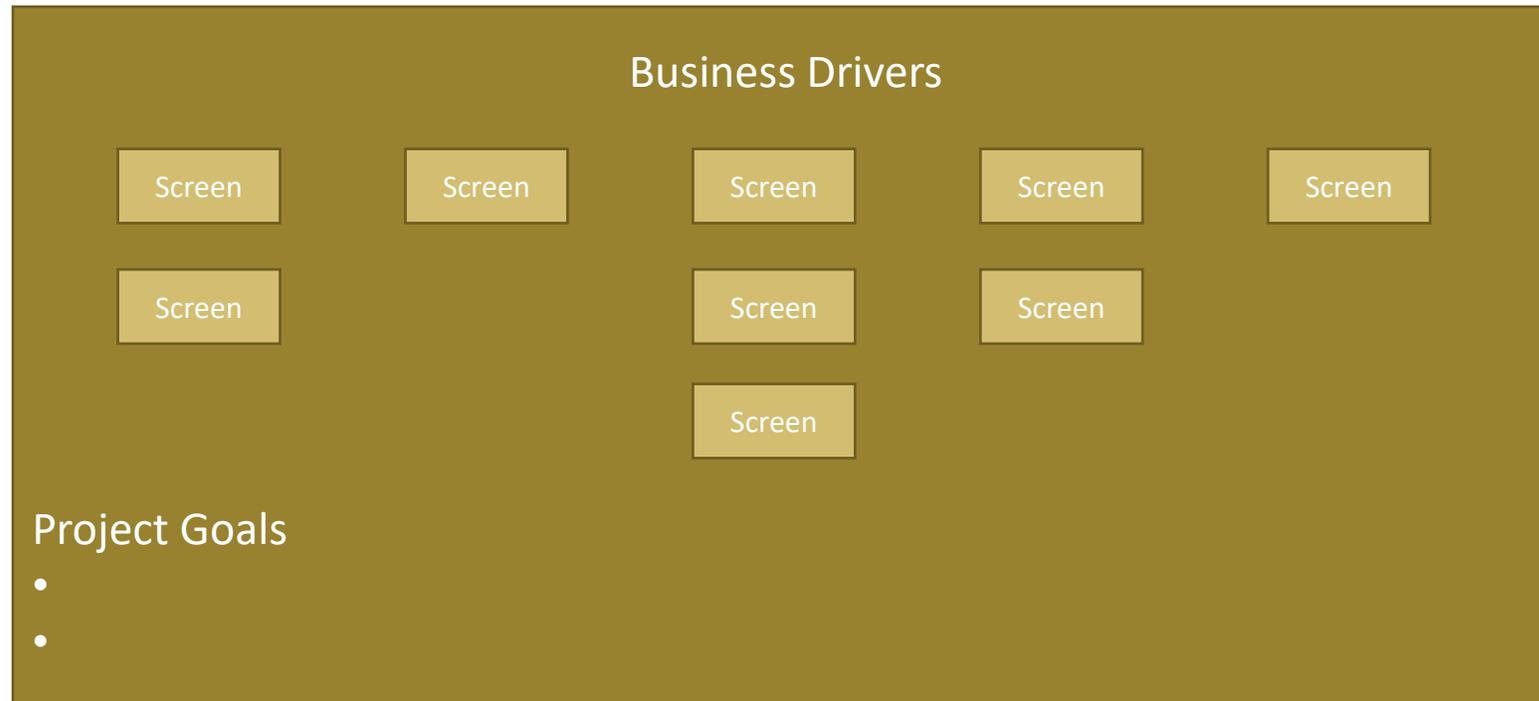
Write the project name as a header card & ask group to brainstorm, on cards, the 5 CSFs or indicators of success (Milestones, Indicators of progress, Must Dos, Must Haves, Key measurements met, Critical Persons support, etc.)

If they can reach general agreement on these, then chances are good they are aligned on the piece of work to be done



What are the business drivers that are the screen by which this project will be judged?

- Does the project meet the “AND” test? That is, what significant business imperatives/ issues will this project impact?
- How does this project enable business transformation to be achieved and improve their change/ leadership skills and personal development and learn how to accelerate change?



## A “Fix It” Problem

- No organizational transformation in process or culture is required

## Disguising short-term cost cutting as transformation

### Sponsor already has “the answer”

- Team has been formed but the sponsor is not looking to empower the team for solutions in either the goal or approach

### Team is made up of “problem” managers

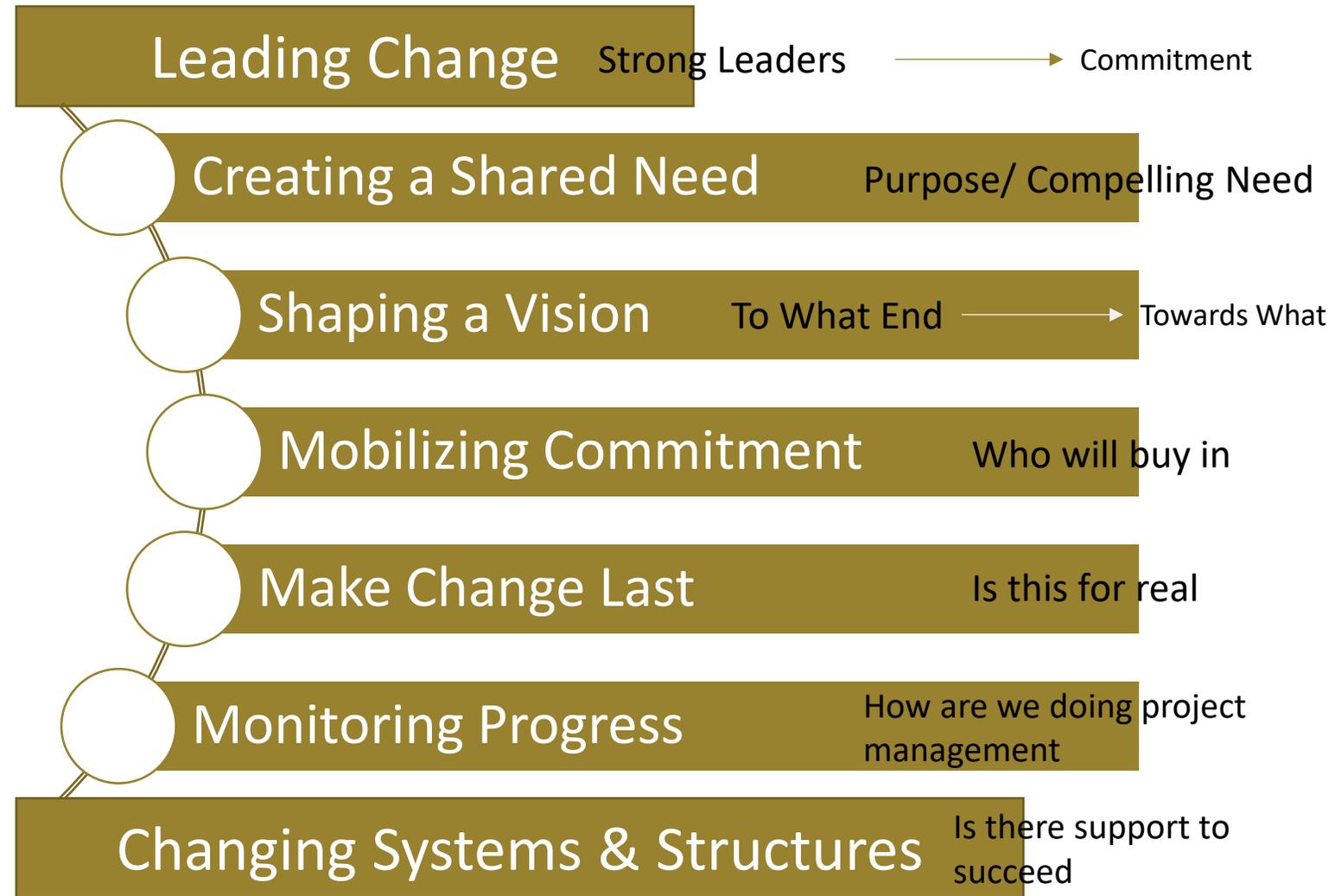
- The change process is being used as a strategy to fix management style vs. lead a significant change effort & develop leadership

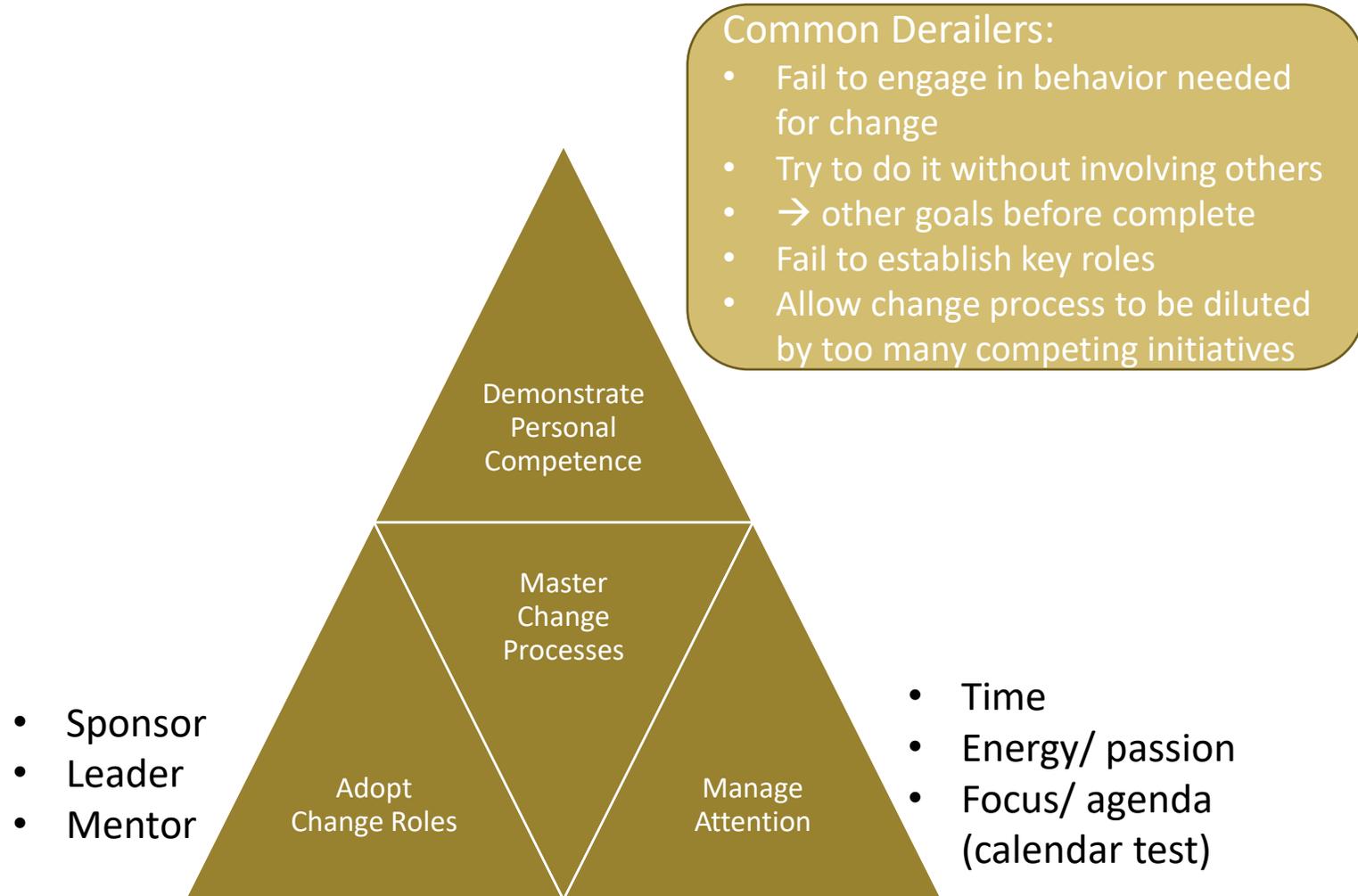
### Project seen as cast in concrete

- Change project is not anticipated or expected to evolve (the goal, scope, approach) as the process unfolds

### Project is beyond business “norms”

- Project breadth, measurability or time horizon are well beyond the patience of change in the business culture or support of the sponsor





### Creating a Shared Need

- Fail to check for alignment & therefore don't build true consensus
- Assume the need for change is obvious
- Fail to frame the need for change in a meaningful way
- Assume that when others fail to appreciate the need for change it's "their" problem
- Fail to search beneath the surface for root causes
- Underestimate the resistance to change

Avoiding these pitfalls early on in the change initiative saves valuable time & effort later on

### Shaping a Vision

- Everyone has their own vision, and no effort is made to gain alignment
- Vision statements remain at such a "lofty" level that no one pushes back
- Vision changes too often, or is so rigid that others feel excluded
- Vision fails to reflect the interests and needs of customers and/or key suppliers
- Vision is too complex to be easily understood or translated into day to day behaviors
- A strong link between the Need for Change and the Vision of the desired state is missing or vague

Visions impel us to change as we are attracted to the desired state



Each team member gets 3 cards



Each person writes 1 idea per card in response to the following question:

*What do we (Company) want to be known for by our customers?*



Collect cards



Separate into common piles



Test: 75% of cards should be in one of 3 common piles

## ▪ Resistance Analysis

Key Constituent	Reasons for Resisting Change	Level of Resistance (H/M/L)	Strategy for Dealing with Resistance

## ▪ Resistances to Change

Source of Resistance	Definition/ Causes of Resistance	Rating	Overcoming
Technical	<ul style="list-style-type: none"> <li>Habit &amp; inertia</li> <li>Difficulty learning new skills</li> <li>Sunk costs</li> <li>Lack of skills</li> </ul>	(Divide 100 points by how often	<ul style="list-style-type: none"> <li>Do an Alignment test for systems &amp; structures</li> <li>Provide training &amp; education</li> <li>Provide coaches, tools/ job aids</li> <li>Run pilots/ site visits to demonstrate</li> </ul>
Political	<ul style="list-style-type: none"> <li>Threats to “old guard”</li> <li>Relationships</li> <li>Power/ authority imbalance</li> <li>Self-preservation</li> </ul>	this type exists in your	<ul style="list-style-type: none"> <li>Political map to understand influence patterns</li> <li>Provide safe exits and/ or alternate job designs</li> <li>News measures &amp; rewards → customer driven</li> <li>Clarify roles &amp; responsibilities + accountabilities</li> </ul>
Cultural	<ul style="list-style-type: none"> <li>Selective perception</li> <li>Locked into old mindset</li> <li>Afraid of letting go</li> </ul>	business; Total = 100)	<ul style="list-style-type: none"> <li>Culture audit: what beliefs drive us?</li> <li>Articulate desired mindset &amp; gaps</li> <li>Make known important core values held constant</li> </ul>



Why does it matter?



Successful, sustained change is difficult to achieve without attention from the entire team



Every change initiative will compete for time, resources & attention



We often spend most available time on launch rather than its institutionalization



What do we want to see?



Consistent, visible, tangible reinforcement or the initiative



Integration of the new initiative with ongoing work patterns



Changes to the organizational systems & structures that help make the change a natural part of individual & team behavior

## Potential Pitfalls

- Underestimating the time
- Unexpected problems
- Poorly coordinated activities
- Competing distractions
- Inadequate skills/ capabilities of employees
- Lack of support for the initiative
- Unclear goals & objectives
- Lack of involvement of Change Targets
- Dismissing complaints outright
- Uncontrollable externalities (Life Happens)

To avoid pitfalls, initiatives must be a series of commitments instead of “assignments”



Why does it matter?



An accurate measurement of the initiative provides focus, direction & momentum



Corrective action can only occur when you know if you are off track



Enhances your ability to reward key events & milestones, which builds momentum & commitment



What do we want to see?



Agreement & understanding on what the change effort will produce, in measurable & observable terms



Baseline data & milestone results of the initiative tracked & widely shared



Increasing momentum as people begin to see progress & results are being realized

## Potential Pitfalls

- Seek results too soon & fail to look for long term indicators of progress
- Assume all stakeholders know how things are going & fail to keep them informed
- Measure only against internal issues or goals, forgetting that customers are often impacted by the initiative
- Don't see how the change project is connected to other initiatives and fail to measure impact
- Think some things are too "soft" to measure, so only look at "hard" indicators of progress
- Imply get too busy to track & communicate progress



Staffing

How we acquire/ place talent



Development

How we build competence/ capability



Measurements

How we track performance



Rewards

How we recognize & reward desired behavior



Communication

How we use information to build & sustain momentum



Designing Organizations

How we organize to support the change initiative



Information Systems

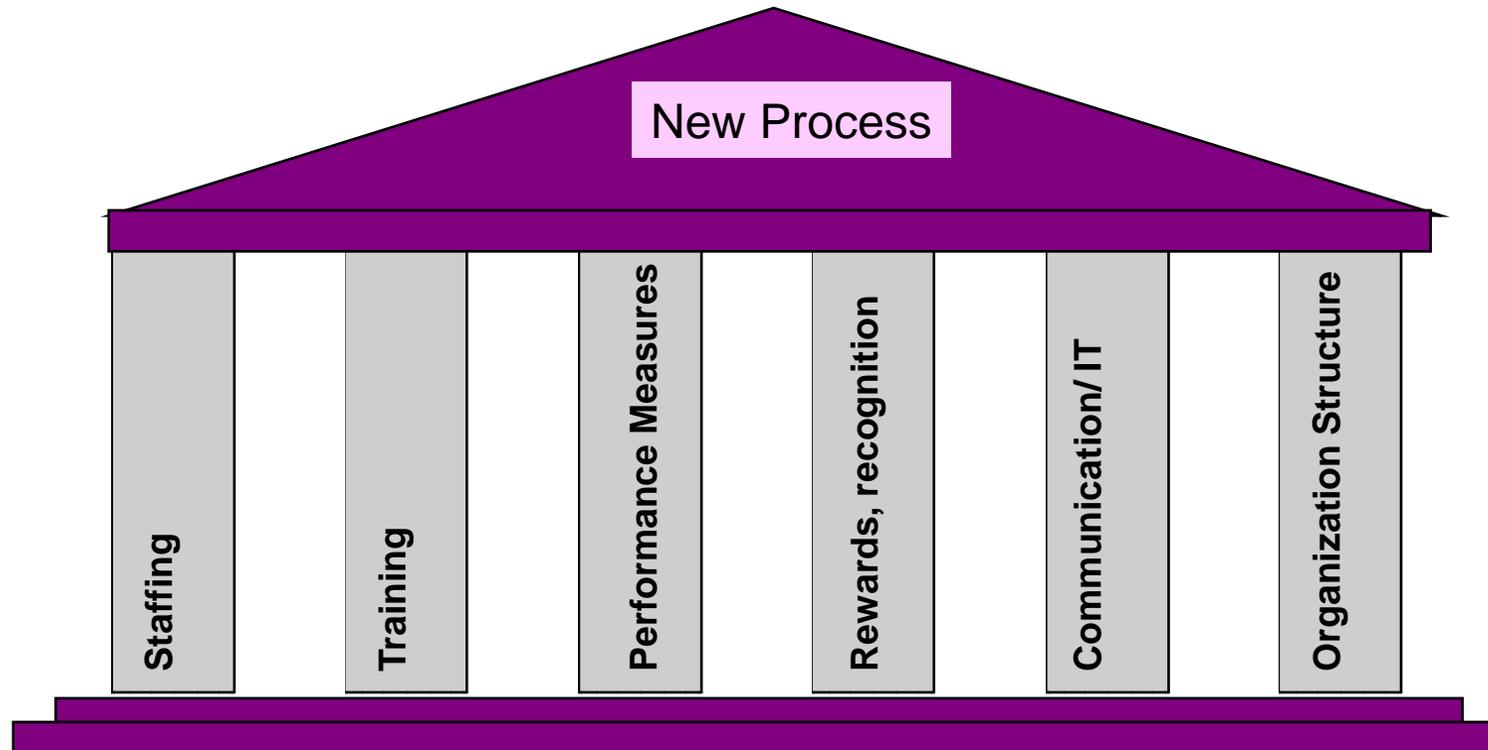
Tools we need to be successful



- It is not enough to simply announce the new process change and expect that it will happen automatically. A new, improved process does not exist in a vacuum. New habits and behaviours need to be learned.

- This may involve training and orientation on the new process and procedures. The changes may necessitate a change in how people are organized or supervised. People may need to be co-located, or have their reporting relationships changed. Job roles may have to change and consequently we may need to change how we measure and reward people.

- All this adds time and cost to the project. Therefore, it is important to assess early on the likely impacts of the project on these enabling processes. An early assessment may tell us if a new stakeholder will be impacted, or who else we may need to add to the team as a resource or consultant.



It is not enough to simply announce the changes and “go operational”. In addition to the business process that is being changed, there are a number of additional processes that may need changing or adding in order to support or enable to new business process to work.

These processes include appropriate training, documentation, information systems support, as well as possibly changing how people are measured and rewarded.