

Keeping Change Management Optimal for the Organisation

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The Importance of Change Management

- Regulatory oversight
- Rapid and accurate response to business needs
- Security and IT service continuity
- Operational management of supply chain and partners
- Customer confidence

High Performers – A Study

- Gene Kim article in *Service Talk* October 2006
 - A study by the IT Process Institute of high-performing IT organisations
 - What differentiates high performers? Two discriminate controls:
 - Systems are monitored for unauthorised changes
 - There are defined consequences for intentional unauthorised changes
 - These controls “...create a culture of change management”

Optimising – Setting the Scene

- People, Process and Technology
 - **Process** is well documented as best practice
 - Plenty of capable **products** available
 - Optimising start and ends with **people**
- How can we do better?
- How do we create and maintain a culture of change management?

Optimisation: Two Key Considerations

- Culture:
- ***In practice*** – ‘the way we do things around here’
- Change management is a gated approval and control process
- ***In practice*** – It stops people doing things

The challenge is to make change management work for all participants

Focal Points for Optimisation

- Active Management
- Awareness
- Measurement and review
- Simplicity
- Participation

Active Management

- Change Manager – given, and able to act with authority
- Manages expectations and responsibilities of all participants
- Maintains control compliance with efficiency and effectiveness of process
- Considers and acts upon ‘the way we do things around here’
- Not a Change Control role

Awareness

- Communicate and educate
 - a two-way process, with all participants
 - Manage differing levels of awareness in the organisation
 - Develop a common understanding of
 - Organisational imperatives
 - Working practices
- Monitor process communications for effectiveness
 - Workflow Tools
 - CABs FSCs and other vehicles

Measurement and Review

- Focus on measurements of what's important to optimise the process
 - These will change over time, so actively manage them
 - Measure according to risk
 - Avoid over-burdensome measurements
 - Involve participants when relevant to them
- Look for trends and find out why they occur
- Review with appropriate authorities....and act

Simplicity

- Maintaining the balance between risk and control
 - Applying minimal but effective controls at appropriate points
 - Work tirelessly on easing the burden of change control
 - Use standard changes
 - Exploit opportunities to automate
- Managing multiple instances of change process
 - Permit only when justified by local variation
 - Manage the resulting risk
- Managing change in the supply chain
 - We are dealing with different cultures
 - Define and manage expectations and interfaces with great care

Participation

- Optimised change management is the way we do things around here
 - Not the way things are done to us
- Involve participants in the continual improvement of the process
- Use workshop settings to develop innovative solutions and business cases to improve the compliance and reduce the burden change control

In Summary

- Active Management

- to drive continual improvement with authority

- Awareness

- To develop a common understanding of what's to be done

- Measurement

- Targeted to drive action where most needed

- Simplicity

- Strive for minimal but effective control

- Participation

- Seek to involve participants in identifying and making improvements