STRATEGIC CONSIDERATIONS

Enterprise view of change

The problem with change in large organisations

Static organisations are a thing of the past; businesses are constantly adapting and innovating to stay competitive and meet customer demands. Many organisations however, have limited visibility of planned changes and their impact across the enterprise.

This has led to a reduced ability to effectively:

- Plan and execute projects and transformation across the organisation to help minimise productivity downturn and increase the likelihood of success/ benefits.

- Manage risks and issues associated with projects and transformation initiatives across the organisation.

- Balance the demands of business as usual (BAU) and change initiatives across the organisation.

- Forecast resource demands for change initiatives.
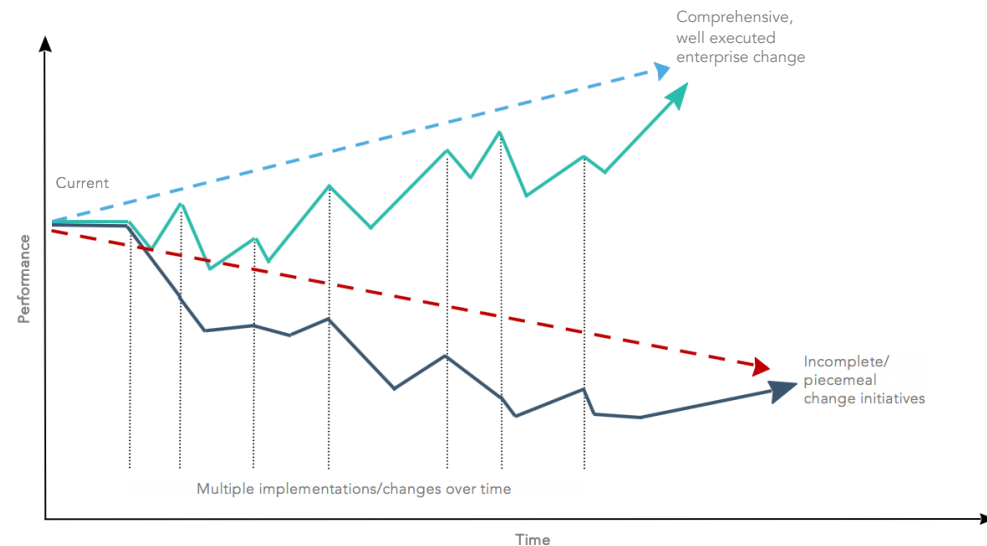
Ongoing transformation and change initiatives have a prolonged impact on staff and the organisation as a whole. Poorly managed change can have a compounding effect that is not sustainable.
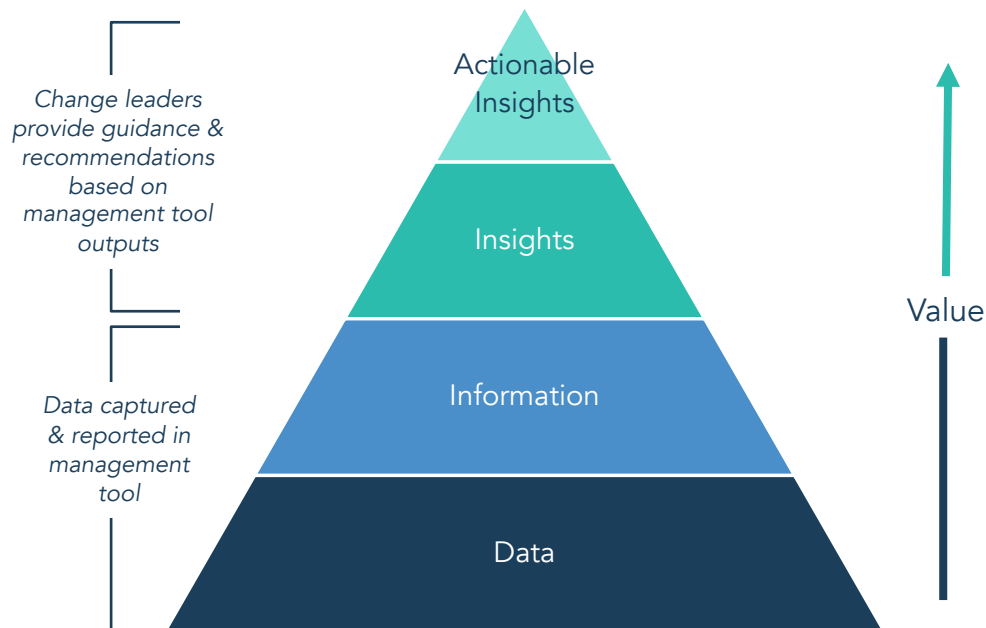
Enterprise view of change value proposition

An enterprise view of change (EVOC) enables data-driven decisions: supporting greater agility and strategic management of change across the organisation. Specifically, an EVOC allows organisations to:

1. Make informed, strategic decisions

2. Better understand the magnitude and complexity of key changes across the organisation

3. Highlight key risks for escalation and mitigation

4. Prioritise and focus resources and activities

5. Provide insights to inform gap analysis, impact analysis and planning

6. Highlight interdependencies.

This is not about micro-planning or capturing all data at a single point in time; an EVOC focuses on capturing key data that gives a macro view of the most important changes across the organisation: providing a key input to strategic decision making.

Data value chain

Change leaders provide guidance & recommendations based on management tool outputs

Data captured & reported in management tool

Actionable Insights

Insights

Information

Data

Value

Data and information, in and of itself, is of limited value.

Information can be made available via management tools in the form of reports, however this information must be transformed into insights to provide value to the organisation.

Change management practices and leaders can provide guidance and recommendations related to change impacts, risk mitigation and implementation; helping business partners and governance bodies make strategic, data-driven decisions.

Enterprise view of change in the context of the organisation

The value of an enterprise view of change extends across the organisation, increasing visibility and management capabilities for multiple stakeholder groups, as per the following:

Stakeholder group	Value of EVOC
Executive	▪ Portfolio view for informed decision making/ planning, esp. prioritisation, risk mitigation, strategic approach. ▪ Insights and recommendations to assist decision making/planning. ▪ Build organisational readiness, capability and responsiveness.
Governance/ CPMO	▪ Portfolio view for informed decision making/planning, esp. prioritisation, risk mitigation, strategic approach. ▪ Insights and recommendations to assist decision making/planning.
Project Managers	▪ Better manage scheduling and risks to optimise implementation success.
Change Practice/ Change Leaders	▪ Forecast/manage service demand and resource requirements and impacts. ▪ Forecast and manage change impacts and priorities. ▪ Optimise service delivery. ▪ Build ongoing capability and change readiness across the organisation.
Support Services (e.g.: IT, HR, Finance, etc.)	▪ Forecast/manage service demand and resource requirements. ▪ Optimise service delivery.
Line Managers	▪ Forecast and manage change impacts and priorities for division/ department. ▪ Insights and recommendations to assist decision making/planning. ▪ Strategic planning, advisory and delivery within divisions and BUs.

Key success factors

IMPLICATIONS OF AN IMPLEMENTING AN ENTERPRISE VIEW OF CHANGE

The following factors are considered key to the success of delivering value to the organisation through an EVOC :

1. Executive and CPMO sponsorship; with KPIs tied to capturing and reporting data and generating insights.

2. A true enterprise view is taken, noting a piecemeal approach will create blind spots. An enterprise view should encompass change initiatives and people impacts across:
   - All divisions
   - Projects (transformation, IT, other)
   - Key BAU activities (rem review cycles, EOFY, customer service peaks and troughs, etc.)

3. Data capture and reporting is focused on initiatives/activities with medium-high impact (80/20 rule); ensuring focus is maintained on key impacts and risks; without undue administrative burden.

4. An appropriate, fit-for-purpose management tool is selected and used consistently across the organisation, ensuring one source of data/'truth'.

5. Data quality and currency is maintained, with agreed practices and responsibilities tied to KPIs.

6. Outputs and insights are available for stakeholders at all levels* (i.e.: not treated as a static management reporting tool).

7. Reports, insights and recommendations are used to make strategic, data-driven decisions, including:
   - Risk management
   - Prioritisation (incl. decisions to stop, pause, or re-sequence)
   - Review/adjust scheduling
   - Resourcing
   - Work practices changes (interim and/or future-state)
   - Support mechanisms
   - Expectation management; both internal and external to the organisation.

* Noting consideration of sensitive data, compliance requirements, etc.

MOZAIC

ABOUT MOZAIC

We are experienced professionals committed to finding simple, pragmatic solutions that deliver true value; partnering with our clients to implement change that matter.

HOW CAN WE HELP ?

Find out more about how Mozaic can help and explore some of our insights.

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