

Change Management

Organisations should develop an integrated and strategic approach to change management and any change program that is implemented needs to help the organisation achieve its strategic goals. The result of this is that any planned change aligns closely with the organisation's strategy. An important consideration when setting up a change program is to have a clear set of business objectives supported by a business case. With these clearly defined objectives the organisation should be able to predict, agree and measure the business benefits from any change program.

All successful change programs should be managed as a continuous process, with continuity of project team membership for the life of the change initiative. Failure to plan and execute this will result in a fragmented change program, lacking continuity between the different stages. Continuity is important to ensure opportunities for learning and improvement, and to reduce conflict between individuals working on different stages of the change processes.

An organisation's change management capability is determined by their ability to retain a high level of competency in five functional areas as part of a single change program. The Change Management auditing module enables software and IT organisations to self evaluate their own capabilities in the following five key enterprise functions:

Offering Management

Concerned with the extent to which your organisation has introduced new or improved products, services and ways of working over the last three years.

Leadership & Management

Concerned with the extent to which the organisation follows best practice guidelines when undertaking change management in general and how well the senior managers provide understanding, vision and leadership.

Operations Management

Evaluates the presence of a multi-disciplinary team throughout the change process and identifies the source of requirements that lead to the change initiatives.

Process Management

Determines whether the multi-disciplinary team works effectively despite varying goals. Determines whether change is managed as a continuous process, with continuity of team membership for the life of the change initiative.

Resources Management

Determines the skills of the team leading the change program and those employees involved in change management are educated on what it means, what it can offer, and what the issues are.

