

# PROJECT one

**Point of View:**

**Assessing change 'do-ability'  
as part of Business  
Continuity planning**

# Change do-ability

## Ensuring your business areas can cope with the level of ongoing change; especially critical in business continuity situations

- Hard decisions will need to be made on which plates to stop spinning, which to pause or continue
- This is not a straight forward task; it needs up-front investment to get an accurate and up to date picture and it needs to be dynamic, integrating new information as it arises

There are four key questions that you need to answer to ensure that your business as usual operations are not compromised:

- What is the impact on each functional area of the in-plan change programmes?
- To what extent can each functional area cope with the various demands and aspects of each change?
- What actions does each area need to take?
- What needs to stop?



### Our Project One team can help:

- Experienced consultants, used to dealing with difficult, stressful situations, with lots of ambiguity
- Used to working remotely, orchestrating virtual teams working in different (often global) locations
- With proven tools and techniques that will give this a fast and accurate start
- Trusted to step in at a senior level
- Easy to engage and can be mobilised quickly to support you for as long as you require

# Our approach

We take the following steps to completing the required business impact assessment

1

## Scope

Understand the scope of each programme – what does each business function have to do to help deliver

2

## Impact

Determine the resulting impact on each function (process, data, org, skills, ways of working)

3

## Change Plan

Document 1 and 2 into a functional change plan for each area, covering impact from all programmes

4

## Heat map

Aggregate the impacts into an overall view, showing where any hotspots are

5

## Determine actions

Focus in on the hotspot areas and build the actions required to address (or call out 'stop')

6

## Continually assess

Use this picture to build in the impact of new change or new information so this is always up to date

# Examples of our experience

## Do-ability of transformational change

### Large online retailer (shop direct)

- Set-up a network of change agents across all business functions
- Determined what involvement was needed from each area to deliver the transformation required
- Understood the impact on the areas of each of the changes across people, process and org
- Created change plans and heatmaps to drive the required actions to ensure do-ability

## Business resource assessment

### Energy (Grid)

- Worked with seconded Business Process Leads and Owners to understand change implications
- Managed injection of external expertise via Functional Consultants from SI
- Undertook rigorous quantification of the business resource requirements to implement the solution effectively
- Tightened up sign-off of business design and impact

## Business impact across functions

### Large Retailer (coop)

- Determined the required business change approach to enable the launch of a revamped membership proposition
- Worked with each business area to determine the part they needed to play to make this happen
- Ensured that the business areas could cope with the activity required alongside other change and ongoing BAU work

# Who we are

**We are a leading, independent consulting business specialising in change**

- We are change experts; we make the complex simple.
- We have extensive global experience and bring insight across all industries and sectors.
- We support large organisations with complex change and ambitious businesses undergoing transformation.
- We provide a comprehensive set of change services to accelerate and de-risk your change investments.
- We work in close partnership with our customers, focusing on clear outcomes and building your in-house capability.
- We build long lasting partnerships, based on trust.

**PROJECT**one

**Confidential**

# PROJECT one



**Rolls-Royce** **BAE SYSTEMS**



**SHOP  
DIRECT**



**AstraZeneca** 

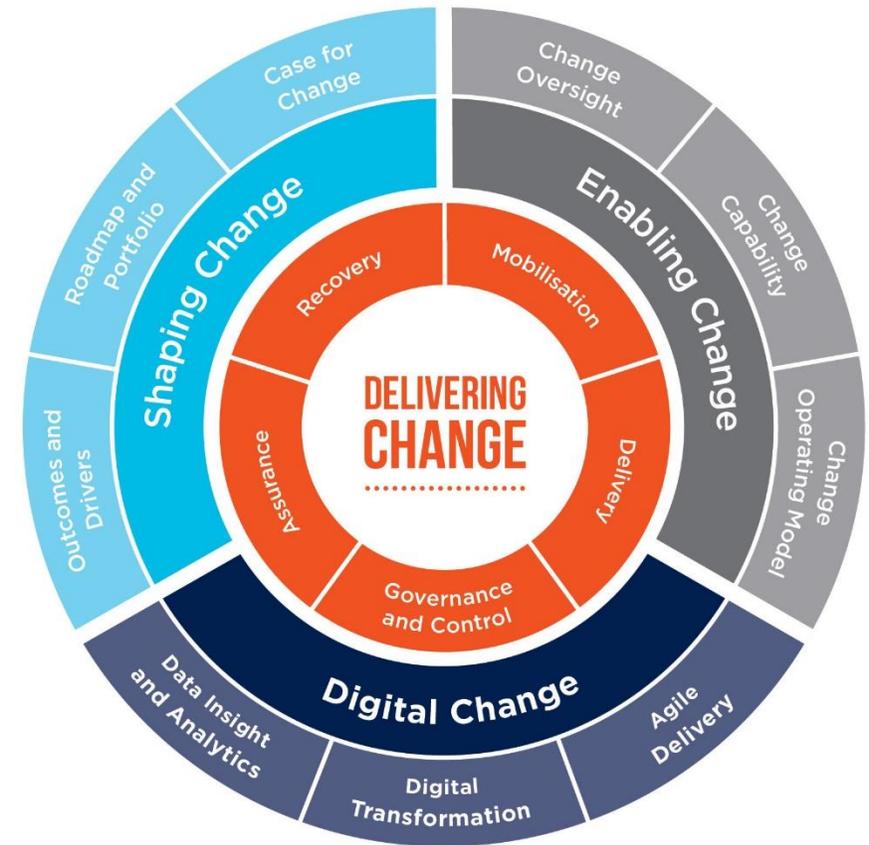
**We support organisations across all sectors,  
working both in the UK and internationally.**

# What we do

We help ambitious organisations to change, thrive and grow

As specialists in change and transformation, we offer an end-to-end service, working alongside you at every stage of your journey.

- Shaping Change: translating strategic ambitions into clear change plans
- Delivering Change: ensuring change remains on track, delivering the required business outcomes
- Enabling Change: improving your own organisation's change capability
- Digital Change: delivering the foundations that will drive your digital strategy.



# External recognition



Special recognition for:

**Digital Transformation, and Organisation and Change**

Voted by our customers and peers.



Recognised as a:

**A UK Best Workplace**

**Centre of excellence in Wellbeing**

Independent accreditation via anonymous employee survey.



Ranking in **3<sup>rd</sup>** place:

**Fastest International Growth**

Independent comparison of 200 mid-market organisations.