

A structure for change management

by Barry Tuckwood

In order to develop a structure for change management it may be useful to remind ourselves of the issues that have been discussed in the articles so far:

- Improving service delivery through project synergies, grouping projects into a programme to increase the benefit
- Exploring the motivation for change to find a route to success
- Finding a common goal, using a shared objective to act as a catalyst for change
- Working from resistance to adoption, considering the typical emotional responses to significant change;
- Considering the importance and types of feedback that may be available;
- Using feedback to boost success.

If we are to accomplish all of these no single person can have responsibility for achieving the individual objectives in each unit engaged in the programme. There isn't time.

A practical model for managing the programme can be based on major projects which have been run across multiple organisations, or across many units of the same organisation.

In these there is a programme manager responsible for overall delivery but each of

the workstreams is devolved to individual managers. Similarly the change management aspects can be devolved.

For example, the success of the programme may be dependent on changing the way data is gathered, maintained and shared. Along with this there will be a need for it to be cleaned and confirmed, especially if it is held by separate departments in their own databases. Cleansing and matching are arguably a relatively straightforward although time-consuming technical role. But if it is to be successful long-term the processes behind it have to change to reflect the integrity required for all of the users. At a workstream level the cleansing and matching is one role, while the more complex aspect of changing the way that the data is gathered and maintained is another.

We can see a distinction between the nature of the roles of the different managers technically, and see how they contribute to the programme as a whole. On the one hand we need someone to report on technical aspects, on the other we need to know about how the vital changes to processes are being put in place, the way that individuals and teams are responding to the changes, and how successful those changes are.



Progress reports need to provide information on both aspects. Sharing that information contributes to the success of the programme as a whole.

Therefore in order to report on the change management aspect itself responsibility needs to be assigned to people able to take on the mantle of encouraging process change. These people have to be able to discuss and demonstrate the benefits for everyone individually and corporately, ensure the benefits are achieved through objective-setting, and subsequently report on progress.

For the programme as a whole we therefore need to have people who can report on both the technical and the change aspects, people who can acknowledge the value of the failures as much as the successes, and be willing to share the warts and all picture.

Barry Tuckwood is the Programme Manager for Valuebill, one of the National Projects. www.newham.gov.uk/valuebill; barry@tuckwood.co.uk

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