BIZMOD CONSULTING

Together, getting your business objectives done.

Change Management Approach

Enabling Change Management for System Implementations

FAQs

Q What makes Change Management essential, rather than a luxury reserved for big-budget projects?

A Bizmod sees Change Management as a core principle in implementing sustainable projects. Research shows that a structured and focussed approach to managing, controlling and directing the change created during projects significantly increases a project's chances of success.

Q Why can't my HR team manage the process?

A Project-based Change Management requires a different skill set than Operational HR. Change Management precedes HR functions and a lot of their deliverables are handed over to HR on completion of the project. A dedicated Change Manager tracks these deliverables with an eye on the timeline and scope of the project.

Q What is a Change Manager responsible for, outside of managing the communication process?

A It is a common misperception that communication is the key to Change Management. Communication is just one of the four core elements required – the others being Stakeholder Management, Training and Change Impact Management. The nature and complexity of the project will dictate which specific subsets of these four key components come into play.

Q Do I need a full-time Change Manager as part of my Project Team?

A That would depend on the size, complexity and the scope of the project. In smaller, less complex projects with limited Change Management scope, the Change Management deliverables can be assigned to different project team members. In large, complex projcets, the deliverables would have to be completed by a dedicated Change Manager or team.

Q How long does it take to implement the Change Management process?

A This will depend on the length of the project. The bulk of the Change Management deliverables are earlier in the project rather than later

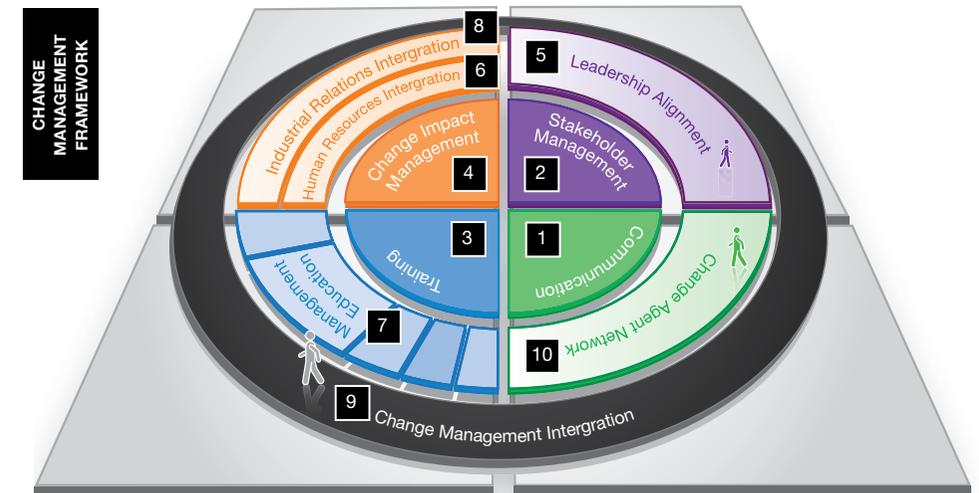**Q** How does Bizmod bill for Change Management projects?

A There are different billing options. It can be time and material if you require a resource to do the deliverables. If you want to use your own resources it can be training and coaching deliverable billing.

Q How is one change different from another? How does Bizmod manage my specific process?

A This depends on the project. What are you trying to achieve with the project and how does it affect the people that have to sustain it afterwards. When managing your change process we take the project lifecycle, culture, number of resources and change management maturity into account

Change Management deals with effectively implementing process, technological or organizational change. Done right, it effectively manages and reduces resistance to change through clear communication. It is not a process improvement method, nor is it a technique for improving the performance of an organization. Rather, it is a necessary component to allow an organizational performance process to stand the best chance of succeeding.

Effective Change Management, done the Bizmod way, entails thoughtful planning, sensitive implementation and communication with, and involvement, of the people affected by the change.

CHANGE MANAGEMENT FRAMEWORK

1 Development and delivery of a communication plan to the project's identified stakeholders. Matching messages to the target audience and relevant medium.

2 The process of getting all stakeholders who will be impacted by the change, or who have the potential to influence the project, on board, to ensure support, commitment and involvement.

3 Identification, development & delivery of training material to end users according to the agreed approach and training schedule.

4 Aims to identify & clarify a person's or a group's new roles or changes to their current role due to the project being implemented.

5 Involving and informing leaders of the project to ensure ongoing awareness and support for the project.

6 Involvement of HR to ensure embedding of changes where project will impact or change KPI's.

7 Management Education is concerned with the preparation and up-skilling of managers to ensure a smooth transition and proper embedding.

8 Relevant for projects where possible redundancies as a result of the project and large union involvement are at play.

9 Deals with methodology and consolidated CM reporting across programmes.

10 Establishing, equipping and maintaining a network of internal organisational resources, to assist with the preparation for the change & to ensure the embedding of the change.

PROJECT PHASES

INITIATE	DISCOVER	DESIGN & CONSTRUCT	EXECUTE	SUSTAIN

Project Workstreams

Project Management
- Business Process
- IT Findings Report
- Project Definition
- Project Plan Sign-off
- Business Requirements
- Conceptual Design
- Detail Business / Process Requirements
- Software Requirements
- Configure / Build the Solution
- Testing the Solution
- User Acceptance Testing (UAT)
- Load Testing
- Implement Solution
- Provide Support
- Continued Support
- Handover

CM Integration
- Develop & Present CM Approach
- Scope CM Initiatives
- Integrate Change Management Plan with Project Plan
- Monitor & Report CM Progress
- Post-Implementation Assessment

Stakeholder Management
- Identify & Analyse Stakeholders
- Engage Stakeholders
- Conduct Change Readiness Survey
- Develop Stakeholder Plan
- Execute Stakeholder Plan
- Continue to Monitor Stakeholders
- Conduct Management Education Sessions
- Execute Stakeholder Plan
- Business Preparation for 'Go Live'
- Provide Support Post-Implementation

Communication Plan
- Develop Communication Plan
- Develop Communication Content
- Implement Communication Content
- Gather Feedback from Target Audience
- Renew & Review Communication
- Develop Go Live Communication Content
- Implement Communication Plan

Change Impact Assessment
- Conduct 'People As Is' Assessment
- Gain 'To Be' Understanding
- Conduct Change Impact Analysis
- Conduct Role Mapping
- Role Clarification Sessions
- Change Impact Workshops
- Monitor & Manage Responses to Change

Training*
- Define the Training Approach
- Compile Training Plan
- Prep for Training
- Training Material Development
- Training The Trainers
- Conduct End User Training

* See our Training Approach Document for more detail

Deliverables Per Workstream

Project Management
- NA

CM Integration
- CM Approach
- CM Reports
- Post-Implementation Report

Stakeholder Management
- Stakeholder Analysis
- Change Readiness Report
- Stakeholder Management Plan
- Management Education Plan & Content

Communication Plan
- Communication Plan
- Communication Content
- Communication Feedback

Change Impact Assessment
- As Is Assessment
- Change Impact Analysis
- Role Mapping
- Role Clarification Session Content
- Change Impact Session Content

Training
- Training Approach Document
- Training Plan
- Training Material
- Trainer Evaluations
- Training Venues
- Training Reports