

# An Holistic Approach to Managing Large-Scale Change

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# summary

- Overview
- Projects and change.
- The SMS Change Management Framework (CMF)
- Results Based Management - application to change management
- Examples
- Conclusion

# Overview

The SMS approach to change management is based on seven steps supporting four key focus areas:

- people
- process
- structure
- technology

It provides tools for planning, implementing and sustaining change to achieve *measurable improvements* in project management.

This paper explores especially the integration of Results-Based Management into the SMS change management framework to realise key success factors for *managing project change*.

# Definitions

## Change Management can be defined as:

- "A structured approach to change in individuals, teams or organisations that enables **transition** from a *current state* to a *desired future state* (Wikipedia 2008)."

## A project can be defined as:

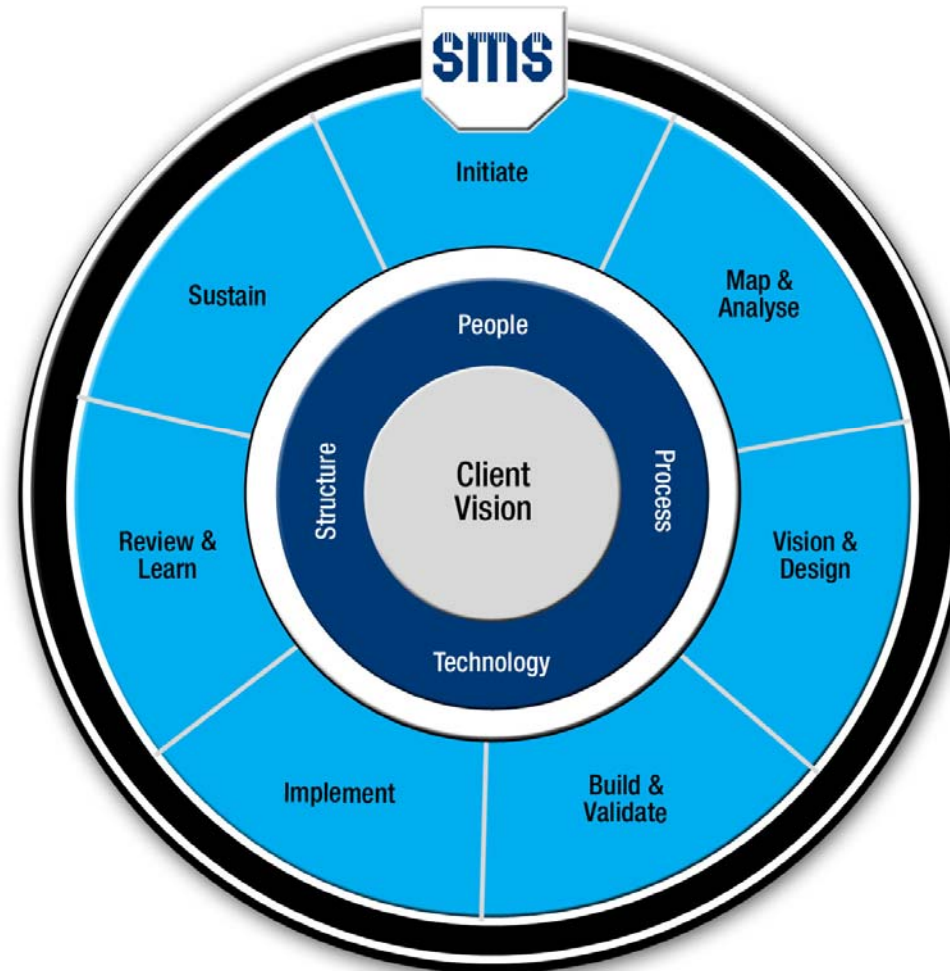
- "A temporary endeavour undertaken to create a unique product, service or result (PMBOK 2004)".
- A temporary organisation that is created for the purpose of delivering one or more business products according to a specified Business Case (PRINCE2 2005)".

## A program can be defined as:

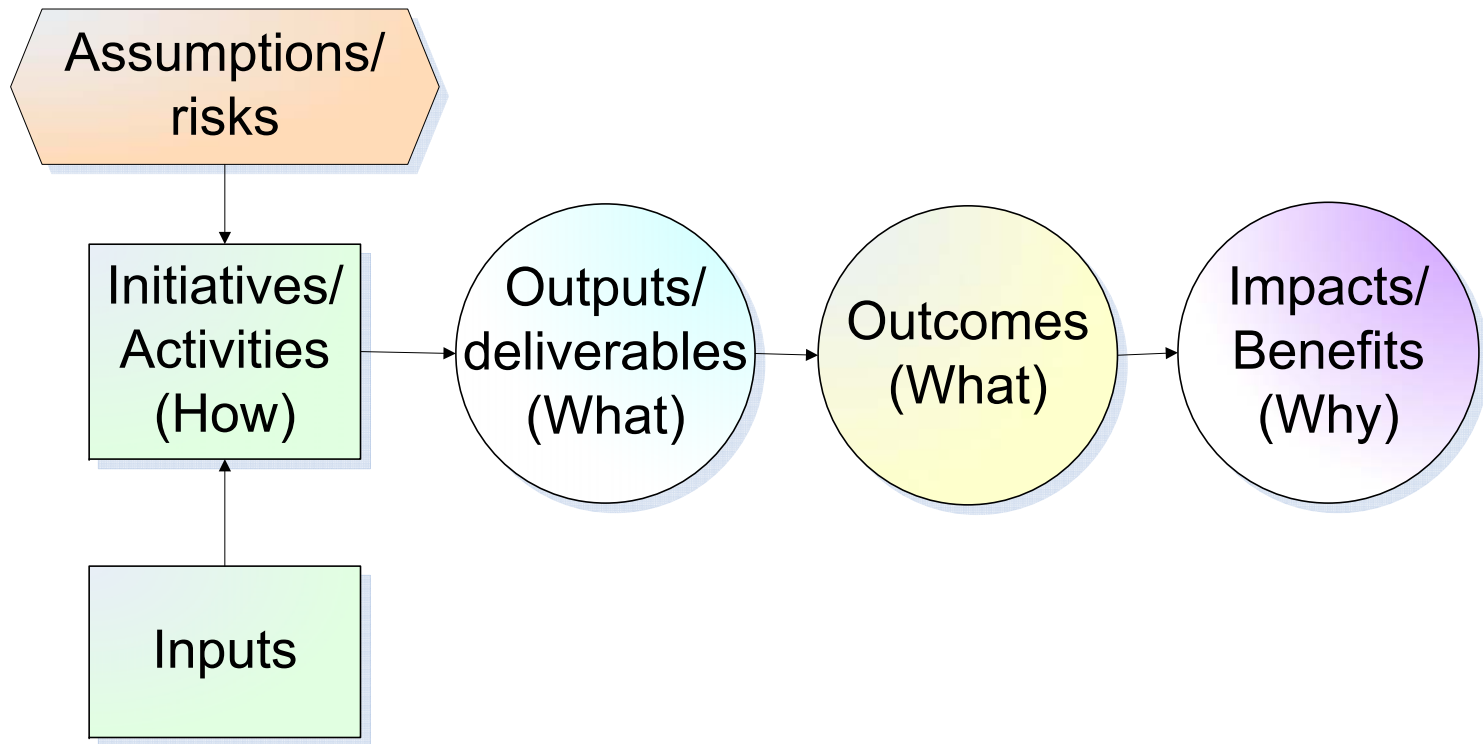
- A portfolio of projects and activities that are co-ordinated and managed as a unit such that they achieve outcomes and realise benefits (MSP 2003).

# The SMS Change Management Framework (CMF)

Compass  
Change Management framework



# Results Chain Diagram - basic components

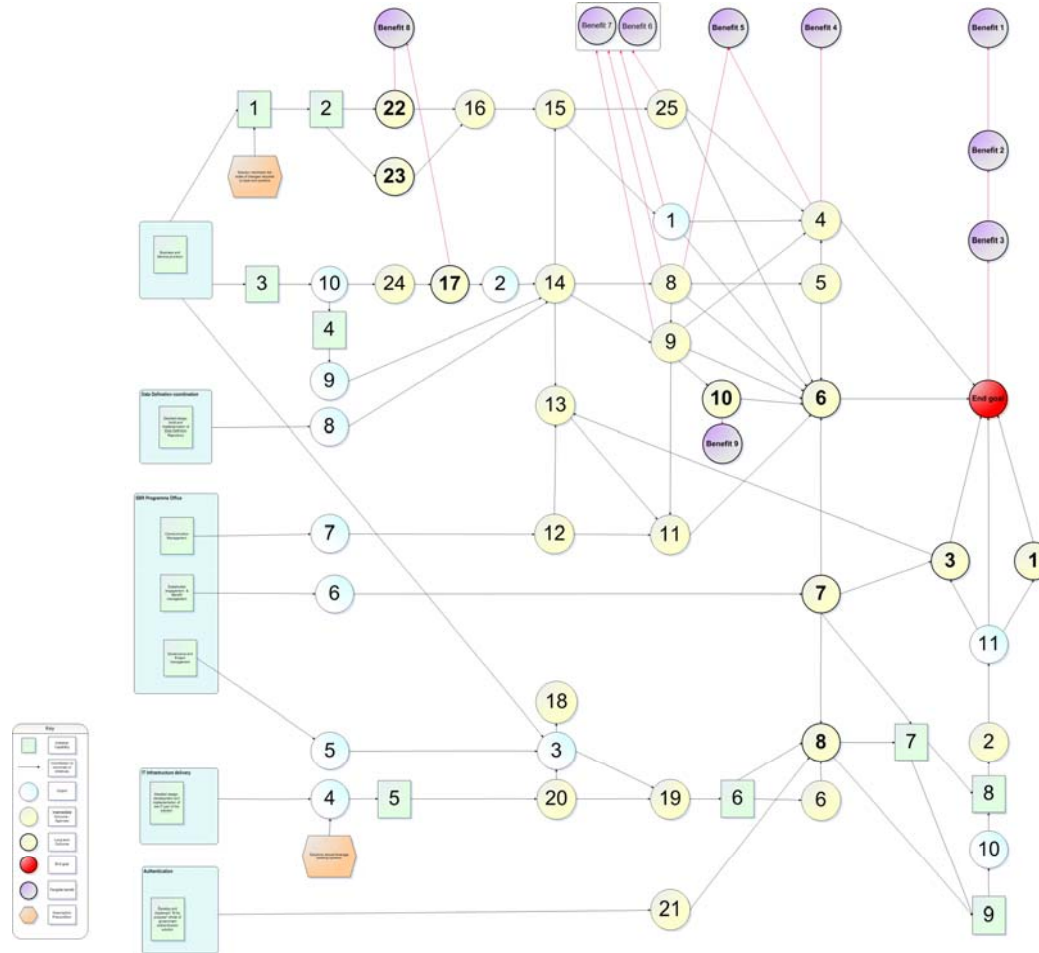


# Results - Chain Diagrams

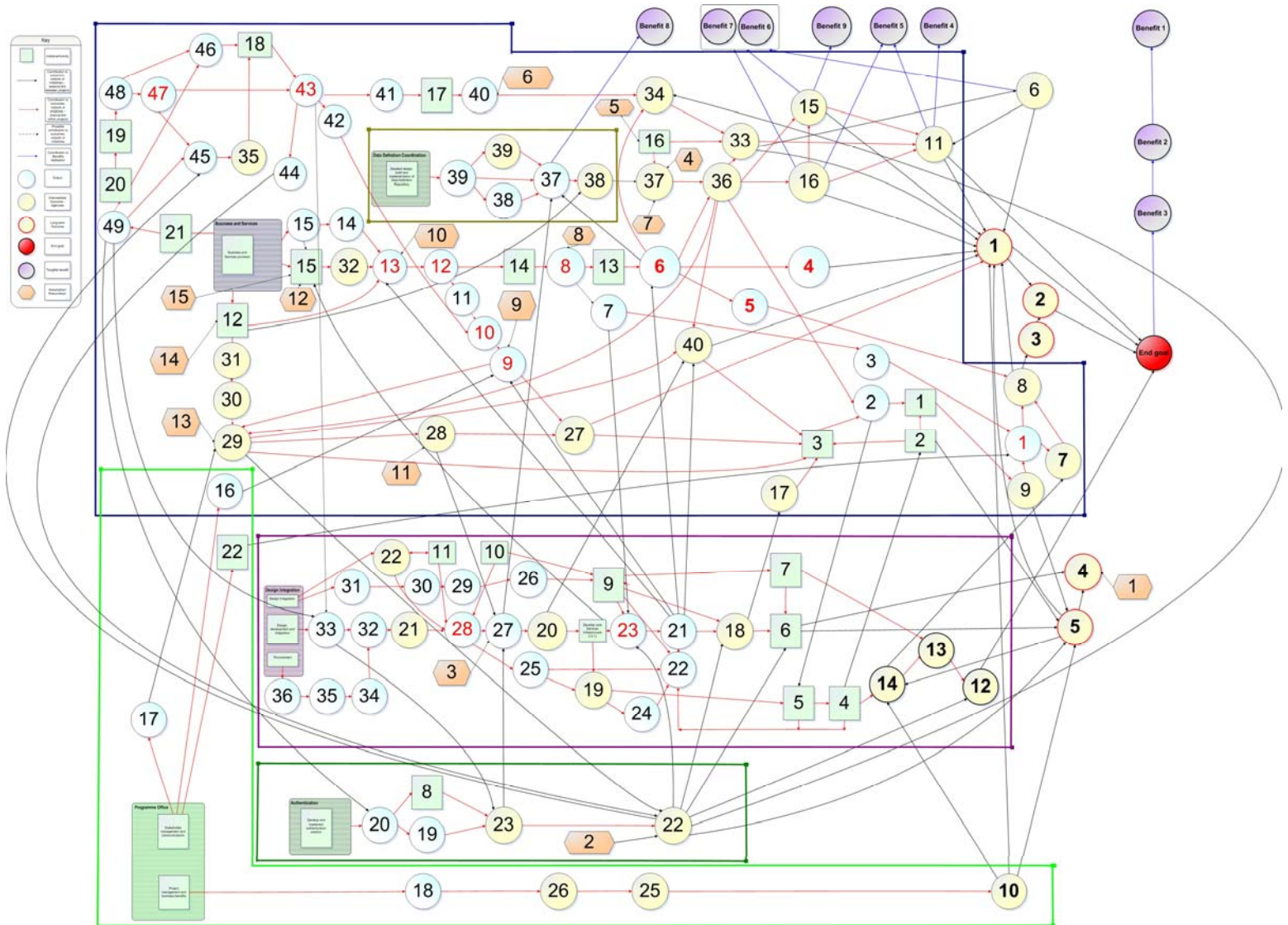
However, the technique can also be successfully extended to identify:

- The *activities* and *changes* required to achieve the benefits from large projects and programs
- The *areas/people* within the organisation that will be most affected by the change journey
- *Who* is responsible for managing and implementing the changes.

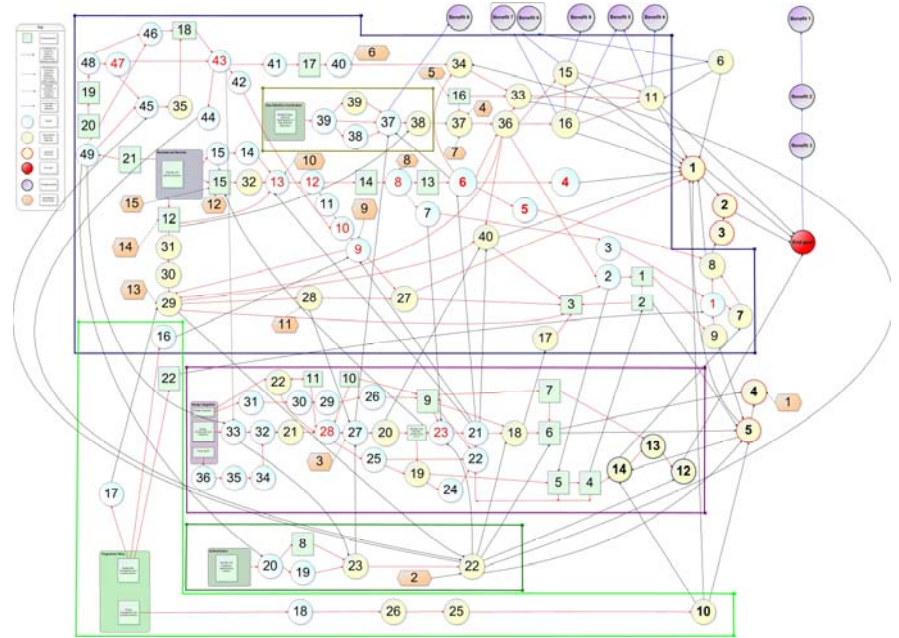
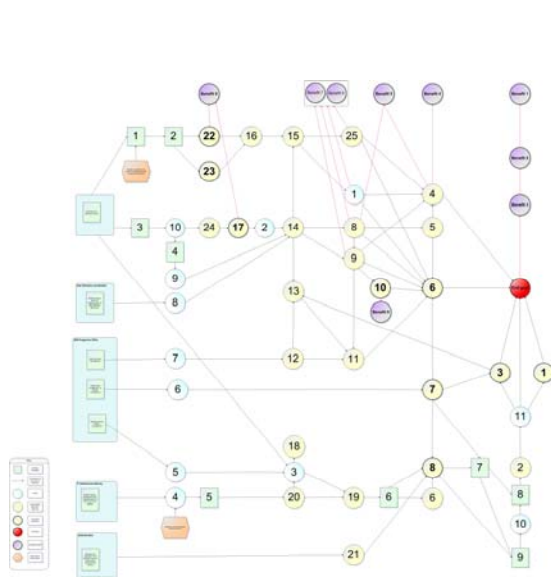
# Results Chain Diagram – initial view



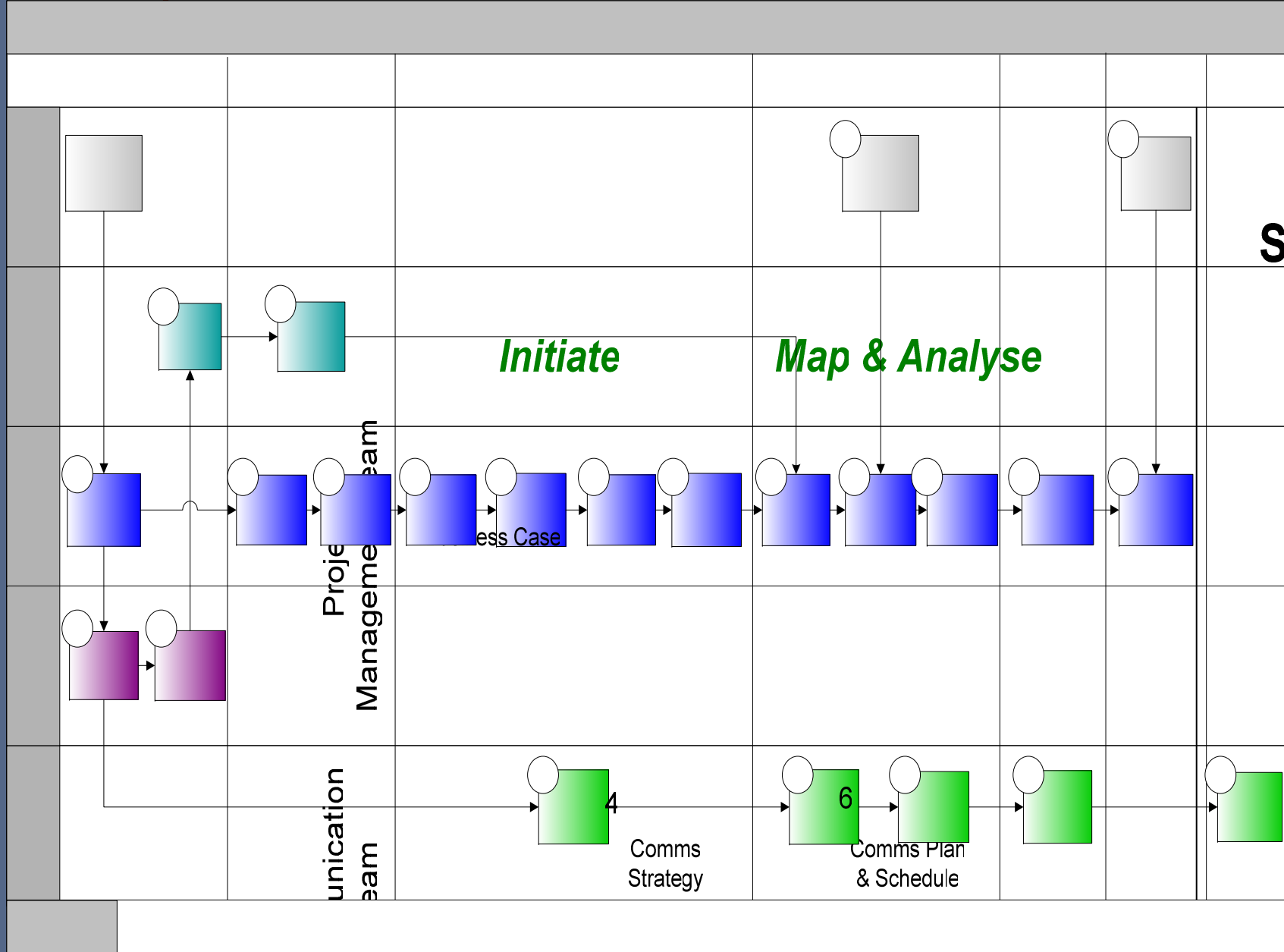
# Results Chain Diagram – final view



# Managing the Journey



# The SMS Change Management Framework - main components



# Artefact Development

The results chain diagram can be used to assist with developing the CMF artefacts, including:

## Stakeholder Analysis

- It helps to identify *stakeholder groups*

## The "to be " Business Design:

- it helps stakeholders to understand the *requirements and assumptions* to reach the future state
- functions as a *high level process map*, putting the conceptual ideas around the future state in a more easily understood format.

# Artefact Development

## The Change Impact Analysis:

- Assists with understanding *how* the change will affect the business areas and staff so that the change can be planned for and well managed
- Helps with understanding the *gap* between the “as is” and “to be” business design
- And therefore, with understanding the *size of the change* that will occur
- The potential *impacts* on people, processes, structure and technology.

# Artefact Development

## The change Readiness Assessment:

- identifying the *target audience* and their roles.

## The Change Risk Assessment:

- identification and categorisation of *risks* associated with the implementation of the program and/or project.

# Conclusion

- *Results Chain Diagrams* are an effective means of visualising and managing change, that can be integrated effectively into existing change management frameworks, to manage the change brought about by large scale projects/programs.