

# LOSING CONTROL OF YOUR CHANGE PORTFOLIO?

Adopting an agile delivery mindset can unlock huge value in your business but lose the top-down focus at your peril!

I've spoken to many organisations recently who are throwing great energy into setting up agile delivery tribes, focusing on optimising customer journeys and product features. I've been really impressed with the excitement and empowerment this can generate, and the added value that this bottom-up activity will undoubtedly deliver.

But I've also noticed a move away from a top-down focus on change. Maybe a completely new and online business can thrive without it, but for most organisations it's essential to achieve their business goals. This is especially key in the extraordinary circumstances we are currently in, with delivery teams now working virtually across remote locations.

## THREE AREAS OF DELIVERING CHANGE YOU CAN'T LOSE SIGHT OF

### 1. A single, cross-organisation view

You need a single view of key transformation and change activity showing when business value will be realised. It must be driven from the organisation's strategy and vision and have complete buy-in from across the Executive team. This alignment is important to ensure the entire organisation pulls in the right direction and embraces the changes as they arrive. It's a vital hook to hang all change from.

Creating it will require a level of prioritisation and cross-organisation analysis. The view must be achievable, that means making sure you have the capability to deliver the changes, and business areas have the capacity to take them on and embed them alongside all BAU activity.

### 2. Delivery areas must work together

There will undoubtedly be many different delivery methods in place, now working in many different locations. Agile, waterfall, a combination of both and a mixture of large scale and more business as usual aligned change. In the world of agile delivery tribes, there will be many different product aligned teams.

Making sure each area understands its linkage to the overall change view will ensure all change is joined up. It will enable dependencies to be mapped out and managed and ensure there are no overall gaps in the organisation's efforts to reach their goals.



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## 3. One single version of truth to seed good decision making

All transformation journeys will have many different changes in direction along the way. The key is having the right information to hand to direct it. This is where the top-down focus is especially important to help make informed decisions.

You must invest effort to join up views across the different delivery areas and ensure a common language. It will also need agreement on what level of value each area is contributing to the overall journey.

## CREATING AN EFFECTIVE TRANSFORMATION CAPABILITY

So, everyone focusing their efforts in the same direction, understanding the part they need to play with minimal overlaps and no gaps, being steered by the right decisions. Sounds sensible?! And it doesn't need an army of people. The days of the overstaffed change function are gone – this just needs a thin, but effective, transformation capability sitting at the top of your change agenda.

Put this in place and use whichever delivery methods are most applicable. You'll be in control and the business value will be realised. As per your delivery effort, this capability can also be set-up and executed remotely with a small, yet experienced team.



At Project One, we have the deep transformation and change expertise to get this right. We can help you innovate and adapt to maximise the likelihood of hitting your business goals. Our team are well versed at working remotely and orchestrating virtual teams. If you're looking for support or just need a sounding board, please get in touch, we'd love to help!

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