

# DRIVING A BUSINESS CHANGE IMPACT ASSESSMENT

**Have you assessed your business functions' ability to cope with change? Well if you have, you will know what level of change is now achievable within your new financial constraints. But don't forget to also assess whether your business functions can cope.**

**All too often this gets forgotten, or at best glossed over in the rush to agree a new priority list, and especially in the current environment, functional areas can be too absorbed in business continuity activity to put their hands up to get involved.**

**This is not a straight-forward task. It needs up-front investment of time and capability to form an accurate and up to date picture and it needs to be dynamic, integrating new information as it arrives. But it really must be done to ensure business as usual operations are not compromised.**

## THREE KEY QUESTIONS THAT YOU NEED TO ANSWER

### 1. What is the impact on each functional area?

You need to understand the journey and high-level functional stories of each in-plan change programme and assess what each business function needs to do to help deliver the change. For example, what resource is required to help define the product or to work in the delivery teams.

You then must determine the resulting impact on the functions when that change incrementally or in whole lands; factors such as business process, data, organisation, skills or ways of working.

### 2. To what extent can each functional area cope?

The two types of impact from the above stage need to be combined into a functional change plan for each area, covering the demands and aspects of each change. This covers the work the areas need to do to both deliver and land the activity, ensuring the required benefits can be made real and sustained.

These change plans can then be aggregated and assessed against the current operational demands on each function, with an understanding of the current levels of resourcing and capability. This will form a 'heat map' showing where the hotspots of activity will be, and highlighting where there may be issues, such as lack of headcount or a particular training need.



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## 3. What actions are required to ensure operations are not compromised?

By focusing in on the hotspots, a series of actions can be defined to address any potential problems. These actions can drive a solution to enable the change to go ahead, or they could highlight a particular change is not 'do-able' and therefore needs to be re-assessed or stopped.

Importantly these are now clear actions based on facts, not emotion, that will help drive the certainty that your change portfolio can be delivered successfully.

**All of this is easy to write down but can be really difficult to execute. It is made even more complex in the current world of separated teams and uncertain forward plans.**

At Project One, we have the deep transformational and change expertise to get this right. We are used to driving virtual teams remotely and have proven tools and techniques to help with a fast and accurate start. Have a look at us online and give us a call, we'd love to help!

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