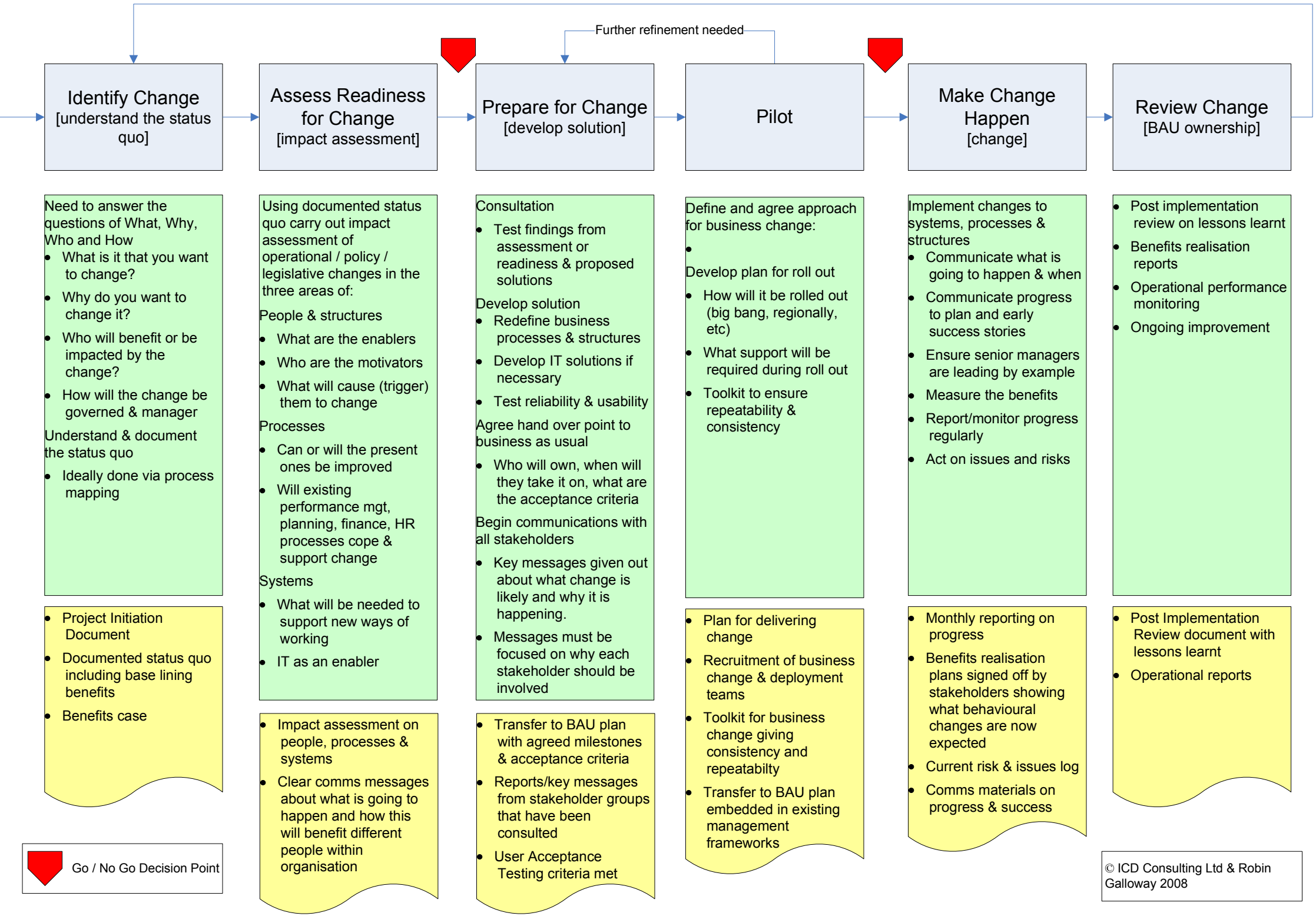
Further refinement needed
Identify Change
[understand the status quo]
Assess Readiness for Change
[impact assessment]
Prepare for Change
[develop solution]
Pilot
Make Change Happen
[change]
Review Change
[BAU ownership]
Need to answer the questions of What, Why, Who and How
What is it that you want to change?
Why do you want to change it?
Who will benefit or be impacted by the change?
How will the change be governed & manager
Understand & document the status quo
Ideally done via process mapping
Project Initiation Document
Documented status quo including base lining benefits
Benefits case
Using documented status quo carry out impact assessment of operational / policy / legislative changes in the three areas of:
People & structures
What are the enablers
Who are the motivators
What will cause (trigger) them to change
Processes
Can or will the present ones be improved
Will existing performance mgt, planning, finance, HR processes cope & support change
Systems
What will be needed to support new ways of working
IT as an enabler
Impact assessment on people, processes & systems
Clear comms messages about what is going to happen and how this will benefit different people within organisation
Consultation
Test findings from assessment or readiness & proposed solutions
Develop solution
Redefine business processes & structures
Develop IT solutions if necessary
Test reliability & usability
Agree hand over point to business as usual
Who will own, when will they take it on, what are the acceptance criteria
Begin communications with all stakeholders
Key messages given out about what change is likely and why it is happening.
Messages must be focused on why each stakeholder should be involved
Transfer to BAU plan with agreed milestones & acceptance criteria
Reports/key messages from stakeholder groups that have been consulted
User Acceptance Testing criteria met
Define and agree approach for business change:
Develop plan for roll out
How will it be rolled out (big bang, regionally, etc)
What support will be required during roll out
Toolkit to ensure repeatability & consistency
Plan for delivering change
Recruitment of business change & deployment teams
Toolkit for business change giving consistency and repeatabilty
Transfer to BAU plan embedded in existing management frameworks
Implement changes to systems, processes & structures
Communicate what is going to happen & when
Communicate progress to plan and early success stories
Ensure senior managers are leading by example
Measure the benefits
Report/monitor progress regularly
Act on issues and risks
Monthly reporting on progress
Benefits realisation plans signed off by stakeholders showing what behavioural changes are now expected
Current risk & issues log
Comms materials on progress & success
Post implementation review on lessons learnt
Benefits realisation reports
Operational performance monitoring
Ongoing improvement
Post Implementation Review document with lessons learnt
Operational reports
Go / No Go Decision Point
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