

Integrating  
people, knowledge and technology  
in processes

**Professor Ashley Braganza**

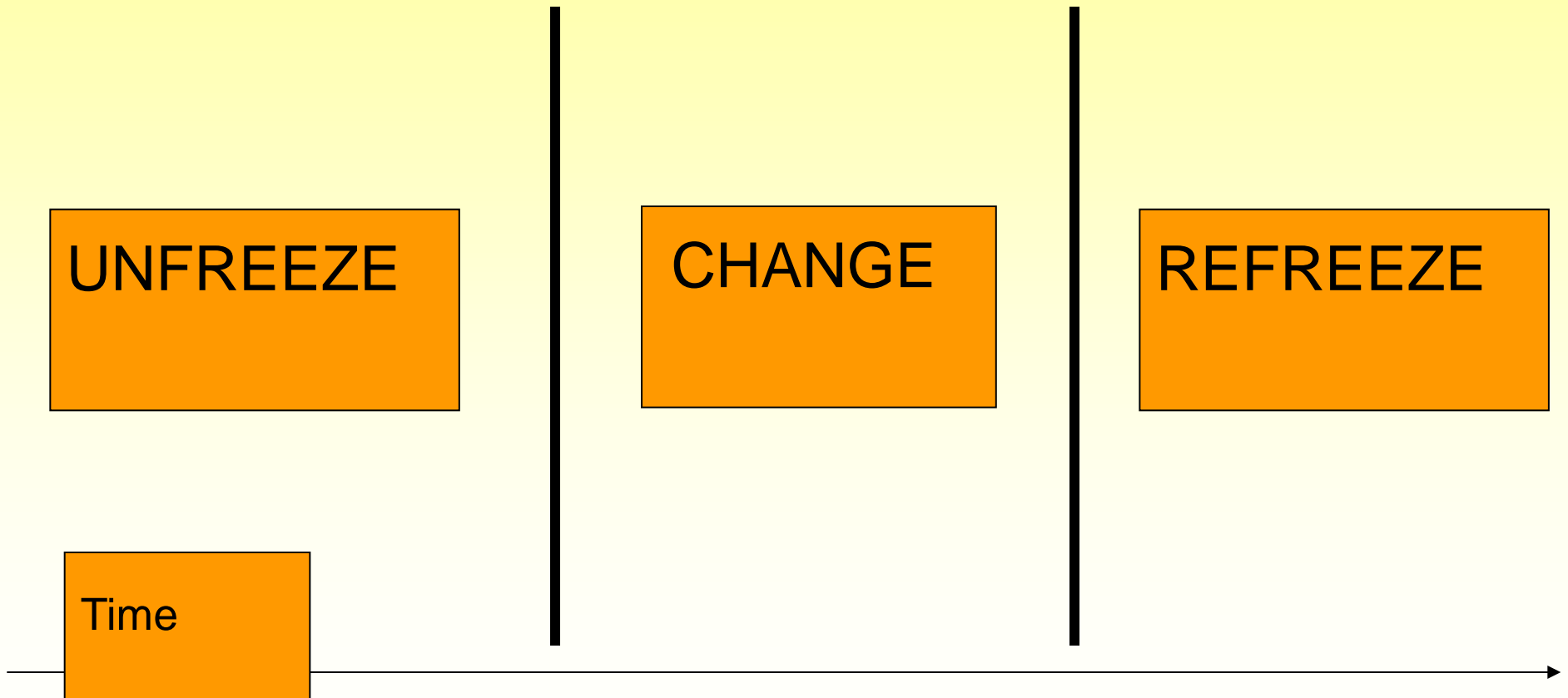
E: [ashley.braganza@brunel.ac.uk](mailto:ashley.braganza@brunel.ac.uk)

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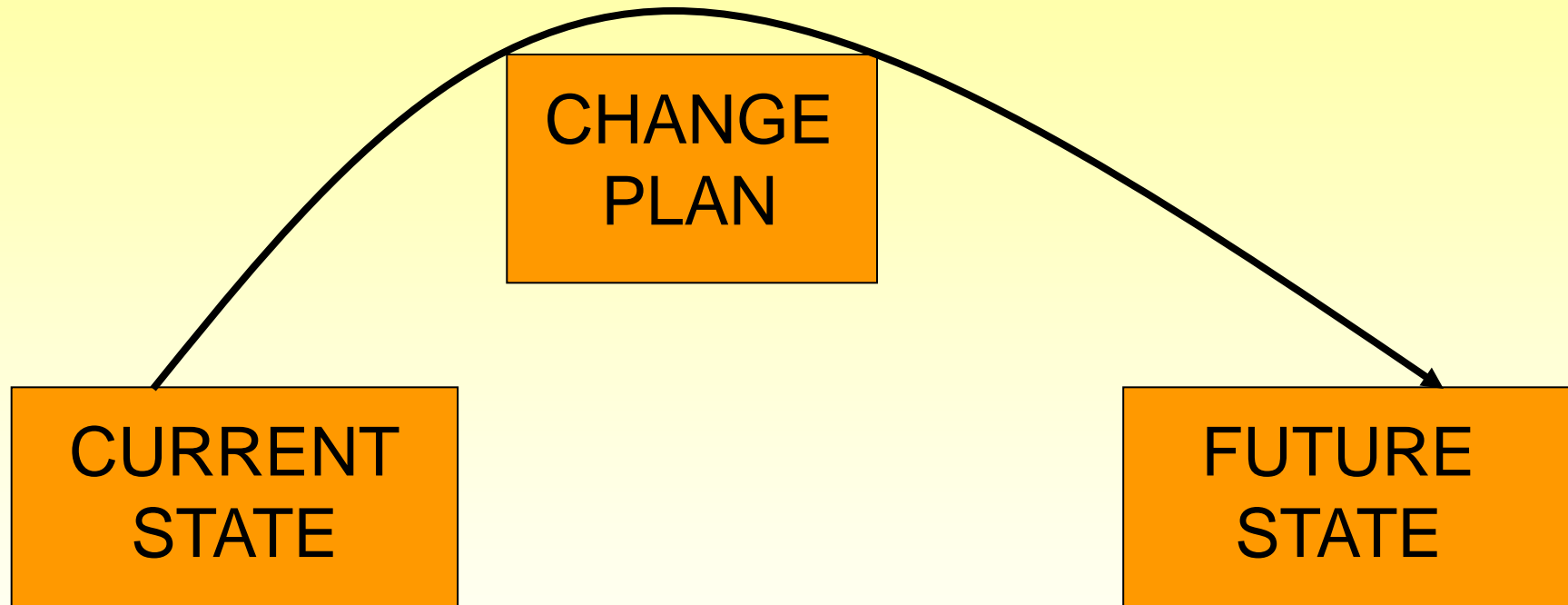
20<sup>th</sup> March 2013

Manchester

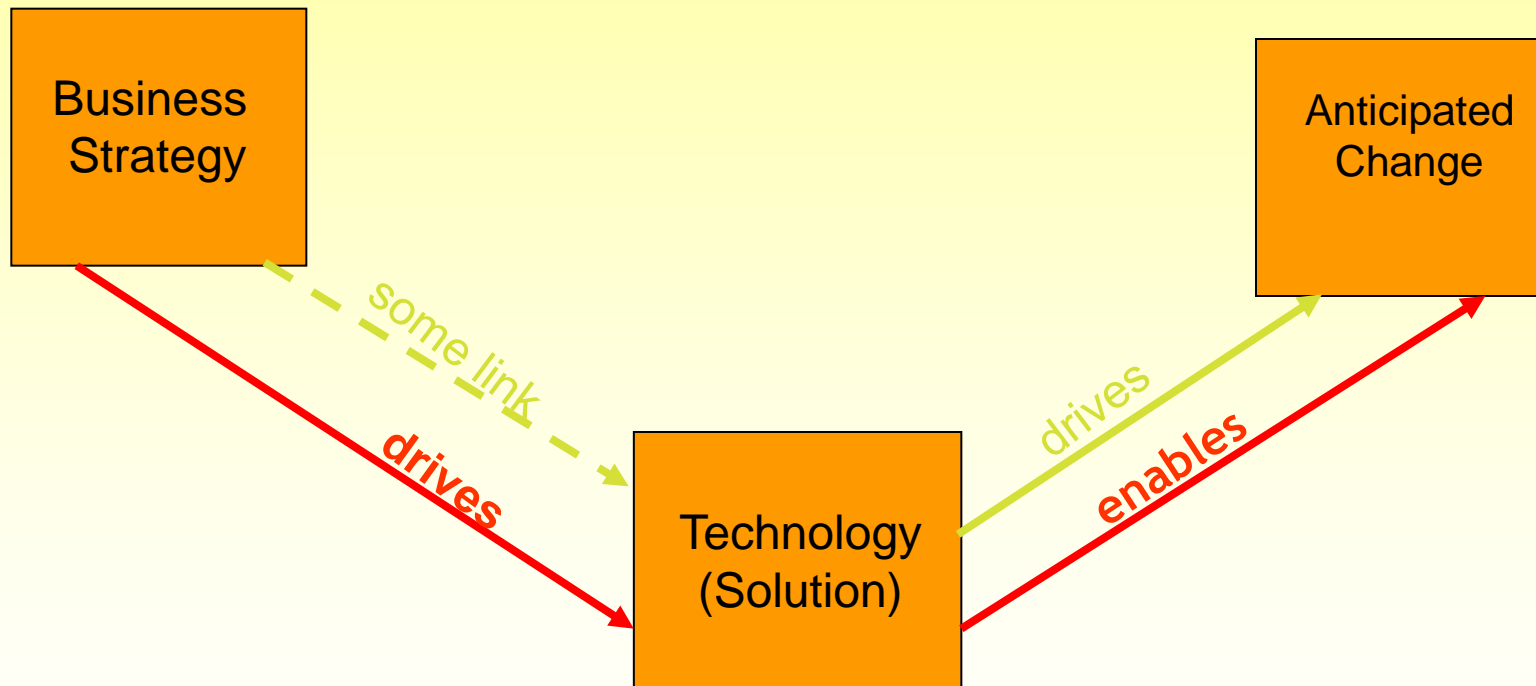
# Freeze / Unfreeze model



# Current - Future state model



# Technology 'enabled' change



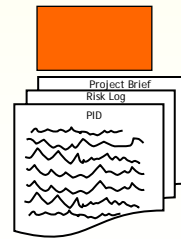
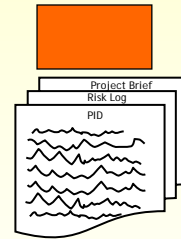
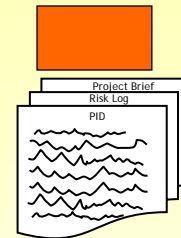
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# An Overview of the Athena Framework

# The genesis of change projects

## Projects



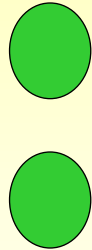
## Business Results



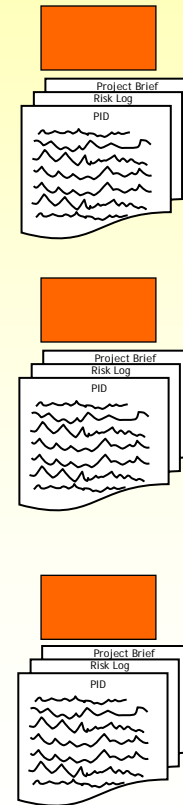
# The justification of projects

Leap of Faith

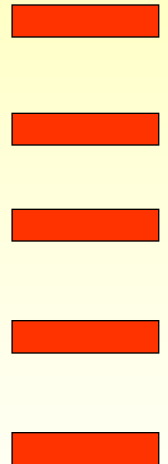
Business Objectives



Projects



Business Results





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# The Athena Framework for Change Management

have influence on



expressed by



determined by



defined from



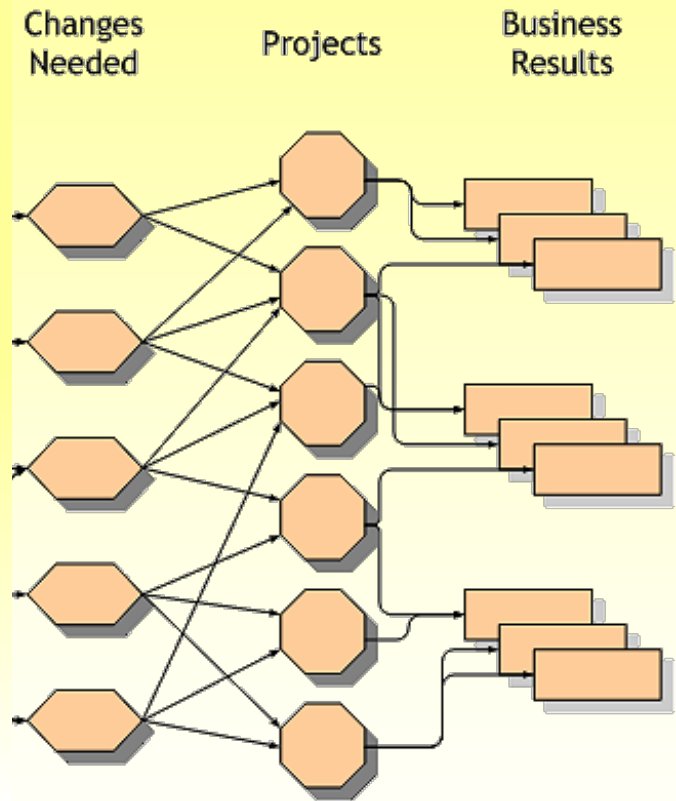
identified from



make the



produced by



Analysis

# The Athena Framework for Change Management

have influence on



expressed by



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defined from



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produced by

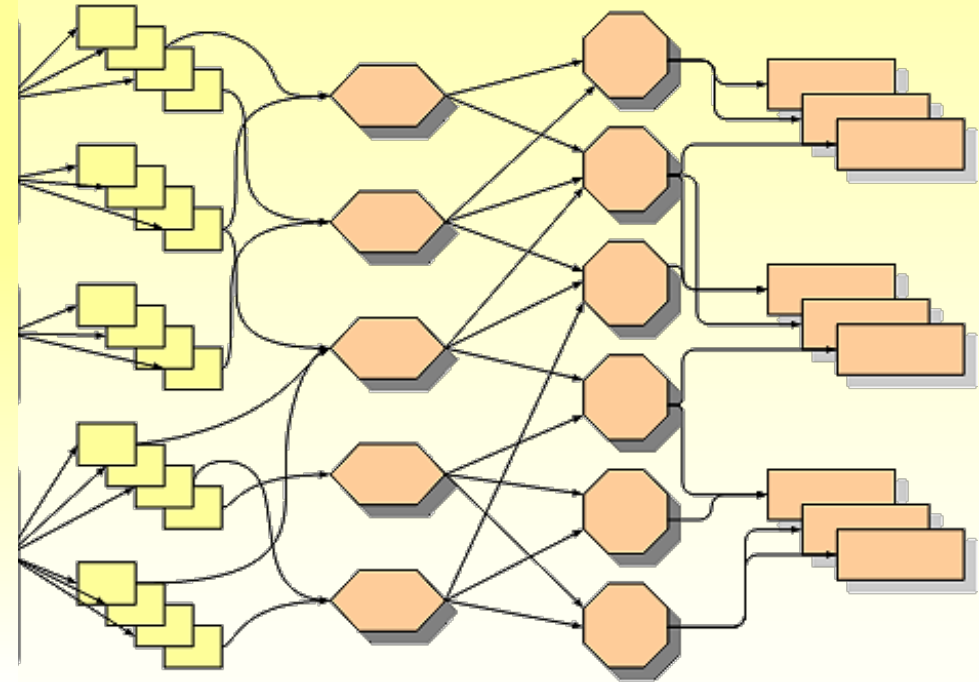


'Should Be'  
Activities

Changes  
Needed

Projects

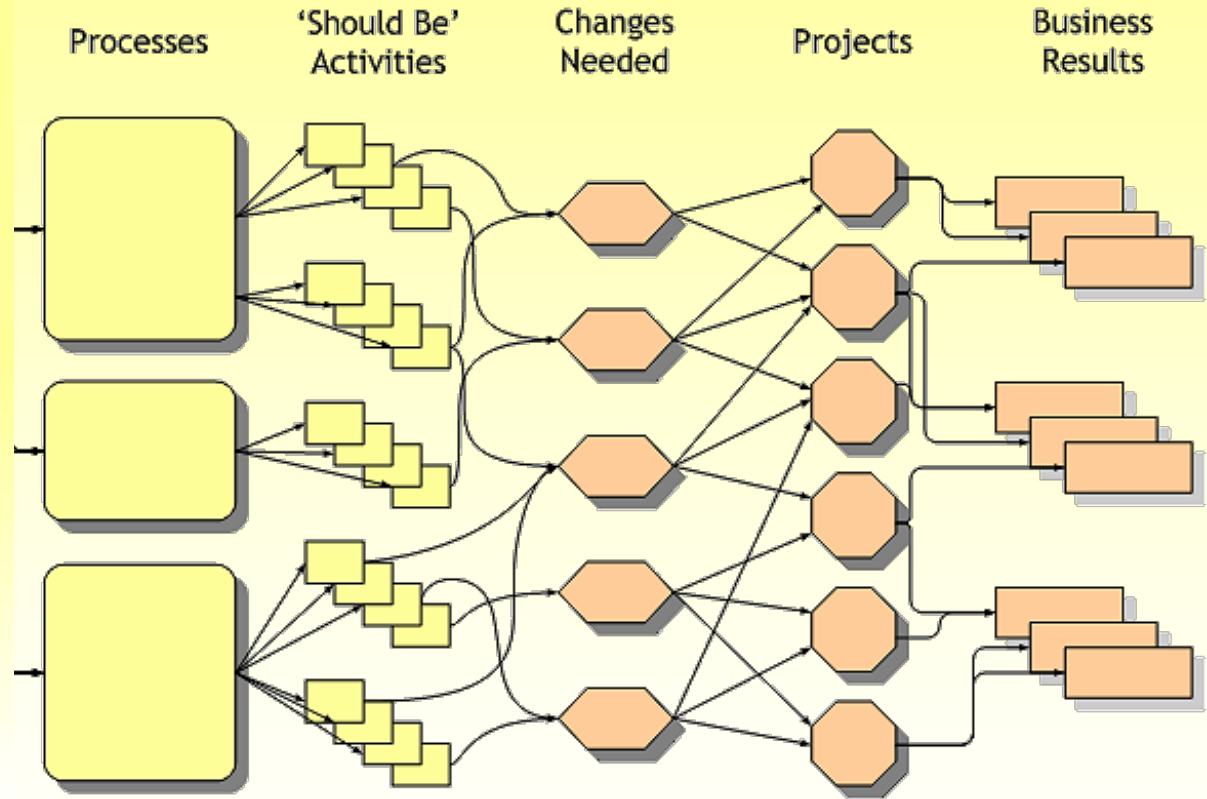
Business  
Results



Analysis

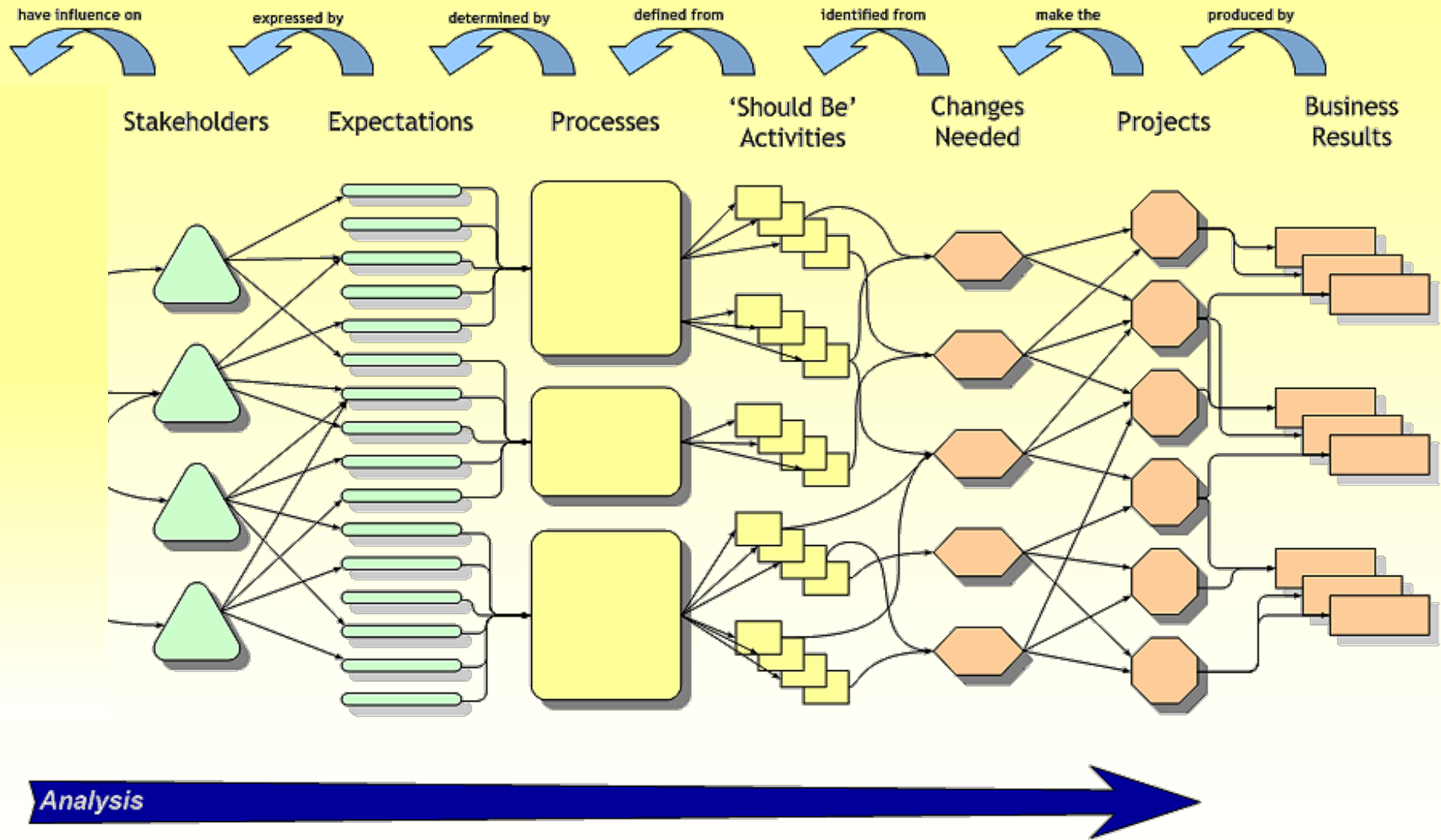


# The Athena Framework for Change Management

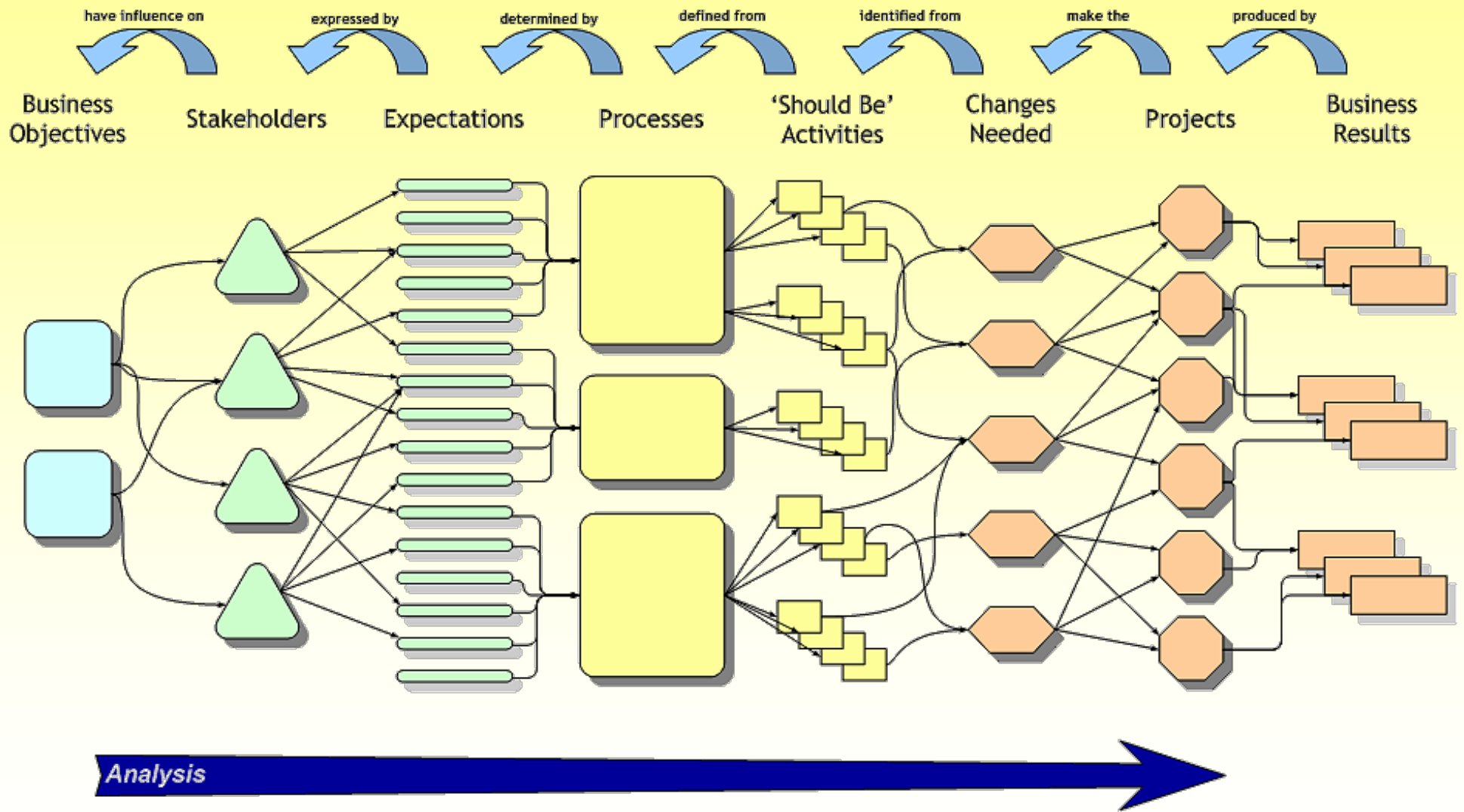


Analysis

# The Athena Framework for Change Management

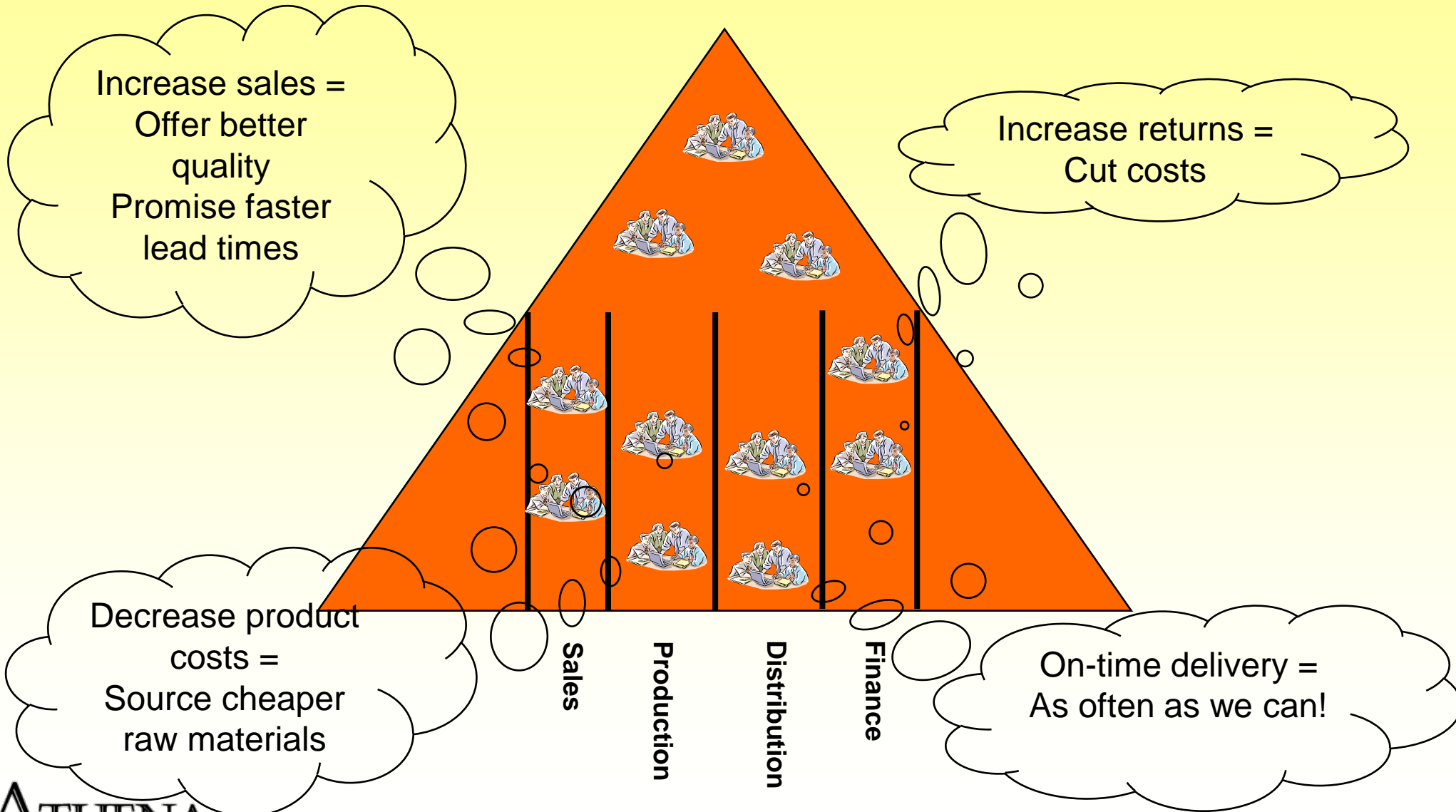


# The Athena Framework for Change Management



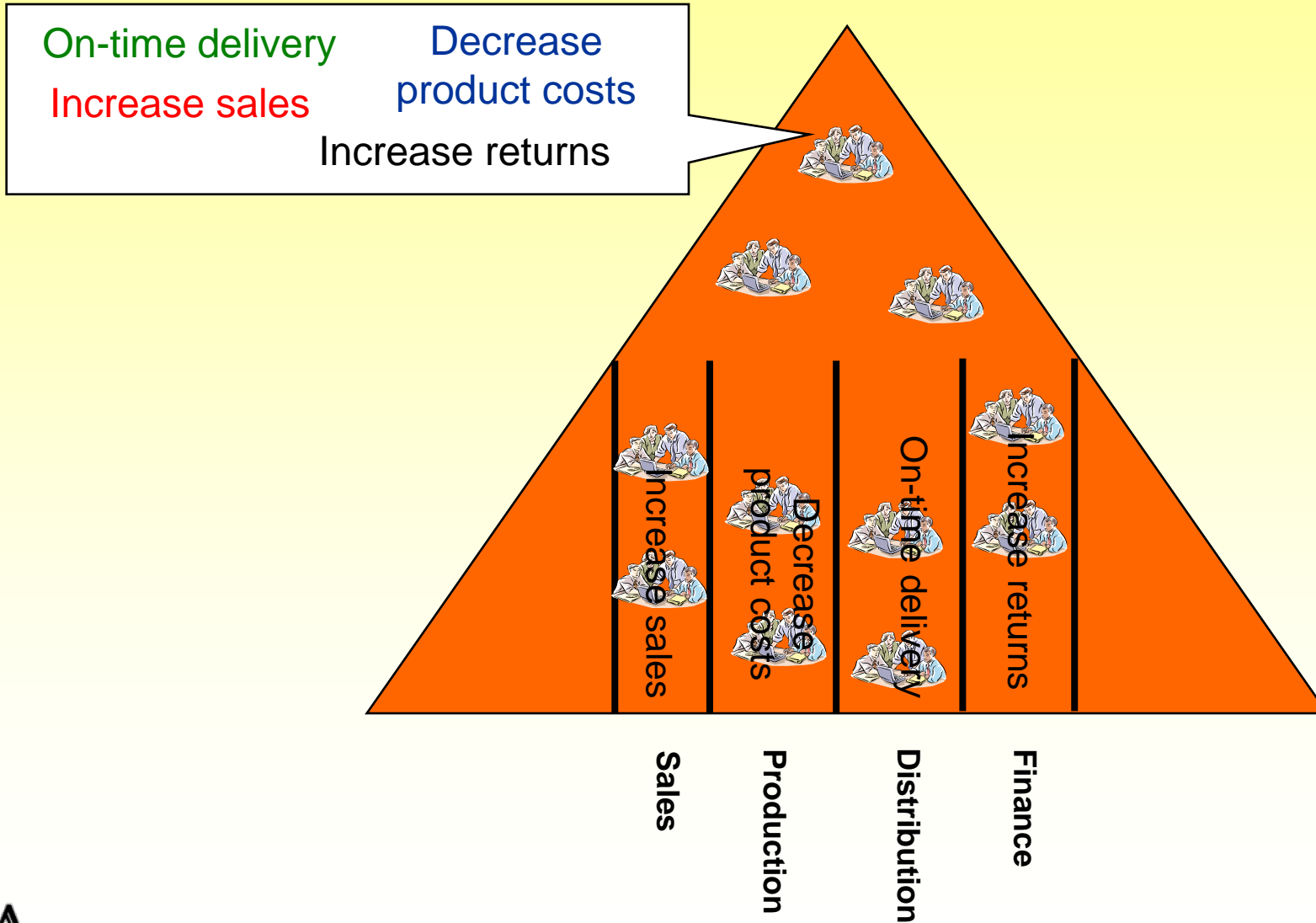
# Integrating people

# Interpreting business objectives



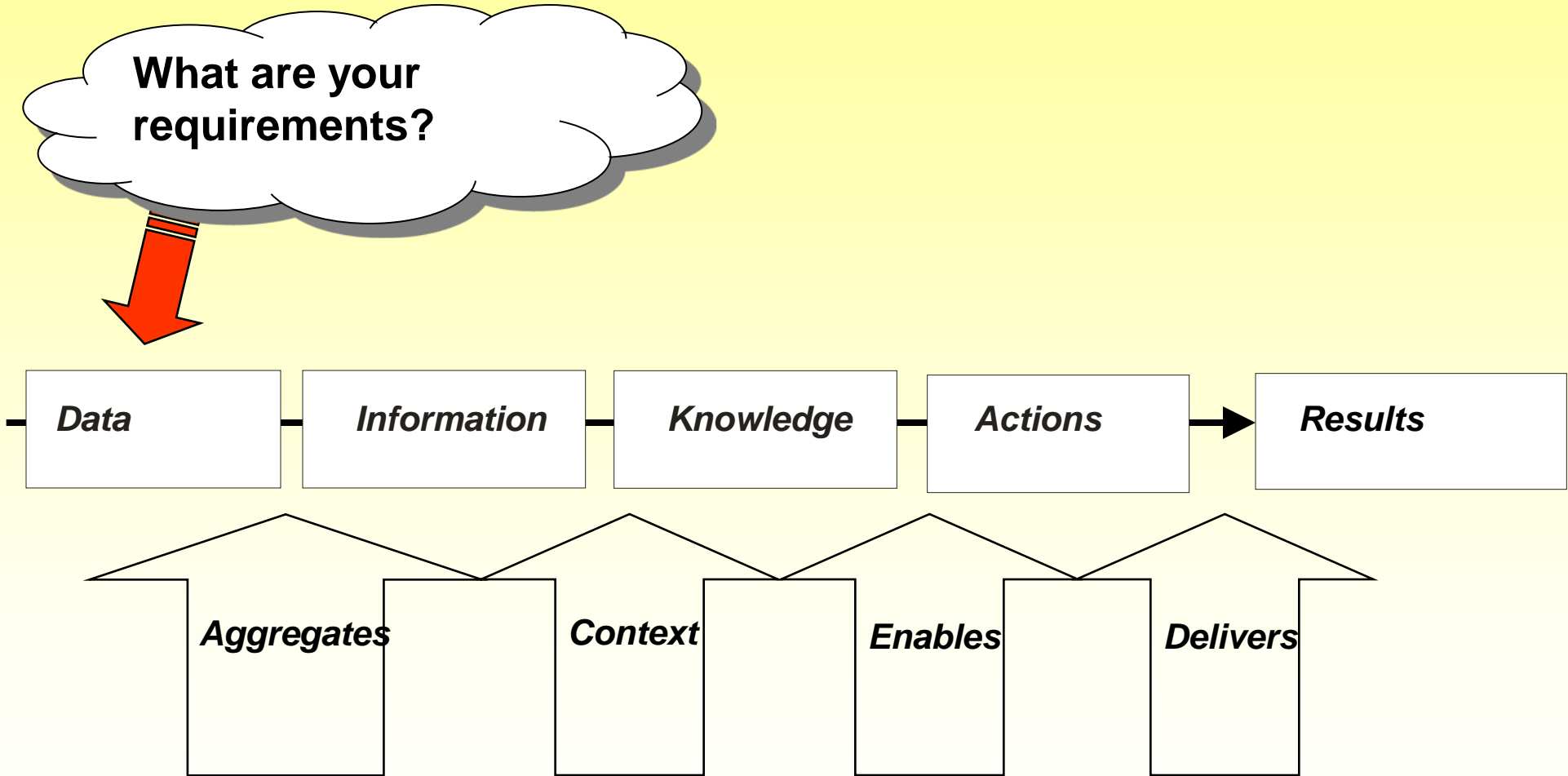


# Set joint and several responsibility for business objectives

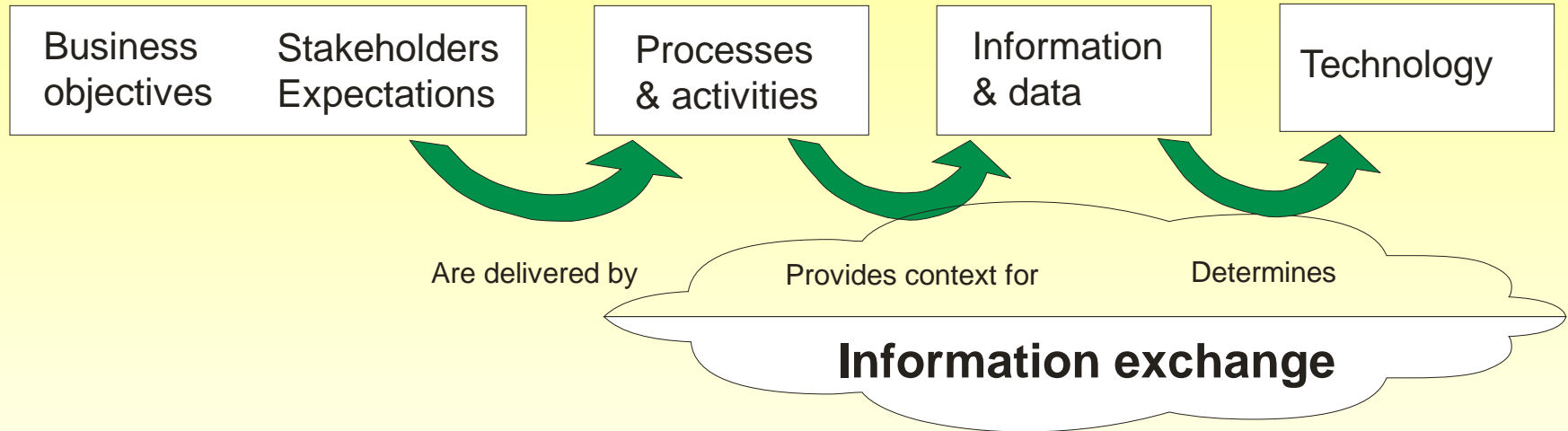


# Integrating knowledge

# Supply-side view of knowledge



# Demand-side view of information



**Ways in which organisations identify, create, collect, store, transfer, retrieve, and dispose of the information and data required by a person(s) or system(s) to operationalise activities in a process**

# Integrating technology

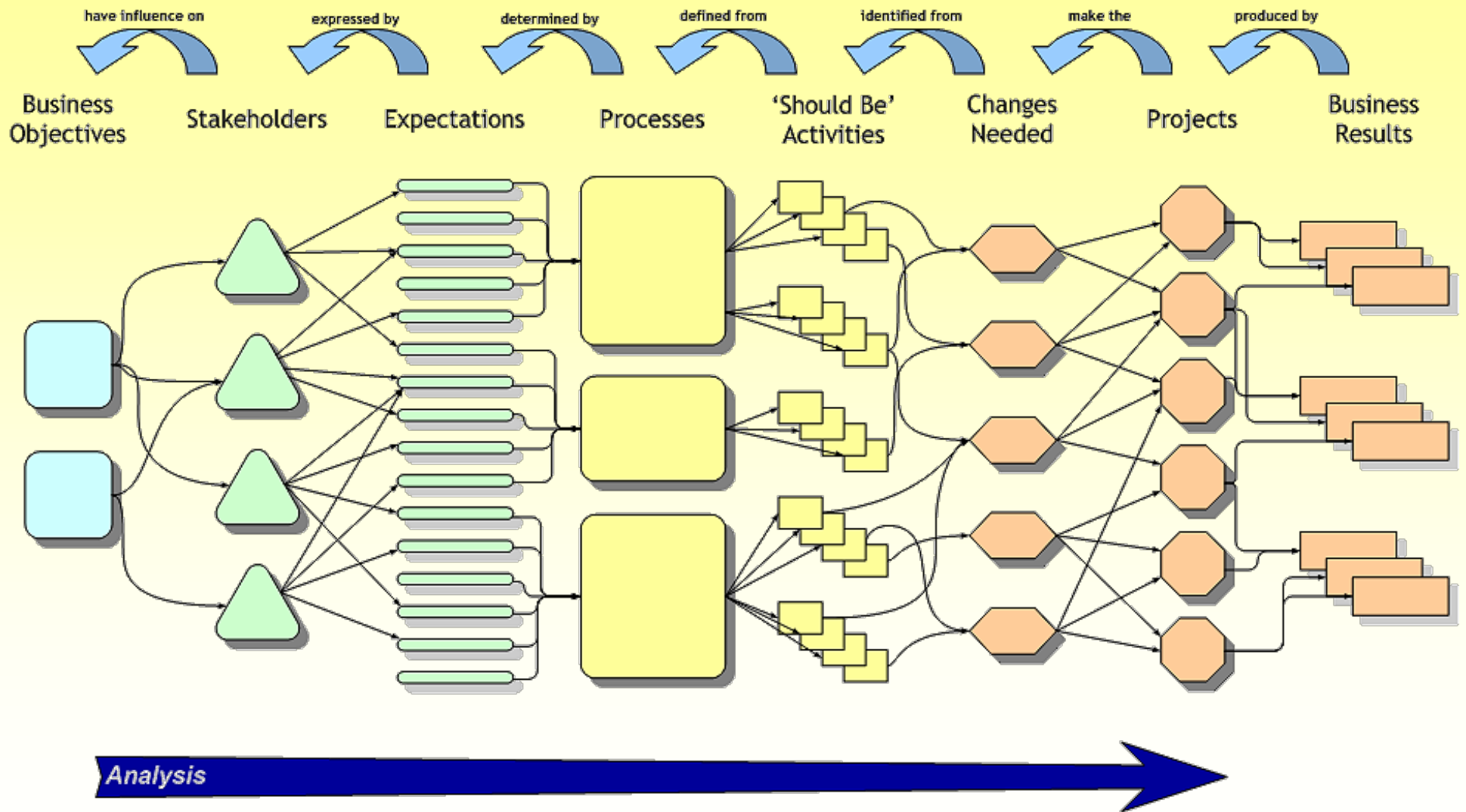
# Syndicate group work

- In your group, select one organisation and:
  1. Identify two activities that should be undertaken
  2. Create an interdependency chart which sets out the people who are Responsible and Accountable for those activities
  3. Identify the information needed to operationalise the activities by creating an information matrix for the activities
  4. Suggest existing and new technologies required to enable information and knowledge to be shared

Work on flip charts please!

# Report Back

# The Athena Framework for Change Management





*Thank you!*



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