Chapter 1 : Benefits From Change in the Workplace | racedaydvl.com

Change management reduces disruptive aspects and emphasises positive opportunities in the change process A few more thoughts about the benefits of change management: Careful planning helps to ensure that the change process is started and managed by the right people at the right time.

Benefits management is the identification, definition, planning, tracking and realisation of business benefits. General Delivering benefits is the primary reason why organisations undertake change. A benefit is a positive and measurable impact of change. However, in some cases there may be unavoidable negative impacts of change that are acceptable in the context of greater benefits. These are called disbenefits. Benefits can be tangible e. They may, or may not, also be quantifiable in cash terms e. The forecast benefits of a programme or project are the basis of its business case. The sponsor owns the business case and is ultimately accountable for the realisation of the benefits. The tangible and quantifiable benefits will ideally outweigh the costs. It is dangerous to rely too much on intangible and unquantifiable benefits to justify expenditure. Benefits-driven change requires proactive management throughout the entire life cycle. An organisation identifies the benefits it needs and initiates changes that are forecast to deliver benefits. During the change, the organisation needs to monitor performance indicators that can reliably predict benefits delivery. Day-to-day responsibility for the implementation of change and realisation of benefits lies with one or more business change managers. The relationship between the project or programme manager and the business change manager is crucial. The delivery of outputs and the management of change must be closely coordinated. Benefits management is an iterative process with five main steps as illustrated in figure 3. Benefits management process Define benefits management plan: This explains how benefits will be managed. It sets out policies for aspects such as measurement, roles and responsibilities, priorities and key performance indicators KPIs. Identify and structure benefits: Requirements are captured from sources such as the project mandate and stakeholders. Benefits depend on the delivery of outputs and the achievement of outcomes. The interrelationships between these need to be understood through benefits modelling and mapping. Each benefit and disbenefit should be documented in terms of priority, interdependencies, value, timescales and ownership. This step involves capturing baseline measurements and agreeing targets. Baseline measurements identify the current performance of an operation so that improvements can be measured. The benefits plan illustrates the timeline and milestones for realising benefits, including any dependencies on project outputs or interactions between benefits. Benefits happen when something changes. This usually involves permanently changing attitudes and behaviours as well as physical changes. While implementing change, new opportunities for additional benefits should always be sought. Changes to the way people work need to be embedded to ensure that benefits continue to be realised. A business change manager needs to track realisation and ensure that the change is permanent. The bulk of the benefits may only be realised after a project or programme is completed. Long-term actions and monitoring for continued realisation should be documented as part of the handover to business-as-usual. Project In most cases the project ends with the delivery of an output. However, some projects will continue through the extended project life cycle to deliver measurable benefits. A project needs to be clear from the outset whether it is delivering outputs or benefits. This will govern how the project is constituted and managed. Where a project is only responsible for delivering outputs, it must interface with whoever is responsible for delivering the benefits. This may be a programme, portfolio or business-as-usual organisation. Programme The benefits associated with strategic organisational change are delivered through programmes of multiple-aligned projects and change management activity. Such programmes can contain complex interactions between the outputs of individual projects, outcomes and benefits. The attribution of programme benefits to individual projects and double counting of benefits across a programme can be difficult issues, particularly where investment approvals are impacted. These should be approached in a pragmatic way and resolved through effective mapping and stakeholder consultation. Where appropriate, the benefit should be attributed to a specific project based on the principle of greatest contribution. It is important to implement a consistent approach to benefits management across a programme, particularly for consistency of measurement. Without a consistent approach,

it is difficult to aggregate benefits across multiple projects and assess their collective impact on business performance across the organisation. Portfolio A portfolio will deliver a collection of strategically-aligned benefits. It will do this through its component projects and programmes. Strategy mapping helps ensure that investment decisions, and the scope of each project and programme, are driven by the contribution of benefits to achieving the operational, organisational or business strategy. A portfolio must have a consistent set of guidelines for benefits management practices for all programmes and projects, including tracking, forecasting and reporting. This enables benefits to be compared and aggregated across the portfolio. It also helps to minimise double counting and facilitates an even-handed investment appraisal. This is essential for the categorise, prioritise and balance phases of the portfolio life cycle. A well-defined and flexible, portfolio-wide, policy for benefits management will greatly reduce the work needed to develop governance policies at project and programme level. At a portfolio level, it is possible to make use of data on the performance of benefits management e. This can be used to improve benefits management practices by sharing and applying lessons learned.

Chapter 2 : Benefits of Change Management Software - InfiniGEEK

An organizational change management plan considers all the people and teams involved in an upcoming transition, how the change will affect them, what they will be responsible for and what they need to know in order to succeed both during and after the transition.

Published by Michael James at January 4, Project management is often framed by three levers; scope, cost, and schedule. Where success can be measured by getting what you wanted, when you wanted it, for less than you expected. It is by nature a product focused discipline. But what happens after you get exactly what you asked for? An application that never realized any benefits because the people we expected to use it were not prepared, willing or able, to take advantage of it. Change Management strives to connect project execution with the people it impacts. By managing the people side of change, it is a discipline that focuses on realizing the benefits of a project by preparing individuals to be able to adopt and use your project outputs. This critical element often gets missed and relegates Change Management to the back row of project execution, merely a soft skill with little tangible benefit. But in truth, Change Management ensures projects are able to deliver on their benefit promise by handling the transition from project execution to project operation. Benefits of a Structured Change Management Framework When justifying the cost of implementing a Change Management framework, consider the following benefit argument. The return on investment for change management is built around four tenants, an increase in the rate of adoption, a higher overall utilization rate, a reduction in project rework, and an increase in user proficiency. These combined factors are the modes by which your project benefits are realized sooner, and at higher levels. Everett Rogers, who is best known his Diffusion of Innovation theory notes a tipping point in adoption critical mass where the number of users that have adopted a new system is large enough to where continued adoption, and growth, is self sustaining. These users understand the change, the reason why the change is needed, and what the direct benefit is for them. There is direct correlation between the rate of return and the percentage of your population that uses the application. Your goal should be to drive this utilization rate as high as possible, but there will be resistors within your user group that will fight against the change. Inclusion and consultation in the delivery process is essential to removing resistance to change and creating a sense of ownership among those who will be most impacted. Rework, change requests, enhancements, and tickets are expensive and eat away at your overall benefits. By including users in the design process to ensure that your application is changing the current state in the right ways will significantly reduce the amount of rework needed post roll-out. Users who know an application are more likely to use it effectively and make less mistakes. Training your user base is essential to project success. Strive to go beyond the user manual; hold question and answer sessions, have proficient users act as mentors, create incentives to sustain and prove learning. Project roll-out should continue past deployment and ensure that users can, and are able to, successfully interact with your new application. Here at Princeton Blue we aim to deliver on a holistic approach to your BPM needs, we want to be your partner in developing successful solutions that are not only expertly deployed but also whole-heartedly adopted. Let us show you what we can do with a live or remote demo, please visit our website at www. Leave a Reply Your email address will not be published.

Chapter 3 : Benefits of Change Management - What Your Programme Will Deliver

Change Management Basics Businesses, no matter how large or how small, can benefit from undertaking change management strategies whether faced with implementing new software or changing the organization of the company's structure. Change management offers a way to structure these changes so th.

Everything You Need to Know Change is an integral part of lives and the transition from A to B is a process that takes time, efforts and acceptance of the need for change. The same holds true as far as project management and business administration are concerned. In this article, we shall learn what change management is and how it can prove to be beneficial for a business and those who constitute it. Change Management is a method or approach of changing or transitioning companies, people or groups of people with the aim of preparing them for a desired outcome in the future. This term is used mostly in the context of businesses or project management and in such a background, it can be referred to as a process in which changes are introduced and approved formally as far as the scope of the project is concerned. It is a continuous process improvement technique without which no successful organization has ever been able to move ahead. It can be understood as the application of a planned or structured process together with certain tools for bringing about a people side of change in order to get a desired result. Change does not take place in isolation and affects the entire company or organization. It not only impacts the organization as a whole, but each and every member associated with it. Change Management is a very broad field which is related to managing the changes in a particular field well. The approaches needed to bring about these changes may be different for different companies or projects running in those companies. To bring about change or to manage it, a company or an organization must focus on certain objectives and they include: Involvement of people Sponsorship available or possible to achieve Communication with people Readiness to adapt the changes. By application of a structured framework of the method, change management increases the success probability of an organization. But on the other hand, if change is not managed effectively, it can lead to certain negative impacts or puts the company at a risk of certain things which are given as follows: One of the first risks involved is that the deterioration in the morale of the company or people involved takes place, and this can have a serious impact on the company. Another risk is the declination of the overall productivity of a business. Projects go past their deadlines in the case when change management is not applied effectively. Also, projects go past their budget when the management of changes is not structured or pre-planned. Another risk involved with the improper application of change management is that important employees may quit the company, effecting productivity even further. In some cases, divides may also be created in the company due to this. Path of no return: Organization may also experience painful and failed changes that could be hard to bounce back from. Active resistance comes out as a result of improper application of change management. Passive resistance escalates as well. Imagine you would execute your change management correctly, so you would be able to enjoy the following benefits: Alignment of existing resources â€" One of the main benefits of change management is that it helps the alignment and combination of existing resources with the new resources. When a change management process is being held at an organization, there is no need to eliminate all the existing knowledge base, resources etc. The key is to combine new resources with existing intelligence in order to run an effective change management plan. Only on doing this right and selecting the right combination can one truly make the most of the existing with the one on which investment is being made. Maintenance of everyday functions and operations â€" It is true that every organization has to make certain sacrifices in order to reach a desired outcome, but the key is to implement or run the changes without letting them have a negative impact on the current operations. In order to achieve this, organizations must consider what the business and individuals need in order to adapt to the change readily and at the same time maintain the day-to-day operations smoothly. Thus, one of the benefits of effective change management is the maintenance of the day-to-day functions. Better opportunities for the future â€" When a business or an organization along with its people is going through change management, it has a bright opportunity to grow more and focus more on areas where improvements can be made. During the phase of transition, the best

practices for growth can be identified and focused upon. Also, one tends to realize how to maintain these practices to lead to innovation. Thus, there emerges a huge scope to grow and taste success in the future. Lowering inefficiency and risk â€" If you implement a change management process right now, then it will help you to lower down the risks for the future. It is about being prepared for the future and starting to adapt to the changes from now onwards. Not only does this reduces the risk but also reduces the inefficiency. When we create a plan keeping in mind the business as a whole as well as the people involved in it, we only reduce the chances of an unsuccessful attempt at transition. This way, we also reduce the time taken to implement those changes. Employee problem consideration â€" When change management takes place, organizations need to consider the challenges being faced by their employees in order to adapt to the changes. What this does is that it makes companies more considerate towards problems of their employees and try to reduce them as much as possible. Thus by developing a change management plan, an organization can address the various concerns better and this also clears way for more communication. This in turn results in the employees feeling valued and important and may help to boost their morale. Reduction in costs â€" Creating or developing a change management plan before time also offers the benefit of reducing the overall costs since being prepared in advance gives you the time to manage your budget in a much better way. The waste, the inefficiencies, etc. If the right individuals are involved in the process of change management, then this helps to avoid the situation of going over budget and further contributes to saving costs. Facing challenges gets easy â€" Every organization faces certain challenges on the way to success but dealing with them can take both time as well as money. But a change management plan is usually made in such a way that it takes into account or consideration all the future challenges and roadblocks. This means that no challenge stuns the organization or makes it difficult for it to handle them. This is another major benefit of an effective change management process. When an effective change management plan is made and implemented, it makes the employees feel that the organization is taking out time to help them adapt to the changes, and this boosts their morale and confidence by a big factor. They feel that their efforts, needs, and wants are valued, and this makes them perform better. They get more involved in the process of change, and the end results are favorable to the organization. Improved ROI â€" Besides cutting down on the overall costs and spendings, another benefit of change management is that it also leads to an increase in the return on investment or ROI as well. With the right process and a structured plan in place, an organization is more likely to see and experience improved profits. What happens is that when a company invests on changes, it prepares its people for the future a little ahead of time. This has a positive effect on them and results in better productivity and hence better ROI. Preparation The first phase of change management is preparing for change. This methodology by Prosci calls for getting ready to start managing the change and to know how much of change management would be needed to meet current goals or run the current project. This phase is related to having awareness of the situation and is highly effective for successful transition management. It involves certain steps which are given as follows: Defining change management strategy â€" The first step of this phase involves defining the change management strategy for the project or desired outcome. This means that an organization must first figure out why it needs the change and how can change management help. Based on this, a strategy must be defined. Preparing the change management team â€" Once the strategy has been defined, the next step is to bring together a team of people who will be implementing the change and running it. The team must be carefully selected and put together. Developing sponsorship model â€" Every change management needs funds, and these funds have to be arranged through sponsors or financial aids. The next step involves developing a full-fledged and well worked out sponsorship mode to make managing of the change possible. Management After preparing for change management, the next phase involves its management and administration. This phase includes the creation of plans and strategies to implement the change. These plans are clubbed with project activities, and some of these include sponsorship plan, communication plan, coaching plan, training plan as well as resistance management plan. It is a good idea to have a well-structured plan that is also excellently integrated with existing tools, resources and expertise. The following are the steps involved in this phase: Develop change management plan â€" The first step is to come up with a proper model or plan on the basis of which the change will be introduced and implemented. The plan must take into consideration the

budget , the people involved, the objectives desired and the time frame available. Take actions â€" The next step involves the implementation of the plans made and taking actions on ideas that have been worked out. One must go step by step in implementing the strategy and ensure that each step is carefully taken. Reinforcement The third phase of the process of change management is one of the most important ones, yet the most undervalued. It is true that planning and implementation of change are highly important but if the action plans are not reinforced in the future course, then all the previous hard work can come falling down. The change must be sustained through efforts and corrective actions. Gather and evaluate feedback â€" In order to take corrective actions, one must gather or collect feedbacks and then analyze them to see where they are going wrong. Also, the areas where change is being managed effectively can also be figured out in order to sustain the positives. Diagnose problems â€" The next step is to diagnose the various roadblocks, challenges and problems in order to manage the resistance and get past it. Execute actions â€" Once gaps have been diagnosed, it is time to implement corrective actions. After execution of actions for reinforcement, the final step is to celebrate the success and appreciate the hard work done. Understand need for change: In order to bring about successful change, it is highly important to first acknowledge and understand the need for change. The improvement plan must include people, the right resources, the right tools as well as a structured approach. The complexity of the situation must be addressed in such a way that besides elimination of the issue, improvements in methodologies also takes place. Communicate the need for change and involve people: Another way in which one can lead to successful change management is through effective and open communication of the need for change with the people or employees of the organization. The people working with you have the right to know and understand the situation so that they accept and be part of the change willingly. Some people who must be included in this are the beneficiaries, the employees, the stakeholders and the managers. Create change strategies and plans: After proper communication about the need for change, the next step towards successful change management involves creating plans to achieve the objective in the most economical and effective way. This step involves several small measures such as deciding on performance measures, training workers for change, figuring out desired outcomes, dividing the process into mini goals and coming up with strategies that can benefit the organization as a whole.

Chapter 4 : ITIL Change Management process â€" 5 benefits of the implementation

Defining change in this way, with reference to context, content, process, people and purpose, is the first step in maximising the potential benefits of change management. Secondly, in a definition of change management, we argued that change should be more than following a process and implementing steps.

Designing a standardized change management process that is sanctioned by management will aid in quickly, economically and effectively managing changes when they occur. The process can then be automated by service management support software. Change control is a subordinate element of the overall change management process designed to ensure changes are controlled, recorded, analyzed and approved. A typical Change Management Process includes the following activities: These requests can be rejected and returned to the submitter or management as notification or in request of more detail. These unapproved changes should be monitored and closed as needed. For certain types of changes, such as major changes, a formal change evaluation takes place by the change evaluation process and is documented in a Change Evaluation Report. Impact assessment will consider the impact on the business, infrastructure, customer service, other services â€" both IT and non-IT services, implementation resources and currently scheduled changes in the change log. This varies across organizations, but commonly depends on the size of the business, anticipated risk of the change, potential financial repercussions and the scope of the change. Each change should have remediation plans prepared in the case of an implementation failure. Once building and testing are complete, release and deployment should notify the change manager of the results and suggested implementation requirements. The FSC along with projected service outages PSO , or expected deviations in service availability, will be taken into consideration when coordinating change implementation. Release and Deployment will be responsible for implementation and coordination of training needs. If not successful, the remediation plan should be activated appropriately. A Change Management policy should also be defined to support the process. This policy might include, defining what an emergency change is; implied benefit of the process; encouraging a change and ITIL friendly business culture, establishing roles and responsibilities for various change management activities, restricting change management access to authorized staff, risk management and performance measurement. Problem Management can submit a RFC to resolve an error in the IT infrastructure that is causing problems and incidents. Problem management can work using the normal, standard or emergency change process. In either case an RFC must be submitted. It is essential that Cis affected by the change are identified. Information associated with the impacted Configuration Item CI is also updated throughout the Change Management process. These two processes are so integrated that they should look like one process because of the handoffs. There are numerous procedures associated with IT Service Continuity that require regular updates in order to maintain accuracy. These updates and changes are managed by the Change Management process. This include coordination and collaboration with other process areas for evolving data, information and knowledge for service oriented decisions. Change management manages most of these changes as standard changes until or if the risk of the change necessitates the specific change to become managed as a normal change. Back to top Change Management Roles and Responsibilities Clearly defined roles and responsibilities lead to successful Change Management. Although each organization will determine their own requirements, the following roles are typically found in the Change Management team: The group of representatives will vary depending on the type of change under consideration. An Emergency Change Advisory Board ECAB may also be established to quickly assemble when emergency changes arise, this formation should be included in the policy. This person reviews all change requests, rejects requests with insufficient information, leads CAB meetings, identifies relevant CAB members, creates and manages the Forward Schedule of Changes FSC , acts as liaison in order to coordinate changes, reviews implemented changes, manages PIR, closes RFCs and delivers management reports. The Owner is accountable for the process effectiveness and its improvement the Manager is accountable for the execution of the process. If only one role exist, that roles has all responsibilities. Identifying service consumerization trends, measuring the impact of changes and demonstrating a reduction in business disruptions due to change are important improvements that help link Change Management results to

business goals. Improvement in service marketability Number of successful changes implemented Reduction in the number of service disruptions Reduction in unauthorized changes Decrease in change request backlog Incidents associated with changes Average time to implement a change Change success rate Number of disruptions Incidents, Problems caused by failed changes Frequency and Volume of change Ratio of planned vs. Implementing any of the ITIL processes can be a formidable task and Change Management is not exempt â€" it is a considerable strategic project. Earning support from executive leadership and upper-management for change governance is critical in gaining the buy-in from the staff you expect to both implement and follow the framework. Change Management adoption has to be expressed in values for each stakeholder. It is also important to have a dedicated project management to coordinate implementation along with an IT Service Management solution in place to support your ITIL processes. Share the purpose and benefits of a well-structured change management process with all levels of the organization, gaining buy-in from organization leaders and working down the chain of command. Getting all stakeholders on board is fundamental to change management success. These processes can be implemented in your ITSM solution for automated management. Use these to demonstrate improvements and share these successes. At a minimum, Change Management software should enable administrators to:

Chapter 5 : 10 Benefits of Change Management: How Carefully Managing Change Can Save Your Compa

Change Management Benefits the Employer and the Employee. It was an interesting question. Having seen many poorly implemented organizational changes I could see why.

However, there are many benefits of change management - especially if you consistently undertake the change management process each time your company is faced with change. Change management offers a way to structure these changes so that everyone is on the same page and so that confusion is minimized. The basics of change management include establishing a sense of urgency, creating a vision for change, and instilling the desire for implementing change into employees. Change management methodology should be implemented any time there is a change occurring within a project. There are various benefits of change management: Change Management Lowers the Chances for Project Failure By carefully implementing change management strategies, you can lessen the likelihood that your project will fail when change is implemented. When not everyone is on board with the change, or when changes are made too quickly, then projects can fail. When you undertake change management methodologies, you have to carefully plan the change. By taking the time to carefully plan changes, then it makes it more difficult for problems to crop up within the change management project. This is mainly due to the fact that when the change management project is planned the potential for risks have been analyzed and strategies for overcoming those risks have been outlined. Change Management Eliminates Confusion Change management helps you to eliminate confusion when change is underway. By taking the time to carefully outline the change that has to occur, how each stage of the change implementation will be managed, and who will be responsible for which change-related task. By outlining each stage of the change implementation, every action item associated with the change is made explicit. Because of this, confusion amongst team members about what the protocol to be used will be eliminated. Make the Change Happen Faster Using Change Management When utilizing change management techniques, you can expedite the time it takes for the change to be implemented from the time it was initiated. Because you set a change management schedule and outline the milestones for the change management project, the time it takes to achieve full implementation of the change is shortened. Whether the change is only at the project level or it is at the company level, careful change management helps ensure that change is efficiently implemented. Making mistakes while implementing change is very expensive. By implementing change management methodologies, it is much easier to manage your budget for the change being implemented. When you formulate the change management plan, part of the plan involves creating a project budget. By ensuring that each stage of the change management project is outlined, then a cost-estimate for each stage of the project can be made. This helps to not only estimate the total cost of the change management project, but it also helps to control the project costs. Change Management Increases Communication Between Team Members When managing change carefully and properly, the communication between project team members is facilitated. This relates to how it is that change management decreases the level of confusion in a change project. After all, without good and clear means of communication, not everyone will be on the same page with the project. By taking the time to complete a stakeholder analysis and formulate a communication plan for the project, you will increase the communication that occurs during the change, and all team members will be aware of what needs to be communicated, when it needs to be communicated, and with whom the information should be discussed. For more benefits of change management, please continue reading to the second page. What are the benefits of managing change in projects and why should you worry about creating change management plans for your company? Ronda Roberts Levine explains the importance of managing change here. Another Benefit of Change Management is That It Increases Morale Have you ever come across a change that was undertaken in a haphazard method where not everyone agreed with the change or even understood why the change was even necessary? By using change management methods, you can make it so that the likelihood of this occurring is less. For instance, should you change the organizational structure of the company , many employees may not understand why this change might benefit them. On the other hand, if you use change management methodologies, and you ensure that you explain to all company stakeholders why the change is

necessary and will benefit all impacted by the change, it is more likely that everyone will be on board. By carefully following change management methodologies, you will analyze how other aspects of your project and of your company will be impacted by the change. For example, if you change the software you use to manage projects, will it also change the structure of project teams? If you are changing some of the deliverables of the project, will it make other proposed deliverables obsolete? By doing your homework and researching the total impact of the change in your project on other aspects, you can not only anticipate potential problems, but you can anticipate changes that will need to be made. For instance, when it comes to scope change , you will need to analyze how it is that scope change impacts other aspects of the project and how you will need to alter the project to accommodate those impacts. That means that change, no matter how small or great creates a certain level of stress in those who are impacted by the change. By taking the time to carefully plan out the change that is to occur, you can reduce stress by reducing the factors that relate to the unknown. However, all emotions associated with change can be dealt with effectively through change management strategies. While it seems counter-intuitive, by creating a structure for the change to occur can release stress and free individuals up to complete the work involved with the change in an expedient fashion. Effectively Managing Change Allows Better Customer and Client Service Not only does effective change management increase the level of communication with customers and clients, but it also increases the overall satisfaction reported by customers and clients. Imagine that you walk into a store and the usual level of service you have become accustomed to falls short of expectations. Change management allows companies to make radical changes while still maintaining commitment to delivering quality goods and services.

Chapter 6 : 10 Powerful Benefits of Change & Why We Should Embrace It

The cost-benefit analysis for change management is not unlike other cost-benefit analyses - you are attempting to show the relationship between what it costs to manage the people side of change and the benefits of applying a structured approach to enabling and encouraging employees to adopt a change.

The key is in managing change, as well as expectations, and being open to new approaches. Strong leadership during times of change can also help make transitions feel like a benefit, rather than a deficit. Fresh Approaches We all get comfortable with routines, and when something disrupts the familiar flow, it can feel unsettling. However, change that brings fresh approaches to the everyday work flow can actually be invigorating, once you get the hang of things. For example, learning a new software program can be frustrating, at first, but if it allows you to improve processes, speed the workflow and to better manage your time, at the end of the day, you may feel less stressed. Although it can feel like you need to start a learning curve all over again, if you meet new people with fresh eyes, it may help you look at work processes and work approaches in a new light. You can also use your experience to welcome new people into the fold and to collaborate with them, merging existing practices with new ones. Novel Challenges Often, changes in management or personnel encourage everyone in the company to step up their own performance so as to not appear to be falling behind. Friendly competition and an internal drive to elevate yourself to peak-performance levels can help you boost your career. The key is to embrace new challenges rather than fighting them. Maybe new management offers regular cost-of-living pay increases or telecommuting options that the previous owner never considered. Or, perhaps a new internal reporting structure gives you more freedom to work independently than you had before. Even if there are trade-offs â€" such as fewer company parties â€" look for the silver lining in every change. Increased Opportunity Change often translates to opportunity for those who are willing to embrace it and who take advantage of burgeoning opportunities. Other types of change, such as reorganization or mergers, can create new positions, new divisions or departments, or an opportunity to create a new job title. How to Survive and Thrive in a Changing Workplace Whether you gladly embrace change or you dread anything new and different, when things start to move in the workplace, your only options are to assimilate or be miserable. Be willing to jump in and take risks. The old adage, nothing ventured, nothing gained, applies here. When change is on the horizon, stretch yourself professionally. You may find an opportunity for your own personal and professional evolution.

Because if you (and your management) are clear on what benefits the implementation of the Change Management process brings, it will be much easier to motivate yourself and your staff, and gain sponsorship from the management.

Favourite Merv is a member of the Benefits Management SIG and chair of the Programme Management SIG and has a keen interest in exploiting information and communication technology and experience in change projects and programmes - particularly criminal justice. The key objectives of the presentation were to illustrate how benefits management and change management are inextricably linked and to identify ways of applying the right thinking and methodologies to change projects or programmes that contribute to success. The presentation was delivered in five parts. The initial part re-enforced the reality that the frequency and scale of change continues to grow and that organisations need to be able to respond quickly and effectively to a range of key change drivers including globalisation, economics, technology and regulation. If organisations and businesses are unable to respond effectively to change then there is a very high risk of organisational failure. However, even with this level of structure and rigour, why do change projects and programmes continue to fail? Benefits management and realisation was next on the agenda. The key elements of this process were encapsulated in the following stages: Fundamentally, benefits need to be driven by a change in culture but they are still the rationale behind the investment in business change. It is only possible to be sure that the project or change programme has been successful if we can measure the successful delivery of benefits it is supposed to bring. Change management is often seen as an unwanted business function as it challenges existing boundaries of where the responsibility for change management reside. Some people see it as belonging to the programme management discipline for instance. However, Merv and Neil were strong in their thoughts that change, and the implications of change, need to be maximised in terms of inclusivity and contribution from all individuals within an organisation and that people need to be more aware and integrated in to the change lifecycle. Early involvement results in better commitment and informed solutions. The use of fact sheets, web sites, public communications, focus groups, surveys and workshops will all help to contribute to successful change. Collaboration across the stakeholder community is absolutely vital for success. Ultimately, it is people that deliver change and they have to have the right skills, understanding, support, commitment and empowerment to ensure its success. Finally, Merv and Neil discussed event ROI methodology that ensures that factors such as learning, satisfaction, application and impact are all addressed in any new change activity and that they directly contribute towards maximising value for an event or change activity. Dr Elling Hamso of the Event ROI Institute was seen as a leading practitioner of this approach and a short video was played of Elling giving a pecha-kucha [a simple presentation format where you show 20 images, each for 20 seconds. The images advance automatically and you talk along to the images] to explain Event ROI for non-believers.

Chapter 8 : Cost Benefit Analysis of Change Management

Change management can be a challenge in any organization. Managing change means getting the organization to accept the change, understand the elements of change and then properly execute change.

Those benefits identified need to be defined so that the programme can monitor and track their progress. The definition is called the Benefit Profile. These should be agreed with the managers of the business areas where they will actually be realised. They can then be managed and controlled by the Business Change Manager as this is of primary importance to the success of the programme. The definition of a Benefit must pass four critical tests: The Benefit Profiles should detail: The description How it will be measured Projected changes from the current business processes and operations Inter-dependencies with other benefits Key performance indicators in the business operations now and for the future, and current or baseline performance levels Explicit linkages, wherever possible, between projects and deliverables Dependencies on risks and other programmes or projects Financial valuations When it is expected to occur and over what period of time will realisation take place The Benefit Management Strategy is perhaps the most important piece of programme information. It should be continually reviewed and maintained throughout the programme. It defines how the achievement of the benefits of change management will be actively managed during the programme. The Benefit Management Strategy should include: The objectives of the Programme Benefit Reviews are to: Inform those managing the programme of progress in the delivery and realisation of the benefits of change management, and to help identify any further potential for benefits Assess the performance of the changed business operations against their original performance levels Assess the level of benefits achieved against the planned Benefits Profiles Review the effectiveness of the way benefits management is being handled, so that improved methods can be developed and lessons learned for the future. The following questions may help structure a Programme Benefit Review: Which planned benefits have been achieved? If they have been achieved, were the targets correct or should they have been increased? Which planned benefits have not been achieved? Why were they not achieved? Can remedial action be taken to achieve them or has the opportunity been lost? Were the assumptions on which the realisation of the benefits was based correct? If not, what effect did this have on the realisation process? Were there any unexpected benefits that have resulted? If so, can they now be planned and maximised further? Were there any unexpected issues arising? If so, how can these be managed and minimised? Are there any further potential benefits? Do the measures applied appear to be the correct ones? Do they need changing or refining? Was the process of data collection to establish the measures effective? The findings of each of the Programme Benefit Management Reviews should be communicated to the rest of the programme. Change is a messy business Change is a messy business and it is fraught with complexity, and there are many things that can, and so often do, go wrong. The projects to deliver new capabilities may have been delivered [on time and in budget] but without a strong focus on what is involved to realise or achieve the intended business benefits, then the initiative will still fail. There are 3 over-arching themes which need to be addressed: Leadership - that addresses the people side, and that pays particular attention to the personal impacts and transitions that accompany any significant organisational change. A change model and methodology that is sufficiently holistic to encompass the comlexity and multi-dimensional nature of a major organisational change initiative. Hands on practical action management that applies an equal focus to the people side as to the task side of execution and implementation.

Chapter 9 : The Essential Guide to ITIL Change Management

Embracing change, rather than fighting it, can result in a host of new and even unanticipated benefits.

Branimir Valentic June 21, While growing and gathering know-how, IT service providers get more knowledgeable and experienced. That means performing the same job in less time, using less effort, and with greater efficiency. Sometimes, this ends up good, but it can also go in the opposite way. Building up processes and organization based on experience is OK if you are sure that you are going in the right direction. Free will and improvisation will become your biggest enemies. Changes are becoming everyday activities. They have to be performed in less and less time without sacrificing efficiency. And they, at the end, always affect customers. On the other side, you need resources for the process. And you have to argue â€" why. Particularly if you have management who is not involved in the daily life of the ITSM organization, you will have to argue why Change Management is important, i. The benefits Being one of the most important and sensible processes, the Change Management process has to be implemented. Because if you and your management are clear on what benefits the implementation of the Change Management process brings, it will be much easier to motivate yourself and your staff, and gain sponsorship from the management. So, what are the benefits of successful Change Management process implementation? Or, to put it another way, how would you explain a need for implementation of the Change Management process in your organization? Here are a few of the most important ones: Customer satisfaction is proportional to the efficiency of the Change Management process. Failed changes are visible to your customers and influence their satisfaction, or dissatisfaction, with services you provide. Customers are watching what you are doing â€" from announcing a change until the change implementation finishes. Keep in mind that customers pay your bill. Unsatisfied customer will maybe pay the bill, but certainly not for long. Protection of services in the live environment â€" well, you should be particularly careful with live services. Every malfunction or new incident is highly visible. As we said before, unsuccessful changes or changes that are handled with low quality are quite often causing new incidents on, you guessed it â€" live services. Reduction in number of unauthorized changes â€" that is a test of your management skills. So, a well-prepared and efficiently implemented Change Management process will certainty ensure that changes will be implemented in a controlled and managed environment. And, IT services have to follow up. By having a managed Change Management process you will ensure efficient interfaces toward the business and success in implementation. That includes faster reaction to changing business requirements and efficiency of business processes after changes are implemented. Improved staff efficiency â€" to explain this, let me ask you â€" do you like to work in a chaotic and uncontrolled environment? Most probably â€" no. So, neither do your colleagues and employees. They will appreciate a managed environment, which includes the change process as well. Is that the end? Well, it would be better to say â€" implementation of a Change Management process is just the beginning. Now, when you have implemented a process you have to start to live it and fight for your benefits. Quite the contrary â€" a loss of efficiency and maybe even customers. Process efficiency and own staff satisfaction are a great motivation. You may unsubscribe at any time. For more information on what personal data we collect, why we need it, what we do with it, how long we keep it, and what are your rights, see this Privacy Notice. Leave a Reply Your email address will not be published.