



Management & Technology

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## Organisational Mobilisation with Change Management

### **A Guide for Executives**

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## Introduction

### What is Organisational Mobilisation with Change Management?

Organisational Mobilisation with Change Management involves marshalling an organisation's assets to achieve its goals through a change journey.

Change Management involves a series of activities that assists organisations to transition from a current state to a desired future state.

Over the years SMS has assisted many clients to define their desired future state through the development of future vision, strategy and goals particularly in an IT context. To achieve the future state many facets of the organisation need to be mobilised. This is best achieved through a holistic approach to Change Management.

The collective SMS experience gathered in this booklet brings together the critical success factors for achieving positive Change Management outcomes.

To support appropriate action, the following guidelines have been developed to:

- Identify factors critical to the success of Change Management.
- Identify key questions when assessing the effectiveness of Change Management.
- Outline steps to make Change Management more effective and relevant.

This booklet is not intended to be a training manual: it provides a set of practical guidelines for those involved in managing change.

This guide is one in a series of booklets produced by SMS Management & Technology. For information on additional guides, please visit [www.smsmt.com](http://www.smsmt.com)

## Why adopt a managed approach to change?

Projects are much more likely to achieve their objectives when change is implemented using a managed approach.

Generally people are threatened by change, and the discomfort and challenges it often entails. Moving people from a current known state environment to a target state can therefore be a difficult process. A structured approach, with a clear road map, sign posts along the way, and good communication, will ease the change journey for stakeholders and mitigate potential opposition.

To achieve success in Change Management a structured approach needs to consider the impact of change on four key elements of an organisation:

- 1 People
- 2 Process
- 3 Structure
- 4 Technology

Our view is that a holistic approach should be adopted. Organisations and people are complex and multi-layered and change affects multiple elements of an organisation. Simply concentrating on technology alone will not lead to success. Our framework considers change through the four elements throughout the change journey.

## How well is your organisation managing change?

### Factors to consider

- 1 When implementing change, does your organisation consider (in a balanced manner) people, process, structure and technology?
- 2 Once implemented, does the change actually remain in your organisation or do people revert back to old ways of operating?
- 3 Do all levels of the organisation 'walk the talk' and adopt change consistently or is take up usually inconsistent?
- 4 Is Change Management adequately funded in your organisation or is it usually an afterthought and an 'add on' to most projects?
- 5 Do people in your organisation have visibility of what stage the change journey is at all times?

### Are projects delivering the required outcomes and benefits in your organisation?

## Key Success Factors

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- 1 Clear vision and definition of target end state
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### What this means

It is imperative that effort is invested into the development of the vision for a desired end state. This needs to encompass people, process, structure and technology to ensure all aspects of the organisation are considered. Clarity about the direction will then underpin the entire change programme. If there is no clarity around the target state, then the Change Management effort will not succeed. It is not possible to take people along a change journey if people are not clear on the overall objectives. A defined end state will also enable a clear road map to be developed and effectively communicated.

### Questions to ask

- Were a broad group of stakeholders engaged in the process of defining the end state? Ensure the target end state is not only focused on the technology component.
- Has a process been established that allows for the definition of the end state to be updated and allowed to evolve as more information becomes available?
- Has the target end state encompassed the four focus areas, been documented and made available to appropriate project resources to enable them to deliver the outcome required?
- Has achievement of the end state been quantified into measurable benefits that can be tracked by the PMO or project manager via a benefits realisation methodology?

## Key Success Factors

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- 2 Change Management balanced, structured and consistently applied
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### What this means

Planned Change Management is adopted for every project based on a balanced holistic approach to ensure all elements of the organisation are covered. A Change Management framework and process should be documented and embedded as a standard approach for all major projects. This should also capture the 'lessons learnt' at the completion of each project. This will provide a consistency in outcomes and allow a change road map to be developed with sign-posts for each stage.

You cannot ask people to come along for the journey if you are not able to tell them where they are and where the journey is headed.

### Questions to ask

- Has the programme manager considered the Change Management approach upfront in the planning stage of a project?
- Has the PMO been briefed on the Change Management approach to allow consistency across projects?
- Have project gateways been aligned with Change Management gateways to ensure sign post and road maps support project delivery?
- Has the planned Change Management approach been based on people, process, structure and technology?

## Key Success Factors

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### 3 Sponsorship from the top

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#### What this means

A key factor in the success of any change journey is consistent support and buy-in from senior management. Senior management need to clearly support the change journey and, more importantly, the target outcomes.

This will allow communication to be credible around target state outcomes and provides coverage and support for those implementing the change.

People will resist change if they do not see and hear senior management endorsing and supporting the change.

#### Questions to ask

- Has an executive sponsor been appointed to support the Change Management approach?
- Does the project steering committee include members that represent people, process, structure and technology? Always ensure that the steering group is not totally technology focused.
- Has senior management been involved in the development of the target state outcomes?
- Are senior managers regularly articulating the target state outcomes and their support for the change programme?
- Have all senior managers been briefed on the key benefits to the organisation in achieving the desired end state?

## Key Success Factors

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### 4 Adequate funding of Change Management activities

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#### What this means

Funding for Change Management projects should closely align to the proportion of the technology spend. In many ways the technology delivery for a project can be the easiest part. It is the people component that proves challenging and thus an adequate project budget is required. It is not uncommon for the Change Management component to equate to half of the total project budget.

#### Questions to ask

- Are all key stakeholder groups in your organisation adequately briefed on the end state and target outcomes?
- Have all stakeholders been assessed on their level of buy in and commitment to the delivery of target outcomes?
- Has a training needs analysis identified the current state of knowledge and have sufficient funds been allocated to bring knowledge levels to the required level for successful implementation?
- Is sufficient funding being provided to allow for pilots and 'technology play pens' to be developed, allowing end users to touch and feel the potential target state in advance? If conducted well, pilots can assist with achieving stakeholder buy in.

## Key Success Factors

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### 5 Understanding of the current state

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#### What this means

It is important to have a clear understanding of the current state before attempting change. The review of the current state should consider how it supports the delivery of the desired outcome and should focus on people, process, structure and technology. Not all areas will require the same level of change and some may not need to change at all. The level of planned change will determine the amount of current state analysis. If a large shift is required, then the focus of analysis should be on defining the target state. If small step change is required, then current state analysis with a focus on areas for improvement will be appropriate.

#### Questions to ask

- Can current processes be transferred to the target state environment?
- Has a review of current state communication channels been conducted, aimed at utilising existing communication methods to assist people along the change journey?
- Is there an 'end to end' view of key processes, that identifies weaknesses and inefficiencies that should be removed in the target state?
- Has a review of previous change initiatives been conducted to ensure that 'lessons learnt' from previous projects are applied?
- Has a change readiness survey been conducted to ascertain the appetite for change? Some areas may be more accepting of the change than others.

## Key Success Factors

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### 6 Controlling and understanding communication

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#### What this means

Communication is one of the key tools required in managing change. Communications initiatives need to be well conducted and planned at all times. A communication strategy, along with clear planning should be developed upfront in the planning cycle. Depending on the size of the change programme a full time communications resource is often required. In all organisations, both formal and informal communication occurs and the existing channels need to be understood upfront and utilised where appropriate.

#### Questions to ask

- Have key messages been developed identifying the communications points and have these been added to the timeline? The communication messages will likely evolve along with the programme during the overall change journey.
- Has a common story-board been developed to explain the change road map and the desired target state?
- Has a stakeholder communication gap analysis been conducted to ensure that communications are targeting and reaching all key stakeholder groups?
- Have senior managers been equipped with a 30 second elevator pitch on the benefits of achieving the target state?
- Is there clarity on how to communicate messages if the project hits serious challenges or difficulties?

## Key Success Factors

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### 7 Understanding stakeholder groups and change impacts

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#### What this means

Organisations are usually made up of various stakeholder groups often divided by geography, functional areas and management levels. Stakeholders will also be impacted at different levels during the change journey and the main focus of change activities should be on those areas that are most impacted. It is important that such stakeholders are moved to a situation where they are committed to accept the change. This process may require a planned change approach implemented over a period of time.

#### Questions to ask

- Have the change impacts been assessed on key stakeholder groups by each of the four organisational elements determining if the impact will be high, medium or low?
- Has the level of commitment to change been mapped against each stakeholder group?
- Have change activities been planned to manage those who are impacted the most but maintain a low level of commitment to the change? This may require gaining an understanding of what barriers are inhibiting the acceptance of change and determining how to encourage acceptance.

## Key Success Factors

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### 8 Establishing processes that embed change and allow for improvement

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#### What this means

Post the implementation of a project, it is imperative that the desired change outcomes remain and people don't revert back to old behaviour. It is also important that processes are put in place that capture lessons learnt and consider suggestions for improvement. Organisations are not static and change will be constantly occurring, thus organisations need to be able to manage change as a normal part of day to day operations.

#### Questions to ask

- Has a 'lessons learnt' exercise been conducted post project with a wide group of stakeholders to capture what worked well and what did not work well from a Change Management perspective?
- Has a portal for questions and answers or a suggestion box been established to capture ongoing ideas for improvement?
- Have KPI metrics been developed to measure the level of uptake to the required change or technology upgrade?
- Have actual benefits delivered been mapped against the planned benefits realisations?

## How do you select a Change Management framework?

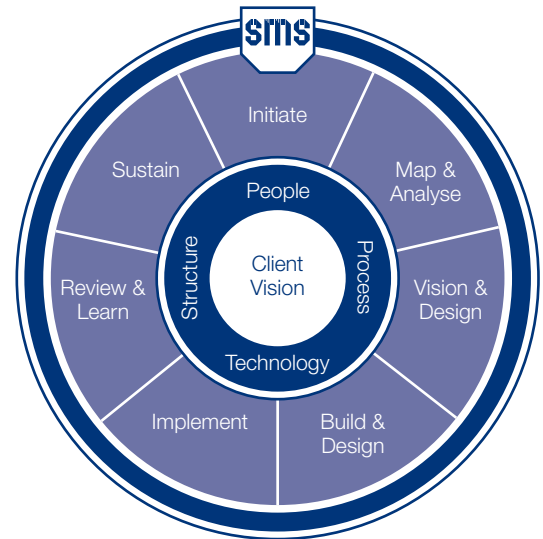
There are many Change Management frameworks available. No single framework is suited to all situations and organisations and many may wish to develop their own approach or perhaps utilise an alternative framework. Whatever approach is adopted, it is important that the change framework is flexible and consistently evolves and improves, based on real life experiences within the organisation.

Some factors to consider when evaluating frameworks include:

- Is the framework scalable to suit this size of change the organisation is seeking to implement?
- Is the framework holistic and balanced and does it address all of the major elements of the organisation?
- Is the framework modular? Can individual modules or components be utilised in isolation?
- Is the framework proven?
- Is it easy to use? Change frameworks should make sense to all stakeholders and not be full of management jargon.
- Is the framework focused on delivering the targeted objectives?
- Can the framework be integrated with common Project Management methodologies?

## The SMS Change Management Framework

The SMS Change Management Framework is based on seven steps around four key focus areas. It provides the tools for planning and implementing change and explores the impacts on people, process, structure and technology with the focus on measurable improvement in business performance.



The SMS Change Management Framework is a proven framework comprising a series of modules, each with their own set of tools and activities developed to realise change initiatives.

This Change Management Framework is easily scaled to ensure the right fit for the organisation's project or even individual change requirements and addresses the four organisational elements.

SMS can assist organisations to design a change programme tailored to the needs of their organisation.

## Change Management project roles

Depending on the size and complexity of the change programme, there are a range of Change Management roles that may be necessary to deliver the change journey outcomes.

### SMS has identified the following roles of Change Management:

- Strategic Change Advisor
- Change Manager
- Change Analyst
- Communications Manager
- Stakeholder Manager
- Training Analyst

#### Strategic Change Advisor

The Strategic Change Advisor provides strategic advice to executives on how to realise the strategic vision and provides recommendations on how they can best play their important role in visibly sponsoring the change.

#### Change Manager

The Change Manager designs the change strategy then manages and implements the change programme to transform the organisation's people, process, structure and technology.

#### Change Analyst

The Change Analyst develops Change Management artifacts and assists the Change Manager in ensuring the change programme is achieving its identified benefits.

#### Communications Manager

The Communications Manager provides communications expertise ensuring that the business initiative's key messages are tailored to the appropriate stakeholder group and delivered in the most appropriate and timely manner.

#### Stakeholder Manager

The Stakeholder Manager identifies and analyses the stakeholders, their current attitudes towards the initiative and supports the change programme in its relationships with the organisation.

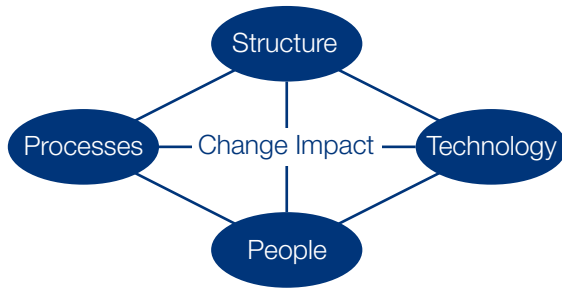
#### Training Analyst

The Training Analyst determines training needs, designing and delivering a training programme to ensure that employees have the necessary skills to operate in the future state.

# Achieving Change Management success

## Key principles

To achieve Change Management success we advise that the following four elements should always be considered in any change context.



- Structure**
- > Organisation
  - > Roles & Responsibilities
  - > Reward Systems
  - > Communication Channels
  - > Performance Measures

- Technology**
- > Information Architecture
  - > Applications
  - > Tools
  - > Infrastructure

- People**
- > Skills
  - > Leadership
  - > Values
  - > Culture

- Processes**
- > Tasks
  - > Processes
  - > Decision Points
  - > Dependencies

# Getting started

- Consider your organisation's change needs.
- Identify the internal resources that can assist to manage the Change Management activities.
- Appoint an appropriate executive sponsor.
- Identify what change intervention would provide the most value in addressing these change needs. Is a full change programme required or are there specific needs in communications and stakeholder management that require addressing?
- Develop Change Management activities tailored to the organisation's needs and identify how best to achieve these activities to provide value.
- Concentrate on informing decision-makers about the change required and the value this will bring the organisation.
- Take the organisation on the journey. Don't try and get them to the end in one step.
- Always focus on demonstrating the value of Change Management to your organisation. Avoid being distracted by tools and frameworks.

## Once you have successfully demonstrated the value of Change Management:

- Remain vigilant. Continue to concentrate on improving the effectiveness of your activities.
- Target decision-making bodies, identify governance groups that are struggling to be effective and work to support them. It is most likely they don't have enough information to make decisions.
- Continue to work to inform decision-makers.

## An overview of SMS

SMS Management & Technology (SMS) [ASX:SMX] is a leading Australian consulting, technology services and enterprise solutions company employing over 1,300 professionals.

Established in 1986, SMS is best known for delivery excellence. SMS helps its clients improve their business performance through the implementation of strategy and the delivery of business and technology projects. Industry expertise spans the financial services, ICT, government, defence, health, utilities, mining, gaming and infrastructure sectors.

Renowned for our innovative approach to solving complex business problems, we have an enviable reputation for delivering results. We adopt a pragmatic, vendor neutral approach to business engagements and work in partnership with our clients, forming strong and long-lasting relationships. By engaging SMS, our clients have access to a company that generously shares its knowledge, expertise and energy, with a single-minded focus on producing results.

SMS is a long-standing provider of business services to Australian and selected international clients. SMS provides business performance improvement, technology alignment, organisational mobilisation and project delivery services that transform our clients' business.

## How SMS Management & Technology can assist

Over the last decade SMS has partnered with clients assisting them to structure, describe and manage their organisation's vision and the delivery of target objectives using Change Management.

SMS has made a long term commitment to establishing and maturing our Change Management capability. For more than twenty years, SMS has been delivering Change Management services across a range of industries and a broad client base. During that time, we have progressively built our expertise across all aspects of Organisational Mobilisation including executive coaching, training needs analysis, change impact assessments, process reengineering, communications strategies and plans, and business reorganisation. SMS also makes an active contribution to industry forums and conferences.

SMS employs consultants experienced in all aspects of this discipline including communication specialists, change specialists, culture assessors, training needs analysts and process improvement specialists. SMS also has leaders in the field of Change Management who can structure, tailor and manage a business transformation programme effort to a successful outcome.

SMS is regularly relied upon to manage change programmes in complex environments where HR sensitivity and privacy issues are critical, such as Defence, Health and Justice. Through our broad experience across many industries we are able to tailor this complex discipline to our client's particular circumstance.

**Notes**

**Notes**

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