The Seven Secrets of Successful Change

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We provide consultancy services to clients on the development and implementation of effective ITIL-aligned IT service management disciplines, underpinning processes, tools and organisation design.

Philip Crosby said "*If anything is certain, it is that change is certain. The world we are planning for today will not exist in this form tomorrow***"**

Charles Darwin showed great insight… *'It is not the strongest species that survive, nor the most intelligent: it is the one most adaptable to change*

In the world of business, change is the shifting or transformation of people, organisations, technology and practices from a current state to a desired future state. Change is everywhere, change is a constant. This is particularly true in the world of IT

We call this…

- Evolution

- Transformation

- Transition

- Revolution

- Adoption

- Adaptation

- Migration

- Consolidation

- Implementation

- Deployment

But they are all about change…

For IT Service Management, we use "ITIL" Change Management to understand, mitigate and control the potential impact of (mainly) technology changes on the services we deliver to our customers

The broader context of "Organisational Change" includes a number of critical factors and disciplines that can often be overlooked by a purely "IT Service Management" approach, which ultimately determine the success or failure of a change programme.

- Change of mission
- Change of strategy
- Change of policy
- Organisational change
- Cultural change
- Operational changes
- Technological changes

Change is everywhere, change is a constant…The seven secrets

Conclusion…*Change is everywhere, change is a constant and yet we know that change is tough. In fact, analysis has shown that only 20-35% of change programmes are successful.*

- Poor change control, leading to risk of impacting existing services
- Poor planning and failure to follow plans
- Unjustified optimism
- Inadequate or poor advocacy
- Ineffective communication
- Incomplete stakeholder buy-in
- Lack of ownership
- Lack of strategy, direction and common goals
- Changing priorities (a symptom of a number of issues)
- Lack of clear leadership and decision-making
- Ineffective / insufficient financial management
- Lack of risk assessment and management
- Inadequate attention to detail
- Absence of charisma and charm…negotiation
- Lack of understanding of stakeholder's objectives, agenda
- Biting off more than we can chew…failing to achieve and build on success

- Lack of belief….unrealistic objectives and expectations
- Team personalities balanced
- Lack of incentive and reward
- Lack of common purpose, objectives, success criteria
- Failure to set and manage stakeholder expectations
- Failure to establish business case
- Inaccurate / unrealistic estimates…timing and budget
- Failure to transition between phases…Design > Build > Implement > Run (eg testing, training, or starting a phase before the preceding phase is complete, focus / commitment etc not sustained through the rum phase))
- Failure to reach a consensus on solution
- Failure to follow standards, legislation, policies, conventions
- Inadequate skills and resource
- Lack of energy or will
- Delays, leading to lost momentum, lost belief, lost focus

- 2008 McKinsey survey of 3,199 executives
- John Kotter of Harvard Business School,

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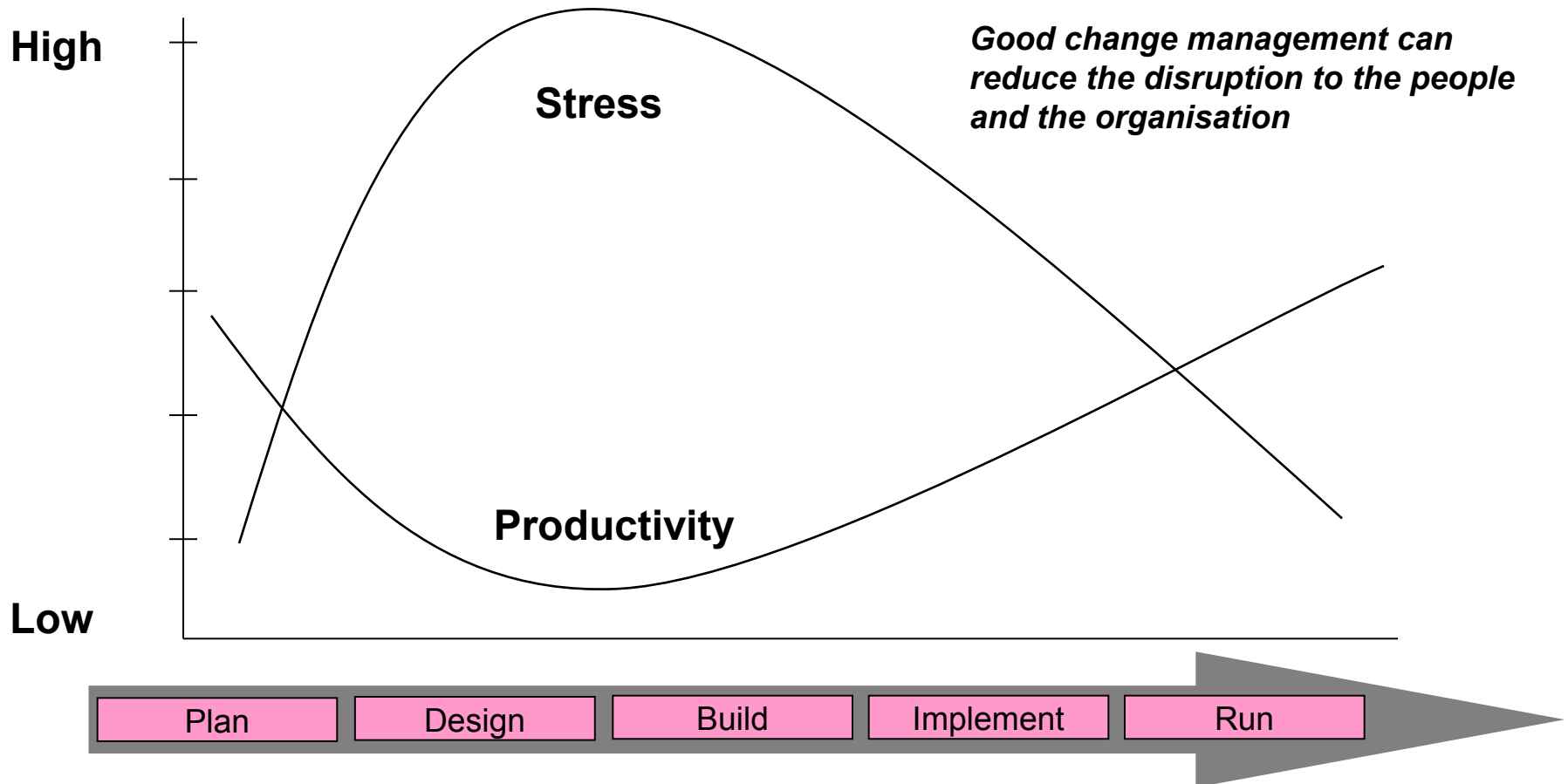
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Any change programme can have an impact on the organisation, its people and ultimately the quality of service being delivered

High

Stress

Good change management can reduce the disruption to the people and the organisation

Productivity

Low

| Plan | Design | Build | Implement | Run |

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The most successful organisations embrace change, recognising that they must continually transform in order to meet the changing needs and expectations of their customers

This is nowhere more important than in the field of IT.

Having a vision, a strategy, a plan are all essential, but making them a reality is the challenge. How are some organisations able to execute on their strategies and plans, delivering successful outcomes, whilst others fail to meet stated objectives.

We can point the finger at budget shortfalls, technology issues, resource constraints, but often these are the symptoms, not the cause of the problem.

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Effective management of change is the key to realising the potential of innovation, to achieving transforming and to build capabilities and commitments around new ways of operating.

Process

Managing Change

People & Organisation

Tools & Technology
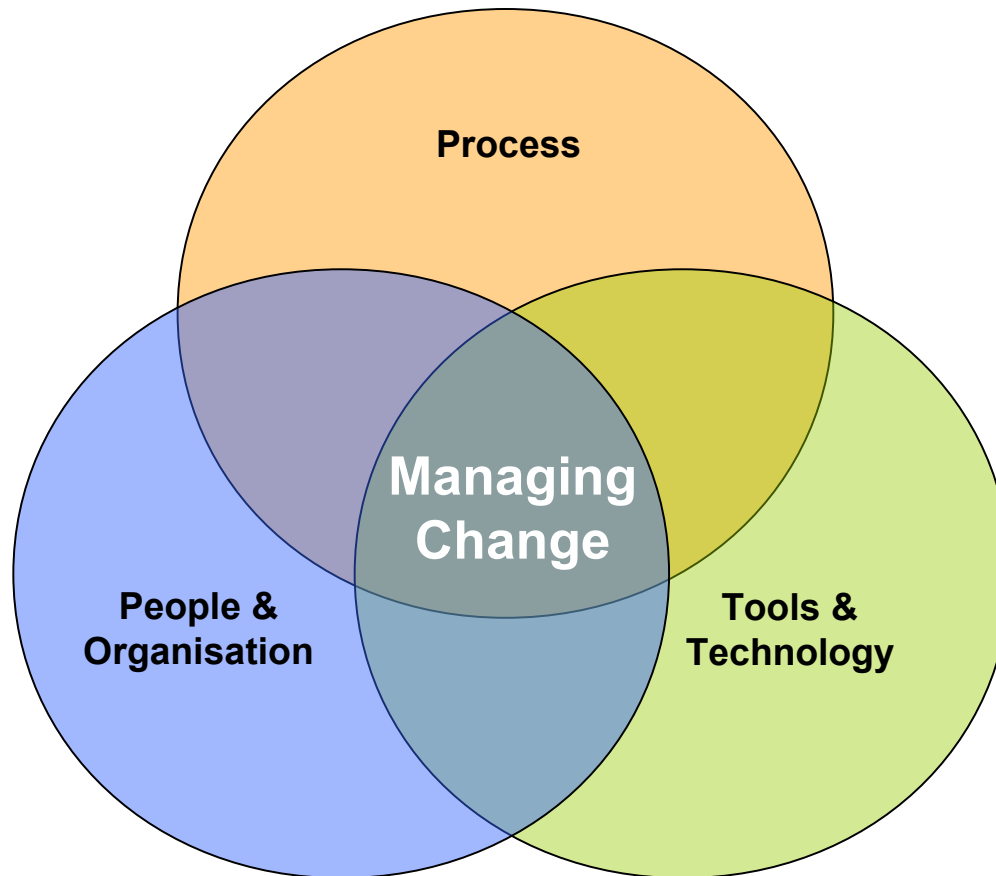
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The seven secrets of successful change…

1. Accept that change is a constant

2. Have a plan for change….driven by a vision and strategy

3. Stakeholder management

4. Cut your cloth

5. Effective project management

6. Don't forget that people are human

7. Benefits realisation

NOTE – The list is the ingredients but the real secret is in the recipe

Change is everywhere, change is a constant…The seven secrets

1. Accept that change is a constant…steady state doesn't exist (for long)

- Accept that change is a constant….don't be in denial

- Be responsive to changing business needs and requirements

- Adopt a culture of Continual Improvement

- Seek feedback

- Monitor performance to objectives / specification / service levels

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2. Have a plan for change….driven by a vision and strategy….always

- Clear definition of objectives and outcomes

  - Aligned to business and personal objectives

  - Specific, measurable

  - Realistic

  - Relevant - Aligned to business strategy and plans

- Have a clear, compelling value proposition

- Business authority from those stakeholders that own the strategy and budgets

- Technical authority to ensure alignment / compliance to standards, policies and practices

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3. Stakeholder management…secure and maintain buy-in

Effective leadership is one of the most important factors in achieving successful change

Try to achieve a consensus. If "sell" doesn't work, the "tell" approach may! However, this requires authority, commitment and as well as acceptance of the consequences of following this approach

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Stakeholder Management Approach

1. Identify relevant stakeholders / groups

2. Assess stakeholders / groups

3. Define stakeholder action plan (where necessary)

4. Feedback to Project Team, assign actions to relevant persons

5. Set-up communication objectives per stakeholder group

6. Set-up communication plan

7. Re-assess stakeholder groups regularly

8. Adapt communication plan and /or stakeholder action plan

Step 7 and 8 are recurring actions

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4. Cut your cloth…don't start something you can't finish

- Plan to succeed, not a mission to fail

- Recognise and accept constrains and limitations

- Adopt a clear criteria and method for the prioritisation of resources

- Start small, build momentum and gain confidence

- Create short term wins, balanced against longer term objectives

- Demonstrate the change is adding value and celebrate success

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5. Effective project management

- Making change happen is not just about effective project management, but it is a vital component

- There is a direct relationship between the complexity of the change undertaken and the amount of change management effort required

- Build the right team

- Define and publish the project objectives and outcomes

- Develop and maintain the project plan

- Understand and manage risks, assumptions, issues, dependencies

- Manage the budgets

- Change readiness assessment…can the objectives be realised? Are there gaps and dependencies to address?

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6. Don't forget that people are human…empowerment, skills, organisation

- People change for their own reasons – not ours or management's – approaches need to be based on an understanding of the people
    - Be sensitive to personal objectives and beliefs
    - Engage > Consult > Communicate > Empower
- Manage skills
    - Resource and skills planning
    - Education, knowledge transfer, reference materials
    - Support structure
- Fight the culture of the organisation at your peril…try to work with it!
- Recognise that whilst it is possible to change behaviours, changing beliefs is nigh on impossible

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There is a distinct link between communication and individual commitment to change

People do not resist change, they resist being changed.

Commitment
"I want to do it this new way"

Action
"I will act to achieve this change"

Testing
"I will put myself at stake for this change"

Positive perception
"I see the opportunity in this change"

Engagement
"I see the implications for me/us"

Understanding
"I know why and what will change"

Awareness
"I am being told about something"

Commitment

Acceptance

Awareness

7. Benefits realisation…build on success

What does success represent? It is important to understand the desired planned benefits and measure outcomes against them. Demonstrating value delivered to stakeholders is vital to unsure on-going support.

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Benefits Realisation Approach…

1 **Desired outcomes? - Agree specific targets against baseline**
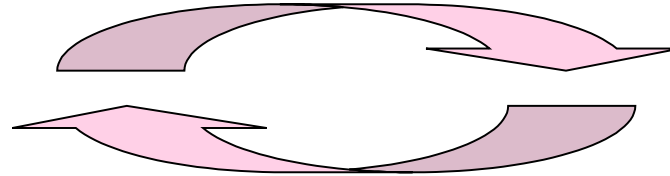
What level of planned benefit can we expect?

2 **Identify and agree key performance indicators (KPIs)**
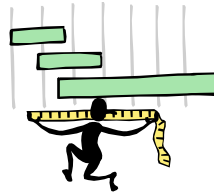
What are the KPIs that link to the desired outcomes?

3 **Determine enablers that will underpin improvements**

Organization

Process

People

Technology

What types of enablers are required?

6 **Make the change stick**

GLUE

Embed change in standards, policies, procedures, IT-systems etc.

5 **Review and communicate benefits realised**

Targets   Actual
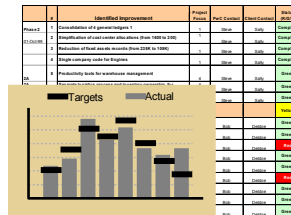
Are required changes being made and expected results being achieved and reported?

4 **Isolate and assign specific change actions**

What 'micro' change actions are required and by whom?

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7. **Benefits realisation**

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Many organisations can provide technology, products and services but IBM Global Services can go one step further… making change happen.

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I leave you with one thought

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I leave you with one thought

"Those who do not learn from history, are condemned to repeat it…"

Thank you

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BACKUP

ASSET EXAMPLE?? - The IBM Change Management Framework illustrates that change management is not a one-stop project, but a recurring theme.

Vision and Commit

Plan, Align and Mobilize

Design and Implement

Benefits delivered

Enhance and Evolve

Case for change; including change trigger

Lead, communicate and engage

Develop capability and capacity

Design organization and governance

Transform culture

Manage performance

Align individuals and teams